

High Potential Development Programme

This programme is designed to support the highest performing individuals with their development and prepare them for future more senior roles.

Following completion of a promotion Assessment Centre individuals recognised as having the very best potential will be invited to undertake a High Potential Development Programme. The programme will support individuals with the potential to progress in maximising their full potential for future promotion opportunities. The programme will last between 18 and 24 months and be individually tailored to meet candidate's needs and prepare them for a role two ranks higher than their current position. Successful completion of the programme will place individuals in the strongest position to perform to the best of their ability at future Assessment Centres as part of the promotion processes.

The programme will run from January each year and the Service expects to have 9 people on each cohort. – 3 Firefighters, 3 supervisory manager and 3 middle managers. Although some elements will be delivered to the whole cohort, it is important that the HPDP is tailored to meet individual needs and as such will vary for each candidate. Below is an overview of some elements of the programme and expectations.

Overview of High Potential Development Programme

Access to the Programme

To access the programme individuals must be recognised during promotion Assessment Centres as having high potential for future promotion. Individuals invited onto the programme will be aspiring to be leaders capable of:

- Developing the required competencies (operational and professional)
- Creating a compelling vision and taking people with them.
- Leading across boundaries.
- Utilising high levels of emotional intelligence in order to influence a shared mission or goal.
- Being in the present, but horizon scanning.
- Promoting and developing distributed leadership.
- Acting as ambassadors for learning, through both practice and the creation of a sustainable learning environment.
- Embracing diversity, innovation, and being open to alternative views.
- Demonstrating and promoting compassion for self and others, with a focus on improvement and accountability.

Support our people by providing them with the appropriate technology, equipment and systems

Structure of the Programme

The programme will start with a period of guided reflection for each candidate which will lead to creating a pathway of development opportunities which can be accessed over the next 18 to 24 months. The programme will use the NFCC leadership framework and Four Leadership Levels to assess a candidates needs and develop their individual development pathway.

As part of the programme all candidates will:

- Be appointed a Principle Officer as a coach.
- Be given access to several self-assessment tools.
- Undertake, through the use of professional discussion, a gap analysis in order to map out their individual development opportunities.
- The individual commit to an honest and reflective self-assessment process.
- Be expected to complete the agreed pathway as planned following the gap analysis
- Be expected to take responsibility for their development.
- Contribute to the development of others

As part of the programme all candidates will:

- 360° developmental feedback,
- Guided research,
- Participation in an action learning set,
- Project or assignment work,
- Academic courses
- Secondment opportunities
- Observation and role shadowing opportunities
- Cross sector networking
- Working in different departments
- Partnership working

