



Behavioural Competency Diagnostic

Introduction

In simplest terms, a 'competency framework' is a structure that sets out and defines the behaviours that are required by individuals to operate effectively within an organisation.

Behavioural competencies define 'HOW' an effective employee should behave rather than focus on the specific abilities, skills or procedural knowledge needed in order to perform the role. Competencies can also be an indication of the language of performance within the organisation.

Anyone who has worked within policing will be familiar with behavioural competencies and the frameworks used within policing e.g. Policing Professional Framework (PPF) Personal Qualities or the Integrated Competency Framework (ICF).

Most other large organisations, and increasingly many small to medium organisations¹, across all sectors will use different forms of competency frameworks although these will vary on the extent to which they are used to underpin all the personnel related systems within the organisation (e.g. recruitment, performance reviews, promotion processes, etc).

Generic Frameworks

Whilst the UK Police Service has its own specific framework which reflects the specific organisational demands and language that is important in how it operates. However, most competency frameworks cover the same underlying behavioural areas given that there is a finite range of behaviours that employees need to demonstrate in different jobs.

Research² has indicated that there are a number of typical behavioural competencies included in most frameworks that cover:

- communication skills
- people management
- team skills
- customer service skills
- results-orientation
- problem-solving.

Comparing these to what exists within policing there are some obvious overlaps such as problem solving and people management but then less focus on working with partner

¹ More than two-thirds (68.5%) of the 168 employers surveyed use competencies for at least some groups of employees. SUFF, R. (2010) Benchmarking competencies: the 2010 survey. *IRS Employment Review*. 23 August. 9pp.

² CIPD

agencies which is more specific to the policing context. Equally what sits under competency areas may have a greater level of cross over than the specific titles. For example, much of what might constitute 'customer service skills; in the private sector is likely to be similar to those behaviours under 'Serving the Public' or 'Community and Customer Focus' within policing.

It is also important to consider where specific roles have requirements that will be different to those required within policing. A good example of this might be the need for behaviours that underpin 'commercial sales activity' which just aren't relevant in the majority of areas within policing.

Competency Self Assessment

This diagnostic self-assessment tool has been developed to support you in identifying where you have specific areas of strength or areas for development. This information can then be used to support both your preparation of examples to support your completion of applications or a competency based interview as well as help in personal development planning activity.

This tool is based on a generic competency framework however the same principles and concepts can be applied to any organisation's specific behavioural framework where applicable. The generic competencies used cover a wider range than those listed above to offer a more detailed form of analysis.

What to do

Using the generic competency areas listed, firstly rate (out of 5) the extent to which you consider this an area of strength or an area where you require development, and then secondly rate (out of 5) the level of importance to your future career aspirations. There is then space for you to record some examples which best represent your experience to date in relation to the relevant competency area.

	Personal strength	Relevance to future career:	Examples of effective demonstration:
Analysis and decision-making	/5	/5	
Building Relationships	/5	/5	
Business Development	/5	/5	
Communication Skills	/5	/5	
Customer Focus	/5	/5	
Leadership	/5	/5	
Managing Change	/5	/5	
Managing People	/5	/5	
Managing Resources (financial)	/5	/5	
Negotiating and Influencing	/5	/5	
Organisation & Planning	/5	/5	
Team Working	/5	/5	