

Freedom of Information request: Reference number FOI2026/00589

Date of request: 26th May 2026

Request:

Please treat this as a request for information under the Freedom of Information Act 2000.

I request the following information relating to the 2025 Station Officer promotion process:

The total number of applicants.

The total number of applicants deemed eligible to participate.

The total number of applicants deemed ineligible.

The total number of candidates ultimately placed on the promotion panel.

An anonymised breakdown of successful candidates by age band.

The number of candidates who received workplace adjustments or reasonable adjustments during the assessment process.

The number of successful candidates who received workplace adjustments or reasonable adjustments.

Copies of any Operational Promotion Guidance, moderation guidance, assessor guidance, or equality impact assessments applicable to the 2025 Station Officer promotion process.

The number of candidates permitted to participate despite not meeting one or more published eligibility criteria.

Response:

Please see below for a response to your request.

I request the following information relating to the 2025 Station Officer promotion process:

The total number of applicants.

There were a total of 223 applicants.

The total number of applicants deemed eligible to participate.

the total number of applicants deemed eligible is 187.

The total number of applicants deemed ineligible.
the total number of applicants deemed ineligible was 19.

The total number of candidates ultimately placed on the promotion panel.
the total number placed on the promotion panel is 108.

An anonymised breakdown of successful candidates by age band.

Age Band	Total
30-39	15
40-49	76
50-54	13
55-59	4
Total	108

The number of candidates who received workplace adjustments or reasonable adjustments during the assessment process.

A total of 16 had workplace adjustments or reasonable adjustments.

The number of successful candidates who received workplace adjustments or reasonable adjustments.

A total of 7 successful candidates received workplace or reasonable adjustments.

Copies of any Operational Promotion Guidance, moderation guidance, assessor guidance, or equality impact assessments applicable to the 2025 Station Officer promotion process.

Please see below for the Operational promotion guidance and assessor guidance. LFB does not have individual Equality Impact Assessments for each promotion round.

The number of candidates permitted to participate despite not meeting one or more published eligibility criteria

1 candidate agreed at Deputy Assistant Commissioner (DAC) level.

We have dealt with your request under the Freedom of Information Act 2000. For more information about this process please see the guidance we publish about making a request on our website: <https://www.london-fire.gov.uk/about-us/transparency/request-information-from-us/>



Operational Promotion Guidance

Issue date:	25 January 2023
Last Review:	17 December 2025
Next Review Due:	March 2026
Owner:	Head of Resourcing
Responsible work team:	Recruitment

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Introduction

To ensure we Protect and Serve Londoners to the best of our ability we need to ensure that we promote the best available staff within London Fire Brigade. The promotion guidance has been created to help us achieve this through the assessment process and a fair and transparent posting process applicable to the rank and operational role type. We aim to have a highly skilled, professional, empowered, talented, and diverse workforce, across all areas, levels and ranks of the LFB; this guidance will support these aims.

The guide has been created to provide guidance and understanding of the process of how London Fire Brigade promotes our operational staff. It gives the information for those wishing to seek promotion to know the eligibility criteria is and an assessment overview of the rank they are seeking to apply to.

This guidance covers the promotions to the rank of Leading Fire Fighter (LFF), Sub Officer (Sub O), Station Officer (Stn O), Station Commander (SC), Group Commander (GC), Deputy Assistant Commissioner (DAC) to Assistant Commissioner (AC).

It is anticipated that the guidance will need to be changed over time, with enhancements to assessment processes, operational need, or wider regulatory. Where this is required, all changes will be clearly recorded in this guidance with the reasons for any changes. Every effort will be made to ensure changes are not made during a promotion round. If circumstances dictate change is required, all parties involved in the process will be informed of the change and reason in writing.

The specific criteria for each promotion process will be detailed in the Assessment Overview for that rank and will always take precedence over the generic guidance set out in this in this document.

For neurodivergent staff who require reasonable adjustments in an assessment and selection process or where a manager or individual has concerns regarding neuro-diverse learning difficulties, they are to discuss their concerns with one another and refer to the Learning Support Policy PN 553 in advance of the promotional process.

When an individual attends an assessment centre and has a diagnosed neuro-diverse learning difficulty that is registered with the Learning Support Team, the individual must contact the assessment centre assessmentcentre@london-fire.gov.uk in advance of their assessment date and advise them that they require reasonable adjustments. The Learning Support Policy PN 553 incorporates a section on reasonable adjustments and provides further guidance on neurodiversity in the workplace.

LFB Values can be found on Hotwire.

Generic Principles

Leading Firefighter (LFF), Sub Officer (Sub O) & Station Officer (Stn O)

Eligibility

To be eligible for promotion, all internal applicants must:

1. Have completed a minimum of 9 months development and then worked a minimum period of 12 months post development in their current rank (21 months in total).
2. **FF's and LFF's have undertaken temporary promotion and/or acting up for a minimum of 24 occasions per rolling 12-month period (approx. 2 per month) before applying for promotion, which will be reflected on StARS or if unable to meet this minimum expectation, e.g., due to the lack of availability of temporary promotion:**
3. Not have declined temporary promotion without good reason in the preceding 12-month period.
4. Have completed and passed an incident command level 1 acquisition course applicable to the rank applied which is in date or revalidated in line with the Command Competence policy PN954.
5. Have line management approval that they are displaying LFB values and to sign off on their competency to command and control a crew conducting a ladder drill.
6. Have no live disciplinary sanctions.

Full details of the Role to Rank (R2R) Agreement can be found [here](#).

Interviews including Diversity, Equity & Inclusion (DEI) questions

All interview panels will be made up of at least two panel members, one of which will be at least one rank/grade above the process in question. Panel members may be temporary or on development in these ranks/grades. All interview and DEI panel members will have completed LFB interviewer and or DEI assessor training to allow them to interview on behalf of LFB assessment centres. Assessment scores will be moderated between panels under the supervision of the assessment centre.

To support the Inclusion strand, questions and exercises on diversity, equity and inclusion are included in all assessment processes. These questions and exercises are included to demonstrate your knowledge, practice, and awareness of, diversity, equity and inclusion.

All adverts will provide further details on assessment types and scoring methodologies to be used in the promotions round.

Outcomes

The assessment centre will endeavour to inform candidates of the outcomes of each stage as soon as possible, typically with seven days. Stage dates will be included in promotion adverts. Where this is not possible due to unforeseen circumstances, the assessment centre will inform candidates of the delay and offer a revised timeline for outcomes being communicated.

Outcomes from stages within a process will be communicated by email to the candidate with their Station Commander for station-based staff and for those based elsewhere, their line manager **cc'd**. Overall outcomes from a process (i.e., whether someone is deemed promotable) will be completed by a phone call from appointed officers or FRS managers (when possible) and confirmed via email to the individual and their line manager.

Outcomes will include confirmation of the next steps and options for feedback. **Please note:** For any given round only the top scoring candidates will be promoted regardless of those that achieve the minimum score required, this figure will be published in the advert and will be based on organisational need.

Postings

Candidates who are successful will have provided the Establishment and Performance Team (EPT) with a request for their preferred watch/posting they wish to work at and those that they cannot. They may also request other areas besides the area containing their base post they would want to be considered for if successful. A reasonable offer would be to a station within the area where they currently work, or stations in an adjacent area if the travel distance is reasonable based on home address; it would not usually be on the watch they are currently based unless, for example, they are currently on temporary promotion on that watch, or it makes operational and organisational sense.

Whilst it will not be possible to select a station or borough to be posted to, it will be possible to indicate if a particular watch pattern was unacceptable or if an individual wished to be considered for a post in another area. The offers are based on score order and/or skills matching considering skills held (FRU, USAR, Aerial etc.).

Should an individual decline an offer of promotion that is within their preferences supplied or reasonable, they will not be offered another promotion until all other individuals have been offered within the round. If a second offer is declined, they will not usually get a further offer in the current promotion round.

Where an individual is made an offer in the first instance which is not within their preferences supplied or reasonable, they will remain available to be offered further roles until they are offered a role within their preferences supplied or reasonable. They will then not be offered another promotion until all other individuals have been offered within the round. If the next offer is also declined, they will not usually get a further offer in the current promotion round.

Note: In line with the R2R Agreement, appendix A, New Specialist Officer protocol 2019, staff cannot be promoted into specialist officer positions (with the exception of Station Officers when specific circumstances apply (See R2R Agreement Appendix 1 section C), staff are to transfer into specialist officer positions once deemed competent in rank and have completed their minimum time period on an operational fire station.

Posting will be made on score order, if there are more successful candidates than current vacancies, those candidates will be placed on a panel. Candidates placed on a panel following a promotion round will be offered posts as when vacancies become available.

Please Note - Panels will be disbanded once the next round for that rank is advertised and those remaining will be required to apply again if they wish.

Station Commander (SC), Group Commander (GC), Deputy Assistant Commissioner (DAC) and Assistant Commissioner (AC)

Eligibility

To be eligible for promotion, all applicants must:

1. **For SC's and GC's ranks**, candidates will have completed a minimum of 9 months development and then worked a minimum period of 12 months post development in their current rank (21 months in total).
2. Have line management approval form completed giving assurance that the candidate is ready for promotion and that they display the LFB Values.
3. Have no live disciplinary sanctions.
4. Have completed recognised IC training and assessment for their current rank and be in date, in line with the command competence policy PN954 and have no outstanding development needs.

Interviews and Diversity, Equity & Inclusion (EDI) assessment.

All interview panels will be made up of at least two-panel members, one of which will be at least one rank/grade above the process in question. Panel members may be temporary or on development in these ranks/grades. All Interview (for SC/GC) and DEI panel members (for GC only) will have completed LFB interviewer and or DEI assessor training to allow them to interview on behalf of LFB assessment centres, and assessment scores will be moderated between panels under the supervision of the assessment centre.

To support the Inclusion strand, questions and exercises on DEI are included in all assessment processes. These questions and exercises are included so you can demonstrate your knowledge, practice, and awareness of, diversity, equity and inclusion.

All adverts will provide further details on assessment types and scoring methodologies to be used in that promotion round.

Outcomes

The assessment centre will endeavour to inform candidates of the outcomes of each stage within one week of the closing of that stage. Stage dates will be included in promotion adverts. Where this is not possible due to unforeseen circumstances, the assessment centre will inform candidates of the delay and offer a revised timeline for outcomes being communicated.

Outcomes from stages within a process will be communicated by email to the candidate with **their line manager cc'd. Overall outcomes from a process (i.e., whether someone is deemed promotable)** will be completed by their line manager (when possible) or by a phone call from an appointed officer or FRS managers and confirmed via email to the individual and their line manager.

Outcomes will include confirmation of the next steps and options for feedback.

Where there are limitations on capacity within the assessment process, progress of candidates may be restricted to accommodate the capacity. If it is a possibility candidates will be advised of this in the advert.

Postings

The Operational Selection Board (OSB) will decide all offers in line with the principles below.

For vacancies in Borough/Fire Stations, successful candidates will be offered in score order, for postings in headquarters (specialist roles) these will be based on a number of factors, including skills matching, qualifications and organisational need.

Should an individual decline an offer of promotion, they will not usually get a further offer in the current promotion round.

If there are more successful candidates than current vacancies, those candidates will be placed on a panel. Candidates placed on a panel following a promotion round will be offered posts as when vacancies become available.

Please Note - Panels will be disbanded once the next round for that rank is advertised and those remaining will be required to apply again if they wish.

Station Commander (SC), Group Commander (GC)

For organisational uniformed roles, all promotable candidates will be asked for preferences on work location, NE, SE, SW, NW, HQ or other they wish to be considered.

All OSB's will have an open invitation to Representative Bodies to observe the board.

Deputy Assistant Commissioner (DAC) and Assistant Commissioner (AC)

For organisational uniformed roles, all promotable candidates will be asked for preferences on work location, NE, SE, SW, NW, HQ or other they wish to be considered.

Leading Firefighter (LFF)

Assessment Overview

Stage 1: Application Form.

Part of the application will include a preferred options form which will be attached to the advert with instructions on how to complete. Line manager approval will be required for all applicants confirming that they have met the eligibility requirements set out in the Generic Principles section of this guidance and have line manager support based on their current performance. A line manager approval form will be attached to the advert with instructions on how to complete it. Additionally, there are specific LFF requirements:

1. Have passed the FF Acting Up Risk Assessment process.
2. Have completed the Level 1 incident command acquisition courses IC1LFT & IC1LFP or legacy/external equivalents, e.g., do you hold an accredited incident command SFJ level 3 award. Equivalency will be determined by the assessment centre.

This stage will function as a sift based on eligibility.

Stage 2: Knowledge Test (Pass mark 75% or above)

Please note if you hold current IC1LFP or LFB level 1 revalidation, you will be exempt from taking the knowledge test. If you are not exempt from taking the knowledge test, a live bibliography of policies and subjects will be made available to study. All policies will be made available, and when published we advise candidates to begin studying for the test now. Please note that the Knowledge test is pass/fail.

Stage 3: Interview including Diversity, Equity and Inclusion questions (Pass mark 70% or above)

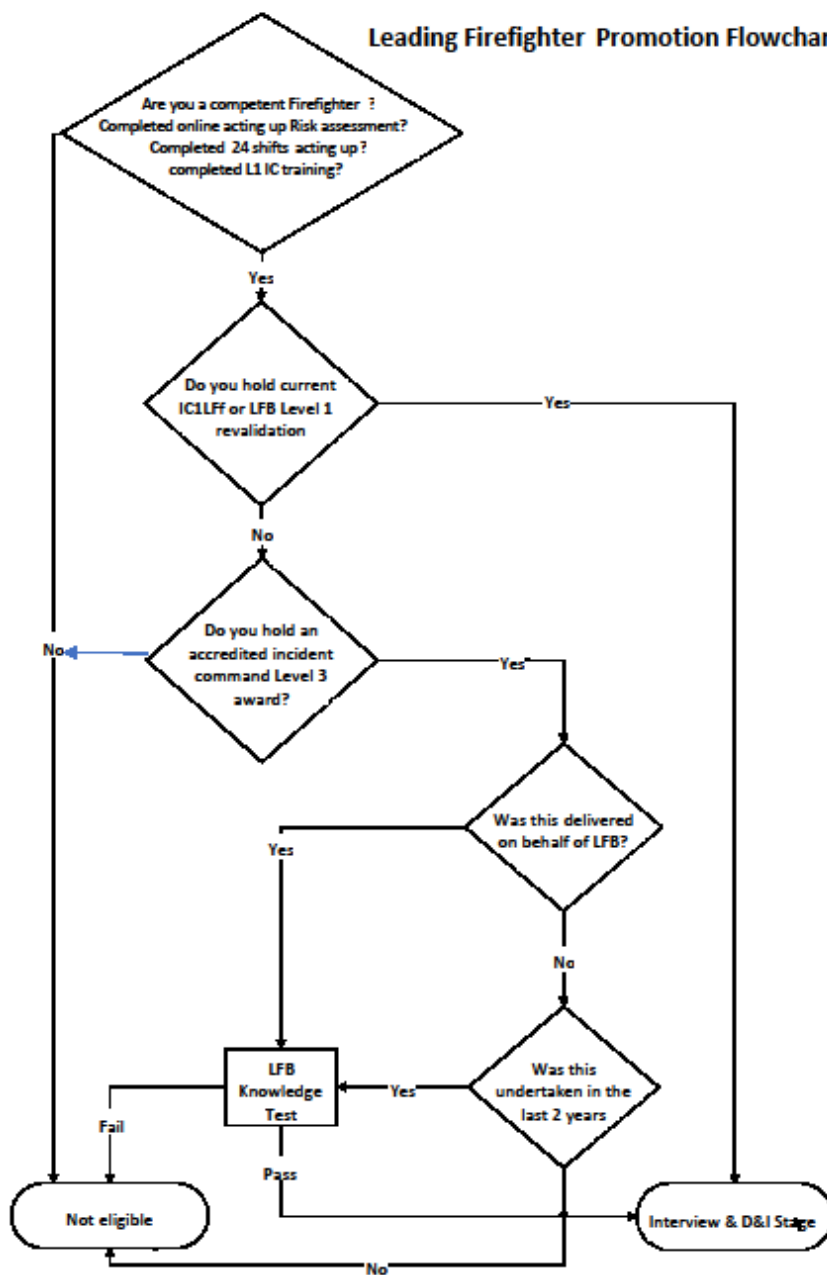
Interview questions will be based on the LFB Values and the role requirements and will be relevant to the LFF role and will provide an opportunity for the candidate to describe the experience, knowledge, and skills they have developed in that role in temporary positions or through acting up. Interviews at LFF rank will last no more than 60 minutes.

Case Study/Presentation/Role Play (Pass mark 70% or above)

These assessments are included so you can demonstrate your knowledge, skills and experience. These exercises may take the form of a presentation, a role-play, or case study exercise relevant to the LFF role. Candidates will be told beforehand about the form of the

assessment and how best to prepare. Final details of the overall process will appear in the advert.

Leading Firefighter Promotion Flowchart



Sub Officer (Sub O)

Assessment Overview

Stage 1: Application Form.

Part of the application will include a preferred options form which will be attached to the advert with instructions on how to complete it. Line manager approval will be required for all applicants confirming that they have met the eligibility requirements set out in the Generic Principles section of this guidance and have line manager support based on their current performance. A line manager approval form will be attached to the advert with instructions on how to complete it. This stage will function as a sift based on eligibility.

Stage 2: Knowledge Test (Pass mark 75% or above)

Please note if you hold current IC1SUB or LFB level 1 revalidation, you will be exempt from taking the knowledge test. If you are not exempt from taking the knowledge test, a live bibliography of policies and subjects will be made available to study. All policies will be made available and when published we advise candidates to begin studying for the test. Please note that the Knowledge test is pass/fail.

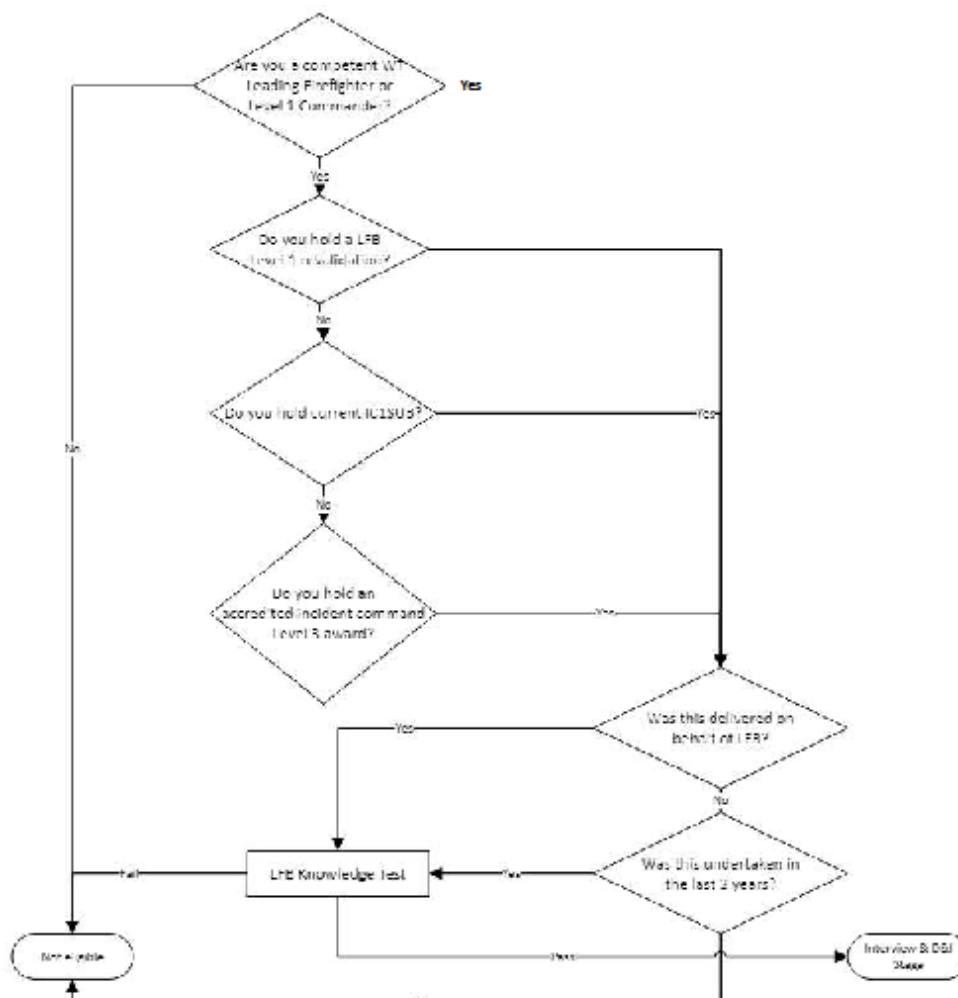
Stage 3: Interview including Diversity, Equity and Inclusion questions (Pass mark 70% or above)

Interview questions will be based on the LFB Values, relevant skills, experience and qualities that will be relevant to the Sub O role. This will provide an opportunity for the candidate to describe the experience, knowledge, and skills they have developed in that role in temporary positions or through acting up. Interviews at Sub O rank will last no more than sixty minutes.

Case Study/Presentation/Role Play/Other appropriate assessment exercise (Pass mark 70% or above)

These assessments are included so you can demonstrate your knowledge, skills and experience. These exercises may take the form of a presentation, a role-play, or case study exercise, written exercise, group exercise or other relevant to the Sub O role. Candidates will be told beforehand about the form of the assessment and how best to prepare. Final details of the overall process will appear in the advert.

Sub Officer Promotion Flowchart



Station Officer (Stn O)

Assessment Overview

Stage 1: Application Form.

Part of the application will include an expression of interest form which will be attached to the advert with instructions on how to complete it. Line manager approval will be required for all applicants confirming that they have met the eligibility requirements set out in the Generic Principles section of this guidance and have line manager support based on their current performance. A line manager approval form will be attached to the advert with instructions on how to complete it. This stage will function as a sift based on eligibility.

Stage 2: Knowledge Test (Pass mark 75% or above)

Please note if you hold current IC1STN or LFB level 1 revalidation, you will be exempt from taking the knowledge test. If you are not exempt from taking the knowledge test, a live bibliography of policies and subjects will be made available to study. All policies will be made available and when published we advise candidates to begin studying for the test. External candidates will be provided with subject areas. Please note that the Knowledge test is pass/fail.

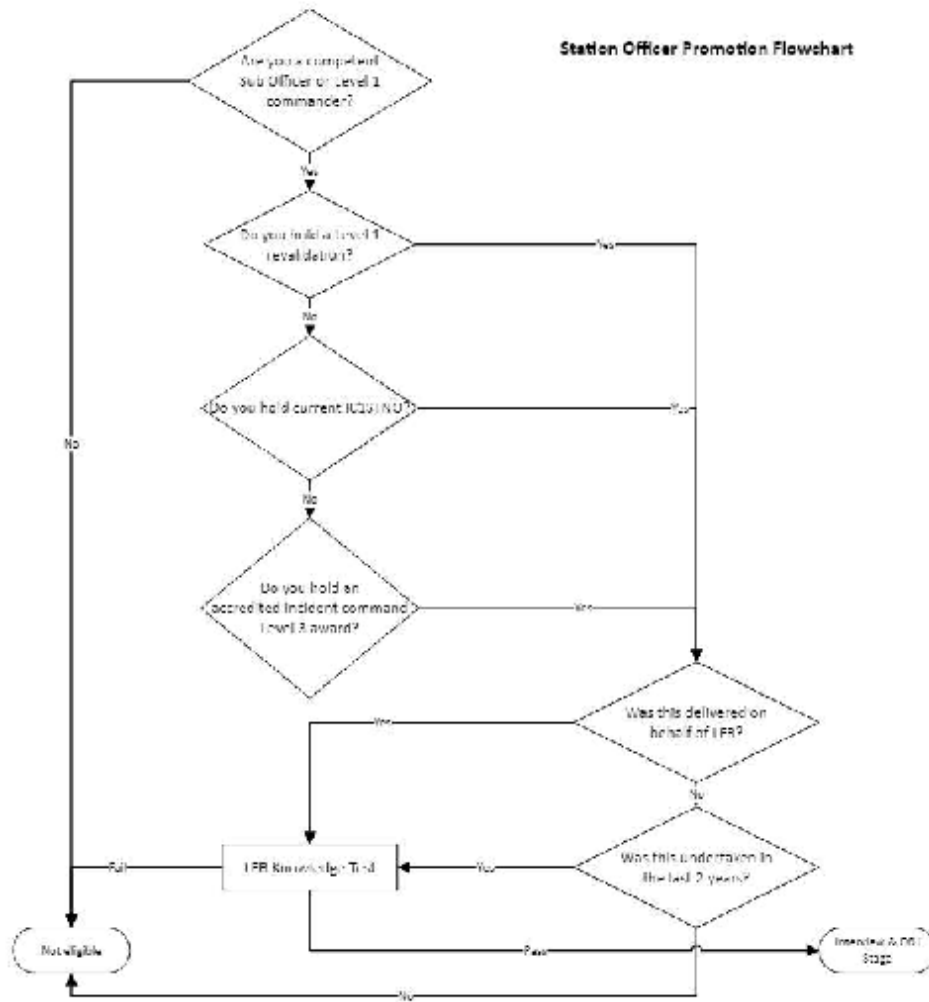
Stage 3: Interview including Diversity, Equity and Inclusion questions (Pass mark 70% or above)

Interview questions will be based on the LFB Values and will be relevant to the Stn O role and will provide opportunity for the candidate to describe the experience, knowledge, and skills they have developed in that role in temporary positions or through acting up. Interviews at Stn O rank will last no more than sixty minutes.

Case Study/Presentation/Role Play (Pass mark 70% or above)

These assessments are included so you can demonstrate your knowledge, skills and experience. These exercises may take the form of a presentation, a role-play, or case study exercise relevant to the LFF role. Candidates will be told beforehand about the form of the assessment and how best to prepare. Final details of the overall process will appear in the advert.

Station Officer Promotion Flowchart



Station Commander (SC)

Assessment Overview

Stage 1: Application via CV and Cover Letter (as outlined in the advert).

Part of the application will include an expression of interest form which will be attached to the advert with instructions on how to complete it. Line manager approval will be required for all applicants confirming that they have met the eligibility requirements set out in the Generic Principles section of this guidance and have line manager support based on their current performance. This stage will function as a sift based on eligibility and CV/Cover Letter.

Stage 2: Initial interview (Pass mark 70% or above)

The initial interview (a score of 70% or above required) will be based on the evidence already submitted. Please note - We will only be taking the highest scoring candidates **through to Stage 3 regardless of your percentage score. The number of ICE's available** will vary in any given round but the number available will appear in the advert.

Stage 3: Final interview including Diversity, Equity and Inclusion questions, Presentation and Case Study (All requiring a pass mark of 70% or above)

The interview will focus on the values and behaviours required in the role and aspects of the role itself. The presentation topic will be given prior to the assessment date. The case study will focus on key aspects of the role.

Stage 4: Skills for Justice Acquisition Course inc. an Incident Command Exercise. (Pass mark 75% or above)

All successful candidates from Stage 3 will be invited to a Skills for Justice Acquisition Course. A score of 75% or above will be required for candidates to be promoted. Candidates who have an accredited Skills for Justice Level 4 qualification, with a currency of no more than two years or has maintained their revalidation with an accredited Skills for Justice approved course, will not be required to participate in a command assessment if they do not wish.

Final details of the overall process will appear in the advert.

Group Commander (GC)

Assessment Overview

Stage 1: Application via CV and Cover Letter (as outlined in the advert).

Part of the application will include an expression of interest form which will be attached to the advert with instructions on how to complete it. Line manager approval will be required for all applicants confirming that they have met the eligibility requirements set out in the Generic Principles section of this guidance and have line manager support based on their current performance. This stage will function as a sift based on eligibility and CV/Cover Letter.

Stage 2: Initial interview (Pass mark 70% or above)

The initial interview (a score of 70% or above required) will be based on the evidence already submitted. Please note - We will only be taking the highest scoring candidates through to Stage 3 regardless of your percentage score. The number of acquisition courses available will vary in any given round but the number available will appear in the advert.

Stage 3: Diversity, Equity and Inclusion assessment. (Pass mark 70% or above) and Written Exercise (Pass mark 70% or above)

The Diversity, Equity & inclusion assessment is included so you can demonstrate your knowledge, practise and awareness of equality, diversity, and inclusion. This exercise may take the form of a presentation, a role-play, competency-based questions, or online exercise relevant to the GC role. Candidates will be told beforehand about the form of the exercise and how best to prepare. The written exercise may take the form of an In-tray exercise or a report writing exercise.

Stage 4: Final interview. (Pass mark 70% or above)

The interview will be based on the LFB Values, and the skills and experience required at that level. In order to be successful candidate must achieve 70% or above.

Stage 4: Skills for Justice Acquisition Course inc. an Incident Command Exercise. (Pass mark 75% or above)

All successful candidates from Stage 3 will be invited to a Skills for Justice Acquisition Course. A score of 75% or above will be required for candidates to be promoted. Candidates who have an accredited Skills for Justice Level 4 qualification, with a currency of no more than two years or has maintained their revalidation with an accredited Skills for Justice approved course, will not be required to participate in a command assessment if they do not wish.

Final details of the overall process will appear in the advert.

Deputy Assistant Commissioner (DAC)

Assessment Overview

Stage 1: Application via CV and Cover Letter addressing LFB Values.

Part of the application will include an expression of interest form which will be attached to the advert with instructions on how to complete it. Line manager approval will be required for all applicants confirming that they have met the eligibility requirements set out in the Generic Principles section of this guidance and have line manager support based on their current performance. This stage will function as a sift based on eligibility and CV/Cover Letter.

Stage 2: Initial Interview (Pass mark 70% or above) and Incident Command Knowledge Test. (Pass mark 75% or above)

The initial interview (a score of 70% or above required) will be based on the evidence already submitted. Candidates will be required to sit a level 3 incident command knowledge test and achieve a score of 75% or above in order to proceed. Please note - We will only be taking the highest scoring candidates through to Stage 3 regardless of your percentage score. **The number of ICE's available will vary in any given round but the number available will appear in the advert.**

Stage 3: Incident Command Exercise. (Pass mark 75% or above)

All successful candidates from Stage 2 will be invited to an incident command assessment. A score of 75% or above will be required for candidates to proceed to the next stage. Candidates who have an accredited Skills for Justice Level 6 qualification, with a currency of no more than two years or has maintained their revalidation with an accredited Skills for Justice approved course, will not be required to participate in a command assessment if they do not wish. Candidates who take this option will be awarded the average score of all the candidates which will go towards their final overall score.

Stage 4: Diversity, Equity and Inclusion assessment. (Pass mark 75% or above)

The Diversity, Equity & inclusion assessment is included so you can demonstrate your knowledge, practise and awareness of equality, diversity, and inclusion. This exercise may take the form of a presentation, a role-play, competency-based questions, or online exercise relevant to the DAC role. Candidates will be told beforehand about the form of the exercise and how best to prepare. Candidates will be required to achieve 75% or above.

Stage 5: Station Visit Exercise (a score of at least 70%) and Stakeholder Panel Discussion (a score of at least 70%).

Stakeholder Panel discussions will consist of selected stakeholders who will be invited to participate in an informal discussion with the candidates. They will then give their thoughts

and feedback to the main panel for their consideration. The Station Visit Exercise will require candidates to visit a watch on a fire station and lead on topic given which will be followed by questions from the watch.

Stage 6: Interview (a score of at least 70%) and Presentation (a score of at least 70%)

Structured Interview questions will be based on the LFB Values and will be relevant to the DAC role and will provide an opportunity for the candidate to describe the experience, knowledge, and skills they have developed in that role in temporary positions or through acting up. Structured interviews at DAC rank will last no more than 60 minutes.

The presentation will be unseen and based on a relevant topic, given to candidates on the day. Candidates will have fifty minutes of preparation time before delivering a ten-minute presentation.

Final details of the overall process will appear in the advert.

Assistant Commissioner (AC)

Assessment Overview

Stage 1: Application via CV and Cover Letter addressing LFB Values.

Part of the application will include an expression of interest form which will be attached to the advert with instructions on how to complete it. Line manager approval will be required for all applicants confirming that they have met the eligibility requirements set out in the Generic Principles section of this guidance and have line manager support based on their current performance. This stage will function as a sift based on eligibility and CV/Cover Letter.

Stage 2: Initial Interview (Pass mark 70% or above) and Incident Command Knowledge Test. (Pass mark 75% or above)

The interview will be based on the contents of your CV/Cover letter and allow you to expand on your relevant knowledge, skills, and experience at AC level. A minimum of 70% is required. These short-listing interviews will last no longer than 30 minutes.

The diversity & inclusion assessment is included so you can demonstrate your commitment to, and knowledge of diversity and inclusion. This exercise may take the form of a presentation, a role-play, competency-based questions, or online exercise relevant to the AC role. All candidates taking part in this element will be told beforehand about the form of the exercise and how best to prepare. Candidates will be required to achieve 75% or above.

Stage 3: Incident Command Exercise. (Pass mark 75% or above)

All successful candidates from Stage 2 will be invited to an incident command assessment. A score of 75% or above will be required for candidates to proceed to the next stage. Candidates who have an accredited Skills for Justice Level 7 qualification, with a currency of no more than two years or has maintained their revalidation with an accredited Skills for Justice approved course, will not be required to participate in a command assessment if they do not wish. Candidates who take this option will be awarded the average score of all the candidates which will go towards their final overall score.

Stage 4: Diversity, Equity and Inclusion assessment. (Pass mark 75% or above)

The Diversity, Equity & inclusion assessment is included so you can demonstrate your knowledge, practise and awareness of equality, diversity, and inclusion. This exercise may take the form of a presentation, a role-play, competency-based questions, or online exercise relevant to the AC role. Candidates will be told beforehand about the form of the exercise and how best to prepare. Candidates will be required to achieve 75% or above.

Stage 5: Station Visit Exercise (a score of at least 70%) and Stakeholder Panel Discussion (No minimum score required but will count as 5% of the total overall score).

Stakeholder Panel discussions will consist of selected stakeholders who will be invited to participate in an informal discussion with the candidates. They will then give their thoughts and feedback to the main panel for their consideration. The Station Visit Exercise will require candidates to visit a watch on a fire station and lead on topic given which will be followed by questions from the watch.

Stage 6: Interview (a score of at least 70%) and Presentation (a score of at least 70%)

Structured Interview questions will be based on the LFB Values and will be relevant to the DAC role and will provide an opportunity for the candidate to describe the experience, knowledge, and skills they have developed in that role in temporary positions or through acting up. Structured interviews at AC rank will last no more than 60 minutes.

The presentation will be unseen and based on a relevant topic, given to candidates on the day. Candidates will have fifty minutes of preparation time before delivering a ten-minute presentation.

Final details of the overall process will appear in the advert.

Feedback

Assessment feedback is available all candidates who have taken part in the assessment process whether they passed or failed the assessment. It is an opportunity for candidates to understand what they did well and where they can improve for next time. It is not an opportunity to challenge assessor scoring or look to provide more information to get score increased.

Candidates who wish to receive face to face feedback for the reasons outlined above or for issues associated with development, must advise the recruitment team in writing, giving reason(s), by emailing: recruitment@london-fire.gov.uk.

The recruitment team will inform the candidate of the assessors who will be undertaking the feedback. Face to face feedback should be arranged by the assessors and the applicant, along with the necessary booking of the room. The recruitment team will make available all the necessary assessment paperwork in advance of the feedback meeting for the assessors to view at the Recruitment Team, 169 Union Street or at the Assessment Centre at Hammersmith.

Assessors should hold the face-to-face feedback meeting with the candidate at the earliest opportunity. This meeting should be held at a mutually agreed time as soon as possible after the notification of the assessment outcome.

Review Process

This review process sets out the arrangements for candidates applying for or participating at the assessment centre for promotion, to have decisions relating to them reviewed. This applies to operational staff from the rank of leading firefighter to group commander.

The review is only available to candidates who can provide evidence that there has been a failure to apply procedures as set out in the advert in relation to their promotion round. It will not be applied where an administrative error has occurred, or where corrective measures have been put in place. Nor does it relate to seeking adjustment of scores awarded by an assessor unless this is due to a failure to apply procedures as set out in the advert in relation to the promotion round.

A candidate **will have recourse to the LFB's equality policies and procedures in the event** that the candidate believes that they have experienced discrimination and/or harassment in the application of the process. In the circumstances, this will supersede the assessment review process. In all other instances the assessment review process will be applied instead **of the LFB's grievance procedure.**

The review should be requested, by emailing recruitment@london-fire.gov.uk and must be made within three months of the candidate having received notification of the assessment centre outcome. Requests for a review received after three months will not be upheld.

The candidate must ensure that their request for review clearly identifies:

- a) Explicit reasons why the candidate believes the process applied to them did not follow process identified in the advert to their promotion round.
- b) How the failure to follow the processes impacted on the outcome of their assessment.

A representative from the Recruitment team and a deputy assistant commissioner (DAC) will consider the request and determine whether it meets the requirements of the review process. They will decide whether the request for a review can or cannot be upheld.

A decision reached between representatives from the Recruitment team and the DAC will be final and a candidate will have no recourse to an appeal against the decision. Where agreement is not reached between the representative from the Recruitment team and the DAC, information relating to the review will be passed to an assistant commissioner (AC), for a decision to be made.

In the main, the decision will indicate two possible outcomes:

- a) Request for the review not to be upheld.
- b) Request for the review to be upheld with the appropriate follow up action to be implemented, as necessary.

The decision will be conveyed in writing to the candidate, usually within one month of the date of the request for review (stage 2).

Where the review has been passed to the AC for their consideration, the decision that follows will be conveyed to the candidate usually within two weeks of the review being passed to them for decision. This decision will be final, and the candidate will have no right of appeal against the outcome.

Document history

Audit trail

Listed below is a brief audit trail, detailing amendments made to this guidance.

Page/para nos.	Brief description of change	Date
Document	Published	27/01/2023
Document	Reformatted for Word	02/08/2023
Pages 23 - 24	Review process added	13/11/2023
Page 6	Inclusion of panel closed when next round advertised.	
Page 3	Introduction – Updated to include "best available"	05/03/2024
Pages 6 & 8	Postings – Updated to confirm panels will be closed when next round is run. This will ensure the brigade is always promoting the "best available"	05/03/2024
Pages 4, 7, 11, 13, 15, 16, 17 & 19	EDI Assessment – The development range has been removed as the assessment is no longer new and candidates have a variety of materials available as standard.	05/03/2024
Page 21 & 24	Feedback – Wording on feedback has been improved to highlight purpose of feedback is to learn for future not to challenge outcomes.	05/03/2024
Page 21	Review – Wording on reviews has been improved to highlight purpose is to highlight where process has not been followed or applicant treated differently to others.	05/03/2024
Pages 4 & 5	Updates to eligibility criteria and outcomes	20/11/2024
Throughout	EDI changed to DEI	03/09/2025

What is “unconscious bias”

Even with the greatest intentions, we know that unconscious biases may influence hiring decisions and limit an organisation’s desire to hire more diverse talent.

Rather than being rational and objective, human behaviour, and decision - making is hampered by a set of cognitive biases. These are formed through our brains’ natural tendency to take short cuts and hence make unconscious judgements about people.

This note is a reminder of types of bias which can affect panel members in recruitment, and how you as panel members can mitigate the risk and impact of bias through:

- Being aware of your own biases and how and when they affect you.
- Following the process.
- Sticking to evidence.

Main Biases in Recruitment

1. **Confirmation bias** – Tendency to search for, interpret and/or recall information in a way that confirms your perception.

For example, having heard rumours that a candidate is a very strong performer, steering the conversation in a direction that covers his/her strengths and successes but ignores any potential weaknesses or red flags.

2. **Affinity / ‘clone’ bias** – Preference for candidates who are most ‘like you’, i.e. a bias towards somebody with a background similar to yours.

For example, giving a candidate who went to the same university as you, or who dresses like you the benefit of the doubt during an interview.

3. **Salience** – Tendency to focus on a candidate’s most easily recognisable feature(s).

For example, subconsciously judging a minority candidate based on the performance of the only minority candidate in your team.

4. **Status bias** – Deferring to the opinion of the most senior decision maker.

For example, not raising your doubts about a candidate’s answer because another more senior individual has considered it and had no objections.

5. **Confirmatory Bias / group think** – deferring or conforming to your fellow panel members.

For example, feeling afraid to disagree with the majority on the panel despite your doubts about the candidate.

6. **Contrast effect** – comparing one person with another.

For example, unconsciously comparing a candidate with the previous candidates, rather than focusing on their performance against the competencies.

7. **Satisfaction bias** – Jumping to a decision prematurely because it at least gives you an answer.

For example. making a decision on a candidate within the first five minutes of an interview because you need the time to mentally prepare for an important meeting happening directly afterwards.

8. **Halo / Horn effect:** seeing one great / poor thing and allowing that to affect your whole view.

For example, where a candidate provides an excellent or poorer answer at the start and letting that influence your reaction to subsequent answers.

Unconscious bias affects us...

- When we are tired.
- When we are dealing with complexity.
- When we have to make a decision.
- When you are under time pressure.

All of which can occur during interviews.

To mitigate the risk and impact of unconscious bias:

Before the interviews:

- **Understand your own biases:** complete one of these short online tests:
 - o Business in the Community online tool - <https://race.bitc.org.uk/all-resources/toolkits/five-5-points-progress-toolkit-know-yourself-unconscious-bias-tool>
 - o Project Implicit: <https://implicit.harvard.edu/implicit/takeatest.html>
- **Address your mindset:** make the unconscious conscious.
- **Priming:** avoid hearsay or priming about candidates from others. If you do know of any candidates, declare that to the panel and invite them to challenge any biases.

During the interviews:

- **Follow the process:** ensure all candidates have as similar experience as possible.
- **Allow sufficient time:** take breaks and do not force a decision on the same day if you feel tired and it can wait.
- **Observe and Record only:** try not to make assessments on performance.

- **Use micro-affirmations:** small positive pieces of body language that help to mitigate negative micro-behaviours (e.g. actively nod, smile and make eye contact with every candidate to mitigate risk of inadvertently doing this for only one candidate).

After each interview:

- **Stick to the process and the evidence:** refer to the evidence against the competencies and indicators provided.