



**DEVON &
SOMERSET**
FIRE & RESCUE SERVICE



Line manager endorsement considerations – leading the function

Candidate name:

PR number:

Endorser's name:

PR number:

NFCC Leadership Framework

Personal Impact

ensures we value, respect and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open-working environment focusing on ethics and wellbeing.

Outstanding Leadership

is about building high-performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnership. An ambassador and role model for the fire and rescue service. The focus is on others and how a manager uses leadership to create high performance teams.



Organisational Effectiveness

is ensuring everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

Service Delivery

is about delivering high quality services now and into the future. It's about intelligent problem solving with an outcome focused approach, continuous improvement and value for money to our customers. The focus is on task and how a manager uses leadership to produce outcome-focussed results which meet customer needs.

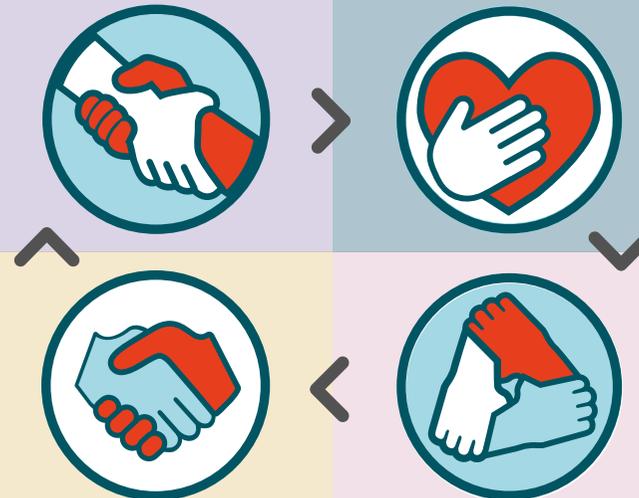
DSFRS Core Values

We are Proud to Help

Being open, clear, and realistic
Admitting and learning from mistakes
Showing trust and being trustworthy
Being responsible and accountable

We are Honest

Doing what we say we will do and seeing things through to the end
Demonstrating high standards
Working hard and doing our best to get the right outcomes
Being motivated, keen and willing to give things a go



We are Respectful

Being consistent and giving credit where it's due
Always being polite, considerate and treating people fairly
Genuinely listening, involving and engaging others
Being inclusive to all

We are Working Together

Understanding others needs and appreciating their demands
Positively challenging, sharing ideas and giving feedback
Supporting others and giving practical help and advice
Being willing to adapt and change to get the best results

Personal Impact – this is about self

Ensures we value, respect and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open-working environment focusing on ethics and wellbeing.

	Constantly Achieving	Regularly Achieving	Development Opportunity	Supporting comments
I role model and mentor others in how they communicate and engage to encourage inclusion.				
I enter into dialogue not conflict. When conflict does occur, I handle it in a professional manner.				
I use a variety of engagement methods to seek feedback and understand people's views on emerging issues.				
I seek feedback about my own performance in order to keep learning and developing.				
I recognise and monitor the impact of my decisions.				
I am willing to adapt and modify my behaviour in order to meet emerging needs.				
I am willing to coach and mentor others to adapt their behaviour.				
I create a culture where individual and team wellbeing is a priority and have systems and processes in place to make sure the teams in my area are coping.				

Outstanding Leadership – this is about others

Is about building high-performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnership. An ambassador and role model for the fire and rescue service. The focus is on others and how a manager uses leadership to create high performance teams.

	Constantly Achieving	Regularly Achieving	Development Opportunity	Supporting comments
I work with people both inside and outside the organisation to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.				
I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.				
I value the team and know how to make best use of their diverse skills and strengths.				
I use a variety of engagement methods to seek feedback and understand people's views on emerging issues.				
I look for opportunities to develop people and promote a learning culture.				
I nurture future talent and proactively plan for succession.				
I take the opportunity to coach, support and mentor people outside of my own immediate team or discipline.				

Service Delivery – this is about task

Is about delivering high quality services now and into the future. It's about intelligent problem solving with an outcome focussed approach, continuous improvement and value for money to our customers. The focus is on task and how a manager uses leadership to produce outcome-focussed results which meet customer needs.

	Constantly Achieving	Regularly Achieving	Development Opportunity	Supporting comments
I take a business-like approach that considers how to achieve better outcomes for communities.				
I monitor the quality of service delivery and share information so that people know how well we are performing and can plan accordingly.				
I consider the financial and resource implications of decisions and adjust my approach and recommendations, and manage budgets accordingly.				
I seek the views of others on service quality and effectiveness to identify ideas for improvement.				
I develop and implement thoughtful solutions or recommendations based on sound evidence and feedback from internal and external sources.				
I evaluate the impact of any changes to service delivery to learn lessons and implement that learning.				
I seek out opportunities to work collaboratively across teams and functions to improve service delivery.				

Organisational Effectiveness – this is about organisation

Is ensuring everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

	Constantly Achieving	Regularly Achieving	Development Opportunity	Supporting comments
I am aware of wider organisational and political priorities and how our function contributes more widely.				
I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.				
I look at what other organisations are doing to solve similar organisational issues, taking on board what they are doing and sharing best practice with them.				
I encourage and respond to challenge appropriately, and am willing to adapt my thinking with new information or better evidence.				
I improve business processes to promote more efficient ways of achieving our plans.				
I take ownership of change and help others to understand, adapt to, implement and embed change.				
I take responsibility for delivering organisational messages positively, even in difficult circumstances.				

Endorsement Declaration

Is this individual ready to be considered for access to the role development programme?
(by supporting this application you are declaring the individual is high performing in their current role)

YES

NO

DATE:

Completed form to be returned to HR