



GREATER MANCHESTER
FIRE AND RESCUE SERVICE

GMFRS COMPETENCY FRAMEWORK FOR ALL LEVELS

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Competency	Definition
Leadership	<ul style="list-style-type: none"> • Motivating and inspiring people • Encouraging others and holding people accountable for results • Supporting and coaching others (through formal and informal coaching and mentoring techniques), setting a positive example • Making the best use of others' expertise
Relationship Building, Influencing and Negotiating	<ul style="list-style-type: none"> • Communicating information clearly • Building positive and trusting relationships with internal and external stakeholders • Cooperating, collaborating and promoting teamwork throughout the organisation • Influencing and negotiating
Analysis and Decision Making	<ul style="list-style-type: none"> • Breaking problems down and establishing the facts • Identifying key issues within situations • Making sound, balanced, justifiable decisions • Making effective decisions under time pressure based on the information available
Leading Change	<ul style="list-style-type: none"> • Proactively looking for new ways of doing things, seizing opportunities • Keeping abreast of best practice • Initiating and implementing change within own work/team and or business area • Remaining open and positive to the prospect of change and encouraging others to do the same
Achieving Results	<ul style="list-style-type: none"> • Taking ownership and demonstrating tenacity to achieve results • Planning and prioritising own/team/departments work effectively • Thinking systematically • Overcoming obstacles to deliver results
Achieving Excellence	<ul style="list-style-type: none"> • Consistently demonstrating a positive attitude • Going beyond 'satisfactory' or the minimum acceptable, striving to achieve excellence • Monitoring, measuring and auditing performance against stretching benchmarks • Promoting individual ownership for continual self development
Organisational and Strategic Perspective	<ul style="list-style-type: none"> • Promoting consistency and unity of approach at GMFRS • Understanding and being sensitive to the external environment • Understanding how their role fits at GMFRS • Strategic vision (applicable for managerial roles only) • Financial understanding (applicable for managerial roles only)

Leadership: Definition

- Motivating and inspiring people
- Encouraging others and holding people accountable for results
- Supporting and coaching others (through formal and informal coaching and mentoring techniques), setting a positive example
- Making the best use of others' expertise

Non-managerial level	Supervisory Level	Middle Manager Level	Leadership Team	Corporate Leadership Team
Description Motivating and encouraging colleagues/peers to achieve team tasks/objectives. Supporting others through informal rather than formal coaching and mentoring techniques.	Description Inspiring and motivating the team to achieve objectives, holding them accountable for results. Leading others by example, through coaching, mentoring and performance management.	Description Leading and managing teams. Balancing the use of Command, Leadership and Management styles. Taking responsibility for performance management and developing the capability of staff.	Description Leading and managing own cluster/department through other Managers. Engaging in succession planning and processes to develop the capability of staff across the organisation, as well as within own cluster/department.	Description Providing strategic leadership to the organisation through the CLT; engaging in succession planning and processes to develop the capability of the organisation for the future.
Key Indicators <ul style="list-style-type: none"> • Sets a positive example within own work, consistently demonstrating GMFRS's values and behaviours • Encourages colleagues to think for themselves and be accountable for their work • Coaches and supports colleagues and peers, helping to build the capability of the team • Takes an honest and consistent approach when working with others • Motivates and inspires others to 'raise their game' through the example they set • Identifies own development areas and implements plans to close these gaps • Offers constructive guidance, feedback and advice when working as part of a team • Listens to and acts upon feedback from both colleagues and superiors 	Key Indicators <ul style="list-style-type: none"> • Consistently lives by and demonstrates GMFRS's values and behaviours • Explains others' roles and responsibilities and holds them accountable for results • Identifies own development areas and continually seeks to improve and learn new things • Addresses performance issues within the team quickly and appropriately, providing constructive feedback and advice • Coaches and mentors the team, helping to build their skills and expertise • Conducts regular personal performance reviews with team members • Takes an honest and objective approach, keeping the team informed of progress • Listens to and acts upon feedback from both superiors and team members 	Key Indicators <ul style="list-style-type: none"> • Sets a positive example, consistently demonstrating the organisation's values and behaviours • Translates the department/cluster's vision to own team and gains commitment through consultation • Recognises when it is most appropriate to use Command, Leadership and Management styles • Takes an honest and objective approach to managing performance, holding people accountable for results and working with them to identify areas for improvement • Empowers people to think for themselves, providing constructive feedback, guidance and advice • Agrees and articulates clear objectives, actions, priorities and expectations with individuals and teams • Delegates where appropriate 	Key Indicators <ul style="list-style-type: none"> • Develops a compelling vision for own cluster/department, defining a clear purpose for people to engage with (aligned to the corporate and NWF&R regional visions) • Communicates the vision, highlighting how individual actions can contribute to the end results • Builds cluster/department teams to include the knowledge, skills and expertise needed to achieve objectives • Identifies and nurtures talent throughout own cluster/department, encouraging managers to seek opportunities to improve team performance and deal fairly but firmly with poor performance • Leads groups, including different groups beyond own authority through consultation and collaboration 	Key Indicators <ul style="list-style-type: none"> • Develops a compelling vision for the organisation as a whole, defining a clear purpose for people to engage with • Communicates GMFRS's vision, translating it for the relevant stations/departments so that it is clearly understood by others • Provides leadership at a local, regional and national level, representing GMFRS as part of the Association of Greater Manchester Authorities (AGMA) in the development of regional strategies • Provides coaching and mentoring to direct reports, to build organisational capability and a high performance culture • Identifies and nurtures talent throughout the organisation, seeking to improve performance and utilise others' expertise • Engages with the workforce, motivates and inspires them to fulfil their roles and contribute to the success of GMFRS • Creates a sense of confidence and trust in the CLT, empowering others to make operational decisions independently within agreed parameters • Leads groups beyond own authority at local, regional and national levels

Relationship Building, Influencing and Negotiating: Definition

- Communicating information clearly
- Building positive and trusting relationships with internal and external stakeholders
- Cooperating, collaborating and promoting teamwork throughout the organisation
- Influencing and negotiating

Non-managerial level	Supervisory Level	Middle Manager Level	Leadership Team	Corporate Leadership Team
Description Communicating in a clear and professional manner, listening to and engaging with those around them.	Description Communicating in a clear and professional manner (listening, speaking, writing), building effective relationships with internal and external stakeholders.	Description Applying a wide range of influencing styles, demonstrating a high level of credibility. Sound relationship building, networking and negotiation skills.	Description Strategic networking. Proactively building relationships with key senior external stakeholders and partners, securing their support for corporate objectives. Promoting teamwork across the organisation.	Description Proactively building relationships at a strategic level, influencing key partners and stakeholders, including the Fire and Rescue Authority, to make improvements for the Service and the community.
Key Indicators <ul style="list-style-type: none"> • Demonstrating active listening skills (e.g. maintaining eye contact, summarising information) • Promotes teamwork through cooperating and collaborating with others • Speaks and writes clearly and concisely • Treats others with respect and dignity, building trusting relationships • Tailors own communication style to meet the needs of the listener, appreciating their views and opinions • Works in partnership with colleagues and peers to deliver objectives • Builds effective relationships with people across the organisation, taking an interest in how they are doing • Uses compelling and logical arguments to persuade others to support their ideas 	Key Indicators <ul style="list-style-type: none"> • Communicates information clearly and concisely • Keeps people within and outside their area of control updated and accurately informed in a timely and consistent manner • Treats people with respect and dignity, proactively developing positive working relationships • Tailors own communication style when seeking to influence a range of internal and external stakeholders • Maintains open and honest relationships with people at all levels within the organisation • Uses compelling and logical arguments to convince others (e.g. presenting the facts) • Works in partnerships with colleagues/peers/other departments to achieve common goals • Remains sensitive to the feelings and motivations of others, taking this into account when communicating ideas 	Key Indicators <ul style="list-style-type: none"> • Speaks and writes clearly and concisely, demonstrating active listening skills • Seeks to understand others' views, motivations and needs, and uses these to tailor style and content of communications • Keeps in regular contact with a range of internal and external stakeholders • Involves key individuals early on, proactively builds positive relationships in order to influence at senior levels • Takes an organisation-wide perspective, ensuring own team's activities support corporate objectives • Gathers and presents information to support own arguments, negotiating on key objectives in return for concessions on non-key issues • Provides encouragement and support to assist colleagues in achieving their objectives • Treats people with fairness and respect, building trusting relationships 	Key Indicators <ul style="list-style-type: none"> • Builds a wide range of contacts at senior levels in both local and regional bodies, proactively targeting key people and getting to know them • Develops personal relationships with key contacts and uses them to stay in touch and secure sponsorship for major initiatives • Pre-negotiates in advance of meetings and proposals; lobbies behind the scenes • Develops own reputation and credibility with key contacts over time and uses this to influence others • Collaborates effectively with senior stakeholders from across the organisation, setting a positive example of teamwork • Encourages others to work cross functionally, creating a cohesive culture and shared identity 	Key Indicators <ul style="list-style-type: none"> • Builds an extensive external network of senior contacts within key partner agencies, developing trusting relationships at Authority, local, national and international levels • Develops personal relationships with the Fire and Rescue Authority and uses these relationships to secure sponsorship for major initiatives • Influences senior external partners and stakeholders (e.g. Fire and Rescue Authority, Unions, Media, partner agencies), negotiating and lobbying behind the scenes • Promotes teamwork throughout the organisation, encouraging others to work cross-functionally and to share best practice • Communicates organisational initiatives/processes clearly and tailors own approach when conveying information to a wide range of stakeholders • Develops own reputation and credibility, instilling confidence in partners and stakeholders to deliver initiatives to improve services for the community

Analysis and Decision Making: Definition

- Breaking problems down and establishing the facts
- Identifying key issues within situations
- Making sound, balanced, justifiable decisions
- Making effective decisions under time pressure based on the information available

Non-managerial level	Supervisory Level	Middle Manager Level	Leadership Team	Corporate Leadership Team
Description Breaking down situations and problems to make sensible decisions.	Description Understanding and breaking down a range of information, making sound, balanced and justifiable decisions.	Description Strong analytical skills, using sound judgement in the face of sensitive, unique and unfamiliar problems. Taking ownership and responsibility for making difficult decisions.	Description Analysis of complex issues across clusters/departments and the wider organisation. Collaborating with peers whilst taking ownership and responsibility for making far-reaching and difficult decisions affecting own teams/areas of responsibility.	Description Analysis of complex issues across the organisation; taking ownership for strategic decisions which affect the whole organisation and key external partners.
Key Indicators <ul style="list-style-type: none"> • Uses own experience to help make sensible decisions • Thinks things through before implementing solutions, identifying the root cause of problems • Makes effective and timely decisions • Involves others in the decision making process, gaining their viewpoints and expertise • Takes ownership and accountability for own decisions • Gathers information from a variety of sources • Weighs up situations, recognising when it is right to escalate issues to superiors • Looks for solutions to recurring problems 	Key Indicators <ul style="list-style-type: none"> • Gathers information from a range of sources helping to inform own understanding and to establish the facts • Utilises previous experiences and knowledge when making decisions • Delegates appropriate work/projects/decisions to the team, whilst remaining in overall control • Takes ownership and accountability for the decisions of the team • Makes timely decisions, avoiding excessive deliberation and unnecessary escalation • Identifies potential risks in plans and puts measures in place to prevent these from occurring • Accurately interprets numerical and verbal information when drawing conclusions • Involves the team in the decision making process, gaining their viewpoints and ideas 	Key Indicators <ul style="list-style-type: none"> • Thinks things through in a logical way, breaking problems down into component parts to identify the root cause • Takes time to find out how other managers or external organisations have dealt with similar situations • Gathers information from a range of sources to identify possible solutions and the short and long term implications associated • Avoids excessive deliberation and reaches clear, logical and pragmatic decisions • Makes effective managerial decisions in challenging circumstances and in the face of uncertainty • Analyses complex or unfamiliar problems beyond own area of authority, recognising trends and patterns in complex information • Involves others in decision making, securing their support for the outcome 	Key Indicators <ul style="list-style-type: none"> • Collaborates with peers to make decisions affecting the whole NWF&R region • Takes responsibility and ownership for decisions that have far reaching implications for external stakeholders and partners • Invests time in debate and discussion to generate solutions and gain commitment from a wide range of stakeholders in sensitive or difficult situations • Uses pragmatic approaches to make strategic decisions in the absence of data, or when faced with conflicting information • Makes tough decisions and has the personal resilience to see them through 	Key Indicators <ul style="list-style-type: none"> • Collaborates with peers/colleagues to make strategic and policy-related decisions affecting the whole organisation and key external partners • Takes responsibility for key operational decisions which have organisation-wide implications • Takes ultimate accountability for decisions • Analyses information critically and objectively to reach pragmatic conclusions • Demonstrates a high level of personal resilience when making tough decisions • Accurately identifies the key issues within complex situations and when faced with conflicting information from a range of sources • Collaborates and discusses ideas with a range of stakeholders, recognising the importance of securing their buy-in for ideas • Makes strategic decisions based on what is best for the organisation as a whole

Leading Change: Definition

- Proactively looking for new ways of doing things, seizing opportunities
- Keeping abreast of best practice
- Initiating and implementing change within own work/team and or business area
- Remaining open and positive to the prospect of change and encouraging others to do the same

Non-managerial level	Supervisory Level	Middle Manager Level	Leadership Team	Corporate Leadership Team
Description Remaining open to the prospect of change, identifying new opportunities and encouraging colleagues and peers to do the same.	Description Understanding the need for change and motivating and encouraging others to challenge existing practices to spot new opportunities.	Description Keeping abreast of best practice internally and externally, bringing in new ideas and continually improving existing processes, systems, policies and procedures, communicating this to others.	Description Leading the implementation of organisational change initiatives. Applying a sound knowledge of change management processes to achieve and embed lasting change.	Description Identifying, defining and overseeing the implementation of organisational change initiatives. Applying a solid knowledge of change management processes to achieve and embed lasting change across the organisation.
Key Indicators <ul style="list-style-type: none"> • Reacts positively to new ideas and changes, highlighting the benefits to colleagues • Proactively looks for new ways of doing things and spots opportunities to improve existing ways of working • Thinks creatively about situations to generate new ideas • Remains open and positive to the prospect of new ideas and encourages others to do the same • Provides reassurance and support to colleagues during periods of change • Looks for ways to improve safety, efficiency and value within own work 	Key Indicators <ul style="list-style-type: none"> • Highlights the benefits and rationale behind proposed changes to the team, securing their buy-in for new ideas • Remains open and positive to changes at GMFRS and encourages others to do the same • Proactively identifies new opportunities to improve existing ways of working and suggests alternative options • Identifies barriers and obstacles to change within own business area and demonstrates courage in overcoming these • Provides reassurance and support to team members during periods of change • Keeps GMFRS up to date with new opportunities, sharing best practice across the organisation • Looks for ways to improve safety, efficiency and value within the team's work 	Key Indicators <ul style="list-style-type: none"> • Promotes continuous improvement (e.g. setting an example, challenging staff to identify improvements and supporting proposals made by others) • Monitors progress and ensures initiatives are seen through to conclusion, delivering results aligned to corporate objectives • Delivers consistent messages on the need for change to different teams internally and to key local external stakeholders/partners • Actively seeks information on best practice from other Middle Managers and utilises this in own area of responsibility • Anticipates relevant developments in the external world, sharing information with colleagues and continually challenging self and own team to make improvements • Communicates the need for change in a straightforward and non-threatening way 	Key Indicators <ul style="list-style-type: none"> • Builds a culture of continuous improvement, ensuring all systems and processes positively reinforce change and creativity • Takes a broad perspective and considers the wider implications of change beyond own area of responsibility and externally • Effectively applies change management models and processes in the planning and implementation of change initiatives (e.g. the Burke-Litwin model) • Establishes clear communication and consultation processes, keeping people affected by changes informed and involved throughout the process • Communicates the need for change at senior levels with external stakeholders and partner organisations • Builds commitment and support for making improvements that will have far reaching implications internally and externally • Works in partnership with other LT members to ensure consistency across the organisation • Proactively explores alternative strategic models to improve the service and value delivered by GMFRS (e.g. outsourcing, partnering etc.) 	Key Indicators <ul style="list-style-type: none"> • Builds a culture of continuous improvement and the sharing of best practice across the organisation • Effectively applies knowledge of appropriate models of organisational effectiveness (e.g. The Hay McBer – Organisational Climate Model) to determine its readiness for change • Works in partnership with peers and the Fire and Rescue Authority to ensure that there is consistency in how change programmes are implemented across the organisation • Communicates the need for change across the Fire and Rescue Authority and with external stakeholders, securing their buy-in and support for ideas • Works in partnership with the CLT to ensure there is consistency in approach across the organisation • Understands the likely impact of change on the people affected and ensures that a process for mitigating this is proactively explored and implemented

Achieving Results: Definition

- Taking ownership and demonstrating tenacity to achieve results
- Planning and prioritising own/team/departments work effectively
- Thinking systematically
- Overcoming obstacles to deliver results

Non-managerial level	Supervisory Level	Middle Manager Level	Leadership Team	Corporate Leadership Team
Description Taking ownership for completing tasks. Setting self targets to achieve objectives.	Description Taking responsibility for achieving results and delivering team objectives. Setting clear targets for the team and delivering against these.	Description Developing comprehensive plans for team(s), taking ownership to ensure they are implemented. Proactive and tenacious to achieve results.	Description Taking ownership for the successful implementation of complex corporate-wide responsibilities and projects.	Description Taking ownership for defining, developing and delivering corporate aims and objectives.
Key Indicators <ul style="list-style-type: none"> • Takes ownership and accountability for achieving results • Demonstrates determination to complete tasks, even when faced with obstacles and challenges • Prioritises effectively to ensure tasks are completed on time • Proactively looks at what needs to be done, rather than waiting to be told • Overcomes obstacles to deliver tasks • Identifies key actions within plans and takes responsibility to deliver these • Demonstrates tenacity to get things started and maintains this focus throughout tasks/projects • Monitors work closely to ensure objectives are delivered 	Key Indicators <ul style="list-style-type: none"> • Prioritises and plans work effectively, allocating appropriate resources to achieve results • Monitors own and the team's workload to ensure deadlines are delivered • Takes ownership and accountability for the team achieving results • Demonstrates tenacity to deliver tasks within tight timeframes • Overcomes obstacles and seeks solutions to address them • Develops clear, pragmatic plans to deliver objectives, communicating these to the team • Delivers against commitments • Manages resources and budgets effectively 	Key Indicators <ul style="list-style-type: none"> • Actively seeks responsibility for challenging tasks and projects • Creates plans that take advantage of existing systems, processes and resources • Defines specific, measurable objectives for projects, and the timescales for their achievement • Translates strategic objectives/initiatives into clear plans relevant to own team(s) • Clearly defines and allocates responsibilities for the achievement of key project tasks or activities, ensuring they are understood • Communicates plans to relevant stakeholders, considering how actions will impact on activities outside of team/business area • Collaborates with others outside of normal daily activities to achieve organisational objectives • Allocates and/or manages resources within budgetary constraints 	Key Indicators <ul style="list-style-type: none"> • Clearly defines the objectives, scope and rationale for corporate initiatives, setting people's expectations and establishing the context and boundaries for projects • Develops clear and practical strategies to achieve corporate objectives • Applies established project management methodologies to successfully deliver multiple strategic projects • Thinks systemically in the creation of project plans, drawing on models (e.g. Burke-Litwin) to guide thinking • Works jointly with direct reports to develop clear plans, define resources and timescales, identify possible risks and prepare suitable contingency actions • Liaises with other Senior and Executive Managers to remove obstacles and co-ordinate different projects to ensure they support each other • Co-ordinates complex and diverse activities spanning different areas of the organisation • Continually seeks feedback from direct reports against clear performance indicators on the progress of projects and the achievement of strategic targets • Manages budgets 	Key Indicators <ul style="list-style-type: none"> • Collaborates with CLT and other senior stakeholders to define the corporate aims and objectives for the Service • Develops practical processes to achieve corporate strategies within the relevant departments • Effectively manages and allocates resources in line with organisational priorities • Liaises with senior internal and external stakeholders to anticipate and minimise potential obstacles/risks • Takes ultimate ownership for delivering key programmes and projects at local, regional and national level, ensuring delivery through direct reports • Demonstrates tenacity to achieve results which make a difference to GMFRS and the local community as a whole • Ensures the development of robust business continuity arrangements and manages these effectively through direct reports during business disruption • Has a clear understanding of budgets and ensures the effective operational management of these

Achieving Excellence: Definition

- Consistently demonstrating a positive attitude
- Going beyond 'satisfactory' or the minimum acceptable, striving to achieve excellence
- Monitoring, measuring and auditing performance against stretching benchmarks
- Promoting individual ownership for continual self development

Non-managerial level	Supervisory Level	Middle Manager Level	Leadership Team	Corporate Leadership Team
Description Demonstrating a positive, 'can do' attitude to work, seeking to go beyond expectations to deliver 'world class' results.	Description Consistently demonstrating a positive attitude, going beyond expectations to deliver excellence and instilling this same focus within the team.	Description Taking responsibility for building and maintaining a culture of high performance within own team(s). Monitoring, maintaining and improving compliance. Leading the co-ordination and administration of specific managerial/department/cross-borough responsibilities.	Description Developing and communicating clear policies, procedures and standards within specified areas of corporate responsibility. Taking responsibility for leading the pursuit of excellence within GMFRS. Monitoring, maintaining and improving compliance within own cluster/department. Leading the co-ordination and administration of specific corporate-wide responsibilities across the organisation.	Description Defining, developing and communicating clear policies, procedures and standards across the Service. Leading on the attainment of excellence across GMFRS. Ensuring corporate policies and procedures are consistently reviewed, updated and adhered to across the organisation.
Key Indicators <ul style="list-style-type: none"> • Demonstrates a positive, 'can do' attitude when completing tasks • Checks and re-checks work to ensure it is delivered to the highest quality standards • Continually looks to develop/improve existing methods, not settling for the minimum standard • Shares best practice to help others improve and achieve within their work • Takes pride in own work and acts as a role model for colleagues and peers by setting a positive example • Sets stretching targets/goals to personally work towards • Sees compliance as a minimum standard and seeks to go beyond it to deliver excellence • Takes ownership for own development, continually building personal capability to enhance performance 	Key Indicators <ul style="list-style-type: none"> • Demonstrates a positive, 'can do' attitude when completing tasks, instilling this same focus within the team • Shares best practice across the team/department/organisation to help others improve • Takes ownership for own development and proactively engages in personal development opportunities to enhance performance • Demonstrates drive, energy and enthusiasm, even when facing challenging situations • Encourages the team to go beyond delivering acceptable standards and to strive for excellence • Develops local systems and measures to ensure compliance • Reacts positively to new challenges 	Key Indicators <ul style="list-style-type: none"> • Maintains a positive, optimistic and encouraging approach when working with a range of stakeholders • Demonstrates belief and confidence in others' ability to achieve excellence • Encourages others to stretch themselves, continually develop and pursue challenging objectives • Supports and celebrates others who seek to go beyond 'competence' (i.e. not simply delivering satisfactory results or doing the minimum acceptable) • Acts as a role model and sets a positive example by personally adhering to corporate, directorate and local policies/procedures • Monitors the implementation of allocated policies and procedures across own department and/or the NWF&R region, reporting progress to peers and senior managers • Updates policies and procedures relevant to own specific allocated responsibilities • Communicates policy and procedural updates within own team(s) and to peers across the NWF&R region 	Key Indicators <ul style="list-style-type: none"> • Openly sets challenging objectives for own cluster/department • Demonstrates a firm belief and commitment in the ability of own cluster/department to deliver beyond expectations • Identifies and removes sources of negativity which are undermining peoples' confidence in their ability to achieve challenging objectives • Identifies teams and individuals who are not stretching themselves or the organisation, inspiring them to set and pursue aspirational goals • Develops and updates policies and procedures relevant to own corporate responsibilities • Communicates policy and procedural updates within own cluster/department and to peers across the organisation • Monitors the implementation of allocated policies and procedures across own cluster/department, reporting progress to peers and relevant members of CLT 	Key Indicators <ul style="list-style-type: none"> • Creates a culture of excellence across the Service • Sets stretching targets for business areas, not accepting 'satisfactory' results • Demonstrates unwavering belief and commitment in the ability of the Service to exceed expectations • Maintains an up to date record of compliance with all relevant policies and procedures in relation to own Directorate • Communicates relevant policy updates to the Fire and Rescue Authority, seeking approval if necessary • Promotes individual ownership and continuous self development across the Service, ensuring that all managers encourage their direct reports to do the same • Ensures policies and procedures are adhered to across the organisation

Organisational and Strategic Perspective: Definition

- Promoting consistency and unity of approach throughout GMFRS
- Understanding and being sensitive to the external environment
- Understanding how their role fits at GMFRS
- Strategic vision (applicable for managerial roles only)
- Financial understanding (applicable for managerial roles only)

Non-managerial level	Supervisory Level	Middle Manager Level	Leadership Team	Corporate Leadership Team
Description Understanding how their role fits at GMFRS and the impact of their actions on colleagues and the wider community.	Description Understanding how their role and team(s) fits at GMFRS and the internal and external factors which impact on the organisation's strategic priorities.	Description Staying up to date with the needs of the local community and local partner priorities. Thorough understanding of the way GMFRS works; its strategic priorities and the interdependencies between station/boroughs/departments.	Description Taking a long term and global perspective on issues, identifying threats and opportunities to GMFRS's strategic goals. Promoting unity and shared ownership for corporate success, pulling people from different departments and locations together behind a single agenda.	Description Taking a long term and global perspective, defining a clear strategic vision for the future of the organisation. Promoting unity and shared ownership across the Service for corporate success.
Key Indicators <ul style="list-style-type: none"> • Stays up to date with latest information at GMFRS (e.g. new policies, developments and opportunities) • Seeks to develop an understanding of the local community served by GMFRS • Understands how their role fits at GMFRS and the implications of not doing a good job • Recognises the impact of their actions on others (e.g. for both internal and external stakeholders) • Proactively seeks to develop own understanding around how GMFRS's strategy/policies apply to their role • Supports colleagues and peers in understanding their roles, ensuring that there is consistency in how work is delivered • Demonstrates an appreciation for GMFRS's structure, roles and responsibilities • Sensitive to the external environment/climate when speaking with colleagues/customers/members of the local community 	Key Indicators <ul style="list-style-type: none"> • Demonstrates an awareness of the organisational structure, roles and responsibilities • Understands how GMFRS works, its corporate strategy/vision and how own role and the team's fits within this • Actively keeps abreast with changes within the local community • Recognises the impact of their/the team's actions on both internal and external stakeholders • Makes appropriate use of resources (e.g. equipment, materials, supplies) • Understands the relevant legislation and communicates this information to the team • Demonstrates an awareness of organisational trends and developments at a local level • Appreciates the organisational structure of Partner Agencies 	Key Indicators <ul style="list-style-type: none"> • Develops a comprehensive understanding of the community within own station/borough/department, identifying the key needs, risks and trends • Stays up to date with the priorities of other stations/departments/community stakeholders • Understands the structure and priorities within different parts of GMFRS, including the objectives, processes and personalities within different stations/departments • Communicates local needs, issues and concerns internally, ensuring community requirements are understood at all levels • Considers the commercial, organisational and strategic implications of local station/borough/departmental initiatives • Balances the need to achieve short term results with strategic priorities, and helps others to see the benefits of doing so • Maintains a focus on what is right for the long term future of GMFRS and helps others to translate this into practical actions and guidelines 	Key Indicators <ul style="list-style-type: none"> • Takes a strategic view of the changing needs, risks and trends within communities across Greater Manchester • Identifies emerging social, political, technical and environmental trends inside and outside of GMFRS likely to impact on the demands and constraints placed upon the organisation • Continually reviews strategies, policies and procedures, keeping GMFRS up to date and prepared for future developments • Allocates GMFRS resources across stations, boroughs, departments and initiatives to maximise the achievement of corporate objectives (i.e. not simply distributing resources evenly) • Encourages others to prioritise corporate objectives above local station, borough, departmental or specific projects • Takes an organisation-wide perspective when making decisions about resource allocation in own area of responsibility, having regard to the impact on others 	Key Indicators <ul style="list-style-type: none"> • Takes a long term, strategic view regarding the changing needs, risks and trends within communities across Greater Manchester and nationally • Understands and appreciates the environment GMFRS operates within (i.e. political, economic, sociological and technological), when defining longer term plans/strategies • Remains sensitive to the priorities of external partner agencies when setting the vision for GMFRS • Ensures that strategic, corporate objectives are prioritised across the organisation above local station, borough, departmental or specific projects • Takes an organisation-wide perspective when making decisions about resource allocations for the Service