Royal Berkshire Fire and Rescue Service Behavioural Competency Framework

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RBFRS Behavioural Competency Framework

Why have a Behavioural Competency Framework?

A Behavioural Competency Framework (BCF) is a tool which allows organisations to easily identify the behaviours that drive successful performance and deliver an effective service.

The framework builds on the National Fire Chiefs Council Leadership Framework by adding additional behaviours as well as a section on Health Safety and Wellbeing. It is linked to the National Core Code of Ethics and our Employee Code of Conduct, by describing how these translate into the behaviour expected of our employees.

The BCF at Royal Berkshire Fire and Rescue Service (RBFRS) defines how, as a team, we can work together to ensure that we deliver an outstanding service to the communities we serve. To do this we need to make sure we all understand the organisations goals, can identify ways to improve and embrace change. The BCF also provides a clear link to our People Strategy by supporting staff to be the best public servant they can be through:

- increasing the emphasis on our responsibilities as a public servant
- developing and valuing our people
- driving personal leadership
- increasing diversity
- working in collaboration
- improving ways of working

What is the Behavioural Competency Framework?

The BCF outlines five core organisational behavioural competencies which are divided into four levels in the organisation based in the role an individual is performing. The four levels are Leading Self, Leading Others, Leading the Function and Leading the Service.

- Leading Self – applies to all staff
- Leading Others – applies to anyone in a managerial role
- Leading the Function – applies to anyone responsible for leading a department or hub
- Leading the Service – applies to those in senior management positions

The levels broadly reflect an individual's role responsibility and represent the minimum standard expected from an individual. The levels are designed to be cumulative with those working at higher levels being able to also demonstrate each preceding level's behaviours. Individuals can demonstrate competencies above their role or level, which is particularly important when seeking development or promotion opportunities.

The BCF is based on the perception that leadership is not limited to people who manage others and outlines the responsibility of all staff, regardless of the role they hold, to demonstrate leadership behaviours. It provides the foundation of behaviour across the organisation and provides a method of individual performance monitoring for employees irrespective of discipline, role or function. The behavioural competencies also help us to implement and embed inclusion in the way we deliver our services to our communities and our workforce.

Good behaviours and leadership can be demonstrated by anyone in the organisation. Focusing individuals on behavioural competencies in their day to day work can help them understand the minimum standards expected and how they might improve their performance and impact our culture positively.

Across all levels in the organisation, there are 'negative' indictors which enable staff to be self-reflective and recognise areas that they may need to work on to become more effective. The negative indicators also help re-inforce the standards required of staff within our service.

It should be noted that some of the examples of negative indicators may be displayed by employees who are neuro-diverse. Therefore care will need to be given to exploring any underlying conditions that may be contributing to these behaviours before performance is managed.

How are the behaviours used, measured and reviewed?

The BCF is designed to be the basis for everything we do within RBFRS. It will ensure that all our processes, policies, strategies and practices are 'joined-up'. This will be what we look for when we recruit new employees, when we assess performance of current employees or when we look at areas for training and development. It provides a framework for everyone to recognise how they should deal with their colleagues and communities whilst at work.

What are the Behavioural Competencies?

The competencies apply to everyone at every level of RBFRS and are detailed in the diagram below.

| Leading Self | Leading Others | Leading the Function | Leading the Service |

Personal Impact	We value, respect and promote equality and diversity. The focus is on self-awareness and being a positive presence on others, having personal integrity in being open and honest in whatever we do and an ability to self-manage. We all use leadership to create a positive, open-working environment focusing on ethics and wellbeing.
Working Together	We are all positive role models, always demonstrating flexibility and resilient leadership even where we don't manage a team. The focus is on others and how we all demonstrate leadership to create high performance teams and developing people to their full potential. We communicate with integrity, openness and honesty to foster trust and building collaborative working partnerships, acting as ambassadors and role model for the Service.
Delivering Quality Service	We put the interests of the public, community and services users first by delivering high quality services now and into the future. We focus on task and all demonstrate leadership to produce outcome-focussed results which meet customer needs continuous improvement and value for money to our customers.
Organisational Effectiveness	We ensure everything we do is linked to organisational plans and values, ensuring decisions and actions are beneficial to the customer. We focus on the organisation and all use leadership (even where we don't manage staff) to continuously improve, innovate and change, making objective decisions based on evidence without discrimination or bias
Health, Safety and Wellbeing	We are committed to continuously improving the physical and mental health safety and wellbeing of ourselves and all members of the RBFRS team

The Behavioural Competency Matrix explains these in more detail and how these apply to different levels of the organisation.

Behavioural Competency Matrix

The core behaviours are the same for everyone, but different roles/levels of the organisations should demonstrate these in different ways. This Behavioural Competency Matrix is designed to be used as a reference document which gives examples of what staff should be doing to exhibit the expected behaviours and also the behaviours that they can expect to see from others.

Personal Impact

Link to Core Code of Ethics: Integrity, Dignity and Respect, Accountability, Representing RBFRS, Leadership

We value, respect and promote equality and diversity. The focus is on self-awareness and being a positive presence on others, having personal integrity in being open and honest in whatever we do and an ability to self-manage.

We all use leadership to create a positive, open-working environment focusing on ethics and wellbeing.

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I treat others with respect I take account of and accept individual differences I set a positive example of appropriate behaviour I value equality, diversity and inclusion	I encourage different points of view I promote and role model inclusion I promote a two way dialogue I create an environment where people can be themselves at work and the best they can be	I role model and mentor others in how they communicate and engage to encourage inclusion	I promote and role model inclusion. I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work	I apply preconceptions and/or stereotyping when dealing with others I display little appreciation of the value of different contributions and perspectives

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I do not prejudge anyone or their circumstances I do not use stigmatising language or behaviour				
I actively listen to and value others contributions	I communicate responsibly, with sensitivity and with respect for others I create an environment where people are happy to approach me without fear of recrimination or blame	I resolve conflict in a professional, calm, rational and sensitive way I use a variety of engagement methods to seek feedback and understand people's views	I communicate with passion and integrity to maintain and improve the reputation of the service to staff, stakeholders and the public	I show a lack of interest in interacting with others I do not take the time to listen to others or check my understanding I do not make myself clear when communicating with others
I look for opportunities from which to identify my mistakes and celebrate my successes I share my learning with others in my team	I encourage others to look for opportunities from which to learn, identifying their mistakes and celebrate their successes	I seek feedback about my own performance in order to keep learning and developing	I continually evaluate my own performance and take steps to continuously improve	I spend little time on personal and professional development activities As a manager, I do not mentor my team or

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
				encourage their development. I hold people back from development opportunities
I am open to understanding how my actions and behaviours impact on others I recognise and challenge inappropriate behaviour in a calm and rational way	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, helping others to reach an acceptable solution	I recognise and monitor the impact of my decisions I adapt and modify my behaviour in order to meet emerging needs I coach and mentor others to adapt their behaviour	I work hard to build trust by listening to others views and adapting to change	I ignore unacceptable or disrespectful behaviour and allow it to persist I do not proactively highlight to my manager when I am under stress and do not take action to reduce my stress levels I do not evaluate the outcome of my decisions
I embrace change	I persist in the face of obstacles and demonstrate a sense of personal responsibility for delivering change through my team	I champion change in the Service	I continually look at improving the organisation and lead the change process.	I never suggest new and improved ways of working I resist change and new ideas

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
				I criticise existing procedures without offering suggestions for improvements
I accept feedback and change my performance accordingly	I give constructive feedback to those in my team to improve performance	I ensure that everyone is aware of how they are doing and how their performance can be improved	I encourage the use of 360 degree feedback as a tool to improve performance	I do not accept feedback from others I avoid giving feedback to my team I do not deal effectively with poor performance

Working Together

Link to Core Code of Ethics: Integrity, Dignity and Respect, Accountability, Leadership

We are all positive role models, always demonstrating flexibility and resilient leadership even where we don't manage a team. The focus is on others and how we all demonstrate leadership to create high performance teams and developing people to their full potential.

We communicate with integrity, openness and honesty to foster trust and building collaborative working partnerships, acting as ambassadors and role model for the Service.

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I take pride and responsibility for the work I do and encourage others to do the same. I build trust with others and create positive working relationships	I work with the team to set clear expectations	I work with people both inside and outside the organisation to set clear work objectives I actively monitor the performance of the team and give positive developmental feedback	I work with others to establish the strategic direction and goals of the organisation	I criticise the service and talk about it in negative terms I do not know/understand the organisational goals
I take responsibility and accountability for my own work	I take responsibility for leading an effective team I put into place the actions required to make improvements	I am accountable for the output of my team(s)	I maintain and improve the reputation of the service to staff, stakeholders and the public I use non-stigmatising behaviours or language and non-stereotypical language	I do not take responsibility for myself or those I manage

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
			I promote two-way dialogue	
I treat everyone with respect I value and appreciate differences in people	I encourage all the people in my team to speak and share their views I take the time to listen and understand	I value the team and know how to make best use of their diverse skills and strengths I use a variety of engagement methods and tools to seek feedback and understand people's views	I promote all staff to our display outstanding leadership at every level I create an environment where people can be themselves at work and be the best they can be	I create barriers or negative feelings in the team I do not engage with my team or the wider organisation
I proactively learn new skills and behaviours	I support others through appraisal and coaching, developing my own skills where necessary I encourage my team to develop I am flexible in my leadership approach adapting to the individual and situation to ensure people give their best	I look for opportunities to develop people and promote a learning culture I develop future talent and proactively plan for succession. I coach, support and mentor people outside of my own immediate team or discipline	I promote and embed the principles of a learning organisation I ensure fair and effective systems and methods are in place to develop and nurture people's career I role model ethical and outstanding leadership I encouraging a coaching culture	I do not learn from past experiences. I do not encourage individual and team development I am not willing to explore different methods of learning and development I am not fair and equitable when assessing people for succession

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
	I value my team and know how to make best use of our diverse skills and strengths		I put in place mechanisms which give people access to coaching and mentoring	

Delivering Quality Service

Link to Code of Ethics: Putting our Communities First, Integrity, Dignity and Respect, Accountability, Leadership

We put the interests of the public, community and services users first by delivering high quality services now and into the future.

We focus on task and all demonstrate leadership to produce outcome-focussed results which meet customer needs continuous improvement and value for money to our customers.

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I act as a role model for Royal Berkshire Fire and Rescue Service I am focused on the needs of the public, community and internal and external service users including issues of safeguarding and inclusion	I seek to understand and address the specific risks and diverse needs of people and/or communities	I consider approaches that achieve better outcomes for communities	I am aware of the wider impact the organisation has on improving community outcomes	I take short-cuts that put our customers, colleagues, communities and/or partners at risk I do not try to improve service delivery
I plan ahead and prioritise my work, managing my time effectively to get things done	I look ahead to anticipate issues with local service delivery and performance to make plans and resolve or minimise issues before they become a problem	I monitor the quality of service delivery I share information so that people know how well we are performing and can plan accordingly	I take a long term view to consider the future political, social and economic landscape and effectively communicate this to the organisation	I do not anticipate problems or consider consequences when making decisions I focus on short-term concerns and neglect long-term thinking regarding the future of the Fire and Rescue Service

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I am careful with all types of resources (money, time, materials, fuel and energy)	I develop and review plans to make the best use of resources, and I challenge any misuse of resources	I consider the financial and resource implications of decisions I manage budgets appropriately	I set strategies and budgets through consultation, which represent the best value service for our communities I ensure that all staff demonstrate appropriate levels of business awareness.	I do not consider the financial/resource impact of my decisions I do not appreciate the need to control the use of resources.
I come up with ideas to improve the way we do things I take the time to feedback to the Service via the appropriate feedback mechanisms	I develop people focused systems and processes I ensure my team is given the opportunity to feedback to the Service via the appropriate feedback mechanisms	I seek the views of others on service quality and effectiveness to identify ideas for improvement I emphasise the importance of surveying staff and ensure that everyone in my area takes part	I promote the use of formal and informal engagement and consultation methods to get feedback from staff and service users about how we deliver and improve our service I use surveys and polls to find out how people are feeling and act on the results	I do not engage when asked to complete surveys I do not try to help to improve the way we function I do not act on the results of consultation exercises
I actively contribute to problem-solving and take time to understand the issues fully	I look to solve problems in different ways to improve the service we provide	I develop and implement solutions or recommendations based on sound evidence and feedback from internal and external sources	I implement systems to measure the quality of our decision making and to learn lessons I take account of emerging issues and risks and put in place plans to limit the	I jump to conclusions and do not evaluate evidence effectively I do not try to find new and innovative ways of solving problems

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
			negative consequences to our service	
I make decisions based on evidence	I make decisions based on fact and follow evidence and information prior to making decisions I consider the risks, including financial and resource impacts prior to making decisions	I objectively evaluate the impact of any changes to service delivery to learn lessons and implement that learning	I use evidence from our own and other's organisations to set strategy and direction for the service	I do not look outside the organisation for best practice I do not review decisions made to assess how things could have been done better
I work to build trust and constructive working relationships with others I find out about the needs of our service users to ensure we are offering the best service	I encourage my team to build constructive working relationships with others to achieve our aims I am outcome focused in my approach and make decisions based on better service outcomes	I seek out opportunities to work collaboratively across teams and functions to improve service delivery	I proactively build and sustain collaborative relationships with members and partners to reduce barriers to effective working and influence wider public service delivery I encourage innovation, including new technology, to improve service delivery	I do not work with others constructively I work in isolation and do not talk to others regularly to enable me to develop good working relationships I do not identify areas I can work together with others I avoid cooperating and working with others

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I work with other departments and foster good working relationships	I encourage my team to work closely with other departments	I work across functions to remove barriers to success by improving communication and promoting collaborative ways of working	I ensure all teams work together by facilitating cross functional meetings and knowledge sharing	I focus on my own work area and do not consider my effect on other departments I do not relate to other areas

Organisational Effectiveness

Link to Code of Ethics: Putting Our Communities First, Integrity, Dignity and Respect, Accountability, Leadership

We ensure everything we do is linked to organisational plans and values, ensuring decisions and actions are beneficial to the customer.

We focus on the organisation and all use leadership (even where we don't manage staff) to continuously improve, innovate and change, making objective decisions based on evidence without discrimination or bias

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I know what the key organisational goals are and how I make a difference to these I question when I don't understand something	I make sure the team understands how our work contributes to and delivers organisational priorities	I am aware of wider organisational and political priorities of the Service and how our function contributes more widely	I lead the organisation and develop the vision mission and strategic business plan, which are inclusive of diverse and changing community risks I take a long-term view which considers the future political, social and economic landscape as well as other public service drivers to set a clear and positive direction for the organisation	I do not understand what the organisational goals are I do not share organisational goals and priorities with my team I do not consider all our stakeholders when setting goals and strategy
I work within and understand the organisations policies, procedures and processes	I manage quality in my team and use various sources of feedback and evidence to understand how we	I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them	I act as a professional advisor to governance at all levels I ensure that our approach to corporate	I do not have knowledge or follow policies and procedures which are relevant to me I do not consider or assess risks to my work.

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
	are performing and managing risk		risk is well considered and reasonable in the circumstances	
I offer ideas and feedback to improve our services and take on board others' ideas	I encourage staff to be flexible in their approach and empower them to contribute towards and influence decisions I create conditions where team members are empowered to suggest and implement new ways or working I am aware of my position and the impact this can have on others in creating a barrier to suggesting change or different ways of working	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 strive to establish a learning ethos both internally and externally I create conditions for innovation and change that support our vision	I do not offer ideas for improvement I do not take account of suggestions and ignore ideas put forward to make improvements to the status quo I do not consider different options
I continuously seek to improve my performance to contribute to organisational goals.	I promote continuous improvement for the team and the organisation.	I improve business processes to promote more efficient ways of achieving our plans.	I foster and enable continuous improvement through using the right tools and methods.	I do not seek to improve my performance or continue my learning.

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I am open to, and positively engage with, new ways of working	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 embedded	I take ownership of change and help others to understand, adapt to and implement and embed change	I challenge the status quo and compare our performance against other fire and rescue services, other public services, and other relevant business sectors I evaluate and ensure changes are being embedded in the organisation	I resist change and do not engage with new initiatives I do not strive to continuously improve through organisational change
I positively seek organisational information about how well we are doing and what is changing I can be trusted with sensitive information	I set up communication processes to ensure that people in my team have access to accurate information, clarifying information where I need to	I take responsibility for delivering organisational messages professionally even in difficult circumstances	I take responsibility for crafting key organisational messages, monitoring and evaluating how they are being received and passed down the organisation	I am not interested wider organisational issues but and my attitude is to only stick to what I know I do not act with integrity

Health, Safety and Wellbeing

Link to Code of Ethics: Integrity, Dignity and Respect, Accountability, Leadership, Equality, Diversity and Inclusion,

We are committed to continuously improving the physical and mental health safety and wellbeing of ourselves and all members of the RBFRS team.

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I put safety first at all times and do not cut corners to make tasks easier	I role model the importance of safety	I put safety at the top of the agenda at all functional meetings	I demonstrate commitment to health and safety by highlighting it at every opportunity	I pay lip service to safety I do not put safety at the top of my agenda I ignore safety to get things done
I report incidents, near misses and safety concerns immediately	I carefully investigate safety issues and make changes as a result	I review safety statistics on a monthly basis and share learning with my own department and across the wider service	I refer to safety statistics when making strategic decisions to ensure that the organisation learns from past experience	I put safety issues down to operator error and do not look for underlying issues I do not learn from the mistakes of the past
I am aware of the facilities provided by RBFRS to support mental and physical wellbeing I alert my manager to my own wellbeing needs and utilise internal support mechanisms	I encourage my team to make use of the facilities provided to support mental and physical wellbeing	I ensure that my department has the opportunity to make use of the facilities provided to support mental and physical wellbeing	I proactively champion the provision of facilities to support physical and mental wellbeing of the service	I do not look after my own wellbeing I do not take the time to support my team with regard to their wellbeing

Leading Yourself	Leading Others	Leading the Function	Leading the Service	Negative Indicators
I participate in events that drive positive wellbeing initiatives	I engage with my team to promote and enhance employee health and wellbeing	I will lead and manage across the organisation to embed and maintain health and wellbeing as part of everyday activities	I foster good relations by promoting an environment where employee wellbeing is integrated into day to day practices	I do not engage with wellbeing initiatives I do not recognise the value of health and wellbeing
I talk to and support my colleagues about their health and wellbeing I look after the people around me and look for signs that someone may need support	I take an interest in my team and talk to them about their wellbeing I ensure that any health issues within the team are followed up and help and assistance is offered I provide support based upon the individuals needs	I seek an overview of the department to manage the health and wellbeing of the department I ensure managers supporting others receive the support they require as appropriate	I will ensure that mechanisms are in place to support individuals with health and wellbeing issues I review the reasons for absence such as work place stress, taking action to reduce these	I avoid discussing health issues with my colleagues I do not support my team