

College of Policing						Policing Professional Profiles: Accountability Verb dictionary.				
						NPCC level				
		1. Practioner	2. Team Leader / Technical Lead	3. Manager / Expert Adviser	4. Service / Function Leader	5. Executive				
Accountability verbs		provide, support, develop, assist, maintain, take, engage, conduct, gather, handle, identify, review, advise, evaluate, share, comply, help, harness, undertake, seek, respond, build, present, carry out, develop, establish, produce, prepare, input, verify, recieve, disseminate, collect, use, interview, complete, liase, work, deal, contribute, operate, prepare, use, operate	supervise, provide, monitor, manage, support, co-ordinate, contribute, identify, inspire, coach, ensure, prepare, deal, lead, inspire, develop, implement, conduct, report, collaborate, employ, solve, demonstrate	manage, plan, lead, contribute, review, analyse, monitor, motivate, engage, uphold, assess, drive, allocate, build, develop, oversee, guide, negotiate, hold, evaluate, examine, measure, propose	plan, direct, monitor, lead, set, monitor, assess, develop, represent, shape, influence, inspire, review, ensure, evaluate, appraise, investigate, justify, value, devise, establish, formulate, integrate, propose	direct, influence, secure, allocate, lead, develop, inspire, provide, report, review, conduct, establish, build, integrate				
CVF Verbs. These are the verbs used in the indicative behaviours in the CVF for each competency level. There needs to be read across between the accountability statement and the competency level, particularly if the competency level required for a particular role is different to the default competency for the NPCC level of the role. i.e you must be able to justify the change in level from the wording of the accountability.										
CVF competency	CVF Competency level 1	CVF Competency level 2			CVF Competency level 3					
CVF 'Emotionally aware' verbs	treat, acknowledge, respect, remain, understand, communicate	consider, adapt, promote, encourage, support, take responsibility			seek, adapt, change, ensure, recognise, challenge, wield influence, tailoring,					
CVF 'We take ownership'	identify, respond, focus, impact, recognise, support, give, fulfil, admit, rectify, demonstrate, represent, understand	create, support, display, take, make, encourage, activate, account for, correct, improve,			model, enable, foster, encourage, support, define, enforce, put in place, allow, delegate, improve, create, enable,					
CVF ' We are collaborative'	cooperate, give, support, explain, generate, build, treat, address, open, clear	manage, share, build, find, create, understand, decide, anticipate, check, deliver			aware, create, remove, collaborate, enable, lead, set the way, deliver					
CVF 'We deliver, support and inspire'	improve, support, contribute, deliver, ensure, create, keep (up to date), provide, overcome,	give, help, identify, take steps, lead, ensure, create, anticipate, motivate, inspire			challenge, provide, communicate, motivate, ensure, anticipate, identify, install (put in place), remove, monitor, influence, demonstrate, consider, balance, inspire, deliver					
CVF 'We analyse critically'	recognise, analyse, test, absorb (take in), separate, decide, solve, refer, evaluate (weigh up), recognise	ensure, consider (take into account), think, ask, question, challenge, balance, recognise, identify, mitigate,			balance, model (think through), challenge, seek, identify, inform, acknowledge, introduce, influence (win support)					
CVF 'We are innovative and open-minded'	demonstrate, change, share, communicate (speaking up), reflect, review, improve, adapt, encourage, learn	explore, identify (look for & spot), change, impact, encourage, share,			implement, test, communicate, provide, encourage, review, create, recognise, promote, lead, drive, ensure					

Skills Dictionary					
Consider the statements for the skills for each level and adjust to suit the requirements of the role.					
Skills	1. Practitioner	2. Team Leader / Technical Lead	3. Manager / Expert Adviser	4. Service / Function Leader	5. Executive
Communicating & Influencing	Good communication skills with the ability to listen to others. Able to write, construct, deliver concise reports or other documents.	Able to set out logical arguments clearly, adapting language, form and message to meet the needs of different people / audiences.	Able to engage a variety of audiences through a range of media to inform and/or persuade.	Able to use a range of communication and influencing techniques and methods to successfully negotiate, collaborate and/or effect change	Able to use a wide range of high impact communication and influencing techniques and methods to successfully negotiate, collaborate and/or effect change at senior levels and/or across a diverse range of stakeholders
Use of IT (not to be conflated with function specific skills of IT workers)	Skilled in the use of use standard or user specific IT packages, systems and/or databases to fulfil role requirements	Skilled in using specialised software related to own area of work to extract, analyse and report on data.	Able to identify potential applications of new or improved technologies related to own area of work to improve working practices	Able to identify opportunities for new or improved technologies to enable improved Force performance	Able to identify, commission and implement new or improved technologies/service that have a tranformational impact on Force service delivery and/or cost
Managing Resources	Able to use resources efficiently in own role and to comply with financial rules and procedures.	Able to use standard or user specific organisational financial systems appropriately and manage budgets	Able to contribute to resource planning, to manage financial budgets and utilising commercial acumen to make risk-based decisions that deliver effective outcomes within the resources allocated.	Able to allocate resources appropriately across the function and utilise commercial acumen to make risk-based decisions that deliver effective outcomes within the available budget.	Able to manage substantial financial, people and material resources, and to balance complex, competing demands on resources by making appropriate risk-based decisions within the the available budget
Change Management	Able to identify potential opportunities to enhance efficiency and/or effectiveness within own area of work	Able to manage the introduction of new business processes or ways of working at team level.	Able to manage the delivery of initiatives that change the structure of the organisation and / or the roles of staff and officers	Able to create strategic organisational change that reshapes the service or function, to deliver appropriate responses to emerging trends and issues.	Able to create strategic organisational change that reshapes the services or functions delivered by the Force, to deliver appropriate responses to emerging trends and issues.
Problem Solving	Able to break down a straightforward problem into component parts and determine appropriate action Able to interpret and apply guidance to a specific activity	Able to identify cause and effect and develop a course of action designed to target root causes and mitigate risks.	Able to seek out and identify a range of information to identify patterns, trends and options, to solve multifaceted and complex problems	Able to apply or devise specialised concepts and methods of analysis (or commission them from others), to clarify and / or solve complex problems.	Able to scan the horizon, identifying likely future needs of Policing and using these to inform strategic planning
Managing People	Able to work effectively in a team to achieve shared objectives, demonstrating awareness of individual differences and providing support as required.	Able to develop and motivate a team and create strong engagement of individuals with their personal and team objectives and with Force values, behaviours and strategic priorities. Able to identify exceptional situations that merit recognition and to take appropriate action. Able to identify situations that require misconduct or attendance intervention / action and to respond appropriately.	Able to develop and motivate a team and create strong engagement of individuals with their personal and team objectives and with Force values, behaviours and strategic priorities. Able to identify exceptional situations that merit recognition and to take appropriate action. Able to identify situations that require misconduct or attendance intervention / action and to respond appropriately.	Able to lead, develop and motivate a diverse team; creating strong engagement with the function's performance objectives and with Force values and behaviours. Able to hold individuals to account for their performance and behaviours.	Skilled in leading, developing and inspiring people, engaging a diverse range of teams with Force strategic priorities, values and behaviours. Able to hold individuals to account for their performance and behaviours.

Performance Management	Able to review own performance objectively and to take steps to maintain and enhance competence and professional standards appropriate to the role	Able to review and assess individual and team performance against expected standards, providing objective and effective feedback and ensuring corrective actions are taken where necessary.	Skilled in setting team and individual performance objectives, monitoring performance, assessing progress, identifying emerging risks, issues and opportunities, and taking corrective steps as required to ensure that the right results are achieved	Skilled in setting function, team and individual objectives, assessing progress, identifying emerging risks, issues and opportunities, and taking corrective steps as required to ensure that the right results are achieved.	Skilled in setting organisational, function and individual objectives, assessing progress, identifying emerging risks, issues and opportunities, and taking corrective steps as required to ensure that the right results are achieved.
Planning	Able to appropriately prioritise and plan own work.	Able to plan ahead; to allocate work appropriately within the team and to identify and mitigate risks to delivery.	Able to plan to short and medium term cycles, to coordinate a range of activities appropriately within the function, to match these to available resources, and to identify and mitigate known risks to delivery.	Able to plan to medium and long term cycles, to coordinate a complex range of activities, to identify the financial, people and materials resourcing requirements, to identify and act on dependencies with other parts of the Force and to identify and mitigate known risks to delivery.	Able to develop strategic plans, to clarify strategic priorities and the immediate and longer term actions required to achieve these, to identify the financial, people and materials resourcing requirements, to identify and act on internal and external dependencies and to identify and mitigate known risks to delivery.
Relationship Management	Able to proactively develop effective working relationships with colleagues, partners and other stakeholders.	Able to identify key stakeholders, understand potential roles and to take appropriate steps to understand their needs and concerns. Able to identify the strengths and weaknesses of partners and potential opportunities for collaboration.	Able to develop and implement a stakeholder relationship plan; to develop trust; to capitalise on strengths and enable contributions and to ensure that stakeholders' needs and concerns are fully understood and responded to in an appropriate way.	Skilled in engaging a diverse range of stakeholders, to build relationships that are based on trust, to work collaboratively to best utilising a diverse range of skill sets and to resolve issues.	Skilled in building and maintaining stakeholder relationships at the most senior levels; drawing upon these to enable collaborative working, to resolve issues and to reconcile conflicts of interest to meet the complex needs of ensuring public safety.