5	RECRUITMENT, TRAINING & SELECTION FOR PROGRESSION / PROMOTION				
5.1	**Ensure our methods of recruitment and promotion, both internally and externally assess our expected behaviours and are inclusive, fair, open and transparent**				
	Action to be taken	**By Who**	**By When**	**Measure of success / target**	**Comments / Progress**
5.1.1	We will continue to review our processes for on call recruitment to streamline and improve the applicants recruitment journey.	On Call Liaison Officers	Ongoing	Improvements to recruitment process and numbers realised	On Call Liaison Officers have reviewed the recruitment process to reduce the time taken from path to pump.
5.1.2	We will continue to review our processes for career progression ensuring processes are fair and transparent, are aligned to the values and behaviours framework and the appraisal process.	Head of POD	Annually	No / low number of grievances received, positive feedback form candidates received	Grievances continue to be logged. No patterns identified.
5.1.3	Review our recruitment processes to ensure the inclusion of gender neutral markers (including the option to self-identify).	POD Manager	Mar-22	Gender neutral markers introduced	Ongoing. This forms part of a wider piece of work within POD in relation to recruitment and selection.
5.1.4	Provide development opportunities and support systems to underrepresented groups to help them progress their career.	Head of POD	Mar-23	Increased number of applicants and promotions from underrepresented groups	Links in succession planning processes. Mentoring schemes in place. Women in the Fire Service opportunities targetted to female FFs.
5.1.5	Encourage growth of the gender network group to inform and support on policy and procedure development.	Gender Champion	Jul-23	Gender Network embedded	
5.2	**Set performance measures for recruitment and retention of underrepresented groups, particularly into uniformed roles. We will use this data to direct positive action initiatives and address unseen and unconscious barriers to underrepresented groups seeking employment, promotion and development opportunities.**				
	Action to be taken	**By Who**	**By When**	**Measure of success / target**	**Comments / Progress**
5.2.1	Set challenging targets to be measured and scrutinised at PPB for recruitment and retention of under represented groups.	Director of POD	Annually	Targets achieved	Targets have been set for the forthcoming year.
5.2.2	Create a positive action strategy to increase the diversity of the workforce across all roles and the Cadets.	People BP	Mar-22	Positive action strategy produced	Complete, positive action strategy produced and included in EDI Strategy.
5.2.3	Ensure recruitment activity / information is available in various formats and via the website which covers all categories of staff within the Service and the Cadets and covers all aspects of the role as well as the standards to be achieved in role related and physical testing.	People BP / Comms Team	Annually	Information available in various formats and refreshed for currency	Comms - Ongoing, materials will be created and published one contact has been made by sections.
5.2.4	Develop case studies / comms strategies using existing staff to highlight the diversity of the workforce / Cadets to encourage applicants for recruitment.	Comms Team	Ongoing	Case studies / comms strategy developed	Ongoing, materials will be created and published one contact has been made by sections.
5.2.5	Develop a continuous programme of positive action events / materials to encourage applications from underrepresented groups.	People BP	Annually	Annual Programme developed	
5.2.6	Explore the issue of menopause and provide recommendations to improve our support mechanisms.	Gender Champion	Sep-22	Recommendations produced	Menopause guidance approved at SMT and published.
5.3	**Ensure our new employees are properly onboarded so they understand the Service's behavioural framework and expectations and know what behaviours to expect from others**				
	Action to be taken	**By Who**	**By When**	**Measure of success / target**	**Comments / Progress**
5.3.1	Include EDI, values and behaviours and Code of Ethics in the onboarding process for all new employees.	Director of POD	Mar-22	Onboarding information	Complete
5.3.3	All new employees are to have a 'Welcome to the Service' meeting with the CFO who will affirm the vlaues and behaviours, Code of Ethics and our commitment to EDI.	CFO	Ongoing	Welcome meeting format	Complete, all staff receive welcome to the Service meeting with the CFO.
5.4	**Establish clear development pathways for our workforce which are flexible, supportive, offer variety and enable a range of career progression options**				
	Action to be taken	**By Who**	**By When**	**Measure of success / target**	**Comments / Progress**
5.4.1	Continue to explore apprenticeship opportunities with local education establishments for upskilling our current workforce ensuring effective utilisation of the apprenticeship levy.	Director of POD	Ongoing	Apprenticeship framework produced	Ongoing, this action is linked to the annual TNA process.
5.4.2	Promote the job shadowing process across the workforce and consider inclusion in development programmes.	Director of POD	Annually	Increased uptake of job shadowing opportunities	Job shadowing has been included in the development plans at all levels.
5.4.3	Develop a Talent Management Framework to ensure all staff are aware of the potential career paths and development opportunities available to them.	Director of POD	Mar-22	Talent Management Framework published	Talent Management Framework with Action Plan published.
5.4.4	Design and implement a talent pipeline to include a qualification framework and supportive measures for our Cadets to be better prepared to progress into employment preferably with the Service or externally.	CRM	Mar-23	Career path developed	
5.5	**Provide training and development opportunities for staff to improve understanding of EDI and the benefits of a diverse workforce**				
	Action to be taken	**By Who**	**By When**	**Measure of success / target**	**Comments / Progress**
5.5.1	All employees of the Service will undertake the EDI module on Learn pro, managers will undertake an additional module, both are set at a 2 yearly frequency.	SM Training	Quarterly report	100% completion rate	Two year frequency set for completion of Learnpro modules, modules have been designated as mandatory, completion is monitored by Training and information given to SMT.
5.5.2	Ensure the EQiA trained assessors receive development to maintain their skill set.	POD Manager	Annually	Confidence in skill set maintained	
5.5.3	Provide training to increase understanding of positive action and positive discrimination.	POD Manager	Mar-22	Training delivered	Guidance document produced and circulated. Apprenticeship recruitment process enabled a comms piece utilising a short video, positive action sessions were faciitated on some stations. HR BP will continue to highlight the purpose of PA on stations.
5.5.4	CPD sessions to be developed and delivered by the EDIG Champions and then shared with the wider workforce to increase knowledge of the strands of equality.	EDIG Champions	Quarterly	CPD packages developed	