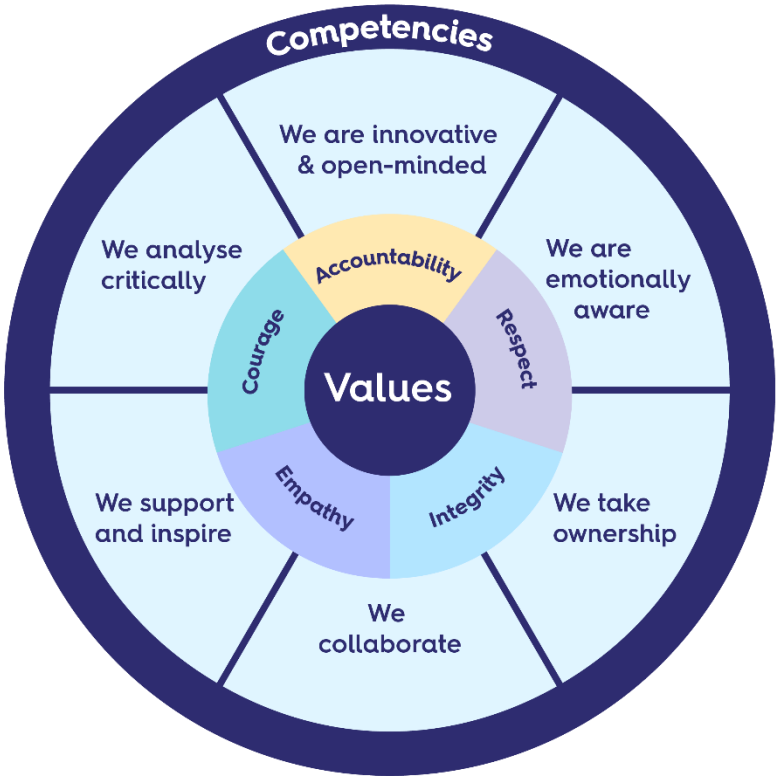
COUNTER TERRORISM POLICING

Shared Services Connected Ltd.

The Competency and Values Framework for Police Staff - Overview

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours, which describe how our police officers and staff should go about their work.



This framework ensures that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.

The framework has six competencies. All of the competencies are underpinned by the Met values that should support everything we do as a police service. We have chosen to retain our own Met values, alongside the national behaviours as they are core to us as a service.

Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence.

Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with non-frontline policing roles, and at different levels of seniority. The values are not split into levels as everyone in policing is expected to display the same values regardless of their role or seniority. The levels are cumulative. This means that those working at higher levels should have built on their behaviours from the preceding levels.

Competencies:

- We are emotionally aware
- We take ownership
- We collaborate
- We support and inspire
- We analyse critically
- We are innovative and open-minded

Values:

- Integrity
- Courage
- Accountable
- Respect
- Empathy

The competency levels for Police staff can broadly be matched to work levels as:

- Level 1 – All bands up to Band E
- Level 2 – supervisor/middle manager -Band D, Band C and occasionally Band B depending on the role and responsibilities.
- Level 3 – senior manager/executive - Band B and above

The following sections of this document explain each value and competency and show the behaviours for each.

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We take ownership p.5

We collaborate p.7

We support and inspire p.9

We analyse critically p.11

We are innovative and open-minded p.13

Met Values p.15

Competency : We are emotionally aware

We make the effort to understand ourselves, our colleagues, and all those we serve so that we can manage our own emotions and understand the emotions of those around us.

We can manage our emotions in stressful situations, understanding the underlying reasons for our behaviour as well as understanding how other people may feel in a given situation.

Working in policing can be tough, so we seek out the appropriate support and care we need for ourselves and others so that we do not just cope but thrive at work.

Being emotionally aware also means being sensitive to the cultural and individual differences between people. We seek to understand the thoughts, feelings and concerns of those we meet and ensure that this is considered in the response we provide.

Why being emotionally aware is important

Being emotionally aware makes us all more effective at understanding others and addressing their needs as well as our own.

The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely and with compassion helps to maintain public trust and promotes better policing outcomes.

We all experience the world differently and can be individually affected by it, so it is important that we consider how and why those around us may feel the way they do. Understanding this helps us to appreciate when others may not be able to fully express or articulate their own thoughts and feelings.

Understanding ourselves means that we can improve our own resilience and therefore cope more effectively during challenging and emotionally charged situations. It also allows us to recognise others who may be struggling and support them wherever we can.

Level 1

- I communicate effectively and compassionately, tailoring my communication so I can be easily understood by others.
- I seek to understand and manage my own emotions to remain effective, even under pressure.
- I seek out support to help me perform effectively.
- I recognise that some situations might affect my ability to deal with stress and pressure.
- I adapt my style and approach by understanding the emotional needs of the people I am working with and the public.
- I seek to understand the concerns of others even when they are unable to express themselves clearly.

Level 2

- I help other people learn from their experiences and emotional responses to support and improve their performance.
- I monitor the wellbeing of others, taking responsibility to ensure appropriate support is provided to help colleagues stay at their best, without stigma or judgement.
- I provide others with confidence by staying focused and composed in stressful situations.
- I recognise when my colleagues are affected by the demands, stresses and traumas that can exist in policing, and support them however I can.
- I role model reflecting on my own emotions to promote an open environment to discuss concerns.
- I role model effective communication, taking into account the needs of others.
- I promote a culture that values understanding difference and encourages speaking up.

Level 3

- I recognise my own emotions and the way they might impact on others and regulate this to provide and role model consistent leadership.
- I seek to understand influences on organisational culture, and work to improve it where appropriate by role-modelling policing values.
- I champion behaviours and ways of working that promote wellbeing throughout my organisation.
- I understand how my style of leadership affects other people and use this insight to promote organisational effectiveness, inclusivity and ethical behavior.
- I create a supportive and compassionate organisational culture that recognises and values all people.

Competency : We take ownership

We take personal responsibility for what we do ourselves, and for making policing better and our force more effective.

Through our actions, we deliver tasks in a way that is timely and effective, and help others do the same.

We make decisions that are appropriate to our level and area of work, being clear why we do so rationale (for example, use of decision-making models) and accepting responsibility for our judgements. We seek feedback without being defensive so that we can learn from our mistakes and reflect on opportunities to build on our strengths.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making and try to address this. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why taking ownership is important

Our work is safety-critical and of huge public interest – so delivering it effectively and efficiently is of the highest priority to ourselves and to the public. We all face different kinds of challenges that are not always in our comfort zone, so every one of us needs to feel confident and able to take appropriate responsibility.

Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges using our professional judgement, always ensuring we provide a clear rationale for our decision making.

These behaviours mean that we are empowered, effective and able to learn from our experiences and mistakes. Doing so allows us to own and see successes through our delivery of results, and not just by whether a particular process has been followed.

Level 1

- I approach tasks with enthusiasm and a positive attitude, adapting quickly from one situation to the next.
- I respond to demanding and tough situations, demonstrating commitment to tackling the issue.
- I seek appropriate advice and guidance on tasks and decisions when necessary.
- I take responsibility to regularly update people who are relying on me.
- I take responsibility for my own actions and decisions.
- I seek feedback to understand the quality of my work and the impact of my actions.

Level 2

- I delegate appropriately by giving clear direction that recognises people's strengths and potential to achieve more.
- I monitor progress of my team and work to ensure deadlines are met and my team are clear on their objectives.
- I take ownership of individual and team performance, not leaving it to others to address problems.
- I take personal responsibility for seeing events through to a satisfactory conclusion and dealing with any problems both promptly and openly.
- I am proactive in supporting actions that tackle the bias or prejudice that may be experienced by some groups of people.

Level 3

- I promote a culture of personal accountability in teams so that people strive for high standards of sustainable and ethical performance.
- I promote a culture that responds to mistakes with learning rather than with blame.
- I put in place measures that will allow others to take responsibility effectively and support them to improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and take responsibility for making these happen.

Competency : We collaborate

We can only deliver effective policing by working with others – not just with the colleagues we see daily, but across our whole force, with other organisations and with the public.

We take time to know our stakeholders and build sustainable and strong partnerships with them so we can make the most appropriate contribution to shared objectives. Often, our job means we need to establish effective ways of working with new people beyond our usual teams, including sometimes at great speed and under pressure.

We aim to work effectively with colleagues, communities and external partners by sharing our skills, knowledge and insights to achieve the best results and reduce 'silo working'. Our engagement seeks to not only deliver joint solutions but to also share appropriate information and develop new ways of providing services together. In all our dealings with our partners, we make sure that they feel valued.

Why collaboration is important

Demands on the police come from diverse sources and are not defined by organisational and geographical boundaries. We work together regardless of differing cultures, backgrounds, priorities and needs. We do this proactively to establish the networks needed to tackle the complex demands and operational needs we face, and to make us more effective in urgent situations.

This means that we need to influence and negotiate to achieve positive outcomes for everyone. Working collaboratively allows us to harness strengths and resources for the good of all – but this requires us to build relationships and break down barriers.

It is critical for us to build and retain trust and confidence with communities and partners. A key part of achieving this is through the way in which we work with others.

Level 1

- I learn about stakeholders in other teams, organisations, and the community so I can work with them effectively.
- I work to get to know others and build rapport so that we can achieve shared goals.
- I work flexibly with people across different levels, teams and backgrounds.
- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I actively seek to engage with and learn from a diverse group to improve the work we do.

Level 2

- I create a work environment that combines diverse styles, backgrounds and experiences to get better results.
- I build strong relationships across a broad range of stakeholders, including colleagues, partners and communities, and use these connections to accomplish goals.
- I include others in my thinking and understand their priorities to make collaboration more effective.
- I work with partners to decide clear roles appropriate to each partner's remit.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and the people we serve.
- I manage long-term partnerships sharing information and building trust to find the best solutions.

Level 3

- I build strong partnerships by finding common ground with others, acknowledging their different priorities and negotiating effectively with them.
- I am politically astute and understand how national policy and politics affects our partners. This allows me to work effectively within decision-making structures.
- I use my knowledge of our partners and stakeholders interests and concerns to anticipate conflict before it happens.
- I support stakeholder relationships to enable things to get done by the most appropriate partners.
- I create a culture and environment in which partnership working flourishes and creates

Competency : We support and inspire

We understand the vision for the organisation. We apply our organisation's values in our day-to-day activities to provide inspiration and clarity to others. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We understand how we have an impact on the success of our organisation and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why supporting and inspiring is important

To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually.

We can all help to support and motivate each other to ensure that we are working as effectively as possible, enabling us and those around us to perform at our best. We should all act as organisational role models.

Level 1

- I take opportunities to share my positive commitment to policing and its values with others.
- I take steps to understand how my work contributes to the purpose of policing and the priorities of my force.
- I am conscientious in my approach, working hard to provide the best service and remove obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I take on challenging tasks to help to improve the service continuously and support my colleagues.

Level 2

- I support others to understand their aims and wider organisational goals so they can work more effectively.
- I help others understand organisational changes and help them adapt to and adopt these to deliver better results.
- I manage resources efficiently to create the most value and to deliver the right impact in my areas.
- I take time to understand and provide the support people need to work at their best.
- I show support that helps people feel safe and valued in raising concerns.
- I create opportunities to support the professional development of others through knowledge sharing, coaching, mentoring and feedback.

Level 3

- 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 communicate clear goals that give a compelling direction to people from a range of different backgrounds, to inspire them to work towards those goals.
- I communicate how the overall vision links to specific plans and objectives, making it relevant to the work people are doing to provide the best possible service.
- I anticipate issues that will hinder delivery and remove barriers to getting things done.
- I monitor changes in the external environment, taking action to influence where possible to adapt and ensure organisational goals are met.

Competency : We analyse critically

We analyse diverse information and the best available evidence to make decisions and understand the root causes of issues that arise in complex situations.

We draw on experience, knowledge and wide-ranging sources of other evidence to give ourselves a greater view of what is happening underneath the surface.

We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

Why analyzing critically is important

Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we can analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

Level 1

- I recognise the need to think critically about issues and challenge my assumptions, ensuring I find information and data that can help me make better decisions.
- I absorb and interpret information accurately and in an appropriate timeframe, separating what is relevant and not relevant.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I apply professional knowledge and decision-making frameworks, in addition to drawing on my personal experience and judgement, to make better decisions.

- I recognise where there may be gaps and inconsistencies in data and information and think about the potential implications of this.
- I keep clear and accurate records of information and data to support evidence-based decision making.

Level 2

- I help people be more effective by sharing the best available information and professional knowledge from diverse sources.
- I recognise when to take decisive action with incomplete information and plan for contingencies.
- I ask incisive questions to test assumptions and separate opinion from fact.
- I draw effective conclusions from diverse sources of information and evidence and apply these to deliver results.
- I assess options to make the best use of resources available, applying business and financial acumen to deliver best results.

Level 3

- I create a work environment that values the effective use of high-quality analysis and decision-making.
- I identify root causes, even in ambiguous or unclear situations, and ensure my organisation goes beyond treating only the symptoms.
- I use my knowledge of the strategic context, external environment and long-term trends to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and earn support.

Competency : We are innovative and open-minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to ensure we are open to new and different ways of working. To do this we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions. As leaders we create environments where innovation can thrive and support people in finding new ways of tackling the issues policing faces.

Why being innovative and open-minded is important

New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions and be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce pressure later.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the public we serve.

Level 1

- I seek to learn from new ideas and experiences, including the diverse experiences of others.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I reflect on my experience of different situations and act on the learning this provides.
- I show that I am open to new ideas and ways of working.
- I adapt flexibly to change as the need arises, encouraging others to do the same.

Level 2

- I look for good practice that is not always from policing and consider how I can apply it in my role.
- I provide space and encouragement to help others stand back and review their objectives and approach. This helps them to adopt fresh perspectives and identify improvements.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.

- I anticipate future challenges and changes by using my knowledge of trends within and outside policing.
- I generate creative ways to harness opportunities or meet challenges that arise from changing trends in policing.

Level 3

- I implement, test and communicate new ways of working that can radically change our organisational cultures, attitudes and performance.
- I develop and support initiatives that involve multiple stakeholders, create significant improvements and drive innovation outside my immediate sphere.
- I create a work environment where innovative learning and recognising and promoting innovative activities is embedded and valued.
- I lead, implement and evaluate new, complex and creative initiatives from inception to impact.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

OUR PRINCIPLES

Our principles guide how we should make decisions to support us in delivering our mission of More Trust, Less Crime and High Standards.

COMMUNITIES-FIRST

We will prioritise the Londoners we serve in everything we do. We will listen to them and work with them to solve problems.

FRONTLINE-FOCUSED

We will prioritise officers and staff who work directly with the public, so they have what they need to provide the best service to Londoners.

INCLUSIVE

We will be anti-discriminatory. We will seek to understand diverse perspectives and treat people according to their needs. We will create a workplace where everyone can thrive and is accessible and inclusive to all.

COLLABORATIVE

We recognise policing in London is at its best when the diverse communities we serve help us shape our response and the impact we have. We will take every opportunity to work with partners and our colleagues; to listen, reflect, learn and act.

PRECISE

We will make data and insight driven decisions informed by the best available evidence so we focus our efforts on achieving results with the greatest benefit to the public.

OUR VALUES

Everything we do is underpinned by our values. These define how we behave and serve.

INTEGRITY

I will always try to do the right thing. I will be fair and consistent in everything I do, being mindful of the impact of my actions. I will actively challenge those whose behaviour falls below the public and the Met's expectations.

COURAGE

I will show courage by making tough decisions when needed. I will always challenge racist, homophobic, misogynistic and any other disciminatory and inappropriate behaviour. I will show humility.

ACCOUNTABLE

I will strive to build trust with the public, colleagues, and partners, by being open, honest and taking ownership for what I have done and why. I will admit when I make mistakes, learn from them and improve.

RESPECT

I will respect the rights of everyone I meet. I will listen to individual perspectives and needs. I will try my best to understand a diverse range of views and achieve the best possible outcomes for the public

EMPATHY

I will care about communities and colleagues and try to understand their perspectives and experiences, at all times. I will be kind and listen and understand without judgement. I will take time to clarify and explain my decisions.

METROPOLITAN POLICE

MORE TRUST | LESS CRIME | HIGH STANDARDS