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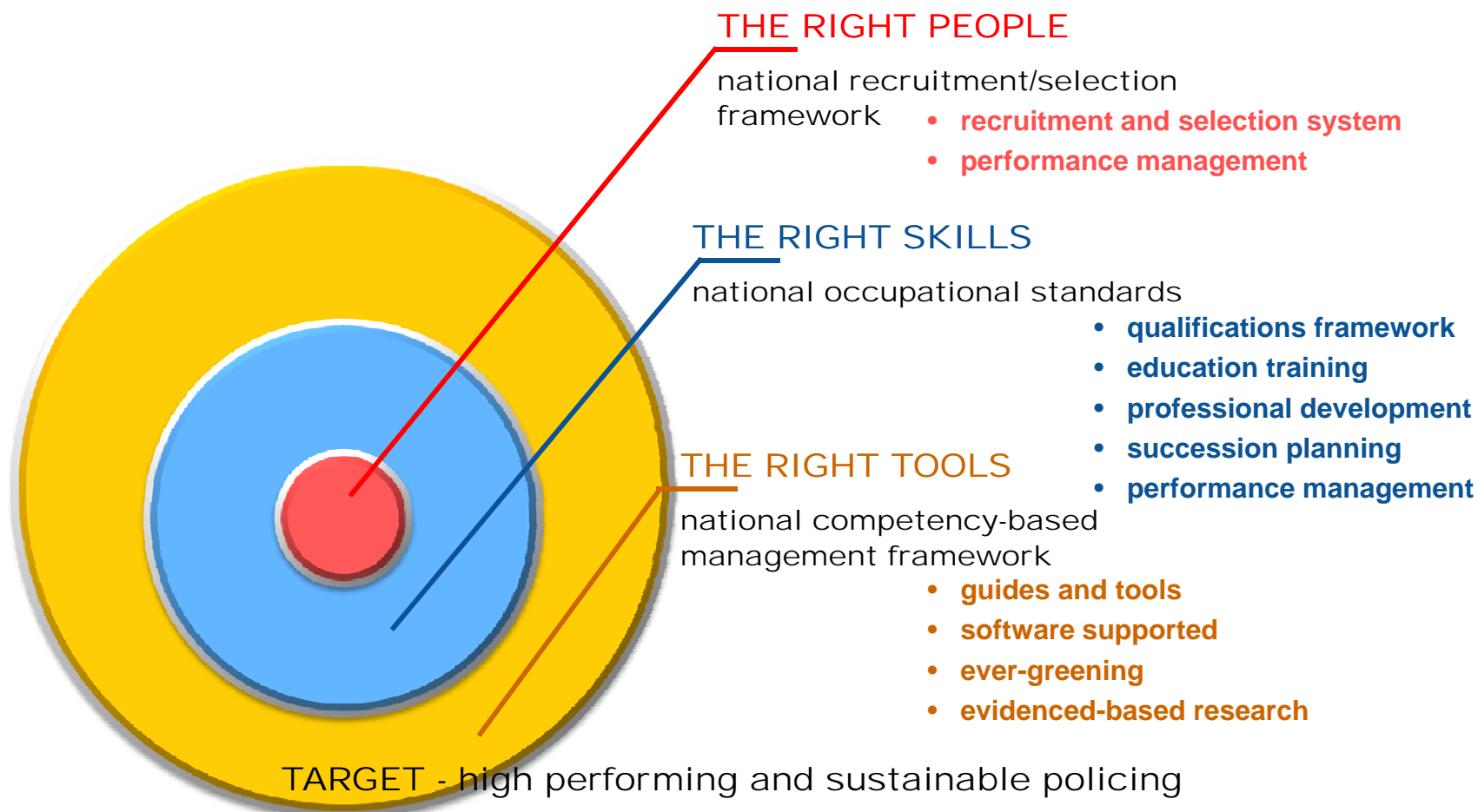


LEADERSHIP DEVELOPMENT FRAMEWORK



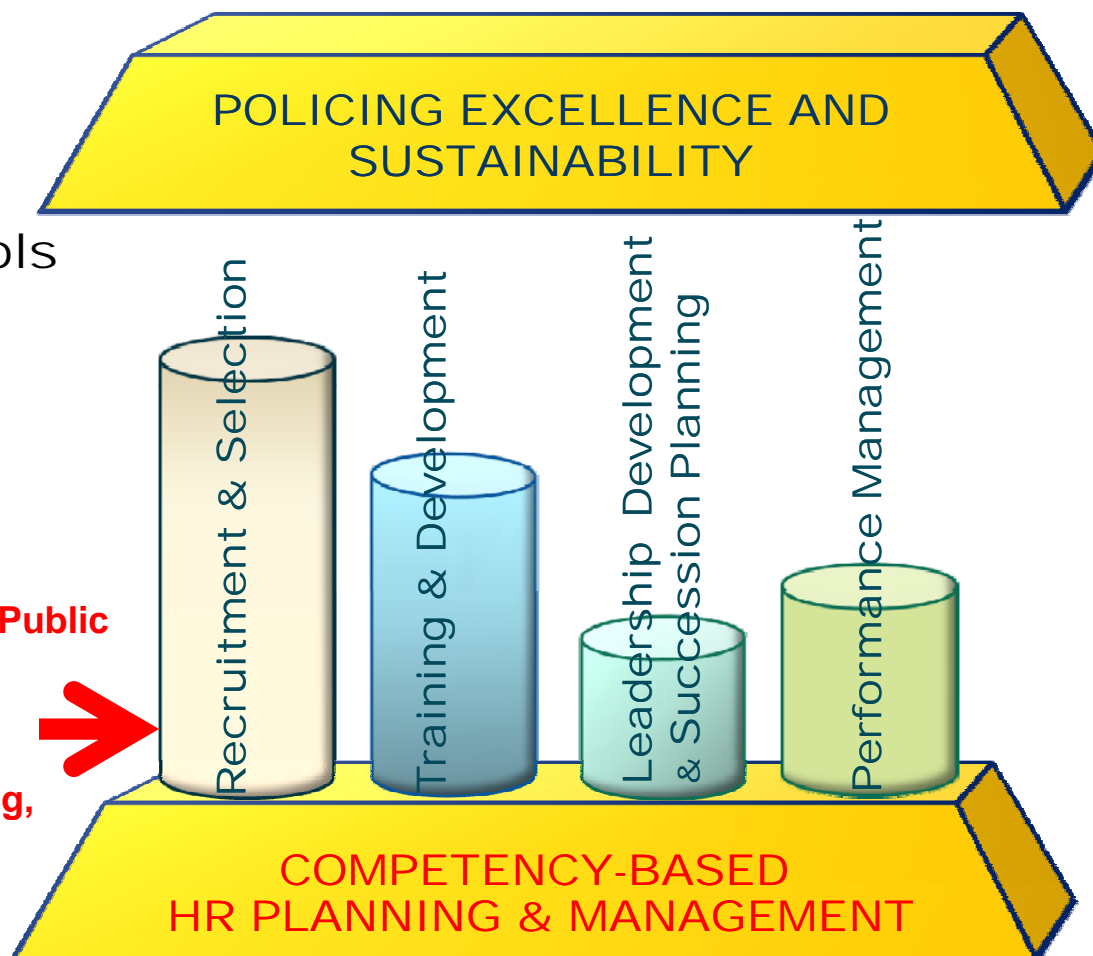
CACP CONFERENCE
August 24 2010
Edmonton

Issue - HR Planning/Management



Research tells us ...

- leverage best practices and common effort
 - develop common HR tools
 - modernize HR planning and management
 - improve policing performance
- **Strategic Human Resources Analysis of Public Policing in Canada, PWC(2001)**
 - Policing Environment, IBM (2005)
 - National Diagnostic on HR in Policing, HayGroup (2007)





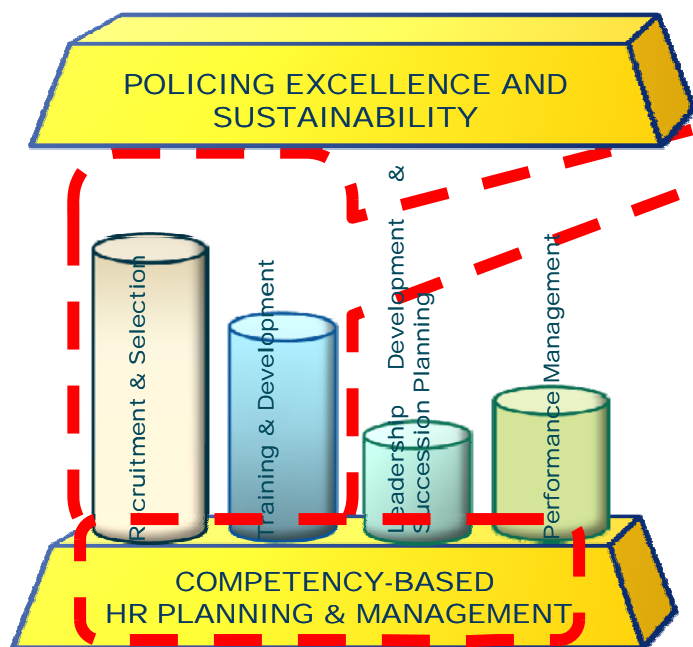
What the studies said ...

- PWC - 2001 - Sector Study
 - **“... the sector has created barriers along these jurisdictional lines that have resulted in duplication of efforts and inefficiencies among the jurisdictions.”**
 - develop common competency profiles and training standards for all jobs in policing...
- IBM - 2005 - Policing Environment
 - **“... HR practices have evolved only modestly since 2000. Individual services continue investing but working independently. There is some urgency to act.”**
 - build a common integrated and implemented competency framework
 - identify common foundation of skills and competencies across jurisdictions
 - citizens expect service standards/quality
- Hay Group - 2007 - HR Diagnostic
 - **“... investments are not utilized to the full potential ... smaller services have been unable to take advantage ...”**
 - sector-wide, shared competency regime that all organizations can use
 - HR resource management, mobility within policing, and the sharing of HR tools





COMPETENCY - BASED MANAGEMENT



A Guide to Competency-Based Management in Police Services



Built by the industry for the industry

This Guide is for police managers responsible for human resource management. It leverages best practices from police services across Canada to support first-time implementation of a competency-based approach to HR management and provides additional ideas and information for those who are expanding an existing CBM program. The Guide offers tools for Recruitment, Selection and Promotion, Learning and Development, Performance Management, and Succession Management. It includes step-by-step instructions and a policing CBM toolkit to support policing HR management.

The Police Sector Council was incorporated in 2004 to facilitate more integrated and innovative human resource planning and management. Its mandate is to understand and address the most critical issues facing all policing organizations, including the sustainability of policing services through improvements in productivity and performance. The Council brings together leaders from the senior ranks of governments,





Competency-Based Management “framework”

- April 2010 - successfully completed a multi-year project delivering a competency based framework to support HR management
- “for policing by policing” - all materials developed with
 - **extensive input/involvement from police professionals**
 - **best practice research and expertise**
 - **35 member project team (HR professionals)**
 - **400+ subject matter experts**
 - **50+ policing organizations**
 - **national and international perspectives and research**
- Results: materials to support HR at no cost to policing
 - **CBM Framework**
 - **CBM Guide**
 - **CBM Toolkit**
 - **Constable Selection Guide**





CBM Framework ... objective

- Examine all existing competency-based materials
 - **job analysis for:**
 - constable
 - sergeant
 - staff sergeant
 - inspector
 - **“work/tasks” associated with general duty policing**
 - **competency requirements**
 - **competency profile validated nationally**
 - **in-depth guide(s) and toolkit**
- Produce “framework”:
 - **common language and understanding - competency dictionary**
 - **task lists by rank**
 - **competency profiles by rank**
 - **tools for HR management**



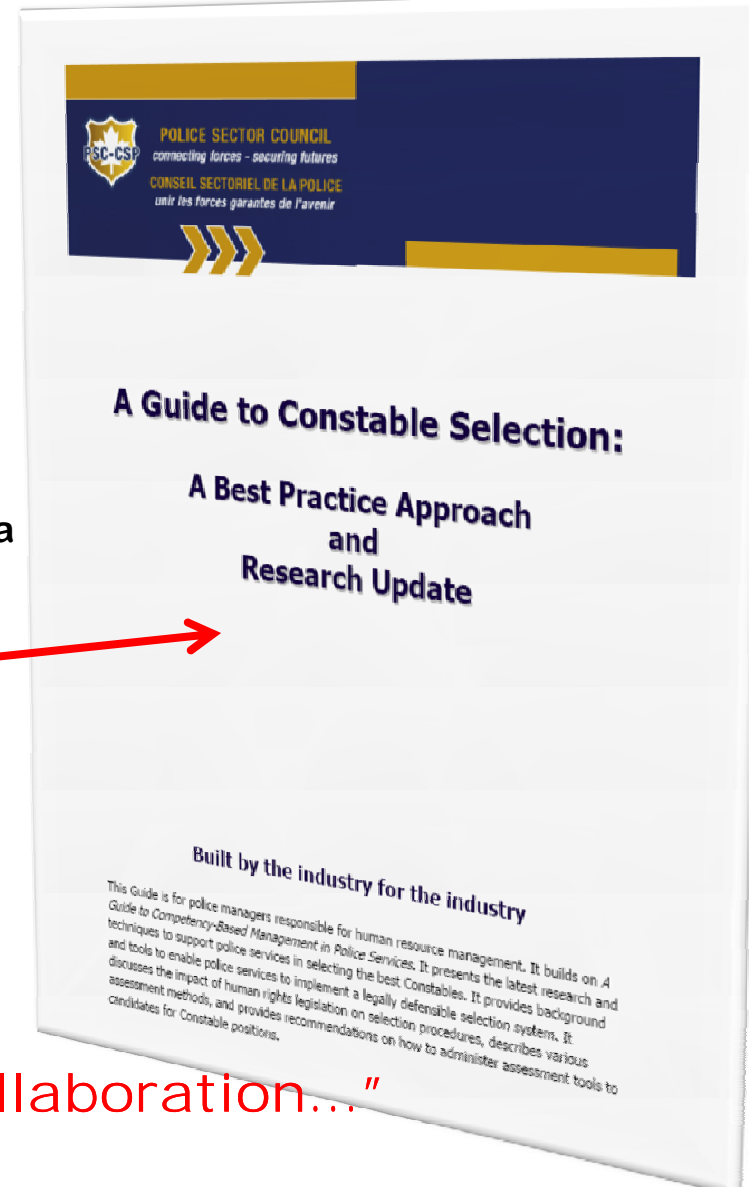
CBM tools ...

- **Guide/ Toolkit**
 - **describes explores the benefits of competency-based management**
 - CBM theory/info
 - relevant research
 - step-by-step instructions/practical tips
 - **offers information and tools to support:**
 - recruitment, selection and promotion
 - learning and development
 - performance management
 - succession management
 - **over 30 tools and templates - customizable:**
 - competency resources by rank
 - interview guides by rank
 - reference check guides by rank
 - learning plan template
 - performance management template
 - succession management template
 - recommended additional readings reference



Bottom line

- Reference materials & tools
 - **not meant to replace the practices already in use by police services**
 - **meant to either:**
 - inform or supplement existing practices and tools
 - assist those organizations who do not have Competency Based Management in implementing a new methodology
- AND, just out new **GUIDE**
- “Policing” now has rigorously developed and nationally validated HR materials, available at NO cost



“Successful Outcomes Through Collaboration...”





Next Steps

- Work underway on **LEADERSHIP COMPETENCY FRAMEWORK**
 - **build on the developed CBM materials for constable through Inspector**
 - **a full analysis and articulation of the more senior policing ranks**
 - chief
 - deputy chief
 - chief superintendent
 - superintendent
 - **materials, tools, templates for leadership development and succession planning**
- Launched Jan 28 2010 - steering cmt meeting
 - **orientation**
 - **current research and practices**
 - **workshop on leadership competencies, succession planning, training and development needs and options**





LF - Steering Committee

- steering cmt telecon every 2 months
- final steering cmt - October 28
- final documentation - December

Ruth Montgomery	CACP
Sharon Trenholm	Royal Newfoundland Constabulary
Sharron Gould	Winnipeg Police Service
Shelagh Morris	Guelph Police Service
Stan MacLellan	Durham Regional Police Service
Vern White	Ottawa Police Service
Ward Clapham	South Coast BCTAP
Curtis Clarke	Alberta gov't
Cathy Light	Calgary Police Service
Tammy Pozzobon	Calgary Police Service
Jean Bishop	RNC
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Paul McKenna	Dalhousie

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Toronto Police Service
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Ecole nationale de police du Québec
JIBC
Canadian Police College
Alberta Solicitor General
Toronto Police Service
INTERPOL
Atlantic Police Academy
Nicolet
Humber College
Georgian College
Saskatchewan Police College
Saint John Police Board
BC Ministry of Public Safety
OPP
Policing Policy Directorate
Waterloo Regional Police Service
École nationale de police du Québec
Edmonton Police
Alberta Assoc of Police Governance
RCMP
Hamilton Police Service





Leadership - activities

- contract
 - **HRSB prime consultants**
- research
 - **literature, focus groups, surveys, key information interviews, etc**
 - **examine existing frameworks/ best practices - nationally and internationally**
- analyze
 - **industry best practices, assess existing leadership competencies, leadership development programs and curricula, and identify gaps/overlaps**
- develop:
 - **a framework for a leadership development**
 - **competency profiles - four senior leadership roles**
 - **leadership development - training/learning needs, curriculum requirements, training and development options**
 - **succession management - early identification process, mentoring/coaching,**
 - **link to existing leadership competencies for junior to mid-management roles**





Project Status



- **research best practices - development programs, training curricula, and leadership profiles nationally and internationally**
- **collect/analyze existing leadership programs, training curricula**
- **collect/analyze relevant competency materials**
- **interview leaders to understand tasks/roles and identify gaps in existing leadership competencies**
- **identify curriculum requirements by “roles” and map to training/development**
- **validate and deliver**
 - a competency framework for leadership in policing
 - architecture, common language, profile templates, support tools, and methodology for occupational standards
 - draft description of senior rank duties and responsibilities - competency profile - technical / behavioural competencies, essential skills
 - document experience and qualifications
 - develop dictionary and other support tools
 - best practices guide to leadership development in policing
- **implement - leadership framework/ succession management - nationally - 2011**





Leadership framework - Outputs

- Framework
 - **detailed national competency based program for the identification, development, and management of leadership roles/ranks**
 - **competencies by role**
- Tools
 - **validated competency profiles - knowledge, technical and behavioural competencies, and experience**
 - **work architecture, shared competency dictionary, profile template(s), assessment tools, and selection/resource guides with instructions, etc**
 - **professional development options**
 - **early talent identification, qualification framework, development plans by role, curriculum requirements by role, training/development sources, and tools**
 - **evaluation/assessment of existing selection and succession planning processes**
 - **recommendations**





Leadership framework - outcomes

- sector-wide integration and improvement
 - **CBM foundation - for more efficient, effective, and consistent**
 - selection
 - training and education
 - performance management
 - succession planning
 - **sector acceptance - occupational standards are possible and valuable**
 - **increasing use - competency profiles/occupational standards for HR plan/mng't**
 - **efficiencies - identification, training and development, performance management and succession planning of police leaders**
 - **improved mobility –as a result of common occupational competency profiles/occupational standards underlying the recruitment and training practices**
 - **quality consistency - use of evidence-based best practices resulting in effective leadership and leader management**

This is exactly in the CACP / CAPB mandate!!





Update - your Sector Council - projects/activities

- Currently underway
 - **Youth attitudes research**
 - 2010 report on youth
 - focus on influencers of career decisions, immigrants
 - **Employee Database for policing**
 - Stats Can contract - 2 years - new Police Admin Survey (PAS)
 - **State of learning in policing**
 - e-learning section completed
 - **Networks**
 - strategic leaders met in July
 - government regulators of private security in August,
 - educators/trainers in October (Stanhope)
 - researchers in November,
 - HR leads in January
- Projects to start “soon”
 - **academies review**
 - **investigator training standards**
 - **skills perishability**





Council - “value proposition”

products

- **information**

- website as virtual library - research, tools, news

- **training**

- national e-learning courses - partner with CPKN - “just-in-time” learning

- **HR tools**

- **competency-based occupational standards - officer and leaders**
- competency-based education/training - professional development
- social marketing campaign/e-candidate portal
- employee database

research

- **youth perceptions of policing**

- **national environmental scan**

networks - meetings/communications/workshops

- | | |
|---------------------|--|
| • E&T professionals | HR practitioners |
| • recruiters | strategic planners |
| • researchers | Strategic Leadership Advisory Group (SLAG) |

