



Metropolitan Police Authority

MPA Priorities and our Values and Behaviours

The MPA is focusing on a number of corporate priorities and the values and behaviours (Figure 3) underpinning how we work and the way we work with others in order to achieve success. The MPA's priorities and our values and behaviours are therefore an important part of everything we do.

A planned programme of work will be developed after 2 April 2007 to educate staff and members about our values and behaviours and how they support our priorities.

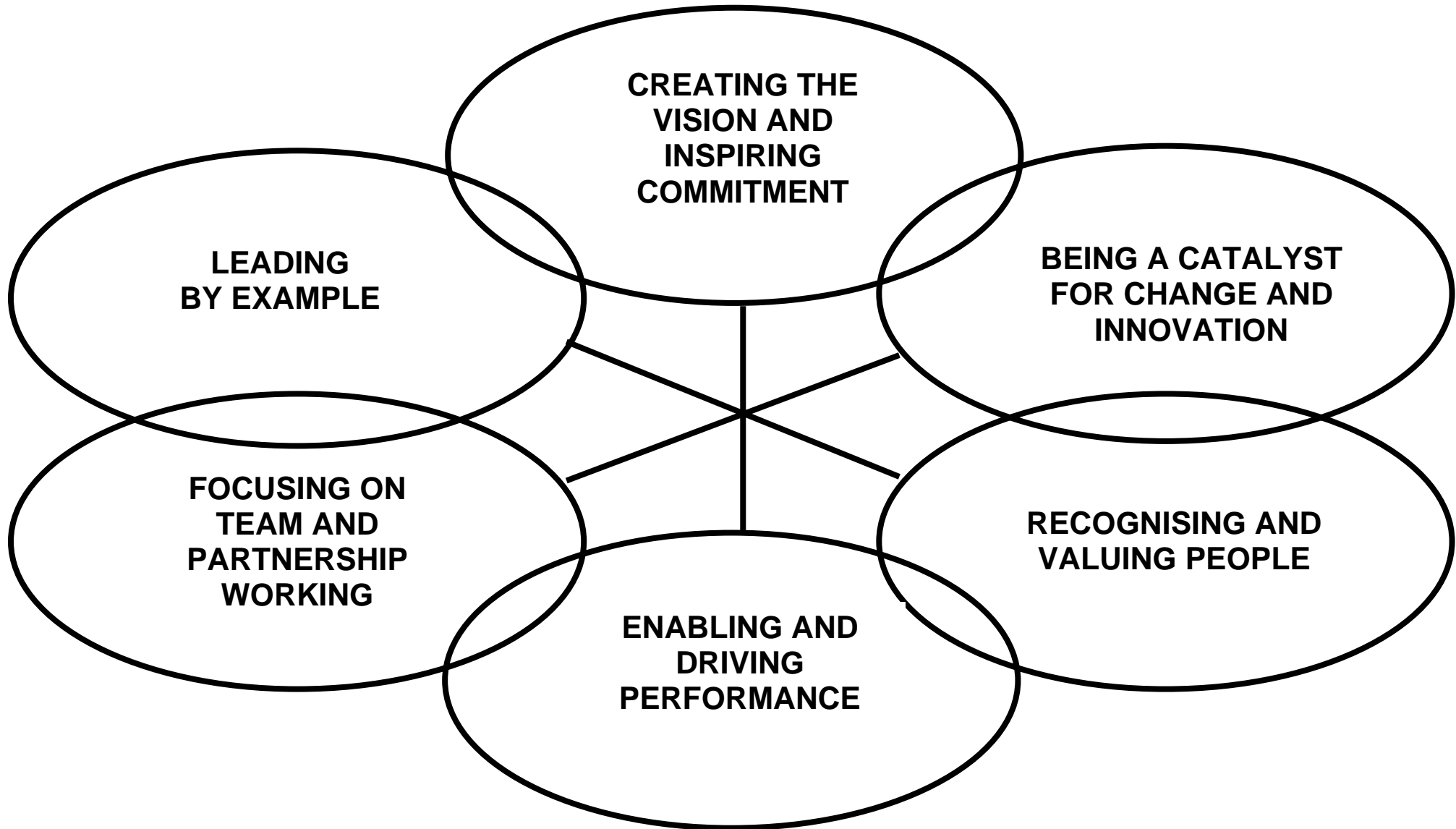
The values and behaviour framework is presented as 6 high level themes which describe the key activities that an excellent leader and manager and other members of staff should carry out, namely:

- **create the vision and inspire commitment**
- **be a catalyst for change and innovation**
- **recognise and value people**
- **enable and drive performance**
- **focus on team and partnership working**
- **lead by example**

For each of these 6 themes, the framework then describes example behaviours and working practices that managers, team leaders and other staff should demonstrate and carry out when working with colleagues, the MPS, members and partners.

These examples are described on the following pages.

FIGURE 3: MPA VALUES AND BEHAVIOURS





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MPA VALUES AND BEHAVIOURS

EXAMPLE BEHAVIOURS AND WORKING PRACTICES FOR MANAGERS, TEAM LEADERS AND STAFF WHEN WORKING WITH COLLEAGUES, MPS, MEMBERS AND PARTNERS

CREATING THE VISION AND INSPIRING COMMITMENT eg ...

- being proactive and looking beyond the present to anticipate what is on the horizon that will influence future direction
- having a clear vision of how things should be developing in the longer term
- involving people in shaping the vision and goals so that they own and commit to these
- making sure people have a genuine opportunity to participate in debates that impact on the future direction and strategies of the MPA and what your team does
- showing your own enthusiasm and commitment in the way you talk to people about the vision and goals
- giving clear direction on the priorities and what is important
- looking for ways to promote the MPA, its core business and mission
- looking for ways to promote your area of work within the framework of the MPA's core business so that people understand and commit to what is being done

BEING A CATALYST FOR CHANGE AND INNOVATION eg ...

- looking for creative and innovative ways of doing things and encouraging others to do so
- being open to new ideas and solutions ...
- ... and showing your enthusiasm for promoting and testing these out
- accepting that mistakes will happen but encouraging people to learn from their experiences
- recognising when things need to change and being positive about doing things differently
- managing change with perseverance and determination
- letting people know that it's OK to challenge and take managed risks and that you expect them to question why we do things
- challenging people constructively who are reluctant to change because, 'we've always done it this way'
- having the courage of your own conviction to persist with new ideas, solutions and possibilities

RECOGNISING AND VALUING PEOPLE eg ...

- recognising and valuing how different people contribute to the MPA's and the team's performance
- enabling people to understand how their input contributes to the MPA's goals
- using the right means at the right time to recognise, celebrate and thank people for their achievements, successes and contribution



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- promoting the MPA's and your own team's achievements and best practice both within and outside the authority
- showing a genuine interest in the work that the team and individuals are involved in and in the issues they have to deal with
- understanding people's workloads and pressures and finding ways to ease these
- taking the time to know your people and showing that you care as much for their welfare and well being as the results they deliver
- making people feel proud to work for the MPA so they want to give their best
- encouraging and fostering trust and respect for one another so that people value their colleagues input
- knowing what motivates people and giving them the opportunity to identify and exploit areas of interest, skills and knowledge

ENABLING AND DRIVING PERFORMANCE eg ...

- setting and agreeing challenging but realistic priorities, targets and outcomes for the MPA, your team and individuals ...
- ... and making sure that teams and individuals stay focused on what's important
- creating high standards within agreed organisational frameworks that give clear direction for how the people should work ...
- ... and making sure that these are applied consistently and fairly
- making sure that people know what is expected of them in terms of their role and targets and where the boundaries are
- holding people rigorously to account for fulfilling their role
- empowering and motivating people to use their own judgement and initiative to achieve targets...
- ... and trusting them to get on with their job in their own way
- making sure that performance is regularly reviewed and monitored so that problems can be resolved early
- having the determination to tackle poor performance promptly, firmly and fairly so that people are given the support and opportunity to improve and develop
- intervening promptly to resolve issues and potential disputes in an impartial and confidential way
- understanding team and individual strengths and limitations ...
- ... and being clear about the gaps that need to be addressed and the strengths to build on
- keeping people informed and up to date so that people can do their job with confidence
- providing people with the resources, support and development to do their best
- encouraging people to achieve their potential



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FOCUSING ON TEAM AND PARTNERSHIP WORKING eg ...

- showing that you value and encourage team and partnership working by enabling people to see how together they can achieve better outcomes
- knowing what other teams' and partners' priorities are and how you can work together to deliver the best results
- ensuring that teams understand how and when they need to work together to achieve results
- making sure the climate and the working practices in the MPA fosters team and partnership working
- taking the time to build and develop your team
- developing skills within the team and encouraging people to learn from each other

LEADING BY EXAMPLE eg ...

- being prepared to take a share of the work load when the pressure is on
- demonstrating real accountability and taking responsibility for your actions
- being approachable and prepared to listen and showing commitment to acting fairly on feedback
- showing that you know your own strengths and weaknesses and recognising that you don't have to be good at everything
- being receptive to and taking account of people's advice and ideas when solving problems ...
- ... but knowing when to be incisive and being prepared to take tough decisions
- having the confidence to communicate and follow through on difficult messages
- inspiring confidence in people that the decisions you take will deliver the right results...
- ... but being prepared to admit when you've made a mistake and got things wrong
- communicating decisions openly and transparently and explaining how they were reached
- demonstrating a commitment to your own personal and professional development
- keeping abreast of key developments that impact on the core business of the MPA
- being conscious of and sensitive to the impact of what you say and do on others
- demonstrating an awareness and commitment to equality and diversity



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