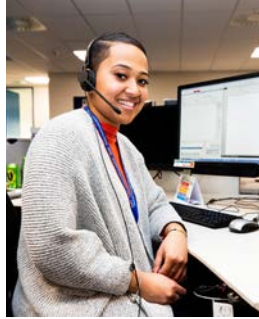


How we will deliver Our Business

Core Competencies

| BEHAVIOURS
| TECHNICAL
| LEADERSHIP



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa

OUR BUSINESS

TĀ TĀTOU UMANGA



TO HAVE THE TRUST AND CONFIDENCE OF ALL

WHY WE ARE HERE

OUR VISION

NEW ZEALAND IS THE SAFEST COUNTRY

OUR MISSION

TO PREVENT CRIME AND HARM

Prevention is first and foremost an outcome—every group has a contribution to make.

OUR PURPOSE

To ensure everybody can

BE SAFE AND FEEL SAFE

OUR FUNCTIONS

- ▶ Keeping the peace
- ▶ Maintaining public safety
- ▶ Law enforcement
- ▶ Crime prevention
- ▶ Community support and reassurance
- ▶ National security
- ▶ Participation in policing activities outside New Zealand
- ▶ Emergency management



WHAT WE DO

OUR OUTCOMES

SAFE COMMUNITIES

People are safe wherever they live, work and visit

SAFE ROADS

Preventing death and injury with our partners

SAFE HOMES

Free from harm and victimisation

We contribute to:

GOVERNMENT TARGETS BY 2029

- ▶ Reduce violent crime by 20,000 victims
- ▶ Reduce serious youth offenders by 200
- ▶ Improve court timeliness

OUR APPROACH

We prevent crime and harm by

- ▶ Holding offenders to account with the right resolutions
- ▶ Community-focused problem solving
- ▶ Supporting victims



INCREASED PUBLIC PLACE VISIBILITY

People feel safe because we are...



VISIBLE REASSURING RESPONSIVE

HOW WE DO IT

OUR PRIORITIES

ENABLING THE FRONTLINE

Supporting the frontline to prevent harm and respond to, investigate and solve crime

COMMUNITY REASSURANCE

Improve feelings of safety by being highly visible and focusing on issues of public concern (e.g gangs, youth crime)

FOCUS ON CORE POLICING

Focusing Police effort on Our Functions. Working with others to reduce crime and the drivers of crime

OUR PEOPLE



Our people are

- ▶ Safe and well
- ▶ Valued
- ▶ Fair to all
- ▶ Compassionate and reflective

Our leaders

- ▶ Live our values collectively and individually
- ▶ Are inclusive
- ▶ Enable everyone to be their best, using PHPP
- ▶ Provide reassurance to their community
- ▶ Deliver value-for-money services

Our culture

- ▶ Community oriented
- ▶ Collective effort for shared outcomes
- ▶ Brings humanity to every interaction

OUR RELATIONSHIP WITH MĀORI

TE HURINGA O TE TAI

Pou Mataara

Our people and our mindset

Pou Mataaho

Effective initiatives and improved practice

Pou Hourua

Effective partnerships



WORKING TOGETHER WITH IWI MĀORI TO GET BETTER OUTCOMES FOR ALL

How we will deliver Our Business

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This document has been developed to reflect:

- Our Business
- Our Values
- Our commitment to diversity and inclusion
- Leadership expectations in the public service
- The Police High Performance Framework

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What we're looking for from you

Below are the core competencies that apply to every level of Police. They are the things we need to be and do to deliver on our purpose.

BEHAVIOURS

OUR VALUES

We are in the unique position of being viewed by our communities as a leader regardless of position, so it is important we walk the talk and align with our values.

CHARACTERISTICS OF A HIGH PERFORMING TEAM

This explains what a high-performance culture looks like. It highlights the specific attributes we each need to embody to build the world's best Police service.

STATE OF MIND

Our individual state of mind is the key to our performance. It is foundational for us to utilise the full extent of our skills, knowledge and experience.

TECHNICAL

SKILLS

We need to have the right skills to deliver on our purpose. This section highlights the specific skills we need to have or develop to excel at each level of the organisation.

KNOWLEDGE

Understanding Our Business, as well as the policies and environment, is important to our success. This section highlights the things we need to know to excel at each level of the organisation.

EXPERIENCE

Ensuring we are suitably experienced to deliver on our purpose is important. This section highlights the things we need to have experienced, or gain experience in, to succeed at each level of the organisation.

LEADERSHIP

TE AO MĀORI

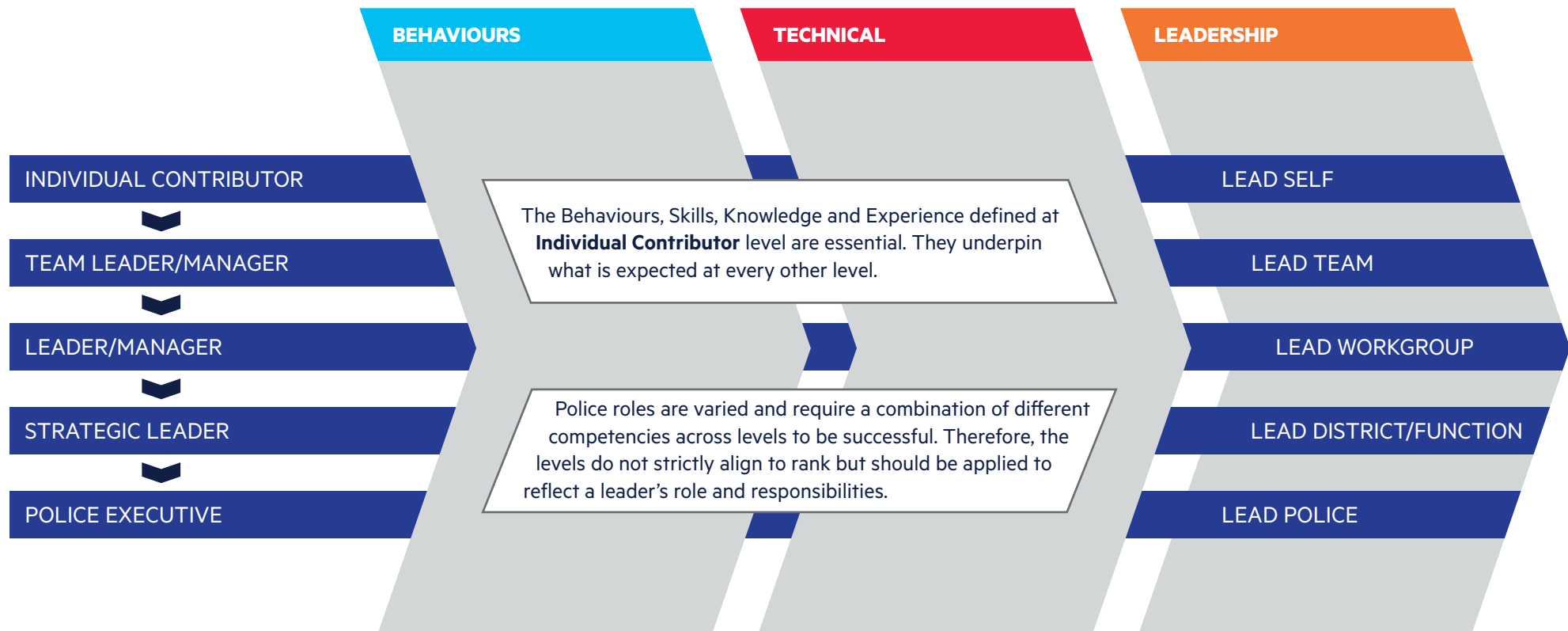
By adopting elements of Te Ao Māori, we reflect what leadership means at New Zealand Police. It is about enabling and demonstrating our collective strengths, our commitment to our values and embracing the uniqueness of Aotearoa New Zealand.

SET > ENABLE > EXPECT™

This highlights the purpose of leadership to ensure we understand the reason our role as a leader exists. It explains what leadership looks like at each level in Police, using the Set > Enable > Expect™ process.

How to use this document

The work you do will differ depending on the nature of your role. For this reason, our Level Purpose Statements clarify the purpose of each level in our organisational structure, rather than the specific details of your job. As you progress through each level, the details within each competency are cumulative.



Individual Contributor

Level Purpose Statement: To deliver (or enable others to deliver) Our Business

OUR VALUES

Professionalism:

Taking pride in representing Police and making a difference in the communities we serve.

Respect:

Treating everyone with dignity, upholding their individual rights and honouring their freedoms.

Integrity:

Being honest and upholding the highest ethical standards.

Commitment to Māori and the Treaty:

Acting in good faith and respecting the principles of Te Tiriti o Waitangi.

Empathy:

Seeking the understanding of, and considering the experience and perspective of those we serve.

Valuing diversity:

Recognising the value different perspectives and experiences bring to make us better at what we do.

CHARACTERISTICS OF A HIGH PERFORMING TEAM

United:

Sharing the same vision, aspirations and values.

Committed to excellence:

Striving to be the very best we can be in all that we do.

Individually responsible and accountable:

Being accountable for our performance, and taking responsibility for our contribution and development.

Supportive of one another:

Supporting our colleagues across every function and level of Police.

STATE OF MIND

Clear:

We are clear about our purpose in Police and the outcomes we are striving to deliver.

Committed:

We are committed to developing the capability we need to excel in our roles and behaving in a way that helps us gain the trust and confidence of all.

Confident:

We are confident in our ability to fulfil our roles and make a positive impact on the community.

Courageous:

We are courageous in doing what is right in accordance with New Zealand Police Values.

Curious:

We are curious, seeking out opportunities to learn and grow.

Calm:

We are calm, recognise when our emotions may be negatively affecting our actions, and maintain reasoned thinking and behaviour.

SKILLS

- Communication:**
Having the skills to effectively communicate with our people, partners and community.
- Decision making:**
Having the critical thinking and problem solving skills to make sound decisions.
- Planning and prioritising:**
Having the skills to manage our time, priorities and responsibilities.
- Management:**
Having the skills to manage our administrative responsibilities and resources.
- *Operational practice:**
Having the skills to prevent, respond to and investigate crime and crashes.
- Coaching:**
Having the skills to coach our peers.
- Reflection:**
Having the skills to reflect and learn from our experiences.
- Inclusion:**
Having the skills to act fairly, value people and create a sense of belonging.

KNOWLEDGE

- Strategy:**
Knowing Our Business and how to deliver it.
- Law and policy:**
Knowing the legislation, policy and guidelines relevant to our role and how to access them.
- Risk management:**
Knowing how to identify and manage risk to personal safety and trust and confidence.
- Unconscious bias:**
Knowing the impact of unconscious bias and how to manage our own biases.
- Cultural confidence:**
Knowing and understanding the diverse cultures within our communities.

EXPERIENCE

- Partnerships/Stakeholders:**
Having the experience to engage with partners and stakeholders.
- Operating environment:**
Having a breadth of experience in the core aspects of our role.
- Continuous improvement:**
Having the experience to apply creative and diverse thinking and show initiative.
- Safer people:**
Having the experience to manage our own health, waiora (well-being) and resilience.

LEADERSHIP (SELF)

- Whakamana:**
Enhancing the Mana and waiora (well-being) of others, so that we can all be safe and feel safe.
- Set:**
Seeking clarity about the outcomes and activities we are expected to deliver.
- Enable:**
Seeking opportunities to develop our own skills, knowledge and experience.
- Expect:**
Contributing honestly and openly to our progress and performance reviews.

*Applicable primarily to Constabulary employees.

Team Leader/Manager

Level Purpose Statement: To lead the activities for Our Business, and enable our people to deliver them

OUR VALUES

Professionalism:

Taking pride in representing Police and making a difference in the communities we serve.

Respect:

Treating everyone with dignity, upholding their individual rights and honouring their freedoms.

Integrity:

Being honest and upholding the highest ethical standards.

Commitment to Māori and the Treaty:

Acting in good faith and respecting the principles of Te Tiriti o Waitangi.

Empathy:

Seeking the understanding of, and considering the experience and perspective of those we serve.

Valuing diversity:

Recognising the value different perspectives and experiences bring to make us better at what we do.

CHARACTERISTICS OF A HIGH PERFORMING TEAM

United:

Sharing the same vision, aspirations and values.

Committed to excellence:

Striving to be the very best we can be in all that we do.

Individually responsible and accountable:

Being accountable for our performance, and taking responsibility for our contribution and development.

Supportive of one another:

Supporting our colleagues across every function and level of Police.

STATE OF MIND

Clear:

We are clear about our purpose as a leader in Police and the outcomes we are striving to deliver.

Committed:

We are committed to developing the capability and culture of our people and enabling them to deliver the outcomes we are promising.

Confident:

We are confident in our ability to fulfil our role as a leader and make a positive impact on the community.

Courageous:

We are courageous in encouraging and supporting our people to do what is right in accordance with New Zealand Police Values.

Curious:

We are curious, encouraging curiosity, learning and the growth of our people.

Calm:

We are calm, recognise when others' emotions may be negatively affecting their actions, and encourage reasoned thinking and behaviour.

SKILLS	KNOWLEDGE	EXPERIENCE	LEADERSHIP (TEAM)
<p>Communication: Having the skills to influence and engage teams, partners and community.</p> <p>Decision making: Having the skills to solve problems and lead sound decision making under pressure.</p> <p>Planning and prioritising: Having the skills to plan and prioritise team responsibilities.</p> <p>Management: Having the skills to manage team resources and administrative requirements.</p> <p>*Operational practice: Having the skills to lead activities that prevent, respond to and investigate crime and crashes.</p> <p>Media management: Having the skills to deliver operational media briefings.</p> <p>Reflection: Having the skills to promote and enable reflective practices for people and teams.</p> <p>Inclusion: Having the skills to lead a team culture of fairness and belonging, where all are and feel valued.</p>	<p>Strategy: Knowing the key strategies within Our Business.</p> <p>Law and policy: Knowing our key responsibilities under our employment agreements, the Health and Safety at Work Act and our people focused policies.</p> <p>Risk management: Knowing how to proactively manage or escalate identified risks.</p> <p>Cultural confidence: Knowing how to lead engagement with our diverse communities.</p> <p>Safer people: Knowing how to monitor and manage team health, waiora (well-being) and cultural safety.</p>	<p>Partnerships/Stakeholders: Having the experience to lead collaborative engagement with partners and stakeholders.</p> <p>Operating environment: Having experience in, or engaging with, a range of roles within Police.</p> <p>Continuous improvement: Having the experience to foster and encourage innovative and diverse approaches.</p> <p>Coaching: Having the experience to coach people and teams.</p> <p>Unconscious bias: Having the experience to identify and manage unconscious biases in teams.</p>	<p>Whakaako: Educating and growing our people to deliver the best service.</p> <p>Set: Ensuring our people understand Our Business and working with them to identify the outcomes, activities and standards we need to deliver.</p> <p>Enable: Developing the culture and capability of our people and ensuring they have the tools and technology to deliver Our Business.</p> <p>Expect: Holding our people accountable for delivering their agreed outcomes and activities.</p>

*Applicable primarily to Constabulary employees.

Leader/Manager

Level Purpose Statement: To lead the tactics for Our Business, and enable our people to deliver them

OUR VALUES

Professionalism:

Taking pride in representing Police and making a difference in the communities we serve.

Respect:

Treating everyone with dignity, upholding their individual rights and honouring their freedoms.

Integrity:

Being honest and upholding the highest ethical standards.

Commitment to Māori and the Treaty:

Acting in good faith and respecting the principles of Te Tiriti o Waitangi.

Empathy:

Seeking the understanding of, and considering the experience and perspective of those we serve.

Valuing diversity:

Recognising the value different perspectives and experiences bring to make us better at what we do.

CHARACTERISTICS OF A HIGH PERFORMING TEAM

United:

Sharing the same vision, aspirations and values.

Committed to excellence:

Striving to be the very best we can be in all that we do.

Individually responsible and accountable:

Being accountable for our performance, and taking responsibility for our contribution and development.

Supportive of one another:

Supporting our colleagues across every function and level of Police.

STATE OF MIND

Clear:

We are clear about our purpose as a leader in Police and the outcomes we are striving to deliver.

Committed:

We are committed to developing the capability and culture of our people and enabling them to deliver the outcomes we are promising.

Confident:

We are confident in our ability to fulfil our role as a leader and make a positive impact on the community.

Courageous:

We are courageous in encouraging and supporting our people to do what is right in accordance with New Zealand Police Values.

Curious:

We are curious, encouraging curiosity, learning and the growth of our people.

Calm:

We are calm, recognise when others' emotions may be negatively affecting their actions, and encourage reasoned thinking and behaviour.

SKILLS**Communication:**

Having the skills to understand our audience and tailor communication accordingly.

Decision making:

Having the skills to evaluate the broader context of a situation and its consequences.

Planning and prioritising:

Having the skills to take a strategic approach to planning and prioritising.

Management:

Having the skills to monitor and manage administrative systems and processes.

***Operational practice:**

Having the skills to lead tactics that achieve our goals and targets.

Media management:

Having the skills to manage media requests and briefings across a range of formats.

Financial management:

Having the skills to manage a budget.

Inclusion:

Having the skills to manage systems and processes that create a culture of fairness and belonging.

KNOWLEDGE**Strategy:**

Knowing the evidence based tactics that will deliver Our Business.

Law and policy:

Knowing our key responsibilities under the Policing and IPCA Acts.

Risk management:

Knowing how to respond to an escalated risk and support those who are managing risk.

Cultural confidence:

Knowing how to build trust and confidence in our diverse communities.

Safer people:

Knowing how to monitor and manage health and waiora (well-being) across teams.

EXPERIENCE**Partnerships/Stakeholders:**

Having the experience to integrate contributions from a range of stakeholders.

Operating environment:

Having the experience to coordinate a range of teams and resources.

Continuous improvement:

Having the experience to proactively share innovative approaches.

Coaching:

Having the experience to coach leaders.

Unconscious bias:

Having the experience to apply strategies that mitigate the effect of unconscious bias in policies and processes.

Reflection:

Having the experience to enable leaders to embed reflective team practices.

LEADERSHIP (WORKGROUP)**Manaaki tangata:**

Leading by example to show respect, generosity and care for others.

Set:

Ensuring our people understand Our Business and working with them to identify the outcomes, activities and standards we need to deliver.

Enable:

Developing the culture and capability of our people and ensuring they have the tools and technology to deliver Our Business.

Expect:

Holding our people accountable for delivering their agreed outcomes and activities.

*Applicable primarily to Constabulary employees.

Strategic Leader

Level Purpose Statement: To lead the strategy, Our Business, and enable our people to deliver it

OUR VALUES

Professionalism:

Taking pride in representing Police and making a difference in the communities we serve.

Respect:

Treating everyone with dignity, upholding their individual rights and honouring their freedoms.

Integrity:

Being honest and upholding the highest ethical standards.

Commitment to Māori and the Treaty:

Acting in good faith and respecting the principles of Te Tiriti o Waitangi.

Empathy:

Seeking the understanding of, and considering the experience and perspective of those we serve.

Valuing diversity:

Recognising the value different perspectives and experiences bring to make us better at what we do.

CHARACTERISTICS OF A HIGH PERFORMING TEAM

United:

Sharing the same vision, aspirations and values.

Committed to excellence:

Striving to be the very best we can be in all that we do.

Individually responsible and accountable:

Being accountable for our performance, and taking responsibility for our contribution and development.

Supportive of one another:

Supporting our colleagues across every function and level of Police.

STATE OF MIND

Clear:

We are clear about our purpose as a leader in Police and the outcomes we are striving to deliver.

Committed:

We are committed to developing the capability and culture of our people and enabling them to deliver the outcomes we are promising.

Confident:

We are confident in our ability to fulfil our role as a leader and make a positive impact on the community.

Courageous:

We are courageous in encouraging and supporting our people to do what is right in accordance with New Zealand Police Values.

Curious:

We are curious, encouraging curiosity, learning and the growth of our people.

Calm:

We are calm, recognise when others' emotions may be negatively affecting their actions, and encourage reasoned thinking and behaviour.

SKILLS**Communication:**

Having the skills to communicate organisational decisions with clarity.

Decision making:

Having the skills to consider and evaluate a wide range of external factors when making decisions.

Planning and prioritising:

Having the skills to balance multiple strategic priorities and expectations.

Management:

Having the skills to enhance administrative systems and processes.

Financial management:

Having the skills to make strategic financial decisions that deliver Our Business.

***Operational practice:**

Having the skills to deploy resource for greatest impact.

KNOWLEDGE**Strategy:**

Knowing how to think and act strategically to engage others in our vision and the delivery of Our Business.

Law and policy:

Knowing the key responsibilities under the Employment Relations Act and when to seek specialist support.

Risk management:

Knowing how to monitor and integrate risk into decision making.

Cultural confidence:

Knowing how to co-design initiatives with our diverse communities.

Safer people:

Knowing how to monitor, manage and influence health and waiora (well-being) practices.

EXPERIENCE**Partnerships/Stakeholders:**

Having the experience to collaborate with and influence key strategic partners to achieve better outcomes.

Operating environment:

Having the experience to provide governance across a broad range of functions.

Continuous improvement:

Having the experience to lead transformational change initiatives.

Media management:

Having the experience to engage strategically with media on complex issues.

System leadership:

Having the experience to work collectively across government, community and private sectors to deliver sustainable and long-term improvements for New Zealand.

**LEADERSHIP
(DISTRICT/FUNCTION)****Raranga whakaaro:**

Weaving together ideas and thinking to guide our people.

Set:

Ensuring our people understand Our Business and working with them to identify the outcomes, activities and standards we need to deliver.

Enable:

Developing the culture and capability of our people and ensuring they have the tools and technology to deliver Our Business.

Expect:

Holding our people accountable for delivering their agreed outcomes and activities.

*Applicable primarily to Constabulary employees.

Police Executive

Level Purpose Statement: To set the strategy, Our Business, and enable the organisation to deliver it

OUR VALUES

Professionalism:

Taking pride in representing Police and making a difference in the communities we serve.

Respect:

Treating everyone with dignity, upholding their individual rights and honouring their freedoms.

Integrity:

Being honest and upholding the highest ethical standards.

Commitment to Māori and the Treaty:

Acting in good faith and respecting the principles of Te Tiriti o Waitangi.

Empathy:

Seeking the understanding of, and considering the experience and perspective of those we serve.

Valuing diversity:

Recognising the value different perspectives and experiences bring to make us better at what we do.

CHARACTERISTICS OF A HIGH PERFORMING TEAM

United:

Sharing the same vision, aspirations and values.

Committed to excellence:

Striving to be the very best we can be in all that we do.

Individually responsible and accountable:

Being accountable for our performance, and taking responsibility for our contribution and development.

Supportive of one another:

Supporting our colleagues across every function and level of Police.

STATE OF MIND

Clear:

We are clear about the expectations New Zealanders have of Police and what our people need from us to deliver the outcomes we are promising.

Committed:

We are committed to leading Police in accordance with Our Values and working together to deliver our strategic priorities.

Confident:

We are confident in our ability to lead Police and deliver the outcomes we are promising.

Courageous:

We are courageous in making decisions that advance the longer term best interests of Police and New Zealanders.

Curious:

We are curious, leading a culture that promotes curiosity, learning, and the growth of Police.

Calm:

We are calm, recognise when our people's emotions could negatively affect their actions, and encourage reasoned thinking and behaviour across Police.

SKILLS**Communication:**

Having the skills to communicate in a clear, persuasive and impactful way to influence others.

Decision making:

Having the skills to reconcile complex and conflicting information and understand the long term impact of decisions.

Planning and prioritising:

Having the skills to plan, prioritise and organise New Zealand Police to deliver on Government policy priorities and the future needs of our communities.

Cultural confidence:

Having the skills to collaborate across Government and other stakeholders to achieve culturally appropriate outcomes for our diverse communities.

KNOWLEDGE**Strategy:**

Knowing how to set and evaluate the strategy in alignment with Government policy priorities and the future needs of our communities.

Law and policy:

Knowing how our role contributes to shaping and implementing the Government's legislation and policy priorities.

Risk management:

Knowing how to set the culture and give guidance around acceptable types and levels of risk.

Safer people:

Knowing how to set the strategy and lead a culture of waiora (well-being) and safety across the organisation.

Operating environment:

Knowing which key decisions to make, where to influence, when to collaborate and when to delegate.

EXPERIENCE**Partnerships/Stakeholders:**

Having the experience to bridge the interface between Government and the Public Sector.

Continuous improvement:

Having the experience to drive innovation and continuous improvement across New Zealand Police through transformational change initiatives.

Financial management:

Having the experience to engage with Government to secure budget that enables delivery of Our Business.

System leadership:

Having the experience to lead collectively across government, community and private sectors to deliver sustainable and long-term improvements for New Zealand.

LEADERSHIP (POLICE)**Kaitiakitanga:**

Providing stewardship and guardianship of our people, environment, knowledge, culture and resources.

Set:

Setting the strategic priorities for New Zealand Police.

Enable:

Ensuring New Zealand Police has the culture, capability, tools and technology to deliver the outcomes we are promising New Zealand.

Expect:

Holding ourselves accountable for the outcomes New Zealand Police delivers.

Policing by consent
To have the trust and confidence of all



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa