

# COMPETENCY FRAMEWORK: MANAGERS, INSPECTORS AND SUPERINTENDENTS



## OUR MINDSET

### WE ARE ADAPTABLE, INNOVATIVE AND FORWARD THINKING

We are open to and positive about change. We anticipate the changing needs of the communities we serve. We are outward-looking and forward-thinking, and approach situations with a sense of curiosity. We seek to continuously improve the way we work to achieve better outcomes.

#### We champion and create channels for innovation

- I identify and champion opportunities to innovate.
- I actively look for new ideas and the latest thinking across the organization, outside the Service and beyond the policing sector.
- I create opportunities and remove obstacles for members to bring forward ideas and approaches.
- I seek and recommend leading edge technologies, services, programs and processes that will redefine the way the Service operates.

### WE ARE SOLUTION-FOCUSED

We critically analyze situations (including evidence, goals, constraints and risks) to identify solutions and make sound decisions. We gather information as needed, develop and weigh alternatives, and choose the best course of action.

#### We exercise sound judgment to make the right decisions

- I have the courage to make difficult but necessary decisions that may be unpopular.
- I act decisively in difficult, uncertain or unprecedented situations, and accept responsibility for the consequences of these decisions.
- When making decisions, I consider the interests of the Service and the concerns and potential reactions of Service members, the public and communities to ensure they add value.
- I balance risks, costs and benefits in making decisions.

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## OUR CONNECTIONS

### WE ARE SERVICE AND COMMUNITY-FOCUSED

We understand the people we serve – communities and members – and show an active commitment to improving their well-being over the long term.

#### We foster a service-centric culture

- I promote a culture focused on serving and meeting the needs of communities and the well-being of our members.
- I remove barriers to effective, efficient and neighbourhood-centric policing.
- I identify and implement delivery approaches and processes that are service-centric and sustainable.
- I strive to develop a deep understanding of those we serve – communities and members – and put plans in place to support their needs.
- I routinely review internal policies, procedures and recommendations to suggest service improvements.

### WE WORK COLLABORATIVELY

We collaborate with others to create safe communities and an efficient and effective Toronto Police Service. We build and maintain collaborative internal and external relationships and partnerships by being open to others' ideas, goals and perspectives, and appropriately sharing information. We ensure alignment within and across groups.

#### We foster collaboration across groups

- I bring groups together on key decisions and initiatives to build the best solutions.
- I identify and remove barriers to enable others to build relationships both inside and outside the organization.
- I create and maintain relationships within the Service, the communities we serve, and with key stakeholders and partners to meet the longer term needs of communities.
- I encourage partnerships that are beneficial to communities, the Service, partners, stakeholders and members.
- I take action to ensure that rank, position and seniority do not impede collaboration.
- I hold people accountable for collaborating (i.e., sharing ideas, approaches, solutions and information) across the Service.

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## OUR DEVELOPMENT

### WE DEVELOP OURSELVES AND OTHERS

We take ownership for pursuing our own learning and development, and actively encourage and support the development of others.

#### We grow our talent

- I provide longer-term coaching and mentoring to members.
- I provide balanced feedback and developmental opportunities within and beyond my area to help people grow.
- I identify future leaders across the Service, and look for specific opportunities to further their development, including my mentoring support.
- I delegate challenging tasks and activities to develop others.
- I know who the Service's high potentials are, and ensure they get the mentoring and development opportunities needed to grow.

### WE LEAD AND INSPIRE

We engage, inspire and motivate our people by creating a positive work environment, helping others understand how they contribute to the success of the Service, and modeling the Service's core values.

#### We lead by example and build followership

- I reinforce and help others understand the vision and think positively about the future.
- I seek to be a credible and authentic in my leadership.
- I use a broad range of leadership approaches to energize, motivate and inspire others to do their best.
- I lead with a sense of humility.

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## OUR IMPACT

### WE ARE EMOTIONALLY INTELLIGENT

We strive to understand ourselves and others. We actively listen to the needs, perspectives and concerns of others, and use this understanding to respond in an emotionally intelligent manner. We recognize and value differences in background, thinking, and approaches to work. We care about the mental well-being of others.

#### We encourage open and respectful dialogue

- I encourage open dialogue and exchange of ideas and perspectives.
- I clearly and effectively communicate complex issues to diverse audiences.
- I invite honest and respectful conversation; maintaining composure even when it's tough to hear.
- I create connections with others within my unit, the Service and externally.
- I strive to use my understanding of others' lived experiences to shape my interactions with them.
- I openly and directly address others who exhibit behaviour that is biased or prejudiced, and hold them accountable.
- I strive to ensure my unit reflects the diversity of the communities we serve.

### WE ARE ACCOUNTABLE AND DELIVER RESULTS

We set high standards for ourselves and others. We behave with integrity, and take ownership and responsibility for our own actions and those of others to achieve the best outcomes for the Service and the communities we serve.

#### We foster a culture of ownership and accountability

- I create an environment where people are comfortable taking a stand and doing the right thing.
- I have the courage and confidence to intervene and right a wrong, even when no one is watching.
- I encourage others to aim high and to meet or exceed expectations.
- I empower others by promoting decision making and ownership at all levels of the organization.