

Recruitment, Selection, Appointment & Promotion Policy

1.0 INTRODUCTION

1.1 This policy will apply to all employees of the North Yorkshire Fire and Rescue Service and establishes the principles by which the Authority will attract, select, develop, and provide financial reward and career progression for its workforce within the Corporate Plan, taking account of, National conditions of service, Appointments and Promotions Regulations and the requirements of Workforce Development including the Integrated Personal Development system (IPDS), and in particular the Government's National Framework which:

- Promote a culture of equality and diversity in accordance with the Authority's Corporate Equality Policy and Plan (includes Race Equality Scheme)
- Confirm the principles inherent in the Integrated Personal Development System including the replacement of Ranks with Roles
- Remove potentially discriminatory requirements in the recruitment, selection, appointment and promotion of personnel
- Remove the single level entry requirement for operational staff and allow for suitable staff to be recruited directly into roles other than Firefighter
- Through assessment centres, identify personnel who demonstrate the potential to develop into the next role
- Utilise recruitment and selection tests which are fair and appropriate for every role

1.2 In order to ensure the Recruitment, Selection, Appointments and Promotions Policy meets the needs of the Service, the following elements of the Service Strategy must be considered:-

- The Fire Authority's Vision, Mission, and Corporate Plan objectives
- The Corporate Equality Policy and Plan
- The Integrated Risk Management Plan (IRMP)
- The Change Management Programme

These elements are dynamic, and may change, therefore the Appointments and Promotions Policy will be reviewed on an annual basis by the Human Resources Directorate.

1.3 A procedure will be maintained and reviewed annually to provide for recruitment, selection, appointment and progression; this will be job relevant and will not unfairly discriminate. All appointments will be made on merit.

1.4 Vacancies will be advertised in such a way as to bring them to the attention of all those likely to be interested in applying. Prospective applicants will be given equal and reasonable access to adequate information about the role and its requirements and about the selection process.

1.5 In order to be effective the organisational structure including appropriate roles and occupational standards of performance for each role will be clearly recognised and understood and these will form the basis for this procedure.

1.6 The recruitment and selection procedures will be fair and appropriate for every role utilising the following: -

- Ranks to Roles
- National Personal Qualities and Attributes (PQA's)
- Workforce Planning
- Point of Entry Selection
- Assessment Centre Functions
- Workforce Development
- Payment mechanisms aligned to competence and performance

1.7 The policy will be regularly reviewed to ensure it takes account of organisational needs, and complies with relevant legislation and best practise.

2.0 METHODOLOGY

2.1 Alignment with Service Strategies and Plans

2.1.1 In order to provide and support a high quality professional Fire and Rescue Service for the communities of North Yorkshire and the City of York, a review will be undertaken annually of all principal Human Resources Policies.

2.1.2 This review will be managed by through the Human Resources Directorate and will be reported to Corporate Management Board, the review will ensure that the focus of the Directorate remains in context. Where there is a need to realign mechanisms, these will be reflected by revisions to the Appointments and Promotions Policy.

2.2 Workforce Planning

2.2.1 Workforce Planning will be contained in the overall Human Resource Strategy and will provide processes that support an appropriate level, and allocation of skill within the workforce. This will be driven by the organisation's Service Objectives and IRMP, and provide a workforce aligned to organisational and national values, personal qualities and attributes.

2.2.2 Vacancy management mechanisms are engaged to identify current and projected Human Resource requirements. Such mechanisms will include suitable diagnostics to analyse resourcing trends.

2.3 Attraction to the Service

2.3.1 The attraction of staff to the organisation will be supported by the following mechanisms and supporting policies:-

- Identification of roles and skill requirements within the organisation
- Personal Qualities and Attributes required of the Workforce at every level
- Profiling of existing Workforce
- Identification of underrepresented target groups
- Improving opportunities for underrepresented target groups
- Communication, advertising, awareness and positive action

2.4 Point of Entry Selection

2.4.1 Role Profiles will be produced for all roles within the organisation. Profiles will include the following common elements:-

- Functions of the role
- Relevant occupational standards of competency
- Knowledge and skill requirements
- Any relevant academic qualifications as required of the role within the IPDS and supporting legislation, including cross mapping of qualifications within a policy of Accrediting Prior Learning (APL).

2.4.2 Mechanisms for the assessment and selection of new entrants to the organisation will be evaluated and developed in accordance with organisational requirements and nationally defined standards. Point of Entry selection mechanisms will apply to all entrants to the service and will include a requirement to satisfy minimum standards determined by the organisation, taking account of national occupational standards and guidance.

2.4.3 Minimum development standards will be established for each role within the organisation. Standards will be aligned with organisational needs and fire service rolemaps, and will take account of nationally defined Fire Service Core Values, Personal Qualities and Attributes (PQA's), together with minimum Key Skills standards of numeracy, literacy and communication. Development standards will support the provision and maintenance of a suitably skilled workforce, aligned to the organisations objectives and risk management process.

2.4.4 Benchmarking of Point of Entry Selection mechanisms with external bodies will be undertaken in support of Quality Assurance and organisational risk management.

2.4.5 We will collaborate with our regional partners on Point of Entry Selection Testing where this is organisationally effective. Such processes will take account of any national requirements and/or guidance.

2.4.6 Mechanisms in support of multi-tier entry to the organisation will be developed and implemented according to organisational requirements. Such mechanisms will take account of the requirements of 3.4.1; 3.4.2; 3.4.3, together with national guidance.

2.5 Assessment Centre Functions

2.5.1 Assessment Centre functions are employed and operate at the following managerial levels:-

- Supervisory
- Middle
- Strategic

2.5.2 Assessment Centre functions are based upon organisational needs, taking account of the National Assessment and Development Centre process and PQA's, and are implemented to organisational and national requirements. Such functions identify potential to develop into roles, the outcomes of which identify the following:-

- Those immediately suitable for the next role,
- Those with some development needs,
- Those with substantial development needs.

2.5.3 Selection processes which complement the Assessment Centre process are employed in order that roles are filled with the most suitable candidate according to organisational needs.

2.6 Personal Qualities and Attributes (PQA's)

2.6.1 In support of organisational needs, the national Fire Service Core Values and Personal Qualities and Attributes (PQA's) are implemented within Assessment, Selection and Performance mechanisms. The PQA's drive standards of performance for individuals and support the provision of a workforce which reflects and upholds the values of the modernising fire service.

2.6.2 PQA's and Rolemaps will be developed and implemented for all roles for specialist and support roles in accordance with the needs of the organisation via the Workforce Development Strategy.

2.7 Workforce Development

2.7.1 A Workforce Development function is provided and maintained in support of the organisation's needs.

2.7.2 Role related development programmes are provided and will be developed for all roles within the organisation. Such programmes will take account of the needs of the organisation and will align with the 3 phases of development within the IPDS. Acquisition, Application, Maintenance of skills, knowledge and understanding.

2.7.3 Mechanisms will be provided for the identification and accreditation of prior and experiential learning. Such mechanisms will include the evaluation of academic qualifications and/or prior experience against the occupational standards, skills knowledge and understanding requirements of the Role.

2.7.4 Mechanisms will be provided for the fast tracking of development for staff who demonstrate outstanding potential for advancement.

2.7.5 Mechanisms are provided for undertaking skills gap analysis of individuals and the organisation. Such mechanisms will be implemented at all levels of management within the organisation.

2.8 Induction

2.8.1 Induction is an important component of the organisations commitment to supporting individuals' transition into the organisation and workplace. The process of Induction further assists in maintaining a safe operating environment and assists (in conjunction with the PDI process) in identifying individuals development needs when staff take up a new role or return to the workplace following an extended period of absence.

2.8.2 All members of staff will complete an Induction Programme in the following circumstances:-

- On entry to the organisation
- On transfer from one workplace to another
- On moving to another role
- On return to work from a period of extended absence

2.9 Reward Mechanisms Aligned to Competence and Performance

2.9.1 Mechanisms will be provided for reflecting and rewarding the different levels of personal development within Roles. Such mechanisms will recognise the following stages:-

- Initial entry to Role
- Development within Role
- Demonstration of competence within Role
- Additional responsibilities

2.9.2 Reward mechanisms will be provided that align to performance within Roles. Such mechanisms will be dynamic and reflect the differing levels of development in paragraph 3.8.1. e.g. Individuals will be required to maintain competence within the role in order to achieve and maintain the maximum financial reward for that role.

2.10 Transition from Ranks to Roles

2.10.1 A mechanism will be provided for the transition from Ranks to Roles. Such a mechanism will include the provision of revised contracts of employment to take account of the needs of the organisation, the IPDS and terms and conditions of employment..

2.10.2 A mechanism will be provided for the visible identification of Role holders and the replacement of rank markings.

2.11 Communication

2.11.1 Communication of this Framework will be driven by, and accommodated within, the Communications and Consultation Workstream strategy and mechanisms.