



ARCHIVED - Archiving Content

Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

ARCHIVÉE - Contenu archivé

Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.

Competency Based Management in the Vancouver Police Department

February 3, 2011



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

VANCOUVER POLICE DEPARTMENT POSITION PROFILE

Rank: Police Constable
 Section/Unit: General Patrol Teams
 Last Updated: July 16, 2008
 Summary: The GPT constable assumes the role of primary responder in the police mandate to maintain peace, order and security in society. In this role the constable performs the functions of response, referral, prevention, public education, crime solving and law enforcement.

FUNCTIONS	
FUNCTION	DESCRIPTION
Response	Responds to calls for service of a varying nature including criminal activity, maintenance of the peace, informational and public relations. The response may derive from a number of sources including radio dispatch, supervisory direction, citizen requests and personal initiative.
Referral	Performs an impartial mediation function in situations of a varying nature including civil disputes, family trouble, nuisance complaints and medical concerns. Refers the citizen to an appropriate resource for assistance for all the aforementioned situations.
Prevention	Performs crime prevention activities, including advice to citizens on crime prevention in their own or a one-to-one level or in a group setting. Conducts field interviews involving suspicious persons and vehicles. Provides special attention to potential crime targets and provides information to specialized squads for targeting. Utilizes Problem-Oriented Policing technique to prevent criminal activity. Maintains a high visibility police presence by walking the beat and conducting routine vehicle patrol. Prevents breaches of the peace.
Public Education	Provides education to public during routine contacts and in a formal setting. The subject of public education may include: traffic problems, crime prevention, safety issues, nuisance, disease, illegal gambling and substance abuse.
Crime Solving	Develops and communicates crime prevention programs that are sensitive to the needs of the community including Neighborhood Watch, anti-theft programs and assault prevention programs. Attends meetings within the community and represents the needs of the community to the media when appropriate.
Law Enforcement	Enforces breaches of statute and common law including Criminal Code offences, provincial statutes, traffic violations, bylaws and other federal and provincial statutes. Includes the apprehension of criminals and violators, which may involve the use of appropriate levels of force. Serves processes in criminal and prepares the appropriate documentation to the courts, department, and/or related agencies.
Problem Oriented Policing	Participates in the community based policing model by acting as community team leader in identifying problems that degrade the quality of life, then works through the community as a whole to find and apply solutions to those problems. Utilizes the formal problem solving process.

CORE COMPETENCIES	
COMPETENCY	DESCRIPTION
Coaching	Providing instruction, guidance, advice and encouragement to help employees improve their job performance. Performance Planning & Review (Sets improved individual and organizational performance and results). Manages own performance based on normal feedback and self-assessment. Mentoring Helps others learn by setting a positive example.
Communication	Clearly communicates orally and in writing. Communicates clearly, concisely and logically. Oral Communication: Communicates clearly, concisely and logically. Written Communication: Writes in a complete, clear and functional manner.



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)

The screenshot shows the SAP Performance Appraisal software interface. The title bar reads "Perform Appraisal - Review for DAVID R DUNCAN (BA 50082371)". The interface includes a menu bar (Appraisal, Edit, Goto, View, System, Help) and a toolbar with various icons. Below the title bar, there is a "Complete" button and a list icon. The main form displays the following information:

Individual appraisal: Review for DAVID R DUNCAN (In process)

Appraiser: JEANNIE YEE

Appraisee: DAVID R DUNCAN

Period appraised: 2009/01/01 to 2009/12/31 (Created on: 2009/03/12)

The main data table is as follows:

I...	Name	Rating	Rating text	Note	Ty...	Object ID
	VPD SERGEANT				BS	50072210
	1. ANNUAL DEVELOPMENT PLAN	?			BG	50025078
	2. PERFORMANCE NOTES				BG	50049553
	3. EMPLOYEE'S COMMENTS	?			BG	50025080
	4. CORE COMPETENCIES SGT				BG	50025367
	4.1. SGT Coaching		2Meeting		Q	50024700
	4.2. SGT Communication		2Meeting		Q	50024701
	4.3. SGT Community Focus		2Meeting		Q	50024702
	4.4. SGT Leadership		2Meeting		Q	50024703
	4.5. SGT Prob Solve&Decision		2Meeting		Q	50024704
	4.6. SGT Resource Management		2Meeting		Q	50024705



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



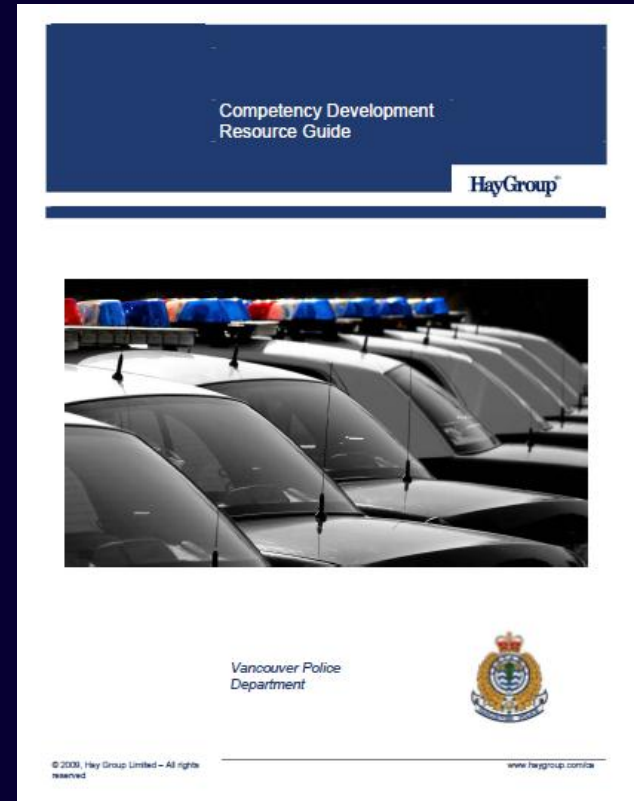
360 Degree Reviews

- 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

