



# TALENT POOL PROCESS



## What is it all about?

A procedure for all promotions and transfers for Firefighter to Area Manager within Leicestershire Fire

and Rescue Service. For anyone seeking promotion to the next role, applicants will need to apply to enter the relevant Talent Pool to be eligible to apply for any future role specific jobs. The new process has been developed in consultation with relevant representative bodies and operational staff, and has utilised learning from previous years to ensure this process is fair, transparent and most importantly will ensure suitable and competent managers are appointed.

The process will be documented in full within the service procedure: **Promotions, Talent Pool, Recruitment and Transfers - Operational Staff**



## What is a Talent Pool?

The Talent Pool is a list of individuals who have been identified, via an

agreed process, that have shown potential to operate at the level above the one they currently hold substantively. Personnel within the pool are eligible to apply for any future role/department specific jobs (e.g. Learning and Development, Operational at a fire and rescue station, Operational Risk etc.)



## How do I get into the Talent Pool?

The process has two stages with clear outcomes at each stage:

- **Stage 1 - Online application form.** This will be hosted on our recruitment portal. Applications will be accepted both internally and externally and will be scored for shortlisting. Applicants will be advised automatically via the portal of progression to next stage or if unsuccessful. Application forms are anonymised for scoring and applications are sampled for additional scoring to ensure consistency. Existing employees will be able to bypass much of the personal details normally required at application stage such as previous employment and educational history when completing their application.

- **Stage 2 - Interview and job related tests.** You will be invited to attend a date for interview and testing which has been designed to assess your ability to undertake a the role for which you are applying within Leicestershire Fire and Rescue Service. You will need to ensure your performance at interview and testing clearly indicates that you have the competencies, values and behaviours to undertake the role. Results will be moderated to ensure consistency.



## What are the possible outcomes from each stage of the Talent Pool process?

At the end of stage 1, you will be either successful or unsuccessful. Successful candidates will progress to the next stage. If you are unsuccessful you will need to reapply for the next Talent Pool process.

Stage 2 outcomes will be different for internal and external candidates. Internal candidates have three potential outcomes. External candidates will have two options. Outcomes can be:

- **Appointable** – you will be in the Talent Pool.
- **Not Yet Appointable - Development Need (Internal Candidates Only)** – you will receive feedback on identified development needs. These will generally be minor areas you need to work on. You will be required to submit evidence to show how you have developed yourself in these areas within a maximum time frame of six months. Once complete you will be added to the talent pool.
- **Not Appointable** – you will need to re-enter the process at the next opportunity (normally this will be in 12 months time). Before reapplying, you will need to undertake development to ensure you are prepared for next time.



## Will feedback be available if I am unsuccessful?

Yes. When advised of the outcome at any stage of the process, the notification will contain an email address to request feedback. Development needs will be identified with clearly identified outcomes and appropriate action you can take to improve. The type of feedback provided will be dependent on how far you progress through the process.



### How will I find out if I am successful or not?

Candidates will be informed automatically by email from our recruitment portal if successful or otherwise at shortlisting. If unsuccessful, the notification will include an email address to request feedback. Candidates who have progressed to interview and testing will be informed verbally and also receive communication from our recruitment portal.



### Who can apply?

Applications will be accepted from both internal and external candidates working at the level below the one being applied for. External applicants working at their current role and wishing to transfer to Leicestershire Fire and Rescue Service can also apply and will be subject to the same process. If you are temporary in the role and have been in the temporary role for in excess of two years, you are also eligible to apply.



### What do I need to apply?

- For entry into the Crew Manager process, the Level 1 Incident Command qualification is desirable.
- For internal applicants, the IFE Level 3 Certificate, Operations Paper (as a minimum) is a pre-requisite.
- As external candidates may apply from Services that do not require the IFE Level 3 Certificate, there are alternative management qualifications at the appropriate level included in the Personal Specification.
- Level 2 Incident Command qualification is needed for Middle Manager roles.
- Level 3 Incident Command qualification is required for Senior Management roles.

Demonstration of ability to work at the role being applied for via a line management assurance statement. You must discuss your application with your line manager and make them aware that they will need to supply a supporting statement if shortlisted.

Guidance will be published to assist managers with this statement and will require the manager to confirm the applicant has no outstanding development areas, their National Occupational Standards are in date and no safety critical training records are overdue.



### When does the process open?

Adverts will be placed in external publications to open the process for candidates from other Fire and Rescue Services. Internal applicants will need to have registered in the recruitment portal and will be notified when the process opens via the portal.

An advert may be placed in internal publications.

Once the portal closes, no further applications will be accepted. The entire process is anticipated to take between six and eight weeks from beginning to end.



### Will there be a formal interview?

Yes, a panel style interview will take place if you are successful at stage 1. The interview will usually be conducted by a suitable Manager and a third party interviewer who could be an Leicestershire Fire and Rescue Service employee or from a partner agency such as Leicestershire Police or a Local Authority.

Interviews will be conducted by managers who have received interview training. The interview has been designed to provide you with the opportunity to show the panel why you are suitable to undertake a Manager role via your competencies, behaviours and values.



### What will the testing at stage 2 entail?

You will be required to demonstrate your competence and ability to perform at the Management level. Two job related tests will assess your competency and behaviours against those expected of the role. One of the two tests will usually require prior preparation for submission before the interview date. A second test will be conducted on the day either before or after your interview.



### If I am on leave during the interview period what will happen?

If you are successful at stage 1 and unavailable during the interview period, you will need to speak urgently with the designated campaign manager for this process. There are limited options for alternative provision due to the timescales involved.



### If I am successful and placed in the Talent Pool, how long will it last?

If you already work for Leicestershire Fire and Rescue Service your place in the Talent Pool does not expire, subject to annual confirmation by your current line manager that you are maintaining your competence at this level. This confirmation will form part of the annual appraisal and will need to provide assurance that you continue to meet the criteria within the person specification. External applicants Talent Pool position will expire after 12 months.



### How often will there be opportunity to enter the Talent Pool?

It is anticipated the process will run every twelve months but will be subject to organisational need.

## Q A How will jobs be offered out?

Following the establishment of the Talent Pool, any job can be advertised by a department at any time. This will follow a separate role specific process and only applications from those in the current Talent Pool will be eligible to apply. Application for specific positions will require the applicant to submit an expression of interest to detail their suitability for the position. Applications will be shortlisted and a job specific interview will be arranged for successfully shortlisted candidates. Some positions advertised will also require a suitability for role test such as for positions advertised in Learning and Development or Technical Rescue. The role specific process is separate to the Talent Pool process and may be run at any time.

## Q A What will I be required to write in the application form?

Your application form is the opportunity to show why you are ready for promotion to the next level of the Service. It will need to contain evidence on how you meet the core competencies of the role applied for and how you support the values and behaviours of the Service.

You will need to read the generic job description and person specification for the role and try to provide examples of when and how you have met the criteria. Often listing your answers against sub-headings of this criteria will assist.

Any examples you utilise in your application should be current (ideally within the last two years) and must reflect your own work and activities.

## Q A How can I prepare for the Talent Pool process?

Everyone has different ways to prepare. You will need to speak to your current line manager and advise them you wish to apply and ask their advice on how you can prepare. You will need to fully understand all areas of the role and be aware of the competencies expected. If you haven't done so already, get more involved in the work your Manager undertakes, the responsibilities they hold, the way they lead your team and the values they uphold.

Take time to review the role map competencies, job description and person specification for the role and think about examples of how you can evidence the criteria from recent work.

If you are invited to interview, a package of learning is available from Learning and Development to assist candidates in preparing to attend an interview.

## Q A The process references competencies related to the role. What are the competencies?

Competencies are a set of individual performance behaviours which are observable, measurable and critical to both individual and organisation success. They can be found in the Leicestershire Fire and Rescue Service Competency Framework which has been mapped to the National Fire Chiefs Council framework and our Service values.

Competencies for each role have been agreed by the Service in consultation with Staff Consultation Forum and will be used to ensure a consistent approach with Job descriptions, person specifications, recruitment and selection (including promotions), probation reviews, appraisals, leadership development and career management/development portfolios.

All applicants should familiarise themselves with the Leicestershire Fire and Rescue Service Competency Framework which is available on SharePoint, and will be provided as part of the supporting information for external applicants.

## What if I have any queries or further questions?

Please feel free to email your queries or questions to [promotions@leics-fire.gov.uk](mailto:promotions@leics-fire.gov.uk)



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## Person Specification

<b>Post Title:</b>	Crew Manager	<b>Date:</b>	May 2020
<b>Directorate:</b>	Service Support		
<b>Location:</b>	Headquarters		
<b>Grade:</b>	Crew Manager		

### Guidance Notes

Please note that 'Essential' denotes those requirements, which the applicant **must** hold to be shortlisted for interview.

	<b>Requirements:</b> E = Essential D = Desirable	E/D	Measure (see below)
<b>Knowledge and Experience</b>			
<i>Leading &amp; Supervising</i>	Experience of leading, managing or supervising teams. Motivating, empowering coaching others to achieve organisational goals.	E	1,2,3
<i>Delivering Results &amp; Meeting Customer Expectations</i>	A proven track record of innovation, change management and achievement in strategic activities aimed at continuous improvement of quality services and satisfying customer needs.	E	3
<i>Planning &amp; Organising</i>	Demonstrate the ability to manage self and have knowledge of managing physical and human resources to time, budget and quality outcomes to achieve organisational objectives.	E	1,3
	Knowledge of reporting against organisational documents and plans.	E	1,3
	Ability to plan team activities to achieve targets.	E	1,3
	Possess an understanding of employment issues	D	1, 3
	An understanding of managing Training and operational functions	D	1, 3
<b>Equality and Fairness</b>			
<i>Minimum requirement Particular EO requirement for the post</i>	Security Clearance vetted	E	4
	Sound knowledge of and commitment to Equality, Diversity & Inclusion	E	1,3
<i>This is law and part 7 of the Code of Practice on the English Language requirements for public sector workers.</i>	The ability to converse at ease with members of the public and provide advice in accurate spoken English.	E	1,2,3
<b>Qualifications and Training</b>			
<i>Academic</i>	<b>Level 1 Incident Command</b>	<b>D</b>	1,2

Professional Job related Vocational	Level 3 qualification or equivalent practical experience at FireFighter level.	E	1,2
<b>Skills</b>			
Following Instructions & Procedures	Demonstrates ability to follow instructions or procedures. Complies with legal obligations and safety requirements of the role	E	2,3
Working with People	Well developed 'soft skills. Demonstrates ability to respect views of others, shows empathy, listens and supports. Builds teams and reconciles conflict	E	1
Planning & Organising	Highly developed organisational skills to balance competing priorities and to meet deadlines	E	2,3
Deciding and initiating Action	Highly motivated with energy and enthusiasm, personal resilience with a desire and track record of delivery and achievement	E	2,3
Adhering To Principles & Values	Demonstrates personal credibility and political awareness and sensitivity to support and enact processes at a political level	E	1,3
	Displays ethical standards commensurate with a public sector role and is a positive role model	E	1,3
	Takes accountability for own actions and decisions	E	1,3
Creating and Innovating	Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.	E	2,3
<b>Other</b>			
	Possess a valid UK, EU or EEA driving license	D	1
	Must be willing to undertake a basic criminal record check	E	1

### Guidance Notes

In weighing the factors "essential" denotes those requirements that the candidate **must** hold. The qualities specified must be strictly based on requirements to perform the job and must not be unnecessarily restrictive or demanding.

### Measures

- 1 = Application form
- 2 = Testing
- 3 = Interview
- 4 = Pre-screen
- 5 = Other (e.g.: DBS check/ Certificates)