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Stanhope 2013



September 17 2013
Charlottetown, PEI

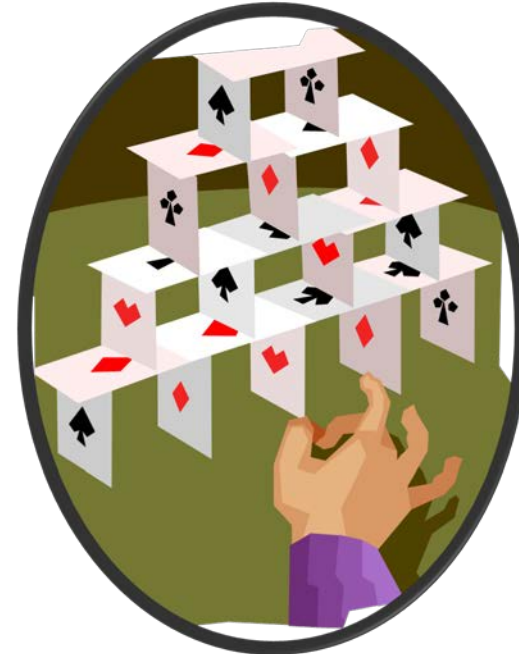
PSC PROGRESS REVIEW - 8 years in 8 minutes

What's been built and how is it being used



THIS

OR...



THAT



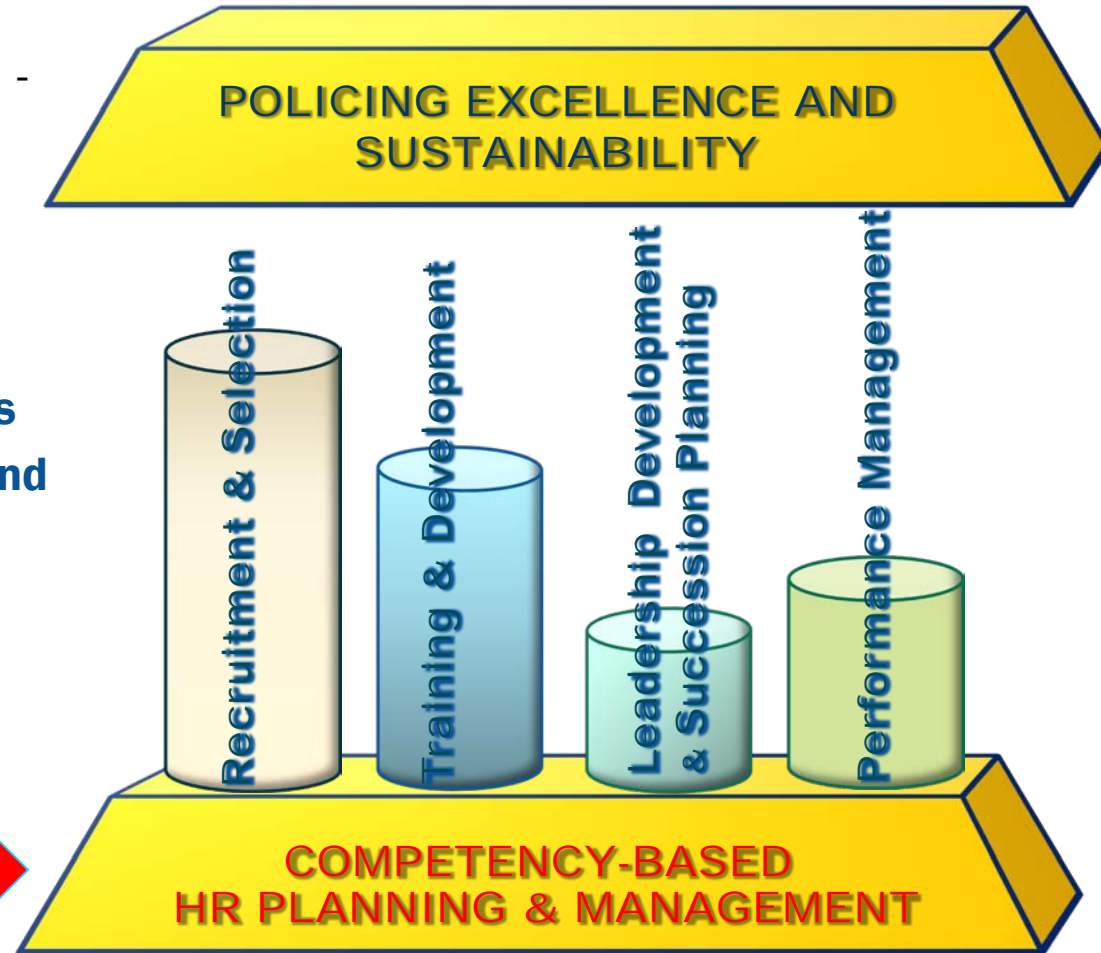
Research told us ...

Workforce management -
"9 miles of bad road"

We need to:

- leverage good practices
- develop common HR tools
- modernize HR planning and management
- improve policing performance

WE NEEDED ...





Progress ...

Research - youth attitudes to policing/public service

- **5 years of research completed**
- **young people, influencers, exiting officers – interest trending downwards**

Academies network

- **3 research projects**
- **recruit training - review against competencies**
- **skills perishability study**

National selection standards

- **guide completed - but little take-up for implementation; psych testing**

National e-learning program

- **5 years – with CPKN – 25 courses**
- **CPRC Kirkpatrick method evaluation of “stickiness” of training**
- **state of learning and state of e-learning papers**



Progress ...

Employee database - Stats Can

- **extracting 7 dimensions of info from police services – first report May 13**
- **hiring, departures, retires, yrs of service, age, education, vis min, language**

Competency-based Mgnt - by role and work-stream

- **work and roles defined to 5 levels of proficiency**

Leadership - competency-based framework

- **leadership development tools and support materials - guides**
 - Succession Mgnt
 - Leadership Development
 - Leadership Education and Training

Learning Qualifications Framework - certification & accreditation

- **learning standards/certification**
- **“qualification” standards for roles/jobs**



Progress ... foundation strong

Improved HR planning/management - CBM and tools

- but, full implementation lagging

POLICING EXCELLENCE
AND SUSTAINABILITY

POLICING EXCELLENCE AND
SUSTAINABILITY

8 years

Recruitment &
Selection

Training &
Development

Leadership Dev
& succ. Mgmt.

Performance
Management

Recruitment
& Selection

Training &
Development

Leadership Dev
& Succ. Mgmt.

Performance
Management

COMPETENCY-BASED
HR PLANNING & MANAGEMENT

COMPETENCY-BASED
HR PLANNING & MANAGEMENT



Competency-based Management – provides “cohesion”

Logic:

IF the work of policing is consistent across Canada, THEN ...

- **define the work**
- **define the competencies for success at the work**

IF work is defined and competencies identified, THEN ...

- **standardize the roles**
- **identify national/prov occupational standards/“benchmarks”**

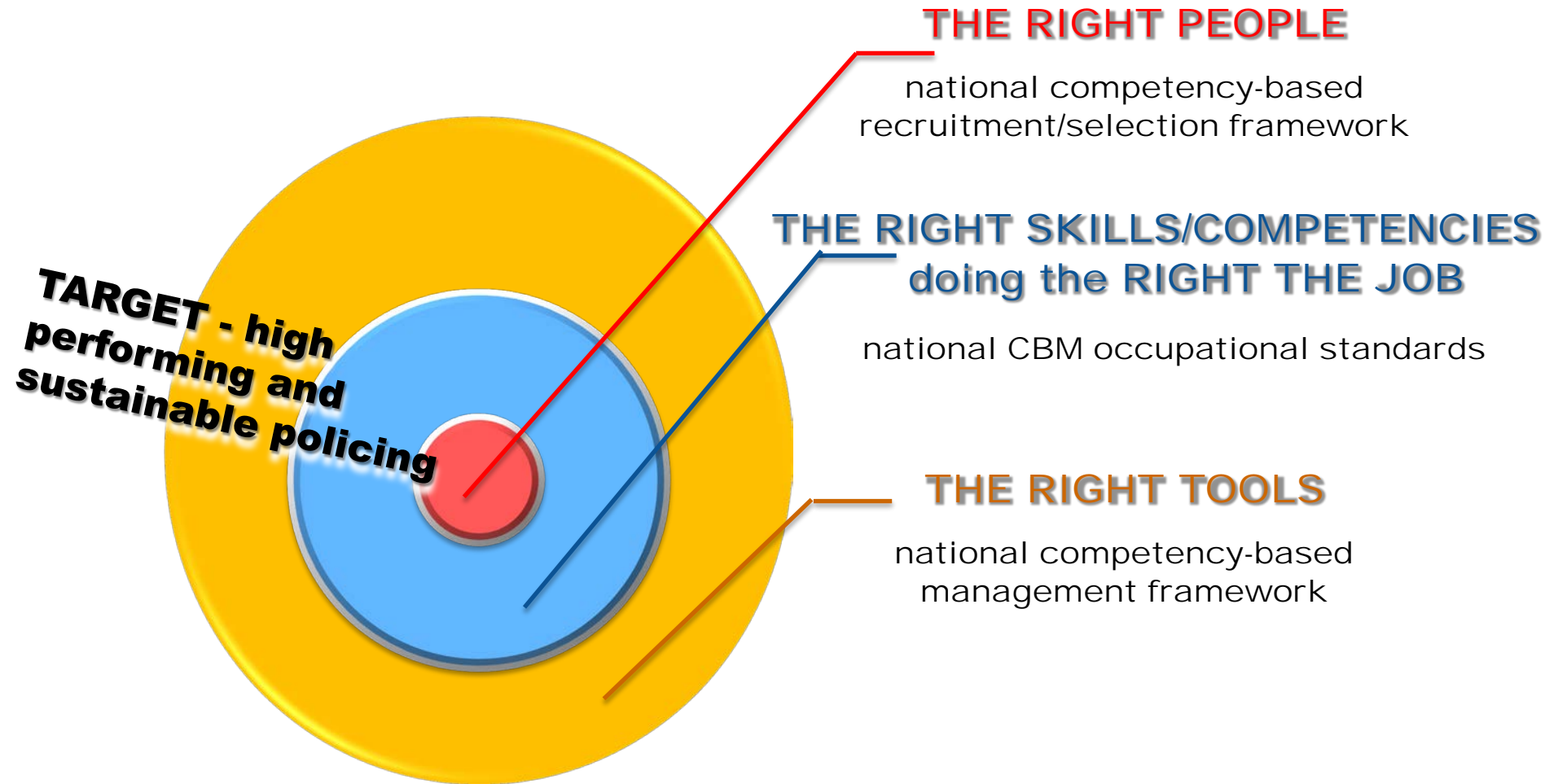
IF we have occ standards, THEN ...

- **common role-based national HR management processes**
- **curriculum and training standards**
- **certifying and accrediting trainers and institutions**

Many benefits of a collaborative approach ...



CBM concept is simple ...



National (Learning) Qualifications Framework

Competency-based

Basis for strategic planning of education/training

- **framework for recognized or endorsed learning - formal and informal**

Increases professionalism - benchmarks learning/development

Certification, accreditation means portability of qualifications

Clarifies the demands on learning providers

- **learner perspective on pathways, quality and access to education and training**
- **identifies gaps in available training**

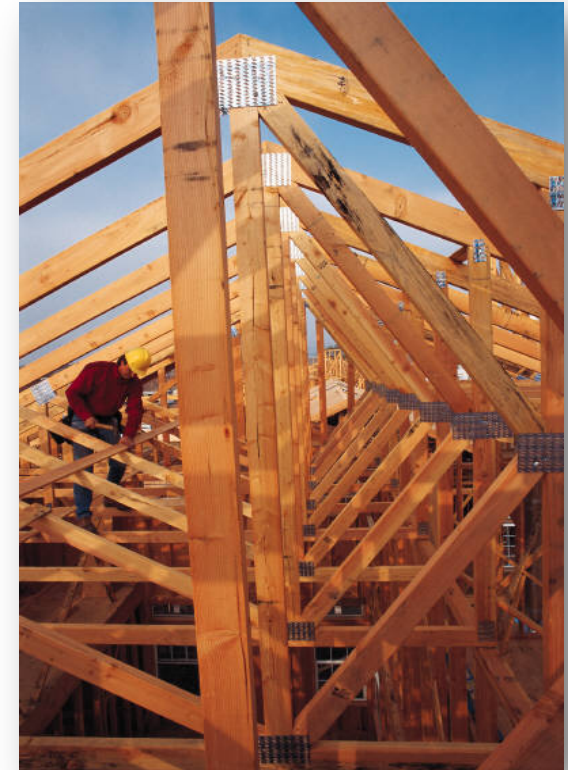
INTEGRATES HR efforts across the sector

- **implementation of national benchmarks - nationally validated framework**
- **more efficient succession planning and leadership development**
- **optimized use of police services' budget training dollars**
- **development of national training standards by educational organizations**
- **a national system of certification and accreditation**



Building the CBM Mgmt Framework

- Status implementation well-underway
- Inputs \$5M invested
- **4** **years of research**
 - **3** **continents – Canadian/int’l best practices**
 - **90+** **members of Steering/working Committees**
 - **70** **contributing police organizations**
 - **900** **SMEs validation process**
- Outputs
- **7** **guides for managers**
 - **40+** **tools and templates**



collaboration builds success



The CBM Framework

2 key components

- **the “work”**
- **the “competencies” required to be successful at that work**

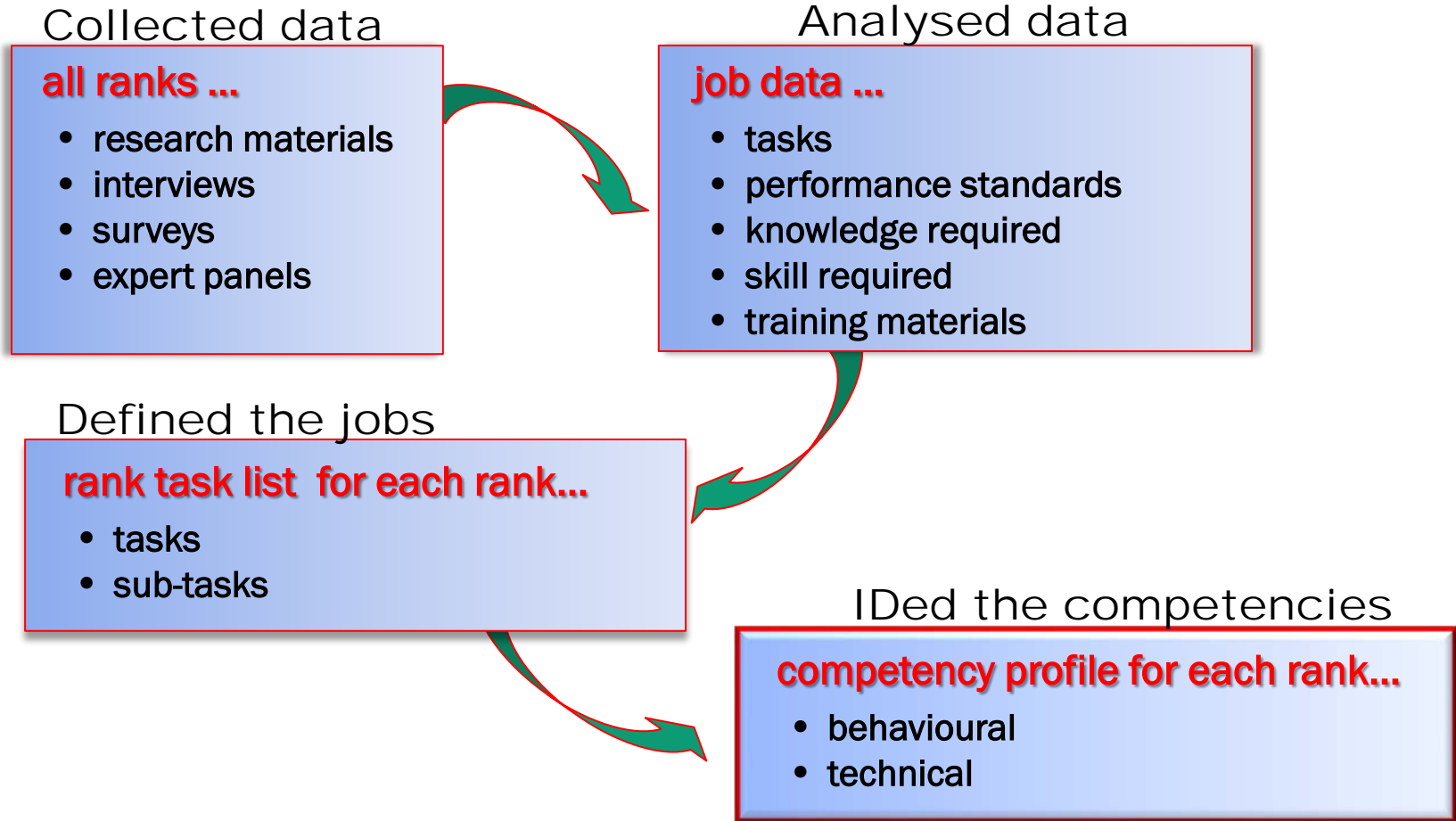
Facilitated, with police services across the country

- **researched/developed the “task” lists & competency profiles for key roles**
- **in 3 “workstreams” – general duty, investigation, management/leadership**
- **identified the competencies to be successful in those roles**
- **creating the competency profiles for each role**
 - at 5 defined levels of proficiency
- **validated national “occupational standards”**



The CBM process ...

General duty/ investigators/ leaders - examined every rank/role



the CBM **Structure**

Behavioural competencies

- **describe underlying behaviours that are required to successfully perform**

Technical competencies

- **describe application of specialized knowledge for specific functions**

Proficiency Scale 1-5

- **notion or a dimension of progression**
- **full expression of the competency within organization (5 levels)**
- **described in terms of behavioural indicators**
- **cumulative - lower levels apply but aren't repeated at higher level**



5 levels of proficiency defined

Basic

- **introductory knowledge in routine and predictable situations with guidance - recruit / constable in-training**

Generalist

- **basic knowledge in a range of typical situations - limited challenges - guidance required - some autonomy or responsibility - general duty constable**

Specialist

- **solid knowledge in a full range of non-typical situations of moderate complexity with minimal guidance or no guidance - entry into specialized unit**

Advanced Specialist

- **advanced knowledge in a broad range of complex situations - guides other professionals - senior investigator**

Mastery

- **advanced knowledge - most complex and unpredictable situations - develops new approaches/methods/policies – national/international recognized expert**



RESULTS - Competency-Based Management

WORK STREAMS / ROLES

General duty
(8 roles)

Investigation
(21 roles)

**Mgmt/
Leadership**
(4 roles)

Constable	Sexual Assault (2)	Front Line Management
Sergeant	Child Abuse (2)	Mid-Level Management
Staff Sergeant	Counter-terrorism (2)	Senior Management
Inspector	Dom. Violence (2)	Executive Management
Superintendent	Drug Enforcement (2)	
Chief Supr	Financial Crime (2)	
Deputy Chief	Homicide (2)	
Chief	Organized Crime (2)	
	Bloodstain Pattern	
	Crim. Intelligence	
	Digital Forensic	
	Fingerprint Ident	
	Forensic photo	

COMPETENCIES

Behavioural
(18 competencies)

Technical
(10 competencies)

Leadership
(14 competencies)

Achievement Orientation	Information Mgmt	Change Mgmt
Adaptability	Leg., Policies, Procedures & Standards	Decision Making
Conflict Mgmt	Confidential Informant Handling	Financial Mgmt
Critical Judgement	Court Testimony	HR Mgmt
Decision Making	Crime Scene Mgmt	Information Tech Mgmt
Developing self & others	Interviewing Victims & Witnesses	Strategic Mgmt
Fostering Relationships	Interviewing & Interrogating Suspects	Community/Media Mgmt
Interactive Communication	Major Case Mgmt	Fostering Relationships
Organizational Awareness	Obtaining Judicial Authorizations	Interactive Comms.
Planning & Organizing	Note Taking and Report Writing	Org. Awareness
Problem Solving		Ethical Accountability
Resource Mgmt		Public Accountability
Risk Mgmt		Public Safety
Strategic Thinking		Valuing Diversity
Stress Tolerance		
Teamwork		
Visioning		
Written Skills		

Task list + Competency Profile =
“Role” Occupational Standards
or “Benchmark” roles
(5 proficiency levels)



CBM – NOW COMPLETED ...

1. “General duty” roles fully defined

Chief
Deputy Chief
Chief Super
Superintendent
Inspector
Staff Sergeant
Sergeant
Constable

- extensive research – national and international
- review of existing practices/materials
- interviews
- focus groups
- surveys
- validation with SMEs



8 roles - 18 behavioural competencies



2. Investigation work-stream – 21 roles defined

Specialized Roles (x 2 - investigator and Sr Inv)

Investigation Support Roles

Counterterrorism	Financial crime
Child abuse	Homicide
Domestic violence	Sexual assault
Drug enforcement	Organized crime

Bloodstain pattern analysis	Fingerprint identification
Criminal intelligence analysis	Forensic photography
Digital forensic analysis	

General Investigation Competencies

Confidential informant handling	Interviewing and interrogation: suspects
Court testimony	Major case management
Crime scene management	Obtaining judicial authorizations
Interviewing: victims and witnesses	Note taking and report writing

21 roles - 23 Technical Competencies



3. Leadership roles defined

Supervisory thru to "exec command" - to 5 levels of proficiency





Leadership – profiles suggested

Policing Leadership Model	Leadership Competencies													
	Performance						Partnering				Accountability			
	Change Management	Decision making	Financial Management	Information Technology Management	Human Resource Management	Strategic Management	Community Relations & Media Mgt	Fostering Relationships	Interactive Communication	Organizational Awareness	Ethical Accountability	Public Accountability	Public Safety	Valuing Diversity
Leadership Level	Proficiency Levels													
Executive Leadership	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Senior Leadership	4	4	4	4	4	4	4	5	5	5	5	4	4	4
Mid-level Leadership	3	4	3	3	3	3	3	4	4	4	4	3	3	3
Front-line Leadership	2	3	2	2	2	2	2	3	3	3	3	2	2	2



CBM – What's material accessible?

An intro Guide

- **describes explores the benefits of CBM**
 - CBM theory/info - relevant research
 - step-by-step instructions/practical tips
- **offers information and tools to support:**
 - recruitment/selection; learning and development
 - performance mgmt; leadership and succession mgmt



7 other HR management Guides

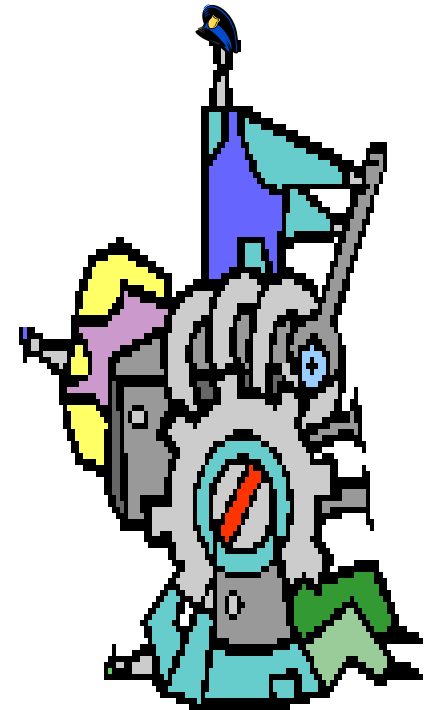
1. **Constable Selection - a best practice approach and research update**
2. **Executive Selection - a best practice approach for police boards**
3. **Leadership Development - development of essential leadership competencies**
4. **Succession Mgmt - developing potential successors for critical policing roles**
5. **Mentorship & Coaching - supporting leadership development**
6. **Police Leadership Education and Training - development courses and programs**
7. **Guide to Curriculum/Competency Mapping**



We have on the web-site ...

Over 40 tools and templates - customizable:

- **competency dictionary**
- **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**
- **catalogue of leadership development activities**



CBM – **we also have technology support ...**

POLICE EDITION i-Skills Suite® PLATFORM FOR ORGANIZATIONAL SUCCESS

- competency dictionary - profiles and task lists for all ranks
- self-assessments or review self- or multi-rater assessments
- learning plans based on assessment results
- interview tools - guides for specific job profiles
- instructive guides, research and tools to enhance HR management
- additional learning resources



SUMMARY – Implementation underway ...

General duty

- **22 behavioural competencies**
- **8 rank/role equivalents defined**
 - 8 competency profiles

Investigators

- **21 technical competencies**
- **8 specialized roles at 5 levels each**
 - 21` competency profiles

Leadership

- **14 competencies**
- **4 management roles defined**
 - 4 competency profiles



Guides/Tools - HR/workforce mgmt made easy



CBM – “implementation” pilots **launched**

Rothesay / Kentville Regional Police Service

- **Mark Mander**

Bridgewater Police Service

- **John Collyer**

Cape Breton Regional Police Service

- **Al McCormick**

York Regional Police Service

- **Brian Bigras**

Waterloo Regional Police Service

- **Barry Zehr**

Brandon Police Service

- **Shane Corley**

Regina Police Service

- **Lauri Morin/Keith Malcolm**



and many others services
using parts or enhancing
their own ...



Until next time ...

THINK NATIONAL, ACT LOCAL!

