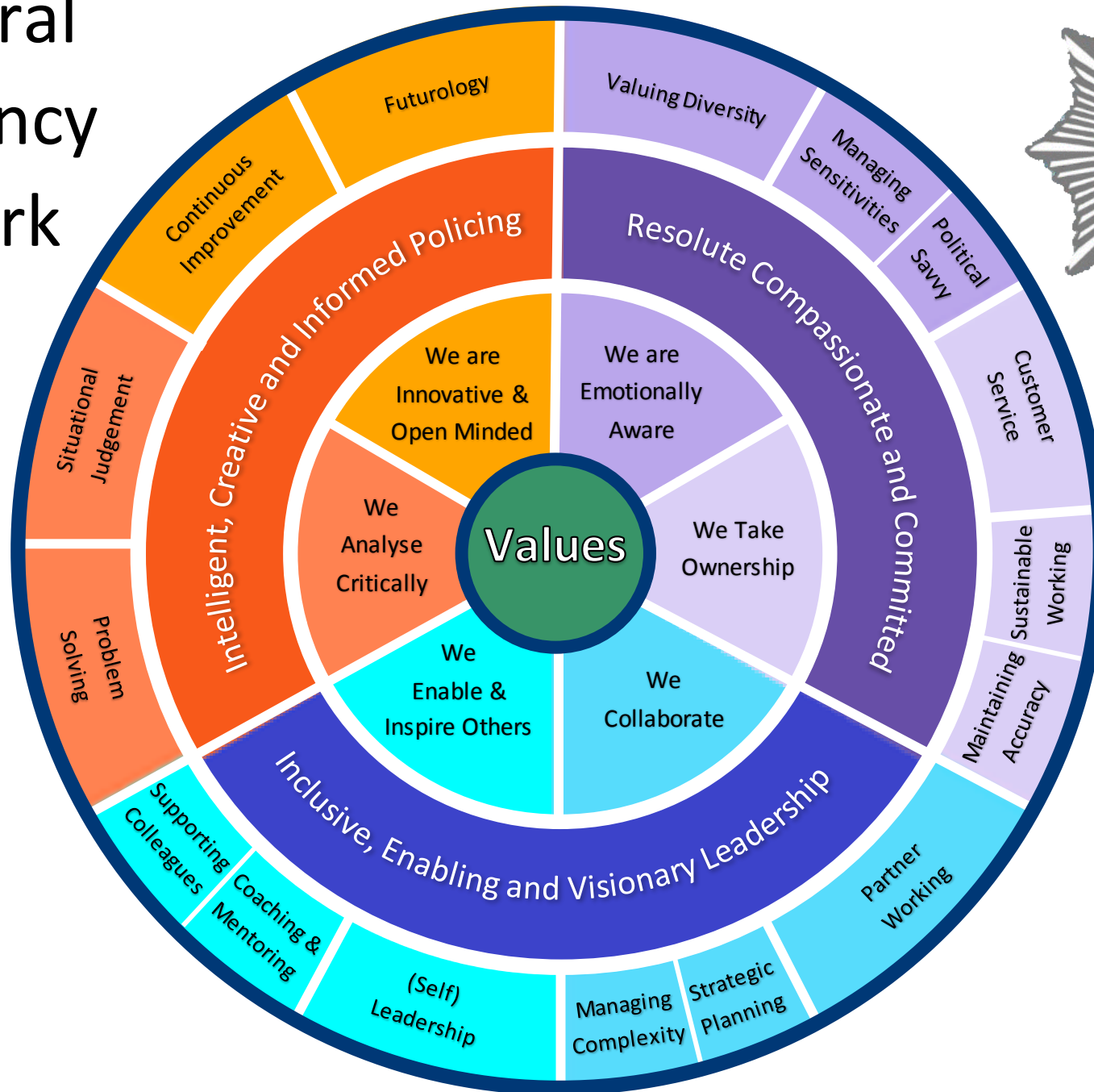


Behavioural Competency Framework



2017 v1



Resolute Compassionate and Committed

	We are Emotionally Aware		We Take Ownership	
	Valuing Diversity	Managing Sensitivities	Customer Service	Maintaining Accuracy
1a	- Communicates in clear simple language so they can be easily understood by others - Seeks to understand thoughts and concerns of others even when not able to express themselves clearly - Treats others in a respectful, tolerant and compassionate manner - Understands the value that diversity offers - Acknowledges and respects a range of different perspectives, values and beliefs within the remit of the law	- Demonstrates empathy for those affected by crime and in difficult situations - Is professional in all dealing with others - Understands what information is confidential and who can share it - Manages personal style to the customer – eg stays calm when provoked - Listens to the customer and builds rapport	- Sees Customers as Victims, Witnesses, Offenders and internal customers - Takes ownership for the customers and always looks to get the best outcome for the Victim in own area of responsibility - Offers professional advice and suggestions within own area of responsibility and passes service issues to appropriate colleague or line manager - Admits mistakes and takes action to rectify - Provides regular updates (before asked for them) & responds quickly	- Checks all work for mistakes and strives to remain accurate - Able to notice basic omissions from work - Ensures all information offered is correct – especially when it contains legal information or asks someone to check where relevant - Ensures all details recorded are correct – especially personal details - Highlights errors or omissions to others
1b	- Adapts communication to the needs of others recognising their specific needs - Acknowledges and respects a range of different perspectives, values and beliefs within the remit of the law - Actively seeks new and different views and perspectives - Encourages tolerance and respect in others - Demonstrates a real belief in Diversity of people and ideas across their work	- Demonstrates a high degree of empathy for those affected by crime and in difficult situations - Adapts personal style to dealing with multiple customers with differing needs - Builds rapport and confidence with the customer and really listens to them to understand deeper needs and concerns - Builds trust with the customer at what is a very difficult time for them - Manages conflict appropriately escalating where required	- Sees Customers as Victims, Witnesses, Offenders and internal customers - Takes ownership for all customers and always looks to get the best outcome for the Victim - Deals with simple service issues with respect and professionalism - Offers professional advice and suggestions and finds answers - Provides regular updates (before they ask for them) and responds quickly	- Checks all work for mistakes - Identifies areas where possible mistakes could be made and double checks work - Highlights any mistakes spotted or potential omissions to others - Ensures all advice given out is accurate and correct and that legal information is appropriate and accurate - Ensures information obtained or recorded is all correct and appropriate and recorded in the correct place.



Resolute Compassionate and Committed

We are Emotionally Aware		We Take Ownership		
	Valuing Diversity	Managing Sensitivities	Customer Service	Maintaining Accuracy
2	• Is an advocate for Diversity across the Force encouraging others to embrace new ideas and perspectives • Adapts style and approach according to the needs of the others to achieve the best outcome • Considers perspectives of people from a wide range of backgrounds before taking action • Is very aware of own values and beliefs and how these may clash with others • Encourages tolerance and respect in others	• Relates to those affected by crime and in difficult situations with a high degree of empathy and compassion • Adapts personal style to dealing with multiple people with differing and challenging needs • Build rapport and confidence with appropriate questioning and listening skills to get to the heart of needs and concerns • Builds trust with others during difficult times for them • Manages conflict appropriately escalating where required	• Sees Customers as Victims, Witnesses, Offenders and internal customers • Take complete ownership for the customers even when there are multiple Customers with different needs • Manages complex service issues with respect and professionalism • Effectively balances the needs of the public with the criminal justice process or other external processes • Responds quickly and manages the update process to ensure satisfaction	• Maintains a high level of accuracy • Anticipates issues which may reduce accuracy and takes steps to prevent this • Checks work of others and highlights any mistakes or potential omissions • Ensures all information recorded or advice given out is accurate, appropriate and correct • Ensures others know the standards they should work to
3	• Considers the wider needs of others when communicating and ensures these are reflected • Actively seeks a range of views and ideas from those with different views and backgrounds • Encourages reflection from others to understand different reactions and behaviours • Promotes a culture that values diversity and encourages challenge • Takes the responsibility to deal with inappropriate behaviours	• Manages conflict effectively, regularly reaching appropriate resolutions • Recognises the political challenges involved in difficult situations and attempts to plot a course of action • Demonstrates empathy and compassion for others and builds trust • Build rapport and confidence with appropriate questioning and listening skills to get to the heart of needs and concerns • Recognises the impact of alternative courses of action	• Ensures all members of the team are clear about who their customers are and what good service looks like • Influences processes for the benefit of Customers • Ensures members of the team become more service oriented • Manages workload and workload of others to ensure the Customers’ needs come first • Requests feedback on the service provided and acts on it where possible	• Understands the correct standards on accuracy and works to them personally • Ensures team work to correct internal standards on the recording or giving out of data • Ensures team work to external standards set by ISO, DPA etc and other governing areas. • Ensures adequate feedback is given to those not meeting the standard • Ensures correct monitoring procedures are in place



Resolute Compassionate and Committed

	We are Emotionally Aware		We Take Ownership	
	Valuing Diversity	Political Savvy	Customer Service	Sustainable Working
4	• Challenges own thinking, values and assumptions on a regular basis • Ensures the department has a culture that values diversity and encourages challenge • Ensures departmental messages can be understood by all • Values a range of inputs from those with different backgrounds skills attitudes and experiences before making a decision • Ensures that we celebrate diversity in our actions and not just our words	• Functions effectively in an environment where culture is swayed by politics • Recognises the impact of alternative courses of action • Balances the need to act politically with the needs of day to day operations • creates a positive impression by acting in predictably honourable and ethical ways • Keeps conflict to a minimum	• Ensures all members of the department are clear about who their customers are and what good service looks like • Builds effective departmental processes to support our customers • Builds a culture of ownership across the department so our Customers' needs are met (and even exceeded) • Manages any issues that arise professionally, proactively and for the benefit of our Customers • Balances the needs of the Customer with those of outside processes	• Thinks long term to ensure the future consequences of actions are considered and have the right impact • Ensures plans put in now will work well and improve Policing for future generations • Ensures departments are sparing with Force's resources and minimises waste whilst maintaining appropriate investment • Understands the value of being sustainable • Invests in local communities
5	• Ensures multiple perspectives inform decision making • Communicate the reasons behind decisions in a clear and compelling way that is understandable to all • Actively drives a culture that recognises and values diversity and challenges intolerance • Challenges own thinking, values and assumptions on a regular basis • Seeks to understand longer term reasons for organisational behaviour to adapt and change the culture where relevant	• Builds a strong and ethical reputation for the Force • Balances the National Politics with local Operations • Approaches each situation with a clear perception of organisational and political reality • Encourages effective alliances with those with the right power or influence • Takes measures to encourage an open and democratic culture built on trust to	• Ensures everyone keeps sight across the Force of who our customers are and what good service looks like • Ensures that internal and external processes are there to support all our Customers • Shapes the Force and operating model to best support Customer Service • Builds a culture of ownership where staff and officers are taking responsibility for Customers' needs • Manages any issues that arise professionally, proactively and for the benefit of our Customers	• Works to provide sustainable employment to our local communities • Works to ensure our impact on the environment is as low as it can be • Works to ensure our procurement is responsible and supports local supply chains • Works to ensure that Policing provides value for money to the Public whilst maintaining appropriate investment • Builds Public confidence and ensures the service remains fit for purpose into the longer term



Inclusive, Enabling and Visionary Leadership

	We Collaborate		We Enable & Inspire Others	
	Partner Working	Managing Complexity	Self Leadership	Supporting Colleagues
1a	• Sees the benefit of working jointly with partners • Provides regular updates to key stakeholders • Gains relevant information from all key stakeholders • Spots opportunities to involve new partners and create diversity • Involves key colleagues outside of own team or department	• Works at a straightforward level of complexity • Organises tasks and workload and uses time efficiently • Begins tasks in the correct order and sequence • Files documents appropriately • Meets appropriate deadlines	• Sets clear direction for self and is a good role model • Is clear about own ambitions • Keen to grow own skills and capabilities • Is a good follower – understands what they are following and how that matches own beliefs • Understands their part in achieving the Force Vision	• Works collaboratively and shares information and issues with colleagues to gain support • Supports other members of the team with their issues • Recognises the impact they have on others • Uses knowledge and experience within the team to learn from • Acts as a Buddy/Mentor to support newer members of the team
1b	• Builds relationships with key stakeholders in the process in order to create a united solution • Builds collaboration with a variety of partners based on the anticipated outcomes • Sees colleagues from other departments as partners • Maximises opportunities to work together and provides regular updates • Includes all relevant people	• Works at a medium level of complexity (sheep herder) • Organises tasks, workload, responses, and multiple customers and stakeholders and makes efficient use of time • Prioritises effectively to manage multiple tasks • Ensure all documents are filed and organised • Understands a realistic deadline and helps to set them	• Sets clear direction for self and leads Peers or public on occasion and is a good role model • Clear about own ambitions and the right path to take • Is proactive in growing own skills and capabilities • Is a good follower and supports those Leading them to go in the right direction • Understands and articulates their part in achieving the Force Vision	• Works jointly with colleagues to maximise the range of different skills • Gives feedback to others and encourages it back • Recognises when others need help and offers it • Actively promotes team spirit • Acts as a Mentor to other members of the team to teach new skills and guide on process



Inclusive, Enabling and Visionary Leadership

	We Collaborate		We Enable & Inspire Others	
	Partner Working	Managing Complexity	Leadership	Supporting Colleagues
2	• Builds relationships with all key partners at an individual level to create a collaborative approach • Seeks to exchange skills and ideas across with other teams • Involves cross functional colleagues and external partners in key discussions • Uses business need as an opportunity to build new relationships and contacts • Ensures all key stakeholders are consulted and updated	• Works at a significant level of complexity (orchestra conductor) • Manages own workload to ensure the right amount of time is spent on each task • Prioritises effectively to manage multiple tasks, customers, stakeholders and contributors • Sets realistic deadlines for responses, replies and meetings • Manages appropriate chronology	• Balances when to take charge and lead from the front with when to encourage others to make their own choices • Absorbs senior leadership messages and converts to a way that means something to reports • Gives clear briefings and direction to staff • Is an excellent role model for the team and brings out the best in members of their team • Champions ideas within own area of influence	• Works collaboratively with colleagues, balancing own strengths with the skills and knowledge of others • Recognises team strengths and plays to them • Builds a climate of trust and openness • Acts as a Coach to help members of the team find their own solutions • Asks for feedback from colleagues and acts on reasonable suggestions
3	• Creates strong partnerships at an individual level to further develop Force and Team Partnerships • Involves cross functional colleagues and external partners in key decisions • Builds and maintains relationships that are worthwhile for both parties • Build in opportunities to exchange skills and ideas across functional boundaries and externally • Clear on boundaries of what should and shouldn't be discussed with partners	• Co-ordinates multiple areas of work and people simultaneously • Prioritises effectively to manage multiple tasks, customers, stakeholders and contributors. • Sets and monitors appropriate deadlines within team or department and with external partners • Considers both current and future chronology of work • Ensures all own work and that of others in department is in line with Force strategic direction	• Absorbs senior leadership messages and converts to a way that means something to reports • Establishes own personal brand and champions ideas outside sphere of influence • Connects well with others building relationships and empowering others • Develops a presence around the department so people want to listen • Understands when to take charge and when to lead from the back	• Maintains visibility by regularly talking and interacting with colleagues • Works collaboratively with colleagues, balancing own strengths with the skills and knowledge of others • Expresses own views positively and constructively and fully commits to team decisions • Takes all appropriate opportunities to coach staff supporting a coaching culture • Seeks feedback widely and actively seeks to improve relationships by acting on it



Inclusive, Enabling and Visionary Leadership

	We Collaborate		We Enable & Inspire Others	
	Partner Working	Strategic Planning	Leadership	Coaching & Mentoring
4	• Works to support a collaborative culture by creating and supporting key departmental partnerships • Builds partnerships with other blue light services where appropriate and beneficial to the public • Works effectively with external partners, clearly defining roles, boundaries and ways of working • Works with and learns from other Forces where practicable • Ensures key stakeholders are consulted and informed	• Understands the direction of the Force and seeks to align own area of business • Translates Force direction into meaningful plans and activity • Ensures there is a clear strategy in own department in line with the Force strategy • Communicates plans effectively across the department and wider as appropriate • Builds ownership across the department in the strategy	• Articulates a clear direction and gets people to want to follow it • Is a great role model both inside and outside the Force and inspires others • Removes blockages for others • Encourages a feeling of community and motivates others • Understands when to take charge and when to lead from the back	• Builds a culture of coaching across the department so coaching is regular, commonplace and supported • Ensures staff in their department feel supported and nurtured • Encourages cross-functional working with other departments to break down silos • Regularly coaches own direct reports • Offers and recommends mentoring to key talent
5	• Creates a culture of collaborative partnership working throughout the Force • Builds effective strategic national partnerships • Champions blue light collaboration where appropriate and beneficial to the public • Works with and learns from other Forces where practicable • Is clear to the force about where the boundaries are between partners are so they are clear on their responsibilities	• Discusses and describes plans at the correct level of ‘strategic altitude’ • Assesses internal and external environments to be clear on the operating context • Charts a strategic direction for the Force in line with national context • Defines strategy with the interests of Victims, Witnesses, the Public and Partners and Offenders • Communicates plans clearly at all levels of the Force and externally as appropriate	• Paint a clear vision of the future and sets a clear and strong direction for members of the Force to follow • Inspires and motivates officers and staff across the Force • Is an excellent role model both inside and outside the Force • Clears the path and removes obstacles for others • Ensures the correct processes are there to follow	• Builds a culture where coaching at all levels is regular, commonplace and supported • Ensures staff across the Force feel supported and nurtured • Ensures departments and teams work together effectively and silo working is eliminated • Coaches immediate reports and puts it into practice where practicable and relevant • Offers Mentoring to key talent across the Force



Intelligent, Creative and Informed Policing

	We Critically Analyse		We are Innovative & Open Minded	
	Problem Solving	Situational Judgement	Continuous Improvement	Futurology
1a	• Solves straightforward problems with support and checking from line manager • Is proactive and resilient in dealing with problems and issues • Understands simple consequences of actions • Takes in information quickly and accurately and separates it according to irrelevant, relevant or important information • Makes simple connections within problems	• Follows the principles and expectations of the Code of Ethics • Measures risks by weighing up effectively the likelihood and consequences of outcomes and following guidance • Makes good decisions under pressure but allows more time to get it right where possible • Shows courage in the face of challenges • Doesn't take the easy route for the sake of it	• Positive towards change and improvement and open to new ideas and perceptions • Discusses new ideas to improve ways of working with line manager • Sets CPD goals and plans, and works to complete them, shares knowledge and records new learning • Adapts to change and is flexible as the need arises • Spots issues with the current ways of working and reports them	• Keeps up to date with general digital advances • Connects with others through digital media • Works in an agile manner • Keeps an eye on future changes and what skills may be needed • Uses a digital and paperless option wherever practicable
1b	• Solves simple problems (with review from line manager where appropriate) • Makes decisions in line with our mission, values and code of ethics • Breaks down complex problems into manageable chunks • Anticipates problems and develops potential solutions by understanding consequences of actions • Makes connections between apparently separate pieces of information and recognises gaps or omissions	• Follows the principles and expectations of the Code of Ethics • Measures risks by weighing up effectively the likelihood and consequences of outcomes and following guidance • Makes good decisions under pressure but allows more time to get it right where possible • Demonstrates courage in the face of challenges and takes the right action not the easy option • Doesn't overreact and adapts their response to the situation they find themselves in	• Seeks appropriate opportunities to develop own area • Generates ideas to improve the team or department, shares knowledge around the team and encourages others to do likewise • Works with team to find a better way forward to blockages • Adapts to change and is flexible as the need arises whilst encouraging others to do the same • Sets and strives to achieve annual CPD goals and plans, and works to complete them	• Keeps up to date with general digital advances across the Team • Uses collaborative tools and software (eg Skype and messenger) where practicable • Works in an agile manner ensuring work is done at the most sensible and efficient location • Keeps an eye on future changes and considers the impact this may have on role • Uses a digital and paperless option wherever practicable



Intelligent, Creative and Informed Policing

	We Critically Analyse		We are Innovative & Open Minded	
	Problem Solving	Situational Judgement	Continuous Improvement	Futurology
2	• Solves complex problems (with review from line manager where appropriate) • Makes decisions based on clear facts looking for solutions sometimes outside policing • Analyses problems and presents a summary of the facts when needed • Anticipates problems and creates multiple solutions to remedy by understanding and mapping consequences of actions • Recognises patterns, themes and connections between several diverse sources of information	• Follows the principles and expectations of the Code of Ethics and ensures team does too • Makes good decisions under pressure but allows more time to get it right where possible • Balances likelihood and consequences carefully but quickly to make the best decision available • Adapts quickly to different situations and decisions balancing decisive action with consideration • Asks incisive questions to test facts and assumptions, questioning and challenging data when necessary	• Contributes and supports organisational learning • Considers the wider impact of changes and improvements to the business • Champions force improvement initiatives and ensures continuous process improvement • Sets and strives to achieve annual CPD goals and challenging action plans • Spots opportunities or threats which may influence how the job is done in future	• Spots opportunity to improve own digital capabilities • Highlights processes or areas of work which would be better digital, paperlite or carried out through collaborative software • Works in an agile way making most efficient use of locations and collaborative areas • Keeps up to date with new digital advances and applies them to own area where possible and permitted • Uses digital advancements to connect with others and share information
3	• Ensures problems are solved on the basis of clear and indisputable evidence • Recognises patterns, themes and connections between several sources of information and peels away layers to discover new data • Uses a logical method for analysing and organising information • Generates solutions taking into consideration departmental and individual realities • Identifies a number of solutions and evaluates the relative strength of each (albeit this may be in the moment)	• Follows the principles and expectations of the Code of Ethics and ensures this is the same across the department • Makes good decisions under pressure but allows more time to get it right where possible • Is adaptable and bases decision on the best evidence from a range of sources • Ensures team or department does things right and encourages courage when faced with risk • Knows when to push for collaboration and when to be decisive	• Champions continuous improvement and innovation across the Force • Identifies opportunities to improve across the department and puts energy into this and • Reviews business processes to identify how to become more efficient and effective • Sets and strives to achieve annual personal CPD goals and challenging action plans • Considers the impact of changes in own department and manages this impact	• Uses digital advances to improve team or departmental offering to the benefit of customers and partners • Improves own digital capabilities and that of the team of department • Ensures team or department works agile, making efficient use of time and locations • Encourages collaboration through digital means wherever practicable • Brings new digital advancements to team or department wherever possible



Intelligent, Creative and Informed Policing

	We Critically Analyse		We are Innovative & Open Minded	
	Problem Solving	Situational Judgement	Continuous Improvement	Futurology
4	• Identifies and evaluates organisational problems and possible causes to determine the cause and impact (what if) • Willing to take the courageous solution which challenges the norm • Generates solutions taking in to consideration individual, departmental, customer, political and organisational realities • Uses evidence rather than assumption to back up decision making • Uses logical methods and research to identify sound conclusions	• Follows and Champions the principles and expectations of the Code of Ethics across the Force • Makes good decisions under pressure but allows more time to get it right where possible • Is adaptable to situation and decisions and uses situationally specific information not one size fits all • Show courage to risk taking and stands by decisions • Encourages department to be more adaptable	• Conducts systematic reviews to ensure department is ‘match fit’ and considers improvement part of daily work • Provides space and encouragement to allow others to stand back from day to day activities • Considers wider impact of changes and manages the impact sensitively • Sets and strives to achieve annual personal CPD goals and action plans • Champions and recognises improvement and innovation across the department, supports time for creativity, to develop it and take appropriate risks	• Takes every opportunity to modernise the Force • Anticipates new advances in Policing and takes steps toward implementing them • Ensures the department adopts a digital mindset and is ready for new ways of working • Manages the department in an agile way collaborating with other departments and teams • Ensures the way the department works is fit for the future
5	• Takes the final say on any challenging Force decisions • Creates a culture of evidence based and data informed problem solving • Ensures problems are solved on the bases of critical analysis • Uses discretion wisely and shows courage knowing when the tried and tested is not the most appropriate and willing to challenge the status quo • Remains focused on outcomes and decisions	• Lives and breathes the principles and expectations of the Code of Ethics and ensures it is a prevalent part of the Force Culture • Takes a courageous stance to risk and chooses to do the right thing • Makes good decisions under pressure but allows more time to get it right where possible • Encourages the Force to adapt to situations and make decisions based on best facts available • Adapts to new information and decisions but maintains a steady strategy and remains on course	• Strives to create a maturity across the Force in Continuous Improvement • Works towards an innovative learning culture where everyone is continuously improving on a personal, team and Force level • Ensures reviews are in place and effective to ensure the Force is efficient, effective and legitimate • Sets and strives to achieve annual personal CPD goals and challenging action plans • Champions change, improvement and innovation and rewards success	• Anticipates changes in Policing and puts plans in place to be ready for them • Drives the Force to develop a digital mindset and embrace new ways of working • Ensures the Policing structure is ready for the demands of the future • Develops an Agile workforce ready to adapt to future opportunities • Uses digital media to enable the Force to be more connected and mobile



Underdone and Overdone Versions

	Problem Solving	Situational Judgement	Continuous Improvement	Futurology
Underdone	• Makes decisions based on assumptions without checking facts • Misses key information when investigating • Does not follow a logical path	• Is cavalier about risk and makes rash or ill thought through decisions • Is borderline on ethical conduct and is low on integrity • Does not take action when needed	• Does not see the need for change and improvement • Does not make any effort to carry out any personal CPD • Is negative about Force or Team CI	• Does not keep up to date with new advances • Prefers traditional approaches and not keen to lose pen and paper • Makes no effort to learn new methods
Overdone	• Paralysed by insuring a thorough investigation and too much data • Lacks decision making • More focused on the analysis than the outcome	• Too cautious and overreacts on the basis of a statistical one off • Is paralysed by decisions taking too much time or lacking conclusions • Too suspicious of colleague's actions and motives and lacking in trust	• Doesn't give new methods/processes time to imbed before changing again • Focuses on CPD which is not relevant to current or immediate future job role • Implements changes without considering the impact	• Too focused on the art of the possible and not grounded • Quickly adopts new ways of working but leaves others behind them • Bypasses systems and processes to adapt new technology and methods
	Valuing Diversity	Sensitivities/Political	Customer Service	Accuracy/Sustainable
Underdone	• Too focused on own values, beliefs and approach • Does not consider diversity of opinions and sticks to same small group • Does not adapt style where needed to gain greater understanding	• Does not consider impact on others • Does not relate well to emotions, empathy or systems at play in relationships • Does not manage interactions carefully	• Has a narrow view of who our customers are and possibly neglects internal customers • Sticks to tasks within own role failing to demonstrate ownership • Doesn't pass on service issues	• Makes silly mistakes in work which could have been avoided with checks • Fails to think about the long term impact of mistakes • Does not see benefit of being accurate and sustainable
Overdone	• Adapts too much to others with specific needs, singling out their differences • Too focused on differences and ends up alienating others • Too cautious about offending others to make a decision that is right for the majority	• Too effected by empathy and struggles to give others bad news • Is manipulative • Makes other people feel 'managed'	• Gives advice and support to customers inappropriately outside of own level often when trying to help • Over promises customers • Responds too quickly without required information	• Speed of works suffers because every detail is checked • Present work suffers because of inappropriate consideration of the future • Frustrates customer with over-checking
	Supporting/Coaching	Leadership	Complexity/Strategy	Partner Working
Underdone	• Consistently directs or tells others what to do and likes things done their way • Works in an isolated fashion not really engaging with others • Rarely participates in team activities	• Does not articulate a clear direction for self or others • Doesn't connect well with others • Is not a good role model or show good followership behaviour	• Struggles with own level of complexity • Struggles to manage and bring together multiple tasks/people or projects • Is lax about deadlines	• Prefers to work on own or in silos • Does not provide correct updates to partners • Misses opportunities to work together or build relationships
Overdone	• Coaches staff on decisions that need managerial direction • Too collaborative and lacks decision making or Takes on problems that should be solved by others • Seen as a bit over exuberant or over the top	• Leadership is clouded by own ambition • Displays good behaviour but for the wrong motives • Follows when they should be leading	• Wastes time organising things that are already running smoothly • Neglects simpler tasks as too focused on the complex ones • Is too strict on deadlines with others at the cost of relationships	• Involves too many partners to enable effective decision making • Own workload becomes management by committee • Relationships or work within the Force suffer as they are too focused on partner working