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Introduction

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Welcome

Hello, and welcome to your new guide called *How to Become a German Police Officer*. Inside this book, you'll find all the information you need going into the recruitment process in any of the 16 German states, as well as those of the Federal Police and the Bundestagspolizei (parliament police).

Before we get into the recruitment processes themselves, we'll explain the structure of German policing in general, including the duties you'll undertake and other details of the role. Reading this section will give you a taste of what life in the role will be like, and will allow you the chance to properly consider whether life in German law enforcement is for you!

Of course, should you decide it is the path you want to take, the career of a police officer is an incredibly important and rewarding one. The role is multi-faceted, which means that you need to possess many different skills, from dealing face-to-face with members of the public, to diffusing potentially volatile crime scene situations.

The varied and hands-on nature of the role is something uniquely appealing about working as a police officer, and one that should excite you before going into the process. Naturally, these skills are all tested in the recruitment process, so you need to prove you're up to the task.

In order to make sure you do, recruiters across Germany have made their selection processes extremely rigorous and competitive. State departments receive many times more applications than they have positions available, so you need to stand out and be excellent in order to be accepted and admitted to police training, which is invariably lengthy and exhaustive in Germany.

Having said this, if you want it badly enough, you can make it happen. Meticulous preparation and practice are your best hope of making it, so make sure that if you go for it, you do so while giving 100% effort.

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Overview of Policing in Germany

Over 300,000 people are employed as police officers in Germany across its 16 states. In addition to this, over 39,000 operate at a federal level. Each has a demanding, varied, and rewarding role, active in the community, centred around crime prevention and punishment.

The main three main branches of German Police are as follows:

- State Police;
- Federal Police;
- Bundestagspolizei (parliament police).

So, read on for a breakdown of this structure, starting with the State Police.

State Police

The vast majority of policing in Germany is devolved to the 16 states – each one organises and recruits its serving police officers. Despite this, there are some overarching standards and similarities between the states, such as the fact the officers are generally armed, which we will explore further now.

Within state police departments, there are several branches of operation, including:

- *Schutzpolizei*

Schutzpolizei are the most common type of officer; the name itself simply means 'Constabulary'. *Schupo* represent the visible, uniformed face of the police department, dealing with public complaints and responding to and handling a huge array of offences. On a high level, it is organised, according to the

President of Police Organisation Act, by the Interior Ministry, with collaboration with the Ministry of Justice, a court of justice or a public prosecutor's office.

- *Autobahnpolizei*

The *Autobahnpolizei* is most comparable to a traffic officer or highway patrol. Contrary to popular opinion, there are large sections of the *Autobahn* that do have speed limits that need to be enforced! In addition to this, *Autobahnpolizei* respond to accidents and help aid traffic flow, as well as assist in investigations involving criminals fleeing by car.

- *Kriminalpolizei*

The *Kriminalpolizei*, which means 'Criminal Investigation Department', is responsible for dealing with serious crimes, including violent offences as well as serious instances of theft. Officers of this type are commonly known as the *Kripo*. *Kripo* do not wear uniforms and spend most of their time investigating cases. What tends to happen at serious crime scenes is that *Schupo* arrive as first response, before handing the case over to the *Kripo* to take control of the investigation.

- *Wasserschutzpolizei*

The *Wasserschutzpolizei* literally translates to 'The Water Police', and this is in essence what they are. WSP officers patrol the many miles of waterways in Germany, which mostly comprises of rivers and lakes. Their duties are numerous, including: ensuring travelling boats are complying with maritime law, maintaining environmental standards, prevent illegal fishing, and dealing with accidents.

- *Landeskriminalamt*

The *Landeskriminalamt* is an important institution in each state police department. The best translation is probably ‘State Investigation Bureau’ – it is involved with the investigation of serious crimes. Unlike the Kriminalpolizei, which operates regionally within states, and out of regional police stations, the *Landeskriminalamt* operates at a state-wide level. This means that it is involved with the investigation of serious crimes that are occurring state-wide. This may mean that criminal or terrorist organisations are involved, either in violent, drug-related, or white-collar crime. Also unlike the Kripo or Schupo, *Landeskriminalamt* is directly subordinate to its relevant state’s interior ministry.

Now we’ve looked at the main divisions of state police departments in Germany, let’s look in closer detail at the states themselves, including how aspects such as geography, population, and size effect their policing.

- Baden-Württemberg

Baden-Württemberg is a large state located in the south-west of Germany, whose capital city is Stuttgart. It has a population of around 11 million people who live in an area of 35,751 square kilometres, which makes it the third largest state in terms of both population and land mass.

The state has one of the lowest crime rates in Germany, thanks to a people-focused and transparent approach to policing. Individual rights, avoiding discrimination, and social justice represent the key tenets of its judicial system.

Relatedly, Baden-Württemberg also has the highest proportion of migrants and refugees of any German state, coming from both within and outside of the European Union. It is for this reason that

Baden-Württemberg police classes successful integration as one of its key missions.

- Bavaria (Bayern)

Bavaria, located in the south-east of Germany, is the largest state by area, consisting of 70,550 square kilometres. Unsurprisingly it also has a large population, with around 12.5 million people living there. This makes it the second-most populous state in the country. The state capital is Munich.

Up until at least 2023, Bavarian police expect and hope to bring in huge numbers of new police recruits, thanks to an increase in the number of police stations across the state. The Bavarian police mission statement is centred around maximum effort, equality, and teamwork.

- Berlin

Berlin is the largest and most populous city in Germany, with 3.6 million people living there. For this reason, the north-eastern city itself forms its own state. The 12 boroughs of Berlin are served by 6 divisions, which manage several police units.

Working within a capital city presents unique challenges, such as stewarding large-scale public events and ensuring safety on vast public transport links. Police officer roles in Berlin probably come with the largest and most varied task list.

- Brandenburg

Brandenburg surrounds the city of Berlin but represents a different state in its own right. Approximately 2.5 million people live there, but based on the state's land mass, it one of the least densely populated states in Germany.

Brandenburg police place a lot of emphasis on the importance of new technology and equipment. This prioritisation manifests itself with number of specialised land, air, and sea vehicles in their fleet.

- Bremen

Bremen is the smallest state in terms of both land mass and population, as it only consists of the city of Bremen and the nearby territory of Bremerhaven. Around 680,000 people live in the state of Bremen.

The size of the state of Bremen may be a positive draw – if you are accepted to the police department, you can guarantee you won't be moved too far away. Bremen police are also concerned with online crimes, particularly how they affect young people. They have produced lots of educational resources surrounding this issue to raise awareness of certain dangers.

- Hamburg

Hamburg is a city state located in northern Germany, consisting of around 1.75 million people. This makes it the second-largest city in Germany, and an important financial, educational, and cultural centre.

Consequently, police officers must be prepared to deal with crime specific to large cities. One police station in Hamburg, called the *Davidwache*, is very well known across Germany, due to its location on the *Reeperbahn*, an important, if notorious, street in the city's entertainment district.

- Hesse (Hessen)

Hesse is located in Eastern Germany, and its state capital is Wiesbaden. However, its largest and most populous city is

Frankfurt, which is officially known as Frankfurt am Main. Around 6.2 million people live in the state as a whole, with around 740,000 living in Frankfurt.

In 2017, the crime rate in Hesse fell to its lowest number since 1980. One key crime that was targeted by police in Hesse in recent years has been home burglary, an offence which has fallen year on year following comprehensive measures.

- Mecklenburg-West Pomerania

Mecklenburg-West Pomerania is state found on the northern coast of Germany. While it is the sixth-largest state by area, has the fourth-smallest population, making it the least densely populated state by area. The state capital is the city of Schwerin, but its largest city is Rostock.

- Lower Saxony (Niedersachsen)

Lower Saxony is a north-western state that borders the North Sea as well as the Netherlands. It is the second-largest state by area and the fourth-largest state by population, with around 8 million inhabitants. Its capital city, Hanover, has a population of around 524,000.

Police in Lower Saxony are currently working on a modernisation programme called Strategy 2020. This process will focus on security, careers, new technology, and finance. After the implementation of this strategy, the Lower Saxon Police departments wants to be much more transparent, with a better 'culture of participation' from the people.

- North Rhine-Westphalia (Nordrhein-Westfalen)

North Rhine-Westphalia (NRW), located in the East of Germany,

is the most populous state in the country with around 17.8m people living there. This represents nearly a quarter of Germany's population. The capital is Düsseldorf, although there are several large cities in the state, including Cologne (the state's largest), Dortmund, and Essen.

There are 47 constabularies in NRW, 18 of which are urban, with 29 operating in rural areas. NRW has a new burglary forecasting software which analyses information about past burglaries, and uses city building plans to ascertain where burglaries are most likely to happen in the future. It has contributed to the steady fall in burglaries in the state in recent years.

- Rhineland-Palatinate (Rheinland-Pfalz)

Rhineland-Palatinate is located on the western side of Germany, and has borders with EU states France, Luxembourg, and Belgium. The state has a population of just over 4 million, with around 215,000 living in its capital and largest city, Mainz.

In October 2017, the decision was made to unite the previously separate bodies of the Water Police, the Riot Police, and the Central Office for Police Technology under one headquarters. This was to aid organisation of the many tasks that these bodies undertake, and aid cooperation between them.

- Saarland

Saarland is the smallest non-city state in Germany and has a population of around 995,000 people. Its largest city is Saarbrücken, which lies in the south-west of the country right next to the French border.

The Saarland police is one of the smallest forces in Germany. Due to its proximity to France, much of its equipment and vehicles are French.

- Saxony (Sachsen)

Saxony is located in the west of the country, bordering Poland and the Czech Republic. Its state capital is Dresden, but its largest city is Leipzig, which has a population of around 575,000.

Policing in Saxony is split between 5 headquarters: Chemnitz, Dresden, Gorlitz, Leipzig, and Zwickau. Saxony police is another German police department which is eager to bolster numbers in a major way – in February 2018 they added 260 new officers, in order to rise to the challenges of modern policing in Germany.

- Saxony-Anhalt (Sachsen-Anhalt)

Saxony-Anhalt, of north-eastern Germany, is fairly average in terms of size and population, which is around 2.2 million. Its capital is Magdeburg, which is very similar in population to its other large city, Halle.

Saxony-Anhalt is one of the German states whose parliament approved the testing and gradual deployment of body cameras on their officers. These have been implemented to increase the safety of both active officers and the citizens of this region.

- Schleswig-Holstein

Schleswig-Holstein is located on the northernmost tip of Germany and juts out between the North Sea and the Baltic Sea. This means that it also shares a border with Denmark. Its capital city is Kiel and has a population of around 250,000. The state as a whole has 2.9 million residents.

- Thuringia (Thüringen)

Thuringia, located in the centre of Germany, is a fairly small state with around 2.1 million inhabitants. Its capital, Erfurt, has a

population of around 211,000. Thuringia is characterised by the fact that much of it is covered in forest. It is also one of the poorer states in Germany, thanks in part to its proximity to Bavaria, the richest state.

Federal Police (Bundespolizei)

The Federal Police in Germany operate on a national level, carrying out a wide range of tasks with national security in mind. They do so in accordance with the Federal Police Act, which came into effect in 1994, 4 years after German reunification.

These are the key missions of the German Federal Police:

- Border Protection

The Federal Police is responsible for the control of Germany's foreign borders, which they do so with varying degrees of cooperation with the various state police departments. This includes patrolling the borders, checking passports and travel documents (including at airports), and eliminating potential dangers.

- Ensuring Security on Railways

Across Germany, the Federal Police work to minimise threat to people who use its extensive railway network. This involves surveillance, cooperating with railway staff and passengers, and maintaining a presence in stations and beyond. As well as this, Federal Police work to keep the stations and tracks themselves free from harm.

- Aviation Security

Similarly, it is the responsibility of the Federal Police to ensure security at airports and on flights.

- Protecting Federal Government procedure;
- Duties at sea;
- Averting national threats to security or democracy;
- Cooperating with the UN or EU in police tasks;
- Provide support to state police departments;
- Prosecute crimes related to the above areas.

Other than police officers and investigators, there are also many other career paths within the Federal Police. For example, in order to aid anti-terror efforts, they require researchers and scientists who work on the development of new strategy and technology.

Bundestagspolizei (Parliament Police)

This police force's duties are specific to the Bundestag, which is the Germany parliament's lower chamber, located in Berlin. Its duties also extend to the protection of the President of the Bundestag.

On and around the premises of the Bundestag, the Bundestagspolizei's authority overrules other police forces, but it but it will cooperate with the Berlin State Police as well as the Federal Police on a regular basis.

Here is an overview of the tasks of the Bundestagspolizei:

- Maintaining public safety and order;
- Ensuring the procedures of the Bundestag run freely;
- Removing trespassers;
- Carrying out security checks on visitors;
- Preventing and prosecuting general crime that takes place on

the premises, if approved by the President of the Bundestag.

Unlike other police departments in Germany, the Bundestagspolizei operate mainly in plain clothes, and simply wear jackets that bear a "Polizei" inscription.

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Top 10 Tips Before You Begin

The following 10 insider tips have been carefully put together to increase your chances of success during any police officer selection process. Therefore, it is important that you follow them carefully. Whilst some of them will appear obvious, they are still important tips which you need to follow.

Insider Tip 1 – Be Fully Prepared and Focused

When you are applying for any career, it is of vital importance that you prepare yourself fully for every stage of the selection process. What we mean is that you do everything you can to find out what is required of you. For example, most people do not read guidance notes that may accompany the application form, and then they wonder why they fail that particular section.

Make sure you read every bit of information you receive at least twice and understand what is required in order to pass. Things in life do not come easy and you must be prepared to work hard. Go out of your way to prepare – for example, get a friend or relative to act out a role play scenario and see how you deal with it. When completing the application form, allocate plenty of time to do it neatly, concisely and correctly. Don't leave it until the night before the closing date to fill out the form, as you will be setting yourself out to fail.

Break down your preparation into the following 4 key areas:

- Area 1 – Learn about the role of a police officer.
- Area 2 – Learn and understand the desirable competencies.
- Area 3 – Prepare to apply the competencies to every stage of the selection process.
- Area 4 – Improve your physical fitness.

In addition to your preparation strategy, it is also very important to believe in your own abilities and take advantage of the potential that's within you. If you work hard, then you will be rewarded!

Whenever you come up against hurdles or difficult situations and experiences, always try to look for the opportunity to improve yourself. For example, if you have applied for the police previously and failed, what have you done to improve your chances of success this time? Did you find out what areas you failed on and have you done anything to improve?

Insider Tip 2 – Understand and Believe in Equality and Fairness, and Be Able to Demonstrate It During the Selection Process

Equality and fairness are crucial in today's society. We must treat each other with respect and dignity, and understand that people come from different backgrounds and cultures to our own.

Treat people how you expect to be treated – with dignity and respect. If you do not believe in equality, fairness and dignity, then you are applying for the wrong job. Police officers are role models within society and people will look to you to set an example. For example, you wouldn't expect to see a police officer bullying or shouting at a member of the public in an aggressive manner, would you?

As a police officer you will only use force in exceptional circumstances. You will be required to use your interpersonal skills to diffuse situations and you will need to treat people fairly and equally at all times.

Insider Tip 3 – Be Physically and Mentally Fit

Being prepared, both physically and mentally, is important if you are to succeed in your application to become a police officer. Even

if you only have a few weeks to prepare, there are lots of ways in which you can improve your chances of success.

Many people who successfully pass the selection process are physically fit; you will need to reach some minimum fitness requirements for most police departments in Germany.

Anyway, being physically fit has plenty of advantages in addition to simply improving your health. For example, raised self-esteem and confidence in your appearance are also benefits to keeping fit. A person with good health and fitness generally shines when it comes to how they go about their day-to-day activities.

In addition to the above, the benefits of 'fitness of mind' are equally as important when tackling the selection process. When applying to join the police you will be learning new skills and developing old ones. The fitter your mind, the easier this will be. If you are fit, both physically and mentally, then you will be able to prepare for longer. You will find that your stamina levels will increase and therefore your ability to practise and prepare will increase too.

If you prepare yourself fully for the selection process, then you will feel more confident on the day, when you are under pressure. Make sure you also get plenty of sleep in the build-up to selection and ensure you eat a healthy balanced diet. Many of us underestimate the importance of a healthy diet. The saying 'we are what we eat' makes a lot of sense and you will find that if you just spend a week or two eating and drinking the right things, you will begin to look and feel healthier.

Avoid junk food, alcohol and cigarettes during your preparation and your concentration levels will increase greatly, helping you to get the most out of the work you put in. Give yourself every opportunity to succeed!

Insider Tip 4 – Learn About the Police Department You Are Applying to Join

This is important for a number of reasons. To begin with, you may be asked a question on the application form that relates to your knowledge of the role of a police officer and also why you want to join that particular state department. As you can appreciate, many candidates will apply for a number of different states all at once in an attempt to secure a job as a police officer.

The Police Department you are applying to join wants to know what exactly attracts you to them specifically. So, in order to be able to provide a good response, you will need to carry out some research. The second reason is that during your interview, it is guaranteed that you will be asked questions relating to your knowledge of the state and its department.

You will find a wealth of information on each state department website. There, you can find out what they are doing in terms of community policing. Remember that the job of a police officer is not just about catching criminals. It is about delivering the best possible service to the public and responding to their needs. Understanding what the police in your area are trying to achieve will demonstrate enthusiasm, commitment and an understanding of what your job will involve if you are successful.

If you can tell the interview panel about the policing area, current crime trends and statistics, community policing issues and even diversity recruitment, then you will be displaying a far greater knowledge of their constabulary and also showing them that you have made the effort!

If you were interviewing a candidate for employment in your department, what would you expect them to know about your organisation? You would probably expect them to know a great

deal of information. Learn as much information as possible about the service you are applying to join and be extremely thorough in your preparation.

Insider Tip 5 – Learn and Understand the Desirable Competencies

Police officer desirable competencies form the fundamental requirements of the role. They identify how you should perform and they are key to the role of a police officer. Later in the book, read them carefully and make sure you understand them, they are crucial to your success!

Throughout the selection process you should concentrate on these competencies, constantly trying to demonstrate them at every stage. The most effective way to achieve this is to use 'keywords and phrases' in your responses to the application form and interview questions. Using keywords and phrases that correspond to these desirable attributes will gain you higher scores.

Insider Tip 6 – Be Patient and Learn from Your Mistakes

We can all become impatient when we really want something in life but sometimes it may take us a little longer than expected to reach our goals.

Try to understand that police departments around Germany receive many thousands of applications each year and it takes time for them to process each one. Don't chase them up after you've applied, rather wait for them to get in touch with you.

Use the time in between your results wisely, concentrating on the next stage of the selection process. For example, as soon as you submit your application, start working on your preparation for the tests. 99% of candidates will not start their preparation for the tests until they hear back about their application. They can't be bothered

to prepare for the next stage until they receive confirmation that they've been successful, and as a result, they are missing out on extra practise time.

Insider Tip 7 – Understand Diversity and the Benefits It Brings to a Workforce and Society

A diverse community has great benefits and the same can be said for a diverse workforce. The police are no exception and it needs to represent the community in which it serves. If society itself is multicultural, then the police need to be too.

Ask yourself the question “What is diversity?” If you cannot answer this, then you need to find out. You will almost certainly be asked a question about it during the course of the process, as most, if not all, German states place a high emphasis on integration following the recent increase in migrant and refugee numbers in the country.

The police must uphold the law fairly and appropriately to protect, respect, help and reassure everyone in all communities. They must also meet all of the current legislative requirements concerning human rights, race, disability and all employment law that relates to equality.

The focus of the Police is to provide a service that responds to the needs of all communities, ensuring the promotion of fair working practices at all times. The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique and recognising our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

Learn, understand and believe in diversity. It is important during the selection process and even more important in relation to your role as a police officer.

Insider Tip 8 – Do Not Give Up Until You Have Reached Your Goal

If you don't reach the required standard at the first or subsequent attempts, don't give up. So long as you always try to better yourself, there is always the chance that you will succeed. If you do fail any of the stages, look at the area(s) you need to improve on.

Did you fail the fitness test? If so then there are ways of improving. Don't just sit back and wait for the next opportunity to come along, prepare for it straight away and you'll increase your chances for next time.

Many people give up on their goals far too easily. Learning to find the positive aspects in negative situations is a difficult thing to do, but is a skill that anyone can acquire through practice and determination. If you really want to achieve your goals, then anything is possible.

During your preparation set yourself small targets each week. If you get tired or feel de-motivated at any time during your preparation, walk away from it and give yourself a break. You may find that you come back to it re-energised, more focused and determined to succeed!

Insider Tip 9 – Practise a Mock Interview

Mock interviews are a fantastic way to prepare for the interview scenarios you'll face, both the group and individual. During the build-up to these interviews, write down a number of predicted interview questions created during research. Then ask a friend or relative to ask you these questions under formal interview

conditions. Or, you could even ask a relative to ask someone that you do not know to help, in order to better simulate interview conditions. This would represent excellent preparation.

You could also try sitting down in front of a long mirror and respond to the same set of interview questions. Watch your interview technique. Do you slouch? Do you fidget or overuse your hands? It is important that you work on your interview technique.

Do not make the mistake of carrying out little or no preparation, because you can be guaranteed that some of the other candidates will have prepared fully. Make sure you put in the time and effort and practise a number of mock interviews. You will be amazed at how confident you feel during the real interview.

Insider Tip 10 – Know That Getting Recruited is the Start of Your Journey, Not the End

While preparing for the tests and interviews, an important thing to keep in mind is that you will not be a fully-fledged police officer once you pass them! In a way, your journey is only just beginning at this point.

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Desirable Competencies

Essentially, the role of a police officer is made up of a number of core competencies. You may receive these in your application pack or alternatively they can usually be found on the website of the service you are applying to join. Whatever you do, make sure you get a copy of them, and have them by your side when completing the application form. Basically you are looking to match your responses with the police officer core competencies.

Once you have found the 'core competencies', now is the time to structure your answer around these, ensuring that you briefly cover each area based upon your own experiences in both your work life and personal life. The core competencies that form the basis of the police officer role are similar to the following. Please note that the core competencies can, and do, change from time to time so it is important to confirm that they are correct.

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. Works in partnership with other agencies to deliver the best possible overall service to the public.

OPENNESS TO CHANGE

Positive about change, adapting rapidly to different ways of working and putting effort into making them work. Flexible and open to alternative approaches to solving problems. Finds better, more cost-effective ways to do things, making suggestions for change. Takes an innovative and creative approach to solving problems.

SERVICE DELIVERY

Understands the organisation's objectives and priorities, and how own work fits into these. Plans and organises tasks effectively, taking a structured and methodical approach to achieving outcomes. Manages multiple tasks effectively by thinking things through in advance, prioritising and managing time well. Focuses on the outcomes to be achieved, working quickly and accurately and seeking guidance when appropriate.

PROFESSIONALISM

Acts with integrity, in line with the values and ethical standards of the Police. 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 honestly and ethically, and challenges unprofessional conduct or discriminatory behaviour. Asks for and acts on feedback, learning from experience and developing own professional skills and knowledge. Remains calm and professional under pressure, defusing conflict and being prepared to step forward and take control when required.

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.

WORKING WITH OTHERS

Works co-operatively with others to get things done, willingly giving help and support to colleagues. Is approachable and can develop positive working relationships. Explains things well, focusing on the key points and talking 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, keeps them informed of progress and manages 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.

EFFECTIVE COMMUNICATION

Communication is incredibly important when working in the police, and therefore it is essential that candidates can demonstrate an ability to put across their ideas in a clear and concise manner, in both written form and verbal. Working in the police will put you in contact with a wide variety of people, from different backgrounds, and therefore it's vital that you can communicate effectively. Not only will you utilise your communication skills when dealing with members of the public, but you will also need to communicate with different members of the law enforcement team, and professionals from outside of the police – such as social workers or lawyers. You may also be asked to appear in court, where you will need to communicate verbally. Alternatively, your written reports could be used in court as evidence. These are just some of the many reasons that communication is essential for police officers.

A police officer who has good communication can:

- Communicate effectively in writing as well as verbally;
- Identify when it is appropriate to use certain styles of communication and language;
- Adapt their communication according to the individual(s) being addressed;
- Use grammar, spelling, and punctuation effectively and correctly;
- Listen carefully when they are being spoken to, taking note of essential information;
- Influence the behaviour of others in a positive way, using good communication.

PERSONAL EFFECTIVENESS

Personal effectiveness roughly translates to taking responsibility and ensuring that you can achieve results to the level that the police expect. It's about making sure that your own standards are up to scratch, and that you are always looking to improve and better yourself. In order to do this, you must be able to demonstrate qualities such as commitment, perseverance, and integrity, as well as a strong drive to increase the quality of your performance. Naturally, this is very important when working in the police, who demand the highest possible standards of their employees. Every single member of the police service has a responsibility to maintain an impeccable standard of work, and be willing to adapt and grow with the changing demands of the police.

A police officer who has good personal effectiveness can:

- Take personal responsibility for achieving results to the highest possible standard;
- Show commitment, motivation and perseverance towards police tasks;

- Understand the need for change and be willing to adapt to new methods of police practice;
- Work within an agreed timeframe, setting realistic personal objectives and goals;
- Demonstrate integrity and professionalism, in line with the police code of ethics.

TEAM WORKING

Teamwork is extremely important when working in the police. Your ability to work in synchronisation with your colleagues, to create an effective and organised policing unit, will be paramount to the success of the police. The better police staff can work together, the stronger the level of care that you can provide to the public. Policing is not a one-person job. It takes the combined efforts of the entirety of the police to fight crime successfully. As an officer, you will need to call on the help of many other specialists working within the police, and in outside agencies, so it's essential that your teamworking skills are top notch.

A police officer who has good team working skills can:

- Develop good professional and personal relationships with colleagues;
- Participate in group activities and team-based exercises, playing an important role in these endeavours;
- Take the views and opinions of others into account, and is prepared to discuss the views of others in a polite and amicable fashion;
- Utilise an open, honest and supportive approach when assisting other colleagues;
- Accept that not all tasks need to be completed solo, and ask for help when appropriate.

RESPECT FOR DIVERSITY

As a police officer, it's hugely important that you have respect for diversity. You certainly cannot work within the police service without this. This essentially involves considering and showing respect for the opinions, circumstances, and feelings of colleagues and members of the public, no matter their race, religion, position, background, circumstances, status, or appearance. It is essential that you can take an unbiased and fair-minded approach to dealing with every single member of the public, and that you can understand and respect the needs of people from different backgrounds. Remember that the police are there to serve every single law-abiding citizen, and not just people from select backgrounds, and therefore it's vital that you have a good understanding of every person's needs and beliefs.

A police officer with respect for diversity can:

- Respect the values and feelings of people from a diverse range of backgrounds;
- Treat every single person that they meet with the utmost respect and fairness;
- Be diplomatic when dealing with all members of the public;
- Understand the need to be sensitive to differing social, cultural and racial requirements;
- Immediately challenge any inappropriate or discriminatory behaviour.

JOB KNOWLEDGE

Naturally, job knowledge is another essential competency. As in any line of work, it's extremely important for police employees to have a full and capable understanding of their role, what it involves, and what their key responsibilities and duties are. Obviously, this is something that will become much more apparent when you

start working for the police, but you are still expected to have a basic knowledge when applying. Prior to application, you'll need to research into topics such as your local force's priorities, what training they offer and the type of work that they do. You should expect to be asked questions based around these subjects during the interview.

A police officer with good job knowledge can:

- Show the assessors that they are aware of the physical and mental demands of working in the police;
- Demonstrate that they are aware of the behavioural standards of the police, and can act accordingly;
- Understand the importance of adhering to established police procedures and policies;
- Display an appreciation for all of the elements that go into working as a successful police officer, and make a sustained effort to go above and beyond expectations, whenever possible.

PERSONAL AWARENESS

Personal awareness is a really important quality for a police officer to have. As officers of the law, it is vital that police employees can understand how their own behaviour has an impact on others. You need to act with empathy and diplomacy when dealing with members of the public, and with your own colleagues. The only way that you can do this is if you have a firm understanding of your own emotions. You must be able to recognise how your emotions can impact upon your performance, and how this could affect the way you deal with others. Working as a police officer is mentally taxing, as well as physically. There will be times when you aren't in the best state of mind or mood, but it is vital that you can adopt ways of dealing with this, or of recognising when you need to take

yourself away from a particular situation.

A police officer with good personal awareness can:

- Demonstrate a good understanding of how their behaviour impacts those around them;
- Deal with sensitive situations, in an appropriate and diplomatic manner;
- Listen to the views of others, and recognise flaws in their own methods or ideas;
- Learn how to manage their own emotions, and limit disruptive thoughts or feelings, so that their performance is consistent;
- Have confidence in their own ability to perform to a high standard.

PROBLEM SOLVING

Problem solving is another essential competency. Much of police work involves using common sense to make decisions and draw logical conclusions. You must be someone who can think analytically and assess situations in a calm and logical fashion. Your judgement as a police officer is extremely important, and it's imperative that you can make logical use of evidence when it presents itself.

A police officer with good problem solving can:

- Gather information from a wide variety of sources, to help identify potential solutions to problems;
- Work within established police procedures and systems, to find solutions to problems;
- Assess the benefits and negatives of potential decisions;
- Justify their decisions with sound reasoning and logic;
- Accept responsibility for their decisions and learn from their own mistakes.

SERVICE DELIVERY

Service delivery is all about focusing on the needs of the customer – which in this case is the general public. In a nutshell, service delivery means providing the public with the best possible care and service. Essentially, you need to be able to do your job to the highest standards and remember that safeguarding the public is your number one priority. In doing this, you will need to deal with complaints, learn how to reassure distressed individuals, and develop good relationships with community members of the area in which you are policing.

A police officer with good service delivery can:

- Evaluate the individual needs of specific customers;
- Prioritise requests from members of the public, taking into account ongoing tasks and projects;
- Develop a good relationship with members of the community;
- Respond to customer feedback in an appropriate manner;
- Ensure that members of the public feel valued and safeguarded by the police service.

LEADERSHIP

Leadership is an important quality for any police officer to have. As a police officer, it's essential that you can act as a role model for others, and lead by example. With this in mind, police officers need to behave in an exemplary fashion. This applies both at the station, and whilst out in public. In the latter example, it's very important that the public can look to officers for reassurance and guidance on the correct way to behave. You must act in a thoughtful and fair manner and be able to think through the implications of your decisions.

A police officer with good leadership can:

- Act as a role model and a good example for others;
- Behave with integrity and professionalism, ensuring that all of their decisions are made with fairness in mind;
- Make big judgement calls when necessary and be prepared to take ownership for these decisions;
- Gain the trust of police colleagues, and members of the public.

PARTNERSHIP WORKING

Partnership working is extremely important for the police service, and closely relates with teamwork. It's essential that the police service can work in tandem with partner agencies, to provide the best possible service to the public. Working in the police is all about taking a joint approach to solving problems. Whether that's with your own colleagues or with external staff, a problem shared is a problem halved. With this in mind, it's important that you are able to demonstrate a polite, open-minded and courteous approach to members of other agencies.

A police officer with good partnership-working skills can:

- Establish good relationships with staff from partner agencies;
- Respect and adhere to the organisational policies and expectations of partner agencies, when working with them;
- Utilise good teamworking skills to work in conjunction with staff from other agencies;
- Act as an exemplary representative of the police service, when working with partner agencies;
- Consider the views and opinions of others, when making decisions.

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The Recruitment Process

Minimum Requirements and First Application

There are a few basic minimum requirements that prospective police officer have to meet before their applications. For State Police applications, these may vary from department to department. So, let's run through the requirements surrounding the German Federal Police, to give you an idea of what may disqualify you from the outset.

However, if you are applying to a specific state, make sure you check on their website to see what their requirements are, and if they are different from what's listed below. For the relevant websites you may need, see the resources section at the end of the book.

Here are the minimum requirements that you have to meet in order to pass the first hurdle of the federal police recruitment process:

- School-leaving certificate;
- Driving licence;
- Proof of English language skills;
- Qualifications;
- Health Check;
- Background Check.

Overview of Selection Process

Once you have proven you possess these initial requirements, you will pass onto the competitive selection process of the particular hierarchy you have applied to join. Again, due to the fact that selection processes differ from state to state, we will provide the overview of the Federal Police selection process to give you an idea of the kinds of tests you'll face.

Luckily, policing in Germany is heading towards wider standardisation from state to state, and the Federal Police is becoming more and more involved in recruitment of State Police in order to be better equipped to deal with the challenges Germany faces on a national level. So, the selection process you'll find below should be very helpful when preparing for your application within your chosen state.

First though, keep in mind that you will not be a police officer just after passing this selection process – you will have simply been accepted into the lengthy educational and training programme that you still have to pass. So, here is the series of tests you must pass in order to be recruited into the German Federal Police:

- General Thinking Test

This will assess your general cognitive abilities, including verbal, numerical, and figural reasoning (abstract or diagrammatic reasoning). The length of the test as well as the specific style of questions may vary between states, but the underlying techniques you'll need to practise will be the same.

The next chapter of this book will contain explanations of these question styles as well as plenty of practice questions for you to try out and get familiar with.

- Concentration Test

This test deals with general tasks surrounding how well you can concentrate, and with the length of time you can do so. There are a variety of ways in which assessors could do this across Germany, so we have provided General concentration tasks.

- German Spelling and Grammar Test

This test is all about your knowledge of written German. You may receive many types of test depending on where you apply, so you should seek out any practice questions that allow you to test your grammar and spelling.

- Sports Test

The sports test will generally consist of three or four elements, which test a different attribute of your physical fitness each time. Depending on where you apply, you will usually need to meet a minimum stage or level to pass. Of course, to prepare for these tests, you need to make sure that you've done some running and weight training, whilst maintaining a healthy diet and lifestyle.

The first test is an agility test. You might see a box marked out with four poles, with one pole standing at its centre. You will then have to run around each of the corner poles and touch the centre pole, all with sufficient speed and balance.

The next one is a simpler sitting pull-up test. You will lie on the floor beneath a crossbeam, and have to do a certain amount of pull-ups within a time limit. This will test your upper-body strength.

The following test may be a simple 100m sprint, that you will have to complete in a maximum amount of time. Training for this is simple – just practice those starts and get sprinting!

As well as this, or instead of this, you may have to complete an endurance run, which may take around 6 minutes to complete. Again, before you apply, just make sure you can jog for at least 6 minutes in a row!

- Medical Examination

Following this, there will be a rigorous medical examination. Officers in Germany need to be at peak fitness levels, and you could be disqualified at this stage for a few different reasons. Make sure you check with the department that you are applying to that you are not in any danger of being ruled out due to any ongoing health problems you may have.

- Security Check

Similarly, depending on where you apply, you may have to meet varying security checks to be admitted. As a general rule, you will have had to be a resident in Germany or a member state of the EU for at least 5 concurrent years prior to your application.

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German Police Officer Test Questions

- General Thinking Test

Numerical Reasoning Practice Questions

Q1. Brandenburg Police have put out a tender for electrical equipment and supplies. Below are quotes from 3 suppliers.

Electrical Equipment and supplies	Supplier 1 Total cost over 2 years	Supplier 2 Total cost over 2 years	Supplier 3 Total cost over 1 year
Basic Services	34,550	36,660	15,450
Electrical safety Check	39,550	42,000	20,000
Full Equipment Maintenance	120,850	150,500	60,000

1. Based on an annual year cost, which supplier offers the best price for electrical safety checks?

A	B	C	D
Supplier 1	Supplier 2	Supplier 3	They are the same

2. What percentage of the total quote provided by supplier 1 accounts for basic services?

A	B	C	D
17%	17.7%	18.5%	18.3%

3. Based on 2 years, what supplier provides the cheapest quote overall for electrical equipment and supplies?

A	B	C	D
Supplier 1	Supplier 2	Supplier 3	Supplier 2 and 3

Q2. You leave your house at 10:05. You travel for half an hour at 50 mph. When you reach the motorway, the traffic forces you to drive at 15 mph for 12 minutes. After the traffic clears, you continue your journey at 50 mph and arrive at your destination at 11:25.

1. Approximately, how far do you travel in total?

A	B	C	D
80 miles	60 miles	20 miles	30 miles

2. How long does the third part of your journey take?

A	B	C	D
38 minutes	22 minutes	50 minutes	44 minutes

3. How long would you have been travelling for if you had not got stuck in traffic, assuming you remained at 50 mph for the whole journey?

A	B	C	D
1 hour and 2 minutes	1 hour and 5 minutes	1 hour and 15 minutes	1 hour and 12 minutes

Q3. The Police Headquarters have put out a tender for security checks and system updates. Below are quotes from 3 suppliers.

Security checks and system updates	Supplier 1 Total cost over 2 years (£)	Supplier 2 Total cost over 4 years (£)	Supplier 3 Total cost over 5 years (£)
Basic Security Check	26,330	40,560	52,550
Advanced Security Check	52,530	104,320	120,880
Updating software and security	15,430	31,220	32,000

1. What percentage of the total quote provided by Supplier 2 accounts for updating software and security?

A	B	C	D
12.4%	17.7%	19.2%	None of these

2. For the total cost over 5 years, what supplier provides the cheapest quote overall for security checks and system updates?

A	B	C	D
Supplier 1	Supplier 2	Supplier 3	Supplier 1 and 2

3. Based on an annual cost, what supplier provides the most expensive quote for basic security cost?

A	B	C	D
Supplier 1	Supplier 2	Supplier 3	All the same

Q4. Brandenburg Police have put out a tender for cleaning and support services. Below are quotes from 3 supplier.

Cleaning and support services	Supplier 1 Total cost over 2 years (£)	Supplier 2 Total cost over 3 years (£)	Supplier 3 Total cost over 4 years (£)
Basic cleaning services	15,050	19,850	22,500
Window cleaning	12,000	15,000	16,500
Specialist cleaning services	19,500	22,550	25,550

1. Which supplier, based on 1 year, provides the cheapest quote for window cleaning?

A	B	C	D
Supplier 1	Supplier 2	Supplier 3	All the same

2. Based on a 2 year cost, which supplier is the cheapest for specialist cleaning services?

A	B	C	D
Supplier 1	Supplier 2	Supplier 3	All the same

3. What percentage of the total quote provided by Supplier 3 accounts for basic cleaning services?

A	B	C	D
31.1%	32.5%	33.8%	34.9%

Q5. A jewellery stall sold the following number of necklaces, watches and bracelets on the days of the week shown.

DAY	MON	TUES	WED	THURS	FRI	SAT	SUN
Necklaces	12	42	32	4	6	24	36
Watches	3	11	10	8	2	4	12
Bracelets	17	18	6	34	32	12	40

1. What percentage of all jewellery items were sold on weekdays?
To the nearest whole number.

A	B	C	D
60%	58%	62%	65%

2. How many more necklaces were sold than watches?

A	B	C	D
106	64	82	112

3. What was the ratio of the number of bracelets sold to the number of watches?

A	B	C	D
60:50	50:159	159:50	50:60

Numerical Reasoning Answers

Question 1

1. Supplier 1

- Work out which of the suppliers has the cheapest electrical safety checks by working out the cost per year for each supplier.
- Supplier 1's cost is based over two years so divide the cost by 2 to find out the annual cost which is £19,775 per year.
- Supplier 2's cost is also based over two years, so divided by two the annual cost is, £21,000.
- The cost for Supplier 3 is £20,000, so the cheapest quote from the three is Supplier 1, £19,775.

2. 17.7%

- Work out the percentage costs for Basic Services by adding the 3 amounts together, $£34,550 + £39,550 + £12,085 = £194,950$ total cost.
- $£34,550 \div £194,950 \times 100 = 17.72$
- Rounded to 17.7.

3. Supplier 3

- Add Supplier 3's costs together and multiply by two.
- $£15,450 + £20,000 + £60,000 = £95,450 \times 2 = £190,900$, which is cheaper than both Suppliers 1, £194,950 and Supplier 2 £229,160.

Question 2**1. 60 miles**

- First part of the journey = 25 miles.
- Second part of the journey = 3 miles.
- Third part of the journey = 31 miles.
- So the total distance covered is $25 + 3 + 31 = 59$ miles. So approximately, you have driven 60 miles.

2. 38 minutes

- It would have taken 38 minutes to complete the the third part of the journey.

3. 1 hour and 12 minutes

- If you drove at a constant speed of 50 mph for 60 miles, it would have taken you 1 hour and 12 minutes.

Question 3**1. 17.7%**

- Work out the percentage costs for Updating Software and Security of Supplier 2 by adding the 3 prices together.
- $£40,560 + £104,320 + £31,220 = £176,100$.
- Then $£31,220 \div £176,100 \times 100 = 17.72$.
- Rounded to 17.7.

2. Supplier 3

- Find the annual cost for each supplier by dividing the number of years the quote is based on by the cost of all services combined.
- Supplier 1; $£26,330 + £52,530 + £15,430 = £94,290$. As the quotation is based on 2 years, divide $£94,290$ by 2 to get the annual cost of $£47,145$.
- Work out the cost over 5 years by multiplying the annual cost by 5; $£47,145 \times 5 = £235,725$.
- Supplier 2; $£40,560 + £104,320 + £31,220 = £176,100$ over 4 years.
- $£176,100 \div 4 = £44,025$. Then multiply by 5 = $£220,125$.
- Supplier 3; $£52,550 + £120,880 + £32,000 = £205,430$.
- Supplier 3's quote is already based on 5 years no further calculations are required.
- Supplier 3 has the cheapest quote over 5 years $£205,430$.

3. Supplier 1

- Supplier 1; The total cost for Basic Security checks is based on two years, so divide this by 2.
- $£26,330 \div 2 = £13,165$.
- Supplier 2; $£40,560$ over 4 years, divide this by 4 for annual cost.
- $£40,560 \div 4 = £10,140$.
- Supplier 3; $£52,550$ over 5 years, divide this by 5 for annual cost.
- $£52,550 \div 5 = £10,510$.

Question 4**1. Supplier 3**

- Supplier 1. Divide 12,000 by 2 to get annual cost of 6,000.
- Supplier 2. Divide 15,000 by 3 to get annual cost of 5,000.
- Supplier 3. Divide 16,500 by 4 to get annual cost of 4,125.

2. Supplier 3

- Supplier 1; No calculations required as the quote is already based on 2 years, which is £19,500.
- Supplier 2; As the quote is based over 3 years calculate $£22,550 \div 3 = £7,517$ (rounded up) then multiply by 2.
- $£7,517 \times 2 = £15,034$.
- Supplier 3; This quote is based over 4 years so, $£25,550 \div 4 = £6,387.50$.

3. 34.9%

- Work out the percentage costs for Basic Cleaning Services of Supplier 3 by adding the 3 prices together.
- $£22,500 + £16,500 + £25,550 = £64,550$.
- To find out the percentage cost: $£22,500 / £64,550 \times 100 = 34.85$.
- Rounded to 34.9.

Question 5**1. D = 65**

- Necklaces = $12 + 42 + 32 + 4 + 6 = 96$
- Watches = $3 + 11 + 10 + 8 + 2 = 34$
- Bracelets = $17 + 18 + 6 + 34 + 32 = 107$
- $96 + 34 + 107 = 237$
- $237 \div 365$ (total number of items) $\times 100 = 64.931$
- To the nearest whole number = 65

2. A = 106

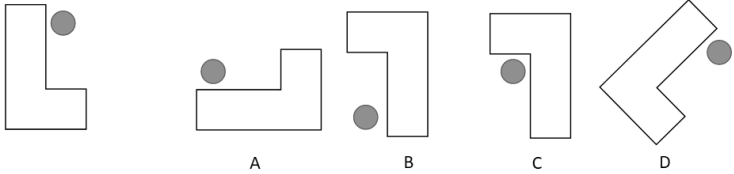
- Necklaces = $12 + 42 + 32 + 4 + 6 + 24 + 36 = 156$
- Watches = $3 + 11 + 10 + 8 + 2 + 4 + 12 = 50$
- $156 - 50 = 106$

3. C = 159:50

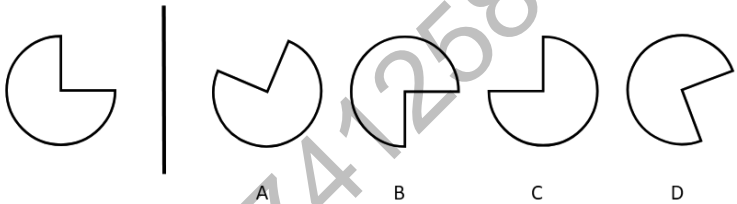
- Bracelets = $17 + 18 + 6 + 34 + 32 + 12 + 40 = 159$
- Watches = $3 + 11 + 10 + 8 + 2 + 4 + 12 = 50$
- So, the ratio of bracelets to watches = 159:50

Figural Reasoning Practice Questions

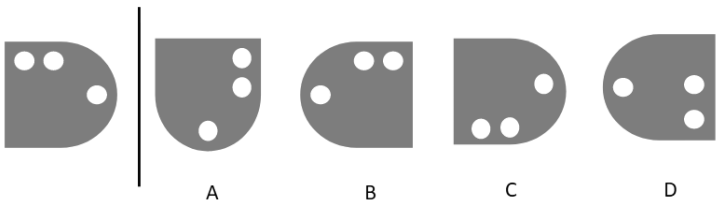
1. Which shape answer is not a rotation of the example shape? (Circle the letter.)



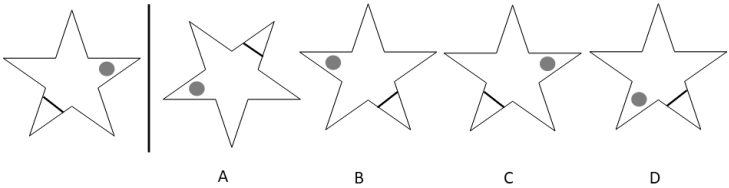
2. Using the vertical mirror line, which answer shape is a reflection of the example shape? (Circle the letter.)



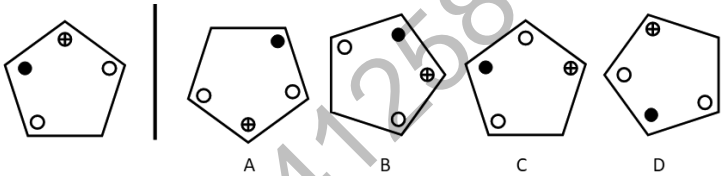
3. Using the vertical mirror line, which answer shape is a reflection of the example shape? (Circle the letter.)



4. Using the vertical mirror line, which answer shape is a reflection of the example shape? (Circle the letter.)



5. Which answer shape is a rotation of the example shape?



Figural Reasoning Answers

Q1. Correct Answer: C

In shapes a), b) and d), the grey circle is in the same position in relation to the "L" shape in the figure on the left and you can see that they are all rotated versions of the left-hand shape. However, in figure c) the grey dot is slightly further down.

Q2. Correct Answer: C

Shapes a), b), and d) are all rotations of the first shape. Shape c) is the only reflection across the mirror line.

Q3. Correct Answer: B

B) is a direct reflection of the example shape. The other options are rotations or have dots in different places.

Q4. Correct Answer: B

B) is a reflection of the example shape. A) and c) are rotations of the example shape whereas d) has the dot in a different position.

Q5. Correct Answer: B

B) is the only true rotation of the example shape. The other ones have rotated pentagons, but the shapes within are arranged incorrectly.

- Concentration Test

Dots Concentration Test

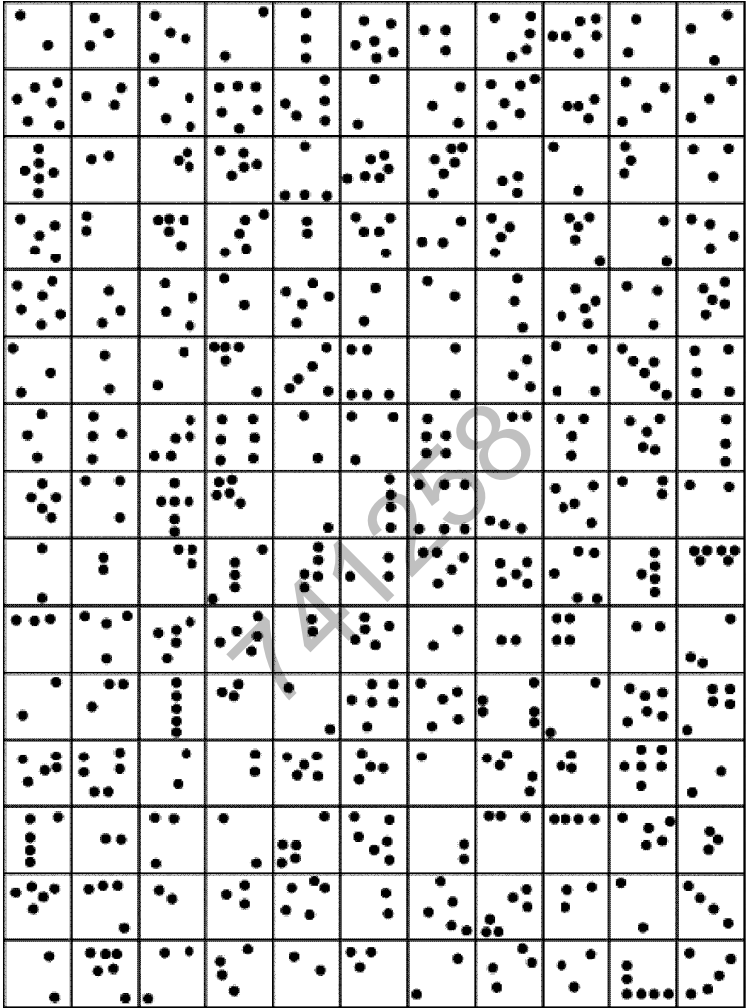
The Dots Concentration Test (DCT) is a test that assesses your ability to concentrate for long periods of time, and is probably the hardest skill to master in psychometric testing. So, this is a great test to practice for any concentration test you may face.

The test is designed to assess your ability to concentrate whilst performing tasks at high speed. The test will be carried out either with a pen and paper, or a computer and a computer screen. Whichever test you undertake, you will be presented with five pages or screens that each contains 25 columns.

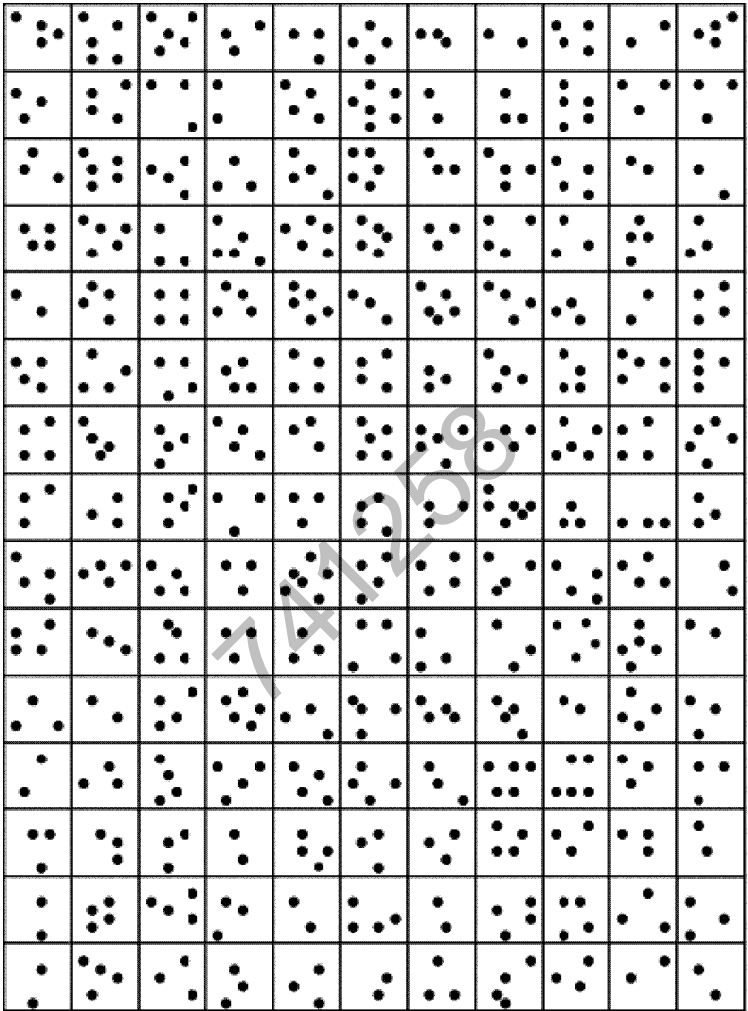
Each of the columns contains boxes with patterns of dots. Your task is to work quickly and accurately through each column, from left to right, identifying boxes of 4 dots only. Put a cross through the boxes that contain 4 dots.

For these practice questions, you are allowed two minutes only per sheet and, once the two minutes are up, you are told to move onto the next page regardless of whether you have completed it or not. The test requires ten minutes of solid concentration.

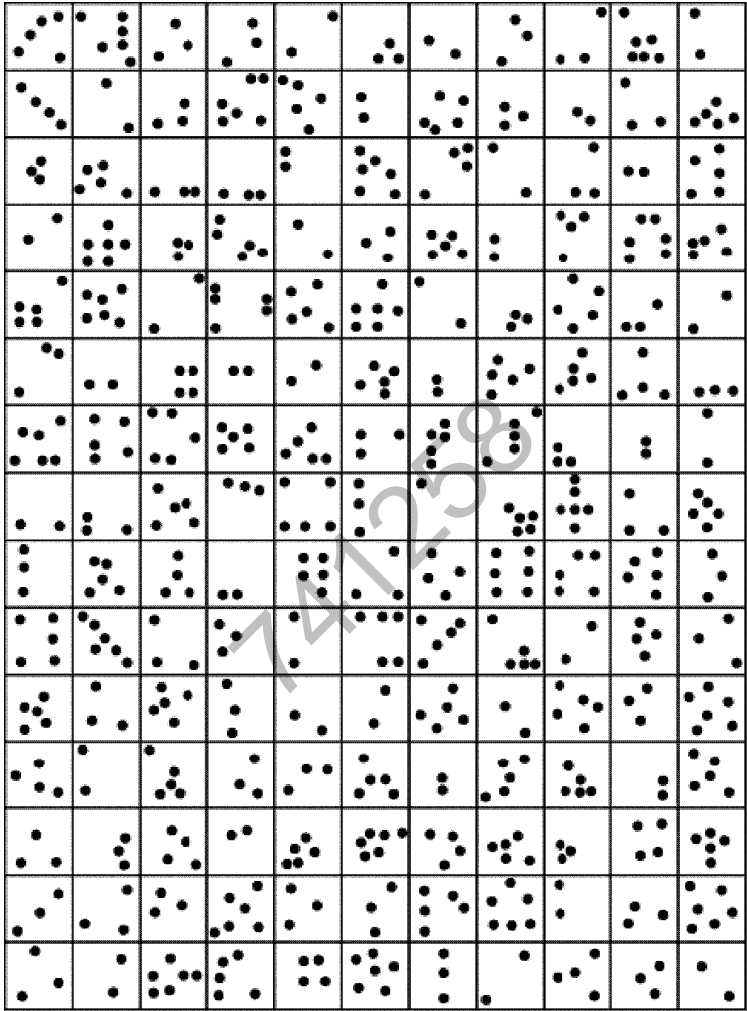
Q1.



Q2.



Q3.



Dots Concentration Test Answers

1. 20

2. 65

3. 14

Numerical Concentration Test

Look at the four pairs of numerical digits in each block. Circle or highlight the pairs of combinations that do not match.

7956	9756	7952	7952	7944	7944	7950	7950
4654	4654	6997	6997	2629	2669	2697	2697
6594	6594	9892	9882	8502	8502	7982	7982
9872	9872	2600	2600	5987	5987	2698	2689

7952	7952	7952	7952	9562	9526	4953	4953
2657	2657	2326	2326	2654	2654	2659	2659
8798	8798	4694	4649	4622	4622	8987	8887
2620	2260	4698	4698	2367	2367	7952	7952

5952	5952	5947	5947	9795	9795	6529	6592
2626	2266	4955	4955	2658	6258	7985	7985
4987	4987	5698	5698	0544	0544	1658	1658
7952	7952	8954	8945	9897	9897	1469	1469

4956	4956	8987	8987	7951	7951	9456	4956
4597	4597	5256	5526	1698	1698	5977	5977
7952	7925	4620	4620	8971	8971	7995	7995
2669	2669	2698	2698	1127	1172	2659	2659

4956	4956	4697	4697	1036	1036	0641	6041
2697	2697	9795	9985	5897	5897	1617	1617
7951	7951	2698	2698	0464	0446	7952	7952
0367	0376	7951	7951	2657	2657	0659	0659

4972	4972	7102	7102	7946	9746	7952	7952
2679	2679	2687	2687	1649	1649	2647	2647
5978	5987	4952	4922	7951	7951	7953	7593
9891	9891	0625	0625	2648	2648	0264	0264

Numerical Concentration Test Answers

7956	9756	7952	7952	7944	7944	7950	7950
4654	4654	6997	6997	2629	2669	2697	2697
6594	6594	9892	9882	8502	8502	7982	7982
9872	9872	2600	2600	5987	5987	2698	2689

7952	7952	7952	7952	9562	9526	4953	4953
2657	2657	2326	2326	2654	2654	2659	2659
8798	8798	4694	4649	4622	4622	8987	8887
2620	2260	4698	4698	2367	2367	7952	7952

5952	5952	5947	5947	9795	9795	6529	6592
2626	2266	4955	4955	2658	6258	7985	7985
4987	4987	5698	5698	0544	0544	1658	1658
7952	7952	8954	8945	9897	9897	1469	1469

4956	4956	8987	8987	7951	7951	9456	4956
4597	4597	5256	5526	1698	1698	5977	5977
7952	7925	4620	4620	8971	8971	7995	7995
2669	2669	2698	2698	1127	1172	2659	2659

4956	4956	4697	4697	1036	1036	0641	6041
2697	2697	9795	9985	5897	5897	1617	1617
7951	7951	2698	2698	0464	0446	7952	7952
0367	0376	7951	7951	2657	2657	0659	0659

4972	4972	7102	7102	7946	9746	7952	7952
2679	2679	2687	2687	1649	1649	2647	2647
5978	5987	4952	4922	7951	7951	7953	7593
9891	9891	0625	0625	2648	2648	0264	0264

German Police Officer Interviews

- Group Interview

The next stage is quite a nerve-wracking one. You will have to participate in a 20-minute group discussion with around 4 or 5 others. This will be observed by a selection committee, a psychologist, and perhaps another officer such as an equal opportunities representative.

To get prepared for this test, you need to be comfortable with your ability to voice and elaborate on perhaps controversial opinions, as well as show great listening skills.

- Presentation

This should warm you up nicely for the next part of the test – a 5-10-minute presentation. You will be given a topic and 20 minutes to prepare, then you will have to present to the panel in a confident and authoritative manner. So, before you apply, make sure you have rehearsed presenting to a group several times, on a variety of topics.

- Individual Interview

The final interview phase will be an individual interview with the interview board. This is the place to show off your skills, as well as elaborate on why you want to be a German police officer in their region! A great knowledge of current events is essential, as well as the contemporary challenges facing policing in Germany.

So, let's now go through several potential questions you may face and how you can answer them!

Sample Interview Questions

Q1. Tell me about a time when you acted on your own initiative to solve a problem.

How to Answer

As you can see, the question is asking you to demonstrate when you've shown initiative. Take a look at the competencies again, which we've listed below:

- Communication;
- Personal Effectiveness;
- Team Working;
- Respect for Diversity;
- Job Knowledge;
- Personal Awareness;
- Problem Solving;
- Service Delivery;
- Leadership;
- Partnership Working.

You can see that 'taking initiative' is not a listed competency, so what you need to do now is think about which of the competencies best illustrates 'taking initiative'. In a way, all of the competencies require this, but some more than others. So, you need to give an example of where you have taken initiative, whilst using one of the above competencies. You could give an example of when you have taken initiative, whilst also demonstrating great **leadership**

skills. Essentially, if the question doesn't directly ask you for a competency, then you need to find a relatable competency to the behaviour mentioned, and then link the two together.

Take a look at our sample response below for an idea of how to do this.

Sample Response

I am currently working as a sales assistant for a well-known retailer. More recently I achieved a temporary promotion and was required to manage the shop one busy Saturday afternoon.

At approximately 2pm, a customer entered the shop and approached the desk. He began complaining to a member of staff (Julia) about a coat he had purchased from our company the week before. As Julia listened to his complaint he started to get quite irate and began to raise his voice. I could see Julia becoming upset. The gentlemen then started to be verbally abusive towards her. At that point I stepped in, and calmly intervened.

First, I introduced myself as the sales assistant and informed the gentleman that I would be dealing with his complaint from here on in. I then went on to tell him that I would do all I could to resolve his complaint, but that I would not tolerate any form of aggressive, confrontational or abusive language.

I also warned him that any further use of such communication would be reported to the police, in line with company policy. This immediately had the effect of calming down the customer, as he realised that he had already crossed the line with his comments to the other member of staff. He immediately apologised to Julia.

I then asked the customer to explain exactly what had happened and reassured him that I would resolve the issue. Whilst he explained his

complaint I maintained an open and relaxed body position in order to diffuse any potential conflict and utilised effective listening skills.

The complaint in question was that the coat the man had purchased had ripped, after only one day of wearing it. Furthermore, it had ripped whilst he was out, leaving him to walk around for the day in the cold. This was the reason that he was so angry. After listening carefully to his complaint I then explained how I would resolve it for him. I fetched the manager and suggested that, in line with company policy, the customer should receive a replacement coat, and a full refund for his trouble. My manager agreed with me, and we returned to the man with our intended solution.

Once he had heard our solution, the customer was very pleased, and again apologised sincerely to Julia. I feel that throughout the situation, I maintained a resilient and professional stance, yet still managed to resolve the customer's complaint to their satisfaction.

In this answer, we've focused primarily on **communication** and **service delivery**, whilst still showing the interviewer about how we took initiative for dealing with the issue – 'At that point I stepped in, and calmly intervened.'

Now, have a go at the following questions for yourself. Some will be in the same style as the above, in which case we will give you some examples of how to link this with relevant competencies, and others will be more direct and question you on the competency itself.

Q2. Can you provide an example of when you have provided excellent service to an individual or group?

How to Answer

This question is clearly testing the core competency of **service delivery**. So, in your response, you need to cover as many possible areas of good customer service as you can. Think about a time when you've dealt directly with a customer, and the things you did to resolve their issue. What type of things did you say to them to make them feel reassured? What factors did you need to consider when making decisions? Also note that this question asks for an example of 'excellent service', so make sure that you give an example of when your behaviour was really outstanding. When answering this question, think about the following:

- What was the service that was being delivered? How would it benefit the customer?
- What did you consider when dealing with the individual or group?
- Were there any special requirements you needed to take into consideration?
- What was the final outcome? Did your behaviour resolve the issue?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Whilst working as a shop assistant in my current role, a member of the public came in to complain about a pair of football shoes that he had bought for his son's birthday. When his son came to open the present on the morning of his birthday, he noticed that one of the football boots was a larger size than the other. He was supposed to be playing football with his friends that morning and wanted to wear his new boots. However, due to the shop's mistake, this was not possible.

Naturally, the boy was very upset. I remained calm throughout and listened to the gentleman very carefully, showing complete empathy for his son's situation. This immediately defused any potential confrontation. I then told him how sorry I was for the mistake that had happened, and that I would feel exactly the same if it was my own son who it had happened to. I made the executive decision that I would refund the money in full and give his son a new pair of football boots for the same value as the previous pair. The man was delighted with my offer. Not only that, I then offered to give the man a further discount of 10% on any future purchase, due to the added inconvenience that was caused by him having to return to the shop to sort out the problem.

In order to achieve a successful outcome, I used exceptional communication skills and remained calm throughout. The potential for losing a customer was averted by my actions and I feel sure the man would return to our shop again in the future. I am a strong believer in delivering high quality customer service and can be relied upon to be a positive role model for The police if I am to be successful."

Q3. Tell me about a time when you have taken it upon yourself to learn a new skill or develop an existing one.

How to Answer

This question is testing you on the core competencies of **personal effectiveness** and **job knowledge**. Your personal effectiveness as a police officer is directly affected by how well you can learn, improve and adapt. Remember that police officers should always be striving for improvement. In terms of job knowledge, it's also extremely important that you can stay up to date with the requirements for your role, and skills that you need to learn or improve upon. When answering this question, think about the following:

- What was the skill that you learned or developed?
- What prompted this development? Did you notice this yourself?
- How did you go about learning or developing this skill?
- How has this skill helped you since then?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Although I am in my late thirties I had always wanted to learn to play the guitar. It is something that I have wanted to do for many years, but have never had the time to learn, until recently. One day I was watching a band play with my wife at my local pub and decided there and then that I would make it my mission to learn to play competently. The following day I went onto the Internet and searched for a good guitar tutor in my local area. Luckily, I managed to find one within my town who had a very good reputation for teaching. I immediately booked a block of lessons and started my first one within a week.

My development in the use of playing the guitar progressed rapidly and I soon achieved grade 1 standard. Every night of the week I would dedicate at least 30 minutes of time to my learning, in addition to my one-hour weekly lesson. I soon found that I was progressing through the grades quickly, which was due to my level of learning commitment and a desire to become competent in playing the instrument.

I recently achieved level 4 and I am now working to level 5 standard. I am also now playing in a local band and the opportunities for me, both musically and socially, have increased tenfold since learning to play. In addition to this, learning to play the guitar has improved my concentration levels and my patience.

Shortly after achieving my level 4 results, I decided to put my guitar skills to good use. With the help of some friends of mine, I thought it would be a fantastic idea to give something back to the community. I set about organising a set of charity beginner guitar classes, which I and my friends would teach. Initially there was some concern over whether we were experienced enough to do so, but I made the executive decision that we should target our classes at level 2 and below. This would provide us with enough of a gap in skill that our expertise would be valuable. The classes in question were a tremendous success, and

we made a significant amount of money for charity.

We donated this to a child protection agency. It felt great to give back to the community, and benefit the welfare of the younger generation, which both are hugely important to me."

741258

Q4. Tell me about a time when you noticed a member of your team behaving in an unacceptable manner.

How to Answer

This question is essentially asking you to confirm that you have what it takes to challenge poor behaviour. Notice that the question doesn't ask you to demonstrate that you challenged this behaviour, but of course it would reflect very poorly on you if you didn't, and therefore you need to show that you did.

The competency that you use here will very much depend on the situation, but a good example would be **respect for diversity**. You might have noticed someone behaving unacceptably towards another colleague, or even a member of the public. This question is your chance to demonstrate that you will stand up for what is right, and take action, when required. When answering this question, think about the following:

- What was the situation?
- How was the behaviour inconsistent with the organisation's values?
- Why were the colleagues behaving in that way?
- What did you say or do when you noticed this behaviour?
- What difficulties did you face?
- What was the result?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Whilst working as a sales person for my previous employer, I was serving a lady who was from an ethnic minority background. I was helping her to choose a gift for her son's 7th birthday when a group of four youths entered the shop and began looking around at the goods we had for sale. They began to make racist jokes and comments to the lady. I was naturally offended by the comments and was concerned for the lady to whom these comments were directed. Any form of bullying and harassment is not welcome in any situation and I was determined to stop it immediately and protect the lady from any more harm.

The lady was clearly upset by their actions and I too found them both offensive and insensitive. I decided to take immediate action and stood between the lady and the youths to try to protect her from any more verbal abuse or comments. I told them in a calm manner that their comments were not welcome and would not be tolerated. I then called over my manager for assistance and asked him to call the police before asking the four youths to leave the shop. I wanted to diffuse the situation as soon as possible, being constantly aware of the lady's feelings. I was confident that the shop's CCTV cameras would have picked up the four offending youths and that the police would be able to deal with the situation. After the youths had left the shop I sat the lady down and made her a cup of tea whilst we waited for the police to arrive. I did everything that I could to support and comfort the lady and told her that I would be prepared to act as a witness to the racial bullying and harassment that I had just witnessed.

I believe the people acted as they did because of a lack of understanding, education and awareness. Unless people are educated and understand why these comments are not acceptable, then they are not open to change. They behave in this manner because they are unaware of how dangerous their comments and actions are. They believe it is socially

acceptable to act this way, when it certainly isn't.

I also feel strongly that if I had not acted and challenged the behaviour the consequences would be numerous. To begin with I would have been condoning this type of behaviour and missing an opportunity to let the offenders know that their actions are wrong (educating them). I would have also been letting the lady down, which would have in turn made her feel frightened, hurt and unsupported. We all have the opportunity to help stop discriminatory behaviour, and providing we ourselves are not in any physical danger, then we should take positive action to stop it."

741258

Q5. Can you provide an example of when you have planned or organised an event?

How to Answer

You'll notice that planning and organising are not a listed core competency. However, **problem solving** and **service delivery** are, so this is a great chance to demonstrate these competencies. Planning or organising an event will inevitably bring a great deal of challenges and problems for you to overcome. You need to show how you overcame these, and that you managed to do so whilst still delivering a great level of service to your customers. When answering this question, think about the following:

- What was the event? What challenges did you face initially?
- What did you consider during the planning or organising stage?
- What did you do to make sure the event went according to plan?
- What was the end result?
- How did you feel about planning and organising it in this way?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"A couple of months ago I decided to raise some money for a local children's charity. I read an article in my newspaper which detailed how the charity were looking to raise money in order to purchase some much-needed items of equipment that would help to improve disabled children's lives.

I immediately set about thinking of different ways to help. I thought about the problem in depth and came up with a list of ways in which this could be potentially be done, and the advantages and disadvantages of each method. Eventually, I narrowed the list down, and decided that a car wash event would be an ideal way to raise some money for them fast.

I sat down and created an action plan that detailed what I was going to do and by when. The plan including things such as where I would hold the event, what day the event would take place, who I would recruit to help me out, sponsors, equipment needed and public liability insurance etc. I soon realised there was a lot of work required to pull off the event, so I set myself strict deadlines to meet.

I prioritised the tasks in a logical manner and soon found a venue and date for the event to take place. I contacted my local supermarket and they agreed to help me out by providing the venue, and a date for the event to take place, which was a Saturday, their busiest day, and also public liability insurance for the event. Once I had the venue and date arranged I then needed to recruit helpers for the day. I wrote to all of my neighbours and posted messages on Facebook encouraging people to volunteer and help out – I was soon inundated with volunteers. In addition to this I wrote to the local media to seek their help in promoting the charity event.

The next stage of the planning process was to hold a meeting with the

volunteers so that I could brief them on my plan for the day and explain how the event would run. This was also a good time for me to allocate tasks to different members of the team based on their strengths.

The event took place on the intended date and it was a thorough success. To my surprise, we managed to raise over £2,000 for the local charity. I believe the success of the event was entirely down to how I planned it from the get go."

741258

Q6. Give me an example of a time when you have had to work under pressure.

How to Answer

Working for the police is a highly pressured role, and there are times when you will find yourself up against it. You'll be faced with difficult situations, and will need to make fast decisions based on limited information. Therefore, it's important for The police to establish that you are someone who can handle this. They need candidates who are resilient and determined, whilst still being able to remain calm and logical in difficult situations. Your decision making and ability to perform under pressure will be crucial to your success in this role. When answering this question, try and think about the following:

- What was the situation? What would the consequences have been if you did not succeed?
- How did you go about tackling the task? Did you use any self-management strategies?
- How did you feel whilst completing the task?
- What was the end result? Did you complete the task?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Previously, I worked as a teacher. Whilst training for this role, I was under constant pressure with deadlines. Combined with lesson planning, placements and teaching, this made for perhaps one of the most difficult but rewarding years of my life.

I would say that the climax of this came during late April, when I had two course-changing assignments due in, whilst at the same time was teaching 4 days a week in placement schools. This was incredibly stressful, but I'm extremely proud of how I managed my time and work under such pressurised circumstances.

Knowing how difficult the month would be, I sat down at the start of the month and planned out exactly how and when I would go about taking key tasks, managing my essays and planning/teaching lessons at the same time. While I understood that school placements would take up the majority of my time, I was absolutely determined to achieve top marks in my assessments. At the same time however, I acknowledged that my performance in both areas would suffer if I did not make time for myself – so it was important to find the right balance.

With careful planning and organisation, creating a detailed timetable that listed when and where each task would be carried out (and sticking to it!) I managed to balance out the month and received top marks in my essays, all the while teaching great lessons in my placement schools.

The biggest thing I have learned from this experience is that you can't always plan to perfection. There are always unexpected issues that can come up. Luckily, I am prepared to take on any challenge, regardless of how unexpected it is."

Q7. Can you provide an example of when you have prioritised a task, in order to maximise efficiency?

How to Answer

This is an interesting question, and in some ways it's a trick question too. You can see that the question is asking you about efficiency. However, it's also indirectly asking you to show that you can work in an efficient manner, without sacrificing the quality of the work or your performance. This comes down to **personal effectiveness** and **problem solving**. In your response, you will need to show that you recognised the gravity of the situation, and took the initiative to prioritise and complete the task. When answering this question, think about the following:

- What was the task? How did you approach it?
- Were there any rules or instructions that you had to follow?
- What did you do to complete the task?
- What was the result?
- How did you feel about completing the task in this way?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"In my current job as a car mechanic for a well-known company, I was presented with a difficult and pressurised situation that required me to work unsupervised in a fast, methodical and safe manner. A member of the team had made a mistake and had fitted a number of wrong components to a car. The car in question was due to be picked up at 2pm and the customer had stated how important it was that his car was ready on time because he had an important meeting to attend. We only had two hours in which to resolve the issue and I volunteered to be the one who would carry out the work on the car.

The problem was that we had three other customers in the workshop waiting for their cars too, so I was the only person who could be spared at that particular time. I started out by looking at the task in a methodical manner and put a plan together that would enable me to complete each task within a set timescale. I then set about my work solidly for the next two hours, making sure that I meticulously carried out each task in line with our operating procedures and my training. I completed the task just before 2pm. I managed to achieve everything that I set out to achieve, whilst following strict safety procedures and regulations.

I understand that the role of a police officer will require me to work under extreme pressure at times and I believe I have the experience to achieve this. I am very meticulous in my work and always ensure that I take personal responsibility to keep up-to-date with procedures and policies in my current job."

Q8. Tell me about a time when you sought to improve the way that you do things, following feedback from someone else.

How to Answer

Working as a police officer means that you need to be constantly improving the way that you work. This relates to your **personal awareness**, and your **communication**. When answering this question, you need to demonstrate that a) you improved your methods, and b) that this had positive results on the way that you work. The ability to listen and take on board feedback is a key part of communication, and it's essential that you are someone who can listen to the views of others, and show an appreciation for what they are saying – especially if that person is either a customer or a senior member of the police. When answering this question, think about the following:

- What was the improvement that you made?
- What prompted this change?
- What did you personally do to ensure that the change was successful?
- What was the result?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"I currently work as a telecommunications engineer and I have been doing this job for nine years now. I am very well qualified and can carry out the tasks that form part of my job description both professionally and competently. However, with the introduction of wireless telecommunications I started to feel a little bit out of my depth. Wireless telecommunications provide telephone, Internet, data, and other services to customers through the transmission of signals over networks of radio towers. The signals are transmitted through an antenna directly to customers, who use devices, such as mobile phones and mobile computers, to receive, interpret, and send information. I knew very little about this section of the industry and decided to ask my line manager for an appraisal. During the appraisal I raised my concerns about my lack of knowledge in this area and she agreed to my request for continuing professional training in this important area.

As part of my role, I often have to communicate directly with customers, dealing with their issues and queries. Given that I was learning a variety of new things, I felt that it was my responsibility to make sure that I was fully equipped to help all of our customers out to the best of my ability. Along with the new training that I would be provided with, I also sought out advice from my line manager on the best way to link my new skills with great customer service. Together, we ran through a plan of action that would allow me to do so.

I was soon booked on a training course which was modular in nature and took seven weeks to complete. During the training I personally ensured that I studied hard, followed the curriculum and checked with the course tutor periodically to assess my performance and act on any feedback they offered.

At the end of the training I received a distinction for my efforts. I now felt more comfortable in my role at work and I also started to apply

for different positions within the company that involved wireless technology. For the last six months I have been working in the wireless telecommunications research department for my company and have excelled in this new area of expertise."

741258

Q9. Can you give me an example of when you have worked as part of a team to successfully resolve an issue?

How to Answer

This is probably the easiest question to answer so far! It's very clear here about exactly what the question is asking for – it wants you to demonstrate great **teamwork**! Think about all of the aspects that go into working as part of a team, and how you demonstrated your ability to work with others. Make sure you explain exactly what the issue was, how the group overcame it, and what your role was. When answering this question, think about the following:

- What was the issue that the team faced? Did you have a deadline in which to resolve it?
- How did the team react in the face of adversity?
- What did you say or do to help encourage your teammates?
- What was your role in the project? How did you benefit the effort?
- What was the end result?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"When I was working in my previous position as an administrator, I was required to work in teams on a daily basis. Often, I was positioned as the leader of these teams. On one occasion that I can remember, our task was to organise a company-wide event. This would involve hiring out independent entertainment workers, food suppliers, health and safety specialists and other essential staff. I was one of three sub-leaders of the team and had around 30 people under my command.

My main priority was finding the relevant health and safety staff. I did this because health and safety at such an event should be a top priority. It is the responsibility of the company to ensure that they have met recognised safety standards, and to maintain the wellbeing of all attendees at their event. In the event of an injury, a failure to implement health and safety procedures could seriously damage the business. I made contact with the paramedical department of the local hospital, and requested if they could free up several members of staff and at least two vehicles, for the day of the event. I then liaised with both of the other team leaders, to ensure that I had all of the details of exactly what they were planning. I paid particular attention to the entertainments organiser. Between us, we worked out exactly which health and safety procedures would need to be put in place to accommodate the activities being arranged.

Following this meeting, I instructed the team under my control to make contact with the local fire service, and the local police service, and request for staff members from each sector to be available on the day of the event. We successfully negotiated a time and fee.

The event was a tremendous success and there were no serious injuries to report. At the end of the event, I was congratulated by my boss on my efforts in securing the participation of these crucial safety management services."

Q10. Can you give me an example of a time when you have used good communication to solve a difficult problem?

How to Answer

Again, this is a very simple question, that wants you to demonstrate your proficiency with **communication**. Like the previous question, this is asking how you've used communication to resolve a problem. You'll notice that a lot of these questions follow the trend of asking you how you've solved a problem. The interviewers don't just want to see that you can demonstrate the competency, but they want to see how you can use it in a positive and effective manner – to help customers. When answering this question, think about the following:

- What was the issue?
- Who did you need to communicate with, in order to resolve it?
- How did good communication help to solve the problem?
- What steps did you take, that resulted in a positive outcome?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"For the majority of the modules on my degree, I was required to perform a group presentation. This presentation formed a part of the final mark for that module. In one particular module, I was placed in a presentation group with 3 foreign students who struggled with the English language. When you are presenting, you are awarded marks for communication. Therefore a failure to speak in clear, English sentences could have resulted in us being penalised. I realised that, in order for us to succeed, I would have to take leadership of the group. I arranged an initial meeting in order to establish what roles everyone would have in the presentation, and to establish what their strengths and weaknesses were.

I felt that it was important for every single member of the group to demonstrate that they could communicate effectively, and speak in the presentation. Therefore I wrote out some very basic material for them to read, so everyone would gain a communication mark. When it came to the presentation, I took on the majority of the speaking, but made sure that everyone else had a turn.

Without my input, I feel that the members of the team would have struggled to communicate or even organise a meeting. I was responsible for organising which part of the presentation each member would be responsible for, as well as creating PowerPoint slides and written content. We ultimately received a 2:1 for the presentation, and were awarded a 9/10 for communication."

Q11. Can you give me an example of a time when you have demonstrated your leadership qualities?

How to Answer

This question is asking you to demonstrate your **leadership** skills. As you will know, leadership is a very important quality for any police officer to have. Leadership is about making important decisions, acting as an example to others, and gaining the trust of your colleagues and customers – through professional and honest behaviour. Try to give the assessors an account that demonstrates a) that your colleagues had trust in you to make a decision and b) that your decision was the right one, and had positive implications. When answering this question, think about the following:

- What was the situation, and why did it require strong leadership skills?
- If you had make key decisions, what were they, and how did you come to these decisions?
- What was the (positive) outcome of your decision?
- What did you learn from the experience?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"During my time as an administrator, I was often required to make difficult decisions. One such occasion that I can remember was when a member of my team turned up to work in an inebriated state. The individual in question had undergone severe personal trauma. While he had been offered time off to deal with this, he had refused.

Some of the other members of the management team felt that the best course of action was to send him home and release him from the company. They were uncomfortable with his behaviour and believed that, because he refused to take time off, attending the office in this state was extremely unprofessional. They could not seem to agree on what should be done. As a member of the management team, I decided to take leadership of the situation. I informed the other staff members of this, and promised them that I would make a fair and reasonable decision.

My first decision was what to do with the employee on an immediate basis. While I would certainly be sending him home, I decided that my options were a) to call the police, b) to assign someone from the office to take him home, or c) to use a contact number for someone to collect him and take him home. I decided upon option C. While there were a number of willing volunteers, I did not want to further damage the day's work. A relative of the employee arrived swiftly and took him home in her car.

My second decision was whether the employee should be sacked. I weighed up all of the options before making this decision. If we fired him, we would be showing a lack of sensitivity and understanding as a company. If we did not fire him, we might be setting a bad example. I ultimately decided that I was prepared to give him one final chance, since this was the first time it had happened. The individual in question was a very capable employee and losing him would only damage the business.

I called the employee the next morning, and spoke to him about the situation. I informed him in a sensitive manner that if he wished to keep his job, then he a) needed to take some time off to deal with his issue, and b) needed to use this time to seek therapy or guidance. I reassured him that the company would support him through this difficult period in his life.

The end result of this situation was that the employee took a two-week break, and came back feeling better. He is still at the company, and has now risen to a management position. I believe that by taking leadership of the situation, I ultimately aided the company long term."

741258

Q12. Can you give me an example of when you have worked with individuals from other agencies, to resolve a problem?

How to Answer

This directly relates to the core competency of **partnership working**. This is an extremely important quality for police officers to have, as The police works with a variety of outside agencies in order to achieve their goals. It's imperative that you can coordinate effectively with employees from these agencies, and in a polite and amicable manner, whilst representing the interests of The police. When answering this question, think about the following:

- What was the problem that needed to be resolved?
- How did you decide which individuals/agencies, to involve? Why did you choose them?
- How did you go about implementing a plan of action to resolve the issue?
- What steps did you personally take, to ensure the matter was solved?
- What was the final outcome?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Whilst working as an administrator at my previous company, I was part of the team responsible for managing external projects. One of our clients came to us, asking for us to organise an event. The company in question was one of the top providers of business software in the UK, and therefore client events were extremely important for pushing their products and increasing revenue. The company informed us that unfortunately, from 2013 till 2014, there had been a marked drop in the attendance of their events. I was tasked with fixing this, for the next event.

When it came to planning the 2015 event, I knew that it was extremely important to boost attendances again. With the help of my team, we interviewed the sales representatives at the company. They felt that there a lack of direct advertising and marketing for the events, and that if we wanted to boost attendance, we needed to use social media to make people more aware that the events were taking place.

I personally wrote up a questionnaire, which was dispatched to past attendees of our events, requesting feedback on how the events could be improved. Based on this feedback, I drew up an entirely new network and marketing plan for the events. This included improving the social media coverage of the event and hiring social media experts to increase its exposure.

The end result of this was that, for our client's 2015 events, they broke their record for attendances. Their client base responded extremely well to the improved social media coverage, and this resulted in a huge increase in revenue for the year. Feedback reports said that the client base was very happy with the improved networking strategy, and that they would be highly likely to recommend such events to their friends and family."

Q13. Can you give me an example of a time when you have improved the way you work, using the feedback of others?

How to Answer

This question wants you to demonstrate that you have the ability to listen to feedback and take it on board, and then use it in a constructive manner. The most relevant competency here would be **personal awareness**. Personal awareness means accepting constructive criticism from others, recognising that everyone makes mistakes, and learning from your own errors. It's very important that police officers are able to do this – because only by accepting our own flaws can we improve. When answering this question, try and consider the following:

- What was the situation, and who was giving you feedback?
- What was the feedback? Was it positive or negative?
- How did you respond to this feedback?
- How did you use this feedback to improve your working practice?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"I am someone who is able to take criticism extremely well, and always do my best to handle it in as constructive a manner as possible. I believe this is something that originally resulted from my university degree, where I was subjected to large amounts of criticism and honest feedback. As a result, I have developed thick skin, and am now able to use constructive feedback to my advantage.

A good example of this was during my previous position as a History teacher. One of my lessons was observed by my head of department. This was a yearly observation, which was conducted during regular lesson time, with the aim of assessing the continuous quality of members of staff at the school.

Although I felt that the lesson went really well, my head of department had a few things to give feedback on, that she felt I could improve. I was surprised by this, but I took her feedback with an open mind and fully accepted the comments.

Her primary concern was that I was perhaps pushing the students in my class a little too hard. As she correctly pointed out, we were not due to cover the area of the curriculum that I had been teaching for another week. Feeling that my class were up to the challenge, I had pushed ahead early for this. I agreed with her that I had overestimated the group, who were not quite ready for the new material. I have a tendency to be a little too enthusiastic with pushing the learning boundaries of my pupils. While this can pay off, and there are good intentions behind it, I accept that there is a time and a place for this.

Using the feedback provided, I made immediate changes to my next lesson, which had involved trying to incorporate the same approach. I was flexible enough to recognise that I had made a mistake and learned from the feedback from my head of department.

Although I am a highly experienced professional, who has taught for a great number of years, I am still capable of improvement and absolutely welcome the opportunity to do so."

741258

Q14. Can you give me an example of a time when you have made improvements to your working practice, without the help of others?

How to Answer

As you know, **personal awareness** is a really important competency. It's vital that police officers are aware of their mood, and how it can impact their performance. More than this though, it's also important for officers to recognise when they've made mistakes, take ownership for these errors, and do their utmost to improve in the future. This question is essentially asking you to demonstrate a time when you've identified a personal mistake, and endeavoured to fix it. When answering this question, think about the following:

- What was the mistake that you made, and what were the consequences of you making it?
- What were the reasons for why this mistake occurred?
- How did you spot the error?
- What was your immediate reaction to the error?
- How did you go about resolving it?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"I work as a call handler for a large independent communications company. Part of my role involves answering a specific number of calls per hour. If I do not reach my target then this does not allow the company to meet its standards. After 6 months on the job, I found that I was falling behind on the number of calls answered. I was struggling to keep up, but I couldn't seem to work out why. In order to resolve this, I asked my manager to provide me with all of my past recorded calls. It then became apparent that I was taking too long speaking to the customers about issues that were irrelevant to the call itself. Because I am conscientious and caring person I found myself asking the customer how they were and what kind of day they were having. Despite the customers being more than pleased with level of customer care, this approach was not helping the company and therefore I needed to change my approach.

I immediately went and spoke to my line manager, asking him whether it was possible for me to participate in extra call handling training, and further development courses. He was happy for me to do this. After the training, which took two weeks to complete, I was meeting my targets with ease. This in turn helped the company to reach its call handling targets."

Q15. Can you give me an example of when you have had to deal with setbacks, and how you overcame them?

How to Answer

This is another interesting question. Again, this question wants you to identify which competencies best fit under the bracket of 'dealing with setbacks'. In this case, the best fit would be **problem solving**, and then either **service delivery** or **teamworking** (depending on the situation that you answer with). Dealing with setbacks is an important part of working for the police. The nature of the job means that there will be times when things don't go the way you've planned, as there are many unpredictable elements when it comes to solving crime. The police want candidates who are resilient, hardworking and dedicated. They do not want candidates who will wilt under the slightest form of pressure, or give up after a setback. When answering this question, think about the following:

- What was the situation that you were dealing with at the time?
- What was the setback, or setbacks, and how did they occur? What was the reason for these?
- How did you respond to these setbacks?
- How did your resolution to these setbacks impact the final outcome of the task?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"After reading an appeal in my local paper from a local charity I decided to try to raise money for this worthwhile cause by organising a charity car wash day at the local school during the summer holidays. I decided that the event would take place in a month's time, which would give me enough time to organise such an event. The head teacher at the school agreed to support me during the organisation of the event and provide me with the necessary resources required to make it a success.

I set about organising the event and soon realised that I had made a mistake in trying to arrange everything on my own, so I arranged for two of my work colleagues to assist me.

Once they had agreed to help me I started out by providing them with a brief of what I wanted them to do. I informed them that, in order for the event to be a success, we needed to act with integrity and professionalism at all times. I then asked one of them to organise the booking of the school and arrange local sponsorship in the form of buckets, sponges and car wash soap to use on the day, so that we did not have to use our own personal money to buy them. I asked the second person to arrange advertising in the local newspaper and radio stations so that we could let the local community know about our charity car wash event, which would in turn hopefully bring in more money on the day for the charity.

Following a successful advertising campaign, I was inundated with calls from local newspapers about our event and it was becoming hard work having to keep talking to them and explaining what the event was all about. But I knew that this information was important if we were to raise our target of £500.

Everything was going well right up to the morning of the event, when I realised we had not got the key to open the school gates. It was the

summer holidays so the caretaker was not there to open the gates for us. Not wanting to let everyone down, I jumped in my car and made my way down to the caretaker's house and managed to wake him up and get the key just in time before the car wash event was due to start. In the end the day was a great success and we all managed to raise £600 for the local charity. Throughout the event I put in lots of extra effort in order to make it a great success.

Once the event was over I decided to ask the head teacher for feedback on how he thought I had managed the project. He provided me with some excellent feedback and some good pointers for how I might improve in the future when organising events. I took on-board his feedback in order to improve my skills."

741258

Q16. Give me an example of a time when you have had to make a decision, that was in conflict with the views of the other members of your team.

How to Answer

This question is again assessing your leadership qualities, but in a different way to before. Now, the assessors want you to demonstrate that you have the capability of standing by your decisions when you know that they are right. This is an extremely important quality to have. Yes, it's great to consider the views of others, but if you know that you are right then you shouldn't back down, and you should be able to take ownership and responsibility for your judgement calls. As mentioned, part of working as a police officer means that you are a resilient person, who is confident in your own ability. There's a fine line between resilience and stubbornness, and this question wants you to address that. When answering this question, think about the following:

- What was the situation?
- At the time of the situation, what was your role in the team?
- What did the other members of your team want to do about the situation? Why did they have a conflicting view to you?
- What made you stand by your decision, and what did you do to enforce this?
- What was the outcome of this?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Whilst working in my current position as a sales person, I was the duty manager for the day, as my manager had gone sick. It was the week before Christmas and the shop was very busy.

During the day the fire alarm went off, and I started to ask everybody to evacuate the shop, which is our company policy. The alarm has gone off in the past but the normal manager usually lets people stay in the shop whilst he finds out if it's a false alarm.

This was a difficult situation because the shop was very busy, nobody wanted to leave and my shop assistants were disagreeing with me in my decision to evacuate the shop. Some of the customers were becoming irate as they were in the changing rooms at the time. The customers were saying that it was appalling that they had to evacuate the shop and that they would complain to the head office about it. The sales staff were trying to persuade me to keep everybody inside the shop, and saying that it was most probably a false alarm as usual. I was determined to evacuate everybody from the shop for safety reasons, and would not allow anybody to deter me from my aim. The safety of my staff and customers was at the forefront of my mind, even though it wasn't at theirs.

Whilst remaining calm and in control, I shouted at the top of my voice that everybody was to leave, even though the sound of the alarm was reducing the impact of my voice. I then had to instruct my staff to walk around the shop and tell everybody to leave whilst we investigated the problem. I had to inform one member of staff that disciplinary action would be taken against him if he did not co-operate. Eventually, after I kept persisting, everybody began to leave the shop. I then went outside with my members of staff, took a roll call and awaited the Fire Brigade to arrive.

At first I felt a little apprehensive and under pressure, but was determined not to move from my position, as I knew 100% that it was the right one. I was disappointed that my staff did not initially help me, but the more I persisted the more confident I became. Eventually the Fire Brigade showed up, and they discovered that there was in fact a small fire at the back of the store. Luckily nobody was harmed, but the consequences could have been severe if I hadn't got everyone out.

This was the first time I had been the manager of the shop so I felt that this situation tested my courage and determination. By remaining calm I was able to deal with

the situation far more effectively. I now felt that I had the courage to manage the shop better and had proven to myself that I was capable of dealing with difficult situations. I had learnt that staying calm under pressure improves your chances of a successful outcome dramatically."

Q17. Can you give me an example of a time when you have had to work with someone you weren't familiar with, to resolve a problem?

How to Answer

It's really important to understand that, as a police officer, you won't just be working in tandem with your colleagues. If you are the type of person who is uncomfortable working with people, then this is going to be a difficult role for you, because police officers need to be able to communicate with and work alongside members of the public. You need to be a reassuring and friendly presence, who is capable of responding to the needs of different members of the community. Therefore, your ability to work with people who you aren't familiar with is crucial. When answering this question, think about the following:

- What was the situation?
- Who were the (unfamiliar) individuals that you needed to work with? How did you go about establishing a rapport?
- What difficulties did you face in working with these people, and how did you overcome this?
- What was the end result?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Whilst driving along the motorway I noticed that an accident had just occurred up in front of me. Two cars were involved in the accident and some people in the car appeared to be injured. There were a number of people stood around looking at the crash and I was concerned that help had not been called. We needed to work as a team to call the emergency services, look after the injured people in the cars and try to stay as safe as possible.

I became involved through pure instinct. I'm not the type of person to sit in the background and let others resolve situations. I prefer to try to help out where I can and I believed that, in this situation, something needed to be done. It was apparent that people were hurt and the emergency services had not been called yet. There were plenty of people around but they weren't working as a team to get the essentials done.

I immediately shouted out loud and asked if anybody was a trained first aid person, nurse or doctor. A man came running over and told me that he worked for the British Red Cross and that he had a first aid kit in his car. He told me that he would look after the injured people but that he would need an assistant. I asked a lady if she would help him and she said that she would. I then decided that I needed to call the emergency services and went to use my mobile phone.

At this point a man pointed out to me that if I used the orange emergency phone it would get through quicker and the operator would be able to locate exactly where the accident was. I asked him if he would call the emergency services on the orange phone, as he appeared to know exactly what he was doing. I noticed a lady sat on the embankment next to the hard shoulder crying and she appeared to be a bit shocked.

I asked an onlooker if he would mind sitting with her and talking to

her until the ambulance got there. I thought this was important so that she felt supported and not alone. Once that was done, the remaining onlookers and I decided to work as a team to remove the debris lying in the road, which would hinder the route for the oncoming emergency service vehicles.

I decided to take the initiative and get everyone working as a team. I asked the people to let me know what their particular strengths were. One person was first aid trained and so he had the task of attending to the injured. Everyone agreed that we needed to work together as a team in order to achieve the task.

I took control of a deteriorating situation and got everybody who was stood around doing nothing involved. I made sure I asked if anybody was skilled in certain areas such as first aid and used the people who had experience, such as the man who knew about the orange emergency telephones. I also kept talking to everybody and asking them if they were OK and happy with what they were doing. I tried my best to co-ordinate the people with jobs that I felt needed to be done as a priority.

The benefit overall was for the injured people, ensuring that they received treatment as soon as possible. However, I did feel a sense of achievement that the team had worked well together even though we had never met each other before. I also learnt a tremendous amount from the experience.

At the end we all shook hands and talked briefly and there was a common sense of achievement amongst everybody that we had done something positive. Without each other we wouldn't have been able to get the job done."

Q18. Can you give an example of when you have utilised your communication skills, to deliver bad news?**How to Answer**

Unfortunately, being a police officer means that there are times when you'll be required to break bad news to members of the public. This can be emotionally taxing, and is one of the hardest parts of the role. It will constitute a huge test of your communication skills, and you will need to be extremely sensitive and professional when placed in this position. Police officers must be capable of communicating with everyone however, and therefore it's integral that you can behave in an appropriate manner. When answering this question, try and consider the following:

- What was the nature of the news that you were delivering? Who were you delivering it to?
- What did you need to take into account, before breaking the news?
- How did you go about breaking the news, in a sensitive fashion?
- What steps did you take to try and comfort those involved?
- Did you arrange any follow up measures, after the incident?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Sadly, yes, this was something I had to deal with last year. The people involved were my elderly next-door neighbours. They had a cat that they had looked after for years and they were very fond of it. I had to inform them that their cat had just been run over by a car in the road. I was fully aware of how much they loved their cat and I could understand that the message I was about to tell them would have been deeply distressing. They had cherished the cat for years and to suddenly lose it would have been a great shock to them.

To begin with I knocked at their door and ask calmly if I could come in to speak to them. Before I broke the news to them I made them a cup of tea and sat them down in a quiet room away from any distractions. I then carefully and sensitively told them that their cat had passed away following an accident in the road. At all times I took into account their feelings and I made sure I delivered the message sensitively and in a caring manner.

I took into account where and when I was going to deliver the message. It was important to tell them in a quiet room away from any distractions so that they could grieve in peace. I also took into account the tone in which I delivered the message and I also made sure that I was sensitive to their feelings. I also made sure that I would be available to support them after I had broken the news. The next day, following the incident, I went round to check on the couple and see how they were feeling. Whilst they were still extremely sad, they informed me that they were grateful for the way I had treated them, and that I had been so sensitive to the issue."

Q19. Can you give me an example of a time when you have implemented a positive change in the workplace?

How to Answer

The police want their employees to take a proactive approach to improvement. This doesn't only have to be for self-improvement, but for the whole workforce too. They want candidates who can inspire those around them to be better, and who can find solutions and improvements for the whole workforce. This question directly challenges your ability to do that, and your ability to spot improvements and amendments that could be made to general working practice. Try not to just talk about an improvement that you made to your own work. Try to find an example of where you've suggested a positive change, which helped everyone. When answering this question, consider the following:

- How did you notice that a change needed to be made?
- What was the problem, and how did you go about addressing it?
- Did you gain the views/opinions of your colleagues before tackling this?
- Was there a positive outcome, as a result of your intervention?
- Did this have a wider impact on the company as a whole?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"In my previous employment as a customer services assistant I was required to work closely with the general public on many occasions. Often, I would be required to provide varied solutions to customers' problems or complaints after listening to their concerns. It was always important for me to listen carefully to what they had to say and respond in a manner that was both respectful and understanding.

On some occasions I would have to communicate with members of the public from a different race or background and I made sure I paid particular attention to making sure they understood how I was going to resolve their problems. I would always be sensitive to how they may have been feeling on the other end of the telephone.

Every Monday morning the team that I was a part of would hold a meeting to discuss ways in which we could improve our service to the customer. During these meetings I would always ensure that I contributed and shared any relevant experiences I had during the previous week. Sometimes during the group discussions, I would find that some members of the group were shy and not very confident at coming forward, so I always sensitively tried to involve them wherever possible.

I remember on one occasion during a meeting I provided a solution to a problem that had been on-going for some time. I had noticed that customers would often call back to see if their complaint had been resolved, which was often time-consuming for the company to deal with. So, I suggested that we should have a system where customers were called back after 48 hours with an update of progress in relation to their complaint. My suggestion was taken forward and is now an integral part of the company's procedures. I found it quite hard at first to persuade managers to take on my idea, but I was confident that the change would provide a better service to the public we were serving."

Q20. Teamwork is a very important part of working within the police. However, police officers also need to be able to work independently and unsupervised. Could you provide me with an example of when you've done this in the past?

How to Answer

As the question states, while the police highly value teamwork, it's also essential that officers can work independently and unsupervised. You will always have the support of your colleagues, but there are times when you'll need to work on your own. Therefore, it's important for the police to establish that you are capable of this. When answering this question, think about the following:

- What was the situation?
- Why did the circumstances require you to work independently?
- Were there any particular methods that you used, to ensure that you worked effectively?
- Did you need to overcome any obstacles?
- What was the end result of the task?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Yes, I have worked on my own unsupervised on numerous occasions. Most recently I was asked by the foreman on a building site to install new gas boilers in four properties within a tight deadline. Whilst I understood it was important to carry out the task quickly, there was no way I was going to compromise on safety. I started off by creating a mini action-plan in my head which detailed how I would achieve the task. I set about installing the first boiler conscientiously and carefully whilst referring to the safety manual when required. I made sure that there was sufficient ventilation in the houses as required under health and safety law.

During the week that I was required to complete the task I had previously arranged to go to a birthday party with my wife, but I decided to cancel our attendance at the event as I needed to get a good night's sleep after each hard day's work. I knew that if I was to maintain the concentration levels required to work safely and achieve the task then I would need to be in tip-top condition and getting sufficient rest in the evenings was an important part of this. By the end of the fourth day I had successfully completed the task that was set by the foreman and the proceeding safety checks carried out by the inspector on the boilers proved that I had done a very good job."

Q21. Can you give me an example of a time when you have worked with a colleague, to help improve their performance?

How to Answer

This question is again asking you to demonstrate the core competency of **teamwork**. It's important that police officers can work constructively together, to achieve organisational goals. Part of being a good co-worker is helping your colleagues when possible, to improve their own methods, and become more valuable members of the police service. When answering this question, think about the following:

- What was the situation? Did you approach your colleague, or did they approach you?
- What steps did you take to help them improve?
- Did you need to overcome any obstacles, or change your initial plan?
- How did your colleague respond to your help?
- What was the outcome?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Prior to applying for this role, I worked as a teacher. During my last position, I was required to work with a teaching assistant who was fairly new to the role. She had just finished her training and was conducting a period of assistance in the classroom, before she would aim to go on and become a teacher herself.

On the first day that the assistant entered my classroom, she was extremely nervous, and actually seemed scared of the students. I noticed this straight away, took her to one side and assured her that I had complete confidence in her ability; and that she could come to me if she needed any help. I explained what I would require her to do during the lesson and gave her some brief pointers on how to go about doing these. I made sure to confirm that she was 100% happy and clear with this before we started teaching.

As the lesson progressed, I went around the room working with different groups of students. I asked the teaching assistant to do the same, and at some points we met in the middle and conducted in-depth discussion with the students together. I was really impressed by the depth of her knowledge, but did notice one or two pointers which I could give feedback on. At all times, I made sure to encourage the assistant and engage with her on a subject level. I felt it was important to increase her confidence and show her that she was truly capable of being a great teacher.

At the end of the lesson, I sat down with the assistant to give her some feedback. I made sure that I provided her with lots of praise for the level of subject knowledge she had displayed and the way she had integrated herself with the class, despite being nervous beforehand. I gave her some pointers on communication and getting her ideas across to the students. Overall, I made sure that she felt good about her own performance and happy that she was on the right track.

I am pleased to say that after a few months of working together, the assistant went on to complete her integration into teaching and became a fantastic teacher, in a nearby school."

741258

Q22. Can you give me an example of a time when you have put the needs of the team before yourself?

This is an interesting question, because while it doesn't directly ask you about your teamworking skills, it does assess you on a key area of **teamwork** – which is being able to recognise the needs of the collective, and placing this above your own preferences. In your answer, you should give an account which demonstrates your understanding of why the team's goal is more important than your own goal, and your ability to prioritise what would be better for the collective than just for you. When answering this question, think about the following:

- What was the situation, and why did it require you to place the team's needs above your own?
- What were your individual preferences, and why did these contrast with those of the team?
- How did your behaviour help to resolve the issue for the team?
- What was the end result of the situation?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"I like to keep fit and healthy and in order to do so, I play football for a local Sunday team. I am the captain of the team, and therefore it is my job to lead both on and off-the pitch.

In our last season, we had worked very hard to get to the cup final and were playing a very good opposition team who had recently won the league title. The team consisted of 11 players who regularly spend time together during training sessions and at social events. After only ten minutes of play, one of our players was sent off and we conceded a penalty as a result. One goal down, with 80 minutes left to play, we were faced with a mountain to climb.

However, we all remembered our training and worked very hard in order to prevent any more goals being scored. Due to playing with ten players, I immediately decided that I had to switch positions and play as a defender, something that I am not used to. I usually play as a striker, and therefore it was extremely difficult for me to adapt and move to the other end of the pitch. In the past, I have had very negative experiences of playing as a defender, and therefore this was something that I really didn't want to do. However, as captain I felt my role was to encourage the other players to keep going and to not give up until the final whistle had sounded. So, I moved positions. All the other players supported each other tremendously and the support of the crowd really pushed us on. The team worked brilliantly to hold off any further opposing goals and after 60 minutes we managed to get an equaliser. The game went to penalties in the end and we managed to win the cup.

Three days after the cup final, I contacted the other members of the team in order to organise a meeting. While we had celebrated on the night, I was determined not to let us rest on our laurels. Winning the cup was a fantastic achievement, but the only way that we could repeat this the following year would be with hard work. I was also determined

for us to win the league, which we had underperformed in. In order to help me do this, I got into contact with someone who had recorded the whole match. After the individual in question generously sent me the files free of charge, I sat down at my laptop and watched the entire 90-minute game back. Whilst I did this, I took detailed notes in relation to each player and how I felt they could improve/ what they did well. I placed all of these notes onto a USB stick.

On the day of the meeting, the whole team sat down and we went through what I had observed from the tape. While they were surprised at the level of detail I had gone to, my teammates were extremely grateful for my input, and took my advice on board. I sent them the USB notes, and we began to work on each individual's strengths/ weaknesses in training. The following year, we won the league and retained the cup. I believe that this was down to our team unity, and my man management techniques.

Overall, I believe that I am an excellent team player, and I will always put the needs of the team above my own. I understand that being an effective team member is very important if The police is to provide a high level of service to the community that it serves."

Q23. Can you give an example of when you have strengthened the relationship between individuals or a group of people?

How to Answer

This question is essentially asking you to demonstrate that you have the **communication skills** needed to work within The police. However, what's really important about this question is the way that it's worded. The question wants you to show that you can use your communication skills to make a genuine difference, and bring people together, who might otherwise misunderstand one another or don't get along. Whether it's developing relationships with your colleagues, or dealing with members of the public, it's very important that you can build bridges between different groups of people and that can everyone associated with The police can work in an amicable fashion. When answering this question, think about the following:

- What were the issues that needed to be overcome?
- What did you consider when dealing with the individuals or group?
- What was the outcome?
- How did you feel about dealing with the situation in the way that you did?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Whilst working in a large warehouse as a factory worker, I was acutely aware of tensions between different workers. These tensions had been ongoing for a number of years. I believed the tensions centred on a breakdown in communication between different groups of people who worked at the warehouse.

In particular, there were tensions between white male workers and Asian male workers. I decided that something needed to be done, and so set about speaking to people within the different groups, to see what the issues were and whether there was any desire within the groups to break down these barriers once and for all. After speaking to key members of each group of workers, I came to the conclusion that the main reason for the barriers was simply down to a lack of understanding and respect.

In order to improve relations between the groups, I asked my manager for permission to hold a teambuilding day. I explained to him the benefits of investing time and money into breaking down the barriers between the groups of men, and he wholeheartedly agreed that it was a positive idea. I was aware of a company, situated not too far from the factory, that ran these types of days. I then arranged a date for the teambuilding day to take place and informed all members of staff of the event and how they could take part.

The teambuilding day would consist of different group events that were designed to build morale, improve communications and encourage team spirit. On the day of the event I had pre-arranged for people from the two groups to be on different teams, so as to encourage them to start mixing with each other and communicating more effectively. As soon as the first event started I sensed an improvement in relations and communication between the men.

This was immensely satisfying to see. Once the teambuilding day was over I had arranged for everyone to attend a local restaurant, where they would all sit down together and socialise in a relaxed manner in order to continue the good work which had taken place during the day.

Everyone agreed that the teambuilding day had been a great success and the following day at work the atmosphere had improved considerably. A few weeks later my manager called me into his office to congratulate me on the event. He informed me that productivity within the factory had increased by 20%, and he attributed the increase to my efforts in breaking down the barriers between the factory workers."

741258

Q24. Can you give me an example of a time when you have utilised your job knowledge, to resolve a difficult situation?

How to Answer

As you will be aware, job knowledge is a really important part of working as a police officer. The better you understand the core requirements of your role, and how they fit into The police's wider objectives, the better you will be able to act as an exemplary representative of the police service. The police don't just want a candidate who goes through the motions with their job, they are looking for someone who is enthusiastic and committed, who has made a conscious effort to understand every single element of the role. When answering this question, think about the following:

- What was the situation? What needed to be resolved?
- What have been the consequences if you had not intervened?
- What did you say/do? How did you utilise your job knowledge?
- What was the end result of this?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Prior to applying for this role, I was working at a printing company, based in the south of the country. My role was to ensure that the manufacturing process went smoothly, and I was second in command on the factory floor.

On the day in question, we had to deal with an extremely large order. This meant that there would be a major backlog on printing, and certain orders would be delayed. This meant that some of the staff were very stressed and having to work harder than they normally would in order to meet the deadlines. On top of this, the air conditioning in the factory had broken, meaning that the environment was extremely hot and uncomfortable.

Towards the end of the day, as I walked across the factory floor, I noticed that two of my colleagues were arguing. The argument was very heated, and they were both becoming more and more angry. It seems that the disagreement resulted over the correct use of one of the printers in the factory. One of my colleagues felt that we should place extra paper into this printer, to maximise our output, whereas my other colleague wanted to use a different printer. Based on my experience, I realised that the first colleague was in fact right, and that we should have been doing it his way.

I quickly intervened in the argument and asked both individuals to calm down. I assured them that I totally understood their frustration with the situation, and that the company were hugely grateful for the hard work they were both putting in. I asked them whether they would prefer to discuss this issue in a quiet location. They both declined to do this.

Following this, I explained that the best way for us to proceed with printing would be to use colleague 1's suggestion. I proceed to tell both colleagues about exactly why this would be the best solution,

and the advantages of using this compared to the other method. I also reassured colleague 2 that this was an easy mistake to make, and that he shouldn't feel bad about suggesting this. Both colleagues seemed satisfied with this, and got back to work.

I feel that my intervention helped hugely here. I resolved a potential conflict within the workplace environment, using my job knowledge, and dealt with my colleagues in a sensitive and courteous manner."

741258

**Q25. Have you ever dealt with a bullying incident at work?
How did you respond to this?**

How To Answer

Just as with any organisation, The police take a zero-tolerance stance on bullying or any associated behaviour. Although this isn't a listed core competency, it falls under the category of **respect for diversity** and **job knowledge**. It's extremely important that you are someone who can challenge unacceptable behaviour. Respect for diversity means that you can take an open and respectful approach to people from all different types of background, and that you treat every single person you meet with the utmost professionalism and fairness. When answering this question, think about the following:

- What was the situation? How did you become aware of the bullying/unacceptable behaviour?
- What was your immediate reaction to this?
- How did you follow up on the incident? Did you take it to someone senior, or did you intervene directly yourself?
- What was the end result of your intervention?

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"My personal policy on bullying is of absolutely no-tolerance, and I would fully expect any organisation that I am working at to take the same attitude. The workplace environment should be a place where people feel safe.

Whilst working in my previous role, as a teacher, I had to deal with at least one bullying incident. One of these incidents occurred between three of the students in my form group. The bullying first came to my attention when I witnessed one of the students crying outside of the classroom. After comforting and questioning the individual, who wouldn't tell me what the problem was, I resolved to keep a close eye on the situation in the future. I didn't have to wait long, as the very next day I witnessed a scene outside of the school gates where two students from my form group appeared to be teasing and picking on the aforementioned pupil, who seemed very upset. I witnessed this again during form time, and decided to take action.

I asked the student who was upset to stay behind at the end, and quizzed him on the nature of the interaction. He confessed that the other two pupils had been teasing him for a long time now, and at times had become physically aggressive with him. He had asked them to stop, but they had refused, and he had started to dread coming to school.

Realising that I was dealing with a bullying incident, I immediately took a statement from the student and asked him if he would be happy to come with me to student services. I assured him that he wasn't in any trouble, and that I would do everything possible to resolve the situation for him and prevent this from happening again. I made sure I comforted the student and made it clear that this kind of behaviour would not be tolerated. Once we arrived at student services, I sat with the student as they took a statement from him. We then interviewed the two pupils

who had been bullying him, who at first denied culpability, but soon admitted to their behaviour. Together with student services, we firmly demonstrated to the two students that their behaviour was wrong and their parents were called. The two boys were suspended.

Student services thanked me for my actions, and asked me to keep a close eye on the student who had been the victim of such unacceptable behaviour. I feel that my observation and resultant action played a key role in resolving this situation, and ensuring that the pupil in question could come to school unafraid and feel respected by those within the school. Bullying of any kind should not be tolerated."

741258

Motivations and Values Questions

Now that we've covered the competency-based questions, let's move onto a different form of question, which you might be more familiar with. Motivations and values questions are commonplace in any form of interview. They are essentially questions which are formed around getting to know you as a person, to work out whether you are the right fit for the organisation. It's very important for the police to establish that you are applying for the right reasons. They don't want candidates who are applying 'to ride around in a police car with flashing lights'. They want candidates who are applying because they share the same values as the police – candidates who want to make a genuine difference in the community and protect the general public. So, you can expect questions such as:

'Tell me about why you are applying for this role.'

'What do you know about the police?'

'How do you think you can cope with the demands of the job?'

The motivations and values questions are likely to test you heavily on how well you've researched the job position. The police need to know that you understand what you are getting into, and won't quit as soon as the going gets tough. They also want to see that you have a genuine interest in their organisation. Conducting substantial research before application will show the police that you are serious about the role, and enthusiastic about the prospect of working for them.

Now, let's get started with some motivations and values questions. Just like before, we've given you a full response to every single one.

Q1. Tell us about why you want to become a police officer.**How to Answer**

This is an incredibly common opening question, and it would be a huge surprise if you didn't hear this during your interview. The best response here, is to be honest! Think about the reasons for why you want to become a police officer. What has motivated you to apply? What is it about the police service that inspires you? Take a look at the goals and aims of the police on their website. Do you share these goals?

Write your answer in the textbox below, and then compare it to our response!

741258

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Sample Response

"I have wanted to become a police officer for almost four years now, and I can distinctly remember the time I decided this would be the job for me. I was walking through my local high street on my way to the gym on an early Saturday morning, when I noticed two police officers dealing with an aggressive and verbally abusive young man who, from what I understood later on, had been caught shoplifting from the newsagents in the high street. Whilst walking past, I stopped a few yards on, to see how the police officers would handle the situation.

The two police officers remained totally calm and in control of the situation, despite the abuse being directed at them by the man. Their body language was non-confrontational, and they appeared to be using well-thought out techniques to get him to calm down. Once the man had calmed down, the officers arrested him and took him away in their police car. From that point on I wanted to learn more about the role of a police officer. I felt that, due to my previous experiences in the Armed Forces and also my natural abilities, I had what it takes to become a competent police officer. I studied your website and also learnt all about the core competencies of the role. I then realised that I had the potential to become a police officer, and I have been waiting to apply ever since. In addition to this, I have lived in the local community for virtually all my life, and I feel proud that we live in a society that is, overall, safe and a great place to live. I understand a large part of the role of being a police officer is reactive, but I would also be interested in working on the proactive and educational side of the job, whereby you get to educate the public to help keep them safe and also prevent crime from happening in the first place.

Finally, whilst I very much like my current job, and feel a debt of gratitude to my employer, I am very much ready for a new challenge and the next stage of my career. I believe I would be an excellent police

officer if successful, and can assure you I would work hard to uphold the principles and the values the force expects from its employees.”

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Q2. Tell me about yourself and what qualities you believe you have, that will be relevant to the role of a police officer.

How to Answer

This is another very common question. Remember, the purpose of this interview is to help The police find out more about who you are, and why you would be a great police officer. So, it's not unusual for them to just ask you this outright! Once again, your best response is to be honest in this situation. Think about what makes you a good fit for the role? What are your best qualities? How would they be of use to The police?

A word of caution when answering this, read the question! It's pretty easy here to go off on a tangent and reel off a big list of qualities that actually have nothing to do with the police service. Remember, you need to keep it relevant, and link your qualities back to what the police are looking for.

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"To begin with, I am a hard-working, committed and highly-motivated person who prides himself on the ability to continually learn and develop new skills. I am 31 years old, and I currently work as a customer services manager for a transportation company. Prior to taking up this role approximately ten years ago, I spent five years working as a front-line soldier in the Army. In addition to being a family person, I also have my own hobbies and interests, which include team sports such as football and also playing the guitar in a local band.

I am a loyal person, who has a strong track record at work for being reliable, flexible and customer-focused. My annual appraisals are consistently to a high standard and I am always willing to learn new skills. Before applying for this job, I studied the role of a police officer and also the role of the police service in depth, to make sure I was able to meet the requirements of the role. Having been working for my current employer for almost ten years now, I wanted to make sure that I had the potential to become a competent police officer before applying. Job stability is important to me and my family. If successful, I plan to stay in the police force for many years.

Finally, I believe that the additional qualities I possess would benefit the role of a police officer. These include being physically and mentally fit, organisationally and politically aware, determined, reliable, an excellent team player, organised, committed, capable of acting as a positive role model for the police force and being fully open to change."

Q3. Tell me what work you have done during your preparation for applying to become a police officer.

How to Answer

As we mentioned during the introduction to this chapter, the police will want to know that you've conducted thorough preparation before applying. They want to see a level of dedication and enthusiasm right from the outset, and not just when you've got the job. Don't be surprised to encounter a question such as this, which directly challenges the amount of work you've put in beforehand. Remember too that there is enormous competition for jobs with The police. All of the other candidates (or the good ones anyway) will have put in strong amounts of preparation work beforehand – so you need to do your utmost to top this.

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"I have carried out a huge amount of work, research and personal development prior to applying for this role. To begin with, I studied the role of a police officer, especially with regards to the core competencies. I wanted to make sure that I could meet the requirements of the role, so I asked myself whether I had sufficient evidence and experience to match each and every one of the core competencies.

Once I was certain that I had the experience in life, I started to find out more about the work the police carry out, both on a local and national level. I have studied your website in detail, and learnt as much as I possibly could about how you tackle crime, deal with the effects of it and also how you use statistics to drive down increasing crime trends in specific areas. I have also briefly read some of the important policing policies you employ. I wanted to make sure that I was prepared as possible for my interview today. In addition to reading and researching, I went along to my local police station to try and find out a bit more about the job, and the expectations that the public have from the police.

The police officer I spoke to was understandably very busy, but she did give me fifteen minutes of her time, whereby she explained what the job involved, what it was like working shifts and also the good points and challenging points about the job. After speaking with her, I felt I had a better understanding of the role and it only made me want to apply even more.

Finally, although I believe I am relatively fit, I started attending the gymnasium more to build up my physical strength and stamina. I also worked hard at increasing my times during the bleep test, and I can now get to level twelve since starting my application to join the police. I am very determined to become a police officer, and on that basis I have carried out lots of research to find out as much as I could about the role."

Q4. The competition for this role is huge, but only a select few candidates will make it. Can you explain to me what you feel makes you better than the other applicants? Why should we hire you instead of them?

How to Answer

As we mentioned in the previous question, the competition for jobs with The police is incredibly fierce, so don't be surprised to hear a question such as this. They want to know what makes you better, and they won't be afraid to ask! The key to answering this question is to focus on your own positives, and what makes you a strong candidate. A bad response here will focus on the other candidates, and any perceived negatives. For example, if you start bad-mouthing the other applicants, then this will come across very badly to the interviewers. Focus on your own unique qualities, and how they will benefit the police!

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"I believe I am the best candidate for this job for many reasons. First of all, I have been preparing for this role for many years now, by building up sufficient life experience and knowledge to be able to perform the role to a very high standard. Having studied all of the core competencies in detail, I feel I have plenty of experience to perform the duties of a police officer above and beyond the standards expected. I am a flexible person who will be available to work at all times, whether its day or night and also at weekends. I have a supportive family who fully understand, appreciate and support my dream of becoming a police officer with this police force.

In addition to knowing my strengths, I am also aware of the areas I need to work on in order to improve, and I have been working on these to make sure I am fully prepared for the police training course, if successful. I have a good understanding and knowledge of the expectations that this police force expects from its staff, and I feel strongly that I will act as a good role model for the organisation that I am hoping to join. Finally, I understand that we live in times where the police force is under more scrutiny than ever and the requirement to be an employee who is open to and supportive of change has never been greater. Once again, I feel strongly that I can adapt to a constantly changing environment, and provide the exceptional service that the public expects from its police officers. I can assure you that, if you give me the opportunity, I will not let you down and I will work harder than anyone to excel in the role."

Q5. Can you provide us with an example of a past work project that you successfully completed, and the obstacles you had to overcome?

How to Answer

The motivations and values section is not all simple, personal questions. In some cases, you will again need to use the STAR method to answer questions. The difference is, in this section you aren't being quizzed on the competencies, but on your core values and qualities. Your answer doesn't need to be as substantial in the previous section, but you still need to give the interviewers a high-quality response, which fully answers the question and showcases your ability.

Write your answer in the textbox below, and then compare it to our response!

741258

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Sample Response

"Yes, I can. I recently successfully completed a NEBOSH course (National Examination Board in Occupational Safety and Health) via distance learning. The course took two years to complete in total, and I had to carry out all studying in my own time, whilst holding down my current job as an Assistant Residential Building Site Manager.

I decided to fund and undertake this qualification myself in order to further develop my knowledge and skills of my role, and to also improve my ability to perform my job to a high standard. The biggest obstacle I had to overcome was finding the time to complete the work to the high standard that I wanted to achieve. I decided to manage my time effectively and allocated two-hours every evening of the working week in which to complete the work required. Initially, I found the time management difficult; however, I stuck with it and was determined to complete the course successfully. In the end, I achieved good results, and I very much enjoyed the experience and challenge. I also feel that I drastically improved my time management and organisational skills as a result of undertaking this course. I have a determined nature, and I have the ability to concentrate for long periods of time when required, whilst organising and undertaking multiple tasks concurrently. I can be relied upon to finish projects to a high standard."

Q6. What is your biggest strength?**How to Answer**

We know, this is about as generic a question as possible, but it's one that you definitely need to practice answering! In almost any interview, you can expect to hear either this or 'what is your biggest weakness', so it's essential that you are prepared for it. When answering this question, be careful. The interviewer will want you to focus on one major strength. They don't want an entire speech on how great you are and all of your qualities. Focus on one major quality, and then elaborate on how you believe this can help the police.

Write your answer in the textbox below, and then compare it to our response!

741258

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Sample Response

"I believe that my biggest strength is in my ability to take leadership of difficult situations, and make crucial decisions. In my previous career, I have almost always worked within management based positions, where I was required to make important decisions on a regular basis. I am well suited to dealing with large amounts of pressure and feel comfortable in making big decisions, as well as taking ownership and responsibility for these judgements.

I believe that this quality will strongly benefit me, in my career as a police officer. I understand that working for the police involves large amounts of high-pressure decision making, and that officers must be able to remain calm and collected when the going gets tough. I feel that my decision-making skills would transfer over extremely well to the police, and that I would be able to benefit the police in this regard."

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Q7. What is your biggest weakness?

How to Answer

Highly similar to the last question, this is another one which comes up in almost every single interview. If anything, this question is even more common than the previous, so you need to be prepared for it! When answering this question, try and focus on one weakness. However, pick a weakness which isn't too damaging. For example, if you tell the police that your biggest weakness is your underlying sympathy for criminals, then you are not going to get the job. Alternatively, if you tell the police that your biggest weakness is in your organisational skills – but that you are making a conscious effort to improve on this, then they will be far more likely to take you on.

Write your answer in the textbox below, and then compare it to our response!

741258

741258

Sample Response

"I would say that my biggest weakness is in my organisational skills. I do consider myself an organised person, but sometimes – especially when I have many projects on the go – I can tend to be a bit disorganised and get a little bit flustered. I'm working really hard to improve on this, as I understand that organisation is a very important quality for police officers to have. I believe that once I have learned how to improve my mindset, take a breath and just try to calm down, I can be extremely organised and deal with any number of tasks that I'm given."

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Q8. Do you think the police force provide value for money to the public? If so, why?

How to Answer

During this part of the interview, you can expect to be asked a lot of different questions based on areas such as public perception of the police, the police role in society, and your own perception of the police. When answering these types of questions, you should always try and be as positive as possible! It's very unlikely that the police are going to hire someone who comes into the interview with a negative perception about The police. They want to hire someone who is enthusiastic about the idea of performing police work, for a highly esteemed and respectable organisation – so be that person!

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Absolutely, one-hundred percent I believe the police force offers value for money. Whilst I very much want to become a police officer and work within the force, I too live in the local community and I have only seen great things from the police. From what I can see on a local level in my community, the police work very hard to educate the public and reduce crime, despite having limited resources. In fact, your website shows that the force is becoming more efficient in tackling crime than ever before. For example, your force has managed to reduce vehicle related crime by seventeen percent over the last twelve months. I was very impressed by those statistics. I would imagine that, whilst the media and press can be very helpful in helping the police to catch offenders and reduce crime, sometimes the police can be painted in a negative light by them. On that basis, I would imagine it would be part of my job as a police officer to act as a positive role model for the police. I would work hard to educate the public about the good work the force is doing, and demonstrate that value for money is being delivered."

Q9. You are attending a local school talking to the children about the work of the police force. The teacher asks you to explain to the children how to call 110 in an emergency. What would you tell them?

How to Answer

During this interview, it's highly likely that the assessors will try to put you on the spot, to test what kind of person you are. The above question is a perfect way of doing this, and your answer will tell the assessors a lot about you. For example, if you just give them a short answer, 'Push this button and speak to the operator' then they aren't going to get the best impression of you. Alternatively, if you talk the children through how to call the operator and explain exactly how and when this should be done, then the interviewers will gain a much more favourable view of you. One of the biggest mistakes that people make during the motivations and values interview, is that they just don't go into enough detail. They've already sat the competency stage, and just assume they've passed. This isn't true, and you still need to give the assessors as much detail as you can.

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Well firstly, I would tell them that they should only call 110 if it is an emergency. I would then give them examples of when to call 110, including if a crime is happening right now, someone is in immediate danger, there is a risk of serious damage to property, a suspect for a serious crime is nearby, or there is a traffic collision involving injury or danger to other road users. I would then use the opportunity to educate the children on why it is important they do not make hoax calls under any circumstances, as this could block the telephone lines for someone who really does need the police or other emergency services.

Finally, I would then ask the children if any of them had any questions, to make sure they understood the information I had provided them with."

741258

Q10. Can you give me an example of when you have challenged inappropriate behaviour?**How to Answer**

Like Question 5, here you will need to give the interviewers a personal example. Again, this doesn't need to be as comprehensive as the previous section, but you do need to demonstrate to the assessors that you have what it takes to challenge poor behaviour. You should still endeavour to give them a full run-through of the entire situation that occurred, what the behaviour was, and how you dealt with it. You need to give the assessors the best possible view of how your actions resolved the situation, and you can only do this by providing them with details. Remember that police officers would be expected to challenge any inappropriate behaviour that they see, both at the station and whilst out in public.

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"Yes, I can. I currently work as an IT consultant and I was carrying out contract work for a large corporate company in Manchester. I was having a tea break on my own in the company canteen, when I overheard a man insulting one of his co-workers. The language that he used was incredibly offensive, and unacceptable, and he was talking directly to her!

I immediately went over to the man and said in a calm and respectful manner that I found his comment to be offensive and requested that he didn't use that type of language, as it is unwelcome. I could sense he was angered by my comments, and he proceeded to tell me to mind my own business. I remained calm, and reiterated my request, by asking him once again not to use that type of offensive language in the workplace. I stated that, if he continued to use that type of language, I would report him to the company Managing Director.

He immediately changed his tone, apologised and then got up and left the canteen. I then spoke to the lady whom the comment was directed at and explained the reasons why I had intervened. She told me she was grateful for my interaction and said that he often spoke to her in that manner. To my amazement, she informed me that the man who made the comment was in fact her line manager. After I left the canteen, I sent an email directly to the Managing Director of the company informing her of what I had just witnessed in the canteen, whilst also explaining what I had done to prevent it from happening again.

I would never hesitate to challenge any type of behaviour that was either inappropriate, bullying in nature or discriminatory. This type of behaviour is not acceptable and should be challenged."

Q11. What type of work do you think you will be undertaking as a police officer, if you are successful?

How to Answer

This is another question which is designed to test your understanding of the role. As we've mentioned, the police are looking to take on candidates who fully understand what they are entering. If you tell the police that you don't know what type of work you'll be doing, then they will be unlikely to hire you. Police work is extremely hard, and they need candidates who are prepared for this, and willing to work hard to succeed. You don't need to provide the interviewer with an exact, in-depth job description, but they will expect you to have some knowledge of what jobs police officers need to do, what type of people they deal with, and what responsibilities they hold – as well as their role in society. This should be easy enough, provided you have researched beforehand.

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"I believe the work I would undertake will be extremely diverse and varied in nature, and that the role would require me to use a wide remit of skills and expertise. To begin with, I would be acting as a positive role model for The police, by behaving with honesty and integrity; and delivering a service to the public that exceeds their expectations.

I would also be providing, on a daily basis, a reassuring high-visibility presence within the community, whilst also responding to incidents, gathering evidence and taking contemporaneous notes and statements of incidents and reports of crimes as and when they are reported. I would be required to attend and protect crime scenes, and also investigate incidents through effective policing and by also following my training and operational procedures at all times. I would make arrests when appropriate, complete custody procedures and also interview suspects and present evidence in court. I would liaise and work with other stakeholders and agencies, to make sure that we all worked towards the common goal of protecting the community in which we serve. I would also be required to put vulnerable people, victims of crime and witnesses first. I would be required to face challenging and difficult situations on a daily basis, and I would need to be at my best at all times to ensure I uphold the principles of policing. Finally, I would be required to adopt the core competencies of the police officer's role, and utilise interpersonal skills to diffuse and respond with integrity in any situation."

Q12. How can the police improve relations with German communities?**How to Answer**

This is a great question, but it's pretty tough to answer. The police are looking to hire individuals with an ability to spot solutions to problems, who can come up with innovative solutions, and think creatively. Remember that problem solving is one of the core competencies. Now, this doesn't mean that the interviewers are telling you right here and now to solve their problems, but asking this question puts you on the spot and lets them see how fast you can come up with solutions to problems. Your research should help here, and hopefully provide you with the backbones for a credible response. Remember to be positive about current police relations with the public, and the current effort that they are putting in!

Write your answer in the textbox below, and then compare it to our response!

741258

Sample Response

"I think there are a number of different ways you can improve relations. I am sure you do many of these things already, but promoting all of the good work you do within the community, via the local press, will help to demonstrate to the public that the good work you are doing is making a difference to their lives. I also feel that working closely with community groups and community leaders can be a positive thing, to demonstrate that the police force is listening to people's concerns and issues.

I also think that it is very important that the police follow up and keep people updated with progress on policing matters. For example, if the police hold community meetings where local residents are encouraged to share their concerns, somebody must follow up with a progress report or communicate what work has been done to deal with their concerns, if they are a policing-related matter. I would also imagine that it is my responsibility as a police officer, if I am to be successful, to be as visible as possible within the community.

It would be my job to speak to people and reassure them that the police are there to serve them and provide a reassuring presence. I also feel that relations with the police has to start at an early age. I understand budgets must be very restricted, but if police officers are able to attend schools and talk to children from an early age about the type of work they do, that can only be a good thing and it will help to give the children a positive impression of the police from an early age.

Community policing, I would imagine, means working proactively and building relationships in the face of tension and issues. So, if there are problems within a particular area that I am serving, it would be my job to help ease those tensions and build better relationships with the community by working alongside community leaders. I guess the police service would cease to function without the active support of the communities it serves. Effective community engagement, targeted foot patrols and collaborative problem solving would significantly increase public confidence in policing activity."

Q13. Physical fitness is really important for the police. What do you do to keep yourself fit? Do you value fitness?

How to Answer

As the question states, it's extremely important that police officers are at peak physical fitness. A healthy body equals a healthy mind, and police officers are often required to take part in activities which will push them to their physical limitations – such as giving chase to criminals. Therefore, it's integral that you are a person who takes their physical fitness seriously. Along with this, it could be argued that keeping yourself in shape demonstrates a level of confidence and self-respect, which are both important qualities for a police officer to have.

Write your answer in the textbox below, and then compare it to our response!

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Sample Response

"I take personal responsibility for my fitness and I fully understand how important this would be to my role as a police officer. At present, I go running four times a week in the mornings before I start work. I like to get up early and get my fitness routine out of the way, which then leaves me time to spend with my family once I get home from work.

I usually run five kilometers each time, and this ensures my body fat is kept to a healthy level and my concentration levels are at their peak. My current job involves me having to concentrate for long periods of time and I have a responsibility to make sure I can perform at work to a high standard. At weekends, I spend time playing hockey for a local team. We are not overly competitive; however, I like the fact I get to play a team sport and interact with other people from the community. We also go out together socially once a month and I really enjoy that side of being part of a hockey team."

Q14. Why do you think the police force is keen to recruit more people from black and ethnic minority groups, and do you have any suggestions for how we might achieve that aim?

How to Answer

As we mentioned, this interview will contain lots of questions based around popular topics within policing, and this is certainly a very popular topic of discussion. If you follow the news, you'll be aware that German police forces are making a sustained attempt to recruit individuals from minority backgrounds, so it's not unusual for you to be asked a question around this. Make sure you do your research beforehand, and you should have no problem with this one!

Write your answer in the textbox below, and then compare it to our response!

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Sample Response

"If the police force is to deliver a consistently high level of service, then it needs to be representative of the community that it serves. Our community is diverse in nature; therefore, so should the police force be, if it is to achieve its aims and goals. The police could offer introductory programmes or courses to people who are looking to join the service from under-represented groups. These courses could aim to show people what it is like to work within the police service and also give them tours of police stations, the training centre and also give them the opportunity to speak to already serving police officers from black and ethnic minority backgrounds.

This type of introductory course or programme would give people the opportunity to learn more about the service, before they commit to applying. Conversely, it would also give the police the opportunity to find out why so few people from under-represented groups actually apply. This type of information might be invaluable to the police as there might be specific reasons why not enough people are joining.

I would imagine that many people consider applying to become a police officer but think it's not for them for a variety of reasons, such as not having the right levels of fitness or fear their decision won't be supported by family and friends. During this type of introductory course or programme, potential applicants could also take along with them their family and friends, which would in turn give them the support they need during their application to the police."

Q15. Can you tell me about a time when you have promoted and supported change in an organisation?

How to Answer

As you'll know from the competency section, it's extremely important that employees of The police can take an open mind to change and improvement, and that all members of the force play an equal role in implementing positive working changes. With this in mind, it should come as no surprise that the interviewers might ask you about when you've demonstrated this in the past. They are looking for candidates that have a positive attitude, who are always looking to improve, and therefore you need to be this person!

Write your answer in the textbox below, and then compare it to our response!

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Sample Response

"I currently work as a care assistant for the Local Authority. Just a few months ago, all of the care workers were called into a meeting by the Area Manager. We all sat down in the meeting, and the Area Manager began to explain how a number of potentially disruptive changes to our working practices were coming into force very soon. The changes were required in order for our department to meet its care quality standards target. I could sense that a number of people within the room were unhappy with the suggestion of change, and they began to make their feelings known to the manager.

I put my hand up to speak, and made a suggestion to everyone in the room that we should give our manager the respect she deserves and allow her to at least finish explaining what the changes were, and how they would impact on our working lives, before voicing our own opinions.

Everyone then agreed to remain silent until the manager had finished her talk. The manager went on to explain that everyone would be affected within the department and, in particular, our shift patterns would alter, but that our total working hours would stay the same. She went on further to explain that we would all have the opportunity to work extra hours, at double-pay, if we wanted to. At the end of her talk, some of the care workers were still clearly upset and angered by the pending changes. After they had had the opportunity to express their feelings, I stated my own opinion to the group. I explained that we all work in an ever-changing environment, and we would all need to adapt to change, as the change would only increase as the years went on. I also explained that change could actually be a positive thing if we all embraced it, and at the very least, we should all give it a try.

Some people in the room seemed surprised at my positive attitude, and I think they expected me to be more "on their side", whilst they were

challenging our Area Manager. One thing is for sure, I was not going to allow the negative talk some people were engaging in, to affect my own working life. At the end of the meeting, everyone agreed to at least try and embrace the changes. We also all agreed to meet up again in three months' time with our Area Manager, in order to discuss the changes and how we were getting on. I believe that my positive attitude and contributions during the meeting allowed the team to at least try to embrace the new changes that were coming into force."

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Q16. What issues are affecting the police, as of the present day?

How to Answer

Again, this is a test of your pre-application research. If you've researched thoroughly beforehand, then you should have a good idea of how to answer this question. If not, then you'll flounder! You can focus your answer here either on the local community in which you'd be policing, or on the police as a whole – or better yet, both! Your explanation of the issues doesn't need to be in-depth, but it's important to acknowledge that you have looked into the force, and identified the areas which are critical for them to improve in. Of course, remember to be entirely complimentary about the police too!

Write your answer in the textbox below, and then compare it to our response!

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Sample Response

"During my pre-application research, I was studying both the The police website and other useful online resources, to find out the types of issues impacting the police both locally and nationally. From what I understand, the police service is facing a number of challenges that will require highly effective leadership and the ability of police officers to adapt and change their working practices. For example, there has been a huge increase in cyber-related crime and incidents which need to be investigated. These, understandably, take up a huge amount of time and resources and can often be very difficult to investigate. In addition to cyber-related crime, the opportunities for people to actually report crime are far better than they used to be. Whilst this is very much a positive thing, collecting and using data and information relating to reported crimes and incidents can take time and resources. The police service has a huge challenge ahead of them in order to stay on top of reported crime and to also investigate incidents thoroughly.

I would also imagine there is a challenge for the police service in respect of which types of reported crime to prioritise, based on the limited resources it has at its disposal. Once again, police officers would need to be highly-efficient in their work, to help the service achieve its goals and targets.

Another issue affecting the police service will be the recruitment of under-represented groups and BME officers. The police service needs to be representative of the communities in which it serves, if it is to continually provide the exceptional levels of service it currently provides. From my research and studies, I also understand there are challenges for the police service with regards to breaking the repeat offender cycle. Only by working with other agencies and stakeholders can the police service collate sufficient data and information to look at new ways to prevent people from reoffending. Whilst I am sure there

are many other issues and challenges affecting the police service both locally and nationally, these were the ones that appeared prominent whilst carrying out my research and studies."

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Q17. Can you give an example of when you have supported diversity in the workplace?

How to Answer

As you'll know from the competencies section, respect for diversity is incredibly important. As a police officer you'll come into contact with a wide variety of people, from a diverse range of backgrounds, and therefore it's important that you can treat every person with the proper level of respect and fairness that they deserve. Naturally, the police want to know that you are someone who can do this before they employ you – as it would be a disaster for them to employ someone who didn't respect diversity. Remember that the police act as role models within society, and you must behave as an exemplary representative of The police if you are employed by them.

Write your answer in the textbox below, and then compare it to our response!

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Sample Response

"I currently work as an office administrator for a small architect design business in Berlin. We have an open plan office and there are 27 staff in total. It's a busy and friendly office, and we are always taking on new staff to cope with our expansion plans. Last month, a new member of the team joined. She was going to be working as an admin assistant, just like me, and I was keen to help her settle in and show her the ropes.

When she arrived, she came into the office in a wheelchair. I introduced myself to her straight away, made her feel welcome and said that I would show her to her new work station. As we made our way over to her desk, which was at the other end of the office, I suddenly realised that she would potentially have problems making her way to the toilets and also the kitchen area. Whilst our office building is equipped to accommodate people in wheelchairs, I felt the desk we had provided her with was not really in the best location.

I decided to make a suggestion to her. Basically, my desk is located not too far away from both the toilet facilities and also the kitchen area, and I told her that I was going to swap desks with her to make her life a bit easier in the office. She told me that I didn't need to do that, but I insisted. I told her that we were a very welcoming office and any other member of staff would also do the same. I then took the lady back over to my office space and started to move my things over to where her desk was located. It only took me twenty minutes to move all of my things to the new desk and I could sense the lady was pleased that I insisted on moving her to the better location. A few other members of the office team saw what I was doing, and they joined in by helping me move my things to the new desk.

This small act had a big impact on helping the new member of staff to settle in. Not only did she feel more valued and appreciated, but it also

helped to make her recognise that we, as a company, support diversity and do all we can to ensure every member of staff feels welcome, valued and appreciated.”

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Q18. Working as a police officer can be very emotionally taxing. Do you think that you have what it takes to cope with this?

How to Answer

In this question, the assessor is directly questioning you on your ability to cope with some of the less-favourable elements about working for The police. As we have already explained, working as a police officer is not just physically difficult, but mentally too. In some ways, if you've never experienced it before, then you might have no idea about how you'd cope with breaking bad news to a family or relative of someone who has died or been injured – but this is something that you may have to do if you are working as a police officer, so you need to be prepared for it. In your answer, you should explain what you understand the assessor to mean by this statement, and try to reassure them that you do have what it takes.

Write your answer in the textbox below, and then compare it to our response!

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Sample Response

"I fully understand that working as a police officer is difficult emotionally, and I am prepared to deal with this. I will be completely honest here, I have never been in a situation where I've had to break really bad news to someone, however I feel that I would be able to handle this responsibility. I consider myself to be someone who is emotionally resilient and very strong. I'm not easily upset by anything, and I am willing to take on the challenge. Furthermore, I understand that there is more to the emotional side of policing than just 'breaking bad news'. As an officer, I am aware that I will often be witness to things which would make an ordinary person uncomfortable, or upset them. In my personal life, I have had to deal with a number of emotional challenges, and I have always come through them with my head held high and my confidence intact. I fully believe that I could cope with the emotional demands of police work."

Q19. If a senior police officer told you to do something that you disagreed with, what would you do?

How to Answer

This is a really interesting question, and the answer should tell the assessors a great deal about your character. Have a think about the answer to this one, what would you actually do? What type of person would the police be looking for in this circumstance? How do you think they would want you to respond? Remember that discipline is extremely important within the police, and if your senior officer is asking you to do something, then there's probably a good reason for that!

Write your answer in the textbox below, and then compare it to our response!

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Sample Response

"First and foremost, I would obey his or her orders, as long as it was a lawful order. I understand I am joining a disciplined service, and it would be important that I followed their instructions.

Then, if after the incident or situation there was an opportunity for me to express my view in a respectful, positive and constructive manner, I would do so. I would always respect instructions and orders given to me, and perform any task to the highest possible standard.

I fully understand the importance of following orders from senior officers, who are more qualified than me to make big decisions. I would always respect the decisions of a senior officer if employed by The police, provided those decisions are made within the confines of the law."

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Q20. Can you explain to me why the core competencies are so important, and why it's vital for the police employees to follow these?

How to Answer

Hopefully the first section of this book has shown you how to answer this question! We've certainly already given you a full explanation for why the competencies are so important, so go back and study this before you write your response. This question ties into something which is very important for the police, which is the idea that it's not enough to just 'know' what the competencies or core behavioural expectations are, but you also need to understand why they are so important and how to use them.

Write your answer in the textbox below, and then compare it to our response!

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Sample Response

"I understand that the core competencies are extremely important. In any organisation, it's essential to have a code of ethics and conduct that employees should measure their behaviour against, and this is even more important in the police. Police officers are role models within society. We have a duty to show the public about how they should behave, and hold ourselves to the highest possible standards. As an officer, I understand that I would be a representative of The police, its ethics and values. Not only would I be extremely grateful for the opportunity to represent the service, but I would do my utmost to uphold the outstanding reputation of the service. I am confident that I would be a fantastic member of your service, who could demonstrate the core competencies to their fullest."

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Q21. What are the key priorities for this department?**How To Answer**

This is a question that is more aimed at the department you are applying to, but it could also be expanded to include the police as a whole. Your research should give you a great idea of how to answer this. Think about the major issues that the force is dealing with, and the things they've already tried in order to tackle these.

Write your answer in the textbox below, and then compare it to our response!

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Sample Response

"Having undertaken substantial research into this department and the local area, I already know the answer to this one. Your main priorities are as follows: dealing with anti-social behaviour, ensuring visible community policing is at the heart of everything you do, protecting the public from serious harm, providing a professional service by putting victims and witnesses first, meeting national commitments for policing, delivering value for money and also developing and supporting your workforce so they can do their job professionally and diligently.

One of the biggest reasons that I want to work for this department in particular, is that I found your goals and priorities were very close to my own, and thus I was hugely impressed. I am someone who believes wholeheartedly in safeguarding the community in which we live, and thus I found this department's priorities to be extremely admirable."

Q22. Tell me about which part of working for the police you think you'd like the most.

How to Answer

This is a nice and easy question, all you have to do is be honest in your answer. Obviously, give a sensible response. An answer such as, 'I would love driving around in the police car with flashing lights' will not impress the interviewer. Instead, focus on something that you know is important to the police force. For example, safeguarding the public.

Write your answer in the textbox below, and then compare it to our response!



Sample Response

"There's so many elements of working for the police that I think I'd enjoy, but the part I'd enjoy most is in having the opportunity to protect the people of the local community. I have lived in this area for my entire life, and I think it would be fantastic to give something back. Being employed as a police officer, and protecting the interests of the public, is the perfect way to do this. By working in tandem with my colleagues and everyone else at The police, I truly believe that we can make a difference – not just in this community but to Germany as a whole."

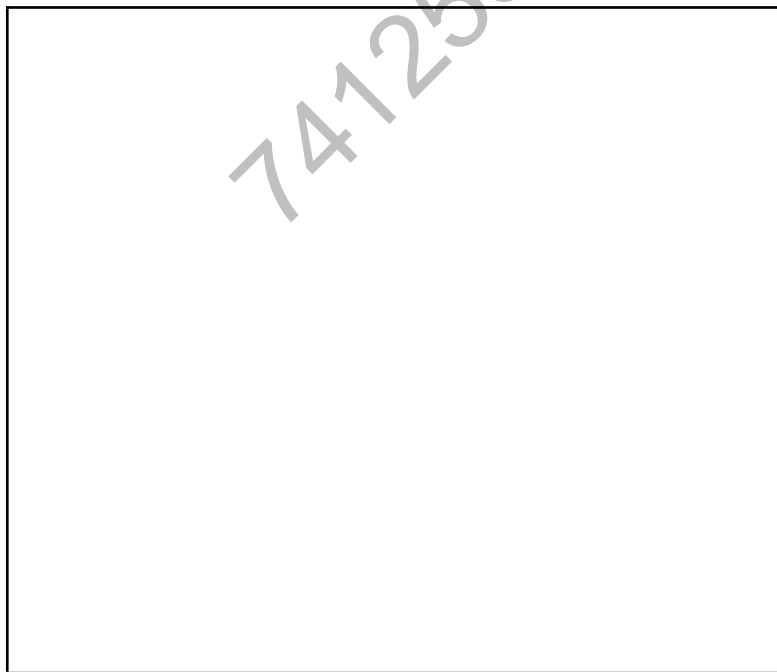
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Q23. What do you think will be the least enjoyable aspect of working for the police?

How to Answer

This is similar to the previous question, in that it should be fairly easy to answer, but you do need to be careful here. You should always aim to be positive about the police force, and it won't reflect well with the interviewers if you reel off a list of negatives before they've even employed you. You can be honest here, whilst still showing the interviewers that you are extremely excited and enthusiastic about the prospect of working for The police.

Write your answer in the textbox below, and then compare it to our response!



Sample Response

"While I hugely excited about the idea of working for the police, I understand that it's not an easy job, and there will of course be areas which I find difficult. I would say that the least enjoyable aspect, for me, will be in having to break bad news to people, or witnessing things which will be upsetting. While I'm an emotionally resilient person, and I can handle these things, they are probably the part about the job that I'm least looking forward to. That being said, I'm confident that this wouldn't be an issue, and I could excel at these areas – regardless of whether I enjoy them."

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The Training Process

What to Expect Once You've Been Recruited

Each state has its own systems in place for the training of its employees. However, it is most likely split between around three institutions, depending on how high-ranking the position you're applying for is, or whether you're already a police officer who is looking to change from State to Federal.

- Police School;
- University of Applied Sciences;
- German Police University (Münster).

So, let's go into more detail about each of these institutions, including logistical information as well as what you will learn. First, Police School.

Police School

As previously mentioned, the training process, which begins once you have been accepted into a German Police Department, is long and arduous. For entry-level officer positions, this training will last around three years, and will be extremely varied and wide ranging. It combines both the study of theory, i.e. classroom lessons, as well as physical field training. Police Schools may appear in many different forms across the German states and comprise of many different sizes. In fact, it is possible to receive full training at certain colleges that are not fully focused on police studies. You will have to check what is provided in the area you wish to apply to.

Class-Based Learning

The classroom-based learning that you will undertake mostly consists of learning the ins and outs of German law, and how you as an active officer will interpret and enforce it. This will

include studying the state-specific laws or constitutions, as well as the federal and overarching laws in Germany. As well as this, other more general subjects will be covered such as politics and language study. So, here is a run-through of the subjects you should expect to encounter during a German Police class:

- Law Study:
 - Criminal Law
 - Traffic Law
 - Powers of the Police
 - Criminal Procedure
 - Government Law
 - Civil Service Law

- Other Subjects:
 - Police Hierarchy
 - Role of Police Officers
 - Technology Used by Police
 - Criminology
 - Politics
 - Social Sciences
 - English

Practical Training

As the role of police officer involves a huge amount of physical and specialist skills, the training that prepares you for it needs to reflect this. This involves practising various role play scenarios that could reasonably occur in the line of duty. Scenarios covered will most likely range from the most routine of public interactions to potentially life-threatening incident simulation. This training will also prepare you for the use of equipment in the line of duty. Also, you'll learn skills such as driving, First Aid, and self-defence, as well as well-rounded weapons training, depending on the modus operandi of the state you have applied to.

- University of Applied Police Sciences

Each state usually has one University of Applied Police Sciences, where potential recruits can go to study advanced policing techniques, as well as everything covered in Police Schools. There are a vast array of courses available, all of which will see you exit with a degree and most often, a position in the relevant department/are of study.

- German Police University (Münster)

The German Police University is the highest institute of Police education in Germany, and it is located in Münster, North Rhine-Westphalia. The most senior police officers in the country, be that within states or at federal level, are educated here. The university places a very large emphasis on combining science and practical training, in order to create well-rounded and outstandingly knowledgeable officers. Courses offered are extensive and wide-ranging, relating to every facet of police work.

In addition to this, the university is the country's forefront institution in terms of research into Police Science. Students can attain

high-level degrees relating to making breakthroughs concerning how policing is planned and implemented.

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RESOURCES

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In this closing section, you'll find a list of useful websites you can seek out to further your research, including all the domains of the State Police departments as well as the Federal Police.

State Police Websites

- Baden-Württemberg Police

<https://www.polizei-bw.de/>

- Bavaria (Bayern) Police

<http://www.polizei.bayern.de/>

- Berlin Police

<https://www.berlin.de/polizei/>

- Brandenburg Police

<https://polizei.brandenburg.de/>

- Bremen Police

<https://www.polizei.bremen.de/>

- Hamburg Police

<https://www.polizei.hamburg/>

- Hesse (Hessen) Police

<https://www.polizei.hessen.de/Startseite/>

- Mecklenburg-West Pomerania Police

<http://www.polizei-mv.de/>

- Lower Saxony (Niedersachsen) Police

<https://www.polizei-nds.de/startseite/>

- North Rhine-Westphalia (Nordrhein-Westfalen) Police

<https://polizei.nrw/>

- Rhineland-Palatinate (Rheinland-Pfalz) Police

<https://www.polizei.rlp.de/de/startseite/>

- Saarland Police

<https://www.saarland.de/polizei.htm>

- Saxony (Sachsen) Police

<https://www.polizei.sachsen.de/de/index.htm>

- Saxony-Anhalt (Sachsen-Anhalt) Police

<https://polizei-web.sachsen-anhalt.de/>

- Schleswig-Holstein Police

http://www.schleswig-holstein.de/DE/Landesregierung/POLIZEI/Polizei_node.html

- Thuringia (Thüringen) Police

<http://www.thueringen.de/th3/polizei/>

Federal Police Website

<https://www.bmi.bund.de/DE/startseite/startseite-node.html>

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**A Few Final
Words...**

You have now reached the end of your guide and no doubt you feel more prepared to tackle the process. We hope you have found this guide to be helpful insight into the German police officer process!

For any type of test, we believe there are a few things to remember in order to better your chances and increase your overall performance.

REMEMBER – THE THREE Ps!

1. **Preparation.** This may seem relatively obvious, but you will be surprised by how many people fail their assessment because they lacked preparation and knowledge regarding their test. You want to do your utmost to guarantee the best possible chance of succeeding. Be sure to conduct as much preparation prior to your assessment to ensure you are fully aware and 100% prepared to complete the test successfully. Not only will practising guarantee to better your chances of successfully passing, but it will also make you feel at ease by providing you with knowledge and know-how to pass your German police tests.
2. **Perseverance.** You are far more likely to succeed at something if you continuously set out to achieve it. Everybody comes across times whereby they are setback or find obstacles in the way of their goals. The important thing to remember when this happens, is to use those setbacks and obstacles as a way of progressing. It is what you do with your past experiences that helps to determine your success in the future. If you fail at something, consider 'why' you have failed. This will allow you to improve and enhance your performance for next time.
3. **Performance.** Your performance will determine whether or not you are likely to succeed. Attributes that are often associated

with performance are *self-belief, motivation and commitment*. Self-belief is important for anything you do in life. It allows you to recognise your own abilities and skills and believe that you can do well. Believing that you can do well is half the battle! Being fully motivated and committed is often difficult for some people, but we can assure you that, nothing is gained without hard work and determination. If you want to succeed, you will need to put in that extra time and hard work!

Good luck with your German Police application. We wish you the best of luck with all your future endeavours!

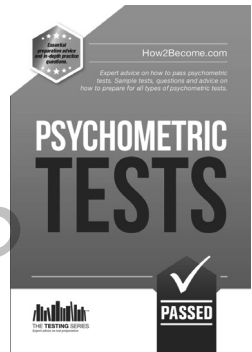
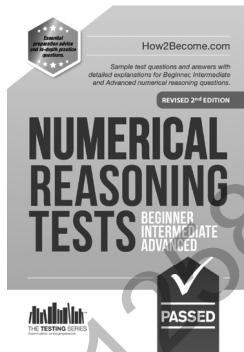
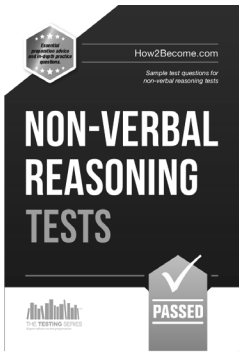
The how2become team

The How2Become Team

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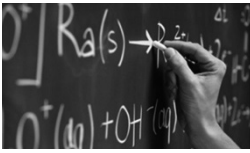
WANT MORE HELP PASSING THE GERMAN POLICE SELECTION PROCESS?

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