# Station Commander

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| **Department:** | Justice and Home Affairs (JHA) |
| **Section:** | States of Jersey Fire and Rescue Service (SJFRS) |
| **Reports to:** | Area Commander |
| **JE Ref:** | JHA1122 |
| **Grade:** FRSC 1-2 | **JE Date**:10/03/2023 |

## Job purpose

Station Commanders are responsible for writing new and updating existing service policy for specific areas, including projects and programmes intended to achieve organisational aims, adhering to the Government values and SJFRS operational command and procedures. Contributing to the development of strategy, ensuring its implementation. Station Commanders also Deputise for the Area Commander as required, exercising the full range of statutory duties and powers associated with the role.

As a visible senior leader, they are also responsible for managing individuals and teams. Including their selection, appointment and deployment well as their assessment, development, performance and monitoring of their wellbeing. Advising on the development of quality assurance arrangements and ensuring teams and individuals under command comply with them. Ensuring the effective use of resources including planning and managing budgets. Maintaining a good awareness of Government related policies and guidelines.

As a Senior on-call Commander, Station Commanders are a key escalation point for corporate issues and challenges and provide availability as part of a standby rota to, where required, take command in order to lead, monitor and support firefighters and commanders to resolve larger and more complex operational incidents acting at a Tactical or Advanced Tactical (Silver) Commander.

They are the most Senior Commander for more challenging or larger operational fire incidents working with a high level of autonomy and flexibility along with significant statutory duties and powers with the aim to save and preserve endangered life.

## Job specific outcomes

### General Outcomes

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| **EFSM2** | **Lead, monitor and support people to resolve a broad range of operational incidents** | Frequency / Risk |

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|---|---|---|
| D9. | • Carry out the roles and responsibilities of a Tactical Commander or Advanced Tactical (Silver) Commander to resolve large and complex operational fire incidents in line with the Incident Command System. | Always / catastrophic |
| | • Review and determine incident status by collecting relevant information and analysing implications for the community and for resource allocation. | |
| | • Assume responsibility and implement action so support those involved in the incident. | |
| | • Debrief following the resolution of incidents. | |
| Incidents may include: | | Always / catastrophic (151 fire responses, 2020) |
| D7 | • fire and rescue operational incidents. | |
| D26 | • incidents involving missing people. | Often / catastrophic (45 traffic collisions in 2020 |
| J2 | • incidents involving road traffic collisions. | |
| D29 | • water rescue, including inshore water rescue within three nautical miles of the Islands coasts. | |
| J1 | • cliff rescue incidents, as the sole provider on the Island. | (Sometimes / catastrophic (427 non-fire emergency responses in 2020) |
| D18 | • rescues involving unstable ground, including sub-surface and confined space rescues. | |
| D31 | • fires on board and/or medical assistance required on vessels on shore or at sea. | |
| D19 | • incidents requiring technical rope rescue skills. | |
| D25 | • incidents requiring National Resilience capabilities, including Chemical, Biological, Radiological, Nuclear (Explosives), Urban Search and Rescue, High Volume Pumping, Command and Control (Enhanced Logistics Support). | Rarely / catastrophic |
| D32 | • high-threat and hostile incidents such as terrorist attacks. | |
| D17 | • incidents involving moorland, and coastlines. | Often / major |
| D24 | • incidents involving Bariatric Casualties. | |
| D27 | • calls for assistance for person/s involved in a ‘fall’ incident. | Sometimes / major |
| D30 | • floods. | |
| D23 | • calls for assistance from social services (i.e., with supervision, engaging with requests for fire safety advice in safeguarding concerns/responding to mental health incidents whereby access and/or talking down of the individual is required). | |
| D20 | • incidents involving large animals. | Sometimes/ moderate |
| D34 | • mortuary activities in emergency situations. | Rarely / minor |

| EFSM3 | Determine solutions to hazards and risks identified through inspection and investigation | Frequency / Risk |
|---|---|---|
| | • Plan inspections and investigations. | Often / catastrophic |
| | • Implement inspections and investigations. | |
| | • Determine or approve solutions to hazards and risks identified through inspections and investigations, including deciding on the appropriate use of enforcement powers where necessary. | |
| | • Present evidence at proceedings. | |

| EFSM6/ 10 | Plan and implement activities to meet to meet service, departmental, organisational and community needs | Frequency / Risk |
|---|---|---|
| | • Contribute to the development and lead the implementation of organisational strategy to meet Island, Government, and Service objectives through effective decision-making, including fostering and maintaining strong relationships with a wide range of stakeholders including communities, the media, other UK Fire and Rescue Services and other GoJ directorates | Often / major |
| | • Plan and allocate work activities to meet service delivery needs. | |
| | • Agree resources for work activities. | |
| | • Implement and evaluate work plans to achieve objectives. | |
| | • Make recommendations for improvements to work activities. | |

| EFSM11 | Determine effective use of physical and financial resources | Frequency / Risk |
|---|---|---|
| | • Allocate resources to meet service delivery needs. | Always / major |
| | • Make recommendations for expenditure. | |
| | • Control expenditure against budgets. | |
| | • Identify discrepancies between future service delivery needs and current resource provision. | |
| | • Analyse available resource options and evaluate each option to select those suitable for future needs. | |

| EFSM9/ 12 | Manage the effective use of resources | Frequency / Risk |
|---|---|---|
| | • Implement and manage organisational change, including the fostering and maintenance of good relationships with staff representative bodies. Actively championing of the Service's mission and organisation's values in day to day matters. | Always / catastrophic |

| | | |
|---|---|---|
| | • Assist in the development of information systems and provide and exchange information with a range of strategic partners to support decision-making and service, department, organisation and community needs. | |
| | • Plan the use of physical resources. | |
| | • Obtain physical resources. | |
| | • Ensure the availability of supplies. | |
| | • Monitor the use of physical resources. | |

| **EFSM13** | **Select required personnel for employment or contracted services** | Frequency / Risk |
|---|---|---|
| | • Identify personnel requirements. | Sometimes / major |
| | • Select required personnel as part of an employment panel in an objective way, in line with organisational and legal requirements. | |
| | • Select required services as part of the procurement process in an objective way, in line with organisational and legal requirements. | |

| **EFSM14** | **Manage the performance of teams and individuals to achieve objectives.** | Frequency / Risk |
|---|---|---|
| | • Agree objectives and work plans with teams and individuals. ensuring understanding and adherence to organisational values, procedures, policies and objectives including to: | Always / major |
| | ○ Allocate and delegate work to teams and individuals. | |
| | ○ Assess the performance of teams and individuals using a range of methods. | |
| | ○ Provide feedback to teams and individuals on their performance and resolve performance issues with teams and individuals. | |
| | ○ Implement disciplinary and grievance procedures as necessary. | |

| **EFSM15** | **Develop teams and individuals to enhance workplace performance.** | Frequency / Risk |
|---|---|---|
| | • Identify the development needs of multiple teams and individuals. | Always / major |
| | • Plan the development of teams and individuals. | |
| | • Develop teams to improve performance. | |
| Akin to D13. | • Deliver individual learning and support for development. | |
| | • Evaluate the development of teams and individuals. | |

| EFSM16 | **Manage yourself to achieve work objectives.** | Frequency / Risk |
|---|---|---|
| D2. | • Take responsibility for personal performance by: | Always / major |
| | ○ Organising and structuring personal work activities to achieve objectives. | |
| Akin to D3. | ○ Developing and continuously improving productive working relationships. | |
| | ○ Implementing a personal development plan to continuously improve personal performance. | |
| D33. | • Complete a range of advanced ICT tasks. Reporting and recording accurate and timely information. | |
| D28. | • Drive, check and ensure safe operation of fire and rescue service vehicles (cars only). | Rarely / major |

| EFSM17 | **Advise on development and implementation of quality policies and practice** | Frequency / Risk |
|---|---|---|
| | • Advise and support on the development of quality policies explaining quality concepts, standards, systems and programmes and their benefits. | Often / moderate |
| | • Advise on strategies to implement quality policies. | |

| EFSM18 | **Implement quality assurance systems** | Frequency / Risk |
|---|---|---|
| | • Develop and implement quality assurance policies, practice and systems appropriate to the SJFRS to ensure service requirements are consistently met. | Often / moderate |
| | • Maintain quality assurance systems by gathering and reporting on key performance measures. | |
| | • Recommend improvements to quality assurance systems | |

| EFSM19 | **Monitor compliance with quality systems** | Frequency / Risk |
|---|---|---|
| | • Plan to audit compliance with quality systems. | Often / moderate |
| | • Implement the audit plan. | |
| | • Report on compliance with quality system. | |

| EFSM20 | **Exchange information to ensure effective service delivery** | Frequency / Risk |
|---|---|---|
| | • Plan and chair meetings to support decision making. | Often / |

| | | |
|---|---|---|
| | • Participate in meetings relating to service delivery, contributing to information exchange and decision making. | moderate |
| | • Establish the purpose and format of proposed meetings. | |
| | • Establish the key people required to attend and/or contribute to the meeting. | |

| **EFSM21** | **Provide information to support decision making** | Frequency / Risk |
|---|---|---|
| | • Obtain information for decision making. | Often / moderate |
| | • Record and store information. | |
| | • Evaluate information to support decision making. | |
| | • Advise and inform others. | |

| **EFSM22** | **Develop information systems to support service delivery objectives** | Frequency / Risk |
|---|---|---|
| | • Identify information and communication requirement. | Often / moderate |
| | • Select information management and communication systems. | |
| | • Implement information management and communication systems. | |
| | • Monitor information management and communication systems. | |
| | • Identify potential future information needs of the organisation. | |
| | • Agree information requirements with stakeholders. | |

| **EFSM23** | **Agree project plan to meet specified objectives** | Frequency / Risk |
|---|---|---|
| | • Agree the project's scope and definition. | Often / moderate |
| | • Develop plans to achieve the project's goals, maintaining good project governance in line with corporate procedures. | |
| | • Establish the project's resources and control methods, managing physical and financial resources efficiently and effectively. | |
| | • Clarify the project's scope and definition to the level of detail needed to plan the project. | |
| | • Identify the main links between the project's scope and definition and the sponsor's strategic and operational objectives. | |
| | • Identify and reconcile key stakeholders' interests in the project. | |

| **EFSM24** | **Co-ordinate projects to achieve objectives** | Frequency / Risk |
|---|---|---|
| | • Support the project team. | Often / moderate |
| | • Co-ordinate activities, resources and plans. | |

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|---|---|---|
| | • Keep stakeholders informed of project progress. | |
| | • Motivate team members to fulfil the tasks allocated to them. | |
| | • Provide team members with accurate and up-to-date information appropriate to their role. | |
| | • Provide opportunities for team members to undertake activities which will contribute to their development. | |
| | • Seek feedback from team members on project progress and effectiveness. | |

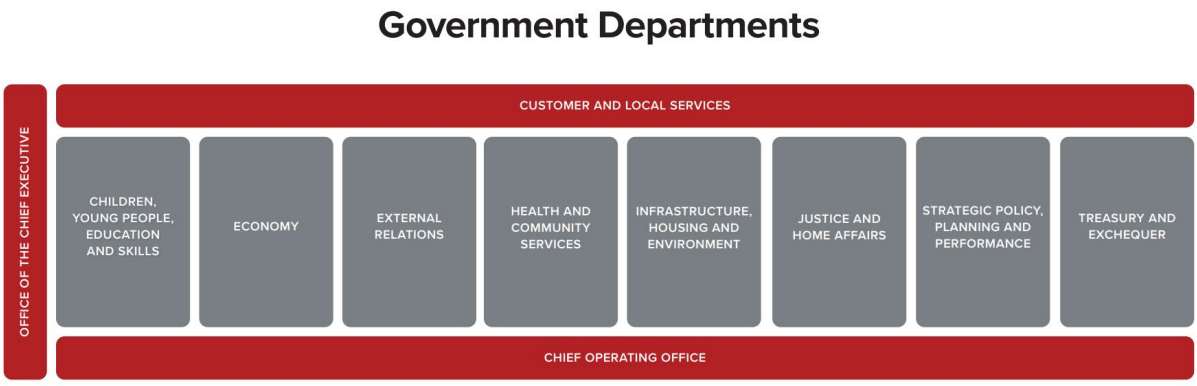
## Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.
This role is politically restricted. The jobholder is not permitted to undertake political activity involving standing for election to the States or as a Parish Constable, or publicly supporting someone who is standing for election or playing a public part in any political manner.

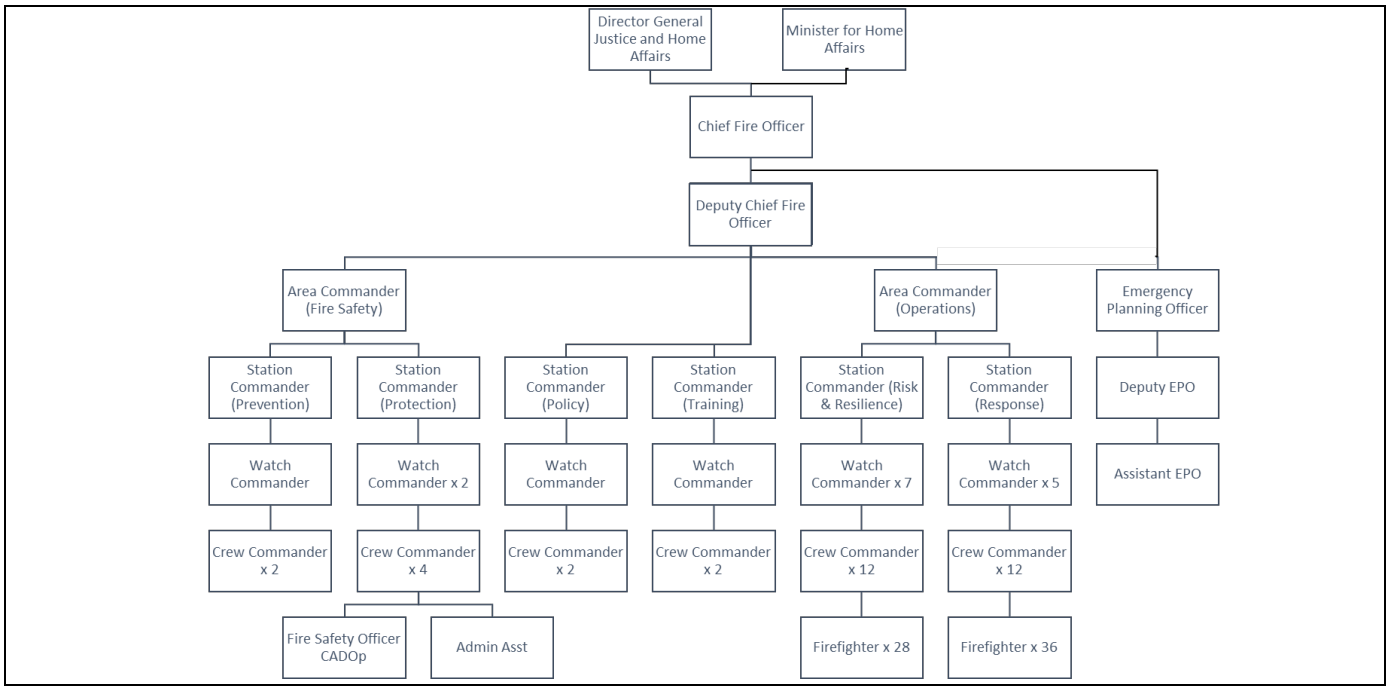
## Services

- Fire and Rescue Service
- Tactical (Silver) Command

## Organisational structure




## Organisation chart




## Person Specification

### Specific to the role

*Describe the knowledge, skills, experience, and qualifications required to perform the job to a satisfactory standard. It is important to convey what the job requires, rather than what an individual might have, as these may be different. For example, you may have a postgraduate level qualification, however, an A' Level standard qualification is the requirement for the job.*

**Qualifications**

*Please state the level of education and professional qualifications and / or specific occupational training required.*

| Qualifications | Competencies |
|---|---|
| • Successful completion of the Tactical Incident Command course (ICL2 Intermediate Incident Command in the Fire Service Level 2/ QCF level 4).<br>• Successful completion of an Advanced Tactical Incident Command programme (ICL2 Intermediate Incident Command in the Fire Service Level 3 / QCF level 6).<br>• QCF level 7 management and / leadership. (equivalent of CMI Level 7). Ideally a Member of a recognised professional body (i.e. Chartered Management Institute).<br>• QCF level 5 Diploma in Fire Engineering Design (Fire Safety roles).<br>• Qualified in Emergency Fire Appliance Driving (Car only)<br>• Managing Safety certificate / Safety for Executives and Directors (IOSH) | National Fire Chiefs Council Leadership Framework the 'Leading the Function'<br><br>Relevant GOJ accountabilities and behaviours. |

**Knowledge**

*This relates to the level and breadth of practical knowledge **required** to do the job (e.g. the understanding of a defined system, practice, method or procedure).*

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| K2. / K3 | A full, wide and comprehensive understanding of SJFRS in the strategic and tactical contexts, including:<br>• laws, policies and best practice in relation to prevention, protection and response.<br>• the principles of fire safety and fire engineering, particularly their application in the operational environment.<br>• the Island's challenges, the Council of Ministers' priorities, Government Plan and JHA Business Plan and how, within the context of the One Government design, the SJFRS and JHA more widely contribute to each.<br>• the work and current findings of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.<br>• all laws and subordinate legislation affecting Fire and Rescue operations, Fire Safety and Emergency Planning.<br>• Ideally an understanding of the performance, challenges and direction of travel of the UK Fire and Rescue Service at the strategic and tactical levels. |
| K4. | An awareness of the important of, and commitment to, protecting our environment. |
| K5. | An understanding of the involvement of the fire and rescue service in providing medical intervention and safeguarding of vulnerable adults and children. |
| K6. | An understanding of the importance of maintaining physical and mental wellbeing. |
| S13. | Is prepared to wear ballistic personal protective equipment (BPPE) |
| | Knowledge of local road safety regulations, main Island network roads. |
| | A high-level understanding of the specialist resources available within the SJFRS, including Emergency Fire Appliance Driving (EFAD), Co-responding, Rope Rescue, Water Rescue, Urban Search and Rescue (USAR), Marauding Terrorist Attack (MTA), Marine Incident Response Group (MIRG)*, Chainsaw and Drone. |
| | Understanding of broad business concepts such as strategy, planning and risk management. |
| | Understanding of recruitment and selection policies and procedures (including interviewing techniques). |

**Technical / Work-based Skills**

*This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.*

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| S11. / S15 | Holds a full category B driving licence and competence in response driving cars. |
| | Able to administer first-aid skills acquired from a first-aid qualification and a minimum standard of Level 2 First Response Emergency Care (FREC). |
| | The following are also desirable: |
| | Category C (Heavy Goods / HGV) driving licence. |
| S7. | Able to work at height. |
| | Able to respond to and co-ordinate rope rescues. |

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| S8. | Able to respond to and co-ordinate rescues in water during flood response and/ rural rescue. |
| | Able to co-ordinate the operation of the SJFRS rescue boat for inshore rescue (min. three nautical miles off the Islands coasts). |

**General Skills/ Attributes**

*This relates to more general characteristics required to do the job effectively, e.g. effective written communication skills, ability to delegate, motivation or commitment etc.*

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| | Excellent leadership and interpersonal skills with the ability to motivate engage and direct others. |
| S14. | Has advanced ICT skills, such as knowledge of use of Office 365 and bespoke SJFRS systems. |
| S1. | Able to carry out administration, including the use of technology (e.g. mobile communication and IT systems) |
| S3. | Communicates effectively both in the one-to-one and one-to-many contexts, through listening, writing, speaking and presenting information. |
| S4. | Able to work methodically with attention to detail. |
| S5. | Has the sensitivity to deal with people when they are injured, distressed, confused or being obstructive. Through being assertive, assured and compassionate. |
| S10. / S2 | A commitment to diversity and inclusion in the workplace and more widely. Aware and celebrates difference and is adaptable to communicate inclusively with people from all communities, across a variety of backgrounds, cultures and differing personal circumstances to establish and build relationships. |
| B1. | Able to delegate to others as well as accurately follow instructions and react appropriately under pressure and in difficult situations. Demonstrating excellent personal resilience and commitment, including when dealing with those with significant power and authority. |
| B2. | Takes responsibility for the health and safety and welfare of themselves. |
| B3. | Has a proactive approach to continuously learn and develop themselves as well as others. |
| B4. | Is committed to maintaining their own health & fitness including physical In line with required standards as set out in policy |
| B5. | Actively contributes to problem-solving and is open, willing and adaptable to change, with a willingness to adopt new ways of working. |
| B6. | Demonstrates taking responsibility for effective performance. |
| B7. | Supports the development, safety and welfare of others, including colleagues, other emergency responders and members of the public. |
| B8. | Always embraces and promotes the values of SJFRS and the GoJ at all times and challenges inappropriate behaviours. |
| B9. | Demonstrates integrity, reliability, respect and responsibility. |
| B10. | Is prepared to work with people in need. |
| B11. | Is willing to work to deliver a 24/7 service, providing out of hours standby cover and attending incidents as necessary. |

**Experience**

*This is the proven record of experience and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body (for example a period of post-qualification experience).*

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| | Experience as a competent Watch Commander with experience of leadership in operational and policy environments, overseeing the work of individuals and teams as well as working with others to develop policies, law, partnerships and activities which make communities safer. This includes proactive and enforcement activity as well as command of emergencies. |
| | Experience of leading teams, projects and business as usual operations including identifying and managing performance. |
| | Competent commander at the operational level (QCF levels 3). |
| | Competent commander at Tactical level (QCF level 4). |
| | Competent commander at Advanced Tactical level (QCF level 6). |

## Personal Attributes

Appointees to this role will be required to adhere to and perform their duties in line with the relevant Government of Jersey core accountabilities, attributes and behaviour indicators for their Tier within Government as well as the National Fire Chiefs Council Leadership Framework at the 'Leading the Service' level.

**Additional job information {removed from the job description}**

The following sections are included to ensure that a complete picture of the job can be gained for job evaluation purposes. The requirements of the job are summed up in the preceding sections; nothing in the following sections should sit at odds with the earlier information.

## Contextual Information

***Communication and Relationships***

*Tell us about the skills required by a typical post-holder to communicate, establish and maintain relationships and gain the cooperation of others. Let us know the skills required to motivate, negotiate, persuade, make presentations, train others, empathise, communicate unpleasant news sensitively and provide counselling and reassurance. You should also include any difficulties involved in exercising these skills.*

**30% Internal Communications within SJFRS**

| Contacts | Level | Purpose | Frequency |
|---|---|---|---|
| Fire and Rescue Service | Firefighters, other Incident Commanders and Area Commanders, the Deputy and Chief Fire Officer. | To lead and develop good working relationships with various individuals, teams and more senior commanders to provide an effective operational response. Clearly communicate (face to face or via radio communications) relevant and timely information that identifies risk, which is critical to the successful management of operational incidents using common principles, practices and procedures. Station Commanders are expected to demonstrate the competencies as set out by the NFCC 'Leading the Function' Level of Leadership, which includes communicating and engaging to encourage inclusion. | High |

**20% Internal Communication with other Government Directorates / Divisions**

| Contacts | Level | Purpose | Frequency |
|---|---|---|---|
| Ambulance | Senior Management | Station Commanders are the primary point of contact in multi-agency operations. Must be able to coordinate the activity of that multiagency team. | Medium |
| Police and Honorary Police | Senior Management | Station Commanders are the primary point of contact in multi-agency operations. Must be able to coordinate the activity of that multiagency team. | Medium |
| Regulation | Senior management | To enforce fire and other safety laws. Providing expert advice to architects, developers and other regulators about designing fire safety into the built environment. | Medium |

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|---|---|---|---|
| Regulation | Senior Management | To clearly communicate relevant and timely information that identifies risk, which is critical to the successful management / protection of the environment from the effects of hazardous materials. | Low |
| States Vet | Senior Management | To clearly communicate relevant and timely information that identifies risk, which is critical to the successful management of operational incident to rescue animal life. | Low |
| Infrastructure, Housing & Environment | Senior Management | To clearly communicate relevant and timely information that identifies risk, which is critical to the successful operational cleaning of public highways / infrastructure (e.g. following Road Traffic Collisions, Oil Spills) | Low |
| People & Corporate Services | Officer | To pose personal queries relating to their employment. | Low |
| Modernisation & Digital | Officer | To receive training is use of specific ICT | Low |

**10% Communication with Arm's Length Organisations**

| Contacts | Level | Purpose | Frequency |
|---|---|---|---|
| Ports of Jersey (Arm's Length Organisation) | Coastguards | In the response to major water rescue incidents – as a minimum within three nautical miles of the Islands coasts.<br>At a policy level (e.g. agreeing how two rescue organisations will work together and signing off on behalf of the Service). | Medium |
| RNLI Lifeguards | Lifeguards | In the response to major water rescue incidents – as a minimum within three nautical miles of the Islands coasts.<br>At a policy level (e.g. agreeing how two rescue organisations will work together and signing off on behalf of the Service). | Low |
| Ports of Jersey (Arm's Length Organisation) | Airport Fire-fighters | In the response to major incidents.<br>At a policy level (e.g. agreeing how two rescue organisations will work together and signing off on behalf of the Service). | Low |

**40% External Communications**

| Contacts | Level | Purpose | Frequency |
|---|---|---|---|
| Media | Various | Responsible for the Service's external communications and media relations. | Medium |

| | | | |
|---|---|---|---|
| | | Representing the Service in local and national fora. | |
| Businesses | Various depending on size | To create and maintain effective relationships with commercial partners and entities required to comply with the post holder's lawful direction. | Medium |
| Community groups (schools) | Various | To create and maintain effective relationships with various community groups required to comply with the post holder's lawful direction. | Medium |
| Individuals / groups of members of the public | Various | To rescue life involved in incidents. To provide support to people directly or indirectly involved in operational incidents. To provide counselling and reassurance. | Low |
| Training providers | Specialists | To give and receive training in a range of rescue equipment / new methods of working etc. | Medium |

***Analytical Skills***
*Please describe the analytical and judgemental skills required to fulfil the requirements of the job. Consider any requirements for analytical skills to diagnose a problem or situation, or to understand complex situations or information, and judgemental skills to formulate solutions and recommend/decide on the best course of action.*

**Problem solving**

Station Commanders are expected to develop and implement thoughtful solutions or recommendations based on sound evidence and feedback from internal and external sources (as stated within the NFCC Levels of Leadership). The analytical / judgements skills required by a Station Commander vary as follows:

Those that involve a range of facts or situations, with relatively straightforward choice of options for example:

**Working in the Community:**

- To prevent and protect, Station Commanders are required to develop the policies and procedures around fire safety inspections to minimise risks to people, property and the environment. They may, on occasion, have to intervene and meet with senior officers / directors / responsible persons in significant high risk settings (e.g. Hospital Director or Airport Director). Analysis and judgement would not only be applied when conducting inspections and identify hazards and risks a workplace / building. They also need to assess the varied possible outcomes, including problems such as failure to comply with regulatory requirements, changes

in use or ownership, and where there are situations that are the responsibility of another authority. This can be exemplified in the domestic context by performing Home Fire Safety Visits to ensure safer living but also in the wider public arena of entertainment venues and licensed premises where larger volumes of people may be at risk if identified hazards are not acted upon. In such instance, Station Commanders would be required to use judgement and analytical skills to determine the appropriate enforcement activity required. Station Commanders are expected to identify facilities and risks in built environments which help to make Firefighters more effective and keep them safe while responding to incidents. The built environment is described as 'all man-made structures and the spaces in between them, including parks and streets where people reside or undertake other activities.'

To those that are more complex, that require analysis / judgement to deliver an effective operational response to an emergency / potentially life-threatening incident, which can often be complex, comprising several components (e.g. the weather, location, time of day, number of casualties, hazardous materials, resources available) that require analysis / judgement on conflicting information. While the individual components of an incident may be considered as a rarely new problem, most incidents differ in their component parts. For example:

**Incidents (including multi-agency responses):**

- When assuming the role of a Tactical or Advanced Tactical (Silver Commander), Station Commanders require analytical and judgement skills to assess large and serious incidents, either at the scene or at a remote location.

- A Tactical or Advanced Tactical (Silver Commander) requires a balance of analysis and judgement not only relating to the capability of operational breadth and capacity, but also how these interface in the wider context of political, environmental and societal aspects of the incident.

- They are required to monitor and determine incident status by considering the size, complexity or sensitivity of the incident. Using their judgement on where they be required to assume responsibility and take over command and control operations (i.e. from the existing Bronze Commander of an incident) at middle manager level. Alternatively determining whether a situation requires Strategic level of co-ordination.

- At regular intervals they must assess and disseminate the available information and intelligence to properly evaluate threats, hazards, vulnerabilities and own actions in order to establish and maintain multi- agency shared situational awareness and promote effective judgement and decision making.

- They must analyse how continually changing threats and hazards affect each service area and work with multi-agency colleagues to conduct joint dynamic risk assessments, putting in place appropriate mitigation and management arrangements to continually monitor and respond to the changing nature of emergencies.

- Apply analytical and judgement skills to ensure their legal and statutory responsibilities are met.

- Determine which relevant services are required to address the longer term priorities of restoring essential services and to help facilitate the recovery of affected communities.

- Log, report and analyse tactical decisions that are made. Following an incident, consider the actions taken and rationales within multi-agency debriefs to assist with future learning and to inform future practice.

***Planning & Organisation***

*Please tell us about the planning and organisational skills required to fulfil the job responsibilities. You should include a description of the skills required for activities such as planning or organising services, departments, rotas, meetings, conferences, events and for strategic planning. Please reference the complexity and degree of uncertainty involved in these activities. Include details of the length of typical planning horizons.*

Station Commanders are responsible for Leading the Function (within the NFCC Leadership Framework, which focusses on:

- maintaining an awareness of wider organisational and political priorities and how their function contributes more widely.
- developing skills for setting direction and vision for the department.
- contributing to the long-term view, which considers the future political, social and economic landscape as well as other public service drivers to set a clear and positive direction for the organisation.
- monitor the quality of service delivery and share information so that people know how well the SJFRS are performing and can plan accordingly.
- Seek the views of others on service quality and effectiveness to identify ideas for improvement - which includes organising meetings.

***Physical Skills***

*Tell us about any physical and sensory skills, hand-eye co-ordination, dexterity, manipulation and/or requirements for speed and accuracy, keyboard and driving skills required by the role Include the reason it is needed, and how frequently it is used. Please ensure that this information is in line with the Person Specification.*

The nature of the physical skills required of a Station Commander differs depending on the task they are carrying out:

| Type | Examples | Frequency |
|---|---|---|
| Dexterity | • Operating dials / instruments on equipment. | Low |
| Emergency response | • Fast response to the incident scene (i.e. able to drive a car in an emergency / blue light situation)<br>• Operationally, spatial understanding, normally in novel contexts is lower frequency but the highest level of sensitivity and urgency. | Medium |

| | | |
|---|---|---|
| Keyboard Skills | • Speed and Accuracy (i.e. for typing, email and other corporate functions to sharing information). | Medium |

***Policy and Service Development***

*Tell us about any responsibilities of the job for development and implementation of policy and/or services. Let us know the nature of the responsibility and the extent and level of the jobholder's contribution to the relevant decision-making process, for instance, making recommendations to decision makers. Also, tell us whether the relevant policies or services relate to a function, department, division, directorate, the whole trust or employing organisation, or wider than this; and the degree to which the responsibility is shared with others.*

Station Commanders have access to a comprehensive national infrastructure and repository of standards, guidance and tools that are embedded in their own local service delivery.

In the policy context, Station Commanders are responsible for being the Service's lead officer for example, in prevention policy and the overarching approach to how, through education, engagement, partnerships, safeguarding etc, the service will reduce risk across all communities.

Within the NFCC Levels of Leadership, a Station Commander is at the 'Leading the Function' Level which states that they are expected to:

- actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.
- seek the views of others on service quality and effectiveness to identify ideas for improvement.
- use a variety of engagement methods to seek feedback and understand people's views on emerging issues.
- improve business processes to promote more efficient ways of achieving the SJFRSs' plans.

***Financial and Physical Resources***

*Include any financial sums important to the job and briefly explain the job's active involvement (e.g. payments processed, budgets monitored, budgets managed, procurement and/or contract values, how much the job may spend, efficiency savings etc.). If this feels difficult to answer because amounts vary across teams, then include for each team, or state a range.*
*Let us know of any physical assets (including clinical, office and other equipment; tools and instruments; vehicles, plant and machinery; premises, fittings and fixtures; personal possessions of patients/clients or others; goods, produce, stocks and supplies).*
*Please describe the nature of the responsibility clearly (e.g. careful use, security, authorised signatory, maintenance, budgetary and ordering responsibilities); the frequency with which it is exercised; the value of the resources; and the degree to which the responsibility is shared with others.*

Station Commanders are responsible for a delegated budget for one or more operational references (i.e. £3.5m), and are required to maintain knowledge of Government's Financial directions / guidelines.

Station Commanders are also responsible for supporting procurement or contracts including researching / testing equipment to achieve value for money.

Within the NFCC Levels of Leadership, a Station Commander is at the 'Leading the Function' Level they are responsible for:

- considering the financial and resource implications of decisions and adjusting their approach and recommendations, and manage budgets accordingly.

This includes a shared responsibility of the careful use of high value specialised vehicles and equipment for example:

- the Aerial Ladder Platform approx. £750k
- drones costing approx. £15k
- driving fire appliances and equipment on-board amounting to approx. £400k).

Most equipment areas of work have safety critical equipment which is expensive by nature and valuable in its purpose.

***Staff Management***

*Let us know about any responsibilities of the job for management, supervision, co-ordination, teaching, training and development of employees, students/trainees and others in an equivalent position.*

*Include work planning and allocation; checking and evaluating work; undertaking clinical supervision; identifying training needs; developing and/or implementing training programmes; teaching staff, students or trainees; and continuing professional development (CPD). It also includes responsibility for such personnel functions as recruitment, discipline, appraisal and career development and the long-term development of human resources. The nature of the responsibility of the responsibility is more important the precise numbers of those supervised, co-ordinated, trained or developed.*

Station Commanders are responsible for leading the function (within the NFCC Leadership Framework) which focusses on:

- working with people to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.
- creating a culture where individual and team wellbeing is a priority and have systems and processes in place to make sure the teams in their area are coping.
- looking for opportunities to develop people and promote a learning culture.
- nurturing future talent and proactively plan for succession.
- taking the opportunity to coach, support and mentor people outside of their own immediate team or discipline.

Station Commanders are required to:

- assess individuals and teams using a variety of methods,
- develop and take responsibility for the effective performance of individuals and their Service area,
- ensure that training and development needs are met,
- manage absence,
- manage instances of poor performance
- administer disciplinary and grievance procedures as necessary (e.g. chair hearings including serious misconduct),
- contribute to recruitment and selection processes (including interviews and inductions).,
- undertake occasional involvement in Employment Relations matters and dealing with staff issues.

When assuming the role of Silver Commander, Station Commanders are responsible for ensuring that legal and statutory responsibilities are met, relating to health and safety, human rights, data protection and welfare of individuals from the SJFRS.

***Information Resources***
*Tell us about any specific responsibilities of the job for information resources (e.g. computerised; paper based etc.) and information systems (both hardware and software e.g. HR or medical records).*
*Let us know about the nature of the responsibility (security; processing and generating information; creation, updating and maintenance of information databases or systems) and the degree to which it is shared with others.*

Station Commanders are required to:

- possess advanced ICT skills, such as knowledge of use of Office 365 and bespoke SJFRS systems to send and receive emails, create reports, presentational materials, input / record data and CPD.
- complete incident reports for more complex operational incidents. This includes undertaking post fire (or other incident) investigations to establish the most likely cause, development and other factors including losses and to ensure the reports' entry into the services incident recording system. Station Commanders also have duties in workplace accident investigation and reporting.
- Review and act upon reports from other Firefighters created in the course of prevention (education and engagement) of protection (regulation and enforcement) activity.

***Freedom to Act***
*Please tell us about the context in which the job operates, illustrating the extent to which a typical post-holder would have accountability for their own actions and those of others, to use own initiative and act independently; and the discretion given to the jobholder to take action. Consider*

*supervisory/managerial control; instructions, procedures, practices and policies; professional, technical or occupational codes of practice or other ethical guidelines; the nature or system in which the job operates; the position of the job within the organisation; and the existence of any statutory responsibility for service provision.*

**Station:**

- A Station Commander is expected to work with a fair level of autonomy and flexibility.

**Community:**

- Work within the community is independent and they are able to use a wide range of significant legal powers, to achieve objectives for the Service and Government and outcomes for the Island and its communities. Under Law, Station Commanders (all Firefighter ranks) are 'Inspectors' with all the attendant duties and powers. This involves powers of entry (without a warrant and with a warrant), powers to inspect etc.

**Incidents:**

- Station Commanders are required to act as Tactical or Advanced Tactical (Silver) Commanders to ensure rapid and effective actions are implemented that save lives, minimise harm and mitigate the incident. The Joint Decision Model is used as the standing agenda for Tactical Co-Ordinating Group Meetings.

- Station Commanders, when acting as the Tactical (Silver) Commander are required to monitor and determine incident status, assume responsibility and take over command and control operations at middle manager level. Determining whether a situation requires Strategic level of co-ordination.

- Under Law the 'Senior Firefighter present' at a fire incident has sole charge of all operations. In the case of a Station Commander this includes more major incidents where they are required to manage and co-ordinate multi-agency resources and activities, as necessary, providing a joined up and directed response.

- Station Commanders may also enter the Service into mutual aid agreement. In the event of mutual aid being used (from other Fire and Rescue Services), all those firefighters and officer come under the command of the CFO and so the post holder as required.

- As the Silver Commander they must maintain a log of decisions or actions relating to the incident which is subject to periodic review by the Gold (Strategic) Commander or other nominated officer.

- They must make also decisions on the provision of accurate and timely information to inform and protect communities, working with the media and utilising social media through a multi-agency approach.

**Decision making (General)**

Within the NFCC Levels of Leadership, a Station Commander is at the 'Leading the Function' Level which states that they are expected to:

- evaluate the impact of any changes to service delivery to learn lessons and implement that learning.
- accountable for the output of their teams and devolve responsibility for work to the appropriate level.
- seek out opportunities to work collaboratively across teams and functions to improve service delivery.
- look at what other organisations are doing to solve similar organisational issues, taking on board what they are doing and sharing best practice with them.
- encourage and respond to challenge appropriately, and is willing to adapt their thinking with new information or better evidence.

- **Responsibility for customer / rescue / casualty care**

Where providing Tactical / Advanced Tactical Command, Station Commanders may have incidental contact with members of the public. This can be directly or through media channels. Otherwise, they may interact with communities affected by a policy, incident or other situation where confidence in the Service requires sensitive and assertive communication.

***Physical Effort***
*What level of physical effort (e.g. normal office work, lifting, pushing, pulling, applying force etc.) is required, including approximate weights, for what reason and how frequently is it required.*

Predominantly office based but with occasional need to exercise command from a location away from a fixed office which can entail the following:

| Type | Examples | Exposure |
|---|---|---|
| Non-emergency physical effort | • Driving to different site locations to carry out community engagement initiatives and inspections (i.e. a combination of standing, sitting). | High frequency |
| Rural / coastline rescues | • Climbing, walking on uneven ground | Low frequency |
| Water inshore rescues / floods | • Wading through water | Low frequency |

***Mental Effort and Concentration***
*Describe the type and extent of tasks that require concentration. E.g. the period and continuity. This might include practical tasks including driving, and desk-based work.*

| Type | Examples | Exposure |
|---|---|---|
| Tactical thinking / Situational awareness | • The role of Station Commander requires mental effort and concentration when commanding the response to protracted operational incidents. | Medium frequency |

| | | |
|---|---|---|
| | • They must maintain good awareness / monitoring of an incident to promote safe and effective working.<br>• They must also be able to communicate key information to Commanders within emergency incidents under pressure.<br>• Good visual attention is required for using / monitoring dials / instruments on equipment (requiring appropriate level of colour perception). | |
| Training | • A Station Commander must successfully complete an intensive fire-specific training program. | Medium frequency |
| Driving | • En-route to emergency scenes, Station Commanders may be required to drive through other traffic in the presence of unpredictable responses from other drivers. | Low frequency |

***Emotional Effort***
*Describe the nature, level and frequency of emotional circumstances the job directly encounters. The test is not whether a specific person is upset by what happens as a regular part of the job, it is whether any reasonable person would become upset.*

| **Type** | **Examples** | **Exposure** |
|---|---|---|
| Traumatic incidents | • Exposure to highly emotional situations, including witnessing people in distress and severe injury or death. Sometimes there is very little recovery / debriefing time after an exposure to such situations due to having to respond to another call. | Medium frequency |
| Stressful environments | • Station Commanders must demonstrate resilience and confidence in highly challenging situations. | Medium frequency |
| People | • Consoling / providing reassurance to highly anxious or upset victims, or their families, relatives or friends. Occasionally delivering unwelcome news. | Medium frequency |
| Station / Team | • Deal with staff performance, grievances and disciplinary issues (including Employment Relations / Trade Union issues) | Medium frequency |

***Working Conditions***
*Tell us about the nature, level, frequency and duration of demands arising from inevitably adverse environmental conditions (such as inclement weather, extreme heat/cold, smells, noise, and fumes) and hazards, which are unavoidable (**even with the strictest health and safety controls**), such as road traffic accidents, spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, carers.*

All aspects of SJFRS service deployment and delivery are covered by standard operating procedures and safe systems of work, that include risk assessments and tactical planning via the command systems to ensure control measures are in place to minimise risks / hazards.

The following outlines some of the most prominent hazards a Station Commander may be exposed to linked to specific incidents, context or activity in line with the NFCC Training Framework Training | NFCC CPO (ukfrs.com)

| Hazards | Example or risks | Equipment and PPE | Exposure |
|---|---|---|---|
| Weather conditions / Reduced visibility | Responding in all weather conditions including extreme rain, wind, snow, ice (cold) and sun (heat) impact on self and the incident. | PPE includes wet, cold & extreme weather clothing | Low frequency / Low duration |
| Casualty care / Infectious diseases | Providing appropriate treatment to casualties. Contact with blood, bodily fluids, traumatic fatalities. | First aid equipment including defibrillators (AEDs). PPE includes CPR face shields. Equipment for decontamination (e.g. cleaning, disinfection, sterilisation). | Low frequency / Low duration |
| Driving to incidents | Handling a car in emergency response situations, not keeping to speed limits / going through red traffic lights without causing undue risk to members of the public, fatigue, stress, members of the public. | Seatbelts and airbags, closed circuit television (CCTV) information from control room. Equipment for appropriate vehicle maintenance | Medium frequency, Low duration |
| Fires | Fire / thermal radiation, humidity, thermal / airway burns / heat illness, explosives, flammables, combustible dusts, smoke, fire gases, debris, oxygen deficiency, flashovers, backdraughts, fire gas ignition, burning or collapsed buildings / floors, fire spread, falling objects / projectiles, glass, noise, wet (from hose spray), hypothermia, carcinogenic activity. | PPE (e.g. heat protective clothing, flash hoods, boots, helmet, gloves, ear and eye protection).<br>RPE (e.g. respirators, breathing apparatus, airlines, face masks)<br>PPE / RPE testing / maintenance equipment.<br>High pressure hoses | Medium frequency / Medium duration |
| Hazardous materials (HazMat) | Occupational Safety and Health Administration (OSHA) which defines hazardous | PPE (e.g. hard hat, gloves, boots, ear / eye protection, chemical protective clothing), | Medium frequency / Medium |

| | | | |
|---|---|---|---|
| | materials as “any substance or chemical which is hazardous to people's health or is physically hazardous.” This includes chemicals such as carcinogens, irritants, corrosives, toxic agents, sensitizers, agents that damage the lungs, skin, eyes). In addition to combustible, explosive, water-reactive chemicals. | RPE (e.g. respirators and breathing apparatus) or specialist resources and equipment. Atmospheric testing equipment, ventilation equipment. | duration |
| Multiple casualties / major incidents | Rescue and extraction of injured persons, multiple tasks, highly stressful, emotional, traumatic. | Multi-agency resources (i.e. Ambulance, Police)<br>JESIP M/ETHANE model.<br>Monitoring wellbeing.. | Low frequency / Medium duration |
| Noise / vibration | Noise from fires, explosions, machinery, vehicles and equipment, distraction. | PPE (e.g. ear protection). | Low frequency / Low duration |
| Public disorder | Verbal or physical abuse or injury. To provide protection when supporting high threat and hostile incidents. | Avoid / withdraw from confrontation or public disorder. Multi-agency resources (i.e. Police) | Low frequency / Low duration |
| Search and rescue / missing person | Dark or poor visibility, uneven terrain, unstable / collapsed structures, working in the vicinity of helicopters (from France). | Multi-agency resources (i.e. Ambulance, Police)<br>PPE (e.g. hard hat, gloves, boots, ear / eye protection, protective clothing, harnesses)<br>Lighting / thermal imaging equipment.<br>Drones for search. | Low frequency / High duration |
| Traffic collision | Upturned vehicles, other traffic, crash debris, cargo, alternative fuels, oil, high voltage vehicle components, use of radios, risk of vehicle fire, emission of toxic gasses. | Multi-agency resources (i.e. Ambulance, Police)<br>PPE (e.g. hard hat, gloves, boots, ear / eye protection, protective clothing), RPE (e.g. respirators and breathing apparatus). Hydraulic rescue / cutting equipment. | Medium frequency / Medium duration |
| Terrorist attacks | Chemical biological, radiological and nuclear threats. | Multi-agency resources (i.e. Ambulance, Police)<br>JESIP, MTA, JOP.<br>PPE (e.g. hard hat, gloves, boots, ear / eye protection, | Low frequency / High duration |

| | | | |
|---|---|---|---|
| | | protective clothing), RPE (e.g. respirators and breathing apparatus), Ballistic Personal Protective Equipment (BPPE) | |
| Water / inshore rescues / floods | Rescue and extraction of injured persons, vessels taking on water, individuals caught in rip currents, various water depths (e.g., within three nautical miles of the island's coasts), various sea conditions (including rough), caves, damp, cold temperatures, hypothermia, slips, snags, uneven ground. | PPE (e.g., buoyancy aids, suitable helmet, footwear, dry / thermal protection suits). Inshore rescue boat (IRB). | Low frequency / Low duration |

***Any other information***
*Include any information that you believe is important to ensure that we have a sound understanding of the role that is not included anywhere else in the form.*

**Context**

Jersey's local context is important to consider. SJFRS personnel have to be able to deal with a broad range of incidents that many UK Fire and Rescue Services would have specialist teams trained for that particular type of incident, such as Road Traffic Collisions, Hazardous Materials Incidents, Height and Coastal Rescue. However, without the availability of cross-county / border assistance or support arrangements for large or multiple incidents. Station Commanders are required to lead the Tactical and Advanced Tactical response using a limited available number of Firefighters compared to that which the UK Fire and Rescue Service can call upon. Station Commanders are required to enable appropriate response and capability by ensuring adequate training and development is undertaken locally. Station Commanders in the UK have specialist teams to undertake a large proportion of what SJFRS consider as their core Firefighter's role.

This is also true compared to colleagues in our sister Isle of Guernsey. Where all of Jersey Firefighters are trained to attend incidents covering Inshore Rescue and Height Rescue, in Guernsey, Height Rescue capability is undertaken by volunteers from the climbing fraternity under the auspices of GFRS and all water borne rescues are carried out by the RNLI.

Jersey is not 'low risk'. A 'tall building', a particular difficult incident for any Station Commander to deal with defined for National Operational Guidance, is one of seven or more floors (18 metres +). Jersey has a significant stock of tall buildings with more buildings of this type very likely in the coming years. There are more than 30 buildings that fall into this category with around 23 being high rise residential buildings (HRRBs); there are many more already in the planning pipeline. The 'per capita' number of HRRB in Jersey is higher than for the whole of the UK, even when including

London. If Jersey had the same rate of HRRB as the UK (including London), there would be 18. Indeed, the only part of the British Isles with a higher density of HRRB is London itself; Jersey has almost double the density of HRRB of Manchester. A normal pre-determined attendance in the UK for these types of Fires is 30+ personnel, where Jersey we could only send 15 in the first instance.

Jersey is also not operationally, 'quiet'. If in England, the fire station in St. Helier would be comfortably in the top quartile for operational activity. The number of dwelling fires in Jersey, per capita, would place SJFRS in the top ten of the 44 English Services. For non-fire emergencies, Jersey is busier than the UK average. Risk potential is not low in Jersey. We have a very large stock of medium rise buildings, at least double (but possibly treble) the number of Houses in Multiple Occupation in the whole of Derbyshire for example, a CAT 7 airport with Airbus A321 as the main aircraft type, a Prison, a combined General / Acute / Ambulatory Hospital, a COMAH gas site, a Buncefield Type Site fuel storage and distribution facility, a commercial port, power station, waste incinerator, waste storage sites.

For clarity, the task analysis revealing a requirement for a Pre-Determined Attendance (PDA) of c.30 personnel is *not* based upon a fire in a tall building where containment and fire safety systems have failed. It is a standard response to deliver a safe and effective intervention to any fire in a tall building. Ensuring an effective and safe intervention is vital for residents and Firefighters in any situation; in Jersey it is amplified further because there is no back up.

From the JFR2020 annual report, averaged figures over the preceding 5 years would suggest the following, compared to HMICFRS national average data:

- 2.3 Fires incidents per 1000 population (2.7 UK average)
- 3.2 Non-fire incidents per 1000 population (2.7 UK average)
- 4.7 Fire false alarms per 1000 population (3.8 UK average)

**Impact**

The impact of the roles within SJFRS is not only save lives, but also to changes lives in support of JHA's vision is for Jersey to be a desirable place to live, work and visit, because people are safe and feel safe.

Where roles within SJFRS have changed over time, with some significant reductions in the likelihood of fire, they have also had to respond to the needs of our local community (e.g. population growth, an aging society, modern methods of construction technology and innovation) and to emerging public safety and security challenges. There are also the challenges posed by climate change leading to increasing risks of flooding, wildfires and water shortages. Therefore the skillset of the role of Senior Managers in the Fire Service has had to broaden.

Senior Managers in the Fire Service now also play a greater role in the regulatory environment, intended to raise greater fire safety awareness and change behaviours to contribution to a safer, more prosperous society.

This role and their standards of service delivery, not only have a direct impact on the customer but also the image and reputation of the Government, IHE and its respective Directorates (JHA).

**I agree that this job description is an accurate reflection of my role**.

| **Post-holder(s) agreement of job content (if appropriate/BAU)** | |
|---|---|
| Sign and date: | Print name: |
| Sign and date: | Print name: |
| Sign and date: | Print name: |

**I do not agree that this job description is an accurate reflection of my role**.

| **Post-holder(s) disagreement of job content (if appropriate/BAU)** | |
|---|---|
| Sign and date: | Print name: |
| Sign and date: | Print name: |
| Sign and date: | Print name: |
| **Reason for disagreement** – this must be based on significant aspect(s) of the role which have not been included: | |

| **Line Manager's agreement of job content** | |
|---|---|
| Sign and date: | Print name: |

| **Business Unit Manager's agreement of job content** | |
|---|---|
| Sign and date: | Print name: |

| **Post number** | |
|---|---|