How we do things

Communicate, Partner, Solve, Deliver, Lead, Innovate, Develop
These are behaviours that are important to achieving our goals. They describe how we work as opposed to what we do. This framework will help guide us as individuals and as an organisation, in working together to achieve results now and in the future.

These have been developed to reflect:

- NZ Police Values and Code of Conduct
- Current and future organisational priorities
- Our commitment to diversity and inclusion
- Leadership expectations in the public service

Our core competencies are behaviours that are important to achieving our goals.
HOW WE DO THINGS: OUR CORE COMPETENCIES

The structure of our Core Competencies

Our framework consists of seven behavioural competencies that can be classified into three broader categories.

In order for us to do our jobs well now and in the future, it is essential that we WORK TOGETHER. We need to consider the impact of our behaviour on others, communicate, and collaborate effectively. Working in partnership with others will help us to achieve the best result and build trust and confidence in our communities.

We take pride in what we do and ACHIEVE RESULTS. We need to make well-considered decisions, use all of our resources to their best effect, and lead effectively to ensure we can deliver an effective and efficient service.

We need to continue to LOOK AHEAD to our future. Our environment is constantly evolving. To progress towards our mission and vision in the future means we need to prepare now. We should welcome change and innovation and ensure that we are all prepared with the confidence and competence to step up as and when we need to.
HOW WE DO THINGS: OUR CORE COMPETENCIES

How should the Core Competencies be used?

This framework is a descriptive rather than definitive list of behaviours. That is to say, these behaviours are not all-encompassing, other behaviours are possible. Instead, this framework provides examples of specific actions that can be observed in our day-to-day work, behaviours that we might expect a competent person to demonstrate. This framework has been designed as a guide to support:

- Staff performance and development
- Recruitment and selection
- Leadership development
- Learning and development
# HOW WE DO THINGS: OUR CORE COMPETENCIES

## Our Core Competencies

The following competencies make up our NZ Police Core Competency Framework. On the following pages you will see each competency explained further with behaviours indicating what positive demonstration of each competency would look like at different levels of our organisation.

- **WORK TOGETHER**
  - **COMMUNICATE**
    - Two-way communication is an essential part of what we do as an organisation. We listen carefully and convey information in a clear, constructive, and professional manner at all times.
  - **PARTNER**
    - We actively create and maintain relationships that inspire the trust of others. We seek to understand and appreciate our differences, and work cooperatively to share information and achieve desired outcomes.

- **ACHIEVE RESULTS**
  - **SOLVE**
    - We consider situations from different perspectives, and explore alternatives and consequences before taking action. We take responsibility for our decisions and are prepared to review and change our approach when required.
  - **DELIVER**
    - We are committed to delivering a high standard of service. We take personal responsibility for our performance – setting clear expectations, planning and prioritising our work, and seeking feedback from others in order to achieve our objectives.

- **LOOK AHEAD**
  - **INNOVATE**
    - We anticipate and respond to the changing needs of the community and organisation. We seek ways to improve our service and support initiatives that enable us to deliver our objectives in a more effective and efficient way.
  - **DEVELOP**
    - We challenge ourselves to reach our potential and help to bring out the best in others. We support each other to identify opportunities and experiences that will help us gain skills and knowledge to prepare us for the future.
  - **LEAD**
    - We motivate our people by creating a positive working environment where our values are reinforced and individuals understand how they contribute to our organisation’s success.
How people demonstrate each competency will differ according to what is expected of their role and responsibilities. For this reason, our competencies provide different sets of indicators for each level. As you progress through levels from Individual Contributor to Police Executive, the behaviours are cumulative (i.e., at the Manager/Leader level, behaviours from Individual Contributor and Team Manager/Leader are also relevant).

**Using the Competency Levels**

Police manager roles are varied and require a combination of behaviours across traditional levels of management to be successful. Therefore, manager levels do not strictly align to rank but should be applied to reflect a manager’s role and responsibilities.
Work together

In order for us to do our jobs well now and in the future, it is essential that we work together. We need to consider the impact of our behaviour on others, communicate, and collaborate effectively. Working in partnership with others will help us to achieve the best result and build trust and confidence in our communities.
**Work Together**

**Communicate**

Two-way communication is an essential part of what we do as an organisation. We listen carefully and convey information in a clear, constructive, and professional manner at all times.

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<tr>
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<tbody>
<tr>
<td>Communicate with integrity, courage, and respect</td>
<td>Explain things clearly to ensure understanding</td>
<td>Relay information with confidence and clarity</td>
<td>Articulate initiatives in a clear and genuine manner</td>
<td>Ensure key messages communicated to and from the Executive are understood and taken into consideration</td>
</tr>
<tr>
<td>Ask questions to check understanding</td>
<td>Anticipate reactions to information and prepare an appropriate response</td>
<td>Ensure all staff clearly understand expectations</td>
<td>Establish clear lines of communication to ensure messages are communicated in a consistent way</td>
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<tr>
<td>Consider how messages may be perceived by others</td>
<td>Use initiative to resolve misunderstandings promptly</td>
<td>Demonstrate a strong grasp of key issues</td>
<td>Consider key messages from the perspective of external stakeholders</td>
<td></td>
</tr>
<tr>
<td>Actively listen to other people</td>
<td>Encourage two-way communication</td>
<td>Seek to understand audience and tailor style of message</td>
<td></td>
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<tr>
<td>Speak and write clearly and concisely</td>
<td></td>
<td>Communicate key messages in an open and positive way</td>
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<tr>
<td>Communicate effectively with people from diverse backgrounds</td>
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<td>Encourage open discussion of current issues</td>
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<tr>
<td>Use the most effective mode of communication for the situation</td>
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**WORK TOGETHER**

**Partner**

We actively create and maintain relationships that inspire the trust of others. We seek to understand and appreciate our differences, and work cooperatively to share information and achieve desired outcomes.

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<tbody>
<tr>
<td>Develop and maintain effective working relationships</td>
<td>Adapt behaviour to work effectively with others</td>
<td>Maintain mutually beneficial partnerships across all levels of the organisation</td>
<td>Share knowledge and resources to strengthen external partnerships</td>
<td>Build a culture of trust</td>
</tr>
<tr>
<td>Maintain professional boundaries in relationships</td>
<td>Foster a team culture that respects and responds positively to individual differences</td>
<td>Facilitate collaboration across wider organisational groups</td>
<td>Partner with other agencies to enhance organisational outcomes</td>
<td>Proactively manage strategic networks across wider sectors</td>
</tr>
<tr>
<td>Tackle conflict and disputes with courage and empathy</td>
<td>Dedicate time to listen and support the team</td>
<td>Integrate contributions from a range of stakeholders</td>
<td>Manage conflict across internal and external groups</td>
<td>Foster collaboration at the Police Executive level</td>
</tr>
<tr>
<td>Treat people with respect and dignity in all situations</td>
<td>Encourage collaboration and information sharing</td>
<td>Build influential internal and external networks</td>
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</tr>
<tr>
<td>Share knowledge to achieve overall objectives</td>
<td>Anticipate and manage potential conflict</td>
<td>Resolve conflicting stakeholder priorities and expectations</td>
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<tr>
<td>Take into account how own behaviour affects others</td>
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<tr>
<td>Follow through on commitments</td>
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**COMUNICATE**

**PARTNER**
HOW WE DO THINGS: OUR CORE COMPETENCIES

Achieve results

We take pride in what we do and achieve results. We need to make well-considered decisions, use all of our resources to their best effect, and lead effectively to ensure we can deliver an effective and efficient service.
# Solve

We consider situations from different perspectives, explore alternatives and assess their consequences before taking action. We take responsibility for our decisions and are prepared to review and change our approach when required.

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<tbody>
<tr>
<td>Evaluate situations with an open mind</td>
<td>Act decisively under pressure</td>
<td>Determine if problems need immediate action and/or long-term solution</td>
<td>Communicate organisational decisions with clarity and certainty</td>
<td>Ensure organisational decisions align with strategy</td>
</tr>
<tr>
<td>Seek others’ input when considering solutions</td>
<td>Consider the wider impact of solutions</td>
<td>Evaluate the broader context of a situation and its consequences</td>
<td>Evaluate a wide range of external factors in decision making</td>
<td>Evaluate the impact of Police decisions on external stakeholders</td>
</tr>
<tr>
<td>Identify the underlying cause of problems</td>
<td>Explain reasons for decisions</td>
<td>Challenge others’ thinking by presenting different perspectives</td>
<td>Generate sustainable solutions across the organisation</td>
<td></td>
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<tr>
<td>Consider multiple sources of information</td>
<td>Review decisions in light of new information</td>
<td>Consider long-term implications</td>
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<tr>
<td>Respond quickly and decisively when required</td>
<td>Consult with and engage with relevant parties to identify solutions</td>
<td>Review and assess the quality of decisions and their outcomes</td>
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<tr>
<td>Recognise when to ask for help</td>
<td>Recognise when others need support to resolve a situation</td>
<td>Reconcile complex and potentially conflicting information</td>
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<tr>
<td>Assess the risks and benefits of different options</td>
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<td>Look beyond own group to create joint initiatives or approaches to problems as needed</td>
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</table>
We are committed to delivering a high standard of service. We take personal responsibility for our performance – setting clear goals and expectations, planning and prioritising our work, and seeking feedback from others in order to achieve our objectives.

### Delivered through Strategy

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<tr>
<td>Set clear and realistic expectations for the team and individuals</td>
<td>Set strategic priorities through clearly stated operational goals</td>
<td>Set clear and measurable performance objectives</td>
<td>Set performance expectations through strategy</td>
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</tr>
<tr>
<td>Provide timely and effective individual performance feedback</td>
<td>Utilise specific skills or expertise of other groups when necessary</td>
<td>Deliver value for money</td>
<td>Identify and manage external risk to organisational performance</td>
<td></td>
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<tr>
<td>Recognise when others need support to deliver outcomes</td>
<td>Support leaders to manage underperformance</td>
<td>Ensure effective systems are in place to monitor performance and recognise achievement</td>
<td>Actively promote a culture of high performance</td>
<td></td>
</tr>
<tr>
<td>Identify and manage barriers/risks to team performance</td>
<td>Recognise performance that exceeds expectations</td>
<td>Identify and manage risk to organisational performance</td>
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<tr>
<td>Recognise performance that exceeds expectations</td>
<td>Deal with underperformance promptly and constructively</td>
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## Lead

We motivate our people by creating a positive working environment where our values are reinforced and individuals understand how they contribute to our organisation’s success.

### INDIVIDUAL CONTRIBUTOR
- Remain calm under pressure
- Communicate clear directions when required
- Reflect on and appreciate different working styles
- Maintain motivation when tasks become difficult
- Contribute to a positive team environment
- Challenge unprofessional or unethical behaviour
- Understand how role and actions contribute to Our Vision and goals
- Act in alignment with Our Values

### TEAM MANAGER/LEADER
- Link individual and team contribution to operational goals and strategy
- Recognise and reward values-based behaviour
- Adopt appropriate leadership style to suit the situation
- Coordinate resources effectively and efficiently
- Model ethical practices and behaviours
- Provide clear direction in times of need

### MANAGER/LEADER
- Proactively foster a positive group environment
- Place organisational needs above personal ambition
- Effectively utilise all available resources
- Support leaders to connect their work with the organisation’s goals and strategy
- Support leaders to identify and manage unethical practice
- Actively support Our Values and their importance in our organisation

### STRATEGIC LEADER
- Connect organisational strategy to Our Mission and Vision
- Represent Our Values inside and outside of the organisation
- Actively promote the work of NZ Police internally and externally

### POLICE EXECUTIVE
- Articulate a clear, compelling vision and purpose
- Promote a culture that reinforces Our Values
- Secure resources for whole organisation
Look ahead

We need to continue to look ahead to our future. Our environment is constantly evolving. To progress towards our mission and vision in the future means we need to prepare now. We should welcome change and innovation and ensure that we are all prepared with the confidence and competence to step up as and when we need to.

INNOVATE | DEVELOP
LOOK AHEAD

Innovate

We anticipate and respond to the changing needs of the community and our organisation. We seek ways to improve our service and support initiatives that enable us to deliver our objectives in a more effective and efficient way.

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<tr>
<td>Continually reflect on how things could be done better</td>
<td>Encourage individuals to suggest improvements</td>
<td>Manage barriers to innovation and improvement</td>
<td>Analyse social, economic, environmental and crime trends to assess need for change</td>
<td>Address current and emerging environmental issues through strategic innovation and change</td>
</tr>
<tr>
<td>Suggest improvements to existing ways of working</td>
<td>Promote good ideas to solve problems or address issues</td>
<td>Consider and plan for potential impact of change on teams</td>
<td>Invite feedback and expertise from others to inform change initiatives</td>
<td>Actively sponsor strategic change initiatives</td>
</tr>
<tr>
<td>Adopt a positive attitude to improvement and change</td>
<td>Explain reasons for and benefits of change</td>
<td>Support leaders in understanding and communicating change</td>
<td>Identify and minimise risk associated with change</td>
<td>Promote a culture that acknowledges the value of positive change</td>
</tr>
<tr>
<td>Support others through change</td>
<td>Identify ways to improve efficiency and quality</td>
<td>Encourage ideas and innovation</td>
<td>Link change to strategic outcomes</td>
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<tr>
<td></td>
<td></td>
<td>Propose, plan and implement change programmes</td>
<td>Act on opportunities to create positive and sustainable change</td>
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**LOOK AHEAD**

**Develop**

We challenge ourselves to reach our potential and help to bring out the best in others. We support each other to identify opportunities and experiences that will help us gain skills and knowledge to prepare us for the future.

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<tr>
<td>Celebrate team successes</td>
<td>Identify career aspirations and motivation in others</td>
<td>Support other leaders to coach and develop their teams</td>
<td>Identify and support development of leadership talent for future roles in NZ Police</td>
<td>Develop strategic leadership capability of Executive and Senior leaders</td>
</tr>
<tr>
<td>Seek feedback from others to identify strengths and challenges</td>
<td>Facilitate development planning and opportunities for others</td>
<td>Model commitment to learning and development</td>
<td>Drive process and policy that support career development</td>
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<tr>
<td>Give constructive feedback to others</td>
<td>Reflect on own strengths and challenges</td>
<td>Identify and develop leadership capability across the wider group</td>
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<tr>
<td>Look for opportunities to gain new knowledge and skills</td>
<td>Seek ways to improve own areas for development</td>
<td>Set expectations for developing and coaching staff</td>
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<tr>
<td>Adapt quickly when faced with new situations</td>
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<td>Promote career pathways for wider group</td>
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<tr>
<td>Use mistakes as learning opportunities</td>
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<td>Actively support learning and performance development</td>
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<td>Share experiences with others to help them learn</td>
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**DEVELOP**
**Where to from here?**

This document can be used as a tool to support:

**Recruitment and Appointments**
Identify the competencies that are important to be successful in particular roles.

**Performance Development**
Use the competencies to evaluate and provide feedback on strengths and areas for development in performance conversations.

**Learning and Development**
Recognise strengths and areas for development by using this document to guide self-reflection or ask others for feedback. There are also practical tools to support your development on the Organisational and Employee Development intranet page under Manager and Employee Essentials.

**Leadership Development**
Stretch your capability by looking to the competencies and levels of behaviour expected in roles you are interested in working towards in the future. Work with a manager or trusted other to assess where you are now against where you would like to be and form a development plan.

**HOW CAN I GET SUPPORT?**
If you have any questions or would like further information about developing in any of these areas please contact any of the following people:

- Your Manager
- Your HR team
- Field Learning and Development Manager
- Organisational and Employee Development