# Resourcing and Talent Policy

## Operational Promotion Boards

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| **Version Control** | **Changes Made** | **Author** |
| Version 1  Dec 2022 | Approval | SLT/Workforce Delivery Group |
| Version 2  Oct 2024 | Rebranded, reviewed team names, and formatted. | O Wright  People and Talent |

1. **Introduction**

The promotion policy and associated processes will ensure that Cumbria Fire and Rescue Service (CFRS) employees are provided with opportunities to develop and progress. The policy outlines the methods CFRS will utilise in order to ensure that a flexible, consistent and fair approach is maintained in providing promotion and development opportunities.

1. **Scope**

This policy applies to all employees covered by the National Joint Council (NJC) for Local Authority Fire and Rescue Services, Grey Book scheme of conditions, and covers promotion appointments from Crew Manager (CM) to Area Manager (AM) and applies to Wholetime and On-Call personnel.

1. **Principles**

This policy supports workforce planning and is based on the following principles to ensure that CFRS has:

* Consistent, fair and transparent processes for all employees that are always compliant with relevant legislation;
* Fair and transparent appointment of individuals based on their skills, behaviours, qualifications, experience and other relevant factors; and
* Flexible processes that adhere to the principles in the) **Recruitment, appointment and induction policy**.

1. **Acting Up**

Individuals may be asked to act up to fulfil a short-term need which would not normally last for longer than 3 months. Those who wish to act up above their current role are required to be competent in their substantive role and to have successfully completed the relevant incident command assessment for which they are applying. The Learning and Development (L&D) department will ensure that the appropriate number of command development courses are available throughout the year to support this e.g. the number of Initial Incident Command Level 1 (ICL1) courses are reflective of the number of staff requesting the skill as part of their development for future acting up or fixed term opportunities.The vacancies longer than 3 months should be classed as either fixed term or permanent vacancies and appointments should be made through the process defined below.

1. **Fixed Term Vacancies**
2. Fixed term contracts should only be used where there is a specific circumstance that means an individual’s employment in the job will end in a defined or prescribed way. Reasons for using fixed term contracts are detailed in the **Recruitment, Selection and Appointment Guidance** document on the employee web pages.
3. A fixed term vacancy can be offered to more than one eligible individual to promote development opportunities, e.g. a 6 months fixed term vacancy could be resourced by two eligible individuals, undertaking 3 months each.
4. When an individual accepts a fixed term position at another work location, the new work location will become their primary place of work during the fixed term and the individual will be responsible for the travel arrangements.
5. The natural expiry (without renewal) of a fixed term contract is automatic and neither party need give notice, but managers must follow a fair process.  It is line manager’s responsibility to review the ongoing use of fixed term contracts within their teamsFurther information is available in the **Resourcing Options Guidance Document.**
6. The Workforce Development Group (WDG) will monitor the number and duration of fixed term temporary promotions across CFRS and work towards effective succession planning.
7. **Fixed Term and Permanent Appointment Process**
8. Role vacancies should be filled using the following resource options:

* Providing promotion opportunities to those who have attended the relevant promotion process and are eligible for the appointment.
* Internal transfer opportunities using expressions of interest, if required.

1. CFRS will aim to provide planned promotion processes every 12 months.
2. **Stages of the Process**

When appointing to fixed term and permanent vacancies, dependent on the role being advertised, the skill sets required for the following stages will be adopted:

1. Advertising and Shortlisting – all vacancies/processes, within the agreed structure, need to be approved by the appropriate member of SLT prior to advertising.
2. Application – Applications for vacancies/processes will be completed online, staff to be informed if they have been successful as soon as possible following the closing date.
3. Eligibility and Supporting Information – all individuals will need to meet the agreed eligibility criteria as outlined in the appropriate Person Specification and any other relevant selection criteria e.g. [NFCC Leadership Framework](https://www.nationalfirechiefs.org.uk/write/MediaUploads/NFCC%20Guidance%20publications/Workforce/NFCC_Leadership_Framework_Final.pdf)
4. Interview/Selection – The selection process will be relevant to the role applied for and details of the interview and selection process will be sent to all individuals invited to interview.
5. Outcome – The outcome will be communicated to applicants as soon as possible after the selection process.
6. Feedback - The opportunity for feedback will be automatically available to all shortlisted applicants as soon as practicable. Following feedback individuals and their line managers should discuss a development plan to achieve the areas covered in the feedback.
7. Following a selection process, those applicants who have been deemed eligible for promotion will remain in the promotion pool until the next promotion board process.
8. **Advertising**
9. Where a vacancy occurs within the agreed structure, managers must consider alternative resourcing approaches prior to seeking authorisation to recruit to the post.
10. The Recruiting Manager must seek authorisation from the appropriate AM. The Recruiting Manager is expected to complete RT1 – Vacancy Approval Form. This will need to be sent for approval, with the relevant role profile, and authorisation must be granted before the recruitment process can begin. The Recruiting Manager should send the signed Authority to Recruit Form and relevant documentation to the Resourcing and Talent team.
11. The Resourcing and Talent team will administer the advertising of both fixed term and permanent vacancies which will be advertised where appropriate and may include the CFRS Jobs pages, CFRS Service Update, the National Fire Chiefs Council (NFCC) website and appropriate Social Media sites. Consideration must be given to positive action campaigns and targeted advertising to promote opportunities to diverse groups.
12. Promotion and career development opportunities should be made available to all eligible staff using the appropriate method of advertisement. CFRS will advertise promotion processes as and when they are required and will use a range of internal and external communication platforms, which will be influenced by the type and numbers of vacancies available.
13. By accepting a permanent promotion or change of position which attracts pensionable allowances, there is a likelihood that staff could breach tax limits. Information regarding these changes should be communicated to applicants via the job vacancy website. Wording to support this can be found in Appendix B.
14. **Eligibility and Supporting Information**
15. Promotion processes are open to all Wholetime and On-call staff who meet the eligibility requirements identified for the vacant roles. CFRS will advertise vacancies externally where there is an organisational requirement and this will be decided at the time of the recruiting process, by the appropriate authorising manager.
16. CFRS recognises that some applicants will have the knowledge, skills and experience to fulfil either role in the next role band, e.g. a Firefighter may be promoted to a Watch Manager in the Supervisory Manager role band. In order to be eligible to apply for promotion opportunities, an individual will need to provide evidence and be assessed against the following eligibility criteria:

* Competent in the role band below that for which they are applying;
* Provide relevant written evidence in relation to the respective person specification to support their application;
* Some roles may require evidence towards a specific level of the NFCC Leadership Framework.

1. Applications will not be accepted from individuals who have live disciplinary sanctions and/or current formal development plans in accordance with the **Performance Management procedure**, at the closing date of the application process.
2. **Applying for a Vacancy** 
   1. Individuals (internal and external) who are interested in the advertised role/process will be required to complete the job application form on-line. Links will be forwarded to candidates or included in advert.
   2. There are other related policies which support recruitment, such as the [**Recruitment, appointment and induction**](https://www.cumbria.gov.uk/hr/recruitment_selection_induction/default.asp) policy, [**Guaranteed Interview Scheme**](https://www.cumbria.gov.uk/hr/recruitment_selection_induction/default.asp) and an [**Alternative Employment Programme**](https://cumbria.gov.uk/jobsandcareers/aep/default.asp)**,** which may apply in some instances. If these apply, or if an individual requires reasonable adjustments to support them in the promotion process, then they should declare this at the time of applying.
3. **The Assessment & Selection Process**
4. Invitations to attend an assessment & selection process will usually be issued by email.
5. The selection process will consist of several different areas. These may change and be adapted dependent on the role being advertised. However, the selection processes will usually consist of an appropriate selection of the areas outlined below.
6. The assessment process should consider the NFCC Core Code of Ethics..
7. An interview

* The interview panel will consist of at least 2 panel members.
* The interview panel chair will hold a more senior role than the vacancy and as a minimum will be as follows:
  + Supervisory = Station Manager or equivalent.
  + Middle = Area Manager or equivalent
  + Strategic = Assistant Chief Fire Officer (ACFO), Deputy Chief Fire Officer (DCFO) or Chief Fire Officer (CFO).

1. Technical Assessment

Where the role requires specialist technical or professional knowledge or some element of role-specific expertise. This can be assessed through a separate technical interview, test or post-related activity (e.g. in-tray exercise, Media exercise, SLT Paper).

1. Presentation

Where the role will involve producing and delivering presentations. Applicants may be required to deliver a short presentation to a panel.

1. Psychometric Testing

Psychometric tests may be used to better understand personality traits of applicants. Psychometric tests are designed and developed in such a way that the results have a reasonable degree of accuracy and such tests almost certainly have credibility and validity within recruitment and selection processes.

1. Practical Assessment

To determine suitable practical skills and knowledge.

1. Operational / Incident Command Assessment

To assess relevant level of skills and knowledge for role applying for and may be used to test knowledge and understanding at Operational, Tactical and Strategic Levels.

1. Criteria for making appointments following the Selection process

The promotion process will allocate an outcome to each applicant. Roles will be allocated from selection pools based on those outcomes. Decisions on permanent appointments up to and including Watch Managers are to be made by Workforce Development Group, Area Managers and equivalent have authority to make decisions on temp appointments up to 3 month. Decisions on permanent appointments from Station to Area Manager are to be made by SLT. When deciding on who will be offered the Permanent, Fixed Term or Temporary appointment, several factors will be considered. It is important to make the right appointments that reflect CFRS requirements and they will be based on several relevant factors along-side the selection/interview process.

1. Therefore, the following areas will be considered as part of the appointment process:

* Service Need
* Relevant skills, knowledge and qualifications;
* Previous experience;
* Previous personal development; and
* Disciplinary sanctions and/or formal development plans in accordance with the capability procedure, issued since the application process.

1. In some situations, individuals may be offered the role on a fixed term basis as a development opportunity for them to gain experience.
2. Outcome and Appointments
3. Following the selection process, the recruiting manager will be responsible for communicating the outcomes to all candidates. These outcomes fall into three groups:

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| Green | Individual will be held within a selection pool until the next promotion board process and may be offered a permanent or temporary role within that time subject to service need.  Development can be discussed with line managers as part of the appraisal process |
| Amber | Individual will be held within a selection pool until the next promotion board process and may be offered a temporary role as a development opportunity within that time subject to service need.  Development can be discussed with line managers as part of the appraisal process |
| Red | Not suitable for permanent or temporary promotion at this time.  Development can be discussed with line managers as part of the appraisal process |

1. There are several roles within CFRS that require a higher level of investment in order to provide the individual and CFRS with the suitable skills and qualification to undertake the role e.g. operational training, fire safety. Individuals who are appointed to one of these roles may be expected to remain in post for at least 3 years, unless promotion is achieved within this timeframe.
2. The information gathered from applications, outcomes and feedback will be monitored to ensure the principles within this policy are maintained. Information will be retained and then destroyed in line with the Retention Schedule.
3. Assurance and Review
4. This policy will be reviewed in line with the CFRS document assurance framework.

**Appendix A**

The following text should be included within the role information provided for those vacancies that may have tax implications for applicants**:**

**Pension Considerations**

**Annual Allowance**

*Please note that it is your personal responsibility to check whether by applying/accepting this position it would result in any Annual Allowance implications. A breach in the Annual Allowance threshold could result in a Tax charge. Further information on Annual Allowance can be obtained from our Pensions team.*

**Lifetime Allowance**

*Please note that it is your personal responsibility to check whether by applying/accepting this position it would result in any Lifetime Allowance implications. A breach in the Lifetime Allowance threshold will result in a Tax charge. Further information on Lifetime Allowance can be obtained from our Pensions team.*

**Temporary Promotions/Positions**

*Please note that any period of ‘temporary’, whether that is by way of promotion or allowances associated with a temporary position, will be treated as non-pensionable.*