

Competency & Values Framework (CVF)

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure 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.

Level 3

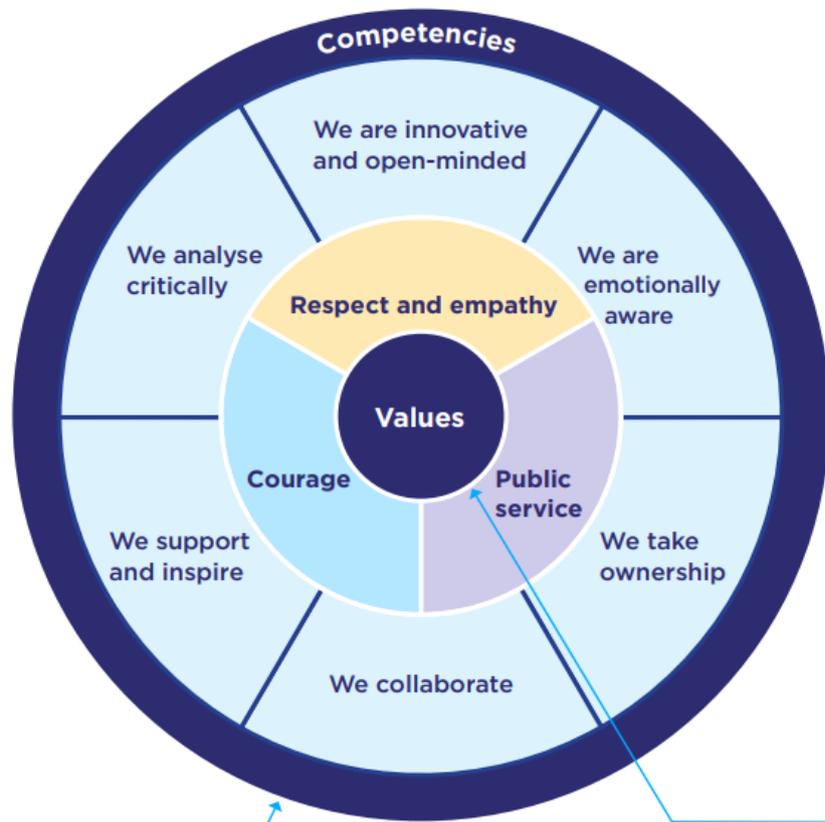
The table below details the indicators and behaviours associated with each of the competencies at **CVF level 3**. Interview questions and/or assessments will be based on the competencies listed, a minimum of four questions to a maximum of six questions, of which one to three questions based on Values.

Competency	Level 3
We are emotionally aware	<ul style="list-style-type: none"> • 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 behaviour. • I create a supportive and compassionate organisational culture that recognises and values all people.
We take ownership	<ul style="list-style-type: none"> • I promote a culture of personal accountability in teams so that people strive for high standards of sustainable and ethical performance. • 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. • I promote a culture that responds to mistakes with learning rather than with blame.
We collaborate	<ul style="list-style-type: none"> • 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 tangible benefits for all.
We support and inspire	<ul style="list-style-type: none"> • I implement, test, and communicate new ways of working that can radically change our organisational cultures, attitudes and performance. • I create a work environment where innovative learning and recognising and promoting innovative activities is embedded and valued.

	<ul style="list-style-type: none"> • I lead, implement and evaluate new, complex, and creative initiatives from inception to impact. • I develop and support initiatives that involve multiple stakeholders, create significant improvements and drive innovation outside of my immediate sphere. • I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.
We analyse critically	<ul style="list-style-type: none"> • 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.
We are innovative and open-minded	<ul style="list-style-type: none"> • I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. • I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements. • I work to create an innovative learning culture, recognising and promoting innovative activities. • I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere. • I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

Value	All levels
Courage	<p>We act with courage when we:</p> <ul style="list-style-type: none"> • do the right thing, even when it feels difficult • act as role models to encourage professional and ethical behaviour in others • challenge behaviours, language and attitudes that undermine our profession and support others to do the same • stand up against discrimination, prejudice and hate in all its forms • engage in difficult conversations when we hear or see unprofessional behaviour • address incidents of unprofessional conduct and take appropriate action • are open and responsive to scrutiny and challenge • are honest and truthful, giving accurate representations of our actions and records.
Respect and empathy	<p>We show respect and empathy when we:</p> <ul style="list-style-type: none"> • treat everyone with dignity and respect, even in challenging circumstances • give people an equal opportunity to share their views and take these into account • recognise and manage our biases to ensure we make fair and objective decisions

	<ul style="list-style-type: none"> • take action to understand and appreciate other people’s experiences, values and beliefs and how they differ from our own • promote equality and celebrate difference • respond fairly, impartially and with sensitivity to people’s needs.
Examples of public service	<p>We provide public service when we:</p> <ul style="list-style-type: none"> • act in the interests of the public, first and foremost • are open and honest about our knowledge and experience with those we serve, even when it can be uncomfortable • act in ways that give others the confidence to share experiences and ideas that can improve outcomes for the public • seek to understand and address the needs and concerns of all our different communities • seek constructive feedback from a wide variety of people, avoiding being defensive • reflect on and understand our own strengths and areas for development and take responsibility for our own learning to address gaps and improve our service to the public.



Three core values reflecting the **Code of Ethics principles**

Six competencies

Each competency has three levels, with three being the most complex. These levels are not assigned to specific ranks.

Levels apply to competencies only, not values.

Visit this link for information and training to help increase your policing skills, get a promotion or change roles: [Career & learning | College of Policing](#).