

Competency and Values Framework for Policing - Level Two Supervisor/Middle Manager Competency Map with Positive Indicators

Intelligent, Creative and Informed Policing		Resolute, compassionate and committed		Inclusive, enabling and visionary leadership	
We analyse critically	We are innovative and open minded	We are emotionally aware	We take ownership	We deliver support and inspire	We are collaborative
I ensure that the best available evidence from a wide range of sources is taken in account when making decisions.	I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.	I consider the perspectives of people from a wide range of backgrounds before taking action.	I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.	I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.	I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
I think about different perspectives and motivations when reviewing information and how this may influence key points.	I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.	I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.	I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.	I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.	I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.	I am flexible in my approach, changing my plans to make sure that I have the best impact.	I promote a culture that values diversity and encourages challenge.	I am accountable for the decisions my team make and the activities within our teams.	I lead the public and/or my colleagues, where appropriate ⁴ , during incidents or through the provision of advice and support.	I understand the local partnerships context, helping me to use a range of tailored steps to build support.
I understand when to balance decisive action with due consideration.	I encourage others to be creative and take appropriate risks	I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.	I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.	I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.	I work with our partners to decide who is best placed to take the lead on initiatives.
I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.	I share my explorations and understanding of the wider internal and external environment.	I take responsibility for helping to ensure the emotional wellbeing of those in my teams.	I actively encourage and support learning within my teams and colleagues.	I keep track of changes in the external environment, anticipating both the short and long term implications for the police service.	I try to anticipate our partners needs and take action to address these.
I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.		I take the responsibility to deal with any inappropriate behaviours.		I motivate and inspire others to achieve their best.	I do not make assumptions. I check that our partners are getting what they need from the police service.
I challenge others to ensure that decisions are made in alignment with our mission, values and code of ethics.					I build commitment from others (including the public) to work together to deliver agreed outcomes.