

# COMPETENCY FRAMEWORK: SUPERVISORS, SERGEANTS AND STAFF SERGEANTS



## 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 encourage innovation and forward thinking in others

- I lead by example, and quickly adopt changes.
- I explain the context and reasons for change, and support members in adapting to change.
- I encourage members to bring forward new ideas and approaches.
- I question the status quo, and step up to recommend new approaches.
- I act on, acknowledge and support ideas from others.
- I anticipate the impact of change on others, and support them through change.

### 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 make insightful, evidence-based decisions

- I thoroughly investigate situations and problems.
- I weigh the pros and cons of alternatives, and select the best solution or course of action.
- I continually build knowledge of communities and stakeholders to make better decisions.
- I look at the whole picture to understand and consider other possible implications.
- I encourage decisiveness in others, and support them in making sound 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 seek input to enhance service delivery

- I actively seek information to understand the context and diverse and unique needs of people, communities, stakeholders and partners.
- I proactively seek input from communities, stakeholders, partners and members to improve service delivery and community safety, and resolve issues.
- I am mindful of the impact of my decisions on communities and members.

### 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 encourage collaboration within and beyond the team

- I encourage members to build positive internal and external relationships, act with transparency, and share information, ideas and approaches.
- I align objectives, plans and decisions with other units in the organization.
- I build a strong internal and external network to deliver results and meet the needs of our communities.
- I leverage and showcase the strengths of others.

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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 coach and develop others

- I encourage members to take ownership of their personal and professional development.
- I create an environment where learning and development are valued, and model this through my own commitment to career development.
- I provide real-time feedback, guidance and support, and help others learn from mistakes and setbacks.
- I coach, guide, train, mentor and develop others.
- I give both positive and constructive feedback, along with suggestions for improvement.
- I identify high potentials and future leaders in my area, and put plans in place for their development.
- I make myself available to mentor high potentials individuals, even outside my own area.

### 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 provide clarity and support

- I communicate a clear direction, explain what needs to be done and why, and set clear expectations for the team.
- I make sure people have the information and resources they need to do their job.
- I build positive working relationships within the team to enhance effectiveness.
- I provide positive and constructive feedback, and recognize successes and accomplishments.
- I involve the team in problem solving and decision making to build engagement and commitment.
- I adapt my leadership style to the needs of the team and individuals.
- I address and work to resolve conflict within the team.
- I inspire my team to strive for excellence.

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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 are inclusive in our communications

- I communicate openly and respectfully, even when it's difficult.
- I adapt my message and delivery to ensure it resonates with the audience.
- I hold team members accountable for communicating respectfully and effectively amongst themselves and others.
- I champion an inclusive culture of diversity and trust in which differences are valued.
- I seek to understand the underlying reasons for others' emotions, actions or concerns and actively support their mental well-being.
- I take action to calm others in stressful situations.

### 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 provide clear expectations and hold people accountable

- I clearly communicate expectations regarding performance and conduct – what is and is not acceptable.
- I promote a sense of ownership and accountability within the team for their actions.
- I empower direct reports to make decisions.
- I hold others accountable for achieving goals and acting appropriately.
- I promptly address performance issues or inappropriate behaviour.
- I am open to input and constructive feedback from lower levels, and act on it, where appropriate.