



## Policy statement

Buckinghamshire & Milton Keynes Fire Authority (the Authority) recognises that its employees are a vital factor in the efficient and effective operation of the Service, in this respect, striving to develop skills and create succession profiling.

The Authority defines organisational development as organisational effectiveness through interventions which increases overall and individual performance.

The Authority will strive to create a sustainable workforce through medium to long term strategic planning, treating employees as assets, enabling the Authority to plan for the future with regards to the workforce requirements.

Creating and maintaining a **sustainable workforce** requires the Authority to take appropriate action to: recruit and retain the right workforce; address key future and occupational skill shortages; promote jobs, careers and the concept of employability; identify, develop and motivate talent; address diversity and inclusion issues.

## Statement of principles

The Authority aims to:

- Create a sustainable workforce with the right skills, behaviours and personal qualities.
- Continually improve the skills of all employees to support the building of organisational capabilities and capacity to deliver the short, medium and long term strategic aims, plans and priorities as effectively and efficiently as possible.
- Create and maintain recruitment methods which allow future proofing of the establishment. Recruitment methods which focus on attitudes and behaviours as well as traditional technical assessment methods, aiming to recruit future leaders when recruiting for all levels.
- Identify and recognise future talent to ensure resilience and prevent skills gaps through the recognition of exceptional performers.
- Work with other Services and partner agencies to seek out collaboration opportunities for the benefit of organisational development.
- Utilise and make fair, transparent and evidence based decisions focusing on the return on investment and success of talent management strategies. This will be in the form of appraisals, a consistent assessment process, development outcomes and benchmarking for talent management.