

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 2

The table below details the indicators and behaviours associated with each of the competencies at **CVF level 2**. 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 2
We are emotionally aware	<ul style="list-style-type: none"> • 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.
We take ownership	<ul style="list-style-type: none"> • 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.
We collaborate	<ul style="list-style-type: none"> • 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 work with partners to decide clear roles appropriate to each partner's remit. • I include others in my thinking and understand their priorities to make collaboration more effective. • 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.

We support and inspire	<ul style="list-style-type: none"> • 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.
We analyse critically	<ul style="list-style-type: none"> • I help people be more effective by sharing the best available information and professional knowledge from diverse sources. • I ask incisive questions to test assumptions and separate opinion from fact. • I recognise when to take decisive action with incomplete information and plan for contingencies. • 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.
We are innovative and open-minded	<ul style="list-style-type: none"> • I am flexible in my approach, changing my plans to make sure that I have the best impact. • 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 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.

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.



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.

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