

Case Study

Discover the secrets of raising morale, talent retention and driving efficiencies

Identifying the issues

A Fire & Rescue Service asked for help to cascade mentoring throughout the organisation and introduce a performance review process into the organisation. A key issue was to create a sense of organisational wholeness which presented a challenge as the service consisted of both whole time firefighters and retained (or part time) firefighters. For obvious reasons opportunities for on the job practice, training and development were more restricted for retained firefighters than for whole time.

The effect of this was to create a particular leadership challenge to the organisation and it was for this reason that they brought in our company.

Intervention

Over six months we carried out analysis and scoping using bespoke questionnaires and face to face interviews with a cross section of staff. This gave us a sense of behaviour, attitudes and perceptions. Following this a steering group was created which we facilitated and chaired. We held specially designed focus groups at three fire stations with three different watches. We then designed and piloted several iterations of a peer review template and, ultimately, acceptance of this by the organisation.

Benefits

The organisation got several considerable benefits from the work. The first was to identify for them were the blocks to spreading the leadership message throughout the organisation. Second the way in which their existing system of appraisal and development for whole time firefighters – Red Kite – could be developed for use for all staff including retained firefighters (part time). The third was a piece of organisation development which was driven through the Steering Group and by the work in the Fire Stations.