



## Support Staff Recruitment: What You Need To Know

The support functions at Leicestershire Fire and Rescue Service are paramount to the day-to-day running of the Service and everything the Service does.

To ensure that you stand the best chance of succeeding in both the Application Form and in the Competency-Based Interview, please refer to the **Job Description** and the **Person Specification** for the role you are applying for, as well as the **Competency Framework** for Support Staff. These documents will be attached to the job advert, and the Competency Framework is provided below.

In your application form answers, please demonstrate how you meet the essential criteria outlined in the Person Specification. The criteria that is assessed at the application stage will be clearly stated in the Person Specification, as well as the specific Competency relating to each criterion.

### **LFRS Values and Behaviours Competency Framework, Support Staff**

We (Leicestershire Fire and Rescue Service) wish to ensure our values and behaviours are an intrinsic part of our culture at all levels of the Service, being understood and demonstrated by everyone.



## What are Competencies?

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Competencies are a set of individual performance behaviours which are observable, measurable and critical to both individual and organisation success. Competencies create a better understanding of the role and the desired performance required, thus assisting learning and growth, and provides a common language across the service. The competencies in this document are different to Incident Competency (these can be located in Development Folders).

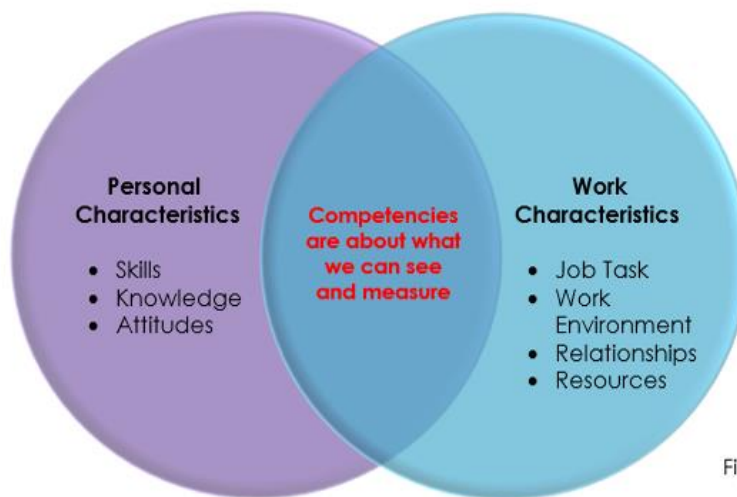


Fig.2

## How will we use Competencies?

Competencies will be derived and agreed upon by us, in conjunction with the Staff Consultation Forum and used across the Service in a constant approach. They will form the basis of;

- Job Descriptions and Person Specifications
- Recruitment and Selection (including Promotions)
- Probation Reviews
- Performance Reviews (Appraisals)
- Career Management/Development Portfolios
- Leadership Development
- Any other people processes this framework adds value to

Candidates who apply for one of our Support Staff vacancies are required to attend a **Competency-Based Interview**. Candidates are assessed against the Competencies that are most critical for the role of which they have applied.

The Competencies for Green Book (Support) roles are outlined below. There is a description for each Competency, along with the positive indicators relevant to each Competency.

## Key Competencies for Support Staff

<b>Adhering to Principles &amp; Values</b>
<b>Upholds ethics &amp; values; demonstrates integrity; promotes &amp; defends equal opportunities; builds diverse teams; encourages organisational &amp; individual responsibility towards the community &amp; the environment</b>
<b>Positive Indicators</b>
Acts consistently in accordance with clear ethics and values
Models high standards of behaviour for others by own actions
Shows unbiased treatment towards others
Does not distort information
Draws on the diverse backgrounds, skills and knowledge of people
Creates equal opportunities for all people
Treats all groups of people equally
Takes account of community demographics when making decisions
Works towards making the organisation socially responsible
Emphasises the importance of environmental issues

<b>Applying Expertise &amp; Technology</b>
<b>Applies specialist &amp; detailed technical expertise; uses technology to achieve work objectives; develops job knowledge &amp; expertise (theoretical &amp; practical) through continual professional development; demonstrates an understanding of different organisational departments and functions</b>
<b>Positive Indicators</b>
Effectively applies appropriate technical skills
Answers technical or specialist questions relating to the job
Keeps up to date with advances in own specialism
Passes on expertise
Looks for ways to incorporate new technology to aid objectives
Seeks ways to improve processes with the aid of new technology
Displays appropriate physical co-ordination
Performs manual tasks well
Shows a clear understanding of the different functions of departments in the organisation
Recognises how different departments within the organisation impact upon each other

<b>Adapting &amp; Responding to Change</b>
<b>Adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences</b>
<b>Positive Indicators</b>
Takes change positively

Modifies approach when faced with new challenges
Demonstrates an open attitude towards new ideas
Supports new plans and initiatives
Demonstrates willingness to alter views when presented with new information
Adapts style or behaviour to meet the needs of others
Relates well to people of different cultures
Shows an understanding of how different cultures may interpret situations
Demonstrates acceptance of ambiguity in the work environment
Works confidently at times when information is unavailable or unclear

<b>Coping with Pressure &amp; Setbacks</b>
<b>Maintains a positive outlook at work; works productively in a pressurised environment; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life</b>
<b>Positive Indicators</b>
Remains focused on work when under pressure
Avoids emotional displays that may negatively affect performance
Balances the commitments of work and of life outside work
Finds ways to resolve conflicts between work and personal life
Maintains an optimistic outlook in the face of challenges
Conveys the expectation that everything will turn out well
Keeps problems in perspective
Deals with criticism in a positive manner

Demonstrates an open and receptive approach to feedback
Accepts criticism without becoming hostile or over-defensive

<b>Working with People</b>
<b>Shows respect for the views &amp; contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information &amp; expertise with them; builds team spirit and reconciles conflict; adapts to the team &amp; fits in well</b>
<b>Positive Indicators</b>
Shows an understanding of what is important for another person
Recognises others' limitations and offers appropriate support
Attends to the emotional concerns or problems of others before own
Adapts behaviour according to needs of the group
Encourages harmony, co-operation and communication when working in groups
Praises the contributions of others
Consults widely during decision making
Shares information with others
Demonstrates patience with others
Shows a concern for the emotions of others

<b>Creating and Innovating</b>
<b>Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.</b>
<b>Positive Indicators</b>
Comes up with new ideas

Suggests innovative solutions
Questions traditional ways of doing things
Introduces fresh insights
Generates a range of flexible approaches for dealing with change
Makes suggestions for improving working practices
Introduces new methods to improve work performance
Discusses the advantages and disadvantages of current methods with others
Describes changes to others so they see the benefits to themselves and the organization
Demonstrates and promotes a liking for change

<b>Persuading &amp; Influencing</b>
<b>Gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.</b>
<b>Positive Indicators</b>
Makes a positive impression
Makes own presence felt
Influences the course of conversations
Guides the conversation through the issues they see as important
Changes the course of conversations with persuasive contributions
Persuades others to own point of view
Influences others by showing enthusiasm
States ideas clearly and concisely

Negotiates skillfully
Gains agreement from people towards a desired course of action
Balances the needs of stakeholders in negotiations

<b>Achieving Personal Work Goals &amp; Objectives</b>
<b>Accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when necessary; seeks progression to roles of increased responsibility and influence; identifies own development needs and makes use of developmental or training opportunities.</b>
<b>Positive Indicators</b>
Successfully tackles demanding tasks
Works through challenges to achieve success
Pushes things through until finished
Tackles activities with obvious enthusiasm
Shows drive and determination
Seeks feedback on own performance and modifies behaviour accordingly
Takes advantage of training and development opportunities
Shows an ambitious approach to work
Often talks of career plans and progressing upwards through the organisation
Seeks progression to roles of increased influence and responsibility

<b>Delivering Results &amp; Meeting Customer Expectations</b>
<b>Focuses on customer needs &amp; satisfaction; sets high standards for quality &amp; quantity; monitors &amp; maintains quality &amp; productivity; works in a systematic, methodical &amp; orderly way; consistently achieves project goals</b>



<b>Positive Indicators</b>
Considers customer needs fully
Sets a high standard for quality
Encourages close attention to quality even at a very detailed level
Monitors work output quality
Demonstrates a careful and methodical approach to organisation
Works in a systematic way
Identifies where there are needs for quality management
Develops quality assurance processes and procedures
Draws attention to issues affecting levels of productivity
Takes steps to ensure key project objectives are always met

<b>Deciding &amp; Initiating Action</b>
<b>Takes responsibility for actions, projects &amp; people; takes initiative &amp; works under own direction; initiates &amp; generates activity &amp; introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risk</b>
<b>Positive Indicators</b>
Acts quickly and decisively
Makes quick decisions under pressure
Takes responsibility for own tasks
Takes responsibility for the work of others
Assertively expressed what own needs or expectations are
Can handle objections convincingly, does not back down when challenged

Works independently without the need for constant guidance
Does not defer activities
Takes calculated risks on the basis of adequate information and analysis
Balances risks and opportunities appropriately

<b>Following Instructions &amp; Procedures</b>
<b>Appropriately follows instructions from others without unnecessarily challenging authority; follows procedures &amp; policies; keeps to schedules; arrives punctually for work &amp; meetings; demonstrates commitment to the organisation; complies with legal obligations &amp; safety requirements of the role</b>
<b>Positive Indicators</b>
Accepts and complies with instructions
Accepts direction without unnecessarily challenging others' authority
Follows written procedures and policies
Completes tasks on time
Forfeits own goals for those of the organisation when necessary
Voices support for the organisation and its goals
Demonstrates awareness of issues affecting personal safety and the safety of others
Follows safety rules and regulations
Demonstrates an understanding of the legal issues relating to own role
Demonstrates respect for legal guidelines and laws

<b>Leading &amp; Supervising</b>
<b>Provides others with a clear direction; motivates &amp; empowers others; recruits staff of a high</b>

**calibre; provides staff with development opportunities & coaching; sets appropriate standards of behaviour**

**Positive Indicators**

Structures meetings or activities

Explains clearly and definitely what people have to do

Points out behaviour that falls below expected standards

Provides clear, honest & constructive feedback

Divides tasks amongst people

Delegates activities or roles appropriately amongst all members of a team

Invests appropriate trust in others to undertake individual responsibilities

Speaks in an encouraging manner to others

Shows an understanding of the ways to motivate individuals

Builds teams of talented individuals

**Planning & Organising**

**Sets clearly defined objectives; plans activities & projects well in advance & takes account of possible changing circumstances; identifies & organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines & milestones**

**Positive Indicators**

Sets clearly defined objectives

Divides extensive projects into manageable stages, each with their own objectives

Identifies priorities for achieving objectives

Prepares in advance

Converts plans into clear actions

Allocates realistic timescales for activities
Identifies and organises resources needed to accomplish tasks
Effectively manages the deployment of people and equipment
Keeps track of technological, operational and financial resources needed to accomplish tasks
Determines indicators to measure progress against

<b>Presenting &amp; Communicating Information</b>
<b>Speaks fluently; expresses opinions, information &amp; key points of an argument clearly; makes presentations &amp; undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility</b>
<b>Positive Indicators</b>
Speaks clearly and articulately
Speaks with a confident and unhesitant manner
Clearly expresses opinions and information
Articulates the key points of an argument
Presents ideas effectively to groups of people
Makes effective presentations to others during public speaking
Speaks with authority and conviction
Projects credibility and conviction when speaking
Responds to feedback from an audience
Checks if the message they are delivering has been understood

<b>Writing &amp; Reporting</b>
<b>Writes convincingly; writes clearly, succinctly and correctly; avoids the unnecessary use of jargon or complicated language; writes in a well structures and logical way; structures information to meet the needs and understanding of the intended audience.</b>

<b>Positive Indicators</b>
Uses correct spelling and grammar in writing
Avoids the use of unnecessary jargon in written communications
Uses a simple and concise style of written communication
Writes fluently and convincingly
Produces writing that others are likely to enjoy reading
Writes in an expressive style
Presents information in a way that captures the reader's interest and attention
Adapts message to suit different readers
Produces written information suitable for the requirements of the audience
Writes to others at their own level of understanding

<b>Analysing</b>
<b>Analyses numerical data &amp; all other sources of information, to break them into component parts, patterns &amp; relationships; probes for further information or greater understanding of a problem; makes rational judgements from the available information and analysis; demonstrates an understanding of how one issue may be part of a much larger system</b>
<b>Positive Indicators</b>
Effectively analyses numerical data and all other sources of information
Identifies trends and patterns amongst various data sets
Evaluates information and identifies key issues
Uses in-depth probing to gather further information
Requests clarification of information

Produces workable solutions that meet the demands of the situation
Identifies a variety of alternative solutions to issues and problems
Makes rational judgements after considering all the available information
Makes sound decisions based on logic and fact
Demonstrates an understanding of how individual issues are part of a larger system

<b>Learning &amp; Researching</b>
<b>Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making; encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback).</b>
<b>Positive Indicators</b>
Learns new techniques quickly
Absorbs knowledge quickly
Show comprehensive coverage of the range of available information when gathering data
Seeks information from diverse sources in an attempt to get to the bottom of the issues
Demonstrates an immediate understanding of newly presented information
Responds rapidly to complex information with useful insights
Learns where they are making mistakes and avoids repeating them
Talks of mistakes as an inevitable part of learning and does not punish them
Devises initiatives for collecting information required by the organisation
Creates systems that allow individuals to share knowledge usefully across the organisation

<b>Formulating Strategies and Concepts</b>
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**Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisations future potential; takes account of a wide range of issues across, and related to, the organisation**

**Positive Indicators**

Considers a broad range of issues across the organisation

Describes issues from a broad perspective

Considers strategic issues when planning work

Plans and realises long-term goals considering possible trends, opportunities and contingencies

Produces strategic action plans based on an articulated vision

Takes account of global trends in developing strategy and plans

Develops strategic plans to achieve long-term organisational goals

Imagines future possibilities

Selects the most promising vision from a range of alternatives

Articulates their own vision clearly to others

**Relating and Networking**

**Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide & effective networks of contacts; uses humour appropriately to bring warmth to relationships with others**

**Positive Indicators**

Puts other people at ease

Quickly builds rapport

Creates long-term relationships with individuals both in and out of the business

Effectively utilises established relationships to achieve objectives

Maintains good relationships across various organisational levels
Effectively interacts with people at all levels of the organisation
Acts as a mediator when disputes arise
Takes steps to diffuse conflict in its early stages
Manages disagreements with tact and diplomacy
Uses humour in relationships with others to positive effect

<b>Entrepreneurial and Commercial Thinking</b>
<b>Keeps up to date with competitor information and market trends; identifies business opportunities for the organisation; maintains awareness of developments in the organisational structure and politics; demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.</b>
<b>Positive Indicators</b>
Demonstrates awareness of market trends and opportunities
Demonstrates awareness of the impact of competitors on the organisation
Demonstrates an awareness of opportunities for new business
Seizes business opportunities and acts upon them
Shows awareness of profit, loss and added value in relation to the organisation
Speaks in terms of costs and benefits
Identifies the most cost-effective methods for accomplishing tasks
Maintains an awareness of internal politics and their impact on the organisation's structure and goals
Shows an understanding of the organisational structure



## **Competencies that support the organisation's values**

- Applying Expertise & Technology
- Persuading and Influencing
- Achieving Personal Work Goals & Objectives
- Coping with Pressure & Setbacks
- Working with People
- Delivering Results & Meeting Customer Expectations
- Deciding & Initiating Action