Development and Promotion Policy CM to WM HRPOL 009A (Grey Book)

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1 Revision and Signoff Sheet

Change Record

Date	Author	Version	Comments
14/07/2022	John Cavalier	0.1	Initial Draft
6/10/2022	John Cavalier		Amendment to 3.2.1 and the removal of the course checklist appendix.
2/11/2022	Sophie Green		Copy to HR to upload onto HR Site

Reviewers

Name	Version Approved	Position	Organisation	Date

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Contents

2   Introduction

This policy sets out the Watch Manager (WM) development and promotion process which 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 Crew Managers (CM's) applying for WM posts 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 and WYFRS values, to determine a candidate's potential for development and promotion.

2.1   The Process

The process will identify, develop and promote CM's to WM's utilising the following 3 stages:

- Stage 1 - Selection for development
- Stage 2 - Development
- Stage 3 - Selection for appointment

 (See Appendix 1 - WM Selection Process for an overview of the entire process)

2.2   Eligibility

 Individuals applying for development must:

- Be a wholetime substantive and competent Crew Manager
- Have no current/outstanding development action plans, performance improvement action plans or capability issues related to competency
- Be free of current formal disciplinary or performance improvement awards throughout the entire process
- Have completed an 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)
- Successfully passed:
    - Level 3 Diploma in Fire Service Operations AND
    - Level 3 Diploma in Fire Engineering and Science OR Level 3 Certificate in Fire Safety

3   Stages for Selection

The selection process for promotion to WM includes the three stages listed in section 2.1 above.

3.1   Stage 1 – Selection for Development.

This stage is divided into the following areas:

- Application and sift
- Initial interview
- Mentorship

3.1.1 Selection Interview

Applicants will be interviewed for selection onto the development programme. The interview panel will 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:

- Behavioural/Managerial
- Situational
- Technical knowledge

3.1.2 Unsuccessful Candidates

Unsuccessful candidates will be offered feedback on improving their performance and skills by one of the interview panel members.

Feedback should be used to create a personal development plan to prepare individuals for future development applications.

If an unsuccessful candidate disagrees with the decision, they should informally discuss this with their Line Manager (Station Manager or above). If they are not satisfied with the response the candidate may proceed to the formal stage of the grievance procedure.

3.1.3 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 be a competent WM. Mentoring requires commitment and can offer advantages to both mentor and mentee. See Appendix 2 – Mentoring Agreement for more details.

3.2   Stage 2 – Development

Upon completion of Stage 1, the candidate can progress to Stage 2. This stage is divided into the following areas:

- Learner Agreement
- Development Portfolio

3.2.1 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 WM Development Portfolio has been developed around National Occupational Standards (NOS), operational competencies, NFCC Leadership behaviours for managers (Leading Others) and WYFRS core values.

The WM development portfolio is to be completed within 18 months of the date of issue. Throughout this period the candidate will work towards acquiring the required knowledge and understanding for the WM 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.

During the development period, candidates should meet with their Line Manager (Watch Manager (WM) and/or Assistant District Commander (ADC) 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.

3.3   Development Portfolio Induction

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.

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.

3.3.1 Planning

As far as practicable, the candidate should liaise with their WM 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 WM 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.

3.3.2 Assessment

The majority of candidates will report directly to their WM during the development programme. This will provide the main opportunity for candidates to present evidence of competent performance. The WM 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.

3.3.3 Feedback & Review

After each assessment, the candidate will receive feedback from their WM. It may be necessary to set a review date so that they can be observed by their WM 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.

3.3.4 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.

3.3.5 Monthly Meeting

The WM (SM/ADC in the WM absence) 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.

3.3.6 Professional Discussions

The SM/ADC 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 the role of a WM, and this can include questions and answers on operational procedures.

In addition, the SM/ADC 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.

3.3.7 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 WM for a supporting statement.

The candidate must meet with the WM to review the development portfolio. If the WM 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 WM final report within the development portfolio

and submitted to the SM/ADC. The SM/ADC 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.

3.3.8 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 SM/ADC must be consulted.

3.3.9 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.

3.4 Stage 3 – Selection for Appointment

The promotion to WM within WYFRS will be based on a succession plan carried out quarterly by Employee Resources. This will predict the number of WM vacancies (temporary and substantive) for that period.

If WM vacancies are anticipated, Employee Resources will instigate the WM selection for appointment stage of the process (this can be up to 4 times each year). This will facilitate flexibility of organisational needs and maintenance of a suitable pool of potential WM promotion candidates.

This stage is divided into the following areas:

- Completion of final reports. These would remain valid for a period up to 12 months from the date of the final report. A review and further assessment of the supporting statements and final reports will be required after this period.

- Candidates must declare any current discipline awards (Formal Stage); this may impact on eligibility to progress to interview.

- Interview.

3.4.1 Appointment Interview

The interview panel will consist of at least one Grey Book and one Green Book staff member of appropriate rank/grade and will determine if the candidate is appointable.

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

- Behavioural/Managerial
- Situational
- Technical knowledge
- Candidate final reports
- Development portfolio content.

3.4.2 Unsuccessful Candidates

Unsuccessful candidates at all stages will be given feedback on improving their performance and skills by their WM in readiness for the next process. In addition, candidates unsuccessful at the selection stages will be offered formal feedback by one of the interview panel members. All feedback should form the basis of a personal candidate development plan which is included in the candidate's development portfolio.

If an unsuccessful candidate disagrees with the decision, they should informally discuss this with their Line Manager (SM/ADC or above). If they are not satisfied with the response the candidate may proceed to the formal stage of the grievance procedure.

3.4.3 Successful Candidates

On completion of the process a list of successful candidates will be given to Employee Resources who will then allocate substantive posts subject to vacancies. For further information on this process see the Staff Transfer Policy.

Promotion Pool

Successful candidates will enter a Promotion Pool relevant to when they undertook the selection stage i.e.

- A23 = 1st selection stage in 2023

- B23 = 2nd selection stage in 2023

- C23 = 3rd Selection stage in 2023.

Candidates will be able to remain in the Promotion Pool for up to 12 months provided they retain their eligibility and maintain the skills they have acquired; this will include maintaining the development log and receiving and recording monthly line manager feedback. This may be extended in exceptional circumstances and will be reviewed on a case-by-case basis by Employee Resources.

Candidates that fail to meet the eligibility criteria and/or maintain the skills will need to contact the Learning & Development Department for further guidance.

Eligibility will be confirmed at the point of all temporary or substantive promotion offers as per Appendix 5 – Selection Eligibility Check List.

3.4.4 Courses

Candidates who have not completed all mandatory training courses within 3 years of appointment may be reverted back to CM rank. This will be reviewed by Employee Resources on a case-by-case basis.

3.4.5 Substantive Vacancies

These will be offered to candidates in Promotion Pool A, once Pool A is exhausted then Pool B candidates will be selected and so on. The following process will determine the order for selection from that Pool:

- Organisational need (best fit skill base)
- Candidate preference return (see the Staff Transfer Policy for more information)
- Rank order of overall scores.

NB - Where a candidate rejects an offer the next in line will be offered the opportunity. This will extend to all Promotion Pools.

Successful candidates who accept a substantive WM post will be deemed competent from the date of transfer.

4 Miscellaneous

4.1 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.

4.2 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.

4.3 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, Engagement 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, Engagement and Inclusion Department at the earliest opportunity.

Contact details for the Diversity, Engagement 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, Engagement and Inclusion Department at the earliest opportunity to discuss if alternative arrangements are appropriate.

4.4 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 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.

4.5 On Call Vacancies

The promotion to WM (substantive or temporary) at On Call stations will be based on a succession plan carried out by the On Call station ADC in consultation with ER to identify WM vacancies.

On Call candidates can be identified via the AR process. In addition, On Call WM 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 will be eligible to apply for the selection stage for On Call WM positions, however, they will remain in development until the relevant qualifications are achieved.

4.6 Temporary Promotion

Temporary promotion may be required for organisational needs. In this situation the list of applicants in the promotion pool will be considered and consulted in the first instance. If there are no willing applicants on the promotion pool list, then another suitable individual can be selected. However, preference will be given to candidates who are working through their development portfolio and have successfully completed phases 1 and 2.

In extraordinary circumstances where a candidate is not identified then another suitable individual can be selected. However, this will be based on the skills and experience they possess in the Person Specification and Job Description in relation to the vacant role and the recognised benefit to the organisation. The temporary promotion will not lead to a permanent promotion post as they have not completed the development programme.

4.7 External Candidates

In exceptional circumstances, when WM vacancies exist and there are no suitable or available internal candidates then these can be advertised externally for existing WM's and as a promotion opportunity for CM's.

External CM 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 development programme and completed the required sections in the development portfolio as per an internal candidate. In these circumstances, the external candidate will remain in

development until they have successfully completed the development programme (including portfolio) following the appointment. If appropriate, internal CM candidates will still be able to apply for these WM vacancies advertised externally and the same principle will be applied.

4.8 System Administration

The Learning & Development Department is responsible for the 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 WYFirespace.

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 WYFRS personal email address.

4.9 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.

4.10 On Call/WT Exemptions

Where candidates hold rank (WM 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 applicable to rank
- IFE qualifications applicable to rank
- Final Reports
- Selection for Appointment Stage

5 Appendix 1 – WM Selection Process

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│  Promotion              │
│  Opportunities          │
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┌─────────────────────────┐
│  Selection for          │
│  Development            │
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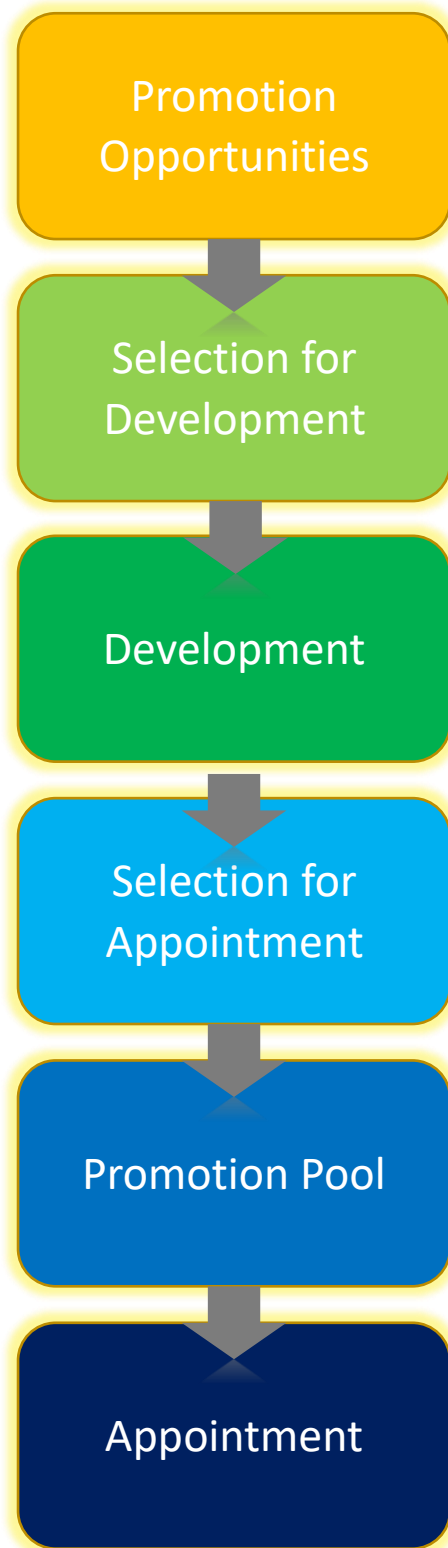
6   Appendix 2 – Mentoring Agreement

Mentoring process

All candidates will consult with their SM/ADC to arrange a suitable mentor this can be any competent WM (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 copying in their SM/ADC 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 on 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

Name of Mentor		
Name of Mentee		

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……………………………………………

7   Appendix 3 – 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 WM 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 6 – 18 months. 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

8   Appendix 4 – Selection for Appointment Eligibility Check List

Substantive Vacancies	
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.

Temporary Vacancies

Candidates working through a development portfolio may be offered a temporary WM opportunity. Candidate suitability will be based on:

- Organisational need (best fit skill base)
- Candidate preference return (see the Staff Transfer Policy for more information)
- Rank order of overall scores.

9 # Appendix 5 - Guidance Flow Chart

Eligibility checks complete

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Agree a Mentor in liaison with your Station Manager, once in place email Learning & Development.

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Receive Development Portfolio induction and sign learner agreement.

↓

Complete Watch Manager Development Portfolio and passes in relevant courses/examinations.

↓

Undertake the selection for appointment stage (This can be held up to 4 times each year)

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Successful Candidates will be placed in a Promotion Pool and offered substantive vacancies as per CM to WM Development and Promotion Policy.

↓

Competent Watch Manager once transferred to substantive Watch Manager post