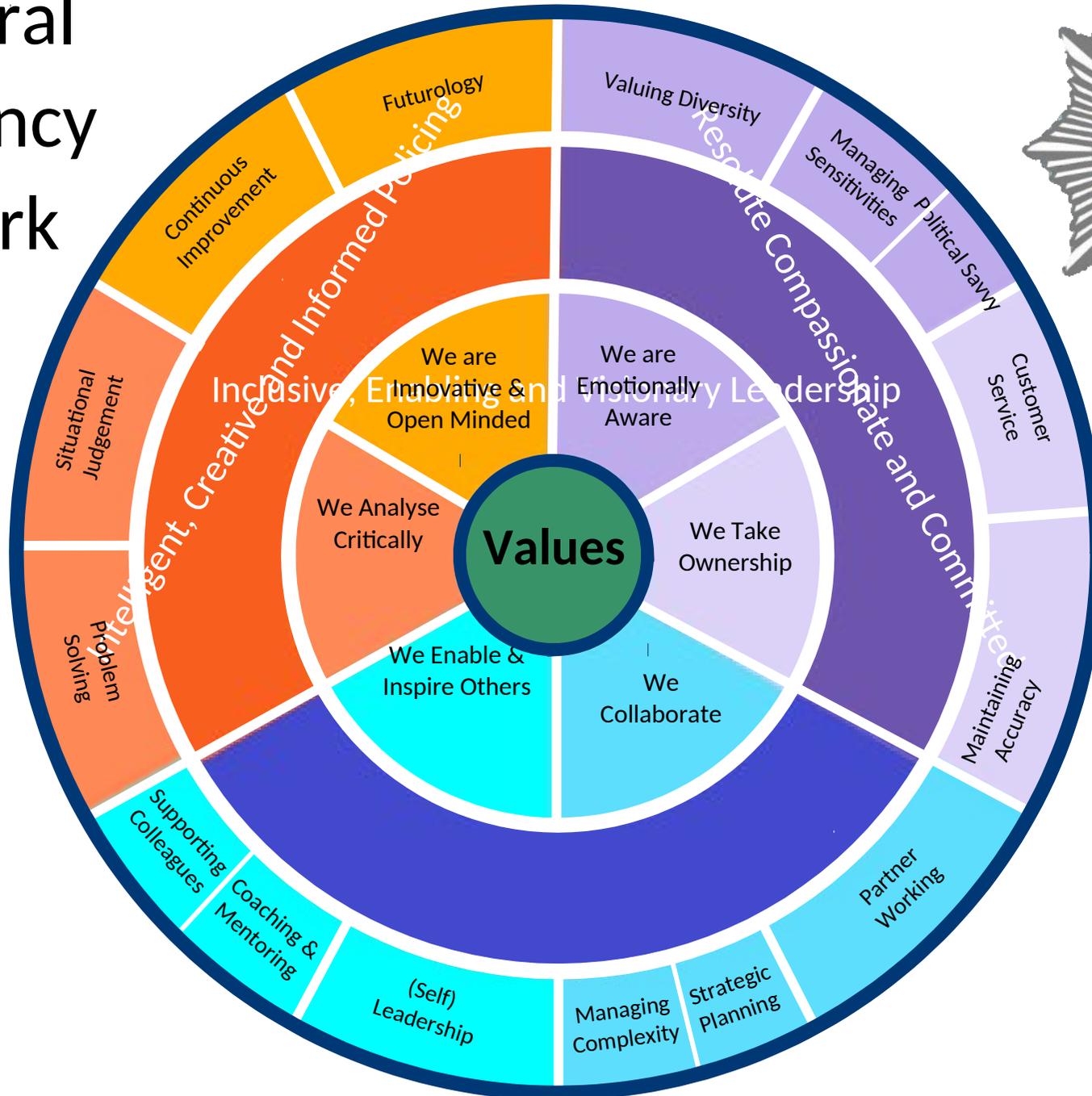


# Behavioural Competency Framework



Sustainable Working

2017 v1



# Resolute Compassionate and Committed

| We are Emotionally Aware |  | We Take Ownership  |  |  |
|--------------------------|--|--|--|--|
|                          | Valuing Diversity  | Managing Sensitivities   | Customer Service   | Maintaining Accuracy   |
| 1a                       | <ul style="list-style-type: none"> <li>Communicates in clear simple language so they can be easily understood by others</li> <li>Seeks to understand thoughts and concerns of others even when not able to express themselves clearly</li> <li>Treats others in a respectful, tolerant and compassionate manner</li> <li>Understands the value that diversity offers</li> <li>Acknowledges and respects a range of different perspectives, values and beliefs within the remit of the law</li> </ul> | <ul style="list-style-type: none"> <li>Demonstrates empathy for those affected by crime and in difficult situations</li> <li>Is professional in all dealing with others</li> <li>Understands what information is confidential and who can share it</li> <li>Manages personal style to the customer – eg stays calm when provoked</li> <li>Listens to the customer and builds rapport</li> </ul>  | <ul style="list-style-type: none"> <li>Sees Customers as Victims, Witnesses, Offenders and internal customers</li> <li>Takes ownership for the customers and always looks to get the best outcome for the Victim in own area of responsibility</li> <li>Offers professional advice and suggestions within own area of responsibility and passes service issues to appropriate colleague or line manager</li> <li>Admits mistakes and takes action to rectify</li> <li>Provides regular updates (before asked for them) &amp; responds quickly</li> </ul> | <ul style="list-style-type: none"> <li>Checks all work for mistakes and strives to remain accurate</li> <li>Able to notice basic omissions from work</li> <li>Ensures all information offered is correct – especially when it contains legal information or asks someone to check where relevant</li> <li>Ensures all details recorded are correct – especially personal details</li> <li>Highlights errors or omissions to others</li> </ul>  |
| 1b                       | <ul style="list-style-type: none"> <li>Adapts communication to the needs of others recognising their specific needs</li> <li>Acknowledges and respects a range of different perspectives, values and beliefs within the remit of the law</li> <li>Actively seeks new and different views and perspectives</li> <li>Encourages tolerance and respect in others</li> <li>Demonstrates a real belief in Diversity of people and ideas across their work</li> </ul>                                      | <ul style="list-style-type: none"> <li>Demonstrates a high degree of empathy for those affected by crime and in difficult situations</li> <li>Adapts personal style to dealing with multiple customers with differing needs</li> <li>Builds rapport and confidence with the customer and really listens to them to understand deeper needs and concerns</li> <li>Builds trust with the customer at what is a very difficult time for them</li> <li>Manages conflict appropriately escalating where required</li> </ul> | <ul style="list-style-type: none"> <li>Sees Customers as Victims, Witnesses, Offenders and internal customers</li> <li>Takes ownership for all customers and always looks to get the best outcome for the Victim</li> <li>Deals with simple service issues with respect and professionalism</li> <li>Offers professional advice and suggestions and finds answers</li> <li>Provides regular updates (before they ask for them) and responds quickly</li> </ul>   | <ul style="list-style-type: none"> <li>Checks all work for mistakes</li> <li>Identifies areas where possible mistakes could be made and double checks work</li> <li>Highlights any mistakes spotted or potential omissions to others</li> <li>Ensures all advice given out is accurate and correct and that legal information is appropriate and accurate</li> <li>Ensures information obtained or recorded is all correct and appropriate and recorded in the correct place.</li> </ul> |



# Resolute Compassionate and Committed

| We are Emotionally Aware |   | We Take Ownership   |  |  |
|--------------------------|---|---|--|--|
| Valuing Diversity        | Managing Sensitivities  | Customer Service  | Maintaining Accuracy   |  |
| 2                        | <ul style="list-style-type: none"> <li>• Is an advocate for Diversity across the Force encouraging others to embrace new ideas and perspectives</li> <li>• Adapts style and approach according to the needs of the others to achieve the best outcome</li> <li>• Considers perspectives of people from a wide range of backgrounds before taking action</li> <li>• Is very aware of own values and beliefs and how these may clash with others</li> <li>• Encourages tolerance and respect in others</li> </ul> | <ul style="list-style-type: none"> <li>• Relates to those affected by crime and in difficult situations with a high degree of empathy and compassion</li> <li>• Adapts personal style to dealing with multiple people with differing and challenging needs</li> <li>• Build rapport and confidence with appropriate questioning and listening skills to get to the heart of needs and concerns</li> <li>• Builds trust with others during difficult times for them</li> <li>• Manages conflict appropriately escalating where required</li> </ul> | <ul style="list-style-type: none"> <li>• Sees Customers as Victims, Witnesses, Offenders and internal customers</li> <li>• Take complete ownership for the customers even when there are multiple Customers with different needs</li> <li>• Manages complex service issues with respect and professionalism</li> <li>• Effectively balances the needs of the public with the criminal justice process or other external processes</li> <li>• Responds quickly and manages the update process to ensure satisfaction</li> </ul> | <ul style="list-style-type: none"> <li>• Maintains a high level of accuracy</li> <li>• Anticipates issues which may reduce accuracy and takes steps to prevent this</li> <li>• Checks work of others and highlights any mistakes or potential omissions</li> <li>• Ensures all information recorded or advice given out is accurate, appropriate and correct</li> <li>• Ensures others know the standards they should work to</li> </ul>   |
| 3                        | <ul style="list-style-type: none"> <li>• Considers the wider needs of others when communicating and ensures these are reflected</li> <li>• Actively seeks a range of views and ideas from those with different views and backgrounds</li> <li>• Encourages reflection from others to understand different reactions and behaviours</li> <li>• Promotes a culture that values diversity and encourages challenge</li> <li>• Takes the responsibility to deal with inappropriate behaviours</li> </ul>            | <ul style="list-style-type: none"> <li>• Manages conflict effectively, regularly reaching appropriate resolutions</li> <li>• Recognises the political challenges involved in difficult situations and attempts to plot a course of action</li> <li>• Demonstrates empathy and compassion for others and builds trust</li> <li>• Build rapport and confidence with appropriate questioning and listening skills to get to the heart of needs and concerns</li> <li>• Recognises the impact of alternative courses of action</li> </ul>             | <ul style="list-style-type: none"> <li>• Ensures all members of the team are clear about who their customers are and what good service looks like</li> <li>• Influences processes for the benefit of Customers</li> <li>• Ensures members of the team become more service oriented</li> <li>• Manages workload and workload of others to ensure the Customers' needs come first</li> <li>• Requests feedback on the service provided and acts on it where possible</li> </ul>  | <ul style="list-style-type: none"> <li>• Understands the correct standards on accuracy and works to them personally</li> <li>• Ensures team work to correct internal standards on the recording or giving out of data</li> <li>• Ensures team work to external standards set by ISO, DPA etc and other governing areas.</li> <li>• Ensures adequate feedback is given to those not meeting the standard</li> <li>• Ensures correct monitoring procedures are in place</li> </ul> |



# Resolute Compassionate and Committed

| We are Emotionally Aware |  | We Take Ownership   |  |  |
|--------------------------|--|---|--|--|
| Valuing Diversity        | Political Savvy  | Customer Service  | Sustainable Working  |  |
| 4                        | <ul style="list-style-type: none"> <li>Challenges own thinking, values and assumptions on a regular basis</li> <li>Ensures the department has a culture that values diversity and encourages challenge</li> <li>Ensures departmental messages can be understood by all</li> <li>Values a range of inputs from those with different backgrounds skills attitudes and experiences before making a decision</li> <li>Ensures that we celebrate diversity in our actions and not just our words</li> </ul>                           | <ul style="list-style-type: none"> <li>Functions effectively in an environment where culture is swayed by politics</li> <li>Recognises the impact of alternative courses of action</li> <li>Balances the need to act politically with the needs of day to day operations</li> <li>creates a positive impression by acting in predictably honourable and ethical ways</li> <li>Keeps conflict to a minimum</li> </ul>                            | <ul style="list-style-type: none"> <li>Ensures all members of the department are clear about who their customers are and what good service looks like</li> <li>Builds effective departmental processes to support our customers</li> <li>Builds a culture of ownership across the department so our Customers' needs are met (and even exceeded)</li> <li>Manages any issues that arise professionally, proactively and for the benefit of our Customers</li> <li>Balances the needs of the Customer with those of outside processes</li> </ul>              | <ul style="list-style-type: none"> <li>Thinks long term to ensure the future consequences of actions are considered and have the right impact</li> <li>Ensures plans put in now will work well and improve Policing for future generations</li> <li>Ensures departments are sparing with Force's resources and minimises waste whilst maintaining appropriate investment</li> <li>Understands the value of being sustainable</li> <li>Invests in local communities</li> </ul>  |
| 5                        | <ul style="list-style-type: none"> <li>Ensures multiple perspectives inform decision making</li> <li>Communicate the reasons behind decisions in a clear and compelling way that is understandable to all</li> <li>Actively drives a culture that recognises and values diversity and challenges intolerance</li> <li>Challenges own thinking, values and assumptions on a regular basis</li> <li>Seeks to understand longer term reasons for organisational behaviour to adapt and change the culture where relevant</li> </ul> | <ul style="list-style-type: none"> <li>Builds a strong and ethical reputation for the Force</li> <li>Balances the National Politics with local Operations</li> <li>Approaches each situation with a clear perception of organisational and political reality</li> <li>Encourages effective alliances with those with the right power or influence</li> <li>Takes measures to encourage an open and democratic culture built on trust</li> </ul> | <ul style="list-style-type: none"> <li>Ensures everyone keeps sight across the Force of who our customers are and what good service looks like</li> <li>Ensures that internal and external processes are there to support all our Customers</li> <li>Shapes the Force and operating model to best support Customer Service</li> <li>Builds a culture of ownership where staff and officers are taking responsibility for Customers' needs</li> <li>Manages any issues that arise professionally, proactively and for the benefit of our Customers</li> </ul> | <ul style="list-style-type: none"> <li>Works to provide sustainable employment to our local communities</li> <li>Works to ensure our impact on the environment is as low as it can be</li> <li>Works to ensure our procurement is responsible and supports local supply chains</li> <li>Works to ensure that Policing provides value for money to the Public whilst maintaining appropriate investment</li> <li>Builds Public confidence and ensures the service remains fit for purpose into the longer term</li> </ul> |



# Inclusive, Enabling and Visionary Leadership

| We Collaborate |  | We Enable & Inspire Others  |  |  |
|----------------|--|---|--|--|
|                | Partner Working  | Managing Complexity   | Self Leadership  | Supporting Colleagues  |
| 1a             | <ul style="list-style-type: none"> <li>• Sees the benefit of working jointly with partners</li> <li>• Provides regular updates to key stakeholders</li> <li>• Gains relevant information from all key stakeholders</li> <li>• Spots opportunities to involve new partners and create diversity</li> <li>• Involves key colleagues outside of own team or department</li> </ul>   | <ul style="list-style-type: none"> <li>• Works at a straightforward level of complexity</li> <li>• Organises tasks and workload and uses time efficiently</li> <li>• Begins tasks in the correct order and sequence</li> <li>• Files documents appropriately</li> <li>• Meets appropriate deadlines</li> </ul>  | <ul style="list-style-type: none"> <li>• Sets clear direction for self and is a good role model</li> <li>• Is clear about own ambitions</li> <li>• Keen to grow own skills and capabilities</li> <li>• Is a good follower – understands what they are following and how that matches own beliefs</li> <li>• Understands their part in achieving the Force Vision</li> </ul>  | <ul style="list-style-type: none"> <li>• Works collaboratively and shares information and issues with colleagues to gain support</li> <li>• Supports other members of the team with their issues</li> <li>• Recognises the impact they have on others</li> <li>• Uses knowledge and experience within the team to learn from</li> <li>• Acts as a Buddy/Mentor to support newer members of the team</li> </ul> |
| 1b             | <ul style="list-style-type: none"> <li>• Builds relationships with key stakeholders in the process in order to create a united solution</li> <li>• Builds collaboration with a variety of partners based on the anticipated outcomes</li> <li>• Sees colleagues from other departments as partners</li> <li>• Maximises opportunities to work together and provides regular updates</li> <li>• Includes all relevant people</li> </ul> | <ul style="list-style-type: none"> <li>• Works at a medium level of complexity (sheep herder)</li> <li>• Organises tasks, workload, responses, and multiple customers and stakeholders and makes efficient use of time</li> <li>• Prioritises effectively to manage multiple tasks</li> <li>• Ensure all documents are filed and organised</li> <li>• Understands a realistic deadline and helps to set them</li> </ul> | <ul style="list-style-type: none"> <li>• Sets clear direction for self and leads Peers or public on occasion and is a good role model</li> <li>• Clear about own ambitions and the right path to take</li> <li>• Is proactive in growing own skills and capabilities</li> <li>• Is a good follower and supports those Leading them to go in the right direction</li> <li>• Understands and articulates their part in achieving the Force Vision</li> </ul> | <ul style="list-style-type: none"> <li>• Works jointly with colleagues to maximise the range of different skills</li> <li>• Gives feedback to others and encourages it back</li> <li>• Recognises when others need help and offers it</li> <li>• Actively promotes team spirit</li> <li>• Acts as a Mentor to other members of the team to teach new skills and guide on process</li> </ul>                    |



# Inclusive, Enabling and Visionary Leadership

| We Collaborate |   | We Enable & Inspire Others  |  |   |
|----------------|---|---|--|---|
|                | Partner Working   | Managing Complexity   | Leadership   | Supporting Colleagues   |
| 2              | <ul style="list-style-type: none"> <li>• Builds relationships with all key partners at an individual level to create a collaborative approach</li> <li>• Seeks to exchange skills and ideas across with other teams</li> <li>• Involves cross functional colleagues and external partners in key discussions</li> <li>• Uses business need as an opportunity to build new relationships and contacts</li> <li>• Ensures all key stakeholders are consulted and updated</li> </ul>   | <ul style="list-style-type: none"> <li>• Works at a significant level of complexity (orchestra conductor)</li> <li>• Manages own workload to ensure the right amount of time is spent on each task</li> <li>• Prioritises effectively to manage multiple tasks, customers, stakeholders and contributors</li> <li>• Sets realistic deadlines for responses, replies and meetings</li> <li>• Manages appropriate chronology</li> </ul>   | <ul style="list-style-type: none"> <li>• Balances when to take charge and lead from the front with when to encourage others to make their own choices</li> <li>• Absorbs senior leadership messages and converts to a way that means something to reports</li> <li>• Gives clear briefings and direction to staff</li> <li>• Is an excellent role model for the team and brings out the best in members of their team</li> <li>• Champions ideas within own area of influence</li> </ul> | <ul style="list-style-type: none"> <li>• Works collaboratively with colleagues, balancing own strengths with the skills and knowledge of others</li> <li>• Recognises team strengths and plays to them</li> <li>• Builds a climate of trust and openness</li> <li>• Acts as a Coach to help members of the team find their own solutions</li> <li>• Asks for feedback from colleagues and acts on reasonable suggestions</li> </ul>   |
| 3              | <ul style="list-style-type: none"> <li>• Creates strong partnerships at an individual level to further develop Force and Team Partnerships</li> <li>• Involves cross functional colleagues and external partners in key decisions</li> <li>• Builds and maintains relationships that are worthwhile for both parties</li> <li>• Build in opportunities to exchange skills and ideas across functional boundaries and externally</li> <li>• Clear on boundaries of what should and shouldn't be discussed with partners</li> </ul> | <ul style="list-style-type: none"> <li>• Co-ordinates multiple areas of work and people simultaneously</li> <li>• Prioritises effectively to manage multiple tasks, customers, stakeholders and contributors.</li> <li>• Sets and monitors appropriate deadlines within team or department and with external partners</li> <li>• Considers both current and future chronology of work</li> <li>• Ensures all own work and that of others in department is in line with Force strategic direction</li> </ul> | <ul style="list-style-type: none"> <li>• Absorbs senior leadership messages and converts to a way that means something to reports</li> <li>• Establishes own personal brand and champions ideas outside sphere of influence</li> <li>• Connects well with others building relationships and empowering others</li> <li>• Develops a presence around the department so people want to listen</li> <li>• Understands when to take charge and when to lead from the back</li> </ul>         | <ul style="list-style-type: none"> <li>• Maintains visibility by regularly talking and interacting with colleagues</li> <li>• Works collaboratively with colleagues, balancing own strengths with the skills and knowledge of others</li> <li>• Expresses own views positively and constructively and fully commits to team decisions</li> <li>• Takes all appropriate opportunities to coach staff supporting a coaching culture</li> <li>• Seeks feedback widely and actively seeks to improve relationships by acting on it</li> </ul> |



# Inclusive, Enabling and Visionary Leadership

| We Collaborate |  | We Enable & Inspire Others  |  |  |
|----------------|--|---|--|--|
|                | Partner Working  | Strategic Planning  | Leadership   | Coaching & Mentoring   |
| 4              | <ul style="list-style-type: none"> <li>• Works to support a collaborative culture by creating and supporting key departmental partnerships</li> <li>• Builds partnerships with other blue light services where appropriate and beneficial to the public</li> <li>• Works effectively with external partners, clearly defining roles, boundaries and ways of working</li> <li>• Works with and learns from other Forces where practicable</li> <li>• Ensures key stakeholders are consulted and informed</li> </ul> | <ul style="list-style-type: none"> <li>• Understands the direction of the Force and seeks to align own area of business</li> <li>• Translates Force direction into meaningful plans and activity</li> <li>• Ensures there is a clear strategy in own department in line with the Force strategy</li> <li>• Communicates plans effectively across the department and wider as appropriate</li> <li>• Builds ownership across the department in the strategy</li> </ul>   | <ul style="list-style-type: none"> <li>• Articulates a clear direction and gets people to want to follow it</li> <li>• Is a great role model both inside and outside the Force and inspires others</li> <li>• Removes blockages for others</li> <li>• Encourages a feeling of community and motivates others</li> <li>• Understands when to take charge and when to lead from the back</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Builds a culture of coaching across the department so coaching is regular, commonplace and supported</li> <li>• Ensures staff in their department feel supported and nurtured</li> <li>• Encourages cross-functional working with other departments to break down silos</li> <li>• Regularly coaches own direct reports</li> <li>• Offers and recommends mentoring to key talent</li> </ul>                                     |
| 5              | <ul style="list-style-type: none"> <li>• Creates a culture of collaborative partnership working throughout the Force</li> <li>• Builds effective strategic national partnerships</li> <li>• Champions blue light collaboration where appropriate and beneficial to the public</li> <li>• Works with and learns from other Forces where practicable</li> <li>• Is clear to the force about where the boundaries are between partners are so they are clear on their responsibilities</li> </ul>                     | <ul style="list-style-type: none"> <li>• Discusses and describes plans at the correct level of 'strategic altitude'</li> <li>• Assesses internal and external environments to be clear on the operating context</li> <li>• Charts a strategic direction for the Force in line with national context</li> <li>• Defines strategy with the interests of Victims, Witnesses, the Public and Partners and Offenders</li> <li>• Communicates plans clearly at all levels of the Force and externally as appropriate</li> </ul> | <ul style="list-style-type: none"> <li>• Paint a clear vision of the future and sets a clear and strong direction for members of the Force to follow</li> <li>• Inspires and motivates officers and staff across the Force</li> <li>• Is an excellent role model both inside and outside the Force</li> <li>• Clears the path and removes obstacles for others</li> <li>• Ensures the correct processes are there to follow</li> </ul> | <ul style="list-style-type: none"> <li>• Builds a culture where coaching at all levels is regular, commonplace and supported</li> <li>• Ensures staff across the Force feel supported and nurtured</li> <li>• Ensures departments and teams work together effectively and silo working is eliminated</li> <li>• Coaches immediate reports and puts it into practice where practicable and relevant</li> <li>• Offers Mentoring to key talent across the Force</li> </ul> |



# Intelligent, Creative and Informed Policing

| We Critically Analyse |  | We are Innovative & Open Minded   |  |   |
|-----------------------|--|---|--|---|
|                       | Problem Solving  | Situational Judgement   | Continuous Improvement   | Futurology  |
| 1a                    | <ul style="list-style-type: none"> <li>Solves straightforward problems with support and checking from line manager</li> <li>Is proactive and resilient in dealing with problems and issues</li> <li>Understands simple consequences of actions</li> <li>Takes in information quickly and accurately and separates it according to irrelevant, relevant or important information</li> <li>Makes simple connections within problems</li> </ul>   | <ul style="list-style-type: none"> <li>Follows the principles and expectations of the Code of Ethics</li> <li>Measures risks by weighing up effectively the likelihood and consequences of outcomes and following guidance</li> <li>Makes good decisions under pressure but allows more time to get it right where possible</li> <li>Shows courage in the face of challenges</li> <li>Doesn't take the easy route for the sake of it</li> </ul>   | <ul style="list-style-type: none"> <li>Positive towards change and improvement and open to new ideas and perceptions</li> <li>Discusses new ideas to improve ways of working with line manager</li> <li>Sets CPD goals and plans, and works to complete them, shares knowledge and records new learning</li> <li>Adapts to change and is flexible as the need arises</li> <li>Spots issues with the current ways of working and reports them</li> </ul>  | <ul style="list-style-type: none"> <li>Keeps up to date with general digital advances</li> <li>Connects with others through digital media</li> <li>Works in an agile manner</li> <li>Keeps an eye on future changes and what skills may be needed</li> <li>Uses a digital and paperless option wherever practicable</li> </ul>  |
| 1b                    | <ul style="list-style-type: none"> <li>Solves simple problems (with review from line manager where appropriate)</li> <li>Makes decisions in line with our mission, values and code of ethics</li> <li>Breaks down complex problems into manageable chunks</li> <li>Anticipates problems and develops potential solutions by understanding consequences of actions</li> <li>Makes connections between apparently separate pieces of information and recognises gaps or omissions</li> </ul> | <ul style="list-style-type: none"> <li>Follows the principles and expectations of the Code of Ethics</li> <li>Measures risks by weighing up effectively the likelihood and consequences of outcomes and following guidance</li> <li>Makes good decisions under pressure but allows more time to get it right where possible</li> <li>Demonstrates courage in the face of challenges and takes the right action not the easy option</li> <li>Doesn't overreact and adapts their response to the situation they find themselves in</li> </ul> | <ul style="list-style-type: none"> <li>Seeks appropriate opportunities to develop own area</li> <li>Generates ideas to improve the team or department, shares knowledge around the team and encourages others to do likewise</li> <li>Works with team to find a better way forward to blockages</li> <li>Adapts to change and is flexible as the need arises whilst encouraging others to do the same</li> <li>Sets and strives to achieve annual CPD goals and plans, and works to complete them</li> </ul> | <ul style="list-style-type: none"> <li>Keeps up to date with general digital advances across the Team</li> <li>Uses collaborative tools and software (eg Skype and messenger) where practicable</li> <li>Works in an agile manner ensuring work is done at the most sensible and efficient location</li> <li>Keeps an eye on future changes and considers the impact this may have on role</li> <li>Uses a digital and paperless option wherever practicable</li> </ul> |



# Intelligent, Creative and Informed Policing

| We Critically Analyse |  | We are Innovative & Open Minded   |   |   |
|-----------------------|--|---|---|---|
|                       | Problem Solving  | Situational Judgement   | Continuous Improvement  | Futurology  |
| 2                     | <ul style="list-style-type: none"> <li>• Solves complex problems (with review from line manager where appropriate)</li> <li>• Makes decisions based on clear facts looking for solutions sometimes outside policing</li> <li>• Analyses problems and presents a summary of the facts when needed</li> <li>• Anticipates problems and creates multiple solutions to remedy by understanding and mapping consequences of actions</li> <li>• Recognises patterns, themes and connections between several diverse sources of information</li> </ul>                              | <ul style="list-style-type: none"> <li>• Follows the principles and expectations of the Code of Ethics and ensures team does too</li> <li>• Makes good decisions under pressure but allows more time to get it right where possible</li> <li>• Balances likelihood and consequences carefully but quickly to make the best decision available</li> <li>• Adapts quickly to different situations and decisions balancing decisive action with consideration</li> <li>• Asks incisive questions to test facts and assumptions, questioning and challenging data when necessary</li> </ul> | <ul style="list-style-type: none"> <li>• Contributes and supports organisational learning</li> <li>• Considers the wider impact of changes and improvements to the business</li> <li>• Champions force improvement initiatives and ensures continuous process improvement</li> <li>• Sets and strives to achieve annual CPD goals and challenging action plans</li> <li>• Spots opportunities or threats which may influence how the job is done in future</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Spots opportunity to improve own digital capabilities</li> <li>• Highlights processes or areas of work which would be better digital, paperlite or carried out through collaborative software</li> <li>• Works in an agile way making most efficient use of locations and collaborative areas</li> <li>• Keeps up to date with new digital advances and applies them to own area where possible and permitted</li> <li>• Uses digital advancements to connect with others and share information</li> </ul> |
| 3                     | <ul style="list-style-type: none"> <li>• Ensures problems are solved on the basis of clear and indisputable evidence</li> <li>• Recognises patterns, themes and connections between several sources of information and peels away layers to discover new data</li> <li>• Uses a logical method for analysing and organising information</li> <li>• Generates solutions taking into consideration departmental and individual realities</li> <li>• Identifies a number of solutions and evaluates the relative strength of each (albeit this may be in the moment)</li> </ul> | <ul style="list-style-type: none"> <li>• Follows the principles and expectations of the Code of Ethics and ensures this is the same across the department</li> <li>• Makes good decisions under pressure but allows more time to get it right where possible</li> <li>• Is adaptable and bases decision on the best evidence from a range of sources</li> <li>• Ensures team or department does things right and encourages courage when faced with risk</li> <li>• Knows when to push for collaboration and when to be decisive</li> </ul>   | <ul style="list-style-type: none"> <li>• Champions continuous improvement and innovation across the Force</li> <li>• Identifies opportunities to improve across the department and puts energy into this and</li> <li>• Reviews business processes to identify how to become more efficient and effective</li> <li>• Sets and strives to achieve annual personal CPD goals and challenging action plans</li> <li>• Considers the impact of changes in own department and manages this impact</li> </ul> | <ul style="list-style-type: none"> <li>• Uses digital advances to improve team or departmental offering to the benefit of customers and partners</li> <li>• Improves own digital capabilities and that of the team of department</li> <li>• Ensures team or department works agile, making efficient use of time and locations</li> <li>• Encourages collaboration through digital means wherever practicable</li> <li>• Brings new digital advancements to team or department wherever possible</li> </ul>   |



# Intelligent, Creative and Informed Policing

| We Critically Analyse |  | We are Innovative & Open Minded   |  |  |
|-----------------------|--|---|--|--|
| Problem Solving       | Situational Judgement  | Continuous Improvement  | Futurology   |  |
| 4                     | <ul style="list-style-type: none"> <li>Identifies and evaluates organisational problems and possible causes to determine the cause and impact (what if)</li> <li>Willing to take the courageous solution which challenges the norm</li> <li>Generates solutions taking in to consideration individual, departmental, customer, political and organisational realities</li> <li>Uses evidence rather than assumption to back up decision making</li> <li>Uses logical methods and research to identify sound conclusions</li> </ul> | <ul style="list-style-type: none"> <li>Follows and Champions the principles and expectations of the Code of Ethics across the Force</li> <li>Makes good decisions under pressure but allows more time to get it right where possible</li> <li>Is adaptable to situation and decisions and uses situationally specific information not one size fits all</li> <li>Show courage to risk taking and stands by decisions</li> <li>Encourages department to be more adaptable</li> </ul>   | <ul style="list-style-type: none"> <li>Conducts systematic reviews to ensure department is 'match fit' and considers improvement part of daily work</li> <li>Provides space and encouragement to allow others to stand back from day to day activities</li> <li>Considers wider impact of changes and manages the impact sensitively</li> <li>Sets and strives to achieve annual personal CPD goals and action plans</li> <li>Champions and recognises improvement and innovation across the department, supports time for creativity, to develop it and take appropriate risks</li> </ul> | <ul style="list-style-type: none"> <li>Takes every opportunity to modernise the Force</li> <li>Anticipates new advances in Policing and takes steps toward implementing them</li> <li>Ensures the department adopts a digital mindset and is ready for new ways of working</li> <li>Manages the department in an agile way collaborating with other departments and teams</li> <li>Ensures the way the department works is fit for the future</li> </ul>         |
| 5                     | <ul style="list-style-type: none"> <li>Takes the final say on any challenging Force decisions</li> <li>Creates a culture of evidence based and data informed problem solving</li> <li>Ensures problems are solved on the bases of critical analysis</li> <li>Uses discretion wisely and shows courage knowing when the tried and tested is not the most appropriate and willing to challenge the status quo</li> <li>Remains focused on outcomes and decisions</li> </ul>  | <ul style="list-style-type: none"> <li>Lives and breathes the principles and expectations of the Code of Ethics and ensures it is a prevalent part of the Force Culture</li> <li>Takes a courageous stance to risk and chooses to do the right thing</li> <li>Makes good decisions under pressure but allows more time to get it right where possible</li> <li>Encourages the Force to adapt to situations and make decisions based on best facts available</li> <li>Adapts to new information and decisions but maintains a steady strategy and remains on course</li> </ul> | <ul style="list-style-type: none"> <li>Strives to create a maturity across the Force in Continuous Improvement</li> <li>Works towards an innovative learning culture where everyone is continuously improving on a personal, team and Force level</li> <li>Ensures reviews are in place and effective to ensure the Force is efficient, effective and legitimate</li> <li>Sets and strives to achieve annual personal CPD goals and challenging action plans</li> <li>Champions change, improvement and innovation and rewards success</li> </ul>  | <ul style="list-style-type: none"> <li>Anticipates changes in Policing and puts plans in place to be ready for them</li> <li>Drives the Force to develop a digital mindset and embrace new ways of working</li> <li>Ensures the Policing structure is ready for the demands of the future</li> <li>Develops an Agile workforce ready to adapt to future opportunities</li> <li>Uses digital media to enable the Force to be more connected and mobile</li> </ul> |

## Underdone and Overdone Versions

|                 |                       |                        |            |
|-----------------|-----------------------|------------------------|------------|
| Problem Solving | Situational Judgement | Continuous Improvement | Futurology |
|-----------------|-----------------------|------------------------|------------|



|                  |  |  |   |  |
|------------------|--|--|---|--|
| <b>Underdone</b> | <ul style="list-style-type: none"> <li>• Makes decisions based on assumptions without checking facts</li> <li>• Misses key information when investigating</li> <li>• Does not follow a logical path</li> </ul>   | <ul style="list-style-type: none"> <li>• Is cavalier about risk and makes rash or ill thought through decisions</li> <li>• Is borderline on ethical conduct and is low on integrity</li> <li>• Does not take action when needed</li> </ul>   | <ul style="list-style-type: none"> <li>• Does not see the need for change and improvement</li> <li>• Does not make any effort to carry out any personal CPD</li> <li>• Is negative about Force or Team CI</li> </ul>  | <ul style="list-style-type: none"> <li>• Does not keep up to date with new advances</li> <li>• Prefers traditional approaches and not keen to lose pen and paper</li> <li>• Makes no effort to learn new methods</li> </ul>  |
| <b>Overdone</b>  | <ul style="list-style-type: none"> <li>• Paralysed by insuring a thorough investigation and too much data</li> <li>• Lacks decision making</li> <li>• More focused on the analysis than the outcome</li> </ul>   | <ul style="list-style-type: none"> <li>• Too cautious and overreacts on the basis of a statistical one off</li> <li>• Is paralysed by decisions taking too much time or lacking conclusions</li> <li>• Too suspicious of colleague's actions and motives and lacking in trust</li> </ul> | <ul style="list-style-type: none"> <li>• Doesn't give new methods/processes time to imbed before changing again</li> <li>• Focuses on CPD which is not relevant to current or immediate future job role</li> <li>• Implements changes without considering the impact</li> </ul> | <ul style="list-style-type: none"> <li>• Too focused on the art of the possible and not grounded</li> <li>• Quickly adopts new ways of working but leaves others behind them</li> <li>• Bypasses systems and processes to adapt new technology and methods</li> </ul>          |
|                  | <b>Valuing Diversity</b>   | <b>Sensitivities/Political</b>   | <b>Customer Service</b>   | <b>Accuracy/Sustainable</b>  |
| <b>Underdone</b> | <ul style="list-style-type: none"> <li>• Too focused on own values, beliefs and approach</li> <li>• Does not consider diversity of opinions and sticks to same small group</li> <li>• Does not adapt style where needed to gain greater understanding</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Does not consider impact on others</li> <li>• Does not relate well to emotions, empathy or systems at play in relationships</li> <li>• Does not manage interactions carefully</li> </ul>  | <ul style="list-style-type: none"> <li>• Has a narrow view of who our customers are and possibly neglects internal customers</li> <li>• Sticks to tasks within own role failing to demonstrate ownership</li> <li>• Doesn't pass on service issues</li> </ul>                   | <ul style="list-style-type: none"> <li>• Makes silly mistakes in work which could have been avoided with checks</li> <li>• Fails to think about the long term impact of mistakes</li> <li>• Does not see benefit of being accurate and sustainable</li> </ul>                  |
| <b>Overdone</b>  | <ul style="list-style-type: none"> <li>• Adapts too much to others with specific needs, singling out their differences</li> <li>• Too focused on differences and ends up alienating others</li> <li>• Too cautious about offending others to make a decision that is right for the majority</li> </ul> | <ul style="list-style-type: none"> <li>• Too effected by empathy and struggles to give others bad news</li> <li>• Is manipulative</li> <li>• Makes other people feel 'managed'</li> </ul>  | <ul style="list-style-type: none"> <li>• Gives advice and support to customers inappropriately outside of own level often when trying to help</li> <li>• Over promises customers</li> <li>• Responds too quickly without required information</li> </ul>                        | <ul style="list-style-type: none"> <li>• Speed of works suffers because every detail is checked</li> <li>• Present work suffers because of inappropriate consideration of the future</li> <li>• Frustrates customer with over-checking</li> </ul>                              |
|                  | <b>Supporting/Coaching</b>   | <b>Leadership</b>  | <b>Complexity/Strategy</b>  | <b>Partner Working</b>   |
| <b>Underdone</b> | <ul style="list-style-type: none"> <li>• Consistently directs or tells others what to do and likes things done their way</li> <li>• Works in an isolated fashion not really engaging with others</li> <li>• Rarely participates in team activities</li> </ul>  | <ul style="list-style-type: none"> <li>• Does not articulate a clear direction for self or others</li> <li>• Doesn't connect well with others</li> <li>• Is not a good role model or show good followership behaviour</li> </ul>   | <ul style="list-style-type: none"> <li>• Struggles with own level of complexity</li> <li>• Struggles to manage and bring together multiple tasks/people or projects</li> <li>• Is lax about deadlines</li> </ul>  | <ul style="list-style-type: none"> <li>• Prefers to work on own or in silos</li> <li>• Does not provide correct updates to partners</li> <li>• Misses opportunities to work together or build relationships</li> </ul>   |
| <b>Overdone</b>  | <ul style="list-style-type: none"> <li>• Coaches staff on decisions that need managerial direction</li> <li>• Too collaborative and lacks decision making or Takes on problems that should be solved by others</li> <li>• Seen as a bit over exuberant or over the top</li> </ul>                      | <ul style="list-style-type: none"> <li>• Leadership is clouded by own ambition</li> <li>• Displays good behaviour but for the wrong motives</li> <li>• Follows when they should be leading</li> </ul>  | <ul style="list-style-type: none"> <li>• Wastes time organising things that are already running smoothly</li> <li>• Neglects simpler tasks as too focused on the complex ones</li> <li>• Is too strict on deadlines with others at the cost of relationships</li> </ul>         | <ul style="list-style-type: none"> <li>• Involves too many partners to enable effective decision making</li> <li>• Own workload becomes management by committee</li> <li>• Relationships or work within the Force suffer as they are too focused on partner working</li> </ul> |