

## Fire and Rescue Service Overview Personal Qualities and Attributes (PQAs) Framework – Operational Roles

		Firefighter	Supervisory Manager	Middle Manager	Strategic Manager
<b>Personal Style</b>	Commitment to Diversity and Integrity	Understands and respects diversity and adopts a fair and ethical approach to others	Embraces and values diversity and demonstrates a fair and ethical approach in all situations	Promotes and manages diversity and demonstrates a fair and ethical approach in all situations	Champions diversity and embeds a fair and ethical approach within the organisation in all situations
	Openness to Change	Is open to change and actively seeks to support it	Proactively supports change, adjusting approach to meet changing requirements	Proactively supports change, seeking opportunities to promote improved organisational effectiveness	Drives and manages the change process, seeking opportunities to create and implement improved organisational effectiveness
	Confidence and Resilience	Maintains a confident and resilient attitude in highly challenging situations	Maintains a confident, controlled and focused attitude in highly challenging situations	Consistently projects and promotes a confident, controlled and focused attitude in highly challenging situations	Consistently projects and promotes a confident, controlled and focused attitude
<b>Interpersonal Skills</b>	Working with others	Works effectively with others both within the Fire and Rescue Service and in the community	Leads, involves and motivates others both within the Fire and Rescue Service and in the community	Leads, involves and motivates others both within the Fire and Rescue Service and in the community	Leads, involves and motivates others, creating and implementing strategies for influencing them both within the Fire and Rescue Service and in the community
	Effective Communication	Communicates effectively both orally and in writing	Communicates effectively both orally and in writing	Communicates effectively both orally and in writing	Communicates effectively both orally and in writing
	Commitment to Development	Committed and able to develop self and others	Committed and able to develop self, individuals, teams and others to improve organisational effectiveness	Committed and able to develop self, individuals and teams to improve organisational effectiveness	Committed and able to develop self, individuals and units to improve organisational effectiveness
<b>Working with Information</b>	Problem Solving	Understands, recalls, applies and adapts relevant information in an organised, safe and systematic way	Understands and applies relevant information to make appropriate decisions and create practical solutions	Understands and applies relevant information to make appropriate decisions which reflect key priorities and requirements	Gathers information in order to predict future requirements and make realistic decisions
	Situational Awareness*	Maintains an active awareness of the environment to promote safe and effective working	Maintains an active awareness of the environment to promote safe and effective working	Maintains an active awareness of the environment to promote safe and effective working	Maintains an active awareness of the environment to promote safe and effective working
<b>Organisational Effectiveness</b>	Commitment to Excellence	Adopts a conscientious and proactive approach to work to achieve and maintain excellent standards	Leads others to achieve excellence by the establishment, maintenance and management of performance requirements	Leads groups to achieve excellence by the establishment, maintenance and management of performance requirements	Leads organisation and contributes to joint working to achieve excellence
	Planning and Implementing	N/A	Creates and implements effective team plans in line with organisational objectives	Creates and implements effective plans to deliver a range of organisational objectives	Creates and implements effective plans to deliver long-term organisational strategic objectives
	Political / Organisational Awareness	N/A	N/A	Recognises the potential political impact and implications of actions from a strategic perspective	Anticipates and shapes the political environment from a strategic perspective

\* = PQA is relevant to operational aspects of managerial roles only; it is assumed that those already working in operational roles within the FRS already possess this PQA.

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