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Recruitment, Selection and Promotion

Policy and Procedure No P19

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People Area	Recruitment, Selection and Promotion Policy and Procedure
Policy Process	Detail
Authored by:	Karen Winter, Director of Corporate Services
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Implementing Officer:	Nicola Moore: Head of Human Resources

Policy and Procedure amended in relation to pay A9.9 and temporary promotion C3.8 and C4.2b; and new paragraphs added C4.3, C4.4 and C4.5 by ELT on 30th November 2016. FBU advised 1st December 2016.

Policy and Procedure amended by ELT on 9th May 2017 in relation to parts of:
A4.2; A4.3; C2.4; C2.11; C2.32; C2.35; C2.38; C2.39; C3.2; C3.3; C3.8; C3.9; C3.10;
Appendices 4(i); 4(ii); 4(iii); 4(iv)
New – C2.8; C2.9; C2.10

1. Policy

Policy Statement

- 1.1 Recognising that staff are fundamental to its success, Cleveland Fire Authority's goal is to have a professional, proud and passionate workforce that is healthy, competent and value driven.
- 1.2 The Authority therefore will attract and retain high caliber, professional staff through recruitment, selection and promotion processes that are fair and consistent, non-discriminatory, conform to employment law and demonstrate good practice.

Policy Aim

- 1.3 The aim of this policy and its associated procedures is to ensure that the Brigade has a sound framework to recruit, select and promote the right staff with the right skills at the right time.

Policy Objectives

- 1.4 In order to support the achievement of its aim the Authority will:
- ensure all appointments are made in accordance with employment law, good employment practice; and, where appropriate, reflect national guidance
 - adopt a structured, systematic, timely and consistent approach to responding to vacancies within the Brigade
 - recruit, select and promote the best candidate for the job based on merit using fit for purpose, transparent and objective criteria
 - provide appropriate training, development and support to those involved in recruitment and selection activities
 - ensure it treats all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome

Policy Category

- 1.5 This policy is categorised as '**Corporate Authority**' within the Key Document Framework.

Scope

- 1.6 This policy and its associated procedure apply to all employees (future and current) of Cleveland Fire Brigade.

2. Organising

2.1 **Cleveland Fire Authority (CFA) is responsible for:**

- approving the Authority's Recruitment Selection and Promotion Policy
- appointing the Chief Fire Officer and Directors in accordance with the Pay Policy Statement

2.2 **The Chief Fire Officer is responsible for:**

- appointing, redeploying and promoting employees within the Brigade in line with the Authority's Scheme of Delegation (delegated officer)

2.3 **The Director of Corporate Services (DCS) is responsible for:**

- overseeing all aspects of this Policy and Procedure
- workforce planning and vacancy management and therefore approving the filling of all vacant posts within the Brigade
- approving the recruitment, promotion and selection criteria for all posts
- appointing, redeploying and promoting employees within the Brigade in line with the Authority's Scheme of Delegation (authorised officer)

2.4 **The Director of Technical Services (DTS) is responsible for:**

- overseeing all aspects of the operational and control role related assessments for Grey Book promotions as detailed in this Policy and Procedure

2.5 **The Head of Human Resources (HHR) is responsible for:**

- implementing this Policy and Procedure
- providing training and development to those involved in the application of this Policy and Procedure
- ensuring that the Policy and Procedure meets the requirements of employment legislation
- advising managers and staff on all recruitment, selection, promotion and employment law issues
- effectively communicating this Policy and Procedure to all staff
- managing, administering and co-ordinating all recruitment, selection and promotion activities
- maintaining a central register of all role profiles and person specifications
- coordinating feedback to applicants/candidates for all stages of recruitment, selection and promotion and notifying line managers of the candidates' development needs

2.6 **The Head of Learning and Development (HLD) is responsible for:**

- managing and administering all aspects of the operational and control role related assessments for Grey Book promotions as detailed in this Policy and Procedure

2.7 **All Managers are responsible for:**

- ensuring the fair and consistent application of this Policy and Procedure
- undertaking training in recruitment, selection and promotion
- supporting all staff who are affected by this Policy and Procedure

- 2.8 **Individuals are responsible for:**
- adhering to the requirements of this Policy and Procedure

- 2.9 **Trade Unions are responsible for:**
- supporting the implementation of and adherence to this Policy and Procedure

3. **Planning and Implementing**

- 3.1 This policy is underpinned and implemented through the Brigade's Recruitment, Selection and Promotion Procedure which is set out in three distinct Parts.

Part A: The General Principles applicable to all Recruitment, Selection and Promotion (Appendix 1)

- 3.2 This deals with employment law and best practice, workforce planning, vacant posts, advertising, failing to appoint, carrying out pre-employment checks, providing feedback, probation, pay, appeals and guidance for officers involved in recruitment, selection and promotion.

Part B: The Recruitment and Selection Procedure (Appendix 2)

- 3.3 This deals with the recruitment and selection of the Chief Fire Officer (Gold Book); the Brigade's Directors (Gold and Green Books); all staff (Grey Book); and all staff (Green Book).

Part C: The Promotion Procedure for Grey Book Staff (Appendix 3)

- 3.4 This deals with the promotion of Grey Book staff specifically
- Whole-time duty system: firefighter, crew manager, watch manager, station manager, group manager and brigade manager
 - Whole-time duty system: firefighter(control), crew manager (control), watch manager (control)
 - Retained Duty System (RDS): firefighter, crew manager and watch manager
- 3.5 All new staff will be made aware of this Policy and Procedure during their induction and all documents will be available on the Brigade's intranet 'FISH'.
- 3.6 Existing staff will be informed of this policy and procedure as per the accepted policy framework procedure and it will be made available on the Brigade's intranet.
- 3.7 Where necessary, training for those managers involved in the execution of the procedure will be provided.
- 3.8 This policy and its associated procedure should also be read in conjunction with the following Authority policies and procedures: Information Assurance; Disclosure and Barring Service Checking; Pay Policy Statement; Succession Planning; Health and Fitness; Substance Misuse and Role Related Assessment.

4. Resource Implications

- 4.1 There is a clear financial resource implication currently associated with this policy in terms of advertisements; occupational health tests and the use of tools needed for selection and promotion; these are already budgeted for.
- 4.2 There are also people resources required to co-ordinate the procedures; managerial assessments; role related assessments, interviews and feedback. Most of this is regarded as core work of the HR and Learning and Development teams. Managers will need to plan for assessment feedback sessions.

5. Equality Impact Assessment

- 5.1 This policy has been equality impact assessed in line with the Brigade's procedure. It is believed that all staff should be able to comply with this policy without affecting their diversity. Where possible, appropriate and applicable the Brigade will try and meet the specific needs of individuals.

6. Monitoring

- 6.1 The Risk and Performance Team will ensure the central monitoring of this policy and associated procedure and ensure that it is added to the Brigade's register of policies and strategies and reviewed in line with timelines specified.

7. Audit

- 7.1 This Policy will be audited in accordance with the procedure detailed within the Brigade's policy framework.

8. Review

- 8.1 The DCS will undertake a review of this policy in 2019 to ensure it is taking account of any new or emerging political, economic, social, technological, legislative, environmental, competitive, citizen or reputational factors.

Recruitment, Selection and Promotion Procedure

Part A

General Principles applicable to all Recruitment Selection and Promotion

A1 Employment Law and Best Practice

A1.1 Consideration will be given to all aspects of employment law to ensure that the Authority is compliant throughout any aspect of the application of this Policy and Procedure. The key considerations that must be taken into account during all episodes of recruitment, selection and promotion are set out below.

Data Protection

A1.2 The Data Protection Act 1998 (DPA) regulates the use of all electronic information and paper records in structured filing systems about living, identifiable individuals in the UK. It sets the standards which must be satisfied by organisations when processing personal information. The DPA is based on eight data protection principles. The data must be:

1. processed fairly and lawfully
2. processed for specified purposes and in an appropriate way
3. adequate, relevant and not excessive for the purposes
4. accurate and up-to-date
5. not kept for longer than necessary
6. processed in accordance with the rights of data subjects
7. protected by appropriate security (practical and organisational)
8. not transferred outside the European Economic Area without adequate data protection controls

A1.3 The Authority's records relating to recruitment, selection and promotion will be kept confidential and in accordance with the Data Protection Act 1998.

A1.4 Recruitment, selection and promotion documentation in relation to successful candidates will be placed on the individual's personal record file and retained for the duration of employment. The documentation relating to unsuccessful candidates will be kept for 12 months after the appointment of an applicant, after which date it will be disposed of confidentially.

Rehabilitation of Offenders

- A1.5 Under the Rehabilitation of Offenders Act 1974 (ROA), a person with a criminal record is not required to disclose any spent convictions unless the position they are applying for, or are currently undertaking, is listed as an exception under the Act.
- A1.6 The Authority is not exempt from this Act on a general basis so cannot ask for spent convictions to be disclosed for all posts. However, some roles are exempt from this Act and will be expected to declare their convictions, even if they are spent. Broadly, the list of exceptions to the Act covers:
- those whose duties involve work with children and vulnerable adults
 - certain professions in areas such as health, pharmacy and the law
 - senior managers in banking and financial services
 - appointments to jobs where national security may be at risk
- A1.7 This would be clearly defined on a recruitment requisition, advert and any other relevant part of the selection process.

Disclosure & Barring Service (DBS)

- A1.8 The DBS helps employers make safer recruitment decisions and prevents unsuitable people from working with vulnerable groups, including children.
- A1.9 There are very strict regulations as to which roles an organization is entitled to ask for checks to be undertaken.
- A1.10 The Brigade can withdraw a job offer that was made subject to a DBS check if the results show something that would make the applicant unsuitable for the post. No contract exists until the applicant has accepted an offer and all conditions under which the offer were made have been satisfied.
- A1.11 Full details of the Authority's responsibilities are provided in its Disclosure and Barring Service Policy and Procedure.

Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (PTW)

- A1.12 The PTW state that employers cannot treat part-time workers less favorably than their full-time equivalents and cannot subject them to any disadvantage (or detriment) because of their part-time status, unless they can justify it.
- A1.13 The Regulations cover all contractual terms including pay rates, contractual sick and maternity pay, access to occupational pension schemes and training, annual holidays, maternity and parental leave, career breaks and fringe benefits such as subsidised mortgages, staff discounts and health insurance.

Agency Workers

- A1.14 From 1 October 2011, regulations gave agency workers the entitlement to basic employment and working conditions as if they had been recruited directly. From Day 1, Agency Workers must have access to organisational facilities and can access job vacancy information. After 12 weeks in the same job they have entitlement to equal treatment with regard to pay and other working conditions such as leave, rest breaks.

Asylum & Nationality Act 2006

- A1.15 The law on preventing illegal working is set out in sections 15 to 25 of the Immigration, Asylum and Nationality Act 2006. These rules came into force on 29 February 2008. Under the Act the Authority has a duty to prevent illegal working by carrying out document checks to confirm if a person has the right to work in the United Kingdom.

- A1.16 Checks will be made and copies of original, acceptable documents will be taken and maintained before someone starts working for the Brigade. Failure to undertake these checks and subsequently employ an illegal worker may result in the Authority being required to pay a fine, known as a civil penalty, under section 15 of the 2006 Act.

The Equality Act 2010

- A1.17 The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. It is unlawful to discriminate against people because of any or all of the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- A1.18 The Authority will ensure that direct or indirect discrimination does not take place during recruitment, selection or promotion. Direct discrimination is treating someone with a protected characteristic less favourably than others, whilst indirect discrimination involves putting rules or arrangements in place that apply to everyone, but that put someone with a protected characteristic at an unfair disadvantage
- A1.19 There may be occasions when there is a Genuine Occupational Qualification for a role (i.e. where there is a genuine requirement for a condition to be met that only a certain section of the workforce could meet).
- A1.20 In order to ensure that no discrimination occurs at any stage of the process, due regard should be paid to all aspects of the recruitment and selection process particularly the advert and application stage, the arrangements for the interviews and the role profile and person specifications.
- A1.21 Under the Disability provisions of the Equality Act the Authority may have to make reasonable adjustments to accommodate a candidate/successful applicant who has a disability. Prospective candidates will be made aware through the advert that appropriate and reasonable adjustments can be made to accommodate their specific needs. The Human Resource (HR) and Occupational Health teams will work with managers and the individual to ensure that this happens. All decisions will be made on a case by case basis.

'Two Ticks' Disability Employer

A1.22 The Authority is recognised as being a 'Two Ticks' disability symbol employer. This means it is positive about employing disabled people and will be keen to know about the abilities of individuals. With regard to recruitment, selection and promotion the Authority is committed to:

- interviewing all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities
- discussing with disabled employees, at any time but at least once a year, what both parties can do to make sure disabled employees can develop and use their abilities
- making every effort when employees become disabled to make sure they stay in employment

Public Sector Equality Duty

A1.23 The Authority is obliged under the Public Sector Equality Duty to provide and publish relevant equality information which will make public bodies transparent about decision-making processes, and accountable to its service users. The HR Team will monitor all recruitment, selection and promotion processes to ensure the Authority meets its duty

Positive Action

A1.24 The Authority recognises the benefits of employing a workforce that is representative of the community that it serves. As such, where appropriate, it will support and promote initiatives within the community to raised awareness of career opportunities and core components of the role.

A2 Workforce Planning

A2.1 The DCS will maintain a corporate picture of the Brigade's workforce and use human resource intelligence, provided by the HR team on a monthly basis, to proactively develop the Brigade's workforce plans. These plans include directing:

- vacancy management
- workforce transition following significant organisational change situations such as for example the introduction of a new duty system
- future improvements to recruitment, selection and promotion policies, procedures and practices

A3 Vacant Posts

A3.1 When a post becomes vacant the line manager must progress through a number of stages detailed below prior to completing an employee requisition form (RSP1). For the purposes of this procedure the term line manager is defined as set out in the table below:

Post	Line Manager
Chief Fire Officer	Chair of the Fire Authority (in discussion with Clerk to the Fire Authority)
Directors	Chief Fire Officer
Grey Book Whole-time Group Managers	Director (for relevant directorate)
Green Book Whole-time Grade I	Director (for relevant directorate)
Green Book Grades B to H or Grey Book (Whole-time, Retained and Control) Firefighter to Station Manager	Heads of Service: Grade I or Heads of Service: Group Manager (for relevant directorate)

A3.2 In the absence of the line manager above the DCS will nominate a substitute line manager.

Stage 1: Assessing Vacant Posts

A3.3 The line manager must assess whether the post, in its current form, meets the criteria detailed below.

- a) **Service Provision:** Does the post continue to reflect the need of the service or are there alternatives for filling the post or delivering the service? This should include assessing whether or not:
- the service that the previous post holder provided is still required or whether it can be provided by someone else
 - the post is required in the future
 - there is an opportunity to restructure the department where the post is located to provide a better future service
- b) **Contractual Status: Terms and Conditions:** Does the post continue to hold the same contractual status with regard to terms and conditions? This should include assessing whether or not the post:
- requires full operational knowledge and skills i.e. can only be filled by an individual who is operationally competent. In this case the post will be allocated **Gold/Grey Book** terms and conditions of service (depending on role).
 - does not require operational knowledge and skills but requires specialist skills and qualifications (such as Finance, ICT) appropriate to that role. In this case the post will be allocated **Green Book** terms and conditions of service.
 - requires full control room knowledge and skills i.e. can only be filled by an individual who is control room competent. In this case the post will be allocated **Grey Book** terms and conditions of service.

c) **Contractual Status: Type of Contract:** Does the post attract the same contract type? This should include assessing whether or not the post needs to be:

- **permanent** – the individual will be offered employment on a permanent basis. This can be full time, part time or job share. It is an ongoing contract between the Brigade and the individual.
- **fixed term** – this is where an offer of employment is offered for a specified period of time. It may be for a limited time duration, task specific or project based purpose.
- **agency staff** – this is where it may be appropriate to use agency staff to fill vacancies within the Brigade. This may be for short term assignments or where we have failed to appoint candidates for positions that have been previously advertised.

Stage 2: Reviewing Role Profile and Person Specification

- A3.4 The line manager must review the role profile and person specification for the post to ensure it is fit for purpose and up to date.
- A3.5 The role profile should set out the overall purpose of the job and the main tasks to be carried out. It should be brief, clear and convey a clear understanding of the duties to be undertaken and the level of responsibility.
- A3.6 There will be person specifications for all posts and these should include the qualifications, experiences, knowledge, skills that are required to enable individuals to perform their job. The specifications should be divided into 'Essential' and 'Desirable' criteria and must be justifiable in terms of the job description (not contravening the Equality Act) and measureable because they will form part of the selection process.

Stage 3: Approval for Filling Vacancy

- A3.7 Outcomes of the stage 1 assessment must be recorded on the Brigade's electronic employee requisition form attached at Appendix 4 and this along with the reviewed/revised role profile and person specification must be forwarded to the HHR who will work with the line manager to ensure appropriate challenge and consistency has been applied to the vacant post and that the paperwork is quality assured, complete and up to date.
- A3.8 Where there are any proposed changes to the status of the post then a business case should accompany the requisition form so that appropriate consultation can be arranged with representative bodies.
- A3.9 The HHR will then seek approval for filling vacancy from the DCS.

- A3.10 On receipt of the employee requisition form the DCS will either:
- approve the filling of the vacancy if assessments at stages 1 and 2 have been thoroughly completed and all relevant paperwork is attached
 - refer the paperwork to the HHR to work with line manager to consult trade unions through the Employment Representative Group where there are significant proposed changes to the post
- A3.11 Stages 1 - 3 above must be completed before a recruitment episode commences.

A4 Advertising

- A4.1 On receiving the approved employee requisition the HHR will decide on the advertisement arrangements (type, content, placement, equality, disability and legal requirements etc).
- A4.2 Gold Book, Green Book, Grey Book Whole-time, RDS and Control at firefighter level posts will be advertised internally and externally on the majority of occasions.
- A4.3 Grey Book (crew manager to area manager level) posts will be advertised internally at the commencement of the promotion process and externally in the following circumstances:
- when there is insufficient internal competition (as a general rule of thumb there should be a three to one ratio of people to posts)
 - when there is deemed to be insufficient internal experience and skill sets
 - when it would benefit the Brigade to seek candidates with 'fresh' ideas and business experience. This would tend to be for more senior manager posts
- A4.4 In circumstances which might necessitate redeployment this procedure may be varied to enable existing staff to secure alternative roles and avoid redundancy or dismissal.
- A4.5 Closing dates for adverts should be at least three weeks from the advert being placed.
- A4.6 To ensure consistency and fairness to all candidates and to avoid any delays in the recruitment process, all applications should be submitted in accordance with the agreed closing date. Only under extremely exceptional circumstances, will late applications be accepted by the HHR following careful consideration of all reasons related to the late submissions.

A5 Failure to Appoint

A5.1 If the Authority is unable to make an appointment due to either the lack of suitable candidates, the withdrawal of candidates or non-acceptance by a selected candidate then it can follow one of the following options:

- re-advertise the post leaving all details the same
- re-advertise the post after a further review of the personal role profile and person specification. This might include a consideration of the contractual state of the role such as permanent, fixed term or temporary and whether it should be under Grey book or Green book terms and conditions
- for Grey book appointments - consider advertising externally and considering external transfer requests from operationally competent personnel to transfer into the Brigade at the same level as their substantive role and the same staff group (i.e. Whole Time to Whole Time, Retained to Retained or Control to Control).

A6 Pre-Employment Checks

A6.1 No person will commence employment until satisfactory completion of pre-employment checks, which also comply with the Baseline Personal Security Standard have been carried out. These include:

References

A6.2 References will be obtained for **all** employment in the previous three years. Where an individual has only had one employment in that 3 year period then a character reference will be sought. No references are accepted from relatives or friends.

Medicals

A6.3 Medicals appropriate to role will be carried out on all staff by the Brigade's Occupational Health Advisors to determine fitness for that role. These will include drug and alcohol testing.

A6.4 The guidance that the Brigade follows for the appointment for Grey Book Whole-time and Retained Staff is the CFOA Medical Evidence Online Tool, guidance for Occupational Health Services and fitness for Whole-time and RDS Firefighter recruitment.

A6.5 Fitness levels for Grey Book Whole-time and RDS Staff are set out in the Brigade's Health and Fitness Policy and Procedure.

Disclosure & Barring Service

- A6.6 Any checks will be undertaken if required by the post. There is specific guidance that the organization has to follow before subjecting an individual to a check.

Verification

- A6.7 This will be required in connection with issues of identity, eligibility to work as per the Asylum and Nationality Act, qualifications (where it is necessary to verify these) and other objectively justifiable requirements that the Brigade may have.

A7 Feedback

- A7.1 All applicants who have progressed beyond the application stage of the recruitment, selection and promotion processes will be informed as to whether they have been successful or not and will be offered the opportunity for feedback.
- A7.2 The HR team/External Assessor (depending on post) will provide feedback on psychometric tests. The Lead Assessor (or a suitable assessor nominated by the Lead) on the operational role related assessment; and the Chair of the Interview Panel (or member of the panel nominated by the Chair) will provide feedback on their particular aspects of assessments.
- A7.3 For internal promotion, the HR team will collate and record all feedback; and write to each applicant giving them copies of feedback and areas for development. These will be copied to line managers to ensure appropriate development is sought. In addition the HR team will forward a summary of the development requirements to the HLD so that these development needs are centrally coordinated and provided in a timely, planned way.

A8 Probationary Period

- A8.1 Green Book staff will be subject to a three month probationary period. It is important that all new starters are clear of what is expected from them with clear goals and objectives set against which performance can be measured and that support, development and feedback is provided on a regular basis. Should an individual's performance not meet the required standard then consideration should be given at the earliest opportunity as to whether the probationary period should be extended or whether employment should be terminated. Advice must be sought from the HHR before any decision is made. Where performance meets the required standard then the individual will be confirmed in post.
- A8.2 Grey Book Staff (whole-time and RDS fire-fighter and firefighter control) on point of entry will be classed as being in training. This is the point at which an employee is in full time training and is not yet performing their role in its appropriate context. The individual needs to have successfully completed his/her training before he/she takes up the position as a fire-fighter in development.

A8.3 If a trainee firefighter fails to complete their trainee course for any reason (e.g. injury, performance, attendance etc) the HLD will seek advice from the HHR and then will discuss actions to be taken with the DTS. This may include, for example, re-course of a trainee firefighter, subject to maintaining the medical and fitness standards (only one re-course per person will be allowed) or termination of employment.

A9 Pay Issues

Initial Appointment

A9.1 For Grey Book appointments there are three rates of pay that are in line with the Grey Book:

- **Trainee:** firefighters (whole-time, retained and control) have a trainee rate of pay when the individual is in full time training and not yet performing the role in an appropriate context.
- **Development:** is where an employee is working under supervision in the role and is being assessed against the different functions that make up that role. An employee, at this stage, before demonstrating Competence in the full requirements of the role, will receive the development rate of pay.
- **Competent:** After all applicable functions have been assessed as having been achieved and independent verification has been completed, the employee will have demonstrated 'competence' in his or her role. On receipt of the confirmation of competence from the independent verifier, HR will inform payroll to amend the pay rate from development to competent.

A9.2 The time that it will take for an employee to demonstrate competence will depend on the specific requirements of employees, accessibility to assessment and the opportunities available. It can, however, be reasonably expected that the majority of employees on any duty system should demonstrate competence within the following timescales:

- fire-fighter (whole-time, retained and control): 3 years from entry to the service
- all other roles: (crew manager and above): eighteen months from entering their programme

A9.3 Green Book staff on appointment will be placed on the development rate of pay for that post other than in exceptional circumstances such as for example negotiating of pay rate to secure specialist people to senior posts. These circumstances must be discussed and agreed by the DCS prior to any offer of pay and appointment being made.

A9.4 To achieve the competent rate of pay individuals must be assessed as being competent by the line manager and the evidence used to assess that competence must be verified by the HLD. It is expected that in general an individual will take no longer than 18 months to achieve this. Any concerns over an individual's performance must be discussed with the HHR and addressed through the capability route.

Promotion

- A9.5 All grey book appointments for promotion will be made on an interim basis and will only be made substantive once the individual has been assessed as being competent by the line manager and the evidence used to assess that competence has been verified by the HLD. It is expected that this should be achieved in line with the Grey Book within 18 months (as detailed above).
- A9.6 When Competence is not achieved within the 18 months expected timescale, then subject to the support the individual has been given and the reasons for the individual not achieving this then the interim appointment may be withdrawn and the individual will revert to their previous level.
- A9.7 The HLD will manage the process for monitoring that individuals are progressing from development to competent; and will inform/consult HHR on progress and issues on a six monthly basis.

Temporary Promotion

- A9.8 Grey Book Staff on long term promotion will be eligible to receive competent rate of pay as per Local Agreement 12, subject to meeting agreed criteria as follows:
- must be competent in own role
 - complete a full portfolio of evidence against all role elements
 - demonstrate maintenance of competence once signed off
 - agree to undertake a role related assessment
 - agree to attend any development as required by the manager in relation to the role
- A9.9 The decision under Local Agreement 12 is for pay purposes only. Once an individual is given an interim appointment or a temporary appointment (following a promotion process outcome) then confirmation as to whether the individual has maintained their competence will be sought from their line manager who will need to assess and consider whether the individual has valid and sufficient evidence of the required competencies. If competence has been maintained they will be appointed as competent in role and will receive the competent rate of pay. If competence has not been maintained then the individual will revert to the development rate of pay until they prove competent in the role to which they have been appointed as detailed within the Grey Book.
- A9.10 When Green Book staff are required to undertake the full duties and responsibilities of a higher graded post for a continuous period of at least 4 weeks they will be entitled to receive a salary in accordance with the grading of the post temporarily occupied. The salary to be paid in such circumstances is the salary that would apply were the employee promoted to the high graded post. Once the qualifying period of four weeks has been satisfied, the higher salary will be paid with effect from the first day on which the employee was required to undertake the duties and responsibilities of the higher post. This does not apply to cases where the duties and responsibilities are shared between more than one employee.

A9.11 The DCS may consider granting an honorarium (of an amount dependent upon circumstances of each case) to a Green Book employee who performs duties outside the scope of their post over an extended period or where additional duties and responsibilities involved are exceptionally onerous.

Demotion

A9.12 There may be occasions where either the Brigade demotes an individual (such as capability or disciplinary reasons) or an individual requests to revert to a lower role. The individual will then receive the pay associated with the role, but this will be at the competent level of the lower post.

Equal Pay

A9.13 Decisions regarding pay will take cognisance of the Equal Pay Act 1970 and Equality Act 2010 Part 5 and relevant Brigade policies and procedures to ensure consistency and fairness.

A10 Appeals

A10.1 There is no right of appeal against any outcome of the Recruitment, Selection and Promotion Policy and Procedure. However, the Brigade's grievance procedure provides for the opportunity for addressing concerns relating to bias or unfair discrimination in employment decisions.

A10.2 For anyone who is not employed by the Brigade and feels they have been treated unfairly then recourse would be through the Authority's Complaints procedure.

A11 Officers involved in Recruitment, Selection and Promotion Processes

Relationship to Candidate

A11.1 Where an officer is related to a candidate they must remove themselves from the recruitment, selection and promotion processes.

Canvassing

A11.2 Canvassing of Elected Members or employees of Cleveland Fire Authority directly or indirectly for any Brigade appointment will disqualify the candidate for that appointment or if appointed may render the candidate liable to disciplinary action, which could lead to dismissal.

Training

A11.3 All staff involved in the recruitment, selection and promotion processes must have undertaken the Brigade's recruitment and selection; and equality and diversity training. The HLD will ensure that appropriate training is offered to managers and HR/Learning and Development staff on an annual basis.

Recruitment, Selection and Promotion Procedure

Part B

Recruitment and Selection

B1 Introduction

B1.1 This is the procedure for recruiting and selecting staff in Cleveland Fire Brigade. It should be read in conjunction with Part A (Guiding Principles applicable to all Recruitment, Selection and Promotion).

B1.2 The procedure covers the following staff:

- Chief Fire Officer
- Directors (Gold and Green Books)
- Whole-time Firefighter (Grey Book)
- Retained Firefighter (Grey Book)
- Whole-time Firefighters (Control) (Grey Book)
- All Staff (Green Book)
- Inter- Brigade Transfers (Grey Book)

B2 Chief Fire Officer (CFO)

B2.1 In line with the National Joint Council (NJC) for Brigade Managers of Fire and Rescue Services, Constitution and Scheme of Conditions of Service 'Gold Book' the recruitment and selection arrangements of CFOs are a matter for each fire and rescue authority but should be in line with the Integrated Personal Development System framework.

Process

B2.2 Due to the infrequency of vacancies at CFO level the Authority will determine the nature and elements of assessment for CFO on each separate occasion to allow for the most up to date assessments to be applied.

B2.3 It is envisaged, however, that the process will include:

- **an application stage:** where candidates will complete an on-line application which will be used to assess their eligibility for the post
- **an assessment stage:** including some or all of the following elements: psychometric tests; role related tests (scenario planning; desk top assessments; in-

tray; presentations; report writing). All assessments will measure requirements in national role maps for Brigade Managers.

- **organisational interview stage:** where candidates will be asked questions relating to the strategic direction of the Fire and Rescue service; Cleveland Fire Authority; its political, economic, social, technological, legal and environmental situations; and business and competitive opportunities.
- **pre-employment checks:** as specified in section A6 of this procedure

Responsibilities

- B2.4 Cleveland Fire Authority (CFA) is responsible for the appointment of the CFO. As such the Chair of the Fire Authority decides on the nature of the recruitment and selection process following consultation with the Vice Chair; the Legal and Monitoring Officer; and the Treasurer. Assistance may be sought from an external recruitment agency and/or a professional source such as Association of Principal Fire Officer; Chief Fire Officers' Association; Local Government Association.
- B2.5 The interview panel will be chaired by the Chair of the Fire Authority; with the final decision will be ratified by the CFA.
- B2.6 Co-ordination of the recruitment and selection activities and the associated administration will be undertaken DCS unless he/she is an applicant for the post (in which case an alternative officer of similar seniority will undertake the role) or a recruitment agency if it has been appointed.

B3 Directors (Gold and Green Books)

- B3.1 In line with the NJC for Brigade Managers of Fire and Rescue Services, Constitution and Scheme of Conditions of Service 'Gold Book' the recruitment and selection arrangements of Chief Fire Officers are a matter for each fire and rescue authority but should be in line with the Integrated Personal Development System framework.

Process

- B3.2 Due to the infrequency of vacancies at Director level the Authority will determine the nature and elements of assessment for Director on each separate occasion to allow for the most up to date assessments to be applied.
- B3.3 It is envisaged, however, that the process will include:
- **an application stage:** where candidates interested in applying for the post of Director will complete an on-line application which will be used to assess the candidate's eligibility for the post

- **an assessment stage:** including some or all of the following elements; psychometric tests; role related tests (scenario planning; desk top assessments; in-tray; presentations; report writing). All assessments will measure requirements in national role maps for Brigade Managers.
- **organisational interview stage:** where candidates will be asked questions relating to the strategic direction of the Fire and Rescue Service; Cleveland Fire Authority; its political, economic, social, technological, legal and environmental situations; and business and competitive opportunities.
- **pre-employment checks:** as specified in section A6 of this procedure

Responsibilities

- B3.4 The Chair of the Fire Authority's Executive Committee is the lead for the recruitment and selection of the Director. Decisions relating to the nature of the recruitment and selection procedure will be undertaken by the Chair following consultation with the Chief Fire Officer. Assistance may be sought from an external recruitment agency and/or a professional source such as Association of Principal Fire Officer; Chief Fire Officers' Association; Local Government Association.
- B3.5 The interview panel will be the Fire Authority's Executive Committee chaired by the Chair of that Committee; and the Chief Fire Officer.
- B3.6 Co-ordination of the recruitment and selection activities and the associated administration will be undertaken by the DCS unless that is the vacant post in which case an alternative officer of similar seniority will undertake the role.

B4 Whole-time and Retained Duty System (RDS) Firefighter and Inter-Brigade Transfers (Grey Book)

- B4.1 The Brigade's Whole-time and Retained Duty systems are regarded as two separate contractual duty systems; with the dominant criteria for application to the RDS being that the individual lives within five minutes of their local fire station.
- B4.2 The Brigade seeks to achieve the same level of performance from its whole-time and retained duty system firefighters and therefore will apply the same recruitment and selection processes; and expects the same levels of competencies. However it also recognises that because of the positive working time limitations within the RDS; RDS firefighters may take a longer time to achieve those competencies.
- B4.3 In the context of practical risk management the Brigade considers the primary role of the RDS firefighters to be responding to incidents and maintaining the skills and knowledge that underpin this ability. It does not mean that RDS firefighters cannot undertake other components of the firefighters' role map such as community safety activities and fire safety duties.

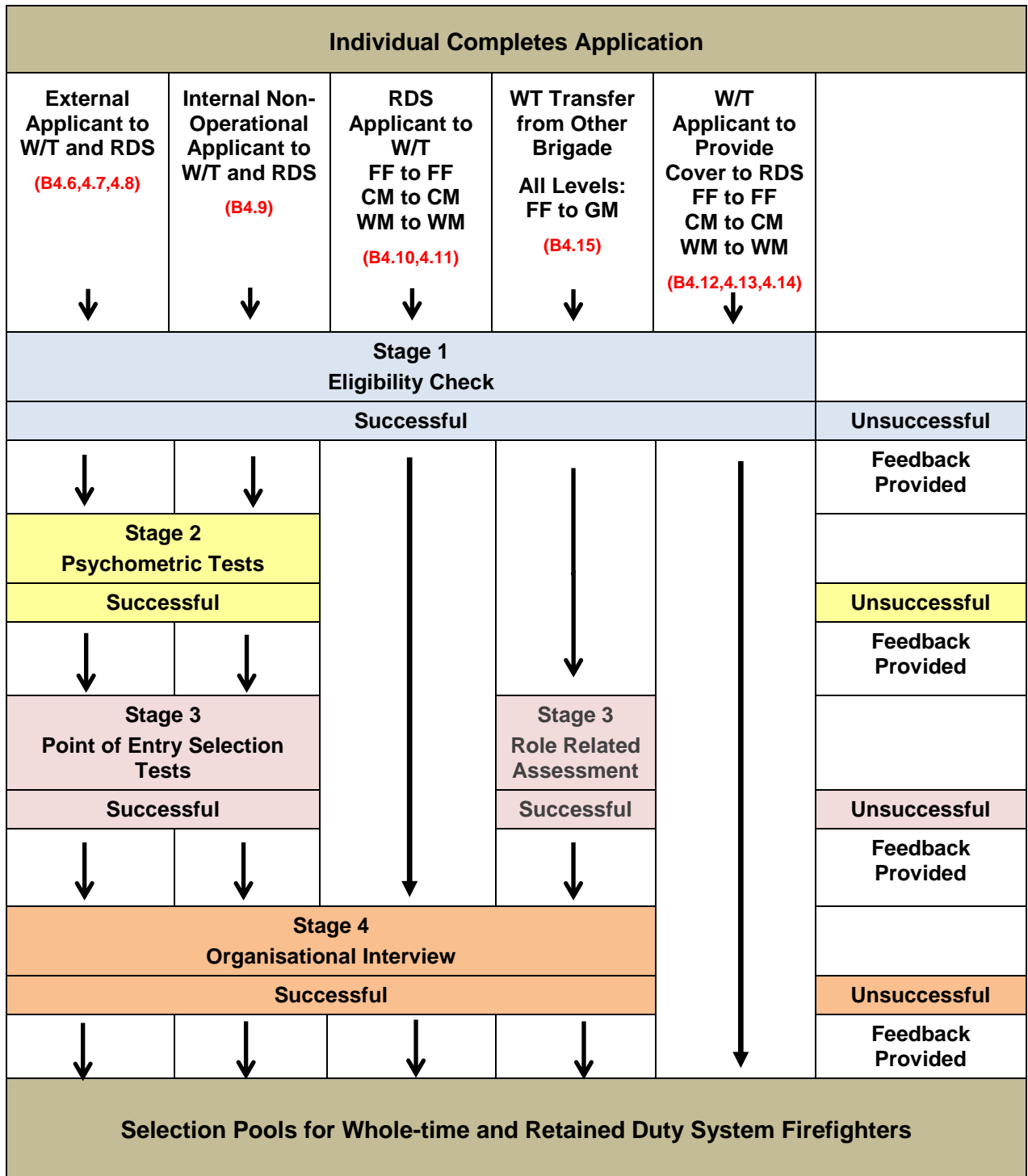
Process

B4.4 The appointment of whole-time and RDS firefighters will satisfy the minimum standards determined by the organisation taking into account nationally defined standards and guidance. Specifically:

- applicants for all firefighter positions must be 18 years old on the date of appointment
- applicants to the RDS firefighter positions must be able to attend their local fire station within a maximum five minutes travel time from their home as determined by the Head of Risk and Performance

B4.5 An overview of the Recruitment and Selection process for whole-time and RDS firefighters is shown diagrammatically in Figure 1; this is followed by a full description of each stage.

Figure 1: An Overview of the Recruitment and Selection Process for Whole-time and RDS Firefighters and Inter-Brigade Transfers (Grey Book)



Stage 1: Application

External Applicants

B4.6 To apply for a firefighting role individuals must register their interests and complete the eligibility criteria on line. All external applicants will be asked to provide the following:

- personal details (for example name, address, age)
- pre application checklist associated with role (for example working at heights, medical issues, role related questions)
- eligibility to work in the UK information
- details of any criminal convictions
- names and addresses of referees

B4.7 Those applying for the RDS will also be asked if they are able to attend their local fire station within a maximum five minutes travel time from their home; provide their operational availability and confirm their availability to attend the initial RDS trainee programme.

B4.8 Those who satisfactorily complete the application stage above and satisfy the eligibility criteria therein will proceed to stage 2 psychometric test assessments. Those who do not meet the eligibility criteria will be advised accordingly and will no longer be part of the recruitment process.

Internal Non-Operational Applicants to Whole-time and Retained Duty System Firefighting Positions

B4.9 All internal non-operational staff can apply for a whole-time and retained duty system firefighting positions. They must apply using the external application process above.

RDS Applicants to Whole-time Duty System Positions (Firefighter to Firefighter; Crew Manager to Crew Manager and Watch Manager to Watch Manager)

B4.10 RDS staff can apply to be considered for Whole-time Duty Systems positions (Firefighter to Firefighter; Crew Manager to Crew Manager and Watch Manager to Watch Manager) but must compete in open competition; there will be no automatic transfer from one duty system to another

B4.11 Applications are through the external application process as detailed above. Those who satisfactorily complete the application stage above and satisfy the eligibility criteria therein will proceed to stage 4 organisational interview.

Whole-time Duty System Applicants to RDS Firefighting Positions (Firefighter to Firefighter; Crew Manager to Crew Manager and Watch Manager to Watch Manager)

B4.12 Whole-time Duty System Applicant (Firefighter to Firefighter; Crew Manager to Crew Manager and Watch Manager to Watch Manager), living within the five minute response area of an RDS fire station can apply to extend their working hours to provide cover to

the RDS. This will be on a fixed term basis. As they have already been appointed through wide open competition whole-time firefighters will automatically be considered for the provision of retained firefighting duties without going through the full selection process.

B4.13 Whole-time Duty System applicant will still be required to complete a separate application form that requires basic personal details and confirmation that they:

- are able to attend the fire station within a maximum five minutes travel time from their home;
- are competent in their whole-time post;
- have their people managers' support; and
- opt out of the working time directive

B4.14 Those who satisfactorily complete the application stage above and satisfy the eligibility criteria therein will progress to the appropriate RDS firefighter selection pool.

Inter Brigade Transfers to Whole-time Duty System Positions (All levels: Firefighter to Group Manager)

B4.15 Applications will be considered from individuals wanting to transfer from whole-time positions in other Brigades to whole-time within CFA at the same role level. Those who are successful at the application stage will progress to Stage 3 Role Related Assessment.

Stage 2: Psychometric Tests

B4.16 Psychometric testing is undertaken online at a time and venue suitable to the candidate. The HR team will send instructions on completing the tests to the candidates.

B4.17 Individuals must pass each test in sequential order and all tests must be passed before they are deemed to have been successful at this stage. The tests comprise:

- **Dependability and Safety Instrument:** used to identify those individuals who are more likely to have good attendance records, be effective and positive team members and be safety conscious
- **Situational Judgement Test:** used to assess the individual's ability to handle situations that they could encounter in the role. It is built around the personal, qualities and attributes (PQAs) associated with a fire-fighter's role
- **Ability Tests:** used to assess the individual's ability to deal with verbal and numerical information.

B4.18 Once completed the tests are independently marked and the results are forwarded to the HR team.

B4.19 Those candidates who successfully pass all the psychometric tests will be invited to take part in the Stage 3 Point of Entry Selection Tests (POESTS). The pass result will

remain valid for 18 months from a date advised by the HR team and therefore should a candidate re-apply for a firefighting position within that stated period he/she will automatically enter the process at Stage 3 (POESTS). Any applications received after the 18 month period will be at Stage 1 Eligibility Check.

- B4.20 Candidates who are unsuccessful at any of the psychometric tests will no longer be part of the recruitment process and will not be able to reapply again until 12 months after they first completed the test(s) unless organisational needs dictate.

Stage 3: Point of Entry Selection Tests

- B4.21 In order to undertake the Point of Entry Selection Tests the DCS will commission:

- DTS for the provision of equipment and facilities
- DCP for the provision of sector competent staff to instruct and assess candidates

- B4.22 The POESTS are used to assess the individual's level of fitness, strength, manual dexterity and confidence and comprise of:

- ladder climb
- ladder lift
- casualty evacuation
- enclosed space test
- equipment assembly
- equipment carry
- ladder manoeuvre
- ladder extension test

- B4.23 Full details of the nature of the tests will be included within the recruitment pack sent to candidates prior to the tests being undertaken.

- B4.24 All tests must be passed for the individual to be successful and to proceed to Stage 4 Organisational Interview stage. The pass result will remain valid for 18 months from a date advised by the HR team and therefore should a candidate re-apply for a firefighting position within that stated period he/she will automatically enter the process at Stage 4 Organisational Interview. Any applications received after the 18 month period will be at Stage 1 Eligibility Check.

- B4.25 Candidates who are unsuccessful at any of the POESTS will no longer be part of the recruitment process and will not be able to reapply again until 12 months after they first completed the test(s) unless organisational needs dictate otherwise.

Stage 3: Role Related Tests (Inter-Brigade Transfers only)

- B4.26 The DTS is responsible for the Role Related Assessments in relation to Inter Brigade transfers. The DCS will commission this service from the DTS as required and will provide the necessary HR administrative support.

B4.27 All tests must be passed for the individual to be successful and to proceed to Stage 4 Organisational Interview stage. The pass result will remain valid for 18 months from a date advised by the HR team and therefore should a candidate re-apply for a firefighting position within that stated period he/she will automatically enter the process at Stage 4 Organisational Interview. Any applications received after the 18 month period will be at Stage 1 Eligibility Check.

B4.28 Candidates who are unsuccessful at any of the POESTS/RRA will no longer be part of the recruitment process and will not be able to reapply again until 12 months after they first completed the test(s) unless organisational needs dictate otherwise

Stage 4: Organisational Interview

B4.29 Organisational Interviews will be chaired by the HHR or appointed HR specialist and a Station Manager. Where the panel is considering a Station Manager or Group Manager transfer the DCS will Chair the interviews and organise panel members accordingly. Where possible those selected to be on the interview panel must not have been involved in the previous stages of the process.

B4.30 The Interview panel will ask questions relating to all of the Personal Qualities and Attributes (PQA's); and scored accordingly. It will be used to evaluate an individual's potential by using situational examples from their life experiences to illustrate their personality, skill sets and competencies.

B4.31 Candidates successful at the interview stage will move forward to the appropriate Selection Pools as set out below.

B4.32 Candidates who are unsuccessful at the organisational interview will no longer be part of the recruitment process. Should a candidate re-apply for a firefighting/transfer position in the future then they will enter at the Stage 4 Organisational Interview providing the Psychometric tests and POESTS passes have not expired.

Selection Pools

B4.33 The recruitment and selection process will result in applicants being placed in an ordered scored framework in one of two selection pools:

1

Whole-time Duty System Selection Pool

Candidates Eligible for Appointment

2

RDS Selection Pools (One for each RDS Station)

Candidates Eligible for Appointment/Providing Cover

- B4.34 The Pools are valid for a period of 12 months at a date determined by the DCS; this means that once in the selection pools candidates will be eligible for appointment for a period of 12 months. However, whole-time applicants for RDS posts can stay in the RDS selection pools indefinitely providing that they maintain their competence and meet the eligibility criteria for the job.
- B4.35 After 12 months the Pools will be emptied and candidates will need to re-apply to the process at the appropriate stage as described above unless organisational risks deem it necessary to do otherwise; the DCS will decide when this is appropriate. The DCS will commence a new recruitment episode if there are no people within the Pools within that 12 month period.
- B4.36 When a vacancy occurs the HHR will appoint from the pools on the basis of interview scores for whole-time duty system applicants and availability and then interview scores for RDS firefighters. Approval for appointment will be sought from the DCS.
- B4.37 Pre-employment checks will be carried out as specified in section A6 of this procedure.

B5 Firefighter (Control) (Grey Book)

Process

B5.1 The appointment of firefighters (control) will satisfy the minimum standards determined by the organisation taking into account nationally defined standards and guidance. Specifically applicants for all firefighter (control) positions must be 18 years old on the date of appointment

Stage 1: Application

B5.2 This is an on line registration of interest which is used to determine eligibility. All candidates will be asked to complete the following:

- Personal Details
- Eligibility to work in the UK
- Criminal Convictions
- Evidence of how they meet the person specification
- Employment History
- Relevant training/Qualifications
- Referees

B5.3 Anyone who meets the pre application checklist; is eligible to work in the UK and does not have any criminal convictions which would make them unsuitable for the role will proceed to stage 2 psychometric test assessments.

Stage 2: Psychometric Tests

B5.4 Psychometric testing is undertaken online at a time and venue suitable to the candidate. The HR team will send instructions on completing the tests to the candidates.

B5.5 Individuals must pass each test in sequential order and all tests must be passed before they are deemed to have been successful at this stage. The tests comprise:

- **Dependability and Safety Instrument:** used to identify those individuals who are more likely to have good attendance records, be effective and positive team members and be safety conscious
- **Situational Judgement Test:** used to assess the individual's ability to handle situations that they could encounter in the role. It is built around the personal, qualities and attributes (PQAs) associated with a fire-fighter's role
- **Ability Tests:** used to assess the individual's ability to deal with verbal and numerical information.

B5.6 Once completed the tests are independently marked and the results are forwarded to the HR team.

- B5.7 Those candidates who successfully pass all the psychometric tests will be invited to take part in the Stage 3 Role Related Assessments (RRA). The pass result will remain valid for 18 months from a date advised by the HR team and therefore should a candidate re-apply for a firefighting (control) position within that stated period he/she will automatically enter the process at Stage 3 (RRA). Any applications received after the 18 month period will be at Stage 1 Eligibility Check.
- B5.8 Candidates who are unsuccessful at any of the psychometric tests will no longer be part of the recruitment process and will not be able to reapply again until 12 months after they first completed the test(s).

Stage 3: Point of Entry Selection Tests

- B5.9 Role related assessment(s) appropriate to the role should be used to assess the risk critical elements of the post. For firefighting control positions this will be a Practical/Technical Ability Test such as typing or ICT related test such as taking a fire call.
- B5.10 Full details of the nature of the tests will be included within the recruitment pack sent to candidates prior to the tests being undertaken.
- B5.11 The HHR is responsible for co-ordinating the tests; will appoint trained assessors to assess candidates and will provide outcomes and feedback to candidates.
- B5.12 All tests must be passed for the individual to be successful and to proceed to the Interview stage. Candidates will hold their 'success at role related' statuses for 12 months from the date of passing the tests; after this time they will need to retake the tests.

Stage 3: Interview

- B5.13 Interviews will be chaired by the HHR or appointed HR specialist and comprise of two other People Managers or equivalent. Where possible these individuals must not have been involved in the previous stages of the process. The interview will be used to evaluate an individual's potential by using situational examples from their life experiences to illustrate their personality, skill sets and competencies.
- B5.14 The Interview panel will ask questions relating to all of the Personal Qualities and Attributes (PQA's) aligned to the role of the firefighter; and scored accordingly.
- B5.15 Candidates successful at the interview stage will move forward to the appropriate selection pools as set out below.

Selection Pools

- B5.16 The recruitment and selection process will result in applicants being placed in an ordered scored framework in the selection pools:

Firefighter (Control) Selection Pool
Candidates Eligible for Appointment as Firefighters (Control)

- B5.17 Once in the selection pool candidates will be eligible for appointment for a period of 12 months. After this time they will need to re-apply to the process unless organisational risks deem it necessary to do otherwise; the DCS will decide when this is appropriate.
- B5.18 When a vacancy occurs the HHR will appoint from the pools on the basis of interview scores for whole-time firefighters and availability and then interview scores for RDS firefighters. Approval for appointment will be sought from the DCS
- B5.19 Pre-employment checks will be carried out as specified in section A6 of this procedure.

B6 All Staff (Green Book)

- B6.1 Appointments for staff who are conditioned to Green book terms and conditions are made through a process determined locally by the Brigade to meet organizational requirements and which assesses the knowledge and skills required for that post.
- B6.2 The recruitment panel will be established at the outset. This will be at least three people with the Chair being the HHR or a senior HR assistant; and the others being the relevant Head of Service and the relevant line manager. Where the line manager is the Head of Service then an alternative manager may be selected.
- B6.3 The Chair of the Panel is responsible for:
- establishing the specific the recruitment and selection process applicable to the post
 - providing and securing a record of every stage of the process
 - requesting approval to appoint from DCS
 - providing feedback to candidates at every stage of the process

Stage 1: Application and Shortlisting

- B6.4 This is an on line registration of interest which is used to determine eligibility. All candidates will be asked to complete the following:

- Personal Details
- Eligibility to work in the UK
- Criminal Convictions
- Evidence of how they meet the person specification
- Employment History
- Relevant training/Qualifications
- Referees

- B6.5 Anyone who meets the pre application checklist; is eligible to work in the UK and does not have any criminal convictions which would make them unsuitable for the role will proceed to the shortlisting stage.

- B6.6 Shortlisting will be undertaken and agreed by all panel members in accordance with the requirements of the person specification for the role. Anyone who does not meet the essential criteria will not be shortlisted. Those who are shortlisted will progress to Stage 2 role related assessment.

Stage 2: Point of Entry Selection Tests

- B6.7 Role related assessment(s) appropriate to the role should be used to assess the risk critical elements of the post. These may vary as they will be subject to the nature of the job and the seniority of the post. One or more of the following processes should be used:

- **Personality Questionnaire:** to look at behavioral preferences
- **Ability Tests:** numerical or verbal reasoning
- **Situational Judgment test:** to assess the candidate's ability to assess the most effective way of dealing with a situation
- **Presentations/Reports:** on a predetermined subject appropriate and relevant to the role
- **Practical/Technical Ability Test:** such as typing, ICT related test, preparation of reports, data analysis

B6.8 Candidates who are successful at role related stage will progress to stage 3 interview.

Stage 3: Interview

B6.9 This is the final stage of the selection process and will be used to evaluate an individual's knowledge of the Brigade and/or competence by using situational examples from their life experiences to illustrate their personality, skill sets and competencies. This is aligned to the Personal, Qualities and Attributes (PQAs) for the level of the role.

Selection of Candidates

B6.10 The interview will determine the successful candidate for the post. The Chair of the panel will provide a full report of the process to the DCS and recommend appointment of candidate. The DCS will decide if an appointment of the recommended candidate can be made.

Pre-employment checks

B6.11 The successful individual will be subject to pre- employment checks as detailed in Part A6 of this procedure.

Recruitment, Selection and Promotion Procedure

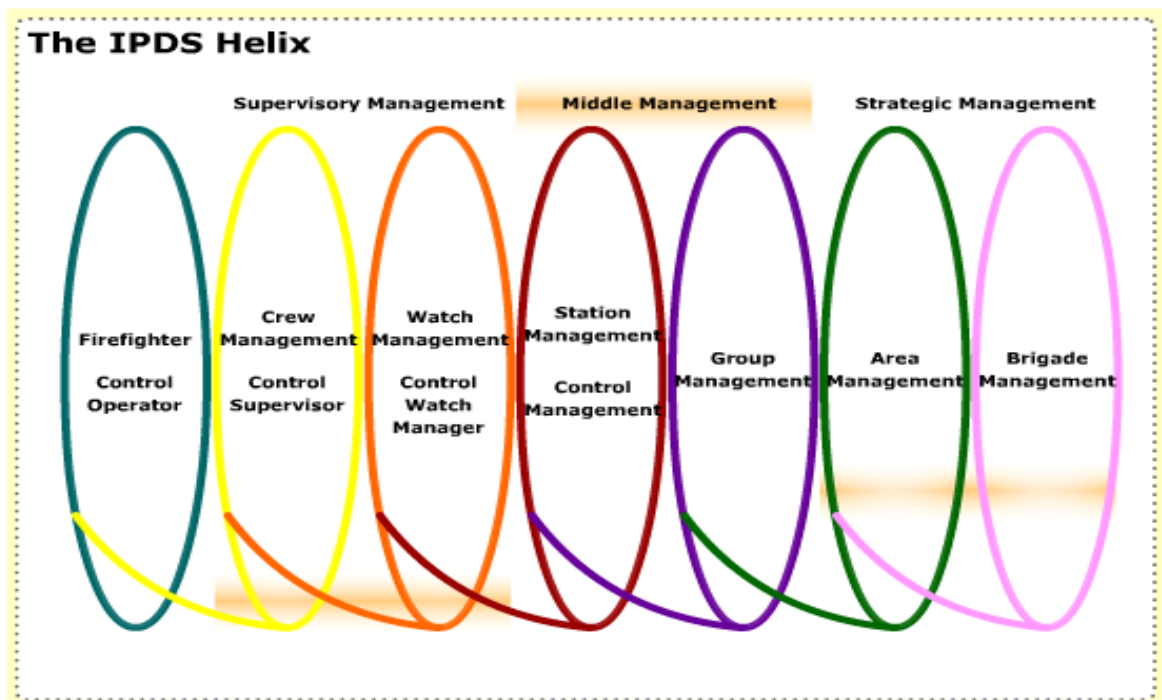
Part C

Promotion (Substantive and Temporary) of Grey Book Whole-time, RDS and Control Staff

C1 Introduction

C1.1 This is the 'promotion' (substantive and temporary) procedure for Grey Book Whole-time Duty System, RDS and Control staff. It should be read in conjunction with Part A: 'Guiding Principles applicable to all Recruitment, Selection and Promotion'.

C1.2 The Integrated Personnel Development System (IPDS) Helix set out below outlines the Grey Book roles to which individuals can be promoted and the level under which their posts falls



C1.3 In Cleveland Fire Brigade the current grey book positions are as follows:

- Whole-time duty system: firefighter, crew manager, watch manager, station manager, group manager
- Whole-time duty system: firefighter (control), crew manager (control), watch manager (control)
- RDS: firefighter, crew manager and watch manager

C2 Promotion Process

C2.1 The Brigade's current grey book promotion opportunities are set out below against each duty system:

Grey Book Duty System	Substantive Current Role		Promoted Role
Whole-time	Firefighter	→	Crew Manager
	Crew Manager	→	Watch Manager
	Watch Manager	→	Station Manager
	Station Manager	→	Group Manager
RDS	Firefighter	→	Crew Manager
	Crew Manager	→	Watch Manager
Control	Firefighter	→	Crew Manager
	Crew Manager	→	Watch Manager

C2.2 The promotion of Grey Book personnel will satisfy the minimum standards determined by the organisation taking into account nationally defined standards and guidance. Specifically:

- applicants will be allowed to apply for promotion to one level above their substantive roles
- applicants must be competent and substantive in the role at one level below that to which they are applying
- applicants to the RDS crew and watch manager positions must be able to attend their local fire station within a maximum five minutes travel time from their home

C2.3 As discussed in Part A4 applications for promotion will always be accepted from internal applicants but there are circumstances when posts will either be advertised externally or transfers from other Brigades may be accepted. The promotion process outlined below caters for these circumstances.

Stage 1: Application and Eligibility Check

- C2.4 All candidates will need to complete the Brigade's application form which will require them to provide the following information for:
- evidence that they are substantive and competent in the role at one level below that to which they are applying; confirmation is required from their line manager that the PDR for their substantive position is up to date
 - applicants to the RDS crew and watch manager positions must be able to attend their local fire station within a maximum five minutes travel time from their home
 - evidence of their last PDR (including discussions on career development)
 - attendance record
 - disciplinary record (anyone with live sanctions will not be considered)
 - line manager's recommendation for appointment to promotion position. Minimum level for the line manager should be watch manager and they should endorse the candidate and provide evidence of where the individual has met the criteria of the new role plus commentary on their performance in their current role including evidence against the PQAs, Key Work Objectives and if they display leadership/managerial qualities
 - the line manager's recommendation will be signed off by the his/her line manager – who should be at a Station Manager as a minimum (or equivalent) or the next highest level of authority
 - completeness and presentation of application form (this will be assessed for attention to detail, neatness and accuracy – communications)
 - evidence of any essential criteria for the post is met (this will be specifically applicable for specialist roles)
- C2.5 For external applicants additional employment criteria will be required as detailed in A6 of this procedure.
- C2.6 In order to be deemed successful at the application stage, candidates must meet the eligibility criteria for the role. The eligibility criteria assessment will be carried out by the HR team.
- C2.7 Successful candidates will move through to Stage 2 Managerial and Operational Assessment and will be notified by the HR team.
- C2.8 The HLD will be informed of successful candidates entering the promotion process, who will authorise the addition of the role that they are applying for to their PDRpro accounts so that the individuals can commence the gathering of relevant evidence (Appendices 4(i) to 4(iv)).

- C2.9 Additionally, the individual will be allocated the development module within 'Learnpro' which details the development requirements particular to those risk critical requirements before an individual is eligible to take up either an interim or temporary appointment. (Full details are set out in Learning Procedure Note 5).
- C2.10 It will be the responsibility of the individual's line manager to ensure that the individuals are provided with opportunity and support to gather appropriate evidence and that assessment is timely.
- C2.11 Unsuccessful candidates will be removed from the promotion process and given appropriate feedback by the HR team. Where required, this feedback should be used to form the basis of a Personal Development Plan between the individual and their line manager to assist in future applications.

Stage 2: Managerial and Operational Assessment

- C2.12 At stage 2 candidates will need to undertake the managerial and operational assessment which comprises of three parts that may be conducted in any order.

Managerial Assessment

- C2.13 The managerial assessment is a unique, independent online test administered by SHL Talent Measurement which assesses an individual's current level of management judgement.
- C2.14 Managerial Judgement is defined as an individual's ability to weigh up 'real life' managerial situations and decide on appropriate and effective ways of handling them. A candidate's ability to deal effectively with a range of managerial situations is assessed by presenting them with a number of different work scenarios followed by a number of possible responses and asking them to rate each of the responses for their effectiveness in dealing with that scenario. The assessment measures:
- managerial judgement – overall assessment
 - managing objectives – making best use of energies, prioritisation, consultation, and alignment with objectives
 - people management – managing a team, balancing people issues with motivation and performance, coaching/counselling, leading and encouraging
 - reputation management – supporting, sustaining and being positive about the organisation, managing your manager, protecting the reputation of the organisation
- C2.15 Candidate responses are compared with those of a large and appropriate comparison group to ascertain an overall score; the Brigade will be using the following norm groups held within the SHL system:
- Supervisory Manager: used for Crew Manager and Watch Manager positions
 - Middle Manager: used for Station Manager and Group Manager positions
- C2.16 More information about this type of assessment and some practice questions can be found at <http://support.shl.com/candidate>

C2.17 A comprehensive feedback report for each candidate is generated by the SHL system after completion of the assessment and will be provided to each candidate by the HR team.

Operational Assessment

C2.18 The operational assessment is a formal role related assessment of potential comprising of a **practical assessment** and a **knowledge assessment**. It is aligned to the criteria defined within National Occupational Standards (NOS) specifically:

- WM7: lead and support people to resolve operational incidents
- WM8: lead and support control operations to resolve operational events
- EFSM2: lead, monitor and support people to resolve operational incidents

C2.19 The DCS will commission the DTS to undertake this assessment.

C2.20 The HLD will inform the HHR of suitable dates for the delivery of the Operational Assessments. The HHR will arrange appointments for the assessment on a day when the individual is off duty, and as such will not attract any repayment of time or financial reimbursement.

Operational Assessment - Practical Assessment

C2.21 The practical assessment is aligned to the task criteria within the relevant NOS standard and PQAs applicable to the relevant level of incident commander or control supervisor.

C2.22 The HLD will develop and maintain appropriate and up-to- assessment scenarios relevant to each incident command or control supervisor level for use within the practical assessment. All practical assessment “tools” used within this part of the process will be subject to quality assurance and final approval by the DTS, to ensure that they are deemed “fit for purpose” prior to use.

C2.23 The practical scenarios developed for crew managers (operations) will utilise the Brigade’s training rigs e.g. Fire House, RTC area etc and an operational crew to carry out the brief and activity as determined by the candidate. For all control levels, there will be simulated incident scenario ran from the Command and Control Training suite, supported by Control Operators to carry out the objectives determined by the candidate. These methods of “live” scenario will facilitate the gathering of evidence not only against the task criteria within the NOS but will provide opportunity to assess the individual’s ability relating to communication skills and ability to lead and direct others.

C2.24 For roles of watch manager and above (operations), the scenarios will be ICT based and delivered from the Incident Command suite. Although the scenario will facilitate the assessment of behavioural qualities required of an incident commander, it is deemed that the communication skills required to clearly brief a crew will already have been demonstrated through naturally occurring evidence in their current roles. The ICT based solution will enable the scenarios to be developed to the scale of incident appropriate to the level of command, including larger or more complex incident types whilst negating the impact on Brigade resources i.e. diverting crews and appliances from normal duties.

- C2.25 A “Centre Manager” will be nominated by DTS and will usually be the HLD or the LDC Centre Manager to ensure that the assessments are ran in accordance with this procedure. Learning and Development Advisors trained in the use of the specialist ICT Incident Command training systems will be used to facilitate the exercise, but will undertake no other role in the assessment of the candidates.
- C2.26 Whole-time and RDS staff will be directly observed and assessed by two managers, qualified in Incident Command at a minimum of one level higher than the assessment level i.e. Watch Manager assessed by two Station Managers. Control staff will be directly observed and assessed by two managers, which will usually be the HLD (current post holder sector competent in Command and Control Mobilising) and Station Manager with functional responsibility for Control. All assessors must hold either nationally recognised Assessor qualifications or be trained in the assessment process. The DTS will appoint the managers to undertake this role.
- C2.27 The Assessors may also ask ad-hoc questions at the conclusion of the scenario, which helps to confirm that the candidate has understanding of their actions, how they might apply their knowledge to different situations, and any performance criteria which may not have been observed during the scenario itself.
- C2.28 All evidence from the practical assessment (scenario outcomes, ad-hoc questions) will be recorded onto the appropriate documentation and will be held securely by the “Centre Manager” prior to being returned to HR department.

Operational Assessment - Knowledge Assessment

- C2.29 This assessment is aligned to the underpinning knowledge requirements within the relevant NOS standard applicable to the role of incident commander or control supervisor.
- C2.30 The HLD will develop and maintain an appropriate and up-to- date question bank relevant to each incident command and control supervisory role level i.e. Crew, Watch, Station and Group Manager, for use within the knowledge assessment. The question bank will be subject to quality assurance and final approval by the DTS, to ensure that it is deemed “fit for purpose” prior to use.
- C2.31 All questions used will be taken from a study bibliography which will be published and communicated to all promotion candidates by HR team a minimum of 6 weeks prior to the date of assessment.
- C2.32 The knowledge assessment will be in the form of a structured interview i.e. there will be two appointed Assessors; one to ask questions and one to record responses, specific time allocated, responses scored against a marking guide.
- C2.33 All evidence from the knowledge assessment will be recorded onto the appropriate documentation and will be held securely by the “Centre Manager” prior to being returned to HR department.

Outcomes from Stage 2 Assessment

- C2.34 Candidates who achieve a pass in all three parts of the Stage 2 Assessment will progress to Stage 3 Organisational Interview to be considered for substantive promotion and will be notified by HR team.
- C2.35 Unsuccessful candidates in any part of the Stage 2 Assessment will be provided with feedback and a development plan by their assessors that have been verified by the HLD. They will not progress to Stage 3 Organisational Interview but may be considered for temporary promotion depending on their outcome result (see Figure 2 below).
- C2.36 Where the development plan has not been addressed then they will be removed from the promotion process but can apply to the next promotion episode.

Figure 2: Outcomes from Managerial and Operational Assessment			
Managerial	Operational		'Next Steps' Action
	Practical	Knowledge	
Pass	Pass	Pass	Progress to Organisational Interview
Pass	Pass	Fail	Substantive Promotion Process Ended Progress to Temporary Promotion Pool for relevant duty system once knowledge development plan has been achieved
Fail	Pass	Pass	Substantive Promotion Process Ended Progress to Temporary Promotion Pool
Fail	Pass	Fail	Substantive Promotion Process Ended Progress to Temporary Promotion Pool for relevant duty system once knowledge development plan has been achieved
Pass	Fail	Fail	Substantive Promotion Process Ended Progress to Temporary Promotion Pool for relevant duty system once practical and knowledge development plans have been achieved
Pass	Fail	Pass	Substantive Promotion Process Ended Progress to Temporary Promotion Pool for relevant duty system once practical development plan has been achieved
Fail	Fail	Pass	Substantive Promotion Process Ended Progress to Temporary Promotion Pool for relevant duty system once practical development plan has been achieved
Fail	Fail	Fail	Substantive Promotion Process Ended.

- C2.37 Candidates successful at the managerial assessment will hold their 'success statuses' for 18 months from assessment after which they will need to re-sit.
- C2.38 Candidates successful at the practical and knowledge operational role related assessment will hold their 'success statuses' for 18 months from the assessment outcome date providing evidence is maintained that their competence against specified criteria has been maintained but only for that role level. Evidence must be recorded within the "PDRpro" recording system and be aligned to the risk critical criteria as detailed in Appendices 4 (i) to 4 (iv). All evidence must be assessed as competent performance by the relevant line manager.

C2.39 After the 18 month time period candidates will need to retake the operational assessments (practical and knowledge).

Stage 3: Organisational Interview

C2.40 The organisational interview is the final stage of the promotion process and the outcomes from it will determine whether or not a candidate is deemed suitable to be considered for substantive promotion to the role to which they have applied.

C2.41 As the name suggests the organizational interview will be about the organization i.e. Cleveland Fire Authority and its environment. The format of the organisational interview will be a written briefing paper/report/presentation and/or interview questions depending on the role. At crew and watch manager level it will usually be interview questions only.

C2.42 The organisational interview criteria will be built upon the requirements as set out in the Department of Communities and Local Government (DCLG) Generic Bars for fire service roles and therefore will assess an individual against some or all of the following:

- openness to change
- commitment to diversity and integrity
- confidence and resilience
- working with others
- effective communications
- commitment to development
- problem solving
- commitment to excellence
- situational awareness
- organisational/political awareness

C2.43 Organisational interview panels and chairs will be as follows:

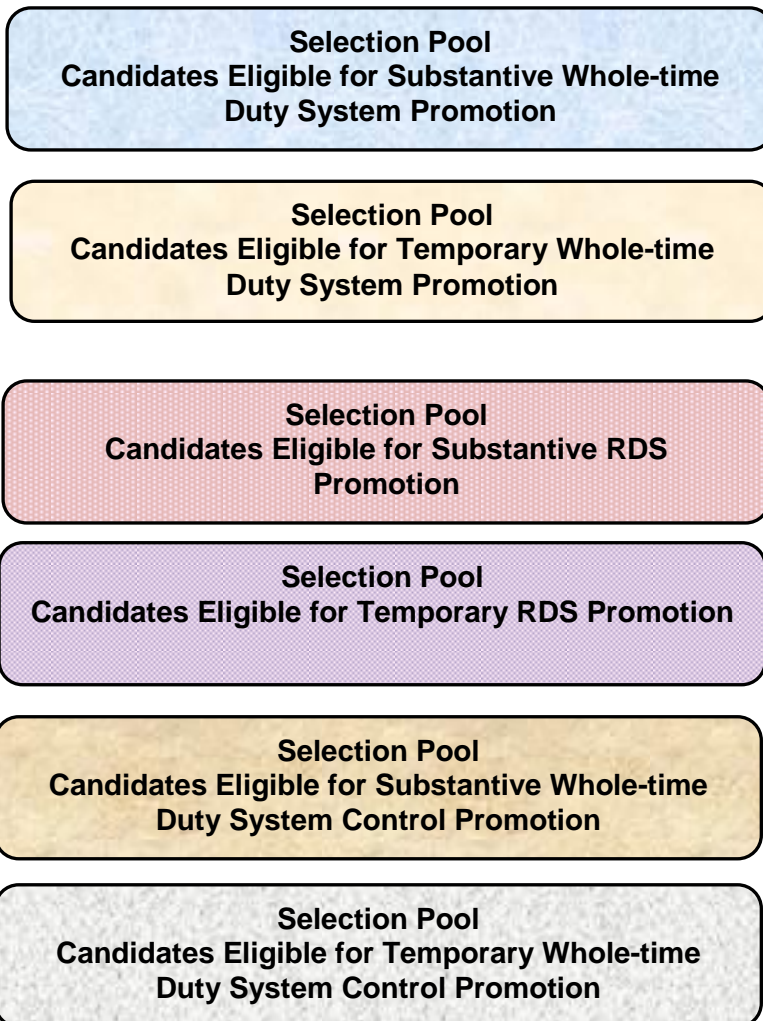
For	Panel Members	Chair
Group Manager	Chief Fire Officer Director of Corporate Services One Other Director	Director of Corporate Services
Station Manager	Director of Corporate Services Two Other Directors	Director of Corporate Services
Watch Manager	Director of Corporate Services Group Manager Station Manager	Director of Corporate Services
Crew Manager	Director of Corporate Services Two Station Managers	Director of Corporate Services

- C2.44 The DCS will appoint the above individuals after consulting the other Directors and ensuring where possible panel members will be cross directorate and not involved in any other stages of the promotion process.
- C2.45 The Chair of the panel will be responsible for the establishment of the assessment (presentation brief, report requirements, questions etc). These will be kept confidential until the day of interview. At no time will the candidates see the questions or assessments prior to the interview.
- C2.46 Successful candidates will be Graded A-E according to their interview scores and will progress to the relevant substantive Promotion Selection Pool.
- C2.47 Unsuccessful candidates will be given feedback and a development plan and will progress to the relevant temporary promotion pools.

C3 Selection Process

The 'Selection Pool' systems

- C3.1 The promotion process will result in the creation of six 'Selection Pools'.



C3.2 To maintain their position within a Pool, individuals must continue to demonstrate competence at the role level of that Pool. This will be achieved via assessed evidence within their PDRs and, for operational roles; this can include a Validation of Competence assessment at the relevant incident command level. (Refer to Appendices 4 (i) to 4 (iv) for details of evidence requirements)

C3.3 Prior to the offer of an interim or temporary appointment, confirmation that the individual meets the full criteria detailed in C3,2 above and Appendices 4 (i) to 4 (iv) (relevant to role) will be requested by HR from the individual's Station Manager and Group Manager.

Substantive Promotions

C3.4 Those in the Substantive Selection Pools will be positioned in Organisational Interview Grade order; the scored Grade system ensures that the most successful candidate in the promotion process is appointed to the next vacant position. There may be organizational reasons when the next 'best' candidate is not chosen e.g. a candidate with a lower grade may have a specific required qualification; but this will be when agreed with DCS.

C3.5 When a vacancy occurs the DCS will review any current transfer requests prior to offering jobs to the next 'best' candidate in the selection pool.

C3.6 If the 'next best' candidate does not accept the offered position (either a department or in operations) they will return to the Pool and will need to await further vacancies; they will maintain their position in the Pool. The next 'best' candidate will then be offered the job and so on.

C3.7 If a candidate accepts the offer of a job in operations this will be to any operational role; there will be no choice as to posting; this will be decided by the DCP. If the operational posting is subsequently not accepted by the candidate they are no longer eligible for substantive promotion.

C3.8 When determining operational role postings the DCP will take consideration of the following criteria:

- staff skills to maintain or increase specialist organisational/station performance
- completion of either risk critical incident command development modules or appropriate Management Incident course
- minimising disruption to watches and individuals, leave people on existing watches where possible
- individual travel distances

Temporary Promotions

C3.9 Before any individual is offered temporary promotion confirmation that the individual meets the full criteria detailed in Appendices 4 (i) to 4 (iv) (relevant to role) will be requested by HR from the individual's Station Manager and Group Manager.

C3.10 Temporary Promotions of more than 28 days will be made by the DCS on the following basis:

Firstly: they will be offered to the next 'best' person in the substantive pool who has not achieved substantive promotion

Secondly: they will be offered to those in the temporary pools who have passed the managerial assessment, the operational practical and knowledge assessments

Thirdly: they will be offered to those who are in the temporary promotion pool taking account of the outcomes from Stage 2

Fourthly: they will be offered to those who are in the temporary promotion pool after declaring an interest in promotion and having submitted satisfactory evidence against the risk critical elements for the role level applied for.

C3.11 All temporary promotions of more than 28 days will be subject to a review by the relevant Head of Department in consultation with DCS at the end of every 12 week period.

C3.12 When a temporary vacancy of more than 28 days occurs, an overall view of the current temporary promotion situation will be assessed by the DCS to ensure consistency of selection.

C3.13 Temporary Promotions of 28 days or less will be made by the DCP using the same criteria as set out in paragraph 3.7 above. However, in addition the DCP may need to consider the operational exigencies of the Brigade i.e. the need for specialist skills.

Casual Promotion

C3.14 Casual Promotion is only applicable in exceptional circumstances to fill short notice vacancies at operational crew manager level; it can only be for a period of up to 3 consecutive shifts within a tour of duty.

C3.15 On those occasions when the vacancy cannot be filled using the criteria set out in paragraph 3.7 the Duty Officer may authorise an individual to undertake casual promotion providing they have completed either the risk critical incident command development modules or the appropriate Management Incident course.

C3.16 Any casual promotion must be reported to Fire Control who will record all details.

C4 Promotion Episode

C4.1 The DCS will determine the commencement of a promotion episode. This will usually be annually when the 'selection pools' for substantive promotion expire; or before then if they are empty.

C4.2 The annual process is explained through the following promotion example.

a) Following the outcomes from the promotion process two types of pools are established one for substantive and one for temporary promotions as illustrated below.

Selection Pool for W/T Permanent Promotion

Valid: 1st August 2016 to 31st July 2017

Selection Pool for W/T Temporary Promotion

Valid: 1st August 2016 to 31st July 2017

- b) Using the above example, a new promotion episode will commence on 1st August 2017 on the expiry of the substantive pool thereby allowing those in the substantive pool maximum opportunity to be substantively promoted. It should be noted, however, that the DCS will only consider promotions to known vacant posts that occur within three months of the pool closing* or before the date on commencement of a new episode, whichever is the sooner. On the expiry of the substantive pool, individuals who have not secured substantive promotion will be transferred into the temporary pool or retain their temporary promotion until the new promotion episode is complete.

*Please note that any offer of appointment made in advance of the post becoming vacant will only be confirmed following the final date of service of the post holder.

- c) At the end of the new promotion episode when new pools are established the existing temporary promotion pool and existing temporary promotions will cease. Temporary promotions will be determined from the new pools.

C4.3 Applicants wishing to declare an interest in promotion outside of a current promotion episode can do so by completing the Declaration of Interest in Promotion application form (RSP3).

C4.4 The eligibility criteria for declaring an interest in promotion remains the same as detailed in section C2.2 of this procedure.

C4.5 Once the application has been endorsed by the applicant's line manager and signed off by their Line Manager and Head of Department, the applicant can begin to gather and record evidence via the PDR pro system which is aligned to the appropriate sub roles that have been deemed to be risk critical for the role level applying for. This evidence must be referenced onto the RSP3 form and once complete, submitted to HR for independent assessment and verification by the relevant panel as detailed below:

Role Level	Assessment	Verification
Supervisory (CM/WM)	HR Chair 2 x Station Managers (Sector Competent)	Group Manager
Station Manager	HR Chair 2 x Group Managers (Sector Competent)	Director
Group Manager	Director of Corporate Services Chair 2 x Directors	Chief Fire Officer

- C4.6 Once the evidence has been assessed and verified as satisfactory, the applicant will be added to the selection pool for temporary promotion and will become eligible for consideration for temporary promotion opportunities, in line with the criteria set out in section C3.8 of this procedure.
- C4.7 Applicants will remain in the selection pool for temporary promotion until the next promotion episode, at which point they will be required to apply for promotion as detailed in section C2 of this procedure.
- C4.8 Further information on the declaration of interest application process can be found on the RSP3 form.

C5 Voluntary Transfers

- C5.1 Personnel wishing to voluntary transfer from one post within the Brigade to another at the same role level will only be considered once they have completed two years in post from the date on which they were deemed competent. Anyone interested in voluntary transfer should complete the Brigade's Voluntary Transfer Application Form.
- C5.2 On receipt of an application form candidates will be placed on a voluntary transfer list held centrally in HR. When a vacancy occurs the DCS will consider the transfer list as part of the selection process.
- C5.3 Candidates who have a transfer request granted will not be eligible for payment of travelling expenses.
- C5.4 At times the Brigade will need to make non-voluntary transfers of a temporary or substantive nature for the essential delivery of operational services; this is dealt with under Local Agreement 3.

Appendix 4(i)

Crew Manager Risk Critical Operational Evidence Requirements

As part of the recruitment and selection process for promotion you are required to provide evidence aligned to the following sub roles which have been deemed to be risk critical for the role of **CREW MANAGER**.

Any evidence submitted from your substantive role level will not be valid for this process.

All of the evidence you provide must be recorded onto PDR Pro system against this role level, and must be assessed by your line managers as competent performance.

The risk critical sub roles for Crew Manager are:

BAECO (CM)

Casualty Management

Debriefing

Hazmat & Environmental Protection

Health & Safety

Incident Command

Investigator - *this must be in the context of incidents eg H&S issue arising from an incident/Fire investigation*

Liaison with Others

Managing Scene Safety

All of the above should be demonstrated within the context of incident command and incident management and remember this is AT ROLE LEVEL BEING APPLIED FOR

You are required to provide a minimum of three records relating to each of the sub roles, which demonstrate your performance of these activities in the role of Crew Manager. Although simulation is acceptable in the absence of opportunity for demonstration of competence through actual work place performance, you should include naturally occurring or “live play” incidents as much as possible.

Your evidence statements must be assessed by your line manager and a Station Manager (Assessor) as well as a manager (Group Manager) who will act as the Internal Verifier for quality assurance purposes. Any additional information/ actions required through this process must be completed and a further assessment decision made.

Evidence of competent performance at operational incidents can be directly observed and reported on by the incident commander who may not be your usual line manager. Your evidence should also cover the following types of incident:

- Single pump attendance – such as rubbish fire, car fire
- Dwelling
- Special Service e.g. RTC

You must also be able to provide evidence within your statements that you have considered/applied the following safety critical knowledge during these incidents:

- How to make and apply decisions based on the assessment of risk
- Sources and availability of information
- Lines and methods of communications / reporting
- Capabilities and limitations of personal and operational equipment
- Roles and responsibilities within the incident command system

Your Evidence must be:

- Valid – does the evidence relate to the unit criteria ie WM7
- Authentic – is it your own work/actions
- Current – is the evidence less than 18 months old
- Sufficient – is the full range of criteria in the unit met as well as the requirements listed above

Appendix 4(ii)

Watch Manager Risk Critical Operational Evidence Requirements

As part of the recruitment and selection process for promotion you are required to provide evidence aligned to the following sub roles which have been deemed to be risk critical for the role of **WATCH MANAGER**.

Any evidence submitted from your substantive role level will not be valid for this process.

All of the evidence you provide must be recorded onto PDR Pro system against this role level, and must be assessed by your line manager as competent performance.

The risk critical sub roles for Watch Manager are:

Casualty Management

Debriefing

Hazmat & Environmental Protection

Health & Safety

Incident Command

Investigator* - *this must be in the context of incidents eg H&S issue arising from an incident/Fire investigation*

Liaison with Others

All of the above should be demonstrated within the context of incident command and incident management and remember this is AT ROLE LEVEL BEING APPLIED FOR.

You are required to provide a minimum of three records relating to each of the sub roles, which demonstrate your performance of these activities in the role of Watch Manager. Although simulation is acceptable in the absence of opportunity for demonstration of competence through actual work place performance, you should include naturally occurring or “live play” incidents as much as possible.

Your evidence statements must be assessed by your line manager (Assessor) as well as a manager (Group Manager) who will act as the Internal Verifier for quality assurance purposes. Any additional information/ actions required through this process must be completed and a further assessment decision made.

Evidence of competent performance at operational incidents can be directly observed and reported on by the someone who may not be your usual line manager e.g. another Watch Manager (substantive) attending the incident or Flexi Response Officer

Your evidence should also cover the following types of incident:

- Multiple pump attendance – such as domestic dwelling fires, commercial properties etc.
- Special Service e.g. RTC person trapped

You must also be able to provide evidence within your statements that you have considered/applied the following safety critical knowledge during these incidents:

- How to make and apply decisions based on the assessment of risk
- Sources and availability of information

- Lines and methods of communications / reporting
- Capabilities and limitations of personal and operational equipment
- Roles and responsibilities within the incident command system

Your Evidence must be:

- Valid – does the evidence relate to the unit criteria ie WM7
- Authentic – is it your own work/actions
- Current – is the evidence less than 18 months old
- Sufficient – is the full range of criteria in the unit met as well as the requirements listed above

Appendix 4(iii)

Station Manager Risk Critical Operational Evidence Requirements

As part of the recruitment and selection process for promotion you are required to provide evidence aligned to the following sub roles which have been deemed to be risk critical for the role of **STATION MANAGER**.

Any evidence submitted from your substantive role level will not be valid for this process.

All of the evidence you provide must be recorded onto PDR Pro system against this role level, and must be assessed by your line manager as competent performance.

The risk critical sub roles for Station Manager are:

Inspector/Investigator * - this must be in the context of incidents eg H&S issue arising from an incident/Fire investigation

Operational Incident Commander – Debriefing

Operational Incident Commander – Planning

Operational Incident Commander – Risk Analysis

Sector Commander (SM)

All of the above should be demonstrated within the context of incident command and incident management and remember this is AT ROLE LEVEL BEING APPLIED FOR.

You are required to provide a minimum of three records relating to each of the sub roles, which demonstrate your performance of these activities in the role of Station Manager. Although simulation is acceptable in the absence of opportunity for demonstration of competence through actual work place performance, you should include naturally occurring or “live play” incidents as much as possible.

Your evidence statements must be assessed by your line manager (Assessor) as well as a manager (Group Manager) who will act as the Internal Verifier for quality assurance purposes. Any additional information/ actions required through this process must be completed and a further assessment decision made.

Evidence of competent performance at operational incidents can be directly observed and reported on by someone who may not be your usual line manager e.g. a Flexi Response Officer mentor

Your evidence should also cover the following types of incident:

- Multiple pump attendance – such as persons reported at domestic dwelling fires, commercial properties, make ups, etc.
- Incidents involving special risks – such as High Hazard Installations, Residential Care Premises (Concept of Operations)
- Special Services

You must also be able to provide evidence within your statements that you have considered/applied the following safety critical knowledge during these incidents:

- **Review and determine incident status**
This includes your initial review of the incident type, status and progress, the collection on relevant information and analysis of implications for the community and for resource allocation.
- **Assume responsibility and implement action to support those involved in the incident**
This includes your formulation of a plan for the resolution of the incident, taking account of anticipated risks, monitoring the progress of activities against your plan and making relevant adjustments. It includes obtaining advice from relevant specialists and the conduct of operational briefings with relevant personnel.
- **Debrief following resolution of incidents**
This includes the arrangements and conduct of relevant briefings both immediately following and at later stages of incident review

Your Evidence must be:

- Valid – does the evidence relate to the unit criteria ie EFSM2
- Authentic – is it your own work/actions
- Current – is the evidence less than 18 months old
- Sufficient – is the full range of criteria in the unit met as well as the requirements listed above

Appendix 4(iv)

Group Manager Risk Critical Operational Evidence Requirements

As part of the recruitment and selection process for promotion you are required to provide evidence aligned to the following sub roles which have been deemed to be risk critical for the role of **GROUP MANAGER**.

Any evidence submitted from your substantive role level will not be valid for this process.

All of the evidence you provide must be recorded onto PDR Pro system against this role level, and must be assessed by your line manager as competent performance.

The risk critical sub roles for Group Manager are:

Operational Incident Commander – Debriefing
Operational Incident Commander – Planning
Operational Incident Commander – Risk Analysis
Managing Communication

All of the above should be demonstrated within the context of incident command and remember this is AT ROLE LEVEL BEING APPLIED FOR e.g. Managing Communication is with regards to Press enquiries, inter-agency liaison etc in relation to operational events.

You are required to provide a minimum of three records relating to each of the sub roles, which demonstrate your performance of these activities in the role of Group Manager. Although simulation is acceptable in the absence of opportunity for demonstration of competence through actual work place performance, you should include naturally occurring or “live play” incidents as much as possible

Your evidence statements must be assessed by your line manager (Assessor) as well as a manager (Group or Brigade) who will act as the Internal Verifier for quality assurance purposes. Any additional information/ actions required through this process must be completed and a further assessment decision made.

Witness Testimony to support your evidence of competent performance at operation incidents can be provided by another Flexi Response Officer i.e. Station Manager or another Group Manager who may be carrying out a function within the incident command systems or specialist function e.g. DIM Advisor.

Your evidence should also cover the following types of incident:

- Multiple pump attendance
- Incidents involving special risks – such as High Hazard Installations, Residential Care Premises (Concept of Operations)
- Special Services

You must also be able to provide evidence within your statements that you have considered/applied the following safety critical knowledge during these incidents:

- **Review and determine incident status** - This includes your initial review of the incident type, status and progress, the collection on relevant information and analysis of implications for the community and for resource allocation.
- **Assume responsibility and implement action to support those involved in the incident** - This includes your formulation of a plan for the resolution of the incident, taking account of anticipated risks, monitoring the progress of activities against your plan and making relevant adjustments. It includes obtaining advice from relevant specialists and the conduct of operational briefings with relevant personnel.
- **Debrief following resolution of incidents** - This includes the arrangements and conduct of relevant briefings both immediately following and at later stages of incident review
- **Consideration of Business Continuity of Brigade, Reputation of Brigade, impact on Community and Environment**

Your Evidence must be:

- Valid – does the evidence relate to the unit criteria ie EFSM2
- Authentic – is it your own work/actions
- Current – is the evidence less than 18 months old
- Sufficient – is the full range of criteria in the unit met as well as the requirements listed above