How / why did we adopt a CBM model

- Lack of any performance Management system for over 10 years

- No consistent system to base performance on at all levels

How / why did we adopt a CBM model

- Desire to have a system that was truly developmental

- Successful development of both the member and the organization.

CBM in the VPD

➢ Implementation began in the late 1990's

➢ 6 Core Competencies were identified for all ranks

1. Coaching
2. Communication
3. Community Focus
4. Resource Management
5. Leadership
6. Problem Solving & Decision Making

Position Profiles

- Position Profiles were created for each job

- Position Profiles contain the core job functions, the 6 core competencies, as well as position specific competencies

HR Processes Changes

- Performance Development (Appraisals) system was developed that focused on the 6 core competencies

HR Processes Changes

- Introduction of Electronic Recording Software for Performance Appraisals (SAP)

HR Processes Changes

- Promotional Processes were changed to include CBM

- Lateral transfer competitions changed to reflect CBM

HR Processes Changes

- Civilian members were included in CBM starting in 2004

- Same principles / philosophy apply as to sworn members

Evolution of the CBM Process

- Common knowledge and understanding of the six core competencies

- User feedback to improve CBM process

- Gradual increase in compliance

Evolution of the CBM Process

- Up until 2008 the VPD used CBM almost exclusively for selection, promotion and performance management

- 2009 emphasized the important role CBM plays in career development of members

- Development of our members is an expectation – and Coaching is one way this is facilitated

The Future of CBM in the VPD

- We are now linking CBM with learning & development and succession planning at the supervisory / executive level

- Leadership Development Committee

Leadership Development Committee

- 360 Degree Reviews

- Competency Development Resource Guide

- Mentorship Program

- Business Writing Course

- Course Catalogue

- New Sergeant Orientation

360 Degree Reviews

- Focuses on dimensions / behaviours gleaned from the Core and Position Specific Competencies

- Creation of Coaching pool

360 Degree Reviews

- A voluntary program that encourages self development by placing ownership with each participant

- Initially offered to Inspectors, Superintendents and Deputy chiefs in 2008 and equivalent civilian management levels

- Expanded to Staff Sergeants, Sergeants, and Civilian Supervisors in 2009

Developing Skills

✓ Competency Development Resource Guide

✓ Consideration of transfers to enhance skills

✓ Mentorship programs
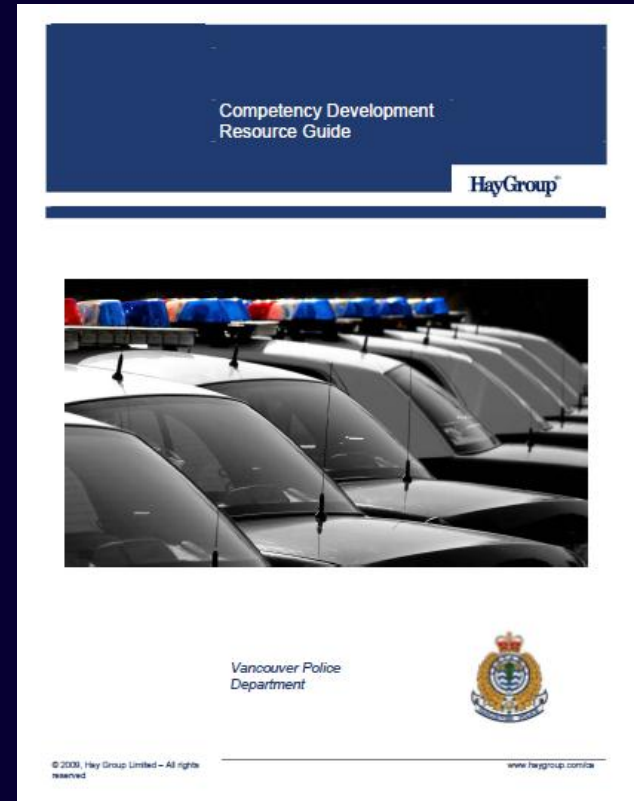
Developing Skills

- ✓ Business Writing Course

- ✓ Course Catalogue

- ✓ New Sergeant Orientation

The Future of CBM in the VPD

- Members have largely accepted the concept of Performance Development and relevance of our competencies

- Development focus for members remains on the Core and Position Specific Competencies

- Culture continues growing to one of coaching, mentoring and on-going career development