

<p>Effective Communication</p>
<p>Communicates ideas and information effectively, both verbally and in writing. Uses appropriate language and a style of communication that is relevant to the situation and people being addressed. Capable of persuading and influencing others in a variety of situations.</p> <ul style="list-style-type: none"> • Speaks clearly and concisely • Communicates information and instructions confidently and in an appropriate style • Uses correct spelling, punctuation and grammar • Listens carefully • Summarises information to check people understand it • Makes sure communication has a clear purpose, is factual and accurate, and provided at the right time • Pays attention and shows interest in what others are saying • Records relevant information and includes the salient points in written notes/reports • Seeks clarity when uncertain about information or instruction • Influences people or situations through effective communication
<p>Personal Effectiveness</p>
<p>Takes personal responsibility for making things happen and achieving results to required standards. Displays motivation, commitment, perseverance, integrity and acts in an ethical way. Plans, organises and manages own work to effectively achieve organisational goals. Is reliable and resilient, even in difficult circumstances. Recognises the need for change and is willing to adapt.</p> <ul style="list-style-type: none"> • Understands how own role contributes to achieving organisational goals • Manages personal time well, is able to prioritise, achieve results and meet deadlines • Sets own realistic objectives and achieves consistent and effective work performance on time and to the required standard • Works with minimal supervision when needed but is not afraid to ask for advice when facing new challenges or when clarification is required • Maintains high personal and professional standards • Is punctual, reliable and keen • Has a positive attitude towards change • Is willing to take on new or different responsibilities or change roles • Understands and uses new technology to improve performance
<p>Team Working</p>
<p>Develops strong working relationships inside and outside the team to achieve common goals. Communicates within groups and considers others in discussions and decisions. Actively helps and supports others.</p> <ul style="list-style-type: none"> • Actively takes part in team tasks in the workplace • Is open and approachable, taking others views into account and valuing their contribution • Forms productive working relationships with colleagues • Asks for and accepts help when needed • Provides guidance and support to new team members • Develops mutual trust and confidence in others • Is loyal to members of the team and decisions • Takes on unpopular or routine tasks • Co-operates with and supports others, sharing knowledge and experience

Respect for Diversity

Respects, values and considers the opinions, circumstances, feelings and views of colleagues and members of the public, taking into account their diverse backgrounds.

Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. **Understands and is sensitive to social, cultural and racial differences and needs.**

- Identifies and respects other peoples' values or opinions
- Acknowledges and respects the broad range of social or cultural customs and beliefs
- Challenges inappropriate behaviour and attitudes which are abusive, aggressive or discriminatory
- Is polite, tolerant and patient, treating all with dignity and respect
- Listens and understands the needs and interests of others
- Uses appropriate language and behaviour and is sensitive to how these may affect people
- Respects confidentiality

Job Knowledge

- Is conversant with Police Scotland's purpose and focus
- Has a realistic understanding of the main duties and responsibilities
- Displays some knowledge about their local Division
- Demonstrates an awareness of local/force priorities
- Has an understanding of the probationer training programme
- Demonstrates a willingness to learn and keep knowledge up to date
- Displays an appreciation of the required standards of conduct and behaviour
- Demonstrates a sound appreciation of public expectations
- Is aware of the physical and emotional demands of the role
- Appreciates the importance of adhering to legislation, policies and procedure relevant to the role

Personal Awareness

Recognises how **feelings and emotions** affect their own performance and how this may impact on others. **Handles difficult or sensitive situations** with empathy and diplomacy.

- Recognises how feelings and emotions affect their own performance and how this may impact on others
- Listens well, shows sensitivity and empathy to others' views, needs and feelings
- Shows interest in others and builds trust and confidence
- Is able to show a sense of humour and flexibility, where appropriate
- Shows confidence in their own abilities

Problem Solving

Gathers information from a range of sources to **identify problems** draws logical conclusions and makes **effective decisions**. Can **initiate new ideas** when required.

- Works within tried and tested procedures and remains focused on the main issues
- Identifies inconsistencies in information
- Effectively uses resources to resolve issues
- Assesses situations, verifies critical information, considers options and draws logical conclusions
- Assesses the effect and impact of decisions
- Remains calm, impartial and avoids jumping to conclusions
- Demonstrates sound judgement and can make and justify decisions
- Takes a course of action within appropriate timescales
- Accepts responsibility for decisions and learns from mistakes
- Can be creative when required
- Gathers and makes appropriate use of evidence or information
- Uses previous knowledge and experience to best advantage

Service Delivery

Focuses on the individual **needs and concerns of the customer** and responds

- Presents an appropriate image
- Supports organisational strategies that serve the customer
- Deals with customer complaints within a reasonable time
- Aims to deliver agreed targets on time
- Responds and prioritises customer requests, taking account of other work demands
- Ensures customers receive the best service possible and are made to feel valued
- Manages customer expectations
- Keeps customers updated on progress
- Listens and learns from relevant customer feedback

Leadership

Leads by example and is a role model to others.

- Steps forward to lead as needed
- Understands the importance of having a strong sense of purpose and common goal
- Is thoughtful, fair and leads by example
- Demonstrates a 'do the right thing' attitude
- Demonstrates common sense and sound judgement
- Gives clear and concise instructions
- Is trusted by members of the team
- Considers the thoughts and opinions of others
- Considers the moral and ethical consequences of actions

Partnership Working

Recognises the importance of partnership working and consultation. Establishes and **maintains effective relationships with partner agencies** to maximise the potential of a **joint problem solving approach**.

- Represents the service in an appropriate and professional manner
- Encourages and develops a shared problem solving approach with partner agencies
- Works effectively as a team member of a multi-agency, multi-disciplinary team
- Establishes, maintains and utilises relationships with relevant partner agencies
- Adheres to organisational policies that outline the responsibilities when working with other partners
- Shares information appropriately with partnership agencies
- Ensures colleagues and line management are kept informed of activities, as appropriate