



# CHIEF CONSTABLE

POLICE SERVICE OF NORTHERN IRELAND

PERSON SPECIFICATION

## 2019

<b>JOB TITLE:</b>	Chief Constable, Police Service of Northern Ireland (PSNI)
<b>SALARY:</b>	£207,489 (plus benefits)
<b>APPOINTMENT:</b>	The appointment will be subject to approval by the Secretary of State in accordance with NI (Executive Formation and Exercise of Functions) Act 2018, and provisions of the Police (Northern Ireland) Acts of 1998, 2000 and 2003 and in accordance with the Police Service of Northern Ireland Regulations 2005, and associated determinations.
<b>ESSENTIAL CRITERIA:</b>	Applicants are required to meet the following essential criteria: <ul style="list-style-type: none"> <li>• Successful completion of the Strategic Command Course (SCC) or its equivalent;</li> <li>• Experience at Chief Officer rank.</li> </ul>
<b>TERM:</b>	This is a fixed term appointment of up to five years within the provisions of the Police Service of Northern Ireland Regulations 2005.
<b>LOCATION:</b>	The majority of work will be carried out from the PSNI Headquarters, Brooklyn, 65 Knock Road, Belfast BT5 6LE. However, the nature of the work will also require travel throughout Northern Ireland and across the UK.
<b>VALUES &amp; COMPETENCIES:</b>	<p>The Northern Ireland Policing Board (the Board) expects the successful candidate to embody and act in line with the policing principles and standards set out in the PSNI Code of Ethics as well as the values of; impartiality, integrity, public service and transparency as described in the Competency and Values Framework (CVF) for Policing.</p> <p>As a Chief Constable the successful candidate will be expected to demonstrate the competencies and behaviours detailed at the 'Executive' level of the CVF for Policing. These competencies are grouped under three high level clusters:</p> <ol style="list-style-type: none"> <li>1. Resolute, compassionate and committed</li> <li>2. Inclusive, enabling and visionary leadership</li> <li>3. Intelligent, creative and informed policing</li> </ol> <p>Each of the values and competencies has a heading and a description of why it is important along with a list of behaviours that the Chief Constable should demonstrate. The different descriptions and behaviours are outlined on the pages that follow.</p>

# VALUES

## Impartiality

This value links to Article 6 – equality from the PSNI Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging

that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information.

## Integrity

This value links to Article 7 – integrity from the PSNI Code of Ethics.

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

- I always act in line with the values of the police service and the PSNI Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of the PSNI organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest at the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

## Public Service

This value links to Article 1 – professional duty from the PSNI Code of Ethics.

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and well-being of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and

determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to the public's needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

## Transparency

This value links to the principles of honesty and openness from the PSNI Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to

create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

- I ensure that my decision making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

# COMPETENCIES

## RESOLUTE, COMPASSIONATE AND COMMITTED

### Emotionally aware

The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most

vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings. Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

- Seeks to understand the longer-term reasons for organisational behaviour.
- Able to adapt and change organisational cultures when appropriate.
- Actively ensures a supportive organisational culture that recognises and values diversity and well-being and challenges intolerance.
- Understands internal and external politics and is able to wield influence effectively, tailoring personal actions to achieve the impact needed.
- Able to see things from a variety of perspectives and use this knowledge to challenge own thinking, values and assumptions.
- Ensures that all perspectives inform decision making and communicates the reasons behind decisions in a way that is clear and compelling.

### Take ownership

Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

- Acts as a role model, and enables the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- Fosters a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- Defines and enforces the standards and processes that will help this to happen.
- Puts in place measures that will allow others to take responsibility effectively when delegating decision making, but at the same time helps them to improve their performance.
- Creates the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- Takes an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

## INCLUSIVE, ENABLING AND VISIONARY LEADERSHIP

### Collaborative

Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs. This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment.

Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers. It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

- Is politically aware and understands formal and informal politics at the national level and what this means for partners.
- Creates long-term links and works effectively within decision making structures.
- Removes practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- Takes the lead in partnerships when appropriate and sets the way in which partner organisations from all sectors interact with the police.
- Enables the police to play a major role in the delivery of services to communities.
- Creates an environment where partnership working flourishes and creates tangible benefits for all.

### Deliver, support and inspire

To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best.

We should all act as organisational role models.

- Challenges self and others to bear in mind the PSNI's vision to keep people safe and provide the best possible service in every decision made.
- Communicates how the overall vision links to specific plans and objectives so that people are motivated and clearly understand PSNI's goals.
- Ensures that everyone understands their role in helping the PSNI to achieve the vision and goals.
- Anticipates and identifies organisational blockers that stop the PSNI from meeting its goals, by putting in place contingencies or removing organisational barriers.
- Monitors changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- Demonstrates long-term strategic thinking, going beyond personal goals and considering how the PSNI operates in the broader societal and economic environment.
- Ensures decisions balance the needs of the PSNI with those of the wider police service and external partners.
- Motivates and inspires others to deliver challenging goals.

## INTELLIGENT, CREATIVE AND INFORMED POLICING

### Analyse critically

Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify inter-relationships between different factors. If we are able to

analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

- Balances risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. Thinking through 'what if' scenarios.
- Uses discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- Seeks to identify key reasons or incidents for issues, even in ambiguous or unclear situations.
- Uses personal knowledge of the wider external environment and long-term situations to inform effective decision making.
- Acknowledges that some decisions may represent a significant change. Thinks about the best way to introduce such decisions and win support.

### Innovative and open-minded

New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement.

includes taking innovative, preventative action to reduce demand. Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It

- Implements, tests and communicates new and far-reaching ways of working that can radically change organisational cultures, attitudes and performance.
- Provides 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. Helping them to adopt fresh perspectives and identify improvements.
- Works to create an innovative learning culture, recognising and promoting innovative activities.
- Leads, tests and implements new, complex and creative initiatives that involve multiple stakeholders, to create significant impact and drive innovation outside of immediate sphere.
- Carries accountability for ensuring that the PSNI remains up-to-date and at the forefront of global policing.



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