

Competency Profile Senior Police Officers

With regard to the strategic aspects of international cooperation in Europe – particularly in the field of combating crime and related public order issues – a senior police officer should be able to ...

<i>Professional competencies</i>	
1	Handle relevant European legislation, regulations, instruments and structures in accordance with the national context;
2	Deal with different approaches to what is regarded as legal or legitimate in line with Europe's increasing legislation and jurisdiction;
3	Consider strategies of the police using force as a last resort in order to enhance legitimacy for policing in Europe;
4	Develop and apply strategic planning, especially in the field of pan-European cooperation;
5	Direct several major, complex and dynamic processes from a long-term perspective taking into account approaches and procedures elsewhere in Europe;
6	Manage the interaction between policing strategies and politics in a European context at the same time;
7	Analyse, evaluate and apply research and investigation findings to strategic management of European policing issues;

<i>Contextual competencies</i>	
8	Develop a common view on the core tasks of the police in EU cooperation;
9	Assess and transform the effects of socio-economic, cultural and political developments in Europe into initiatives for innovating policing strategies;
10	Recognise and seize strategic opportunities for European cooperation;
11	Confer or negotiate successfully with European authorities, irrespective of influences of media or governments involved;
12	Take effective decisions when confronted with conflicting interests in Europe;
13	Guarantee an acceptable balance between national and European demands;
14	Deal with the fact that European cooperation requires a specific accountability in comparison with similar operations in one's own country;
15	Handle dilemmas between priorities and lack of resources due to national as well as European funding;
16	Apply quality control standards to strategic management, based upon challenging international standards;

<i>Social competencies</i>	
17	Respect the 'Code of Ethics' of the Council of Europe;
18	Take into account and ensure diversity in law enforcement and the daily performance of policing with respect to age, gender, sexual orientation, religion, ethnicity and culture as a reflection of Europe's multiplicity;
19	Deal with the potential tension between being a law enforcement instrument versus the mission to safeguard the rights of individuals, as set by the UN

	Declaration of Human Rights;
20	Take into account the social hierarchy and conventions in the European Union when communicating with strategic partners;
21	Handle the political and professional sensitivity of communicating with the foreign press abroad;
22	Perform in various multicultural, interdisciplinary or international teams and under various conditions;
23	Inspire and advise colleagues in the process of international police cooperation;

Individual competencies

24	Serve as an example for the organisation and European counterparts in terms of police professionalism, natural authority and effort as well as integrity, inspiration and loyalty – balancing personal life and duties;
25	Reflect on one's performance as an efficient, composed and confidence-building leader in international and cross border projects;
26	Enrich the European partners by sharing one's own personal expertise;
27	Apply different police leadership roles simultaneously, being an 'architect, programme manager or diplomat' in joint investigations and cooperation;
28	Contribute to public confidence in what policing in Europe is all about;
29	Contribute to a common way of policing in democratic Europe;
30	Command at least two languages in multilingual Europe, including English as a working language.

