

Firefighter recruitment

NFCC Leadership Framework



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Inspiring Leadership in the Fire and Rescue Service



Foreword

The National Fire Chiefs Council (NFCC) People Strategy has six key areas for improvements:

- **Strengthen leadership and line management to support organisational change and improved community outcomes**
- **Develop cultural values and behaviours which make the fire and rescue service a great place to work for all our people**
- **Develop ways of working that are able to respond to service needs**
- **Provide excellent training and education to ensure continuous improvement of services to the public**
- **Continue to support the health and well-being of all our people**
- **Strengthen our ability to provide good service by diversifying our staff and creating a fair and equal place to work**

Leadership is key to all of these areas and has never been more important at every level of the fire and rescue service. Delivering an excellent service to our community, and being adaptable to the evolving requirements of a 'modern fire and rescue service' is key to our leadership and management focus for the future.

More than ever before, we need leaders who are both operationally and professionally competent as well as being capable of creating and delivering a compelling vision for the future to inspire and motivate others. We need resilient leaders who will take responsibility for continuous improvement in our performance as a public service and bring other people with them.

We need leaders who are able to collaborate across our different functions internally as well as being able to cross traditional boundaries with other agencies and businesses to achieve more efficient, effective and joined-up services for the communities we serve.

This document introduces our new Leadership Framework, which clearly defines the leadership behaviours required. This framework details a simpler set of behaviours and sets out the career planning process to support individuals who are looking to develop their career with the service.



Leadership is not defined by what courses we have attended or what qualifications we have achieved, but instead by the difference we are making to the people around us.



The new Leadership Framework links to the new 'Core Learning Pathways' which can be used to support our next generation leaders.

In setting this framework, we recognise that throughout our career there is always something we can focus on to improve. This means a change in focus from outputs to outcomes – leadership is not defined by what courses we have attended or what qualifications we have achieved, but instead by the difference we are making to the people around us and to the performance of the team and organisation. This difference is ultimately experienced by our communities through improved service delivery.

Roy Wilsher

Chair of National Fire Chiefs Council



Supporting development

Fire and rescue services are committed to supporting the development and progression of all staff and ensuring a fair and consistent approach to performance and promotion.

This relies on managers and staff using their appraisal system to discuss performance, career aspirations and readiness for progression from all aspects, including against the appropriate level in the Leadership Framework. This approach will ensure we identify those ready for progression, with both the technical ability and leadership behaviours matched to the future needs in the fire and rescue service, and that we measure performance of all staff against the Leadership Framework.

As a sector committed to continuous improvement, all staff (not only those applying for promotion) should have a structured development plan. This should look at what may support the individual to be more effective in their current role, adapting to the evolving requirements of a modern service, as well as what is required for progression. This consists of either professional, operational or behavioural development.

Development should be tailored to the individual. Fire and rescue services offer a wide variety of learning and development which is not limited to courses and qualifications, but could include 360° developmental feedback, guided research undertaken, participation in an action learning set, placements within a different organisation, coaching and mentoring (either giving or receiving), and project or assignment work.

Development and career planning principles

Everyone should take responsibility for their own development and career pathway and managers should support them in providing opportunities.

Managers and staff need to use regular appraisal discussions to discuss personal career aspirations and readiness for progression using all available performance evidence and the Leadership Framework.

Individually tailored development plans should be completed to help develop the specific skills needed to be successful in your career choices.

Promotion will be based on having experience, effective behaviours, and evidence to meet the next level requirements – not just by attending courses.

Development will not be limited to simply attending courses or achieving specific qualifications. It can include deeper learning experiences such as taking part in a work based project, action learning sets to work on particular issues, access to a coach or mentor and various work assignments or secondments.



Firefighter recruitment

To lead the organisation forward in an evolving operating environment, we need individuals who are capable of:

- Creating a compelling vision and engaging people to buy in and commit to that vision
- Leading across boundaries
- Are adaptable within an evolving modern Service
- Utilising high levels of emotional intelligence to support people in achieving the goals of the organisation
- Being in the present, but also horizon scanning
- Promoting and developing distributed leadership (i.e. leadership at all levels)
- Acting as ambassador for learning through both personal practice and creating and sustaining learning organisations
- Embracing inclusion, diversity, innovation, and being open to alternative perspectives
- Demonstrating and promoting compassion for 'self' and others, with a focus on improvement and accountability

The intention is to devise common specifications for core development modules, based on identified needs, which will be relevant to all employees across the organisation.

The ultimate aim of the programme is to make development support available to all employees within a given level. There will be a focus on blended learning which maximises use of different learning methodologies to enhance learning.

Personal Impact

ensures we value, respect and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage.

Outstanding Leadership

is about building high-performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnership.

Service Delivery

is ensuring everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to customers.

Organisational Effectiveness

is about delivering high quality services now and into the future. It's about intelligent problem solving with an outcome focused approach, continuous improvement and value for money to our customers.

Equality, Diversity and inclusion

is about recognising the value that different perspectives and cultures bring, and treating people fairly and ethically.



Leading yourself - how your actions affect the Service

Personal Impact	Outstanding Leadership	Service Delivery	Organisational Effectiveness	Equality, Diversity and Inclusion
I value inclusion and set a positive example of appropriate behaviour for peers and new starters	I will represent the Service with pride and responsibility, and encourage others to do the same	I am focused on customer needs in my approach to my work	I am eager to understand what the key organisational goals are and how I will make a difference	I understand relevant equality legislation, including the Public Sector Equality Duty and Equality Act (2010)
I encourage open communication and actively listen to and value other contributions	I take responsibility for the quality of my own work	I am committed to learning about my local community to ensure the best service can be offered	I work within established policies, procedures and processes	I seek to understand and demonstrate sensitivity towards different cultures
I look for opportunities to learn and develop my skills and behaviours, and I admit and learn from my mistakes	I value and appreciate differences in people and treat everyone with kindness and respect	I plan ahead and prioritise my work, managing my time effectively to get things done	I speak out promptly if I see or hear of a safety or organisational risk	I promote unbiased treatment towards others by avoiding and challenging stereotyping
I recognise and challenge inappropriate behaviour	I role model proactively, learning new skills and behaviours	I make appropriate use of resources (for example: money, time, materials, fuel and energy)	I offer ideas and feedback to improve as well as take on others' ideas	I understand the importance of an inclusive work environment, and contribute to a positive organisational culture
I understand how my actions and behaviour impact others.	I take responsibility for my own personal development	I take decisions based on supporting evidence, risk and my prior knowledge of good practice	I continuously seek to improve my performance to contribute to organisational goals	I recognise and promote fairness and equality within my role
I look after myself and others (including mental health) and seek help if needed	I demonstrate a proactive attitude when challenges arise, focusing on solutions and progress	I work to foster trust with others and build constructive working relationships to achieve goals	I can be trusted with sensitive information	I am committed to identifying gaps in my knowledge, and furthering my understanding of equality topics

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