

Competency and Values Framework for Policing - Level Three Senior Manager/Executive 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 balance the risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.	I implement, test and communicate new and far reaching ways of working that can radically change our organisational cultures, attitudes and performance.	I seek to understand the longer term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.	I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.	I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.	I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long term links and work effectively within decision making structures.
I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.	I provide space and encouragement to help others stand back from day to day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.	I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.	I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.	I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.	I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, private).
I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.	I work to create an innovative learning culture, recognising and promoting innovative activities.	I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.	I define and enforce the standards and processes that will help this to happen.	I ensure that everyone understands their role in helping the police service achieve this vision.	I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
I use my knowledge of the wider external environment and long term situations to inform effective decision making.	I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.	I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.	I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.	I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.	I create an environment where partnership working flourishes and creates tangible benefits for all.
I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.	I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.	I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.	I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.	I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.	
			I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.	I demonstrate long term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.	
				I ensure that my decisions balance the needs of my own force/unit, with those of the wider police service and external partners.	
				I motivate and inspire others to deliver challenging goals.	