**Questionnaire for completion by Fire and Rescue Authority**

**Section1: Recruitment of firefighters**

1 (a). Do you plan future recruitment according to the following factors? (please tick as appropriate):

|  |  |
| --- | --- |
| Predicted rates of staff turnover |  |
| Promotions |  |
| Overall number of firefighters needed as per your Integrated Risk Management Plan |  |
| Likely task/role changes |  |
| Advancement of technology |  |
| Other (Please specify) |  |

1 (b) Please attach a copy of your recruitment plans if available

2. Are there any other factors you take into account in planning recruitment?

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3 (a). Do you place a cap on the number of applications per vacancy?

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| --- | --- |
| Yes |  |
| No |  |

3 (b). If YES, please give details on how such a cap is decided

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4 (a). Are vacancies advertised for a specified period of time?

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| --- | --- |
| Yes |  |
| No |  |

4 (b) If YES, please give details on length of period and method of advertising

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5. Do you consider that role maps and/or the grey book adversely impact recruitment? (Please tick)

|  |  |
| --- | --- |
| Not at all |  |
| Prevention of recruiting above the basic entry grade |  |
| Prevention of setting academic entry standards |  |
| Number of firefighters recruited |  |
| Contracted working hours, i.e. full or part time |  |
| Rigid pay structure |  |
| Use of fire staff to do non-operational roles |  |
| Use of assessment centres |  |
| Other (Please specify) |  |

6 (a). Do you operate a graduate recruitment scheme?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

6 (b) If you do not operate a graduate recruitment scheme, please state why?

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| --- |
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7) Please detail your selection criteria for external recruitment.

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**Section 2: Promotion of firefighters**

8. Please give details of your selection criteria for internal promotion

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9. Do you think it would be beneficial following a promotion process or development discussion to give individuals the opportunity to move to different...

Please tick.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| …Authorities? | Yes |  | No |  |
| …Stations? | Yes |  | No |  |
| …Watches? | Yes |  | No |  |

**Section 3. Crewing policy**

10 (a). What mechanisms do you currently use to determine the appropriate number of firefighters in any one area?

10 (b). By what mechanism do you determine whether an individual fire station should be crewed by on-call staff, whole time staff or a mix,

10 (c) In response to the above question, do you believe that there is an opportunity to change this method and if so what barriers are there for change?

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10 (d)Do you think there are benefits to changing the mechanism?

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10 (e). By what mechanism do you decide on your crewing levels in each fire station?

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11 (a). Has your authority ever experienced a conflict or any other issues as a result of staff having second jobs?

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| --- | --- |
| Yes |  |
| No |  |

11 (b) If YES, please provide details:

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**Section 4: Use of on-call firefighters**

12(a)Do you employ on-call/retained firefighters?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

12(b) If NO, please may you state why? (Then skip to Section 5)

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12(c) If YES, how do your on-call/retained firefighters work alongside your whole time crews as part of normal station working?

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| --- | --- |
| Integrated |  |
| Separate |  |

What benefits or challenges of this approach have you observed:

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| --- |
|  |

12 (d) How many hours are your retained firefighters normally available per month, and how many hour are they required to attend for drill nights and training? :

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Normal hours available per month |  |  |  |  |
| Normal hours required for drill nights/ training |  |  |  |  |

13. If you do operate an on-call/retained duty system, what barriers if any have you encountered to operating the system effectively? (please tick as appropriate)

|  |  |
| --- | --- |
| Poor response to recruitment campaigns |  |
| Poor standard of applicants |  |
| Public perception |  |
| Union tensions |  |
| Minimum expected response times |  |
| Cost |  |
| Training |  |
| Poor interaction with whole time crews |  |
| Employer resistance |  |
| Level of remuneration |  |
| Level of commitment required |  |
| Lack of awareness of on-call system |  |
| No barriers |  |
| Other (Please specify) |  |

14. Please provide details if any of the above apply

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**Section 5. Grey /Gold Book**

15. Which of the following statements do you believe is appropriate in respect of GREY BOOK employees?

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| --- | --- |
| The current graded pay structure is appropriate to the provision of current services |  |
| The graded pay structure works sometimes but Fire and Rescue Authorities need more flexibility |  |
| The graded pay structure coupled with national terms and conditions needs fundamental change to ensure FRSs have the required flexibility to meet the future needs of the service and communities. |  |
| Other (Please specify) |  |

Comments:

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16) Which of the following statements do you believe applies to GOLD BOOK employees?

|  |  |
| --- | --- |
| The current pay structure is appropriate to the provision of current services |  |
| The pay structure works sometimes but should be applied either more consistently or flexibly across differing authorities |  |
| The pay structure needs fundamental change to ensure value for money |  |
| Other (Please specify) |  |

Comments:

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17 (a). Do the ‘grey book’ and ‘role maps’ provide appropriate flexibility in the way you manage the existing service?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

17 (b) If NO, what are the issues? (please tick as appropriate)

|  |  |
| --- | --- |
| Operational management/ decision making |  |
| People Management |  |
| Use of latent capacity |  |
| Co-responding with other emergency services |  |
| Community safety |  |
| Fear of legal action |  |
| Other (Please specify) |  |

18. Could local terms and conditions enable services to improve the outcomes and value for money to local communities? Please tick

|  |  |
| --- | --- |
| Yes |  |
| No |  |

19 (a). When a member of staff is injured at work or is taken ill, what are the procedures that follow in regards to sign off, sick pay and level of absence? Please provide details.

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19(b). Are the current conditions of service a barrier in this process?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

Comments:

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**Section 6. Collaboration with other services**

20. Have you explored joint training opportunities with other Fire and Rescue Authorities?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

21 (a). Have you pursued co-responding with other emergency services?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

21 (b) If NO, to one or both of the above, then what were the reasons for not doing so? (Please tick all that apply)

|  |  |
| --- | --- |
| Role Maps do not allow it |  |
| Representative body resistance |  |
| Fear of legal action |  |
| No clear leadership |  |
| Extra burden on the service |  |
| Not a priority |  |
| Other (Please specify) |  |

Please provide details if any of the above apply

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22 (a). Have you explored sharing your estate with other emergency service providers?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

22 (b) If NO, is this the result of an issue related to the grey book?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

Please Comment:

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23. Have you explored any other opportunities for more closely integrated/ joint working with other fire and rescue services or other organisations?

Please provide comments:

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| --- |
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**Section 7. Industrial relations**

24. How do you rate the effectiveness of the National Joint Council as a means of making decisions and resolving disputes?

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| --- | --- |
| Very effective |  |
| Somewhat effective |  |
| Not at all effective |  |
| Other (Please specify) |  |

25 (a). If you answered ‘very effective’ or ‘somewhat effective’ what you do you consider the key strengths of the National Joint Council?

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25 (b). If you answered ‘somewhat effective’ or ‘not at all effective’ what do you consider the key weaknesses of the National Joint Council?

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26.Does the National Joint Council represent the views of employing authorities effectively?

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| --- | --- |
| Yes |  |
| No |  |

If not, then please give details why and how this could be improved.

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27. What has been the impact of strike action on your operations? (Not limited to the current industrial dispute over Pensions)

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28 (a). Do you think firefighters should have the right to:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Strike | Yes |  | No |  |
| Strike, but legally required to return to duty in certain circumstances | Yes |  | No |  |
| Take industrial action short of strike | Yes |  | No |  |
| Be required to maintain a skeleton emergency service to the public in the event of strike action. | Yes |  | No |  |
| Be required to give more than 7 days’ notice of strike action during a dispute. | Yes |  | No |  |

28 (b) If the answer to the last question is yes, how much notice should be given to allow an Authority to prepare for strike action?

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| --- |
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29 (a). Should current return to work arrangements during industrial action be legally formalised?

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| --- | --- |
| Yes |  |
| No |  |

29 (b). If yes, who should be held accountable for this arrangement?

|  |  |
| --- | --- |
| Local Employer |  |
| Relevant trade union |  |

30. What industrial relations training do you provide for your managers/employees (by grade)? Please give specific details.

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If you any further comments you would like to make about firefighters’ conditions of service ( <https://www.gov.uk/government/news/minister-opens-independent-review-of-firefighter-conditions>). Please tell us here.

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|  |

THANK YOU FOR COMPLETING THE SURVEY.

PLEASE REMEMBER TO SAVE IT AND THEN EMAIL IT TO

**Neeta.Patel-Keena@communities.gsi.gov.uk**

**PLEASE RETURN BY FRIDAY 19 SEPTEMBER 2014**