The National Supervisory Manager Personal Qualities and Attributes (PQAs)

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

- 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

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)

- 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)

- 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)

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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)

- 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)

- Demonstrates confidence by taking control of situations and events

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

- Proactively generates positive working relationships both internally (e.g. spends time getting to know everyone in working environment; seeks common areas of interest) and externally (e.g. liaises with local community groups to promote the role of the Fire & Rescue Service)

- 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 during project implementation; seeks opportunities for joint Station or Watch 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)

- Empowers others (e.g. gives responsibility to crew members whom they are managing)

- 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)

- 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 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 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 stakeholder 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 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)

- 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

- Considers a problem from a wide range of perspectives (e.g. takes account of 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

- 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)

- Able to generate more than one solution to a problem and evaluates 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) to apply task procedures (e.g. design a shift rota)

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)

- 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

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 benefits 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

- Demonstrates commitment to organisation decisions and performance requirements (e.g. carries out delegated responsibilities / duties as directed by more senior personnel in line with policy)

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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

- Plans in ordered sequence of steps using clear, achievable objectives

- Divides complex tasks into manageable pieces to achieve objectives

- Monitors and reviews 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