ANNUAL GENERAL MEETING &
National Qualifications Framework
Project

PSC
Toronto
June 9, 2011

ANNUAL GENERAL MEETING – Fiscal 2010/11

ORDER OF BUSINESS

1) **Welcome - Chair, Edgar Macleod**
   - agenda - approval of June 09/11
   - previous minutes – approval June 9/10 AGM

2) **Chair's report - Edgar MacLeod**
   - board resolutions for ratification

3) **Executive Director's Report - Geoff Gruson**

4) **Financial/Auditor's report - Berry Vrbanovic**
   - appointment of auditors

5) **New business**

Item #1 and 2   CHAIR – E. MacLeod

PSC 70 - Motion to accept the agenda

PSC 71 - Motion to accept minutes of June 9/10

PSC 71 - Motion to accept Chair's report

PSC 72 - Motion to ratify Board decisions

- **PSC 69 – October 27, 2010 (T. Simioni, R. Parks)**
  - that the Chair and secretary/treasurer will be nominated and selected by Board members
  - May/June in-person meeting - for a period of two years

New Chair in chair

Item #3   ED's Report - Geoff Gruson

ED's report – 2010/2011

"increasingly seen as value-added to the Sector"

Core/infrastructure – last year of a 3 year agreement ($500K/year)

- **managing/performing well – according to HRSDC "Scorecard"**
  - Council is doing quite well - good improvement overall again
  - well positioned – strategic and performing well
- **funding approved extending core another three years ($500K/year)**

Projects - successful project management and delivery $1.1M

- **great partnerships with**
  - Canadian Police Knowledge Network (CPKN)
  - CACP and CACP HRL
  - Can Police College – leadership issues and leadership development
  - CPRC – evaluation of e-learning - $100K
  - HRSG – adopted web-based support

Multi year projects underway/ yet to be started

PROJECTS 2011/12	COST	OBJECTIVE
youth research	$150K	3rd yr - 3 year - access tomorrow's talent
employee database - Stats Can	$310K	3rd yr – 3 year – modeling / decision-making
national e-learning	$1.1M	3rd yr - 3 year funding – CPKN delivery
leader CBM Framework	$500K	3rd yr - completes the foundation
academy recruit training review	$450K	national recruit training standards
skills "perishability" research	$150K	training "stickiness/decay" - recertification
CBM L&D - investigator	$225K	national investigator training standards
state of learning in policing	$80K	baseline for a new learning framework
e-learning evaluation (CPRC)	$100K	3 course "Kirkpatrick" review of impact
Private security	$90K	national standards for 3 roles
Professional dev. Program review	$85K	assess programs against competencies
Qualifications Framework	$900K	a national 'framework/architecture' of the roles and work streams - certification

connecting forces – securing futures   *unir les force garantes de l'avenir*

ED's report …

Outreach to private security – AIT – broaden scope

Learnings - the Council has had a very progressive year

- issues in the policing can be resolved as a "sector"
- collaborative action is improving but limited implementation change
- need to find real results – *skills up/costs down* - through integrative actions
- need for leadership - Board of Directors/governments
- need "champions" for the integrated approach
- need more evidenced based action – research funding and focus

Future

- a more strategic/"outcome-based" approach to the Sector Council funding
- future models of policing - HR impacts
- leadership project 2 - succession management, leaders dev gap analysis - curriculum vs competencies
- certification and accreditation – officers, trainer, civilians

Item # 4　　SECRETARY/TREASURER'S Report

Berry Vrbanovic

Notes

- PSC year-end March 31 2011
- 2010/2011 audit completed May 4th
- all revenues and expenditures against HRSDC contribution agreements - monitored periodically
- all financials in "good order"
- no "management letter" - to the Board
- no areas of "risk" identified to the Board

Audited statements – Revenues 2010/11

STATEMENT OF REVENUES - for the period end Mar 31/11		2010/111	2009/10
1. INFRASTRUCTURE	Total	$ 499,500	$ 504,040
2. PROJECTS	Total	$ 1,355,087	$ 1,090,319
Training Academies Review		$ 230,312	$ -
eLearning		$ -	$ 27,057
Environmental Scanning		$ -	$ 6,111
Competency based occupational standards		$ 988	$ 214,540
Networks Support		$ -	$ 903
Youth attitudes survey		$ 56,804	$ 49,856
e-Candidate		$ -	$ 165,322
Networks II		$ 500	$ 97,192
National e-learning		$ 349,000	$ 373,625
Stats Can - Workforce Database		$ 138,799	$ 30,893
Leadership Competency Framework		$ 403,622	$ 124,820
Comp. Based L&D for Investigator Role		$ 22,477	$ -
Networks III		$ 97,275	$ -
Skills Perishability in Canadian Policing		$ 55,310	$ -
PROJECTS Total		$ 1,355,087	$1,090,319
Change in deferred - capital assets		$ 1,789	$ 279
Change in deferred revenue - other	-$ 30,076	$ 27,474	
REVENUE TOTAL		$ 1,826,300	$ 1.622,112

Audited statements – Expenses 2010/11

STATEMENT OF EXPENDITURES for the period end Mar 31/11		
Infrastructure	**2010/11**	**2009/10**
Wages and Benefits	$ 277,064	$ 274,193
Professional Fees	$ 37,725	$ 53,759
Travel	$ 50,365	$ 94,553
Office	$ 19,355	$ 16,462
Rent	$ 49,281	$ 49,691
Translation	$ 15,399	$ 8,398
Printing and communications	$ 6,321	$ 2,661
Amortization	$ 8,197	$ 9,204
Telecommunications	$ 8,609	$ 10,694
Staff Training	$ 197	$ 90
Insurance	$ 2,664	$ 2,201
INFRASTRUCTURE Total	**$ 475,177**	**$ 521,906**
Projects		
Training Academies Review	$ 230,312	
Environmental scanning	$ -	$ 9,959
Competency based occupational standards	$ -	$ 211,666
Networks support	$ -	$ 14,640
Youth attitudes survey 2009	$ 51,088	$ 46,262
e Candidate	$ -	$ 190,922
Network II	$ -	$ 97,691
National e-learning	$ 351,741	$ 373,625
Stats Can Workforce Database	$ 138,804	$ 30,888
Leadership Competency Framework	$ 403,622	$ 124,552
Comp. Based L&D for Investigators	$ 22,477	
Networks III	$ 97,769	
Skills Perishability	$ 55,310	
PROJECT Total	**$1,351,123**	**$1,100,206**
TOTAL EXPENDED	**$1,826,300**	**$1,622,112**

connecting forces – securing futures   *unir les force garantes de l'avenir*

Resolutions re Financial statements

Resolution PSC #73

- **Motion to accept the secretary/treasurer's report**
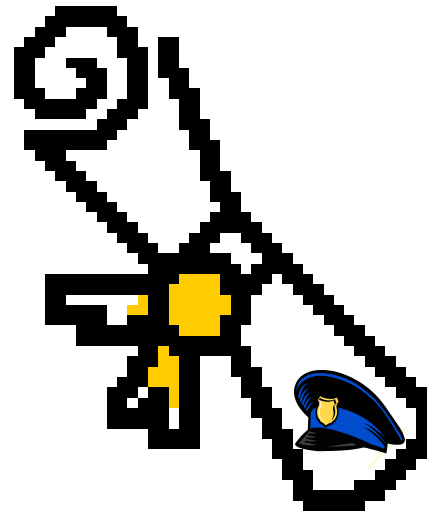
Resolution PSC #74

- **that the audited statements be approved**

Resolution PSC #75

- **that the firm of "Nephin & Winters" be named as PSC auditors for the next fiscal year**

PART 3 – Overview of National Qualifications Framework

L&QF – Steering Committee

Name	Organization
Cal Corley (Chair)	Canadian Police College
Stan MacLellan (Co-Chair)	Regional Police Service
Aileen Ashman	Toronto Police Service
Rosemarie Auld	Hamilton Police Service
Jean Bishop	Royal Newfoundland Constabulary
Tullio Caputo,	Carleton University
Frank Ciaccia	Justice Institute of British Columbia
Ward Clapham	Transportation Authority Police Service
Curtis Clarke	Alberta Solicitor General
Ivan Court	Saint John, NB
Anita Dagenais	Public Safety Canada
Dr. Gary Ellis	Georgian College
Dennis Fodor	INTERPOL
Peter German	Royal Canadian Mounted Police
Insp Dave Lee	OPP Academy
Insp Cathy Light	Calgary Police Service
Norm Lipinski	Royal Canadian Mounted Police

Name	Organization
MacLeod	Atlantic Police Academy
Paul McKenna,	Dalhousie University
Ruth Montgomery	CACP
Gary Morin	Saskatchewan Police College
Shelagh Morris	Guelph Police Services
Alok Mukherjee	CAPB
Jane Naydiuk	Public Safety & Sol. Gen. BC
Luc Pellerin	École Nationale
Tom Pownall	Canadian Police College
Tam Pozzobon	Chief Crowfoot Learning
Tony Simioni	Edmonton Police Association
Sandy Sweet	CPKN
John Tod	Ontario Provincial Police
Patricia Tolppanen	Assoc. of Police Governance
Chief Matt Torigian	Regional Police Service
Sharon Trenholm	Memorial University
Frank Trovato,	University of Guelph-Humber
Vern White	Ottawa Police Service

CBM - Implementing strategic HR - 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

Focus - Strategic HR Planning/Management

THE RIGHT PEOPLE

national recruitment/selection framework
- recruitment and selection system
  - performance management

THE RIGHT SKILLS

national occupational standards
- qualifications framework
  - education training
- professional development
  - succession planning
- performance management

THE RIGHT TOOLS

national competency-based management framework
- guides and tools
- software supported
  - ever-greening
- evidenced-based research

TARGET

high performing and sustainable policing

For consideration: news – two weeks in Jan

"judge ordered SIU to produce all records re two officers investigated"

"police spokesman called it an "unacceptable incident.""

"officer suspended, faces trial"

"officer accused of nicking loose change from office"

"more calls for civilian oversight watchdog"

News

"confidence in policing shaken"

"officer charged in the assault of a man in custody"

"cop takes chief to court on training and discipline"

"crime rate swoons, police ranks swell"

"police must be able to bridge cultural gap in city"

"Council questions trust in frontline officers"

"constable charged with theft involving a search warrant"

"300 complaint cases involving police force last year"

In the news - there is more...

"faith in cops shaken"

"chief authored unsigned letter on allegations of a police sex party"

"sweeping review planned of territory's police"

"why do policing costs continue to soar"

"province refunds $13M in speeding fines"

News

"Excessive force tops public complaints about municipal police"

"report says - real change slow to take hold"

"Councils lock horns again over policing"

"abuse of authority during an arrest videotaped"

"Public mistrust of police shocking"

"use-of-force case leaves questions"

"cuts mean compulsory civilian lay-offs and fewer beat cops'"

citizens have a right to demand two things from police -- accountability and a commitment to learn

General Duty competencies - validated sector wide

- leadership competencies added and overlay

Leadership Competencies	Rank	job/role definition	task lists	Competency Profiles
Executive	**Chief**	✓	✓	✓
	Deputy Chief	✓	✓	✓
Senior	**Chief Supt.**	✓	✓	✓
	Supt.	✓	✓	✓
Mid-Level	**Inspector**	✓	✓	✓
	Staff Sgt.	✓	✓	✓
Front Line	**Sergeant**	✓	✓	✓
	Constable	✓	✓	✓

CBM – leadership model ...

3 "groups" of competencies - 14 competencies

Performance

Achieve public safety goals through effective and efficient police service delivery

1. Change Management
2. Decision making
3. Financial Management
4. Human Resource Mgmt
5. Info Technology Mgmt
6. Strategic Management

Partnering

Establish strong partnerships and draw resources beyond the police service, including citizens and local government and community

7. Community Relations and Media Management
8. Fostering Relationships
9. Interactive Communication
10. Organizational Awareness

Accountability

Hold responsibility for ones actions to sustain trust of government and the public

11. Ethical Accountability
12. Public Accountability
13. Public Safety
14. Valuing diversity

CBM - Where are we now...

We have a "Framework"

- a "context" and process for the support for Strategic HR Management in Policing

Framework includes - for every rank/role in "general duty" policing

- job analysis - what is the job - tasks
- rank/role profile - what does the role do
- competency - how to be successful
- competency profile - what are all the competencies required to do the job well what specific levels of proficiency
- leadership competencies overlay
- HR tools/guides - support to managers

Implementation challenges

- 98 out of 209 have accessed the Framework
- all the larger services

Vision - Imagine ...

police professionalization

- national work architecture

- national qualification framework for all roles

- national standards for all levels - even Deputy Chief, Chief levels

- professional training and certification at all levels

- competency-based accreditation

Imagine - leaders for the future

- leadership qualifications framework

- leadership standards

- national leadership assessment center

- leadership centers of excellence - CPC "campuses"

- national "openings" management

- succession planning - opportunities to experience

NQF – SCOPE – what we've proposed

building on three years of competency-based HR planning and management work/outcomes

- further define the national work architecture for policing
- develop a national qualifications framework
- defining additional roles in all workstreams within the architecture
- competency-based learning qualification requirements
- pilot work architecture and role qualifications in two provinces
- continue to refine technology - web-based - support and tools for efficient/effective HR management
- develop concept/support for a national certification and accreditation process

Rationale

adequate policing is a right, but there are issues

- **cost** – the average cost of a fully equipped officer on the street has doubled in the past 10yrs - no concomitant increase in public spending on policing

- **local governments lack funding -** for extraordinary demands on policing – multinational criminality/organized crime, social unrest, natural disasters...
  - security is 20% of municipal budgets - inflexible tax base + fiscal restraint = capacity erosion
  - 12% real capacity decline '99 - '09

- **work** – has changed dramatically in scope and complexity
  - human rights legislation, cybercrime, human trafficking, terrorism, etc

- **senior level exodus** – retirements leaving young and inexperienced managers to manage budget reductions –limited leadership/management

- **HR management** –209 police services taking 209 separate approaches, without national occupational standards or shared best practices

- **youth disinterest** –downward trending for interest in the career

- **international precedence** – UK government undertook NQF - national system of classification for all policing occupations

Proposal – National Qualifications Framework

$900K project - 2 year timeframe

- $330K for meetings and travel
- $470K for expert consulting/project management
- essentially a consultation and engagement project
- 2 years of meetings – with key stakeholders at all levels

complex and challenging project

- the foundation has been well-built over the last 4 years
- the issues are increasingly well-understood by the sector and there is increasing urgency to act
- over 700 SMEs in the sector involved in the projects of the past 3 years
- ground-swell of support: the CACP and CAPB Boards of Directors have fully endorsed the CBM framework and leadership model
- first time in 3 years the Union (CPA) asked for a presentation at their AGM
- over 95 police services (all of the "very large and large" services) personnel have accessed the competency-based guides and toolkits

Policing Competency Framework – Moving Forward

	General Duty Policing	Investigative Policing	Corporate	Admin	Leadership
Chief	✓				✓
Deputy Chief	✓	i			✓
Chief Supt	✓	n			✓
Supt	✓	d e v e l			✓
Inspector	✓	o			✓
Staff Sergeant	✓	p m e			✓
Sergeant	✓	n			✓
Constable	✓	t			✓

The "Investigative Policing" column reads vertically: **in development**

Technology Support - demo

i-SkillSuite POLICE EDITION
Integrated tools for competency-based HR management

L&QF - Project Approach

Consultative

Engagement:

- **Policing leaders**
- **Training Professionals**
- **HR Professionals**
- **Subject Matter Experts**

Process

- **focus groups,**
- **interviews,**
- **expert panels,**
- **surveys**

L&QF - Project Activities

5 Stages

- exploratory - steering and working committees, consulting experts
- concept /design – steering cmt and stakeholders
- pilot – consultation – BC and Manitoba – possibly Ontario
- development – refining and developing for national use and application
- evaluation/re-design

L&QF - Project Activities

1. **exploratory - steering and working committees, consulting experts**
    - discussions and exploration of scope, impact and alternative structures for a national learning qualifications frameworks
    - identification of needed improvements in effectiveness and efficiency of learning systems

2. **concept /design – steering cmt and stakeholders**
    - build awareness and understanding on the general concept/benefits of a NLQF
    - value assessment - the rationale, benefits and opportunities and options
    - sector-wide communication/engagement commitment to the national framework
    - options for developing the components of the policing NLQF model
    - building consensus on the basic features of the framework
    - broad consultation with the stakeholders and communities of practice

L&QF - Project Activities

3. pilot – consultation – test and gain feedback related to the framework and its technical components, its benefits

- assess how it incorporates or relates to other HR management frameworks, systems and processes

- develop a methodology for national implementation- - features of the framework that need to be in place prior to usage

- simplify and communicate the benefits of framework

- understand the costs and implications to build, supported, and maintain relationship between stakeholders/partners

L&QF - Project Activities

4. **development – refining and developing for national use and application**

   - further work undertaken to refine, develop features/processes to complete the overall design

   - focus on means to increase efficiency and effectiveness for sector-wide implementation

   - "sharing and learning" through continued consultation with the sector internationally, and sharing best practices and experience with other sectors

5. **evaluation/re-design**

   - develop a review and monitoring process

   - ensure continuous feedback and refinement of the framework

   - adjust the concept/model as implementation proceeds, and as continuous improvement evolves.

L&QF - Project Timeline

22 months

Today

- **building awareness**
- **assessing engagement**
- **SC identified**
- **conducting research**
- **gathering materials (structure, roles, training, qualifications)**
- **analyzing data**

National Learning & Qualifications Frameworks

What are they

- National system for the classification of qualifications according to a set of criteria for the specified levels of learning achieved

- aims to integrate and coordinate various qualifications granted by different training institutions in the country

National Learning and Qualifications Frameworks

Key Aims

- **Establish nationally validated and recognized professional standards**

- **Classify training according to levels of learning associated with established requirements matched to progressive and lateral career paths**

- **Provide a system to coordinate and compare formal qualifications or recognized programs of learning in Canada and internationally.**

National Learning and Qualifications Frameworks

Where Do They Exist and Why

- UK

- Scotland

UK: NPIA National Institute

- **recognize that everyone in policing has leadership responsibility**
  - whether as a manager of a team, a member of a team, interacting with the public or providing a support function.
- **modular approach to learning is underpinned by national qualification routes**
  - through the Chartered Management Institute and Institute of Directors.

Chartered Management Institute (UK)

Diploma in Public Service Leadership

- accredited by QCA on the National Qualifications Framework (NQF) at Level 6
- credit-rated by SQA for the Scottish Credit and Qualifications Framework (SCQF) with 88 points at Level 9.

Scottish Police Service Qualifications Framework

QF Identifies:

- SCQF (national framework) Levels
- Policing Business Area
- Qualification/Awarding Body
- Delivery Style

Pathways:

- provides various routes to same level of learning and recognition (differing emphasis)

THE SCOTTISH CREDIT AND QUALIFICATIONS FRAMEWORK

scqf | scottish credit and qualifications framework

SCQF Levels	SQA Qualifications				Qualifications of Higher Education Institutions	Scottish Vocational Qualifications
12					DOCTORAL DEGREE	
11					INTEGRATED MASTERS DEGREE / MASTERS DEGREE POST GRADUATE DIPLOMA POST GRADUATE CERTIFICATE	SVQ5
10					HONOURS DEGREE GRADUATE DIPLOMA GRADUATE CERTIFICATE	
9				PROFESSIONAL DEVELOPMENT AWARD	BACHELORS / ORDINARY DEGREE GRADUATE DIPLOMA GRADUATE CERTIFICATE	SVQ4
8		HIGHER NATIONAL DIPLOMA			DIPLOMA OF HIGHER EDUCATION	
7	ADVANCED HIGHER	HIGHER NATIONAL CERTIFICATE			CERTIFICATE OF HIGHER EDUCATION	SVQ3
6	HIGHER					
5	INTERMEDIATE 2 CREDIT STANDARD GRADE					SVQ2
4	INTERMEDIATE 1 GENERAL STANDARD GRADE		NATIONAL CERTIFICATE	NATIONAL PROGRESSION AWARD		SVQ1
3	ACCESS 3 FOUNDATION STANDARD GRADE					
2	ACCESS 2					
1	ACCESS 1					

Part of the Scottish Police QF

SCQF LEVEL	ACPOS BUSINESS AREA	QUALIFICATION TITLE	NATURE OF AWARD/ AWARDING BODY	DELIVERY STYLE
10	Crime	Initial Detective Training Course	Credit rated with SQA	Blended, ODL & Taught
9	Personnel & Training (Leadership & Management Sub)	BA in Policing	Universities of Scotland	Distance & On-line
9	Personnel & Training (Leadership & Management Sub)	PDA in Police Service Leadership & Management	Professional Development Award (PDA) from SQA	Distance & On-line
8	Personnel & Training (Probationer sub)	Open and Distance Learning Authors Course	Credit rated with SQA	Taught
8	Personnel & Training (Leadership & Management Sub)	Diploma in Police Service Leadership & Management	Professional Development Award (PDA) from SQA	Distance & On-line
8	Crime	Diploma in Community Safety & Crime Reduction	Professional Development Award (PDA) from SQA	Taught
8	Crime	Diploma in Crime & Intelligence Analysis	Professional Development Award (PDA) from SQA	Taught
8	Road Policing	Diploma in Road Policing Operations	Professional Development Award (PDA) from SQA	Taught

Scottish Policing QF

Police Officers and staff are able to enter into formal study at varying levels from SCQF level 7 to level 10 .

The programme will ultimately coincide with a postgraduate programme of police qualifications from the Scottish Institute for Police Research and International Police Qualifications

- developed in association with SQA for the international police market

Why Consider L&Q Framework for Policing in Canada

Benefits

- clear training and professional development opportunities and career paths of relevance to the police sector

- partnerships between training providers and police service

- greater fiscal responsibility and savings for the public through reduction of needless duplication of training

- greater efficiences in individual and corporate learning plans and clear learning options to match identified needs

- increased professional image of policing and confidence of the public

- formal recognition of workplace learning and an individual's ongoing development

Professionalization

Professionalization is the social process by which any trade or occupation transforms itself in to a true "profession of the highest integrity and competency".

This process tends to involve establishing acceptable qualifications, a professional body or association to oversee the conduct of the members of the profession and some degree of demarcation of the qualified from unqualified amateurs.

http://en.wikipedia.org/wiki/Professionalization

Professionalization process

Establish the group norms of conduct and qualification of members of a profession and tends also to insist that members of the profession achieve "conformity to the norm"

Abide more or less strictly with the established procedures and any agreed code of conduct which is policed by professional bodies for accreditation

Assures conformity to general expectations of the professional

http://en.wikipedia.org/wiki/Professionalization

Key Terms

Qualification

- **A formal outcome of an assessment and validation process which is obtained when a competent body determines that an individual has achieved learning outcomes to given standards**
  - **Diploma upon completion of Recruit Training**
  - **Certificate upon completion of the Drug Investigation Course**

Key Terms

Certificate

- A document that confirms that an individual received education or has passed a test or course

Programs to Support Professionalization

Professional Certification

Professional certification is an industry recognized credential granted to a candidate by a certification body upon successful demonstration of occupational competence. Competence is the ability to apply nationally defined knowledge and skills standards.

Accreditation

Process of quality assurance through which accredited status is granted to an educational training course or program that meets set criteria established by accreditation body.

Professionalization – Examples

Provincial

National

International

Policing Competency Framework – Moving Forward

	General Duty Policing	Investigative Policing	Corporate	Admin	Leadership
Chief	✓				✓
Deputy Chief	✓				✓
Chief Supt	✓				✓
Supt	✓				✓
Inspector	✓				✓
Staff Sergeant	✓				✓
Sergeant	✓				✓
Constable	✓				✓

Structure – Basic to Mastery

Level	General Duty Policing *(22 Comps)*	Investigative Policing	Corporate	Admin	Leadership *(14 Comps)*
Mastery 5					
4					
3					
2					
Basic 1					

FOSTERING RELATIONSHIPS

Seeks and builds alliances with internal and external stakeholders to meet their needs and further the organization's objectives. Uses an understanding of stakeholder needs, desires and critical success factors to influence priorities, initiatives and objectives and teaches other to do the same

(**Scale progression**: *increased scope and complexity*)

Level 1 Works with stakeholders	Level 2 Manages existing relationships	Level 3 Seeks partnership opportunities	Level 4 Facilitates partnerships with stakeholders	Level 5 Sets strategic direction for partnering
• Treats stakeholders fairly, ethically and as valued allies, communicating openly and building trust • Meets stakeholder needs by responding to requests efficiently and effectively • Seeks mutual, in-depth understanding of respective organizational roles, policies etc.	• Manages existing partner relations within established agreements • Monitors partnership arrangements to ensure that the objectives of the partnership remain on target • Negotiates adjustments to the partnership, as required	• Actively identifies and creates opportunities to partner • Assesses the value of entering into partnerships in furthering the objectives of policing work • Initiates partnerships and alliances that further the objectives of policing work	• Provides advice and direction on the types of partnerships to pursue, and the ground rules for effective stakeholder relationships • Intervenes, as necessary, to assist others to address or resolve issues surrounding partner relationships • Supports staff in taking calculated risks in partner	• Establishes an infrastructure that supports effective stakeholder relationships • Identifies and supports creative ways to partner with harder to reach stakeholders • Profiles excellent examples of partnering within policing organizations and promotes them to other policing groups

BASIC

MASTERY

Structured interview: Witness and Suspect

Interview witnesses and suspects in order to get the information necessary to proceed with a full investigation.(Scale progression: *increased scope and complexity*)

Level 1: Basic	Level 2: Generalist	Level 3: Specialist	Level 4: Adv. Specialist	Level 5: Expert
Applying introductory knowledge in routine and predictable situations with guidance.	Applying basic knowledge in a range of typical situations that present limited challenges. Guidance required. Some individual autonomy or responsibility.	Applying solid knowledge in in full range of non typical situation of moderate complexity with minimal guidance or no guidance. Considerable autonomy and control or guidance of others often required.	Applying advanced e knowledge in broad range of complex situation. Guides other professionals. Responsibility for the work of others and the allocation of resources often present	Applying advanced knowledge in most complex and unpredictable situations. Develops new approaches, methods or policies in the area. Is recognized as an expert, internally or externally. Accountable for analysis, diagnosis, addressing, planning execution, and evaluation

	Investigation					Criminology			Forensic				Intelligence		
	Major Case Management	Structure Interviewing: Witnesses, Suspects	Evidence Handling and Crime Scene Management	Search Warrant	Judicial Administration	Fraud	Homicide	Sexual Assault	Photography	Fingerprint	Cybercrime	Bloodstain Pattern Analysis	Financial Investigation	Internet Research	Terrorism
Level	**Proficiency Levels by Technical Competency**														
5															
4															
3															
2															
1															

Investigation

Level	Major Case Management	Structured Interviewing: Witnesses and Suspects	Evidence Handling and Crime Scene Management	Search Warrant	Judicial Administration
5					
4					
3					
2					
1					

L&QF – Expected Outputs & Outcomes

If successful

- a nationally approved policing job architecture, define role qualifications, and clarify learning and development needs for the workforce to meet the competency demands of these roles
- ensure that workforce can be planned and managed in an integrated, efficient and effective way
- police leaders can share and leverage common processes/practices, and better focus on the growing challenges in police operations

Ensure a common national approach to competency-based education/training, and leadership development/success management

Provide the framework for national certification of police professionals.

- a much needed national approach to ensure sectoral learning best meet the specified needs of the sector

PROJECT RESULTS

work architecture, role qualifications, and learning and development standards

- reduce HR consultancy costs, and training development costs by using national standards and processes
- re-allocation of taxpayer funding to critical operational areas
- workforce planned and managed in an integrated, efficient and effective way
- shared and leveraged common processes/practices

national mobility of workforce

L&QF – Next Steps