NFCC

Supervisory Leadership Development Programme

Line Manager Support Pack

January 2024

V1.3

**Purpose of this pack**

This pack has been developed to provide support to the line managers of those undertaking the Supervisory Leadership Development Programme (SLDP).

It is supplemented by additional resources and Frequently Asked Questions, which can be found on the NFCC / SLDP website.

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### Introduction to SLDP

The Supervisory Leadership Development Programme (SLDP) is a self-directed development programme, designed exclusively and collaboratively between the NFCC and [CMI](https://www.managers.org.uk/) ([Chartered Management Institute](https://www.managers.org.uk/)),

Its aim is to develop the knowledge, skills and behaviours in existing, new and aspiring supervisory leaders across the UK fire and rescue service, providing a wealth of support for their day-to-day leadership and management activities along with access to learning materials to address ongoing development needs.

Learning resources are accessed through a learning portal, NFCC ManagementDirect which is a comprehensive online leadership and management toolkit. It is accessible 24/7 from any device, ensuring you can find the information you need, when you need it.

The whole programme has been developed around the [NFCC Leadership framework](https://www.nationalfirechiefs.org.uk/write/MediaUploads/NFCC%20Guidance%20publications/Workforce/NFCC_Leadership_Framework_Final.pdf), which clearly defines the leadership behaviours required at each level of leadership within the UK fire and rescue service. This framework details a simple set of behaviours and supports individuals who are looking to grow and develop.

Diagram

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### Overview of programme

The programme is split into 4 modules, based on each area of the [NFCC Leadership Framework](https://www.nationalfirechiefs.org.uk/write/MediaUploads/NFCC%20Guidance%20publications/Workforce/NFCC_Leadership_Framework_Final.pdf). The suggested learning within each module has been identified based on the role of a supervisory leader within the fire and rescue service and is aligned with the [Core Code of Ethics](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/)\*. Each module contains a selection of learning materials, such as videos, checklists, models, and templates.

\*Some fire and rescue services may have incorporated the Core Code of Ethics into their service values. If this is the case, or your FRS is outside of England, your team member may find it useful to review both documents, or review the one that is most relevant to your service.

The programme itself is self-directed, so the pace of completion is at the hands of the individual. However, approximate timings for each module and learning resource has been provided within NFCC ManagementDirect as a guide.

The content of each module is listed on the table on the next page.

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| --- | --- |
| **Module 1**  **Personal Impact** | **Module 2**  **Outstanding Leadership** |
| **Awareness of self**   * The importance of self-awareness and the difference it can make to you and others * Models to assess and grow awareness of self * Emotional intelligence and how you can use it to boost self-awareness   **Being inclusive**   * The benefits of being an inclusive leader * How to create an inclusive environment * Unconscious bias and how to overcome it * Your own and others wellbeing   **Taking responsibility**   * What it means to be accountable * How to be resilient * Being able to empower others and foster trust * How to reflect on own performance   **Communicating effectively**   * Why good communication, both written and oral, is so important in your role * Barriers to effective communication * Tools to identify your communication style * The role of “listening” in conversations * Tips for body language to ensure clear delivery of message   **Courageous conversations**   * Different scenarios which may require a courageous conversation * Tools and techniques to help you prepare and conduct conversations | **Leadership styles**   * Different approaches to leadership * Understanding your preferred leadership style   **Engaging your team**   * What it means to engage teams * Approaches to motivate individuals and identify their motivators * How you can support your team to deliver   **Providing direction**   * The golden thread * Sharing the service/organisational vision * Why and how to set SMART objectives * The role of the appraisal / performance conversation * The Core Code of Ethics   **Developing others through feedback**   * Subjective and objective feedback * Tools and techniques for providing feedback * How feedback can be used to shape development   **Coaching others**   * What coaching is, and the role line managers play in coaching * How to use coaching as a development method for performance and progression * Models of coaching * How receiving coaching can support your own development |
| **Module 3**  **Service Delivery** | **Module 4**  **Organisational Effectiveness** |
| **Planning and Priorities**   * Tools to help plan and prioritise * The role of delegation in planning and resourcing   **Problem solving**   * How to facilitate problem solving * Tools to get from problem faced to problem solved * Creative approaches to resolving issues   **Decision making**   * Fundamentals of making good decisions * The role of data and information in making decisions * How ethics can impact our decisions   **Building relationships**   * Identifying your stakeholders * How to build trust with stakeholders * How to create a customer-centric culture | **Organisational purpose and culture**   * What is meant by organisational purpose * The role of values, mission and vision * Organisational culture and its impact on you and your team   **Managing change**   * Steps to manage change * Supporting individuals through change * Overcoming resistance * Processes for continuous improvement as a result of change   **Managing risk**   * What is meant by ‘risk management’ * How to manage and mitigate risk * Tools to assess risk |

### NFCC Leadership Framework self-assessment

At the start of the programme, all learners will be invited to complete an on-line self-assessment, built around the NFCC Leadership Framework (Leading Others).

The self-assessment has been designed to help learners identify their strengths and the things they need to develop in the 4 areas of the NFCC Leadership Framework and the Core Code of Ethics.

It’s a good idea that you, as their line manager supports with this process to achieve a more rounded response. This process will also allow the learner to consider any prior learning or experiences.

Once the self-assessment has been completed, the learner will receive a personalised summary, along with some recommended actions.

Whilst we do recommend that learners complete all topics within each module, the results of their NFCC Leadership Framework self-assessment, along with guidance from you, will help identify areas where additional attention may be required or where the learning may be more of a refresher.

It is also recommended that your team member retakes the self-assessment at the end of the programme, in order to show where there have been improvements and where further development may be required.

There are a series of Frequently Asked Questions available from the UKFRS / SLDP website that may answer any additional questions you have.

### Learning Logs

Throughout each module your team member will be asked to complete activities and reflections linked to their learning. The Learning Log will act as a supportive resource, allowing them to capture follow up actions, reminders and reflect on their learning.

They will be directed to download a copy of the Learning Logand complete this as they progress through the programme.

As their line manager, you are encouraged to have a discussion with your team member at the end of each module to review progress, discuss their reflections and support with their activities.

A full copy of the 4 Learning Logs can be found on the [NFCC / SLDP website.](https://nfcc.org.uk/our-services/people-programme/supervisory-leadership-development-programme/)

### Group Learning Guides

If you have a number of learners going through the programme at the same time, either within your team, across your service, or even across a number of services, a Group Learning Guide (GLG) is available for each module, which includes some suggested activities and questions for group discussions.

There are many benefits of group learning which include:

* Increase learners’ responsibility for their ownlearning
* Working together and interacting with peers can energise, motivate, support and encourage
* Learn from each other and shared experiences
* Maintains momentum
* Even greater opportunities to share learning across your service

The GLG can be used by line managers, facilitators or by the cohort of learners themselves to help facilitate group learning.

A full copy of the 4 Group Learning Guides can be found on the [NFCC / SLDP website](https://nfcc.org.uk/our-services/people-programme/supervisory-leadership-development-programme/sldp-learning-logs-and-group-learning-guides/).

It is still recommended that each learner completes their individual Learning Log, as this will help embed their own learning, prepare them for the group discussion sessions and ensure they receive a certificate for completion of the programme.

### How does my team member get started?

Once you have confirmed their suitability and learning objectives for the programme (the [SLDP NFCC Pre-programme briefing document](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fnfcc.org.uk%2Fwp-content%2Fuploads%2F2023%2F09%2FSLDP-NFCC-Pre-programme-briefing-V1.docx&wdOrigin=BROWSELINK) will help), please contact your service single point of contact (SPOC) for SLDP, to request a licence.

The SPOC will require the learners name, work email address and agreed start date for the licence.

### How you can support your team members

Fire and rescue services are committed to supporting the development of all staff and encourage everyone to take responsibility for their own development. This programme will empower your team members to take their first steps towards developing their skills to support them in their current role and/or to progress their career.

However, your support and guidance are crucial to their success!

Listed below are some suggestions of supportive actions you could take – this list is not exhaustive so please feel free to add your own.

The [NFCC Talent Management Toolkit](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC-Talent-Management-Toolkit-Interactive-Document-8.pdf), particularly the ‘Develop’ section will give you some further support.

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| Pre-programme briefing | The importance of pre-programme briefing with your team member cannot be overstated.  Please see below for more details. |
| Allow them time | Do as much as you can to ensure that your team member has the time and space to complete, not only the on-line learning but also the follow up actions and activities. |
| Regular 1-2-1s | Provide regular check-in points with your team member to:   * Review progress * Refer back to the pre-briefing form to ensure all their objectives are being met * Discuss their thoughts and reflections * Provide guidance and feedback * Suggest ways to put their learning into practice * Agree additional support you and others could provide |
| Observations | There are various recommended activities on the Learning Log, where it is suggested that you observe your team member undertaking a particular activity. For example, conducting a team meeting.  Please take the time to do this and provide meaningful and constructive feedback, recognising areas of strength and suggesting additional development or things to do differently next time. |
| Feedback | Your feedback is critical to the embedding of this learning. If you would like a refresher on some feedback skills, please refer to the [NFCC Talent Management Toolkit](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC-Talent-Management-Toolkit-Interactive-Document-8.pdf) where you will find some guidance (under ‘Develop’) |
| Coaching | Coaching is a critical skill for all leaders, and this is covered, in some detail, during the SLDP (Outstanding Leadership module).  It may also be useful for your team member to receive some coaching, either from yourself, someone else in your service or a coach outside of your service.  It is likely that you will have your own service procedures, however, further information and access to the NFCC Coaching and Mentoring Portal, where you can request support from accredited coaches from across sector, can be found by accessing the [NFCC Coaching and Mentoring Portal and Toolkit.](https://nfcc.org.uk/our-services/people-programme/coaching-and-mentoring/) |
| Provide opportunities | Wherever possible, provide opportunities for your team member to put their learning into practice. This may include:   * Assigning additional tasks and responsibilities * Allowing them to observe you and others * Attachment to another team or area * Introductions to those who may be able to support * Access to a coach and/or mentor |
| Celebrate successes | It’s important that as their line manager, you are there to celebrate their successes, not only on an individual basis but also within the team and the service. You may want to speak to your team member about the best way to do this, alongside promoting the benefits of the programme and wider development opportunities. |
| Ongoing support once programme completed | Learning does not finish when the programme has been completed. There are many activities that you can support your team member with to continue their development journey. Some suggestions include:   * Providing opportunities for them to put their learning into practice * Encouraging them to share their learning with others * NFCC ManagementDirect has a vast selection of additional learning resources, should they want to develop a deeper understanding on a subject. Further reading suggestions have been provided at the end of each module to get them started * Adding any further development, activities and actions that have identified to their Development Plan * Ensuring that their ongoing development is included as part of all future 1-21-s and appraisal / performance conversations * Consider a coach or mentor (see above) * Speak to your own L&D / HR department to discuss additional development opportunities   Please refer to the [NFCC Talent Management Toolkit](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC-Talent-Management-Toolkit-Interactive-Document-8.pdf) where you will find some guidance (under ‘Develop’)  Consider service group sessions, bringing those who have completed the programme together to share experiences, support each, discuss benefits and look for next step opportunities. |

### Pre-programme briefing

A [template](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fnfcc.org.uk%2Fwp-content%2Fuploads%2F2023%2F09%2FSLDP-NFCC-Pre-programme-briefing-V1.docx&wdOrigin=BROWSELINK) has been provided on the NFCC / SLDP website for you to work through with your team member.

It’s useful to complete this at the start of the programme, and to refer back to it at regular intervals to check that their individual expectations are being met and to discuss any additional support that they may require. Discussion points include:

* Expectations and personal objectives
* Expected individual benefits
* Expected benefits for the team and the wider service
* Support required and from whom
* Has the learner got everything to get started?
* Time commitments, expectations for completion of each module and review dates

### Sign off of learning

In order to sign off each module, your team member should have:

* Completed the development
* Discussed their actions, reflections and top 3 takeaways with you
* Agreed with you any further areas for development or actions to carry forward onto their development plan

Once this has been completed, you should both update the table at the end of the Learning Log.

When the agreed learning from all 4 modules has been completed, please email [nfcccontentandguidance@nfcc.org.uk](mailto:nfcccontentandguidance@nfcc.org.uk) to inform them that the programme has been successfully completed and that a certificate can be issued to your team member.

When their certificate is issued, your team member will be awarded a **Foundation Chartered Manager\* (fCMgr)**. This is a professional status demonstrating that they have the foundation skills needed to be an effective manager. It also shows commitment to further developing those skills to deliver better business results.

They are therefore eligible to use ‘fCMgr’ as post-nominals i.e. these **letters can be placed after their name.**

For more information [click here](https://www.managers.org.uk/membership/chartered-manager/foundation-chartered-manager/).

\*This is dependent on individuals retaining CMI membership.

### Further resources

[NFCC Leadership Framework](https://www.nationalfirechiefs.org.uk/write/MediaUploads/NFCC%20Guidance%20publications/Workforce/NFCC_Leadership_Framework_Final.pdf)

[FAQs accessed through NFCC / SLDP website](https://nfcc.org.uk/our-services/people-programme/supervisory-leadership-development-programme/nfcc-supervisory-leadership-development-programme-sldp-faqs/)

[NFCC Coaching and Mentoring Portal and Toolkit](https://nfcc.org.uk/our-services/people-programme/coaching-and-mentoring/)

[NFCC Talent Management Toolkit](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC-Talent-Management-Toolkit-Interactive-Document-8.pdf)

[Core Code of Ethics](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/)

[University of Hull, Reflective Learning and Practice](https://nfcc.org.uk/wp-content/uploads/2023/12/HULL-Reflective-Learning-and-Practice.pdf)