

Green Book Employees

IPDS

An Integrated Performance
Management, Pay and
Grading System

**Behavioural Framework
Middle Manager Level**



Making West Midlands Safer

WEST MIDLANDS FIRE SERVICE

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Middle Manager Level

Employees at this level will carry out the daily management of discrete whole functions or areas. They will have a significant impact on the performance of their area or function and be responsible for the setting and delivery of objectives in line with departmental action plans.

Commitment to Development Middle Manager Level

Committed and able to Develop Self, Individuals, Teams and Others, to Improve Organisational Effectiveness	
Monitors and Reviews Performance	Proactively reviews and monitors own and others performance using a variety of sources including giving constructive feedback and seeking feedback from others
Identifies Development Needs	Identifies development needs in own and others knowledge, skills and understanding and takes action to improve these
Identifies Learning Styles	Recognises differences in the way that people learn and chooses the most appropriate approach to promote their own and others development
Seeks Learning Opportunities	Puts plans in place to support the development of teams and individuals
Supports Development	Creates a supportive environment for development by listening to and acting upon the ideas of others

Commitment to Excellence Middle Manager Level

Committed and able to Develop Self, Individuals, Teams and Others, to Improve Organisational Effectiveness	
Defines Performance Requirements	Establishes what departmental performance is expected and can be achieved in a given context (e.g. clearly identifies what is expected of others in relation to their area of responsibility)
Explain Reasons	Explains reasons underlying expected behaviour and performance (e.g. explains the reasons for existing standards and the benefits of having those)
Acts as a Role Model	Reinforces the importance of defined performance requirements through setting a positive personal example to others
Monitors and Manages Performance	Monitors the performance of teams and individuals and ensures tasks are completed in line with organisational objectives
Continuous Improvement	Continually looks to improve standards of working (e.g. influences change and improves efficiency of service delivery)
Reliability and Proactively	Benchmarks methodically against internal and external best practice
Ensures Quality	Ensures quality and high standards are maintained and takes responsibility for completion of their own and departmental objectives

Effective Communication Middle Manager Level

Communicates Effectively both Orally and in Writing	
Clarity	Communicates verbal and written messages clearly and in a structured fashion, emphasising critical information so that the message is understood
Audience Centred	Is sensitive to the needs of the audience and tailors mode of communication which recognises the needs of the audience and situation (e.g. constructing reports to senior managers, communicating with external partners, etc)
Listening	Listens actively to convey interest and asks appropriate questions to gather key information
Monitors and Checks Reactions	Monitors and checks audience reaction to confirm the acceptance and understanding (e.g. through stakeholder feedback, body language, etc)
Sharing Information	Provides opportunities which provide regular updates and share information with teams and individuals
Proactive Response	Proactively anticipates as well as responds to questions or objections (e.g. considers what questions may be asked by others when giving instructions or communicating change)
Handling Complexity	Presents complex information in a way that promotes understanding (e.g. by summarising or using alternative formats)
Diplomacy	Written and verbal communication is diplomatic, measured, tactful and supported by appropriate and effective body language

Planning and Implementing Middle Manager Level

Creates and implements effective plans to deliver a range of organisational objectives	
Prioritises	Prioritises tasks, activities and resources based on relevant information in line with customer requirements, organisational objectives and budgetary requirements
Task Subdivision	Divides complex tasks into manageable pieces to achieve objectives
Monitor and Review	Monitors and reviews plans to ensure delivery of objectives and to inform future actions
Flexible Response	Is able to switch between tasks in order to deliver in line with changing organisational objectives
Efficiency	Ensures the efficient use of time, energy and resources (e.g. Links plans to budgets, and considers efficiencies, income generation and environmental impact)
Planning Across Activities	Plans across activities and is able to assess the impact of each activity on people and other related activities
Seeks Quick Wins	Looks for elements of a plan that can be delivered quickly in order to ensure early visible results
Clarifies Responsibility	Implements plans, projects and work activities which include clear responsibilities
Safety Checking	Puts in place measures to ensure that the environment is constantly checked, takes action to ensure safe working
Risk Awareness	Considers risks and initiates actions to minimise impact

Working with Others Middle Manager Level

Leads, involves and motivates others both within teams and the wider business context	
Motivates and Inspires	Leads, Inspires and energises others to achieve a common purpose or vision delegating responsibility effectively
Builds Relationships	Proactively generates positive working relationships both internally and externally, building rapport with stakeholders and customers
Involves Others	Encourages interaction, looking for opportunities to involve teams and groups of individuals in joint tasks, makes best use of individual skills
Influencing	Influences others to drive initiatives and achieve projected outcomes (e.g. uses push or pull techniques to influence stakeholders)
Empathy	Anticipates and is sensitive to the feelings and well-being of others, taking action to support them
Empowers	Empowers others to support the achievement of objectives (e.g. allows others to take responsibility for making decisions (within the remit of their role)
Credibility and Impact	Presents an approachable and positive image of self and the Service to all, irrespective of individual differences
Builds Morale	Uses a variety of techniques to ensure involvement and increase morale
Networks	Uses internal and external networks, stakeholders and alliances effectively to deliver services to customers

Adaptability and Openness to Change Middle Manager Level

Proactively supports change, seeking opportunities to promote improved organisational effectiveness	
Questions existing Practice	Constructively challenges existing approaches and gathers information to improve current systems
Drive and Support Change	Proactively identifies initiates and seeks to support change, identifying, driving or contributing to innovative solutions
Keeps up to date	Seeks information about changing circumstances or future developments (e.g. to ensure that action plans and priorities reflect the most recent information available)
Explores Ideas	Explores, considers and develops the views and ideas of others
Adapts Plans	Is able to adapt plans and deal with tasks at very short notice (e.g. explores the facts in order modify and update plans in line with changing circumstances)
Considers Alternatives	Demonstrates a flexible approach to work and promotes the need for flexibility and the benefits of change
Consults and Negotiates	Constructively consults or negotiates with those affected by change and responds constructively to suggestions and concerns

Commitment to Diversity and Professional Integrity Middle Manager Level

Acts with integrity, promotes and manages diversity and demonstrates an ethical approach in all situations	
Commitment to Core Values	Actively promotes and demonstrates commitment to the organisations Core Values
Honest and Accountable	Is honest, trustworthy and accepts accountability for own actions and the actions of their section; follows up commitments with appropriate actions
Respects Confidentiality	Recognises the need for and maintains confidentiality
Fair and Ethical	Demonstrates and supports fair and ethical behaviour (e.g. ensures objective gathering of facts regardless of personal views or background)
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)
Equality Aware	Takes account of and actively monitors the impact on Equality and Diversity when delivering organisational objectives e.g. considers the impact of initiatives, plans or decisions on diverse groups of people
Challenges Unacceptable Behaviour	Proactively challenges unacceptable behaviour which is inconsistent with the organisations Core values, stating own and organisation's position clearly and implementing appropriate action (e.g. education, disciplinary action, etc)

Confidence and Resilience Middle Manager Level

Consistently projects and promotes a confident, controlled and focussed attitude in highly challenging situations	
Emotional Control	Initiates and promotes a calm and controlled approach during difficult or challenging situations
Coping with Pressure	Maintains focus on core tasks or organisational objectives despite pressure or opposition (e.g. uses facts to counter disagreement and state own position; promotes open discussion without becoming defensive)
Assertive	Acts assertively (e.g. when challenged or willing to say no to unreasonable requests)
Displays Confidence	Demonstrates confidence by taking and maintaining control of situations and events
Challenges others	Challenges or questions others constructively to achieve effective outcomes or establish facts
Overcomes Barriers	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 individuals or organisation)

Organisational and Political Awareness Middle Manager Level

Recognises the potential political impact and implications of actions from a strategic perspective	
Exploits Links Between Functions	Exploits the links between different functions, groups or individuals to promote organisational objectives
Awareness of Stakeholder Groups' Political Issues	Has an awareness of what is politically acceptable within the boundaries or agendas of each stakeholder group
Appreciation of Political, Local and National Issues	Has a clear appreciation of the wider political scene and local/national issues
Understands Impact of Political Agenda on the Organisation	Recognises the impact of the short term political agenda on long term organisational needs
Establishes Common Ground with Stakeholder Groups	Accepts that stakeholder decisions may be counter to key objectives, taking steps to discuss why and establish ground work for future progress
Recognises Key Groups	Recognises the key groups (internal or external) who will be affected by a decision, taking steps to ensure their understanding of the implications
Influence over Key Stakeholders	Recognises where others may have more influence over key stakeholders (e.g. will take a back seat to allow others to achieve core objectives) Actively builds strategic relationships or networks to be able to influence over the longer term
Compromises	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)

Problem Solving Middle Manager Level

Understands and applies relevant information to make appropriate decisions which reflect key priorities and requirements	
Information Gathering	Conducts comprehensive initial research where appropriate aimed at exploring the wider organisational and customer impact of policy decisions
Breadth Analysis	Considers a problem from a wide range of perspectives (e.g. takes account of organisation, task, team and individual requirements) and evaluates outcomes to inform future actions
Adapting Previous Experience	Able to adapt previous experience and knowledge to different sets of circumstances when making decisions, using information to anticipate likely course of events
Identifying Future Consequences	Predicts potential impact and longer term implications of actions within the service or with external groups
Create and Evaluate	Generates a number of solutions to a problem and evaluate which one is best
Decisiveness	Makes swift, appropriate and authoritative decisions even when restricted by pressures of time or situation or where information is limited (considers the full range of critical factors, including risk and benefit when making a decision)
Technical and Numerical Analysis	Able to accurately manipulate technical or numerical data to gather information
Creativity and Innovation	Encourages and considers a variety of creative and innovative options to provide practical solutions and implementation strategies
Evaluates Outcomes	Evaluates outcomes to indicate success of decisions and future actions
Predicts Benefits and Problems	Identifies the most beneficial aspects of different solutions such as the costs and benefits as well as potential risks