

## **The National Middle Manager Personal Qualities and Attributes (PQAs) – Operational and **Control** Roles**

### **Commitment to Diversity and Integrity – promotes and manages diversity and demonstrates a fair and ethical approach in all situations.**

- Seeks to promote and put in place systems to manage diversity and achieve a fair and ethical approach (e.g. makes use of positive action, family friendly and flexible working practices).
- Demonstrates and supports fair and ethical behaviour (e.g. ensures objective gathering of facts regardless of personal views; or background; where required keeps information confidential).
- Maintains an open approach with others, taking account of, and having respect for, individual differences such as age, ethnicity, gender, religious beliefs, social background, disability, sexual orientation and physical appearance (e.g. makes provision for access for persons with disabilities).
- Uses an awareness of the community and its needs to deliver organisational objectives (e.g. is aware and respectful of differing cultures and backgrounds; makes available documents in different languages to meet the needs of the local community)
- Is committed to Fire & Rescue Service values, demonstrating this commitment within all situations and with all groups (e.g. advocates diversity training for all staff).
- Is honest and accepts accountability for own actions when working with others (e.g. takes responsibility for own mistakes; follows up commitments with appropriate actions).
- Proactively challenges unacceptable behaviour inconsistent with Fire & Rescue Service values, stating own and organisation's position clearly and implementing appropriate action (e.g. by providing education or, if necessary, using disciplinary action in line with organisational policy).
- Has respect for confidentiality with all sensitive information (e.g. maintains the confidentiality of sickness records).

### **Openness to Change – proactively supports change, seeking opportunities to promote improved organisational effectiveness.**

- Questions existing approaches in order to improve current systems (e.g. to look for the most effective use of current resources).
- Proactively identifies, initiates and seeks to support change, identifying or contributing to innovative solutions (e.g. uses change as an opportunity to reduce risk; seeks to become involved in the early stages of new initiatives).
- Seeks information about changing circumstances or future developments (e.g. in order to ensure that action plans reflect the most recent data available).
- Explores the ideas of others, (e.g. explores the facts in order to support or challenge initiatives constructively).
- Uses a variety of innovative, traditional or adapted options to provide practical solutions.
- Looks for an innovative solution where appropriate (e.g. develops new shift patterns for staff; explores possible solutions with external bodies).

## **The National Middle Manager Personal Qualities and Attributes (PQAs) – Operational and **Control** Roles**

**Confidence and resilience – consistently projects and promotes a confident, controlled and focused attitude in highly challenging situations.**

- Initiates and promotes a calm and controlled approach during difficult situations (e.g. pace of information delivery is calm; provides others with sufficient information to inform their actions).
- Maintains focus on the core task or organisational objectives despite pressure (e.g. time, high workload, competing demands) or opposition (e.g. uses facts to counter disagreement and states own position; promotes open discussion without becoming defensive).
- Recognises that some tasks or objectives cannot be achieved in the short term, and looks for ways to overcome barriers (e.g. stresses positive outcomes for individual or organisation; deals calmly with conflict resolution by establishing facts and suggesting options for a way forward).
- Acts assertively (e.g. is willing to say no to unreasonable requests at all levels; is not afraid to share opinions).
- Demonstrates confidence by taking control of situations and events (e.g. leads, involves and motivates others; takes control only when necessary).

**Working with Others – leads, involves and motivates others both within the Fire & Rescue Service and in the community**

- Able to inspire, support and energise others to achieve a common purpose or vision (e.g. holds meetings to share information and obtain views; delegating tasks to groups of team members).
- Proactively generates positive working relationships both internally (e.g. understands team and individual needs and communicates regularly with them) and externally (e.g. is approachable to members of other departments, the local community and other agencies).
- Encourages interaction, looking for opportunities to involve groups of individuals in joint tasks (e.g. takes individual talents into account when delegating tasks to groups of team members; raises awareness of others' talents / skills).
- Is able to influence others (e.g. supports and motivates others by driving initiatives; seeks to understand individual and team motivation and relate this to intended project outcomes).
- Anticipates and is sensitive to the feelings and well-being of others, taking action to support them (e.g. has an interest in the personal and welfare needs of individuals and the team).
- Empowers others (e.g. delegates responsibility to Supervisory Managers, giving them freedom to carry out tasks).
- Uses a variety of techniques to promote involvement and increase morale (e.g. delegates tasks to appropriate personnel; gives space to others to make decisions; keeps others informed about plans and progress; encourages feedback and demonstrates that listens to and acts on feedback).

## The National Middle Manager Personal Qualities and Attributes (PQAs) – Operational and Control Roles

- Consistently presents a positive image of **self** and the Fire & Rescue Service to all groups (e.g. when representing the Fire and Rescue Service to external agencies irrespective of their background).

### **Effective Communication – communicates effectively both orally and in writing.**

- Communicates verbal and written messages clearly, concisely and in a structured fashion, emphasising critical information so that the message is understood (e.g. messages are short, simple and consider staff, team or organisational needs; disseminates information regularly and in a way that is accessible to all; uses the available IT systems to communicate effectively with others).
- Is sensitive to the needs of the audience and chooses and tailors mode of communication which recognises the needs of the audience and situation (e.g. constructs report to senior managers to communicate important findings).
- Communicates in measured, tactful and diplomatic way (e.g. with external agencies; **in** dealing with the local community).
- Uses appropriate style when communicating with both small (2 people) and large groups (over 20 people) (e.g. chooses an appropriate style when briefing different staff groups).
- Listens actively to others to convey interest and gather key information (e.g. demonstrates listening by making appropriate responses to others' comments; provides appropriate feedback).
- Oral communication is supported by appropriate and effective body language (e.g. adopts open posture when seeking feedback or delivering positive messages).
- Monitors and checks audience reaction to confirm acceptance and understanding (e.g. asks open questions).
- Uses systems which provide regular updates and shares information, monitoring the effectiveness of communication channels (e.g. holds meetings regularly and provides updated information briefs, continually seeking to check understanding with their department; uses e-mail; and asks for confirmation of understanding).
- Presents technical or complex information in a way that promotes understanding (e.g. simplifies complex information through use of images, diagrams, analogies etc) or by summarising information.

### **Commitment to Development – committed and able to develop self, individuals and teams to improve organisational effectiveness.**

- Proactively reviews own and others' performance (e.g. regularly seeks and acts on feedback on own and others' performance; provides feedback to others on their performance).
- Identifies development needs in own and others' knowledge, skills and understanding and takes or recommends action to improve (e.g. accepts feedback without becoming defensive; seeks to identify and learn new methods from colleagues, helps others see ways of improving).

## The National Middle Manager Personal Qualities and Attributes (PQAs) – Operational and Control Roles

- Recognises differences in the ways that people learn, using this information to choose the most appropriate approach to promote their own and others' development (e.g. introduces e-based learning).
- Is proactive in creating and using learning opportunities for themselves and others (e.g. encourages others to experience additional responsibility; shares new information and own experiences; provides additional support or resources as required).
- Creates a supportive environment for development by listening to and acting upon others' ideas and contributions (e.g. recognises achievements in order to inspire others to develop; encourages people to work towards continuous improvement).

### **Problem-Solving – understands and applies relevant information to make appropriate decisions which reflect key priorities and requirements.**

- Conducts comprehensive initial research where appropriate aimed at exploring the wider organisational or community impact of policy decisions (e.g. reads and assesses documentation; sets up Working Groups to seek out views and inform initial action plan).
- Identifies the most beneficial aspects of different solutions (e.g. seeks alternative approaches from a range of sources which may include external experts or a range of roles within the Fire & Rescue Service; examines the costs and benefits of different solutions and evaluates the best).
- Is able to generate more than one solution to a problem and evaluate which one is best.
- Solutions promote a joint or collective approach to establish the most effective action plan or use of resources (e.g. promotes realistic regional collaboration; establishes local community or trade union partnerships).
- Is able to adapt previous experience and knowledge to different sets of circumstances when making decisions, using this information to anticipate likely course of events (e.g. uses statistical information to identify trends; uses incident and debrief procedures).
- Predicts potential impact and longer term implications of actions (e.g. understands relations between different functions within the service or with external groups; anticipates potential impact on local community; considers implications for other functions of tying up limited resources).
- Identifies and considers the full range of critical factors, including risk, when making a decision (e.g. confirms risk critical information; prioritises risk critical actions; balances risk with perceived benefits).
- Makes swift, appropriate and authoritative decisions despite being restricted by pressures of time or situation or where information is limited.
- Evaluates outcomes to indicate the success of decisions and to inform future actions (e.g. seeks to carry out pilot studies as the first stage of implementation; reviews and refines policies in light of outcomes).
- Able to use arithmetical calculation correctly (i.e. addition, subtraction, division and multiplication), compile and interpret numerical information (e.g. tables and charts) and identify trends in statistical data to apply task procedures (e.g. manage a budget; introduces an audit process)

## The National Middle Manager Personal Qualities and Attributes (PQAs) – Operational and **Control** Roles

**Situational Awareness - maintains an active awareness of the environment to promote safe and effective working.**

- Initiates and implements measures to ensure the environment is constantly checked and takes action to ensure safe working (e.g. looks for risks to safety of self and others; monitors health and safety).
- Has awareness of a range of related information without becoming unduly focussed on any one piece of information.
- Seeks and provides timely information updates to take account of changing circumstances that impact on safety (e.g. keeps relevant colleagues informed of incidents and changing circumstances).
- Able to judge space and distance to deploy equipment and people safely and effectively (e.g. in deploying inter-county resources).

**Commitment to Excellence – leads groups to achieve excellence by the establishment, maintenance and management of performance requirements.**

- Establishes what group performance is expected and can be achieved in a given context (e.g. clearly identifies what is expected of others in relation to their areas of role and responsibility).
- Explains reasons underlying expected behaviour and performance (e.g. clarifies the reasons for existing national occupational standards and the benefits of those).
- Reinforces the importance of defined performance requirements through setting a positive personal example (e.g. shares aspects of own continuing professional development).
- Monitors performance against established benchmarks, identifying reasons why standards are not being met (e.g. makes appropriate changes to plan or priorities to reduce pressure on personnel).
- Demonstrates commitment to organisation decisions and performance requirements (e.g. implements policies positively and with enthusiasm).

**Planning and Implementing – creates and implements effective plans to deliver a range of organisational objectives.**

- Prioritises tasks, activities and resources based on relevant information in line with organisational objectives (e.g. introduces realistic plans).
- Plans in ordered sequence of steps using clear, achievable objectives (e.g. introduces timelines; informs stakeholders of service level plans and objectives with timelines).
- Divides complex tasks into manageable pieces to achieve objectives.
- Monitors and reviews plans to ensure successful delivery and inform future actions (e.g. introduces local performance indicators).

## The National Middle Manager Personal Qualities and Attributes (PQAs) – Operational and **Control** Roles

- Is able to switch between tasks in order to deliver in line with changing organisational objectives.
- Looks for elements of a plan that can be delivered quickly in order to ensure early visible results (e.g. effectively uses time management to prioritise work).
- Can plan across activities; able to assess the impact of each activity on other related activities (e.g. maintains an active awareness of organisational objectives in order to plan own workload).

### **Political / Organisational Awareness – recognises the potential political impact and implications of actions from a strategic perspective.**

- Understands and uses the links between different functions, groups or individuals to promote organisational objectives (e.g. introduces and maintains cross-functional training).
- Has an awareness of what is politically acceptable within the boundaries or agenda of each stakeholder group (e.g. issues of local politics; diversity in the community).
- Clear appreciation of wider political scene and local and national issues.
- Recognises the potential impact of the short-term political agenda on long-term organisational needs (e.g. will be prepared to say “no” to a political agenda that is to the long-term detriment of the organisation).
- Accepts that stakeholder decisions may be counter to key objectives, taking steps to discuss why and establish ground work for future progress (e.g. arranges meetings with stakeholders and supports position with facts and figures).
- Recognises the key groups (internal or external) who will be affected by a decision, taking steps to ensure their understanding of the implications (e.g. workload, financial restrictions, service provision).
- Recognises where others may have more influence over key stakeholders (e.g. will take a back seat to allow others to achieve core objectives).
- Is willing to compromise over a short-term objective in order to promote wider long-term organisational benefits (e.g. modify a decision in order to promote industrial relations).

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## **The National Supervisory Manager Personal Qualities and Attributes (PQAs) Operational and Control Roles**

### **Commitment to Diversity and Integrity – embraces and values diversity and demonstrates a fair and ethical approach in all situations.**

- Demonstrates and supports fair and ethical behaviour (e.g. ensures objective gathering of facts regardless of personal views or background where required keeps information confidential).
- Maintains an open approach with others, taking account of, and having respect for, individual differences such as age, ethnicity, gender, religious beliefs, social background, disability, sexual orientation and physical appearance (e.g. does not let individual differences cloud judgement when dealing with complaints).
- Uses an awareness of the community and its needs to deliver organisational objectives (e.g. is aware and respectful of differing cultures and backgrounds).
- Is committed to Fire & Rescue Service values, demonstrating this commitment within all situations and with all groups.
- Is honest and accepts accountability for own actions when working with others (e.g. takes responsibility for own mistakes; follows up commitments with appropriate actions).
- Proactively challenges unacceptable behaviour inconsistent with Fire & Rescue Service values, stating own and organisation's position clearly and implementing appropriate action (e.g. facilitates education or, if necessary, uses disciplinary action in line with organisational policy; highlights unacceptable behaviour if demonstrated by any colleague).
- Has respect for confidentiality with all sensitive information (e.g. respects confidentiality of issues discussed in a personal interview with a member of staff).

### **Openness to change – proactively supports change, adjusting approach to meet changing requirements.**

- Questions existing approaches in order to improve current systems (e.g. looks for the most efficient use of current resources).
- Identifies, initiates and seeks to support change, coming up with or contributing to, innovative solutions (e.g. uses change as an opportunity to reduce risk; seeks to become involved in the early stages of new initiatives; communicates benefits of change to others).
- Explores the ideas of others (e.g. finds out information in order to assess their practicality).
- Seeks information about changing circumstances or future developments (e.g. in order to ensure that action plans reflect the most recent data available).
- Is able to adapt plans to deal with tasks at very short notice (e.g. able to improvise with existing resources).

## **The National Supervisory Manager Personal Qualities and Attributes (PQAs) Operational and Control Roles**

- Uses contingency plans or alternative approaches where possible (e.g. researches a number of alternatives where time allows; is flexible about how core objectives are achieved).

### **Confidence and Resilience – maintains a confident, controlled and focused attitude in highly challenging situations.**

- Remains calm and controlled during difficult situations (e.g. deals calmly with conflict resolution by establishing facts and suggesting options for a way forward; remains calm during spate conditions and busy periods)
- Continues to work effectively and remains focused on the task despite pressure (e.g. time, conflicting information and tasks, novel tasks, high workload, competing demands)
- Acts assertively (e.g. is willing to say no to unreasonable requests; is not afraid to share opinions)
- Demonstrates confidence by taking control of situations and events (e.g. delegates tasks to team members in busy periods)

### **Working with Others – leads, involves and motivates others both within the Fire & Rescue Service and in the community.**

- Able to inspire, support and energise others to achieve a common purpose or vision (e.g. inspires others to make an open day a success; inspires others to complete development activities).
- Proactively generates positive working relationships both internally (e.g. spends time getting to know everyone in working environment; arranges visits between control and station to foster greater understanding of other FRS roles) and externally (liaises with other emergency services to attend incidents; liaises with fire alarm companies to reduce numbers of false alarms).
- Encourages interaction, looking for opportunities to involve groups of individuals in joint tasks (e.g. consultation or collaboration with local community groups or other emergency services as part of fire safety projects; seeks opportunities for joint initiatives; invites others to contribute to planning and organising projects).
- Is able to influence others (e.g. supports and motivates others by driving initiatives; seeks to understand individual and team motivation and relate this to intended project outcomes).
- Anticipates and is sensitive to the feelings and well-being of others, taking action to support them (e.g. looks for changes in behaviour which may indicate welfare problems; anticipates and recognises the effects of difficult calls on different members of the team).
- Empowers others (e.g. gives responsibility to team members whom they are managing; delegates rota management to team members).

## **The National Supervisory Manager Personal Qualities and Attributes (PQAs) Operational and Control Roles**

- Uses a variety of techniques to promote involvement and increase morale (e.g. delegates tasks to appropriate personnel; gives space to others to make decisions; keeps others informed about plans and progress; feeds back how team input has been used to influence changes in the FRA).
- Consistently presents a positive image of themselves and the Fire & Rescue Service to all groups irrespective of their background (e.g. when representing the Fire and Rescue Service to external agencies).

### **Effective Communication – communicates effectively both orally and in writing.**

- Communicates verbal and written messages clearly, concisely and in a structured fashion, emphasising critical information so that the message is understood (e.g. when speaking to mixed community groups).
- Is sensitive to the needs of the audience and chooses and tailors mode of communication which recognises the needs of the audience and situation (e.g. demonstrates sensitivity and uses plain, jargon-free language when speaking to diverse groups).
- Uses appropriate style when communicating with both small (2 people) and large groups (over 20 people) (e.g. uses an ordered approach to formal discussions with flexibility to respond to others' comments or concerns).
- Listens actively to others to convey interest and gather key information (e.g. demonstrates listening by making appropriate responses to others' comments).
- Oral communication is supported by appropriate and effective body language (e.g. adopts open posture when seeking feedback or delivering positive message).
- Monitors and checks audience reaction to confirm acceptance and understanding, (e.g. asks open questions).
- Uses systems which provide regular updates and shares information, monitoring the effectiveness of communication channels (e.g. through internal and external feedback).
- Presents technical or complex information in a way that promotes understanding (e.g. simplifies complex information through use of images, diagrams, analogies etc) or by summarising information (e.g. interprets fire service technical information in an understandable manner, in appropriate language and at an appropriate level).

### **Commitment to Development – committed and able to develop self, individuals, teams and others, to improve organisational effectiveness.**

- Proactively reviews and monitors own and others' performance (e.g. regularly seeks and acts on feedback on own and others' performance; provides constructive feedback to others on their performance).

## The National Supervisory Manager Personal Qualities and Attributes (PQAs) Operational and Control Roles

- Identifies development needs in own and others' knowledge, skills and understanding and takes or recommends action to improve (e.g. accepts feedback without becoming defensive; seeks to identify and learn new methods from colleagues; helps others see ways of improving; completes debrief after an incident to highlight development needs).
- Recognises differences in the ways that people learn, using this information to choose the most appropriate approach to promote their own and others' development.
- Is proactive in creating and using learning opportunities for self and others (e.g. encourages others to experience additional responsibility; shares new information and own experiences; provides additional support or resources if required).
- Creates a supportive environment for development by listening to and acting upon others' ideas and contributions (e.g. recognises achievements in order to inspire others to develop; allows people to learn from poor performance).

### **Problem Solving – understands and applies relevant information to make appropriate decisions and create practical solutions.**

- Gathers information or makes initial observations, aimed at identifying potential risks and creating realistic options for action (e.g. monitors the need for assistance and employs call-sampling methods to support quality assurance procedures).
- Considers a problem from a wide range of perspectives (e.g. takes account of **political**, organisation, task, team and individual requirements).
- Able to adapt previous experience and knowledge to different sets of circumstances when making decisions, using this information to anticipate the likely course of events (e.g. uses best practice gained from previous spate conditions to help inform future action).
- Predicts potential impact and longer term implications of actions (e.g. understands links between different functions within the service or with external groups; anticipates potential impact on local community; considers implications for other functions of tying up limited resources; considers implications of training, sickness and annual leave to inform short-term and long-term planning).
- Able to generate more than one solution to a problem and evaluate which one is best.
- Makes swift and authoritative decisions where time and situational pressures require.
- Able to use basic arithmetical calculations correctly (i.e. addition, subtraction, division and multiplication) and compile and interpret numerical information (e.g. tables and charts; when interrogating databases using computer software packages) to apply task procedures (e.g. design a shift rota, complete a daily log with numerical information on the numbers of repeat calls, false alarms, etc).

## **The National Supervisory Manager Personal Qualities and Attributes (PQAs) Operational and Control Roles**

### **Situational Awareness - maintains an active awareness of the environment to promote safe and effective working**

- Puts in measures to ensure the environment is constantly checked and takes action to ensure safe working (e.g. looks for risks to safety of self and others; is aware of what other members of the team are doing)
- Has awareness of a range of related information without becoming unduly focused on any one piece of information (e.g. is aware of all on-going incidents and requests for assistance)
- Seeks and provides timely information to take account of changing circumstances that impact on safety (e.g. keeps relevant people informed of changing circumstances)
- Able to judge space and distance to deploy equipment and people safely and effectively

### **Commitment to Excellence – Leads others to achieve excellence by the establishment, maintenance and management of performance requirements**

- Establishes what performance is expected and can be achieved in a given context (e.g. clearly identifies what is expected of others in relation to their areas of responsibility).
- Explains reasons underlying expected behaviour and performance (e.g. clarifies the reasons for existing standards and the benefit of those).
- Reinforces the importance of defined performance requirements through setting a positive personal example.
- Monitors performance of individuals and teams against established benchmarks, identifying reasons why standards are not being met (e.g. ensures staff get sufficient feedback).
- Addresses performance issues with individuals and groups (e.g. during appraisals and debriefs).
- Demonstrates commitment to organisation's decisions and performance requirements (e.g. carries out delegated responsibilities / duties as directed by more senior personnel in line with policy).

### **Planning and Implementing – creates and implements effective team plans in line with organisational objectives.**

- Prioritises tasks, activities and resources based on relevant information in line with organisational objectives (e.g. when dealing with spate conditions uses priority of life first and property second to assign priorities).
- Plans in ordered sequence of steps using clear, achievable objectives (e.g. successfully balances the management of on-call and off-call activities).

## **The National Supervisory Manager Personal Qualities and Attributes (PQAs) Operational and Control Roles**

- Divides complex tasks into manageable pieces to achieve objectives (e.g. delegates sub-tasks within a time-consuming task to ensure deadlines are met).
- Monitors, reviews and changes plans to ensure successful delivery and inform future actions).
- Is able to switch between tasks in order to deliver in line with changing organisational objectives (e.g. quickly switches between operational and administrative tasks).

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## Fire and Rescue Service Overview Personal Qualities and Attributes (PQAs) Framework Operational and Control Roles

|                                     |                                       | Firefighter  | Supervisory Manager   | Middle Manager   | Strategic Manager  |
|-------------------------------------|---------------------------------------|--|---|--|--|
| <b>Personal Style</b>               | Commitment to Diversity and Integrity | Understands and respects diversity and adopts a fair and ethical approach to others                    | Embraces and values diversity and demonstrates a fair and ethical approach in all situations                    | Promotes and manages diversity and demonstrates a fair and ethical approach in all situations                            | Champions diversity and embeds a fair and ethical approach within the organisation in all situations   |
|                                     | Openness to Change                    | Is open to change and actively seeks to support it   | Proactively supports change, adjusting approach to meet changing requirements                                   | Proactively supports change, seeking opportunities to promote improved organisational effectiveness                      | Drives and manages the change process, seeking opportunities to create and implement improved organisational effectiveness                                   |
|                                     | Confidence and Resilience             | Maintains a confident and resilient attitude in highly challenging situations                          | Maintains a confident, controlled and focused attitude in highly challenging situations                         | Consistently projects and promotes a confident, controlled and focused attitude in highly challenging situations         | Consistently projects and promotes a confident, controlled and focused attitude  |
| <b>Interpersonal Skills</b>         | Working with others                   | Works effectively with others both within the Fire and Rescue Service and in the community             | Leads, involves and motivates others both within the Fire and Rescue Service and in the community               | Leads, involves and motivates others both within the Fire and Rescue Service and in the community                        | Leads, involves and motivates others, creating and implementing strategies for influencing them both within the Fire and Rescue Service and in the community |
|                                     | Effective Communication               | Communicates effectively both orally and in writing  | Communicates effectively both orally and in writing   | Communicates effectively both orally and in writing  | Communicates effectively both orally and in writing  |
|                                     | Commitment to Development             | Committed and able to develop self and others  | Committed and able to develop self, individuals, teams and others to improve organisational effectiveness       | Committed and able to develop self, individuals and teams to improve organisational effectiveness                        | Committed and able to develop self, individuals and units to improve organisational effectiveness  |
| <b>Working with Information</b>     | Problem Solving                       | Understands, recalls, applies and adapts relevant information in an organised, safe and systematic way | Understands and applies relevant information to make appropriate decisions and create practical solutions       | Understands and applies relevant information to make appropriate decisions which reflect key priorities and requirements | Gathers information in order to predict future requirements and make realistic decisions   |
|                                     | Situational Awareness                 | Maintains an active awareness of the environment to promote safe and effective working                 | Maintains an active awareness of the environment to promote safe and effective working                          | Maintains an active awareness of the environment to promote safe and effective working                                   | Maintains an active awareness of the environment to promote safe and effective working   |
| <b>Organisational Effectiveness</b> | Commitment to Excellence              | Adopts a conscientious and proactive approach to work to achieve and maintain excellent standards      | Leads others to achieve excellence by the establishment, maintenance and management of performance requirements | Leads groups to achieve excellence by the establishment, maintenance and management of performance requirements          | Leads organisation and contributes to joint working to achieve excellence  |
|                                     | Planning and Implementing             | N/A  | Creates and implements effective team plans in line with organisational objectives                              | Creates and implements effective plans to deliver a range of organisational objectives                                   | Creates and implements effective plans to deliver long-term organisational strategic objectives  |
|                                     | Political / Organisational Awareness  | N/A  | N/A   | Recognises the potential political impact and implications of actions from a strategic perspective                       | Anticipates and shapes the political environment from a strategic perspective  |

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