

Green Book Employees

IPDS

An Integrated Performance
Management, Pay and
Grading System

**Behavioural Framework
Supervisory Level**



Making West Midlands Safer

WEST MIDLANDS FIRE SERVICE

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Supervisory Level

Employees operating at this level will be responsible for a team or small function and will provide direction to a team or colleagues and motivate others to achieve departmental objectives. They will be responsible for the performance of team members and provide specialist advice where required to ensure compliance with organisational systems, procedures and legislative requirements. They will be responsible for the delivery of objectives in line with departmental action plans.

Commitment to Development Supervisory 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	Is proactive in creating and using learning opportunities for self and others
Supports Development	Creates a supportive environment for development by listening to and acting upon the ideas of others

Commitment to Excellence Supervisory Level

Leads others to achieve excellence by the establishment, maintenance and management of performance requirements	
Defines 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)
Explain Reasons	Explains reasons underlying expected behaviour and performance (e.g. clarifies reasons for existing standards and the benefits of 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 individuals ensuring tasks are completed in line with appropriate procedures and addresses performance issues with individuals and groups
Continuous Improvement	Continually looks to improve own standards of working (e.g. provides suggestions 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 and the role of their team 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 Supervisory Level

Communicates Effectively both Orally and in Writing	
Clarity	Communicates verbal and formal written messages clearly, concisely 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 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	Oral communication is supported by appropriate and effective body language
Monitors and Checks Reactions	Monitors and checks audience reaction to confirm acceptance and understanding (e.g. through stakeholder feedback, body language, etc)
Sharing Information	Provides opportunities which allow regular updates and share information with individuals, customers and team members on current and emerging issues (e.g. one to one meetings, team meetings email updates, etc)
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)

Planning and Implementing Supervisory Level

Creates and implements effective team plans in line with organisational objectives	
Prioritises	Prioritises tasks, activities and resources based on relevant information in line with customer requirements, organisational objectives and budgetary requirements
Sequential Planning	Plans work and activities in an ordered sequence of steps, using clear achievable objectives
Task Subdivision	Divides complex tasks into manageable objectives and identifies responsibilities
Monitor and Review	Monitors and reviews plans to ensure successful delivery and 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. considers budget and environmental impact and makes best use of internal or external services)
Clarifies Responsibility	Implements plans 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 (e.g. assesses risks to self and others)
Risk Awareness	Considers risks and initiates actions to minimise impact

Working with Others Supervisory Level

Leads, involves and motivates others both within teams and the wider business context	
Motivates and Inspires	Inspires, supports and energises others to achieve a common purpose or vision
Builds Relationships	Proactively generates positive working relationships, building rapport with team members and customers
Involves Others	Encourages interaction, looking for opportunities to involve groups of individuals in joint tasks, makes best use of individual differences
Influencing	Influences others to achieve projected outcomes e.g. supports and motivates others by driving initiatives; seeks to understand individual and team motivation and relate this to objectives
Empathy	Is sensitive to the feelings and well-being of others, taking action to support them
Empowers	Ensures the efficient use of time, energy and resources (e.g. considers budget and environmental impact and makes best use of internal or external services)
Credibility and Impact	Presents an approachable and positive image of self and the Service to everybody, irrespective of individual differences
Builds Morale	Uses a variety of techniques to promote involvement and increase morale
Networks	Uses internal and external networks and alliances effectively to deliver services to customers

Adaptability and Openness to Change Supervisory Level

Proactively supports change, adjusting approach to meet changing requirements	
Questions existing Practice	Questions existing approaches and gathers information to improve current process or procedures
Drive and Support Change	Identifies initiates and seeks to support change coming up with or contributing to innovative solutions
Keeps up to date	Seeks information about changing circumstances or future developments (e.g. to adapt working practice)
Explores Ideas	Explores and considers the views and ideas of others
Adapts Plans	Is able to adapt plans and deal with tasks at very short notice. (E.g. reviews and updates plans in line with changing circumstances)
Considers Alternatives	Adapts current ways of working and reviews priorities to react to unexpected events or change (responds quickly to new/ unexpected situations)

Commitment to Diversity and Professional Integrity Supervisory Level

Acts with integrity, embraces and values diversity and demonstrates 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; 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	Demonstrates knowledge and understanding of 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 Supervisory Level

Maintains a confident, controlled and focussed attitude in highly 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. when challenged or faced with unreasonable requests)
Displays Confidence	Demonstrates confidence by taking control of situations and events
Challenges others	Challenges or questions others constructively to achieve effective outcomes

Organisational and Political Awareness Supervisory 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. Is aware of 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
Exploits Links Between Functions	Exploits the links between different functions, groups or individuals to promote organisational objectives
Compromises	Is willing to compromise over a short term objective in order to promote wider long-term departmental benefits (e.g. modify a decision in order to achieve a wider departmental objective)
Influences	Actively builds relationships or networks to be able to influence over the longer term

Problem Solving Supervisory Level

Understands and applies relevant information to make appropriate decisions and create practical solutions	
Information Gathering	Gathers information from a range of sources or makes initial observations, aimed at identifying potential risks and creating realistic options for action
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 when making decisions, using information to anticipate the likely cause of events
Identifying Future Consequences	Predicts potential impact and longer term implications of actions (e.g. for individuals, customers or other departments)
Create and Evaluate	Able to generate more than one solution to a problem and evaluate which one is best
Decisiveness	Makes swift and authoritative decisions where time and situational pressure require
Technical and Numerical Analysis	Able to manipulate and interpret basic technical and numerical information
Creativity and Innovation	Provides creative and imaginative solutions to achieve objectives