

### WFRS Promotion and Development

### Crew Manager process

**Performance and behaviours Application**

**Section 1 – NFCC Leadership framework**

Within this section you are required to demonstrate your potential to perform at Crew Manager level. Please provide evidence and statements linked to the four areas of the NFCC Leadership Framework, under the ‘Leading Others’ level (Personal Impact, Outstanding Leadership, Service Delivery and Organisational Effectiveness) as referred to within the application guidance notes. Each section should not exceed 300 words.

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| Personal Impact |

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| I take responsibility for  inclusion, and encourage different points of view. | I communicate responsibly and with sensitivity and  respect for others. | I encourage others to admit to and learn from their mistakes, and to celebrate their successes. | I am aware of my impact on the people around me and I always seek to improve how I work with others. | I take a proactive approach to dealing with difficult or  sensitive situations,  influencing others to reach an acceptable solution. | I look after the people around me and look for behaviours that show someone might be struggling, ensuring there is support available. |
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| Outstanding Leadership |

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| I work with the team to  establish a clear sense of  purpose and set expectations  to achieve our goal. | I take responsibility for  team effectiveness which focusses on improving outcomes and decisions. | I encourage all the people  in my team to speak and  share their views. | I look for opportunities to  support others through appraisal and coaching,  developing my own skills where necessary. | I use debriefing and  other learning from the  organisation to help my  team develop. | I am flexible in my  leadership approaches,  appropriate to the individual and situation, to ensure people give their best. |
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| Service Delivery |

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| I focus on the needs of our customers. | I seek to understand and address the specific risks and diverse needs of people and communities. | I look ahead to anticipate issues with local service delivery and performance,  and make plans to resolve or minimise issues. | I develop and review plans to make the best use of  resources, and challenge  any misuse of resources. | I develop systems and processes that are people focussed. | I use different problem-solving  techniques with others  to generate solutions  that improve the service for our customers. | I make evidence-based  decisions and consider the  risks, including financial and resource impacts. | I encourage my team to  build constructive working relationships with others to achieve our aims. | I’m outcome focussed in  my approach and make decisions based on better service outcomes. |
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| Organisational Effectiveness |

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| I make sure the team understands how our work contributes to and delivers organisational priorities. | I manage quality in my team, and use various sources of feedback and  evidence to understand how we are performing and managing risk. | I encourage staff to be flexible in their approach and  empower them to contribute and influence decisions. | I create conditions where team members are empowered to suggest and implement new ways of working. | I promote continuous improvement for the team and the organisation. | I take time to understand how change will impact on our work and how we can contribute to success, evaluating how things are working and how change is being embedded. | I set up communication processes to ensure that people in my team have access to accurate information, clarifying information where I  need to. |
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**Section 2 – Core Code of Ethics**

Within this section please provide evidence and statements to demonstrate that you are ensuring that you are acting in line with the five areas of the Core Code of Ethics. Each section should not exceed 300 words.

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| Putting our communities first – We put the interest of the public, the community and service users first. |

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| I act with empathy, compassion, and respect, caring equally for everyone I deal with. | I consider the diverse needs of my communities and tailor my work to best meet their specific needs. | I understand and evaluate the impact I have on the public’s safety and wellbeing. | I continuously improve my performance to better serve the public and my communities. | I am an ambassador for my Fire and Rescue Service and a role model in my communities. | I identify and remove barriers to people joining or accessing our service. |
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| Integrity – We act with integrity including being open, honest and consistent in everything we do. |

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| I am honest, open, and fair when dealing with everyone. | I can evidence my decisions and am able to explain my behaviour. | I build trusting relationships and demonstrate an understanding of everyone’s roles and responsibilities. | I welcome challenge and adapt the way I work and my behaviour as a result of what I learn. | I challenge behaviour that does not comply with our Core Code or my service’s values. | I never behave in a way that may cause others to act outside our ethical principles. | I remain impartial and objective. | I never act in an improper way, or in a manner that could create a perception of improper behaviour for personal gain. I declare relevant interests and relationships and maintain personal and professional boundaries. |
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| Dignity and respect – We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias. |

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| I use unbiased judgement and behaviour and act respectfully. | I act with decency and impartiality, recognising that my unconscious bias can prevent me considering all perspectives and needs when I am making decisions. | I do the right thing when delivering services, using the ethical principles set out in this Core Code and my service’s values. | I support the development and opportunity of myself and my colleagues. | I create an environment of openness and trust. | I treat people with respect and without discrimination, harassment, or bullying; I actively reject these inappropriate behaviours. | I challenge all inappropriate behaviour when I am at work. |
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| Leadership – We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for our behaviour, decisions and actions and challenge all behaviour that falls short of the highest standards. |

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| I take responsibility for continuously improving my own performance and the performance of my service. | I am accountable to the public, my employer and my colleagues for my decisions and actions. | I take responsibility for my actions and their consequences. | I address inappropriate behaviour in ways appropriate to my role. | I recognise leaders exist at all levels in my organisation and communities. | I always demonstrate the principles of a positive culture of equality, diversity, and inclusion. | I am committed to implementing and working by this Core Code. |
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| Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference. |

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| I acknowledge and care about people’s diverse needs so they can access the services they need from me and my service. | I provide an environment where everyone has an equal voice. | I acknowledge my own unconscious bias and consider everyone’s perspective. | I behave in a way that celebrates diversity in all its forms, everywhere. | I tackle discriminatory behaviour, policy, and procedure. | I do all I can to encourage people from underrepresented groups to join our Service and feel welcome. | I help everyone to be their best and to always learn from one another. |
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