

The National Middle Manager Personal Qualities and Attributes (PQAs)

<p>Commitment to Diversity and Integrity – champions diversity and embeds a fair and ethical approach within the organisation in all situations</p>	<ul style="list-style-type: none"> • Is a champion of diversity and takes action to embed a fair and ethical approach within their organisation • 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 • 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. providing education or, if necessary, using disciplinary action in line with organisational policy) • Has respect for confidentiality with all sensitive information
<p>Openness to Change – drives and manages the change process, seeking opportunities to create and implement improved organisational effectiveness</p>	<ul style="list-style-type: none"> • Challenges accepted practices or existing procedures (e.g. looks for new opportunities to increase organisational effectiveness; looks for ways in which existing systems could deliver additional benefits; identifies deficiencies in current procedures) • Identifies, drives 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) • Seeks information about changing circumstances or future developments (e.g. in order to ensure that own position or action plans reflect the most recent data available) • Encourages and explores change initiatives from others • Checks that change is in line with current and future organisational aims and objectives

<p>Confidence and Resilience – consistently projects and promotes a confident, controlled and focused attitude</p>	<ul style="list-style-type: none"> • Initiates and promotes a calm and controlled approach during difficult situations (e.g. pace of information delivery is calm; where it is not possible to verify information, provides sufficient information to counter any challenge from others) • Persists in looking for ways to overcome problems (e.g. looks for alternative routes through which to progress issues which have hit opposition) • Maintains focus on key results to be delivered despite pressure (e.g. competing political demands / deadlines; other conflicting strategic agendas) • Is willing to be confronted with alternative views (e.g. 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 the facts and suggesting options for a way forward) • Acts assertively (e.g. is willing to say no to unreasonable requests) • Demonstrates confidence by taking control of situations and events
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Working with Others – leads, involves and motivates others, creating and implementing strategies for influencing them both within the Fire and Rescue Service and in the community

- Able to inspire, support and energise others to achieve a common purpose or vision
- Proactively generates positive working relationships both internally (e.g. champions an environment that ensures effective working relationships) and externally (e.g.promotes an open and transparent organisation)
- Encourages interaction, looking for opportunities to involve groups of individuals in joint tasks (e.g. promotes interdepartmental involvement in brigade working groups and 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; promotes the use of interdepartmental systems to identify team and individual strengths and weaknesses)
- Anticipates and is sensitive to the feelings and well-being of others, taking action to support them (e.g. recognises organisational culture and welfare needs and ensures policies to support these are implemented)
- Empowers others (e.g. appoints or promotes staff, delegating authority where appropriate)
- 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)
- Is approachable and presents a positive image of themselves and the Fire & Rescue Service irrespective of individual differences such as age, ethnicity and gender
- Consistently presents a positive image of themselves 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. when speaking to principal managers 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. with regard to key change messages, disseminates information in an appropriate method for the recipients of those messages)
- Communicates in measured, tactful and diplomatic way (e.g. when communicating with external agencies)
- Uses appropriate style when communicating with both small (2 people) and large groups (over 20 people) (e.g. takes account of audience and prevailing internal or external factors)
- 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. benchmarks communication systems with other Brigades or organisations)
- 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. ensures that briefings are clear and concise)

Commitment to Development – committed and able to develop self, individuals and units to improve organisational effectiveness

- Proactively reviews own and others' performance (e.g. regularly seeks and acts on feedback on own and others' 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)
- 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 themselves 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 – gathers information in order to predict future requirements and make realistic decisions

- Seeks objective evidence from recent and relevant diverse sources in order to clarify and validate information (e.g. compares data from national and international external organisations, academic institutions etc)
- Looks for patterns or links between pieces of information which are not obviously related in order to gain new insights (e.g. links between current policies and research re future developments)
- Uses information gathered or thinks ahead to predict potential benefits and problems (e.g. targets research to provide arguments that will overcome likely opposition and facilitate future working relationships)
- Able to adapt previous experience and knowledge to different sets of circumstances when making decisions, using this information to anticipate likely course of events
- 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)
- Recognises where further information is required prior to making a decision or planning a response (e.g. establishes pilot studies to inform specific issues and requirements)
- Seeks concise and accurate information when faced with an ambiguous situation (e.g. establishes the known facts from the most relevant source)
- Willing to take a quick risk critical decision in a generic environment where key strategic results can be achieved
- Makes swift, appropriate and authoritative decisions despite being restricted by pressures of time or situation or where information is limited
- 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. to inform IRMP)

<p>Situational Awareness - maintains an active awareness of the environment to promote safe and effective working</p>	<ul style="list-style-type: none"> • Initiates and implements measures to ensure the environment is constantly checked and takes action to ensure safe working (e.g. looks for threats to safety of self and others) • Has awareness of a range of related information without becoming unduly focused on any one piece of information • Seeks and provides timely information to take account of changing circumstances that impact on safety (e.g. keeps team informed at incidents of changing circumstances) • Able to judge space and distance to deploy equipment and people safely and effectively
<p>Commitment to Excellence – leads organisation and contributes to joint working to achieve excellence</p>	<ul style="list-style-type: none"> • Establishes what organisational standards can be achieved in a given context (e.g.willing to say no to unreasonable requests) • Explains reasons underlying expected behaviour and performance (e.g. explains the reasons for existing standards and the benefits of having those) • Reinforces the importance of defined standards through setting a positive personal example • Anticipates issues which may have an effect on current and future performance requirements (e.g. the effect of financial forecasting and anticipated settlements) • Addresses reasons why organisational standards are not being met (e.g. makes appropriate changes to plan or priorities to reduce pressure on personnel) • Takes personal responsibility for own and organisational decisions and standards (e.g.does not blame systems or other people for unpopular actions or negative feedback)

<p>Planning and Implementing – creates and implements effective plans to deliver long-term organisational strategic objectives</p>	<ul style="list-style-type: none"> • Takes an incremental approach to introducing a long term initiative whilst maintaining an awareness of the need to ensure early visible results (e.g. when implementing policy recognises where objectives may take a long time to achieve, setting milestones and benchmarks to monitor and provide short term results in key areas) • Prioritises tasks, activities and resources based on relevant information in line with organisational objectives • Plans in ordered sequence of steps using clear, achievable objectives • Divides complex tasks into manageable pieces to achieve objectives • Puts systems in place to monitor and review 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 • Can plan across activities rather than sequentially; able to assess the impact of each activity on other related activities
<p>Political / Organisational Awareness – anticipates and shapes the political environment from a strategic perspective</p>	<ul style="list-style-type: none"> • Explores and develops the links between different functions, groups or individuals to promote organisational objectives • Has an awareness of what is politically acceptable within the boundaries or agenda of each stakeholder group (e.g. issues of national or local politics) • Clear appreciation of wider political scene and local and national issues/initiatives • 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) • Anticipates that stakeholder decisions may be counter to key objectives, taking steps to discuss why and establish ground work for future progress • 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 (i.e. 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)