

# Development and Promotion Policy FF to SM (Grey Book)

**HRPOL009**



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### Reviewers

Name	Version Approved	Position	Organisation	Date
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### Distribution

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## Monitoring and review

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## Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? Yes

([EIA template and guidance](#))

Date EIA Completed: 3/12/24

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The EIA is available on request from the report author or from [diversity.inclusion@westyorksfire.gov.uk](mailto:diversity.inclusion@westyorksfire.gov.uk)

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# How this policy supports our values

## Core values:

The WYFRS Values and Core Code of Ethics are embedded throughout the promotions process. The development portfolio includes specific activities and evidence for the WYFRS Values and NFCC Core Code of Ethics. Promotion interviews include questions focused on the Core Code of Ethics and Values.



- **Teamwork:** We recognise everyone's strengths and contributions, working effectively as one team.
- **Integrity:** We are trustworthy, act ethically, treating each other with dignity and respect.
- **Learning:** We learn all the time; we share knowledge and experiences, celebrating success.
- **Responsibility:** We are responsible, work positively and take ownership of the work we do.
- **Communication:** We share clear information, in ways everyone understands, having open discussions.

## **Core Code of Ethics for Fire and Rescue Services – our five ethical principles:**



- **Putting our communities first:** We put the interests of the public, the community, and service users first.
- **Integrity:** We act with integrity including being open, honest, and consistent in everything that we do.

- **Dignity and respect:** We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.
- **Leadership:** We are all positive role models, always demonstrating flexible and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- **Equality, diversity, and inclusion (EDI):** We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.
- The WYFRS Values and Core Code of Ethics are embedded throughout the promotions process. The development portfolio includes specific activities and evidence for the Values and Core Code of Ethics. Promotion interviews include questions focused on the Core Code and Values.

# Introduction

This policy sets out the development and promotion process for Crew Manager (CM), Watch Manager (WM) and Station Manager roles, and has been introduced and designed to ensure that West Yorkshire Fire & Rescue (WYFRS) can identify, assess and select the best possible performing candidates. In addition, the process will ensure that all candidates are treated fairly and have access to equality of development and promotion opportunities.

As part of this process, a development programme will be utilised to ensure that our people have the opportunity to develop the right skills, knowledge, behaviours and understanding in order to competently perform the role.

WYFRS use National Occupational Standards (NOS), operational competencies, leadership behaviours, development performance, WYFRS values and the NFCC code of ethics to determine a candidate's potential for development and promotion.

# Process

Succession planning will be carried out by Employee Resources (ER) to monitor and predict the number of promotion opportunities (temporary and permanent). This will be determined by the needs of the organisation.

When required, ER in consultation with Learning and Development (L&D), will instigate a promotion process for the projected vacancies. This will commence with an advert to open the selection process for the required rank(s).

A selection process with six stages will be used to support career progression and select suitable candidates for development and promotion. These stages are:

1. Identifying potential / Application form
2. Pre-Development (Phase 1)
3. Selection process for promotion
4. Formal Appointment
5. Phase 2 and 3 of the Development Portfolio
6. Competent in role sign off.



# Eligibility

Individuals applying for development must:

- Be substantive and competent in their current role.
- Hold and maintain all qualifications required for their current role.
- Have completed and maintained all role related courses within the required refresher periods.
- Have no current/outstanding development action plans, performance improvement action plans or capability issues related to competency
- Be free of current formal disciplinary awards throughout the entire process
- Have completed an Annual Review (AR) in the last 12 months, with no concerns captured and that you wish to be considered for promotion/development.
- Line manager has completed a Talent Assessment within the Annual Review system showing potential for promotion.
- Possess the relevant Institute of Fire Engineers (IFE) examinations as [detailed](#).
  - \*Those candidates who are awaiting their IFE results can apply (progression through stages will be dependent on a successful result).

# IFE Examinations

WYFRS is committed to utilising IFE examinations as the professional standard to confirm underpinning knowledge. IFE examinations will be used as a pre-requisite for candidates applying for promotion i.e., they must have successfully passed this qualification before they can apply.

The IFE requirement for each relevant rank is shown below:

## **Crew Manager (FF to CM)**

- Possess, IFE Level 3 Certificate pass in Fire Service Operations and;
- Possess, IFE Level 3 Certificate pass in Fire Engineering & Science, **or** IFE Level 3 Certificate pass in Fire Safety.

## **Watch Manager (CM to WM)**

- Possess, IFE Level 3 Diploma pass in Fire Service Operations and;
- Possess, IFE Level 3 Diploma pass in Fire Engineering & Science, **or** IFE Level 3 Certificate pass in Fire Safety.

## **Station Manager (WM to SM)**

- IFE Level 4 Certificate pass in Fire Service Operations
- IFE Level 3 Diploma pass in Fire Engineering & Science, or IFE Level 3 Certificate pass in Fire Safety

For full details about the development pack expectations see appendix 2.

# Stages for Selection

## Stage 1 Identifying potential / Application form

### Annual Review

Annual Review (AR) meetings normally take place annually; however, interim AR meetings can also take place as required. At this meeting, the individual has the opportunity to review performance in their current role with their line manager and discuss their potential for promotion.

The AR meetings will cover WYFRS values and managers should consider leadership behaviours.

Individuals showing potential for promotion will require an evidence-based recommendation as part of their talent assessment from their line manager. This provides assurance that the individual has demonstrated the appropriate personal qualities and supports the individuals' eligibility to become a promotion candidate.

If at this stage the individual is not supported, they will be given feedback on improving their performance and skills and offered support and further development by their Line Manager. This will be recorded within the AR. If the individual disagrees with the line managers decision to not support the application, the individual should refer to the [grievance procedure](#).

See AR guidance or contact the Learning & Development Department for further assistance and/or information regarding the AR process.

### Application Form

Applicants must complete and submit an application form. Guidance on using the online application system can be found in the Promotion Toolkit on WYFirehub.

The application forms will be shortlisted based on the information and evidence given against the relevant person specification and job description. The number of candidates shortlisted will be determined by the establishment planning group based on organisational need and candidates will be selected on merit. The shortlisting panel will consist of appropriately trained staff at the relevant rank/grade.

If the application form is not shortlisted, then feedback will be given by a member of the shortlisting panel. If the applicant disagrees with the decision, they should discuss this with the member of the shortlisting panel.

If an unsuccessful candidate disagrees with any decision, they should informally discuss this with the shortlisting officer. If they are not satisfied with the response the candidate may proceed to the formal stage of the [grievance procedure](#), this should be done at the earliest opportunity.

## Stage 2 Pre-Development

Internal pathway candidates are required to complete phase 1 of their development programme within 3-6 months. Candidates who have not completed the programme within 6 months may be removed from the process. However, in exceptional circumstances, this can be reviewed by Employee Resources and Learning and development on a case-by-case basis.

On completion the Learning and Development team will review the pre-development portfolio (Phase 1) and subject to the quality and range of evidence provided within the portfolio will then determine any accredited prior learning, prior to being eligible to progress to stage 3.

If an unsuccessful candidate disagrees with any decision, they should informally discuss this with the Learning and Development. If they are not satisfied with the response the candidate may proceed to the formal stage of the [grievance procedure](#), this should be done at the earliest opportunity.

## Command Competence

### Firefighter to Crew Manager Development

Candidates must pass the initial incident command qualification as part of phase one. Please note, those who already hold and have maintained competence in this qualification will be move to [Stage 3](#)

### Crew to Watch Manager Development

Candidates must have maintained competence in initial incident command, biennially with biennial refresher and effective command training portal scenario (2 command hours quarterly).

### Watch to Station Manager Development

Candidates must have maintained competence in initial incident command, biennially with biennial refresher and effective command training portal scenario (2 command hours quarterly).

## Stage 3 Selection process for promotion

Where appropriate, positions may also be advertised externally. Candidates applying through this external process will be required to meet the criteria outlined in Stage 1 and demonstrate equivalency as specified in Stage 2.

The following elements will be part of the selection process, with the requirements detailed within the advert.

### 1. Leadership/Management task

Managerial tests may be used to determine the suitability of the applicant for the rank and may include psychometric tests, case studies, role play exercises, managerial judgement scenarios and report writing. Managerial tests may also be used as a sift and to identify individual learning points which, where applicable, will be captured in the applicants development pack. Any managerial tests will be detailed on the promotion advert.

### 2. Command Assurance

If required, applicants will undertake an Operational Development and Assessment at the appropriate level of the rank for which they are applying. This development and assessment will be undertaken and managed by WYFRS Command Department within an agreed timeframe and in accordance with their policies and procedures.

Applicants that fail to achieve the required standard, as per WYFRS Command Department policies and procedures, following the development and assessment, will be unsuccessful in the whole process and will not be offered promotion. Unsuccessful applicants will be given feedback by a member of the Command Department/assessor. If the applicant disagrees with the decision they should discuss this with the member of the Command Department. If they are not satisfied with the response the applicant may proceed to the formal stage of the grievance procedure.

### 3. Interview.

The interview panel will usually consist of at least one Grey Book and one Green Book staff member of appropriate rank/grade.

Interview questions will be relevant to the promotion level and may cover the following areas:

- Values, Ethics and Behaviours.
- Management and Leadership
- Situational
- Operational Understanding, Technical knowledge and Expertise.

### 4. Presentation (where applicable)

Applicants will be asked to deliver a short presentation; the presentation title/scenario will be provided at least one week before the interview takes place.

## Unsuccessful Candidates

Unsuccessful candidates during stage 3 will retain their eligibility for up to 12 months providing they maintain the skills they have acquired within Phase 1 of their development portfolio; this will include maintaining the development log and receiving/recording monthly line manager feedback.

Unsuccessful applicants at all stages will be given feedback on improving their performance and skills by the relevant Manager in readiness for the next process. All feedback should form the basis of a personal candidate development plan.

If an unsuccessful candidate disagrees any the decision, they should informally discuss this with the interviewing officer. If they are not satisfied with the response the candidate may proceed to the formal stage of the [grievance procedure](#), this should be done at the earliest opportunity.

## Candidate Feedback

All candidates will be entitled to feedback on their performance during the selection process, this is on request and, candidates should contact the recruiting officer directly.

## Stage 4 Formal Appointments

Successful applicants will be held on a successful applicant list in merit order and will be offered a promotion role, applicable to that promotion process rank, as soon as a suitable vacancy arises.

The successful applicant list will remain in place for up to 12 months or until a new selection process for promotion is undertaken for that rank. Applicants still on this list will need to reapply and undertake the promotion process, joining at Stage 3 (selection process for promotion). if a new promotion process for that rank is commenced, maintenance logs must be completed to demonstrate currency of evidence.

If an unsuccessful candidate disagrees with any decision, they should informally discuss this with the appointing officer. If they are not satisfied with the response the candidate may proceed to the formal stage of the [grievance procedure](#), this should be done at the earliest opportunity.

## Stage 5 Substantive (Development) roles

Successful applicants that are offered and accept a promotion role will be paid at development rate of pay and required to complete Phase 2 and 3 of the development programme, with competent pay awarded on successful completion of the development pack and all associated courses.

For further information on this process see the Staff Transfer Policy.

The Temporary Promotion Policy [HRPOL 084](#) provides further detail regarding temporary promotion for those awaiting a substantive role.

Applicants are required to complete Phase 2 and 3 development programme within 18 months of promotion. Applicants who have not completed within this timeframe may be reverted to their previous rank. However, in exceptional circumstances, this can be reviewed by Employee Resources in consultation with L&D on a case-by-case basis.

Successful applicants awaiting appointment are permitted to collect evidence towards phase 2 and 3, however, this will have a 3-month validity period.

## **Stage 6 Competent in role sign off.**

On completion of phase 2 and 3 of the development pack, Learning and Development team will review the pack and subject to the quality and range of evidence provided being sufficient, the pack will be signed off and the candidate deemed competent in role, at which point competent pay will be awarded and the candidates role made substantive.

If an unsuccessful candidate disagrees with any decision, they should informally discuss this with Learning and Development. If they are not satisfied with the response the candidate may proceed to the formal stage of the [grievance procedure](#), this should be done at the earliest opportunity.

# Miscellaneous

## Process Security

All parts of the process that involve sensitive information e.g., operational assessment details, questions for interview, list of successful applicants etc., will be stored on a database and the access rights limited to relevant individuals only.

Applicants must maintain integrity and confidentiality regarding any sensitive information throughout the entire process.

## Attendance for Tests and Assessments

Time off in lieu (TOIL) at standard rate (time for time) will be approved for all applicants attending any stage of the promotion process in their own time. Applicants are expected to attend in uniform for all stages of the process.

## Reasonable Adjustments

Where appropriate, the Reasonable Adjustment Policy will be applied for applicants during the promotion process. This will ensure that applicants who require reasonable adjustments at any stage are supported, to maximise their potential and ensure that unlawful discrimination in the workplace does not occur.

Applicants who require reasonable adjustments (including, for example, dyslexia), should contact the Learning & Development Department or the Diversity, Equity and Inclusion Department at the earliest opportunity. All matters relating to reasonable adjustments will be treated confidentially.

Any applicant who requires reasonable adjustments for religious or cultural purposes (for example, due to key religious or cultural events) should also contact, in confidence, the Learning & Development Department or the Diversity, Equity and Inclusion Department at the earliest opportunity.

Contact details for the Diversity, Equity and Inclusion Department and the Reasonable Adjustment Policy and Guidance can be found on the Corporate Diversity WYFirespace site. Where applicants demonstrate an inability to pass exams, they should contact the Learning & Development Department or the Diversity, Equity and Inclusion Department at the earliest opportunity to discuss if alternative support can be provided.

## Specialist Posts

Opportunities for promotion (substantive or temporary) to specific or specialist posts will be advertised, and an appropriate selection process undertaken as per the Staff Transfer Policy. This is separate to the generic promotion process. Applications will be open to all staff



members from the successful applicants in the promotion process and from staff members currently substantively at the same rank as the specific or specialist post vacancy.

## On Call Vacancies

Promotions at On Call stations will be based on succession planning carried out by the On Call station ADC in consultation with ER to identify vacancies.

On Call candidates can be identified via the AR process. In addition, On Call vacancies may be advertised on WYFRS intranet site (to open up the vacancy to other staff members). This may be advertised in advance of up to 6 months of any known/potential vacancy arising. Subject to the exigencies of the service, suitable Crew Managers may be developed in role as an On Call Watch Manager. In this circumstance, the development WM will receive a development rate of pay until development is deemed complete.

To facilitate and assist On Call applicants in completion of the development programme an accumulative amount of 48 hours will be allocated to each applicant. These hours are to be applied across the applicant's development programme period. Applicants are allowed to claim a maximum of 4 hours per month.

In circumstances where there is an organisational need, applicants without the relevant IFE qualifications may be eligible to apply for the selection stage for On-Call positions, however, they will remain in development until the relevant qualifications are achieved. If the qualification is not achieved within 3 years, the individual may be reverted to previous rank.

## External Candidates

Roles may be advertised externally as sideways moves and/or as promotions.

External candidates that apply will still have to meet the selection criteria as set in the advert (e.g., IFE pre-requisites) and successfully pass through the Selection for Appointment process. However, they will not have enrolled on the pre-development programme and completed the required sections as per an internal candidate. In these circumstances, the external candidate will be required to undertake a skills gap analysis.

## System Administration

The Learning & Development Department is responsible for the quality management and administration of the development and promotion process. Specific guidance for the Development and Promotion process will be provided at the time of the advert. This will be placed on our internal channels and shared widely.

Support throughout the development and promotion process will be available from the Learning & Development Department.

Applicants will be kept informed of their progress throughout the process via their individual WYFRS email address.

## **Data Protection Act 2018**

Candidates' records are kept for the prescribed period and then destroyed, in line with the WYFRS published retention schedule.

The promotion information will be stored on a central database for internal use only, and data will not be circulated to any third-party organisation.

## **Internal On-Call/WT Exemptions**

Where WYFRS candidates hold rank (CM or above) and are competent in rank in the On Call/WT, the candidate will not be required to complete the full development portfolio. This is applicable to WT rank holders applying for equivalent rank vacancies in the On-Call and vice versa.

However, the items below will require completion:

- Annual Review Annual Review (AR) in the last 12 months and showing potential and ready for promotion with line manager recommendation (within the AR talent assessment section)
- Individual needs analysis to assist in identifying any skill gaps.
- Personal Development Plan (if required)
- All courses qualifications and applicable to rank
- IFE qualifications applicable to rank \*
- Selection for Appointment Stage

\*Any current staff member who has been placed into a development post without having first passed the IFE examinations detailed above will be required to pass those examinations before they can be substantively promoted or be deemed competent (On-Call only).

# Appendix

## Appendix 1 – Selection Process Workflow



## Appendix 2 Development pack Guidance

### Learner Agreement

A Learners' Agreement will identify the behaviours and attitude expected of managers in development, key to this is a commitment to personal development and improvement. The candidate and their Line Manager will complete and sign a Learners' Agreement.

The Development Portfolio has been developed around National Occupational Standards (NOS), operational competencies, NFCC Leadership behaviours for managers (Leading Others), WYFRS core values and NFCC Code of Ethics

Phase 1 of the promotional development portfolio is to be completed within 6 months of the date of induction, Phase 2 and 3 of the promotional development portfolio is to be completed within 18 months of the date of Promotion. Throughout this period the candidate will work towards acquiring the required knowledge and understanding for the role. Completion will also be dependent upon successful participation in the required development training courses, as prescribed in the Watch Manager Development Portfolio, and the line manager's support and recommendation.

To meet both the needs of the individual and the organisation, the candidate and line manager will attend an induction meeting (organised by the Learning & Development Department) to discuss the content of the portfolio and organisational standards and expectations of candidates for portfolio completion.

During the development period, candidates should meet with their Line Manager on at least a monthly basis. This is required to ensure sufficient monitoring and progression of the programme and to 'sign off' any areas/sections within the development portfolio.

#### Development Portfolio Induction

Support will be available from the Learning and Development team throughout the development period.

Following induction, a 360 appraisal will be facilitated by the Learning and Development team, and the output from this will assist the candidate with the completion of a development plan located in the Monthly Reports and Grading document. The development plan will be reviewed and updated throughout the development period.

### **Mentorship**

Mentoring is where one person transfers their knowledge, skills and experience to another person usually less experienced than them. Mentoring will be used to support candidates as they start to develop the skills and knowledge required to become competent. Mentoring requires commitment and can offer advantages to both mentor and mentee. [See Appendix 2 – Mentoring Agreement](#) for more details.

### **Planning**

As far as practicable, the candidate should liaise with their Line Manager and plan when they will undertake any practical observations for the execution of tasks specified within the development portfolio. Any observations must be undertaken when the Line Manager is on duty and recorded in the candidate's planner.

Due to the nature of some tasks, it is accepted that planning is not possible, and some observations will take place when the opportunity presents.

### **Assessment**

The majority of candidates will report directly to their Line Manager during the development programme. This will provide the main opportunity for candidates to present evidence of competent performance. The Line Manager will assess the evidence against organisational policy and procedures, the NOS, NFCC Leadership values and WYFRS core values. Evidence can take the form of direct observation, presentation of written evidence, oral questioning, professional discussion, video/audio recordings and simulation.

## Feedback & Review

After each assessment, the candidate will receive feedback from their Line Manager. It may be necessary to set a review date so that they can be observed by their Line Manager performing the activity again if required. This feedback will be documented within the action plan section of the relevant evidence record.

This part of the process is a two-way conversation where the candidate should actively take part in feedback sessions, stating how they think they performed, what they did well and areas they are not confident in and need improving. Also, how they think they could best achieve this.

## Development requirements

The tasks specified within the portfolio have been cross mapped against NOS on the basis that a task correctly and competently executed in a manner aligned with organisational policy and procedures will result in certain NOS performance criteria being met. Therefore, it is the duty of the candidate's assessor to ensure that tasks are executed to the highest standards. To supplement the pre-emptive cross mapping, each Task Evidence record is supplemented with a number of performance criteria questions.

Candidates may be unable to fully demonstrate all components of a task to a satisfactory standard in one assessment or meet all the required supplementary performance criteria on one occasion. To ensure all task elements are competently demonstrated, the candidate may be assessed on numerous occasions.

Where an assessment takes place and a candidate has not fully covered all the performance criteria, or has any further identified development needs, the Personal Development Plan provided within the development portfolio will be completed and agreed. This will identify the specific development needs, detail the action required and the timescales for achievement.

## Monthly Meeting

The Line Manager will complete the Monthly Grading Progress Sheet and monthly report within the development portfolio. The Monthly Grading Progress sheet is to identify the candidate's progress. The monthly report will include a review and plan of actions, in addition to a professional discussion on the candidate's progress.

## Professional Discussions

The Grandparent Manager will undertake a professional discussion at the end of each completed phase in the development portfolio. The purpose of the professional discussion is to probe and confirm the level of competence of the candidate. The focus will be on performance of the candidate against the NOS and competence to effectively perform their role, and this can include questions and answers on operational procedures.

In addition, the Grandparent Manager will audit the development portfolio to ensure that it has been completed correctly prior to the professional discussion. This will also give a guide as to the candidate's strengths and weaknesses and give structure to the professional discussion.

## **Completion of Portfolio**

When the candidate has completed the development portfolio and provided sufficient evidence of competent performance, the candidate should then complete the final report section of the portfolio. They should evidence learning experiences during the portfolio, or elsewhere, against each of the WYFRS values and NFCC leadership behaviours in the final report. The portfolio can then be submitted to the Line Manager for a supporting statement.

The candidate must meet with the Line Manager to review the development portfolio. If the Line Manager is satisfied that the portfolio is complete, and the candidate is suitable to progress, then a supporting statement and recommendation for promotion is required. This will be recorded in the Line Manager final report within the development portfolio and submitted to the Grandparent Manager. The Grandparent Manager will then assure the development portfolio and add their supporting statement to the final report.

The portfolio should then be submitted to Learning and Development for final audit and sign off. L&D will then put the candidate forward for the next round of selection for appointment.

## **Failure to Make Satisfactory Progress**

Where a candidate fails to supply sufficient evidence of competence or fails to make satisfactory progress, the performance improvement process may be implemented. Consideration should also be given whether to remove the candidate from the development programme. In this instance the Learning & Development Department and the candidate's Line Manager must be consulted.

## **Appeals Procedure**

If a candidate claims that their assessment has been unfair in the first instance, this should be discussed with their line manager with an agreed course of action to address the situation. If this is not possible the candidate can appeal against the assessment decision via the appeals procedure.

## Appendix 3 – Mentoring Agreement

### Mentoring process

All candidates will consult with their Line Manager to arrange a suitable mentor this can be any competent equivalent role (or above). However, mutual agreement is required and if this is agreed the mentee must inform the Learning & Development Department of the chosen mentor. Alternatively, the candidate can send an email to [Learning@westyorksfire.gov.uk](mailto:Learning@westyorksfire.gov.uk) copying in their Line Manager to request a mentor. Learning & Development Department will then select and match a mentor to the mentee, considering any development needs. Learning & Development Department will inform both parties when this has been organised.

### Responsibilities of the Mentor

- To ensure meetings are facilitated
- To work to the mentoring agreement and maintain confidentiality
- Assist the mentee to progress the development programme
- Assist in the evaluation of the mentoring process
- Share expertise and experiences
- To take joint responsibility for the mentoring process relationship
- The mentor will inform Learning & Development Department when the mentoring has finished.

### Responsibilities of the Mentee

- Evaluate their current contribution and commit to fulfilling any course of action that is agreed
- Consider their own aspirations/goals prior to any mentoring sessions/meetings
- To take joint responsibility for the mentoring process relationship
- Initiate meetings with the mentor, managing meeting dates and times and negotiating the agenda for discussions within the relationship
- Attend meetings as arranged and work within agreed timescales.

### Professionalism and Confidentiality

Mentors will adhere to the Mentor Code of Practice; it is recommended that the mentor and mentee both sign the Mentoring Learning Agreement to establish guidelines.

Matters discussed between the mentor and mentee are strictly confidential. Confidentiality can only be breached if it becomes unethical for the mentor to pursue the session and that they deem the matter to be serious enough to be detrimental to the organisation.

**Mentors Code of Practice**

Mentors will act and operate within the following Code of Practice:

- A professional approach with personal integrity, honesty, openness and commitment to mentoring
- Commitment to promoting diversity, equality and fairness to all
- Develop and maintain an effective working relationship with the mentee based upon a non-judgemental approach that demonstrates mutual respect
- Clearly explain the process and nature of the mentoring contract
- Identify and respond appropriately to the candidate's learning styles and development needs
- Understand the responsibilities continue beyond the termination of the mentoring relationship
- To maintain and keep safe and secure any related records or documents associated with the mentoring sessions
- Commitment to continuing personal development to enhance performance and knowledge by maintaining any training/development appropriate to being a mentor.

**Mentee's Code of Practice**

Mentee's will agree to act and operate within the following Code of Practice:

- Ensure they understand the nature of mentoring and their responsibilities within it
- Maintain a level of confidentiality agreed between the mentor and themselves
- Act within the WYFRS values and policies of WYFRS
- Take responsibility for their own learning and development needs.



**Mentoring Agreement**

<b>Name of Mentor</b>		
<b>Name of Mentee</b>		

We agree the purpose of this mentoring relationship is to support  
 ..... over the next ..... sessions of mentoring.

We have agreed the parameters of this mentoring relationship and have discussed the practical implications for both of us.

We have agreed to meet at ..... intervals. We will arrange these meetings to take place at specific stages so that constructive feedback can be provided, and objectives reviewed. It is the joint responsibility of both the mentor and mentee to agree the schedule of these meetings. Our first meeting will be on ..... If for any reason this meeting has to be cancelled it is the responsibility of the person who cancels to rearrange the meeting.

We have agreed that..... is a suitable length of time for our meetings.

We have both agreed to maintain confidentiality however exceptions to this would be in the event of:

- A breach of the mentoring code of conduct.
- A breach of WYFRS policy.
- A breach of the health and safety policy.
- A person being at risk to themselves or others.
- Illegal or unethical actions.

If circumstances change a new learning agreement must be agreed and signed. Either party can terminate the mentoring relationship if they believe there is a breakdown in the mentoring relationship, inadequate commitment to the process or lack of progress being made.

I have read and agree with the mentoring code of practice.

Signed

Mentor.....Date.....

Mentee.....Date.....

## Mentoring Diary

Name..... Date.....

**Topic / Goal** (What is your goal? How will you know you've achieved it? Is it achievable? Is it realistic? When will you achieve it by?)

## Summary of session

**Were actions achieved? If they weren't, what prevented you?**

### Actions to do for next time

Mentor.....Mentee.....

## Appendix 4 – Learners Agreement

# Learner Agreement

Learner Name..... FS Number.....

Line Manger Name..... FS Number.....

Date.....

### LEARNER AGREEMENT

Between Learner, Line Manager and WYFRS applicable to grey book staff members carrying out a development portfolio.

#### Scope:

- personal attitude and behaviour
- attendance
- attainment of each element
- submission of work assignment/projects
- own work
- completion of portfolio
- offering and seeking support where required

#### Expectations

WYFRS expects candidates who have gained the opportunity to join a development programme to fully commit to that programme and perform to the best of their ability at all times. Programme candidates are required to display a positive attitude to the Fire Service and to the learning experience and to show an aptitude for the rank as demonstrated prior to gaining their portfolio. The portfolio is in parts intensive, e.g., health & safety qualification etc. These require research, self-study, completion of assignments or projects out of work or classroom hours (in own time), require flexibility in working patterns to attend events and personal resilience to complete the programme whilst maintaining performance in rank.

Candidates can expect the trainers involved in the programme to support them and aid their development through quality learning events, access to suitable learning materials and opportunities for feedback. Candidates can expect their line managers to meet regularly with them to review their progress, discuss any issues and provide coaching/mentoring for any aspect of their managerial/operational role.

## Attitude and Behaviour

Candidates are expected to continue to demonstrate the personal qualities and attitudes as have already been demonstrated in order to gain this opportunity for development and those which reflect WYFRS values. They should:

Act with Trust and Integrity

- Work positively, be decisive and take responsibility for your actions
- Challenge inappropriate behaviour
- Value each individual and work together as a team to achieve common goals
- Assist in building a culture where we feel encouraged to learn from our mistakes
- Be open to change and try their best to develop and adapt self and others
- Strive to make communication clear and relevant
- Take responsibility for knowing and understanding WYFRS priorities.

If these behaviours are not demonstrated, then a formal review meeting will be convened to identify and remedy root causes. This process will include the Line Manager, District/Department HR Business Partner Lead in conjunction with Learning & Development Department who together will identify underlying issues and/or barriers. This process may result in additional support/time or may result in removal from the programme.

## Attendance

Access to the promotional development programme is something a candidate elects to do in order to develop themselves and/or to gain promotion once successful in a selection process. Therefore, preparation work may be carried out in the candidates own time. However, if the candidate is on duty at the same time a relevant course is being held, they will be released from duty to attend. This will be subject to exigencies of the service and staffing levels. Compensatory time will be accrued (to take off at a later date) if any courses are attended on a rota day. Any conflicts or issues with attendance should be discussed and resolved with their Line Manager.

Non-attendance for courses without due cause may result in removal from the programme.

## Attainment

All taught courses are assessed, either formally or informally and all must be passed. Reasonable opportunities will be given to re-sit assessments where allowed by any external qualification body (e.g., ILM, IOSH).

All self-taught elements and all portfolio evidence will be verified for relevance and veracity; will be subject to quality assurance and will be referred back to the candidate and their line manager if required.

Failure to reach the required level may result in removal from the programme.

### **Submission of work assignment/projects**

All work must be submitted in the correct manner (including deadline) as described in the module, with the candidate's best efforts at their first attempt. This includes submission of portfolio evidence.

### **Own work**

All work must be the candidates own work. Plagiarism will be treated as a disciplinary issue.

### **Completion**

The programme consists of a range of modules (taught, self-learning and portfolio evidence) that in total require successful completion within 18 months of promotion. Failure to do so will be discussed as part of a formal review meeting where the candidate's circumstances can be assessed. A fully documented outcome will be agreed. Outcomes may include the candidate being removed from the programme or issued with an action plan to ensure timely completion of the programme. Reasonable adjustments will be included if applicable. Ultimately, non-completion of a programme or failure to reach the required level in any element will prohibit the candidate from progressing to the selection stage.

The candidate will have access to an appeals process should they disagree with the outcome from any formal review meeting. This will be instigated from a written request to their line manager.

### **Offering and seeking support/Line Manager's responsibilities**

It is each candidate's responsibility to discuss with their line manager if they need additional support for any aspect of the programme, not just with attainment. Additional support and/or reasonable adjustments for disability including dyslexia will be provided.

Both the candidate (Learner) and their Line Manager are required to agree with and comply with this agreement.

The Line Manager must hold regular review meetings with the candidate to discuss the learning, the programme and to provide support across all elements of the programme and the managerial/operational role.

The Line Manager will understand that the candidate may be expected to meet with a mentor at agreed intervals.

If the Line Manager changes during the course of the programme it is the responsibility of the existing Line Manager to give a comprehensive hand over to the new manager with the candidate present. Such line management changes during a programme should also be notified to Learning & Development Department.

External training providers who form part of this overall programme may have their own learner agreements that should be adhered to in addition to this agreement.

Candidates who complete parts of the portfolio for development purposes outside of a full development programme are required to adhere to the relevant parts of the agreement.

### **Agreement**

I agree to comply with this agreement as a Candidate/Line Manager of a Candidate and commit to working at all times to the best of my ability and will raise any issues or seek support in a timely manner.

Candidate Print Name	Signature	Role	Date
Line Manager Print Name	Signature	Role	Date

## Appendix 5 – Selection for Appointment Eligibility Check List

<b>Substantive Vacancies</b>	
Phase 1 of Development Portfolio Completed within last 3 the months	Yes / No
If No, has monthly feedback and skills been maintained	Yes / No
Candidate successful at the selection stage within the last 12 months	Yes / No
Free from any outstanding disciplinary/capability issues (Formal warning)	Yes / No

If Yes to all relevant questions, the candidate is eligible for temporary/substantive positions.  
If No, candidate feedback must be provided.