



# **Promotion and Appointments**

## **Policy and Procedure for Operational and Control Roles**

**August 2025**

<b>People Area</b>	<b>Promotion and Appointments Policy and Procedure</b>
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<b>ELT Approved:</b>	
<b>FBU Consultation:</b>	
<b>Unison Consultation:</b>	
<b>Executive Committee Approved:</b>	<b>23 January 2026</b>
<b>CFA Approved:</b>	<b>N/A</b>
<b>Policy Register Review Date:</b>	<b>August 2028</b>
<b>Implementing Officer:</b>	<b>Michelle Richardson, Head of HR</b>

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## **Policy**

Cleveland Fire Brigade is committed to developing a high-performing, inclusive, and values-driven workforce. This Policy provides a clear and consistent framework for identifying and progressing individuals who demonstrate the skills, behaviours, and potential to lead and serve our communities effectively.

Our approach to leadership appointments is grounded in fairness, transparency, and merit, and is aligned with national guidance, including the NFCC Core Code of Ethics for Fire and Rescue Services and recommendations from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

We are dedicated to ensuring that all staff, regardless of background, have equal access to development and progression opportunities.

Through this policy, we aim to build a strong leadership pipeline that reflects our organisational values and supports the long-term success and resilience of the Service.

## **1. Scope & Purpose**

- 1.1 This policy applies to all prospective applicants who are already covered by the National Joint Council (NJC) for Local Authority Fire and Rescue Services under the Grey Book conditions of service. It covers appointments from Crew Manager (CM) through to Area Manager (AM), including both permanent and temporary appointments, and applies to both Wholetime, On-Call and Control personnel.
- 1.2 The policy sets out the eligibility criteria, assessment methods, development support, and governance arrangements that underpin the services leadership appointments processes.
- 1.3 Its purpose is to provide a clear, fair, and consistent framework for the appointment of leaders, ensuring that all decisions are based on merit and aligned with the Services values and strategic objectives.
- 1.4 The policy supports the development of a capable, diverse, and future-ready leadership team by appointing individuals who demonstrate the required skills, behaviours, and commitment to personal growth.
- 1.5 It also reflects Cleveland Fire Brigade's commitment to continuous improvement, workforce development, and the delivery of high-quality

services to our communities. The policy aligns with the expectations of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the Core Code of Ethics for Fire and Rescue Services.

## **2. Principles**

- 2.1 All appointment processes will be conducted in a consistent, fair, and transparent manner. They will align with the NFCC's Core Code of Ethics and Leadership Framework and comply fully with all relevant legislation.
- 2.2 Leadership opportunities will be open to eligible applicants both internally and externally. The Service will take proactive steps to eliminate bias and actively support the progression of individuals from underrepresented groups.
- 2.3 Current employees of Cleveland Fire Brigade will be supported through structured development pathways that are aligned with national standards and designed to prepare them for future leadership roles.
- 2.4 Appointment decisions will reflect the organisation's commitment to ethical leadership, professionalism, and a positive workplace culture. Appointments will be based on a balanced assessment of skills, behaviours, qualifications, experience, and other relevant factors.
- 2.5 While maintaining fairness and consistency, appointment processes will remain flexible and responsive to operational needs, in line with the principles set out in the Recruitment and Selection Policy.
- 2.6 Cleveland Fire Brigade will aim to run planned promotion processes every 12 months.

## **3. Acting Up**

- 3.1 Employees may be asked to act up into a higher role to meet short-term operational needs. These arrangements are typically temporary and should not normally exceed a period of three months
- 3.2 To be eligible for acting up opportunities, individuals must be fully competent in their substantive role and must have successfully completed the relevant incident command assessment for the level they are acting into.
- 3.3 The HR Department will maintain a central database of employees who are eligible to act up, based on the required criteria.
- 3.4 For Crew and Watch Manager Appointments, Station Managers are responsible for consulting this database when identifying suitable applicants

for acting up opportunities, ensuring decisions are fair, consistent, and based on operational need.

- 3.5 For all other roles, an ELT member will be responsible for consulting this database when identifying suitable applicants for acting up opportunities, ensuring decisions are fair, consistent, and based on operational need.

#### **4. Temporary Promotion**

- 4.1 Temporary promotions should normally only be used in situations where there is a clearly defined reason for the role being time-limited, such as covering for absence, secondment, or a fixed-term project.
- 4.2 To support development and broaden experience, a temporary promotion opportunity may be shared between more than one eligible individual. For example, a six-month vacancy could be split between two individuals, each undertaking three months.
- 4.3 Where a temporary promotion involves a change in work location, the new location will be considered the individual's primary place of work for the duration of the promotion. The individual will be responsible for their own travel arrangements.
- 4.4 Temporary promotions will naturally expire at the end of the agreed period unless renewed. No formal notice is required; however, managers must ensure a fair and transparent process is followed throughout. Line managers are responsible for regularly reviewing the use of temporary promotions within their teams.
- 4.5 The Workforce Development Group will monitor the frequency and duration of temporary promotions across the organisation to support effective succession planning and ensure equitable access to development opportunities.

#### **5 Stages of the Process**

- 5.1 When appointing to temporary and permanent vacancies, dependent on the role being advertised and the skill sets required, the following stages will be adopted:
- Advertising
  - Information Session
  - Application
  - Shortlisting
  - Assessment Methods
  - Feedback

## **6 Advertising**

- 6.1 Opportunities within Cleveland Fire Brigade will be advertised in a fair, open, and transparent manner to ensure equal access for all eligible applicants.
- 6.2 Once approval has been given by the Workforce Development Group, a representative from the HR Department will coordinate the appointments process, liaising with the recruiting manager to agree the wording and visual's to be used in the advertisement, the advertising platforms to be used and timeframes involved.
- 6.3 Cleveland Fire Brigade is committed to attracting a diverse range of applicants and encourages applications from underrepresented groups. Consideration must be given to the use of positive action campaigns and suitable targeted advertising to promote opportunities effectively.
- 6.4 Opportunities will be advertised internally via the intranet and email bulletins, and externally through appropriate public platforms such as the website, social media channels, and relevant job boards including the National Fire Chiefs Council (NFCC), Women in the Fire Service (WFS) and the Asian Fire Service Association (AFSA), unless in exceptional cases, which must be agreed in advance by the Workforce Development Group.
- 6.5 Each advertisement will clearly outline the role, eligibility criteria, assessment process, and application deadlines. Advertisements will remain open for a minimum of three weeks to allow sufficient time for preparation and submission.
- 6.6 To be eligible for leadership opportunities, applicants must be competent in the substantive role one level below the level they are applying for.
- 6.7 Employees may apply for leadership roles that represent the next level within their current duty system. Those seeking to transfer between duty systems (e.g. On-Call to Wholetime) may apply for a lateral transfer through the appointments process, provided the role corresponds to their current level of substantive competence.

## **7 Information Session**

- 7.1 The organisation aims to enhance accessibility and ensure all applicants have the opportunity to engage meaningfully with the appointments process therefore both an online and in person information session will be facilitated during the period that applications are being accepted.

- 7.2 The sessions will be led by a Senior Leader, demonstrating the organisations commitment to open communication and leadership visibility. The sessions will provide applicants with a clear understanding of the appointments process, strategic priorities, and the key attributes expected of the role level applying for.
- 7.3 The sessions will also offer a valuable opportunity for applicants to ask questions, clarify expectations, and address any concerns.
- 7.4 The online session will be recorded and made available to applicants who are unable to attend.

## **8 Application**

- 8.1 Applicants will be required to complete an online application form designed to demonstrate how they meet the skills, experience and knowledge requirements, as defined in the person specification, as well as their commitment to proactive personal development and readiness for appointment to the role level applied for.
- 8.2 To promote clarity and focus, all applicants will be required to adhere to a strict word count limit on the application form. This limit will be clearly stated in the advertisement. Submissions that exceed the specified word count will not be considered for shortlisting.
- 8.3 Line managers play a critical role in the appointments process for internal applicants by providing a fair, honest, and evidence-based endorsement of applicants. Their endorsement should reflect the individual's performance, conduct, and readiness for appointment to the role level they are applying for, as well as their alignment with the Service's values, behaviours and strategic priorities. Managers are expected to offer constructive feedback and ensure that their assessment is free from bias, based on observed behaviours and documented performance. This endorsement forms an important part of the overall evaluation and helps maintain the integrity and credibility of the appointments process. Line Managers should take into consideration the full range of evidence available to them which may vary depending on how long they have been managing the individual; this may include consulting previous line managers or a second line manager if the applicant has a dual role.
- 8.4 If a line manager does not feel able to endorse an applicant, they must provide a clear, evidence-based explanation outlining the reasons for their decision. This should be discussed with the applicant in a timely and constructive manner, ideally before the application is submitted, to ensure transparency and support the individual's development. The manager should reference specific examples related to performance, conduct, or readiness for



progression to the next role level, and offer guidance on areas for improvement.

- 8.5 Completed applications must be submitted to the HR Department before the advertised closing date and time.
- 8.6 Applications will not be accepted from individuals who have live disciplinary sanctions and/or current formal development plans at the closing date of the application process.

## **9 Shortlisting**

- 9.1 Following the application deadline, all eligible submissions will be reviewed through a structured shortlisting process.
- 9.2 Applications will be assessed against the criteria outlined in the person specification, with particular attention to the demonstration of required skills, experience, knowledge, and leadership potential.
- 9.3 The shortlisting panel will consist of assessors who will apply consistent scoring methods to ensure fairness and objectivity.
- 9.4 Only those applicants who meet the required standard will progress to the next stage of the process. Feedback will be provided to support ongoing development.
- 9.5 Under the Disability Confident scheme applicants who declare a disability will be guaranteed an interview if they meet the essential requirements for the role being applied for.

## **10 Assessment Methods**

- 10.1 The assessment process will consist of several different methods. These may change and be adapted dependent on the role being advertised. However, the selection processes should consider the Values and Ethical Behaviours Framework and will usually consist of an appropriate selection of the areas outlined below. The stages appropriate to individual processes will be defined in the advertisement.
  - **Interview** – a single interview that assesses both organisational knowledge and values-based competencies conducted by a consistent panel of 3 or more members. Applicants will be afforded the opportunity to view the interview questions fifteen minutes prior to the interview should they wish to.

- **Workforce Panel Interview** - involves being interviewed by a diverse panel of employees from across the organisation, allowing applicants the opportunity to demonstrate their suitability to a broader audience. This aims to reduce individual bias, provides a broader perspective and encourages shared ownership of appointment decisions.
- **Presentation** - where the role will involve producing and delivering presentations, applicants may be required to develop and deliver a short presentation. This will allow applicants to demonstrate their strategic thinking and communication skills.
- **Group Discussion** – this assessment method provides valuable insight into applicant’s communication, collaboration, and leadership skills which are core competencies within the Fire Sector.
- **Operational Incident Command Assessment** - to assess the relevant level of Incident Command skills and knowledge at Operational, Tactical or Strategic Levels.
- **Technical Assessment** - where the role requires specialist technical or professional knowledge or some element of role specific expertise, this could be assessed through a separate technical interview, assessment or role related activity e.g. in tray exercise, media exercise, report writing.

10.2 At all stages of the appointments process, reasonable adjustments will be made as appropriate for applicants with disabilities.

10.3 Each assessment stage will be individually marked against pre-determined scored criteria and will result in applicants receiving an overall score on the following basis:

Green	<p>Individual will be held within a selection pool until the next appointments process and may be offered a permanent or temporary role within that time subject to service need.</p> <p>Feedback will be provided and development can be discussed with line managers as part of the appraisal process</p>
Amber	<p>Individual will be held within a selection pool until the next appointments process and may be offered a temporary role as a development opportunity within that time subject to service need.</p> <p>Feedback will be provided, and development will be discussed with line managers to support the creation of a development plan</p>

Red

Not suitable for permanent or temporary appointments at this time.  
Feedback will be provided, and development will be discussed with line managers to support the creation of a development plan

- 10.4 Applicants who do not meet the required standard at any stage of the selection process must reapply during a future appointments cycle. They will be required to retake any unsuccessful stages and may choose to retake previously passed stages within the next 2 years. Applicants are advised to consider this carefully, as final outcomes are based on an overall score across all assessment stages.

## **11 Appointments**

- 11.1 Permanent appointments and temporary appointments for longer than 3 months will be considered by the Workforce Development Group for Crew and Watch Managers and ELT for Station, Group and Area Managers who will consider the following in their decision making:
- Organisational need
  - Relevant skills, knowledge and qualifications
  - Previous experience
  - Previous personal development
  - Cultural benefits
  - Disciplinary sanctions and/or formal development plans issued since the application process
- 11.2 Where operationally feasible, Wholetime appointments will be made to a different location and/or watch to support organisational flexibility and development. Exceptions must be justified and approved by the Workforce Development Group.

## **12 Outcome Notification and Feedback**

- 12.1 Following the completion of the appointments process, it is the responsibility of the recruiting manager to ensure that all applicants are informed of the outcome.
- 12.2 Each applicant will be notified verbally with formal written confirmation to follow from the HR Department.
- 12.3 The recruiting manager must also arrange a timely feedback session for each applicant, normally within 14 days of the outcome notification, providing

constructive insights to support their ongoing development and help them address any identified areas for improvement.

### **13. Monitoring and Evaluation**

- 13.1 Cleveland Fire Brigade is committed to ensuring that its appointment processes remain fair, transparent, and effective.
- 13.2 The HR Department will monitor the implementation of this policy, including application rates, progression outcomes, and feedback from applicants and assessors.
- 13.3 Data will be reviewed annually to identify trends, assess the impact on underrepresented groups, and ensure alignment with the Brigade's values and strategic objectives. Where necessary, adjustments will be made to improve the process and address any disparities.
- 13.4 Findings will be reported to the Workforce Development Group and used to inform future workforce planning and leadership development initiatives.

### **14. Record Keeping**

- 14.1 The information gathered from applications, outcomes and feedback will be monitored to ensure the principles within this policy are maintained. Information will be retained confidentially in accordance with the organisations document retention policy.

### **15 Policy Review**

- 15.1 The Policy will be reviewed every three years to ensure it remains aligned with organisational objectives, legal requirements, and best practices. However, the policy may also be reviewed earlier if prompted by significant operational changes, legislative updates, or feedback from stakeholders.

## 14.2 Appendix 2: Equality Impact Assessment

### EQUALITY IMPACT ASSESSMENT – INITIAL SCREENING

EQIAs enable us to consider all the information about a service, policy, practice or activity from an equalities perspective and then put an action plan in place to achieve the best outcome for our employees and service users. EQIAs analyse how the work that we undertake can impact different groups. This will help us to make better decisions and evidence how we have reached these decisions.

Analysis Rating: please tick one box (the analysis rating is identified after the analysis has been completed – See EQIA procedure)	RED		AMBER	X	GREEN	
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### SECTION 1 – INITIAL SCREENING

Directorate:	Strategic Planning & Resources
Department/Section:	Human Resources
Title of EQIA – Name of Service or Policy Conducted on:	Promotion and Appointments Policy & Procedure
Date Of Assessment:	16 <sup>th</sup> July 2025
Assessment carried out by:	Michelle Richardson, Head of HR

Is this Policy/Service/Project: Existing ☐ New/Proposed ☐ Changing ☒ Other ☐

Applicable to: Our staff ☒ Our Communities ☐ Other ☐

PURPOSE AND OBJECTIVES	
What are the aims of the service / policy?	This policy provides a clear and consistent framework for identifying and progressing individuals who demonstrate the skills, behaviours, and potential to lead and serve our communities effectively
Who is responsible for the service / policy? Who is responsible for the assessment?	Human Resources are responsible for completing this assessment and ensuring the periodical review of the policy and making amendments in line with employment laws, legislation and feedback.
Who implements the policy? Are external contractors involved?	It is the responsibility of recruiting managers and human resources to ensure consistent application of the policy and for all applicants (internal and external) to comply with their responsibilities laid out in the Policy and Procedure.
Are there any related policies or processes that will need to be changed associated to this one?	This policy will supersede the Promotion section of the current Recruitment & Selection Policy which will be removed
To what extent does the service / policy have an impact on people? Who is affected by it and how?	This policy has a direct impact on all operational and control applicants who are interested in appointment to leadership roles. It affects individuals by shaping access to leadership opportunities, influencing career development, and potentially impacting representation across protected characteristics. The policy aims to ensure fair, transparent, and merit based appointments processes, with safeguards to mitigate bias and promote equity for all applicants.
What analysis has been done to identify if the service / policy is meeting the needs of all of these groups of people?	An evaluation was undertaken following an amended process that was trialled for recent SM appointments, this included a review of the outcomes, employee and panel feedback, and diversity data which has been used to assess whether the policy supports equitable access to leadership opportunities. The findings inform ongoing adjustments to ensure the policy meets the needs of all groups fairly and inclusively.

## ESTABLISHING RELEVANCE

In this section you should review the data and evidence above and consider the actual and potential impact of the policy, service, activity or practice on employees, residents, groups and other service users. Findings should be noted in the table below. You should also consider whether the decision will, or is likely to, influence CFB's ability to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act and other relevant legislation.
- Advance equality of opportunity between different groups of people
- Foster good relations between people who share a protected characteristic and those who do not.

Using the information available, identity the impact of this service / policy in relation to people across the Protected Characteristics:

Protected characteristics groups from the Equality Act 2010	Negative Impact	Neutral Impact	Positive Impact	Explain your answer
<b>Age</b>		X		The policy is designed to ensure that appointments are based solely on merit, capability, and performance, with safeguards to prevent age related discrimination.
<b>Disability</b>			X	The policy promotes inclusive practices ensuring that reasonable adjustments are made available during the appointments process and that interviews would be guaranteed under the Disability Confident scheme to those who meet the essential requirements of the role; this policy would have a positive impact on employees where a reasonable adjustment would remove a barrier.
<b>Gender Reassignment</b>		X		The policy is designed to ensure that appointments are based solely on merit, capability and performance, with safeguards to prevent bias or discrimination.
<b>Pregnancy and Maternity</b>			X	The policy is designed to ensure that pregnancy and maternity status does not disadvantage individuals in accessing career progression. It includes provisions to ensure fair consideration during leave periods so that career development continues uninterrupted.
<b>Race</b>		X		The policy is designed to ensure that appointments are based solely on merit, capability, and performance, with safeguards to prevent race related discrimination including the use of fair and transparent criteria, free from discrimination, and includes monitoring of outcomes by ethnicity. It also encourages diverse representation at all levels to reflect the workforce and community we serve.
<b>Religion and Belief</b>		X		The policy is designed to be inclusive and respectful of all beliefs, with flexibility to accommodate religious practice
<b>Gender</b>		X		The policy is designed to ensure fair and transparent processes that are free from gender bias. It includes monitoring of outcomes



				by gender and encourages equitable representation across all levels of the organisation.
<b>Sexual Orientation</b>		X		The policy is designed to ensure that appointments are based solely on merit, capability, and performance, with safeguards to prevent discrimination or bias relating to sexual orientation
<b>Marriage and civil Partnerships</b>		X		The policy is designed to ensure that appointments are based solely on merit, capability, and performance with safeguards to prevent bias related to marital or partnership status
<b>Is a full Equality Impact Assessment required? Yes or No If not why?</b>	<p><i>If you have identified a negative potential impact for group, then you must complete a full Equality Impact Assessment. If you have identified a neutral or positive impact on any groups then no further action is required.</i></p> <p>N/A</p>			

## MONITORING AND REVIEW

What procedures are in place to monitor the impacts outlined in the analysis?	HR team will monitor the application of the Policy & Procedure, ensuring consistent application across the Brigade.
How often will this take place?	Annually
Date of next planned review?	Aug 2026

Proceed to Full EQIA Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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## SIGNATURE OF PERSON COMPLETING THIS SCREENING

Name:	Michelle Richardson
Job Title:	Head of HR
Date:	13 <sup>th</sup> August 2025

## SIGNATURE OF LINE MANAGER – MINIMUM HEAD OF DEPARTMENT

Name:	
Job Title:	
Date:	

## SIGNATURE OF EQUALITY AND DIVERSITY OFFICER – HR DEPARTMENT

Name:	
Date:	

