Competency and Values Framework

Implementation guidance

BetterProfessionals
for**Better**Policing ™

Contents

Overview

This document is intended for managers and senior officers responsible for HR processes or organisational change and development, and members of executive teams where appropriate.

In section 1, the guide summarises the structure and purpose of the Competency and Values Framework (CVF). Sections 2 and 3 provide guidance on implementing and integrating the CVF and incorporating it into existing recruitment, assessment and development processes.

The focus will be on the implications of incorporating the CVF. The processes themselves are unchanged.

Documents referred to in the main body of this guidance are fully listed in the References section.

Introduction

One of the conclusions drawn from the College of Policing's 2015 Leadership Review was that the values inherent in the Code of Ethics should be embedded at all levels in all local and national selection processes, such as assessment centres and interviews. Implementing the recommendation led to developing the CVF to replace the Policing Professional Framework (PPF) Personal Qualities.

The CVF clearly defines new and relevant competencies and values which strongly uphold the principles of the Code of Ethics.

It is already being used for some of the College of Policing's national assessment processes. By April 2018, the College is to end support for the PPF Personal Qualities.

Our Professional Development Programme (PDP), the Police Education and Qualifications Framework (PEQF) and the Assessing and Recognising Competence (ARC) projects will incorporate or take account of the new framework, as will national selection processes at the current or next design iteration. The wider PPF, including role profiles, is also being replaced as part of the PDP.

We recognise that some forces will have developed and established their own frameworks to reflect local context and circumstances and have made provisions allowing forces to retain the flexibility to define values, which reflect local variation within this guidance .

The CVF's design makes general application of the Code of Ethics a reality. It helps embed the Code of Ethics in all our people processes and ensures that the principles underlying it are fully considered in all appointments, promotions and professional development decisions.

The structure and detailed content of the CVF is fully explained in the document '**Competency and Values Framework for policing**'.

1 The purpose and structure of the CVF

1.1 Purpose of the CVF

The CVF should be embedded in HR processes and procedures. There are no changes to the fundamental processes or to general guidance given for them. Annual Professional Development Review (PDR) cycles and the principles of SMART objective-setting are unaffected and the continuing professional development (CPD) process remains focused on maintaining and enhancing capabilities. Differences are confined to the behavioural framework underpinning these processes.

The CVF differs from the PPF Personal Qualities and other current frameworks. The main differences are:

- a new set of six relevant and future-looking competencies

- competencies divided into three distinct levels to reflect different levels of responsibility and role complexity

- four defined and measurable core values

- values defined by behavioural indicators.

The overall aim of the framework is to translate the Code of Ethics into the highest standards of professional conduct in all areas of the police service, as illustrated in figure 1.

Figure 1 How the Code of Ethics underpins the CVF
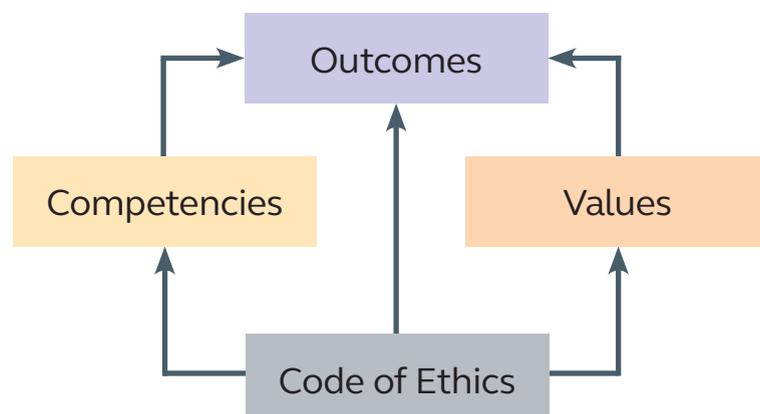
1.2 Structure

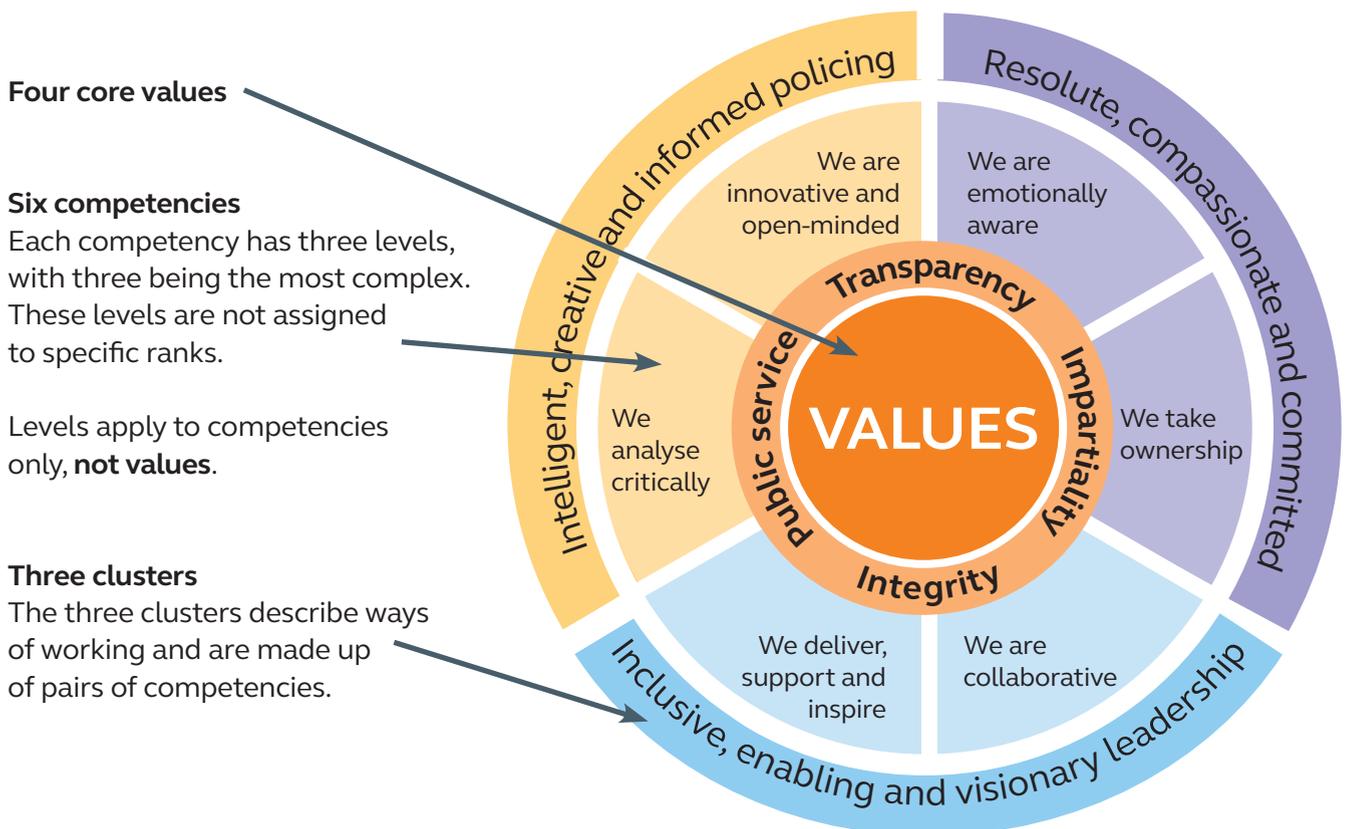The CVF consists of four values supporting six competencies.

What follows in this section is a short summary of the CVF. The '**Competency and Values Framework for policing**' document is recommended reading at this point. In that document, the interrelationships and dependencies of the whole framework are represented as a layered circle, as shown by figure 2.

The main components of the new framework are the **clusters, competencies** and **values**. The relationships between them are shown in the circular chart below. Values are at the centre of the CVF and apply to all roles.

Figure 2 CVF diagram

Four core values

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**.

Three clusters
The three clusters describe ways of working and are made up of pairs of competencies.

Intelligent, creative and informed policing

Resolute, compassionate and committed

Inclusive, enabling and visionary leadership

We are innovative and open-minded

We are emotionally aware

We analyse critically

We take ownership

We deliver, support and inspire

We are collaborative

Transparency

Impartiality

Integrity

Public service

VALUES

1.2.1 Competency levels

Each competency is split into three levels which show what behaviours will look like for roles of different levels of responsibility or complexity. The levels are cumulative, each one building on the level below.

The three levels under each competency are not aligned to specific ranks or organisational levels. Instead, they are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles.

Due to be released on the College's new digital platform in October 2017 are Policing Professional Profiles for all ranks, policing roles and policing specific staff roles. These state the national standards for each role and can be used as a framework for Job Descriptions. All new Professional profiles will show the relevant CVF competency level.

Figure 3 Competency levels

Level 3 – senior managers/executive

Level 2 – supervisors/managers

Level 1 – practitioners
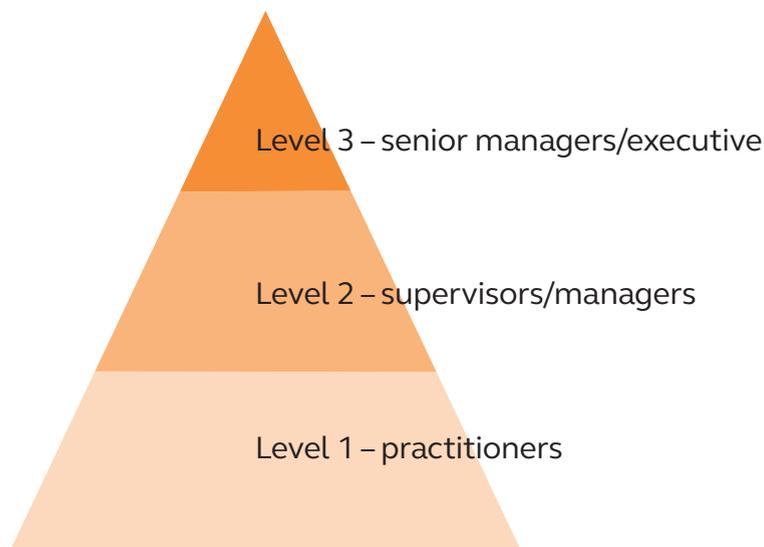
The levels are particularly significant when using the CVF in decision-making processes such as recruitment and assessment.

Behaviours tend to become more complex at more senior levels in the organisation.

1.2.2 Values

The inclusion of defined and measurable values is a major point of difference from previous competency frameworks.

Four values form the basis of the CVF. Although values were already important components of previous competency frameworks, the CVF values are fully defined as behaviours which can be assessed in the same way as competencies.

The key difference between assessing values and assessing competencies is that values are not divided into three levels. There is one set of indicators to define each value and these same indicators apply to that value when applied to any roles and to any level of responsibility.

1.2.3 How the Code of Ethics is represented by the CVF

There are nine principles underpinning the Code of Ethics (see table 1 below). These have been clustered into four values to enable simpler and better behavioural assessment of the desired behaviours.

CVF competency or value	Code of Ethics principles
Impartiality	Fairness, objectivity
Integrity	Integrity
Public service	Respect, selflessness
Transparency	Honesty, openness
Deliver, support and inspire	Leadership*
Take ownership	Accountability*

Table 1: The links between the CVF and the Code of Ethics

The four values and two of the competencies (**take ownership** and **deliver, support and inspire**) fully represent the code.

*The principles of **leadership** and **accountability** are respectively considered to be a better fit with the competencies of **deliver, support and inspire** and **take ownership**.

2   Adopting the CVF

Incorporating the new CVF definitions and measures of values and competencies will require some modification of existing force processes.

Some forces have done a great deal of work to create and embed their own competencies and values. Where local values are already effectively embedded in multiple processes, there are benefits to continuing to use these alongside the CVF.

Different forces will therefore have different starting points when they incorporate the CVF. The values in the CVF could be applied directly or they could be combined with their own force values.

Your force will be in one of the following categories and, depending on which one, you will find advice on CVF implementation in the separate sections cited below.

Select one of the three options, according to your decision on how to adopt the CVF and follow the guidance given.

Option 1
Adopting the full CVF, replacing any previous models or frameworks. Go straight to option 1 below, **Introducing the CVF**, describing how to implement the model.
Option 2
Retaining the principles of any values already fully defined and developed locally and incorporating them into the CVF. Go to option 2 below, **Mapping force values to the CVF**.
Option 3
Gathering up any current sets of principles and standards which may be locally understood but not defined or collated into one framework and incorporating all into the CVF. This may apply to forces which have multiple behavioural frameworks in operation. Go to option 3, **Defining separate frameworks and combining to support the CVF**.

Option 1 Introducing the CVF

Adopting the CVF as the operating model will involve not only revising the technical aspects of the affected processes (point (a) below), but will also require acceptance and embedding (point (b)).

(a) Process revisions

The fundamental changes are straightforward: the PPF Personal Qualities or other competency frameworks are replaced by the CVF's competencies and values. This will mean using the new competency and values definitions in place of previous ones in selection, PDR, and CPD.

Use the definitions and terms in the '**Competency and Values Framework for policing**' document as the starting point for a number of basic and practical changes:

- change all process-specific documentation, such as competency-based interview forms, role specifications for advertising posts, assessment documentation, checklists and policy documentation on areas such as reward and recognition

- involve senior stakeholders and engage managers and HR staff

- train interviewers and assessors

- prepare staff for changes to processes such as interviews and PDR.

(b) Change management

In addition to process revision, there are the broader change-management aspects to consider in terms of reassuring all stakeholders of the benefits and simplicity of day-to-day use of the CVF. Different forces may use different models of organisational change but, whichever approach is adopted:

- create an implementation or programme management team

- identify key stakeholders and stakeholder groups

- open two-way communication channels for discussion and implementation and be clear about the schedules and launch of the changed processes

- be prepared to answer people's questions about the CVF – a guidance document for all users is available in addition to this implementation guide (**Competency and Values Framework guidance**), but there are likely to be additional points raised when revising current practices to accommodate the CVF

- establish clear 'line of sight' between the CVF, organisational goals, reward and recognition, and PDR.

Option 2   Mapping force values to the CVF

If you currently have well-established and effective frameworks in operation, guidance is given here about what you can do to integrate them with the CVF.

Checking that your local values are truly representative of local force culture is an essential first step. If values are fully embedded, it should be possible to see all or most of the following:

- values are incorporated into multiple organisational processes including recruitment, professional development and performance management

- staff are aware of and understand the importance of the values and what it means for their role

- staff are able to identify and challenge behaviour which is contrary to the values

- members of the public are aware of the values and able to identify behaviour not aligned with these values

- senior leaders make decisions which are led by the values

- the values are continually reinforced and articulated, eg, via role-modelling, training, reviewing work.

If this checklist confirms that local values are fully embedded and in use, then we recommend the following actions for mapping to the national CVF.

Step one

To make like-for-like comparisons of values, the locally defined values need to be defined further into sets of observable indicators. It may be necessary to use focus groups, online participative methods or interviews to fully explore and identify the behavioural dimensions of values, if these are not already established.

Step two

Match the force values to the CVF values. Use the statements which you developed in step one to see where there is overlap with the four CVF value definitions. Where there is full overlap, this will indicate that the CVF can be adopted without changing the agreed values of the organisation.

Step three

Check that all the CVF values are covered. Ensure all four of the CVF values are represented in your local adaptation. This may mean simply adding some or all of the CVF to your existing framework.

Once this preparation work is complete and you are confident that you have a comprehensive set of value definitions which cover local and CVF values requirements, go back to option 1 above ('**Introducing the complete CVF**') and follow the general advice.

Option 3   Defining separate frameworks and combining to support the CVF

Some forces have separate frameworks, for example, for leadership and talent management. If you do not think that the CVF fully encapsulates all the values and competencies represented in the frameworks of your own force, a mapping process will be required. Check for overlap and duplication, as well as for gaps.

Follow the guidance outlined in option 2 to support this process. Where further support is required, please contact the College at **contactus@college.pnn.police.uk**

3

Applying the CVF to national processes

3.1 Using the CVF for assessment, selection and recruitment

Overview

Using the CVF in this area is called values-based recruitment (VBR). The aim of VBR is to attract and recruit candidates who hold already values which support the police service's culture and aims. A separate document, 'Values-Based Recruitment - selection and assessment guidance', provides detailed guidance and advice.

Although processes and procedures for selection remain unaltered, values will now play an important and prominent part in recruitment. Interviews, for example, will involve probing for evidence of demonstrable values in addition to looking for evidence of the new competencies. As with previous competency-based-interviews, the focus will be on behaviour. The CVF's four values and six competencies provide a comprehensive set of behavioural indicators for this.

Key principles

Those responsible for selection and recruitment for roles into the police service must observe the three civil service recruitment principles: merit, fairness and openness. These ensure that:

- any appointee is the person who best meets the agreed and published criteria for the role

- an objective, impartial and consistent process of assessment has been applied to all candidates – this assessment must be based on the criteria published and agreed for the role.

- all jobs are advertised so that everyone eligible is likely to see the advert and information related to role requirements and criteria is available to all prospective candidates.

It is important that none of these principles is lost when designing changes to recruitment processes.

Implementing values-based recruitment

This section is a brief summary. Full requirements are provided in the separate booklet 'Values-Based Recruitment - selection and assessment guidance'.

Values can provide information about an individual's motivation but getting a complete picture of capability requires assessing competencies as well. This is to ensure that the assessment process identifies individuals who are competent in addition to sharing the same values as the organisation.

The selection processes, their management and their logistics remain unaltered but incorporating the CVF will require a transition period for amendments to content and preparation. This will ensure a smooth move from the PPF Personal Qualities or previous local frameworks to the CVF while maintaining full service levels.

Listed below are some recommended actions which will enable forces to meet the three civil service principles of merit, fairness and openness while successfully embedding the CVF:

Job descriptions and assessment criteria

Policing Professional Profiles which cover all ranks, policing roles and policing specific staff roles, incorporate the essential skills, knowledge, education/ qualifications and CVF competencies to help inform assessment criteria. For roles that do not have Professional profiles, a job analysis could be conducted to create a job description for the role being recruited for, or a similar Professional profile could be used as a base. A decision will then need to be made about which CVF competencies and values to assess. If required, a brief outline of how to map the PPF Personal Qualities to the CVF is provided in the **Appendix**.

Advertising the roles

The advert should include the relevant job description, clearly highlighting the competency and values being assessed. Candidates who see that they do not match the values requirement will be more likely to rule themselves out of contention. This is an essential aspect of VBR and helps to ensure that those who remain are better suited to the organisation and its aims and values.

Assessment methods

The 'Values-Based Recruitment - selection and assessment guidance' document includes a review of different assessment methods. Ensure that all the essential CVF behaviours and values of the role are assessed.

Decision-making process

Weighting values relative to competencies will vary according to the assessment exercise and the role in question and will be informed by the Policing Professional Profiles or the job analysis stage, where applicable. Communicate such decisions clearly to applicants beforehand so that the decision-making process and the criteria being applied are transparent.
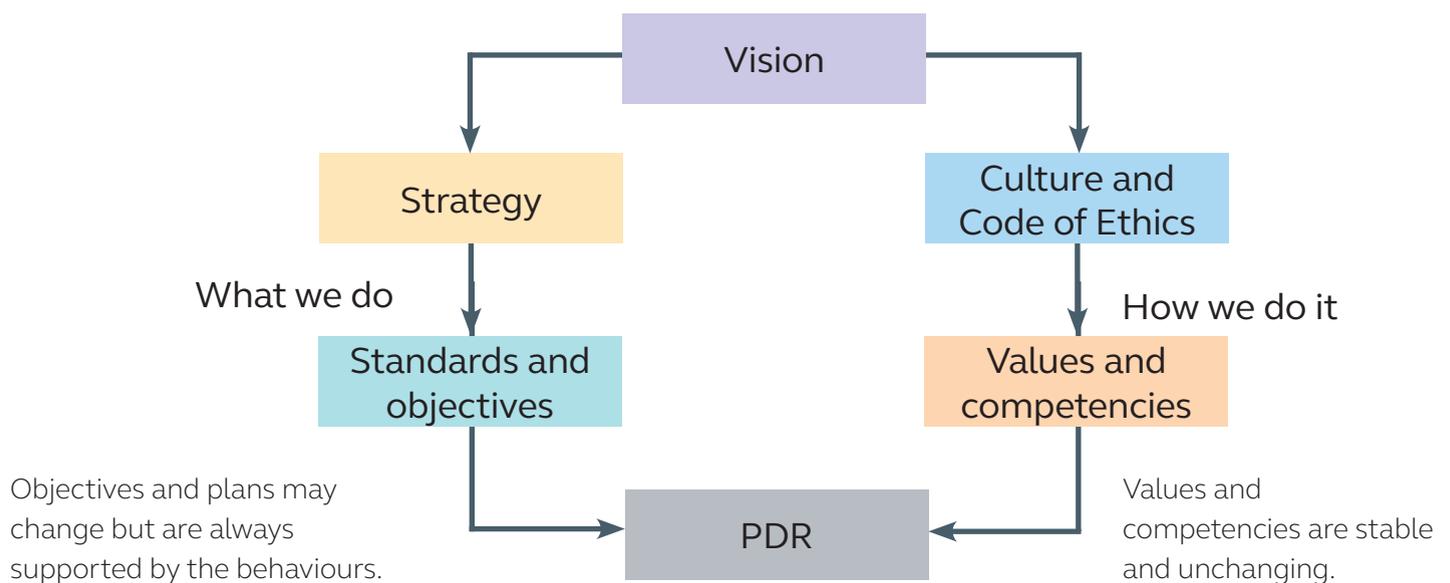
Assessor training

It is essential that training focuses on developing full competence and knowledge in using the CVF. Existing assessment methods can be used, but with increased focus on how to apply the CVF. Practice will be required to familiarise assessors with measuring the observable behaviours of the six competencies, their levels and the four values.

3.2 Using the CVF for performance management

PDR preparations and meetings will continue to involve collating performance evidence as before. As with the current PDR process, the objectives will demonstrate **what** has been achieved. The purpose of introducing the CVF is to provide more insight into **how** the work has been done, in particular whether the core values consistently underpin an individual's behaviour.

A simplified illustration of how PDR meetings combine the **how** with the **what** is illustrated below in figure 4:

Figure 4 The HOW and the WHAT for review

Vision

Strategy

Culture and
Code of Ethics

What we do

How we do it

Standards and
objectives

Values and
competencies

Objectives and plans may
change but are always
supported by the behaviours.

PDR

Values and
competencies are stable
and unchanging.

The existing principle of effective PDRs still applies: the best source of good evidence for PDRs is recent situations, incidents or events.

Using the CVF in PDR meetings may require additional support:

- additional advice and guidance may be required to ensure effective conduct of PDR meetings and appropriate use of the CVF behaviours

- line managers will need to be competent in discussing performance using the new vocabulary

- training and development may be required for this as discussing an individual's values can be a sensitive area – dialogue needs to be positive, objective and constructive

- given that an individual's values are based on personal beliefs, keep to the behavioural definitions rather than discuss an appraisee's personal values in general

- awareness and sensitivity are important and, when considered alongside the following criteria of good PDR practice, ensure that meetings are constructive and objective

- PDR meetings are most productive when:

  – appraisers recognise and acknowledge achievement

  – appraisers listen actively to what appraisees say

  – there is scope for reflection and analysis

  – performance and behaviour are analysed, not personality

  – appraisers review the whole period in question, not just recent or isolated events

  – appraisers discuss future capability and development needs

  – the meeting ends positively, whatever the performance issues discussed, with agreed action plans to improve and sustain performance in the future

- appraisees should also be prepared for this – there is a general guide to the CVF for all staff ('**Competency and Values Framework guidance**') but further familiarisation may be required

- in addition to using College support materials, introducing specific briefing sessions is an option for consideration

- Further guidance about conducting PDR's can be found on the **PDP pages**. Guidance for using the Policing Professional Profiles is being developed.

3.3 Using the CVF for continuing professional development

The College of Policing defines CPD as:

> 'A range of learning activities through which you can maintain or enhance your capacity to practice legally, safely, ethically and effectively'.

The CVF is able to enhance the CPD process because:

- the four CVF values clearly reflect ethics and professionalism

- the new definitions of competencies more clearly describe the behaviours required at three different levels of seniority.

Using feedback on performance in these two areas will help people set development targets that are more relevant to their improvement, advancement and promotion.

4   Summary

1 CVF structure and purpose

- There are new definitions for competencies and these are clearly linked to specific performance outcomes.

- Competencies are spilt into three levels to reflect the complexities of different roles. The roles do not link directly with specific ranks – similar competency profiles can apply to different roles across different functions.

- Values are included as measures and defined by observable behavioural indicators.

The overall purpose of introducing the CVF is to:

- drive policing in the right direction

- ensure we achieve the highest standards of professional conduct.
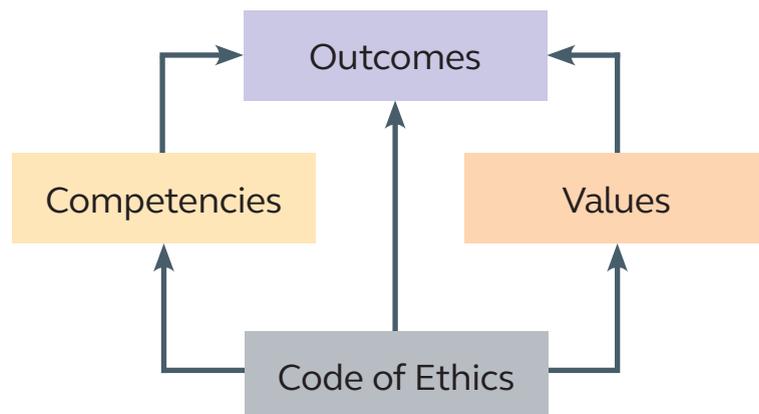
2 Implications of the CVF for national processes

Assessment, selection, recruitment

- Behaviour will be assessed in terms of competencies as well as values.

- Values are now defined by behavioural indicators.

- They are used in recruitment and selection interviews and in assessment exercises.

PDR discussions and subsequent planning

The newly defined competencies and values will:

- uphold the Code of Ethics

- stress that the values are integral to achieving operational plans and objectives.

Continuing professional development

The key benefits of using the CVF for CPD include:

- a clearer focus, because of the definition of values in terms of behaviours, on improving ethical working practices through appropriate activities that can be designed or selected to reinforce values

- the clear and relevant statements of the new competencies, now defined by three levels, which allow individuals to demonstrate and develop the appropriate behaviours needed for promotion or for role-specific performance improvement.

5 References and further reading

College of Policing (2017) Competency and Values Framework – guidance

College of Policing (2016) Competency and Values Framework for policing

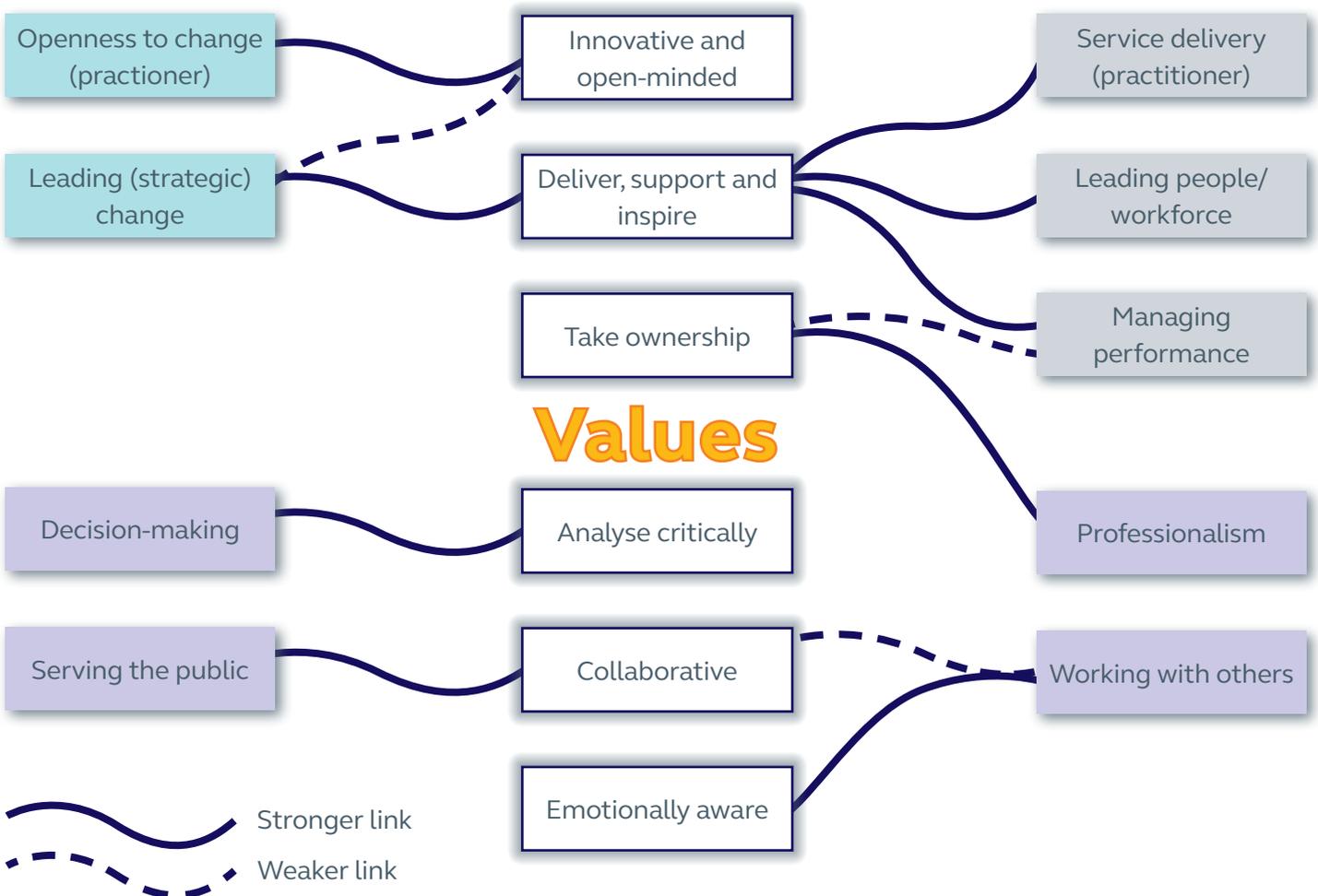**College of Policing (2015) Leadership Review**

College of Policing (2017) Values-Based Recruitment - selection and assessment guidance

Appendix

Mapping the PPF to the new framework

The new framework can be easily mapped to the PPF Personal Qualities, which has been used for many existing processes. Below is an indication of how the PPF Personal Qualities competencies can map across to the new framework, helping to reduce the work needed to update existing documents.

Figure 5   CVF and PPF Personal Qualities mapping tool

Openness to change (practioner)		Innovative and open-minded		Service delivery (practitioner)
Leading (strategic) change		Deliver, support and inspire		Leading people/ workforce
		Take ownership		Managing performance

Values

Decision-making		Analyse critically		Professionalism
Serving the public		Collaborative		Working with others
		Emotionally aware		

Stronger link

Weaker link

About the College

We're the professional body for everyone who works for the police service in England and Wales. Our purpose is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

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