



# DFES Firefighter Success Profile

# PROFILE AT A GLANCE

COMPETENCIES	PERSONAL ATTRIBUTES
<ul style="list-style-type: none"> <li>✦ Adapts to the team</li> <li>✦ Builds relationships and establishes rapport</li> <li>✦ Achieves goals and work tasks</li> <li>✦ Demonstrates integrity</li> <li>✦ Copes with pressure and setbacks</li> <li>✦ Adapts to change</li> <li>✦ Follows directions and procedures</li> <li>✦ Development focus</li> <li>✦ Innovation</li> </ul>	<p><b>Personality Traits</b></p> <ul style="list-style-type: none"> <li>✦ Emotionally controlled</li> <li>✦ Balanced outlook</li> <li>✦ Self-disciplined and focused</li> <li>✦ Problem focused</li> <li>✦ Collaborative</li> <li>✦ Controls impulses</li> <li>✦ Conventional</li> </ul> <p><b>Core Values</b></p> <ul style="list-style-type: none"> <li>✦ Altruism</li> <li>✦ Affiliation</li> </ul>
EXPERIENCE	Cognitive Abilities
<ul style="list-style-type: none"> <li>✦ 3 years of work, study or travel experience, or required level of maturity (desirable)</li> </ul>	<ul style="list-style-type: none"> <li>✦ Reading</li> <li>✦ Calculation</li> <li>✦ Problem solving</li> <li>✦ Comprehend mechanical systems</li> </ul>
KNOWLEDGE	Health and Fitness
<p><b>Qualifications and Certificates</b></p> <ul style="list-style-type: none"> <li>✦ Australian first aid certificate (HLTAID003)</li> <li>✦ Manual heavy rigid class driver's licence</li> <li>✦ Working with children check ✦</li> </ul> <p>National police certificate</p> <p><b>Organisational Knowledge</b></p> <ul style="list-style-type: none"> <li>✦ DFES values and mission (critical)</li> <li>✦ Services provided by DFES (desirable)</li> </ul>	<ul style="list-style-type: none"> <li>✦ Medical fitness</li> <li>✦ Physical fitness</li> <li>✦ Mental fitness</li> </ul> <p><b>Capacity to Cope With</b></p> <ul style="list-style-type: none"> <li>✦ Traumatic circumstances</li> <li>✦ Physical exertion</li> <li>✦ High risk work</li> <li>✦ Shift work</li> <li>✦ Tolerance to diversity</li> <li>✦ Periods of low activity</li> </ul>

# ENVIRONMENT

## DEPARTMENT OF FIRE AND EMERGENCY SERVICES (DFES) CONTEXT

DFES has a legislated role to manage a range of emergencies within Western Australia, including both responding effectively to emergencies and working with the community to increase shared responsibilities related to prevention and mitigation of hazardous risks.

## DFES CORE VALUES

- ✦ Teamwork
- ✦ Leadership
- ✦ Trust
- ✦ Commitment

## DFES VISION

All Western Australian's working together for a safer state.

## FIREFIGHTER ROLE CONTEXT

The Firefighter Success Profile is designed to be sufficiently flexible to be relevant over time. However, should the direction, core business, or business landscape shift considerably, the profile may need to be re-validated.

In this regard, DFES outlines strategic goals of building greater diversity in its workforce, engaging new development pathways for Firefighters, driving innovation and the capacity for change. Consideration for these goals has been incorporated into the profile.

At the time of this profiles inception, the overarching goal of the Firefighter role is to prepare for and respond to emergencies as a team and provide support in community centred emergency management and hazard prevention activities. To achieve this, the following areas of focus are critical for a Firefighter at DFES:

### **Respond to emergency incidents as a team member to safeguard people, property and the environment.**

Though emergency response may incorporate only 10% to 15% of a Firefighters time, their team performance in such extreme circumstances is critical. During such incidents they may operate vehicles and complicated mechanical equipment, safeguard people, property and the environment, liaise with other emergency services, and a range of other duties. Their ability to operate as a team in such situations is of critical importance, and thus having strong relationships with their team members will help facilitate such teamwork.

### **Engage with the community to educate and prevent emergencies.**

On top of responding to emergencies, Firefighters have a key role to play in the community. This role sees Firefighters proactively seeking to educate community members and institutions, in order to increase the community's resilience to emergencies. This may be established through presentations to community groups, audits of emergency readiness, observation or participation in emergency exercises and development of mitigation strategies.

### **Develop professional and technical skills continuously.**

Given the range of emergency situations Firefighters respond to in the community (e.g., fires, vehicle accidents, rescues, and other emergencies), professional development and knowledge of procedures, equipment, and tactics is of high importance for new recruits. New recruits are not expected to have emergency response experience when recruited, and consequently, learning and development is a particularly significant focus in the first 5 years after a Firefighter's recruitment, though this is expected to continue throughout a Firefighter's career.

### **Cope with extreme physical and mental challenges.**

When responding to emergency incidents, Firefighters may be exposed to maximum exertion, extreme temperatures, poor visibility, high noise, limited mobility, heights, confined spaces, and a number of chemical and biological hazards. They are expected to utilise a large array of safety equipment to protect themselves and others in situations risking personal injury. They may also witness trauma in the form of individuals involved in such incidents.

### **Maintain readiness during periods of low activity.**

As only 10% to 15% of a Firefighters time incorporates emergency response, there may be significant periods of non-emergency response related activities. This time may include maintaining fitness levels, participating in response exercises, engaging with the community, maintenance of equipment and vehicles, and other miscellaneous activities.

### **Drive innovation and adapt to change.**

Both DFES and the Firefighter role itself are set to develop and grow in the future. There has and will be continual technological change in order to improve both the effectiveness and safety of Firefighters during emergency response. Further, increased diversity amongst the organisation and Firefighters is anticipated, where Firefighters will more accurately reflect and represent the communities they engage with and safeguard. These changes will require a capability and willingness on behalf of Firefighters to positively cope and adapt to broad process and structural changes.

In addition, DFES seeks to create more career paths for Firefighters, which may provide opportunities for innovation amongst those developing in the organisation in the future.

# BEHAVIOUR

## Competencies

The competencies below are a cluster of related behaviours and personality traits that are associated with success or failure in the job. The profile acts as a positive guide for selection activities, development and coaching purposes.

	ADAPTS TO THE TEAM
Behavioural Description	<ul style="list-style-type: none"><li>✦ Aligns personal style with the character of the team</li><li>✦ Relates well to other team members</li><li>✦ Balances personal goals with those of the team</li><li>✦ Understands the perspectives of others</li></ul>
Personality Description	<ul style="list-style-type: none"><li>✦ Relaxed: Tends to be less tense and find it easier to relax. Less likely to unnecessarily worry.</li><li>✦ Social confidence: Tend to be confident in social situations and when meeting people for the first time.</li><li>✦ Collaborative: Motivated to work with others and may feel less comfortable when working alone.</li><li>✦ Tactful: Readily considers others' feelings and perspectives when communicating.</li></ul>

	BUILDS RELATIONSHIPS AND ESTABLISHES RAPPORT
Behavioural Description	<ul style="list-style-type: none"><li>✦ Quickly builds rapport and makes people feel at ease</li><li>✦ Establishes strong working relationships with others</li><li>✦ Relates well to different types of people</li></ul>
Personality Description	<ul style="list-style-type: none"><li>✦ Social insight: Attentive to other people's behaviour and their motivations. May tend to analyse other people.</li><li>✦ Trusting: Willing to trust others more readily and tends to believe most people are honest.</li><li>✦ Social confidence: Tend to be confident in social situations and when meeting people for the first time.</li><li>✦ Balanced Outlook: Tend to be less negative in their outlook and rarely feel down. May not focus on the negatives of a given situation.</li></ul>

	ACHIEVES GOALS & WORK TASKS
Behavioural Description	<ul style="list-style-type: none"> <li>✦ Accepts and tackles demanding goals</li> <li>✦ Pursues goals with tenacity</li> <li>✦ Works through challenges to achieve success</li> <li>✦ Sees things through to completion</li> <li>✦ Does not give up easily</li> </ul>
Personality Description	<ul style="list-style-type: none"> <li>✦ Focus: Tends to be able to re-attend to tasks after distractions and can switch more easily between tasks. Tends to be more self-disciplined.</li> <li>✦ Controls Impulses: Tends to control impulses, urges, and desires. Less likely to say things without thinking.</li> <li>✦ Reliable: Tends to follow tasks through to completion. Tends to feel uncomfortable leaving tasks unfinished.</li> </ul>

	DEMONSTRATES INTEGRITY
Behavioural Description	<ul style="list-style-type: none"> <li>✦ Treats others fairly and consistently</li> <li>✦ Holds to agreements made with others</li> <li>✦ Is open and transparent in sharing own intentions with others</li> <li>✦ Does not deliberately mislead others</li> <li>✦ Admits to mistakes</li> </ul>
Personality Description	<ul style="list-style-type: none"> <li>✦ Open-minded: Willing to change their behaviour or their opinion.</li> <li>✦ Not Materialistic: Unlikely to be motivated by financial rewards. Likely to pay more importance on things other than wealth.</li> <li>✦ Order: Tends to be ordered, structured, and organised.</li> <li>✦ Transparent: Tends to be unwilling to unfairly take advantage of situations or others.</li> </ul>

	COPES WITH PRESSURE & SETBACKS
Behavioural Description	<ul style="list-style-type: none"> <li>✦ Remains objective under pressure</li> <li>✦ Works productively in a pressurised environment</li> <li>✦ Remains focused on work when under pressure</li> <li>✦ Remains persistent despite setbacks</li> </ul>

Personality Description	<ul style="list-style-type: none"> <li>✦ Emotionally controlled: Tends to find it easier to conceal and control their emotions. Does not let emotions influence their behaviour or decisions.</li> <li>✦ Controls Impulses: Tends to control impulses, urges, and desires. Less likely to say things without thinking.</li> <li>✦ Decisive: Tends not to need all the information in order to make quick decisions.</li> <li>✦ Relaxed: Tends to be less tense and find it easier to relax. Less likely to unnecessarily worry.</li> </ul>
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	ADAPTS TO CHANGE
Behavioural Description	<ul style="list-style-type: none"> <li>✦ Adjusts to change positively</li> <li>✦ Adapts work style to suit changing circumstances</li> <li>✦ Modifies approach in the face of new demands</li> </ul>
Personality Description	<ul style="list-style-type: none"> <li>✦ Emotionally controlled: Tends to find it easier to conceal and control their emotions. Does not let emotions influence their behaviour or decisions.</li> <li>✦ Reliable: Tends to follow task through to completion. Tends to feel uncomfortable leaving tasks unfinished.</li> <li>✦ Long-term Focus: Tends to look to the future and make plans for the future.</li> </ul>

	FOLLOWS DIRECTIONS & PROCEDURES
Behavioural Description	<ul style="list-style-type: none"> <li>✦ Follows instructions (either verbal or written) from superiors</li> <li>✦ Shows receptiveness to being managed and co-operates</li> <li>✦ Accepts direction without necessarily challenging others' authority</li> </ul>
Personality Description	<ul style="list-style-type: none"> <li>✦ Open-minded: Willing to change their behaviour or their opinion.</li> <li>✦ Controls Impulses: Tends to control impulses, urges, and desires. Less likely to say things without thinking.</li> <li>✦ Order: Tends to be ordered, structured, and organised.</li> <li>✦ Rule following: Tends to believe that rules are there to be obeyed. Tends to adhere to instructions.</li> </ul>

	DEVELOPMENT TOOLS
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Behavioural Description	<ul style="list-style-type: none"> <li>✦ Participates in continual professional development</li> <li>✦ Actively seeks learning opportunities</li> <li>✦ Develops own technical skills</li> <li>✦ Shows an interest in new developments in own field</li> </ul>
Personality Description	<ul style="list-style-type: none"> <li>✦ Thankless: Tends to be less motivated by recognition. May be happy to have personal efforts go unnoticed.</li> <li>✦ Long-term focus: Tends to look to the future and make plans for the future.</li> <li>✦ Receptive to feedback: Welcomes and is receptive to criticism and feedback. Takes feedback as an opportunity to improve.</li> <li>✦ Open-minded: Willing to change their behaviour or their opinion.</li> </ul>

	INNOVATION
Behavioural Description	<ul style="list-style-type: none"> <li>✦ Produces new ideas and approaches, questions traditional ideas</li> <li>✦ Thinks expansively, combines new or disparate ideas to generate innovative options</li> <li>✦ Evaluates options, identifies alternative ideas, solutions and perspectives</li> <li>✦ Evaluates new ideas for relevance and feasibility before implementing</li> </ul>
Personality Description	<ul style="list-style-type: none"> <li>✦ Progressive: Prefers new and novel ideas, approaches or ways of working.</li> <li>✦ Creative: Has an active imagination and tends to generate lots of ideas.</li> </ul>

## PERSON

### Personality Traits

The following personality traits were correlated with higher performing Firefighters.

TRAIT	DESCRIPTION	RECOMMENDED ASSESSMENT APPROACH
Emotionally controlled	Tends to find it easier to conceal and control their emotions. Does not let emotions influence their behaviour or decisions.	<ul style="list-style-type: none"> <li>✦ Personality assessment</li> <li>✦ Emotional intelligence assessment</li> <li>✦ Behavioural interview questions</li> <li>✦ Group activity</li> </ul>



Balanced outlook	Tend to be less negative in their outlook and rarely feels down. May not focus on the negatives of a given situation.	<ul style="list-style-type: none"> <li>✦ Personality assessment</li> <li>✦ Behavioural interview questions</li> </ul>
Focused	Tends to be able to re-attend to tasks after distractions and can switch more easily between tasks. Tends to be more self-disciplined.	<ul style="list-style-type: none"> <li>✦ Personality assessment</li> <li>✦ Behavioural interview questions</li> <li>✦ Group activity</li> </ul>
Problem focused	Tends to readily identify problems and flaws. May be critically minded.	<ul style="list-style-type: none"> <li>✦ Personality assessment</li> <li>✦ Behavioural interview questions</li> <li>✦ Group activity</li> </ul>
Collaborative	Motivated to work with others and may feel less comfortable when working alone.	<ul style="list-style-type: none"> <li>✦ Personality assessment</li> <li>✦ Behavioural interview questions</li> <li>✦ Group activity</li> </ul>
Controls impulses	Tends to control impulses, urges, and desires. Less likely to say things without thinking.	<ul style="list-style-type: none"> <li>✦ Personality assessment</li> <li>✦ Behavioural interview questions</li> <li>✦ Group activity</li> </ul>
Conventional	Tends to see themselves as having similar thought processes to other people. Does not feel different or unique.	<ul style="list-style-type: none"> <li>✦ Personality assessment</li> </ul>

## Core Values

TRAIT	DESCRIPTION	RECOMMENDED ASSESSMENT APPROACH
Altruism	Tends to have a desire to help others and contribute to society. Tends to be concerned about others well-being and enjoys fostering a sense of community.	<ul style="list-style-type: none"> <li>✦ Values assessment</li> <li>✦ Motivational interview question</li> <li>✦ Reference check</li> </ul>

Affiliation	<p>Tends to prioritise socialising and prefers environments that provide the opportunity to work with others.</p> <p>Tends to seek opportunities to network and enjoy interacting and engaging with others. Tends to not prefer independent tasks.</p>	<ul style="list-style-type: none"> <li>✦ Values assessment</li> <li>✦ Motivational interview question</li> <li>✦ Reference check</li> </ul>
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## Cognitive Ability

TRAIT	DESCRIPTION	RECOMMENDED ASSESSMENT APPROACH
Reading	Understand, interpret, and evaluate written information.	<ul style="list-style-type: none"> <li>✦ Verbal reasoning assessment</li> <li>✦ Work sample</li> </ul>
Calculating	Understand, interpret, and evaluate numerical data. Perform basic mathematical calculations.	<ul style="list-style-type: none"> <li>✦ Numerical reasoning assessment</li> <li>✦ Work sample</li> </ul>
Problem solving	Understand incomplete and ambiguous information in order to solve novel problems by creating solutions from first principles.	<ul style="list-style-type: none"> <li>✦ Abstract/inductive/logical reasoning assessment</li> <li>✦ Work sample</li> </ul>
Comprehend mechanical systems	Understand basic mechanical principles and their application to devices such as gears, levers and simple structures.	<ul style="list-style-type: none"> <li>✦ Mechanical reasoning assessment</li> <li>✦ Work sample</li> </ul>