



Recruitment and Selection Policy and Procedure

Policy No. 19

People Area	Recruitment and Selection Policy and Procedure
Authored by	Senior Head of People
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Implementing Officer:	Head of Human Resources

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 values driven.
- 1.2 The Authority will attract and retain high caliber, professional staff through recruitment and selection processes that are fair and consistent, non-discriminatory, conform to employment law, demonstrate best practice and are in line with the Authority's Values and Behaviour Framework

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 and select 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 and select the best candidate for the job based on merit using fit for purpose, transparent, objective criteria and in line with the Brigade's Values and Behaviours Framework
 - 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
 - proactively market the varied work of and the career opportunities within the fire and rescue service to attract and retain more applicants from diverse backgrounds
 - have recruitment and selection processes that support equality, diversity and inclusion
 - ensure the proportionate retention of staff in order to achieve appropriate representation of our diverse communities

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 and Selection Policy
- appointing the Chief Fire Officer and Directors in accordance with the Pay Policy Statement and Cleveland Fire Authority's Scheme of Delegation

- 2.2 **The Chief Fire Officer (CFO)** is responsible for:

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

- 2.3 **The Assistant Chief Fire Officer Strategic Planning and Resources (ACFO SPR)** 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 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)
- overseeing all aspects of the operational and control assessments for Grey Book selection as detailed in this Policy and Procedure

- 2.4 **The Senior Head of People (SHoP)** is responsible for:

- monitoring arrangements in relation to recruitment and selection
- managing and administering all aspects of the operational and control assessments for Grey Book selection and appointments 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 and employment law issues
- effectively communicating this Policy and Procedure to all staff

- managing, administering and co-ordinating all recruitment and selection activities
- maintaining a central register of all role profiles and person specifications
- coordinating feedback to applicants/candidates for all stages of recruitment, and selection and notifying line managers of the candidates' development needs
- support and promote initiatives within the community to raise awareness of career opportunities to ensure that our workforce is representative of the community we serve

2.6 **Managers** are responsible for:

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

2.7 **Individuals** are responsible for:

- adhering to the requirements of this Policy and Procedure

2.8 **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, and Selection Procedure which is set out in two distinct Parts.

Part A: The General Principles applicable to all Recruitment and Selection

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, grievances/ complaints and guidance for officers involved in recruitment and selection.

Part B: The Recruitment and Selection Procedure

3.3 This deals with the recruitment and selection processes for all role levels.

3.4 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'.

3.5 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.

3.6 Training for those managers involved in the implementation of the procedure will be provided.

3.7 This policy and its associated procedure should also be read in conjunction with the following Authority policies and procedures: Disclosure and Barring Service; Pay Policy Statement; Health and Fitness; Substance Misuse Management, Role Related Assessment and Re-engagement after retirement.

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; 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. People Impact Assessment

- 5.1 This policy has been assessed in accordance with the Brigade's People Impact Assessment Procedure.
- 5.2 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 Head of Human Resources 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 In line with the Brigade's Key Document Framework the ACFO SPR will undertake a review of this policy in 2024 to ensure it is taking account of any new or emerging political, economic, social, technological, legislative, environmental, competitive, citizen or reputational factors.

Recruitment and Selection Procedure

Part A

General Principles applicable to all Recruitment and Selection

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 and selection are set out below.

Data Protection/GDPR

A1.2 The Data Protection Act 2018 (DPA) and General Data Protection Regulation (GDPR) 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:

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

A1.3 The Authority's records relating to recruitment and selection will be kept confidential and in accordance with the Data Protection Act 2018 and GDPR.

A1.4 Recruitment and selection 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 and each role will be reviewed prior to any advertisement.

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 organisation 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 and selection. 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. With particular reference to the advert and application stage, the arrangements for the interviews and the role profile and person specifications, taking into account any positive action.

Disability Confident Leader

- A1.21 As part of the Authority's commitment to being a Disability Confident Leader, any applicant who identifies themselves as having a disability and who meets the essential criteria for the post will be offered an interview.

A1.22 In exceptional circumstances such as high-volume recruitment it may not be appropriate to interview all disabled candidates who meet the minimum criteria for the job. The Authority may decide to limit the numbers of interviews offered to both disabled and non-disabled candidates. In these circumstances the Authority may select the disabled candidates who best meet the minimum criteria for the job in the same way that they would the non-disabled candidates.

A1.23 Under the Disability provisions of the Equality Act the Authority will consider making reasonable adjustments to accommodate a candidate/successful applicant who has a disability and adopt flexibility in our approach to the assessment process. 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.

Public Sector Equality Duty

A1.24 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 Department will monitor all recruitment and selection processes to ensure the Authority meets its duty

Positive Action

A1.25 The Authority recognises the benefits of employing a workforce that is representative of the community that it serves. As such, it will support and promote initiatives within the community to raise awareness of career opportunities and the core components of various roles. As a Brigade we will promote the use of positive action as a valuable recruitment tool in order to remove real or perceived barriers to recruiting individuals from under-represented groups to join our workforce.

A2 Workforce Planning

A2.1 The ACFO SPR will maintain a corporate picture of the Brigade's workforce and use human resource intelligence, provided by the HR Department 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 and selection 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)
Assistant Chief Fire Officers (ACFO)	Chief Fire Officer
Grey Book Whole-time Area and Group Manager	ACFO (for relevant directorate)
Green Book Whole-time Grade J and I	ACFO (for relevant directorate)
Green Book Grades H to B 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 ACFO SPR 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
 - if the post can be provided through an appropriate apprenticeship
- 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 measurable 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 (RSP1) 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 SHoP will then seek approval for filling vacancy from the ACFO SPR.

A3.10 On receipt of the employee requisition form the ACFO SPR 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 SHoP 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 All vacancies will be advertised internally and externally on the majority of occasions, unless agreed with the ACFO SPR.

A4.3 In circumstances which might necessitate redeployment this procedure may be varied to enable existing staff to secure alternative roles and avoid redundancy or dismissal.

A4.4 Usually closing dates for adverts should be no less than three weeks from the advert being placed. However with agreement from the relevant ACFO a different timeframe for an advert can be agreed.

A4.5 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 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.

Criminal Records Check

A6.6 All applicants will need to undertake a basic criminal records check of unspent convictions, these will be reviewed by the organisation and a determination of whether an applicant presents a risk will be made.

A6.7 Further checks will be undertaken at the appropriate levels as required by the post. There is specific guidance that the organisation has to follow before subjecting an individual to a check. Further guidance is detailed in the Brigade's Disclosure and Barring Service Policy.

Verification

A6.8 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 and selection 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 Department/External Assessor (depending on post) will provide feedback on psychometric assessments. The Lead Assessor (or a suitable assessor nominated by the Lead) on the operational 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. This feedback would usually take place within 2 weeks of receiving the outcome, unless advised.

A7.3 For internal appointments, the HR Department 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 Department will forward a summary of the development requirements to the SHoP so that these development needs are centrally coordinated and provided in a timely, planned way in conjunction with the line manager. It is the responsibility of the line manager to support the individual with reference to any areas for development.

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 their training before they take 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 SHoP will seek advice from the HHR/HTA and then will discuss actions to be taken with the ACO SPR. 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 ACFO SPR 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 SHoP. It is expected that in general an individual will take no longer than 18 months to achieve this, with the exception of Apprenticeships which take two years plus for completion. 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 SHoP. 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 SHoP will manage the process for monitoring that individuals are progressing from development to competent; and will inform/consult HHR and other relevant managers 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 an operational 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 an appointment 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 ACFO SPR 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 and Selection 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 and Selection Processes

Relationship to Candidate

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

Canvassing

A11.2 Canvassing of Elected Members or employees of CFA 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 and selection processes must have undertaken the Brigade's recruitment and selection; and equality and diversity training. The HHR will ensure that appropriate training is provided to managers and HR/Training and Development staff on a three yearly basis and will maintain a register of trained staff.

Recruitment and Selection 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 and Selection).
- B1.2 The procedure covers the recruitment and selection processes to be followed for all role levels:

Chief Fire Officer	Gold Book	Section B2
Assistant Chief Fire Officer	Gold and Green Book	Section B3
Area Manager	Grey Book	Section B4
Group Manager	Grey Book	Section B4
Station Manager	Grey Book	Section B4
Watch Manager	Grey Book Wholetime, Retained and Control	Section B4
Crew Manager	Grey Book Wholetime, Retained and Control	Section B4
Firefighter	Grey Book Wholetime, Retained and Transfer in	Section B5
Firefighter Control	Grey Book Wholetime and Retained	Section B6
Corporate Roles	Green Book	Section B7

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.
- 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 assessments; role related assessments (scenario planning; desk top assessments; in-tray; presentations; report writing). All assessments will measure requirements in national role maps for Brigade Managers.
- **interview stage:** where candidates will be asked questions relating to the strategic direction of the Fire and Rescue service; Cleveland Fire Authority; Values and Behaviours Framework and demonstration of this; 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

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; National Fire Chief's Council; Local Government Association.

B2.5 The interview panel will be chaired by the Chair of the Fire Authority; with the final decision being endorsed by the CFA.

B2.6 Co-ordination of the recruitment and selection activities and the associated administration will be undertaken ACFO SPR unless they are 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 ACFO (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.

B3.2 Due to the infrequency of vacancies at ACFO level the Authority will determine the nature and elements of assessment for ACFO 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 assessments; role related assessments (scenario planning; desk top assessments; in-tray; presentations; report writing). All assessments will measure requirements in national role maps for Brigade Managers.
- **interview stage:** where candidates will be asked questions relating to the strategic direction of the Fire and Rescue Service; Cleveland Fire Authority; Values and Behaviours Framework and demonstration of this; 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

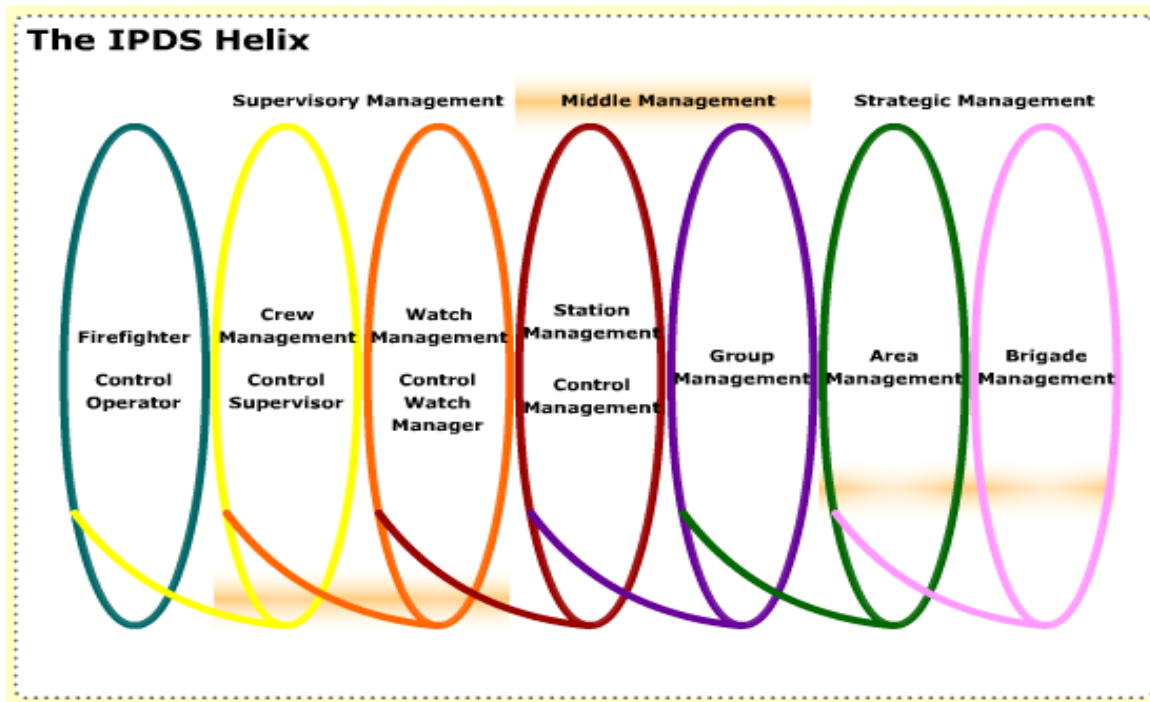
B3.4 The Chair of the Fire Authority's Executive Committee is the lead for the recruitment and selection of the Director. Decisions relating to the nature of the recruitment and selection procedure will be undertaken by the Chair following consultation with the Chief Fire Officer. Assistance may be sought from an external recruitment agency and/or a professional source such as Association of Principal Fire Officer; National Fire Chief's Council; 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 ACFO SPR unless that is the vacant post in which case an alternative officer of similar seniority will undertake the role.

B4 Area Manager, Group Manager, Station Manager, Watch Manager and Crew Manager (Grey Book) Wholetime, Retained and Control

B4.1 The Integrated Personnel Development System (IPDS) Helix as illustrated below outlines the Grey Book roles which individuals can be promoted to and the level under which their post falls:



B4.2 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
	Group Manager	→	Area Manager
RDS	Firefighter	→	Crew Manager
	Crew Manager	→	Watch Manager
Control Wholetime	Firefighter	→	Crew Manager
	Crew Manager	→	Watch Manager
Control RDS	Firefighter	→	Crew Manager
	Crew Manager	→	Watch Manager

- B4.3 As per section A4.2 all posts as above will be advertised internally and externally on the majority of occasions, unless agreed with the ACFO SPR.
- B4.4 The ACFO SPR will determine the commencement of a recruitment episode.
- B4.5 All applicants will satisfy the minimum standards determined by the organization taking into account nationally defined standards and guidance. Specifically:
- Applicants will be allowed to apply for appointment to a post 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
 - Promotion should be within the same duty system and as such applicants to the RDS Crew Manager and Watch Manager positions must be able to attend their local Fire Station within a maximum five minutes travel time from their home.

B4.6 Stage 1: Application and Eligibility Check

- B4.6.1 All candidates will need to complete the Brigade's application form which will require them to provide the following information:
- evidence of how they meet the essential and desirable requirements of the person specification applicable to the role/level applying for
 - evidence that they are substantive and competent 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
 - disciplinary record (anyone with live sanctions will not be considered)
 - line manager's recommendation for promotion. 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 level plus commentary on their performance in their current role including evidence against the behaviours, Key Work Objectives and if they display leadership/managerial qualities. 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.
 - the line manager's recommendation will be signed off by their 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 e.g. the requirement to live in the county area for Flexi Duty Officers)
- an indication of the specific roles for which they are applying where there is more than one option

B4.6.2 In order to be deemed successful at the application stage, candidates must meet the essential criteria for the role. The assessment of the application form against the person specification will be carried out by the HR Department in most instances, however for senior roles this may be carried out by the ACFO SPR.

B4.6.3 Successful candidates will move through to Stage 2 Managerial and Operational Assessment and will be notified by the HR Department.

B4.6.4 Unsuccessful candidates will be removed from the appointment process and given feedback by HR Team.

B4.7 Stage 2: Managerial and Operational Assessment

B4.7.1 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

B4.7.2 The managerial assessment is a unique, independent online assessment administered by SHL Talent Measurement which assesses an individual's current level of management judgement. Other assessment tools may be utilised for Area Manager roles.

B4.7.3 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

B4.7.4 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

B4.7.5 More information about this type of assessment and some practice questions can be found at <http://support.shl.com/candidate>

B4.7.6 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 Department.

Operational Assessment (Operational Staff only)

B4.7.7 The SHP will oversee the arrangements relating to the delivery of the operational assessment on notification of successful candidates by the HHR. The Head of Training & Assurance (HTA) will arrange suitable dates for delivery.

B4.7.8 The HTA will be responsible for the nomination of all candidates for attendance on the Managing Incidents Programme (at the appropriate level of command) or knowledge/ practical assessments of external candidates.

B4.7.9 Operational Assessment delivered by CFB trained incident command instructors for Crew and Watch Managers and an external training provider for Station to Area Manager.

B4.7.10 The operational assessment includes assessment of:

Knowledge – aligned to relevant role map unit (WM 7, WM 8, EFSM2, EFSM1)

Practical application – aligned to role map unit (WM 7, WM 8, EFSM2, EFSM1)

Behaviours – aligned to behaviours defined in National Operational Guidance:

Foundation for Incident Command (WM7, EFSM2, EFSM1 only)

Knowledge Assessment – Crew - Area Manager

B4.7.11 Candidates must successfully complete a knowledge assessment aligned to the Incident Command National Operational Guidance, Health and Safety at Work Act and JESIP. The assessment will be in the form of written assessment by such methods as multiple choice questionnaires, workbook etc. associated with the role applied for.

B4.7.12 Any candidate who fails to complete the knowledge assessment and submit by the closing date will be deemed to have **failed** the operational assessment and will be removed from the process.

B4.7.13 Candidates who do not meet the required standard on their initial knowledge assessment submission and have identified development needs must re-submit the

updated knowledge assessment by the date provided. Should a candidate not submit the evidence within the specified timescale or where the evidence is still insufficient to meet the required standard, then the candidate will be deemed to have failed the operational assessment and will be removed from the selection process.

B4.7.14 Those candidates who achieve the required standard and have been assessed as having the potential aligned to the role level requirements will be able to progress to the Practical & Behavioural Assessment stage of the selection process (graded Pass, or Pass with some minor development needs).

B4.7.15 Internal Candidates - Where a candidate has failed to meet the required minimum standard, the HTA will discuss with the assessor to identify if those gaps can be addressed and timescales for this. The HTA will notify the candidate and their line manager and agree what is required and timescales for completion.

B4.7.16 External Candidates – written feedback will be provided

Practical & Behavioural Assessment

B4.7.17 Candidates will be subject to a practical, simulated scenario incident command assessment.

B4.7.18 The practical assessment consists of a range of scenarios aligned to the role map.

B4.7.19 The practical assessment includes an assessment of incident command behaviours (National Operational Guidance Foundation of Incident Command) such as planning, identification of risk, ability to react under pressure.

B4.7.20 The practical assessment will include an assessment of the candidate participating in the management of an incident set at the appropriate level of command (aligned to the practical criteria within the relevant role map unit of competence). For SM-AM level this will also include involvement in a multi-agency setting.

B4.7.21 Those candidates who achieve the required standard and have been assessed as having the potential aligned to the role level requirements will be able to progress to the next stage of the selection process (graded Pass, or Pass with some minor development needs).

B4.7.22 Internal Candidates - Where a candidate has failed to meet the required minimum standard, the HTA will discuss with the assessor to identify if those gaps can be addressed and timescales for this. The HTA will notify the candidate and their line manager and agree what is required and timescales for completion.

B4.7.23 External Candidates – written feedback will be provided

Operational Assessment – Crew/Watch Manager Fire Control

B4.7.24 The HHR will notify the HTA of the number of candidates that are required to undertake the operational assessment, and will identify suitable and sufficient dates for the operational assessment to take place.

B4.7.25 HR will communicate the study bibliography to candidates (which will have been agreed by the HTA) at least 6 weeks prior to the date of the operational assessment.

B4.7.26 The SHP will work with SHO to identify two assessors who will undertake the assessment of the knowledge and practical parts of the operational assessment.

B4.7.27 The SHO will be responsible for providing staff who will undertake the role of Fire Control Operators and any role players required to support the practical scenario e.g. emergency callers, Flexi Duty Officers.

B4.7.28 The SHO will be responsible for ensuring the availability of the training facility located within the Fire control room and all relevant equipment which will be required to facilitate the scenario.

Knowledge Assessment

B4.7.29 The SHoP will commission the HTA to develop a set of questions taken from the study bibliography and aligned to the knowledge criteria within role map unit 8 at the appropriate level (Crew or Watch).

B4.7.30 The knowledge assessment questions will be subject to quality assurance and final approval by SHoP to ensure that they are 'fit for purpose' prior to use.

B4.7.31 The knowledge assessment will be in the form of a structured interview i.e. there will be two appointed Assessors; one to ask the questions and one to record responses, specific time allocated, responses scored against a marking guide.

Practical Assessment

B4.7.32 The HTA will be responsible for ensuring the development of a suitable practical scenario aligned to the practical criteria as detailed within role map unit 8 and at the required role level.

B4.7.33 The practical scenario will be assessed against the criteria within role map unit 8.

B4.7.34 The Assessors may also ask ad-hoc questions at the conclusion of the scenario, which helps to confirm the candidates 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.

B4.7.35 Where candidates have failed to meet the required standard, feedback will be provided and further development will be agreed with the candidate, line manager and the Assessor

Operational Assessment Conclusion (All role levels – Internal & External Candidates)

B4.7.36 Those candidates who achieve the required standard and have been assessed as having the potential aligned to the role level requirements will be able to progress to

the next stage of the selection process (graded Fully met, or Met with some minor development needs).

Outcomes from Stage 2 Assessment

B4.7.37 Candidates who achieve a pass in all three parts of the Stage 2 Assessment will progress to Stage 3 Organisational and Behavioural Interview to be considered for substantive appointment and will be notified by HR Department.

B4.7.38 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 HTA. They will not progress to Stage 3 Organisational Interview but internal candidates may be considered for temporary appointment depending on their outcome result (see Figure 2 below).

B4.7.39 Where the development plan has not been addressed then they will be removed from the selection process, but can apply for the next recruitment process.

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

- B4.7.40 Candidates successful at the managerial assessment will hold their 'success statuses' for 18 months from assessment after which they will need to re-sit.
- B4.7.41 Candidates successful at the operational assessment stage will hold their success status for 18 months from the date of the assessment. Regardless of the format of the operational assessment, evidence of maintenance of competence in incident command must be recorded within the individual's development portfolio.
- B4.7.42 Operational and Fire Control Staff: After the 18 month time period, where candidates had failed to meet the required standard or are unable to provide sufficient evidence that the operational assessment requirements have been maintained, they will be required to retake the operational assessment.

B4.8 Stage 3: Organisational and Values and Behavioural Interview

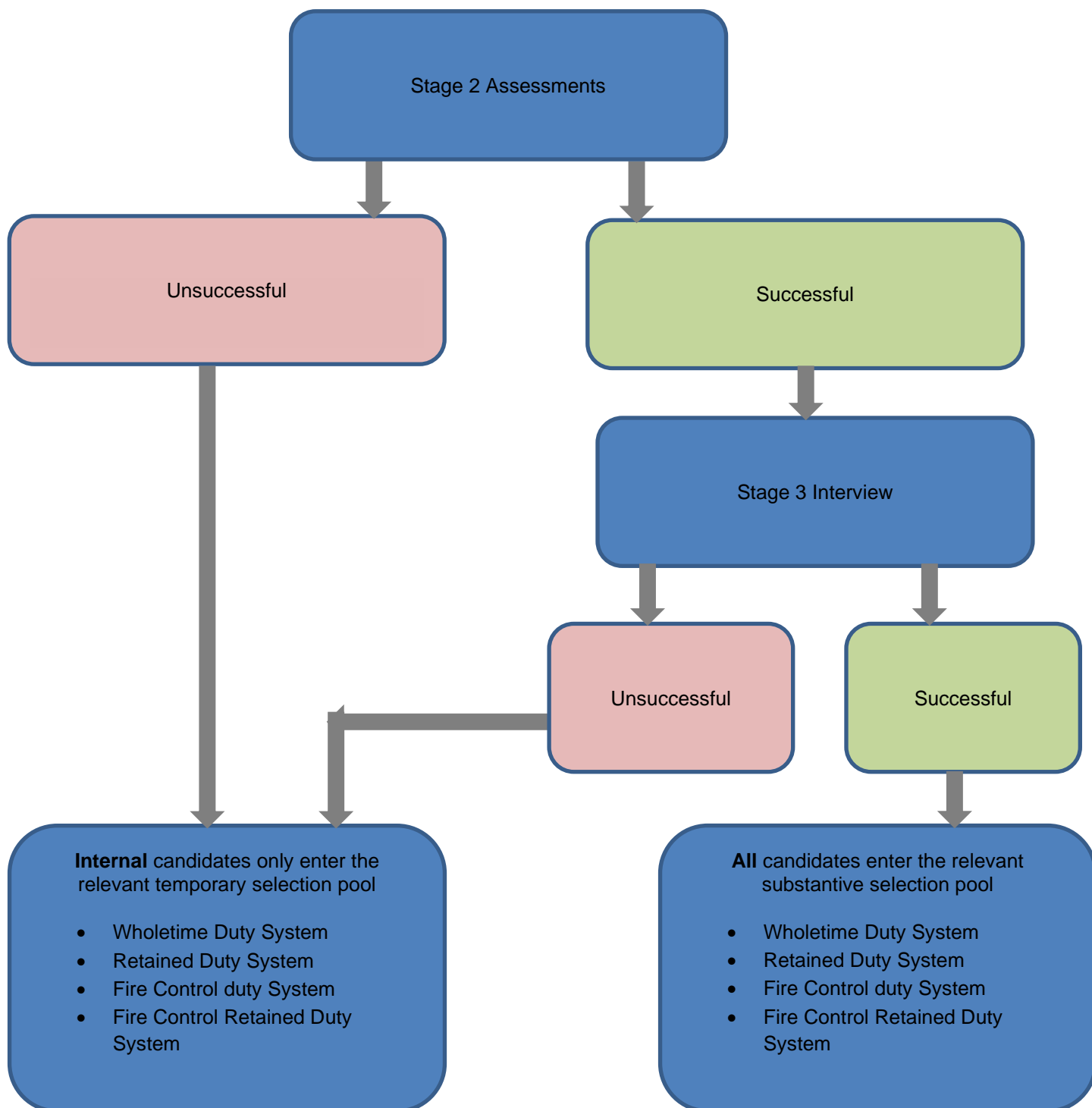
- B4.8.1 The interview is the final stage of the selection process and the outcomes from it will determine whether or not a candidate is deemed suitable to be considered for substantive appointment to the role to which they have applied.
- B4.8.2 As the name suggests the interview will be about the organisation i.e. Cleveland Fire Brigade and its environment and the Brigade's Values and Behaviours Framework. The format of the 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.
- B4.8.3 Individuals will be expected to attend the interview on the date and time given unless significant extenuating circumstances apply.
- B4.8.4 Interview panels and chairs will be as follows, unless agreed otherwise with ACFO SPR:

For	Panel Members	Chair
Area Manager	CFO ACFO X 2	CFO
Group Manager	ACFO X 2 Senior Head	ACO SPR
Station Manager	Senior Heads x 3	Senior Head of People
Watch Manager	Senior Head of People Group Manager Station Manager	Senior Head of People
Crew Manager	Head of Human Resources Group Manager Station Manager	Head of Human Resources

- B4.8.5 The ACFO SPR will appoint the above individuals after consulting the ACFO CP and ensuring where possible panel members will be cross directorate and not involved in any other stages of the selection process.
- B4.8.6 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.
- B4.8.7 Candidates will be scored in accordance with their performance at interview and will progress to the relevant Selection Pool.
- B4.8.8 Unsuccessful candidates will be given feedback and a development plan. Internal candidates will enter the temporary selection pools for the relevant duty system.

B4.9 Selection Process

- B4.9.1 The selection process will result in the creation of 'Selection Pool.



B4.9.2 To maintain their position within a pool, individuals must continue to demonstrate competence at the role level of that pool. This will be achieved by assessed evidence within their development folder, which can include an independent competence assessment arising from the Brigades annual re-assessment of incident command, for operational and fire control staff.

B4.9.3 Prior to the offer of an interim appointment, confirmation that an individual has satisfied all of the requirements of the operational assessment process can be evidenced, is requested by HR from the individual's line manager (Minimum of Station Manager).

Substantive Appointments

B4.9.4 Those in the Substantive Selection Pools will be positioned sequentially in interview score order; the scored system ensures that the most successful candidate in the process is appointed with reference to the post/s they applied for. There may be organisational 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 ACFO SPR.

B4.9.5 When a vacancy occurs the ACFO SPR will review any current transfer requests prior to offering jobs to the candidates in the selection pool.

B4.9.6 If any candidate does not accept the offered position applied for (either a department or in operations) they will not return to the pool and will no longer be considered for any posts. The next 'best' candidate will then be offered the job based on posts applied for and so on.

B4.9.7 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 SHO. If the operational posting is subsequently not accepted by the candidate they are no longer eligible for appointment.

B4.9.8 When determining operational role postings the SHO 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

B4.9.9 The Pools will remain valid for a period of 12 months from the conclusion of a selection process.

B4.9.10 The ACFO SPR will only consider appointments 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. 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.

B4.9.11 On the expiry of the substantive pool, individuals who have not secured substantive post will be transferred into the temporary pool or retain their temporary appointment until the new selection process is complete.

B4.9.12 At the end of the new selection process when new pools are established the existing temporary pool and existing temporary appointments will cease. Temporary appointments will be determined from the new pools.

Temporary Promotions

B4.9.13 Temporary promotion will be available for internal candidates

B4.9.14 Before any individual is offered temporary promotion confirmation that the individual has met the requirements of the operational assessment and has evidence that this has been maintained will be requested by HR from the individual's line manager (Station or Group Manager level).

B4.9.15 Temporary Promotions of more than 28 days will be made by the ACFO SPR 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 pool taking account of the outcomes from Stage 2

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

B4.9.16 All temporary promotions of more than 28 days will be subject to a review by the relevant Head of Department at the end of every 12 week period. Consideration will need to be given to whether anybody else can be considered for the next period of temporary appointments and should not automatically be given to the current post holder. An assessment of the performance of the current post holder, organisational needs and development of others will be required to support the decision making. Approval will need to be sought from SHO for all CM - WM level promotions and ACFO CP for all SM – AM level promotions.

B4.9.17 When a temporary vacancy of more than 28 days occurs, an overall view of the current temporary promotion situation will be assessed by the ACFO SPR to ensure consistency of selection.

B4.9.18 Temporary Promotions of 28 days or less will be made by the SHO using the same criteria as set out in paragraph 3.7 above. However, in addition the SHO may need to consider the operational exigencies of the Brigade i.e. the need for specialist skills.

Casual Promotion

- B4.9.19 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.
- B4.9.20 On those occasions when the vacancy cannot be filled using the criteria set out in section 3.8, the Duty Officer may authorise an individual to undertake casual promotion providing they have completed managing incidents programme (which can include where a candidate failed, but has since completed a development plan).
- B4.9.21 Any casual promotion must be reported to Fire Control who will record all details.

B4.10 Declaring an Interest in Promotion

- B4.10.1 Applicants wishing to declare an interest in promotion outside of a current recruitment episode can do so by completing the Declaration of Interest in Promotion application form (RSP3) with reference to the eligibility criteria.
- B4.10.2 Once an application has been endorsed by the applicants line manager and signed off by their line manager and Head of Department, the applicant can begin (if not already) to be coached and mentored in the workplace which will help to prepare them for the managerial and operational assessments and for organisational and behaviours interview.
- B4.10.3 Any evidence generated during this time could be used to support the development programme requirements should they be successful and may also be used to support any offer for temporary promotion.
- B4.10.4 Applicants will be eligible to remain in the selection pool for temporary appointment until the next recruitment episode, at which point they will be required to apply through a new selection process.

B4.11 Voluntary Transfers

- B4.11.1 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.
- B4.11.2 On receipt of an application form candidates will be placed on a voluntary transfer list held centrally in HR. When a vacancy occurs the ACFO SPR will consider the transfer list as part of the selection process.
- B4.11.3 Candidates who have a transfer request granted will not be eligible for payment of travelling expenses.

B4.11.4 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.

B5 Whole-time and Retained Duty System (RDS) Firefighter and Inter-Brigade Transfers (Grey Book)

B5.1 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.

B5.2 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.

B5.3 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 Firefighter's role map such as community safety activities and fire safety duties.

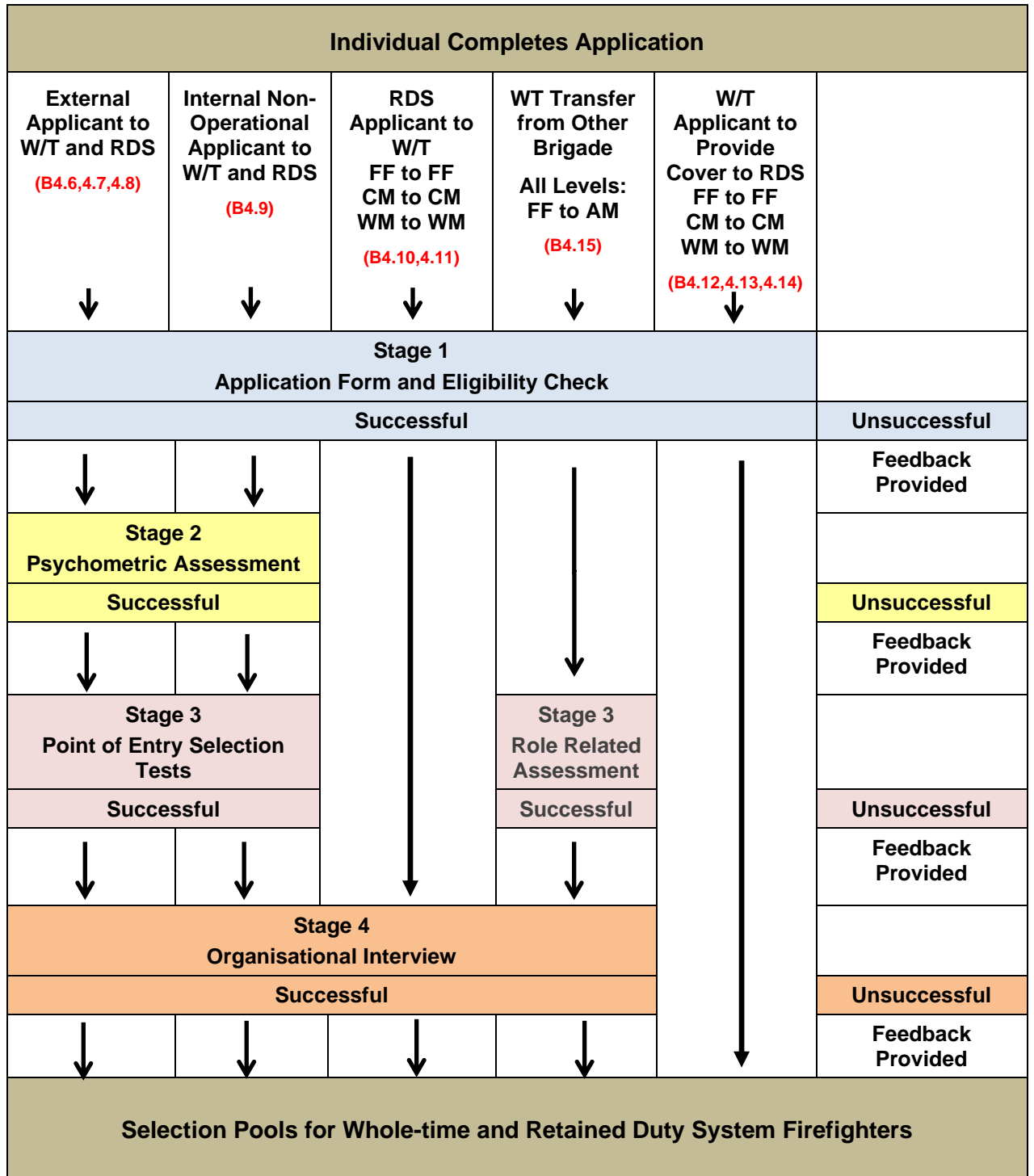
Process

B5.4 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

B5.5 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)



B5.6 Stage 1: Application

Applicants (Internal and External)

B5.6.1 To apply for a Firefighting role individuals must register their interest and complete an application form online. All 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)
- demonstration of how they meet the Brigade's Values and Behaviours
- eligibility to work in the UK information
- details of any criminal convictions
- names and addresses of referees

B5.6.2 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.

B5.6.3 Those who satisfactorily complete the application stage above and satisfy the eligibility criteria therein will proceed to stage 2 psychometric assessments. Those who do not meet the relevant 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

B5.6.4 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)

B5.6.5 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

B5.6.6 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 and behavioural interview.

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

B5.6.7 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 permanent basis. As they have already

been appointed through open competition whole-time firefighters will automatically be considered for the provision of retained firefighting duties without going through the full selection process.

B5.6.8 Whole-time Duty System applicants 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 at the role level they are applying for;
- have their people managers' support; and
- opt out of the working time directive

B5.6.9 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 (Firefighter to Area Manager)

B5.6.10 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.

B5.7 Stage 2: Psychometric Assessments

B5.7.1 Psychometric assessment is undertaken online at a time and venue suitable to the candidate. The HR Department will send instructions on completing the assessments to the candidates.

B5.7.2 Individuals must pass each assessment in sequential order and all assessments must be passed before they are deemed to have been successful at this stage. The assessments comprise:

- **Situational Judgement Assessment:** 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 Assessment:** used to assess the individual's ability to problem solve and deal with verbal and numerical information.

B5.7.3 Once completed the assessments are independently marked and the results are forwarded to the HR Department.

B5.7.4 Those candidates who successfully pass all the psychometric assessments 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 Department and therefore should a candidate re-apply for a firefighting position within that stated

period they will automatically enter the process at Stage 3 (POESTS). Any applications received after the 18 month period will be at Stage 1 Application.

B5.7.5 Candidates who are unsuccessful at any of the psychometric assessments 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 assessments unless organisational needs dictate.

B5.8 Stage 3: Point of Entry Selection Tests

B5.8.1 In order to undertake the Point of Entry Selection Tests the ACFO SPR will commission:

- SHP for the provision of equipment and facilities
- SHO for the provision of sector competent staff to instruct and assess candidates

B5.8.2 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

Further information on the tests to be used is detailed in the Firefighter POEST Procedure

B5.8.3 Full details of the nature of the tests will be included within the recruitment pack sent to candidates prior to the tests being undertaken.

B5.8.4 All tests must be passed for the individual to be successful and to proceed to Stage 4 Organisational and Behavioural Interview stage. The pass result will remain valid for 18 months from a date advised by the HR Department and therefore should a candidate re-apply for a firefighting position within that stated period they will automatically enter the process at Stage 4 Organisational Interview. Any applications received after the 18 month period will be at Stage 1 Application.

B5.8.5 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.

B5.9 Stage 3: Role Related Assessments (Inter-Brigade Transfers only)

- B5.9.1 The SHP is responsible for the Role Related Assessments in relation to Inter Brigade transfers. The ACO SPR will commission this service from the SHP as required and will provide the necessary HR administrative support.
- B5.9.2 All assessments must be passed for the individual to be successful and to proceed to Stage 4 Organisational and Behavioural Interview stage. The pass result will remain valid for 18 months from a date advised by the HR Department and therefore should a candidate re-apply for a firefighting position within that stated period they will automatically enter the process at Stage 4 Organisational and Behavioural Interview. Any applications received after the 18 month period will be at Stage 1 Application.
- B5.9.3 Candidates who are unsuccessful at any of the Role Related Assessments 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 assessment(s) unless organisational needs dictate otherwise

B5.10 Stage 4: Organisational and Behavioural Interview

- B5.10.1 Organisational and Behavioural Interview panels and chairs will be as follows, unless agreed otherwise with ACFO SPR:

For	Panel Members	Chair
Whole-time and Retained Duty System (RDS) Firefighter	HHR (or appointed HR Specialist) Station Manager or Substantive Watch Manager	HHR (Or appointed HR Specialist)

- B5.10.2 Where possible those selected to be on the interview panel must not have been involved in the previous stages of the process.
- B5.10.3 The Interview panel will ask questions relating to all of the Brigade's Values and Behaviours; and scored accordingly. For new entrants at Firefighter level it is expected that examples provided will be general however for Crew Managers and above it is expected that the examples provided will be in the context of their application of their behaviour within the Fire Service. These 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.
- B5.10.4 Candidates successful at the interview stage will move forward to the appropriate Selection Pools as set out below.
- B5.10.5 Candidates who are unsuccessful at the organisational and behavioural 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 and Behavioural Interview providing the Psychometric Assessments and POESTS passes have not expired.

B5.11 Selection Pools

B5.11.1 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

B5.11.2 The Pools are valid for a period of 12 months at a date determined by the ACFO SPR; 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.

B5.11.3 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 ACFO SPR will decide when this is appropriate. The ACFO SPR will commence a new recruitment episode if there are no people within the Pools within that 12-month period.

B5.11.4 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 ACFO SPR.

B5.11.5 Pre-employment checks will be carried out as specified in section A6 of this procedure.

B6 Wholetime and Retained Firefighter (Control) (Grey Book)

B6.1 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.

B6.2 Stage 1: Application

B6.2.1 This is an on line application form 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

B6.2.2 Anyone who meets the application requirements; is eligible to work in the UK, does not have any criminal convictions which would make them unsuitable for the role and has provided sufficient evidence on how they meet the person specification will proceed to stage 2 psychometric assessments.

B6.3 Stage 2: Psychometric Assessments

B6.3.1 Psychometric assessments are undertaken online at a time and venue suitable to the candidate. The HR Department will send instructions on completing the assessments to the candidates.

B6.3.2 Individuals must pass each assessment in sequential order and all assessments must be passed before they are deemed to have been successful at this stage. The assessments comprise:

- **Situational Judgement Assessment:** 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 Assessment:** used to assess the individual's ability to problem solve and deal with verbal and numerical information.

B6.3.3 Once completed the assessments are independently marked and the results are forwarded to the HR Department.

B6.3.4 Those candidates who successfully pass all the psychometric assessment will be invited to take part in the Stage 3 Operational Assessments. The pass result will remain valid for 18 months from a date advised by the HR Department and therefore should a candidate re-apply for a firefighting (control) position within that stated period they will automatically enter the process at Stage 3 (Operational Assessment). Any applications received after the 18-month period will be at Stage 1 Eligibility Check.

B6.3.5 Candidates who are unsuccessful at any of the psychometric assessments 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 assessments.

B6.4 Stage 3: Point of Entry Selection Tests

B6.4.1 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.

B6.4.2 Full details of the nature of the tests will be included within the recruitment pack sent to candidates prior to the tests being undertaken.

B6.4.3 The SHoP is responsible for co-ordinating the tests; and will appoint trained assessors to assess candidates and will provide outcomes and feedback to candidates.

B6.4.4 All tests must be passed for the individual to be successful and 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.

B6.5 Stage 3: Interview

B6.5.1 Organisational and Behavioural Interview panels and chairs will be as follows, unless agreed otherwise with ACFO SPR:

For	Panel Members	Chair
Whole-time and Retained Firefighters (Control)	HHR (or appointed HR Specialist) 2 X Station Manager or 1 X Station Manager and a Substantive Watch Manager	HHR (Or appointed HR Specialist)

B6.5.2 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.

B6.5.3 The Interview panel will ask questions relating to all of the Brigade's values and behaviours aligned to the role of the firefighter; and scored accordingly.

B6.5.4 Candidates successful at the interview stage will move forward to the appropriate selection pools as set out below.

B6.6 Selection Pools

B6.6.1 The recruitment and selection process will result in applicants being placed in an ordered scored framework in one of two selection pools:

1

Fire Control Whole-time Duty System Selection Pool

Candidates Eligible for Appointment

2

Fire Control RDS Selection Pools

Candidates Eligible for Appointment/Providing Cover

B6.6.2 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 ACFO SPR will decide when this is appropriate.

B6.6.3 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 ACFO SPR

B6.6.4 Pre-employment checks will be carried out as specified in section A6 of this procedure.

B7 All Staff (Green Book)

B7.1 Appointments for staff who are conditioned to Green book terms and conditions are made through a process determined locally by the Brigade to meet organisational requirements and which assesses the knowledge and skills required for that post.

B7.2 The recruitment panel will be established at the outset. This will be at least three people with the Chair being the HHR or an appropriate member of the HR Department 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. For senior posts the chair of the panel may be the SHoP or ACFO SPR

B7.3 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 ACFO SPR dependent on role level
- providing feedback to candidates at every stage of the process

B7.4 Stage 1: Application and Shortlisting

B7.4.1 This is an on line application form 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

B7.4.2 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.

B7.4.3 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.

B7.5 Stage 2: Point of Entry Selection Tests

B7.5.1 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 Test:** 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

B7.5.2 Candidates who are successful at role related stage will progress to stage 3 interview.

B7.6 Stage 3: Interview

B7.6.1 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 Brigade's values and behaviours for the level of the role.

B7.7 Selection of Candidates

B7.7.1 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 ACFO SPR and recommend appointment of candidate. The ACFO SPR will decide if an appointment of the recommended candidate can be made.

B7.8 Pre-employment checks

B7.8.1 The successful individual will be subject to pre- employment checks as detailed in Part A6 of this procedure.