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| **My Learning Log**  **Module 3 – Service Delivery** |
| Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**How to use your learning log**

* Your Learning Log will act as a supportive resource, allowing you to capture actions, reminders and reflections on your learning.
* It includes some suggested activities and thought-provoking questions.
* Download at the start of each module and update as you work through.
* There may be some activities that you are unable to complete in your current role. That’s fine, these are only recommendations. The important thing is to find ways to put into action the learning you have completed, so do this in the way that suits you best.
* The appendix at the back of this document will provide you with supportive resources
* The NFCC Leadership Framework self-assessment results will help focus your attention on your greatest development needs and help you maximise your strengths.
* Once you have completed the activities and reflections in your Learning Log, you are encouraged to have a discussion with your line manager. Think about:
  + What you have learned and how you will put these into practice
  + Your top 3 takeaways following completion of this module
  + Further activities and development to embed your learning (see next steps below)

**Sign off of module**

In order to sign off this module, you should have:

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

Once this has been completed, update the table at the end of this document.

**Next steps**

You may want to consider:

* Adding further development, activities and actions to your Development Plan.
* Accessing the ‘development’ section of the [NFCC Talent Management Toolkit](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC-Talent-Management-Toolkit-Interactive-Document-8.pdf) for more support, top tips and guidance on managing your own development.
* Ensuring that your ongoing development is included as part of all future 1-21-s and appraisal / performance conversations.
* Approaching a coach or mentor for further support (discuss your services approach to this with your line manager). You may find the [NFCC Coaching and Mentoring Toolkit](https://nfcc.org.uk/our-services/people-programme/coaching-and-mentoring/) a good place to start.

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| 1. **Planning and priorities**   **Self-reflection and activities** |
| **Time management**  Complete an urgent versus important matrix on your current role |
| |  |  | | --- | --- | | **Important and urgent** | **Not important and urgent** | | **Important and not urgent** | **Not important and not urgent** | |
| Where do you currently spend most of your time?  What changes do you notice about how you will prioritise your tasks? |
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| **Delegation**  How will you include delegation into your urgent versus important matrix? |
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| What steps can you take to support your team / watch members better manage their time? How can you ensure time is spent productively and that you and your team are not wasting your own or other people’s time? |
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| What modules / systems / processes do you currently use to help plan and prioritise your work? For example, some supervisory leaders like to use to-do lists, team bucket lists etc |
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| **SWOT**  In Module 1 – Personal Impact, you completed a SWOT analysis on yourself. The SWOT model can be used in lots of different situations, how could it help you with your planning and identifying your priorities? |
| |  |  | | --- | --- | | **Strengths** | **Weaknesses** | | **Opportunities** | **Threats** | |
| Space for your own reflections and activities…… |
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| 1. **Problem solving**   **Self-reflection and activities** |
| Think about a current problem you are facing and use the Solving Problems Checklist and/or the Plan, Do, Check, Act cycle to help you identify potential solutions. |
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| Think about a situation where you could try out the Six Thinking Hats technique. How will you use it? For example, designate each table or flip chart as a different coloured hat and move around the room, collective discussions etc  What was the outcome? Did it identify any elements that you hadn’t previously considered? |
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| How will you support your team demonstrate inclusivity and encourage diversity of thought when it comes to problem solving? |
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| What have you learnt about problem solving that you weren’t aware of before? What difference will this make? |
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| Space for your own reflections and activities…… |
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| 1. **Decision making**   **Self-reflection and activities** |
| Think about a current decision you are facing and use the ‘Developing decision making skills’ checklist and/or the PMI model to help you come to a decision. |
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| Consider how the checklist and/or PMI model helped you.  Which elements you would use again? |
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| **Data and information**  How do you use data and information to help you make decisions in your role?  What could you improve in this area? |
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| How will the [Core Code of Ethics](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) (or your service values) support your decision-making? What else will you take into consideration when making decisions?  How will you engage your team and gain commitment to a decision? |
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| Space for your own reflections and activities…… |
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| 1. **Building relationships**   **Self-reflection and activities** |
| **Stakeholder mapping**  Make a list of all of the stakeholders (either individuals or groups) who have an interest or interact with you and your team / watch.  Using the 4 box model, think about where you would place each individual / group. |
| Diagram |
| What actions will you take as a result of your stakeholder mapping?  Do you notice any connection to the urgent / important matrix that was covered in the Planning and Priorities section of this module? |
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| **Customer focus**  Identify ways to improve you or your team’s customer focus.   * Firstly, who are your customers? * What will you do? * How will you know if this has been successful? |
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| Assess yourself against Ken Blanchard’s ABCD Trust Model. What did you find? |
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| Where are your areas of strength? |
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| Where are your areas that require further development? |
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| How does the [NFCC Leadership Framework](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC_Leadership_Framework_Final-1.pdf) and the [Core Code of Ethics](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) (or your service values) help you build strong relationships?  How can you role model these behaviours? |
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| What difference has this learning made to you?  How will you share your learning with others? |
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| Space for your own reflections…… |
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| **And finally…your top 3 takeaways…** |
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| 2. |
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| 3. |
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| **Agreed actions and activities to carry forward** |  |
| **Sign off date** |  |
| **Line manager** |  |

Once the agreed learning from all 4 modules has been completed, please ask your line manager to email [nfcccontentandguidance@nfcc.org.uk](mailto:nfcccontentandguidance@nfcc.org.uk) to inform them that the programme has been successfully completed and request that your certificate is issued.

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

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

**Appendix – Other supportive resources**

**NFCC Leadership Framework**

The whole programme has been developed around the [NFCC Leadership framework](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC_Leadership_Framework_Final-1.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. You should have completed your NFCC Leadership Framework self-assessment at the start of the programme.

**Core Code of Ethics**

A national [Core Code of Ethics for Fire and Rescue Services](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) in England has been developed in partnership with the National Fire Chiefs Council, Local Government Association, and the Association of Police and Crime Commissioners to support a consistent approach to ethics, including behaviours, by fire and rescue services in England.

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

**Learning styles**

We all have different learning styles, strengths and preferences in the ways that we take in and process information. If you have not done so already, the Learning Resources section in NFCC ManagementDirect will help you understand more about your own preferred approach to learning.

**Reflective Learning and Practice**

Conscious reflective learning allows you to stop, pause and reflect on what you have learned and how this learning will now impact you in your day-to-day activities. It also allows you to consider the wider impact this learning will have on your service.

You may find it useful to refer to some additional information provided by the [University of Hull on Reflective Learning and Practice.](https://nfcc.org.uk/wp-content/uploads/2023/12/HULL-Reflective-Learning-and-Practice.pdf)

**NFCC Coaching and Mentoring**

Consider approaching a coach or mentor for further support (discuss with your line manager on your services approach to this). You may find the [NFCC Coaching and Mentoring Toolkit](https://nfcc.org.uk/our-services/people-programme/coaching-and-mentoring/) a good place to start.

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

This will provide more support, top tips and guidance on managing your own development and that of your team members. This also includes some information and templates for development planning.