

# LFRS Values and Behaviours Competency Framework

This is the master of the LFRS Values and Behaviours Competency Framework, extracts, by role are available on Sharepoint



**Updated:** May 2021  
Sue Findley  
HR Manager

## Content

Introduction	Pg 3
Framework for Delivering Organisational Performance	Pg 4
What are Competencies?	Pg 5
Four Dimensions of Leadership & Talent	Pg 6
Values and Behaviours Competency Framework by Role	Pg 8
Grey Book Roles:	
Chief Fire Officer	Pg 8
Assistant Chief Fire Officer	Pg 19
Area Manager	Pg 32
Group Manager	Pg 42
Station Manager	Pg 51
Watch Manager	Pg 61
Crew Manager	Pg 61
Fire Fighter	Pg 71
Fire Control Roles:	
Head of Fire Control	Pg 80
Station Manager Fire Control	Pg 89
CM and WM Fire Control	Pg 99
FF Fire Control	Pg 110
Competencies That Support The Organisation's Values	Pg 118

## **LFRS Values and Behaviours Competency Framework**

### **Introduction**

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.

We are required to ensure that:

- An effective system is in place to manage staff development, performance and productivity;
- Selection, development and promotion of staff is open, transparent and fair;
- We have in place an open and fair process to identify, development and support high-potential staff and aspiring leaders; and
- We are required to demonstrate HOW our recruitment selection and promotion processes, as well as career pathways link to the National Fire Chiefs Council (NFCC) Framework.

The Values and Behaviours Competency Framework will aid the implementation of the above and support consistency across the Service by:

- Supporting the organisation's performance and supports staff and managers in delivering this;
- Bringing additional meaning and puts into practice organisational values and behaviours;
- It provides a common language across all areas of the organisation and across talent selection and management; and
- To progress improvement actions.

## Framework for Delivering Organisational Performance



© Spencer, Shenk & Associates

Fig.1

Competencies play a key role in Organisational Performance (Fig.1)

## What are Competencies?

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).

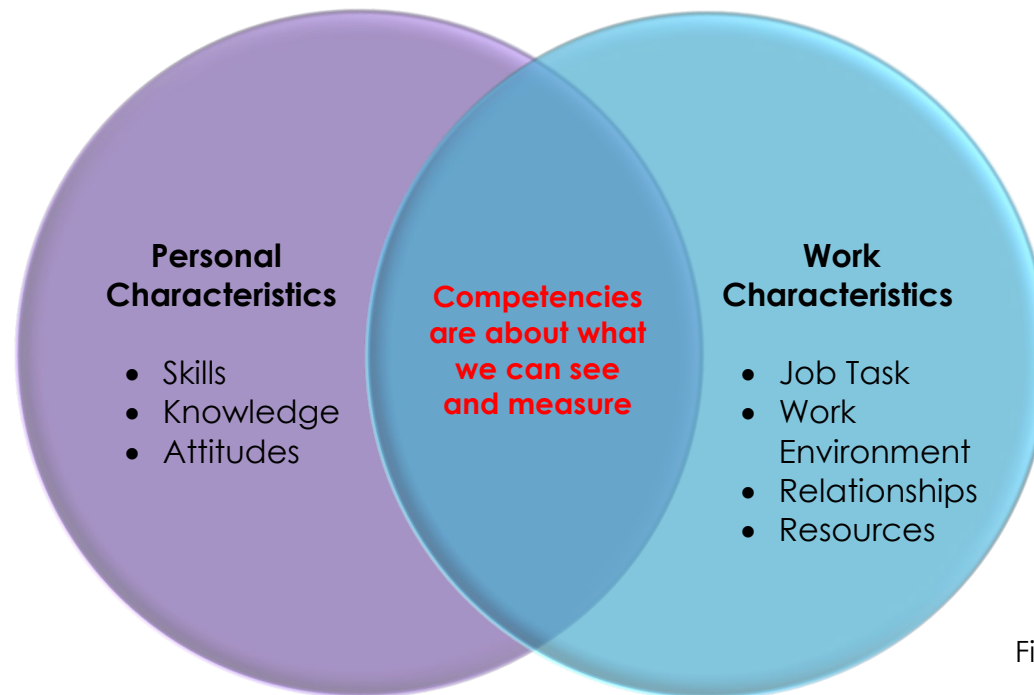
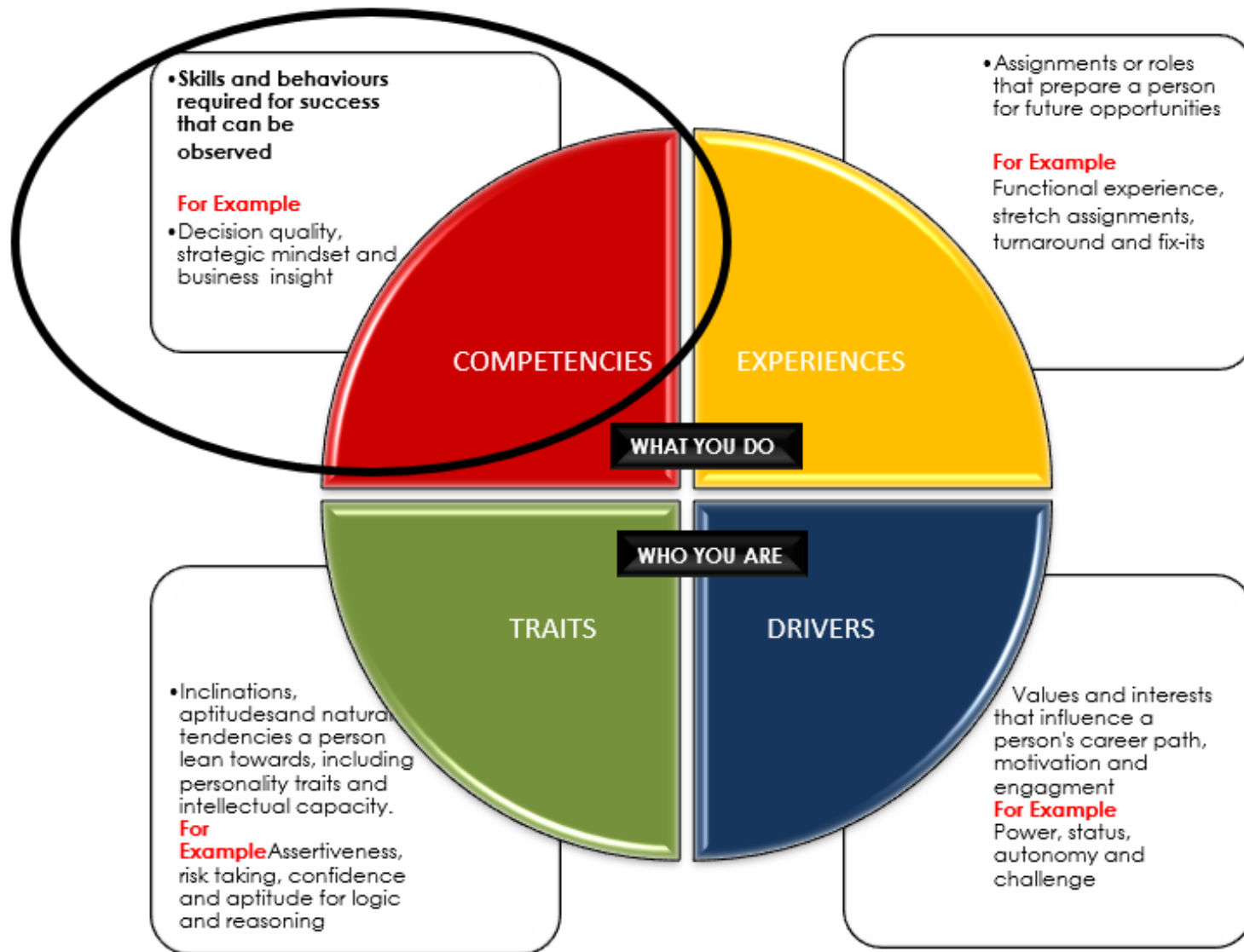


Fig.2

## Four Dimensions of Leadership & Talent



LFRS have mapped a universal Competency Framework (SHL) to the National Fire Chiefs Council (NFCC) Framework and also the service values. The results of which will be published in this framework.

### **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 Personal Specifications
- Recruitment and Selection (including Promotions)
- Probation Reviews
- Performance Reviews (Appraisals)
- Career Management/Development Portfolios
- Leadership Development
- Any other people process this framework adds value to

Each grey book role will have a specific set of competencies. These will be published in this Framework and on SharePoint.

Fire Control roles will have a set of competencies. These will be published in this Framework and on SharePoint.

Green book roles will have a set of competencies. These will be published on SharePoint.

There will be a set of Positive and Negative indicators for each competency published in the full LFRS Values and Behaviours Competency Framework and on Sharepoint. There will be a set of Positive indicators for each competency published in each Framework extract and on Sharepoint.

## Values and Behaviours Competency Framework by Role

### Chief Fire Officer

#### Key Competencies for the Chief Fire Officer Role

CHIEF FIRE OFFICER – VALUES & BEHAVIOURS





From the role map exercise, the following competencies were highlighted as most critical for the Chief Fire Officer role: -

- Adhering to Principles & Values
- Analysing
- Adapting & Responding to Change
- Creating & Innovating
- Entrepreneurial & Commercial Thinking
- Leading & Supervising
- Coping with Pressures & Setbacks
- Presenting & Communicating Information
- Relating & Networking
- Formulating Strategies & Concepts

In addition to the above, the following competencies support the organisation's values: -

- Persuading & Influencing
- Delivering Results & Meeting Customer Expectations

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

### Key Competencies for the Chief Fire Officer Role

The following sets out a description of the competencies that link with the role of Fire Chief Officer, along with positive and negative indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Takes change positively</li> <li>• Modifies approach when faced with new challenges</li> <li>• Demonstrates an open attitude towards new ideas</li> <li>• Supports new plans and initiatives</li> <li>• Demonstrates willingness to alter views when presented with new information</li> <li>• Adapts style or behaviour to meet the needs of others</li> <li>• Relates well to people of different cultures</li> <li>• Shows an understanding of how different cultures may interpret situations</li> <li>• Demonstrates acceptance of ambiguity in the work environment</li> <li>• Works confidently at times when information is unavailable or unclear</li> </ul>	<ul style="list-style-type: none"> <li>• Shows a negative approach to change</li> <li>• Does not modify approach when faced with new challenges</li> <li>• Shows little flexibility in attitude to new ideas</li> <li>• Shows hesitancy to try new initiatives</li> <li>• Does not allow new information to alter own views</li> <li>• Does not adapt own style of behaviour to meet the needs of others</li> <li>• Does not relate well to people of different cultures</li> <li>• Shows a lack of understanding how different cultures may interpret situations</li> <li>• Does not cope well with ambiguity in the work environment</li> <li>• Shows a lack of confidence when information is unavailable or unclear</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Comes up with new ideas</li> <li>• Suggests innovative solutions</li> <li>• Questions traditional ways of doing things</li> <li>• Introduces fresh insights</li> <li>• Generates a range of flexible approaches for dealing with change</li> <li>• Makes suggestions for improving working practices</li> <li>• Introduces new methods to improve work performance</li> <li>• Discusses the advantages and disadvantages of current methods with others</li> <li>• Describes changes to others so they see the benefits to themselves and the organization</li> <li>• Demonstrates and promotes a liking for change</li> </ul>	<ul style="list-style-type: none"> <li>• Slow or struggles to produce new ideas</li> <li>• Comes up with very obvious solutions</li> <li>• Accepts the established way of working without question</li> <li>• Solves problems without showing creativity</li> <li>• Generates few approaches aimed at dealing with change</li> <li>• Accepts outdated working methods</li> <li>• Seeks to keep work methods similar across time</li> <li>• Does not discuss the current situation in a way that might lead to considerations for change</li> <li>• Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization</li> <li>• Shows reservations over change</li> </ul>

**Entrepreneurial and Commercial Thinking**

**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.**

**Positive Indicators**

- Demonstrates awareness of market trends and opportunities
- Demonstrates awareness of the impact of competitors on the organization
- 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 organization
- 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 organization's structure and goals
- Shows an understanding of the organizational structure

**Negative Indicators**

- Does not show awareness of market trends and opportunities
- Shows a lack of awareness of competitors' impact on the organization
- Demonstrates a lack of awareness of opportunities for new business
- Misses opportunities for business growth
- Fails to display awareness of profit, loss and added value in relation to the organization
- Does not mention costs and benefits when discussing work issues
- Shows no concern for identifying cost-effective methods for accomplishing tasks
- Remains unaware of internal politics and their impact on the organization's structure and goals
- Shows little or no understanding of the organizational structure

<b>Leading &amp; Supervising</b>	
<b>Provides others with a clear direction; motivates &amp; empowers others; recruits staff of a high calibre; provides staff with development opportunities &amp; coaching; sets appropriate standards of behaviour</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Structures meetings or activities</li> <li>• Explains clearly and definitely what people have to do</li> <li>• Points out behaviour that falls below expected standards</li> <li>• Provides clear, honest &amp; constructive feedback</li> <li>• Divides tasks amongst people</li> <li>• Delegates activities or roles appropriately amongst all members of a team</li> <li>• Invests appropriate trust in others to undertake individual responsibilities</li> <li>• Speaks in an encouraging manner to others</li> <li>• Shows an understanding of the ways to motivate individuals</li> <li>• Builds teams of talented individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Leaves meetings or activities to be structured by others</li> <li>• Does not always explain fully what is required of people</li> <li>• Ignores, misses or fails to point out behaviour that falls below expected standards</li> <li>• Does not give constructive feedback regarding performance</li> <li>• Does not divide tasks amongst people</li> <li>• Delegates activities unequally or inequitably amongst team members</li> <li>• Shows little sign of trusting others to undertake responsibilities independently</li> <li>• Speaks in a discouraging manner to others</li> <li>• Demonstrates understanding of few/no methods of motivation</li> <li>• Builds teams out of whoever is available without regard to talent</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Remains focused on work when under pressure</li> <li>• Avoids emotional displays that may negatively affect performance</li> <li>• Balances the commitments of work and of life outside work</li> <li>• Finds ways to resolve conflicts between work and personal life</li> <li>• Maintains an optimistic outlook in the face of challenges</li> <li>• Conveys the expectation that everything will turn out well</li> <li>• Keeps problems in perspective</li> <li>• Deals with criticism in a positive manner</li> <li>• Demonstrates an open and receptive approach to feedback</li> <li>• Accepts criticism without becoming hostile or over-defensive</li> </ul>	<ul style="list-style-type: none"> <li>• Does not remain focused on work when under pressure</li> <li>• Allows emotions to negatively affect performance</li> <li>• Achieves little balance between the commitments of work and personal life</li> <li>• Shows no concern for resolving conflicts between work and personal life</li> <li>• Becomes negative in outlook when faced with challenges</li> <li>• Conveys the expectation that many work activities will turn out badly</li> <li>• Allows problems to dominate other work</li> <li>• Takes criticism in a negative way</li> <li>• Approaches feedback in a defensive way</li> <li>• Reacts in a hostile and over-defensive way to criticism</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Speaks clearly and articulately</li> <li>• Speaks with a confident and unhesitant manner</li> <li>• Clearly expresses opinions and information</li> <li>• Articulates the key points of an argument</li> <li>• Presents ideas effectively to groups of people</li> <li>• Makes effective presentations to others during public speaking</li> <li>• Speaks with authority and conviction</li> <li>• Projects credibility and conviction when speaking</li> <li>• Responds to feedback from an audience</li> <li>• Checks if the message they are delivering has been understood</li> </ul>	<ul style="list-style-type: none"> <li>• Mumbles, stumbles and speaks unclearly</li> <li>• Speaks in a manner which lacks confidence</li> <li>• Expresses opinions and information in an unclear and illogical manner</li> <li>• Does not recognise the key points of an argument and does not give adequate explanation of them</li> <li>• Communicates more effectively in a one-to-one situation</li> <li>• Makes ineffective presentations during public speaking</li> <li>• Does not convey ideas or information in a credible or compelling manner</li> <li>• Projects uncertainty and lacks credibility when speaking</li> <li>• Does not respond to feedback from audience</li> <li>• Assumes that others understand the message being delivered and fails to check</li> </ul>



<b>Relating &amp; Networking</b>	
<b>Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide &amp; effective networks of contacts; uses humour appropriately to bring warmth to relationships with others</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Puts other people at ease</li> <li>• Quickly builds rapport</li> <li>• Creates long-term relationships with individuals both in and out of the business</li> <li>• Effectively utilises established relationships to achieve objectives</li> <li>• Maintains good relationships across various organisational levels</li> <li>• Effectively interacts with people at all levels of the organisation</li> <li>• Acts as a mediator when disputes arise</li> <li>• Takes steps to diffuse conflict in its early stages</li> <li>• Manages disagreements with tact and diplomacy</li> <li>• Uses humour in relationships with others to positive effect</li> </ul>	<ul style="list-style-type: none"> <li>• Does little to put people at ease</li> <li>• Takes a long time to get to know people</li> <li>• Rarely builds effective relationships with those inside and outside the business</li> <li>• Treats established relationships as separate from business objectives</li> <li>• Makes little or no attempt to maintain good relationships across various organisational levels</li> <li>• Interacts effectively only with those at a similar organisational level</li> <li>• Gets too involved in arguing when a dispute arises</li> <li>• Lets conflict escalate before addressing it</li> <li>• Inflames disagreements through a tactless and undiplomatic approach</li> <li>• Uses humour inappropriately in relationships with others</li> </ul>

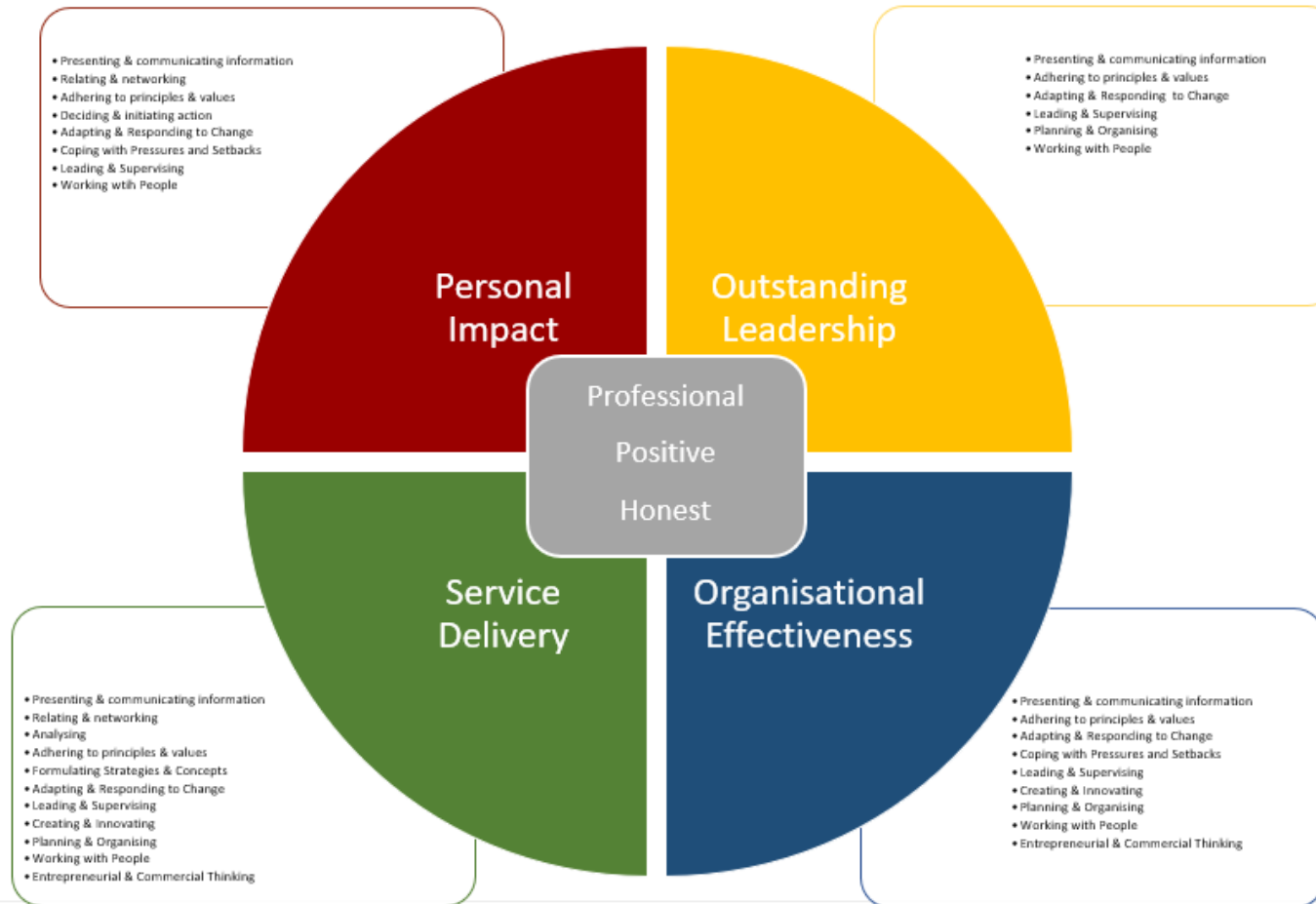
<b>Formulating Strategies and Concepts</b>	
<b>Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account if a wide range of issues across, and related to, the organisation.</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers a broad range of issues across the organization</li> <li>• Describes issues from a broad perspective</li> <li>• Considers strategic issues when planning work</li> <li>• Plans and realizes long-term goals considering possible trends, opportunities and contingencies</li> <li>• Produces strategic action plans based on an articulated vision</li> <li>• Takes account of global trends in developing strategy and plans</li> <li>• Develops strategic plans to achieve long-term organizational goals</li> <li>• Imagines future possibilities</li> <li>• Selects the most promising vision from a range of alternatives</li> <li>• Articulates their own vision clearly to others</li> </ul>	<ul style="list-style-type: none"> <li>• Considers only a narrow range of issues across the organization</li> <li>• Does not provide a broad view</li> <li>• Considers only the immediate pressures when planning work</li> <li>• Concentrates mainly on short-term gains not considering the consequences of their actions</li> <li>• Does not appear to base action plans on a clear vision</li> <li>• Considers only a narrow or local perspective when developing strategy and plans</li> <li>• Develops plans which include little strategy aimed at achieving long-term organizational goals</li> <li>• Shows little imagination with regard to future possibilities for the organization</li> <li>• Selects visions which show less promise than others</li> <li>• Fails to articulate own vision clearly to others</li> </ul>

**Please refer to the last section of this document for Values information**

## Values and Behaviours Competency Framework by Role

### Assistant Chief Fire Officer Key Competencies for the Assistant Chief Fire Officer Role

ASSISTANT CHIEF FIRE OFFICER – VALUES & BEHAVIOURS



From the role map exercise, the following competencies were highlighted as most critical for the Assistant Chief Fire Officer role: -

- Adhering to Principles & Values
- Planning & Organising
- Adapting & Responding to Change
- Entrepreneurial & Commercial Thinking
- Working with People
- Leading & Supervising
- Coping with Pressures & Setbacks
- Persuading & Influencing
- Presenting & Communicating Information
- Relating & Networking
- Formulating Strategies & Concepts

In addition to the above, the following competencies support the organisation's values: -

- Achieving Personal Work Goals & Objectives

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

### Key Competencies for the Assistant Fire Chief Officer Role

The following sets out a description of the competencies that link with the role of Assistant Fire Chief Officer, along with positive and negative indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

<b>Planning &amp; Organising</b>	
<b>Sets clearly defined objectives; plans activities &amp; projects well in advance &amp; takes account of possible changing circumstances; identifies &amp; organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines &amp; milestones</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Sets clearly defined objectives</li> <li>• Divides extensive projects into manageable stages each with their own objectives</li> <li>• Identifies priorities for achieving objectives</li> <li>• Prepares in advance</li> <li>• Converts plans into clear actions</li> <li>• Allocates realistic timescales for activities</li> <li>• Identifies and organises resources needed to accomplish tasks</li> <li>• Effectively manages the deployment of people and equipment</li> <li>• Keeps track of technological, operational and financial resources needed to accomplish tasks</li> <li>• Determines indicators to measure progress against</li> </ul>	<ul style="list-style-type: none"> <li>• Sets ambiguous or contradicting objectives</li> <li>• Sets objectives with too much emphasis on the distant future rather than the stages needed to get there</li> <li>• Fails to differentiate priorities or does it poorly</li> <li>• Does not prepare</li> <li>• Does not set clear action plans to convert ideas into reality</li> <li>• Sets up unrealistic time scales for tasks</li> <li>• Fails to identify and organise the resources needed to accomplish tasks</li> <li>• Conducts poor management of people and equipment deployment</li> <li>• Does not keep track of the necessary resources needed to accomplish tasks</li> <li>• Measures progress in a subjective fashion or not at all</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Takes change positively</li> <li>• Modifies approach when faced with new challenges</li> <li>• Demonstrates an open attitude towards new ideas</li> <li>• Supports new plans and initiatives</li> <li>• Demonstrates willingness to alter views when presented with new information</li> <li>• Adapts style or behaviour to meet the needs of others</li> <li>• Relates well to people of different cultures</li> <li>• Shows an understanding of how different cultures may interpret situations</li> <li>• Demonstrates acceptance of ambiguity in the work environment</li> <li>• Works confidently at times when information is unavailable or unclear</li> </ul>	<ul style="list-style-type: none"> <li>• Shows a negative approach to change</li> <li>• Does not modify approach when faced with new challenges</li> <li>• Shows little flexibility in attitude to new ideas</li> <li>• Shows hesitancy to try new initiatives</li> <li>• Does not allow new information to alter own views</li> <li>• Does not adapt own style of behaviour to meet the needs of others</li> <li>• Does not relate well to people of different cultures</li> <li>• Shows a lack of understanding how different cultures may interpret situations</li> <li>• Does not cope well with ambiguity in the work environment</li> <li>• Shows a lack of confidence when information is unavailable or unclear</li> </ul>

**Entrepreneurial and Commercial Thinking**

**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.**

**Positive Indicators**

- Demonstrates awareness of market trends and opportunities
- Demonstrates awareness of the impact of competitors on the organization
- 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 organization
- 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 organization's structure and goals
- Shows an understanding of the organizational structure

**Negative Indicators**

- Does not show awareness of market trends and opportunities
- Shows a lack of awareness of competitors' impact on the organization
- Demonstrates a lack of awareness of opportunities for new business
- Misses opportunities for business growth
- Fails to display awareness of profit, loss and added value in relation to the organization
- Does not mention costs and benefits when discussing work issues
- Shows no concern for identifying cost-effective methods for accomplishing tasks
- Remains unaware of internal politics and their impact on the organization's structure and goals
- Shows little or no understanding of the organizational structure



<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Shows an understanding of what is important for another person</li> <li>• Recognises others' limitations and offers appropriate support</li> <li>• Attends to the emotional concerns or problems of others before own</li> <li>• Adapts behaviour according to needs of the group</li> <li>• Encourages harmony, co-operation and communication when working in groups</li> <li>• Praises the contributions of others</li> <li>• Consults widely during decision making</li> <li>• Shares information with others</li> <li>• Demonstrates patience with others</li> <li>• Shows a concern for the emotions of others</li> </ul>	<ul style="list-style-type: none"> <li>• Shows little or no understanding of what is important for another person</li> <li>• Allows others to struggle when they meet the limits of their capabilities</li> <li>• Fails to consider emotional concerns/problems of others before own</li> <li>• Behaves the same, regardless of the needs of the group</li> <li>• Causes disruptions and factions in group settings</li> <li>• Makes overly critical comments about others' viewpoints</li> <li>• Only consults narrowly during decision making</li> <li>• Does not share information</li> <li>• Shows a lack of patience with others</li> <li>• Fails to show concern for the emotions of others</li> </ul>

<b>Leading &amp; Supervising</b>	
<b>Provides others with a clear direction; motivates &amp; empowers others; recruits staff of a high calibre; provides staff with development opportunities &amp; coaching; sets appropriate standards of behaviour</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Structures meetings or activities</li> <li>• Explains clearly and definitely what people have to do</li> <li>• Points out behaviour that falls below expected standards</li> <li>• Provides clear, honest &amp; constructive feedback</li> <li>• Divides tasks amongst people</li> <li>• Delegates activities or roles appropriately amongst all members of a team</li> <li>• Invests appropriate trust in others to undertake individual responsibilities</li> <li>• Speaks in an encouraging manner to others</li> <li>• Shows an understanding of the ways to motivate individuals</li> <li>• Builds teams of talented individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Leaves meetings or activities to be structured by others</li> <li>• Does not always explain fully what is required of people</li> <li>• Ignores, misses or fails to point out behaviour that falls below expected standards</li> <li>• Does not give constructive feedback regarding performance</li> <li>• Does not divide tasks amongst people</li> <li>• Delegates activities unequally or inequitably amongst team members</li> <li>• Shows little sign of trusting others to undertake responsibilities independently</li> <li>• Speaks in a discouraging manner to others</li> <li>• Demonstrates understanding of few/no methods of motivation</li> <li>• Builds teams out of whoever is available without regard to talent</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Remains focused on work when under pressure</li> <li>• Avoids emotional displays that may negatively affect performance</li> <li>• Balances the commitments of work and of life outside work</li> <li>• Finds ways to resolve conflicts between work and personal life</li> <li>• Maintains an optimistic outlook in the face of challenges</li> <li>• Conveys the expectation that everything will turn out well</li> <li>• Keeps problems in perspective</li> <li>• Deals with criticism in a positive manner</li> <li>• Demonstrates an open and receptive approach to feedback</li> <li>• Accepts criticism without becoming hostile or over-defensive</li> </ul>	<ul style="list-style-type: none"> <li>• Does not remain focused on work when under pressure</li> <li>• Allows emotions to negatively affect performance</li> <li>• Achieves little balance between the commitments of work and personal life</li> <li>• Shows no concern for resolving conflicts between work and personal life</li> <li>• Becomes negative in outlook when faced with challenges</li> <li>• Conveys the expectation that many work activities will turn out badly</li> <li>• Allows problems to dominate other work</li> <li>• Takes criticism in a negative way</li> <li>• Approaches feedback in a defensive way</li> <li>• Reacts in a hostile and over-defensive way to criticism</li> </ul>

<b>Persuading and 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>	<b>• Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Makes a positive impression</li> <li>• Makes own presence felt</li> <li>• Influences the course of conversations</li> <li>• Guides the conversation through the issues they see as important</li> <li>• Changes the course of conversations with persuasive contributions</li> <li>• Persuades others to own point of view</li>   <li>• Influences others by showing enthusiasm</li> <li>• States ideas clearly and concisely</li> <li>• Negotiates skilfully</li> <li>• Gains agreement from people towards a desired course of action</li> <li>• Balances the needs of stakeholders in negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Fails to make a positive impression</li> <li>• Fails to make own presence felt</li> <li>• Fails to influence the course of conversations</li> <li>• Allows others to steer the conversation away from important issues</li> <li>• Does not make contributions which lead to change in the course of conversations</li> <li>• Fails to persuade/feels uncomfortable persuading others to own point of view</li> <li>• Fails to show enthusiasm when engaging others</li> <li>• Is unclear and in concise when stating ideas</li> <li>• Negotiates awkwardly or ineffectively</li> <li>• Fails to gain agreement from people towards a desired course of action</li> <li>• Fails to consider the needs of stakeholders in negotiations</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Speaks clearly and articulately</li> <li>• Speaks with a confident and unhesitant manner</li> <li>• Clearly expresses opinions and information</li> <li>• Articulates the key points of an argument</li> <li>• Presents ideas effectively to groups of people</li> <li>• Makes effective presentations to others during public speaking</li> <li>• Speaks with authority and conviction</li> <li>• Projects credibility and conviction when speaking</li> <li>• Responds to feedback from an audience</li> <li>• Checks if the message they are delivering has been understood</li> </ul>	<ul style="list-style-type: none"> <li>• Mumbles, stumbles and speaks unclearly</li> <li>• Speaks in a manner which lacks confidence</li> <li>• Expresses opinions and information in an unclear and illogical manner</li> <li>• Does not recognise the key points of an argument and does not give adequate explanation of them</li> <li>• Communicates more effectively in a one-to-one situation</li> <li>• Makes ineffective presentations during public speaking</li> <li>• Does not convey ideas or information in a credible or compelling manner</li> <li>• Projects uncertainty and lacks credibility when speaking</li> <li>• Does not respond to feedback from audience</li> <li>• Assumes that others understand the message being delivered and fails to check</li> </ul>

<b>Relating &amp; Networking</b>	
<b>Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide &amp; effective networks of contacts; uses humour appropriately to bring warmth to relationships with others</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Puts other people at ease</li> <li>• Quickly builds rapport</li> <li>• Creates long-term relationships with individuals both in and out of the business</li> <li>• Effectively utilises established relationships to achieve objectives</li> <li>• Maintains good relationships across various organisational levels</li> <li>• Effectively interacts with people at all levels of the organisation</li> <li>• Acts as a mediator when disputes arise</li> <li>• Takes steps to diffuse conflict in its early stages</li> <li>• Manages disagreements with tact and diplomacy</li> <li>• Uses humour in relationships with others to positive effect</li> </ul>	<ul style="list-style-type: none"> <li>• Does little to put people at ease</li> <li>• Takes a long time to get to know people</li> <li>• Rarely builds effective relationships with those inside and outside the business</li> <li>• Treats established relationships as separate from business objectives</li> <li>• Makes little or no attempt to maintain good relationships across various organisational levels</li> <li>• Interacts effectively only with those at a similar organisational level</li> <li>• Gets too involved in arguing when a dispute arises</li> <li>• Lets conflict escalate before addressing it</li> <li>• Inflames disagreements through a tactless and undiplomatic approach</li> <li>• Uses humour inappropriately in relationships with others</li> </ul>

<b>Formulating Strategies and Concepts</b>	
<b>Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account if a wide range of issues across, and related to, the organisation.</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers a broad range of issues across the organization</li> <li>• Describes issues from a broad perspective</li> <li>• Considers strategic issues when planning work</li> <li>• Plans and realizes long-term goals considering possible trends, opportunities and contingencies</li> <li>• Produces strategic action plans based on an articulated vision</li> <li>• Takes account of global trends in developing strategy and plans</li> <li>• Develops strategic plans to achieve long-term organizational goals</li> <li>• Imagines future possibilities</li> <li>• Selects the most promising vision from a range of alternatives</li> <li>• Articulates their own vision clearly to others</li> </ul>	<ul style="list-style-type: none"> <li>• Considers only a narrow range of issues across the organization</li> <li>• Does not provide a broad view</li> <li>• Considers only the immediate pressures when planning work</li> <li>• Concentrates mainly on short-term gains not considering the consequences of their actions</li> <li>• Does not appear to base action plans on a clear vision</li> <li>• Considers only a narrow or local perspective when developing strategy and plans</li> <li>• Develops plans which include little strategy aimed at achieving long-term organizational goals</li> <li>• Shows little imagination with regard to future possibilities for the organization</li> <li>• Selects visions which show less promise than others</li> <li>• Fails to articulate own vision clearly to others</li> </ul>

**Please refer to the last section of this document for Values information**

## Area Manager Key Competencies for the Area Manager Role

### AREA MANAGER – VALUES & BEHAVIOURS





From the role map exercise, the following competencies were highlighted as most critical for the Area Manager role: -

- Adhering to Principles & Values
- Presenting & Communicating Information
- Relating & Networking
- Analysing
- Deciding & Initiating Action
- Planning & Organising
- Delivering Results & Meeting Customer Expectations
- Formulating Strategies & Concepts

In addition to the above, the following competencies support the organisation's values: -

- Applying Expertise & Technology
- Persuading & Influencing
- Achieving Personal Work Goals & Objectives
- Coping with Pressures & Setbacks
- Working with People

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

### Key Competencies for the Area Manager Role

The following sets out a description of the competencies that link with the role of Area Manager, along with positive indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Speaks clearly and articulately</li> <li>• Speaks with a confident and unhesitant manner</li> <li>• Clearly expresses opinions and information</li> <li>• Articulates the key points of an argument</li> <li>• Presents ideas effectively to groups of people</li> <li>• Makes effective presentations to others during public speaking</li> <li>• Speaks with authority and conviction</li> <li>• Projects credibility and conviction when speaking</li> <li>• Responds to feedback from an audience</li> <li>• Checks if the message they are delivering has been understood</li> </ul>	<ul style="list-style-type: none"> <li>• Mumbles, stumbles and speaks unclearly</li> <li>• Speaks in a manner which lacks confidence</li> <li>• Expresses opinions and information in an unclear and illogical manner</li> <li>• Does not recognise the key points of an argument and does not give adequate explanation of them</li> <li>• Communicates more effectively in a one-to-one situation</li> <li>• Makes ineffective presentations during public speaking</li> <li>• Does not convey ideas or information in a credible or compelling manner</li> <li>• Projects uncertainty and lacks credibility when speaking</li> <li>• Does not respond to feedback from audience</li> <li>• Assumes that others understand the message being delivered and fails to check</li> </ul>

<b>Relating &amp; Networking</b>	
<b>Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide &amp; effective networks of contacts; uses humour appropriately to bring warmth to relationships with others</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Puts other people at ease</li> <li>• Quickly builds rapport</li> <li>• Creates long-term relationships with individuals both in and out of the business</li> <li>• Effectively utilises established relationships to achieve objectives</li> <li>• Maintains good relationships across various organisational levels</li> <li>• Effectively interacts with people at all levels of the organisation</li> <li>• Acts as a mediator when disputes arise</li> <li>• Takes steps to diffuse conflict in its early stages</li> <li>• Manages disagreements with tact and diplomacy</li> <li>• Uses humour in relationships with others to positive effect</li> </ul>	<ul style="list-style-type: none"> <li>• Does little to put people at ease</li> <li>• Takes a long time to get to know people</li> <li>• Rarely builds effective relationships with those inside and outside the business</li> <li>• Treats established relationships as separate from business objectives</li> <li>• Makes little or no attempt to maintain good relationships across various organisational levels</li> <li>• Interacts effectively only with those at a similar organisational level</li> <li>• Gets too involved in arguing when a dispute arises</li> <li>• Lets conflict escalate before addressing it</li> <li>• Inflames disagreements through a tactless and undiplomatic approach</li> <li>• Uses humour inappropriately in relationships with others</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Effectively analyses numerical data and all other sources of information</li> <li>• Identifies trends and patterns amongst various data sets</li> <li>• Evaluates information and identifies key issues</li> <li>• Uses in-depth probing to gather further information</li> <li>• Requests clarification of information</li> <li>• Produces workable solutions that meet the demands of the situation</li> <li>• Identifies a variety of alternative solutions to issues and problems</li> <li>• Makes rational judgements after considering all the available information</li> <li>• Makes sound decisions based on logic and fact</li> <li>• Demonstrates an understanding of how individual issues are part of a larger system</li> </ul>	<ul style="list-style-type: none"> <li>• Does not effectively analyse relevant data</li> <li>• Does not notice trends and patterns amongst various data sets</li> <li>• Fails to analyse relevant information and confuses key and trivial issues</li> <li>• Makes decisions without gathering further information</li> <li>• Does not request any clarification of information</li> <li>• Produces solutions that have difficulty meeting the demands of the situation</li> <li>• Identifies solutions with only a limited variety of responses to issues or problems</li> <li>• Makes unsound judgements without considering all the available information</li> <li>• Does not make decisions based on logic and fact</li> <li>• Shows a lack of understanding of how individual issues are part of a larger system</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts quickly and decisively</li> <li>• Makes quick decisions under pressure</li> <li>• Takes responsibility for own tasks</li> <li>• Takes responsibility for the work of others</li> <li>• Assertively expresses what own needs or expectations are</li> <li>• Can handle objections convincingly, does not back down when challenged</li> <li>• Works independently without the need for constant guidance</li> <li>• Does not defer activities</li> <li>• Takes calculated risks on the basis of adequate information and analysis</li> <li>• Balances risks and opportunities appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Procrastinates and acts indecisively</li> <li>• Resists making decisions under pressure</li> <li>• Does not claim responsibility for own tasks</li> <li>• Minimises legitimate responsibility for the work of others</li> <li>• Fails to express what own needs or expectations are</li> <li>• Backs down easily or changes view when challenged</li> <li>• Constantly refers to others and asks for guidance</li> <li>• Allows issues to become inactive and stagnant</li> <li>• Hesitant to take risks and prefers using proven approaches</li> <li>• Inappropriately balances risks and opportunities</li> </ul>

<b>Planning &amp; Organising</b>	
<b>Sets clearly defined objectives; plans activities &amp; projects well in advance &amp; takes account of possible changing circumstances; identifies &amp; organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines &amp; milestones</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Sets clearly defined objectives</li> <li>• Divides extensive projects into manageable stages each with their own objectives</li> <li>• Identifies priorities for achieving objectives</li> <li>• Prepares in advance</li> <li>• Converts plans into clear actions</li> <li>• Allocates realistic timescales for activities</li> <li>• Identifies and organises resources needed to accomplish tasks</li> <li>• Effectively manages the deployment of people and equipment</li> <li>• Keeps track of technological, operational and financial resources needed to accomplish tasks</li> <li>• Determines indicators to measure progress against</li> </ul>	<ul style="list-style-type: none"> <li>• Sets ambiguous or contradicting objectives</li> <li>• Sets objectives with too much emphasis on the distant future rather than the stages needed to get there</li> <li>• Fails to differentiate priorities or does it poorly</li> <li>• Does not prepare</li> <li>• Does not set clear action plans to convert ideas into reality</li> <li>• Sets up unrealistic time scales for tasks</li> <li>• Fails to identify and organise the resources needed to accomplish tasks</li> <li>• Conducts poor management of people and equipment deployment</li> <li>• Does not keep track of the necessary resources needed to accomplish tasks</li> <li>• Measures progress in a subjective fashion or not at all</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers customer needs fully</li> <li>• Sets a high standard for quality</li> <li>• Encourages close attention to quality even at a very detailed level</li> <li>• Monitors work output quality</li> <li>• Demonstrates a careful and methodical approach to organisation</li> <li>• Works in a systematic way</li> <li>• Identifies where there are needs for quality management</li> <li>• Develops quality assurance processes and procedures</li> <li>• Draws attention to issues affecting levels of productivity</li> <li>• Takes steps to ensure key project objectives are always met</li> </ul>	<ul style="list-style-type: none"> <li>• Does not fully consider customer needs</li> <li>• Considers low quality standards acceptable</li> <li>• Fails to encourage others to pay attention to detail</li> <li>• Ignores work output quality</li> <li>• Does not demonstrate a careful and methodical approach to organisation</li> <li>• Works in a disorganised and unstructured way</li> <li>• Fails to identify where quality management is appropriate or needed</li> <li>• Does not develop quality assurance processes and procedures</li> <li>• Ignores issues that may affect productivity levels</li> <li>• Allows key project objectives to fail</li> </ul>

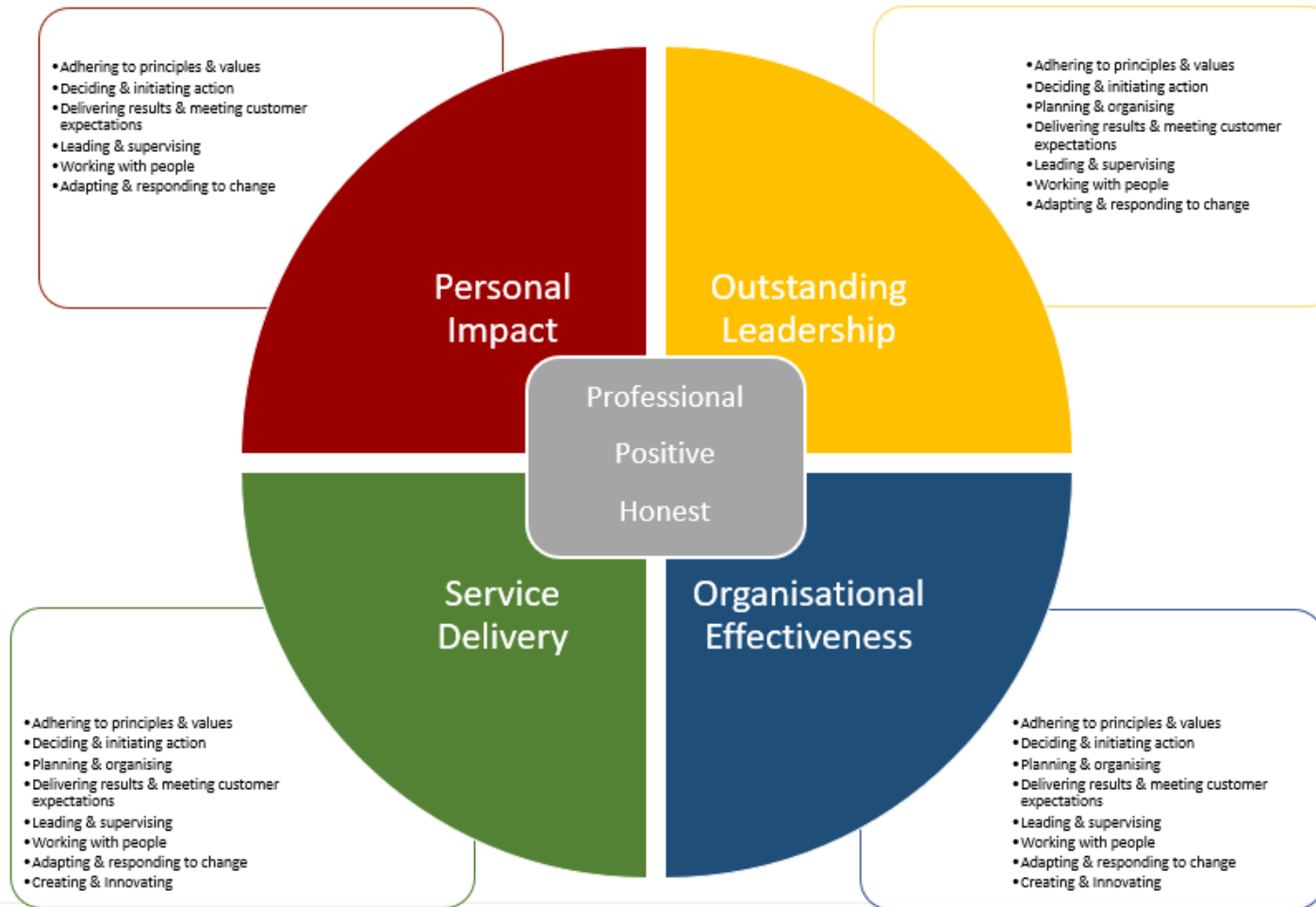


<b>Formulating Strategies and Concepts</b>	
<b>Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account if a wide range of issues across, and related to, the organisation.</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers a broad range of issues across the organization</li> <li>• Describes issues from a broad perspective</li> <li>• Considers strategic issues when planning work</li> <li>• Plans and realizes long-term goals considering possible trends, opportunities and contingencies</li> <li>• Produces strategic action plans based on an articulated vision</li> <li>• Takes account of global trends in developing strategy and plans</li> <li>• Develops strategic plans to achieve long-term organizational goals</li> <li>• Imagines future possibilities</li> <li>• Selects the most promising vision from a range of alternatives</li> <li>• Articulates their own vision clearly to others</li> </ul>	<ul style="list-style-type: none"> <li>• Considers only a narrow range of issues across the organization</li> <li>• Does not provide a broad view</li> <li>• Considers only the immediate pressures when planning work</li> <li>• Concentrates mainly on short-term gains not considering the consequences of their actions</li> <li>• Does not appear to base action plans on a clear vision</li> <li>• Considers only a narrow or local perspective when developing strategy and plans</li> <li>• Develops plans which include little strategy aimed at achieving long-term organizational goals</li> <li>• Shows little imagination with regard to future possibilities for the organization</li> <li>• Selects visions which show less promise than others</li> <li>• Fails to articulate own vision clearly to others</li> </ul>

**Please refer to the last section of this document for Values information**

## Group Manager Key Competencies for the Group Manager Role

### GROUP MANAGER – VALUES & BEHAVIOURS



From the role map exercise, the following competencies were highlighted as most critical for the Group Manager role: -

- Adhering to Principles & Values
- Delivering Results & Meeting Customer Expectations
- Analysing
- Planning & Organising
- Deciding & Initiating Action
- Adapting & Responding to Change
- Creating & Innovating

In addition to the above, the following competencies support the organisation's values: -

- Applying Expertise & Technology
- Persuading & Influencing
- Achieving Personal Work Goals & Objectives
- Coping with Pressures & Setbacks
- Working with People

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

## Key Competencies for the Group Manager Role

The following sets out a description of the competencies that link with the role of Group Manager, along with positive and negative indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers customer needs fully</li> <li>• Sets a high standard for quality</li> <li>• Encourages close attention to quality even at a very detailed level</li> <li>• Monitors work output quality</li> <li>• Demonstrates a careful and methodical approach to organisation</li> <li>• Works in a systematic way</li> <li>• Identifies where there are needs for quality management</li> <li>• Develops quality assurance processes and procedures</li> <li>• Draws attention to issues affecting levels of productivity</li> <li>• Takes steps to ensure key project objectives are always met</li> </ul>	<ul style="list-style-type: none"> <li>• Does not fully consider customer needs</li> <li>• Considers low quality standards acceptable</li> <li>• Fails to encourage others to pay attention to detail</li> <li>• Ignores work output quality</li> <li>• Does not demonstrate a careful and methodical approach to organisation</li> <li>• Works in a disorganised and unstructured way</li> <li>• Fails to identify where quality management is appropriate or needed</li> <li>• Does not develop quality assurance processes and procedures</li> <li>• Ignores issues that may affect productivity levels</li> <li>• Allows key project objectives to fail</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Effectively analyses numerical data and all other sources of information</li> <li>• Identifies trends and patterns amongst various data sets</li> <li>• Evaluates information and identifies key issues</li> <li>• Uses in-depth probing to gather further information</li> <li>• Requests clarification of information</li> <li>• Produces workable solutions that meet the demands of the situation</li> <li>• Identifies a variety of alternative solutions to issues and problems</li> <li>• Makes rational judgements after considering all the available information</li> <li>• Makes sound decisions based on logic and fact</li> <li>• Demonstrates an understanding of how individual issues are part of a larger system</li> </ul>	<ul style="list-style-type: none"> <li>• Does not effectively analyse relevant data</li> <li>• Does not notice trends and patterns amongst various data sets</li> <li>• Fails to analyse relevant information and confuses key and trivial issues</li> <li>• Makes decisions without gathering further information</li> <li>• Does not request any clarification of information</li> <li>• Produces solutions that have difficulty meeting the demands of the situation</li> <li>• Identifies solutions with only a limited variety of responses to issues or problems</li> <li>• Makes unsound judgements without considering all the available information</li> <li>• Does not make decisions based on logic and fact</li> <li>• Shows a lack of understanding of how individual issues are part of a larger system</li> </ul>

<b>Planning &amp; Organising</b>	
<b>Sets clearly defined objectives; plans activities &amp; projects well in advance &amp; takes account of possible changing circumstances; identifies &amp; organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines &amp; milestones</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Sets clearly defined objectives</li> <li>• Divides extensive projects into manageable stages each with their own objectives</li> <li>• Identifies priorities for achieving objectives</li> <li>• Prepares in advance</li> <li>• Converts plans into clear actions</li> <li>• Allocates realistic timescales for activities</li> <li>• Identifies and organises resources needed to accomplish tasks</li> <li>• Effectively manages the deployment of people and equipment</li> <li>• Keeps track of technological, operational and financial resources needed to accomplish tasks</li> <li>• Determines indicators to measure progress against</li> </ul>	<ul style="list-style-type: none"> <li>• Sets ambiguous or contradicting objectives</li> <li>• Sets objectives with too much emphasis on the distant future rather than the stages needed to get there</li> <li>• Fails to differentiate priorities or does it poorly</li> <li>• Does not prepare</li> <li>• Does not set clear action plans to convert ideas into reality</li> <li>• Sets up unrealistic time scales for tasks</li> <li>• Fails to identify and organise the resources needed to accomplish tasks</li> <li>• Conducts poor management of people and equipment deployment</li> <li>• Does not keep track of the necessary resources needed to accomplish tasks</li> <li>• Measures progress in a subjective fashion or not at all</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts quickly and decisively</li> <li>• Makes quick decisions under pressure</li> <li>• Takes responsibility for own tasks</li> <li>• Takes responsibility for the work of others</li> <li>• Assertively expresses what own needs or expectations are</li> <li>• Can handle objections convincingly, does not back down when challenged</li> <li>• Works independently without the need for constant guidance</li> <li>• Does not defer activities</li> <li>• Takes calculated risks on the basis of adequate information and analysis</li> <li>• Balances risks and opportunities appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Procrastinates and acts indecisively</li> <li>• Resists making decisions under pressure</li> <li>• Does not claim responsibility for own tasks</li> <li>• Minimises legitimate responsibility for the work of others</li> <li>• Fails to express what own needs or expectations are</li> <li>• Backs down easily or changes view when challenged</li> <li>• Constantly refers to others and asks for guidance</li> <li>• Allows issues to become inactive and stagnant</li> <li>• Hesitant to take risks and prefers using proven approaches</li> <li>• Inappropriately balances risks and opportunities</li> </ul>



<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Takes change positively</li> <li>• Modifies approach when faced with new challenges</li> <li>• Demonstrates an open attitude towards new ideas</li> <li>• Supports new plans and initiatives</li> <li>• Demonstrates willingness to alter views when presented with new information</li> <li>• Adapts style or behaviour to meet the needs of others</li> <li>• Relates well to people of different cultures</li> <li>• Shows an understanding of how different cultures may interpret situations</li> <li>• Demonstrates acceptance of ambiguity in the work environment</li> <li>• Works confidently at times when information is unavailable or unclear</li> </ul>	<ul style="list-style-type: none"> <li>• Shows a negative approach to change</li> <li>• Does not modify approach when faced with new challenges</li> <li>• Shows little flexibility in attitude to new ideas</li> <li>• Shows hesitancy to try new initiatives</li> <li>• Does not allow new information to alter own views</li> <li>• Does not adapt own style of behaviour to meet the needs of others</li> <li>• Does not relate well to people of different cultures</li> <li>• Shows a lack of understanding how different cultures may interpret situations</li> <li>• Does not cope well with ambiguity in the work environment</li> <li>• Shows a lack of confidence when information is unavailable or unclear</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Comes up with new ideas</li> <li>• Suggests innovative solutions</li> <li>• Questions traditional ways of doing things</li> <li>• Introduces fresh insights</li> <li>• Generates a range of flexible approaches for dealing with change</li> <li>• Makes suggestions for improving working practices</li> <li>• Introduces new methods to improve work performance</li> <li>• Discusses the advantages and disadvantages of current methods with others</li> <li>• Describes changes to others so they see the benefits to themselves and the organization</li> <li>• Demonstrates and promotes a liking for change</li> </ul>	<ul style="list-style-type: none"> <li>• Slow or struggles to produce new ideas</li> <li>• Comes up with very obvious solutions</li> <li>• Accepts the established way of working without question</li> <li>• Solves problems without showing creativity</li> <li>• Generates few approaches aimed at dealing with change</li> <li>• Accepts outdated working methods</li> <li>• Seeks to keep work methods similar across time</li> <li>• Does not discuss the current situation in a way that might lead to considerations for change</li> <li>• Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization</li> <li>• Shows reservations over change</li> </ul>

**Please refer to the last section of this document for Values information**

## Station Manager Key Competencies for the Station Manager Role

### STATION MANAGER – VALUES & BEHAVIOURS



From the role map exercise, the following competencies were highlighted as most critical for the Station Manager role: -

- Adhering to Principles & Values
- Working with People
- Planning & Organising
- Deciding & Initiating Action
- Leading & Supervising
- Delivering Results & Meeting Customer Expectations
- Analysing
- Creating & Innovating

In addition to the above, the following competencies support the organisation's values: -

- Applying Expertise & Technology
- Persuading & Influencing
- Achieving Personal Work Goals & Objectives
- Coping with Pressures & Setbacks

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

## Key Competencies for the Station Manager Role

The following sets out a description of the competencies that link with the role of Station Manager, along with positive and negative indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Shows an understanding of what is important for another person</li> <li>• Recognises others' limitations and offers appropriate support</li> <li>• Attends to the emotional concerns or problems of others before own</li> <li>• Adapts behaviour according to needs of the group</li> <li>• Encourages harmony, co-operation and communication when working in groups</li> <li>• Praises the contributions of others</li> <li>• Consults widely during decision making</li> <li>• Shares information with others</li> <li>• Demonstrates patience with others</li> <li>• Shows a concern for the emotions of others</li> </ul>	<ul style="list-style-type: none"> <li>• Shows little or no understanding of what is important for another person</li> <li>• Allows others to struggle when they meet the limits of their capabilities</li> <li>• Fails to consider emotional concerns/problems of others before own</li> <li>• Behaves the same, regardless of the needs of the group</li> <li>• Causes disruptions and factions in group settings</li> <li>• Makes overly critical comments about others' viewpoints</li> <li>• Only consults narrowly during decision making</li> <li>• Does not share information</li> <li>• Shows a lack of patience with others</li> <li>• Fails to show concern for the emotions of others</li> </ul>

<b>Planning &amp; Organising</b>	
<b>Sets clearly defined objectives; plans activities &amp; projects well in advance &amp; takes account of possible changing circumstances; identifies &amp; organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines &amp; milestones</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Sets clearly defined objectives</li> <li>• Divides extensive projects into manageable stages each with their own objectives</li> <li>• Identifies priorities for achieving objectives</li> <li>• Prepares in advance</li> <li>• Converts plans into clear actions</li> <li>• Allocates realistic timescales for activities</li> <li>• Identifies and organises resources needed to accomplish tasks</li> <li>• Effectively manages the deployment of people and equipment</li> <li>• Keeps track of technological, operational and financial resources needed to accomplish tasks</li> <li>• Determines indicators to measure progress against</li> </ul>	<ul style="list-style-type: none"> <li>• Sets ambiguous or contradicting objectives</li> <li>• Sets objectives with too much emphasis on the distant future rather than the stages needed to get there</li> <li>• Fails to differentiate priorities or does it poorly</li> <li>• Does not prepare</li> <li>• Does not set clear action plans to convert ideas into reality</li> <li>• Sets up unrealistic time scales for tasks</li> <li>• Fails to identify and organise the resources needed to accomplish tasks</li> <li>• Conducts poor management of people and equipment deployment</li> <li>• Does not keep track of the necessary resources needed to accomplish tasks</li> <li>• Measures progress in a subjective fashion or not at all</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts quickly and decisively</li> <li>• Makes quick decisions under pressure</li> <li>• Takes responsibility for own tasks</li> <li>• Takes responsibility for the work of others</li> <li>• Assertively expresses what own needs or expectations are</li> <li>• Can handle objections convincingly, does not back down when challenged</li> <li>• Works independently without the need for constant guidance</li> <li>• Does not defer activities</li> <li>• Takes calculated risks on the basis of adequate information and analysis</li> <li>• Balances risks and opportunities appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Procrastinates and acts indecisively</li> <li>• Resists making decisions under pressure</li> <li>• Does not claim responsibility for own tasks</li> <li>• Minimises legitimate responsibility for the work of others</li> <li>• Fails to express what own needs or expectations are</li> <li>• Backs down easily or changes view when challenged</li> <li>• Constantly refers to others and asks for guidance</li> <li>• Allows issues to become inactive and stagnant</li> <li>• Hesitant to take risks and prefers using proven approaches</li> <li>• Inappropriately balances risks and opportunities</li> </ul>



<b>Leading &amp; Supervising</b>	
<b>Provides others with a clear direction; motivates &amp; empowers others; recruits staff of a high calibre; provides staff with development opportunities &amp; coaching; sets appropriate standards of behaviour</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Structures meetings or activities</li> <li>• Explains clearly and definitely what people have to do</li> <li>• Points out behaviour that falls below expected standards</li> <li>• Provides clear, honest &amp; constructive feedback</li> <li>• Divides tasks amongst people</li> <li>• Delegates activities or roles appropriately amongst all members of a team</li> <li>• Invests appropriate trust in others to undertake individual responsibilities</li> <li>• Speaks in an encouraging manner to others</li> <li>• Shows an understanding of the ways to motivate individuals</li> <li>• Builds teams of talented individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Leaves meetings or activities to be structured by others</li> <li>• Does not always explain fully what is required of people</li> <li>• Ignores, misses or fails to point out behaviour that falls below expected standards</li> <li>• Does not give constructive feedback regarding performance</li> <li>• Does not divide tasks amongst people</li> <li>• Delegates activities unequally or inequitably amongst team members</li> <li>• Shows little sign of trusting others to undertake responsibilities independently</li> <li>• Speaks in a discouraging manner to others</li> <li>• Demonstrates understanding of few/no methods of motivation</li> <li>• Builds teams out of whoever is available without regard to talent</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers customer needs fully</li> <li>• Sets a high standard for quality</li> <li>• Encourages close attention to quality even at a very detailed level</li> <li>• Monitors work output quality</li> <li>• Demonstrates a careful and methodical approach to organisation</li> <li>• Works in a systematic way</li> <li>• Identifies where there are needs for quality management</li> <li>• Develops quality assurance processes and procedures</li> <li>• Draws attention to issues affecting levels of productivity</li> <li>• Takes steps to ensure key project objectives are always met</li> </ul>	<ul style="list-style-type: none"> <li>• Does not fully consider customer needs</li> <li>• Considers low quality standards acceptable</li> <li>• Fails to encourage others to pay attention to detail</li> <li>• Ignores work output quality</li> <li>• Does not demonstrate a careful and methodical approach to organisation</li> <li>• Works in a disorganised and unstructured way</li> <li>• Fails to identify where quality management is appropriate or needed</li> <li>• Does not develop quality assurance processes and procedures</li> <li>• Ignores issues that may affect productivity levels</li> <li>• Allows key project objectives to fail</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Effectively analyses numerical data and all other sources of information</li> <li>• Identifies trends and patterns amongst various data sets</li> <li>• Evaluates information and identifies key issues</li> <li>• Uses in-depth probing to gather further information</li> <li>• Requests clarification of information</li> <li>• Produces workable solutions that meet the demands of the situation</li> <li>• Identifies a variety of alternative solutions to issues and problems</li> <li>• Makes rational judgements after considering all the available information</li> <li>• Makes sound decisions based on logic and fact</li> <li>• Demonstrates an understanding of how individual issues are part of a larger system</li> </ul>	<ul style="list-style-type: none"> <li>• Does not effectively analyse relevant data</li> <li>• Does not notice trends and patterns amongst various data sets</li> <li>• Fails to analyse relevant information and confuses key and trivial issues</li> <li>• Makes decisions without gathering further information</li> <li>• Does not request any clarification of information</li> <li>• Produces solutions that have difficulty meeting the demands of the situation</li> <li>• Identifies solutions with only a limited variety of responses to issues or problems</li> <li>• Makes unsound judgements without considering all the available information</li> <li>• Does not make decisions based on logic and fact</li> <li>• Shows a lack of understanding of how individual issues are part of a larger system</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Comes up with new ideas</li> <li>• Suggests innovative solutions</li> <li>• Questions traditional ways of doing things</li> <li>• Introduces fresh insights</li> <li>• Generates a range of flexible approaches for dealing with change</li> <li>• Makes suggestions for improving working practices</li> <li>• Introduces new methods to improve work performance</li> <li>• Discusses the advantages and disadvantages of current methods with others</li> <li>• Describes changes to others so they see the benefits to themselves and the organization</li> <li>• Demonstrates and promotes a liking for change</li> </ul>	<ul style="list-style-type: none"> <li>• Slow or struggles to produce new ideas</li> <li>• Comes up with very obvious solutions</li> <li>• Accepts the established way of working without question</li> <li>• Solves problems without showing creativity</li> <li>• Generates few approaches aimed at dealing with change</li> <li>• Accepts outdated working methods</li> <li>• Seeks to keep work methods similar across time</li> <li>• Does not discuss the current situation in a way that might lead to considerations for change</li> <li>• Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization</li> <li>• Shows reservations over change</li> </ul>

**Please refer to the last section of this document for Values information**

## Crew Manager and Watch Manager Key Competencies for the Crew Manager and Watch Manager Roles

CREW AND WATCH MANAGER – VALUES & BEHAVIOURS



From the role map exercise, the following competencies were highlighted as most critical for the Crew and Watch Manager roles: -

- Following Instructions & Procedures
- Deciding & Initiating Action
- Planning & Organising
- Delivering Results & Meeting Customer Expectations
- Adhering to Principles & Values
- Working with People
- Leading & Supervising
- Creating & Innovating

In addition to the above, the following competencies support the organisation's values: -

- Applying Expertise & Technology
- Persuading & Influencing
- Achieving Personal Work Goals & Objectives
- Coping with Pressures & Setbacks

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

## Key Competencies for the Crew Manager and Watch Manager Roles

The following sets out a description of the competencies that link with the role of Crew Manager and Watch Manager, along with positive and negative indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Accepts and complies with instructions</li> <li>• Accepts direction without unnecessarily challenging others' authority</li> <li>• Follows written procedures and policies</li> <li>• Completes tasks on time</li> <li>• Forfeits own goals for those of the organisation when necessary</li> <li>• Voices support for the organisation and its goals</li> <li>• Demonstrates awareness of issues affecting personal safety and the safety of others</li> <li>• Follows safety rules and regulations</li> <li>• Demonstrates an understanding of the legal issues relating to own role</li> <li>• Demonstrates respect for legal guidelines and laws</li> </ul>	<ul style="list-style-type: none"> <li>• Does not accept the need for instructions from appropriate authorities and ignores them</li> <li>• Challenges the authority of others frequently and unnecessarily</li> <li>• Ignores written procedures and policies</li> <li>• Makes excuses about incomplete work</li> <li>• Puts own goals above those of the organisation</li> <li>• Voices criticism of the organisation and its goals</li> <li>• Demonstrates an ignorance of issues affecting personal safety of self and others</li> <li>• Ignores safety rules and regulations</li> <li>• Demonstrates a failure to understand the legal issues related to own role</li> <li>• Demonstrates a lack of respect for legal guidelines and laws</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts quickly and decisively</li> <li>• Makes quick decisions under pressure</li> <li>• Takes responsibility for own tasks</li> <li>• Takes responsibility for the work of others</li> <li>• Assertively expresses what own needs or expectations are</li> <li>• Can handle objections convincingly, does not back down when challenged</li> <li>• Works independently without the need for constant guidance</li> <li>• Does not defer activities</li> <li>• Takes calculated risks on the basis of adequate information and analysis</li> <li>• Balances risks and opportunities appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Procrastinates and acts indecisively</li> <li>• Resists making decisions under pressure</li> <li>• Does not claim responsibility for own tasks</li> <li>• Minimises legitimate responsibility for the work of others</li> <li>• Fails to express what own needs or expectations are</li> <li>• Backs down easily or changes view when challenged</li> <li>• Constantly refers to others and asks for guidance</li> <li>• Allows issues to become inactive and stagnant</li> <li>• Hesitant to take risks and prefers using proven approaches</li> <li>• Inappropriately balances risks and opportunities</li> </ul>



<b>Planning &amp; Organising</b>	
<b>Sets clearly defined objectives; plans activities &amp; projects well in advance &amp; takes account of possible changing circumstances; identifies &amp; organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines &amp; milestones</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Sets clearly defined objectives</li> <li>• Divides extensive projects into manageable stages each with their own objectives</li> <li>• Identifies priorities for achieving objectives</li> <li>• Prepares in advance</li> <li>• Converts plans into clear actions</li> <li>• Allocates realistic timescales for activities</li> <li>• Identifies and organises resources needed to accomplish tasks</li> <li>• Effectively manages the deployment of people and equipment</li> <li>• Keeps track of technological, operational and financial resources needed to accomplish tasks</li> <li>• Determines indicators to measure progress against</li> </ul>	<ul style="list-style-type: none"> <li>• Sets ambiguous or contradicting objectives</li> <li>• Sets objectives with too much emphasis on the distant future rather than the stages needed to get there</li> <li>• Fails to differentiate priorities or does it poorly</li> <li>• Does not prepare</li> <li>• Does not set clear action plans to convert ideas into reality</li> <li>• Sets up unrealistic time scales for tasks</li> <li>• Fails to identify and organise the resources needed to accomplish tasks</li> <li>• Conducts poor management of people and equipment deployment</li> <li>• Does not keep track of the necessary resources needed to accomplish tasks</li> <li>• Measures progress in a subjective fashion or not at all</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers customer needs fully</li> <li>• Sets a high standard for quality</li> <li>• Encourages close attention to quality even at a very detailed level</li> <li>• Monitors work output quality</li> <li>• Demonstrates a careful and methodical approach to organisation</li> <li>• Works in a systematic way</li> <li>• Identifies where there are needs for quality management</li> <li>• Develops quality assurance processes and procedures</li> <li>• Draws attention to issues affecting levels of productivity</li> <li>• Takes steps to ensure key project objectives are always met</li> </ul>	<ul style="list-style-type: none"> <li>• Does not fully consider customer needs</li> <li>• Considers low quality standards acceptable</li> <li>• Fails to encourage others to pay attention to detail</li> <li>• Ignores work output quality</li> <li>• Does not demonstrate a careful and methodical approach to organisation</li> <li>• Works in a disorganised and unstructured way</li> <li>• Fails to identify where quality management is appropriate or needed</li> <li>• Does not develop quality assurance processes and procedures</li> <li>• Ignores issues that may affect productivity levels</li> <li>• Allows key project objectives to fail</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

**Working with People**

**Shows respect for the views & contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information & expertise with them; builds team spirit and reconciles conflict; adapts to the team & fits in well**

**Positive Indicators**

- 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

**Negative Indicators**

- Shows little or no understanding of what is important for another person
- Allows others to struggle when they meet the limits of their capabilities
- Fails to consider emotional concerns/problems of others before own
- Behaves the same, regardless of the needs of the group
- Causes disruptions and factions in group settings
- Makes overly critical comments about others' viewpoints
- Only consults narrowly during decision making
- Does not share information
- Shows a lack of patience with others
- Fails to show concern for the emotions of others

<b>Leading &amp; Supervising</b>	
<b>Provides others with a clear direction; motivates &amp; empowers others; recruits staff of a high calibre; provides staff with development opportunities &amp; coaching; sets appropriate standards of behaviour</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Structures meetings or activities</li> <li>• Explains clearly and definitely what people have to do</li> <li>• Points out behaviour that falls below expected standards</li> <li>• Provides clear, honest &amp; constructive feedback</li> <li>• Divides tasks amongst people</li> <li>• Delegates activities or roles appropriately amongst all members of a team</li> <li>• Invests appropriate trust in others to undertake individual responsibilities</li> <li>• Speaks in an encouraging manner to others</li> <li>• Shows an understanding of the ways to motivate individuals</li> <li>• Builds teams of talented individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Leaves meetings or activities to be structured by others</li> <li>• Does not always explain fully what is required of people</li> <li>• Ignores, misses or fails to point out behaviour that falls below expected standards</li> <li>• Does not give constructive feedback regarding performance</li> <li>• Does not divide tasks amongst people</li> <li>• Delegates activities unequally or inequitably amongst team members</li> <li>• Shows little sign of trusting others to undertake responsibilities independently</li> <li>• Speaks in a discouraging manner to others</li> <li>• Demonstrates understanding of few/no methods of motivation</li> <li>• Builds teams out of whoever is available without regard to talent</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Comes up with new ideas</li> <li>• Suggests innovative solutions</li> <li>• Questions traditional ways of doing things</li> <li>• Introduces fresh insights</li> <li>• Generates a range of flexible approaches for dealing with change</li> <li>• Makes suggestions for improving working practices</li> <li>• Introduces new methods to improve work performance</li> <li>• Discusses the advantages and disadvantages of current methods with others</li> <li>• Describes changes to others so they see the benefits to themselves and the organization</li> <li>• Demonstrates and promotes a liking for change</li> </ul>	<ul style="list-style-type: none"> <li>• Slow or struggles to produce new ideas</li> <li>• Comes up with very obvious solutions</li> <li>• Accepts the established way of working without question</li> <li>• Solves problems without showing creativity</li> <li>• Generates few approaches aimed at dealing with change</li> <li>• Accepts outdated working methods</li> <li>• Seeks to keep work methods similar across time</li> <li>• Does not discuss the current situation in a way that might lead to considerations for change</li> <li>• Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization</li> <li>• Shows reservations over change</li> </ul>

**Please refer to the last section of this document for Values information**

## Firefighter Key Competencies for the Firefighter Role

FIREFIGHTER – VALUES & BEHAVIOURS



1 | Page

From the role map exercise, the following competencies were highlighted as most critical for the Firefighter role: -

- Adhering to Principles & Values
- Following Instructions & Procedures
- Applying Expertise & Technology
- Adapting & Responding to Change
- Coping with Pressure & Setbacks
- Working with People
- Creating & Innovating

In addition to the above, the following competencies support the organisation's values: -

- Delivering Results & Meeting Customer Expectations
- Deciding & Initiating Action
- Persuading & Influencing
- Achieving Personal Work Goals & Objectives

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.



## Key Competencies for the Firefighter Role

The following sets out a description of the competencies that link with the role of Firefighter, along with positive and negative indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Accepts and complies with instructions</li> <li>• Accepts direction without unnecessarily challenging others' authority</li> <li>• Follows written procedures and policies</li> <li>• Completes tasks on time</li> <li>• Forfeits own goals for those of the organisation when necessary</li> <li>• Voices support for the organisation and its goals</li> <li>• Demonstrates awareness of issues affecting personal safety and the safety of others</li> <li>• Follows safety rules and regulations</li> <li>• Demonstrates an understanding of the legal issues relating to own role</li> <li>• Demonstrates respect for legal guidelines and laws</li> </ul>	<ul style="list-style-type: none"> <li>• Does not accept the need for instructions from appropriate authorities and ignores them</li> <li>• Challenges the authority of others frequently and unnecessarily</li> <li>• Ignores written procedures and policies</li> <li>• Makes excuses about incomplete work</li> <li>• Puts own goals above those of the organisation</li> <li>• Voices criticism of the organisation and its goals</li> <li>• Demonstrates an ignorance of issues affecting personal safety of self and others</li> <li>• Ignores safety rules and regulations</li> <li>• Demonstrates a failure to understand the legal issues related to own role</li> <li>• Demonstrates a lack of respect for legal guidelines and laws</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Effectively applies appropriate technical skills</li> <li>• Answers technical or specialist questions relating to the job</li> <li>• Keeps up to date with advances in own specialism</li> <li>• Passes on expertise</li> <li>• Looks for ways to incorporate new technology to aid objectives</li> <li>• Seeks ways to improve processes with the aid of new technology</li> <li>• Displays appropriate physical co-ordination</li> <li>• Performs manual tasks well</li> <li>• Shows a clear understanding of the different functions of departments in the organisation</li> <li>• Recognises how different departments within the organisation impact upon each other</li> </ul>	<ul style="list-style-type: none"> <li>• Does not apply technical skills to the job</li> <li>• Can answer only more general questions relating to the job</li> <li>• Struggles to keep up to date with advances in own specialism</li> <li>• Allows others to find out things for themselves</li> <li>• Shows no interest in incorporating new technology to aid objectives</li> <li>• Does not seek ways to improve processes with the aid of new technology</li> <li>• Displays a lack of appropriate physical co-ordination</li> <li>• Performs manual tasks poorly</li> <li>• Shows a confused and vague understanding of departmental functions</li> <li>• Sees each department as separate with no impact upon each other</li> </ul>

**Adapting & Responding to Change**

**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**

**Positive Indicators**

- 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

**Negative Indicators**

- Shows a negative approach to change
- Does not modify approach when faced with new challenges
- Shows little flexibility in attitude to new ideas
- Shows hesitancy to try new initiatives
- Does not allow new information to alter own views
- Does not adapt own style of behaviour to meet the needs of others
- Does not relate well to people of different cultures
- Shows a lack of understanding how different cultures may interpret situations
- Does not cope well with ambiguity in the work environment
- Shows a lack of confidence 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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Remains focused on work when under pressure</li> <li>• Avoids emotional displays that may negatively affect performance</li> <li>• Balances the commitments of work and of life outside work</li> <li>• Finds ways to resolve conflicts between work and personal life</li> <li>• Maintains an optimistic outlook in the face of challenges</li> <li>• Conveys the expectation that everything will turn out well</li> <li>• Keeps problems in perspective</li> <li>• Deals with criticism in a positive manner</li> <li>• Demonstrates an open and receptive approach to feedback</li> <li>• Accepts criticism without becoming hostile or over-defensive</li> </ul>	<ul style="list-style-type: none"> <li>• Does not remain focused on work when under pressure</li> <li>• Allows emotions to negatively affect performance</li> <li>• Achieves little balance between the commitments of work and personal life</li> <li>• Shows no concern for resolving conflicts between work and personal life</li> <li>• Becomes negative in outlook when faced with challenges</li> <li>• Conveys the expectation that many work activities will turn out badly</li> <li>• Allows problems to dominate other work</li> <li>• Takes criticism in a negative way</li> <li>• Approaches feedback in a defensive way</li> <li>• Reacts in a hostile and over-defensive way to criticism</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Shows an understanding of what is important for another person</li> <li>• Recognises others' limitations and offers appropriate support</li> <li>• Attends to the emotional concerns or problems of others before own</li> <li>• Adapts behaviour according to needs of the group</li> <li>• Encourages harmony, co-operation and communication when working in groups</li> <li>• Praises the contributions of others</li> <li>• Consults widely during decision making</li> <li>• Shares information with others</li> <li>• Demonstrates patience with others</li> <li>• Shows a concern for the emotions of others</li> </ul>	<ul style="list-style-type: none"> <li>• Shows little or no understanding of what is important for another person</li> <li>• Allows others to struggle when they meet the limits of their capabilities</li> <li>• Fails to consider emotional concerns/problems of others before own</li> <li>• Behaves the same, regardless of the needs of the group</li> <li>• Causes disruptions and factions in group settings</li> <li>• Makes overly critical comments about others' viewpoints</li> <li>• Only consults narrowly during decision making</li> <li>• Does not share information</li> <li>• Shows a lack of patience with others</li> <li>• Fails to show concern for the emotions of others</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Comes up with new ideas</li> <li>• Suggests innovative solutions</li> <li>• Questions traditional ways of doing things</li> <li>• Introduces fresh insights</li> <li>• Generates a range of flexible approaches for dealing with change</li> <li>• Makes suggestions for improving working practices</li> <li>• Introduces new methods to improve work performance</li> <li>• Discusses the advantages and disadvantages of current methods with others</li> <li>• Describes changes to others so they see the benefits to themselves and the organization</li> <li>• Demonstrates and promotes a liking for change</li> </ul>	<ul style="list-style-type: none"> <li>• Slow or struggles to produce new ideas</li> <li>• Comes up with very obvious solutions</li> <li>• Accepts the established way of working without question</li> <li>• Solves problems without showing creativity</li> <li>• Generates few approaches aimed at dealing with change</li> <li>• Accepts outdated working methods</li> <li>• Seeks to keep work methods similar across time</li> <li>• Does not discuss the current situation in a way that might lead to considerations for change</li> <li>• Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization</li> <li>• Shows reservations over change</li> </ul>

**Please refer to the last section of this document for Values information**

**Fire Control**  
**Key Competencies for the Head of Fire Control Role**

HEAD OF FIRE CONTROL – VALUES & BEHAVIOURS





From the role map exercise, the following competencies were highlighted as most critical for the Head of Fire Control role: -

- Adhering to Principles & Values
- Relating & Networking
- Formulating Strategies & Concepts
- Delivering Results & Meeting Customer Expectations
- Analysing
- Planning & Organising
- Deciding & Initiating Action

In addition to the above, the following competencies support the organisation's values: -

- Applying Expertise & Technology
- Persuading & Influencing
- Achieving Personal Work Goals & Objectives
- Coping with Pressures & Setbacks
- Working with People

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

### Key Competencies for the Head of Fire Control Role

The following sets out a description of the competencies that link with the role of Head of Fire Control, along with positive and negative indicators.

<b>Relating &amp; Networking</b>	
<b>Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide &amp; effective networks of contacts; uses humour appropriately to bring warmth to relationships with others</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Puts other people at ease</li> <li>• Quickly builds rapport</li> <li>• Creates long-term relationships with individuals both in and out of the business</li> <li>• Effectively utilises established relationships to achieve objectives</li> <li>• Maintains good relationships across various organisational levels</li> <li>• Effectively interacts with people at all levels of the organisation</li> <li>• Acts as a mediator when disputes arise</li> <li>• Takes steps to diffuse conflict in its early stages</li> <li>• Manages disagreements with tact and diplomacy</li> <li>• Uses humour in relationships with others to positive effect</li> </ul>	<ul style="list-style-type: none"> <li>• Does little to put people at ease</li> <li>• Takes a long time to get to know people</li> <li>• Rarely builds effective relationships with those inside and outside the business</li> <li>• Treats established relationships as separate from business objectives</li> <li>• Makes little or no attempt to maintain good relationships across various organisational levels</li> <li>• Interacts effectively only with those at a similar organisational level</li> <li>• Gets too involved in arguing when a dispute arises</li> <li>• Lets conflict escalate before addressing it</li> <li>• Inflames disagreements through a tactless and undiplomatic approach</li> <li>• Uses humour inappropriately in relationships with others</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Effectively analyses numerical data and all other sources of information</li> <li>• Identifies trends and patterns amongst various data sets</li> <li>• Evaluates information and identifies key issues</li> <li>• Uses in-depth probing to gather further information</li> <li>• Requests clarification of information</li> <li>• Produces workable solutions that meet the demands of the situation</li> <li>• Identifies a variety of alternative solutions to issues and problems</li> <li>• Makes rational judgements after considering all the available information</li> <li>• Makes sound decisions based on logic and fact</li> <li>• Demonstrates an understanding of how individual issues are part of a larger system</li> </ul>	<ul style="list-style-type: none"> <li>• Does not effectively analyse relevant data</li> <li>• Does not notice trends and patterns amongst various data sets</li> <li>• Fails to analyse relevant information and confuses key and trivial issues</li> <li>• Makes decisions without gathering further information</li> <li>• Does not request any clarification of information</li> <li>• Produces solutions that have difficulty meeting the demands of the situation</li> <li>• Identifies solutions with only a limited variety of responses to issues or problems</li> <li>• Makes unsound judgements without considering all the available information</li> <li>• Does not make decisions based on logic and fact</li> <li>• Shows a lack of understanding of how individual issues are part of a larger system</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts quickly and decisively</li> <li>• Makes quick decisions under pressure</li> <li>• Takes responsibility for own tasks</li> <li>• Takes responsibility for the work of others</li> <li>• Assertively expresses what own needs or expectations are</li> <li>• Can handle objections convincingly, does not back down when challenged</li> <li>• Works independently without the need for constant guidance</li> <li>• Does not defer activities</li> <li>• Takes calculated risks on the basis of adequate information and analysis</li> <li>• Balances risks and opportunities appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Procrastinates and acts indecisively</li> <li>• Resists making decisions under pressure</li> <li>• Does not claim responsibility for own tasks</li> <li>• Minimises legitimate responsibility for the work of others</li> <li>• Fails to express what own needs or expectations are</li> <li>• Backs down easily or changes view when challenged</li> <li>• Constantly refers to others and asks for guidance</li> <li>• Allows issues to become inactive and stagnant</li> <li>• Hesitant to take risks and prefers using proven approaches</li> <li>• Inappropriately balances risks and opportunities</li> </ul>

<b>Planning &amp; Organising</b>	
<b>Sets clearly defined objectives; plans activities &amp; projects well in advance &amp; takes account of possible changing circumstances; identifies &amp; organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines &amp; milestones</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Sets clearly defined objectives</li> <li>• Divides extensive projects into manageable stages each with their own objectives</li> <li>• Identifies priorities for achieving objectives</li> <li>• Prepares in advance</li> <li>• Converts plans into clear actions</li> <li>• Allocates realistic timescales for activities</li> <li>• Identifies and organises resources needed to accomplish tasks</li> <li>• Effectively manages the deployment of people and equipment</li> <li>• Keeps track of technological, operational and financial resources needed to accomplish tasks</li> <li>• Determines indicators to measure progress against</li> </ul>	<ul style="list-style-type: none"> <li>• Sets ambiguous or contradicting objectives</li> <li>• Sets objectives with too much emphasis on the distant future rather than the stages needed to get there</li> <li>• Fails to differentiate priorities or does it poorly</li> <li>• Does not prepare</li> <li>• Does not set clear action plans to convert ideas into reality</li> <li>• Sets up unrealistic time scales for tasks</li> <li>• Fails to identify and organise the resources needed to accomplish tasks</li> <li>• Conducts poor management of people and equipment deployment</li> <li>• Does not keep track of the necessary resources needed to accomplish tasks</li> <li>• Measures progress in a subjective fashion or not at all</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers customer needs fully</li> <li>• Sets a high standard for quality</li> <li>• Encourages close attention to quality even at a very detailed level</li> <li>• Monitors work output quality</li> <li>• Demonstrates a careful and methodical approach to organisation</li> <li>• Works in a systematic way</li> <li>• Identifies where there are needs for quality management</li> <li>• Develops quality assurance processes and procedures</li> <li>• Draws attention to issues affecting levels of productivity</li> <li>• Takes steps to ensure key project objectives are always met</li> </ul>	<ul style="list-style-type: none"> <li>• Does not fully consider customer needs</li> <li>• Considers low quality standards acceptable</li> <li>• Fails to encourage others to pay attention to detail</li> <li>• Ignores work output quality</li> <li>• Does not demonstrate a careful and methodical approach to organisation</li> <li>• Works in a disorganised and unstructured way</li> <li>• Fails to identify where quality management is appropriate or needed</li> <li>• Does not develop quality assurance processes and procedures</li> <li>• Ignores issues that may affect productivity levels</li> <li>• Allows key project objectives to fail</li> </ul>

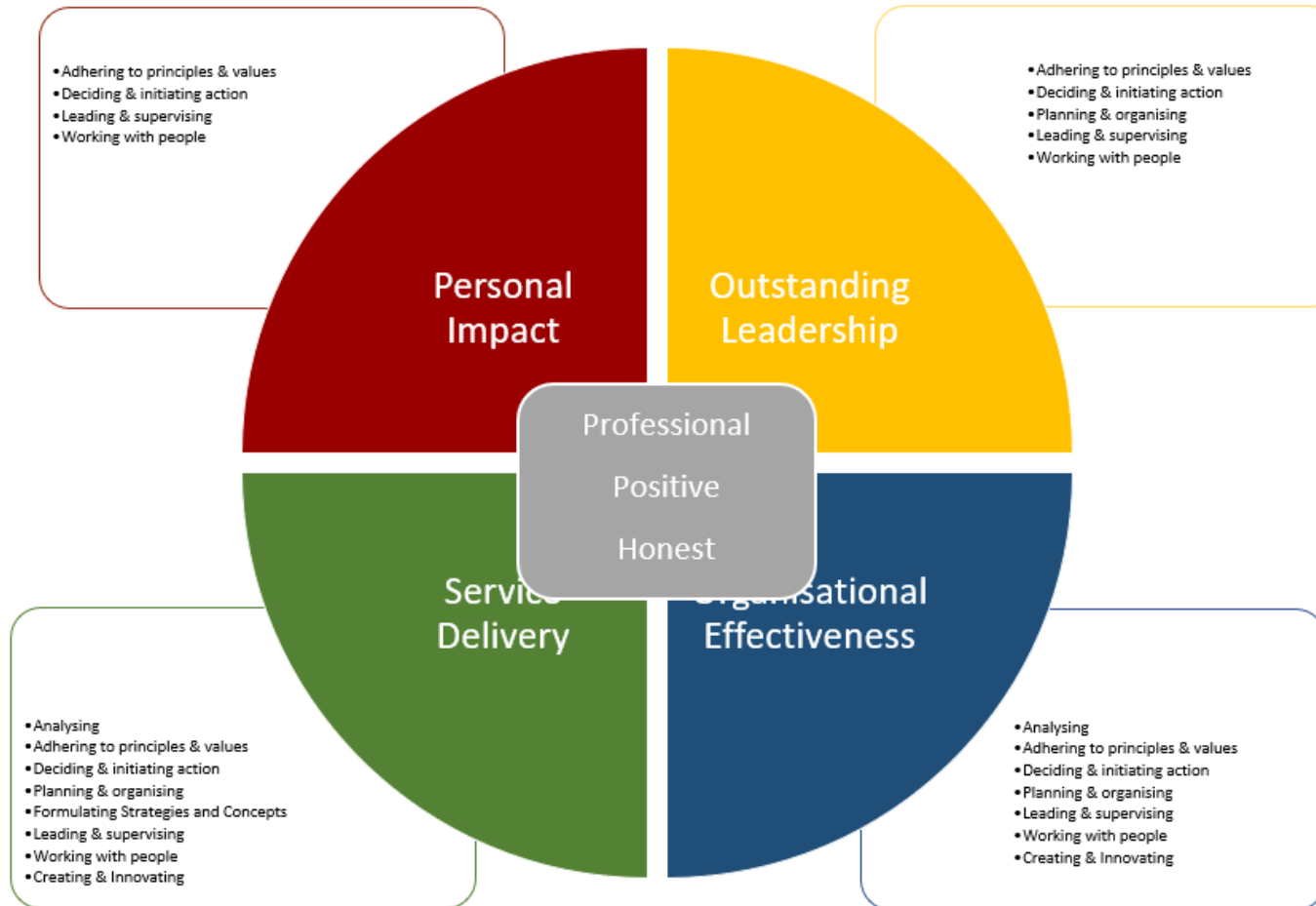
<b>Formulating Strategies and Concepts</b>	
<b>Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account if a wide range of issues across, and related to, the organisation.</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers a broad range of issues across the organization</li> <li>• Describes issues from a broad perspective</li> <li>• Considers strategic issues when planning work</li> <li>• Plans and realizes long-term goals considering possible trends, opportunities and contingencies</li> <li>• Produces strategic action plans based on an articulated vision</li> <li>• Takes account of global trends in developing strategy and plans</li> <li>• Develops strategic plans to achieve long-term organizational goals</li> <li>• Imagines future possibilities</li> <li>• Selects the most promising vision from a range of alternatives</li> <li>• Articulates their own vision clearly to others</li> </ul>	<ul style="list-style-type: none"> <li>• Considers only a narrow range of issues across the organization</li> <li>• Does not provide a broad view</li> <li>• Considers only the immediate pressures when planning work</li> <li>• Concentrates mainly on short-term gains not considering the consequences of their actions</li> <li>• Does not appear to base action plans on a clear vision</li> <li>• Considers only a narrow or local perspective when developing strategy and plans</li> <li>• Develops plans which include little strategy aimed at achieving long-term organizational goals</li> <li>• Shows little imagination with regard to future possibilities for the organization</li> <li>• Selects visions which show less promise than others</li> <li>• Fails to articulate own vision clearly to others</li> </ul>

**Please refer to the last section of this document for Values information**



**Fire Control**  
**Key Competencies for Station Manager Fire Control Role**

STATION MANAGER - FIRE CONTROL – VALUES & BEHAVIOURS



From the role map exercise, the following competencies were highlighted as most critical for the Station Manager Fire Control role: -

- Adhering to Principles & Values
- Working with People
- Planning & Organising
- Deciding & Initiating Action
- Leading & Supervising
- Analysing
- Creating & Innovating
- Formulating Strategies & Concepts

In addition to the above, the following competencies support the organisation's values: -

- Applying Expertise & Technology
- Persuading & Influencing
- Achieving Personal Work Goals & Objectives
- Coping with Pressures & Setbacks

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

## Key Competencies for the Station Manager, Fire Control Role

The following sets out a description of the competencies that link with the role of Station Manager, Fire Control along with positive and negative indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

**Working with People**

**Shows respect for the views & contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information & expertise with them; builds team spirit and reconciles conflict; adapts to the team & fits in well**

**Positive Indicators**

- 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

**Negative Indicators**

- Shows little or no understanding of what is important for another person
- Allows others to struggle when they meet the limits of their capabilities
- Fails to consider emotional concerns/problems of others before own
- Behaves the same, regardless of the needs of the group
- Causes disruptions and factions in group settings
- Makes overly critical comments about others' viewpoints
- Only consults narrowly during decision making
- Does not share information
- Shows a lack of patience with others
- Fails to show concern for the emotions of others

<b>Planning &amp; Organising</b>	
<b>Sets clearly defined objectives; plans activities &amp; projects well in advance &amp; takes account of possible changing circumstances; identifies &amp; organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines &amp; milestones</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Sets clearly defined objectives</li> <li>• Divides extensive projects into manageable stages each with their own objectives</li> <li>• Identifies priorities for achieving objectives</li> <li>• Prepares in advance</li> <li>• Converts plans into clear actions</li> <li>• Allocates realistic timescales for activities</li> <li>• Identifies and organises resources needed to accomplish tasks</li> <li>• Effectively manages the deployment of people and equipment</li> <li>• Keeps track of technological, operational and financial resources needed to accomplish tasks</li> <li>• Determines indicators to measure progress against</li> </ul>	<ul style="list-style-type: none"> <li>• Sets ambiguous or contradicting objectives</li> <li>• Sets objectives with too much emphasis on the distant future rather than the stages needed to get there</li> <li>• Fails to differentiate priorities or does it poorly</li> <li>• Does not prepare</li> <li>• Does not set clear action plans to convert ideas into reality</li> <li>• Sets up unrealistic time scales for tasks</li> <li>• Fails to identify and organise the resources needed to accomplish tasks</li> <li>• Conducts poor management of people and equipment deployment</li> <li>• Does not keep track of the necessary resources needed to accomplish tasks</li> <li>• Measures progress in a subjective fashion or not at all</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts quickly and decisively</li> <li>• Makes quick decisions under pressure</li> <li>• Takes responsibility for own tasks</li> <li>• Takes responsibility for the work of others</li> <li>• Assertively expresses what own needs or expectations are</li> <li>• Can handle objections convincingly, does not back down when challenged</li> <li>• Works independently without the need for constant guidance</li> <li>• Does not defer activities</li> <li>• Takes calculated risks on the basis of adequate information and analysis</li> <li>• Balances risks and opportunities appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Procrastinates and acts indecisively</li> <li>• Resists making decisions under pressure</li> <li>• Does not claim responsibility for own tasks</li> <li>• Minimises legitimate responsibility for the work of others</li> <li>• Fails to express what own needs or expectations are</li> <li>• Backs down easily or changes view when challenged</li> <li>• Constantly refers to others and asks for guidance</li> <li>• Allows issues to become inactive and stagnant</li> <li>• Hesitant to take risks and prefers using proven approaches</li> <li>• Inappropriately balances risks and opportunities</li> </ul>

<b>Leading &amp; Supervising</b>	
<b>Provides others with a clear direction; motivates &amp; empowers others; recruits staff of a high calibre; provides staff with development opportunities &amp; coaching; sets appropriate standards of behaviour</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Structures meetings or activities</li> <li>• Explains clearly and definitely what people have to do</li> <li>• Points out behaviour that falls below expected standards</li> <li>• Provides clear, honest &amp; constructive feedback</li> <li>• Divides tasks amongst people</li> <li>• Delegates activities or roles appropriately amongst all members of a team</li> <li>• Invests appropriate trust in others to undertake individual responsibilities</li> <li>• Speaks in an encouraging manner to others</li> <li>• Shows an understanding of the ways to motivate individuals</li> <li>• Builds teams of talented individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Leaves meetings or activities to be structured by others</li> <li>• Does not always explain fully what is required of people</li> <li>• Ignores, misses or fails to point out behaviour that falls below expected standards</li> <li>• Does not give constructive feedback regarding performance</li> <li>• Does not divide tasks amongst people</li> <li>• Delegates activities unequally or inequitably amongst team members</li> <li>• Shows little sign of trusting others to undertake responsibilities independently</li> <li>• Speaks in a discouraging manner to others</li> <li>• Demonstrates understanding of few/no methods of motivation</li> <li>• Builds teams out of whoever is available without regard to talent</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Effectively analyses numerical data and all other sources of information</li> <li>• Identifies trends and patterns amongst various data sets</li> <li>• Evaluates information and identifies key issues</li> <li>• Uses in-depth probing to gather further information</li> <li>• Requests clarification of information</li> <li>• Produces workable solutions that meet the demands of the situation</li> <li>• Identifies a variety of alternative solutions to issues and problems</li> <li>• Makes rational judgements after considering all the available information</li> <li>• Makes sound decisions based on logic and fact</li> <li>• Demonstrates an understanding of how individual issues are part of a larger system</li> </ul>	<ul style="list-style-type: none"> <li>• Does not effectively analyse relevant data</li> <li>• Does not notice trends and patterns amongst various data sets</li> <li>• Fails to analyse relevant information and confuses key and trivial issues</li> <li>• Makes decisions without gathering further information</li> <li>• Does not request any clarification of information</li> <li>• Produces solutions that have difficulty meeting the demands of the situation</li> <li>• Identifies solutions with only a limited variety of responses to issues or problems</li> <li>• Makes unsound judgements without considering all the available information</li> <li>• Does not make decisions based on logic and fact</li> <li>• Shows a lack of understanding of how individual issues are part of a larger system</li> </ul>



<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Comes up with new ideas</li> <li>• Suggests innovative solutions</li> <li>• Questions traditional ways of doing things</li> <li>• Introduces fresh insights</li> <li>• Generates a range of flexible approaches for dealing with change</li> <li>• Makes suggestions for improving working practices</li> <li>• Introduces new methods to improve work performance</li> <li>• Discusses the advantages and disadvantages of current methods with others</li> <li>• Describes changes to others so they see the benefits to themselves and the organization</li> <li>• Demonstrates and promotes a liking for change</li> </ul>	<ul style="list-style-type: none"> <li>• Slow or struggles to produce new ideas</li> <li>• Comes up with very obvious solutions</li> <li>• Accepts the established way of working without question</li> <li>• Solves problems without showing creativity</li> <li>• Generates few approaches aimed at dealing with change</li> <li>• Accepts outdated working methods</li> <li>• Seeks to keep work methods similar across time</li> <li>• Does not discuss the current situation in a way that might lead to considerations for change</li> <li>• Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization</li> <li>• Shows reservations over change</li> </ul>

<b>Formulating Strategies and Concepts</b>	
<b>Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account if a wide range of issues across, and related to, the organisation.</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers a broad range of issues across the organization</li> <li>• Describes issues from a broad perspective</li> <li>• Considers strategic issues when planning work</li> <li>• Plans and realizes long-term goals considering possible trends, opportunities and contingencies</li> <li>• Produces strategic action plans based on an articulated vision</li> <li>• Takes account of global trends in developing strategy and plans</li> <li>• Develops strategic plans to achieve long-term organizational goals</li> <li>• Imagines future possibilities</li> <li>• Selects the most promising vision from a range of alternatives</li> <li>• Articulates their own vision clearly to others</li> </ul>	<ul style="list-style-type: none"> <li>• Considers only a narrow range of issues across the organization</li> <li>• Does not provide a broad view</li> <li>• Considers only the immediate pressures when planning work</li> <li>• Concentrates mainly on short-term gains not considering the consequences of their actions</li> <li>• Does not appear to base action plans on a clear vision</li> <li>• Considers only a narrow or local perspective when developing strategy and plans</li> <li>• Develops plans which include little strategy aimed at achieving long-term organizational goals</li> <li>• Shows little imagination with regard to future possibilities for the organization</li> <li>• Selects visions which show less promise than others</li> <li>• Fails to articulate own vision clearly to others</li> </ul>

**Please refer to the last section of this document for Values information**

**Fire Control**  
**Key Competencies for Crew Manager/Watch Manager Fire Control Role**

CREW AND WATCH MANAGER FIRE CONTROL – VALUES & BEHAVIOURS



From the role map exercise, the following competencies were highlighted as most critical for the Crew and Watch Manager, Fire Control roles: -

- Adhering to Principles & Values
- Following Instructions & Procedures
- Deciding & Initiating Action
- Planning & Organising
- Delivering Results & Meeting Customer Expectations
- Working with People
- Leading & Supervising
- Creating & Innovating
- Applying Expertise & Technology

In addition to the above, the following competencies support the organisation's values: -

- Persuading & Influencing
- Achieving Personal Work Goals & Objectives
- Coping with Pressures & Setbacks

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

**Key Competencies for the Crew Manager and Watch Manager, Fire Control Roles**

The following sets out a description of the competencies that link with the role of Crew Manager and Watch Manager, Fire Control along with positive and negative indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Accepts and complies with instructions</li> <li>• Accepts direction without unnecessarily challenging others' authority</li> <li>• Follows written procedures and policies</li> <li>• Completes tasks on time</li> <li>• Forfeits own goals for those of the organisation when necessary</li> <li>• Voices support for the organisation and its goals</li> <li>• Demonstrates awareness of issues affecting personal safety and the safety of others</li> <li>• Follows safety rules and regulations</li> <li>• Demonstrates an understanding of the legal issues relating to own role</li> <li>• Demonstrates respect for legal guidelines and laws</li> </ul>	<ul style="list-style-type: none"> <li>• Does not accept the need for instructions from appropriate authorities and ignores them</li> <li>• Challenges the authority of others frequently and unnecessarily</li> <li>• Ignores written procedures and policies</li> <li>• Makes excuses about incomplete work</li> <li>• Puts own goals above those of the organisation</li> <li>• Voices criticism of the organisation and its goals</li> <li>• Demonstrates an ignorance of issues affecting personal safety of self and others</li> <li>• Ignores safety rules and regulations</li> <li>• Demonstrates a failure to understand the legal issues related to own role</li> <li>• Demonstrates a lack of respect for legal guidelines and laws</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts quickly and decisively</li> <li>• Makes quick decisions under pressure</li> <li>• Takes responsibility for own tasks</li> <li>• Takes responsibility for the work of others</li> <li>• Assertively expresses what own needs or expectations are</li> <li>• Can handle objections convincingly, does not back down when challenged</li> <li>• Works independently without the need for constant guidance</li> <li>• Does not defer activities</li> <li>• Takes calculated risks on the basis of adequate information and analysis</li> <li>• Balances risks and opportunities appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Procrastinates and acts indecisively</li> <li>• Resists making decisions under pressure</li> <li>• Does not claim responsibility for own tasks</li> <li>• Minimises legitimate responsibility for the work of others</li> <li>• Fails to express what own needs or expectations are</li> <li>• Backs down easily or changes view when challenged</li> <li>• Constantly refers to others and asks for guidance</li> <li>• Allows issues to become inactive and stagnant</li> <li>• Hesitant to take risks and prefers using proven approaches</li> <li>• Inappropriately balances risks and opportunities</li> </ul>

<b>Planning &amp; Organising</b>	
<b>Sets clearly defined objectives; plans activities &amp; projects well in advance &amp; takes account of possible changing circumstances; identifies &amp; organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines &amp; milestones</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Sets clearly defined objectives</li> <li>• Divides extensive projects into manageable stages each with their own objectives</li> <li>• Identifies priorities for achieving objectives</li> <li>• Prepares in advance</li> <li>• Converts plans into clear actions</li> <li>• Allocates realistic timescales for activities</li> <li>• Identifies and organises resources needed to accomplish tasks</li> <li>• Effectively manages the deployment of people and equipment</li> <li>• Keeps track of technological, operational and financial resources needed to accomplish tasks</li> <li>• Determines indicators to measure progress against</li> </ul>	<ul style="list-style-type: none"> <li>• Sets ambiguous or contradicting objectives</li> <li>• Sets objectives with too much emphasis on the distant future rather than the stages needed to get there</li> <li>• Fails to differentiate priorities or does it poorly</li> <li>• Does not prepare</li> <li>• Does not set clear action plans to convert ideas into reality</li> <li>• Sets up unrealistic time scales for tasks</li> <li>• Fails to identify and organise the resources needed to accomplish tasks</li> <li>• Conducts poor management of people and equipment deployment</li> <li>• Does not keep track of the necessary resources needed to accomplish tasks</li> <li>• Measures progress in a subjective fashion or not at all</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers customer needs fully</li> <li>• Sets a high standard for quality</li> <li>• Encourages close attention to quality even at a very detailed level</li> <li>• Monitors work output quality</li> <li>• Demonstrates a careful and methodical approach to organisation</li> <li>• Works in a systematic way</li> <li>• Identifies where there are needs for quality management</li> <li>• Develops quality assurance processes and procedures</li> <li>• Draws attention to issues affecting levels of productivity</li> <li>• Takes steps to ensure key project objectives are always met</li> </ul>	<ul style="list-style-type: none"> <li>• Does not fully consider customer needs</li> <li>• Considers low quality standards acceptable</li> <li>• Fails to encourage others to pay attention to detail</li> <li>• Ignores work output quality</li> <li>• Does not demonstrate a careful and methodical approach to organisation</li> <li>• Works in a disorganised and unstructured way</li> <li>• Fails to identify where quality management is appropriate or needed</li> <li>• Does not develop quality assurance processes and procedures</li> <li>• Ignores issues that may affect productivity levels</li> <li>• Allows key project objectives to fail</li> </ul>



<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>

**Working with People**

**Shows respect for the views & contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information & expertise with them; builds team spirit and reconciles conflict; adapts to the team & fits in well**

**Positive Indicators**

- 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

**Negative Indicators**

- Shows little or no understanding of what is important for another person
- Allows others to struggle when they meet the limits of their capabilities
- Fails to consider emotional concerns/problems of others before own
- Behaves the same, regardless of the needs of the group
- Causes disruptions and factions in group settings
- Makes overly critical comments about others' viewpoints
- Only consults narrowly during decision making
- Does not share information
- Shows a lack of patience with others
- Fails to show concern for the emotions of others

<b>Leading &amp; Supervising</b>	
<b>Provides others with a clear direction; motivates &amp; empowers others; recruits staff of a high calibre; provides staff with development opportunities &amp; coaching; sets appropriate standards of behaviour</b>	
<b>Positive Indicators</b>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Structures meetings or activities</li> <li>• Explains clearly and definitely what people have to do</li> <li>• Points out behaviour that falls below expected standards</li> <li>• Provides clear, honest &amp; constructive feedback</li> <li>• Divides tasks amongst people</li> <li>• Delegates activities or roles appropriately amongst all members of a team</li> <li>• Invests appropriate trust in others to undertake individual responsibilities</li> <li>• Speaks in an encouraging manner to others</li> <li>• Shows an understanding of the ways to motivate individuals</li> <li>• Builds teams of talented individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Leaves meetings or activities to be structured by others</li> <li>• Does not always explain fully what is required of people</li> <li>• Ignores, misses or fails to point out behaviour that falls below expected standards</li> <li>• Does not give constructive feedback regarding performance</li> <li>• Does not divide tasks amongst people</li> <li>• Delegates activities unequally or inequitably amongst team members</li> <li>• Shows little sign of trusting others to undertake responsibilities independently</li> <li>• Speaks in a discouraging manner to others</li> <li>• Demonstrates understanding of few/no methods of motivation</li> <li>• Builds teams out of whoever is available without regard to talent</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Comes up with new ideas</li> <li>• Suggests innovative solutions</li> <li>• Questions traditional ways of doing things</li> <li>• Introduces fresh insights</li> <li>• Generates a range of flexible approaches for dealing with change</li> <li>• Makes suggestions for improving working practices</li> <li>• Introduces new methods to improve work performance</li> <li>• Discusses the advantages and disadvantages of current methods with others</li> <li>• Describes changes to others so they see the benefits to themselves and the organization</li> <li>• Demonstrates and promotes a liking for change</li> </ul>	<ul style="list-style-type: none"> <li>• Slow or struggles to produce new ideas</li> <li>• Comes up with very obvious solutions</li> <li>• Accepts the established way of working without question</li> <li>• Solves problems without showing creativity</li> <li>• Generates few approaches aimed at dealing with change</li> <li>• Accepts outdated working methods</li> <li>• Seeks to keep work methods similar across time</li> <li>• Does not discuss the current situation in a way that might lead to considerations for change</li> <li>• Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization</li> <li>• Shows reservations over change</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Effectively applies appropriate technical skills</li> <li>• Answers technical or specialist questions relating to the job</li> <li>• Keeps up to date with advances in own specialism</li> <li>• Passes on expertise</li> <li>• Looks for ways to incorporate new technology to aid objectives</li> <li>• Seeks ways to improve processes with the aid of new technology</li> <li>• Displays appropriate physical co-ordination</li> <li>• Performs manual tasks well</li> <li>• Shows a clear understanding of the different functions of departments in the organisation</li> <li>• Recognises how different departments within the organisation impact upon each other</li> </ul>	<ul style="list-style-type: none"> <li>• Does not apply technical skills to the job</li> <li>• Can answer only more general questions relating to the job</li> <li>• Struggles to keep up to date with advances in own specialism</li> <li>• Allows others to find out things for themselves</li> <li>• Shows no interest in incorporating new technology to aid objectives</li> <li>• Does not seek ways to improve processes with the aid of new technology</li> <li>• Displays a lack of appropriate physical co-ordination</li> <li>• Performs manual tasks poorly</li> <li>• Shows a confused and vague understanding of departmental functions</li> <li>• Sees each department as separate with no impact upon each other</li> </ul>

**Please refer to the last section of this document for Values information**

**Fire Control**  
**Key Competencies for Fire Fighter Fire Control Role**

FIREFIGHTER FIRE CONTROL – VALUES & BEHAVIOURS



From the role map exercise, the following competencies were highlighted as most critical for the Firefighter Fire Control role: -

- Adhering to Principles & Values
- Following Instructions & Procedures
- Adapting & Responding to Change
- Coping with Pressure & Setbacks
- Working with People
- Creating & Innovating
- Achieving Personal Work Goals & Objectives

In addition to the above, the following competencies support the organisation's values: -

- Delivering Results & Meeting Customer Expectations
- Deciding & Initiating Action
- Persuading & Influencing

The competencies identified from the role mapping and the organisation's values have also been mapped to the National Fire Chiefs Council Leadership Framework.

## Key Competencies for the Firefighter, Fire Control Role

The following sets out a description of the competencies that link with the role of Firefighter, Fire Control along with positive and negative indicators.

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts consistently in accordance with clear ethics and values</li> <li>• Models high standards of behaviour for others by own actions</li> <li>• Shows unbiased treatment towards others</li> <li>• Does not distort information</li> <li>• Draws on the diverse backgrounds, skills and knowledge of people</li> <li>• Creates equal opportunities for all people</li> <li>• Treats all groups of people equally</li> <li>• Takes account of community demographics when making decisions</li> <li>• Works towards making the organisation socially responsible</li> <li>• Emphasises the importance of environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts ethics and values to suit the situation</li> <li>• Models poor or dubious ethical standards for others</li> <li>• Favours some of the team over and above others</li> <li>• Distorts information</li> <li>• Shows little appreciation of the diversity of views</li> <li>• Discriminates against others, intentionally or not</li> <li>• Shows a bias in the treatment of one group over another</li> <li>• Makes decisions with no reference at all to relevant community demographics</li> <li>• May speak of the organisation's social responsibility but does little to back this up with behaviour</li> <li>• Plays down the importance of environmental issues</li> </ul>



<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Accepts and complies with instructions</li> <li>• Accepts direction without unnecessarily challenging others' authority</li> <li>• Follows written procedures and policies</li> <li>• Completes tasks on time</li> <li>• Forfeits own goals for those of the organisation when necessary</li> <li>• Voices support for the organisation and its goals</li> <li>• Demonstrates awareness of issues affecting personal safety and the safety of others</li> <li>• Follows safety rules and regulations</li> <li>• Demonstrates an understanding of the legal issues relating to own role</li> <li>• Demonstrates respect for legal guidelines and laws</li> </ul>	<ul style="list-style-type: none"> <li>• Does not accept the need for instructions from appropriate authorities and ignores them</li> <li>• Challenges the authority of others frequently and unnecessarily</li> <li>• Ignores written procedures and policies</li> <li>• Makes excuses about incomplete work</li> <li>• Puts own goals above those of the organisation</li> <li>• Voices criticism of the organisation and its goals</li> <li>• Demonstrates an ignorance of issues affecting personal safety of self and others</li> <li>• Ignores safety rules and regulations</li> <li>• Demonstrates a failure to understand the legal issues related to own role</li> <li>• Demonstrates a lack of respect for legal guidelines and laws</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Remains focused on work when under pressure</li> <li>• Avoids emotional displays that may negatively affect performance</li> <li>• Balances the commitments of work and of life outside work</li> <li>• Finds ways to resolve conflicts between work and personal life</li> <li>• Maintains an optimistic outlook in the face of challenges</li> <li>• Conveys the expectation that everything will turn out well</li> <li>• Keeps problems in perspective</li> <li>• Deals with criticism in a positive manner</li> <li>• Demonstrates an open and receptive approach to feedback</li> <li>• Accepts criticism without becoming hostile or over-defensive</li> </ul>	<ul style="list-style-type: none"> <li>• Does not remain focused on work when under pressure</li> <li>• Allows emotions to negatively affect performance</li> <li>• Achieves little balance between the commitments of work and personal life</li> <li>• Shows no concern for resolving conflicts between work and personal life</li> <li>• Becomes negative in outlook when faced with challenges</li> <li>• Conveys the expectation that many work activities will turn out badly</li> <li>• Allows problems to dominate other work</li> <li>• Takes criticism in a negative way</li> <li>• Approaches feedback in a defensive way</li> <li>• Reacts in a hostile and over-defensive way to criticism</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Shows an understanding of what is important for another person</li> <li>• Recognises others' limitations and offers appropriate support</li> <li>• Attends to the emotional concerns or problems of others before own</li> <li>• Adapts behaviour according to needs of the group</li> <li>• Encourages harmony, co-operation and communication when working in groups</li> <li>• Praises the contributions of others</li> <li>• Consults widely during decision making</li> <li>• Shares information with others</li> <li>• Demonstrates patience with others</li> <li>• Shows a concern for the emotions of others</li> </ul>	<ul style="list-style-type: none"> <li>• Shows little or no understanding of what is important for another person</li> <li>• Allows others to struggle when they meet the limits of their capabilities</li> <li>• Fails to consider emotional concerns/problems of others before own</li> <li>• Behaves the same, regardless of the needs of the group</li> <li>• Causes disruptions and factions in group settings</li> <li>• Makes overly critical comments about others' viewpoints</li> <li>• Only consults narrowly during decision making</li> <li>• Does not share information</li> <li>• Shows a lack of patience with others</li> <li>• Fails to show concern for the emotions of others</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Comes up with new ideas</li> <li>• Suggests innovative solutions</li> <li>• Questions traditional ways of doing things</li> <li>• Introduces fresh insights</li> <li>• Generates a range of flexible approaches for dealing with change</li> <li>• Makes suggestions for improving working practices</li> <li>• Introduces new methods to improve work performance</li> <li>• Discusses the advantages and disadvantages of current methods with others</li> <li>• Describes changes to others so they see the benefits to themselves and the organization</li> <li>• Demonstrates and promotes a liking for change</li> </ul>	<ul style="list-style-type: none"> <li>• Slow or struggles to produce new ideas</li> <li>• Comes up with very obvious solutions</li> <li>• Accepts the established way of working without question</li> <li>• Solves problems without showing creativity</li> <li>• Generates few approaches aimed at dealing with change</li> <li>• Accepts outdated working methods</li> <li>• Seeks to keep work methods similar across time</li> <li>• Does not discuss the current situation in a way that might lead to considerations for change</li> <li>• Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization</li> <li>• Shows reservations over change</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Successfully tackles demanding tasks</li> <li>• Works through challenges to achieve success</li> <li>• Pushes things through until finished</li> <li>• Tackles activities with obvious enthusiasm</li> <li>• Shows drive and determination</li> <li>• Seeks feedback on own performance and modifies behaviour accordingly</li> <li>• Takes advantage of training and development opportunities</li> <li>• Shows an ambitious approach to work</li> <li>• Often talks of career plans and progressing upwards through the organisation</li> <li>• Seeks progression to roles of increased influence and responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Leaves demanding tasks for others to tackle</li> <li>• Shows reluctance to work through challenges</li> <li>• Does not fully complete an activity or task before moving on to the next</li> <li>• Shows little enthusiasm for activities</li> <li>• Shows a lack of drive and determination</li> <li>• Does not ask for feedback on own performance or act upon it</li> <li>• Lets training and development opportunities pass them by</li> <li>• Shows a lack of ambition in approach to work</li> <li>• Rarely mentions any career plans or thoughts of progression upwards through the organisation</li> <li>• Does not seek progression to roles of increased influence and responsibility</li> </ul>

**Please refer to the last section of this document for Values information**

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

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

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Effectively applies appropriate technical skills</li> <li>• Answers technical or specialist questions relating to the job</li> <li>• Keeps up to date with advances in own specialism</li> <li>• Passes on expertise</li> <li>• Looks for ways to incorporate new technology to aid objectives</li> <li>• Seeks ways to improve processes with the aid of new technology</li> <li>• Displays appropriate physical co-ordination</li> <li>• Performs manual tasks well</li> <li>• Shows a clear understanding of the different functions of departments in the organisation</li> <li>• Recognises how different departments within the organisation impact upon each other</li> </ul>	<ul style="list-style-type: none"> <li>• Does not apply technical skills to the job</li> <li>• Can answer only more general questions relating to the job</li> <li>• Struggles to keep up to date with advances in own specialism</li> <li>• Allows others to find out things for themselves</li> <li>• Shows no interest in incorporating new technology to aid objectives</li> <li>• Does not seek ways to improve processes with the aid of new technology</li> <li>• Displays a lack of appropriate physical co-ordination</li> <li>• Performs manual tasks poorly</li> <li>• Shows a confused and vague understanding of departmental functions</li> <li>• Sees each department as separate with no impact upon each other</li> </ul>

<b>Persuading and 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>	<b>• Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Makes a positive impression</li> <li>• Makes own presence felt</li> <li>• Influences the course of conversations</li> <li>• Guides the conversation through the issues they see as important</li> <li>• Changes the course of conversations with persuasive contributions</li> <li>• Persuades others to own point of view</li>   <li>• Influences others by showing enthusiasm</li> <li>• States ideas clearly and concisely</li> <li>• Negotiates skilfully</li> <li>• Gains agreement from people towards a desired course of action</li> <li>• Balances the needs of stakeholders in negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Fails to make a positive impression</li> <li>• Fails to make own presence felt</li> <li>• Fails to influence the course of conversations</li> <li>• Allows others to steer the conversation away from important issues</li> <li>• Does not make contributions which lead to change in the course of conversations</li> <li>• Fails to persuade/feels uncomfortable persuading others to own point of view</li> <li>• Fails to show enthusiasm when engaging others</li> <li>• Is unclear and in concise when stating ideas</li> <li>• Negotiates awkwardly or ineffectively</li> <li>• Fails to gain agreement from people towards a desired course of action</li> <li>• Fails to consider the needs of stakeholders in negotiations</li> </ul>



**Achieving Personal Work Goals & Objectives**

**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.**

**Positive Indicators**

- 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

**Negative Indicators**

- Leaves demanding tasks for others to tackle
- Shows reluctance to work through challenges
- Does not fully complete an activity or task before moving on to the next
- Shows little enthusiasm for activities
- Shows a lack of drive and determination
- Does not ask for feedback on own performance or act upon it
  
- Lets training and development opportunities pass them by
- Shows a lack of ambition in approach to work
- Rarely mentions any career plans or thoughts of progression upwards through the organisation
- Does not seek progression to roles of increased influence and responsibility

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Remains focused on work when under pressure</li> <li>• Avoids emotional displays that may negatively affect performance</li> <li>• Balances the commitments of work and of life outside work</li> <li>• Finds ways to resolve conflicts between work and personal life</li> <li>• Maintains an optimistic outlook in the face of challenges</li> <li>• Conveys the expectation that everything will turn out well</li> <li>• Keeps problems in perspective</li> <li>• Deals with criticism in a positive manner</li> <li>• Demonstrates an open and receptive approach to feedback</li> <li>• Accepts criticism without becoming hostile or over-defensive</li> </ul>	<ul style="list-style-type: none"> <li>• Does not remain focused on work when under pressure</li> <li>• Allows emotions to negatively affect performance</li> <li>• Achieves little balance between the commitments of work and personal life</li> <li>• Shows no concern for resolving conflicts between work and personal life</li> <li>• Becomes negative in outlook when faced with challenges</li> <li>• Conveys the expectation that many work activities will turn out badly</li> <li>• Allows problems to dominate other work</li> <li>• Takes criticism in a negative way</li> <li>• Approaches feedback in a defensive way</li> <li>• Reacts in a hostile and over-defensive way to criticism</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Shows an understanding of what is important for another person</li> <li>• Recognises others' limitations and offers appropriate support</li> <li>• Attends to the emotional concerns or problems of others before own</li> <li>• Adapts behaviour according to needs of the group</li> <li>• Encourages harmony, co-operation and communication when working in groups</li> <li>• Praises the contributions of others</li> <li>• Consults widely during decision making</li> <li>• Shares information with others</li> <li>• Demonstrates patience with others</li> <li>• Shows a concern for the emotions of others</li> </ul>	<ul style="list-style-type: none"> <li>• Shows little or no understanding of what is important for another person</li> <li>• Allows others to struggle when they meet the limits of their capabilities</li> <li>• Fails to consider emotional concerns/problems of others before own</li> <li>• Behaves the same, regardless of the needs of the group</li> <li>• Causes disruptions and factions in group settings</li> <li>• Makes overly critical comments about others' viewpoints</li> <li>• Only consults narrowly during decision making</li> <li>• Does not share information</li> <li>• Shows a lack of patience with others</li> <li>• Fails to show concern for the emotions of others</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Considers customer needs fully</li> <li>• Sets a high standard for quality</li> <li>• Encourages close attention to quality even at a very detailed level</li> <li>• Monitors work output quality</li> <li>• Demonstrates a careful and methodical approach to organisation</li> <li>• Works in a systematic way</li> <li>• Identifies where there are needs for quality management</li> <li>• Develops quality assurance processes and procedures</li> <li>• Draws attention to issues affecting levels of productivity</li> <li>• Takes steps to ensure key project objectives are always met</li> </ul>	<ul style="list-style-type: none"> <li>• Does not fully consider customer needs</li> <li>• Considers low quality standards acceptable</li> <li>• Fails to encourage others to pay attention to detail</li> <li>• Ignores work output quality</li> <li>• Does not demonstrate a careful and methodical approach to organisation</li> <li>• Works in a disorganised and unstructured way</li> <li>• Fails to identify where quality management is appropriate or needed</li> <li>• Does not develop quality assurance processes and procedures</li> <li>• Ignores issues that may affect productivity levels</li> <li>• Allows key project objectives to fail</li> </ul>

<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>	<b>Negative Indicators</b>
<ul style="list-style-type: none"> <li>• Acts quickly and decisively</li> <li>• Makes quick decisions under pressure</li> <li>• Takes responsibility for own tasks</li> <li>• Takes responsibility for the work of others</li> <li>• Assertively expresses what own needs or expectations are</li> <li>• Can handle objections convincingly, does not back down when challenged</li> <li>• Works independently without the need for constant guidance</li> <li>• Does not defer activities</li> <li>• Takes calculated risks on the basis of adequate information and analysis</li> <li>• Balances risks and opportunities appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Procrastinates and acts indecisively</li> <li>• Resists making decisions under pressure</li> <li>• Does not claim responsibility for own tasks</li> <li>• Minimises legitimate responsibility for the work of others</li> <li>• Fails to express what own needs or expectations are</li> <li>• Backs down easily or changes view when challenged</li> <li>• Constantly refers to others and asks for guidance</li> <li>• Allows issues to become inactive and stagnant</li> <li>• Hesitant to take risks and prefers using proven approaches</li> <li>• Inappropriately balances risks and opportunities</li> </ul>