

Serious Organised Crime Agency

Personal Qualities Framework

1.0 Background Context

The SOCA Values Framework was introduced in June 2006, and was designed to support SOCA's interim Personal Development System (PDS) process.

A quality assurance exercise was conducted for the Interim process and following a review the framework was revised and re-launched as the Personal Qualities Framework (PQF) in August 2007.

The PQF retained linkage with the SOCA values and introduced four main Qualities (as outlined in Section 1.2).

1.1 Purpose

The Personal Qualities Framework (PQF) describes the behavioural characteristics valued by SOCA, and represents SOCA's aim in promoting good performance and achieving results.

The PQF underpins the Performance Development System (PDS) and is designed to provide clarity on expected performance standards, and assessment of behaviours.

It is intended that the PQF is embedded as the single framework applied consistently across all people management activity within SOCA including Career Management, Recruitment and Selection, Promotion, Lateral Transfers and Training.

1.2 The Framework

The PQF incorporates the SOCA Values which outline the standards and principles of the organisation.

The PQF comprises the following **four** overarching Personal Qualities.

- 1. Working with Others**
- 2. Achieving Results**
- 3. Leadership**
- 4. Making a Difference**

Section 2.3 provides an overall summary of each of these Personal Qualities.

These Personal Qualities are divided into 10 behavioural competencies.

2.0 Levels of Behaviour

Each behaviour has a total of four levels (A - D) with each level representing a greater degree of complexity and/or responsibility. Section 2.4 illustrates the levels of behaviours expected at each SOCA grade.

2.1 Positive Behavioural Indicators

Examples of positive behavioural indicators for each level are contained within the Appendices.

These examples are not intended as an exhaustive list but should be used as a point of reference to inform performance review discussions.

2.3 Personal Qualities – Summary

Working with Others

Involves co-operating and collaborating effectively with colleagues and partners. This will be achieved through effective communication, a flexible approach and mutual respect.

1. Communication

The ability to communicate information and ideas appropriately using a variety of methods available. Uses Language and style of communication appropriate to the situation and audience. Displays listening, comprehension and understanding skills.

2. Teamwork & Partnership

Works collaboratively with partners, colleagues and customers. Develops strong working relationships with internal and external stakeholders to achieve common goals. Breaks down barriers between groups and involves others in decisions as appropriate.

3. Respect for Others

Considers the opinions, circumstances and feelings of others, promotes equality, good relations and positive attitude towards others. Treats everyone with fairness and respect and adheres to the principles of Inclusion, Diversity and Equality.

Achieving Results

Involves turning strategy into action through planning and prioritising activities, monitoring progress and identifying improvements. It includes taking responsibility for resolving problems in an honest, logical and decisive manner.

4. Problem Solving

Gathers and analyses information from a variety of sources, identifies issues and proposes appropriate solutions.

5. Personal Accountability

Demonstrates accountability for overall service delivery, displays commitment and perseverance. Acts with a high degree of integrity ensuring compliance with SOCA Security Policies and the Security Policy Framework.

Individuals are responsible for retaining their level of clearance. Their professional behaviour and private profile must demonstrate the integrity, reliability and trustworthiness expected of staff with privileged access.

Leadership

Describes consistently taking a broader perspective, inspires others by acting as role model, communicates goals, creates a shared vision for the future, provides direction, motivates achievement, champions the development of others, persuades and influences to achieve outcomes satisfactory to all.

6. Strategic Thinking

Takes a broad perspective and considers impact and consequences to achieve advantage.

7. People Management

Actively encourages and supports the development of others. Sets goals and ensures others perform to their full potential and meet required standards, motivates others to achieve.

8. Negotiating & Influencing

Persuades and influences key stakeholders using logic and reason. Sells the benefits of proposals and negotiates to find acceptable solutions.

Making a Difference

Involves taking positive action to further SOCA's capability through building knowledge, developing and using new techniques, recognising and responding to the need for change and focusing on activities that contribute to organisational aims.

9. Innovation

Identifies and implements new ways of working to benefit SOCA. Encourages creativity and actively seeks the ideas and input of others.

10. Change

Recognises and responds to the need for change to improve organisational efficiency and support SOCA's aims.

2.4 PQF Grade Matrix

The following table below provides a summary of PQF behaviours by SOCA grade.

PQF - BEHAVIOURS		DD	SG1	SG2	SG3	SG4	SG5	SG6
WORKING WITH OTHERS	Communication	<u>A</u>	<u>A</u>	<u>B</u>	<u>B</u>	<u>C</u>	<u>C</u>	<u>D</u>
	Teamwork & Partnership	<u>A</u>	<u>A</u>	<u>A</u>	<u>B</u>	<u>B</u>	<u>C</u>	<u>D</u>
	Respect for Others	<u>A</u>	<u>A</u>	<u>A</u>	<u>A</u>	<u>A</u>	<u>A</u>	<u>A</u>
ACHIEVING RESULTS	Problem Solving	<u>A</u>	<u>A</u>	<u>B</u>	<u>B</u>	<u>C</u>	<u>C</u>	<u>D</u>
	Personal Accountability	<u>A</u>	<u>B</u>	<u>B</u>	<u>B</u>	<u>C</u>	<u>C</u>	<u>D</u>
LEADERSHIP	Strategic Thinking	<u>A</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>C</u>	<u>D</u>	<u>D</u>
	People Management	<u>A</u>	<u>B</u>	<u>B</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>D</u>
	Negotiating & Influencing	<u>A</u>	<u>A</u>	<u>B</u>	<u>B</u>	<u>C</u>	<u>C</u>	<u>D</u>
MAKING A DIFFERENCE	Innovation	<u>A</u>	<u>B</u>	<u>B</u>	<u>C</u>	<u>C</u>	<u>D</u>	<u>D</u>
	Change	<u>A</u>	<u>B</u>	<u>B</u>	<u>C</u>	<u>C</u>	<u>D</u>	<u>D</u>

Appendices

Communication – Level A

Behaviour definition

The ability to communicate information and ideas appropriately using a variety of methods available. Uses language and style of communication appropriate to the situation and audience.

Level definition

Communicates appropriately and persuasively with the Board, external partners and with people at all levels across the organisation.

Positive indicators

- Promotes a communication strategy which ensures identification of current issues affecting the organisation and its people.
- Works collaboratively with the Board to ensure that consistent messages are cascaded.
- Communicates a compelling view of the future which provides direction for the organisation.
- Encourages and enables mechanisms for communication throughout the organisation.

Communication – Level B

Behaviour definition

The ability to communicate information and ideas appropriately using a variety of methods available. Uses language and style of communication appropriate to the situation and audience.

Level definition

Communicates appropriately with senior management, external partners and with people at all levels across the organisation.

Positive indicators

- Explains complex issues, making them easy to understand.
- Works collaboratively with senior management to ensure that consistent messages are cascaded appropriately.
- Prepares communications for on behalf of senior management or the Board.
- Makes sure important messages are being communicated and understood throughout the organisation.
- Communicates fluently and persuasively in all settings.
- Communicates difficult messages sensitively.

Communication – Level C

Behaviour definition

The ability to communicate information and ideas appropriately using a variety of methods available. Uses language and style of communication appropriate to the situation and audience.

Level definition

Communicates appropriately with a variety of stakeholders including external partners, teams and individuals.

Positive indicators

- Communicates in a way that is understandable and meaningful to everyone.
- Adapts communication style to suit the audience.
- Supports arguments and recommendations effectively.
- Delivers difficult messages sensitively.
- Ensures that important messages are communicated and understood within the Business Area.

Communication – Level D

Behaviour definition

The ability to communicate information and ideas appropriately using a variety of methods available. Uses language and style of communication appropriate to the situation and audience.

Level definition

Communicates effectively and appropriately with colleagues and partners.

Positive indicators

- Communicates clearly and concisely both orally and in written documents.
- Listens carefully to understand and asks questions to clarify own understanding.
- Ensures that communication is factual, accurate and timely particularly in communicating with partners, stakeholders and teams.

Teamwork and Partnership – Level A

Behaviour definition

Works collaboratively with partners, colleagues and customers. Develops strong working relationships with internal and external stakeholders to achieve common goals. Breaks down barriers between groups and involves others in decisions as appropriate.

Level definition

Establishes new partnerships of mutual benefit. Develops existing partner relationships. Works effectively within senior management and cross-directorate teams.

Positive indicators

- Builds and maintains close working relationships with the Board and senior management to act in the interests of the organisation as a whole.
- Engages stakeholders and agrees appropriate action plans
- Anticipates and identifies ways in which the organisation can collaborate with partners to address current and future challenges which are in the public interest.
- Identifies opportunities to work with new partners for mutual benefit and provides the necessary structures and processes to enable this.
- Maintains and draws upon a network of contacts in influential or specialist positions.
- Provides active support to own management team, ensuring that they have the information and power they need to make decisions.

Teamwork and Partnership – Level B

Behaviour definition

Works collaboratively with partners, colleagues and customers. Develops strong working relationships with internal and external stakeholders to achieve common goals. Breaks down barriers between groups and involves others in decisions as appropriate.

Level definition

Develops and maintains existing partnerships. Works effectively within a team.

Positive indicators

- Builds and maintains collaborative relationships with partner agencies and encourages staff to do the same.
- Engages with stakeholders to conduct joint working activity, to agree and action complex issues.
- Understands the links between the organisations work and that of partners and uses this knowledge to inform own work.
- Identifies opportunities for new partnerships that will support the work of both organisations.
- Enables secure sharing of knowledge with partner organisations.
- Identifies common goals and interests, and uses these to unite teams.
- Gets commitment from others by consulting and involving them.

Teamwork and Partnership – Level C

Behaviour definition

Works collaboratively with partners, colleagues and customers.
Develops strong working relationships with internal and external stakeholders to achieve common goals. Breaks down barriers between groups and involves others in decisions as appropriate.

Level definition

Maintains working relationships with existing partners. Works effectively within a team.

Positive indicators

- Sets up teams or working groups and involves them in achieving goals.
- Gets commitment from stakeholders by consultation and involvement.
- Supports team members. Shows interest in each member of their team and is aware of their personal needs and circumstances.
- Develops good relationships and cooperation within the team.
- Actively promotes the interest of the organisation to our partners.
- Develops partner relationships and seeks to understand the key priorities of stakeholders.
- Ensures that our partners are satisfied with the service they receive.

Teamwork and Partnership – Level D

Behaviour definition

Works collaboratively with partners, colleagues and customers. Develops strong working relationships with internal and external stakeholders to achieve common goals. Breaks down barriers between groups and involves others in decisions as appropriate.

Level definition

Deals with our partners in a professional manner. Works effectively within a team.

Positive indicators

- Works effectively as a team member and builds relationships within the team.
- Actively supports and assists colleagues to reach their objectives.
- Acknowledges that there is sometimes a need to help and support a wider team.
- Understands own role within the team.
- Responds quickly to requests from our partners.
- Provides a high quality service to our partners.
- Manages the expectations of our partners and keeps them updated on progress.
- Presents a professional image to our partners.

Respect for others – Level A

Behaviour definition

Considers the opinions, circumstances and feelings of others, promotes equality, good relations and positive attitude towards others. Treats everyone with fairness and respect and adheres to the principles of Inclusion, Diversity and Equality.

Positive indicators

- Actively promotes an inclusive environment which values equality of opportunity and diversity.
- Role models the highest standards of behaviour.
- Challenges inappropriate attitudes, language and behaviour that are abusive, aggressive or discriminatory.
- Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law.
- Demonstrates mutual respect tolerance and integrity.
- Listens to and values others' views and opinions.

Problem Solving – Level A

Behaviour definition

Gathers and analyses information from a variety of sources, identifies issues and proposes appropriate solutions.

Level definition

Anticipates strategic problems and provides direction in dealing with complex situations.

Positive indicators

- Makes strategic decisions by logically analysing all relevant factors and applying a range of analytical techniques.
- Gathers information and ideas from external sources to benefit the organisation.
- Considers the impact on SOCA business when taking difficult decisions
- Considers complex or conflicting data and different perspectives before making a decision on the way forward for SOCA.
- Demonstrates drive and determination to overcome opposition effectively.
- Anticipates key risks to the organisation, including information and security risks, and develops an approach to mitigate these risks.

Problem Solving – Level B

Behaviour definition

Gathers and analyses information from a variety of sources, identifies issues and proposes appropriate solutions.

Level definition

Identifies important issues and problems. Solves strategic problems.

Positive indicators

- Makes decisions by logically analysing all relevant factors and applying a range of analytical techniques.
- Challenges underlying assumptions to make sure that information is accurate.
- Produces appropriate responses to complex problems.
- Accepts responsibility for managing and resolving situations and problems.
- Resists pressure to make quick decisions where full consideration is needed.
- Makes and carries through decisions, even if they are unpopular, or difficult.
- Sorts out conflict and deals with hostility and provocation in a calm and restrained manner.
- Proactively takes charge of issues and seeks early resolution.
- Promotes the importance of identifying and managing risks, including information and security risks, and demonstrates good practice.

Problem Solving – Level C

Behaviour definition

Gathers and analyses information from a variety of sources, identifies issues and proposes appropriate solutions.

Level definition

Solves complex, work-related problems in an effective manner.

Positive indicators

- Demonstrates ability to solve complex problems.
- Gathers information from a range of sources to identify problems and resolve issues within business area.
- Makes sure that decisions are made using as much reliable and accurate information as possible.
- Carries out research to identify relevant facts that are not immediately available.
- Assesses and takes account of risk when making decisions.
- Shows an ability to identify risks, including information and security risks, and takes action to manage them.

Problem Solving – Level D

Behaviour definition

Gathers and analyses information from a variety of sources, identifies issues and proposes appropriate solutions.

Level definition

Solves work-related problems in an effective manner.

Positive indicators

- Identifies where to get information when trying to solve a problem.
- Gathers enough relevant information to understand issues and problems.
- Reviews all the information gathered to understand the situation and draw logical conclusions.
- Takes a systematic approach to solving problems with referral to policy and procedure where required.
- Makes good decisions that take account of all relevant factors.
- Shows an awareness of risks, including information and security risks, and complies fully with processes which minimise them.

Personal Accountability – Level A

Behaviour definition

Demonstrates accountability for overall service delivery, displays commitment and perseverance. Acts with a high degree of integrity, ensuring compliance with SOCA Security Policies and the Security Policy Framework.

Individuals are responsible for retaining their level of clearance. Their professional behaviour and private profile must demonstrate the integrity, reliability and trustworthiness expected of staff with privileged access. They will:

- adhere to SOCA policy and guidelines
- report any security concerns they have about colleagues or contacts
- notify changes in personal circumstances and personal matters that have security implications and seek help
- keep a discreet private profile
- share information only with those who have a need to know
- use the appropriate channels to raise concerns

Level definition

Is accountable for organisational performance and success. Turns overall strategy into practical and achievable plans for the organisation.

Positive indicators

- Takes ownership for the work within the Directorate to deliver to time, within budget and agreed quality standards.
- Provides assurance to the Board on performance and achievement against SOCA's priorities.
- Abides by the law, policies and procedures.
- Agrees clear responsibilities and objectives for senior management team to deliver results and is rigorous in monitoring and reviewing progress and performance.
- Ensures that business plans and activities are focused on organisational priorities, that these are understood through the department and are an integral part of PDS objectives.
- Stands firmly by a decision when it is right to do so.

Personal Accountability – Level B

Behaviour definition

Demonstrates accountability for overall service delivery, displays commitment and perseverance. Acts with a high degree of integrity, ensuring compliance with SOCA Security Policies and the Security Policy Framework.

Individuals are responsible for retaining their level of clearance. Their professional behaviour and private profile must demonstrate the integrity, reliability and trustworthiness expected of staff with privileged access. They will:

- adhere to SOCA policy and guidelines
- report any security concerns they have about colleagues or contacts
- notify changes in personal circumstances and personal matters that have security implications and seek help
- keep a discreet private profile
- share information only with those who have a need to know
- use the appropriate channels to raise concerns.

Level definition

Is accountable for Business Area performance and success. Plans and monitors the work of others.

Positive indicators

- Takes ownership for the work within the business area to deliver to time, within budget and agreed quality standards.
- Identifies performance issues within business area and establishes interventions to ensure delivery to plan and targets.
- Seeks and acts on feedback of own performance and management approach.
- Sets personal goals and monitors achievement against these, constantly seeking to improve personal performance.
- Ensures that the business area sets and demands high standards of professionalism.
- Abides by the law, policies and procedures.

Personal Accountability – Level C

Behaviour definition

Demonstrates accountability for overall service delivery, displays commitment and perseverance. Acts with a high degree of integrity, ensuring compliance with SOCA Security Policies and the Security Policy Framework

Individuals are responsible for retaining their level of clearance. Their professional behaviour and private profile must demonstrate the integrity, reliability and trustworthiness expected of staff with privileged access. They will:

- adhere to SOCA policy and guidelines
- report any security concerns they have about colleagues or contacts
- notify changes in personal circumstances and personal matters that have security implications and seek help
- keep a discreet private profile
- share information only with those who have a need to know
- use the appropriate channels to raise concerns.

Level definition

Is accountable for team performance and success. Provides support and contributes to the performance of the business area. Manages own workload and, where applicable, the workload of others.

Positive indicators

- Takes ownership for the work within the team to deliver to time, and agreed quality standards.
- Drives own personal development and develops own skills and knowledge.
- Takes personal responsibility for own actions.
- Is willing to take on responsibility and works to overcome obstacles, to ensure delivery of targets and achievement of results.
- Responds logically and decisively in difficult situations.
- Ensures that team understand the standards of professionalism expected of them.
- Abides by the law, policies and procedures.

Personal Accountability – Level D

Behaviour definition

Demonstrates accountability for overall service delivery, displays commitment and perseverance. Acts with a high degree of integrity, ensuring compliance with SOCA Security Policies and the Security Policy Framework.

Individuals are responsible for retaining their level of clearance. Their professional behaviour and private profile must demonstrate the integrity, reliability and trustworthiness expected of staff with privileged access. They will:

- adhere to SOCA policy and guidelines
- report any security concerns they have about colleagues or contacts
- notify changes in personal circumstances and personal matters that have security implications and seek help
- keep a discreet private profile
- share information only with those who have a need to know
- use the appropriate channels to raise concerns.

Level definition

Is accountable for own actions. Makes recommendations and/or decisions where appropriate. Manages own workload effectively.

Positive indicators

- Takes ownership for workload and own performance.
- Drives own personal development.
- Remains calm and rational when issues arise.
- Is confident to use initiative where appropriate.
- Acts in a positive way and controls emotions in difficult circumstances.
- Abides by the law, policies and procedures.

Strategic Thinking – Level A

Behaviour definition

Takes a broad perspective and considers impact and consequences to achieve advantage.

Level definition

Drives the strategic direction of SOCA and inspires a shared vision for SOCA.

Positive indicators

- Promotes organisational vision and the strategic direction of SOCA.
- Considers a broad range of issues to achieve organisational goals.
- Thinks ahead and prepares for the future.
- Anticipates, leads and manages complex political agendas.
- Considers the impact of developments within the external environment on the work of SOCA.
- Makes measurable progress against relevant strategic imperatives.

Strategic Thinking – Level B

Behaviour definition

Takes a broad perspective and considers impact and consequences to achieve advantage.

Level definition

Takes a strategic view and creates long-term strategies for the business area. Promotes a shared vision for SOCA.

Positive indicators

- Understands political, economic and legislative trends and predicts what effect they will have on SOCA.
- Understands the views and priorities of outside organisations and government bodies and their effect on the organisation.
- Creates a vision for the future and a strategy for how it can be achieved.
- Contributes to strategic development and formulation of business plans.

Strategic Thinking – Level C

Behaviour definition

Takes a broad perspective and considers impact and consequences to achieve advantage.

Level definition

Implements SOCA's strategy and planning activity within team. Supports SOCA's shared vision.

Positive indicators

- Concentrates on issues that support organisational strategy.
- Thinks strategically beyond own role or specialist area and considers the interests of other departments of partner agencies.
- Ensures that own teams way of working is in line with the strategic direction of the organisation.
- Raises awareness of strategic issues within the team.
- Demonstrates knowledge of SOCA's strategy.
- Contributes to the development of Business Plans.

Strategic Thinking – Level D

Behaviour definition

Takes a broad perspective and considers impact and consequences to achieve advantage.

Level definition

Demonstrates an understanding of SOCA strategy. Understands and supports SOCA's vision.

Positive indicators

- Understands and supports SOCA's strategy.
- Keeps up with developments in own and other parts of the organisation.
- Understands how own role contributes to the goals of the whole organisation.

People Management – Level A

Behaviour definition

Actively encourages and supports the development of others. Sets goals and ensures others perform to their full potential and meet required standards, motivates others to achieve.

Level definition

Provides leadership and motivates others to achieve organisational aims and individual potential. Promotes the effective use of HR policies and procedures within the Deputy Directorate and seeks to improve management capability within business area.

Positive indicators

- Develops the senior management team capability in line with business plan and organisational vision.
- Creates opportunities to maximise the potential of senior management to build SOCA's leadership capability.
- Leads the effective cascade of organisational objectives as part of the wider performance management process to enable individuals to recognise their contribution in achieving SOCA's goals.
- Devolves authority and empowers people to take decisions.
- Provides staff with a sense of purpose and direction.
- Improves organisational capacity, reputation and impact through effective people management.
- Promotes commitment to SOCA's Values and Behaviours
- Promotes the effective use of HR policies and procedures including the Performance Development System (PDS).
- Acts as a role model for others in terms of behaviours, integrity and values.

People Management – Level B

Behaviour definition

Actively encourages and supports the development of others. Sets goals and ensures others perform to their full potential and meet required standards, motivates others to achieve.

Level definition

Provides leadership within business area. Supports and implements HR policies and procedures within the business area. Develops staff to achieve their full potential.

Positive indicators

- Implements systems and strategies that develop people.
- Creates an environment where staff are motivated to achieve results.
- Supports SOCA's ability to build organisational capability.
- Encourages managers to be effective role models.
- Promotes effective use of the performance development system (PDS) and implements HR policies and procedures.
- Helps people identify and develop their strengths.
- Acts as a role model for others in terms of behaviours, integrity and values.

People Management – Level C

Behaviour definition

Actively encourages and supports the development of others. Sets goals and ensures others perform to their full potential and meet required standards, motivates others to achieve.

Level definition

Demonstrates effective people management skills. Supports HR policies and procedures. Promotes and facilitates the development of others.

Positive indicators

- Encourages staff to learn and develop, giving them advice where necessary.
- Manages performance and utilises the performance development system (PDS).
- Uses HR policies and procedures effectively.
- Assists staff in developing their skills through encouragement, motivation and support.
- Understands the needs, talents and capabilities and interest of staff and provides support through development opportunities.
- Encourages staff to achieve and support organisational aims.
- Makes sure people know what a task or responsibility involves and have the necessary abilities to carry it out.

People Management – Level D

Behaviour definition

Actively encourages and supports the development of others. Sets goals and ensures others perform to their full potential and meet required standards, motivates others to achieve.

Level definition

Takes ownership of own performance and development

Positive indicators

- Sets high performance standards for self (and others - where individual is in a position that holds line management responsibility).
- Improves own job related knowledge.
- Takes ownership for personal development.

Negotiating and Influencing – Level A

Behaviour definition

Persuades and influences key stakeholders using logic and reason. Sells the benefits of proposals and negotiates to find acceptable solutions.

Level definition

Negotiates and influences at Board level.

Positive indicators

- Identifies the power base in other organisations as a starting point for negotiation.
- Successfully persuades and influences at Board level through building support amongst colleagues and considering the reactions of stakeholders.
- Identifies overlaps in activity in the organisation and develops strategies for persuading others to think and act more broadly.
- Creates a vision of the future that other can relate to, find attractive and are inspired to work towards.
- Uses political awareness of stakeholders' agendas and their relationships with other key players to adjust negotiation strategies effectively for the situation.

Negotiating and Influencing – Level B

Behaviour definition

Persuades and influences key stakeholders using logic and reason. Sells the benefits of proposals and negotiates to find acceptable solutions.

Level definition

Negotiates and influences at senior management level.

Positive indicators

- Successfully persuades and influences at senior management level through building support amongst colleagues and considers the reactions of stakeholders.
- Develops sophisticated strategies for influencing others using logic, reason and persuasive arguments.
- Negotiates satisfactory solutions on broad or complicated issues with stakeholders.
- Gains support before presenting proposals
- Involves people who have positive attitudes to help secure the commitment of others

Negotiating and Influencing – Level C

Behaviour definition

Persuades and influences key stakeholders using logic and reason. Sells the benefits of proposals and negotiates to find acceptable solutions.

Level definition

Persuades and influences peers and managers.

Positive indicators

- Successfully persuades and influences through building support and considering the reactions of stakeholders.
- Sells the benefits of a decision or situation to others.
- Uses logic and reason to persuade and influence others.
- Identifies clear aims in negotiations and achieves satisfactory outcomes.
- Handles objections by acknowledging issues and suggesting alternatives.

Negotiating and Influencing – Level D

Behaviour definition

Persuades and influences key stakeholders using logic and reason. Sells the benefits of proposals and negotiates to find acceptable solutions.

Level definition

Persuades and influences colleagues.

Positive indicators

- Successfully persuades and influences colleagues through building support and considering the reactions of stakeholders.
- Considers and understands the views of others.
- Willing to compromise to achieve a solution that everyone accepts.
- Thinks through possible issues and objections that may be raised.

Innovation – Level A

Behaviour definition

Identifies and implements new ways of working to benefit SOCA. Encourages creativity and actively seeks the ideas and input of others.

Level definition

Sets direction for knowledge building across SOCA. Creates a culture of innovation to build SOCA's capability.

Positive indicators

- Promotes secure sharing of knowledge with internal and external partners.
- Draws on learning from other directorates and organisations to improve performance.
- Ensures that senior managers are responsible for capturing and disseminating knowledge.
- Makes measurable progress against relevant strategic imperatives.
- Builds capability by promoting the development of new techniques.

Innovation – Level B

Behaviour definition

Identifies and implements new ways of working to benefit SOCA. Encourages creativity and actively seeks the ideas and input of others.

Level definition

Promotes and implements knowledge building. Encourages and drives innovation within business area.

Positive indicators

- Explores new and innovative ways of working and drives innovation within own business area.
- Explores and deploys new methods and techniques.
- Challenges the way of working to improve systems and services.
- Communicates the desire for the team and organisation to succeed.
- Uses contact and involvement with outside agencies to build knowledge of serious organised crime.
- Creates an environment which supports people to take calculated risks in trying new methods, questioning traditional ways and proposing suitable alternatives.

Innovation – Level C

Behaviour definition

Identifies and implements new ways of working to benefit SOCA. Encourages creativity and actively seeks the ideas and input of others.

Level definition

Provides opportunities for individuals to build knowledge. Initiates, develops and promotes new ways of working to improve performance within team and Business Area.

Positive indicators

- Creates an environment in which people can take measured risks and learn from mistakes.
- Displays motivation and commitment in achieving SOCA's aims.
- Identifies areas of good practice within SOCA to support SOCA's aims.
- Encourages staff to be flexible and to consider new approaches or solutions to problems.
- Encourages people to think of improvements and take these forward.
- Develop innovative approaches within own professional field.
- Keeps abreast of new development and initiatives outside the organisation.

Innovation – Level D

Behaviour definition

Identifies and implements new ways of working to benefit SOCA. Encourages creativity and actively seeks the ideas and input of others.

Level definition

Takes responsibility for building own knowledge. Supports innovation and develops innovative ideas.

Positive indicators

- Uses knowledge to assess the importance and relevance of information.
- Proposes new ideas in relation to own work.
- Keeps abreast of new development and initiatives outside the organisation.
- Supports and tries out new ideas and initiatives with enthusiasm.
- Contributes to innovative ideas within own team.
- Seeks to learn, improve and update knowledge.
- Drives own personal development. Improves own job related knowledge.

Change – Level A

Behaviour definition

Recognises and responds to the need for change to improve organisational efficiency and support SOCA's aims.

Level definition

Leads organisational change.

Positive indicators

- Leads organisational change within SOCA.
- Challenge the process and seek positive change.
- Searches for opportunities to change, grow, improve and involve.
- Anticipates the impact of change within the external environment on SOCA business.
- Is recognised for acting as an advocate of change to improve the culture within SOCA and leads by example.
- Takes action to manage the impact of change on SOCA as a whole.

Change – Level B

Behaviour definition

Recognises and responds to the need for change to improve organisational efficiency and support SOCA's aims.

Level definition

Implements and manages organisational change.

Positive indicators

- Creates and identifies opportunities for change.
- Manages change programmes within SOCA to improve organisational performance.
- Does not introduce change unnecessarily, assesses the likely benefit and effect.
- Encourages managers to take responsibility for change and improvement.
- Encourages and supports managers to make change happen.
- Creates a culture that is accepting of proactive and reactive change.
- Considers the impact of change on SOCA as a whole.

Change – Level C

Behaviour definition

Recognises and responds to the need for change to improve organisational efficiency and support SOCA's aims.

Level definition

Manages and supports organisational change

Positive indicators

- Implements, supports and promotes change.
- Encourages others to recognise the need for change and helps them to adapt to it.
- Shows understanding of how change is perceived and interpreted.
- Manages resistance to change and removes barriers.
- Encourages others to respond quickly and positively to change.

Change – Level D

Behaviour definition

Recognises and responds to the need for change to improve organisational efficiency and support SOCA's aims.

Level definition

Open to and willing to accept change

Positive indicators

- Is willing to accept change and has a positive attitude towards change.
- Is flexible and responsive to change as required.
- Tries new ideas and initiatives with enthusiasm.
- Puts self forward to undertake tasks and additional responsibilities for the benefit of the organisation.
- Suggests changes to existing systems and other initiatives to achieve improvements.