

North Yorkshire Fire & Rescue Service Strategy

Recruitment Strategy

1.0 Introduction

North Yorkshire Fire and Rescue Service's ambitious vision of '125 Alive' requires the right people with the right skills to be in the right posts at the right time. In the adoption of the National Fire and Rescue Service's core values North Yorkshire Fire and Rescue Service have adopted local core value statements, which have been approved by the Authority. These include the following statements:

We Value Diverse Communities: The Authority is committed to championing community cohesion and diversity and will seek to maximise every opportunity to recruit, engage and contribute to the communities it serves.

We Value Our People: The Authority's staff are its greatest asset and it aims to value the contribution of all staff through strategies that embrace diversity and build relationships based on mutual trust, respect honesty and integrity. The Authority demonstrates this commitment in a number of ways including its embedding of the Investors in People standard as mainstream to HR strategies.

This strategy sets out the approach of North Yorkshire Fire and Rescue Service to attracting applicants to the Service, selecting new entrants and selecting existing staff for other posts. It applies to all staff and all posts and is designed so as not to discriminate against any employee in terms of race, gender, sexual orientation, age, disability etc.

This strategy sets out a **balanced approach** to recruitment and selection, which is driven by business need in order to deliver the Service's vision and will result in continuous review of the recruitment and selection procedures to meet the particular needs of the Service at a given time or location or to deal with a particular issue. The aim is to recruit and select individuals with the personal qualities and attributes, along with the necessary skills or potential to deliver the Service's objectives with the ability and to make a positive contribution to the values and vision of the Service.

This strategy is in line with the National, Regional and NYFRS HR strategies and is designed to encompass all employees and potential employees of North Yorkshire Fire and Rescue Service and is envisaged that it will span five years. It will be reviewed with each publication of the FRS National Framework.

2.0 Principles

2.1 The principles that the Service will adopt in recruitment and selection of staff are as follows:

- Recruitment and selection will comply with employment and equality legislation and the Service's equality and diversity policies
- All potential applicants will be given reasonable and equal access to information about vacant posts
- All candidates will be treated fairly
- Procedures and policies will be fit for purpose, clear and transparent
- Recruitment and selection exercises will meet the Service's identified requirements and be equality impact assessed

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3.0 Aims and Objectives

3.1 There are five key aims and objectives in this strategy. These are:

- A Diverse Workforce
- Retained Duty System Integration
- Retention of Staff
- Leadership and Skills
- Retained Duty System Recruitment

3.2 The rest of the strategy sets out the principal actions required to ensure that the objectives are met. The detail for each objective will be set out in the relevant policies and procedures.

4.0 A Diverse Workforce

North Yorkshire Fire and Rescue Service is committed to achieving a diverse workforce at all levels of the organisation. We aim to reflect, in our workforce, the diversity across the communities of York and North Yorkshire.

The key aims will be:

4.1 Build a diverse workforce by:

- Recognising the requirement for the whole workforce to reflect the profile of the communities of York and North Yorkshire
- Identifying under-represented groups locally in the workforce and encouraging new approaches to ensure open access to recruitment opportunities
- Establishing links with community groups that are accessible to these sections of the community underrepresented in the Service
- Meeting legal requirements including the use of equality impact assessments
- Promoting the profile of the FRS as an attractive career option amongst underrepresented groups
- Using all contact between NYFRS staff and the community as an opportunity to promote a positive image of the Service as an open and inclusive employer
- Promoting a positive image of the NYFRS in respect of diversity in all publications and literature across all functions
- Develop and implement positive action events and processes

4.2 Manage effective recruitment processes by

- Developing and supporting the use of fair and transparent recruitment processes at all stages and all levels for all employee groups

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- Monitoring the recruitment arrangements to ensure effectiveness and impact and to ensure that they are valid and non-discriminatory

5.0 Retained Duty System Integration

Staff on the retained duty system will be given fair access to opportunities for development and employment on other duty systems.

The key aims will be:

5.1 To enable staff on the retained duty system to access a greater range of duty systems in a more flexible way by

- Implementing identical entry selection tests for wholetime and retained duty systems
- Facilitating staff who have passed the current entry selection test to apply directly for a different duty system
- Implementing the externally quality assured competence based recording systems that allow staff who have been assessed as competent to transfer directly to alternative duty systems
- Developing a selection processes that ensures that retained duty system staff who are assessed as competent may be considered for direct transfers to vacant posts on alternative duty systems including wholetime duty system posts

5.2 Providing staff on the retained duty system access to opportunities for development and progression by

- Using appraisal and assessment processes to identify suitable development opportunities for both wholetime and retained duty system staff
- Ensuring that necessary development programmes are accessible to retained duty system staff
- Facilitating retained duty system staff access to Assessment and Development Centres (ADC)
- Providing open access to staff on the retained duty system to apply for promotion to posts across a range of duty systems subject to having successfully completed the relevant ADC

6.0 Retention of Staff

Recruitment and selection will take account of specific retention issues and will aim to ensure that North Yorkshire Fire and Rescue Service remains the employer of choice for existing staff.

The key aims will be:

6.1 To ensure as far as is reasonable that staff are able to remain in posts if they wish to do so by:

- Promoting flexible working opportunities
- Ensuring that appropriate reward structures exist to assist in encouraging staff to remain in employment within the service and in specific roles

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6.2 To recruit staff to posts that matches the needs of the service with those of the individual by:

- Running additional advertising campaigns that focus on locally recruited staff where specific needs are identified in support of a diverse, appropriately skilled workforce
- Ensure that development opportunities are available to all staff regardless of the location of the post
- Continuously improving the selection processes which ensure that retained duty system staff who have been assessed as competent may be considered for direct transfers to vacant posts on alternative duty systems, including wholetime duty systems

7.0 Leadership and Skills

Recruitment and selection will ensure that effective leaders are attracted to the Service at all levels and that existing staff are provided with opportunities for development and career progression.

The key aim will be:

7.1 To attract leaders and potential leaders to NYFRS and to develop leadership in staff within the Service by:

- Developing and supporting skills planning and systems to identify and support staff with high potential for future leadership positions, by for example:
 - Further developing leadership programmes for managers at all levels of the Service
 - Consider flexible opportunities for multi-level entry for operational posts
 - Utilising secondment and other placement opportunities into and out of the Service
- Effective implementation of Assessment and Development Centres to identify individuals with potential for leadership programmes
- Further develop assessment processes for all fire and rescue staff
- Recruiting new staff or selecting existing staff with high potential for inclusion on high potential management development schemes

8.0 Retained Duty System Recruitment

The retained duty system establishment will be maintained in order to fully utilise the staff on this duty system.

The key aim will be:

8.1 To attract applicants to the retained duty system by:

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- Supporting local recruitment campaigns
- Encouraging and supporting the strengthening of existing and establishment of new links between local managers and the business community
- Annually reviewing advertising campaigns and recruitment literature
- Progressing retained duty system integration to make the system more attractive
- Developing a selection processes that ensures that staff who have been assessed as competent on the retained duty system can be considered for direct transfers to vacant posts on alternative duty systems including wholetime duty systems, thereby assisting in encouraging the retained duty system a route of entry to the wholetime duty system
- Reviewing the retained duty system to facilitate more flexible working
- Ensuring that the pay and reward structure is fit for purpose with regard to attraction of staff

9.0 A Balanced Approach

9.1 Key to the success of this strategy is that it meets the constantly changing needs of the Service. The staff requirements will alter due to a number of factors; leavers will affect the establishment at different workplaces; the annual process of Integrated Risk Management planning may alter the location of resources; development of new procedures may require different sets of skills in the workforce; external influences may require a change in the staffing levels or duty systems in workplaces across the Service.

9.2 In order to meet the five objectives of this strategy it will be necessary to:

- Further develop, maintain and refine workforce planning diagnostic tools
- Use these diagnostic tools to identify staff and skills shortages
- Through the risk management process identify and continuously evaluate the impact of current recruitment and selection on all the objectives
- Assess on an annual basis the key human, physical and financial resourcing requirements
- Implement recruitment initiatives to meet the annual requirements
- Monitor and evaluate the effectiveness of recruitment and selection processes against the five objectives

9.3 In applying a balanced approach the focus of recruitment and selection will change annually. A formal process will be developed and maintained in order to assess Service need for staff requirements. This will be widely communicated to all staff.