As a key member of the Strategic Management Board the successful candidates will be instrumental in shaping and delivering the future of one of the largest fire services in the UK.
Contents

A message from Chief Fire Officer David Johnson..............................................4

The Roles ...........................................................................................................5

Director Operations Job Description .................................................................5

Director Safer & Resilient Communities Job Description ..................................8

Structure Chart ................................................................................................12

National Strategic Manager Personal Qualities and Attributes (PQAs)...............14

The Selection process .......................................................................................20

Assessment Tools.............................................................................................22

Candidate’s Guidance for Completing Application Form .................................23
A message from
Chief Fire Officer David Johnson

Thank you for expressing an interest in entering the selection process for the role of Assistant Chief Fire Officer. This information pack has been designed to provide information about the process of selection and to give you an overview of the role.

ECFRS has placed considerable importance on detailed financial planning to ensure that it is well placed to face the challenges presented through future CSR announcements. As a key member of the strategic management Board the successful candidates will be instrumental in shaping and delivering the future of one of the largest fire services in the UK.

This is a tremendous opportunity to join a high performing, dynamic team very much focussed on our mission of being the best fire service in the UK. It is a role that requires vision, enthusiasm and commitment, in return you will be working in an exciting and rewarding environment and for a forward thinking and highly supportive Fire Authority.

David Johnson
Chief Fire Officer, Chief Executive &
Head of Essex Civil Protection and Emergency Management
The Roles

Job Title
Brigade Manager (Assistant Chief Fire Officer) Director Operations

Position Of Job In Organisation Structure
See Structure Chart on Pages 12-13

Main Purpose Of The Job
To lead, develop and strategically support the Authority’s operational service delivery and day to day management functions in line with the Authority’s statutory and legal responsibilities. To secure sufficient resources to deliver the functions and implement quality assurance systems to continually improve performance. To provide advice, information and technical expertise on matters to the Fire Authority, its members and the Strategic Management Board. To ensure the effective design and delivery of a first class operational response service to the public of Essex. To initiate and develop as a member of the Strategic Management Board, strategic policy and appropriate action plans.

<table>
<thead>
<tr>
<th>Core Responsibilities</th>
<th>Key Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement resourcing strategies to support the function in response to changes in internal and external demands</td>
<td>New cost-effective strategies implemented</td>
</tr>
<tr>
<td>Ensure that the function related elements of the IRMP and the action plan are fully implemented</td>
<td>Efficient and effective use of resources</td>
</tr>
<tr>
<td>Develop strategies that seek to provide assurance to the Fire Authority, its members and the Strategic Management Board that the that the County wide fire cover and risk based operational response has been developed, captured, reviewed and tested on a regular basis</td>
<td>Fire cover reviews completed and outcomes reported. Strategies implemented, plans prepared, reviewed, tested and regular assurance reports prepared and presented</td>
</tr>
<tr>
<td>Develop, review, maintain and implement Operational Policy that ensures the effective delivery of safe system of work in the Operational environment</td>
<td>Operations Policy framework developed and maintained Audit outcomes demonstrate safe system of work</td>
</tr>
<tr>
<td>Develop and maintain National capabilities</td>
<td>National capabilities (USAR, IRU, HVP and DIM available)</td>
</tr>
<tr>
<td>Develop strategies that seek to provide assurance to the Fire Authority, its Members and the Strategic Management Board that New Dimension risks specific to Essex have been assessed and any specific operational capability developed, reviewed and tested</td>
<td>All assessed Special Operations capabilities implemented and maintained</td>
</tr>
<tr>
<td>Ensure effective development of links with local authorities and other agencies to support the functions</td>
<td>Effective links established</td>
</tr>
<tr>
<td>Negotiate and consult on issues affecting the competent delivery of services</td>
<td>Improvements to service negotiated with Trades Unions</td>
</tr>
<tr>
<td>Take command of operational incidents as required</td>
<td>Incidents are successfully resolved</td>
</tr>
<tr>
<td>Core Responsibilities</td>
<td>Key Results</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Manage resources to ensure availability for service delivery</td>
<td>Resources maintained in good condition</td>
</tr>
<tr>
<td>Ensure that health and safety policies and procedures are implemented and followed</td>
<td>Policies and procedures demonstrably implemented</td>
</tr>
<tr>
<td>Ensure that mobilising of resources is carried out effectively throughout Essex Fire Authority and Control personnel understand and follow correct procedures</td>
<td>Correct procedures followed</td>
</tr>
<tr>
<td>Ensure that procedures for communicating at incidents are followed</td>
<td>Correct procedures followed</td>
</tr>
<tr>
<td>Manage systems for the provision of information and support to incident commanders, including chemical information</td>
<td>Timely and reliable information and support provided</td>
</tr>
<tr>
<td>Handle any function related industrial relations issues fairly and reasonably</td>
<td>Effective and prompt resolution of issues</td>
</tr>
<tr>
<td>Recruit, develop and motivate staff to ensure achievement of objectives</td>
<td>Objectives met</td>
</tr>
<tr>
<td>Ensure effective management of disciplinary and grievance issues</td>
<td>Disciplinary and grievance issues dealt with fairly</td>
</tr>
<tr>
<td>Ensure the Authority’s equalities policies are implemented</td>
<td>Principles demonstrably implemented</td>
</tr>
<tr>
<td>Anticipate and manage change in own area of responsibility</td>
<td>Change managed sensitively and effectively</td>
</tr>
<tr>
<td>Behave in a way supportive to an equality-conscious performance-based culture</td>
<td>Appropriate behaviour demonstrated</td>
</tr>
<tr>
<td>Contribute to the development of a client focused, adaptable, ‘can do’ culture within the Authority</td>
<td>Culture reflected in own department</td>
</tr>
<tr>
<td>Ensure the effective management and development of staff with the directorate to maximise client service</td>
<td>Staff have annual personal development assessment and meet performance targets</td>
</tr>
<tr>
<td>Ensure effective working with other members of the principal management team</td>
<td>Positive and co-operative approach shown</td>
</tr>
<tr>
<td>Effectively manage internal and external relationships</td>
<td>Positive feedback</td>
</tr>
<tr>
<td>Undertake effective and continuous self-development</td>
<td>Generates, reviews and updates own personal development plan</td>
</tr>
<tr>
<td>Undertake other projects as directed by the Chief Fire Officer and/or Deputy Chief Fire Officer</td>
<td>Delivered against agreed criteria</td>
</tr>
</tbody>
</table>

**Key External Relationships**

- Fire, Resilience and Emergencies Directorate, Department of Communities and Local Government.
- Chief Fire and Rescue Advisors Unit.
- Essex MP’s, County and District Councillors
- Health & Safety Executive
- District Auditor
- Voluntary sector and community leaders and groups
- CFOA
- Senior managers of major County based risks
Essential Knowledge, Experience and Personal Qualities and Attributes

Knowledge:

• An in-depth knowledge of statutory requirements affecting role
• In-depth knowledge of Health and Safety legislation and statutory requirements
• A clear understanding of the risk concept and how it can be applied within a proactive safety culture.
• An in-depth knowledge of performance review
• Understanding of the Authority's equality strategy and its application in relation to the duties of the post.
• A high level of knowledge of both strategic and tactical command of operational incidents
• An in-depth knowledge of disciplinary, grievance and performance management procedures

Successful Experience:

• Experience of managing and implementing departmental and functional reviews
• Experience of managing major operational incidents
• Experience of financial management, revenue and capital budget setting and monitoring
• Experience at a senior level in a managerial role in a major fire and rescue service.

Personal Qualities and Attributes:

Commitment to Diversity and Integrity
Champions diversity and embeds a fair and ethical approach within the organisation.

Openness to Change
Drives and manages the change process, seeking opportunities to create and implement improved organisational effectiveness.

Confidence and Resilience
Consistently projects and promotes a confident, controlled and focused attitude.

Working with others
Leads, involves and motivates others, creating and implementing strategies for influencing others both within the Fire & Rescue Service and in the community.

Effective Communication
Communicates effectively both orally and in writing.

Commitment to Development
Committed and able to develop self, individuals and units to improve organisational effectiveness.

Problem Solving
Gathers information in order to predict future requirements and make realistic decisions.

Situational Awareness
Maintains an active awareness of the environment to promote safe and effective working.

Commitment to Excellence
Leads organisation and contributes to joint working to achieve excellence.

Planning and Implementing
Creates and implements effective plans to deliver long-term organisational strategic objectives.

Political/Organisational Awareness
Anticipates and shapes the political environment from a strategic perspective.
**Job Title**

Brigade Manager (Assistant Chief Fire Officer) Director Safer & Resilient Communities

**Position Of Job In Organisation Structure**

See Structure Chart on Pages 12-13

**Main Purpose Of The Job**

To lead, develop and strategically support the Authority’s Safer and Resilient Communities functions in line with the Authority’s statutory and legal responsibilities. To secure sufficient resources to deliver the functions and implement quality assurance systems to continually improve performance. To provide advice, information and technical expertise on matters to the Fire Authority, its members and the Strategic Management Board. To ensure the effective design and delivery of a first class prevention and protection services to the public of Essex. To initiate and develop as a member of the Strategic Management Board, strategic policy and appropriate action plans.

**Core Responsibilities**

- Develop and implement resourcing strategies to support the function in response to changes in internal and external demands
- Ensure that the annual Integrated Risk Management Plan (IRMP) is produced in line with best practice and widely consulted upon
- Ensure that the function related elements of the IRMP and the action plan are fully implemented
- Ensure effective development of links with local authorities and other agencies to support the functions
- Negotiate and consult on issues affecting the competent delivery of prevention and protection services
- Take command of operational incidents as required
- Manage resources to ensure availability for delivery of services
- Develop strategies in response to new or amended national or European fire safety legislation or regulations
- Work in partnership with local authorities and other agencies to ensure compliance with fire safety legislation and best practice
- Develop strategies to ensure ECFRS is engaged as an effective partner in delivering Community Resilience across Essex.
- Develop strategies that seek to provide assurance to the Fire Authority, its members and the Strategic Management Board that the intervention plans for all known County based major risks have been developed, captured, reviewed and tested.

**Key Results**

- New cost-effective strategies implemented
- Objectives are achieved
- Efficient and effective use of resources
- Effective links established
- Improvements to service negotiated with Trades Unions
- Incidents are successfully resolved
- Resources maintained in good condition
- Effective strategies in place
- Compliance and best practice achieved by local authorities and other agencies
- New strategies implemented
- Strategies implemented, plans prepared, reviewed, tested and regular assurance reports prepared and presented.
<table>
<thead>
<tr>
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</tr>
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<tbody>
<tr>
<td>Develop risk control within function than reduce corporate risk areas to as low as</td>
<td>Delivery of risk control measures against Strategic Risk Register</td>
</tr>
<tr>
<td>reasonably practicable</td>
<td></td>
</tr>
<tr>
<td>Develop strategies that seek to provide assurance to the Fire Authority, its</td>
<td>Strategies implemented, plans prepared, reviewed, tested, and regular</td>
</tr>
<tr>
<td>members and the Strategic Management Board that Corporate Risk Management and</td>
<td>assurance reports prepared and presented.</td>
</tr>
<tr>
<td>Business Continuity plans for ECFRS have been developed, captured, reviewed and</td>
<td></td>
</tr>
<tr>
<td>tested.</td>
<td></td>
</tr>
<tr>
<td>Deliver a comprehensive annual assessment of community based risk</td>
<td>Strategic Assessment of Risk Delivered</td>
</tr>
<tr>
<td>Develop risk management initiatives within function that reduce community risk to</td>
<td>Delivery of strategy outcomes to reduce/manage community risk.</td>
</tr>
<tr>
<td>as low as reasonably possible</td>
<td></td>
</tr>
<tr>
<td>Ensure that health and safety policies and procedures are implemented and followed</td>
<td>Policies and procedures demonstrably implemented</td>
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<td>Handle any function related industrial relations issues fairly and reasonably</td>
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<td>Appropriate behaviour demonstrated</td>
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<td>Contribute to the development of a client focused, adaptable, ‘can do’ culture</td>
<td>Culture reflected in own department</td>
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<tr>
<td>within the Authority</td>
<td></td>
</tr>
<tr>
<td>Ensure the effective management and development of staff with the directorate to</td>
<td>Staff have annual personal development assessment and meet performance targets</td>
</tr>
<tr>
<td>maximise client service</td>
<td></td>
</tr>
<tr>
<td>Ensure effective working with other members of the principal management team</td>
<td>Positive and co-operative approach shown</td>
</tr>
<tr>
<td>Effectively manage internal and external relationships</td>
<td>Positive feedback</td>
</tr>
<tr>
<td>Undertake effective and continuous self-development</td>
<td>Generates, reviews and updates own personal development plan</td>
</tr>
<tr>
<td>Develop lead authority partnership schemes</td>
<td>Schemes developed</td>
</tr>
<tr>
<td>Undertake other projects as directed by the Chief Fire Officer and/or Deputy Chief</td>
<td>Delivered against agreed criteria</td>
</tr>
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Key External Relationships

- Fire, Resilience and Emergencies Directorate, Department of Communities and Local Government.
- Chief Fire and Rescue Advisors Unit.
- Essex MP’s, County and District Councillors
- Health & Safety Executive
- District Auditor
- Voluntary sector and community leaders and groups
- CFOA
- Senior managers of major County based risks
- Essex Police, East of England Ambulance and other identified community service providers
Essential Knowledge, Experience and Personal Qualities and Attributes

Knowledge:

- An in-depth knowledge of statutory requirements affecting role.
- In-depth knowledge of Health and Safety legislation and statutory requirements.
- A clear understanding of the risk concept and how it can be applied within a proactive safety culture.
- An in-depth knowledge of performance review.
- Understanding of the Authority’s equality strategy and its application in relation to the duties of the post.
- A high level of knowledge of both strategic and tactical command of operational incidents.
- An in-depth knowledge of disciplinary, grievance and performance management procedures.

Successful Experience:

- Experience of managing and implementing departmental and functional reviews.
- Experience of managing major operational incidents.
- Experience of financial management, revenue and capital budget setting and monitoring.
- Experience at a senior level in a managerial role in a major fire and rescue service.

Personal Qualities and Attributes:

Commitment to Diversity and Integrity
Champions diversity and embeds a fair and ethical approach within the organisation.

Openness to Change
Drives and manages the change process, seeking opportunities to create and implement improved organisational effectiveness.

Confidence and Resilience
Consistently projects and promotes a confident, controlled and focused attitude.

Working with others
Leads, involves and motivates others, creating and implementing strategies for influencing others both within the Fire & Rescue Service and in the community.

Effective Communication
Communicates effectively both orally and in writing.

Commitment to Development
Committed and able to develop self, individuals and units to improve organisational effectiveness.

Problem Solving
Gathers information in order to predict future requirements and make realistic decisions.

Situational Awareness
Maintains an active awareness of the environment to promote safe and effective working.

Commitment to Excellence
Leads organisation and contributes to joint working to achieve excellence.

Planning and Implementing
Creates and implements effective plans to deliver long-term organisational strategic objectives.

Political/Organisational Awareness
Anticipates and shapes the political environment from a strategic perspective.
The National Strategic Manager
Personal Qualities and Attributes (PQAs)

Commitment to Diversity and Integrity – champions diversity and embeds a fair and ethical approach within the organisation in all situations

- Is a champion of diversity and takes action to embed a fair and ethical approach within their organisation
- Demonstrates and supports fair and ethical behaviour (e.g. ensures objective gathering of facts regardless of personal views or background; keeps information confidential)
- Maintains an open approach with others, taking account of, and having respect for, individual differences such as age, ethnicity, gender, religious beliefs, social background, disability, sexual orientation and physical appearance
- Uses an awareness of the community and its needs to deliver organisational objectives (e.g. is aware and respectful of differing cultures and backgrounds)
- Is committed to Fire & Rescue Service values, demonstrating this commitment within all situations and with all groups.
- Is honest and accepts accountability for own actions when working with others (e.g. takes responsibility for own mistakes; follows up commitments with appropriate actions)
- Proactively challenges unacceptable behaviour inconsistent with Fire & Rescue Service values, stating own and organisation’s position clearly and implementing appropriate action (e.g. providing education or using disciplinary action in line with organisational policy)
- Has respect for confidentiality with all sensitive information

Openness to Change – drives and manages the change process, seeking opportunities to create and implement improved organisational effectiveness

- Challenges accepted practices or existing procedures (e.g. looks for new opportunities to increase organisational effectiveness; looks for ways in which existing systems could deliver additional benefits; identifies deficiencies in current procedures)
- Identifies, drives and seeks to support change, coming up with or contributing to, innovative solutions (e.g. uses change as an opportunity to reduce risk; seeks to become involved in the early stages of new initiatives)
- Seeks information about changing circumstances or future developments (e.g. in order to ensure that own position or action plans reflect the most recent data available)
• Encourages and explores change initiatives from others
• Checks that change is in line with current and future organisational aims and objectives

Confidence and Resilience – consistently projects and promotes a confident, controlled and focused attitude

• Initiates and promotes a calm and controlled approach during difficult situations (e.g. pace of information delivery is calm; where it is not possible to verify information, provides sufficient information to counter any challenge from others)

• Persists in looking for ways to overcome problems (e.g. looks for alternative routes through which to progress issues which have hit opposition)

• Maintains focus on key results to be delivered despite pressure (e.g. competing political demands /deadlines; other conflicting strategic agendas)

• Is willing to be confronted with alternative views (e.g. promotes open discussion without becoming defensive)

• Recognises that some tasks or objectives cannot be achieved in the short term, and looks for ways to overcome barriers (e.g. stresses positive outcomes for individual or organisation; deals calmly with conflict resolution by establishing the facts and suggesting options for a way forward)

• Acts assertively (e.g. is willing to say no to unreasonable requests)

• Demonstrates confidence by taking control of situations and events

Working with Others – leads, involves and motivates others, creating and implementing strategies for influencing them both within the Fire and Rescue Service and in the community

• Able to inspire, support and energise others to achieve a common purpose or vision

• Proactively generates positive working relationships both internally (e.g. champions an environment that ensures effective working relationships) and externally (e.g. promotes an open and transparent organisation)

• Encourages interaction, looking for opportunities to involve groups of individuals in joint tasks (e.g. promotes interdepartmental involvement in brigade working groups and projects)

• Is able to influence others (e.g. supports and motivates others by driving initiatives; seeks to understand individual and team motivation and relate this to intended project outcomes; promotes the use of interdepartmental systems to identify team and individual strengths and weaknesses)

• Anticipates and is sensitive to the feelings and well-being of others, taking action to support them (e.g. recognises organisational culture and welfare needs and ensures policies to support these are implemented)
• Empowers others (e.g. appoints or promotes staff, delegating authority where appropriate)

• Uses a variety of techniques to promote involvement and increase morale (e.g. delegates tasks to appropriate personnel; gives space to others to make decisions; keeps others informed about plans and progress)

• Is approachable and presents a positive image of self and the Fire & Rescue Service irrespective of individual differences such as age, ethnicity and gender

• Consistently presents a positive image of self and the Fire & Rescue Service to all groups (e.g. when representing the Fire and Rescue Service to external agencies) irrespective of their background

Effective Communication – communicates effectively both orally and in writing

• Communicates verbal and written messages clearly, concisely and in a structured fashion, emphasising critical information so that the message is understood (e.g. when speaking to principal managers)

• Is sensitive to the needs of the audience and chooses and tailors mode of communication which recognises the needs of the audience and situation (e.g. with regard to key change messages, disseminates information in an appropriate method for the recipients of those messages)

• Communicates in measured, tactful and diplomatic way (e.g. when communicating with external agencies)

• Uses appropriate style when communicating with both small (2 people) and large groups (over 20 people) (e.g. takes account of audience and prevailing internal or external factors)

• Listens actively to others to convey interest and gather key information (e.g. demonstrates listening by making appropriate responses to others’ comments)

• Oral communication is supported by appropriate and effective body language (e.g. adopts open posture when seeking feedback or delivering positive message).

• Monitors and checks audience reaction to confirm acceptance and understanding, (e.g. asks open questions)

• Uses systems which provide regular updates and shares information, monitoring the effectiveness of communication channels (e.g. benchmarks communication systems with other Brigades or organisations)

• Presents technical or complex information in a way that promotes understanding (e.g. simplifies complex information through use of images, diagrams, analogies etc) or by summarising information (e.g. ensures that briefings are clear and concise)

Commitment to Development – committed and able to develop self, individuals and units to improve organisational effectiveness

• Proactively reviews own and others’ performance (e.g. regularly seeks and acts on feedback on own and others’ performance)
• Identifies development needs in own and others’ knowledge, skills and understanding and takes or recommends action to improve (e.g. accepts personal comments or criticism without becoming defensive; seeks to identify and learn new methods from colleagues; helps others see ways of improving)

• Recognises differences in the ways that people learn, using this information to choose the most appropriate approach to promote others’ development

• Is proactive in creating and using learning opportunities for self and others (e.g. encourages others to experience additional responsibility; shares new information and own experiences; provides additional support or resources if required)

• Creates a supportive environment for development by listening to and acting upon others’ ideas and contributions (e.g. recognises achievements in order to inspire others to develop; allows people to learn from poor performance)

Problem Solving – gathers information in order to predict future requirements and make realistic decisions

• Seeks objective evidence from recent and diverse sources in order to clarify and validate information (e.g. compares data from national and international external organisations, academic institutions etc)

• Looks for patterns or links between pieces of information which are not obviously related in order to gain new insights (e.g. links between current policies and research re future developments)

• Uses information gathered or thinks ahead to predict potential benefits and problems (e.g. targets research to provide arguments that will overcome likely opposition and facilitate future working relationships)

• Able to adapt previous experience and knowledge to different sets of circumstances when making decisions, using this information to anticipate likely course of events

• Predicts potential impact and longer term implications of actions (e.g. understands links between different functions within the service or with external groups; anticipates potential impact on local community; considers implications for other functions of tying up limited resources)

• Recognises where further information is required prior to making a decision or planning a response (e.g. establishes pilot studies to inform specific issues and requirements)

• Pushes for concrete information when faced with an ambiguous situation (e.g. establishes the known facts from the most relevant source)

• Willing to take a quick risk critical decision in a generic environment where key strategic results can be achieved

• Makes swift, appropriate and authoritative decisions despite being restricted by pressures of time or situation or where information is limited
Situational Awareness - maintains an active awareness of the environment to promote safe and effective working

- Puts in measures to ensure the environment is constantly checked and takes action to ensure safe working (e.g. looks for threats to safety of self and others)
- Has awareness of a range of related information without becoming unduly focused on any one piece of information
- Seeks and provides timely information to take account of changing circumstances that impact on safety (e.g. keeps team informed at incidents of changing circumstances)
- Able to judge space and distance to deploy equipment and people safely and effectively

Commitment to Excellence – leads organisation and contributes to joint working to achieve excellence

- Establishes what organisational standards can be achieved in a given context (e.g. willing to say no to unreasonable requests)
- Explains reasons underlying expected behaviour and performance (e.g. explains the reasons for existing standards and the benefits of having those)
- Reinforces the importance of defined standards through setting a positive personal example
- Anticipates issues which may have an effect on current and future performance requirements (e.g. the effect of financial forecasting and anticipated settlements)
- Addresses reasons why organisational standards are not being met (e.g. makes appropriate changes to plan or priorities to reduce pressure on personnel)
- Takes personal responsibility for own and organisational decisions and standards (e.g. does not blame systems or other people for unpopular actions or negative feedback)

Planning and Implementing – creates and implements effective plans to deliver long-term organisational strategic objectives

- Takes an incremental approach to introducing a long term initiative whilst maintaining an awareness of the need to ensure early visible results (e.g. when implementing policy recognises where objectives may take a long time to achieve, setting milestones and benchmarks to monitor and provide short term results in key areas)
- Prioritises tasks, activities and resources based on relevant information in line with organisational objectives
- Plans in ordered sequence of steps using clear, achievable objectives
- Divides complex tasks into manageable chunks to achieve objectives
- Puts systems in place to monitor and review plans to ensure successful delivery and inform future actions
• Is able to switch between tasks in order to deliver in line with changing organisational objectives

• Can plan across activities rather than sequentially; able to assess the impact of each activity on other related activities

Political/Organisational Awareness – anticipates and shapes the political environment from a strategic perspective

• Explores and develops the links between different functions, groups or individuals to promote organisational objectives

• Has an awareness of what is politically acceptable within the boundaries or agenda of each stakeholder group (e.g. issues of national or local politics)

• Clear appreciation of wider political scene and local and national issues/initiatives

• Recognises the potential impact of the short-term political agenda on long-term organisational needs (e.g. will be prepared to say ‘no’ to a political agenda that is to the long-term detriment of the organisation)

• Anticipates that stakeholder decisions may be counter to key objectives, taking steps to discuss why and establish ground work for future progress

• Recognises the key groups (internal or external) who will be affected by a decision, taking steps to ensure their understanding of the implications (e.g. workload, financial restrictions, service provision)

• Recognises where others may have more influence over key stakeholders (i.e. will take a back seat to allow others to achieve core objectives)

• Is willing to compromise over a short-term objective in order to promote wider long-term organisational benefits (e.g. modify a decision in order to promote industrial relations)
The Selection process

Introduction

An Assessment Centre will be carried out prior to the interviews. This will be held on Thursday 24th and Friday 25th January 2013. Essex want to select and appoint the best person for each post matched against the criteria laid down in the Emergency Fire Services Management Standards and Role Maps.

- **Advert** sent electronically to all UK fire services via FINDS. This post is open to internal and external applicants who meet the criteria to apply.

- Application packs **will be available from** Lorraine Yelland at Essex County Fire & Rescue Service, Kelvedon Park, Rivenhall, Witham, Essex, CM8 3HB, via telephone on 01376 576134 or via e-mail at recruitment@essex-fire.gov.uk

- Application **form** including the equal opportunities monitoring form and the personal qualities and attributes will need to be received by the closing date, addressed for the attention of Lorraine Yelland at Essex County Fire & Rescue Service, Kelvedon Park, Rivenhall, Witham, Essex, CM8 3HB

- **Closing date** **Sunday 23rd December 2012**

- **The outcome of the shortlisting process** - will be communicated to all applicants by **Friday 11th January**.

Assessment will comprise:

- Verbal analysis

- Numerical analysis

- A letter writing exercise

- A report writing exercise

- A group discussion exercise

- A Level 4 strategic and tactical Incident Command assessment (This will be required for any candidate who is unable to provide suitable evidence of competence at Level 4 incident Command in the last 12 months)

- Occupational Personality Profile (OPQ) - this is not a test in itself and will be completed on-line prior to the Assessment Centre.

- A social evening with members of the Strategic Management Board and Members of the Fire Authority will take place for shortlisted candidates on the evening prior to interview.
A structured interview will take place with the Chairman, Vice Chairman and at least one other Member of Essex Fire Authority. The Chief Fire Officer will be acting as Technical Adviser to the panel. Only those candidates successful at the Assessment Centre will go through to the Structured Interview.

- **Decision on successful candidate** – a decision will be reached by the Elected Members of Essex Fire Authority as soon after the final interview date as possible.

- **Assessment Centre feedback/debrief** - will be available to all candidates.

- **Interview feedback/debrief** – will be available to all candidates following interview once the final decision has been made and the candidate confirms acceptance of the appointment.

### Electronic Application form

An electronic version of the application form is readily available from Lorraine Yelland at Essex County Fire & Rescue Service, Kelvedon Park, Rivenhall, Witham, Essex, CM8 3HB, via telephone on 01376 576134 or via e-mail at recruitment@essex-fire.gov.uk. Please do not change the format of the application form. Application forms can be returned by post or via e-mail.

A list of the PQAs are included. There is a 500 word maximum for each PQA area on the form – please do not exceed this. Please note the word count for each PQA at the bottom of the evidence provided. The applicant will need to give evidence in all of these key areas.
Assessment Tools

- **Application form** – requiring evidence in respect of all of the PQAs.

- **Ability test** – verbal and numerical analysis

- **Letter writing exercise** – candidates will be asked to consider some recent correspondence sent to the Chief Fire Officer from various stakeholders from inside and outside of the Fire and Rescue Service in Essex. It is a situational task designed to assess Strategic thinking, Problem solving and Decision making, Communications skills and Political and organisational awareness.

- **Report writing exercise** – this exercise will assess candidates’ abilities to analyse and critique information and to prepare high quality Strategic management reporting, alongside Strategic thinking, Problem solving, Communications skills and Political and organisational awareness.

- **Group discussion** – this exercise will assess candidates’ abilities to effectively present arguments and manage group interaction. It will also assess communication skills, working with others, confidence and resilience, commitment to diversity and integrity and openness to change.

- **OPQ** - Occupational Personality Questionnaire – this will be issued on-line to shortlisted applicants.

- **Structured Interview** – Candidates will be asked questions on their views on strategic challenges facing the UK Fire and Rescue Service and aspects of their PQAs as relevant. The interview panel will comprise at least 3 members of Essex Fire Authority. The Technical Adviser will be the Chief Fire Officer.

For further information on the selection process please contact Lindsey Stafford – Scott, Director HR & OD on 01376 576020 at any time, or by e-mail at l.stafford-scott@essex-fire.gov.uk
Candidate’s guidance for completing Application forms

Many people find the completion of an application form a daunting prospect. However, the idea is that you have an opportunity to highlight your skills, abilities and experience to show you can do the job. They are also crucial as they allow the Service to check that you meet the various criteria for the role you have applied for. To help you to be clear as to how you should go about completing the application form, listed below are some key points you should address to produce a good application form.

PQAs

This details the personal qualities and attributes needed to do the job. It is very important that you provide sound evidence in completing the application form; that the information you supply clearly relates directly to each of the competences and that you demonstrate by means of a real example, how you applied that skill, gained or used that knowledge, or exercised that ability. Providing a clear, verifiable example helps us see in practical terms how you meet that particular area. It also assists interviewers to explore in more detail what you have to say during the interview.

Do

- Be clear which area you are addressing by using the boxes provided for each PQA. Please do not exceed the word limitation.
- Provide a clear, concise example and explain why you think this addresses the particular criteria.
- Use current examples if at all possible.
- Be aware that your example does not have to be related to your present job or even the fire service, it could be from your educational experience, voluntary work or other activities. The key is that the information should be relevant and can be clearly referenced to the criteria/competency.

Don’t

- Just say that you have a particular skill, competency, ability or knowledge.
- Write too much – anything outside the boxes will be disregarded
- Assume that the reader knows how that evidence relates to the PQA/criteria/competency or has enhanced your skills or knowledge - you must explain.