

**enable**  
north yorkshire



# Public Accountability Meeting: Succession Planning, Talent Management and Promotion Process

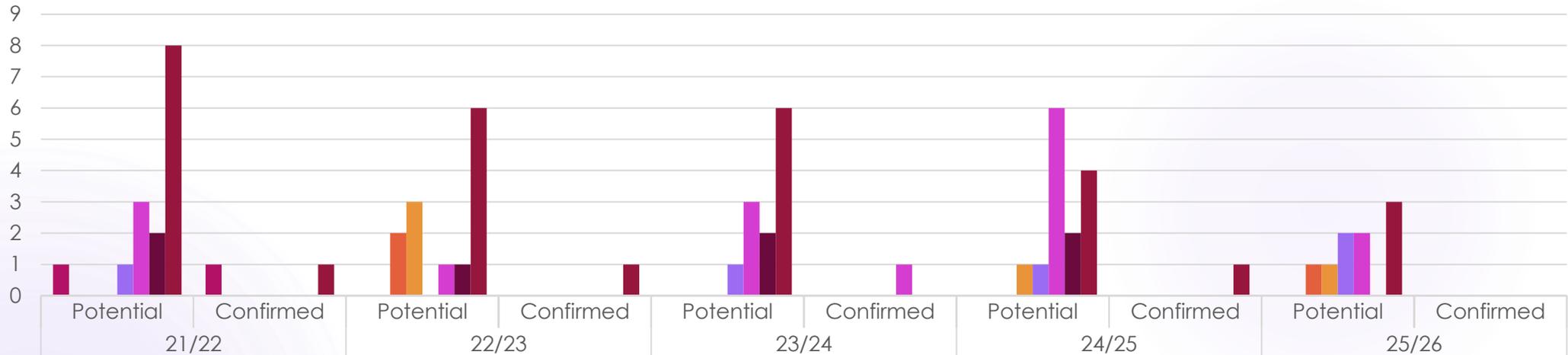
JANUARY 2022

Jonathan Dyson – Temporary Deputy Chief Fire Officer, NYFRS  
Shaun Carlton – Talent Development Partner, enableNY  
Rebecca Power – Associate Business Partner, enableNY

# The agenda

- ▶ Our skills gaps and profile (and what we'll do to address it)
- ▶ The North Yorkshire Fire and Rescue Service workforce planning journey
- ▶ Challenges and opportunities
- ▶ Strategic Landscape including inception of bespoke People Plans
- ▶ Introduction of quarterly workforce planning utilising the Talent Management Model, and the role of Talent Planning
- ▶ The benefits for North Yorkshire Fire and Rescue Service and the community
- ▶ How we measure our impact?

# Firefighter to CFO Retirement Projections - Substantive



	21/22		22/23		23/24		24/25		25/26	
	Potential	Confirmed								
Chief Fire Officer	1	1	0	0	0	0	0	0	0	0
Deputy Chief Fire Officer	0	0	0	0	0	0	0	0	0	0
Area Manager	0	0	2	0	0	0	0	0	1	0
Group Manager	0	0	3	0	0	0	1	0	1	0
Station Manager	1	0	0	0	1	0	1	0	2	0
Watch Manager	3	0	1	0	3	1	6	0	2	0
Crew Manager	2	0	1	0	2	0	2	0	0	0
Firefighter	8	1	6	1	6	0	4	1	3	0

# Challenges & Opportunities

## Challenges

- 75% of senior leaders leaving the organisation in the next 5 years
- Knowledge and skills gaps
- Under-representation in workforce diversity



## Opportunities

- Chance to refresh with new ideas
- Gaps identified and introduction of new initiatives including Leading the Way, Coaching and Mentoring and targeted training to close gaps
- Increased use of data and analytics, introduction of positive action champions, introduction of strengths and work on the NYFRS branding will drive diversity

# Today's intent

- ▶ Define the Service Workforce profile over the next five years, highlighting the roles most impacted
- ▶ Provide assurance of effective workforce planning to determine future workforce needs to ensure long-term sustainability
- ▶ Describe the process of attracting new talent and developing existing high potential talent
- ▶ Set out the potential benefits to be realised by the Service, staff members and the community we serve

**Workforce Planning** is a process that aligns the organisations strategy with the people strategy\*

**Succession Planning** involves identifying and developing talent to fill critical positions in the organisation\*

\*Workforce Planning Practise. CIPD. Available online: [workforce-planning-guide\\_tcm18-42735.pdf \(cipd.co.uk\)](https://www.cipd.co.uk/knowledge/workforce-planning-guide_tcm18-42735.pdf) (accessed on 17<sup>th</sup> January 2022).

# The strategic landscape



World of work is changing, and we need to respond to attracting next generation talent, at the same time, supporting our existing workforce in the transition to more digitally focused world



Fire Ministers direction across 3 key areas of reform – People, Professionalism & Governance; “Roles and services must be open to high calibre people regardless of their background, and fire and rescue services need to be welcoming and inclusive places in order to attract, retain and develop that talent”



Delivering key organisation developmental recommendations from the inquiries & inspections to create a fire and rescue service fit for the challenges of the 21st century



Ambition 2025 needs - “talented people are identified for their ability and developed for future roles, everyone is continuously developed in their existing roles” and “our resources are matched to risk, demand, availability of staff and affordability”.

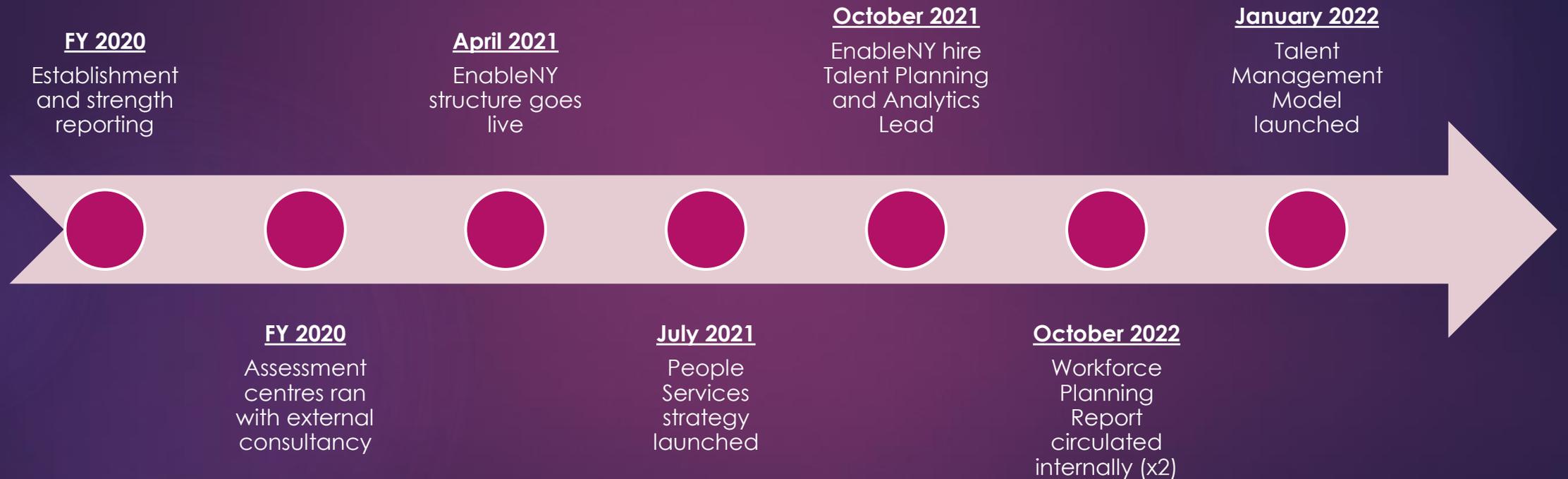


People Strategy supports the growth of a values-based culture in our delivery of the Fire & Rescue Plan through 3 Strategic Aims; “Maximise organisational and management capability, to improve people management outcomes”, “Foster a values-based culture focused on diversity, inclusion, and well-being” and “Develop and implement an integrated suite of high-performance People Practices focused on positive staff engagement”.



Bespoke People Plans which translate Strategic Priorities into actionable People solutions - 8 in total entailing 699 individual commissioning requests to People Services across Years 1 -3.

# Timeline



# What have we done?



Introduced a new Applicant Tracking System (ATS), enhancing the candidate experience and providing greater data for NYFRS



Identified key skills gaps across the organisation as well as a predicted leavers over the next 5 years



Made workforce planning a key priority area, introducing workforce planning analysis and reports and hiring a specialist role to focus on workforce analytics



Created People Plans to ensure that local and corporate priorities are aligned to the organisational values



Introduced 'Leading the Way', a leadership development programme to help individuals reach their potential



Formulated a recruitment plan, detailing all our recruitment and succession planning needs over the next 5 years



Developed the "Shine Programme" to support positive action commitments, and participated in the "Women in Fire Development Programme"



# Talent Management Model

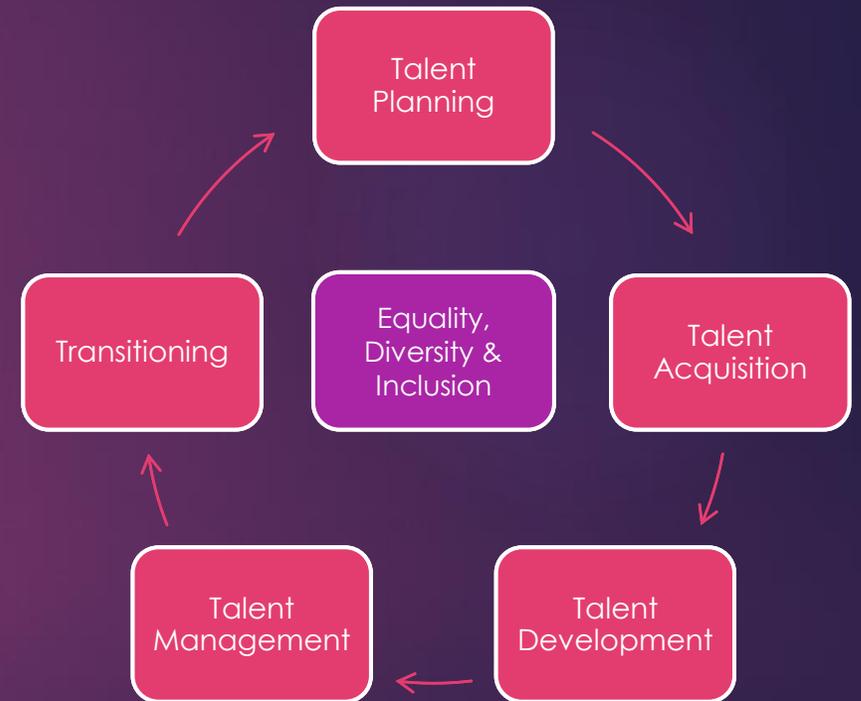
Talent Planning at NYFRS is defined as “an understanding of the talent that we currently have, and the talent that we need to deliver our organisational strategy”.

Talent Planning forms a core part of our **Talent Management Model**, which is underpinned by our values, code of ethics and strengths.

All elements of the model are interlinked e.g. Talent Planning will inform our Talent Acquisition, our Talent Development and so on.

Talent planning in this instance comprises of:

- Workforce planning
- Succession planning

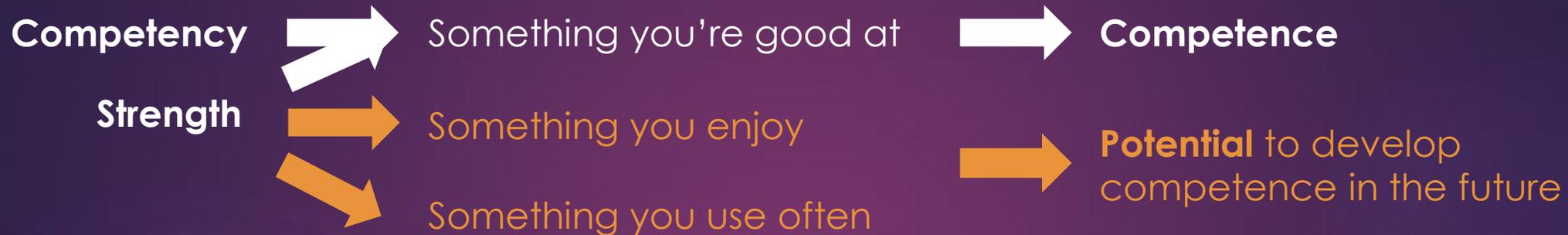


# Why are we taking this approach?

- ▶ A structured approach to Talent Planning allows us to:
  - ▶ Make more informed talent decisions aligned to the People Services strategy
  - ▶ Understand current and future skill gaps to inform recruitment and development plans
  - ▶ Recruit talent in line with our values, code of ethics and strengths
  - ▶ Identify critical positions in the organisation
  - ▶ Ensure a healthy succession plan for key roles
  - ▶ Have greater data and insight into leavers/ retirees
  - ▶ Better understanding of employee potential and internal talent pools

It also allows us to ensure that we have the **right people** in the **right roles** at the **right time**

# The introduction of strengths



- ✓ **First Service** to implement strengths at principal officer level and approach endorsed by the Office of the Police, Fire and Crime commissioner (OPFCC)
- ✓ Measured using a **strengths framework** built upon psychological research and the NYFRS values, strategy, vision and code of ethics
- ✓ Measures **potential as well as competence**, enhancing long term stability and helping us to find future leaders
- ✓ Enables us to find the **right person for the right role**
- ✓ Enables us to **consistently articulate** what good looks like at NYFRS, and support the team to develop towards this
- ✓ Strengths have been found to increase **engagement, performance and retention\***, which is likely to lead to greater community outcomes

\*Brian, J., & Brim, D. (2019). How a focus on people's strengths increases their work engagement. Accessed online at [How a Focus on People's Strengths Increases Their Work Engagement \(gallup.com\)](#) on 17<sup>th</sup> January 2022.

# What's next?

## Activity

1. Implementation of a strengths framework and strengths-based assessments within NYFRS
2. Improved onboarding and induction process
3. Improved attraction strategies and introduction of an employer value proposition (EVP)

## Measurement

- Deliver CFO role using strengths
- Positive feedback from assessors and candidates on the use of strengths
- High performance of newly hired CFO
  
- Training and onboarding programme in place for all new hires
- All new hires provide 30-60-365 feedback to improve new joiner experience
  
- Higher number of applicants to all roles
- Greater diversity within applicant pool

# What's next?

## Activity

4. Increased leadership development through coaching and mentoring academy and "leading the way" programme
5. Improved PDPR process and enhanced career conversations
6. The enhancement of an inclusive and diverse work environment delivered with the introduction of positive action champions, a dedicated diversity project, and increased data analytics

## Measurement

- Higher leader performance as determined by PDPRs
- Greater fit to leadership behaviours across the organisation
- Increased community outcomes
  
- Higher completion of PDPRs
- Greater proportion of senior hires made internally
- Increased retention
  
- A greater representation of minority groups within the organisation
- An increased representation of minority groups within senior roles in the organisation

# Our Values

PEOPLE	RESULTS	INCLUSION	CREATIVITY	LEARNING
We exist to serve the public - we put people first	We achieve positive results	We embrace inclusion	We encourage and promote creativity	We never stop learning

