



Promotion Policy Document

Uniformed Staff



South Yorkshire
Fire & Rescue

WORKING FOR A SAFER
SOUTH YORKSHIRE

1. INTRODUCTION

- 1.1 South Yorkshire Fire and Rescue (SYFR) is committed to providing a promotion framework for all employees. This policy details how promotion can be achieved within SYFR for uniformed staff. It details how progression from Firefighter to Area Manager can be achieved, and the various stages an individual has to complete (appendix 'A')
- 1.2 The policy aims to achieve a fair and consistent approach that eliminates discrimination and meets the Service's commitment to Equality and Diversity. The provisions of this policy comply with the current legal framework relating to recruitment and selection. It will be reviewed and updated as necessary when changes in legislation apply. Legislation associated with recruitment and selection is explained more fully in Appendix 'B', **line managers should familiarise themselves with the content of appendix 'B' prior to endorsing applications.**
- 1.3 SYFR is committed to establishing and maintaining a positive working environment where the dignity and respect of employees is not undermined. It is committed to working practices that ensure the fair treatment and professional and personal dignity of all its employees. No employee will be treated less favourably on the grounds of race, gender, disability, age, sexual orientation, religion or belief.

2. SCOPE

- 2.1 This document is applicable to all uniformed permanent promotion appointments i.e. whole-time, retained duty system and control, in accordance with the following:
- 2.2 Supervisory Manager Level
 - Fire-fighter to Crew Manager
 - Crew Manager to Watch manager
- 2.3 Middle Manager level
 - Watch Manager to Station Manager
 - Station Manager to Group Manager
- 2.4 Strategic Manager Level
 - Group Manager to Area Manager

3. Fire-fighter To Crew Manager

Stage 1

3.1 Listed below is the minimum requirement of achievement for an individual to enter the promotion process. The individual must comply with the following:

- Be fully **competent** in current role
- **Demonstrated competence** against the maintenance of competence programme.
- Have **completed 2 PDR's** and be meeting expectations or above in current role
- Meet the physical **fitness standards** of the organisation
- Have **no current disciplinary record**
- Successfully completed the **4 day 'Managing Incidents' course**
- Have successfully **passed a written technical paper**, which will comprise of Papers 1 and 2 in the IFE Level 3 Certificate

3.2 These are detailed below;

Competence

3.3 Recent employees to SYFR will be enrolled on the BTEC and NVQ Operations in the Community Programme. Candidates enrolled on these programmes must have successfully completed both, enabling them to apply for promotion.

3.4 Employees who joined the service prior to these vocational qualifications will have to prove competence through the recording of evidence against the National Occupational Standards. This is done on Red Kite, and will be verified by your Station Manager before your application can progress.

Maintenance of Competence

3.5 Candidates will have fully completed at least 1 cycle (24 Months) of the maintenance of competence programme and demonstrated competence against all elements. All skills assessments will have been completed to a satisfactory standard as a minimum, all evidence will be recorded on Red Kite.

PDR

3.6 There is a requirement that the candidate has had two Personal Development Review's (PDR) and is meeting expectations or above expectations.

Physical Fitness Standards

- 3.7 Within the last twelve months the candidate should have achieved a fitness standard of 42 VO2 Max, or have a development programme that demonstrates they are working towards this, and be in the range of 35-42 VO2 Max.

No Discipline Record - Conduct

- 3.8 The applicant should have no live formal disciplinary sanction or improvement notice. For further details please refer to the Disciplinary guidance Policy.

No Discipline Record – Performance & Capability

- 3.9 The disciplinary procedure applies in cases of conduct, unsatisfactory work performance/capability and poor attendance.
- 3.10 Any individual who exceeds the annual target for uncertified sickness set by the organisation in the previous twelve months will normally be excluded from the promotion process. Consideration will be given on a case by case basis taking into account your previous 3 years sickness record and any extenuating circumstances.

4 Day Managing Incident Programme

- 3.11 The Managing Incident Programme is a formal assessment of incident management competence through a combination of theoretical input, syndicate based exercises utilising Hydra, a Vector assessment and training ground practical scenarios.
- 3.12 By the end of the course students will be able to demonstrate:
- A safe level of underpinning knowledge in Incident Management
 - A safe and practical operational performance of Incident Management

Technical written Paper

- 3.13 Candidates will have to acquire a pass in the IFE Level 3 Certificate, Papers 1&2.
- 3.14 Examinations are taken annually, and further details of how to apply will be promulgated in the weekly bulletin.
- 3.15 The rest of the process comprises of the bullet pointed list below. A candidate must be successful at each element to progress to the next.

Stage 2

- Application form (appendix 'C')

Stage 3

- Operational assessment (e.g. Vector simulation) and Operational interview

Stage 4

- Management Assessment
 - Psychometric Test
 - Presentation on a given Fire Service related topic
 - Management interview

Stage 2

Application form

3.16 The application form is designed to establish the candidates experience, knowledge and suitability for the role. It will include the following sections;

- Personal details - This will include name, brigade number, address, telephone number etc
- Education and qualifications - To include any relevant education history and/or qualifications
- Present role - Details of current post/role
- Previous roles - Details of all previous posts/roles and time spent in each one
- Relevant skills, abilities, knowledge and experience - Any relevant skills, abilities, knowledge and experience in support of your application
- Line managers statement (150-200 words) - This is to include the candidates strengths AND development areas. There will also be a grading scale of 1-5 where the candidate will be given a score (1 being totally unsuitable for the role and 5 being highly recommended). The line manager may be asked to justify their score in front of a promotion panel
- Declaration - To include the candidates and line managers signature

Sift process

3.17 The application forms will be sifted using a fair and open system, with marks given on its content. This will include;

- Line Manager's statement and grading score
- Experience
- Has the candidate got skills, abilities, knowledge and experience relevant to the National Occupational Standards for the role, e.g.
 - Education/qualifications
 - Relevant skills, abilities, knowledge and experience
 - Evidence of continual professional development
 - Has the candidate demonstrated effective outcomes towards meeting the commitments contained within the corporate plan?
- Presentation and clarity of the application form

3.18 Feedback will be given to all candidates.

Stage 3

Operational Assessment e.g. Vector/Hydra

3.19 At this stage of the promotion process an assessment will be made of the applicant's decision making skills and their ability to manage an incident and implement incident command procedures as would be required in the role.

3.20 There is a reading list provided prior to attending, this is available on the intranet.

Operational Interview

3.21 The candidate will be interviewed on standard operating procedures and GRA's to assess the level of the candidate's technical knowledge of Brigade procedures.

Stage 4

Management Assessment

3.22 The management assessment will consist of three disciplines:

- Psychometric Tests
- Presentation
- Interview

Psychometric Tests

3.22.1 The psychometric tests are computer based and generate instant results and feedback. They include the following:

- Managerial judgement scenarios
- Ability tests, verbal and numerical reasoning
- Personality questionnaire

3.22.2 The managerial judgement test presents individuals with a series of hypothetical managerial situations, each of which is followed by several possible responses. Individuals are asked to rate each of these responses using a six-point scale, from highly desirable to highly undesirable.

3.22.3 The ability tests are used to assess critical qualities for job success such as solving problems, communicating effectively as well as innovation and creativity. It involves both verbal and numerical reasoning. The verbal tests are designed to measure your ability to understand written information and to evaluate arguments about this information. Numerical tests are designed to assess your understanding of tables of statistical and numerical data as well as your ability to make logical deductions.

3.22.4 Personality questionnaires are used to provide information on the aspects of an individual's behavioral style that will impact on their performance of competencies at work.

Presentation

3.22.5 The candidate will have to prepare and execute a 15 minute presentation on a given subject.

Interview

3.22.6 The candidate will be interviewed, to assess managerial and leadership skills.

4. Crew Manager to Watch Manager

Stage 1

4.1 Listed below is the minimum requirement of achievement for an individual to enter the promotion process. The individual must comply with the following:

- Be fully **competent** in current role
- **Demonstrated competence** against the maintenance of competence programme
- Have **completed 2 PDR's** and be meeting expectations or above in current role
- Meet the physical **fitness standards** of the organisation
- Have **no current disciplinary record**
- Achieved **Level 3 BTEC Award in Fire and Rescue Incident Command – Initial Command**
- Be enrolled and inducted to become an **A1 Assessor**
- Have successfully **passed a written technical paper**, which will comprise of Paper 5 (Fire Service Operations) and Paper 6 (Leadership and Management) of the IFE Level 3 Diploma.

Competence

4.2 Candidates will have fully completed 1 cycle (24 months) of the maintenance of competence programme and demonstrated competence against all elements in their current role. All skills assessments will have been completed to a satisfactory standard as a minimum, all evidence will be recorded on Red Kite.

Maintenance of Competence

4.3 Candidates will have demonstrated continually CPD against the maintenance of competence programme and demonstrated competence against all elements in their current role. All skills assessments will have been completed to a satisfactory standard as a minimum, all evidence will be recorded on Red Kite.

PDR

4.4 There is a requirement that the candidate has had two Personal Development Review's (PDR) and is meeting expectations or above expectations (at crew manager level).

Physical Fitness Standards

4.5 Within the last twelve months the candidate should have achieved a fitness standard of 42 VO2 Max, or have a development programme that demonstrates they are working towards this, and be in the range of 35-42 VO2 Max.

No Discipline Record - Conduct

4.6 The applicant should have no live formal disciplinary sanction or improvement notice. For further details please refer to the Disciplinary guidance Policy.

No Discipline Record – Performance & Capability

4.7 The disciplinary procedure applies in cases of conduct, unsatisfactory work performance/capability and poor attendance.

4.8 Any individual who exceeds the annual target for uncertified sickness set by the organisation in the previous twelve months will normally be excluded from the promotion process. Consideration will be given on a case by case basis taking into account your previous 3 years sickness record and any extenuating circumstances.

BTEC Award in Fire and Rescue Incident Command – Initial Command

4.9 The Level 3 BTEC award is designed to provide

- Training for those in the Fire and Rescue service with a responsibility to command Incidents at Crew and watch manager level
- Assurance to Fire and Rescue services that officers possess and demonstrate proficiency in Incident Command

A1 Qualification

4.10 You will be enrolled and inducted to become an A1 assessor. This qualification should be achieved within 12 months from the date of enrolment.

Technical written Paper

4.11 Candidates will have to pass Paper 5 (*Fire service Operations*) and Paper 6 (*Leadership and Management*) of the IFE Level 3 Diploma Examination. Examinations are sat annually, and further details of how to apply will be promulgated in the weekly bulletin.

4.12 Where applicants meet all the requirements of stage 1 they may enter stage 2.

4.13 The rest of the process comprises of the bullet pointed list below. A candidate must be successful at each element to progress to the next

Stage 2

- Application form

Stage 3

- Operational assessment (e.g. Vector simulation) and Operational interview

Stage 4

- Management Assessment
 - Psychometric Test
 - Presentation on a given Fire Service related topic
 - Management interview

Stage 2

Application form

4.14 The application form is designed to establish the candidates experience, knowledge and suitability for the role. It will include the following sections;

- Personal details - This will include name, brigade number, address, telephone number etc
- Education and qualifications - To include any relevant education history and/or qualifications
- Present role - Details of current post/role
- Previous roles - Details of all previous posts/roles and time spent in each one
- Relevant skills, abilities, knowledge and experience - Any relevant skills, abilities, knowledge and experience in support of your application
- Line managers statement (150-200 words) - This is to include the candidates strengths AND development areas. There will also be a grading scale of 1-5 where the candidate will be given a score (1 being totally unsuitable for the role and 5 being highly recommended). The line manager may be asked to justify their score in front of a promotion panel
- Declaration - To include the candidates and line managers signature

Sift process

4.15 The application forms will be sifted using a fair and open system, with marks given on its content. This will include;

- Line Manager's statement and grading score
- Experience
- Has the candidate got skills, abilities, knowledge and experience relevant to the National Occupational Standards for the role, e.g.
 - Education/qualifications
 - Relevant skills, abilities, knowledge and experience
 - Evidence of continual professional development
 - Has the candidate demonstrated effective outcomes towards meeting the commitments contained within the corporate plan?
- Presentation and clarity of the application form

4.16 Feedback will be given to all candidates.

Stage 3

Operational Assessment e.g. Vector/Hydra

4.17 At this stage of the promotion process an assessment will be made of the applicant's decision making skills and their ability to manage an incident and implement incident command procedures as would be required in the role.

4.18 There is a reading list provided prior to attending, this is available on the intranet.

Operational Interview

4.19 The candidate will be interviewed on standard operating procedures and GRA's to assess the candidate's technical knowledge of Brigade procedures.

Stage 4

Management Assessment

4.20 The management assessment will consist of three disciplines:

- Psychometric Tests
- Presentation
- Interview

Psychometric Tests

4.20.1 The psychometric tests are computer based and generate instant results and feedback. They include the following:

- Managerial judgement scenarios
- Ability tests, verbal and numerical reasoning
- Personality questionnaire

4.20.2 The managerial judgement test presents individuals with a series of hypothetical managerial situations, each of which is followed by several possible responses. Individuals are asked to rate each of these responses using a six-point scale, from highly desirable to highly undesirable.

4.20.3 The ability tests are used to assess critical qualities for job success such as solving problems, communicating effectively as well as innovation and creativity. It involves both verbal and numerical reasoning. The verbal tests are designed to measure your ability to understand written information and to evaluate arguments about this information. Numerical tests are designed to assess your understanding of tables of statistical and numerical data as well as your ability to make logical deductions.

4.20.4 Personality questionnaires are used to provide information on the aspects of an individual's behavioral style that will impact on their performance of competencies at work.

Presentation

4.20.5 The candidate will have to prepare and present a 15 minute presentation on a given subject.

Interview

4.20.6 The candidate will be interviewed, to assess managerial and leadership skills

5. Watch Manager A to Watch Manger B

Stage 1 in band selection process

5.1 The following criteria are the minimum requirement enabling you to apply for selection to watch manager B;

- Achieved **Level 3 BTEC Award in Fire and Rescue Incident Command – Initial Command**
- Be a qualified **A1 Assessor**

BTEC Award in Fire and Rescue Incident Command – Initial Command

5.2 The Level 3 BTEC award is designed to provide

- Training for those in the Fire and Rescue service with a responsibility to command Incidents at Crew and watch manager level
- Assurance to Fire and Rescue services that officers possess and demonstrate proficiency in Incident Command

A1 Qualification

5.3 You must be a qualified A1 Assessor or D32/33 equivalent

Stage 2 in band assessment process

Application Form

5.4 The candidate can apply for in band selection by completing an application form.

Stage 3 in band assessment process

Operational Assessment e.g. Vector/Hydra

5.5 At this stage of the selection process an assessment will be made of the applicant's decision making skills and their ability to manage an incident and implement incident command procedures.

5.6 There is a reading list provided prior to attending, all of which are available on the intranet:

Operational Interview

5.7 The candidate will be interviewed on standard operating procedures and GRA's to assess the candidate's technical knowledge of brigade procedures.

Stage 4 in band assessment process

Management Assessment

5.8 The management assessment will consist of two disciplines:

- Presentation
- Interview

Presentation

5.8.1 The candidate will have to prepare and present a 15 minute presentation on a given subject.

Interview

5.8.2 The candidate will be interviewed to assess managerial and leadership skills.

6. Watch manager to Station Manager

Stage 1

6.1 Listed below is the minimum requirement of achievement for an individual to enter the promotion process. The individual must comply with the following.

- Be fully **competent** in current role
- **Demonstrated competence** against the maintenance of competence programme.
- Have **completed 2 PDR's** and be meeting expectations or above in current role
- Meet the physical **fitness standards** of the organisation
- Have **no current disciplinary record**
- Achieved **Level 3 BTEC Award in Fire and Rescue Incident Command – Initial Command**
- Have successfully **passed a written technical paper**, which will comprise of Paper 1 (Fire Safety) of the IFE Level 3 Diploma and Paper 6 (Fire Service Operations) of the IFE Level 4 Certificate
- Be an **A1 Assessor** and become enrolled to be an **IV**

Competence

6.2 Watch Managers that were enrolled on a Watch Managers development programme must ensure it's successfully completed. Watch Managers who were promoted into position before development programmes were required must ensure that they are a competent Watch manager. Evidence from Red Kite will be utilised.

PDR

6.3 There is a requirement that the candidate has had two PDR's completed at Watch manager level and is meeting expectations or above expectations.

Physical Fitness Standards

6.4 Within the last six months the candidate should have achieved a fitness standard of 42 VO2 Max, or have a programme working towards this, and be in the range of 35-42.

No Discipline Record - Conduct

6.5 The applicant should have no live formal disciplinary sanction or improvement notice. For further details please refer to the Disciplinary guidance Policy.

No Discipline Record – Performance & Capability

6.6 The disciplinary procedure applies in cases of conduct, unsatisfactory work performance/capability and poor attendance.

6.7 Any individual who exceeds the annual target for uncertified sickness set by the organisation in the previous twelve months will normally be excluded from the promotion process. Consideration will be given on a case by case basis taking into account your previous 3 years sickness record and any extenuating circumstances.

BTEC Award in Fire and Rescue Incident Command – Initial Command

6.8 The Level 3 BTEC award is designed to provide

- Training for those in the Fire and Rescue service with a responsibility to command Incidents at Crew and watch manager level
- Assurance to Fire and Rescue services that officers possess and demonstrate proficiency in Incident Command

A1/V1 Qualification

6.9 You must have achieved your A1 award. You will be enrolled to become an Internal Verifier and be working towards the qualification.

Technical written Paper

6.10 Candidates will have to pass Paper 1 (*Fire safety*) of the IFE Level 3 Diploma, and Paper 6 (*Fire Service Operations*) of the IFE Level 4 Certificate Examinations.

6.11 Examinations are sat annually, and further details of how to apply will be promulgated in the weekly bulletin. The rest of the process comprises of the bullet pointed list below. A candidate must be successful at each element to progress to the next.

Stage 2

- Application form

Stage 3

- Operational assessment (e.g. Vector simulation) and Operational interview

Stage 4

- Management Assessment
 - Assessment and Development Centre
 - Presentation on a given Fire Service related topic
 - Management interview

Stage 2

Application form

6.12 The application form is designed to establish the candidates experience, knowledge and suitability for the role. It will include the following sections;

- Personal details - This will include name, brigade number, address, telephone number etc
- Education and qualifications - To include any relevant education history and/or qualifications
- Present role - Details of current post/role
- Previous roles - Details of all previous posts/roles and time spent in each one
- Relevant skills, abilities, knowledge and experience - Any relevant skills, abilities, knowledge and experience in support of your application
- Line managers statement (150-200 words) - This is to include the candidates strengths AND development areas. There will also be a grading scale of 1-5 where the candidate will be given a score (1 being totally unsuitable for the role and 5 being perfect for the role). The line manager may be asked to justify their score in front of a promotion panel
- Declaration - To include the candidates and line managers signature

Sift process

6.13 The application forms will be sifted using a fair and open system, with marks given on its content. This will include;

- Line Manager's statement and grading score
- Experience
- Has the candidate got skills, abilities, knowledge and experience relevant to the National Occupational Standards for the role, e.g.
 - Education/qualifications
 - Relevant skills, abilities, knowledge and experience
 - Evidence of continual professional development
 - Has the candidate demonstrated effective outcomes towards meeting the commitments contained within the corporate plan?
- Presentation and clarity of the application form

6.14 Feedback will be given to all candidates.

Stage 3

Operational Assessment e.g. Vector/Hydra

6.15 At this stage of the promotion process an assessment will be made of the applicant's decision making skills and their ability to manage an incident and implement incident command procedures as would be required in the role.

6.16 There is a reading list provided prior to attending, all of which are available on the intranet.

Operational Interview

6.17 The candidate will be interviewed on standard operating procedures, to assess the candidate's technical knowledge of Brigade procedures.

Stage 4

Management Assessment

6.18 The management assessment will consist of three disciplines:

- ADC role-play
- Presentation
- Interview

ADC Role play

6.18.1 Candidates who do not possess a valid pass at ADC, will have to undertake an ADC process and will have to be successful in the following disciplines:

- Group discussion
- Single role play
- Multi role play
- Meeting exercise
- In Basket exercise

6.18.2 Once a candidate has been successful in an ADC, they remain eligible for a development Programme and promotion to a higher role within the Yorkshire and Humber region for five years following the ADC.

6.18.3 Should a candidate choose to apply for a post outside the Yorkshire & Humber region they should enquire with that Fire and Rescue service regarding the currency of their ADC process.

Presentation

6.18.4 The candidate will have to prepare and present a 15 minute presentation on a given subject.

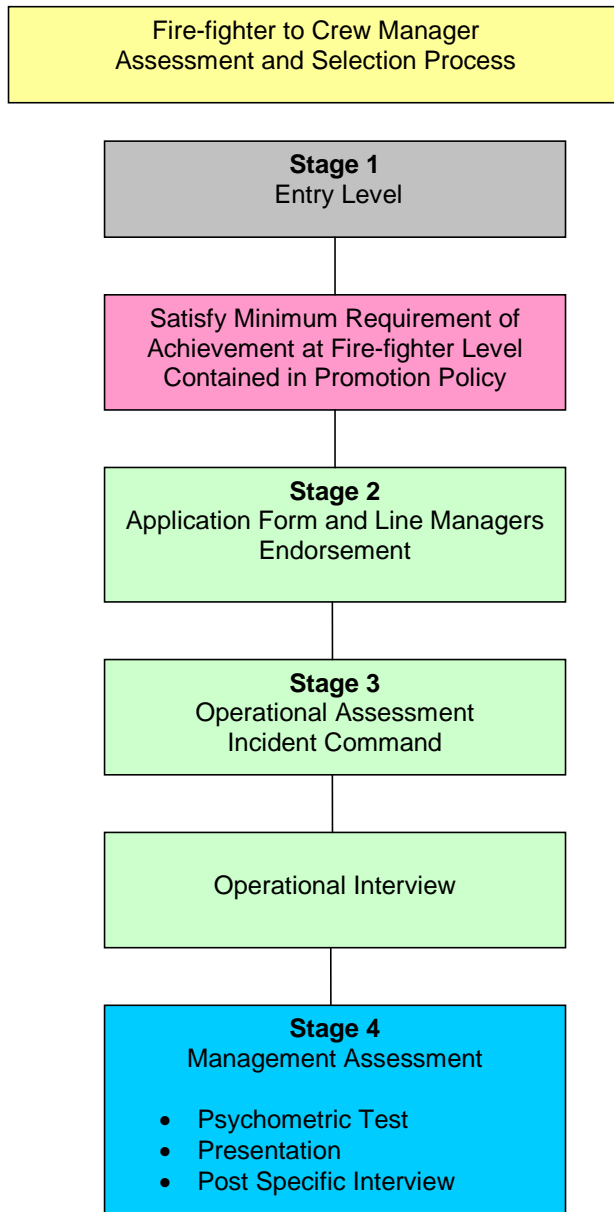
Interview

6.18.5 The candidate will be interviewed, to assess managerial and leadership skills.

7. Station manager to Group Manager, Group Manager to Area Manager.

- 7.1 Organisational demand will determine the frequency that the Group and Area Manager promotion processes take place; they will not therefore take place on a programmed annual cycle.
- 7.2 The process adopted for the promotion of these groups will be determined by the Director of Service Development with the expectation that the principles articulated earlier in this policy will apply.
- 7.3 Due to the often specialist nature of these posts, together with the potentially longer period of time between each process, a hierarchical list will not be produced beyond the immediate vacancies to be filled.

APPENDIX A



Crew Manager to Watch Manager
Assessment and Selection Process

Stage 1
Entry Level

Satisfy Minimum Requirement of
Achievement at Crew Manager Level
Contained in Promotion Policy

Stage 2
Application Form and Line Managers
Endorsement

Stage 3
Operational Assessment
Incident Command

Operational Interview

Stage 4
Management Assessment

- Psychometric Test
- Presentation
- Post Specific Interview

Watch Manager (A) to Watch Manager (B)
In Band Process

Stage 1
Requirement of Achievement at
Watch Manager Level

Level 3 BTEC Award Fire and
Rescue Incident Command
Initial Command

Qualified Assessor
A1 or D32/D33 Equivalent

Stage 2
Application Form and Line Managers
Endorsement

Stage 3
Operational Assessment
Incident Command

Operational Interview

Stage 4
Management Assessment

- Presentation
- Post Specific Interview

Watch Manager to Station Manager
Assessment and Selection Process

Stage 1
Entry Level

Satisfy Minimum Requirement of
Achievement at Watch Manager
Level Contained in Promotion Policy

Stage 2
Application Form and Line Managers
Endorsement

Stage 3
Operational Assessment
Incident Command

Operational Interview

Stage 4
Management Assessment

- Presentation
- ADC Role Play
- Post Specific Interview

Examination Schedule

Promotion Required	Exam Required	Papers Required
Fire Fighter – Crew Manager	IFE Level 3 Certificate	Paper 1 & 2
Crew Manager – Watch Manager	IFE Level 3 Diploma	Paper 5 <ul style="list-style-type: none"> • <i>Fire Service Operations</i> Paper 6 <ul style="list-style-type: none"> • <i>Leadership & Management</i>
Watch Manager – Station Manager	IFE Level 3 Diploma	Paper 1 <ul style="list-style-type: none"> • <i>Fire Safety</i>
	IFE Level 4 Certificate	Paper 6 <ul style="list-style-type: none"> • <i>Fire Service Operations</i>

APPENDIX B

LEGAL FRAMEWORK FOR RECRUITMENT AND SELECTION

All individuals involved in recruitment and selection must be fully aware of the legislation which underpins the process. An outline of the main legislation is given below. For further details, please contact the HR department.

DISCRIMINATION LEGISLATION

Sex discrimination Act 1975

The Sex Discrimination Act makes it unlawful for employers to discriminate against women or men because of their sex or marital status. In addition to this the original Act has been amended to include the Sex Discrimination.

Gender Reassignment Regulations 1999.

This makes it unlawful to discriminate on the grounds of gender reassignment.

Employment Equality Regulations 2003.

The Employment Equality (Sexual Orientation) Regulations 2003 and the Employment Equality (Religion or Belief) Regulations 2003 outlaw discrimination on the grounds of sexual orientation and religion or belief respectively. In some circumstances the Regulations cover discrimination which occurs after the working relationship has ended e.g. information contained in references.

Race Relations Act 1976

The Race Relations Act makes it unlawful to treat a person less favourably than others on the grounds of colour, race, nationality (including citizenship), and national or ethnic origin. The Race Relations (Amendment) Act 2000 imposes a general duty on all major public bodies to promote equality of opportunity and good race relations.

Disability Discrimination Act 1995

Under the Disability Discrimination Act 1995 it is unlawful to treat disabled people less favourably than others for a reason related to their disability. From October 1999 employers have been required, under Section 6 of the Act, to make reasonable adjustments for disabled people. Up until October 2004, operational posts within the Fire & Rescue Services were exempt from the employment aspects of the Disability Discrimination Act. This is no longer the case; therefore we are required to make reasonable adjustments for disabled people in respect of all roles within the Service. Examples of reasonable adjustments could include the modification of equipment, the provision of additional resources or adapting working arrangements.

Employment Equality (Age) Regulations 2006

From 1 October 2006 it also became unlawful to discriminate against individuals on the basis of age in employment; including recruitment, promotion and training, except in instances when it can be objectively justified. The regulations cover direct and indirect discrimination, harassment and victimisation and employers can be held responsible for the actions of employees in all four cases. As with other discrimination legislation, there is no upper limit on compensation for unlawful age discrimination.