

Memorandum

STRATHCLYDE
FIRE & RESCUE



From Graham Haugh
Assistant Chief Officer
(Human Resources)
Headquarters
HAMILTON

To Distribution List

Ask for Lorraine Forsyth
Direct Line 01698 338481
Switchboard 01698 300999
Fax 01698 338526
Email lorraineforsyth@strathclydefire.org
Our Ref LF/MAN/08/10/NM
Your Ref

Subject HUMAN RESOURCES PROCEDURE NO 08/07
ASSESSMENT DEVELOPMENT CENTRES
POLICY

Date 28 February 2007

With reference to the above:-

- | | |
|--|-------------------------------------|
| (i) Find attached revised page number(s)
The existing page should be removed and destroyed. | <input type="checkbox"/> |
| (ii) Find attached revised Procedure No.
The existing Procedure No should be removed and destroyed. | <input type="checkbox"/> |
| (iii) Reviewed without revision on xx/xx/xxxx (date) | <input type="checkbox"/> |
| (iv) Remove and destroy | <input type="checkbox"/> |
| (v) Issue of new procedure | <input checked="" type="checkbox"/> |

Following execution of the above instruction, file this memorandum to appropriate Reference in the SFR File Registry and the attached notes to the appropriate binder.

COMMENTS

Handwritten signature of Graham Haugh in black ink.

GRAHAM HAUGH
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES)

STRATHCLYDE
FIRE & RESCUE



PROCEDURE NO. 08/2007

ASSESSMENT DEVELOPMENT CENTRES POLICY

FEBRUARY 2007

HUMAN RESOURCES DIRECTORATE

**HUMAN RESOURCES DIRECTORATE****PROCEDURE NO 08/2007 : 28 FEBRUARY 2007****ASSESSMENT DEVELOPMENT CENTRES POLICY****CONTENTS**

1. CAREER AND CONTRIBUTION MANAGEMENT
2. ADC POLICY SUMMARY
3. INTRODUCTION ADCs
4. THE ADC FRAMEWORK
5. THE APPLICATION PROCESS
 - 5.1 Self-Diagnostic
 - 5.2 The role of Performance Management and Development Planning in Support of ADCs
 - 5.3 Applying for an ADC
6. THE IToP
 - 6.1 IToP Tools
 - 6.2 IToP Decision making
7. THE ADC
 - 7.1 Assessing and Scoring the ADC
 - 7.2 ADC Feedback
8. APPEALS
9. RESOURCING THE ADC
 - 9.1 Occupational Psychologist
 - 9.2 Centre Administrators
 - 9.3 Assessors
 - 9.4 Roleplayers
 - 9.5 Timetabling
 - 9.6 Training
10. SELECTION FOR SPECIFIC/SPECIALIST ROLES
11. QUALITY ASSURANCE AND MONITORING
 - 11.1 Initial Review
 - 11.2 Adequacy of Content Coverage
 - 11.3 Equalities/Diversity
 - 11.4 Data Gathering and Statistical Evaluation
12. IMPLEMENTATION
13. GLOSSARY
14. Appendix 1 & 2

HUMAN RESOURCES DIRECTORATE

PROCEDURE NO 08/2007 : 28 FEBRUARY 2007

ASSESSMENT DEVELOPMENT CENTRES POLICY

1. BACKGROUND TO CAREER AND CONTRIBUTION MANAGEMENT

- 1.1 The Scottish Fire and Rescue Services Career and Contribution Management framework is a performance management framework designed to support the effective management of individuals and teams in order to achieve high levels of organisational performance.
- 1.2 The framework applies to all Scottish Fire and Rescue Services and was produced on behalf of the Fire Interest Group by the Chief Fire Officers Association (Scotland) working in collaboration with the Scottish Executive and the Scottish Fire Services College.
- 1.3 The framework takes account of UK Fire and Rescue Service frameworks and is based on best practice guidelines produced by the British Psychological Society and the Chartered Institute of Personnel and Development.
- 1.4 The framework integrates the needs of individuals in terms of their personal development and career progression with the strategic objectives of their organisation and the wider Scottish Fire and Rescue Service. It is designed to ensure that managers manage effectively and that they ensure the people or teams they manage:
- know and understand what is expected of them
 - have the skills and ability to deliver on these expectations
 - are supported to develop the capacity to meet these expectations and are given feedback on their performance
 - have the opportunity to discuss and contribute to organisational aims and objectives
 - are supported to develop to their full potential
- 1.5 The Career and Contribution Management Framework incorporates the management of:

Performance - Objective Setting and Workplace Assessment

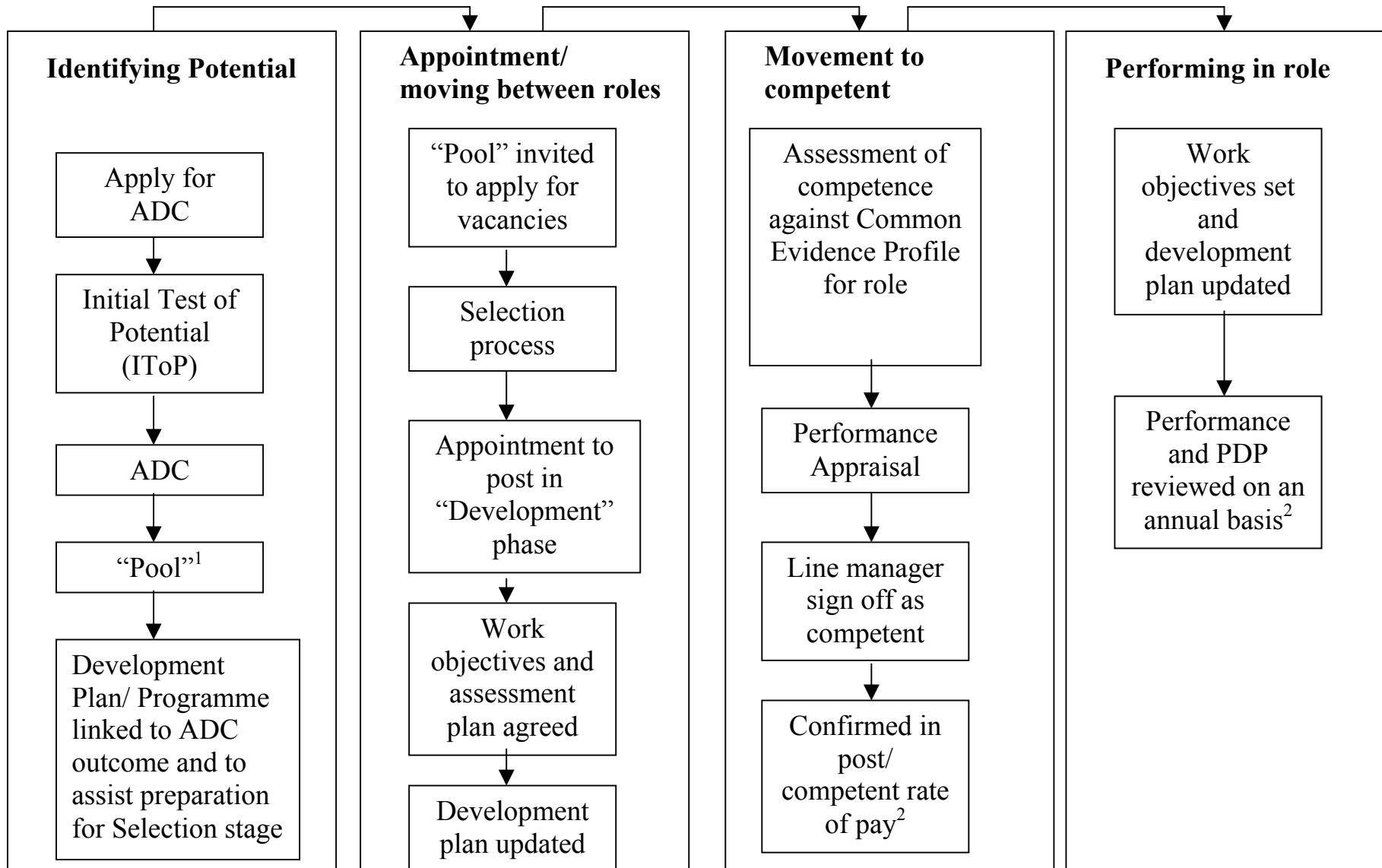
Behaviour – Personal Qualities and Attributes and Leadership style

Development - Personal Development Planning

Potential - Assessment and Development Centres

- 1.6 This policy outlines the key changes to Strathclyde Fire & Rescue Assessment Development Centre processes. A contribution management (appraisal) policy will follow in due course.
- 1.7 **Figure 1 is a summary of the Career and Contribution Management process.**

Career and Contribution Management



¹Size of "development pool" dependent on workforce planning requirements

²Effective performance confirms eligibility to apply for next level ADC

2. STRATHCLYDE FIRE & RESCUE ASSESSMENT DEVELOPMENT CENTRE (ADC) POLICY SUMMARY

- 2.1 Strathclyde Fire & Rescue (SFR) Service ADC process will follow Best Practice Guidelines, as detailed by the British Psychological Society
- 2.2 SFR Best Practice will involve some key features, regardless of the details of the process, namely
 - 2.2.1 A clear organisational commitment and policy.
 - 2.2.2 Professional support from Occupational Psychologists within the design of the overall progress and individual elements of the ADC.
 - 2.2.3 An objective short-listing mechanism – participant access to the ADC must be robust and defensible.
 - 2.2.4 A range of simulation exercises – more than one exercise will be required to assess the range of Personal Qualities and Attributes (PQAs) required. See appendix two for a description of a range of simulation exercises that can be used. Role-play exercises require additional resources, but this requirement will be managed by careful timetable design.
 - 2.2.5 Scoring against the PQA's – relevant PQA's will be measured at least twice across more than one style of exercise.
 - 2.2.6 Observation by panels of assessors – defensibility and accuracy will be enhanced by a number of assessor pairs working at the ADC.
 - 2.2.7 Training for all ADC staff – assessors, role-players and ADC Managers will all receive generic assessment skills and specific exercise training by SFR Occupational Psychologists.
 - 2.2.8 Piloting of exercises used – the resource requirement will vary with the type of exercise.
 - 2.2.9 Integration of all ADC data will provide an overall rating plus PQA analysis.
 - 2.2.10 Feedback for all ADC participants – this will be both oral and written feedback from SFR Occupational Psychologists or trained personnel. Line managers will also be involved in this process resulting in the development of an individual personal development plan.
 - 2.2.11 A clear process for on-going quality assurance – all stages of the ADC will be monitored by SFR Occupational Psychologists.

3. INTRODUCTION TO ADCs

- 3.1 Assessment and Development Centres (ADCs) have gained wide recognition as a systematic and rigorous means of identifying behaviours for a range of purposes such as selection, recruitment, promotion and development. A wealth of scientific research in academic, commercial and public sector organisations have clearly demonstrated that ADCs are the most effective method of identifying the highest calibre of candidates in a fair and equitable manner.
- 3.2 The ADC processes described in this framework are designed to support the organisation's workforce and succession planning requirements. They are designed specifically for the identification of the **potential** for effective performance at a managerial level, rather than immediate appointment. Access to relevant development opportunities will be dependant on organisational need and workforce planning objectives. Therefore, ADCs are about 'assessment for development' rather than 'selection', meaning that these processes will identify an appropriate number of suitable people who could be given access to a development programme to fulfil the predicted demand for vacancies.
- 3.3 Due to the anticipated low turnover of vacancies within retained and support staff working patterns, it is unlikely that there will be a requirement for ADCs in these areas. Therefore appointment to retained and support staff positions will be treated as selection processes.
- 3.4 SFR will ensure that relevant selection processes, in line with ADC best practice principles, are adopted for the appointment of all staff to specific posts.
- 3.5 Consideration of how SFRs ADC policy applies to multi-tier entry and accelerated promotion schemes may follow in due course. Any proposed amendments will be subject to consultation with representative bodies.
- 3.6 This document therefore assumes that the principle of identifying potential will provide the model for the ADC framework used within SFR.
- 3.7 The benefits of ADCs when compared with more traditional methods of selection are that they are:
- **Fair** - all participants have the same opportunity to demonstrate skills through a standardised approach, i.e. similar exercises, similar assessment conditions, similar criteria, multiple judgments (as opposed to single judgment);
 - **Observable** - the exercises allow participants to demonstrate their skills, knowledge and experience in realistic scenarios, instead of just describing their abilities (as common in selection interviews);
 - **Evidence-based** - all evidence is documented, making any selection and development decisions open and transparent and the system legally defensible;
 - **Valid** - research methods are used to determine effective criteria relevant to the role, and specific construction of exercises and content ensures that the method of assessment is predictive of work performance;
 - **Standardised** - assessors are trained to evaluate participants only against the pre-determined criteria;

- **Comprehensive** - a range of job related exercises give participants the opportunity to demonstrate a variety of skills through different scenarios, without over-reliance on one technique;
 - **Objective** - a group of assessors independently rate performance, with no assessor having greater authority over assessment than any of the others. This, therefore, reduces the impact of person preference, as assessment is structured so that it is based solely on performance at the assessment development centre, not personality or prior knowledge of the participant;
 - **Developmental** - allows the participant to gain insight into strengths and development needs through the feedback session, which explores, in detail, all results obtained;
 - **Preview** - an effective 'snap-shot' of the role is provided through exercises and content relevant to the role;
 - **Representative of the Fire and Rescue Service Ethos** - ADCs are compatible with our organisation's ethos of a fair and effective approach to decision making and workforce planning. Participants can be reassured of the integrity of the organisation by its adherence to an unbiased, comprehensive and open system. This links to the key objectives of SFR to provide a fair service to all.
- 3.8 In considering Best Practice, the central point of reference is the Best Practice Guidelines developed by the British Psychological Society Steering Committee on Test Standards and the Division of Occupational Psychology.
- 3.9 The **need** for ADC's in SFR, and the **commitment** of key stakeholders is an established principle and is a key component of the Integrated Personal Development System (IPDS), as outlined in the Fire and Rescue Framework for Scotland.
- 3.10 SFR's ADC process is underpinned by a comprehensive **policy**, to ensure clarity for participants and facilitate an open and transparent process. The overarching principle of this SFR Policy for ADCs is that they will be used for the identification of **potential** for effective performance at a managerial level. This framework is based on this overarching principle and places the following requirements at the centre of SFR's Policy for ADCs.
- ADCs will be operated for each of the managerial levels – Supervisory, Middle and Strategic Manager
 - The PQA Framework defines the generic managerial skills for Supervisory, Middle and Strategic Managers in all roles across the FRS
 - The PQA's will form the fundamental basis for all exercises encompassed within the SFR ADC process
 - Following an ADC, access to development programmes for the role within the level applied for will be determined by SFR workforce and succession plan. In accordance with the forthcoming contribution management system and in line with NJC guidance, people will be expected to demonstrate competence prior to receiving the competent rate of pay. The majority of employees can be reasonably expected to demonstrate competence within 18 months of taking up role following success at a relevant selection process, however, it may be possible to take account of workplace evidence gathered during time

spent in the “development pool” e.g. if the participant has had the opportunity to “act up in the role” as part of their development.

- Participants may only apply for the ADC level immediately above the role in which they currently operate (e.g. Fire fighters can apply for a Supervisory Level ADC, Watch Managers can apply for a Middle Manager ADC and Group Managers can apply for a Strategic Manager ADC) and must be able to demonstrate competence in their current role
- Participants who hold passes in the written components of the Fire Service Examination Board Statutory Examinations may be exempt from the Initial Test of Potential, this exemption is subject to transitional arrangements, which are likely to be applicable until 2007/8
- All participants will be provided with comprehensive guidance on the SFR ADC process
- The SFR ADC process will be supported by suitably trained staff; this will include the design of exercises which will be validated by qualified occupational psychologists
- Only assessors who have undertaken appropriate training will be used in the SFR ADC process
- All participants will be provided with feedback to inform their Personal Development Plan – an emphasis is placed on line managers supporting the feedback process
- All data held on participants will be in accordance with the Data Protection Act
- Participants will have the right of appeal if they have concerns that the agreed process has not been followed and this will be in accordance with the organisation’s grievance procedure
- Participants who have been successful in an ADC prior to transferring to SFR will be eligible to apply for relevant vacancies within SFR in accordance with SFR selection processes. This will be subject to SFR’s verification of the participant’s ADC results. Participants who think they may fall into this category should contact the ADC Team as soon as possible to have their position clarified

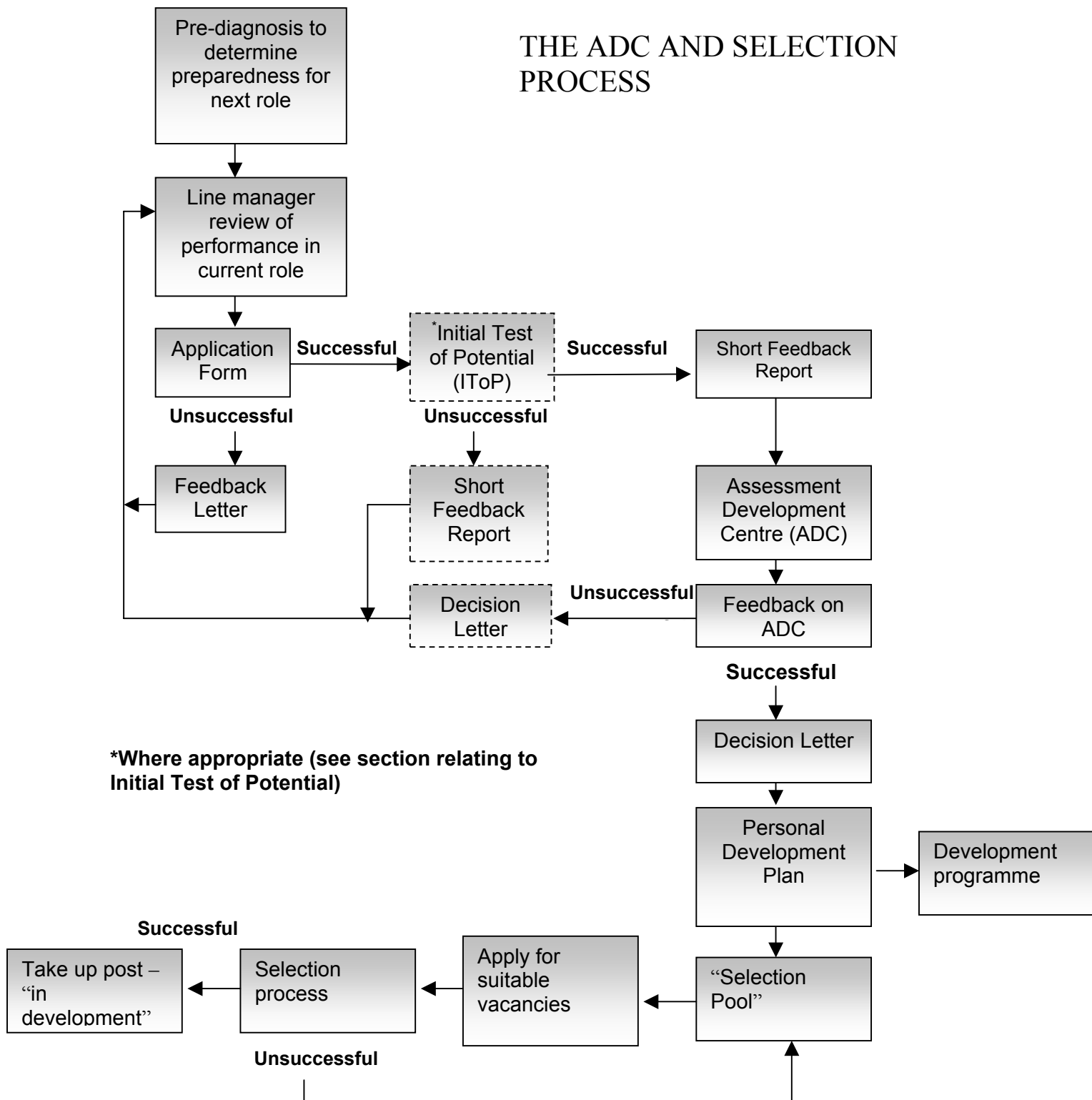
3.11 Under this policy, SFR has responsibility for the development and implementation of an ADC process, but will work to a best practice framework in accordance with British Psychological Society (BPS) guidelines. SFR may use the UK ADC tool-kits in accordance with the BPS guidelines but these will not be considered as mandatory solutions.

3.12 Quality assurance systems will be supported by the Scottish Fire Services College.

4. THE ADC FRAMEWORK

4.1 The PQAs form the fundamental basis for all exercises encompassed within the ADC process. As the PQAs are a 'given', the key focus for decision-making rests with the simulations, process and format that constitute an ADC. Designing processes and tools for an ADC is a complex task, therefore the design of SFR's ADC processes and tools are undertaken and validated by occupational psychologists.

THE ADC AND SELECTION PROCESS



5. THE APPLICATION PROCESS

5.1 Pre-Diagnostic

5.1.1 A pre-diagnostic tool allows potential participants to assess their preparedness for the ADC process. SFR may consider using such a tool at some point in the future. The introduction of any such tool would be supported with relevant guidance.

5.2 The role of Performance Management and Development Planning in support of ADCs

5.2.1 Individuals should have regular reviews of their performance, carried out both formally and informally during the year with their Line Manager where they are given the opportunity to discuss their performance on a regular basis in order to provide a clear sense of their achievements and assess their readiness to apply for an ADC.

5.2.2 In supporting individuals who wish to progress within SFR, Line Managers will spend time assisting them to make a realistic self-assessment against the requirements of new roles. The results of the above self-diagnosis against the Personal Qualities and Attributes (PQAs) is a key part of this process but understanding their career aspirations, identifying barriers and opportunities is also central to assisting people realise their potential.

5.2.3 Line Managers must therefore encourage open and honest discussion about future career aspirations, current competence and any other factors that may influence an individual's career decisions.

5.2.4 Only individuals who have demonstrated competence in their current role will be eligible to apply for a SFR ADC process. Effective performance management and workplace assessment systems will be utilised by Line Managers to support their applications.

5.2.5 The Line Manager and the individual must be clear about the skills and standards required for their current and future job roles. The quality of supportive feedback, opportunities for development and personal motivation all play a part in preparing an individual for progression.

5.3 Applying for an ADC

5.3.1 An individual will be able to apply to the ADC by completing a standard application form. Individuals must have demonstrated competence within the managerial role below the level applied for at the ADC (e.g. Fire fighters can apply for a Supervisor Manager ADC, Watch Managers can apply for a Middle Manager ADC and Group Managers can apply for a Strategic Manager ADC). Applications must be endorsed by the individual's line manager and provide a supporting statement of why the individual is ready to progress to the next level. Line Managers are expected to work in accordance with the guidance that accompanies the application process, in line with the forthcoming contribution management system.

5.3.2 A briefing pack containing general information on the ADC process will be issued to participants along with their application form. In addition, SFR may offer the following options to ADC participants that will provide more detail about the process for which they are considering applying:

- A detailed guidance pack on the ADC process
- A web-based presentation on the ADC process
- Information pertaining to 'frequently asked questions' about the ADC process
- 'Participant Workshops' on the ADC process

5.3.3 The ADC Team will be responsible for reviewing, or coordinating the review of, the application forms. Personnel conducting the reviews will be appropriately trained. When reviewing these forms staff should adhere to the following guidelines:

- Applications must contain a Line Manager's approval
- Applicants must have evidence of competence in their current role. This will normally be provided within the performance management system
- ADCs will run in accordance with workforce planning requirements. It is likely that this will mean that ADC processes for Supervisory and Middle Managers will run once per year and once every two years for Strategic Managers

5.3.4 Scottish Fire Service Circular 9/2005 recommended that those applicants who possess passes in the undernoted statutory examinations would automatically progress to the ADC. This is subject to the application of any agreed transitional arrangements within SFR and is likely to be applicable to the end of 2007.

- Leading Firefighters Part 1 Written – Supervisory Management ADC (Crew Manager role only).
- Sub-Officers Part 1 Written – Supervisory Management ADC (Watch Manager role only).
- Station Officer Written Examination – Middle Management (Station Manager role only).

6. THE INITIAL TEST OF POTENTIAL (IToP)

6.1 The IToP

6.1.1 Individuals who are successful at the application stage may be invited to attend an IToP. An IToP is an appropriate and relevant sifting tool that may be used when SFR receive a substantial number of applicants relative to its predicted future vacancy levels. The IToP will be designed to measure a number of PQAs.

- 6.2.2 Where an IToP is applicable but the participant is exempt, they will immediately proceed to the ADC.
- 6.3.3 Once a decision has been reached about who should progress to the IToP or ADC itself, letters will be issued to both successful and unsuccessful applicants. Successful applicants will receive a copy of the 'ADC Guidance Pack' (this will also be available on the intranet) that will explain in more detail what the participant can expect to undertake as they go through the ADC process.

6.2 IToP Tools

- 6.2.1 In considering applications and short-listing, Appendix 1 outlines suggested methods that can be used individually or combined. SFR will invite the highest scoring participants to a full ADC, the number of which will be based on SFR succession planning requirements.
- 6.2.2 Minimum standards of assessment will normally involve **one** of the methods outlined in Appendix 1.

6.3 IToP Decision Making

- 6.3.1 Once the IToP exercises have been marked, a decision will be made on whether a participant is put forward to the ADC. Participants should be reminded of the particular importance attached to Diversity within the modern Fire and Rescue Service. It is expected that all participants demonstrate an acceptable level with regard to the "Commitment to Diversity and Integrity" PQA.
- 6.3.2 All Participants will be notified of the results of the IToP and provided with a feedback report. Line managers will also receive a copy of the feedback report and should conduct feedback meetings using the report to inform the Participants Personal Development Plan.

7. THE ASSESSMENT DEVELOPMENT CENTRE (ADC)

7.1 The ADC

- 7.1.1 Participants who are successful in the application process, including at an IToP where appropriate, will be invited to attend the ADC.
- 7.1.2 SFR's ADC's involve assessment across a number of simulation exercises. The ADC exercises are designed by Occupational Psychologists to examine underlying skills and abilities. Given that any role will encompass a range of skills and scenarios, SFR's ADCs will have a range of exercises to gain as full a picture as possible of the potential to deal with all aspects of the role in question. Therefore, ADC exercises may be set in a range of relevant contexts, including the fire service, to allow the generic PQAs to be assessed thoroughly.
- 7.1.3 Exercises will be developed through a process of job analysis, undertaken by Occupational Psychologists, where present substantive post holders provide information as to the type of tasks that an individual could expect to undertake within the role.

- 7.1.4 To capture the range of task components associated with the role, each ADC will consist of a minimum of three exercises.
- 7.1.5 **The design will focus on which PQA's are most relevant to each exercise, and then identify which behavioural indicators will be best observed.** To provide a reliable measure of a PQA, the ADC will measure those that are relevant to the role at least twice across an ADC.
- 7.1.6 **For operational roles, the ADC should include an exercise that tests potential to manage incidents.** PQAs test all the behaviours associated with incident management but it is important to ensure that the context gives face validity to the process (note: ADC exercises of this nature are not tests of operational competence that are dependent upon the incident being successfully resolved but are a means of identifying incident command potential utilising the appropriate PQA's)
- 7.1.7 Minimum standards of assessment will normally involve a combination of at least three of the methods outlined in Appendix 2.
- 7.1.8 To avoid any perception of bias all participants at ADC's will be allocated a number and will be identified only by this number throughout the assessment and scoring process.
- 7.1.9 Whatever form of ADC exercises are chosen when identifying simulations, **a pilot stage** is critical. Piloting exercises involves running the exercise exactly as it would be run at the ADC, with mock participants. This is to ensure any problems with the exercises are picked up prior to the actual ADC and are not encountered by real participants.

7.2 Assessing and Scoring the ADC

- 7.2.1 The scoring of exercises is critical – well designed exercises will not provide an accurate picture of potential if the scoring method does not meet an appropriate standard. Within SFR, assessors will have a full explanation of the different standards of performance that they might observe during an exercise, and direct reference to detailed 'Assessor Guidelines' to support them in this task.
- 7.2.2 The ADC will be assessed using a universally recognised observation process known as the ORCE Model (Observe, Record, Classify and Evaluate). This model will be covered fully in the Assessor Training that is designed and facilitated by Occupational Psychologists.
- 7.2.3 The design of the assessor rating forms will focus on which behavioural indicators to include. During design of the exercises, the Occupational Psychologists will consider which are most likely to be observed realistically during a simulation exercise. It is impractical to assess all behavioural indicators set out within a competency framework at any ADC.
- 7.2.4 The PQAs and associated behavioural indicators were not written solely for ADC purposes – some of the behaviours may not be observable in an assessment context but would only be relevant to the workplace. Some

behavioural indicators are easier to assess than others, and trying to make them all fit into an ADC would make exercises appear artificial and unrealistic. **The design will focus on which PQA's are most relevant to each exercise, and then identify which behavioural indicators will be best assessed by observation** – this can then be tested at the pilot of the exercises.

7.2.5 The SFR ADC framework adopts a three-point scale as this has the advantage of being simple to use and interpret whilst still providing a range of scores to allow differentiation between participants. The levels of performance are listed below:

3 = Strong Performance – meets all or most of the positive behaviours expected of that role with no development needs being demonstrated. Well detailed and considered evidence presented by the candidate.

2 = Acceptable Performance – meets many of the positive behaviours expected of that role with very few development needs being demonstrated. Acceptable evidence presented by the candidate.

1 = Development Need – meets none or very few of the positive behaviours expected of that role but displays mostly development needs. Insufficient or limited evidence presented by the candidate.

7.2.6 Again, participants are reminded of the particular importance attached to Diversity within the modern Fire and Rescue Service. Within the ADC it is expected that all participants demonstrate an acceptable level with regard to the “Commitment to Diversity and Integrity” PQA.

7.2.7 Assessor Rating Forms provide space to record information and/or behavioural examples as evidence to justify the scores awarded.

7.2.8 All the data gathered about participants across ADC exercises will be combined to create an outcome. For the purposes of providing access to a development programme and to provide information for a development programme, there will need to be two types of output. Firstly there will be **a single score per participant**, which will place the individual in a rank order and also provide a recommendation e.g. suitable for a development programme or not yet suitable.

7.2.9 Secondly, to inform subsequent development, participants will also have **a score for each PQA**. There may also be a score for each exercise, but the feedback should be focused on the PQA's i.e. areas of strength and areas for development as indicated by the scores awarded.

7.2.10 Final scores will clearly be based on the exercise scores awarded by each assessor team. Best practice recognises the importance of using a “team” of assessors to remove some of the difficulties associated with more traditional one-on-one assessment or selection practices. For each ADC exercise, a team will consist of at least two assessors. Each individual assessor will score the candidate independently using the ORCE model prior to agreeing the joint scores with other members of the assessor team. Agreed scores from each exercise will be combined or **integrated** into an overall rating for each PQA being measured. The Occupational

Psychologist will gather all of the agreed scores from each exercise and statistically integrate these. An average score for each PQA will then be calculated along with an overall score. ADC summary feedback reports for participants will be generated on the basis of these scores and the report may be supplemented with details from assessor's evidence where appropriate.

7.2.11 Once ADC Feedback Reports have been written they will be quality assured by Occupational Psychologists or trained personnel before being sent to the participants and their line manager.

7.3 ADC Feedback

7.3.1 Feedback is an important part of the ADC process. Therefore, SFR will issue a Summary Feedback Report to both the participant and their line manager detailing a participant's results. SFR will normally issue the Summary Feedback Report within 6-8 weeks of the ADC (this may be extended where there are large numbers of participants). This allows the information to be included in the individual's Personal Development Plan. The responsibility and ownership for driving this must lie with the participant with clear guidance and support from their line manager.

7.3.2 Where possible, feedback will also be delivered face to face within 2 months of an ADC by trained personnel that allows a full explanation of the process, the exercises, the assessor comments/ feedback/ evidence and the associated behaviours that assessors were looking for. Performance relating to each PQA will be discussed, using evidence recorded during the ADC to illustrate key points.

7.3.3 Line managers will then build on the initial feedback through the performance management and personal development planning process, making particular reference to the reasons why the behaviours looked for are important in the workplace. Where possible, this feedback should take place within 6 weeks of receiving the feedback report from the ADC team. Line manager feedback should focus on preparing a participant to perform successfully in the workplace that will help them to be more successful at the next ADC.

8. APPEALS

8.1 The outcome of an ADC is final. However, participants will have the right of appeal if they have concerns that the agreed process has not been followed. Any such appeal should be submitted via the SFR grievance procedure.

9. RESOURCING THE ADC

SFR ADCs will run with a minimum of one Occupational Psychologist, Centre Administrators as required and Assessors and Role-players as appropriate.

9.1 Occupational Psychologist (ADC Manager)

9.1.1 It is the responsibility of this individual to ensure the smooth running of the ADC within SFR. They will also play a crucial part in the management of

the quality control processes to ensure consistency of standards across all assessments. Their duties include

- Overseeing all logistical arrangements during the ADC
- Monitoring Assessor standards or marking to maintain quality and consistency
- Providing guidance, support and assistance to assessors as necessary
- Quality assurance of agreed scoring process between teams of assessors where the observations and data on participants are discussed and scoring decisions are finalised
- Recording final evaluation decisions regarding individual PQAs and overall assessor ratings for individual participants
- Providing guidance on generating participants' Feedback Reports
- Participating in ongoing and periodic reviews of the assessment tools and the ADC process
- Statistical analysis of data and generation of integrated ADC scores as required

9.2 Centre Administrators

9.2.1 Administrative support during the ADCs will be to assist with the following tasks

- Meet and greet participants
- Responsibility for briefing participants and the time management of participants schedules
- General administrative preparation prior to the practical ADC
- Administering exercises
- Liaison with the venue's conference administrator regarding general administration (if appropriate)
- Completing all Assessor and Roleplayer schedules
- Compiling all Participant paperwork and files
- Typing draft reports
- Participating in ongoing and periodic reviews of the assessment tools and the ADC process
- Data entry into the Statistical Package for Social Sciences (SPSS)

9.3 Assessors

9.3.1 The key issue when considering Assessors is ensuring they are familiar with the demands of the target job and that they possess the skills required to be an effective Assessor. Deciding who to invite to act as Assessors is an important decision, as their role is not only a very demanding one, but it will also be critical to the success of the ADCs. Key points

- All assessors will have undertaken appropriate Assessor Training. Refresher training will be given to trained assessors who have not participated in the ADC processes as appropriate
- To enhance objectivity and accuracy assessors will be working, as a minimum, in pairs throughout the ADC.
- Assessors will be drawn, where possible, from a role above that of the role being assessed. The exception to this is where HR specialists or Occupational Psychologists are used as Assessors
- ADC Participants will not be assessed by their current Line Manager. Assessors should declare any conflict of interest to the Occupational Psychologist at the start of the process, if they believe that their involvement would compromise the assessment

9.3.2 The role and responsibilities of an ADC assessor should not be confused with that of a Workplace Assessor (A1), they are different roles.

9.3.3 Responsibilities of an Assessor involved in the ADC process should include the following

- Observing behaviour in the various simulation exercises
- Recording the observed evidence in sufficient detail to enable subsequent analysis and interpretation
- Classifying the evidence against pre-determined PQA's
- Evaluating the evidence for each PQA against clearly defined standards for the target job
- Collecting evidence from a participant's performance within an exercise against the PQAs assessed by that exercise
- Contributing to the discussion and decision-making process during the integration sessions
- Contributing to the overall report regarding the participant's performance at the ADC
- Participating in ongoing and periodic reviews of the assessment tools and the ADC process

9.4 Roleplayers

9.4.1 The SFR ADC is likely to include at least one role-play exercise. SFR will maintain as much consistency as possible when using role-players e.g. the same role-player should be used for a one-to-one exercise throughout an ADC day (ideally across the whole ADC process although this may not always be possible logistically). SFR use professionally trained role players in their ADC process.

9.4.2 The duties of the Roleplayer are

- To manage the roleplay interaction with the participant
- To play the role of the character described in the brief and to pose the participant with the challenges inherent in the exercise
- To ensure that their performance is consistent for all participants, whilst at the same time responding appropriately according to the guidelines given in their brief, so they can react to the behaviour presented by the Participant
- To ensure that their performance as a Roleplayer is consistent with the demands of the exercise and affords the Assessor the opportunity to observe the Participant's behaviour in relation to the relevant PQA's
- To participate in ongoing and periodic reviews of the assessment tools and the ADC process

9.5 Timetabling

9.5.1 Timetables should be kept as clear and simple as possible to assist assessors. The Occupational Psychologist is responsible for writing the timetable and will consider the key issues e.g. how long will each exercise need to run to gain sufficient evidence and how long will assessors need to score performance after the exercise has run.

9.5.2 Insufficient time for assessors to complete the assessor rating forms will affect the quality of the decisions reached. It is usual for assessors to record and, if possible, score a participant's performance immediately after observation. However, this may depend on timetabling and exercise design.

9.6 Training

9.6.1 All centre staff will attend appropriate training to ensure the accuracy, standardisation, reliability and defensibility of the process. Each staff role in the ADC has different requirements.

9.7 Confidentiality

9.7.1 All personnel involved in the ADC process, e.g. participants, assessors, role-players, etc will be required to sign confidentiality agreements and are asked by the ADC Team not to discuss any of the

exercises or their ADC experience generally until the process is completely finished.

10. SELECTION FOR VACANCIES/ROLE APPOINTMENTS

- 10.1 Only participants who have demonstrated success in an ADC will be eligible to apply for vacancies/role appointments, creating a pool of potential applicants for vacant posts.
- 10.2 Vacancies/ role appointments will be decided by SFR and are likely to require assessment of technical knowledge and understanding which can be tested alongside the PQA based ADC process for generic managerial potential.
- 10.3 The movement of employees between roles or into specific posts, e.g. Crew to Watch Manager or Station to Group Manager will also be regarded as a selection process.
- 10.4 The standards of assessment used within SFR selection processes will mirror those used in the ADC process. The design of those processes will include a practical assessment of core competencies relevant to the role applied for in line with the PQA's, e.g. selection for a group manager position within the middle management level may include a structured interview, a presentation and/or an in-tray exercise linked to specific tasks within the role remit. All selection processes for roles that require a commitment to manage operational incidents should include reference to incident management.
- 10.5 Successful participants in the selection process will take up post on the development rate of pay in accordance with NJC guidelines. Unsuccessful candidates will remain in the pool for the remaining currency of the ADC (success in an ADC is likely to remain current for a period of two years, subject to feedback from the appraisal process and dependent on workforce planning requirements).

11. QUALITY ASSURANCE AND MONITORING

11.1 Quality Assurance

- 11.1.1 The delivery of objective, fair and transparent ADC processes for and access to development at Supervisory, Middle and Strategic Managerial Levels are fundamental components of the IPDS model. SFR processes will be subject to both internal and external quality assurance procedures to ensure achievement of best practice, maintenance of consistent and transferable standards, credibility, objectivity, reliability and predictive validity.
- 11.1.2 Reviews and monitoring are an integral part of the SFR ADC process and will consider the following key issues:

11.2 Initial Review

11.2.1 This involves a quality control overview during the ADC by the SFR Occupational Psychologist. This will ascertain whether assessors are performing their role competently, the exercises are being run consistently and are relevant to the role, the role-players are performing consistently and to the intended script, scoring systems are working correctly and are providing the expected range of candidate scores.

11.3 Adequacy of Content Coverage

11.3.1 Although ADC's are designed to assess each relevant PQA at least twice, it is necessary to establish that in practice the ADC has been able to reveal evidence of the PQA's as intended. Exercises will be subject to internal review by the SFR occupational psychologists and will also be subject to external review under Scottish Fire Services College quality assurance framework for ADCs (operated by Capita Resourcing).

11.4 Equalities/diversity

11.4.1 All exercises will be subject to impact assessment and the outcomes of ADCs will be monitored in line with legislation.

11.5 Data gathering and statistical evaluation

11.5.1 This will take the form of validity studies to produce empirical evidence that the ADCs fulfil their intended role e.g. effective performance in the workplace, support of organisational requirements, cost effectiveness. Procedures will be introduced to gather workplace data and match assessment outcomes to performance outcomes, and will also look at the success of the appeals process, how actual role appointments were made, how feedback was acted on etc. Analysis and quality assurance processes, as detailed above, will be carried out by SFR's internal Occupational Psychologists. This work will also be considered as part of the Scottish Fire Services College quality assurance framework, with SFR working to standardised data gathering and validation processes.

12. IMPLEMENTATION

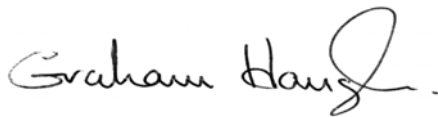
12.1 Implementation

12.1.1 This ADC framework was developed by the Scottish Fire and Rescue Services working in partnership under the auspices of the Chief Fire Officers Association. SFR are committed to this framework and the content of this ADC policy has been party to detailed local consultation (and agreement) with representative bodies and will be subject to annual review and update. Feedback from ADCs will inform any potential review.

12.1.2 SFR are committed to implementing the framework and the associated policy in partnership with CFOA(S) and the Scottish Fire

Services College. A partnership approach to implementation has the following key benefits:

- Co-ordinating the development of ADC materials at a national level, minimising the risk of duplication across all eight Fire and Rescue Services.
- Facilitating the sharing of best practice and resources. Creating a pool of ADC exercises and resources.
- Providing a coherent approach to implementation issues such as quality assurance and maintenance of ADC tools.
- Building on existing collaborative arrangements, reducing the risk of a fragmented approach to the implementation of ADCs.
- Ensuring that there is shared expertise and knowledge across the Scottish Fire & Rescue Service; promoting sustainability of the ADC process through efficient allocation and sharing of resources.
- Allowing the formation of a collective “Scottish voice” that will continue to influence UK developments.



GRAHAM HAUGH
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES)

GLOSSARY

ADC	Assessment & Development Centre
BARS	B ehaviourally A nchored R ating S cales – SFR have adopted a 3-point rating scale, which is simple but still allows for differentiation between candidates
Briefing Pack	This contains general information of the ADC process and will be issued to participants on application
Competencies	Sets of behaviours that are instrumental in the delivery of desired results. They are behaviours that support the attainment of organisational objectives
Guidance Pack	This will be issued once a participant has been invited to the ADC and will contain full details of what the ADC will consist of
IToP	Initial Test of Potential
Job Analysis	Interviews carried with role holders to full investigate elements of their job upon which to base the design of the exercises for the ADC
ORCE Model	Assessors are trained to use this model when observing and collecting evidence during the ADC process. They O bserve, R ecord, C lassify and E valuate the evidence they witness
Pilot Stage	Administering and marking the exercise with mock participants prior to the ADC to identify any potential problems
PQAs	Personal Qualities and Attributes – this is the Fire & Rescue Services equivalent of a Competency Framework
SME	Subject Matter Expert
Summary Feedback Report	This details the participant's scores from the ADC

IToP Tools

Psychometric Assessment

standardised measures of abilities such as problem solving, numeracy, verbal reasoning, etc

A Situational Judgement Test

standardised test asking applicants to choose the most appropriate response to deal with work related scenarios

Simulation exercise (focus on critical PQA's)

e.g. a written exercise, or role play

Appendix 2

ADC Methods

In tray exercise	participants are given a range of written tasks that replicate the typical contents of the in-tray of the role in question
Written analysis	participants are given relevant information to form the basis of a written report or a recommended action plan
Psychometric assessment	standardised measures of abilities such as problem solving, numeracy, verbal reasoning, etc
One-to-one roleplay	participants are presented with a scenario that requires one-to-one interaction with a role actor. This may involve counselling, negotiation, performance management, or discipline issues
Structured interview	participants are asked to give examples of how they have dealt or may deal with situations typical of the role being applied for
Group role play	participants are presented with a scenario that requires interaction with a group of role-players, i.e. a minimum of two. This can involve team briefings, gaining commitment, conflict management, group problem solving, etc
Presentation	a simulation of a briefing to a relevant audience or group