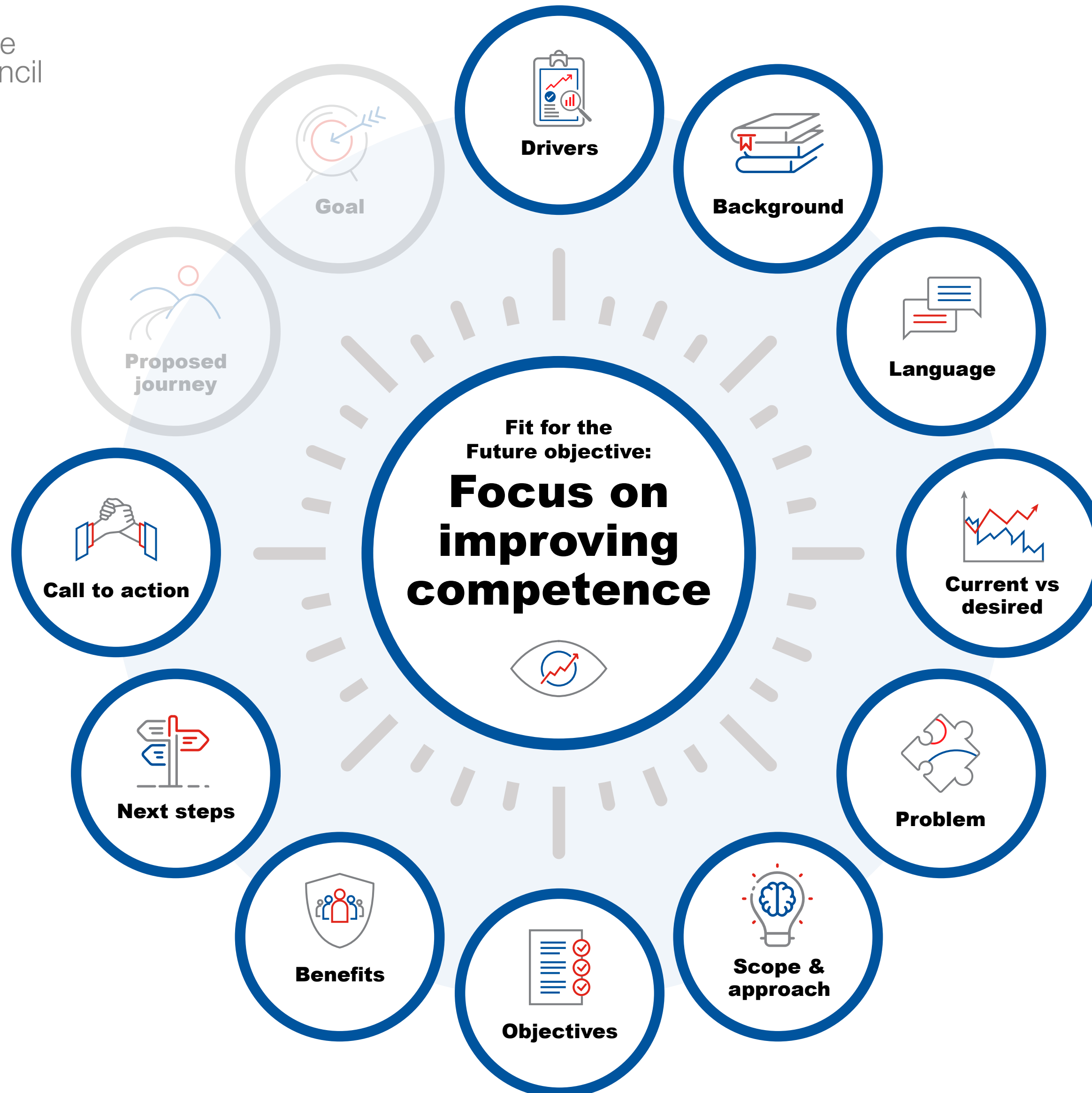


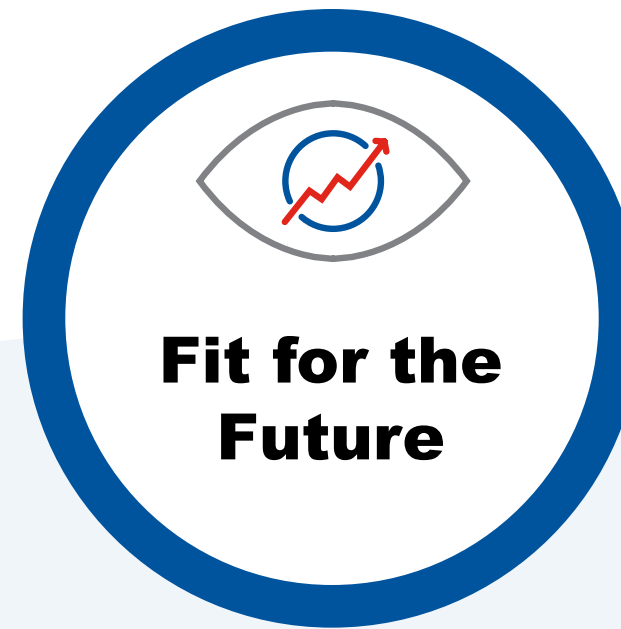


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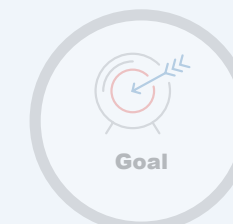
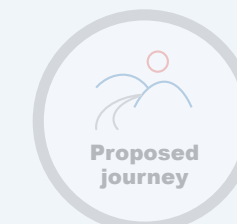
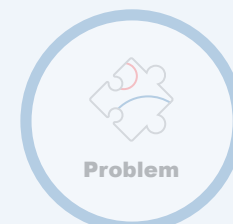
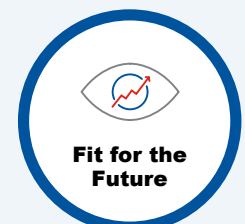


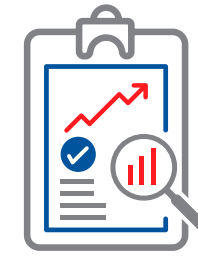
**Fit for the
Future**

**Improvement objective 2:
Focus on improving
competence**

Fire and rescue services refocus their investment in the selection, training and development of employees to maintain, support and improve their skills and knowledge throughout their careers

The foundation for this would be to create a framework of occupational standards and supporting competencies that can be used across FRSs to select, recruit, train and promote. It should have the flexibility to best meet the needs of their local communities and have agile structure and governance to support transformational change.





Drivers

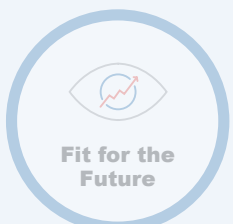
There are recommendations from a number of sources related to occupational standards and competencies which require consideration:

Since changes to ownership in 2016, the governance surrounding National Occupational Standards (NOS) has not been resolved

National Occupational Standards underpin the national rolemaps, which are linked to the pay structure

There is inconsistency of approach to occupational standards and competencies at a local level

Fit for the Future provides an opportunity to review how we manage the occupational standards and competencies



Fit for the
Future



Drivers



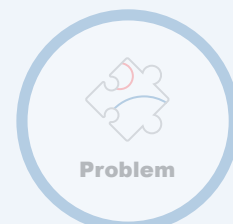
Background



Language



Current vs
desired



Problem



Scope &
approach



Objectives



Benefits



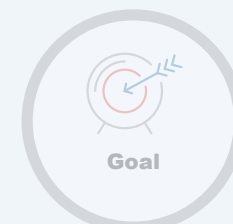
Next steps



Call to action



Proposed
journey



Goal



Background

NOS and rolemaps created

- Adopted by most FRSs
- Skills for Justice (SfJ) licensed to manage NOS
- Changes and additions made outside the formal process for training purposes
- Some FRSs choose other methods of managing the competence of their workforce

Govt hand ownership to the sector

- SfJ contract ends leaving a gap around NOS management
- Recommendations to revise NOS and work on competencies

Work emerges across NFCC to develop a framework of occupational standards and supporting competencies

2003

2016

Now

**Origins
of NOS
and roles**

**What is
the effect
of this?**

**Who owns
and manages
NOS?**





Origins of NOS and roles

The rolemaps and associated National Occupational Standards currently form the basis of the existing competency framework and the basis for pay and conditions for grey book staff

-

They were developed by the sector in 2003 and whilst changes and additions have been made to the firefighter rolemap and NOS for training and development purposes, they have never formally been revised

-

Virtually all FRSs adopted these when they were originally established and all applied the current pay structure but some have now moved to using other more flexible methods of defining competence





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What is the effect of this?

This inconsistency means that the service provided to the community can differ from one service to another in terms of service and quality

-

The move away from national consistency can also act as a barrier to national initiatives and collaboration particularly around training which represents a significant part of UK FRS budget

-

It also does not support transferability across equivalent roles between FRSs and social mobility





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Who owns and manages NOS?

Whilst the rolemaps are owned by the National Joint Council (NJC), and underpinned by a particular set of NOS, NOS in general were previously managed by Skills for Justice. However, in 2016 ownership was handed over to “the sector” and the management contract with SfJ was concluded. Therefore, we currently do not have that development process to feed into the NJC to develop new, or revise existing, NOS

-
Skills Development Scotland now host NOS though there is no obligation to maintain this arrangement. Whilst they host the NOS they have a role in assuring any revision process





Language is a hurdle here. Let's make sure we are all talking about the same thing:

Competence (application)

The capability to consistently act effectively in the workplace achieving the outcomes specific to a role or functions within a role (performance criteria in NOS)

Through the application of a competency or variety of competencies in a workplace scenario

Example

The demonstrated ability to put out a fire by bringing together a variety of skills and techniques and applying them in the workplace

Competency/ies (acquisition)

The behaviours, skills, knowledge and techniques that one needs to acquire in order to be able to apply them to a workplace scenario to carry out an action effectively (knowledge and understanding in NOS)

Example

Knowledge of how to set up and use a hose in order to carry out the action of putting out a fire effectively (potentially in a training/theoretical scenario)

Understanding of how to behave when faced with a fire

Competent (pay)

After all applicable functions have been assessed as having been achieved, the employee will have demonstrated "competence" in his or her role and will receive the appropriate competent rate of pay

Example

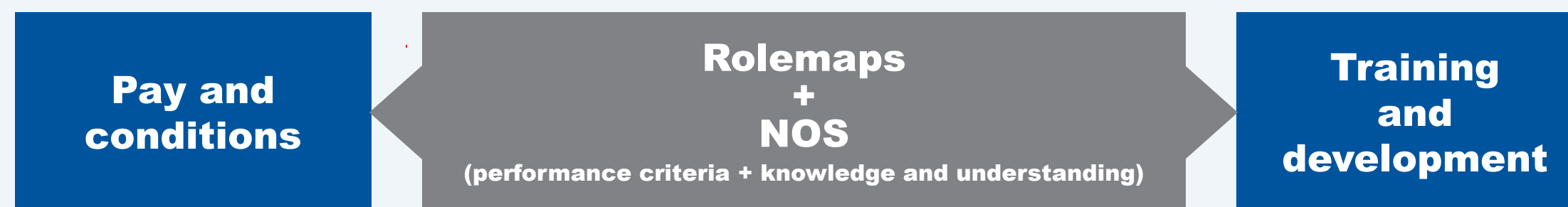
Evidential demonstration of the effective application of the knowledge of how to set up and use a hose in order to put out a fire and how to behave when faced with a fire successfully in a consistent manner within the workplace



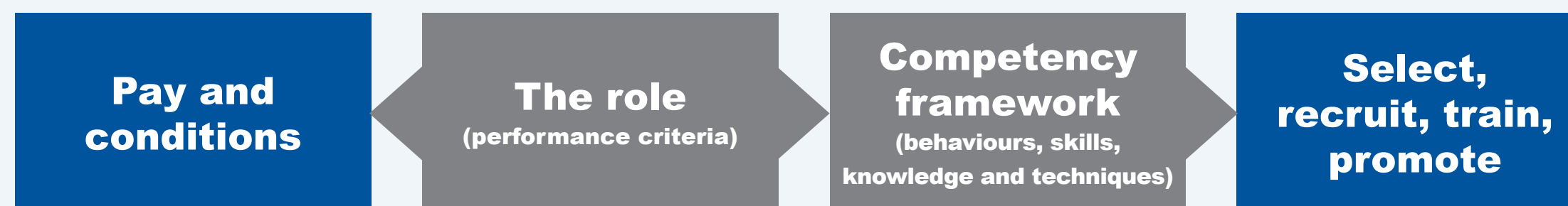


The rolemaps and NOS are intrinsically linked, and the current NOS contain both performance criteria (occupational standards) and knowledge and understanding (supporting competencies). This blurs the line between the role and supporting competencies. We need the agility to be able to add and/or change supporting competencies at a national level, and to allow flexibility for services to adapt the role according to their locally identified risks and needs.

Current state

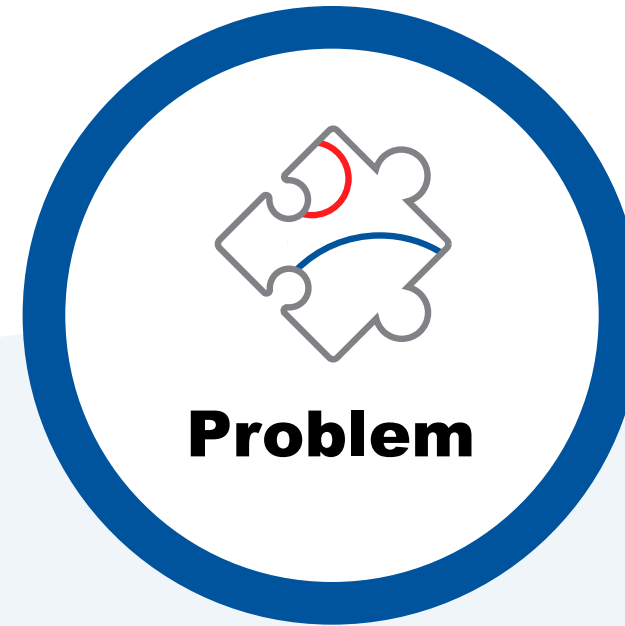


Desired state





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We need a fit for purpose competency framework

**Is the existing framework
fit for purpose?**

- Not been revised in 17 years
- Full revision process not in place
- Structure of rolemaps and NOS
are perceived by some to inhibit change
- Emerging work needs drawing together
- The current approach is not being
consistently used across UK FRS





To provide the flexibility required by modern FRSs, the role and competencies could be separated:

The role should be “what” we expect people to do. The scope and general description of the job, which would be underpinned by the local job description. This is negotiable by National Employers.

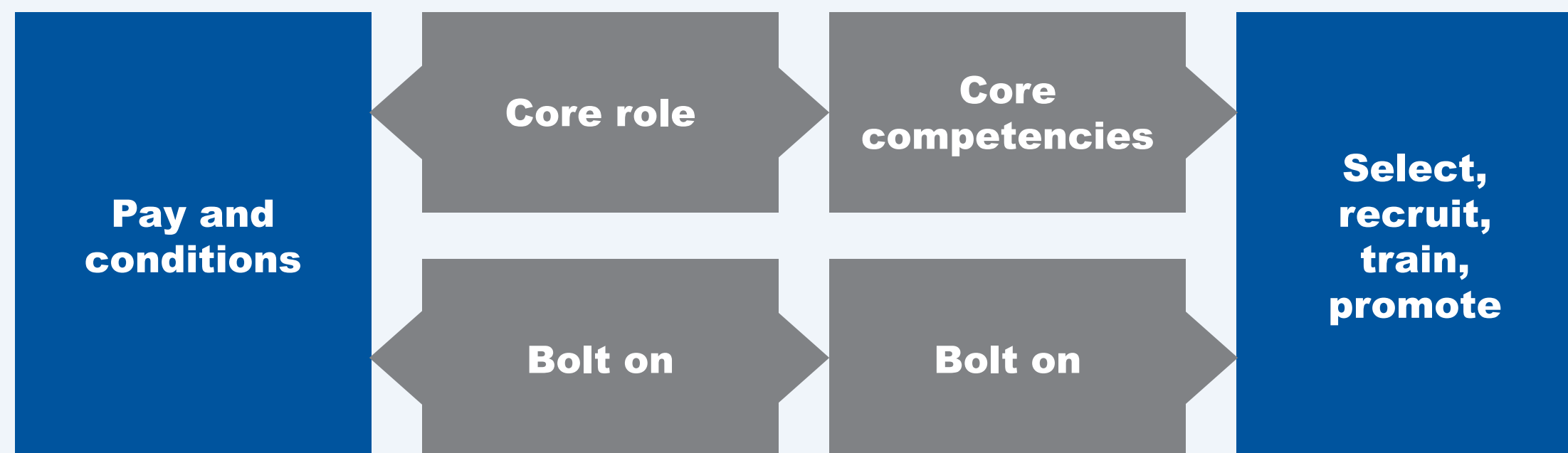
The competencies define “how” that job should be done. A framework of behaviours, skills, knowledge and techniques that is used to recruit, train, develop and promote would be central to this project. That is a professional matter and should be for NFCC and Employers, with partners where appropriate, to define.





How could this work?

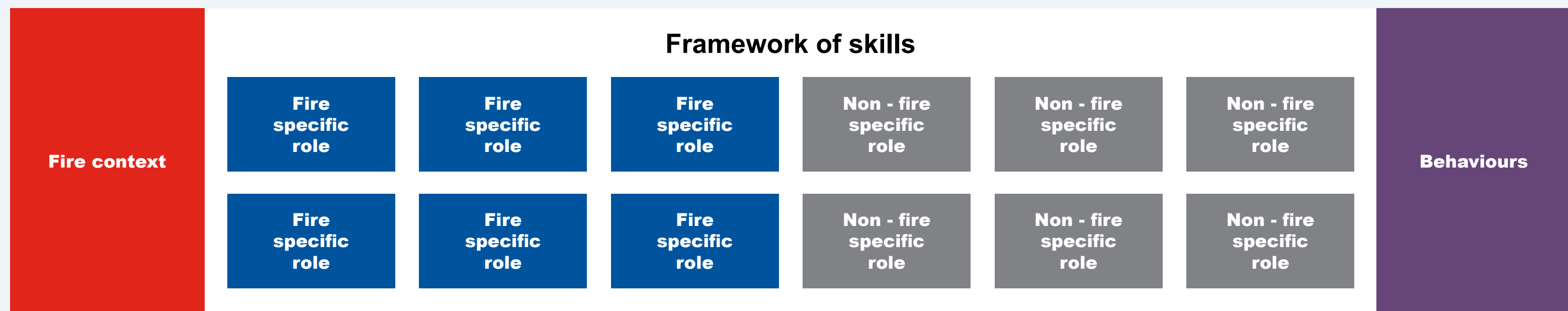
FRSs have differing expectations of their staff based on local risk, demographics and financial circumstances but there will be some commonality amongst us all. In order to ensure a national professional framework provides sufficient flexibility, the project could explore the standardisation of a core role - with additional components that could be 'bolted on' depending on a FRS's needs, or even a station's needs e.g. EMR, water rescue, prevention activities. It is recognised that this would be a negotiable matter for the National Employers. This project would provide evidence and advice around revisions to the role if there are new or different expectations and will help to inform Employer considerations.





Would this be for all roles?

The project will focus on exploring all roles that are specific to the fire sector.
For non-fire specific roles such as finance or HR, we could point to other relevant competencies, professional bodies and qualifications. These arrangements can be used within an overarching framework alongside behavioural competencies and fire context to apply to all roles within an FRS organisation.
This supports an inclusive culture and may help to overcome historical barriers between uniformed and non-uniformed staff.





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Implementation

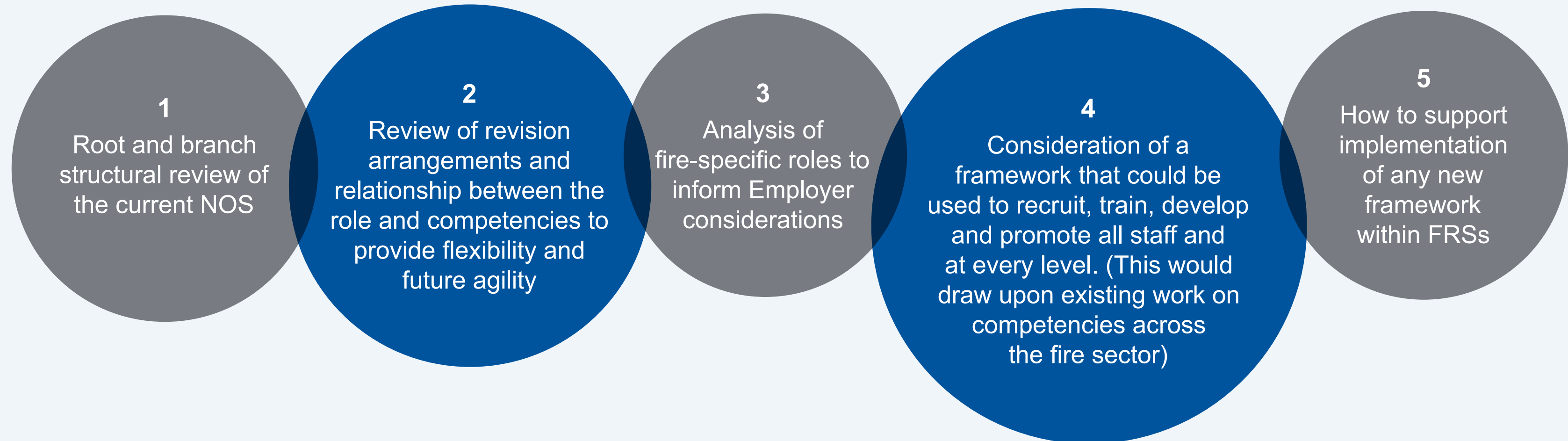
The project needs
to also focus on how
such a framework should be
used within a FRS

-
It should be linked to recruitment,
training, performance management
and CPD. The realisation of the
benefits of this project will be in
considering the implementation
of the products





Key objectives could be:





Nationwide
consistency

A new professional
framework that supports
every FRS in developing
and maintaining the
competence of their staff in
all aspects of their roles

A national framework
to shape the roles of
FRS staff to best meet the
identified needs of their local
communities, identified
through high-quality risk
management planning

Professional
framework to
recruit, train, develop
and promote their
staff, thereby driving
improvement in the
competence of their
workforce

Support for FRSs
in implementing and
embedding this professional
framework to recruit, train,
develop and promote staff,
thereby driving improvement in
the competence of
their workforce





A number of projects will take place, the first will determine how we approach other areas of this work

Review of NOS

- Understand the landscape - collate FF JDs and competencies frameworks in use by FRSs
- Evaluate the breadth of the FF role and develop success criteria
- Review the structure of NOS, relationship to the role and whether it's fit for purpose

Analysis of fire-specific roles, considering the core role structure and use of JDs to inform Employer considerations

Development of a competency framework based on the review of NOS and to inform Employer considerations in relation to the role

Guidance and tools to support FRSs in applying the competency framework in their selection, recruitment, training and promotion processes





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We know we have a problem that needs resolving

We recognise the complexity of this area of work and the challenges of forging a path through but we hope we have demonstrated that there is an opportunity and a method for achieving transformation

Click here
to contact us to
hear more about
how to get involved

If you want to be part of the solution, we want to hear from you

-
This project will take more than the usual amount of leadership, experience, passion, drive and political acumen. But the end result will be something to be truly proud of

