



EAST SUSSEX FIRE AUTHORITY

PRINCIPAL OFFICER APPOINTMENTS PANEL

30 APRIL 2015 at 09.30 HOURS

MEMBERS

East Sussex County Council (4)

Councillors Barnes, Butler, Howson (Chair) and Scott.

Brighton & Hove City Council (2)

Councillors Powell and Theobald

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You are requested to attend this meeting to be held at **ROEDEAN FIRE STATION, ROEDEAN ROAD, BRIGHTON, BN2 5RA** at 09.30 hours.

AGENDA

1. To (a) confirm all participating Members have undertaken to observe the Authority's Code of Conduct, (b) check if any wish to amend their written declarations of interests under Part 3 of the Code and (c), in relation to matters on the agenda, seek declarations of any personal or personal & prejudicial interests under part 2 of the Code.
2. Apologies for absence.
3. To consider public questions, if any.
4. Notification of items which the Chairman considers to be urgent and proposes to take at the end of the agenda/ Chairman's business.

(Any Members wishing to raise urgent items are asked, wherever possible, to notify the Chairman before the start of the meeting. In so doing they must state the special circumstances that they consider justify the matter being considered urgently).

5. Recruitment and Selection Procedure for Appointment of Chief Fire Officer & Chief Executive – joint report of the Chief Fire Officer & Chief Executive and Monitoring Officer (copy attached).
6. Exclusion of the Press and Public.

To consider whether, in view of the business to be transacted or the nature of the proceedings, the press and public should be excluded from the remainder of the meeting on the grounds that, if the public and press were present, there would be disclosure to them of exempt information.

NOTE: Any item appearing in the confidential part of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public.

A list and description of the exempt categories are available for public inspection at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne and at Brighton and Hove Town Halls.

ABRAHAM GHEBRE-GHIORGHIS
Monitoring Officer
East Sussex Fire Authority
c/o Brighton & Hove City Council
Kings House

EAST SUSSEX FIRE AUTHORITY

Date:	30 April 2015
Panel:	Principal Officer Appointments
Title:	Recruitment and Selection Procedure for appointment of Chief Fire Officer & Chief Executive
By:	Chief Fire Officer & Chief Executive and Monitoring Officer
Purpose of Report:	To agree the recruitment and selection procedure for the Chief Fire Officer & Chief Executive's post.

RECOMMENDATION:	The Panel is asked to agree and approve: <ul style="list-style-type: none">i) the Job Description and Person Specification for the post of Chief Fire Officer & Chief Executive;ii) the advert for the post and the timetable for the recruitment and selection process, including final interview;iii) the recruitment and selection process, including the establishment of an assessment centre; andiv) The Terms and Conditions of Service and remuneration for the post of Chief Fire Officer & Chief Executive.
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MAIN ISSUES

1. The Chief Fire Officer & Chief Executive, Des Prichard, has announced his intention to leave East Sussex Fire & Rescue Service and has tendered his resignation to take effect from 30 September 2015.
2. The Terms of Reference for the Principal Officer Appointments Panel are described below and include the determination of the appointment procedures, carrying out the short listing of candidates, and conducting the final interview and making an appointment to the position of Chief Fire Officer & Chief Executive

The Terms of Reference for the Principal Officer Appointments Panel are as follows:

1. To determine the appointment procedures for the post of Chief Fire Officer & Chief Executive.
2. To carry out the shortlisting of candidates for the post of Chief Fire Officer & Chief Executive.
3. To conduct final interviews and make appointments to the positions of Chief Fire Officer & Chief Executive, Deputy Chief Fire Officer and Assistant Chief (Fire) Officer
4. To consider and approve terms and conditions of service, including remuneration, for Principal Officers.

3. A draft recruitment timetable is attached as Appendix 1 to this report.

Des Prichard
CHIEF FIRE OFFICER & CHIEF EXECUTIVE

Abraham Ghebre-Ghiorghis
MONITORING OFFICER

21 April 2015

Background Papers: No unpublished background papers have been used in compiling this report.

Previous Reports: None

1. **BACKGROUND**

- 1.1 With local elections for Brighton & Hove City Council taking place on 7th May 2015 and a number of existing Fire Authority Members indicating they will be standing down from the Fire Authority, there will be new appointments made to the Fire Authority following the Annual General Meeting of the City Council which is due to take place on 21st May 2015. The Annual Meeting of East Sussex Fire Authority will take place on 18th June 2015 and, therefore, the Principal Officer Appointments Panel is recommended to agree the procedure for the appointment of a Chief Fire Officer & Chief Executive as a matter of urgency, in order to commence the recruitment and selection process for the new appointee.
- 1.2 The recruitment and selection process is estimated to take a minimum of 8 weeks from placement of the advert and will include shortlisting, an assessment centre and final interviews.
- 1.3 Applicants at this level are likely to have to provide an existing employer with a notice period of between 8 to 12 weeks and, in the event of an external appointee, consideration needs to be given to a start date to coincide as closely as possible with the departure of the current CFO&CE.
- 1.4 The Panel is also advised that, in the event of an internal appointment there would be an impact on the existing executive and operational arrangements for Principal Officers, and that consideration would have to be given to how any impact could be mitigated, including temporary promotions.
- 1.5 With all these issues in mind, it is considered advisable to commence the recruitment and selection process as soon as is practicable, with the first stage being to advertise the vacancy.

2. **APPOINTMENT PROCEDURE**

- 2.1 The appointment of the Chief Fire Officer & Chief Executive of East Sussex Fire & Rescue Service is a significant and high profile decision. It is, therefore, imperative that the recruitment process is one which can deliver a good pool of high calibre applicants from the outset and, ultimately, recruit the best candidate for the role. A Job Description and Person specification is attached as Appendix 2 to this report.
- 2.2 Officers have considered a number of recruitment solutions to secure high calibre applicants for the post of CFO&CE. These range from executive search and selection, external HR support, to running a complete in-house provision.
- 2.3 Careful consideration has been given to the time line and the likely field of candidates for the position, as well as the costs of contracting out the entire process to an external organisation, utilising the recruitment skills and expertise of a local authority (East Sussex County Council or Brighton & Hove City Council) or running the process in-house.

- 2.4 The two previous recruitment and selection processes for Principal Officer posts in ESFRS (DCFO appointment in 2008 and ACFO appointment 2009) were run in-house with the support of East Sussex County Council. Further support was provided to East Sussex Fire Authority by Principal Officers from neighbouring Fire Authorities for the operational command assessment.
- 2.5 Advertising costs can be considerable if use is made of national publications i.e. professional HR magazines and national newspapers; such costs can be kept to a very low level if posts are advertised on the Chief Fire Officers' Association (CFOA) website and direct mailing is undertaken to each Fire & Rescue Service in the UK. Advertising the post of CFO&CE via the CFOA website would be the route used by the vast majority of Fire & Rescue Services in the UK.
- 2.6 For appointments at this level, the use of an assessment centre to support the Appointments Panel in determining the outcome of the recruitment and selection process is recommended. East Sussex Fire Authority has previously utilised assessment centres for Principal Officer appointments. An assessment centre could be organised through one of our partner authorities and, previously, ESFA has used the knowledge and expertise of East Sussex County Council to run an assessment centre comprising psychometric profiling, verbal reasoning, written reports and a media exercise. The Panel is asked to consider the use of an assessment centre and the range of assessments to be included.
- 2.7 The post has an operational responsibility at Level 4 command (for major operational incidents), a Gold command responsibility for the Strategic Co-ordinating Group of the Sussex Resilience Forum, a national responsibility as part of the Government's National Co-ordination and Advisory Framework (NCAF), and a supervisory responsibility for supporting operational command for incidents in East Sussex and the City of Brighton & Hove. The Authority will need to be assured of the operational command competence of the applicants for this post and, therefore, it is recommended that an operational command assessment is included as part of the overall assessment centre.
- 2.8 An operational command assessment could be organised through the use of the Fire Service College or another Fire & Rescue Service who have the capability to run such an assessment. Previously, ESFA has used an operational command assessment for appointments at Principal Officer level and has used Principal Officers from neighbouring Fire & Rescue Services to provide an independent assessment of candidates.
- 2.9 To support the Panel at the interview process, it is recommended that a senior HR advisor and senior officer with sector knowledge of the Fire & Rescue is available. Vicky Chart the Head of HR in ESFRS could provide strategic HR advice to the Interview Panel and, whilst the current CFO&CE could provide sector knowledge and expertise, it is recommended that an independent person is brought in to undertake this role, e.g. the Chief Fire & Rescue Advisor or the President of the Chief Fire Officers' Association. The Monitoring Officer for East Sussex Fire Authority would also be an advisor to the Panel.

3. **CONDITIONS OF SERVICE AND REMUNERATION**

- 3.1 Brigade Managers in East Sussex Fire & Rescue Service are contracted to work under the terms and conditions of the National Joint Council for Brigade Managers of Fire and Rescue Services, Constitution and Scheme of Conditions of Service Fifth Edition 2006 (Gold Book). The position of Chief Fire Officer & Chief Executive in East Sussex Fire & Rescue Service is a Brigade Manager for terms and conditions of service and, therefore, will fall within the Gold Book arrangements.
- 3.2 The remuneration for the post of Chief Fire Officer & Chief Executive is currently set at £135,931 as agreed in the Fire Authority's Pay Policy statement (a copy is available on the Authority's web-site or on request from the Clerk to the Fire Authority). This is currently a single point salary and there is a linkage to the salaries of other Principal Officers as described in the pay policy statement. The Panel may wish to consider an alternative to a single point salary, i.e. a 3 point annual increment salary scale commencing at £132,500, moving to £135,000 after one year and then a final incremental point of £137,500 after two years. If the Panel were to agree this approach, this would require an amendment to the current Pay Policy agreed by the Fire Authority and would also require consultations with the remaining Principal Officers who are on a single point salary based on a percentage link with the Chief Fire Officer & Chief Executive. Notwithstanding any decision on the salary for the advertised post, the Panel is advised that the current CFO&CE's salary is now less than the linkages described in the current Pay Policy, due to the most recent pay award for Brigade Managers which has disadvantaged the CFO&CE.

RECRUITMENT TIMETABLE

Suggested Timescale	Action	Responsibility
w/c 13 April	Review of job description and person specification	Des Prichard/Hannah Scott-Youldon Vicky Chart
30 April	Prepare advertisement The advertisement is prepared for agreement by the Appointments Panel	Vicky Chart
	Plan Assessment Centre and establish timetable Appointments Panel agree the Assessment Centre	Des Prichard/Hannah Scott-Youldon Vicky Chart
	Convene Principal Officer Appointments Panel	Clerks to Fire Authority
w/c 5 May	Advertise Post The advertisement is placed in the chosen media.	Vicky Chart
	Prepare application packs Electronic and paper versions of the application pack are prepared.	Vicky Chart
5 May to 5 June	Informal discussions with potential candidates	Des Prichard
5 June	Deadline for return of applications	Vicky Chart
w/c 22 June	Shortlisting of candidates for Assessment Centre and Interview	Appointments Panel Des Prichard/Vicky Chart
	Candidates notified of outcome of shortlisting	Vicky Chart

w/c 6 July	Assessment Centre Formal Interview	Hannah Scott-Youldon Appointments Panel
w/c 6 July	Assessment – Personality questionnaire, written test, psychometrics (verbal reasoning and numeracy), media exercise, operational assessment Formal interview and presentation with Appointments Panel, assisted by HR Advisor and external Senior Operational Advisor	Hannah Scott-Youldon/ESCC Operational Assessment Team Appointments Panel
w/c 6 July	Candidates notified of outcome	Chairman of Appointments Panel Vicky Chart



EAST SUSSEX FIRE AUTHORITY

Job Description

Work Designation: Principal Officer **Location:** Service Headquarters

Job Title: Chief Fire Officer & Chief Executive

Rank or Grade: Principal Officers (Gold Book)

Responsible To: As the Head of East Sussex Fire Authority's paid service responsible and accountable to the Authority for the economic, efficient, effective and equitable discharge of its local duties and responsibilities

MAIN PURPOSE OF JOB

To provide strategic leadership to the organisation and its stakeholders in order to achieve the Service's corporate vision and objectives.

To continually improve performance by seeking innovative solutions to achieving efficiency and effectiveness and creating a positive climate whereby we reflect the diverse community we serve, we have a safe and productive workforce and the values of East Sussex Fire & Rescue Service are fully embedded and visible in all we do.

KEY ACCOUNTABILITIES

1. To ensure the provision of an effective and efficient Fire and Rescue Service to all of the diverse communities of East Sussex and the City of Brighton & Hove in accordance with all statutory, legal and other obligations.
2. To work closely with the Fire Authority, promoting a relationship which encourages confidence and constructive challenge, with the aim of making East Sussex and the City of Brighton & Hove a safer place and achieving its corporate objectives.
3. To act as Principal Advisor to the Fire Authority and its Panels to ensure the provision of professional advice in the decision making process.

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Author:
File Name:

4. To ensure that all corporate governance arrangements and policies, applicable to the Fire & Rescue Service, are adhered to and effectively managed.
5. To ensure the provision of sufficient and effective resources to meet demand and requirements.
6. To Chair and provide strategic leadership and direction to the Corporate Management Team in developing and delivering its corporate objectives. To work with both the team and individuals to ensure their development and success.
7. To encourage and support the continuing development of pioneering approaches to delivering efficient and effective performance and continuous improvement across the Service.
8. To provide leadership and influence at a national, regional and local level, strongly representing East Sussex Fire & Rescue Service with bodies such as the Chief Fire Officers' Association, Local Government Association, the Sussex Resilience Forum and relevant South East representative forums.
9. To attend operational incidents and assume command as necessary, providing advice, support and decision making to effectively manage risk.
10. To take overall responsibility for and engender a safety culture throughout East Sussex Fire & Rescue Service to ensure the Service complies with Health & Safety requirements and best practice
11. To instill confidence in partners and stakeholders, including the Local Authorities and Trade Unions, by promoting and leading collaborative relationships to deliver new and innovative solutions to achieve improved services and outcomes.
12. To promote an Equality & Diversity culture and working practices that recognise, respect, value and harness differences for the benefit of the Service and individuals within it.
13. To create a positive climate across East Sussex Fire & Rescue Service by engaging with the workforce to ensure they are motivated, effectively managed and led, trained and developed to fulfil their roles.
14. To promote the achievement of East Sussex Fire Authority's Medium Term Financial Plan with the goal of providing our services in a sustainable manner.
15. To ensure effective Emergency and Business Continuity Planning and management for East Sussex Fire & Rescue Service.

The activities and responsibilities of the Chief Fire Officer & Chief Executive are those reasonably and lawfully determined by the Authority and all such activities may not necessarily be specified in this job description. Variations to this job description may be mutually agreed between the post-holder and the Chairman of the Fire Authority and recorded from time to time as necessary.

N.B.

Some administrative and procedural functions are undertaken by/delegated to the Clerk, Treasurer and Monitoring Officer. This job description is to be read in conjunction with the proper officer functions approved by the Authority.

NOTE:

This job description sets out the duties of the post at the time it was drawn up. Such duties may vary from time to time without changing the general character of the duties or the level or responsibility entailed. Such variations are a common occurrence and cannot of themselves justify a reconsideration of the grading of the post.

All staff must comply with all Service and Corporate Policies, including Equal Opportunities and Health & Safety at Work.

The post-holder will safeguard and promote the welfare of children and protection of vulnerable adults in line with the policies of East Sussex Fire & Rescue Service and East Sussex Fire Authority.



EAST SUSSEX FIRE AUTHORITY

Person Specification

Job Title: Chief Fire Officer & Chief Executive	Location: Service Headquarters
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QUALIFICATIONS	
1. Possession of a relevant degree or equivalent professional qualification appropriate to the post	Essential
2. Successful completion of the Brigade Command Course or FRS Executive Leadership Programme or equivalent	Essential
3. Corporate Membership of the Institution of Fire Engineers	Desirable
4. Evidence of continuous and professional development	Desirable
EXPERIENCE	
1. Proven relevant experience to be able to lead a Fire & Rescue Service of this scale of operation and complexity	Essential
2. Experience of leading and delivering strategic change and improvement in a large, complex organisation within an industrial relations framework	Essential
3. Excellent political skills and a proven ability to work effectively with elected members and other Politicians in a politically sensitive environment on a range of operational and strategic issues	Essential
4. Excellent proven leadership skills with evidence of having taken effective decisions which have resulted in tangible improvements	Essential
5. Broad experience of building and developing effective collaborative relationships with a wide range of partners and stakeholders, with a proven ability to influence and lead within these groups	Essential
6. A track record of actively promoting diversity and a genuine commitment to equality	Essential
7. Experience in the strategic management of critical incidents	Essential

KNOWLEDGE / SKILLS / ABILITIES	
1. Substantial knowledge and understanding of fire and rescue operations necessary to undertake the role of strategic commander in critical and ambiguous situations of potentially regional, national and international significance	Essential
2. Substantial knowledge of the national, regional and local political operating climate of the FRS within the context of the Government's modernisation agenda	Essential
3. Knowledge of the statutory role, powers and responsibilities of the FRS	Essential
4. Knowledge of corporate governance; financial; strategic planning and programme management principles and practice	Essential
5. Knowledge of Risk Management issues facing the public sector, in particular the concept of integrated risk management	Essential
6. Knowledge of the principles and practices of fire and rescue service performance assessment	Essential
7. Knowledge of the current change agenda within the Fire & Rescue Service at local and national level and its strategic implications	Essential
8. Ability to think critically and objectively when considering options for resolving complex problems to minimise risk	Essential
9. Prepared to take responsibility and make decisions on major issues affecting the Service with composure and conviction	Essential
10. Ability to demonstrate inspirational leadership, motivating and developing others to reach their full potential	Essential
11. Ability to translate their creative vision for the Service in a way that is understood by others	Essential
12. Ability to demonstrate a willingness to work openly and constructively with the Fire Authority	Essential
13. Ability to create a sense of confidence and trust in others and have credibility with and respect from them	Essential
14. Demonstrates a high level of communication skills focusing on the ability to communicate clearly and effectively in interpersonal relations, industrial relations and with the media, both orally and in writing	Essential
15. Ability to analyse complex information	Essential
16. Excellent influencing skills including negotiations and advocacy	Essential

PERSONAL ATTRIBUTES	
1. Personal and professional credibility to influence others and communicate effectively at all levels	Essential
2. Demonstrates sensitivity to people's concerns but is prepared to take a firm but fair approach	Essential
3. High levels of self-awareness and emotional intelligence	Essential
4. Innovative and creative problem solving abilities with a pro-active nature	Essential
5. Demonstrates a high personal standard, visible leadership and integrity	Essential
6. A strong commitment to public service and local democracy	Essential
OTHER	
1. Willing to travel locally, nationally and internationally as required	Essential



ESFRS has 11 sets of behaviours (the PQAs) for every member of staff, regardless of their role and grade in the Organisation. All 11 behaviours are divided into 3 categories with individual descriptions which clarify how they relate to the way we work.

The 3 categories are:

- **Expected** – Our required behaviours for all members of staff.
- **Desirable** – Staff should seek to demonstrate these behaviours and there is an expectation that all supervisors / managers demonstrate these behaviours.
- **Aspirational** – These behaviours are required by employees looking to develop and those in middle and strategic managerial roles.

Commitment to Excellence

With enthusiasm, you work to deliver a high quality service to meet personal, organisational and community expectations. You pursue a can-do attitude in all of the work you deliver, ensuring it meets the needs of all current and potential customers.

Expected:

- You are committed to do an excellent job.
- You understand your community and why it matters.
- You support, encourage and contribute to continuous improvement.
- You accept feedback in a positive way and act on it.
- You lead by example; influencing and inspiring confidence in others.
- You demonstrate accountability and authenticity.

Desirable:

- You promote and drive continuous improvement by asking 'How could we do this better?'
- You work with partners in tailoring services to meet their expectations.
- You provide your teams with defined structures and clear direction to enable individuals to have a strong sense of ownership and personal responsibility for the delivery of objectives and outcomes.

Aspirational:

- You plan and anticipate changes in working practice and effectively manage the transition to introduce these new ways of working.
- You logically identify trends and implement the best approach; outlining clear objectives.
- You focus on longer-term outcomes rather than short-sighted initiatives.
- You understand how your team learns and develops and use this knowledge to lead performance improvements.
- You work to achieve a set vision of community focus, improvement and excellence within ESFRS, as well as with partners and other external stakeholders.
- You enable a blameless culture; empowering and supporting your team to initiate improvements to services without fear of reprisal.
- You plan for the impact of variability to work; ensuring the appropriate level of system flexibility is available.
- You create a culture of excellence across the Service.
- You set stretching targets for business areas, not accepting 'satisfactory' results.
- You demonstrate unwavering belief and commitment in the ability of the Service to exceed expectations.
- You maintain an up to date record of compliance with all relevant policies and procedures in relation to your own Directorate.
- You communicate relevant policy updates to the Fire Authority, seeking approval if necessary.
- You promote individual ownership and continuous self-development across the Service, ensuring that all managers encourage their direct reports to do the same.
- You ensure policies and procedures are adhered to across the organisation.
- You take ultimate ownership for delivering key programmes and projects at local, regional and national level, ensuring delivery through direct reports.
- You demonstrate tenacity to achieve results which make a difference to ESFRS and the local community as a whole.

When a Commitment to Excellence is not demonstrated:

Examples of behaviours that fail to demonstrate a 'Commitment to Excellence' are outlined below:

- You are unwilling to be exposed to change or uncertainty.
- You display a negative attitude towards colleagues or members of the community.
- You stick to outdated methods that have become ineffective.
- You do not deliver what is expected of you.
- You focus on the problems and not the solutions.
- You do not provide professional challenge when required.
- You do not seek out feedback.

Effective Communication

You communicate clearly and concisely, ensuring that the message is understood by all. You actively seek methods to prevent over-complication or confusion, by a simple non-bureaucratic approach to work.

Expected:

- You communicate relevant information regularly and effectively both upward and downward.
- You change your communication style to best meet the needs of the audience and regularly check that there is mutual understanding.
- You communicate in a 'complete way' – it should convey all the facts required by the audience.
- You communicate with clarity – emphasising the specific message.
- Your communication is concise – communicating what you want to convey in the least possible and most meaningful words.
- You seek accurate information, avoid jumping to conclusions or passing on questionable information.

Desirable:

- You summarise complex information to make it understandable.
- You encourage employees to express their opinions, ideas and concerns and listen empathetically.
- You exhibit tact, restraint and professionalism in difficult situations.

Aspirational:

- You make sure your team is regularly updated with corporate, service and community information.
- You listen to the views of your team; checking that approaches are united and encouraging them to challenge and provide feedback.
- You evaluate the effectiveness of communication and take steps to improve; leading and encouraging open communication at all levels across the organisation.
- You communicate our strategic priorities and values clearly and positively and are able to translate them into practical outputs.
- You take ultimate accountability for decisions.
- You place a high priority on being visible, accessible and approachable and inspiring others to achieve their individual and collective potential.
- You build an extensive external network of senior contacts within key partner agencies, developing trusting relationships at Authority, local, national and international levels.
- You develop personal relationships with the Fire Authority and use these relationships to secure sponsorship for major initiatives.
- You influence senior external partners and stakeholders (e.g. Fire Authority, Unions, Media, partner agencies), negotiating and lobbying behind the scenes.
- You promote teamwork throughout the organisation, encouraging others to work cross-functionally and to share best practice.
- You communicate organisational initiatives/processes clearly and tailor own approach when conveying information to a wide range of stakeholders.
- You develop your own reputation and credibility, instilling confidence in partners and stakeholders to deliver initiatives to improve services for the community.

When Effective Communication is not demonstrated:

Examples of behaviours that fail to demonstrate 'Effective Communication' are outlined below:

- You overload others with only written communication.
- You choose ways of communicating that confuse the message or are not appropriate for the audience.
- You over-complicate your approach to communication, create bureaucracy and cause frustration to colleagues or the community.
- You fail to keep partners and colleagues informed.

Working with Others

You work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions from relevant partners and/or the communities we serve.

Expected:

- You work together with colleagues, partners and members of the community and take the time to build effective and rational working relationships.
- You celebrate team successes and create positive team spirit.
- You work well with people who have different ideas, perspectives and backgrounds.
- You share skills and knowledge and encourage and support others to help themselves.
- You encourage working collaboratively for the benefit of the community.

Desirable:

- You look to work together across and outside typical groups; initiating joint approaches to delivering services.
- You look for ways to maximise the value of working together by building support, providing focus and giving direction to deliver joint outcomes.
- You listen to and involve colleagues and external partners and respond positively to suggestions before making decisions.

Aspirational:

- You spend time building relationships with partners.
- You support others in working together; helping them to develop common focus.
- You are happy to give up control, power or resource to benefit the community.
- You facilitate Member involvement and consult with representative groups when formulating strategies.
- You inspire a 'one-team' culture.
- You build networks – locally, regionally and nationally – to help provide support and expertise by shaping and driving forward agendas and addressing concerns.
- You develop a compelling vision for the organisation as a whole, defining a clear purpose for people to engage with.
- You communicate ESFRS's vision, translating it for the relevant stations/departments so that it is clearly understood by others.
- You provide leadership at a local, regional and national level, representing ESFRS in the development of regional strategies.
- You engage with the workforce, motivate and inspire them to fulfil their roles and contribute to the success of ESFRS.
- You create a sense of confidence and trust in CMT, empowering others to make operational decisions independently within agreed parameters.
- You lead groups beyond your own authority at local, regional and national levels.
- You collaborate with peers/colleagues to make strategic and policy-related decisions affecting the whole organisation and key external partners.
- You collaborate and discuss ideas with a range of stakeholders, recognising the importance of securing their buy-in for ideas.
- You collaborate with CMT and other senior stakeholders to define the corporate aims and objectives for the Service.
- You liaise with senior internal and external stakeholders to anticipate and minimise potential obstacles/risks.

When 'Working with Others' is not demonstrated:

Examples of behaviours that fail to demonstrate 'Working with Others' are outlined below:

- You do not accept colleagues as internal customers.
- You show little sign of co-operating within your team or working in partnership.
- You close down others by being judgemental, interrupting or talking-over them.
- You don't ask others for opinions or ideas.
- You have a tick-box approach to engagement and do not value the views received.

Openness to Change

You are open to change and actively seek to support it.

Expected:

- You accept change both within the Fire & Rescue Service and within your own role.
- You identify ways both within the Organisation and the local community of supporting change and take action where appropriate.
- You are willing to try out new ideas and ways of working.
- You seek to understand the rationale for change, engage constructively with change and continue to work effectively in a changing environment.

Desirable:

- You look to streamline and interlink processes for a simple approach.
- You are an advocate for leaner processes; reviewing and suggesting ways to reduce wasteful steps.

Aspirational:

- You instigate changes in behaviour to improve the use of resources.
- You build a culture of continuous improvement and the sharing of best practice across the organisation.
- You effectively apply knowledge of appropriate models of organisational effectiveness to determine its readiness for change
- You work in partnership with peers and the Fire Authority to ensure that there is consistency in how change programmes are implemented across the organisation.
- You communicate the need for change across the Fire Authority and with external stakeholders, securing their buy-in and support for ideas.
- You work in partnership with CMT to ensure there is consistency in approach across the organisation.
- You understand the likely impact of change on the people affected and ensure that a process for mitigating this is proactively explored and implemented.

When 'Openness to Change' is not being demonstrated:

Examples of behaviours that fail to demonstrate 'openness to change' are outlined below:

- You purposely put-up barriers to stop working differently; discourage change from happening.
- You choose to ignore adverse criticism, seeing it as a personal attack rather than a way to develop yourself or your performance.
- You are self-interested and fail to acknowledge colleague and customer perspectives.
- You do not listen to suggested changes and do not give reasons as to why the suggestion is not feasible.
- You retain resource intensive systems and structures that are considered difficult to change.

Commitment to Development

Committed to and able to develop self and others.

Expected:

- You proactively review your own performance using a range of sources including seeking out feedback from others.
- You identify development needs in your own knowledge, skills and understanding and takes action to improve.
- You actively encourage and support others to improve / develop.

Desirable:

- You provide feedback on your team's performance during regular one-to-one and team meetings.
- You take accountability for your development needs.
- You continue to give time to colleagues who need help, even when the pressure is on.
- You display a clear appreciation of your team's efforts and support them when there are difficulties.
- You encourage team members to recognise and value individual contributions.

Aspirational:

- You understand how your team learns and develops and use this knowledge to lead performance improvements.
- You work to build commitment and engagement and improve your team's behaviour.
- You recognise talent within your team and develop potential through training, mentoring and coaching.
- You support others in working together; helping them to develop common focus.
- You articulate vision, meaning and direction to focus service delivery; translating clear objectives for your team.
- You provide coaching and mentoring to direct reports, to build organisational capability and a high performance culture.
- You identify and nurture talent throughout the organisation, seeking to improve performance and utilise others' expertise.

When a 'Commitment to Development' is not being demonstrated:

Examples of behaviours that fail to demonstrate a 'commitment to development' are outlined below:

- You haven't had a meaningful annual performance appraisal in the last 12 months.

Commitment to Diversity & Integrity

You lead by example through your behaviours and professional approach to work; inspiring your colleagues and driving for results.

Expected:

- You live the ESFRS values and lead by example in demonstrating the corporate behaviours; inspiring colleagues to follow your example.
- You are compassionate, caring and empathetic to both colleagues and members of the community.
- You promote inclusivity, openly engage and create an inclusive environment with all colleagues and members of the community.
- You accept accountability for your own actions when working with others.
- You respect confidentiality with all sensitive information.
- You are respectful and considerate.

Desirable:

- You encourage team members to recognise and value individual contributions.
- You support the diversity of teams and working groups.
- You develop a working culture that delivers the best results for the communities of East Sussex and the City of Brighton & Hove.

Aspirational:

- You are a role model for an inclusive leadership style; respecting colleagues, partners and customers and treating people according to their needs.
- You build a shared sense of purpose across your service areas.
- You work to achieve a set vision of community focus, improvement and excellence within ESFRS, as well as with partners and other external stakeholders.

When a 'Commitment to Diversity & Integrity' is not demonstrated:

Examples of behaviours that fail to demonstrate a 'commitment to diversity and integrity' are outlined below:

- You don't proactively challenge unacceptable behaviour.
- You are not cognisant.
- You use emotional instability as a management tool.
- You adopt a command-and-control approach away from the incident ground.
- You refuse to share information to maintain an advantage over others.
- You fail to promote positive inclusion and diversity practices.

Political / Organisational Awareness

You understand the organisational context and the broader environment in which it operates.

Expected:

- You understand the vision, aims and objectives of the Organisation.
- You demonstrate an understanding of the Organisation's functions and responsibilities.
- You have an awareness of the wider political scene and the impact.
- You understand who the key stakeholders are for work in your specific area.

Desirable:

- You make sure your team is regularly updated with corporate, Service and community information.
- You understand and use the links between different functions, groups or individuals to promote organisational objectives.
- You understand the financial position of your own area, the organisation and the wider economy and recognise impacts of this when delivering services.

Aspirational:

- You review external information and news to learn about political and social issues that might affect the Organisation.
- You build networks – locally, regionally and nationally – to help provide support and expertise by shaping and driving forward agendas and addressing concerns.
- You keep focused on the bigger picture; creating clear strategic direction.
- You recognise differences and forge them into collaborative actions.
- You undertake long-term planning and think about longer-term issues that may affect the organisation.
- You have a clear appreciation of the wider political scene and local and national issues.
- You recognise the potential impact of the short-term political agenda on long-term organisational needs.
- You develop robust business cases, with fully costed options identifying clear policy advantages and/or return on investment to assist decision making.
- You interpret a wide range of financial and management information and use financial data effectively in decisions.
- You take a long term, strategic view regarding the changing needs, risks and trends within communities across East Sussex and the City of Brighton & Hove and nationally.
- You understand and appreciate the environment ESFRS operates within (i.e. political, economic, sociological and technological), when defining longer term plans/strategies.
- You remain sensitive to the priorities of external partner agencies when setting the vision for ESFRS.
- You ensure that strategic, corporate objectives are prioritised across the organisation above local station, borough, departmental or specific projects.
- You take an organisation-wide perspective when making decisions about resource allocations for the Service.
- You make strategic decisions based on what is best for the organisation as a whole.

When 'Political / Organisational Awareness' is not demonstrated:

Examples of behaviours that fail to demonstrate 'political / organisational awareness' are outlined below:

- You do not understand the wider organisational context.

Planning and Implementing

You support the creation and implementation of effective business plans in line with the organisational objectives.

Expected:

- You contribute, support and understand the annual business planning cycle in relation to your own work area (Department, Borough, Station, Team).
- You deliver work on time and to the required standards, following the relevant process and working as efficiently as possible.
- You work in an organised manner using your own knowledge and expertise to deliver on time and to standard.
- You develop or use systems to organise and keep track of information.
- You prioritise tasks effectively, look for ways to work more efficiently and leaner and to improve your working practices wherever possible.

Desirable:

- You involve key stakeholders and employees in the planning process.
- You take responsibility for managing your own workload and planning the workloads of yourself and others to meet short, medium and long-term deadlines.
- You take responsibility for ensuring that you and your team(s) deliver the relevant services and projects to the highest possible standards by setting clear objectives, planning work activities and monitoring progress.

Aspirational:

- You contribute to a strategic thinking and planning process by monitoring and analysing the impact of national and regional work across both the specific FRS sector and external to the FRS, and stay abreast of social, economic and political trends.
- You are responsible for putting effective planning processes in place to allocate your resources to meet the strategic priorities.
- You use relevant data to identify trends and patterns within the Service and across the wider sector to help inform planning processes and make long-term decisions.
- You use information from financial and performance measures in strategic thinking and planning.
- You identify and implement significant initiatives to improve service delivery through the more efficient use of your resources.
- You effectively manage and allocate resources in line with organisational priorities.
- You ensure the development of robust business continuity arrangements and manage these effectively through direct reports during business disruption.
- You have a clear understanding of budgets and ensure the effective operational management of these.

When 'Planning and Implementing' is not demonstrated:

Examples of behaviours that fail to demonstrate 'planning and implementing' are outlined below:

- You wait to be told what to do and rely on others to sort out problems.

Confidence & Resilience

You maintain a confident and resilient attitude in challenging situations.

Expected:

- You respond to situations rather than react and can self-motivate.
- You are self-aware enough to know you need support.
- You have the ability to identify, assess and control your own emotions.
- You understand yourself, your goals, your intentions, your responses and your behaviour.
- You understand others and their feelings.

Desirable:

- You initiate and promote a calm and controlled approach during difficult situations.
- You manage your reactions to situations professionally and calmly.

Aspirational:

- You maintain focus on key results to be delivered despite pressure.
- You are willing to be confronted with alternative views.
- You demonstrate confidence by taking control of situations and events.
- You demonstrate a high level of personal resilience when making tough decisions.

When 'Confidence and Resilience' is not demonstrated:

Examples of behaviours that fail to demonstrate 'confidence and resilience' are outlined below:

- You react to a situation in an emotional way.

Problem Solving

You can understand, recall, apply and adapt relevant information in an organised, safe and systematic way.

Expected:

- You are able to recall and apply relevant job related information and procedures relevant to your role.
- You actively engage in determining solutions to the problem.
- You generate more than one solution to a problem and evaluate which one would be best.
- You see failure and problems as an opportunity to learn and develop.
- You use your initiative to solve problems and inform others when you are aware of potential issues.

Desirable:

- You undertake appropriate analysis to support decisions or recommendations.

Aspirational:

- You swiftly analyse complex and ambiguous data to provide clarity of thinking to the department / Borough / team.
- You analyse information critically and objectively to reach pragmatic conclusions.
- You accurately identify the key issues within complex situations and when faced with conflicting information from a range of sources.
- You develop practical processes to achieve corporate strategies within the relevant departments.

When 'Problem Solving' is not being implemented:

Examples of behaviours that fail to demonstrate 'problem solving' are outlined below:

- You blame the system or others; demonstrating an unwillingness to take reasonable risks to do things differently.
- You ignore problems, don't use your initiative and hide behind your Job Description / role-map.
- You dismiss alternative ideas and discourage colleagues from suggesting new ways of doing things.

Situational Awareness

You can maintain an active awareness of the environment to promote safe and effective working.

Expected:

- You take an overall view of the information presented and gather as much data as possible to support your own decision making processes.
- You use, to full advantage, the available information systems and procedures when working to achieve outcomes.
- You work safely to maintain the health of both yourself and others.

Desirable:

- You appropriately deploy the skills and behaviours of your team, independently and interactively, in order to best compliment the system and its variability.
- You regularly monitor your team's health, safety and wellbeing and address concerns.
- You evaluate resources, options and consequences in your decision making.

Aspirational:

- You make sure your team is regularly updated with corporate, Service and community information.
- You think about your own specialist area or function, understanding the impact of actions on other areas of the Service.
- You monitor developments within the external environment and plan for the impact on the work of the Service.
- You take responsibility for key operational decisions which have organisation-wide implications.

When 'Situational Awareness' is not being implemented:

Examples of behaviours that fail to demonstrate 'situational awareness' are outline below:

- You behave in a way that might put others at risk.
- You approach tasks in a disorganised manner.
- You don't listen to, research or question information for a better understanding.
- You fail to promote positive health and safety practices.