

Appendix B to MDP ASSESSMENT COMPETENCY INTERVIEW - Information for Candidates

Competency & Values Framework for MOD Policing

Throughout your interview you should seek to demonstrate that you understand and reinforce the expectations of professional behaviour and that you are capable of maintaining the values and ethical standards of the police service. Police officers need to build and maintain confidence with the public, colleagues and partners if they are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

The behaviours you should seek to evidence in your answers could relate to the following:

- I always act in line with the values of the police service and the Code of Ethics
- I always act in the best interests of the public and/or my employer
- I demonstrate courage in doing the right thing, even in challenging situations
- I remain calm and consider how best to deal with a difficult situation
- I enhance the reputation of my organisation through my actions and behaviours
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations
- I give others an equal opportunity to express their views
- I am respectful of the authority and influence my position gives me
- I treat people with respect, tolerance and compassion
- I use resources effectively and efficiently and not for personal benefit

The five questions you will be asked, will require you to evidence examples that align with five of the following competencies, though you should be aware of and prepare examples for all. You could base your answers on the indicators below each heading.

1. We deliver, support & inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. 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 are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us 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.

- I take on challenging tasks to help to improve the service continuously and support my colleagues
- I understand how my work contributes to the wider police service
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others
- I am conscientious in my approach, working hard to provide the best service and to overcome any 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 keep up to date with changes in internal and external environments
- I am a role model for the behaviours I expect to see in others, and I act in the best interests of the public and the police service

2. We are Innovative & Open-minded

We have an inquisitive and outward looking nature, searching for new information to understand alternative sources of best 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 understand how well we're performing, both as individuals and teams and we seek to continuously improve. To do this we look at relevant standards outside of 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 create innovative solutions.

- I demonstrate an openness to changing ideas, perceptions and ways of working
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements
- I adapt to change and am flexible as the need arises while encouraging others to do the same
- I learn from my experiences and do not let myself be unduly influenced by preconceptions

3. We Analyse Critically

We must be able to analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations. We draw on our experience, knowledge and wide sources of evidence to give us 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.

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing

- I take in information quickly and accurately
- I am able to separate information and decide whether it is irrelevant or relevant and its importance
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action
- I refer to procedures and precedents as necessary before making decisions
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions
- I recognise gaps and inconsistencies in information and think about the potential implications
- I make decisions in alignment with our mission, values and the Code of Ethics

4. We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions. We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own well-being and that of others. Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds. We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet. We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

- I treat others with respect, tolerance and compassion
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law
- I remain calm and think about how to best manage the situation when faced with provocation
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure
- I ask for help and support when I need it
- I understand the value that diversity offers
- I communicate in clear and simple language so that I can be easily understood by others
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly

5. We take ownership

We take personal responsibility for our roles and accountabilities, but we do not let this hold us back from being effective or taking appropriate risks. We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice. 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. We take responsibility for ensuring that support or development is sought to minimise any risks.

- I actively identify and respond to problems
- I approach tasks with enthusiasm, focusing on public service excellence
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate
- I give feedback to others that I make sure is understandable and constructive
- I take responsibility for my own actions; I fulfil my promises and do what I say I will
- I will admit if I have made a mistake and take action to rectify this
- I demonstrate pride in representing the police service
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps

6. We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes. We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers. We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

- I work cooperatively with others to get things done, willingly giving help and support to colleagues
- I am approachable, and explain things well so that I generate a common understanding
- I take the time to get to know others and their perspective in order to build rapport
- I treat people with respect as individuals and address their specific needs and concerns
- I am open and transparent in my relationships with others
- I ensure I am clear and appropriate in my communications