Competency and Values Framework for Policing

Overview of Framework

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Introduction

The competency and values framework aims to support those in policing, both officers and staff, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of those working in policing which leads to standards being raised for the benefit of the public.

The framework has 6 competencies which are clustered into 3 groups, and under each competency are 3 levels which show what behaviours will look like in practice. All of the competencies are underpinned by 4 values which should underpin everything we do as a police service.

Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying competence. Each competency is split into 3 levels which are intended to be used flexibly to allow for a better fit with policing and non-policing roles. The levels can broadly be matched as;

- Level 1 – Practitioner
- Level 2 – Supervisor/Middle Manager
- Level 3 – Senior Manager/Executive
A number of national role profiles will be developed which will show how the competency levels align to common roles within policing. This can be used as a basis for developing further role profiles.

The following sections of this document will explain each value and competency, and show the behaviours for each.
Value

Integrity

We understand and reinforce expectations of professional behaviour, and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the Police Service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective Police Service. Doing the right thing is about becoming a role model and upholding public trust.

Behaviours

- I demonstrate courage in doing the right thing
- I do the right thing, even when it is difficult
- I enhance the reputation of my organisation and the wider Police Service
- I challenge colleagues whose behaviour falls below the public’s and the service’s expectations
- I am open and responsive to challenge about my actions
- I challenge attitudes and language which do not promote the values of the Police Service
- I declare any conflicts of interest
- I am respectful of the authority and influence my position gives me
- I act in line with the values of the Police Service and the Code of Ethics
- I use resources effectively and efficiently
Value

Impartiality

We as a Police Service must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is done by being fair and objective. We consider different sides of a situation, and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for decisions or actions we take ensuring they are clear and evidence based.

Behaviours

- I take into account individual needs and requirements
- I understand that treating everyone fairly does not mean everyone is treated the same
- I give people an equal opportunity to express their views
- I communicate with everyone, making sure the right message is provided to all
- I value everyone’s views and opinions by actively listening to understand their perspective
- I make unbiased decisions
- I enable everyone to have equal access to services and information
Value

Transparency

We are transparent in our actions, decisions and communications whether they are people we work with or those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we talk to and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why, and by keeping our promises so communities can rely on us when needed.

Behaviours

- I ensure that my decision making rationale is clear and considered so that it is easily understood by others
- I am clear and comprehensive when communicating with others
- I am honest about my areas for development and strive to improve
- I give an accurate representation of my actions and records
- I recognise the value of feedback and act on it
- I give constructive and accurate feedback
- I represent the opinions of others accurately and consistently
- I am consistent and truthful in my communications
- I maintain confidentiality appropriately
Value

Social Responsibility

As individuals and as part of a wider organisation we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve, and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the Police Service. We are respectful to the needs and concerns of different individuals and groups.

Behaviours

- I am motivated by serving the public
- I am motivated to ensure that I provide the best service possible, all of the time
- I seek to understand the needs of others
- I adapt to address the needs and concerns of different communities
- I tailor my communication to be appropriate and respectful to my audience
- I take into consideration how others want to be treated when interacting with them
- I treat people respectfully regardless of the circumstances
- I share credit with everyone involved in delivering services
- I act in the interest of the public, first and foremost
Cluster

Intelligent, Creative and Informed Policing

We are open to new sources of information, continuously developing our own knowledge to help the Police Service to grow and change in line with new challenges, and stay at the forefront of public service.

Informed analysis and creativity sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.
Competency

We are... Innovative and Open Minded

We have an inquisitive and outward looking nature, searching for new information to understand alternative sources of best practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we’re performing, both as individuals and teams and we seek to continuously improve. To do this we look at relevant standards outside of policing in other organisations and sectors.

Continually changing and adapting is part of our role, we maintain an open mind to allow us to spot opportunities and create innovative solutions.

**Why is it important?** New and emerging threats mean that our required response will not always be obvious, needing us to adopt new thinking and assumptions, being continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public, taking innovative, preventative action to reduce demand.

Being open minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

**Level One**

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I continually reflect on my own way of working and periodically review processes and procedures for continuous improvements.
- I adapt to change, being flexible as the need arises whilst encouraging others to do the same.
- Whilst I learn from my experiences I do not let myself be unduly influenced by preconceptions.

**Level Two**

- When faced with a problem, I explore a number of different sources of information and use a variety of tools, looking for best practice that is not always from policing.
- Using knowledge of trends, new thinking about policing and changing demographics in the population, I am able to spot opportunities or threats which may influence how I go about my job in the future.
- I am flexible in my approach, changing my plans to make sure that I create the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.
Level Three

- I implement, test and communicate new and far reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- 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 policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- 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.
- I carry accountability for ensuring that the Police Service remains up to date and at the forefront of global Policing.
Competency

We... Critically Analyse

We analyse information, data, viewpoints and the best available evidence to understand root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence, to give us a greater view of what is happening underneath the surface. Combining intuition and evidence based approaches, we make decisions that balance the need to accept that sometimes we won’t have all the answers with gathering facts and robust information, to be able to think tactically and strategically.

Why is it important? Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life, and therefore be able to identify inter-relationships between different factors.

If we are able to analyse the best available evidence and see what is occurring under the surface, we will be better able to make confident and effective decisions, and implement preventative solutions that deal with root causes.

Level One

- I recognise the need to think critically about issues, I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information, deciding whether it is relevant, irrelevant or important information.
- I proactively solve problems by understanding the reasons behind them, learning from my experiences and taking steps to change them.
- Before making decisions I refer to procedures and precedents, when it is necessary.
- I weigh up the pros and cons of potential actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications of this.
- I make decisions in alignment with our mission, values and code of ethics.

Level Two

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
I recognise patterns, themes and connections between several and diverse sources of information and the best available evidence.

I identify when I need to take action on the basis of limited information, thinking about how to mitigate the risks in doing so.

I challenge others to ensure that decisions are made in alignment with our mission, values and code of ethics.

**Level Three**

- Balancing risks, costs and benefits associated with decisions, my thinking concerns the wider impact, and how actions are seen in that context. I think through ‘what if’ scenarios.
- 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.
- I seek to identify key reasons or incidents for issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long term situations to inform effective decision making.
- Acknowledging that some decisions may represent a significant change, I think about the best way to introduce such decisions and win support.
Cluster

Inclusive, Enabling and Visionary Leadership

We are all able to work together independently and recognise the need to act as ‘leaders’, be it in a formal line management capacity, or engaging and motivating colleagues and the public to get involved / have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes, or leading a cross-sector partnership; we work across organisations and sectors to achieve excellence in public service.
Competency

We… Deliver, Support and Inspire

We understand the vision for the organisation and we role model our values in our day-to-day activities, providing inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public’s best interests. We understand how we impact the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those people who are in formal or senior management positions, as we all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting this through activities such as coaching and mentoring.

**Why is it important?** To deliver the most effective service we need to be clear on our goals and priorities, both for the Police Service and individually. We can all help to support and motivate each other to ensure that we are working at our most effective, enabling ourselves and those around us to perform at our best. We should all act as organisational role models.

**Level One**
- I take on challenging tasks to help to continuously improve the service and support my colleagues.
- I understand how my work contributes to the wider Police Service.
- It is part of my collective responsibility to deliver efficient services – I take personal responsibility for making sure that I am working effectively to deliver the best service.
- An important part of this is being conscientious in my approach, I go the extra mile to provide the best service and work to break through any obstacles to making this happen.
- I support the efficient use of resources to create the most value and the right impact.
- I keep up to date with changes in internal and external environments.
- I role model the behaviours I expect to see in others and act in the best interests of the Police Service.

**Level Two**
- I give clear direction and expectations, helping others to understand how their work operates in the wider context.
- I identify blockers that inhibit performance in my teams and take steps to resolve these, enabling others to perform.
- I lead the public and / or colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short and long term potential implications for the Police Service.
• I motivate and inspire others to achieve their best.

**Level Three**

• I challenge myself and others to bear in mind our vision to provide the best possible police service in every decision we make.

• I communicate how the overall 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 Police Service to achieve this vision.

• I anticipate and identify organisational blockers that stop the Police Service from meeting its goals, putting in place contingencies or removing organisational barriers.

• I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.

• I demonstrate long-term strategic thinking, going beyond personal goals and considering how the Police Service operates in the broader societal and economic environment.

• My decisions balance the needs of my own Force/Unit with those of the wider Police Service and external partners.

• I motivate and inspire others to deliver challenging goals.
Competency

We are… Collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively we need to look outside our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long lasting partnerships that focus on collective aims and not just our own organisation. This goes beyond just working in teams and with colleagues we see daily, but building good relationships with other public and third sector providers, reaching out to private organisations and working with communities and our customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all. Our engagement not only seeks to deliver joint solutions, but also to share appropriate information, and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources, and the need for services are not defined by organisational and geographical boundaries, requiring us to work together regardless of differing cultures, priorities, and needs.

This means that we need to influence and negotiate, to achieve outcomes for everyone, and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners’ trust and confidence in us and a key part of achieving this is through the way in which we work with others.

Level One

- I work co-operatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well, so that I generate a common understanding.
- In order to build rapport, I take the time to get to know others and their perspective.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

Level Two

- I manage relationships and partnerships for the long term – sharing information, and building trust to find the best solutions.
- I help create joined - up solutions across organisational and geographical boundaries, partner organisations and those the Police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
• I work with our partners to decide who is best placed to take the lead on initiatives.
• I try to anticipate our partners’ needs and take action to address these.
• I don’t make assumptions, I check that our partners are getting what they need from the Police Service.
• I build commitment from others (including the public) to work together to deliver agreed outcomes.

Level Three

• Being politically aware, I understand formal and informal politics at the national level and what this means for our partners, allowing me to create long term links and work effectively within decision making structures.
• To enable others to take practical steps in building relationships outside of the organisation and in other sectors (public, not for profit, and private), I remove practical barriers to collaboration.
• When appropriate, I take the lead in partnerships, and set the way in which partner organisations from all sectors interact with the Police, allowing the Police to play a major role in the delivery of services to communities.
• I create an environment where partnership working flourishes and creates tangible benefits for all.
Cluster

Resolute, Compassionate and Committed

How we conduct ourselves in our service, and the values which underpin our behaviour is a key part of our thought processes and relationships. Empathy means listening to the public, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused doing our best for the public and our customers.

Understanding ourselves means that we can maintain a professional and resolute stance, demonstrating accountability and standing by our established values to maintain the service’s professional legitimacy.
Competency

We… Take Ownership

We take personal responsibility for our roles and accountabilities, but we don’t let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes, and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us, our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may impact on our decision making, and take responsibility for ensuring that support or development is sought to minimise any risks.

**Why is it important?** Not all decisions need Senior Leader approval, meaning that, where necessary, we can respond more swiftly to challenges whilst still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

**Level One**

- I actively identify and respond to problems.
- When approaching tasks I do it with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- When I give feedback to others I make sure that it is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I am prepared to admit to having made mistakes and taking action to rectify these.
- I demonstrate pride in representing the Police Service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

**Level Two**

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to processes and procedures, actively encouraging others to contribute their ideas.
• I carry accountability for the decisions my team make and the activities within our teams.
• I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and without being defensive.
• I actively encourage and support learning within my teams and colleagues.

Level Three

• I act as a role model, enabling the organisation to use instances when things go wrong as an opportunity to learn rather than ‘blame’.
• I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership over activity.
• I define and enforce the standards and processes that will help this to happen.
• Delegating decision making means that I put in place measures that will allow others to take responsibility effectively, but at the same time helping them to improve their performance.
• I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
• I take an organisational wide view, acknowledging where improvements can be made and taking responsibility for making these happen.
Competency

We are... Emotionally Aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in the background.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth, we always try to understand the thoughts, feelings and concerns of those we meet.

Why is it important? The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive public trust.

Empathy will be particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter, who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience, and therefore cope effectively during challenging and emotionally charged situations.

Level One

- My treatment of others is respectful, tolerant and compassionate.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- When faced with provocation, I remain calm and think about how to best manage the situation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they aren’t able to express themselves clearly.

Level Two

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice amongst others and take the time to support others to understand reactions and behaviours.
- I take responsibility for ensuring the emotional well-being of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

**Level Three**

- I seek to understand the longer-term reasons for organisational behaviour which enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and challenges intolerance.
- I understand internal and external politics and are able to wield influence effectively, tailoring my actions to achieve the impact I need.
- As I am able to see things from a variety of perspectives, I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.
Protecting the public
Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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