

**Promotions Pathway Framework**

Uniformed Staff (Grey Book)

January 2024

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## Introduction

Our workforce is our most important asset. A successful public service reflects the community it serves and engages effectively with its workforce. It has the right people, with the right skills, and creates a culture that is supportive, inclusive, and driven forward by inspiring leadership.

We are pleased to roll out a refreshed Promotional Pathway (Grey Book), which forms part of our Talent Management Strategy and sets out clear guidance for our Grey Book staff from Apprentice Firefighter through the ranks to a Competent Area Manager. This process applies to all operational colleagues including those in staff & specialist roles. For Assistant Chief Fire Officer and above individual recruitment processes will be conducted on an ad-hoc basis when vacancies become available.

This Promotions framework will enable us to continually support our organisation to identify, develop and promote the best possible talent for our management and leadership roles. Staff who are most likely to succeed in achieving their ambitions are those who pro-actively seek learning and development opportunities and recognise that learning is a life-long process. Through this framework, we will place a greater emphasis on nurturing and supporting our emerging talent, by providing access to tools and development resources that can be proactively used by anyone at any stage of their career. Development opportunities are available and encouraged throughout the year, and while the emphasis is on proactive development, opportunities and ideas for career development should be discussed between employees & their managers during Personal Reflective Appraisals, one to one meetings and general conversations; and managers should support their staff in accessing development opportunities.



**Ben Norman, Deputy Chief Fire Officer**

This framework will ensure that we identify, develop, and promote the best possible talent in a fair and inclusive way. We will do this by providing consistency for all, removing barriers, and ensuring compliance against employment legislation and good practice.

As previously stated, – our workforce is our most important asset, this is you, your peers, teams, and line managers. Please do use this policy to help drive reflections, development, learning opportunities, and of course promotions. Good luck.

## 

## Other Corporate Links

We recognise that professional development and promotion for our **Green Book staff** is equally important. Due to differences in structures, role-based competencies, the volume of roles available and the specialisms required for most Green Book roles, professional development and promotion will be unique to each individual and professional circumstance. Separate guidance for which are captured in the Recruitment and Selection Framework, Leadership Framework and the Learning and Development Strategy.

Graphical user interface, application

Description automatically generated**All Promotion Pathways follow the three stages of:**

## Promotional Pathway Model (Illustration)



## Roles and Responsibilities

**All Operational Staff in a Promotion Pathway will:**

* Identify and seek development as appropriate
* Actively engage with development opportunities
* Ensure that all training related to the current role is up to date
* Have a full understanding of the Promotion Pathway as defined in this framework
* Take ownership for professional development
* Actively prepare and engage in PRA / appraisal conversations
* Take responsibility for the completion and submission of applications and evidence required to demonstrate development
* Take responsibility for pro-actively seeking feedback following the assessment stages from their assessors
* Maintain awareness (and where relevant competence) against their substantive role maps – see page 16.
* Inform People Services of any changes to circumstances that may affect their development, including disciplinary action, competence levels, changes in personal circumstances, so that the appropriate support can be put in place.

**Heads of Department and Line Managers supporting staff in the Promotional Pathway will:**

* Have a full understanding of the Promotional Pathway as defined in this framework
* Encourage and embed a learning culture, including supporting their teams to prioritise learning and development as part of their working day
* Lead by example actively seeking professional development opportunities
* Support talent spotting by identifying, support and manage development opportunities with individuals
* Coach, guide and mentor their teams in relation to promotion aspirations, including having honest, and in some cases difficult conversations when required about individual areas for development
* Ensure that development opportunities are accessible and equal for all, removing barriers to progression and creating inclusive environments
* Support the individual’s development, supporting the achievement of development plans and portfolios
* Ensure appraisal conversations are taking place and are being utilised fully
* Support individuals to get timely feedback following their assessment process to inform their development plans/portfolios
* Complete the “confirmation of competence” form to sign off individuals to apply for a Promotion

**People Reference and Training Reference holders will:**

* Promote and communicate the Promotion Pathway information to their areas, encouraging applications
* Act as an alternative point of contact for Promotion Pathway queries
* Attend and positively contribute to promotion and development discussions at the relevant Career Management or Training Reference holder meetings
* Be a point of contact, acting as a coach, guide and mentor for individuals considering or in the Promotion Pathway process
* Co-ordinate and manage assessments of competence for their area
* Regularly support the review of the Workbook content to ensure that content remains relevant

**Assessment of Potential Assessors will:**

* Ensure they have the right skills and knowledge to competently be part of the interview process, this includes attending assessor briefing sessions. We encourage all assessors to complete the “Unconscious Bias and Interview Skills” training. A minimum of one panel member in each interview will need to have completed this training
* Ensuring that they are up to date with their mandatory Equality, Diversity, and Inclusivity training before taking part in the process
* Being familiar with the process, this framework, and responsibilities in ensuring a fair, systematic and effective recruitment process is completed
* Participating in shortlisting and assessment activities
* Provide timely and meaningful feedback to candidates who have been both successful and unsuccessful

**People Services will:**

* Administer and co-ordinate the Promotion Pathway process, inclusive of the Workbooks
* Act as a strategic partner and critical friend to Career Management Boards, providing core advice and support in relation to people management and legislation
* Determine, in consultation with Executive Board and Career Management Boards, promotion plans, including timelines, process changes and adjustments
* Be a central point of contact for candidates and managers regarding any queries relating to the Promotion Pathway
* Be responsible for the development and continual update of assessment material and methods for the Pathway ensuring they stay current and aligned to our vision, mission and values
* Equality Impact Assess the process regularly to ensure barriers to promotion are identified and wherever possible reduced/removed
* Ensure adequate support is offered to all colleagues through delivery of the Leadership Development Programmes (ie. Frontline Leaders course)
* Facilitate and deliver Leadership & Management development opportunities for individuals interested or going through the Pathway
* Commission courses and provide Learning & Development opportunities identified through TNA reviews
* Maintain and continually update documentation related to the Promotion Pathway process, including the Evidence Portfolio and Workbooks
* Oversee the Personal Reflective Appraisal (PRA) process
* Be responsible for adequate quality assurance of the process, ensuring compliance against employment legislation, good practice, and transparency
* Act as the lead department for this Promotion Pathway Framework document
* Support Managers to succession plan and identify talent in their teams.

**GMFRS Operational Training and Development Team will:**

* Ensure development opportunities are promoted and equally available to all
* Support staff progression through the development of visible, accessible career paths and associated curricula
* Manage, administer and co-ordinate support to individuals undertaking operational exams/qualifications as part of the Promotion Pathway
* Co-ordinate and run assessments (including any quality assurance) for the process to ensure those who are successful are command competent and operationally safe
* Develop and manage the Learning Experience Platform
* Work with the People Services department to monitor training, development and PRA completion rates
* Workplace Tutors will be available provide one to one support to individuals considering or in a promotional pathway
* Support Managers to succession plan and identify talent in their teams.

**Career Management Meeting Boards will:**

* Provide a central governance board for decision making in relation to Grey Book Promotional Pathway and/or Leadership Development decisions
* Work closely with the People Services and the Workforce Planning Team to ensure Assessment of Potential are being run at the right time with the right level of support
* Ensure that all offers of temporary and permanent postings are made using consistent, clear, inclusive, and transparent rationales
* Regularly ensure that the Promotions Pathway is not causing any barriers to progression or having an adverse impact on diversity aims
* Monitor and centrally co-ordinate individuals within the development pool
* Determine, in consultation with People Services and the Training and Development Team Promotion Pathway plans, including timelines, process changes and adjustments
* Support line managers to talent spot, identify opportunities for development, including work placements, projects, and courses for individuals to attend

## Guiding Principles

**Transparent and Consistent**

All Promotions Pathway processes will be transparent, with the process and requirements clearly advertised to all when the application windows open. The recruitment and appointment process will follow recruitment good practice, supporting transparency, reducing the risks of unconscious bias, and ensuring legislative compliance. Steps made to achieve this include applying set scoring criteria to support decision making, always using panels of assessors (from diverse demographics, wherever possible), ensuring at least one assessment panel member is trained in unconscious bias, assessor skills and the use of anonymised shortlisting methods.

Information relating to the Promotion Pathway will be made available and kept up to date on the staff intranet.

Wherever possible changes to the process will be done so in collaboration with stakeholders and staff members. Final decisions affecting the Promotions Pathway, including any changes to the process, will be made centrally at the relevant Career Management Boards, using a decision-making framework with clear minutes available to support the decisions that have been made.

**Aligned to GMFRS Values**

The expectation is that everyone involved in the Promotion Pathway will ensure that they always demonstrate GMFRS’ values. This includes the specialists delivering the Pathways (People Services, Training and Development etc.), individual staff members going through the process and the People Managers supporting people through the process:

* **Respect:** Supporting, involving, and listening to others, showing dignity, consideration, and empathy
* **Excellence:** Striving to develop, to ensure our contributions make our fire and rescue service the best it can be
* **Honesty:** Committed to creating and maintaining an open and truthful environment, which is fair and consistent
* **Inclusive:** Removing barriers to participation to promote a truly representative service, using diversity to benefit us all
* **Professionalism in our role:** Demonstrating a positive attitude and commitment, to deliver a high-quality service and take pride in our role

**Inclusive**

We will develop staff and leadership excellence, within an inclusive and progressive workplace. To achieve this, we will ensure that the process and it’s supporting areas are equality impact assessed and reviewed on a biennial basis, to ensure that barriers to professional development and promotion are reduced and, where possible, removed.

It is our aim to ensure that our leadership and management teams fully reflect both our increasingly diverse frontline workforce and the diverse communities that we serve. Therefore, with support from this Promotion Pathway Framework, we aim to increase the number of people in management positions who are currently under-represented in these roles, this includes women, people who are Ethnically diverse, people who identify as LGBT+ and people with neurodiversity. The Promotions Pathway will complement the EDI Strategy and Attraction Strategy and make clear steps towards using Positive Action to provide opportunities for Staff Network members and staff members from under-represented groups to access development opportunities.

All vacancies for promotion and development opportunities relating to the Promotion Pathway will be openly advertised and available to all GMFRS Grey book staff to view.

All Promotion Pathways will have reasonable adjustments available for all candidates who require and request them due to a disability or specific circumstances. This includes neurodiversity such as dyslexia and dyspraxia.

**Kinder to the environment**

Many activities for professional development outlined in this framework are designed around a hybrid model, recognising that many activities can take place remotely, or in local stations / office-based areas. When designing course content, assessment and selection activity and other activities associated with the promotion’s pathway environmental impacts will be considered.

Individuals are encouraged to consider this when they are working on their professional development plans, this includes, wherever possible minimising travel by car, and the use of paper. Instead, we encourage environmentally friendly alternatives including the use of public transport, cycling and walking, and technology such as Microsoft Teams to bridge this gap.

**Shared Responsibility and Ownership**

We recognise that the opportunities to develop will vary from person to person. Whilst effective managers will always attempt to develop their staff and match attributes, knowledge, and ability to future roles, it is crucial that staff also take ownership and individual responsibility for their own development. Staff should share with their manager their aspirations for development and promotion at the earliest opportunity, so that appropriate support and guidance can be afforded. The Personal Reflective Appraisal (PRA) is an invaluable tool facilitating such career conversations.

**Learning Approach**

It is crucial to recognise that seeking development through promotion will inevitably mean occasions when personal goals are not reached and the ‘hoped for’ outcomes are not achieved immediately. This is a normal component of development and recognising that success does not always come on the first attempt is a valuable attribute.

Knowledge, skills, and abilities change significantly through the different roles and performance in one role does not automatically equate to readiness for the next. This is particularly the case when moving between role bands i.e., from Firefighter to Supervisory Manager, from Supervisory to Middle Manager and then finally from Middle to Strategic Manager. Each band requires quite different attributes and experience.

Although development requires aspiration, drive, energy and enthusiasm, these attributes alone will not assure effective development, progression and performance in the workplace. The Service recognises the importance of knowledge development, self-reflection, feedback, mentoring and coaching in contributing to the development of leadership attributes and skills, and have included these as part of the Pathway and Leadership Development offer.

## Other Information

**Exceptions to the Promotion Pathway (Ad-hoc specialist roles)**

In some cases, due to specialist skill requirements and/or organisational need temporary posts can be advertised through an internal open recruitment process, this will ordinarily be applied to over established posts. These ad-hoc temporary roles will be treated as individual vacancies by the hiring managers and must be advertised with a specific role profile detailing the specialist requirements.

If an individual is in a Promotion Pathway then they will need to apply for and follow the advertised recruitment process for this role, which is the same process as colleagues who are not in the pathway.

In this scenario, if an individual from a rank/s below the substantive grade advertised is successful in obtaining a position, they will ordinarily be paid development rate of pay against the role (with a requirement to maintain operational awareness (and where relevant competence) at their substantive rank). Only upon completion of a Promotion Pathway will they be eligible for competent rate of pay. There are a small number of exceptions to this where there are locally agreed pay structures due to additional responsibilities/allowances, details of which must be advertised with the relevant vacancies and approved through Executive Board.

**Desirable Qualifications**

The Institute of Fire Engineer’s (IFE) qualifications are listed as part of the support and development opportunities available. Although these qualifications are not a mandatory requirement to enter the Promotion Pathway, they are desirable. Meaning that individuals holding the following qualifications could be offered a promotion or act up opportunity over someone who does not hold the qualifications. An example of this priority could be if two individuals within the same pathway score the same, where one has the relevant IFE qualifications and one does not. The one holding the qualifications would be offered a temporary or permanent posting ahead of the individual who does not.

* Level 3 Certificate in Fire Service Operations and Incident Command
* Level 4 Certificate in Fire Service Operations and Incident Command
* Level 3 Certificate in Fire Safety
* Level 3 Certificate in Fire Engineering Science

To support individuals in sitting these, the following will be offered:

* Study support sessions
* Time to attend (being taken of the run)

Exam resits: The organisation will fully fund exam resits providing that individual can evidence they have been actively studying for the exams by attending the Study Support sessions.

**Staff & Specialist Roles**

We recognise that Staff & Specialist departments may have different / additional sets of competencies and knowledge required to undertake some roles, and therefore a separate Staff & Specialist pathway is currently being considered (2023/24).

Until a separate pathway is developed, this Promotion Pathway will apply and is open to all Grey book members of staff, regardless of which role they hold.

The current Pathway has been designed to be accessible and relevant for all roles, including specialist ones.

The Promotions Pathway is designed to develop individuals against the specified national FRS role maps and against the NFCC Leadership Framework, which is different to role-based competence.

It is recognised that every specialist role within the service is unique and each role cannot be prescribed in detail in this Promotion Pathway Framework. The individual responsibilities, skills and competencies for staff & specialist roles are defined in the relevant role profiles (as designed by department leads) held by People Services. Any failure to achieve the required standards of role-based competence against the specialist role profiles within a reasonable timescale, with adequate training and support required, will be addressed through the capability / disciplinary procedure (as appropriate).

**Role profile:** All staff and specialist roles will have a specific role profile which sets out the core duties of the role and the knowledge, skills, experience, and any relevant qualifications which are required. The role profile for staff and specialist roles will include mapping to the nationally agreed role maps to ensure consistency of application and remuneration. Heads of Department are responsible for preparing and maintaining comprehensive role profiles for Staff and Specialist positions within their department

**Operational requirements**

To be eligible to apply for promotion an individual can be either **operationally aware** or **operationally competent**. See Appendix 2 for more information, including definitions

Regardless of operational status (competent/aware) against this pathway, all candidates will need to pass an Incident Command assessment/qualification (see “promotion pathway stages”).

**January 2023 update: A review of Grey Book non-operational promotions will be undertaken over the next 12months as planned in the Promotion Pathway Programme of work.**

**Rates of Pay**

An individual going through the Promotion Pathway will continue to be paid their substantive role’s rate until they are offered a post in the **placement stage**. Once in a placement (permanent promotion) **development** rate of pay will be paid until staff are able to demonstrate competence through the Assessment of Competence (Appendix 5) process once all areas of development have been met, at which point **competent** rate of pay will apply.

Temporary / act up placements will be paid at development rate of pay.

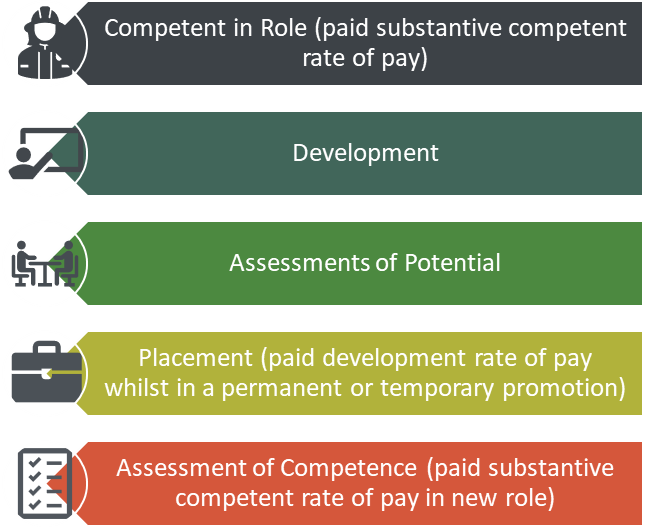
4

5

3

2

1



**Removal from / pause / breaks in the process:**

**Sickness Absence/Modified Duties:**

There are a few possible situations an individual may be paused in promotions pathway due to long term sickness absence or modified duties. The following table breaks down the different stages and implications:

|  |  |  |
| --- | --- | --- |
| **Stage/s:** | **Development & Assessments of Potential stage**  **(Before being promoted)** | **Placement / During Promotion**  **(Placement stage, ad-hoc, temp or permanent)** |
| Long term Sickness Absence | * Your place in the pathway will be paused until either you are fit to return to either full or modified duties (see modified duties below) or the period exceeds 24 months after which you would be removed from the promotion pathway and re-enter the process once you have fully returned to work. * Whilst paused, you will not be offered a temporary post / promotion. * Once fully returned to work (including operational duties) you will be eligible to pick up a temporary post. Unless a modified reference can be agreed, which would be determined by CMM/ORG on a case-by-case basis. | * If you are permanently promoted, then the capability procedure will be applied. * If you are off or are expected to be off for 3 months or more and you are undertaking an ad-hoc act up, your place in the acting up pool will be paused.   + Whilst paused, you will be withdrawn from the temporary post that you are acting up in to allow someone else to fill this post to cover organisational need.   + Once fully returned to work (including operational duties) you will be first one the list to pick up a posting. Unless a modified reference can be agreed, which would be determined by CMM/ORG on a case-by-case basis. |
| Modified Duties | * You may be offered a temporary or permanent posting whilst on modified duties but only if it is suitable for your/ the individual’s situation and a modified reference is available. * Modified references for people in a promotion’s pathway are determined by CMM/ORG on a case-by-case basis. | * If you are on modified duties your promotion and place in the pathway will be reviewed by CMM or ORG on a case-by-case * Where applicable, further modifications / reasonable adjustments will be considered to support individuals to continue in the pathway. |

Any exceptions to this will be considered on a case-by-case basis by Career Management Board (Supervisory CMM or ORG).

**Individual led:**

Individuals can remove themselves from the process at any time by notifying People Services in writing (including email). Those who remove themselves from the **placement stage** of the process (after assessment of potential stages) will relinquish any temporary or permanent posting that they may hold and will be required to enter the process from the beginning if they choose to join the Promotion Pathway in the future.

Requests for places to be paused will be reviewed on a case-by-case basis between People Services and Career Management Board.

**Organisation led:**

Individuals can be removed from the Promotions Pathway process at any point for the following reasons:

* Live disciplinary or misconduct sanction
* Demonstrating poor Values and Behaviours
* Declining three postings via the Career Management Process (see CMM Terms of Reference)
* Performance issues that are not resolved through a Performance Improvement Plan or performance issues that are escalated to formal capability

Individuals can be paused in the process at any point for any of the following reasons:

* Whilst under investigation for misconduct
* Demonstrating poor Values and Behaviours (whilst their future position in the process is being determined)

All scenarios will be reviewed on a case-by-case basis in collaboration with People Services and an Independent Service Lead or Career Management Board (as applicable).

## Identification of Talent

During regular one-to-one meetings and Personal Reflective Appraisals (PRAs) constructive conversations are encouraged between individuals and their line managers regarding their aspirations for professional development and promotion. If an individual is desirous of promotion this should be recorded in their PRA on the Learning Experience Platform (LXP) MiLearning. Together the individual and line manager will work to access development opportunities available to them through the Promotion Pathway and other resources including the Leadership Development Pathway. These opportunities should be set out within the PRA’s development plan section.

Data from MiLearning will be used by People Services to identify and contact people to promote vacancies and further development opportunities when available.

Following each PRA season, a member of the People Services or Training & Development team will meet with departmental managers. This is to identify development opportunities for individuals who have expressed an interest in promotion in their PRA discussions or who have been identified as a high performer by their management team. This process can be seen in the figure below:

In addition, career days will be offered to all apprentices towards the end of their apprenticeship to promote different careers available within the service.

## Governance & Career Management Meetings

Career Management Meetings (CMM) are the decision-making boards responsible for each leadership level. Currently, there are two boards in place that meet on a regular basis throughout the year:

|  |  |  |  |
| --- | --- | --- | --- |
| Level | Meeting frequency | Roles discussed | Attendees |
| Supervisory | Monthly | Firefighters & Supervisory Managers | Chaired by: AM Service Delivery  People Reference Holders  People Services  Workforce Planning |
| Organisational Resource Group | Bimonthly | Full workforce | Chaired by: DCFO  Heads of Departments/Area Managers  People Services  Workforce Planning  Officers Rota |

Each board has a term of reference which can be found on the [intranet](#). General responsibilities for CMM’s include staff movements, promotion decisions and workforce planning.

# The Promotions Pathway Stages

The following sections set out the various stages of the Promotion Pathway for each rank. The timing of the advertisement of the Promotion Pathway is dependent on establishment figures, retirement profiles and organisational need.

When moving into a Permanent Promotion, candidates will relinquish their substantive role & rank. More information about upcoming pathways can be found on InsideGMCA.

**All candidates who enter the Promotion Pathway will follow the three stages of:**

At GMFRS we recognise that the development of talent, skills, knowledge, and competence starts before people apply for promotion, and the time to develop will vary for everyone dependent on their personal circumstances and aspirations. Our model reflects this and aims to provide development opportunities for all staff members, regardless of which stage in their career they are at.

**Support and development opportunities:**

Throughout the Promotions Pathway, there will be many support and development opportunities available for all to access. Specific opportunities will be highlighted in a text box like this one.

Several opportunities are open to all at any time of their career. For a full list of all opportunities how to access them please see InsideGMCA > GMFRS Promotion Pathway

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## (Leading Others)

## Firefighter to Crew Manager Pathway



**Process Map – FF – CM**

****

**Icon

Description automatically generatedStep 1) Development**

During this first step individuals are expected to demonstrate professional development.

**To start this process, please visit** [**InsideGMCA > Key info > GMFRS Promotion Pathway**](#) **to request access to the Leading Others Workbook and quick links to all development opportunities outlined in this framework (all available via MiLearning)**

* **Professional Development**

We recognise the importance of supporting our people to develop in role and for future promotional opportunities and recognise that specific development areas will vary from person to person. Several opportunities for development are available for individuals to access at this stage which can be seen in the blue box below, all of which are optional (non-mandatory), and are available for people to access anytime during their career (subject to availability). We strongly recommend that individuals access a coach or mentor at this early stage to support them in their Promotion journey.

**Support and development activities available (See InsideGMCA > GMFRS Promotions Pathway):**

* Incident Command Development Days
* Masterclasses
* Promotion Workshops
* Leading Others Programme (book your space on MiLearning)
* Access a coach or a mentor
* Webinars & E-learning/Learning at Work Week
* Job shadowing
* Development Plan
* Workplace Tutors
* IFE Qualifications
* Leading Others Workbook

****Development activities are likely to be undertaken in both an individual’s own time and in work time (activity dependent), providing that this activity adds value to an individual’s role and to the organisation. For those working on a shift system, release for specific courses will be supported but will depend on crewing availability, and individuals may need to decide between waiting for a training day to be booked up or undertaking activity on their day off.

**Step 2) Assessments of Potential**

The organisation will support individuals to take their Promotion Pathway assessments in works time.

* **Applicant eligibility:**

To apply for a Promotion Pathway candidates must meet the relevant essential criteria as advertised at the time (all applicants should check the live advert before applying). This at a minimum will include:

* Operational Awareness (or Competence) at current rank
* Under no live sanctions, capability performance or disciplinary procedures
* Have started the Leading Others Workbook
* Their line manager is aware that they are applying for promotion

In addition, Desirable[[1]](#footnote-2) criteria for supervisory pathways will also be advertised:

* Candidate interest in promotion has been recorded in their PRA
* Started a development portfolio
* Have accessed a range of development activities available through the leadership development framework & promotions framework *(blue box on previous page)*
* Accessed the Incident Command Support sessions & development days
* Accessed a coach or a mentor
* Booked on to the leading others programme
* Achieved IFEs
  + Level 3 Certificate in Fire Service Operations & Incident Command
  + Level 3 Certificate in Fire Safety
* Holds a SFJ Incident Command Level 3 qualification
* **Non-assessed application**

Once the period of Professional Development is complete individuals who meet the minimum eligibility criteria advertised will then be able to apply for a Crew Manager Promotion. The application form will be completed on the online recruitment portal, also known as the Applicant Tracking System (ATS), and will ask candidates for the following information (not exhaustive):

* Personal details (name & contact details)
* Equality & Diversity information (protected characteristics, this is used for reporting only)
* Confirmation of eligibility
* Declarations / Signature
* Submission

On receipt of the application the Talent & Resourcing Team are responsible for quality assuring that all applications meet the advertised essential requirements. Any applications that do not may be removed from the process. In these circumstances individuals will be informed.

* **Leadership Behaviours Assessment**

The Leadership Behaviours Assessment aims to understand an individual’s potential ability to perform in a leadership role. The assessment material is based around the NFCC Leadership behaviours framework, NFCC Code of Ethics and GMFRS values and can use a combination of the following assessment methods (typically up to 3 types per assessment):

* Interview
* Presentation
* Desktop Exercise
* Group Exercise
* Role Play Exercise
* Psychometric / behavioural testing

Individuals will be notified of the assessment methods ahead of the assessment. Scoring will be based on the Leading Others pillar of the NFCC Leadership Behaviours Framework.

**Feedback** can be sought from all points of the assessment process from the assessors irrespective of the outcome of the assessment. It is the responsibility of the person in the Promotions Pathway process to actively seek and take this feedback up when offered. This feedback can be used by individuals to inform the identification of training needs and development portfolio.

* **Outcomes**

**One of three outcomes are possible at this stage:**

|  |  |
| --- | --- |
| **Outcome** | **What this means?** |
| Promoted[[2]](#footnote-3) | * You are one of the top scorers in your group and have demonstrated potential for the role that you have applied for * You will be promoted substantively into the rank that you have applied for subject to you successfully completing your Incident Command Assessment/Course. * You will be offered a work placement and start as soon as it is possible for you to do so. * When in your placement you will start on development pay until you have demonstrated competence * You will access the leadership development programme courses (eg. Frontline leaders, Middle Managers etc.) |
| Acting up pool | * You have shown some potential however it’s been identified that you need further development to access a permanent promotion * Following successful completion of your Incident Command assessment/course you will be offered temporary acting up placements as available for up to 12months * You will have access to development activities & be supported with your development plan * To be eligible for a permanent placement you will need to re-apply for and pass the next promotion pathway |
| Develop in current role & re-apply | * Based on the evidence shown in the assessment stages unfortunately you are not eligible this time to be promoted in to permanent or acting up vacancies * You will have access to development activities & be supported with your development plan * To be eligible for a permanent promotion or an acting up placement in the future you will need to re-apply and pass the next promotion pathway |

***Acting up pool:***

If a permanent vacancy becomes available before the next Pathway goes live, top scoring candidates in the acting up pool may be offered a permanent promotion if they have demonstrated high enough levels of potential at Assessment stage. This will be decided at the relevant Career Management Meeting.

Ordinarily candidates will be selected for ad-hoc act up vacancies based on their Assessment of Potential scores; notwithstanding that, offers made will take a holistic approach and consider location, experience, and any special skills in line with organisational need.

Candidates can be in the acting up pool for up to 12 months[[3]](#footnote-4), after which they will need to re-apply for a Promotion Pathway and pass at the required level to be eligible for further acting up placements. Acting up placements are not guaranteed, and priority will always be given to transfer requests and promotable candidates.

**High potential development programme:**

Exceptionally high scoring candidates will be identified as having “high potential” for senior leadership roles. Those who are identified as such will have specific High Potential Development activities offered to them when available and will also be encouraged to consider applying for the next rank when advertised.

* **Incident Command Level 1 (ICL1) Course**

If successful at the Leadership Behaviour Assessment the individual will be placed on an ICL1 course, this qualification will include a formative and summative assessment followed by an assignment element.

Candidates that do not complete the course (due to unsuccessful assessment/s or time taken to complete) may be withdrawn from the Promotion Pathway and need to re-apply again when the next window is open.

Delegates on the Incident Command course have 12months to complete the qualification, failure to do so could result in removal from the course. There will be exceptions to this (eg. due to sickness absence/personal circumstances/parental leave) which will be reviewed on a case-by-case basis.

**Support and development activities available for “Assessment of Potential Stage” (See InsideGMCA > GMFRS Promotions Pathway):**

* Gateway Workshops
* Assessment & Interview skills
* Access a coach or mentor
* Advice from:
  + Workplace tutors
  + Talent and Resourcing team
* Incident command development days



**Step 3) Crew Manager Placement**

* Permanency in rank

Following a successful result of ‘promoted’ in their Assessments of Potential, individuals will enter permanently into the rank of Crew Manager (this could be against a temporary or permanent vacancy) and complete a period of further development in role.

In the unlikely event that the individual is under performing in role at this stage, then the capability performance policy will apply.

* **Portfolio of Evidence & further development**

On entry into a Crew Manager Placement individuals will be provided with a Development Portfolio guide to work through. The Portfolio of Evidence will ask for evidence against the Crew Manager role-map and the NFCC leadership framework. The portfolio is learner led, and the timeframe that this is achieved in will be based on the pro-activeness of the individual undertaking it. It is expected this development phase will take a minimum of 6 months to complete, but high performers could achieve this more quickly.

**Essential development** which all individuals need to complete before competence can be confirmed includes:

* Completion of the Frontline Leaders course
* Completion of the Incident Command Level 1 Qualification (SFJ L3) if applicable
* Complete your development portfolio & Leading Others Workbook
* Assessment of competence

On completion of a reasonable period in a Crew Manager placement, demonstrated through a comprehensive Development Portfolio and by meeting the essential criteria outlined in the previous section, the individual will be assessed through the assessment of competence process as seen in Appendix 5. On successful completion of the assessment of competence individuals will be eligible for competent rate of pay and be eligible to apply for promotion to the next rank. This decision will sit and be ratified by the relevant career management meeting.

**Support and development activities available for “Assessment of Competence” stage (See InsideGMCA > GMFRS Promotions Pathway):**

* Leading Others programme
* Level 3 coaching award
* Webinars & E-learning
* Assessment of competence guidance (see InsideGMCA)

## 

## Leading Others)

## Crew Manager to Watch Manager Pathway



**Process Map – CM – WM**

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**Step 1) Development**

During this first step individuals are expected to demonstrate professional development.

**To start this process, please visit** [**InsideGMCA > Key info > GMFRS Promotion Pathway**](#) **to request access to the Leading Others Workbook and quick links to all development opportunities outlined in this framework (all available via MiLearning)**

* **Professional Development**

We recognise the importance of supporting our people to develop in role and for future promotional opportunities and recognise that specific development areas will vary from person to person. Several opportunities for development are available for individuals to access at this stage which can be seen in the blue box below, all of which are optional (non-mandatory), and are available for people to access anytime during their career (subject to availability). We strongly recommend that individuals access a coach or mentor at this early stage to support them in their Promotion journey.

**Support and development activities available (See InsideGMCA > GMFRS Promotions Pathway):**

* Incident Command Development Days
* Masterclasses
* Promotion Workshops
* Leading Others Programme (book your space on MiLearning)
* Access a coach or a mentor
* Webinars & E-learning/Learning at Work Week
* Job shadowing
* Development Plan
* Workplace Tutors
* IFE Qualifications
* Leading Others Workbook

Development activities are likely to be undertaken in both an individual’s own time and in work time (activity dependent), providing that this activity adds value to an individual’s role and to the organisation. For those working on a shift system, release for specific courses will be supported but will depend on crewing availability, and individuals may need to decide between waiting for a training day to be booked up or undertaking activity on their day off.

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**Step 2) Assessments of Potential**

The organisation will support individuals to take their Promotion Pathway assessments in works time.

* **Applicant eligibility:**

To apply for a Promotion Pathway candidates must meet the relevant essential criteria as advertised at the time (all applicants should check the live advert before applying). At a minimum this will include:

* Operational Awareness (or Competence) at current rank
* Under no live sanctions, capability performance or disciplinary procedures
* Their line manager is aware that they are applying for promotion

In addition, Desirable[[4]](#footnote-5) criteria for supervisory pathways will also be advertised:

* Candidate interest in promotion has been recorded in their PRA
* Started a development portfolio
* Have accessed a range of development activities available through the leadership development framework & promotions framework *(blue box on previous page)*
* Accessed the Incident Command Support sessions & development days
* Accessed a coach or a mentor
* Booked on to or completed the leading others programme
* Achieved IFEs
  + Level 3 Certificate in Fire Service Operations & Incident Command
  + Level 3 Certificate in Fire Safety
* Holds a SFJ Incident Command Level 3 qualification
* **Non-assessed application**

Once the period of Professional Development is complete individuals who meet the minimum eligibility criteria advertised will then be able to apply for a Watch Manager Promotion. The application form will be completed on the online recruitment portal, also known as the Applicant Tracking System (ATS), and will ask candidates for the following information (not exhaustive):

* Personal details (name & contact details)
* Equality & Diversity information (protected characteristics, this is used for reporting only)
* Confirmation of eligibility
* Declarations / Signature
* Submission

On receipt of the application the Talent & Resourcing Team are responsible for quality assuring that all applications meet the advertised essential requirements. Any applications that do not may be removed from the process. In these circumstances individuals will be informed.

* **Leadership Behaviours Assessment**

The Leadership Behaviours Assessment aims to understand an individual’s potential ability to perform in a leadership role. The assessment material is based around the NFCC Leadership behaviours framework, NFCC Code of Ethics and GMFRS values and can use a combination of the following assessment methods (typically up to 3 types per assessment):

* Interview
* Presentation
* Desktop Exercise
* Group Exercise
* Role Play Exercise
* Psychometric / behavioural testing

Individuals will be notified of the assessment methods ahead of the assessment. Scoring will be based on the Leading Others pillar of the NFCC Leadership Behaviours Framework.

**Feedback** can be sought from all points of the assessment process from the assessors irrespective of the outcome of the assessment. It is the responsibility of the person in the Promotions Pathway process to actively seek and take this feedback up when offered. This feedback can be used by individuals to inform the identification of training needs and development portfolio.

* **Outcomes**

**One of three outcomes are possible at this stage:**

|  |  |
| --- | --- |
| **Outcome** | **What this means?** |
| Promoted | * You are one of the top scorers in your group and have demonstrated potential for the role that you have applied for * You will be promoted substantively into the rank that you have applied for subject to you successfully completing your Incident Command Assessment/Course. * You will be offered a work placement and start as soon as it is possible for you to do so. * When in your placement you will start on development pay until you have demonstrated competence * You will access the leadership development programme courses (eg. Frontline leaders, Middle Managers etc.) |
| Acting up pool | * You have shown some potential however it’s been identified that you need further development to access a permanent promotion * Following successful completion of your Incident Command assessment/course you will be offered temporary acting up placements as available for up to 12months * You will have access to development activities & be supported with your development plan * To be eligible for a permanent placement you will need to re-apply for and pass the next promotion pathway |
| Develop in current role & re-apply | * Based on the evidence shown in the assessment stages unfortunately you are not eligible this time to be promoted in to permanent or acting up vacancies * You will have access to development activities & be supported with your development plan * To be eligible for a permanent promotion or an acting up placement in the future you will need to re-apply and pass the next promotion pathway |

***Acting up pool:***

If a permanent vacancy becomes available before the next Pathway goes live, top scoring candidates in the acting up pool may be offered a permanent promotion if they have demonstrated high enough levels of potential at Assessment stage. This will be decided at the relevant Career Management Meeting.

Ordinarily candidates will be selected for ad-hoc act up vacancies based on their Assessment of Potential scores; notwithstanding that, offers made will take a holistic approach and consider location, experience, and any special skills in line with organisational need.

Candidates can be in the acting up pool for up to 12 months[[5]](#footnote-6), after which they will need to re-apply for a Promotion Pathway and pass at the required level to be eligible for further acting up placements. Acting up placements are not guaranteed, and priority will always be given to transfer requests and promotable candidates.

***High potential development programme:***

Exceptionally high scoring candidates will be identified as having “high potential” for senior leadership roles. Those who are identified as such will have specific High Potential Development activities offered to them when available and will also be encouraged to consider applying for the next rank when advertised.

* **Incident Command Assessment**

If successful at the Leadership Behaviour Assessment individuals will undertake a practical Incident Command Assessment which is measured against the levels of command and role map (WM7). Two outcomes are possible from this assessment: “successful” or “unsuccessful (further development required)”.

In addition, candidates that have not already completed a Level 1 Incident Command Course will be nominated for one. Once on the course, candidates that fail to complete (due to unsuccessful assessment/s or time taken to complete) may be withdrawn from the Promotion Pathway and need to re-apply again when the next window is open.

Delegates on the Incident Command course have 12months to complete the qualification, failure to do so could result in removal from the course. There will be exceptions to this (eg. due to sickness absence/personal circumstances/parental leave) which will be reviewed on a case-by-case basis.

**Support and development activities available for “Assessment of Potential Stage” (See InsideGMCA > GMFRS Promotion Pathway):**

* Gateway Workshops
* Assessment & Interview skills
* Access a coach or mentor
* Advice from:
  + Workplace tutors
  + Talent and Resourcing team
* Incident command development days



Step 3) Watch Manager Placement

* Permanency in rank

Following a successful result of ‘promoted’ in their Assessments of Potential individuals will enter permanently into the rank of Watch Manager (this could be against a temporary or permanent vacancy) and complete a period of further development in role.

In the unlikely event that the individual is under performing in role at this stage, then the capability performance policy will apply.

* **Portfolio of Evidence & further development**

On entry into a Watch Manager Placement individuals will be provided with a Development Portfolio guide to work through. The Portfolio of Evidence will ask for evidence against the Watch Manager role-map and the NFCC leadership framework. The portfolio is learner led, and the timeframe that this is achieved in will be based on the pro-activeness of the individual undertaking it. It is expected this development phase will take a minimum of 6 months to complete, but high performers could achieve this more quickly.

**Essential development** which all individuals need to complete before competence can be confirmed includes:

* Completion of the Incident Command Level 1 Qualification (SFJ L3) if applicable
* Complete your development portfolio
* Assessment of competence

On completion of a reasonable period in a Watch Manager placement, demonstrated through a comprehensive Development Portfolio and by meeting the essential criteria outlined in the previous section, the individual will be assessed through the assessment of competence process as seen in Appendix 5. On successful completion of the assessment of competence individuals will be eligible for competent rate of pay and be eligible to apply for promotion to the next rank. This decision will sit and be ratified by the relevant career management meeting.

**Support and development activities available for “Assessment of Competence” stage (See InsideGMCA > GMFRS Promotions Pathway):**

* Leading Others programme
* Level 3 coaching award
* Webinars & E-learning
* Assessment of competence guidance (see InsideGMCA)

## (Leading the Function)

## Supervisory Manager (Crew and Watch) to Station Manager Pathway



**Process Map – CM/WM – SM**

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During this first step individuals are expected to demonstrate professional development.

**To start this process, please visit** [**InsideGMCA > Key info > GMFRS Promotion Pathway**](#) **to request access to the Leading the Function Workbook and quick links to all development opportunities outlined in this framework (all available via MiLearning)**

* **Professional Development**

We recognise the importance of supporting our people to develop in role and for future promotional opportunities and recognise that specific development areas will vary from person to person. Several opportunities for development are available for individuals to access at this stage which can be seen in the blue box below, all of which are optional (non-mandatory), and are available for people to access anytime during their career (subject to availability). We strongly recommend that individuals access a coach or mentor at this early stage to support them in their Promotion journey. Development activities are likely to be undertaken in both an individual’s own time and in work time (activity dependent), providing that this activity adds value to an individual’s role and to the organisation. For those working on a shift system, release for specific courses will be supported but will depend on crewing availability, and individuals may need to decide between waiting for a training day to be booked up or undertaking activity on their day off.

**Support and development activities available (See InsideGMCA > GMFRS Promotions Pathway):**

* Incident Command Development Days
* Masterclasses
* Promotion Workshops
* Leading Others Programme (book your space on MiLearning)
* Access a coach or a mentor
* Webinars & E-learning/Learning at Work Week
* Job shadowing
* Development Plan
* Workplace Tutors
* IFE Qualifications
* Leading the Function Workbook

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**Step 2) Assessments of Potential**

The organisation will support individuals to take their Promotion Pathway assessments in works time.

* **Applicant eligibility:**

To apply for a Promotion Pathway candidates must meet the relevant essential criteria as advertised at the time (all applicants should check the live advert before applying). At a minimum this will include:

* Started the Leading Others Programme[[6]](#footnote-7) (Leadership & Management Course).
* Operational Awareness (or Competence) at supervisory level (Crew or Watch Manager, incl. Watch Manager Development)
* Under no live sanctions, capability performance or disciplinary procedures
* Have started the leading the function workbook
* Their line manager is aware that they are applying for promotion

In addition, Desirable[[7]](#footnote-8) criteria for middle manager pathways will also be advertised:

* Candidate interest in promotion has been recorded in their PRA
* Started a development portfolio
* Have accessed a range of development activities available through the leadership development framework & promotions framework *(blue box on previous page)*
* Accessed the Incident Command Support sessions & development days
* Accessed a coach or a mentor
* Completed the leading others programme
* Achieved IFEs:
  + Level 4 Certificate in Fire Service Operations & Incident Command
  + Level 3 Certificate in Fire Safety
* Holds a Level 5 Leadership & Management Qualification
* Holds a SFJ Incident Command Level 4 qualification
* Assessed Application

Once the period of Professional Development (including the Leading Others Programme) has been achieved, the individual will then be eligible to apply for a Station Manager Promotion. The application form will be completed on the online recruitment portal, also known as the Applicant Tracking System (ATS), and will ask candidates for the following information (not exhaustive):

* Personal details (name & contact details)
* Equality & Diversity information (protected characteristics, this is used for reporting only)
* **Application questions to demonstrate potential against the SM role-map**
* Confirmation of Competence Form
* Declarations / Signature
* Submission

On receipt of the application the Talent & Resourcing Team are responsible for quality assuring that all applications meet the advertised essential requirements. Any applications that do not may be removed from the process. In these circumstances individuals will be informed.

A shortlisting panel will then meet to score the answers to the application questions. To reduce unconscious bias, wherever possible applications are scored using anonymised shortlisting (with no personal details or sensitive information visible) by a diverse assessment panel.

Two outcomes are possible at this stage:

1. “successful” which means applicants will progress to the next stage
2. “Unsuccessful (further development required)” which means applicants will need to work on developing further and apply again next time.

* Leadership Behaviours Assessment

The Leadership Behaviours Assessment is an assessment that aims to understand an individual’s potential ability to perform in a leadership role. The assessment material will be built around the NFCC Leadership framework, NFCC code of practice and GMFRS values and can use a combination of the following assessment methods (usually up to 3 types per assessment):

* Interview
* Presentation
* Desktop Exercise
* Group Exercise
* Role Play Exercise
* Psychometric / behavioural testing

Individuals will be notified of the type of assessments ahead of the assessment. Scoring will be based on the Leading the Function pillar of the NFCC Leadership Framework.

**Feedback** can be sought from all points of the assessment process from the assessors irrespective of the outcome of the assessment. It is the responsibility of the person in the Promotions Pathway process to actively seek and take this feedback up when offered. This feedback can be used by individuals to inform the identification of training needs and development portfolio.

* **Outcomes**

**One of three outcomes are possible at this stage:**

|  |  |
| --- | --- |
| **Outcome** | **What this means?** |
| Promoted | * You are one of the top scorers in your group and have demonstrated potential for the role that you have applied for * You will be promoted substantively into the rank that you have applied for subject to you successfully completing your Incident Command Assessment/Course. * You will be offered a work placement and start as soon as it is possible for you to do so. * When in your placement you will start on development pay until you have demonstrated competence * You will access the leadership development programme courses (eg. Frontline leaders, Middle Managers etc.) |
| Acting up pool | * You have shown some potential however it’s been identified that you need further development to access a permanent promotion * You will be offered temporary acting up placements as available for up to 12months * You will have access to development activities & be supported with your development plan * To be eligible for a permanent placement you will need to re-apply for and pass the next promotion pathway |
| Develop in current role & re-apply | * Based on the evidence shown in the assessment stages unfortunately you are not eligible this time to be promoted in to permanent or acting up vacancies * You will have access to development activities & be supported with your development plan * To be eligible for a permanent promotion or an acting up placement in the future you will need to re-apply and pass the next promotion pathway |

***Acting up pool:***

If a permanent vacancy becomes available before the next Pathway goes live, top scoring candidates in the acting up pool may be offered a permanent promotion if they have demonstrated high enough levels of potential at Assessment stage. This will be decided at the relevant Career Management Meeting.

Ordinarily candidates will be selected for ad-hoc act up vacancies based on their Assessment of Potential scores; notwithstanding that, offers made will take a holistic approach and consider location, experience, and any special skills in line with organisational need.

Candidates can be in the acting up pool for up to 12 months[[8]](#footnote-9), after which they will need to re-apply for a Promotion Pathway and pass at the required level to be eligible for further acting up placements. Acting up placements are not guaranteed, and priority will always be given to transfer requests and promotable candidates.

**High potential development programme:**

Exceptionally high scoring candidates will be identified as having “high potential” for senior leadership roles. Those who are identified as such will have specific High Potential Development activities offered to them when available and will also be encouraged to consider applying for the next rank when advertised.

* Incident Command Level 2 (ICL2) Course

If successful at the Leadership Behaviour Assessment the individual will be placed on an ICL2 course, this qualification will include a formative and summative assessment followed by an assignment element.

Candidates that do not complete the course (due to unsuccessful assessment/s or time taken to complete) may be withdrawn from the Promotion Pathway and need to re-apply again when the next window is open.

Delegates on the Incident Command course have 12months to complete the qualification, failure to do so could result in removal from the course. There will be exceptions to this (eg. due to sickness absence/personal circumstances/parental leave) which will be reviewed on a case-by-case basis.



**Support and development activities available for “Assessment of Potential Stage” (See InsideGMCA > GMFRS Promotion Pathway)**

* Gateway Workshops
* Assessment & Interview skills
* Access a coach or mentor
* Advice from:
  + Workplace tutors
  + Talent and Resourcing team
* Incident command development days

**Step 3) Station Manager Placement**

Please note, for roles that require an FDS or PO rota commitment, there is a requirement to provide operational cover within a specific response area. For more information visit the FDS policy.

* Permanency in rank

Following a successful result of ‘promoted’ in their Assessments of Potential individuals will enter permanently into the rank of Station Manager (this could be against a temporary or permanent vacancy) and complete a period of further development in role.

In the unlikely event that the individual is under performing in role at this stage, then the capability performance policy will apply.

It is important to note that due to the establishment figures individuals may initially only be offered Station Manager 42-hour (SM42) positions. When a post is offered the individual will join a waiting list for a Flexible Duty System (FDS) position. To be eligible for the FDS rota the individual must hold the Incident Command Level 2 (ICL2/SFJL4) qualification and have completed the Mobile Officers Driving Course. The FDS waiting list is managed by Organisational Resources Group.

* **Portfolio of Evidence & further development**

On entry into a Station Manager Placement individuals will be provided with a Development Portfolio guide to work through. The Portfolio of Evidence will ask for evidence against the Station Manager role-map and the NFCC leadership framework. The portfolio is learner led, and the timeframe that this is achieved in will be based on the pro-activeness of the individual undertaking it. It is expected this development phase will take a minimum of 6 months to complete, but high performers could achieve this more quickly.

**Essential development** which all individuals need to complete before competence can be confirmed includes:

* Completion of the Incident Command Level 2 Qualification (SFJ L4) if applicable
* Complete your development portfolio & Leading the Function Workbook
* Completed the Station Manager Induction
* Completed the Flexi Duty System (FDS) Programme
* Assessment of competence

On completion of a reasonable period in a Station Manager placement, demonstrated through a comprehensive Development Portfolio and by meeting the essential criteria outlined in the previous section, the individual will be assessed through the assessment of competence process as seen in Appendix 5. On successful completion of the assessment of competence individuals will be eligible for competent rate of pay and be eligible to apply for promotion to the next rank. This decision will sit and be ratified by the relevant career management meeting.

**Support and development activities available for “Assessment of Competence” stage (See InsideGMCA > GMFRS Promotion Pathway):**

* Level 5 Leadership & Management Qualification
* Level 5 coaching award
* Webinars & E-learning
* Masterclasses

## (Leading the Function)

## Station Manager to Group Manager Pathway



**Process Map – SM – GM**

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Description automatically generated**Step 1) Development**

During this first step individuals are expected to demonstrate professional development.

**To start this process, please visit** [**InsideGMCA > Key info > GMFRS Promotion Pathway**](#) **to request access to the Leading the Function Workbook and quick links to all development opportunities outlined in this framework (all available via MiLearning)**

* **Professional Development**

We recognise the importance of supporting our people to develop in role and for future promotional opportunities and recognise that specific development areas will vary from person to person. Several opportunities for development are available for individuals to access at this stage which can be seen in the blue box below, all of which are optional (non-mandatory), and are available for people to access anytime during their career (subject to availability). We strongly recommend that individuals access a coach or mentor at this early stage to support them in their Promotion journey. Development activities are likely to be undertaken in both an individual’s own time and in work time (activity dependent), providing that this activity adds value to an individual’s role and to the organisation. For those working on a shift system, release for specific courses will be supported but will depend on crewing availability, and individuals may need to decide between waiting for a training day to be booked up or undertaking activity on their day off.

**Support and development activities available (See InsideGMCA > GMFRS Promotions Pathway):**

* FDS Rota Group Training Sessions
* Masterclasses
* Promotion Workshops
* Access a coach or a mentor
* Webinars & E-learning/Learning at Work Week
* Job shadowing
* Development Plan
* Workplace Tutors
* IFE Qualifications

****

**Step 2) Assessment of Potential**

The organisation will support individuals to take their Promotion Pathway assessments in works time.

* **Applicant eligibility:**

To apply for a Promotion Pathway candidates must meet the relevant essential criteria as advertised at the time (all applicants should check the live advert before applying). At a minimum this will include:

* Operational Awareness (or Competence) at current rank
* Under no live sanctions, capability performance or disciplinary procedures
* Their line manager is aware that they are applying for promotion
* Started the “leading others programme”

In addition, Desirable[[9]](#footnote-10) criteria for middle manager pathways will also be advertised:

* Candidate interest in promotion has been recorded in their PRA
* Started a development portfolio
* Have accessed a range of development activities available through the leadership development framework & promotions framework *(blue box on previous page)*
* Accessed the Incident Command Support sessions & development days
* Accessed a coach or a mentor
* Completed the leading others programme or has a Level 5 Leadership & Management Qualification
* Achieved IFEs / technical qualifications:
  + Level 4 Certificate in Fire Service Operations & Incident Command
  + Level 3 Certificate in Fire Safety
  + Level 4 Fire Engineering Science
* Holds a Fire Engineering Degree
* Holds a SFJ Incident Command Level 6 qualification
* Assessed Application

Once the period of Professional Development has been achieved, the individual will then be eligible to apply for a Group Manager Promotion. The application form will be completed on the online recruitment portal, also known as the Applicant Tracking System (ATS), and will ask candidates for the following information (not exhaustive):

* Personal details (name & contact details)
* Equality & Diversity information (protected characteristics, this is used for reporting only)
* **Application questions to demonstrate potential against the GM role-map**
* Confirmation of Competence Form
* Declarations / Signature
* Submission

On receipt of the application the Talent & Resourcing Team are responsible for quality assuring all applications meet the essential requirements. Any applications that don’t may be removed from the process, in these circumstances individuals will be informed.

A shortlisting panel will then meet to score the answers to the application questions. To reduce unconscious bias, wherever possible applications are scored using anonymised shortlisting (with no personal details or sensitive information visible) by a diverse assessment panel.

Two outcomes are possible at this stage:

* “Successful” which means applicants will progress to the next stage
* “Unsuccessful (further development required)” which means applicants will need to work on developing further and apply again next time.
* Leadership Behaviours Assessment

The Leadership Behaviours Assessment is an assessment that aims to understand an individual’s potential ability to perform in a leadership role. The assessment material will be built around the NFCC Leadership framework, NFCC code of practice and GMFRS values and can use a combination of the following assessment methods (usually up to 3 types per assessment):

* Interview
* Presentation
* Desktop Exercise
* Group Exercise
* Role Play Exercise
* Psychometric / behavioural testing

Individuals will be notified of the type of assessments ahead of the assessment. Scoring will be based on the Leading the Function pillar of the NFCC Leadership Framework.

**Feedback** can be sought from all points of the assessment process from the assessors irrespective of the outcome of the assessment. It is the responsibility of the person in the Promotions Pathway process to actively seek and take this feedback up when offered. This feedback can be used by individuals to inform the identification of training needs and development portfolio.

* **Outcomes**

**One of three outcomes are possible at this stage:**

|  |  |
| --- | --- |
| **Outcome** | **What this means?** |
| Promoted | * You are one of the top scorers in your group and have demonstrated potential for the role that you have applied for * You will be promoted substantively into the rank that you have applied for subject to you successfully completing your Incident Command Assessment/Course. * You will be offered a work placement and start as soon as it is possible for you to do so. * When in your placement you will start on development pay until you have demonstrated competence * You will access the leadership development programme courses (eg. Frontline leaders, Middle Managers etc.) |
| Acting up pool | * You have shown some potential however it’s been identified that you need further development to access a permanent promotion * Following successful completion of your Incident Command assessment/course you will be offered temporary acting up placements as available for up to 12months * You will have access to development activities & be supported with your development plan * To be eligible for a permanent placement you will need to re-apply for and pass the next promotion pathway |
| Develop in current role & re-apply | * Based on the evidence shown in the assessment stages unfortunately you are not eligible this time to be promoted in to permanent or acting up vacancies * You will have access to development activities & be supported with your development plan * To be eligible for a permanent promotion or an acting up placement in the future you will need to re-apply and pass the next promotion pathway |

**Acting up pool:**

If a permanent vacancy becomes available before the next Pathway goes live, top scoring candidates in the acting up pool may be offered a permanent promotion if they have demonstrated high enough levels of potential at Assessment stage. This will be decided at the relevant Career Management Meeting.

Ordinarily candidates will be selected for ad-hoc act up vacancies based on their Assessment of Potential scores; notwithstanding that, offers made will take a holistic approach and consider location, experience, and any special skills in line with organisational need.

Candidates can be in the acting up pool for up to 12 months[[10]](#footnote-11), after which they will need to re-apply for a Promotion Pathway and pass at the required level to be eligible for further acting up placements. Acting up placements are not guaranteed, and priority will always be given to transfer requests and promotable candidates.

**High potential development programme:**

Exceptionally high scoring candidates will be identified as having “high potential” for senior leadership roles. Those who are identified as such will have specific High Potential Development activities offered to them when available and will also be encouraged to consider applying for the next rank when advertised.

* **Incident Command Level 3 (ICL3) Course**

If successful at the Leadership Behaviour Assessment the individual will be placed on an ICL3 course, this qualification will be comprised of a formative and summative assessment followed by an assignment element.

Completion of this course will give operational competence to join the FDS rota which is a requirement for all Group Manager posts.

Candidates that do not complete the course (due to unsuccessful assessment/s or time taken to complete) may be withdrawn from the Promotion Pathway and need to re-apply again when the next window is open.

Delegates on the Incident Command course have 12months to complete the qualification, failure to do so could result in removal from the course. There will be exceptions to this (eg. due to sickness absence/personal circumstances/parental leave) which will be reviewed on a case-by-case basis.

**Support and development activities available for “Assessment of Potential Stage” (See InsideGMCA > GMFRS Promotion Pathway):**

* Gateway Workshops
* Assessment & Interview skills
* Access a coach or mentor
* Advice from:
  + Workplace tutors
  + Talent and Resourcing team
* Incident command development days

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Step 3) Group Manager Placement

Please note, for roles that require an FDS or PO rota commitment, there is a requirement to provide operational cover within a specific response area. For more information visit the FDS policy.

* Permanency in rank

Following a successful result of ‘promoted’ in their Assessments of Potential individuals will enter permanently into the rank of Group Manager (this could be against a temporary or permanent vacancy) and complete a period of further development in role.

In the unlikely event that the individual is under performing in role at this stage, then the capability performance policy will apply.

* **Portfolio of Evidence & further development**

On entry into a Group Manager Placement individuals will be provided with a Development Portfolio guide to work through. The Portfolio of Evidence will ask for evidence against the Group Manager role-map and the NFCC leadership framework. The portfolio is learner led, and the timeframe that this is achieved in will be based on the pro-activeness of the individual undertaking it. It is expected this development phase will take a minimum of 6 months to complete, but high performers could achieve this more quickly.

**Essential development** which all individuals need to complete before competence can be confirmed includes:

* Completion of the Incident Command Level 3 Qualification (SFJ L6) if applicable
* Complete your development portfolio
* Completed the GMFRS Leading Others Programme (or hold an equivalent qualification)
* Assessment of competence

On completion of a reasonable period in a Group Manager placement, demonstrated through a comprehensive Development Portfolio and by meeting the essential criteria outlined in the previous section, the individual will be assessed through the assessment of competence process as seen in Appendix 5. On successful completion of the assessment of competence individuals will be eligible for competent rate of pay and be eligible to apply for promotion to the next rank. This decision will sit and be ratified by the relevant career management meeting.

**Support and development activities available for “Assessment of Competence” stage (See InsideGMCA > GMFRS Promotion Pathway):**

* Level 5 Leadership & Management Qualification
* Level 5 coaching award
* Webinars & E-learning
* Masterclasses

## (Leading the Service)

## Group Manager to Area Manager Pathway

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**Process Map – GM – AM**

****

**Step 1) Development**

During this first step individuals are expected to demonstrate professional development.

**To start this process, please visit** [**InsideGMCA > Key info > GMFRS Promotion Pathway**](#) **to request access to the Leading the Service Workbook and quick links to all development opportunities outlined in this framework (all available via MiLearning)**

* **Professional Development**

We recognise the importance of supporting our people to develop in role and for future promotional opportunities and recognise that specific development areas will vary from person to person. Several opportunities for development are available for individuals to access at this stage which can be seen in the blue box below, all of which are optional (non-mandatory), and are available for people to access anytime during their career (subject to availability). We strongly recommend that individuals access a coach or mentor at this early stage to support them in their Promotion journey. Development activities are likely to be undertaken in both an individual’s own time and in work time (activity dependent), providing that this activity adds value to an individual’s role and to the organisation. For those working on a shift system, release for specific courses will be supported but will depend on crewing availability, and individuals may need to decide between waiting for a training day to be booked up or undertaking activity on their day off.

* **Level 5 Leadership & Management Qualification**

Individuals will be expected to have completed a Leadership and Management Level 5 (L&M L5) qualification at a minimum. Leadership & Management L5 qualifications are open to all operational staff at Station and Group Manager level and more information can be found on the Leadership Development pages of InsideGMCA.

**Support and development activities available (See InsideGMCA > GMFRS Promotions Pathway):**

* FDS Rota Group Training Sessions
* Masterclasses
* Promotion Workshops
* Area Manager Mentoring Programme
* Webinars & E-learning/Learning at Work Week
* Job shadowing
* Development Plan
* Workplace Tutors
* IFE Qualifications

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**Step 2) Assessment of Potential**

The organisation will support individuals to take their Promotion Pathway assessments in works time.

* **Applicant eligibility:**

To apply for a Promotion Pathway candidates must meet the relevant essential criteria as advertised at the time (all applicants should check the live advert before applying). At a minimum this will include:

* Leadership and Management Level 5 qualification[[11]](#footnote-12) (or hold an equivalent qualification)
* Operational Awareness (or Competence) at current rank
* Under no live sanctions, capability performance or disciplinary procedures
* Their line manager is aware that they are applying for promotion
* Started the leading the Service Workbook

In addition, Desirable[[12]](#footnote-13) criteria for middle manager pathways will also be advertised:

* Candidate interest in promotion has been recorded in their PRA
* Started a development portfolio
* Have accessed a range of development activities available through the leadership development framework & promotions framework *(blue box on previous page)*
* Accessed the Incident Command Support sessions & development days
* Accessed a coach or a mentor
* Achieved IFEs / technical qualifications:
  + Level 4 Certificate in Fire Service Operations & Incident Command
  + Level 4 Certificate in Fire Safety
  + Level 4 Fire Engineering Science
* Holds a Fire Engineering Degree
* Holds a SFJ Incident Command Level 7 qualification
* Assessed Application

Once the period of Professional Development has been achieved, the individual will then be eligible to apply for a Area Manager Promotion. The application form will be completed on the online recruitment portal, also known as the Applicant Tracking System (ATS), and will ask candidates for the following information (not exhaustive):

* Personal details (name & contact details)
* Equality & Diversity information (protected characteristics, this is used for reporting only)
* **Application questions to demonstrate potential against the AM role-map**
* Confirmation of Competence Form
* Declarations / Signature
* Submission

On receipt of the application the Talent & Resourcing Team are responsible for quality assuring all applications meet the essential requirements. Any applications that don’t may be removed from the process, in these circumstances individuals will be informed.

A shortlisting panel will then meet to score the answers to the application questions. To reduce unconscious bias, wherever possible applications are scored using anonymised shortlisting (with no personal details or sensitive information visible) by a diverse assessment panel.

Two outcomes are possible at this stage:

* “Successful” which means applicants will progress to the next stage
* “Unsuccessful (further development required)” which means applicants will need to work on developing further and apply again next time.
* Leadership Behaviours Assessment

The Leadership Behaviours Assessment is an assessment that aims to understand an individual’s potential ability to perform in a leadership role. The assessment material will be built around the NFCC Leadership framework, NFCC code of practice and GMFRS values and can use a combination of the following assessment methods (usually up to 3 types per assessment):

* Interview
* Presentation
* Desktop Exercise
* Group Exercise
* Role Play Exercise
* Psychometric / behavioural testing

Individuals will be notified of the type of assessments ahead of the assessment. Scoring will be based on the Leading the Service pillar of the NFCC Leadership Framework.

**Feedback** can be sought from all points of the assessment process from the assessors irrespective of the outcome of the assessment. It is the responsibility of the person in the Promotions Pathway process to actively seek and take this feedback up when offered. This feedback can be used by individuals to inform the identification of training needs and development portfolio.

* **Outcomes**

**One of three outcomes are possible at this stage:**

|  |  |
| --- | --- |
| **Outcome** | **What this means?** |
| Promoted | * You are one of the top scorers in your group and have demonstrated potential for the role that you have applied for * You will be promoted substantively into the rank that you have applied for subject to you successfully completing your Incident Command Assessment/Course. * You will be offered a work placement and start as soon as it is possible for you to do so. * When in your placement you will start on development pay until you have demonstrated competence * You will access the leadership development programme courses (eg. Frontline leaders, Middle Managers etc.) |
| Acting up pool | * You have shown some potential however it’s been identified that you need further development to access a permanent promotion * Following successful completion of your Incident Command assessment/course you will be offered temporary acting up placements as available for up to 12months * You will have access to development activities & be supported with your development plan * To be eligible for a permanent placement you will need to re-apply for and pass the next promotion pathway |
| Develop in current role & re-apply | * Based on the evidence shown in the assessment stages unfortunately you are not eligible this time to be promoted in to permanent or acting up vacancies * You will have access to development activities & be supported with your development plan * To be eligible for a permanent promotion or an acting up placement in the future you will need to re-apply and pass the next promotion pathway |

***Acting up pool:***

If a permanent vacancy becomes available before the next Pathway goes live, top scoring candidates in the acting up pool may be offered a permanent promotion if they have demonstrated high enough levels of potential at Assessment stage. This will be decided at the relevant Career Management Meeting.

Ordinarily candidates will be selected for ad-hoc act up vacancies based on their Assessment of Potential scores; notwithstanding that, offers made will take a holistic approach and consider location, experience, and any special skills in line with organisational need.

Candidates can be in the acting up pool for up to 12 months[[13]](#footnote-14), after which they will need to re-apply for a Promotion Pathway and pass at the required level to be eligible for further acting up placements. Acting up placements are not guaranteed, and priority will always be given to transfer requests and promotable candidates.

***High potential development programme:***

Exceptionally high scoring candidates will be identified as having “high potential” for senior leadership roles. Those who are identified as such will have specific High Potential Development activities offered to them when available and will also be encouraged to consider applying for the next rank when advertised.

* Incident Command Level 4 (ICL4) Course

If successful at the Leadership Behaviour Assessment the individual will be placed on an ICL4 course (SFJ L7), this qualification will be comprised of a formative and summative assessment followed by an assignment element.

Completion of this course will give operational competence to join the FDS rota which is a requirement for all Area Manager posts.

Candidates that do not complete the course (due to unsuccessful assessment/s or time taken to complete) may be withdrawn from the Promotion Pathway and need to re-apply again when the next window is open.

Delegates on the Incident Command course have 12months to complete the qualification, failure to do so could result in removal from the course. There will be exceptions to this (eg. due to sickness absence/personal circumstances/parental leave) which will be reviewed on a case-by-case basis.

**Support and development activities available for “Assessment of Potential Stage” (See InsideGMCA > GMFRS Promotion Pathway):**

* Gateway Workshops
* Assessment & Interview skills
* Access a coach or mentor
* Advice from:
  + Workplace tutors
  + Talent and Resourcing team
* Incident command development days

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Step 3) Area Manager Placement

Please note, for roles that require an FDS or PO rota commitment, there is a requirement to provide operational cover within a specific response area. For more information visit the FDS policy.

* Permanency in rank

Following a successful result of ‘promoted’ in their Assessments of Potential individuals will enter permanently into the rank of Area Manager (this could be against a temporary or permanent vacancy) and complete a period of further development in role.

In the unlikely event that the individual is under performing in role at this stage, then the capability performance policy will apply.

* **Portfolio of Evidence & further development**

On entry into an Area Manager Placement individuals will be provided with a Development Portfolio guide to work through. The Portfolio of Evidence will ask for evidence against the Area Manager role-map and the NFCC leadership framework. The portfolio is learner led, and the timeframe that this is achieved in will be based on the pro-activeness of the individual undertaking it. It is expected this development phase will take a minimum of 6 months to complete, but high performers could achieve this more quickly.

**Essential development** which all individuals need to complete before competence can be confirmed includes:

* Completion of the Incident Command Level 4 Qualification (SFJ L7) if applicable
* Complete your development portfolio & Leading the Service workbook
* Completed the Multi Agency Gold Incident Command (MAGIC) course
* Commenced a Level 7 Qualification in Leadership & Management
* Assessment of competence

On completion of a reasonable period in a Group Manager placement, demonstrated through a comprehensive Development Portfolio and by meeting the essential criteria outlined in the previous section, the individual will be assessed through the assessment of competence process as seen in Appendix 5. On successful completion of the assessment of competence individuals will be eligible for competent rate of pay and be eligible to apply for promotion to the next rank. This decision will sit and be ratified by the relevant career management meeting.

**Support and development activities available for “Assessment of Competence” stage (See InsideGMCA > GMFRS Promotion Pathway):**

* MAGIC Course
* Level 7 Leadership & Management Qualification
* Level 5 coaching award
* Webinars & E-learning
* Masterclasses

## Appendix 1 – Key Contacts and Systems

**Key Contacts**

* Talent and Resourcing Team - [GMCAPeople@greatermanchester-ca.gov.uk](#)
* Incident Command Team - [incidentcommandacademy@manchesterfire.gov.uk](#)
* Accredited Centre & IFE - [accreditedcentre@manchesterfire.gov.uk](#) & [ife@manchesterfire.gov.uk](#)
* Workplace Tutors - [learnersupport@manchesterfire.gov.uk](#)
* Learning Management System (MiLearning)- [LMS@manchesterfire.gov.uk](#)
* Learning and Development - [GMCAPeople@greatermanchester-ca.gov.uk](#)
* Workforce Planning - [workforceplanning@manchesterfire.gov.uk](#)
* Leadership & OD team [GMCAPeople@greatermanchester-ca.gov.uk](#)

**Key systems**

* Intranet [InsideGMCA (gmfs.local)](#)
* Applicant Tracking System (ATS) [Greater.jobs](#)
* Learning Management System (LMS) [MiLearning](#)

All systems are designed to be fully accessible for users and have additional support for users with additional or specific needs.

## Appendix 2 – Operational requirements

For colleagues in grey book non-operational roles, the role will determine whether maintenance of operational competence, awareness or a hybrid of the two is required

**Individuals that wish to move (including promoted) from a Grey Book Non-Operational role to an Operational role will be required to demonstrate competence at the required level. This may mean carrying out an incident command assessment/qualification at the point of promotion or transfer to build or reinstate their competence levels operationally.**

**Operational Awareness** means maintaining operational fitness and up to date awareness of core operational knowledge through completion of online learning packages on a 12 monthly basis in accordance with the Staff and Specialist operational awareness Curriculum for their substantive rank (see Appendix 2a for example).  There may also be a requirement to undertake face to face training where there are significant developments in operational working practices which are designated as mandatory. Where an individual is maintaining operational awareness, they will be required to participate in retraining (to achieve operational competence) in order to undertake operational duties in line with organisational need, including where appropriate an Incident Command Assessment.

**Operational competence** means maintaining operational fitness and the completion of the MiLearning curriculum relevant for the role, this includes practical and online training. In addition, to maintain competence staff should attending corporate training courses, attend large and medium scale exercises and align to the Incident Command Academy Training Policy Framework, relevant for the level of command. For staff in specialist roles the SAS curriculum includes riding out which will allow practical training to be completed.

**Operational Competence** means maintaining operational fitness and completion of all training (practical and online) relevant for their role detailed below:

**Station based staff (Ff, CM, WM).**

Maintenance of Competence Curriculum (MOC 3, 6 and 12).

All corporate training:

* One day BA every year.,
* Marauding Terrorist Attack every year.
* Firefighting tactics every 2 years.
* RTC, Working at Height, Water, IEC, Hazmats every 3 years.

Incident Command Revalidation every 2 years (CM and WM).

Maintain 8 Command hours every year (CM and WM).

Attend a Large or Medium scale exercise (approx. at least every 4 years).

**Flexi Duty Officers**

42 hour Flexi Duty System Curriculum (SM and GM)

PO/APO Curriculum (AM, ACFO, DCFO, CFO)

Rota Group Training

Incident Command Revalidation every 2 years

Maintain 8 Command hours every year

Attend a Large or Medium scale exercise (approx. at least every 4 years)

**Staff in Specialist Posts (that require operational competence)**

SAS curriculum (SAS6, SAS12

All corporate training:

* One day BA every year
* Marauding Terrorist Attack every year
* Firefighting tactics every 2 years
* RTC, Working at Height, Water, IEC, Hazmats every 3 years

Incident Command Revalidation every 2 years (CM and WM)

Maintain 8 Command hours every year (CM and WM)

Attend a Large or Medium scale exercise (approx. at least every 4 years)

### 2a Example Maintaining Operational Awareness (Watch Manager)

|  |  |  |  |
| --- | --- | --- | --- |
| # | CURRICULUM | LEARNING OBJECT | TYPE |
| SAS24 | *ARA* | Analytical Risk Assessment | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | BA Set and ECB | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Emergency Procedures | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Guidelines | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Operational Deployment | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Roles and Responsibilities | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Search & Rescue Within Structures | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Welfare of BA Wearers | Online Course |
| SAS6 | *FIRES AND FIREFIGHTING - TACTICS (KNOWLEDGE)* | Firefighting Tactics - Introduction | Online Course |
| SAS6 | *FIRES AND FIREFIGHTING - TACTICS (KNOWLEDGE)* | Firefighting Tactics - Ventilation | Online Course |
| SAS6 | *FIRES AND FIREFIGHTING - TACTICS (KNOWLEDGE)* | Firefighting Tactics - Exterior Firefighting | Online Course |
| SAS6 | *FIRES AND FIREFIGHTING - TACTICS (KNOWLEDGE)* | Firefighting Tactics - Interior Firefighting and Salvage | Online Course |
| SAS12 | *FIRES IN BUILDINGS* | Building Evacuation | Online Course |
| SAS6 | *HIGH RISE BUILDINGS OVER 18M (KNOWLEDGE)* | High Rise Buildings Over 18m | Online Course |
| SAS6 | *INCIDENT COMMAND (KNOWLEDGE)* | Incident Command | Online Course |
| SAS12 | *JESIP* | Blue Light Capabilities | Online Course |
| SAS12 | [*JESIP*](#) | Major Incident Film | Video |
| SAS12 | [*JESIP*](#) | JESIP Awareness | Online Course |
| SAS12 | *JESIP* | METHANE Animation | Video |
| SAS12 | *MARAUDING TERRORIST ATTACK* | Marauding Terrorist Attack | Online Course |
| SAS6 | *RTC & 6 PHASES (KNOWLEDGE)* | RTC & Traffic Management | Online Course |
| SAS6 | *RTC & 6 PHASES (KNOWLEDGE)* | RTC 6 Phases | Online Course |
| SAS6 | *SAFE WORKING AT HEIGHT (KNOWLEDGE)* | Ladders | PowerPoint |
| SAS6 | *SAFE WORKING AT HEIGHT (KNOWLEDGE)* | Rope Working | Online Course |
| SAS12 | *SAFEGUARDING* | Safeguarding | Online Course |
| SAS6 | *WATER INCIDENTS (KNOLWEDGE)* | Water Incidents | Online Course |

### 2b Example Maintaining Operational Competence (Watch Manager)

|  |  |  |  |
| --- | --- | --- | --- |
| # | CURRICULUM | LEARNING OBJECT | TYPE |
| SAS24 | *ARA* | Analytical Risk Assessment | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | BA Set and ECB | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Casualty Management Whilst Wearing BA | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Emergency Procedures | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Guidelines | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Operational Deployment | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Physiology and Psychology | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Roles and Responsibilities | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Search & Rescue Within Structures | Online Course |
| SAS6 | *BREATHING APPARATUS (KNOWLEDGE)* | Welfare of BA Wearers | Online Course |
| SAS6 | *FIRES AND FIREFIGHTING - SCIENCE (KNOWLEDGE)* | Science | Online Course |
| SAS6 | *FIRES AND FIREFIGHTING - TACTICS (KNOWLEDGE)* | Firefighting Tactics - Introduction | Online Course |
| SAS6 | *FIRES AND FIREFIGHTING - TACTICS (KNOWLEDGE)* | Firefighting Tactics - Ventilation | Online Course |
| SAS6 | *FIRES AND FIREFIGHTING - TACTICS (KNOWLEDGE)* | Firefighting Tactics - Exterior Firefighting | Online Course |
| SAS6 | *FIRES AND FIREFIGHTING - TACTICS (KNOWLEDGE)* | Firefighting Tactics - Interior Firefighting and Salvage | Online Course |
| SAS12 | *FIRES IN BUILDINGS* | Building Evacuation | Online Course |
| SAS6 | *HIGH RISE BUILDINGS OVER 18M (KNOWLEDGE)* | High Rise Buildings Over 18m | Online Course |
| SAS6 | *INCIDENT COMMAND (KNOWLEDGE)* | Incident Command | Online Course |
| SAS12 | *INCIDENT COMMAND (PRACTICAL)* | Incident Command Competence Record (Assessment) | Drill Card |
| SAS12 | *JESIP* | Blue Light Capabilities | Online Course |
| SAS12 | [*JESIP*](#) | Major Incident Film | Video |
| SAS12 | [*JESIP*](#) | JESIP Awareness | Online Course |
| SAS12 | *JESIP* | METHANE Animation | Video |
| SAS12 | *LADDERS (PRACTICAL)* | 13.5m, 9m & Triple Ex | Drill Card |
| SAS12 | *LADDERS (PRACTICAL)* | Roof Ladder, Safety Equipment & Transition | Drill Card |
| SAS12 | *MARAUDING TERRORIST ATTACK* | Marauding Terrorist Attack | Online Course |
| SAS12 | *NILO* | National Inter-Agency Liaison Officers | Online Course |
| SAS12 | *RIDING OUT* | Riding Out x 12 | Drill Card |
| SAS12 | *ROPE WORKING (PRACTICAL)* | Twin Line Working OR Working & Safety Line | Drill Card |
| SAS6 | *RTC & 6 PHASES (KNOWLEDGE)* | RTC & Traffic Management | Online Course |
| SAS6 | *RTC & 6 PHASES (KNOWLEDGE)* | RTC 6 Phases | Online Course |
| SAS12 | *RTC & 6 PHASES (PRACTICAL)* | RTC 6 Phases: Practical Drill | Drill Card |
| SAS6 | *SAFE WORKING AT HEIGHT (KNOWLEDGE)* | Ladders | PowerPoint |
| SAS6 | *SAFE WORKING AT HEIGHT (KNOWLEDGE)* | Rope Working | Online Course |
| SAS12 | *SAFEGUARDING* | Safeguarding | Online Course |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Air Unit | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | BA Unit | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Command Vehicles | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Fire Investigation Unit | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Environment Protection Unit | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Foam Unit | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | HDIM Vehicle | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | High Volume Pump | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Hose Laying Lorry | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Hydraulic Platform Vehicle | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Mass Decontamination Unit | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | British Red Cross ERS | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | NWAS HART Teams | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | RSPCA Water Rescue Capability (Animals) | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Salvation Army Vehicle | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Scorpion | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | MTA SRT | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | TRU | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Turntable Ladder | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Water Incident Unit | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Welfare Units | Video |
| SAS12 | *SPECIAL APPLIANCE FAMILIARISATION* | Wildfire Units | Video |
| SAS6 | *WATER INCIDENTS (KNOLWEDGE)* | Water Incidents | Online Course |
| SAS12 | *WATER INCIDENTS (PRACTICAL)* | Basic Water Rescue Operative | Drill Card |
|  | *PARTICIPATION IN LARGE SCALE EXERCISE* | Theme specific |  |
|  | *MANDATORY ATTENDANCE AT DESIGNATED CORPORATE TRAINING* | Theme specific |  |

## Appendix 3 – External applications

Whenever possible **all promotion pathways** will be advertised externally. This is to enable GMFRS to attract the very best talent for it’s management positions, both from internal talent pools and external pools. Attracting external talent to GMFRS supports the organisations strategic priorities including workforce diversity (cultural diversity as well as diversity in experience and skills) and to bridge critical skills gaps.

External applicants will follow the same assessment and selection process as advertised for internal GMFRS staff and will be required to meet the same advertised essential criteria (where relevant equivalent qualifications will be sought), and as a result could have the same possible outcomes:

**One of three outcomes are possible at this stage:**

|  |  |
| --- | --- |
| **Outcome** | **What this means?** |
| Promoted | * You are one of the top scorers in your group and have demonstrated potential for the role that you have applied for * You will be promoted substantively into the rank that you have applied for subject to you successfully completing your Incident Command Assessment/Course. * You will be offered a work placement and start as soon as it is possible for you to do so. * When in your placement you will start on development pay until you have demonstrated competence * You will access the leadership development programme courses (eg. Frontline leaders, Middle Managers etc.) |
| Acting up pool | * You have shown some potential however it’s been identified that you need further development to access a permanent promotion * Following successful completion of your Incident Command assessment/course you will be offered temporary acting up placements as available for up to 12months * You will have access to development activities & be supported with your development plan * To be eligible for a permanent placement you will need to re-apply for and pass the next promotion pathway |
| Develop in current role & re-apply | * Based on the evidence shown in the assessment stages unfortunately you are not eligible this time to be promoted in to permanent or acting up vacancies * You will have access to development activities & be supported with your development plan * To be eligible for a permanent promotion or an acting up placement in the future you will need to re-apply and pass the next promotion pathway |

|  |  |
| --- | --- |
| **Outcome** | **What this means?** |
| Promoted | * You are one of the top scorers in your group and have demonstrated potential for the role that you have applied for * You will be promoted substantively into the rank that you have applied for subject to you successfully completing your Incident Command Assessment/Course. * You will be offered a work placement and start as soon as it is possible for you to do so. * When in your placement you will start on development pay until you have demonstrated competence * You will access the leadership development programme courses (eg. Frontline leaders, Middle Managers etc.) |
| *Transfer at substantive rank and enter the Pathway at “promoted stage”, includes a permanent job offer made at the rank they have applied for (subject to successful completion of Incident Command Course).* |
| Acting up pool | * You have shown some potential however it’s been identified that you need further development to access a permanent promotion * Following successful completion of your Incident Command assessment/course you will be offered temporary acting up placements as available for up to 12months * You will have access to development activities & be supported with your development plan * To be eligible for a permanent placement you will need to re-apply for and pass the next promotion pathway |
| *Permanent job offer made at their substantive rank (subject to availability), added to acting up pool for up to 12months.* |
| Develop in current role & re-apply | * Based on the evidence shown in the assessment stages unfortunately you are not eligible this time to be promoted in to permanent or acting up vacancies * You will have access to development activities & be supported with your development plan * To be eligible for a permanent promotion or an acting up placement in the future you will need to re-apply and pass the next promotion pathway |
| *No job offer, unsuccessful* |

Successful external candidates that are contractually attached to a Flexi -Duty (FDS) Rota in their current service, will carry this over as part of continuous service and be added to GMFRS’ FDS rota.

## Appendix 4 – Supported Professional Technical Qualifications

|  |  |  |  |
| --- | --- | --- | --- |
| **TABLE 1- Comparison Table** | **Essential qualifications & assessments** | **Desirable qualifications & assessments** | |
| Crew Manager | **Incident Command (IC):**   * SfJ L3 in Initial IC   **Building standards and Fire Behaviour**   * Internal MOC programme – expected late 2023 * 7(2)d and OIS training packages | **Incident Command (IC):**   * IFE L3 Cert Fire Service Ops & IC   **Building standards and Fire Behaviour**   * IFE L3 Cert Fire Safety | |
| Watch Manager |
| Station Manager | **Incident Command:**   * SfJ L4 in Intermediate IC   **Building standards and Fire Behaviour**   * Internal MOC programme – expected late 2023 * 7(2)d and OIS training packages   **Protection roles only:**   * NFCC Fire regulators Competency Framework for Fire Safety - L4 Diploma | **Incident Command:**   * IFE L4 Cert Fire Service Ops & IC   **Building standards and Fire Behaviour**   * IFE L3 Cert Fire Safety | |
| Group Manager | **Incident Command:**   * SfJ L6 in Advanced IC (GM only) * SfJ L7 in Strategic IC (AM only)   **Building standards and Fire Behaviour**   * Internal MOC programme – expected late 2023 * 7(2)d and OIS training packages   **Protection roles only:**   * NFCC Fire regulators Competency Framework for Fire Safety - L4 Diploma | **Incident Command:**   * IFE L4 Cert Fire Service Ops & IC   **Building standards and Fire Behaviour**   * IFE Level 4 Cert Fire Safety * IFE Level 4 Cert Fire Engineering Science * Fire Engineering Degree |
| Area Manager |

## Appendix 5 – Assessment of Competence process

The assessment of competence is designed to assess any outstanding areas of development once someone has been promoted into a permanent placement. Once passed, competent pay will then be applied.

For more detailed guidance visit InsideGMCA > GMFRS Promotion Pathway

**Eligibility for Confirmation of Competence**

* All candidates need to meet the essential criteria at “placement” stage as per the Promotion Pathway Framework.
* This would usually include:
  + Completion of any essential qualifications / courses (including incident command & leadership development)
  + Up to date PRA and completed development plan
  + Completed portfolio of evidence and, where applicable a workbook.
* Once a candidate feels they have satisfied all of the essential criteria a discussion should then take place with their line manager.

**Line manager guidance:**

Managers are responsible for signing off their team members as ready to undertake a confirmation of competence assessment, this includes ensuring that they meet the minimum eligibility criteria.

**Line manager process:**

1. Confirm candidate eligibility.
2. Discuss eligibility with your local People Reference Holder (PRH).
3. Once agreed, a confirmation of competence date can be arranged.
4. Arrange the confirmation of competence date, time and location between the candidate and other assessors.
5. Once the confirmation of competence assessment has been completed and deemed acceptable the result will be taken to the next appropriate career management meeting.
6. Completed confirmation of competence paperwork and development plans must then be saved on itrent under ‘reviews’ by the line manager.
7. For unsuccessful confirmation of competence, agree and arrange a new confirmation of competence date with the candidate and agree a development plan to meet the identified areas before the next date.

**Candidate process:**

1. Discuss your eligibility for confirmation of competence with your line manager.
2. Once confirmed and with your line managers support, arrange your confirmation of competence date.
3. Complete your confirmation of competence assessment (see below) \*
4. If you are unsuccessful, then you will need to review your development plan (in line with the feedback from your assessment panel) with your line manager and re-book another assessment. There is no appeal process for confirmation of competence outcomes.

**People Reference Holder and Training Reference Holder process:**

* Your role is to act as a point of advice and information for candidates and hiring managers for confirmation of competence assessments in your area.
* Oversee the confirmation of competence assessments in your local area and ensure all assessments are taken to the relevant career management meeting to keep the group informed.
* At a supervisory level, confirmation of competence must include two assessors; one must be a TRH or PRH and the other must be a Station Manager – one of which must be from outside of the candidates own borough/area.
* Once the confirmation of competence has been completed a confirmation of the assessment must be sent to [the](#) Workforce Planning Officer & People Services (gmcapeople@greatermanchester-ca.gov.uk) up to one week before the next career management meeting.
* Career management meetings determine movements of staff into temporary and permanent posts, final confirmation of ‘confirmation of competence’ will be signed off by the career management group. At this point the candidate will be eligible for competent rate of pay.
* All confirmation of competence paperwork must be uploaded and saved onto the individuals itrent file under ‘reviews’ by the line manager – paperwork will no longer be kept locally by HR.

\*Details of confirmation of competence exercise relevant to your role can be found on the Promotions Profile home page on InsideGMCA

1. Desirable criteria are skills and experience that GMFRS would prefer. This may be used to decide who to invite to interview or to offer placements to first if we have a high volume of applications. [↑](#footnote-ref-2)
2. [↑](#footnote-ref-3)
3. Unique circumstances to extend this period will be looked at on a case-by-case basis, this includes long term sickness absence and parental leave. [↑](#footnote-ref-4)
4. Desirable criteria are skills and experience that GMFRS would prefer. This may be used to decide who to invite to interview or to offer placements to first if we have a high volume of applications. [↑](#footnote-ref-5)
5. Unique circumstances to extend this period will be looked at on a case-by-case basis, this includes long term sickness absence and parental leave. [↑](#footnote-ref-6)
6. This programme is open to all operational staff from Firefighter to Watch Manager, further information can be found on InsideGMCA > Leadership Development [↑](#footnote-ref-7)
7. Desirable criteria are skills and experience that GMFRS would prefer. This may be used to decide who to invite to interview or to offer placements to first if we have a high volume of applications. [↑](#footnote-ref-8)
8. Unique circumstances to extend this period will be looked at on a case-by-case basis, this includes long term sickness absence and parental leave. [↑](#footnote-ref-9)
9. Desirable criteria are skills and experience that GMFRS would prefer. This may be used to decide who to invite to interview or to offer placements to first if we have a high volume of applications. [↑](#footnote-ref-10)
10. Unique circumstances to extend this period will be looked at on a case-by-case basis, this includes long term sickness absence and parental leave. [↑](#footnote-ref-11)
11. This is available to all staff at SM & GM level, more information is available in the Leadership Development Framework [↑](#footnote-ref-12)
12. Desirable criteria are skills and experience that GMFRS would prefer. This may be used to decide who to invite to interview or to offer placements to first if we have a high volume of applications. [↑](#footnote-ref-13)
13. Unique circumstances to extend this period will be looked at on a case-by-case basis, this includes long term sickness absence and parental leave. [↑](#footnote-ref-14)