LEICESTERSHIRE
FIRE and RESCUE SERVICE

LFRS Competency Framework

**SAFER
PEOPLE
SAFER
PLACES**

Contents

LFRS 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 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

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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).
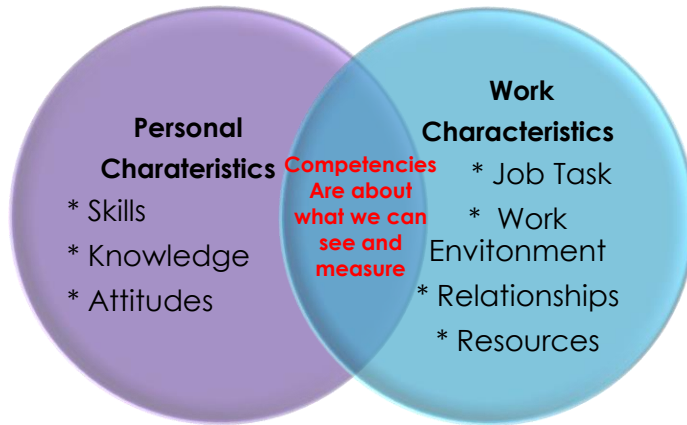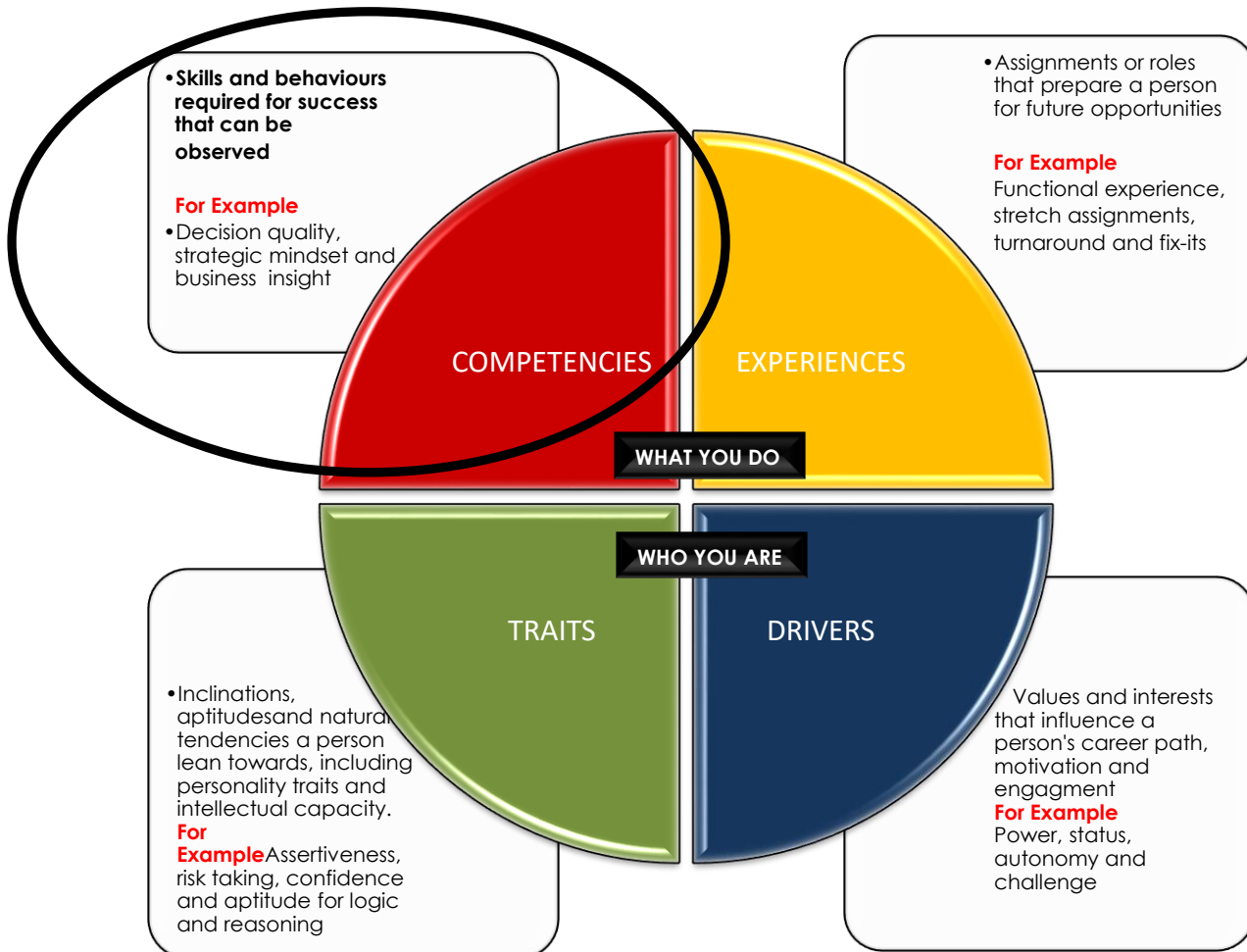
Personal Charateristics

* Skills

* Knowledge

* Attitudes

Competencies Are about what we can see and measure

Work Characteristics

* Job Task

* Work Envitonment

* Relationships

* Resources

Fig.2

Four Dimensions of Leadership and Talent

- **Skills and behaviours required for success that can be observed**

  For Example
  - Decision quality, strategic mindset and business insight

- Assignments or roles that prepare a person for future opportunities

  For Example
  Functional experience, stretch assignments, turnaround and fix-its

COMPETENCIES

EXPERIENCES

WHAT YOU DO

WHO YOU ARE

TRAITS

DRIVERS

- Inclinations, aptitudesand natural tendencies a person lean towards, including personality traits and intellectual capacity.
  For Example Assertiveness, risk taking, confidence and aptitude for logic and reasoning

- Values and interests that influence a person's career path, motivation and engagment
  For Example
  Power, status, autonomy and challenge

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 within the Development Portfolios on SharePoint.
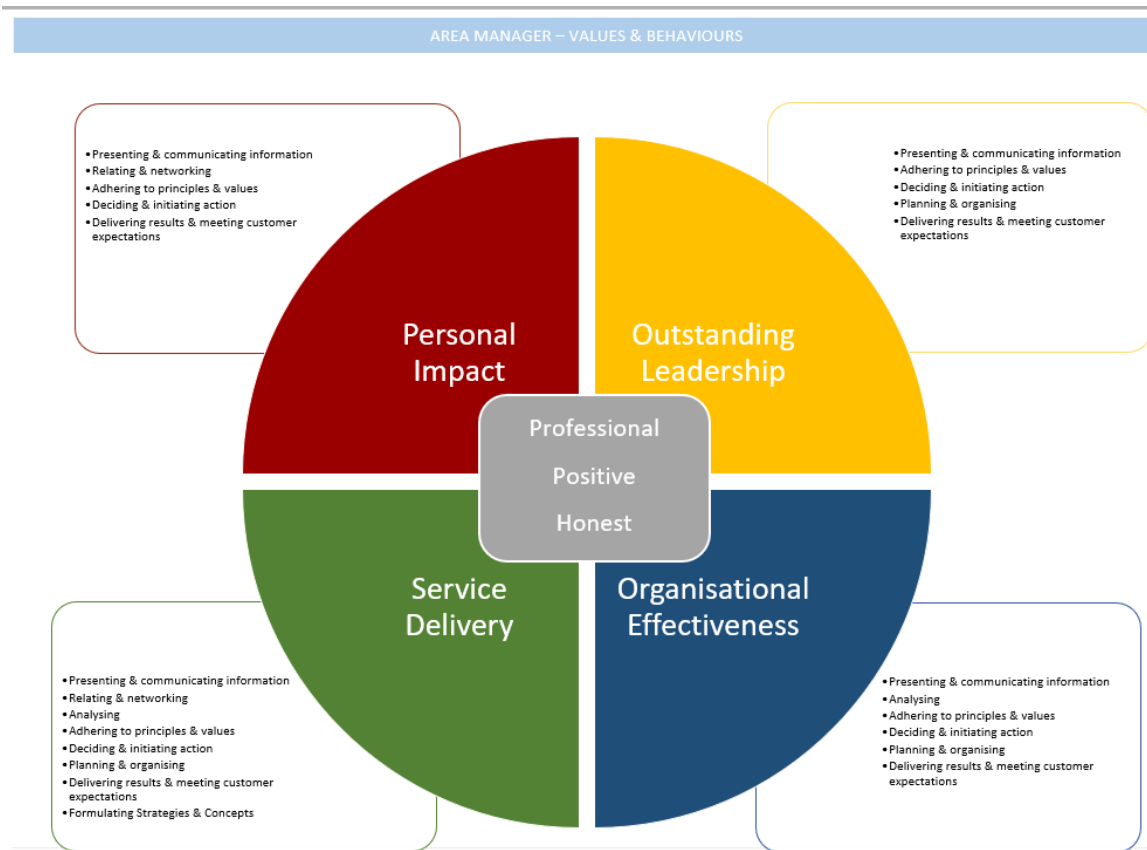
Green book roles will have a set of competencies. These will be published in this Framework and on SharePoint. *(not completed at time of initial publication).*

There will be a set of Positive and Negative indicators for each competency published in this Framework and on Sharepoint.

Competency Framework by Role

Area Manager
Key Competencies for the Area Manager Role

Personal Impact
- Presenting & communicating information
- Relating & networking
- Adhering to principles & values
- Deciding & initiating action
- Delivering results & meeting customer expectations

Outstanding Leadership
- Presenting & communicating information
- Adhering to principles & values
- Deciding & initiating action
- Planning & organising
- Delivering results & meeting customer expectations

Service Delivery
- Presenting & communicating information
- Relating & networking
- Analysing
- Adhering to principles & values
- Deciding & initiating action
- Planning & organising
- Delivering results & meeting customer expectations
- Formulating Strategies & Concepts

Organisational Effectiveness
- Presenting & communicating information
- Analysing
- Adhering to principles & values
- Deciding & initiating action
- Planning & organising
- Delivering results & meeting customer expectations

Centre: Professional / Positive / Honest

From the role map exercise, the following competencies were highlighted as most critical for the Area Manager role:
- Presenting and Communicating Information
- Relating and Networking
- Analysing
- Adhering to Principles and Values
- Deciding and Initiating Action
- Planning and Organising
- Delivering Results and Meeting Customer Expectations
- Formulating Strategies and Concepts

In addition to the above, the following competencies support the organisation's values:
- Applying Expertise and Technology
- Persuading and Influencing
- Achieving Personal Work Goals and Objectives
- Coping with Pressures and 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 and negative indicators.

Presenting and Communicating Information	
Speaks fluently; expresses opinions, information and key points of an argument clearly; makes presentations and undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility	
Positive Indicators	**Negative Indicators**
• Speaks clearly and articulately • Speaks with a confident and unhesitant manner • Clearly expresses opinions and information • Articulates the key points of an argument • Presents ideas effectively to groups of people • Makes effective presentations to others during public speaking • Speaks with authority and conviction • Projects credibility and conviction when speaking • Responds to feedback from an audience • Checks if the message they are delivering has been understood	• Mumbles, stumbles and speaks unclearly • Speaks in a manner which lacks confidence • Expresses opinions and information in an unclear and illogical manner • Does not recognise the key points of an argument and does not give adequate explanation of them • Communicates more effectively in a one-to-one situation • Makes ineffective presentations during public speaking • Does not convey ideas or information in a credible or compelling manner • Projects uncertainty and lacks credibility when speaking • Does not respond to feedback from audience • Assumes that others understand the message being delivered and fails to check

Relating and Networking	
Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others	
Positive Indicators	**Negative Indicators**
• Puts other people at ease • Quickly builds rapport • Creates long-term relationships with individuals both in and out of the business • Effectively utilises established relationships to achieve objectives • Maintains good relationships across various organisational levels • Effectively interacts with people at all levels of the organisation • Acts as a mediator when disputes arise • Takes steps to diffuse conflict in its early stages • Manages disagreements with tact and diplomacy • Uses humour in relationships with others to positive effect	• Does little to put people at ease • Takes a long time to get to know people • Rarely builds effective relationships with those inside and outside the business • Treats established relationships as separate from business objectives • Makes little or no attempt to maintain good relationships across various organisational levels • Interacts effectively only with those at a similar organisational level • Gets too involved in arguing when a dispute arises • Lets conflict escalate before addressing it • Inflames disagreements through a tactless and undiplomatic approach • Uses humour inappropriately in relationships with others

Analysing
Analyses numerical data and all other sources of information, to break them into component parts, patterns and 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

Positive Indicators	Negative Indicators
• Effectively analyses numerical data and all other sources of information • Identifies trends and patterns amongst various data sets • Evaluates information and identifies key issues • Uses in-depth probing to gather further information • Requests clarification of information • Produces workable solutions that meet the demands of the situation • Identifies a variety of alternative solutions to issues and problems • Makes rational judgements after considering all the available information • Makes sound decisions based on logic and fact • Demonstrates an understanding of how individual issues are part of a larger system	• Does not effectively analyse relevant data • Does not notice trends and patterns amongst various data sets • Fails to analyse relevant information and confuses key and trivial issues • Makes decisions without gathering further information • Does not request any clarification of information • Produces solutions that have difficulty meeting the demands of the situation • Identifies solutions with only a limited variety of responses to issues or problems • Makes unsound judgements without considering all the available information • Does not make decisions based on logic and fact • Shows a lack of understanding of how individual issues are part of a larger system

Adhering to Principles and Values
Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities; builds diverse teams; encourages organisational and individual responsibility towards the community and the environment

Positive Indicators	Negative Indicators
• Acts consistently in accordance with clear ethics and values • Models high standards of behaviour for others by own actions • Shows unbiased treatment towards others • Does not distort information • Draws on the diverse backgrounds, skills and knowledge of people • Creates equal opportunities for all people • Treats all groups of people equally • Takes account of community demographics when making decisions • Works towards making the organisation socially responsible • Emphasises the importance of environmental issues	• Adapts ethics and values to suit the situation • Models poor or dubious ethical standards for others • Favours some of the team over and above others • Distorts information • Shows little appreciation of the diversity of views • Discriminates against others, intentionally or not • Shows a bias in the treatment of one group over another • Makes decisions with no reference at all to relevant community demographics • May speak of the organisation's social responsibility but does little to back this up with behaviour • Plays down the importance of environmental issues

Deciding and Initiating Action	
Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risk	
Positive Indicators	**Negative Indicators**
• Acts quickly and decisively • Makes quick decisions under pressure • Takes responsibility for own tasks • Takes responsibility for the work of others • Assertively expresses what own needs or expectations are • Can handle objections convincingly, does not back down when challenged • Works independently without the need for constant guidance • Does not defer activities • Takes calculated risks on the basis of adequate information and analysis • Balances risks and opportunities appropriately	• Procrastinates and acts indecisively • Resists making decisions under pressure • Does not claim responsibility for own tasks • Minimises legitimate responsibility for the work of others • Fails to express what own needs or expectations are • Backs down easily or changes view when challenged • Constantly refers to others and asks for guidance • Allows issues to become inactive and stagnant • Hesitant to take risks and prefers using proven approaches • Inappropriately balances risks and opportunities

Planning and Organising	
Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones	
Positive Indicators	**Negative Indicators**
• Sets clearly defined objectives • Divides extensive projects into manageable stages each with their own objectives • Identifies priorities for achieving objectives • Prepares in advance • Converts plans into clear actions • Allocates realistic timescales for activities • Identifies and organises resources needed to accomplish tasks • Effectively manages the deployment of people and equipment • Keeps track of technological, operational and financial resources needed to accomplish tasks • Determines indicators to measure progress against	• Sets ambiguous or contradicting objectives • Sets objectives with too much emphasis on the distant future rather than the stages needed to get there • Fails to differentiate priorities or does it poorly • Does not prepare • Does not set clear action plans to convert ideas into reality • Sets up unrealistic time scales for tasks • Fails to identify and organise the resources needed to accomplish tasks • Conducts poor management of people and equipment deployment • Does not keep track of the necessary resources needed to accomplish tasks • Measures progress in a subjective fashion or not at all

Delivering Results and Meeting Customer Expectations	
Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals	
Positive Indicators	**Negative Indicators**
• Considers customer needs fully	• Does not fully consider customer needs

• Sets a high standard for quality	• Considers low quality standards acceptable
• Encourages close attention to quality even at a very detailed level	• Fails to encourage others to pay attention to detail
• Monitors work output quality	• Ignores work output quality
• Demonstrates a careful and methodical approach to organisation	• Does not demonstrate a careful and methodical approach to organisation
• Works in a systematic way	• Works in a disorganised and unstructured way
• Identifies where there are needs for quality management	• Fails to identify where quality management is appropriate or needed
• Develops quality assurance processes and procedures	• Does not develop quality assurance processes and procedures
• Draws attention to issues affecting levels of productivity	• Ignores issues that may affect productivity levels
• Takes steps to ensure key project objectives are always met	• Allows key project objectives to fail

Formulating Strategies and Concepts
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.

Positive Indicators	**Negative Indicators**
• Considers a broad range of issues across the organization	• Considers only a narrow range of issues across the organization
• Describes issues from a broad perspective	• Does not provide a broad view
• Considers strategic issues when planning work	• Considers only the immediate pressures when planning work
• Plans and realizes long-term goals considering possible trends, opportunities and contingencies	• Concentrates mainly on short-term gains not considering the consequences of their actions
• Produces strategic action plans based on an articulated vision	• Does not appear to base action plans on a clear vision
• Takes account of global trends in developing strategy and plans	• Considers only a narrow or local perspective when developing strategy and plans
• Develops strategic plans to achieve long-term organizational goals	• Develops plans which include little strategy aimed at achieving long-term organizational goals
• Imagines future possibilities	
• Selects the most promising vision from a range of alternatives	• Shows little imagination with regard to future possibilities for the organization
• Articulates their own vision clearly to others	• Selects visions which show less promise than others
	• Fails to articulate own vision clearly to others

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

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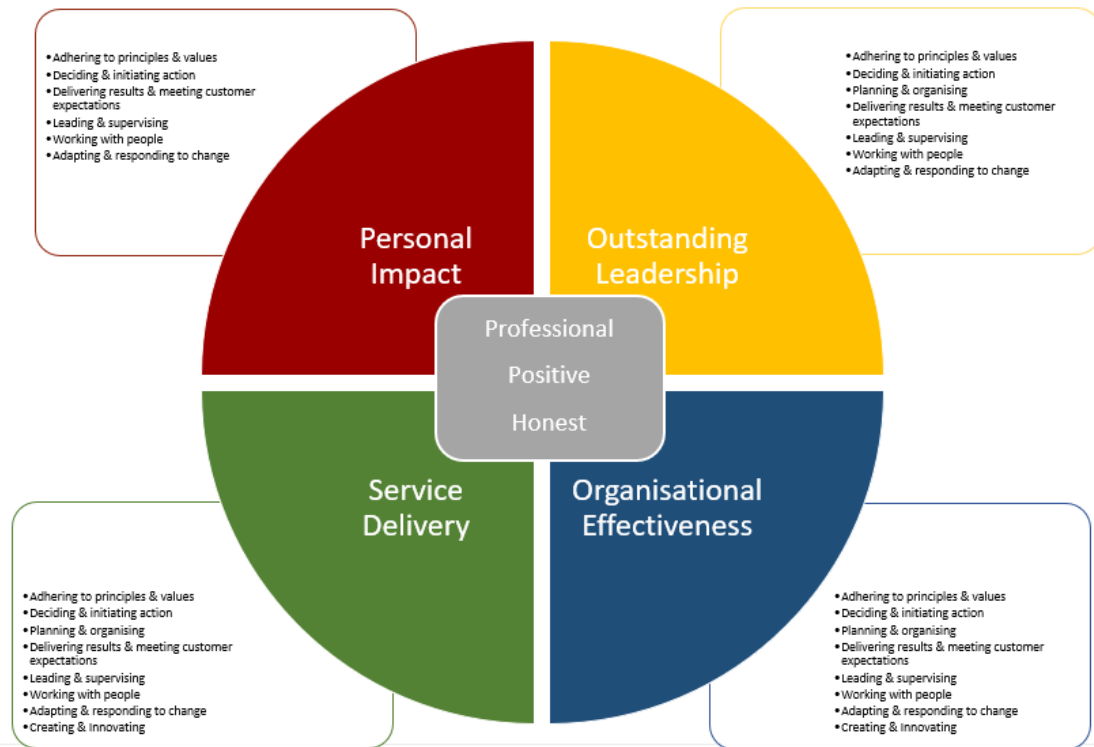
From the role map exercise, the following competencies were highlighted as most critical for the Group Manager role:

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

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

- Applying Expertise and Technology
- Persuading and Influencing
- Achieving Personal Work Goals and Objectives
- Coping with Pressures and 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.

Adhering to Principles and Values	
Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities; builds diverse teams; encourages organisational and individual responsibility towards the community and the environment	
Positive Indicators	**Negative Indicators**
• Acts consistently in accordance with clear ethics and values • Models high standards of behaviour for others by own actions • Shows unbiased treatment towards others • Does not distort information • Draws on the diverse backgrounds, skills and knowledge of people • Creates equal opportunities for all people • Treats all groups of people equally • Takes account of community demographics when making decisions • Works towards making the organisation socially responsible • Emphasises the importance of environmental issues	• Adapts ethics and values to suit the situation • Models poor or dubious ethical standards for others • Favours some of the team over and above others • Distorts information • Shows little appreciation of the diversity of views • Discriminates against others, intentionally or not • Shows a bias in the treatment of one group over another • Makes decisions with no reference at all to relevant community demographics • May speak of the organisation's social responsibility but does little to back this up with behaviour • Plays down the importance of environmental issues

Delivering Results and Meeting Customer Expectations	
Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals	
Positive Indicators	**Negative Indicators**
• Considers customer needs fully • Sets a high standard for quality • Encourages close attention to quality even at a very detailed level • Monitors work output quality • Demonstrates a careful and methodical approach to organisation • Works in a systematic way • Identifies where there are needs for quality management • Develops quality assurance processes and procedures • Draws attention to issues affecting levels of productivity • Takes steps to ensure key project objectives are always met	• Does not fully consider customer needs • Considers low quality standards acceptable • Fails to encourage others to pay attention to detail • Ignores work output quality • Does not demonstrate a careful and methodical approach to organisation • Works in a disorganised and unstructured way • Fails to identify where quality management is appropriate or needed • Does not develop quality assurance processes and procedures • Ignores issues that may affect productivity levels • Allows key project objectives to fail

Analysing
Analyses numerical data and all other sources of information, to break them into component parts, patterns and 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

Positive Indicators	Negative Indicators
- Effectively analyses numerical data and all other sources of information - Identifies trends and patterns amongst various data sets - Evaluates information and identifies key issues - Uses in-depth probing to gather further information - Requests clarification of information - Produces workable solutions that meet the demands of the situation - Identifies a variety of alternative solutions to issues and problems - Makes rational judgements after considering all the available information - Makes sound decisions based on logic and fact - Demonstrates an understanding of how individual issues are part of a larger system	- Does not effectively analyse relevant data - Does not notice trends and patterns amongst various data sets - Fails to analyse relevant information and confuses key and trivial issues - Makes decisions without gathering further information - Does not request any clarification of information - Produces solutions that have difficulty meeting the demands of the situation - Identifies solutions with only a limited variety of responses to issues or problems - Makes unsound judgements without considering all the available information - Does not make decisions based on logic and fact - Shows a lack of understanding of how individual issues are part of a larger system

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

Positive Indicators	Negative Indicators
- Sets clearly defined objectives - Divides extensive projects into manageable stages each with their own objectives - Identifies priorities for achieving objectives - Prepares in advance - Converts plans into clear actions - Allocates realistic timescales for activities - Identifies and organises resources needed to accomplish tasks - Effectively manages the deployment of people and equipment - Keeps track of technological, operational and financial resources needed to accomplish tasks - Determines indicators to measure progress against	- Sets ambiguous or contradicting objectives - Sets objectives with too much emphasis on the distant future rather than the stages needed to get there - Fails to differentiate priorities or does it poorly - Does not prepare - Does not set clear action plans to convert ideas into reality - Sets up unrealistic time scales for tasks - Fails to identify and organise the resources needed to accomplish tasks - Conducts poor management of people and equipment deployment - Does not keep track of the necessary resources needed to accomplish tasks - Measures progress in a subjective fashion or not at all

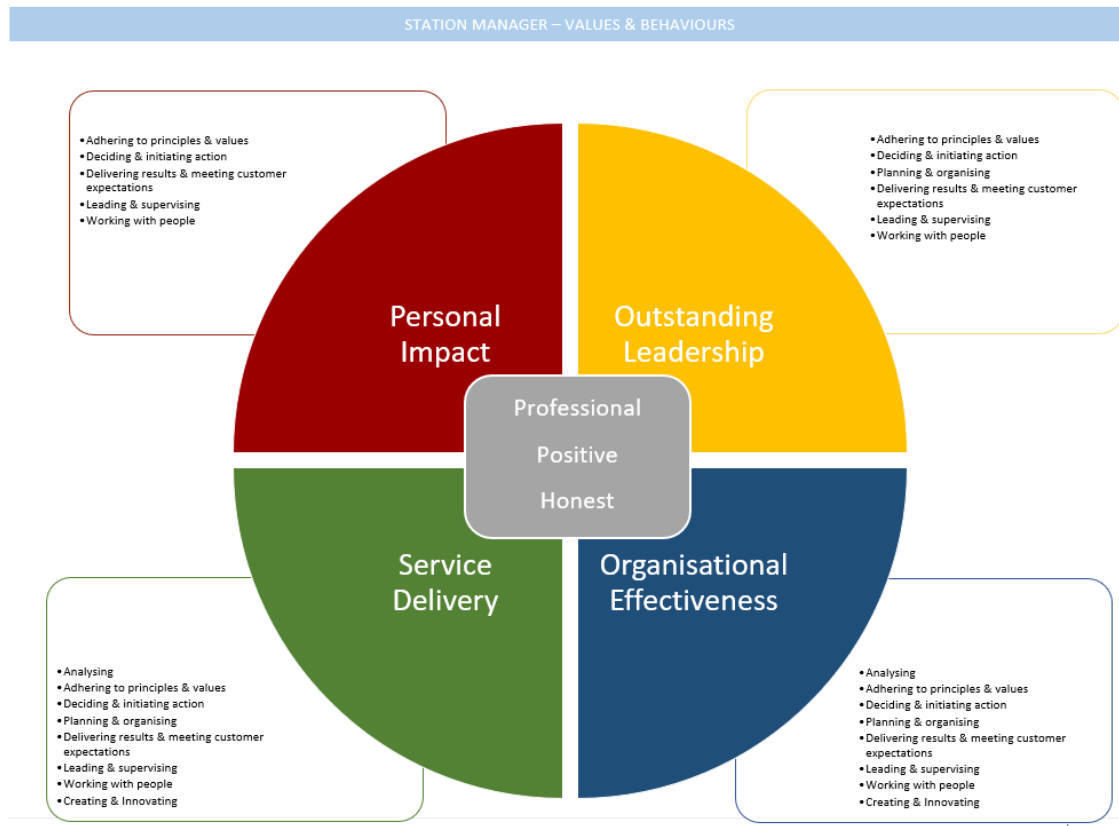| Deciding and Initiating Action	
Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risk	
Positive Indicators	**Negative Indicators**
- Acts quickly and decisively - Makes quick decisions under pressure - Takes responsibility for own tasks - Takes responsibility for the work of others - Assertively expresses what own needs or expectations are - Can handle objections convincingly, does not back down when challenged - Works independently without the need for constant guidance - Does not defer activities - Takes calculated risks on the basis of adequate information and analysis - Balances risks and opportunities appropriately	- Procrastinates and acts indecisively - Resists making decisions under pressure - Does not claim responsibility for own tasks - Minimises legitimate responsibility for the work of others - Fails to express what own needs or expectations are - Backs down easily or changes view when challenged - Constantly refers to others and asks for guidance - Allows issues to become inactive and stagnant - Hesitant to take risks and prefers using proven approaches - Inappropriately balances risks and opportunities

Adapting and 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	**Negative 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	- 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

Creating and Innovating	
Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.	
Positive Indicators	**Negative Indicators**
- Comes up with new ideas - Suggests innovative solutions - Questions traditional ways of doing things	- Slow or struggles to produce new ideas - Comes up with very obvious solutions - Accepts the established way of working without question

• Introduces fresh insights • Generates a range of flexible approaches for dealing with change • Makes suggestions for improving working practices • Introduces new methods to improve work performance • Discusses the advantages and disadvantages of current methods with others • Describes changes to others so they see the benefits to themselves and the organization • Demonstrates and promotes a liking for change	• Solves problems without showing creativity • Generates few approaches aimed at dealing with change • Accepts outdated working methods • Seeks to keep work methods similar across time • Does not discuss the current situation in a way that might lead to considerations for change • Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization • Shows reservations over change

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

Station Manager
Key Competencies for the Station Manager Role

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

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

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

- Applying Expertise and Technology
- Persuading and Influencing
- Achieving Personal Work Goals and Objectives
- Coping with Pressures and 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.

Adhering to Principles and Values	
Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities; builds diverse teams; encourages organisational and individual responsibility towards the community and the environment	
Positive Indicators	**Negative Indicators**
- Acts consistently in accordance with clear ethics and values - Models high standards of behaviour for others by own actions - Shows unbiased treatment towards others - Does not distort information - Draws on the diverse backgrounds, skills and knowledge of people - Creates equal opportunities for all people - Treats all groups of people equally - Takes account of community demographics when making decisions - Works towards making the organisation socially responsible - Emphasises the importance of environmental issues	- Adapts ethics and values to suit the situation - Models poor or dubious ethical standards for others - Favours some of the team over and above others - Distorts information - Shows little appreciation of the diversity of views - Discriminates against others, intentionally or not - Shows a bias in the treatment of one group over another - Makes decisions with no reference at all to relevant community demographics - May speak of the organisation's social responsibility but does little to back this up with behaviour - Plays down the importance of environmental issues

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

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

Positive Indicators	**Negative Indicators**
• Sets clearly defined objectives • Divides extensive projects into manageable stages each with their own objectives • Identifies priorities for achieving objectives • Prepares in advance • Converts plans into clear actions • Allocates realistic timescales for activities • Identifies and organises resources needed to accomplish tasks • Effectively manages the deployment of people and equipment • Keeps track of technological, operational and financial resources needed to accomplish tasks • Determines indicators to measure progress against	• Sets ambiguous or contradicting objectives • Sets objectives with too much emphasis on the distant future rather than the stages needed to get there • Fails to differentiate priorities or does it poorly • Does not prepare • Does not set clear action plans to convert ideas into reality • Sets up unrealistic time scales for tasks • Fails to identify and organise the resources needed to accomplish tasks • Conducts poor management of people and equipment deployment • Does not keep track of the necessary resources needed to accomplish tasks • Measures progress in a subjective fashion or not at all

Deciding and Initiating Action
Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risk

Positive Indicators	**Negative Indicators**
• Acts quickly and decisively • Makes quick decisions under pressure • Takes responsibility for own tasks • Takes responsibility for the work of others • Assertively expresses what own needs or expectations are • Can handle objections convincingly, does not back down when challenged • Works independently without the need for constant guidance • Does not defer activities • Takes calculated risks on the basis of adequate information and analysis • Balances risks and opportunities appropriately	• Procrastinates and acts indecisively • Resists making decisions under pressure • Does not claim responsibility for own tasks • Minimises legitimate responsibility for the work of others • Fails to express what own needs or expectations are • Backs down easily or changes view when challenged • Constantly refers to others and asks for guidance • Allows issues to become inactive and stagnant • Hesitant to take risks and prefers using proven approaches • Inappropriately balances risks and opportunities

Leading and Supervising

Provides others with a clear direction; motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour	
Positive Indicators	**Negative Indicators**
• Structures meetings or activities • Explains clearly and definitely what people have to do • Points out behaviour that falls below expected standards • Provides clear, honest and constructive feedback • Divides tasks amongst people • Delegates activities or roles appropriately amongst all members of a team • Invests appropriate trust in others to undertake individual responsibilities • Speaks in an encouraging manner to others • Shows an understanding of the ways to motivate individuals • Builds teams of talented individuals	• Leaves meetings or activities to be structured by others • Does not always explain fully what is required of people • Ignores, misses or fails to point out behaviour that falls below expected standards • Does not give constructive feedback regarding performance • Does not divide tasks amongst people • Delegates activities unequally or inequitably amongst team members • Shows little sign of trusting others to undertake responsibilities independently • Speaks in a discouraging manner to others • Demonstrates understanding of few/no methods of motivation • Builds teams out of whoever is available without regard to talent

Delivering Results and Meeting Customer Expectations	
Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals	
Positive Indicators	**Negative Indicators**
• Considers customer needs fully • Sets a high standard for quality • Encourages close attention to quality even at a very detailed level • Monitors work output quality • Demonstrates a careful and methodical approach to organisation • Works in a systematic way • Identifies where there are needs for quality management • Develops quality assurance processes and procedures • Draws attention to issues affecting levels of productivity • Takes steps to ensure key project objectives are always met	• Does not fully consider customer needs • Considers low quality standards acceptable • Fails to encourage others to pay attention to detail • Ignores work output quality • Does not demonstrate a careful and methodical approach to organisation • Works in a disorganised and unstructured way • Fails to identify where quality management is appropriate or needed • Does not develop quality assurance processes and procedures • Ignores issues that may affect productivity levels • Allows key project objectives to fail

Analysing

Analyses numerical data and all other sources of information, to break them into component parts, patterns and 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	
Positive Indicators	**Negative Indicators**
• Effectively analyses numerical data and all other sources of information • Identifies trends and patterns amongst various data sets • Evaluates information and identifies key issues • Uses in-depth probing to gather further information • Requests clarification of information • Produces workable solutions that meet the demands of the situation • Identifies a variety of alternative solutions to issues and problems • Makes rational judgements after considering all the available information • Makes sound decisions based on logic and fact • Demonstrates an understanding of how individual issues are part of a larger system	• Does not effectively analyse relevant data • Does not notice trends and patterns amongst various data sets • Fails to analyse relevant information and confuses key and trivial issues • Makes decisions without gathering further information • Does not request any clarification of information • Produces solutions that have difficulty meeting the demands of the situation • Identifies solutions with only a limited variety of responses to issues or problems • Makes unsound judgements without considering all the available information • Does not make decisions based on logic and fact • Shows a lack of understanding of how individual issues are part of a larger system

| Creating and Innovating	
Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.	
Positive Indicators	**Negative Indicators**
• Comes up with new ideas • Suggests innovative solutions • Questions traditional ways of doing things • Introduces fresh insights • Generates a range of flexible approaches for dealing with change • Makes suggestions for improving working practices • Introduces new methods to improve work performance • Discusses the advantages and disadvantages of current methods with others • Describes changes to others so they see the benefits to themselves and the organization • Demonstrates and promotes a liking for change	• Slow or struggles to produce new ideas • Comes up with very obvious solutions • Accepts the established way of working without question • Solves problems without showing creativity • Generates few approaches aimed at dealing with change • Accepts outdated working methods • Seeks to keep work methods similar across time • Does not discuss the current situation in a way that might lead to considerations for change • Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization • Shows reservations over change

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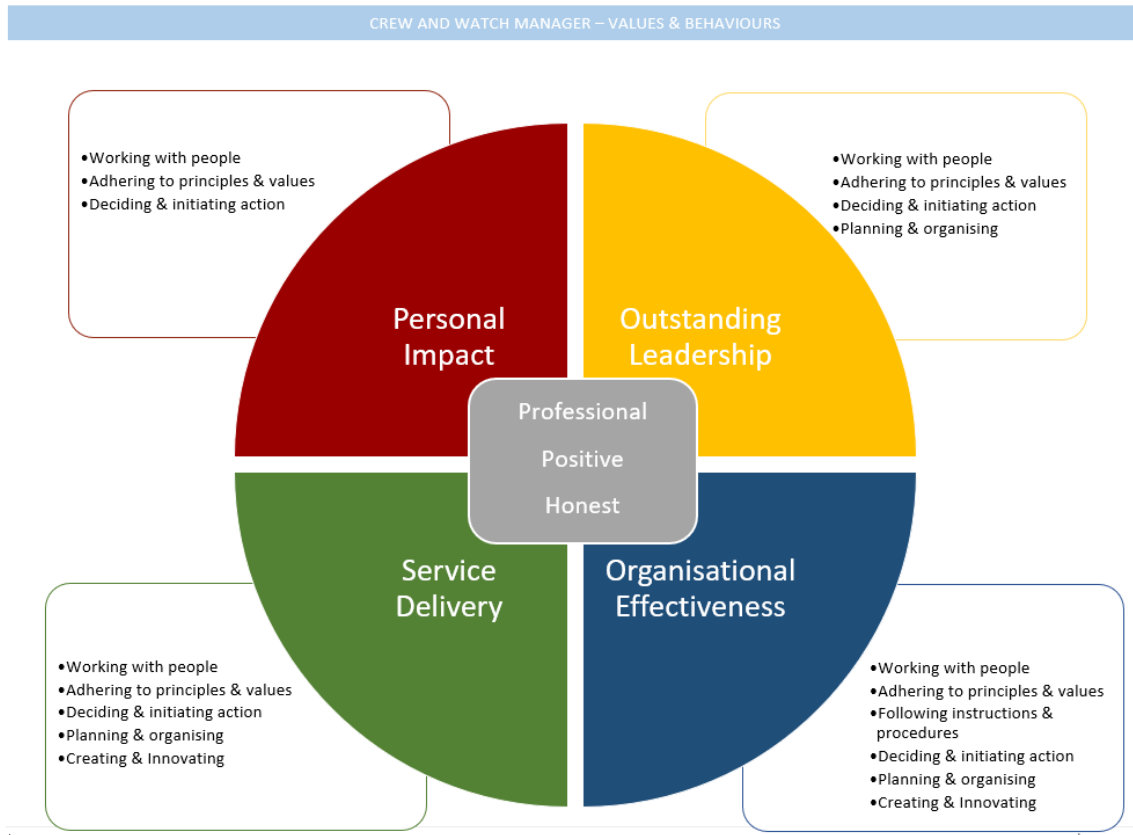
From the role map exercise, the following competencies were highlighted as most critical for the Crew and Watch Manager roles:

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

In addition to the above, the following competencies support the organisation's values:
- Applying Expertise and Technology
- Persuading and Influencing
- Achieving Personal Work Goals and Objectives
- Coping with Pressures and 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.

Following Instructions and Procedures	
Appropriately follows instructions from others without unnecessarily challenging authority; follows procedures and policies; keeps to schedules; arrives punctually for work and meetings; demonstrates commitment to the organisation; complies with legal obligations and safety requirements of the role	
Positive Indicators	**Negative Indicators**
• Accepts and complies with instructions • Accepts direction without unnecessarily challenging others' authority • Follows written procedures and policies • Completes tasks on time • Forfeits own goals for those of the organisation when necessary • Voices support for the organisation and its goals • Demonstrates awareness of issues affecting personal safety and the safety of others • Follows safety rules and regulations • Demonstrates an understanding of the legal issues relating to own role • Demonstrates respect for legal guidelines and laws	• Does not accept the need for instructions from appropriate authorities and ignores them • Challenges the authority of others frequently and unnecessarily • Ignores written procedures and policies • Makes excuses about incomplete work • Puts own goals above those of the organisation • Voices criticism of the organisation and its goals • Demonstrates an ignorance of issues affecting personal safety of self and others • Ignores safety rules and regulations • Demonstrates a failure to understand the legal issues related to own role • Demonstrates a lack of respect for legal guidelines and laws

Deciding and Initiating Action	
Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risk	
Positive Indicators	**Negative Indicators**
• Acts quickly and decisively • Makes quick decisions under pressure • Takes responsibility for own tasks • Takes responsibility for the work of others • Assertively expresses what own needs or expectations are • Can handle objections convincingly, does not back down when challenged • Works independently without the need for constant guidance • Does not defer activities • Takes calculated risks on the basis of adequate information and analysis • Balances risks and opportunities appropriately	• Procrastinates and acts indecisively • Resists making decisions under pressure • Does not claim responsibility for own tasks • Minimises legitimate responsibility for the work of others • Fails to express what own needs or expectations are • Backs down easily or changes view when challenged • Constantly refers to others and asks for guidance • Allows issues to become inactive and stagnant • Hesitant to take risks and prefers using proven approaches • Inappropriately balances risks and opportunities

Planning and Organising	
Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones	
Positive Indicators	**Negative Indicators**
• Sets clearly defined objectives • Divides extensive projects into manageable stages each with their own objectives • Identifies priorities for achieving objectives • Prepares in advance • Converts plans into clear actions • Allocates realistic timescales for activities • Identifies and organises resources needed to accomplish tasks • Effectively manages the deployment of people and equipment • Keeps track of technological, operational and financial resources needed to accomplish tasks • Determines indicators to measure progress against	• Sets ambiguous or contradicting objectives • Sets objectives with too much emphasis on the distant future rather than the stages needed to get there • Fails to differentiate priorities or does it poorly • Does not prepare • Does not set clear action plans to convert ideas into reality • Sets up unrealistic time scales for tasks • Fails to identify and organise the resources needed to accomplish tasks • Conducts poor management of people and equipment deployment • Does not keep track of the necessary resources needed to accomplish tasks • Measures progress in a subjective fashion or not at all

Delivering Results and Meeting Customer Expectations	
Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals	
Positive Indicators	**Negative Indicators**
• Considers customer needs fully • Sets a high standard for quality • Encourages close attention to quality even at a very detailed level • Monitors work output quality • Demonstrates a careful and methodical approach to organisation • Works in a systematic way • Identifies where there are needs for quality management • Develops quality assurance processes and procedures • Draws attention to issues affecting levels of productivity • Takes steps to ensure key project objectives are always met	• Does not fully consider customer needs • Considers low quality standards acceptable • Fails to encourage others to pay attention to detail • Ignores work output quality • Does not demonstrate a careful and methodical approach to organisation • Works in a disorganised and unstructured way • Fails to identify where quality management is appropriate or needed • Does not develop quality assurance processes and procedures • Ignores issues that may affect productivity levels • Allows key project objectives to fail

Adhering to Principles and Values	
Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities; builds diverse teams; encourages organisational and individual responsibility towards the community and the environment	
Positive Indicators	**Negative Indicators**
- Acts consistently in accordance with clear ethics and values - Models high standards of behaviour for others by own actions - Shows unbiased treatment towards others - Does not distort information - Draws on the diverse backgrounds, skills and knowledge of people - Creates equal opportunities for all people - Treats all groups of people equally - Takes account of community demographics when making decisions - Works towards making the organisation socially responsible - Emphasises the importance of environmental issues	- Adapts ethics and values to suit the situation - Models poor or dubious ethical standards for others - Favours some of the team over and above others - Distorts information - Shows little appreciation of the diversity of views - Discriminates against others, intentionally or not - Shows a bias in the treatment of one group over another - Makes decisions with no reference at all to relevant community demographics - May speak of the organisation's social responsibility but does little to back this up with behaviour - Plays down the importance of environmental issues

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

Leading and Supervising
Provides others with a clear direction; motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour

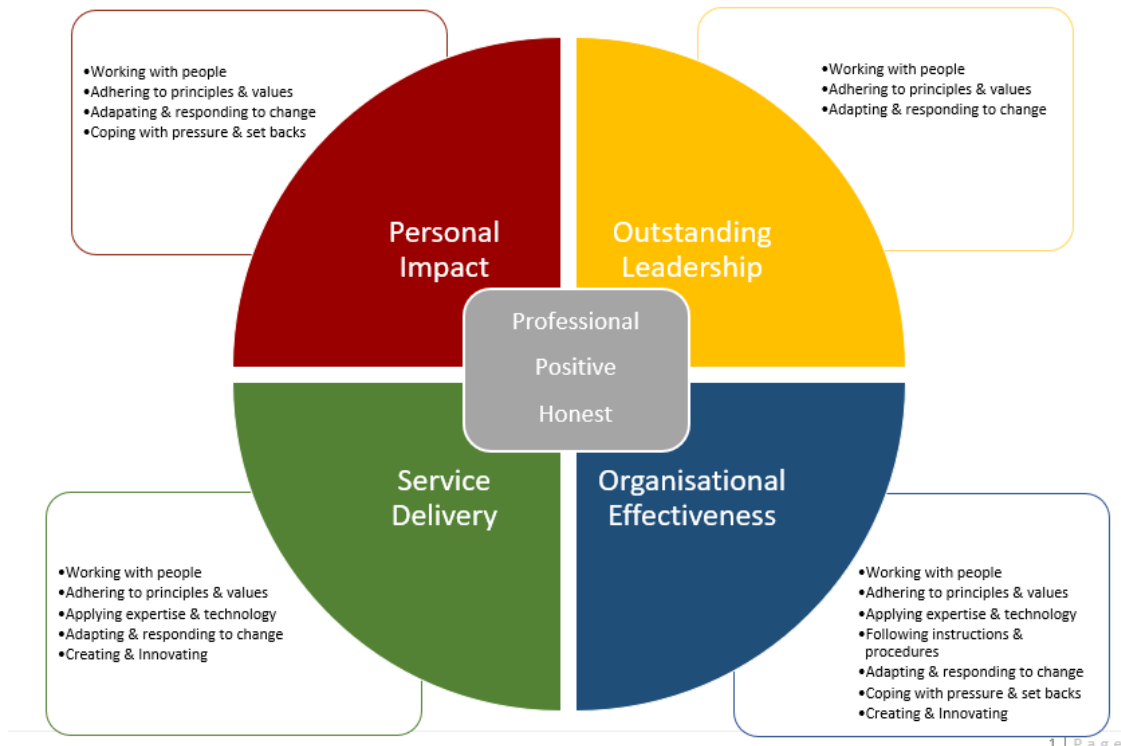| Positive Indicators	Negative Indicators
• Structures meetings or activities • Explains clearly and definitely what people have to do • Points out behaviour that falls below expected standards • Provides clear, honest and constructive feedback • Divides tasks amongst people • Delegates activities or roles appropriately amongst all members of a team • Invests appropriate trust in others to undertake individual responsibilities • Speaks in an encouraging manner to others • Shows an understanding of the ways to motivate individuals • Builds teams of talented individuals	• Leaves meetings or activities to be structured by others • Does not always explain fully what is required of people • Ignores, misses or fails to point out behaviour that falls below expected standards • Does not give constructive feedback regarding performance • Does not divide tasks amongst people • Delegates activities unequally or inequitably amongst team members • Shows little sign of trusting others to undertake responsibilities independently • Speaks in a discouraging manner to others • Demonstrates understanding of few/no methods of motivation • Builds teams out of whoever is available without regard to talent

Creating and Innovating
Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.

Positive Indicators	Negative Indicators
• Comes up with new ideas • Suggests innovative solutions • Questions traditional ways of doing things • Introduces fresh insights • Generates a range of flexible approaches for dealing with change • Makes suggestions for improving working practices • Introduces new methods to improve work performance • Discusses the advantages and disadvantages of current methods with others • Describes changes to others so they see the benefits to themselves and the organization • Demonstrates and promotes a liking for change	• Slow or struggles to produce new ideas • Comes up with very obvious solutions • Accepts the established way of working without question • Solves problems without showing creativity • Generates few approaches aimed at dealing with change • Accepts outdated working methods • Seeks to keep work methods similar across time • Does not discuss the current situation in a way that might lead to considerations for change • Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization • Shows reservations over change

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

Firefighter
Key Competencies for the Firefighter Role

FIREFIGHTER – VALUES & BEHAVIOURS

Personal Impact
- Working with people
- Adhering to principles & values
- Adapating & responding to change
- Coping with pressure & set backs

Outstanding Leadership
- Working with people
- Adhering to principles & values
- Adapting & responding to change

Professional
Positive
Honest

Service Delivery
- Working with people
- Adhering to principles & values
- Applying expertise & technology
- Adapting & responding to change
- Creating & Innovating

Organisational Effectiveness
- Working with people
- Adhering to principles & values
- Applying expertise & technology
- Following instructions & procedures
- Adapting & responding to change
- Coping with pressure & set backs
- Creating & Innovating

1 | Page

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

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

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

- Delivering Results and Meeting Customer Expectations
- Deciding and Initiating Action
- Persuading and Influencing
- Achieving Personal Work Goals and 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.

Adhering to Principles and Values	
Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities; builds diverse teams; encourages organisational and individual responsibility towards the community and the environment	
Positive Indicators	**Negative Indicators**
- Acts consistently in accordance with clear ethics and values - Models high standards of behaviour for others by own actions - Shows unbiased treatment towards others - Does not distort information - Draws on the diverse backgrounds, skills and knowledge of people - Creates equal opportunities for all people - Treats all groups of people equally - Takes account of community demographics when making decisions - Works towards making the organisation socially responsible - Emphasises the importance of environmental issues	- Adapts ethics and values to suit the situation - Models poor or dubious ethical standards for others - Favours some of the team over and above others - Distorts information - Shows little appreciation of the diversity of views - Discriminates against others, intentionally or not - Shows a bias in the treatment of one group over another - Makes decisions with no reference at all to relevant community demographics - May speak of the organisation's social responsibility but does little to back this up with behaviour - Plays down the importance of environmental issues

Following Instructions and Procedures	
Appropriately follows instructions from others without unnecessarily challenging authority; follows procedures and policies; keeps to schedules; arrives punctually for work and meetings; demonstrates commitment to the organisation; complies with legal obligations and safety requirements of the role	
Positive Indicators	**Negative Indicators**
- Accepts and complies with instructions - Accepts direction without unnecessarily challenging others' authority - Follows written procedures and policies - Completes tasks on time - Forfeits own goals for those of the organisation when necessary - Voices support for the organisation and its goals - Demonstrates awareness of issues affecting personal safety and the safety of others - Follows safety rules and regulations - Demonstrates an understanding of the legal issues relating to own role - Demonstrates respect for legal guidelines and laws	- Does not accept the need for instructions from appropriate authorities and ignores them - Challenges the authority of others frequently and unnecessarily - Ignores written procedures and policies - Makes excuses about incomplete work - Puts own goals above those of the organisation - Voices criticism of the organisation and its goals - Demonstrates an ignorance of issues affecting personal safety of self and others - Ignores safety rules and regulations - Demonstrates a failure to understand the legal issues related to own role - Demonstrates a lack of respect for legal guidelines and laws

Applying Expertise and Technology	
Applies specialist and detailed technical expertise; uses technology to achieve work objectives; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organisational departments and functions	
Positive Indicators	**Negative Indicators**
- Effectively applies appropriate technical skills - Answers technical or specialist questions relating to the job - Keeps up to date with advances in own specialism - Passes on expertise - Looks for ways to incorporate new technology to aid objectives - Seeks ways to improve processes with the aid of new technology - Displays appropriate physical co-ordination - Performs manual tasks well - Shows a clear understanding of the different functions of departments in the organisation - Recognises how different departments within the organisation impact upon each other	- Does not apply technical skills to the job - Can answer only more general questions relating to the job - Struggles to keep up to date with advances in own specialism - Allows others to find out things for themselves - Shows no interest in incorporating new technology to aid objectives - Does not seek ways to improve processes with the aid of new technology - Displays a lack of appropriate physical co-ordination - Performs manual tasks poorly - Shows a confused and vague understanding of departmental functions - Sees each department as separate with no impact upon each other

Adapting and 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	**Negative 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	- 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

Coping with Pressure and Setbacks	
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	
Positive Indicators	**Negative Indicators**
- Remains focused on work when under pressure - Avoids emotional displays that may negatively affect performance - Balances the commitments of work and of life outside work - Finds ways to resolve conflicts between work and personal life - Maintains an optimistic outlook in the face of challenges - Conveys the expectation that everything will turn out well - Keeps problems in perspective - Deals with criticism in a positive manner - Demonstrates an open and receptive approach to feedback - Accepts criticism without becoming hostile or over-defensive	- Does not remain focused on work when under pressure - Allows emotions to negatively affect performance - Achieves little balance between the commitments of work and personal life - Shows no concern for resolving conflicts between work and personal life - Becomes negative in outlook when faced with challenges - Conveys the expectation that many work activities will turn out badly - Allows problems to dominate other work - Takes criticism in a negative way - Approaches feedback in a defensive way - Reacts in a hostile and over-defensive way to criticism

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

Creating and Innovating	
Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.	
Positive Indicators	**Negative Indicators**
• Comes up with new ideas • Suggests innovative solutions • Questions traditional ways of doing things • Introduces fresh insights • Generates a range of flexible approaches for dealing with change • Makes suggestions for improving working practices • Introduces new methods to improve work performance • Discusses the advantages and disadvantages of current methods with others • Describes changes to others so they see the benefits to themselves and the organization • Demonstrates and promotes a liking for change	• Slow or struggles to produce new ideas • Comes up with very obvious solutions • Accepts the established way of working without question • Solves problems without showing creativity • Generates few approaches aimed at dealing with change • Accepts outdated working methods • Seeks to keep work methods similar across time • Does not discuss the current situation in a way that might lead to considerations for change • Describes changes to others in a way that they find it difficult to see benefits to themselves and the organization • Shows reservations over change

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

Competencies that support the organisation's values:

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

Applying Expertise and Technology	
Applies specialist and detailed technical expertise; uses technology to achieve work objectives; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organisational departments and functions.	
Positive Indicators	**Negative Indicators**
- Effectively applies appropriate technical skills - Answers technical or specialist questions relating to the job - Keeps up to date with advances in own specialism - Passes on expertise - Looks for ways to incorporate new technology to aid objectives - Seeks ways to improve processes with the aid of new technology - Displays appropriate physical co-ordination - Performs manual tasks well - Shows a clear understanding of the different functions of departments in the organisation - Recognises how different departments within the organisation impact upon each other	- Does not apply technical skills to the job - Can answer only more general questions relating to the job - Struggles to keep up to date with advances in own specialism - Allows others to find out things for themselves - Shows no interest in incorporating new technology to aid objectives - Does not seek ways to improve processes with the aid of new technology - Displays a lack of appropriate physical co-ordination - Performs manual tasks poorly - Shows a confused and vague understanding of departmental functions - Sees each department as separate with no impact upon each other

Persuading and Influencing	
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.	
Positive Indicators	**Negative Indicators**
• Makes a positive impression	• Fails to make a positive impression
• Makes own presence felt	• Fails to make own presence felt
• Influences the course of conversations	• Fails to influence the course of conversations
• Guides the conversation through the issues they see as important	• Allows others to steer the conversation away from important issues
• Changes the course of conversations with persuasive contributions	• Does not make contributions which lead to change in the course of conversations
• Persuades others to own point of view	• Fails to persuade/feels uncomfortable persuading others to own point of view

•	Influences others by showing enthusiasm	•	Fails to show enthusiasm when engaging others
•	States ideas clearly and concisely	•	Is unclear and in concise when stating ideas
•	Negotiates skilfully	•	Negotiates awkwardly or ineffectively
•	Gains agreement from people towards a desired course of action	•	Fails to gain agreement from people towards a desired course of action
•	Balances the needs of stakeholders in negotiations	•	Fails to consider the needs of stakeholders in negotiations

Achieving Personal Work Goals and 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		Negative Indicators	
•	Successfully tackles demanding tasks	•	Leaves demanding tasks for others to tackle
•	Works through challenges to achieve success	•	Shows reluctance to work through challenges
•	Pushes things through until finished	•	Does not fully complete an activity or task before moving on to the next
•	Tackles activities with obvious enthusiasm	•	Shows little enthusiasm for activities
•	Shows drive and determination	•	Shows a lack of drive and determination
•	Seeks feedback on own performance and modifies behaviour accordingly	•	Does not ask for feedback on own performance or act upon it
•	Takes advantage of training and development opportunities	•	Lets training and development opportunities pass them by
•	Shows an ambitious approach to work	•	Shows a lack of ambition in approach to work
•	Often talks of career plans and progressing upwards through the organisation	•	Rarely mentions any career plans or thoughts of progression upwards through the organisation
•	Seeks progression to roles of increased influence and responsibility	•	Does not seek progression to roles of increased influence and responsibility

Coping with Pressure and Setbacks

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

Positive Indicators		Negative Indicators	
• Remains focused on work when under pressure		• Does not remain focused on work when under pressure	
• Avoids emotional displays that may negatively affect performance		• Allows emotions to negatively affect performance	
• Balances the commitments of work and of life outside work		• Achieves little balance between the commitments of work and personal life	
• Finds ways to resolve conflicts between work and personal life		• Shows no concern for resolving conflicts between work and personal life	
• Maintains an optimistic outlook in the face of challenges			

• Conveys the expectation that everything will turn out well • Keeps problems in perspective • Deals with criticism in a positive manner • Demonstrates an open and receptive approach to feedback • Accepts criticism without becoming hostile or over-defensive	• Becomes negative in outlook when faced with challenges • Conveys the expectation that many work activities will turn out badly • Allows problems to dominate other work • Takes criticism in a negative way • Approaches feedback in a defensive way • Reacts in a hostile and over-defensive way to criticism

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

Delivering Results and Meeting Customer Expectations	
Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals	
Positive Indicators	**Negative Indicators**
• Considers customer needs fully • Sets a high standard for quality • Encourages close attention to quality even at a very detailed level • Monitors work output quality • Demonstrates a careful and methodical approach to organisation • Works in a systematic way • Identifies where there are needs for quality management • Develops quality assurance processes and procedures • Draws attention to issues affecting levels of productivity	• Does not fully consider customer needs • Considers low quality standards acceptable • Fails to encourage others to pay attention to detail • Ignores work output quality • Does not demonstrate a careful and methodical approach to organisation • Works in a disorganised and unstructured way • Fails to identify where quality management is appropriate or needed • Does not develop quality assurance processes and procedures

• Takes steps to ensure key project objectives are always met	• Ignores issues that may affect productivity levels • Allows key project objectives to fail

Deciding and Initiating Action	
Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risk	
Positive Indicators	**Negative Indicators**
• Acts quickly and decisively • Makes quick decisions under pressure • Takes responsibility for own tasks • Takes responsibility for the work of others • Assertively expresses what own needs or expectations are • Can handle objections convincingly, does not back down when challenged • Works independently without the need for constant guidance • Does not defer activities • Takes calculated risks on the basis of adequate information and analysis • Balances risks and opportunities appropriately	• Procrastinates and acts indecisively • Resists making decisions under pressure • Does not claim responsibility for own tasks • Minimises legitimate responsibility for the work of others • Fails to express what own needs or expectations are • Backs down easily or changes view when challenged • Constantly refers to others and asks for guidance • Allows issues to become inactive and stagnant • Hesitant to take risks and prefers using proven approaches • Inappropriately balances risks and opportunities