

DRAFT SCOPING DOCUMENT (Terms of Reference)

Review Title <i>The working name that relates to the topic</i>	Firefighter Recruitment Campaign 2013	Review Reference Number: <i>reference for tracking purposes.</i>
Commission <i>Who commissioned the work</i>	Review commissioned by the Scrutiny Committee on behalf of the West Midlands Fire and Rescue Authority	
Task Group Members <i>Names of all those on the Task Group</i>	Scrutiny Committee in conjunction with relevant Officers.	
Support <i>Scrutiny has officer support to make sure that reviews run smoothly</i>	<p>Scrutiny will require officer support to make sure that the review runs smoothly and this will be facilitated by the HR Resourcing Team within the Service, working with the Democratic Services team at Sandwell MBC.</p> <p>Support will be provided to assist the Chair with the arrangements for managing the review and with keeping to timetable. HR Resourcing will facilitate requests for information or the attendance of officers at meetings.</p> <p>Democratic Services will support the working group and the Committee in evidence gathering and report writing, including the formulation of appropriate recommendations and the production of the final report to be presented to the Executive Committee.</p>	
Rationale <i>Explain why the review is important to the Scrutiny Committee. A clear rationale will also help clarify the indicators of success</i>	<p>West Midlands Fire Service has a key aim to ensure it has effective strategies embedded to support the Service in achieving equality outcomes for its diverse communities and workforce. It also seeks to ensure that its workforce is representative of the community that it serves.</p> <p>Our first full firefighter recruitment campaign for four years was launched on 12th June this year. The recruitment and selection activity was centrally managed and complied with the Equality Act 2010. The removal of the mandatory nature of the National Firefighter Selection process provided us with the opportunity to tailor our processes to meet our specific requirements. Our recruitment and selection processes have been designed to identify candidates who will have the ability to meet the needs of our local communities through prevention initiatives, whilst also maintaining the skills and knowledge to react to a diverse range of incidents.</p> <p>The aims and objectives of our positive action strategy are to support the Service in achieving equality outcomes for its diverse communities and workforce. It provides a strategic approach to positive action focusing on a number of areas including recruitment. Prior to opening our recruitment process, we focussed on our commitment to increasing levels of diversity amongst our operational workforce. Positive action was introduced with the aim of increasing the number of women and individuals from Black and minority ethnic groups who apply to join the Fire Service.</p>	

	<p>The selection process will provide WMFS with candidates with the right skills and attributes both psychologically and physically to be trained to be high performing fire-fighters. Elements of selection included psychometric and behavioural assessment, written and verbal communication exercises as well as assessment of practical ability and fitness.</p> <p>9516 applicants registered an account via the online tool and commenced the selection process.</p> <p>Members wish to review the effectiveness of the recruitment campaign and the selection methods used. Members also wish to consider the demographic mix of applicants and review the success of the positive action initiatives undertaken.</p> <p>The Scrutiny Committee sees this as an opportunity to further raise their awareness and understanding of the approach used for the recruitment campaign.</p>
<p>Review Aims Objectives</p> <p><i>The main priorities and what the Review hopes to achieve</i></p>	<ul style="list-style-type: none"> ➤ To understand the approach taken. ➤ To identify the methods of selection used and the rationale for them. ➤ To understand the positive action activity undertaken, identifying the methods used to target specific groups. ➤ To identify the demographic mix of applicants, from initial expression of interest through to offer of employment. ➤ To analyse success rates of applicants and highlight any potential areas of concern. ➤ To identify any additional positive action activities to be explored for future recruitment campaigns. ➤ To identify areas of improvement and / or changes to future recruitment activity.
<p>Link with Authority Priorities & Objectives</p> <p><i>How the review is linked to corporate aims and priorities</i></p>	<p>This review is linked to the vision of 'Making West Midlands Safer' and supports the key priorities and outcomes outlined in The Plan.</p> <p>Our objective is to 'Develop a skilled, motivated and flexible workforce, reflective of our community, who are focused on continually improving the services we provide'. The review of our recruitment processes is clearly linked with this objective.</p>
<p>Success Criteria/ Outcomes</p> <p><i>Some key indicators which will be used to tell you if the review is achieving its purpose.</i></p>	<ul style="list-style-type: none"> ➤ Greater understanding of where our selection methods have worked well. ➤ Identification of opportunities for improvement to the approach taken for the recruitment of firefighters. ➤ Raised awareness of Members of the recruitment process.

<p>Methodology / Approaches e.g. Desk based review of papers visits/observations Comparisons with other authorities Process mapping/ Workshops/focus groups Seminars/public meetings Commissioned research Interviewing officers Calling witnesses/experts to give evidence</p>	<ul style="list-style-type: none"> ➤ <u>Interviews</u> with officers to provide an understanding and background information regarding the overall approach taken to the recruitment campaign. ➤ Members will also <u>review</u> the papers submitted to Corporate Board and Scrutiny Committee. ➤ <u>Review</u> of statistical information available following each stage of the selection process. ➤ <u>Research</u> other authority approaches to the recruitment of firefighters. ➤ Understanding of legal requirements. ➤ Members will then develop further their key lines of enquiry and task further work as required.
<p>Witnesses Officers who are required to attend to explain decisions and actions taken and their performance. Other people who may be invited to discuss issue of local concern and /or answer question</p>	<ul style="list-style-type: none"> ➤ Chair of the Authority & Deputy Chief Fire Officer ➤ Director Human Resources ➤ HR Manager, Resourcing ➤ Area Commander Operations ➤ Workforce Analyst
<p>Documentary Evidence e.g. Government legislation Best Value Performance Plan Relevant service plans for service groups Relevant Performance Indicators Budgetary data and activity Minutes of meetings Independent research and papers</p>	<ul style="list-style-type: none"> ➤ Background papers will be made available for Members on all information regarding the Recruitment campaign. This will include: <ul style="list-style-type: none"> - Staffing information - Marketing and publicity materials - Positive action strategy ➤ HR Performance Indicators ➤ Staffing information ➤ The Plan
<p>Publicity Requirement S how the results of the Review once it has been completed will be made public</p>	<p>The report once agreed by the Executive Committee, will be published on the Service's internet and intranet sites.</p>

Resources Requirement s (Financial)	No additional funding has been identified as being required for this work.	
Timescales <i>Timescales for when various parts of project should be completed – what will be done, by when how and when</i>	<p>Given the likelihood of a further recruitment campaign early next year it is important that the timescales set are in the short term</p> <ul style="list-style-type: none"> ➤ Scrutiny Committee meeting <u>21st October 2013</u> to agree scope of the review. ➤ The working group/Scrutiny Committee to establish a programme of meetings to include any additional meetings required to support progress of the review. ➤ Review to commence in <u>October 2013</u> following agreement of scope. ➤ Review progress in Scrutiny Committee <u>9th December 2013</u>. ➤ Draft report and recommendations to be submitted in Scrutiny Committee <u>20th January 2014</u>. ➤ Submit report and recommendations to the Executive Committee on <u>24th March 2014</u>. 	
Evaluation <i>A review is assessed on its effectiveness by finding out what changes have been made as a result</i>	A review date will be agreed by members to evaluate the outcome of the recommendations. It is proposed this review is completed 12 months after any findings are implemented.	
Scoping document Completed by: <i>(Name and Signature)</i>	Date:	
Project Approved by: <i>(Name and Signature)</i>	Date:	