



Ministry of Defence Police

MDP Secretariat
Room 126, Building 1070
MDP HQ Wethersfield
Braintree, Essex CM7 4AZ

Tel: 01371 85 [REDACTED]
Fax: 01371 854080
E-mail: MDP-FOI-DP@mod.uk

[REDACTED]

By email – [REDACTED]

Dear [REDACTED],

Our Ref: eCase: FOI2016/09051 RFI: 268/16

Date: 5th October 2016

FREEDOM OF INFORMATION ACT 2000: MINISTRY OF DEFENCE POLICE: COPY OF MDP COMPETENCY FRAMEWORK MANUAL.

I refer to your email dated 27th September 2016.

We are treating your email as a request for information in accordance with the Freedom of Information Act 2000 (FOIA 2000).

In your email of the 27th September 2016 you clarified your request to the following information:

“Thank you for your response to my request. What I am seeking is copies of Integrated Competency Framework of all MDP ranks, if at all possible”.

A search for information has now been completed and I can confirm that information in scope of your request is held.

I attach copies of the MDP Integrated Competency Framework for Constable, Sergeant, Inspector, and Chief Inspector

If you are not satisfied with this response or wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance team, 1st Floor, MOD Main Building, Whitehall, London SW1A 2HB (email CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate the case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website (<http://www.ico.org.uk>).

Yours sincerely

MDP Sec Data Protection and Freedom of Information Office

The Integrated Competency Framework (ICF)
&
Generic Rank Behavioural Areas



Generic Chief Inspector Version

Effective Communication - B

Communicates ideas and information effectively, both verbally and in writing. Uses language and a style of communication that is appropriate to the situation and people being addressed. Makes sure that others understand what is going on.

Communicates all needs, instructions and decisions clearly. Adapts the style of communication to meet the needs of the audience. Checks for understanding.

Positive Indicators

- Deals with issues directly.
- Clearly communicates needs and instructions.
- ***Clearly explains management decisions and policy, and the reasons behind them.***
- Communicates face to face wherever possible and if it is appropriate.
- Speaks with authority and confidence.
- Changes the style of communication to meet the needs of the audience.
- Manages group discussions effectively.
- Summarises information to check people understand it.
- Supports arguments and recommendations effectively in writing.
- Produces well-structured reports and written summaries.

Negative Indicators

- Is hesitant, nervous and uncertain when speaking.
- Speaks without first thinking through what to say.
- Uses inappropriate language or jargon.
- Speaks in a rambling way.
- Does not consider the target audience.
- Avoids answering difficult questions.
- Does not give full information without being questioned.
- Writes in an unstructured way.
- Uses poor spelling, punctuation and grammar.
- Assumes others understand what has been said without actually checking.
- Does not listen, and interrupts at inappropriate times.

Planning and Organising - B

Plans, organises and supervises activities to make sure resources are used efficiently and effectively to achieve organisational goals.

Plans activities thoroughly for self and others. Builds milestones into plans, monitors progress and adjusts them as necessary in response to any changes. Provides clear direction and makes sure that staff know what is expected of them.

Positive Indicators

- Identifies important activities and milestones, establishing importance and urgency.
- Plans alternatives and contingency plans.
- **Makes sure people know what a task or responsibility involves, and have the necessary abilities to carry it out**
- Defines, clarifies and assigns roles and responsibilities.
- Makes sure people have a workload that is manageable and fair, as well as being challenging.
- Carefully checks everything is in place before starting a major initiative or police operation.
- Assesses new information and reorganises the workload to meet new demands.
- Organises action around who is available, their skills, and other resources.
- **Manages so that only necessary expenses are incurred and reduces costs.**
- Constantly monitors and assesses progress, making sure people work to decisions, plans and policies.
- Concentrates on detail while being aware of the overall objectives.
- Makes sure staff are aware of and follow Best Value principles.
- **Manages resources well, correctly identifying the most appropriate response to situations.**

Negative Indicators

- Takes an unsystematic approach to tasks.
- Deals with tasks as they arrive, without considering priorities.
- Waits until problems arise.
- Does not differentiate between the levels of importance of tasks.
- Does not check for or spot mistakes and inconsistencies.
- Leaves roles and responsibilities unclear.
- Consistently fails to meet deadlines due to poor planning.
- Tries to achieve everything personally.
- Takes inappropriate short cuts.
- Takes a fixed approach – does not monitor and re-assess plans.
- Does not consider costs when planning activities.
- Cannot work on a number of priorities at the same time.

Community and Customer Focus - B

Focuses on the customer and provides a high-quality service that is tailored to meet their individual needs. Understands the communities that are served and shows an active commitment to policing that reflects their needs and concerns.

Sees things from the customer's point of view and encourages others to do the same. Builds a good understanding and relationship with the community that is served.

Positive Indicators

- Identifies and takes action to deal with the issues and needs of different groups within the community.
- Talks to people in the community and tries to understand the social issues that affect the community.
- **Builds good relationships with influential people and groups within the community.**
- Persuades community members of the need to co-operate with the police.
- Actively influences the way minority groups view the police service.
- Encourages officers and staff to learn about the issues affecting their local area.
- Finds ways of helping people to understand the different points of view within the community.
- Makes sure people understand that the service is part of the community, rather than controlling it.
- Encourages and finds ways for minority groups to give their opinions.
- Encourages and helps members of the community to get involved in the organisation.
- **Actively promotes the interests of the organisation to outsiders.**
- **Accepts personal accountability for the actions of the organisation.**

Negative Indicators

- Is not customer-focused and does not consider individual needs.
- Does not tell customers what is going on.
- Presents an unprofessional image to customers.
- Only sees a situation from their own view, not from the customer's view.
- Shows little interest in the customer – only deals with their immediate problem.
- Does not respond to the needs of the local community.
- Slow to respond to customers' requests.
- Fails to check that customers' needs have been met.
- Focuses on organisational issues rather than customer needs.
- Does not make the most of opportunities to talk to people in the community.

	Behaviour	Generic Constable	Generic Sergeant	Generic Inspector	Generic C/Insp	Generic Supt	Generic C/Supt
Leading People	Effective Communication	B	B	B	B	B	B
	Teamworking	C					
Leading the Organisation	Maximising Potential		B	B			
	Problem Solving	C	B	B		A	
	Planning and Organising		C	B	B	B	A
	Community and Customer Focus	C	B	B	B	B	A
Leading the Way	Negotiation and Influencing						B
	Respect for Race and Diversity	A	A	A	A	A	A
	Strategic Perspective			C	B	B	B
Personal Qualities and Values	Openness to Change				B	B	A
	Personal Responsibility	B		A	A		A
	Resilience	A	A				

Personal Responsibility - A

Takes personal responsibility for making things happen and achieving results. Displays motivation, commitment, perseverance and conscientiousness. Acts with a high degree of integrity.

Readily accepts responsibility for self and others. Takes responsibility for managing situations and problems. Leads by example, showing a commitment and a determination to succeed. Continues to learn and develop.

Positive Indicators

- Sets personal goals and monitors own achievement against these, constantly seeking to improve personal performance.
- Accepts responsibility for resolving issues both within, and where necessary outside, their normal remit.
- Communicates their desire for the organisation or team to succeed.
- Takes charge and deals with issues and situations objectively, regardless of own personal feelings and opinions.
- Continuously reflects on own actions, acknowledging mistakes and learning from them.
- Takes an energetic and committed approach to the job.
- Tries hard to overcome obstacles and achieve results.
- Shows moral courage by challenging other's decisions or actions when they are inappropriate.
- Seeks and acts on feedback and criticism of own performance and management approach.
- Sets and communicates high standards of behaviour for themselves and others, and acts consistently with these.
- Is open and honest with people.
- Confronts and deals with ethical difficulties.
- Confronts performance issues with members of their staff.

Negative Indicators

- Passes responsibility upwards inappropriately.
- Is not concerned about letting others down.
- Will not deal with issues, just hopes that they will go away.
- Blames others rather than admitting to mistakes or looking for help.
- Unwilling to take on responsibility.
- Puts in the minimum effort that is needed to get by.
- Shows a negative and disruptive attitude.
- Shows little energy or enthusiasm for work.
- Expresses a cynical attitude to the organisation and their job.
- Gives up easily when faced with problems.
- Fails to recognise personal weaknesses and development needs.

Respect for Race and Diversity - A

Considers and shows respect for the opinions, circumstances and feelings of colleagues and members of the public, no matter what their race, religion, position, background, circumstances, status or appearance.

Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.

Positive Indicators

- Sees issues from other people's viewpoints.
- **Is polite, tolerant and patient with people inside and outside the organisation, treating them with respect and dignity.**
- Respects the needs of everyone involved when sorting out disagreements.
- **Shows understanding and sensitivity to people's problems and vulnerabilities.**
- Deals with diversity issues and gives positive practical support to staff who may feel vulnerable.
- **Listens to and values other's views and opinions.**
- Uses language in an appropriate way and is sensitive to the way it may affect people.
- **Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law.**
- Understands what offends others and adapts own actions accordingly.
- **Respects and maintains confidentiality, wherever appropriate.**
- **Delivers difficult messages sensitively.**
- **Challenges inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory.**
- **Takes into account other's personal needs and interests.**
- **Supports minority groups both inside and outside their organisation.**

Negative Indicators

- Does not consider other people's feelings.
- Does not encourage people to talk about personal issues.
- Criticises people without considering their feelings and motivation.
- Makes situations worse with inappropriate remarks, language or behaviour.
- Is thoughtless and tactless when dealing with people.
- Is dismissive and impatient with people.
- Does not respect confidentiality.
- Unnecessarily emphasises power and control in situations where this is not appropriate.
- Intimidates others in an aggressive and overpowering way.
- Uses humour inappropriately.
- Shows bias and prejudice when dealing with people.

Strategic Perspective - B

Looks at issues with a broad view to achieve the organisation's goals. Thinks ahead and prepares for the future.

Concentrates on issues that support the broad organisational strategy. Maintains a broad view, and understands and considers the interests and aims of other units or outside organisations.

Positive Indicators

- Makes sure own team's ways of working are in line with the strategic direction of the organisation.
- Concentrates on issues that support organisational strategy.
- Thinks across functional and unit boundaries, understanding how their actions will affect other people.
- Thinks strategically beyond own role or specialist area.
- Raises awareness of strategic issues.
- Finds ways of exposing people to ways of working outside the service.
- Tries to influence organisational strategy, culture and direction.
- Predicts the effects of complex problems and issues and takes appropriate action.
- Considers the longer term and broader view, even when having to respond quickly.
- Predicts the effect of legislation on the organisation and prepares for it.
- Makes sure own team's ways of working are in line with the strategic direction of the organisation.

Negative Indicators

- Is not aware of organisational strategy.
- Does not recognise the links between related activities or functions.
- Is not interested in what is going on outside own area.
- Does not see the possible damaging effects of actions or decisions on other parts of the organisation.
- Criticises or does not support organisational policies.
- Is not willing to accept or co-operate with organisational policy.
- Focuses on short-term issues, ignoring long-term effects.
- Is not aware of the effect of own actions on other agencies.
- Does not see the wider picture.
- Is not aware of political issues.
- Does not predict and prepare for problems.

Openness to Change - B

Recognises and responds to the need for change, and uses it to improve organisational performance.

Supports, promotes and puts into practice change. Introduces new ways of doing things and encourages others to accept them. Overcomes barriers to change.

Positive Indicators

- Develops new systems and procedures.
- Encourages staff to be flexible and to think of totally new approaches or solutions to problems.
- Encourages others to recognise the need for change and helps them to adapt to it.
- Actively promotes change and manages resistance to it.
- Shows understanding of other people's fear of change.
- Encourages people to think of improvements and to take these forward.
- Actively supports and promotes a change in the organisational culture.
- Uses the skills of people who can take change forward.
- Changes things in a controlled way.
- ***Develops innovative approaches within own professional field.***
- ***Always looks to improve performance and encourages effective working practices.***

Negative Indicators

- Sticks to the job description so strictly that they cannot be flexible.
- Finds it difficult to cope with change.
- Resists change.
- Wants to keep things the way they are.
- Does not understand the need for change.
- Prefers routines and tried and tested ways of working.
- Is quick to say that change is not working.
- Does not listen to the reasons for change.
- Does not want to be part of any changes that are being introduced.
- Discourages people from questioning traditional approaches.
- Ignores or talks down suggestions for change made by others.
- Does not promote change to staff.

The Integrated Competency Framework (ICF)
&
Generic Rank Behavioural Areas



Generic Sergeant Version

Effective Communication - B

Communicates ideas and information effectively, both verbally and in writing. Uses language and a style of communication that is appropriate to the situation and people being addressed. Makes sure that others understand what is going on.

Communicates all needs, instructions and decisions clearly. Adapts the style of communication to meet the needs of the audience. Checks for understanding.

Positive Indicators

- Deals with issues directly.
- Clearly communicates needs and instructions.
- ***Clearly explains management decisions and policy, and the reasons behind them.***
- Communicates face to face wherever possible and if it is appropriate.
- Speaks with authority and confidence.
- Changes the style of communication to meet the needs of the audience.
- Manages group discussions effectively.
- Summarises information to check people understand it.
- Supports arguments and recommendations effectively in writing.
- Produces well-structured reports and written summaries.

Negative Indicators

- Is hesitant, nervous and uncertain when speaking.
- Speaks without first thinking through what to say.
- Uses inappropriate language or jargon.
- Speaks in a rambling way.
- Does not consider the target audience.
- Avoids answering difficult questions.
- Does not give full information without being questioned.
- Writes in an unstructured way.
- Uses poor spelling, punctuation and grammar.
- Assumes others understand what has been said without actually checking.
- Does not listen, and interrupts at inappropriate times.

Maximising Potential - B

Actively encourages and supports the development of people. Motivates others to achieve organisational goals.

Encourages others to learn and develop, giving them clear and direct guidance and feedback on their performance. Encourages and supports staff, making sure they are motivated to achieve results.

Positive Indicators

- Understands the needs, talents, capabilities and interests of staff, and matches these to development opportunities.
- Creates opportunities for staff to learn and develop, giving them advice where necessary.
- **Addresses the training needs of their staff.**
- **Accurately assesses performance, giving specific, fair and developmental feedback.**
- Helps staff to see that they can achieve their aims.
- Recognises and rewards good performance and effort by others.
- Involves staff in management problems and decisions so they can develop.
- Maintains responsibility for and interest in tasks given to staff to do.
- Helps staff to develop their skills through encouragement, motivation and support.
- **Allows for the work and private life balance of those who work within their organisation.**
- **Actively develops and progresses the careers of their staff.**
- **Promotes good working conditions for their staff.**
- **Motivates their staff by showing confidence and decisiveness.**

Negative Indicators

- Does not help staff learn by sharing knowledge with them.
- Gives the impression of being too busy to be available for staff.
- Does not review staff's work or progress.
- Tends to do all the jobs themselves, rather than using them to develop staff.
- Does not encourage staff to see the development opportunities in everyday activities.
- Shows little interest in teaching or coaching others.
- Does not try to find out why someone may not be performing well.
- Gives unhelpful criticism, and does not use praise to motivate people.
- Is not aware of the good work done by staff.
- Gives negative feedback rather than focusing on ways to improve.
- Creates a climate of blame when mistakes are made..

Problem Solving - B

Gathers information from a range of sources. Analyses information to identify problems and issues, and makes effective decisions.

Gathers information from a range of sources to understand situations, making sure it is reliable and accurate. Analyses information to identify important issues and problems. Identifies risks and considers alternative courses of action to make good decisions.

Positive Indicators

- Takes a systematic approach to gathering information.
- Gathers different versions of events to build up a picture of a situation.
- Carries out research to identify relevant facts that are not immediately available.
- Identifies inconsistencies in information.
- Checks information to make sure it is correct.
- Takes account of all information, however small it is.
- Analyses information carefully to make sure it has not been misunderstood.
- Makes sure that decisions are made using as much reliable information as possible.
- Assesses and takes account of risk when making decisions.
- Finds new ways of solving problems.
- Considers the views and motives of everyone involved when drawing conclusions.
- **Consistently takes all necessary action required to effectively resolve situations.**

Negative Indicators

- Doesn't deal with problems in detail and does not identify underlying issues.
- Does not gather enough information before coming to conclusions.
- Does not consult other people who may have extra information.
- Does not research background.
- Shows no interest in gathering or using intelligence.
- Does not gather evidence.
- Makes assumptions about the facts of a situation.
- Does not notice problems until they have become significant issues.
- Gets stuck in the detail of complex situations and cannot see the main issues.
- Reacts without considering all the angles.
- Becomes distracted by minor issues.

	Behaviour	Generic Constable	Generic Sergeant	Generic Inspector	Generic C/Insp	Generic Supt	Generic C/Supt
Leading People	Effective Communication	B	B	B	B	B	B
	Teamworking	C					
Leading the Organisation	Maximising Potential		B	B			
	Problem Solving	C	B	B		A	
	Planning and Organising		C	B	B	B	A
Leading the Way	Community and Customer Focus	C	B	B	B	B	A
	Negotiation and Influencing						B
	Respect for Race and Diversity	A	A	A	A	A	A
Personal Qualities and Values	Strategic Perspective			C	B	B	B
	Openness to Change				B	B	A
	Personal Responsibility	B		A	A		A
	Resilience	A	A				

Resilience - A

Shows resilience, even in difficult circumstances. Prepared to make difficult decisions and has the confidence to see them through.

Shows reliability and resilience in difficult circumstances. Remains calm and confident, and responds logically and decisively in difficult situations.

Positive Indicators

- Is reliable in a crisis, remains calm and thinks clearly.
- Sorts out conflict and deals with hostility and provocation in a calm and restrained way.
- Responds to challenges rationally, avoiding inappropriate emotion.
- Deals with difficult emotional issues and then moves on.
- Manages conflicting pressures and tensions.
- Maintains professional ethics when confronted with pressure from others.
- Copes with ambiguity and deals with uncertainty and frustration.
- Resists pressure to make quick decisions where full consideration is needed.
- Remains focused and in control of situations.
- **Makes and carries through decisions, even if they are unpopular, difficult or controversial.**
- Stands firmly by a position when it is right to do so.
- **Defends their staff from excessive criticism from outside the team.**

Negative Indicators

- Gets easily upset, frustrated and annoyed.
- Panics and becomes agitated when problems arise.
- Walks away from confrontation when it would be more appropriate to get involved.
- Needs constant reassurance, support and supervision.
- Uses inappropriate physical force.
- Gets too emotionally involved in situations.
- Reacts inappropriately when faced with rude or abusive people.
- Deals with situations aggressively.
- Complains and whinges about problems rather than dealing with them.
- Gives in inappropriately when under pressure.
- Worries about making mistakes and avoids difficult situations wherever possible.

Planning and Organising - C

Plans, organises and supervises activities to make sure resources are used efficiently and effectively to achieve organisational goals.

Plans and carries out activities in an orderly and well-structured way. Prioritises tasks, uses time in the best possible way, and works within appropriate policy and procedures.

Positive Indicators

- Decides priorities and organises workload.
- Differentiates between what is urgent and what is important.
- Develops appropriate ways to achieve goals.
- Knows the status of own work and any spare time or resources to do other work.
- Achieves demanding deadlines through careful planning.
- **Ensures compliance with policy, procedure and legislation.**
- Maintains orderly, accurate and up-to-date paperwork.
- Creates systems that make information easily accessible.
- Always knows where to find things.
- Does not lose sight of goals.
- Is punctual and reliable.

Negative Indicators

- Takes an unsystematic approach to tasks.
- Deals with tasks as they arrive, without considering priorities.
- Waits until problems arise.
- Does not differentiate between the levels of importance of tasks.
- Does not check for or spot mistakes and inconsistencies.
- Leaves roles and responsibilities unclear.
- Consistently fails to meet deadlines due to poor planning.
- Tries to achieve everything personally.
- Takes inappropriate short cuts.
- Takes a fixed approach – does not monitor and re-assess plans.
- Does not consider costs when planning activities.
- Cannot work on a number of priorities at the same time.

Community and Customer Focus - B

Focuses on the customer and provides a high-quality service that is tailored to meet their individual needs. Understands the communities that are served and shows an active commitment to policing that reflects their needs and concerns.

Sees things from the customer's point of view and encourages others to do the same. Builds a good understanding and relationship with the community that is served.

Positive Indicators

- Identifies and takes action to deal with the issues and needs of different groups within the community.
- Talks to people in the community and tries to understand the social issues that affect the community.
- **Builds good relationships with influential people and groups within the community.**
- Persuades community members of the need to co-operate with the police.
- Actively influences the way minority groups view the police service.
- Encourages officers and staff to learn about the issues affecting their local area.
- Finds ways of helping people to understand the different points of view within the community.
- Makes sure people understand that the service is part of the community, rather than controlling it.
- Encourages and finds ways for minority groups to give their opinions.
- Encourages and helps members of the community to get involved in the organisation.
- **Actively promotes the interests of the organisation to outsiders.**
- **Accepts personal accountability for the actions of the organisation.**

Negative Indicators

- Is not customer-focused and does not consider individual needs.
- Does not tell customers what is going on.
- Presents an unprofessional image to customers.
- Only sees a situation from their own view, not from the customer's view.
- Shows little interest in the customer – only deals with their immediate problem.
- Does not respond to the needs of the local community.
- Slow to respond to customers' requests.
- Fails to check that customers' needs have been met.
- Focuses on organisational issues rather than customer needs.
- Does not make the most of opportunities to talk to people in the community.

Respect for Race and Diversity - A

Considers and shows respect for the opinions, circumstances and feelings of colleagues and members of the public, no matter what their race, religion, position, background, circumstances, status or appearance.

Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.

Positive Indicators

- Sees issues from other people's viewpoints.
- **Is polite, tolerant and patient with people inside and outside the organisation, treating them with respect and dignity.**
- Respects the needs of everyone involved when sorting out disagreements.
- **Shows understanding and sensitivity to people's problems and vulnerabilities.**
- Deals with diversity issues and gives positive practical support to staff who may feel vulnerable.
- **Listens to and values other's views and opinions.**
- Uses language in an appropriate way and is sensitive to the way it may affect people.
- **Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law.**
- Understands what offends others and adapts own actions accordingly.
- **Respects and maintains confidentiality, wherever appropriate.**
- **Delivers difficult messages sensitively.**
- **Challenges inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory.**
- **Takes into account other's personal needs and interests.**
- **Supports minority groups both inside and outside their organisation.**

Negative Indicators

- Does not consider other people's feelings.
- Does not encourage people to talk about personal issues.
- Criticises people without considering their feelings and motivation.
- Makes situations worse with inappropriate remarks, language or behaviour.
- Is thoughtless and tactless when dealing with people.
- Is dismissive and impatient with people.
- Does not respect confidentiality.
- Unnecessarily emphasises power and control in situations where this is not appropriate.
- Intimidates others in an aggressive and overpowering way.
- Uses humour inappropriately.

The Integrated Competency Framework (ICF)
&
Generic Rank Behavioural Areas



Generic Inspector Version

Effective Communication - B

Communicates ideas and information effectively, both verbally and in writing. Uses language and a style of communication that is appropriate to the situation and people being addressed. Makes sure that others understand what is going on.

Communicates all needs, instructions and decisions clearly. Adapts the style of communication to meet the needs of the audience. Checks for understanding.

Positive Indicators

- Deals with issues directly.
- Clearly communicates needs and instructions.
- ***Clearly explains management decisions and policy, and the reasons behind them.***
- Communicates face to face wherever possible and if it is appropriate.
- Speaks with authority and confidence.
- Changes the style of communication to meet the needs of the audience.
- Manages group discussions effectively.
- Summarises information to check people understand it.
- Supports arguments and recommendations effectively in writing.
- Produces well-structured reports and written summaries.

Negative Indicators

- Is hesitant, nervous and uncertain when speaking.
- Speaks without first thinking through what to say.
- Uses inappropriate language or jargon.
- Speaks in a rambling way.
- Does not consider the target audience.
- Avoids answering difficult questions.
- Does not give full information without being questioned.
- Writes in an unstructured way.
- Uses poor spelling, punctuation and grammar.
- Assumes others understand what has been said without actually checking.
- Does not listen, and interrupts at inappropriate times.

	Behaviour	Generic Constable	Generic Sergeant	Generic Inspector	Generic C/Insp	Generic Supt	Generic C/Supt
Leading People	Effective Communication	B	B	B	B	B	B
	Teamworking	C					
Leading the Organisation	Maximising Potential		B	B			
	Problem Solving	C	B	B		A	
	Planning and Organising		C	B	B	B	A
	Community and Customer Focus	C	B	B	B	B	A
Leading the Way	Negotiation and Influencing						B
	Respect for Race and Diversity	A	A	A	A	A	A
	Strategic Perspective			C	B	B	B
Personal Qualities and Values	Openness to Change				B	B	A
	Personal Responsibility	B		A	A		A
	Resilience	A	A				

Maximising Potential - B

Actively encourages and supports the development of people. Motivates others to achieve organisational goals.

Encourages others to learn and develop, giving them clear and direct guidance and feedback on their performance. Encourages and supports staff, making sure they are motivated to achieve results.

Positive Indicators

- Understands the needs, talents, capabilities and interests of staff, and matches these to development opportunities.
- Creates opportunities for staff to learn and develop, giving them advice where necessary.
- **Addresses the training needs of their staff.**
- **Accurately assesses performance, giving specific, fair and developmental feedback.**
- Helps staff to see that they can achieve their aims.
- Recognises and rewards good performance and effort by others.
- Involves staff in management problems and decisions so they can develop.
- Maintains responsibility for and interest in tasks given to staff to do.
- Helps staff to develop their skills through encouragement, motivation and support.
- **Allows for the work and private life balance of those who work within their organisation.**
- **Actively develops and progresses the careers of their staff.**
- **Promotes good working conditions for their staff.**
- **Motivates their staff by showing confidence and decisiveness.**

Negative Indicators

- Does not help staff learn by sharing knowledge with them.
- Gives the impression of being too busy to be available for staff.
- Does not review staff's work or progress.
- Tends to do all the jobs themselves, rather than using them to develop staff.
- Does not encourage staff to see the development opportunities in everyday activities.
- Shows little interest in teaching or coaching others.
- Does not try to find out why someone may not be performing well.
- Gives unhelpful criticism, and does not use praise to motivate people.
- Is not aware of the good work done by staff.
- Gives negative feedback rather than focusing on ways to improve.
- Creates a climate of blame when mistakes are made..

Problem Solving - B

Gathers information from a range of sources. Analyses information to identify problems and issues, and makes effective decisions.

Gathers information from a range of sources to understand situations, making sure it is reliable and accurate. Analyses information to identify important issues and problems. Identifies risks and considers alternative courses of action to make good decisions.

Positive Indicators

- Takes a systematic approach to gathering information.
- Gathers different versions of events to build up a picture of a situation.
- Carries out research to identify relevant facts that are not immediately available.
- Identifies inconsistencies in information.
- Checks information to make sure it is correct.
- Takes account of all information, however small it is.
- Analyses information carefully to make sure it has not been misunderstood.
- Makes sure that decisions are made using as much reliable information as possible.
- Assesses and takes account of risk when making decisions.
- Finds new ways of solving problems.
- Considers the views and motives of everyone involved when drawing conclusions.
- **Consistently takes all necessary action required to effectively resolve situations.**

Negative Indicators

- Doesn't deal with problems in detail and does not identify underlying issues.
- Does not gather enough information before coming to conclusions.
- Does not consult other people who may have extra information.
- Does not research background.
- Shows no interest in gathering or using intelligence.
- Does not gather evidence.
- Makes assumptions about the facts of a situation.
- Does not notice problems until they have become significant issues.
- Gets stuck in the detail of complex situations and cannot see the main issues.
- Reacts without considering all the angles.
- Becomes distracted by minor issues.

Personal Responsibility - A

Takes personal responsibility for making things happen and achieving results. Displays motivation, commitment, perseverance and conscientiousness. Acts with a high degree of integrity.

Readily accepts responsibility for self and others. Takes responsibility for managing situations and problems. Leads by example, showing a commitment and a determination to succeed. Continues to learn and develop.

Positive Indicators

- Sets personal goals and monitors own achievement against these, constantly seeking to improve personal performance.
- Accepts responsibility for resolving issues both within, and where necessary outside, their normal remit.
- Communicates their desire for the organisation or team to succeed.
- Takes charge and deals with issues and situations objectively, regardless of own personal feelings and opinions.
- Continuously reflects on own actions, acknowledging mistakes and learning from them.
- Takes an energetic and committed approach to the job.
- Tries hard to overcome obstacles and achieve results.
- Shows moral courage by challenging other's decisions or actions when they are inappropriate.
- Seeks and acts on feedback and criticism of own performance and management approach.
- Sets and communicates high standards of behaviour for themselves and others, and acts consistently with these.
- Is open and honest with people.
- Confronts and deals with ethical difficulties.
- Confronts performance issues with members of their staff.

Negative Indicators

- Passes responsibility upwards inappropriately.
- Is not concerned about letting others down.
- Will not deal with issues, just hopes that they will go away.
- Blames others rather than admitting to mistakes or looking for help.
- Unwilling to take on responsibility.
- Puts in the minimum effort that is needed to get by.
- Shows a negative and disruptive attitude.
- Shows little energy or enthusiasm for work.
- Expresses a cynical attitude to the organisation and their job.
- Gives up easily when faced with problems.
- Fails to recognise personal weaknesses and development needs.
- Makes little or no attempt to develop self or keep up to date.

Strategic Perspective - C

Looks at issues with a broad view to achieve the organisation's goals. Thinks ahead and prepares for the future.

Takes an interest in the organisation beyond own role. Acts in the best interests of the organisation as a whole, rather than just own area or department. Understands policies and procedures, and prepares for the consequences of own actions.

Positive Indicators

- Understands the main issues that affect the police service.
- Keeps up with developments in own part, and other parts, of the organisation.
- Understands what the organisation is trying to achieve.
- Understands how own role contributes to achieving the goals of the whole organisation.
- Understands what other areas of the organisation do, and where to get information.
- Is aware of the policies and procedures that have been set.
- **Acts in the best interests of the organisation rather than own self interest**
- Thinks through the wider consequences of own actions.

Negative Indicators

- Is not aware of organisational strategy.
- Does not recognise the links between related activities or functions.
- Is not interested in what is going on outside own area.
- Does not see the possible damaging effects of actions or decisions on other parts of the organisation.
- Criticises or does not support organisational policies.
- Is not willing to accept or co-operate with organisational policy.
- Focuses on short-term issues, ignoring long-term effects.
- Is not aware of the effect of own actions on other agencies.
- Does not see the wider picture.
- Is not aware of political issues.
- Does not predict and prepare for problems.

Planning and Organising - B

Plans, organises and supervises activities to make sure resources are used efficiently and effectively to achieve organisational goals.

Plans activities thoroughly for self and others. Builds milestones into plans, monitors progress and adjusts them as necessary in response to any changes. Provides clear direction and makes sure that staff know what is expected of them.

Positive Indicators

- Identifies important activities and milestones, establishing importance and urgency.
- Plans alternatives and contingency plans.
- **Makes sure people know what a task or responsibility involves, and have the necessary abilities to carry it out**
- Defines, clarifies and assigns roles and responsibilities.
- Makes sure people have a workload that is manageable and fair, as well as being challenging.
- Carefully checks everything is in place before starting a major initiative or police operation.
- Assesses new information and reorganises the workload to meet new demands.
- Organises action around who is available, their skills, and other resources.
- **Manages so that only necessary expenses are incurred and reduces costs.**
- Constantly monitors and assesses progress, making sure people work to decisions, plans and policies.
- Concentrates on detail while being aware of the overall objectives.
- Makes sure staff are aware of and follow Best Value principles.
- **Manages resources well, correctly identifying the most appropriate response to situations.**

Negative Indicators

- Takes an unsystematic approach to tasks.
- Deals with tasks as they arrive, without considering priorities.
- Waits until problems arise.
- Does not differentiate between the levels of importance of tasks.
- Does not check for or spot mistakes and inconsistencies.
- Leaves roles and responsibilities unclear.
- Consistently fails to meet deadlines due to poor planning.
- Tries to achieve everything personally.
- Takes inappropriate short cuts.
- Takes a fixed approach – does not monitor and re-assess plans.
- Does not consider costs when planning activities.
- Cannot work on a number of priorities at the same time.

Community and Customer Focus - B

Focuses on the customer and provides a high-quality service that is tailored to meet their individual needs. Understands the communities that are served and shows an active commitment to policing that reflects their needs and concerns.

Sees things from the customer's point of view and encourages others to do the same. Builds a good understanding and relationship with the community that is served.

Positive Indicators

- Identifies and takes action to deal with the issues and needs of different groups within the community.
- Talks to people in the community and tries to understand the social issues that affect the community.
- **Builds good relationships with influential people and groups within the community.**
- Persuades community members of the need to co-operate with the police.
- Actively influences the way minority groups view the police service.
- Encourages officers and staff to learn about the issues affecting their local area.
- Finds ways of helping people to understand the different points of view within the community.
- Makes sure people understand that the service is part of the community, rather than controlling it.
- Encourages and finds ways for minority groups to give their opinions.
- Encourages and helps members of the community to get involved in the organisation.
- **Actively promotes the interests of the organisation to outsiders.**
- **Accepts personal accountability for the actions of the organisation.**

Negative Indicators

- Is not customer-focused and does not consider individual needs.
- Does not tell customers what is going on.
- Presents an unprofessional image to customers.
- Only sees a situation from their own view, not from the customer's view.
- Shows little interest in the customer – only deals with their immediate problem.
- Does not respond to the needs of the local community.
- Slow to respond to customers' requests.
- Fails to check that customers' needs have been met.
- Focuses on organisational issues rather than customer needs.
- Does not make the most of opportunities to talk to people in the community.

Respect for Race and Diversity - A

Considers and shows respect for the opinions, circumstances and feelings of colleagues and members of the public, no matter what their race, religion, position, background, circumstances, status or appearance.

Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.

Positive Indicators

- Sees issues from other people's viewpoints.
- **Is polite, tolerant and patient with people inside and outside the organisation, treating them with respect and dignity.**
- Respects the needs of everyone involved when sorting out disagreements.
- **Shows understanding and sensitivity to people's problems and vulnerabilities.**
- Deals with diversity issues and gives positive practical support to staff who may feel vulnerable.
- **Listens to and values other's views and opinions.**
- Uses language in an appropriate way and is sensitive to the way it may affect people.
- **Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law.**
- Understands what offends others and adapts own actions accordingly.
- **Respects and maintains confidentiality, wherever appropriate.**
- **Delivers difficult messages sensitively.**
- **Challenges inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory.**
- **Takes into account other's personal needs and interests.**
- **Supports minority groups both inside and outside their organisation.**

Negative Indicators

- Does not consider other people's feelings.
- Does not encourage people to talk about personal issues.
- Criticises people without considering their feelings and motivation.
- Makes situations worse with inappropriate remarks, language or behaviour.
- Is thoughtless and tactless when dealing with people.
- Is dismissive and impatient with people.
- Does not respect confidentiality.
- Unnecessarily emphasises power and control in situations where this is not appropriate.
- Intimidates others in an aggressive and overpowering way.
- Uses humour inappropriately.
- Shows bias and prejudice when dealing with people.

The Integrated Competency Framework (ICF)
&
Generic Rank Behavioural Areas



Generic Constable Version

Effective Communication - B

Communicates ideas and information effectively, both verbally and in writing. Uses language and a style of communication that is appropriate to the situation and people being addressed. Makes sure that others understand what is going on.

Communicates all needs, instructions and decisions clearly. Adapts the style of communication to meet the needs of the audience. Checks for understanding.

Positive Indicators

- Deals with issues directly.
- Clearly communicates needs and instructions.
- **Clearly explains management decisions and policy, and the reasons behind them.**
- Communicates face to face wherever possible and if it is appropriate.
- Speaks with authority and confidence.
- Changes the style of communication to meet the needs of the audience.
- Manages group discussions effectively.
- Summarises information to check people understand it.
- Supports arguments and recommendations effectively in writing.
- Produces well-structured reports and written summaries.

Negative Indicators

- Is hesitant, nervous and uncertain when speaking.
- Speaks without first thinking through what to say.
- Uses inappropriate language or jargon.
- Speaks in a rambling way.
- Does not consider the target audience.
- Avoids answering difficult questions.
- Does not give full information without being questioned.
- Writes in an unstructured way.
- Uses poor spelling, punctuation and grammar.
- Assumes others understand what has been said without actually checking.
- Does not listen, and interrupts at inappropriate times.

	Behaviour	Generic Constable	Generic Sergeant	Generic Inspector	Generic C/Insp	Generic Supt	Generic C/Supt
Leading People	Effective Communication	B	B	B	B	B	B
	Teamworking	C					
	Maximising Potential		B	B			
Leading the Organisation	Problem Solving	C	B	B		A	
	Planning and Organising		C	B	B	B	A
	Community and Customer Focus	C	B	B	B	B	A
Leading the Way	Negotiation and Influencing						B
	Respect for Race and Diversity	A	A	A	A	A	A
	Strategic Perspective			C	B	B	B
Personal Qualities and Values	Openness to Change				B	B	A
	Personal Responsibility	B		A	A		A
	Resilience	A	A				

Resilience - A

Shows resilience, even in difficult circumstances. Prepared to make difficult decisions and has the confidence to see them through.

Shows reliability and resilience in difficult circumstances. Remains calm and confident, and responds logically and decisively in difficult situations.

Positive Indicators

- Is reliable in a crisis, remains calm and thinks clearly.
- Sorts out conflict and deals with hostility and provocation in a calm and restrained way.
- Responds to challenges rationally, avoiding inappropriate emotion.
- Deals with difficult emotional issues and then moves on.
- Manages conflicting pressures and tensions.
- Maintains professional ethics when confronted with pressure from others.
- Copes with ambiguity and deals with uncertainty and frustration.
- Resists pressure to make quick decisions where full consideration is needed.
- Remains focused and in control of situations.
- **Makes and carries through decisions, even if they are unpopular, difficult or controversial.**
- Stands firmly by a position when it is right to do so.
- **Defends their staff from excessive criticism from outside the team.**

Negative Indicators

- Gets easily upset, frustrated and annoyed.
- Panics and becomes agitated when problems arise.
- Walks away from confrontation when it would be more appropriate to get involved.
- Needs constant reassurance, support and supervision.
- Uses inappropriate physical force.
- Gets too emotionally involved in situations.
- Reacts inappropriately when faced with rude or abusive people.
- Deals with situations aggressively.
- Complains and whinges about problems rather than dealing with them.
- Gives in inappropriately when under pressure.
- Worries about making mistakes and avoids difficult situations wherever possible.

Teamworking - C

Develops strong working relationships inside and outside the team to achieve common goals. Breaks down barriers between groups and involves others in discussions and decisions.

Works effectively as a team member and helps build relationships within it. Actively helps and supports others to achieve team goals.

Positive Indicators

- Understands own role in a team.
- **Actively supports and assists the team to reach their objectives.**
- Is approachable and friendly to others.
- Makes time to get to know people.
- Co-operates with and supports others.
- Offers to help other people.
- Asks for and accepts help when needed.
- Develops mutual trust and confidence in others.
- Willingly takes on unpopular or routine tasks.
- Contributes to team objectives no matter what the direct personal benefit may be.
- Acknowledges that there is often a need to be a member of more than one team.
- **Takes pride in their team and promotes their team's performance to others.**

Negative Indicators

- Does not volunteer to help other team members.
- Is only interested in taking part in high-profile and interesting activities.
- Takes credit for successes without recognising the contribution of others.
- Works to own agenda rather than contributing to team performance.
- Allows small exclusive groups of people to develop.
- Plays one person off against another.
- Restricts and controls what information is shared.
- Does not let people say what they think.
- Does not offer advice or get advice from others.
- Shows little interest in working jointly with other groups to meet the goals of everyone involved.
- Does not discourage conflict within the organisation.

Problem Solving - C

Gathers information from a range of sources. Analyses information to identify problems and issues, and makes effective decisions.

Gathers enough relevant information to understand specific issues and events. Uses information to identify problems and draw logical conclusions. Makes good decisions.

Positive Indicators

- Identifies where to get information and gets it.
- Gets as much information as is appropriate on all aspects of a problem.
- Separates relevant information from irrelevant information, and important information from unimportant information.
- Takes in information quickly and accurately.
- Reviews all the information gathered to understand the situation and draw logical conclusions.
- Identifies and links causes and effects.
- Identifies what can and cannot be changed.
- Takes a systematic approach to solving problems.
- **Remains impartial and avoids jumping to conclusions.**
- Refers to procedures and precedents, as necessary, before making decisions.
- Makes good decisions that take account of all relevant factors.

Negative Indicators

- Doesn't deal with problems in detail and does not identify underlying issues.
- Does not gather enough information before coming to conclusions.
- Does not consult other people who may have extra information.
- Does not research background.
- Shows no interest in gathering or using intelligence.
- Does not gather evidence.
- Makes assumptions about the facts of a situation.
- Does not notice problems until they have become significant issues.
- Gets stuck in the detail of complex situations and cannot see the main issues.
- Reacts without considering all the angles.
- Becomes distracted by minor issues.

Personal Responsibility - B

Takes personal responsibility for making things happen and achieving results. Displays motivation, commitment, perseverance and conscientiousness. Acts with a high degree of integrity.

Takes personal responsibility for own actions and for sorting out issues or problems that arise. Is focused on achieving results to required standards and developing skills and knowledge.

Positive Indicators

- **Accepts personal responsibility for own decisions and actions.**
- **Displays initiative, taking on tasks without having to be asked.**
- Takes action to resolve problems and fulfil own responsibilities.
- Keeps promises and does not let colleagues down.
- Takes pride in own work.
- Is conscientious in completing work on time.
- Follows things through to a satisfactory conclusion.
- **Self motivated, showing enthusiasm and dedication to their role.**
- Focuses on a task even if it is routine.
- **Improves own professional knowledge and keeps it up to date.**
- Is open, honest and genuine, standing up for what is right.
- **Makes decisions based upon ethical considerations and organisational integrity.**
- **Aware of their own strength and weaknesses.**

Negative Indicators

- Passes responsibility upwards inappropriately.
- Is not concerned about letting others down.
- Will not deal with issues, just hopes that they will go away.
- Blames others rather than admitting to mistakes or looking for help.
- Unwilling to take on responsibility.
- Puts in the minimum effort that is needed to get by.
- Shows a negative and disruptive attitude.
- Shows little energy or enthusiasm for work.
- Expresses a cynical attitude to the organisation and their job.
- Gives up easily when faced with problems.
- Fails to recognise personal weaknesses and development needs.
- Makes little or no attempt to develop self or keep up to date.

Respect for Race and Diversity - A

Considers and shows respect for the opinions, circumstances and feelings of colleagues and members of the public, no matter what their race, religion, position, background, circumstances, status or appearance.

Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.

Positive Indicators

- Sees issues from other people's viewpoints.
- **Is polite, tolerant and patient with people inside and outside the organisation, treating them with respect and dignity.**
- Respects the needs of everyone involved when sorting out disagreements.
- **Shows understanding and sensitivity to people's problems and vulnerabilities.**
- Deals with diversity issues and gives positive practical support to staff who may feel vulnerable.
- **Listens to and values other's views and opinions.**
- Uses language in an appropriate way and is sensitive to the way it may affect people.
- **Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law.**
- Understands what offends others and adapts own actions accordingly.
- **Respects and maintains confidentiality, wherever appropriate.**
- **Delivers difficult messages sensitively.**
- **Challenges inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory.**
- **Takes into account other's personal needs and interests.**
- **Supports minority groups both inside and outside their organisation.**

Negative Indicators

- Does not consider other people's feelings.
- Does not encourage people to talk about personal issues.
- Criticises people without considering their feelings and motivation.
- Makes situations worse with inappropriate remarks, language or behaviour.
- Is thoughtless and tactless when dealing with people.
- Is dismissive and impatient with people.
- Does not respect confidentiality.
- Unnecessarily emphasises power and control in situations where this is not appropriate.
- Intimidates others in an aggressive and overpowering way.
- Uses humour inappropriately.

Community and Customer Focus—C

Focuses on the customer and provides a high-quality service that is tailored to meet their individual needs. Understands the communities that are served and shows an active commitment to policing that reflects their needs and concerns.

Provides a high level of service to customers. Maintains contact with customers, works out what they need and responds to them.

Positive Indicators

- Presents an appropriate image to the public and other organisations.
- Supports strategies that aim to build an organisation that reflects the community it serves.
- Focuses on the customer in all activities.
- Tries to sort out customers' problems as quickly as possible.
- **Apologises when they are at fault or have made mistakes.**
- Responds quickly to customer requests.
- Makes sure that customers are satisfied with the service they receive.
- Manages customer expectations.
- Keeps customers updated on progress.
- **Balances community and organisational interests.**
- **Sorts out errors or mistakes as quickly as possible.**

Negative Indicators

- Is not customer-focused and does not consider individual needs.
- Does not tell customers what is going on.
- Presents an unprofessional image to customers.
- Only sees a situation from their own view, not from the customer's view.
- Shows little interest in the customer – only deals with their immediate problem.
- Does not respond to the needs of the local community.
- Slow to respond to customers' requests.
- Fails to check that customers' needs have been met.
- Focuses on organisational issues rather than customer needs.
- Does not make the most of opportunities to talk to people in the community.