



## OPERATIONAL HEAD OF FUNCTION

**VACANCY REF:** SFRS02089

**CONTRACT STATUS:** Permanent

**GRADE:** Operational Head of Function (DACO)

**LOCATION:** Various

**SALARY:** £83,232 rising to £91,556  
(following effective performance against agreed objectives within an annual performance review)

**CLOSING DATE:** 28 June 2022

The recruitment information pack is designed to provide you with as much information as possible, relevant to the role and the SFRS recruitment and selection process.

The SFRS is an equal opportunities employer and a Disability Confident Employer. As such our selection processes are designed to promote equality of opportunity for all.

If you have any further questions, please contact the Resourcing Team at [SFRS.PODVacancies@firescotland.gov.uk](mailto:SFRS.PODVacancies@firescotland.gov.uk).





# THE SCOTTISH FIRE AND RESCUE SERVICE

The Scottish Fire and Rescue Service exists to ensure the safety and wellbeing of the people of Scotland. Our strategic priorities are set out within the Scottish Fire and Rescue Framework 2016 and represent Scottish Government's high-level ambition for a modern, skilled and dynamic fire and rescue service.

We are a service which carries the shared values of our public sector; which works to combat the threats and risks of modern times; provides national resilience, coordination and specialist resources; and that holds local delivery at the heart of all we do, to ensure that we support local communities and focus on priorities which are relevant to, and serve the interests of, local people.

Our Strategic Plan 2019 – 2022 demonstrates our vision for the SFRS and our commitment to the delivery of a first-class fire and rescue service in Scotland taking account of our values, challenges and the importance of our workforce.

[Audit Scotland](#) and [HM Fire Service Inspectorate](#) audit and inspect us and the services we provide. Their Memorandum of Understanding sets out their distinct powers and responsibilities and outlines how they will conduct their audits and inspections.

At a time of ongoing reform of public services and a challenging financial environment, our Operational Head of Functions (DACO), undertake a lead role in the continued transformation of the SFRS; thinking innovatively, leading by example and building on our culture of teamwork and respect to seek continual improvement in performance across the SFRS.

# SFRS ORGANISATIONAL STRUCTURE

## THE SFRS BOARD

The Scottish Government appointed a Chair and 11 other members to serve as members of SFRS, collectively referred to as the Board.

The Board provides strategic direction, support and guidance to SFRS ensuring that it operates effectively and that the Scottish Government's priorities are implemented. Board members are personally and corporately accountable for the Board's actions and decisions. They also scrutinise plans and proposals and hold the Chief Officer and Strategic Leadership Team (SLT) to account.

## THE STRATEGIC LEADERSHIP TEAM (SLT)

The SLT is responsible for delivering the Scottish Fire and Rescue Service on behalf of the Board. The Chief Officer provides overall leadership to the service, supported by a Deputy Chief Officer who has responsibility for day to day service delivery and performance.

The HQ (corporate functions) Directorates are;

- Service Delivery;
- Service Development;
- Training, Safety & Assurance;
- People and Organisational Development;
- Strategic Planning, Performance and Communications.
- Asset Management;
- Finance & Procurement;

In addition, there are three Service Delivery Areas which are strategically placed in the North, East and West of the country to provide operational response and engage with partners and local communities across Scotland.

## SCOTTISH FIRE AND RESCUE SERVICE JOB DESCRIPTION

<b>JOB TITLE:</b>	Operational Head of Function
<b>DEPARTMENT:</b>	Various
<b>RESPONSIBLE TO:</b>	Assistant Chief Officer/Director

*Please note that this job description is indicative of the nature and level of responsibilities associated with this role and is not intended to be exhaustive.*

### ROLE OVERVIEW

To support the Assistant Chief Officer/Director in the implementation of strategic objectives and play a leadership role as a member of the Senior Management Board. To plan, manage and deliver the services provided by the designated function with a focus on:

- Continual improvement in performance, efficiency and financial management
- Compliance with regulations and the law
- Effective change management and service transformation
- Innovation and good practice
- Partnership working and good employee relations
- SFRS governance arrangements

To be mobilised to operational incidents to perform a strategic incident command function and/or those duties commensurate with the role of Gold/Strategic Command.

### KEY CONTACTS

- The Chief Officer
- The SFRS Board
- Senior Management Board (SMB)
- The Strategic Leadership Team (SLT)
- Scottish Government
- Local Authorities
- Partner agencies and external stakeholders
- Trade Unions/Representative Bodies

### RESPONSIBILITIES / KEY TASKS

The core responsibilities and key tasks are in line with the Area Commander role map as set out below with additional responsibilities in direct support of the Strategic Leadership Team, namely to:

- Act as the operational incident commander at significant, large and/or complex incidents as designated within the SFRS incident command system and to provide “Gold Command” cover within a multi-agency setting.

- Provide visible and motivational leadership; providing effective leadership in support of change and to deliver the benefits of public sector reform; embedding the SFRS values and building a culture of continuous improvement.
- Ensure that the function/service delivery area operates in accordance with the SFRS governance, financial and performance management arrangements, reporting to the SLT and Board on areas of responsibility as appropriate.
- Ensure a positive and balanced approach to employee relations in accordance with the SFRS Working Together Framework and to build and sustain effective partnerships with Scottish Government, other emergency services/blue light agencies and public-sector partners.
- Identify, formulate and develop progressive service related strategies, policies and procedures in accordance with SFRS strategic plan/s and to work with the Director in ensuring their effective implementation.
- Create an environment which protects employees and service users from discrimination and harassment; to actively promote equalities, encourage a workplace culture of inclusivity and not to act in an unlawfully prejudicial or discriminatory manner towards employees or service users.
- Promote the health, safety and welfare of employees at work and of service users through the implementation of the SFRS's Health and Safety Policies in accordance with all relevant statutory requirements.
- Protect the confidentiality at all times of employees, stakeholders, partner organisations, and other third parties, where applicable, by ensuring that reporting employees comply with the organisations IT Security Policy, Data Protection, Freedom of Information and other relevant procedures.

## **ROLE MAP (AREA COMMANDER)**

- EFSM2 – Lead, monitor and support people to resolve operational incidents
- EFSM5 – Plan implementation of organisational strategy to meet objectives
- EFSM6 – Implement organisational strategy
- EFSM8 – Lead organisational strategy through effective decision making
- EFSM9 – Implement and manage change in organisational activities
- EFSM11 – Determine effective use of physical and financial resources
- EFSM13 – Select required personnel
- EFSM14 – Manage the performance of teams and individuals to achieve objectives
- EFSM15 – Develop teams and individuals to enhance workplace performance
- EFSM16 – Manage yourself to achieve work objectives
- EFSM20 – Exchange information to ensure effective service delivery

## **ADDITIONAL INFORMATION**

### **Operational Skills and Experience**

- Assessed as competent to ICL3 (Silver Command) / Requirement to attain ICL4 (Gold Command)
- Understanding of the multi-agency support functions (Gold Command)
- Understanding of the strategic command functions associated with the successful command and resolution of significant, large and/or complex incidents
- Experience of commanding a range of operational incidents that clearly demonstrates effective performance with regard to incident resolution and fire-fighter safety

### **Knowledge**

- Possession of a degree level qualification in a relevant management subject or equivalent
- An understanding of the challenges in leading and managing at a time of significant change and financial constraints
- Sound knowledge of the vision and strategic direction of the SFRS
- Knowledge of the political and other current issues affecting the SFRS; ability to make the connections to the wider public-sector reform agenda
- An understanding of health, safety and wellbeing issues and specifically in relation to Firefighter safety
- Knowledge of the wide range of SFRS partners and stakeholders

### **Previous Experience**

- Substantive and Competent Area Commander
- Proven ability to demonstrate adaptive/flexible leadership and to lead and motivate teams towards the achievement of Scottish Fire and Rescue Service objectives
- Experience of leading and managing projects to deliver objectives on time and within budget
- Experience of partnership working with internal and external partners
- Demonstrable experience of driving performance and delivering “best value”/ organisational efficiencies

### **Key Skills**

- Adaptable leadership and management; change management
- Project management and planning; ability to manage competing priorities
- Oral and written communication skills
- Ability to influence, consult and negotiate in support of key outcomes
- Press and media management
- Critical thinking; ability to apply verbal, numerical and abstract reasoning to strategic issues
- Performance management and reporting
- Partnership working and networking
- Personal resilience
- Political awareness

## **THE FOLLOWING PERSONAL QUALITIES & ATTRIBUTES (PQAs) ARE REQUIRED:**

### **Commitment to Diversity and Integrity:**

- Champions diversity and embeds a fair and ethical approach

### **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 focussed attitude

**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

**Effective Communication:**

- Excellent interpersonal skills. Communicates effectively both orally and in writing

**Commitment to Development:**

- Committed and able to develop self, individuals, teams and others 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 environment to promote safe and effective working and evidence of a thorough knowledge of fire and community safety issues

**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 objectives strategic objectives

**Political & Organisational Awareness:**

- Anticipates and shapes the political environment from a strategic perspective. Recognises the political impact of actions and evidence of representing management at internal/ external events

**GENERAL RESPONSIBILITIES**

- The post holder shall ensure that all duties of the post are undertaken in accordance with the Equality Act 2010, the Human Rights Act 1998, the SFRS's Code of Conduct, Dignity and Integrity at Work Policy and other policies designed to protect employees and service users from discrimination and harassment. It is the duty of the post holder to actively promote equalities, encourage a workplace culture of inclusivity and not to act in an unlawfully prejudicial or discriminatory manner towards employees or service users.
- To promote the health, safety and welfare of employees at work and of service users through the implementation of the Scottish Fire and Rescue Service's Health and Safety Policies in accordance with all relevant statutory requirements, leading by example.
- To protect the confidentiality at all times of customers, partner organisations, and other third parties, where applicable by ensuring that reporting employees comply with the organisations IT Security Policy and procedures.

# TERMS and CONDITIONS

**JOB TITLE/GRADE** Operational Head of Function

**LOCATION** Various

**CONTRACT STATUS** Permanent

## Main Terms and Conditions

These are no less favourable than those enjoyed under the terms and conditions for Area Commanders as agreed by the National Joint Council Scheme of Conditions of Service (Grey Book, 6<sup>th</sup> Edition)

## Pay

The salary scale for the post is £83,232, rising to £91,556 following effective performance against agreed objectives within an annual performance review. Further salary increments will be awarded in line with the national collective bargaining arrangements.

## Standby – Call out base

You are required to provide an appropriate accommodation address within the boundaries of the area to which assigned command duties, in line with the SFRS Flexi Duty Manager Policy.

Should the provision of a standby/call out base require you to move your home or incur removal expenses in establishing a base other than your home, normal allowances will be payable in accordance with current SFRS relocation policy (applicable for one move). If initially, you occupy a base other than your home and do not claim allowances and subsequently decide to move your home to a location acceptable to the SFRS, then these allowances will be payable at that stage.

Your requirement to locate and provide your standby/call-out accommodation (“your base”) should not be dependent on facilities provided or owned by the SFRS. Officers who are initially unable to provide their own standby/call out base may, in the interim, apply for permission to use SFRS premises for a period not exceeding three months. Under exceptional circumstances, an additional or subsequent extension to the three-month period may be considered. You are not permitted to base yourself for standby/call-out duty at your office.

## Car

You will be provided with a car in line with the SFRS Provided Vehicle policy. Details of this scheme are available from the Finance Department.





### **Hours of Work**

These will be as required to undertake the role and the successful applicant will part of the SFRS Flexi Duty Manager Rota which includes a commitment to be on call outside of normal office hours at all times when on standby.

### **Annual Leave and Public Holidays**

Your leave entitlement is as follows 35 days Scale A, 2 days Scale B and 3 days Long Service Leave. The public holiday entitlement is 8 public holidays each year, as designated by the SFRS.

### **Pension**

If you are currently a member of the Firefighters Pension Scheme (1992), the New Firefighters Pension Scheme (2006) or the Firefighter Pension Scheme (Scotland) 2015, your existing pension arrangements under these will continue to apply. If you are not a member of any of these Schemes you will be covered by the 2015 Scheme during this appointment.

Her Majesty's Revenue & Customs have set limits on the tax relief on your pension. Where your pension entitlements increase and these exceed the tax relief limits set, you will have to pay tax on the excess. There are two thresholds to be aware of. One of which is known as the Annual Allowance (AA) which permits a maximum increase in the value of your pension in a given year. The other is the Lifetime Allowance (LTA) which limits the total value of your overall pension pot. If either of these thresholds is breached, this may lead to an increased tax liability.

Applicants seeking promotion should therefore recognise the potential for any substantial increase in pensionable pay to result in an additional tax liability.

The calculation of your pension pot is subject to a complex calculation that allows for factors specific to each employee to be taken into consideration. It is therefore not possible, or appropriate, for SFRS to issue you with advice on this. All applicants are advised to take the effects of the AA or the LTA into consideration when applying for promotion.

If you are concerned that you may exceed these limits if you are successful in applying for a promotion, it is strongly recommended that you seek independent financial advice in respect of the potential impact of this upon your personal financial position. Advice on Pensions and Taxation can also be accessed through the following links:

[Tax on your Private Pension](#)

[Scottish Public Pensions Agency](#)

### **Relocation**

Subject to approval of a justifiable need for you to relocate to take up this post, SFRS will consider reasonable claims of up to £8,000 on production of receipts. Before committing to any expense, please contact the Director of People & Organisational Development to discuss approval of your proposed relocation.

Where relocation expenses have been agreed, you are required to present final invoices within 12 months of you taking up this appointment, unless there are exceptional circumstances which will require to be agreed by the Board in advance.



### **Political Restrictions**

This post has been determined as politically sensitive. Employees who are in politically restricted posts are disqualified from becoming, or remaining as, a member of the Local Authority, the Scottish Parliament, the House of Commons, European Parliament or carrying out certain political activities. If you have involvement in any of these areas please highlight this within your application.

You are entitled to advise any political group, either as to the work of the group or the work of the SFRS, and attend meetings of any political group. However, where you advise a political group on a particular matter, you should be available to advise other political groups on the same matter.

# THE SELECTION PROCESS

An indicative timeline of the selection process is provided below:

Date	Schedule
07 June 2022	Applications Open
28 June 2022	Applications Close
w/c 27 June 2022	Shortlisting
w/c 04 July 2022	Psychometrics Issued
w/c 11 July 2022	Invites for Interview & ICA Issued
w/c 25 July 2022	Selection Centre (ICA & Interview)
w/c 08 August 2022	Outcomes Advised

The selection process has been timetabled to meet SFRS recruitment needs and applicants are requested to ensure that they make the necessary arrangements to be available for each stage of the process.

Applicants should raise any issues with the dates specified below to the Workforce Planning & Resourcing Team, as early as practicable.

## ONLINE APPLICATION

To apply, please complete our online application and upload a copy of your CV and most recent Appraisal Document. Your CV must contain your career history, qualifications, a summary of your key achievements in each role you have held and referee details.

## SHORTLISTING

The SFRS evaluate applicant suitability for a role by assessing your knowledge, experience and skills in relation to the criteria for the role and detailed within the Job Description.

You need to be clear and specific about your skills and experience as only the most suitable applicants will be selected for interview on the basis of the evidence provided in the application.

## PSYCHOMETRIC TESTING

Applicants who are shortlisted will be asked to undertake an online psychometric assessment as follows;

### Saville Wave Assessment

This is a personality questionnaire which assesses candidates preferred behavioural and leadership styles in the workplace.

This test will be completed on-line and can take approximately 40 minutes.



*Where candidates have taken these tests within the last 12 months, previous test results can be used for this process. Should you wish to use previous test results, please confirm this to [Margaret.pitcairn@firescotland.gov.uk](mailto:Margaret.pitcairn@firescotland.gov.uk) when submitting your application.*

## **SELECTION CENTRE - INCIDENT COMMAND ASSESSMENT, PRESENTATION AND A FORMAL INTERVIEW**

Candidates shall be invited to attend a final stage Selection Centre.

At this stage, candidates shall be asked to undertake an assessment of incident command (Gold level), and lead a discussion on a relevant topic issued prior to the day. Following the discussion there will be a formal interview.

## **OFFER**

If successful we will issue an offer of appointment. For external candidates the offer of appointment will be conditional and subject to the following pre-employment checks.

### **→ Confirmation of Right to Work in the UK**

In line with the Immigration, Asylum & Nationality Act 2006, all candidates applying for SFRS roles must be eligible to live and work in the UK. Documented evidence of eligibility will be requested from candidates as part of the selection process and will require to be checked and verified.

### **→ Medical**

Candidates are either requested to attend a pre-employment medical examination or complete a pre-employment medical questionnaire; both of these are subject to approval from our Occupational Health Physician.

We expect high levels of attendance from our employees. As part of the medical process we ask you to provide details of your attendance at work in the previous year. Absences of more than 10 working days may be investigated further with due consideration given to the timescales and reasons for these absences.

### **→ Receipt of satisfactory references.**

When completing the application form, you will be asked to include details of two referees. We recommend that you obtain the approval of any individual whose details you input into this section. If we do not receive references timeously this may affect your start date and appointment with the SFRS.

The referees should be two individuals who have known you for at least 12 months and who know you in a work capacity or can comment on your ability to carry out the role applied for. At least one of these should be from your current employer, where possible, providing you have been employed with them for a period of at least 12 months prior to submitting your application. The referees should not be related to you in any way.

Referees will not be contacted unless a formal Offer of Employment is made.

#### → Criminal Record Check

Dependent on the nature of the post, it may be necessary to undertake a criminal record check. This may be a standard, enhanced or PVG disclosure. The SFRS will pay the required fees associated with the criminal record check.

Further information on the Disclosure process can be found at [www.mygov.scot](http://www.mygov.scot).

**Should any of the above stages not be fully satisfied, the conditional offer of employment may be withdrawn or deferred for review of individual circumstances.**

### MEMBERSHIP OF PROTECTION OF VULNERABLE GROUPS SCHEME

This post requires membership of the Protection of Vulnerable Groups Scheme (PVG Scheme) for the duration of appointment in post.

### HOLDING POOL

A pool of successful candidates who are not initially appointed will be held for a period of up to 18 months, following which the pool may be disbanded, in line with the needs of the SFRS. Substantive appointment to the role will be subject to successful attainment of an ICL4 qualification.

The SFRS reserves the right to appoint and transfer individuals into alternative posts in order to meet the Strategic objectives of the organisation.

### EQUALITY AND DIVERSITY MONITORING

The SFRS values diversity in our workplace and we would encourage everyone who has the necessary skills and experience to apply. Information given on the diversity monitoring form will be treated in strictest confidence and will be retained for monitoring purposes. This information will be stored separately from your application form and will not be made available to those involved in the selection decision.

### DISABILITY

The SFRS is an equal opportunities employer and a Disability Confident Employer.

We are committed to:

- Ensuring our recruitment process is inclusive and accessible,
- Communicating and promoting our vacancies,
- Anticipating and providing reasonable adjustments, as required.

At application stage, we will ask you to disclose any disability and/or Specific Learning Difference (SpLD) and that you outline any special requirements or reasonable adjustments you would like to request during the process.



## INTERVIEW EXPENSES

Travel and subsistence expenses incurred during the selection process are the responsibility of the applicant.

## KEEPING IN TOUCH

We aim to keep you up to date on the progress of your application. All communications will be sent to the e-mail address provided by you on your application. Please ensure that you keep your personal details updated at all times and that you regularly check your e-mail account and spam folder.

Please be advised that if you have a BT email, you will need to add our contact email [SFRS.PODVacancies@firescotland.gov.uk](mailto:SFRS.PODVacancies@firescotland.gov.uk) as a safe sender to ensure that you receive all communication in relation to your application. Instructions on how to do so can be found [here](#)

Further useful information about the Scottish Fire and Rescue Service can be found by going to [www.firescotland.gov.uk](http://www.firescotland.gov.uk).

## FEEDBACK

Feedback will be available to all candidates on request. This will be provided upon completion of the process.

*Good luck!*