

## The National Middle Manager Personal Qualities and Attributes (PQAs)

### **Commitment to Diversity and Integrity – promotes and manages diversity and demonstrates a fair and ethical approach in all situations**

- Seeks to promote and put in place systems to manage diversity and achieve a fair and ethical approach
- 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, seeking opportunities to promote improved organisational effectiveness**

- Questions existing approaches in order to improve current systems (e.g. to look for the most effective use of current resources)
- Proactively identifies, initiates and seeks to support change, identifying 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 action plans reflect the most recent data available)
- Explores the ideas of others, (e.g. explores the facts in order to support or challenge initiatives constructively)
- Uses a variety of innovative, traditional or adapted options to provide practical solutions
- Looks for an innovative solution where appropriate (e.g. develops new shift patterns for staff).

## The National Middle Manager Personal Qualities and Attributes (PQAs)

### **Confidence and resilience – consistently projects and promotes a confident, controlled and focused attitude in highly challenging situations**

- Initiates and promotes a calm and controlled approach during difficult situations (e.g. pace of information delivery is calm; provides others with sufficient information to inform their actions)
- Maintains focus on the core task or organisational objectives despite pressure (e.g. time, high workload, competing demands) or opposition (e.g. uses facts to counter disagreement and states own position; 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 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

### **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 delegating tasks to groups of crew members
- Proactively generates positive working relationships both internally (e.g. understands Watch and individual needs and communicates regularly with them) and externally (e.g. is approachable to members of other departments and the local community)
- Encourages interaction, looking for opportunities to involve groups of individuals in joint tasks (e.g. takes individual talents into account when delegating tasks to groups of crew members)
- 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. has an interest in the personal and welfare needs of individuals and the Watch)
- Empowers others (e.g. delegates responsibility to supervisory managers, giving them freedom to carry out tasks)
- 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

## The National Middle Manager Personal Qualities and Attributes (PQAs)

### **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. 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. constructs report to senior managers to communicate important findings)
- Communicates in measured, tactful and diplomatic way (e.g. with external agencies)
- Uses appropriate style when communicating with both small (2 people) and large groups (over 20 people) (e.g. chooses an appropriate style when briefing different staff groups)
- 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. holds meetings regularly and provides updated information briefs, continually seeking understanding with their department or Station)
- 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

## The National Middle Manager Personal Qualities and Attributes (PQAs)

### **Commitment to Development – committed and able to develop self, individuals and teams to improve organisational effectiveness**

- Proactively reviews 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 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)

## The National Middle Manager Personal Qualities and Attributes (PQAs)

### **Problem-Solving – understands and applies relevant information to make appropriate decisions which reflect key priorities and requirements**

- Conducts comprehensive initial research where appropriate aimed at exploring the wider organisational or community impact of policy decisions (e.g. reads documentation; sets up Working Groups to seek out views and inform initial action plan)
- Identifies the most beneficial aspects of different solutions (e.g. seeks alternative approaches from a range of sources which may include external experts or a range of roles within the Fire & Rescue Service)
- Is able to generate more than one solution to a problem and evaluate which one is best
- Solutions promote a joint or collective approach to establish the most effective action plan or use of resources (e.g. promoting regional collaboration, local community or trade union partnerships)
- Is 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)
- Identifies and considers the full range of critical factors, including risk, when making a decision (e.g. waits for confirmation of risk critical information; prioritises risk critical actions; balances risk with perceived benefits)
- Makes swift, appropriate and authoritative decisions despite being restricted by pressures of time or situation or where information is limited
- Evaluates outcomes to indicate the success of decisions and to inform future actions (e.g. seeks to carry out pilot studies as the first stage of implementation)
- 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. manage a budget)

### **Situational Awareness - maintains an active awareness of the environment to promote safe and effective working**

- Initiates and implements 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

## The National Middle Manager Personal Qualities and Attributes (PQAs)

### **Commitment to Excellence – leads groups to achieve excellence by the establishment, maintenance and management of performance requirements**

- Establishes what group 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 against established benchmarks, identifying reasons why standards are not being met (e.g. makes appropriate changes to plan or priorities to reduce pressure on personnel)
- Demonstrates commitment to organisation decisions and performance requirements (e.g. implements policies positively and with enthusiasm)

### **Planning and Implementing – creates and implements effective plans to deliver a range of 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
- Looks for elements of a plan that can be delivered quickly in order to ensure early visible results
- Can plan across activities; able to assess the impact of each activity on other related activities

## The National Middle Manager Personal Qualities and Attributes (PQAs)

### **Political / Organisational Awareness – recognises the potential political impact and implications of actions from a strategic perspective**

- Understands and uses 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 local politics)
- Clear appreciation of wider political scene and local and national issues
- 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)
- Accepts 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)

© Crown copyright 2004

Copyright in the typographical arrangements rests with the Crown.

This publication, excluding logos, may be reproduced free of charge in any format or medium for research, private study or for internal circulation within an organisation. This is subject to it being reproduced accurately and not used in a misleading context. The material must be acknowledged as Crown copyright and the title of the publication specified.

For any other use of this material, please write to The HMSO Licensing Division, HMSO, St Clements House, 2-16 Colegate, Norwich NR3 1BQ.

Fax: 01603 72300 or e-mail: [licensing@cabinet-office.x.gsi.gov.uk](mailto:licensing@cabinet-office.x.gsi.gov.uk)