



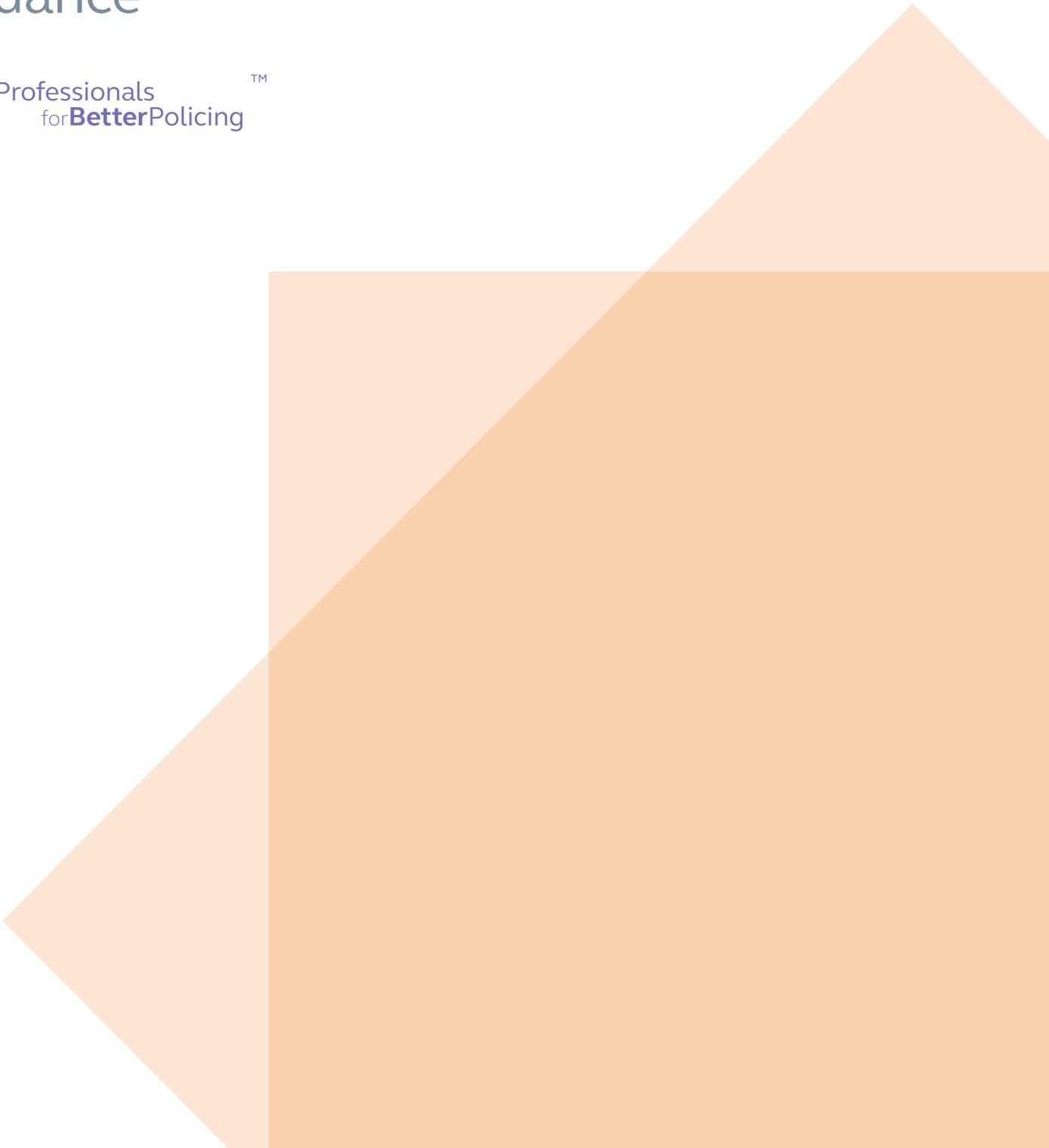
College of  
Policing

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# Competency and Values Framework

## Guidance

**BetterProfessionals** <sup>TM</sup>  
for **BetterPolicing**



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# Introduction

The Policing Professional Framework (PPF) Personal Qualities are being replaced by a new set of behaviours, the Competency and Values Framework (CVF). This guidance provides information to all officers and staff and:

- introduces the CVF
- explains why it has been developed
- provides an overview of its structure
- describes how it will affect recruitment, assessment and development processes in the police service.

The focus will be on the effects of the CVF on current HR processes and will not discuss details of the processes themselves, which are largely unchanged.

Please also read '**Competency and Values Framework for policing**' to familiarise yourself with the vocabulary and structure of the new framework.

# 1 The Competency and Values Framework

One of the conclusions drawn from the College of Policing's 2015 Leadership Review was that the values inherent in the Code of Ethics should be embedded at all levels in all local and national selection processes, such as assessment centres and interviews. Implementation of the recommendation led to developing the CVF to replace the PPF Personal Qualities.

The CVF clearly defines new and relevant competencies and values which strongly uphold the principles of the Code of Ethics.

It is already being used for some of the national assessment processes designed and delivered by the College of Policing and, by April 2018, the College is to end support for the PPF Personal Qualities.

Our Professional Development Programme (PDP), the Police Education and Qualifications Framework (PEQF) and the Assessing and Recognising Competence (ARC) projects will incorporate or take account of the new framework, as will national selection processes at the current or next design iteration. The wider PPF, including role profiles, is also being replaced as part of the Professional Development Programme. The new Policing Professional Profiles (previously role profiles) will be launched on a digital platform hosted by the College in October 2017.

Some forces will have developed and established their own frameworks to reflect local context and circumstances so we have provided guidance allowing forces to retain the flexibility to define values which reflect local variation.

The design of the CVF makes general application of the Code of Ethics a reality. It helps to embed the Code of Ethics into all of our people processes and ensures that we fully consider the principles underlying it in all appointments, promotions and professional development decisions.

## 1.1 How is it different?

The CVF differs from the PPF and other existing frameworks in the following ways:

- a new set of six relevant and future-looking competencies
- dividing competencies into three levels to reflect different levels of responsibility and role complexity
- four defined and measurable core values
- defining each value by behavioural indicators.

**What are ‘values’ and ‘competencies’?**

**Values** are beliefs which are important to an individual and which guide and motivate particular behaviours and actions.

**Competencies** are behaviours (knowledge, skills or abilities) related to effective job performance.

What follows is a summary of the CVF and how it will affect existing processes such as PDR, assessment, the ARC process and continuing professional development (CPD).

**1.2 Overall CVF structure**

The main components of the new framework are clusters, competencies and values. The relationships between them are shown in the circular chart below. Values are at the centre of the CVF and apply to all roles.

Figure 1 CVF diagram

**Four core values**

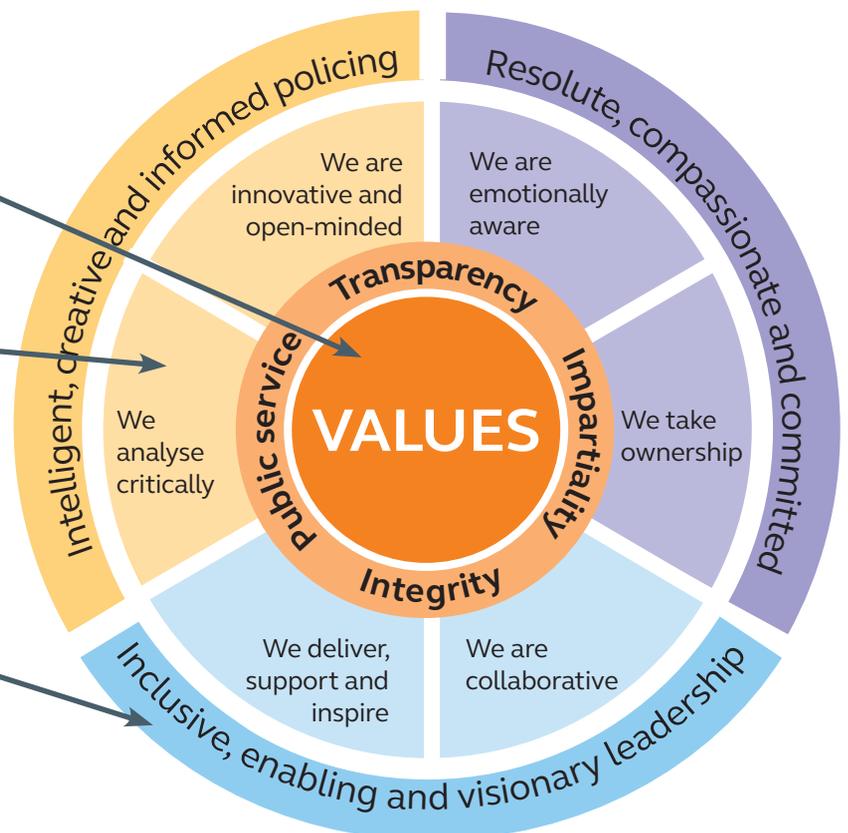
**Six competencies**

Each competency has three levels, with three being the most complex. These levels are not assigned to specific ranks.

Levels apply to competencies only, **not values**.

**Three clusters**

The three clusters describe ways of working and are made up of pairs of competencies.



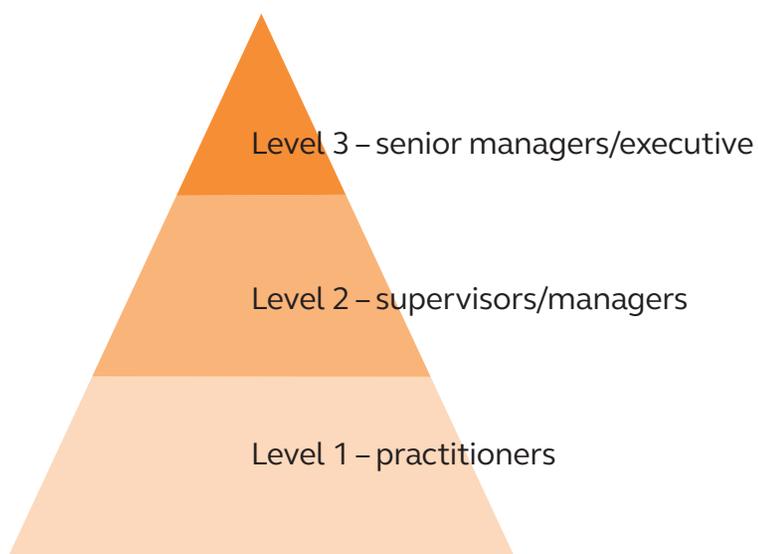
### 1.3 Why three levels of competency?

Each competency is described at three levels which reflect increasing complexity of behaviours.

Behaviours tend to become more complex at more senior levels in the organisation.

Although the levels will broadly relate to role functions across the organisation as shown in figure 2, a key feature of the model is that levels can be flexibly applied to specific professional profiles as required.

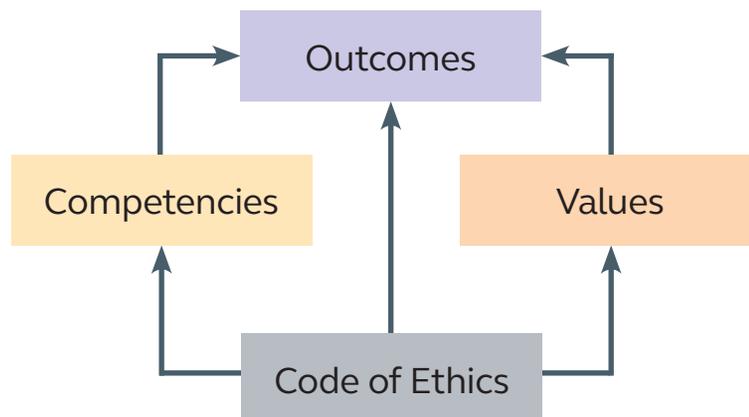
Figure 2 Competency levels



## 1.4 Why is combining values with competencies important?

- They are applicable across all jobs, unlike specialist or technical skills which may be job-specific.
- They focus on **how** tasks are achieved, not **what** is achieved.
- They provide a common language for describing performance and the abilities/attributes displayed by individuals.
- We know that the behaviours support the Code of Ethics.

Figure 3 How the Code of Ethics underpins the CVF



In summary...

The purpose of introducing the CVF is to:

- adapt policing to new demands and challenges
- ensure we achieve the highest standards of professional conduct.

## 2 How will the CVF affect you?

The CVF will replace the PPF Personal Qualities and will be the basis of several national HR processes, such as assessment and selection, Professional Development Reviews (PDR), Continuing Professional Development (CPD) and Policing Professional Profiles.

Individual forces will either fully adopt the CVF or amalgamate their existing framework with it, ensuring that the values and competencies of the CVF are fully represented.

Adopting the CVF will be relatively straightforward and the changes will mainly affect how people prepare for interviews, assessments, PDR meetings and development planning.

### 2.1 Assessment and selection

Values will now play an important part in recruitment, assessment and selection. During recruitment interviews and assessments for selection, you will be expected to demonstrate how you apply the four values in your work. This will be in addition to showing how you demonstrate specific competencies.

#### Recruitment interviews

The process based on the CVF is referred to as values-based recruitment. As with previous competency-based interviews, you will be asked about past behaviour and how you would deal with certain future situations.

Being aware of the new CVF competency definitions will help you prepare to select relevant examples that best evidence the CVF values and competencies.

#### Assessment

For formal assessment, the main change will be in the use of new competencies and the set of values.

As before, assessors will be looking for specific evidence which demonstrates how you have applied the behaviours during the exercises. Even though your own focus during assessment exercises will be on achieving the aims of the tasks, an understanding of the CVF competencies and values will help guide your actions and decisions as you work through the exercises. The '**Competency and Values Framework for policing**' summarises the CVF for your preparation.

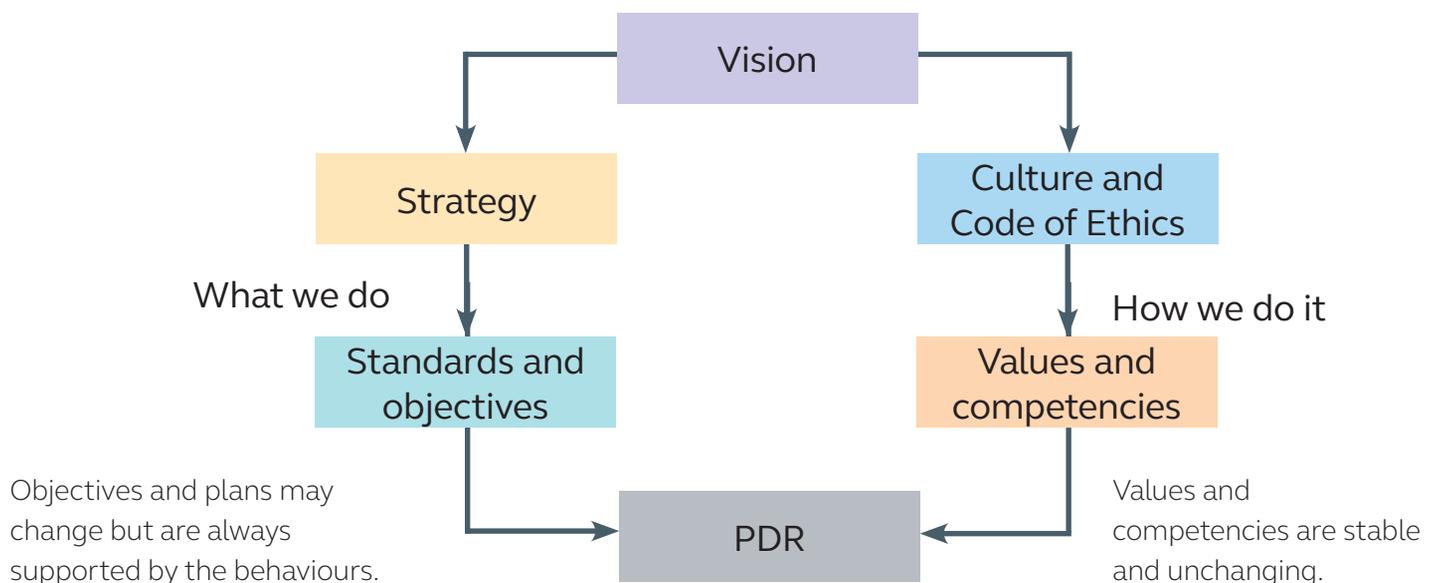
## 2.2 PDR meetings

Future PDR meetings should use the Policing Professional Profiles which have been developed and mapped to the CVF. Where a specific role has not had a Professional profile developed, you will need to discuss and agree which of the new competencies and levels are relevant to the role.

The CVF only explains how you should complete your work and how it contributes to what you achieve. The what (the tasks and accountabilities expected of people) will still be discussed as before.

Given that values are now included for discussion, you and your appraiser should discuss performance in these areas objectively rather than personally. The values have been fully defined by behavioural indicators, so it will be the indicators that are discussed, not things like general personality or beliefs.

A simplified picture of the way in which PDRs capture this information for planning next steps is shown in figure 4 below.



**Figure 4 The HOW and the WHAT for review**

Figure 4 illustrates why the competencies and values must be considered together as part of the PDR – they encourage discussion of the way in which you achieve your results.

## 2.3 Preparing for assessment and PDR

You will need to be clear in your own mind about the CVF and understand how it differs from those used in any previous assessments you have experienced.

In practice, it is not necessary to demonstrate evidence of every single indicator of a competency or value.

### Demonstrating evidence of performance

In general, your preparation should involve reading the descriptions of the competencies to understand which outcomes they support and deciding on how your own experiences and achievements fit with them.

- Do you understand how the competencies support the outcomes?
- Can you use the CVF to describe your own capabilities?
- Are the values fully evident in your actions?
- Can you describe your strengths and successes, not only in terms of outcomes but also in terms of the competency indicators and levels?

In any practical assessment exercises (roleplays, presentations etc.), you will always be focusing on how to complete the task. The assessors will observe the way in which you do it.

## 2.4 CVF and continuing professional development

The College of Policing definition of CPD remains unchanged as:

‘A range of learning activities through which you can maintain or enhance your capacity to practice legally, safely, **ethically** and effectively’.

The CVF provides clearer direction towards the ethics part of the definition. By using the CVF, you can plan and set targets for development towards improvement, advancement and promotion.

The College’s PDP is developing Professional Profiles, career pathways and CPD guides which incorporate the CVF to assist with personal and professional development and career planning.

# 3 Summary

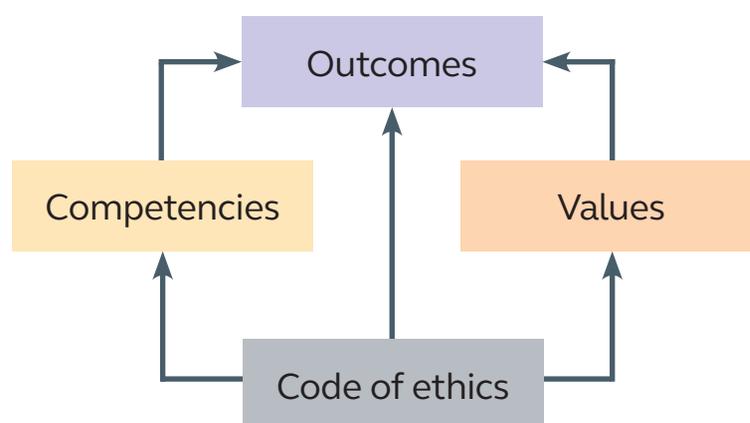
## 3.1 CVF structure and purpose

### Structure

- There are new definitions for competencies and these are clearly linked to specific performance outcomes, while also upholding the Code of Ethics.
- Competencies are split into three levels to reflect the complexities of different roles. The roles do not link directly with specific ranks – similar competency profiles can apply to different roles across different functions.
- Values are included as measures and defined by observable performance indicators.

### The overall purpose of introducing the CVF is to:

- keep policing adaptable and relevant
- ensure we achieve the highest standards of professional conduct.



## 3.2 Implications of the CVF for national processes

### Assessment, selection, recruitment

Behaviour will be assessed in terms of values as well as competencies.

- Values are now defined by behavioural indicators.
- They are used in recruitment and selection interviews and in assessment exercises.

### PDR discussions and subsequent planning

The newly defined competencies and values will:

- uphold the Code of Ethics
- stress that the values are integral to achieving operational plans and objectives.

### Continuing professional development

The key benefits of using the CVF for CPD include:

- a clearer focus on values.
- the clear and relevant statements of the new competencies, now defined by three levels, allow individuals to identify and develop the appropriate behaviours needed for promotion or for role-specific performance improvement.

# 4

## References and additional information

**College of Policing (2016) Competency and Values Framework for policing**

**College of Policing (2015) Leadership Review**

**College of Policing (2014) Code of Ethics**

**College of Policing (2017) Values-Based Recruitment - selection and assessment guidance**

**College of Policing (2017) Competency and Values Framework – implementation guidance**

# Appendix

## Mapping the CVF to the Code of Ethics

There are nine principles underpinning the Code of Ethics. These have been clustered into four values to enable simpler and better behavioural assessment of the desired behaviours.

Table 1 below indicates where the Code of Ethics principles can be mapped to the CVF:

CVF competency or value	Code of Ethics principles
<b>Impartiality</b>	Fairness, objectivity
<b>Integrity</b>	Integrity
<b>Public service</b>	Respect, selflessness
<b>Transparency</b>	Honesty, openness
<b>Deliver, support and inspire</b>	Leadership*
<b>Take ownership</b>	Accountability*

**Table 1: The links between the CVF and the Code of Ethics**

\*The principles of **leadership** and **accountability** are respectively considered to be a better fit with the competencies of **deliver, support and inspire** and **take ownership**.

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## About the College

We're the professional body for everyone who works for the police service in England and Wales. Our purpose is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

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