

Student Competency Framework

Our experience of internships is that they bring a valuable source of enthusiasm and skills in to Bedfordshire Police. The fresh perspective of students allows us to challenge existing ways of working to ensure that we continue to develop in our ambition to provide an effective service to the public.

We are determined that this relationship grows into a partnership with Bedfordshire Police assisting interns in their personal development so that they leave the organisation with tangible evidence of their achievements.

In order that we can provide specific, relevant and consistent evidence that is of use to our interns we have had to look outside the competency frameworks that already exist for police officers and police staff.

Each competency is underpinned by a number of attributes, which are not designed to be comprehensive but provide a clear sense and consistency about what is expected from interns.

In the course of an internship the student will be fully engaged in their own personal development. They will be allocated a supervisor and a line manager and there will be a number of occasions when their performance against the competency framework will be assessed.

These competency areas are:

1. Critical thinking and analysis
2. Leadership
3. Effective verbal and written communication
4. Innovation and problem-solving
5. Working together
6. Personal effectiveness

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Category	Positive Attributes	What you can expect from us
1	<p>Critical thinking and analysis</p> <p>The attributes in this category encourage you to be comfortable with the need to process and simplify large quantities of data by adopting a selective approach to gathering information aimed at understanding the key issues. You will be expected to develop those ideas that result and should be prepared to defend them in the face of robust challenges. You should aim to:</p> <ul style="list-style-type: none"> • Gather information from all key stakeholders and relevant data sources; • Ask a series of probing questions to get to the root of a situation or problem; doesn't stop with the first answer, but finds out the underlying reasons why something has happened • Challenge accepted practices or ideas with reasoned arguments; • Think critically and analytically to evaluate evidence so that you can develop innovative and solutions to solve problems; • Explore a range of alternative options to find appropriate solutions to problems; • Collate, manipulate and interpret quantitative and/or qualitative data; and to convey their meaning to others; • Translate ideas into practical and effective solutions. 	<p>We will place you in an environment where you will be able to use and develop those analytical and thinking skills you have developed at university. You will be given the responsibility for specific pieces of work and while you will be set clear parameters you will be encouraged to think widely, gathering information from a number of sources, so that you can challenge existing practices and suggest new and more efficient ways of working. You will always have experienced support around you should you need advice and guidance.</p>

2	Leadership	<p>The attributes in this category encourage you to understand and develop your own leadership style. You will be expected to demonstrate leadership in its broadest sense so that you are able to get the best from those who work with or for you. You should aim to:</p> <ul style="list-style-type: none"> • Show enthusiasm for your work and take the lead when appropriate to do so; • Recognise the work of colleagues when it exceeds expectations; • Make plans for your own or group activities, identifying and mitigating any risks; • Demonstrate flexibility and an ability to adapt to changing circumstances; • Support and encourage the development of others; • Contribute to positive change and development in local communities through the results of your work; • Treat others according to their individual need. 	<p>You will be exposed to a number of leadership styles and you will have the opportunity to speak with senior leaders. You will be able to identify the qualities that define a good leader and you will be encouraged to put these lessons into practice as you develop your own leadership style.</p>
3	Effective verbal and written communication	<p>The attributes in this category encourage you to confidently present yourself and your work in verbal and written form so that you are able to exert a greater influence in the workplace. You should aim to:</p> <ul style="list-style-type: none"> • Write effectively for a range of audiences, adapting your style when necessary; • Communicate orally to a range of audiences, adapting your style when necessary; • Defend ideas confidently when constructively challenged by others; • Reflect on the impact of different behaviours and your 	<p>You will be given the opportunity to develop your verbal and written communication skills. You will be expected to give verbal updates and presentations at force level meetings and you will be instructed how to write a variety of reports with different purposes and directed towards specific audiences.</p>

		<p>use of language on groups and situations;</p> <ul style="list-style-type: none"> • Actively seek feedback from a peers and supervisors. 	
4	Innovation and problem solving	<p>The attributes in this category encourage you to go beyond responding to the obvious needs of the situation by being innovative in seeking out new approaches either by developing them yourself or by adapting existing practices in order to generate sustainable solutions to problems. You should aim to:</p> <ul style="list-style-type: none"> • Be proactive, taking action before being asked; • Be prepared to try new ways of working, making use of new technologies or approaches; • Import new ideas and good practice from outside the Police Service and be able to adapt it to meet a policing need; • Apply academic learning to the work environment; • Use a problem-solving methodology to identify a range of options; • Considers imaginative or unique solutions to problems. 	<p>We will give you appropriate training in problem-solving techniques and we will provide you with clear parameters for your work. Within that framework you will be encouraged to be innovative, with the focus being on developing sustainable, realistic and cost-effective solutions.</p>
5	Working together	<p>The attributes in this category encourage you to demonstrate an ability to work with other people, pooling talents so that the end result is more effective than if you had worked independently or in competition. You should aim to:</p>	<p>We will place you within a team so that you have the opportunity to develop your skills in team working. You will participate in team meetings and you will be encouraged to contribute as an equal member.</p>

		<ul style="list-style-type: none"> • Build strong interpersonal relationships with colleagues; • Work effectively as part of a team by contributing to team tasks and taking on a fair and appropriate share of the workload; • Contribute ideas and suggestions to group activities while respecting the views and opinions of your colleagues; • Be willing to learn from other team members. 	
6	Personal effectiveness	<p>The attributes in this category encourage you to demonstrate a responsibility for yourself and your development. You should aim to:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of personal development and be aware of personal strengths and weaknesses; • Be able to articulate plans to address areas for development; • Demonstrate emotional intelligence and consistently treat others with respect and honesty; • Take time to understand the requirements of stakeholders; • Deliver a quality service, putting the customer first; • Manage your own time and workload effectively; • Effectively manage changing priorities so that you are able to deliver planned work within agreed deadlines; <p>Work with the minimum of supervision.</p>	<p>Following a structured induction week during which you will meet a number of key individuals, you will be introduced to your team and given your identification. We will agree work packages with you based upon your skills and development needs. You will agree timescales and workloads and while you will be expected to manage this you will be supported by your line manager who will conduct regular reviews with you to ensure that you are able to cope. You will be taught techniques for managing your time effectively.</p> <p>We will provide you with a student intern mentor who will assist you in your personal development. You will agree areas for personal development and these will be reviewed throughout your internship. You will have personal development reviews at three and six weeks and we will write a formal evaluation report during your</p>

			final week. You will return to university with a portfolio of evidence, a clear understanding of your future developmental needs and an effective model that will allow you to identify the developmental needs of yourself or your team.
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