



Green Book Employees

IPDS

An Integrated Performance
Management, Pay and
Grading System

**Behavioural Framework
Foundation Level**



Making West Midlands Safer

WEST MIDLANDS FIRE SERVICE

www.wmfs.net

Foundation Level

Employees operating at this level will be responsible for delivering a range of tasks within a well defined process. They may be required to use initiative and independent action to support positive working relationships within the team and with other colleagues. They will support, promote and deliver the services of the team or department satisfying the needs of the customer. Employees working at this level will deliver a well defined service under direction and provide general advice and information within their own area of responsibility.

Commitment to Development Foundation Level

Committed to and able to develop self and others	
Monitors and Reviews Performance	Reviews own performance using a variety of sources including seeking feedback from others
Identifies Development Needs	Identifies development needs in own knowledge, skills and understanding and takes action to improve these (e.g. updating occupational competence)
Seeks Learning Opportunities	Learns from a wide range of situations experienced by self or others
Supports Development	Actively supports others to continually improve (e.g. updates colleagues concerning new information or shares any learning points, etc)

Commitment to Excellence Foundation Level

Adopts a conscientious and proactive approach to work to achieve and maintain excellent standards	
Task Completion	Completes tasks in line with appropriate processes and procedures (e.g. avoids shortcuts and poor practice)
Takes Responsibility	Maintains high standards and takes responsibility for completion of own work
Conscientious Approach	Adopts a conscientious approach to work (e.g. checks work to ensure all tasks are completed correctly)
Customer Service	Recognises the importance of, and delivers high standards of customer service
Continuous Improvement	Continually looks to improve own standards of working (e.g. provides feedback as necessary to influence change and improve efficiency of service delivery)
Reliability and Proactively	Has a reliable, proactive and professional approach to the work they do
Understands own Contribution	Understands the impact/contribution of their role on/to the work of the Fire Service (e.g can describe how their role contributes or impacts on the key objectives of the organisation)

Effective Communication Foundation Level

Communicates Effectively both Orally and in Writing	
Clarity	Communicates the message clearly both orally and in writing
Audience Centred	Is sensitive to the needs of the audience and communicates at a level and pace appropriate to their needs so that the message is understood
Listening	Listens actively to convey interest and asks appropriate questions to ensure accurate understanding
Body Language	Body language supports a positive personal impression
Monitors and Checks Reactions	Monitors and checks reaction to confirm acceptance and understanding (e.g. asking questions, reading body language, etc)

Planning and Implementing Foundation Level

Plans own work and makes efficient use of time and resources	
Prioritises	Completes tasks in line with appropriate processes and procedures (e.g. avoids shortcuts and poor practice)
Sequential Planning	Maintains high standards and takes responsibility for completion of own work
Task Subdivision	Breaks down tasks into logical parts or stages
Flexible Response	Is able to switch between tasks when required
Efficiency	Makes efficient use of energy and resources (e.g. Demonstrates financial awareness within own team and makes best use of internal or external services)
Safety Checking	Constantly checks the environment and takes action to ensure safe working (e.g. assesses risks to self and others)

Working with Others Foundation Level

Works effectively with others, both within teams and with customers	
Builds Relationships	Generates positive working relationships, building rapport with team members and customers
Team Working	Works effectively with all team members and customers according to defined role, adjusting his/her role in accordance with instructions and changing circumstances
Empathy	Sensitive to the feelings and well-being of others and takes action to support them
Credibility and Impact	Presents an approachable and positive image of self and the Service to everybody, irrespective of individual differences
Responds Effectively	Responds promptly and accurately to requests, questions or complaints

Adaptability and Openness to Change Foundation Level

Is open to change and actively seeks to support it	
Questions existing Practice	Questions existing ways of working and provides suggestions to improve current practice
Drive and Support Change	Identifies initiates and seeks to support change, coming up with or contributing to innovative solutions
Considers Personal Impact	Demonstrates awareness of the impact of change on their role and takes appropriate action
Adapts Plans	Is able to adapt plans and deal with tasks at very short notice
Considers Alternatives	Adapts current ways of working and reviews priorities (e.g. to react to unexpected events and change initiatives)

Commitment to Diversity and Professional Integrity Foundation Level

Acts with integrity, understands and respects diversity and adopts a fair and ethical approach to others	
Commitment to Core Values	Demonstrates commitment to the organisations Core Values
Honest and Accountable	Is honest, trustworthy and accepts accountability for own actions
Respects Confidentiality	Recognises the need for and maintains confidentiality
Fair and Ethical	Is concerned to treat people fairly and ethically
Open regarding Individual Differences	Maintains an open approach with others, taking account of, and accepting, individual differences (e.g. age, gender, physical appearance, sexual orientation, religious beliefs, etc)
Challenges Unacceptable Behaviour	Recognises and reports behaviour that undermines organisational integrity

Confidence and Resilience Foundation Level

Maintains a confident and resilient attitude in challenging situations	
Emotional Control	Remains in control of own emotions during difficult situations (e.g. deals calmly with conflict or challenging situations)
Coping with Pressure	Continues to work effectively and remains focussed on the task despite pressure (e.g. time, conflicting information and tasks, novel tasks, high workload, competing demands)
Assertive	Acts assertively (e.g. is willing to challenge unreasonable requests)
Displays Confidence	Demonstrates confidence by taking control of situations and events

Organisational and Political Awareness Foundation Level

Demonstrates an understanding of the organisation, its objectives and the impact of their role	
Personal and Departmental Contribution	Can describe the contribution of own role and function and the contribution of other functions and departments to organisational objectives
Vision and Objectives	Is aware of departmental objectives and their role in delivering the results to achieve them

Problem Solving Foundation Level

Understands, recalls, applies and adapts relevant information in an organised, safe and systematic way	
Information Gathering	Gathers information and seeks clarity about areas of uncertainty
Breadth Analysis	Breaks down and analyses problems/tasks to identify appropriate solutions
Identifying Future Consequences	Assesses and identifies the implications of decisions or actions
Create and Evaluate	Attempts to identify more than one possible course of action
Technical and Numerical Analysis	Uses basic technical or numerical information correctly to solve problems
Creativity and Innovation	Provides creative and imaginative solutions to achieve objectives
Proactive Responses	Takes a proactive approach to problem solving