SPECIAL SERGEANT
ROLE PROFILE

Location:	Police Station	Reports to:	Special Inspector

Main purpose of the role

♦ To carry out this role you must be a competent Special Constable
♦ To assist in the operational effectiveness of the force by supervising, developing and supporting Special Constables
♦ The first level of supervision in the Special Constabulary, responsible for directing a team of Special Constables, ensuring organisational standards are upheld

Main responsibilities

♦ To maintain and improve team cohesion, morale and enthusiasm and drive specific initiatives towards local goals in accordance with force strategy, policy and Policing Plan
♦ To assure quality by constantly monitoring all aspects of team performance in order to maintain standards and improve the individual team contribution to the achievement of local objectives and targets
♦ To monitor and encourage the performance of regular tours of duties by team members, and ensure minimum hours requirements are met
♦ To monitor and promote professional development of team members by counselling, coaching and guiding to enhance competence (particularly with relation to Independent Patrol Status) and enable high quality performance and to ensure safe working practices of all team members
♦ To act as a point of liaison between Special Constables at a police station or within a sector, relevant local regular Police Inspectors and the Special Inspector

A Special Sergeant must be able to:

Plan, Organise and monitor the activities of volunteers

Supervise the response to critical incidents

Manage your own resources

Provide leadership for your team

Personal Qualities

Decision Making	Gathers, verifies and assesses all appropriate and available information to gain an accurate understanding of situations. Considers a range of possible options before making clear, timely, justifiable decisions. Reviews decisions in the light of new information and changing circumstances. Balances risks, costs and benefits, thinking about the wider impact of decisions. Exercises discretion and applies professional judgement, ensuring actions and decisions are proportionate and in the public interest.

Leading Change	Positive about change, adapting rapidly to different ways of working. Flexible and open to alternative approaches to solving problems, and encourages flexibility in others. Constantly looks for ways to improve service delivery and value for money, making suggestions for change and encouraging others to contribute ideas. Takes an innovative and creative approach to solving problems.
Leading People	Inspires team members to meet challenging goals, providing direction and stating expectations clearly. Acknowledges the achievements of individuals and teams by recognising and rewarding good work. Recognises when people are becoming demotivated and provides encouragement and support. Gives honest and constructive feedback to help people understand their strengths and weaknesses. Coaches and guides team members, identifying and addressing areas for development.
Managing performance	Understands the organisation's objectives and priorities, and how own work fits into these. Plans and organises tasks effectively to maintain and improve performance. Sets clear objectives and outcomes. Manages multiple priorities, thinking things through in advance, balancing resources and coordinating activity to complete tasks within deadlines. Knows the strengths of team members, delegating appropriately and balancing workloads across the team. Monitors delivery to ensure tasks have been completed to the right standard, and tackles poor performance effectively.
Professionalism	Acts with integrity, in line with the values and ethical standards of the Police Service. Takes ownership for resolving problems, demonstrating courage and resilience in dealing with difficult and potentially volatile situations. Acts on own initiative to address issues, showing a strong work ethic and demonstrating extra effort when required. Upholds professional standards, acting as a role model to others and challenging unprofessional conduct or discriminatory behaviour. Asks for and acts on feedback, learning from experience and continuing to develop own professional skills and knowledge. Remains calm and professional under pressure, defusing conflict and being prepared to step forward and take control when required.
Public service	Demonstrates a real belief in public service, focusing on what matters to the public and will best serve their interests. Understands the expectations, changing needs and concerns of different communities, and strives to address them. Builds public confidence by talking with people in local communities to explore their viewpoints and break down barriers between them and the police. Understands the impact and benefits of policing for different communities, and identifies the best way to deliver services to them. Develops partnerships with other agencies to deliver the best possible overall service to the public.
Working with others	Works co-operatively with others to get things done, willingly giving help and support to colleagues. Is approachable, developing positive working relationships and a good team spirit. Explains things well, ensuring instructions are understood and talks to people using language they understand. Listens carefully and asks questions to clarify understanding, expressing own views positively and

	constructively. Persuades people by stressing the benefits of a particular approach, keeping them informed of progress and managing their expectations. Is courteous, polite and considerate, showing empathy and compassion. Deals with people as individuals and addresses their specific needs and concerns. Treats people with respect and dignity, dealing with them fairly and without prejudice regardless of their background or circumstances.