



## THE STEP UP TO SUPERINTENDENT.....

- Operationally competent and credible to manage at silver commander level
  - Identifying and managing operational threat, harm and risk
  - Ensuring effective management of the investigation of crime
- Performance
  - Leads on achieving sustained performance improvements
- People skills
  - Can translate complex issues into clear and concise messages for staff
  - Provides care and support at times of uncertainty
  - Provides clarity and confidence through change
  - Encourages own and others' personal and professional development
  - Acts as a role model, particularly in relation to the Code of Ethics
  - Leads on ensuring the workforce is diverse and representative
- Innovation and Transformation
  - Creates vision for future area of responsibility that meets organisational needs and realises opportunities
  - Encourages cultural change and different ways of working
  - Explores and embraces new opportunities to deliver the business, including the best use of technology
  - Deliver business as usual activities through periods of change
- Problem Solving
  - Able to work with partners and know when to retain control and when to pass to others
  - Able to push the boundaries and not be constrained by current thinking
- Prioritisation
  - Uses information and professional judgement to predict future demand
  - Understands about public value and what adds value
  - Prepared to take appropriate risks
- Able to manage upwards