NORTHUMBRIA POLICE

ICF COMPETENCIES
What is ICF?

Since May 2007, the new Integrated Competency Framework (ICF) has applied to all recruitment process within Northumbria Police.

The Integrated Competency Framework (ICF) has been developed nationally by the Police Skills and Standards Organisation (PSSO) and subsequently by Skills for Justice for use in all forces.

The benefits of ICF are that the framework:

- Provides a ready made framework for performance, management and appraisal
- Helps individuals identify and transfer competence to other roles
- Provides a common language between forces
- Assists managers to plan appropriate training and development

The aim of ICF in the recruitment process is so candidates can demonstrate their ability in competency areas relevant to the role being applied for.

This then transfers into your Performance Development Review (PDR) should you be successful for the role being applied for. The framework will assist in identifying your strengths and areas of opportunity for your development.

This booklet details all the competency areas that are used within the force. The competency areas are as follows:

- STRATEGIC PERSPECTIVE
- OPENNESS TO CHANGE
- MAXIMISING POTENTIAL
- RESPECT FOR RACE AND DIVERSITY
- EFFECTIVE COMMUNICATION
- PLANNING AND ORGANISING
- PERSONAL RESPONSIBILITY
Leadership:

Strategic Perspective

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.

Openness to Change

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.

Maximising Potential

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.
• Assesses the skills of staff to identify and plan for individual and team development needs.
• Is approachable and makes time for staff even when under pressure.
• Examines the reasons why someone may not be performing well.
• Recognises and rewards performance improvement.
• Helps staff to see that they can achieve their aims.
• Makes sure excellence is rewarded.
• 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.
Working with Others:

Respect for Race and Diversity

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 when dealing with people, treating them with respect and dignity.
- Respects the needs of everyone involved when sorting out disagreements.
- Shows understanding and sensitivity to people’s problems, vulnerabilities and needs.
- Deals with diversity issues and gives positive practical support to staff who may feel vulnerable.
- Makes people feel valued by listening to and supporting their needs and interests.
- Uses language in an appropriate way and is sensitive to the way it may affect people.
- Identifies and respects other people’s values within the law.
- Acknowledges and respects a broad range of social and cultural customs and beliefs.
- Understands what offends others and adapts own actions accordingly.
- Respects confidentiality, wherever appropriate.
- Delivers difficult messages.
- Challenges attitudes and behaviour which are abusive, aggressive and discriminatory.

Effective Communication

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 communicates decisions 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.
Achieving Results: Planning and Organising

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 can 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.
- Costs all activities and finds ways of achieving results within the budget.
- 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.

Personal Responsibility

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.
- Takes responsibility when things go wrong or when others cannot handle situations.
- Concentrates and shows patience during long operations or activities.
- Takes control and asserts authority where necessary.
- Confronts and deals with issues and situations.
- Learns from mistakes and considers how to approach things differently in the future.
- Takes an energetic and committed approach to the job.
- Tries hard to overcome obstacles and achieve results.
- Challenges others people’s decisions or actions if they are inappropriate.
- Asks for and acts on feedback and criticism.
- Sets high standards of behaviour for themselves and others, and acts consistently with these.
- Is open and honest with people.