

Qualification: CIPD Diploma in Applied Human Resources

On the Job Training – Understanding Resourcing and Talent Planning

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LO1: MAWWFRS approach to Succession Planning

Word Count: 498

LO2: Retention Initiatives for MAWWFRS

Word Count: 479

LO3: Resourcing and Talent Planning – Development Needs

Word Count: 296

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Signed: S D Tillman

Date: 24/04/2021

LO1(A): MAWWFRS approach to Succession Planning

To gain a better understanding of MAWWF approach to succession planning and how this has changed over the years, I met with the Human Resources Manager who provided me with an insight into our organisation's approach.

My conclusions are summarised below:

Firstly, the aim of succession planning is to ensure at any time an organisation has sufficient numbers of people with the ability, knowledge, attributes and experience necessary to step into senior roles when they become vacant (Taylor and Woodhams, 2016).

During discussions, it became apparent that MAWWFRS is struggling to succession plan. This is attributed to the fact that previously it was more than likely that individuals would retire when they reached their pensionable age and achieved the maximum service within the Firefighter Pension Scheme. However, with the rise in State Pension Age along with the recent changes made to the Firefighter(s) Pension Scheme(s) it has become apparent that individuals are remaining in employment for longer and therefore their date of retirement is unpredictable.

Nonetheless, MAWWFRS have introduced provisions in place for succession planning such as:

The Corporate Plan for 2018-2023 has a clear objective to embed a Talent Management framework. This will be used to identify the most talented individuals in the organisation, either in view of their potential for the future or their business-critical roles. The link that exists between talent, talent management, and succession planning will support the way in which MAWWFRS identifies, integrates, develops, motivates, and retains the most talented individuals. Concepts of talent management and succession planning will include performance management and development planning and its these concepts that will support workforce planning along with effective recruitment, together with career development.

Continually promote Talent Management which helps create a culture to ensure that the right people with the right capabilities are in the right place at the right time to support a strong and dynamic service. Overall this assists with improving our capacity and capability increases, the Service can identify and prepare individuals to fill the most demanding posts when they become available and most importantly the Service will hold more relevant and accurate data which will help to identify skills gaps that will assist with future succession planning activities.

The Service runs a recruitment process whereby an individual is promoted from within and they are afforded the opportunity to work alongside a Watch Manager to effectively shadow them to allow for succession planning for our On-Call Stations. Afterall, shadowing is a good way to provide employees with a better understanding

of their workplace and provides an 'on the job' training programme to prepare them for their future role (PrideStaff Modesto,2013).

MAWWFRS runs a Wholetime Duty System recruitment process annually to ensure we have new recruits to come through the process or even go over established to anticipate vacancies that may arise. A holding list is held for a period of 12 months so if more vacancies arise, the Service can use this to select candidates from.

Reference List

- Mid & West Wales Fire & Rescue Service Corporate Plan (2018 – 2023) Internal Document
- Mid & West Wales Fire & Rescue Service Procedural Guidance Document (PGD) Talent Management Internal Document.
- PrideStaff Modesto – Staffing and Employment Agencies in Modesto. 2013. *How to Use Job Shadowing to Become a Better Coworker in Modesto*. [online] Available at:
<<https://www.modestostaffingagency.com/2013/11/29/job-shadowing-to-become-a-better-modesto-coworker/#:~:text=Shadowing%20facilitates%20succession%20planning%2C%20according,better%20understanding%20of%20their%20workplace.>>
[Accessed 24 April 2021].
- Taylor, S. and Woodhams, C., (2016). *Human resource management*. 2nd ed. London: Chartered Institute of Personnel Development, p.59.

LO2: Retention initiatives for MAWWFRS

The makeup of MAWWFRS consists of operational staff (Firefighter, Crew Manager, Watch Manager) and support staff (Administration, ICT, HR, Finance etc). To identify trends for leavers within the Service, I looked back over three years of statistics to gauge how many employees had left the Service during this period and the results are as follows:

Year	Wholetime	On Call	Support	Control
2018/2019	29	94	27	0
2019/2020	40	102	22	2
2020/2021	7	32	6	0
Total:	76	228	55	2

Having reviewed the statistics it was evident that the highest turnover of employees was within the On-Call sector of employment. To be able to suggest retention initiatives for this sector of employment relevant to MAWWFRS it is important to understand the reasons for leaving to identify trends; devising effective employee retention strategies requires organisations to understand why employees leave organisations and why they stay (SHRM, 2021).

Reasons for Leaving

Having reviewed the Exit Interview Forms, and where a reason for leaving was stated, there appeared to be a few themes emerging. Firstly, to become an On-Call firefighter, an individual must be able to provide cover of either 120 hours + per week (100% Retainer Fee) or between 90 and 119 hours per week (75% retainer fee). For this they are paid an annual allowance as follows:

Firefighter				
Trainee	2,291	1,718	10.46	4.02
Development	2,386	1,790	10.90	4.02
Competent	3,053	2,290	13.94	4.02
Crew Manager				
Development	3,245	2,434	14.82	4.02
Competent	3,385	2,539	15.46	4.02
Watch Manager				
Development	3,458	2,594	15.79	4.02
Competent A	3,554	2,666	16.23	4.02
Competent B	4,785	2,839	17.29	4.02

Employees noted on their resignation that they felt that the hours were a lot to maintain considering this was a secondary employment and they were unable to maintain the cover in line with their current work commitments.

Secondly, it became apparent that the majority felt there was a lack of career opportunities available to them and that they felt overlooked by the Wholetime Firefighter positions when they arose.

Thirdly, was purely work commitments within their primary role. Again, there is no flexibility within this role due to the hours of commitment they must provide cover for, and they did not have free time to spend with their families. The majority felt that the role is a big commitment and didn't feel they had any beneficial gain from it.

Possible Retention Initiatives

To retain more On Call Firefighters within the Service, a possibility would be to look at the 'hours of availability' that an individual must be able to provide cover for. Giving that most individuals who apply have a primary employment elsewhere, perhaps the flexibility of a contract, with a reduced retainer fee, would enable the service to retain more personnel and be more flexible with their approach.

Another initiative would be to promote the benefits that come with working for MAWWFRS such as the pension scheme, generous annual leave entitlement and the development opportunities available. Afterall, research from BlessingWhite shows that employees favour personal development over career progression and are more likely to stay loyal to a company if given the opportunity to develop (Roberts, 2014).

Reference List

- Roberts, H. (2014). *HR Magazine - Development is key to staff retention, according to research*. [online] HR Magazine. Available at: <<https://www.hrmagazine.co.uk/content/news/development-is-key-to-staff-retention-according-to-research>> [Accessed 24 April 2021].
- SHRM. (2021). *Managing for Employee Retention*. [online] Available at: <<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingforemployeeretention.aspx>> [Accessed 24 April 2021].
- 'A Career with Mid and West Wales Fire and Rescue Service' On Call Firefighter Recruitment Pack. Internal Document.

LO3: Resourcing and Talent Planning – Development Needs

Using the new CIPD Profession Map as a basis of my discussion, I met with my line manager to discuss my skills and ability within this remit and look at specific areas that require improvement.

Introduction

CIPD define resourcing as *“using relevant workforce planning data and knowing the right sourcing approaches and digital tools to tap into diverse candidate pools, both active and passive”*. Whereas Talent management is defined as *“using the data from the workforce, succession and contingency planning tools to understand what talent exists within the organisation and who is valuable to an organisation”* (CIPD Profession Map, 2020).

Having looked at the four levels of ‘standards’ it was agreed that day to day I fall within the foundation level; I understand the basics along with the underlying principles, however, certain areas could do with further development to enhance my knowledge.

Market Analysis

To develop further I need to look at different market insights in more detail and analyse their overall performance, culture, and reward benefits to drill down into the exact detail which will inform our recruitment process.

Tools and Techniques

It is evident that employees’ skills are key for talent to be identified and developed. Therefore, to move onto the next level, a review of the different tools available to differentiate, assess and review talent, such as trend performance, would benefit me to gain a better of picture of what skills the organisation has and what is missing.

Approaches

MAWWFRS approach to workforce planning is key to the success of the organisation in achieving our objectives. Gathering more insight into our approach and look at alternative sourcing approaches will open up the market and attract candidates that would previously not have considered MAWWFRS as an employer.

Reference List

- CIPD People Profession. (2020). *Talent management* | *CIPD Profession Map*. [online] Available at: <<https://peopleprofession.cipd.org/profession-map/specialist-knowledge/talent-management>> [Accessed 24 April 2021].
- CIPD People Profession. (2020). *Resourcing* | *CIPD Profession Map*. [online] Available at: <<https://peopleprofession.cipd.org/profession-map/specialist-knowledge/resourcing>> [Accessed 24 April 2021].