



DORSET & WILTSHIRE
FIRE AND RESCUE

Our Values and Behaviours

- R** Responsibility
- E** Equality
- S** Support
- P** Professionalism
- E** Excellence
- C** Communication
- T** Transformation

PASSIONATE ABOUT
CHANGING & SAVING LIVES

What's it all about – FAQ's

Why do we need values & behaviours?

It's widely accepted that performance at work is not just about what we do (our technical competence) or what we know (our knowledge and experience), this is all underpinned by our culture (how we do things around here) which is made up of our systems, structures, working practices and a whole host of variables – all of which centre around our shared values.

We all want Dorset & Wiltshire Fire to be a great place to work and want to feel like we're 'one team' all pulling in the same direction to meet Service aims and priorities as well as achieving our personal goals.

By demonstrating the behaviours set out in this framework, we can all contribute to developing this 'one team' ethos and creating a constructive, supportive working culture that we enjoy working in.

What are values?

Our Values are what makes us unique; they're the core things that we believe are essential to our culture and which motivate us to come to work.

These values drive the way that we all behave and respond to others at work - so they underpin everything that we do.



What are behaviours?

Behaviours describe the attitudes and approaches that we take to work (that's how we demonstrate our values) and explain:

- how we do things
- how we treat each other
- what we say and how we say it
- how we expect to be treated
- how others see us

Our RESPECT framework sets out the expected behaviours within each of our seven values.

What does RESPECT stand for?

RESPECT is an acronym for our seven core values – the building blocks upon which our culture is built. The RESPECT framework sets out the core behaviours within each value which define how we should all approach work. They sit beside our Job Descriptions and Role Maps which outline what we are expected to do.

RESPECT has been developed using input and feedback from employees; has been compared to frameworks that we have used

in the past; and considered in the light of the desired culture and vision of the Service and its partners. The behaviours described within the RESPECT framework support the delivery of our Strategic Priorities and continued development of our people, culture, service, performance and partnerships.



What's it all about – FAQ's

What is expected of me?

Within each of the RESPECT values, a set of expected behaviours is defined for everyone that works for and governs Dorset & Wiltshire Fire and Rescue Service.

These behaviours are split into three levels which can broadly be matched to roles as follows:

- **Level 1 - Practitioner**

Firefighters and Corporate Staff with no line management responsibility

- **Level 2 – Supervisor/Middle Manager**

Additional behaviours expected of those working in first line management and middle management roles, i.e. Crew, Watch and Station Managers, and their Corporate equivalents

- **Level 3 – Senior Manager/Executive**

A further set of behaviours expected of our senior managers and leaders, i.e. Group, Area and Brigade Managers, Heads of Department and Directors

These levels are designed to be cumulative so those working in management roles should also demonstrate the preceding level(s) of behaviour. People seeking promotion and development should also be aiming to demonstrate those behaviours relevant to the level of the post to which they are aspiring. A definition of each value and the expected behaviours which demonstrate these, are set on the following pages.

Treating people with RESPECT
will gain one wide acceptance and
improve the business.

Tao Zhu Gong 500BC

What does it mean... to everyone?

Taking responsibility for your actions, behaviours and decisions

Being honest and assertive

Doing your best and doing things in the right way

...for leaders and managers?

Promoting and developing leadership at all organisational levels; not just the top

Responsibility



	Level 1 – Practitioner	Level 2 – Supervisor/Middle Manager	Level 3 – Senior Manager/Executive
Taking responsibility	<ul style="list-style-type: none"> • I always take responsibility for the outcomes of my actions and behaviour • I am clear about what I am responsible and accountable for • I always gather all the information before taking a decision • I make clear decisions and then check on whether these were right 	<ul style="list-style-type: none"> • I encourage others to make decisions and use their own judgement • I regularly check progress and take action to put things right when needed • I support others to make clear decisions under pressure 	<ul style="list-style-type: none"> • I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities • I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios • I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and I help them to improve their performance
Being honest and assertive	<ul style="list-style-type: none"> • I own up to my mistakes and try to learn from them • I do 'the right things in the right way' and am confident about my professional judgement • I say 'no' to requests I can't deliver and I explain why this is the case • I am confident about standing up for what's right and will be a 'lone voice' if needed 	<ul style="list-style-type: none"> • I share learning from my own mistakes • I stand apart from the crowd if necessary and support others who feel that they are a 'lone voice' • I encourage honesty by actively listening to others' views and reasons 	<ul style="list-style-type: none"> • I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame
Doing your best	<ul style="list-style-type: none"> • I want to be the best that I can be and I take action to develop myself • I take on extra responsibility if there is an opportunity to do so • I can be trusted with sensitive and confidential information • I monitor plans and progress to make sure things are delivered on time 	<ul style="list-style-type: none"> • I encourage others to see the importance of personal development • I help others achieve their potential and to be the best that they can be 	<ul style="list-style-type: none"> • I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance • I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen

What does it mean... to everyone?

Being fair and ethical, and knowing yourself
Respecting and valuing differences
Challenging unacceptable behaviour

...for leaders and managers?

Embracing diversity and
innovation, and being open to
alternative views



	Level 1 – Practitioner	Level 2 – Supervisor/Middle Manager	Level 3 – Senior Manager/Executive
Being fair and ethical	<ul style="list-style-type: none">• I understand the groups I work with; and their particular risks and needs• I am aware of my own prejudices and I don't allow these to be seen at work• I bring conflict into the open and try to deal helpfully with any issues	<ul style="list-style-type: none">• I use community information to reduce risk and improve services• I engage with different groups to challenge my own biases• I help others to recognise their prejudices and become better informed	<ul style="list-style-type: none">• I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions
Respecting and valuing differences	<ul style="list-style-type: none">• I take action to find out what people in my community/working group think• I respond to suggestions that come from my community• I understand the benefit of working with people from different backgrounds• I am interested in different types of people and the strengths they bring to situations	<ul style="list-style-type: none">• I proactively seek community feedback and encourage others to do the same• I take positive action to involve and engage people from different backgrounds• I help others to see the strengths that different types of people bring to a situation	<ul style="list-style-type: none">• I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling• I actively ensure a supportive organisational culture that values diversity and challenges intolerance
Challenging unacceptable behaviour	<ul style="list-style-type: none">• I challenge any behaviour that could upset others• I support unpopular decisions which are morally right• I remain neutral while gathering facts about what really happened	<ul style="list-style-type: none">• I am willing to take unpopular decisions which are fair, ethical and/or morally right• I provide input and support to unpopular decisions which are correct• I encourage others to stay neutral	<ul style="list-style-type: none">• I seek to understand the longer term reasons for organisational behaviour , and to adapt and change cultures when appropriate

What does it mean... to everyone?

Working effectively with others

Being sensitive to others' feelings and wellbeing

Giving and receiving feedback

...for leaders and managers?

Demonstrating and promoting

compassion with a focus on

improvement and accountability



	Level 1 – Practitioner	Level 2 – Supervisor/Middle Manager	Level 3 – Senior Manager/Executive
Working with others	<ul style="list-style-type: none"> • I always stay calm and I try to calm down difficult situations • I make sure I have the most up to date information so that I can keep others safe • I am aware of my own behaviour and how it may affect others; and I take steps to rectify this if needed • I help people to move forward in a positive way 	<ul style="list-style-type: none"> • I always maintain a calm and controlled environment • I help colleagues to be more aware of the behaviour of people around them • I agree clear boundaries to allow myself and others the space to self-manage • encourage others to self-manage rather than look to the traditional chain of command 	<ul style="list-style-type: none"> • I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in the Service. This helps them to adopt fresh perspectives and identify improvements • I define and enforce the standards and processes that support a culture of personal responsibility
Sensitivity to others	<ul style="list-style-type: none"> • I am sensitive to the feelings of others and I support colleagues when they need it • I recognise changes in people's behaviour and offer support if needed • I suggest helpful ways to deal with others' worries or disagreements 	<ul style="list-style-type: none"> • I anticipate the likely response of others and take an approach to fit their needs • I help those who are struggling to cope to work out what has to be done; and how to stop the problem coming back • I actively seek ways to resolve tensions • I help others to see things in perspective 	<ul style="list-style-type: none"> • I motivate and inspire others to deliver challenging goals
Giving and receiving feedback	<ul style="list-style-type: none"> • I ask questions to find out how well I'm doing in my role and I plan how to improve • I recognise skill/knowledge gaps in others and I offer helpful feedback • I accept feedback from others and I act on it 	<ul style="list-style-type: none"> • I proactively look for gaps in my own skills/knowledge and regularly invite feedback from others • I go out of my way to give helpful, constructive feedback • I help others to recognise skill/knowledge gaps and to take action to address these 	<ul style="list-style-type: none"> • I create a constructive working environment where regular feedback is the norm, and coaching and mentoring are effectively used to support personal development

Alone we can do so little; together we can do so much.

Helen Keller – Author, Activist, Lecturer (1880 – 1968)

What does it mean... to everyone?

Being credible and confident and having impact
Understanding the context you're working in
Working effectively with your stakeholders

...for leaders and managers?

Being in the present but
also horizon scanning
Leading across boundaries

Professionalism



	Level 1 – Practitioner	Level 2 – Supervisor/Middle Manager	Level 3 – Senior Manager/Executive
Credibility, confidence	<ul style="list-style-type: none">• I present a credible and professional image of myself and the Service• I am always positive about the Service and its priorities• I am confident in taking a lead to help everything move in the right direction• I let others take the lead when they are in a better position to do so	<ul style="list-style-type: none">• I am confident in taking control in a variety of situations• I encourage others to think highly of the Service through my positive commitment	<ul style="list-style-type: none">• I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the Service. This allows the fire sector to play a major role in the delivery of services to communities• I use my knowledge of the wider external environment and long-term situations to inform effective decision making
Understanding context	<ul style="list-style-type: none">• I know what is happening around me even when I'm focussing on an urgent or important issue• I understand the local political issues that may have an impact on the Service or our community• I am aware of shared interests with other groups, functions or individuals	<ul style="list-style-type: none">• I seek out knowledge and information, and I actively share this with others• I understand national issues that may have a current or future impact on the Service or our community• I proactively engage with other groups or individuals with shared interests	<ul style="list-style-type: none">• I create an environment where partnership working flourishes and creates tangible benefits for all• I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures
Working with stakeholders	<ul style="list-style-type: none">• I build and maintain effective stakeholder relationships• I make sure that key groups or individuals understand what is likely to happen and how it might affect them• I am willing to compromise over a short-term objective to maintain a relationship or to meet longer term aims• I try to find middle ground so that all parties can achieve at least part of their objective	<ul style="list-style-type: none">• I create chances to work together with others• I establish groundwork with stakeholders to support future progress• I encourage support from key groups by keeping them up to date• I look for opportunities to negotiate and find middle ground	<ul style="list-style-type: none">• I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed• I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private)

Professionalism: it's not the job you do, it's how you do the job.

Anon

What does it mean... to everyone?

Having a 'one-team' approach

Being flexible and adaptable

Doing your best and helping others to do the same

...for leaders and managers?

Using high levels of emotional

intelligence to influence and

achieve shared missions or goals

Excellence



	Level 1 – Practitioner	Level 2 – Supervisor/Middle Manager	Level 3 – Senior Manager/Executive
“One-team” approach	<ul style="list-style-type: none"> • I spend time getting to know individuals and groups • I build good relationships in different settings • I openly and transparently share what I know • I recognise the contribution that others make • I let others speak openly without fear that this will be used against them 	<ul style="list-style-type: none"> • I champion ‘one team’ so that everyone is working for Service aims • I am visible and approachable • I actively encourage an open environment where everyone feels able to speak freely • I challenge others to be open and transparent 	<ul style="list-style-type: none"> • I ensure that my decisions balance the needs of my own team/area with those of the wider Service and external partners
Flexibility and Adaptability	<ul style="list-style-type: none"> • I switch between tasks and activities to deliver what’s needed • I adapt to changing circumstances and will do whatever’s necessary to resolve a situation • I take opportunities to interact and get others involved in tasks 	<ul style="list-style-type: none"> • I explain how new approaches will work better • I re-prioritise and bring plans up to date if things change • I actively look for new ways to involve others and proactively communicate 	<ul style="list-style-type: none"> • I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support
Doing your best	<ul style="list-style-type: none"> • I highlight the most important information so that key messages are understood • I recognise barriers and take steps to get around them before they become a problem • I encourage everyone to do the best job that they can 	<ul style="list-style-type: none"> • I explain goals to others and inspire them to achieve • I use a variety of ways to help others understand and remember things • I accept an element of risk and I trust people to try things out 	<ul style="list-style-type: none"> • I anticipate and identify organisational barriers that stop the Service from meeting its goals, and I put in place contingencies or seek to remove these

With regard to excellence, it is not enough to know, but we must try to have and use it.

Aristotle – Greek Philosopher (BC384 - BC322)

What does it mean... to everyone?

Delivering messages effectively
Listening to others and checking understanding
Being positive and committed

...for leaders and managers?

Creating a compelling vision and taking people with you

Communication



	Level 1 – Practitioner	Level 2 – Supervisor/Middle Manager	Level 3 – Senior Manager/Executive
Delivering messages effectively	<ul style="list-style-type: none"> • I get my message across in a way that suits my audience • I am aware of my own body language • I present information in a way that promotes understanding • I always summarise details so that key points are addressed • I am diplomatic, measured and tactful 	<ul style="list-style-type: none"> • I connect effectively with a variety of different audiences • I influence others by finding the best way to communicate with them according to their style • I help others to understand different styles and to simplify information • I encourage others to engage and develop by choosing approaches that suit them 	<ul style="list-style-type: none"> • I communicate how the Service vision links to specific plans and objectives so that people are motivated and clearly understand our goals • I ensure that everyone understands their role in helping the Service achieve its vision
Listening to others	<ul style="list-style-type: none"> • I check people's reactions and whether they understand what's been said • I am aware of how well updates and communications are working • I check my own understanding of others' ideas or messages by asking questions • I actively listen to what others have to say 	<ul style="list-style-type: none"> • I help others to understand different communication styles • I encourage others' thoughts and input, and make sure everyone has a voice • I use appropriate body language to get others to open up 	<ul style="list-style-type: none"> • I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes • I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations
Being positive and committed	<ul style="list-style-type: none"> • I always do what I say I will do • I adapt my own style and approach to help others understand messages and learn things • I support Service decisions and don't undermine messages about what is happening and why • I build positive relationships and keep up regular contact with others 	<ul style="list-style-type: none"> • I am committed to and enthusiastic about Service decisions and I help others to understand them • I create chances whenever possible to get positive messages across • I commit personally to delivering outcomes and actions 	<ul style="list-style-type: none"> • I demonstrate long-term strategic thinking, going beyond personal goals and considering how the Service operates in the broader societal and economic environment

The single biggest problem in communication is the illusion that it has taken place.

George Bernard Shaw – Playwright (1856 – 1950)

What does it mean... to everyone?

Being open to change and new thinking
Adapting ways of working
Challenging the status quo

...for leaders and managers?

Acting as an ambassador for change through
your own practice, and by creating and
sustaining a learning environment

Transformation



	Level 1 – Practitioner	Level 2 – Supervisor/Middle Manager	Level 3 – Senior Manager/Executive
Being open to change	<ul style="list-style-type: none"> • I am comfortable with 'knowing what I don't know' and still delivering what I need to • I try different things to see what works best • I support others who are trying to make changes at work • I am willing to take risks to make sure an excellent service is given • I learn how to improve things by listening to the public and other organisations 	<ul style="list-style-type: none"> • I help others to understand and cope with ambiguity • I share learning from my own experiences and I encourage others to do the same • I help others to see the benefits of change • I get involved in the early stages of change 	<ul style="list-style-type: none"> • I work to create an innovative learning culture, recognising and promoting experimental activities • I carry accountability for ensuring that the Service remains up to date and at the forefront of sector development
Adapting ways of working	<ul style="list-style-type: none"> • I always consider what might happen in the short and medium term • I use my knowledge and experience to find and evaluate solutions • I identify quick wins that can help others see improvement • I take opportunities to put my own ideas into action • I treat genuine mistakes as learning opportunities rather than assigning blame 	<ul style="list-style-type: none"> • I can predict potential implications in the short, medium and long term • I proactively initiate and support change • I give others the responsibility and authority to deliver • I can identify quick wins and take action to implement them • I allow others to develop ideas and give feedback 	<ul style="list-style-type: none"> • I implement, test and communicate new and far-reaching ways of working that can radically change our organisational culture, attitudes and performance • I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere
Challenging the status quo	<ul style="list-style-type: none"> • I ask 'why?' And will question existing practice or the efficiency of how things work • I come up with ideas for improvement • I can identify more than one solution and work out which one is the best way forward 	<ul style="list-style-type: none"> • I actively encourage others to question the way they work and to ask 'why?' • I empower others and delegate tasks in a way that allows innovation to flourish • I encourage high standards and risk-taking to bring about significant improvement 	<ul style="list-style-type: none"> • I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial

Without deviation from the norm, progress is not possible.

Frank Zappa – Singer, songwriter, producer, director (1940 – 1993)



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