



PSC-CSP

**Moving Towards Competency-based Training:
Aligning learning and e-learning with competency
requirements**


Stanhope
October 5, 2011


PSC-CSP POLICE SECTOR COUNCIL Conseil sectoriel de la police

Presentation

- Policing Competency Framework Overview
- Recruit Training Review – *Roger Brown*
- Investigator Role and Training Review – *Curtis Clarke*
- Leadership Model and Mapping – *Portia Dewhirst*


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Policing Competency Framework

Overview


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Policing Competency Framework

- 3 Years of Research
- 3 Continents
- Reflects Canadian and international best practice
- 70+ member Steering Committees
- 70+ Contributing police organizations
- 700+ SMEs participated in validation process
- 7 Guides for managers
- 40 + tools and templates

A Framework To Support Police HR Mgmt


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Policing Competency Framework - *rationale*

Premise – the work of policing is consistent across Canada

- **If police work is consistent, then ...**
- **the mechanisms to manage that work can be consistent and shared**
- **many benefits of a shared approach: economies of scale, efficient, ensure best practices are employed**



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Policing Competency Framework - *rationale*

Competency-Based Management (CBM) is a best practice approach to managing resources. It involves:

- **understanding and defining the work**
- **understanding and defining the knowledge, skills & abilities needed to perform the work successfully**
- **selecting the right talent to meet performance needs**
- **addressing skills deficiencies**
- **ensuring performance optimization**
- **managing development and career progressions**
- **matching the right people with the right skills to the right jobs**

CBM - a best practice approach to managing resources

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POLICE SECTOR COUNCIL		Conseil sectoriel de la police			
Policing Competency Framework - structure					
Rank	General Duty Policing	Investigative Policing	Corporate	Admin	Leadership
Chief	✓				✓
Deputy Chief	✓				✓
Chief Supt.	✓				✓
Supt.	✓				✓
Inspector	✓				✓
Staff Sergeant	✓	✓			✓
Sergeant	✓	✓			✓
Constable	✓	✓			✓



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Competency Framework Process - define jobs/roles

Rank	Role definition
Chief	✓
Deputy Chief	✓
Chief Super	✓
Superintendent	✓
Inspector	✓
Staff Sergeant	✓
Sergeant	✓
Constable	✓

Rank – Inspector
General Policing Role

- Plan, direct and coordinate the daily operations of a police service.

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Competency Framework Process - define tasks

Rank	Task Lists
Chief	✓
Deputy Chief	✓
Chief Super	✓
Superintendent	✓
Inspector	✓
Staff Sergeant	✓
Sergeant	✓
Constable	✓

Inspector Main Task Areas

- A. Ensure application of relevant legislation, policies, procedures
- B. Ensure policing equipment and technology is available to support policing activities
- C. Maintain safety of self and others
- D. Develop strategic plan for area of responsibility
- E. Lead and support change
- F. Oversee administrative functions of area of responsibility
- G. Direct operations in area of responsibility
- H. Manage financial resources
- I. **Oversee human resources management**
- J. Oversee community policing
- K. Maintain media relations

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Competency Process - complete competency profiles

Rank	Competencies
Chief	✓
Deputy Chief	✓
Chief Super	✓
Superintendent	✓
Inspector	✓
Staff Sergeant	✓
Sergeant	✓
Constable	✓

Competency - *Observable* abilities, skills, knowledge, motivations or traits *defined in terms of the behaviours* needed for *successful* job performance

INSPECTOR COMPETENCIES
ACHIEVEMENT ORIENTATION
DECISION MAKING
ETHICAL ACCOUNTABILITY & RESPONSIBILITY
FOSTERING RELATIONSHIPS
INTERACTIVE COMMUNICATION
ORGANIZATIONAL AWARENESS
RESOURCE MANAGEMENT
STRATEGIC THINKING
VISIONING

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Fostering Relationships

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	Level 2	Level 3	Level 4	Level 5
Works with stakeholders	Manages existing relationships	Seeks partnership opportunities	Facilitates partnerships with stakeholders	Sets strategic direction for partnering
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 relationships 	<ul style="list-style-type: none"> Establishes an infrastructure that supports effective stakeholder relationships Identifies and supports creative ways to partner with harder to reach stakeholders Files excellent examples of partnering within existing organizations Promotes them to policing groups
Behavioural Indicators		Proficiency Levels		

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 Example - Inspector Competency "Profile"			
COMPETENCY		ROLE LEVEL AND INDICATORS	
ACHIEVEMENT ORIENTATION Focuses efforts on achieving set policing standards of excellence.		Sets challenging goals for others within area of responsibility (Level 4) <ul style="list-style-type: none"> • Sets standards of excellence for work to be completed within area of responsibility • Encourages others to try new ways to get things done, while taking steps to reduce the risks • Creates opportunities for others to work on new projects or assignments that add value, without compromising current accountabilities 	
DECISION MAKING Makes decisions involving varied levels of risk and ambiguity.		Makes complex decisions in the face of ambiguity (Level 4) <ul style="list-style-type: none"> • Makes complex decisions for which there is no set procedure • Considers a multiplicity of interrelated factors for which there is incomplete and contradictory information • Balances competing priorities in reaching decisions 	
ETHICAL ACCOUNTABILITY AND RESPONSIBILITY Takes responsibility for actions and makes decisions that are consistent with high ethical policing standards.		Sets the standard for policing ethics and values (Level 5) <ul style="list-style-type: none"> • Communicates the organization's values and ethics • Ensures that standards and safeguards are in place to protect the organization's integrity • Develops policies and measures to integrate ethics within the organization • Facilitates research on best practices • Participates in defining ethical policing practice 	
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.		Facilitates partnerships with stakeholders (Level 4) <ul style="list-style-type: none"> • 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 relationships 	

COMPETENCY		ROLE LEVEL AND INDICATORS	
INTERACTIVE COMMUNICATION Utilises communication strategies in an effort to achieve common goals, influence and gain others' support.		Communicates complex messages (Level 4) <ul style="list-style-type: none"> • Handles complex on-the-spot questions • Communicates complex issues clearly and credibly with widely varied audiences • Facilitates the understanding of complex messages • Expresses concerns effectively in a confrontational setting 	
ORGANIZATIONAL AWARENESS Understands and uses organizational awareness to deliver optimal services. Seeks to understand the critical concerns and most important issues of stakeholders to find optimal solutions.		Understands organizational politics, issues and external influences (Level 4) <ul style="list-style-type: none"> • Anticipates issues, challenges and outcomes and effectively operates to best position the organization • Supports the changing culture and methods of operating • Understands, and addresses, the reasons for on-going organizational behaviour or the underlying problems, opportunities or political forces affecting the organization 	
RESOURCE MANAGEMENT Ensures the effective and efficient use of resources, whether human, financial, material or informational.		Implements systems to ensure stewardship of resource (Level 4) <ul style="list-style-type: none"> • Identifies gaps in resources that impact on the policing operations' effectiveness • Develops strategies to address resource gaps/issues • Ensures alignment of authority, responsibility and accountability with policing objectives 	
STRATEGIC THINKING Analyzes and understands information from a broad perspective to anticipate problems or consequences and address issues strategically.		Identifies and handles strategic issues (Level 3) <ul style="list-style-type: none"> • Foresees longer-term implications of proposed positions, options and approaches that are not readily apparent • Exercises sound judgment in new situations in the absence of specific guidance • Identifies and considers emerging opportunities and risks when articulating astute and defensible options and recommendations • Strategically provides new information or data to key decision makers or stakeholders to influence their understanding and decisions • Demonstrates insightful understanding of the organizational context and priorities, how they interact and how they affect issues 	
VISIONING Supports, promotes and ensures alignment of services with the organization's vision and values.		Aligns strategic support (Level 4) <ul style="list-style-type: none"> • Sets strategic goals and approaches in line with policing vision and values • Scans external and internal environments to identify and assess emerging trends, opportunities and threats that may influence future directions • Responds to emerging trends with initiatives that are aligned with policing vision and values • Promotes a shared understanding of policing vision and implications for organizational direction 	

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Policing Competency Framework - structure					
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Chief	✓				✓
Deputy Chief	✓				✓
Chief Supt.	✓				✓
Supt.	✓				✓
Inspector	✓				✓
Staff Sergeant	✓	✓			✓
Sergeant	✓	✓			✓
Constable	✓	✓			✓

Job Description
Task List
Competency Profile

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Policing Competency Framework

POLICE EDITION

i-SkillSuite®

PLATFORM FOR ORGANIZATIONAL SUCCESS

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Competency Profiles

To display the competencies and proficiency levels associated with a Competency Profile, expand the occupational group for which you wish to view the profiles and then select the profile using the radio button next to it.

Competency Profile	Description
1. Chief of Police	Chiefs of Police lead the development of a vision and identify strategic direction and objectives for the police service. They oversee all operational, policing and administrative functions of a police service, and represent the police service at municipal, provincial, federal and international levels.
2. Deputy Chief	Deputy Chiefs direct operational, policing and/or administrative functions of several divisions within a police service. They direct the development and implementation of operational plans, and represent the police service at municipal, provincial, federal and international levels.
3. Chief Superintendent	Chief Superintendents direct policing and/or administrative functions of a division within a police service. They develop and implement an operational/business plan for the division. They also direct police operations, and direct financial, human and material resources.


Policing Competency Framework

What is required of a successful Police Officer - **large scale, collaborative research to define the tasks & competency requirements of successful police officers from front-line to senior executives**


- **selection, training, perf mgmt, development, succession planning**


Are We Fostering the Right Knowledge, Skills & Abilities - **assessing training & development programs against defined criteria at all levels**

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Recruit Training Review

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Recruit Training Review

We know what is required of a successful Constable in a general policing role, consistent across Canada:

- ✓description
- ✓task list
- ✓competency requirements

Are We Fostering the Right Knowledge, Skills & Abilities - **assessing training & development programs against defined criteria at all levels**

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Constable


Constables protect the public, detect and prevent crime and perform other activities directed at maintaining law and order. Constables respond to emergency situations, participate in planned enforcement operations and conduct investigations.

MAIN DUTIES / RESPONSIBILITIES

1. Apply relevant legislation, policies, procedures
2. Use equipment and technology
3. Maintain safety of self and others
4. Coach and mentor members
5. Conduct general patrol
6. Prevent crime through community policing
7. Responds to calls for service
8. Assist victim of crime
9. Conduct investigation
10. Prepare policing reports
11. Apply detainee management
12. Deliver court testimony

12 Main Task Areas
45 Tasks
161 Subtasks

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Constable

BEHAVIOURAL COMPETENCIES

- Adaptability
- Ethical Accountability and Responsibility
- Interactive Communication
- Organizational Awareness
- Problem Solving
- Risk Management
- Stress Tolerance
- Teamwork
- Written Skills

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Recruit Training Review

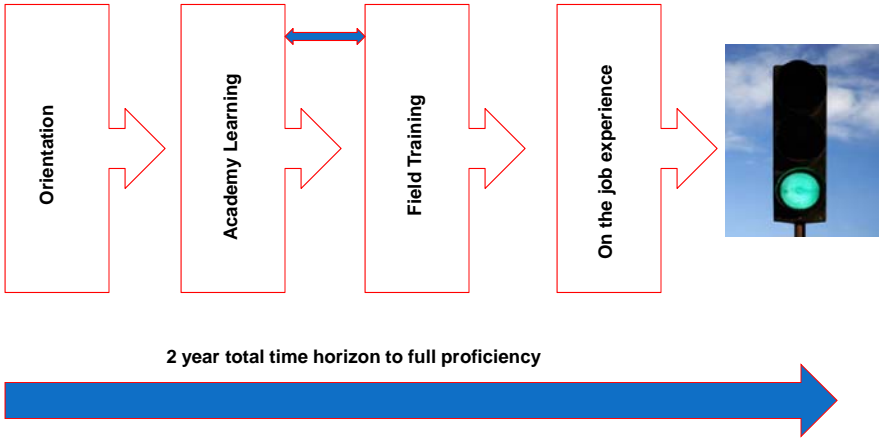
Reviewed Academy Recruit Training Curricula – all 14 programs in Canada
Client Surveys: Chief, HR/Tr Lead, Supervisor, new Constable

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Where learning occurs



Orientation → Academy Learning ↔ Field Training → On the job experience

2 year total time horizon to full proficiency

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Data Gathering from Academies

Mapping course learning objectives against tasks/subtasks

Constable Tasks & SubTasks	Course Name	Course Code	Class size	Objectives	Instructional Approach	Hours	Target Proficiency Level	Evaluated Y/N Method	Consequence of Failure	Certification Y/N Duration	Research Support


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Recruit Training Review - findings


- Variation exists on methods, duration, approach
- Need for clarity on recruit training learning outcomes
- Need for clarity for on-the-job training: skills and knowledge to be enhance, responsibility, evaluation, consistency
- Determine national training standards for training new recruits by task area
- Encourage national collaboration and refinements

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Investigator Role and Training Review


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Investigator Role and Training Review

Purpose

- Better assist police services in preparing officers for investigative work (all areas of specialty and levels)
- Share best practices and access to effective programs
- Identify new areas to focus coordinated attention for training – role of distance e-learning



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Policing Competency Framework - structure					
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Deputy Chief	✓				✓
Chief Supt.	✓				✓
Supt.	✓				✓
Inspector	✓				✓
Staff Sergeant	✓	✓			✓
Sergeant	✓	✓			✓
Constable	✓	✓			✓

Investigator Role and Training Review Project

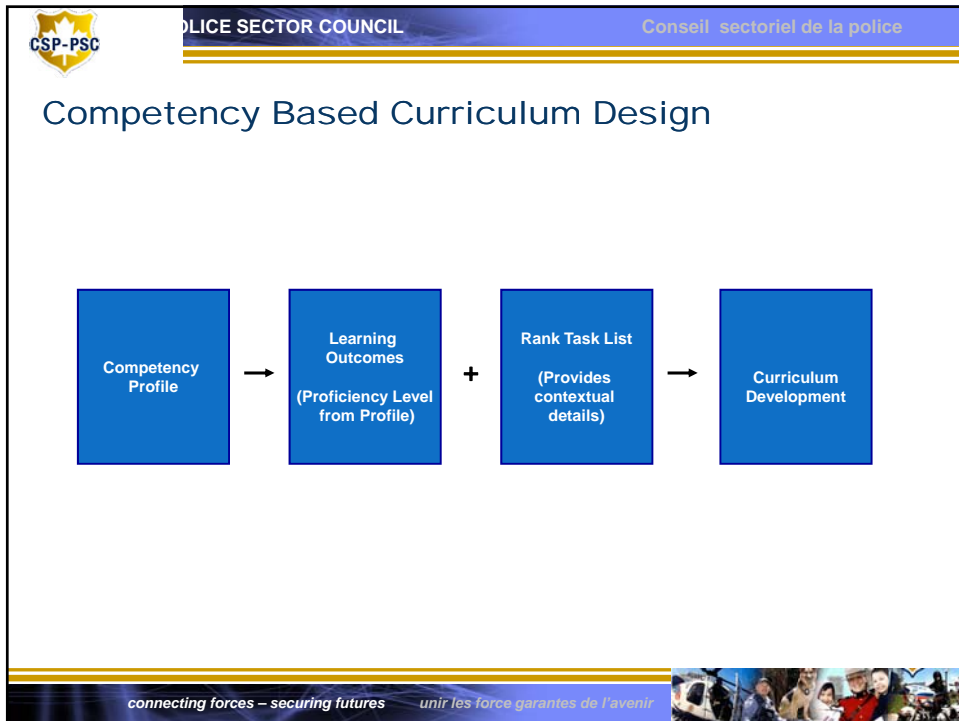
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Technical Competencies for Investigators			
General Investigation		Specialized Investigation	
<ul style="list-style-type: none"> <input type="checkbox"/> Court testimony <input type="checkbox"/> Crime scene management <input type="checkbox"/> Criminology <input type="checkbox"/> Interviewing: victims and witnesses <input type="checkbox"/> Interviewing and Interrogation: suspects <input type="checkbox"/> Major case management <input type="checkbox"/> Obtaining judicial authorizations <input type="checkbox"/> Note taking and report writing <input type="checkbox"/> Source handling 	<ul style="list-style-type: none"> <input type="checkbox"/> Counterterrorism <input type="checkbox"/> Domestic violence <input type="checkbox"/> Drug enforcement <input type="checkbox"/> Financial crime <input type="checkbox"/> Homicide <input type="checkbox"/> Sexual assault <input type="checkbox"/> Technological crime <input type="checkbox"/> Organized crime <input type="checkbox"/> Child abuse <input type="checkbox"/> etc... 	<p style="text-align: center;">Investigation Support Services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Bloodstain pattern analysis <input type="checkbox"/> Criminal intelligence <input type="checkbox"/> Fingerprint Identification <input type="checkbox"/> Forensic photography <input type="checkbox"/> etc... 	

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<h2>Technical Competency Name</h2>				
<p>-Definition (Scale progression: increased scope and complexity)</p>				
<p>Level 1: Knowledge</p> <p>Applies introductory knowledge in routine and predictable situations with guidance.</p>	<p>Level 2: Generalist</p> <p>Applies basic knowledge in a range of typical situations that present limited challenges. Guidance required. Some individual autonomy or responsibility.</p>	<p>Level 3: Specialist</p> <p>Applies solid knowledge in full range of non typical situation of moderate complexity with minimal guidance or no guidance.</p>	<p>Level 4: Adv. Specialist</p> <p>Applies advanced knowledge in broad range of complex situation. Guides other professionals.</p>	<p>Level 5: Expert</p> <p>Applies 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.</p>
<p>Knowledge of facts and definitions</p> <p>Comprehension of major concepts</p>	<p>Application of concepts to problems</p>	<p>Analysis of situations and finding solutions to problems</p>	<p>Synthesis of information from different sources</p>	<p>Evaluation of complex information</p>
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<p>Interviewing and Interrogation: Suspects- <i>applies appropriate interviewing and interrogation techniques to obtain information from suspects for investigations.</i></p>				
<p>Progression: <i>from minimal understanding to complete mastery of the subject matter</i></p>				
Level 1: Basic	Level 2: Generalist	Level 3: Specialist	Level 4: Advanced Specialist	Level 5: Expert
<p>Applies introductory knowledge in routine and predictable situations with guidance.</p>	<p>Applies basic knowledge in a range of typical situations that present limited challenges. Guidance required. Some individual autonomy or responsibility.</p>	<p>Applies solid knowledge in full range of non typical situation of moderate complexity with minimal guidance or no guidance. Constables, detectives, acting detectives</p>	<p>Applies advanced knowledge in broad range of complex situation. Guides other professionals.</p>	<p>Applies 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.</p>
<ul style="list-style-type: none"> Explains the purpose of suspect interviewing in the criminal investigation procedure. Conducts interview with a suspect while in a first responder capacity. Depicts proper suspect treatment. Describes current jurisprudence related to the admissibility of statements (e.g., the Charter of Rights and Freedoms). 	<ul style="list-style-type: none"> Conducts a structured interview with a suspect. <ul style="list-style-type: none"> Takes necessary preparatory steps to conduct a suspect interview. Introduces himself or herself to the suspect in a professional manner. Provides the suspect his or her Charter of Rights. Explains to the suspect the purpose of the interview. Uses rapport building to establish trust and cooperation. Allows the suspect 	<ul style="list-style-type: none"> Discusses the difference between an interview and an interrogation. Identifies all the information that may be utilized in an interview or interrogation. Transitions appropriately from an interview to interrogation. Applies appropriate (court admissible) interrogation techniques to gather information, challenge the suspect's story, and/or obtain the confession. Recognizes the dangers and types of false confessions. 	<ul style="list-style-type: none"> Coordinates interviews and interrogations in complex cases. Develops interview and interrogation strategies and tactics in particular cases. Conducts challenging interviews and interrogation with suspects and accused. Monitors and evaluates interviews and interrogations in all levels. Delivers internal training on interviewing and interrogation techniques. Mentors others on interviewing and interrogation 	<ul style="list-style-type: none"> Develops course training content based on research into interviewing and interrogation techniques. Stays current on investigative interviewing and interrogation by utilizing outside resources (e.g., conferences, research studies, networking) Provides recommendations on policy relating to interviewing and interrogation in a police service. Serves as an external advisor on training. Develop interviewing

Bloodstain Pattern Analysis: <i>Performs a bloodstain pattern analysis to assist in reconstructing crime scenes.</i>				
Progression: <i>from minimal understanding to complete mastery of the subject matter</i>				
Level 1: Basic	Level 2: Generalist	Level 3: Specialist	Level 4: Advanced Specialist	Level 5: Mastery
Applies introductory knowledge in routine and predictable situations with guidance.	Applies basic knowledge in a range of typical situations that present limited challenges. Guidance required. Some individual autonomy or responsibility.	Applies solid knowledge in full range of non typical situation of moderate complexity with minimal guidance or no guidance.	Applies advanced knowledge in broad range of complex situation. Guides other professionals.	Applies 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.
<ul style="list-style-type: none"> Follows health and safety requirements for biohazards. Collects and preserves DNA exhibits with measures to prevent contamination and degradation. Conducts presumptive tests for presence of blood. Performs bloodstain swabbing for laboratory analyses. Describes the federal DNA database legislation and 	<ul style="list-style-type: none"> Understands the basic tenets of bloodstain pattern analysis. Explains history of bloodstain pattern analysis. Recognizes and identifies bloodstains and bloodstain patterns. Uses current standardized terminology (SWGSTAIN). Uses current methods of photography to document bloodstains and bloodstain patterns. Measures bloodstains for area of convergence and 	<ul style="list-style-type: none"> Understands the relationship of mathematics and physics to bloodstain pattern analysis. Applies the principles of ballistics to bloodstain pattern analysis Calculates the area of convergence and area of origin for impact patterns using mathematical formulas and physics principles. Applies forensic computer software to the area of convergence and area of origin determinacy. Analyzes bloodstains and bloodstain patterns for scene 	<ul style="list-style-type: none"> Analyzes complex multi-surface impact patterns. Analyzes complex or multiple overlapping bloodstain patterns. Applies bloodstains and bloodstain patterns to reconstruct complex crime scenes. Applies knowledge of forensic pathology to complex cases. Conducts experimentation for hypothesis testing. Provides expert opinion to scene investigators. Reports conclusions for presentation to the Criminal Court. Conducts internal 	<ul style="list-style-type: none"> Applies expertise to corroborate or refute statements in very complex investigations. Conducts experimentation and research for publication. Instructs bloodstain pattern specialists at the national and/or international level. Manages internal policies related to bloodstain pattern analysis. Manages internal training strategies for bloodstain pattern analysis.



	General Investigation					Specialized Investigation					Investigation Support						
	Court Testimony	Crime Scene Management	Criminology	Interviewing: Victims & Witnesses	Interviewing & Interrogation: Suspects	Major Case Management	Counterterrorism	Domestic Violence	Drug Enforcement	Financial Crime	Homicide	Sexual Assault	Technological Crime	Bloodstain Pattern Analysis	Criminal Intelligence Analysis	Fingerprint Identification	Forensic Photography
Level	Proficiency Levels by Technical Competency																
5																	
4																	
3																	
2																	
1																	


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Investigator Role and Training Review Project

Project Deliverables


- **22 technical competencies** required of investigative roles in policing (sworn officers)
- A guide to assist in the development of competency profiles for various investigative roles in a police service
- A guide to support a competency-based approach to training curriculum development
- A web-based solution to facilitate curriculum review




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Leadership Model and Mapping


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Police Leadership Model

Purpose

- Understand the work of police leaders and the performance requirements for success
- Give consideration to future requirements
- Understand the training and development criteria required at different levels of leadership to ensure performance success

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Policing Competency Framework - Leadership Development			
Leadership Level	Rank		
Executive	Chief		
	Deputy Chief		
Senior Mgmt	Chief Supt.		
	Superintendent		
Mid-Level Mgmt	Inspector		
	Staff Sergeant		
Front Line Mgmt	Sergeant		
	Constable		

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POLICE SECTOR COUNCIL		Conseil sectoriel de la police	
Policing Competency Framework - Leadership Development			
Leadership Level	Description	Competencies	Rank
Executive	✓	✓	Chief
			Deputy Chief
Senior Mgmt	✓	✓	Chief Supt.
			Superintendent
Mid-Level Mgmt	✓	✓	Inspector
			Staff Sergeant
Front Line Mgmt	✓	✓	Sergeant
			Constable

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Leadership Level	Ranks Typically Associated with Levels	Leadership Description	
Executive	Chief Deputy Chief	Executive leaders oversee all operational and administrative functions in a police service or a division of a police service. They set strategic direction, establish and maintain relationships with constituents, and represent the police service at various levels of government.	
Senior Management	Chief Supt. Supt.	Senior Management plans and directs operational and/or administrative functions of a division in a police service. They oversee the development and implementation of operational plans, manage allocation of financial and human resources, and coordinate work activities with other divisions in a police service.	
Mid-Level Mgmt	Inspector Staff Sgt	Mid-level Management manages programs and projects in a division or unit of a police service. They deploy staff and coordinate assignments and conduct internal investigations as required.	
Front-Line Mgmt	Sergeant	Front Line Management supervises police operations at the unit level. They ensure the adherence of staff to policies and procedures.	

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Leadership Development Model														
Policing Leadership Model	Policing 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
Level of Leadership	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

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Leadership Development – Strategic Management				
<p>Creates a strategic plan for the police organization, translates strategic objectives into operational goals, and works toward their implementation. Creates opportunities for continuous improvement through an ongoing evaluation of external environment and internal issues that hinder organizational sustainability</p> <p>(Scale progression: <i>increased scope and complexity</i>)</p>				
Level 1	Level 2	Level 3	Level 4	Level 5
Describes the purpose of the strategic/ business plan	Contributes to the implementation of strategic objectives	Monitors the implementation of strategic objectives	Develops operational plans to implement strategic objectives	Determines a vision and strategic objectives
<ul style="list-style-type: none"> • Demonstrates basic knowledge of issues affecting the police service • States the organizational vision, mission, and values • Lists the organizational strategic objectives • Demonstrates basic knowledge of performance metrics in the relevant area • Contributes to operational plan commitments through activities at local level • Documents contributions in performance plans 	<ul style="list-style-type: none"> • Ensures the utilization of resources that is consistent with operational plans and ultimately, organizational strategic objectives • Demonstrates support for organizational policies, procedures, and goals • Adjusts own work to ensure that it contributes to the achievement of organizational strategic objectives • Ensures contributions are documented in performance plans 	<ul style="list-style-type: none"> • Determines how relevant resources need to be allocated to achieve goals in operational/business plans • Monitors individual or team performance to ensure that it contributes to the fulfillment of relevant operational plans • Makes recommendations for adjustment of operational plans based on the real-time operational trends in the police service 	<ul style="list-style-type: none"> • Translates strategic objectives into specific goals for units and divisions • Identifies capacity required, timelines and responsibilities for the attainment of goals within units and divisions • Identifies new programs and activities that will support organizational strategic objectives in consultation with division/unit leads • Identifies ways of overcoming potential or actual barriers for attaining goals within area of responsibility 	<ul style="list-style-type: none"> • Identifies the short and long-term impact of current trends arising from environmental scan (e.g., demographic changes, government policies, etc) on the police service • Formulates a clear and compelling vision for the police service • Considers local, regional, provincial, federal and/or transnational policing issues in determining organizational priorities

Leadership Competency Profile for Mid-level Leadership	
Competency Name and Definition	Proficiency Level and Associated Behaviours
<p>CHANGE MANAGEMENT</p> <p>Facilitates the transition to new organizational processes in response to internal and external needs</p>	<p>Oversee change implementation (Level 3)</p> <ul style="list-style-type: none"> • Secures necessary resources to ensure successful implementation of change • Makes adjustments to the change implementation plan as needed • Removes barriers to change implementation • Coaches direct reports with regard to change implementation • Assesses the effectiveness of change • Establishes a effective communication system for change
<p>COMMUNITY RELATIONS AND MEDIA MANAGEMENT</p> <p>Uses media and community events/resources effectively to create a positive public image of the police service, build strong relationships with the community, and to assist in the detection and investigation of crime</p>	<p>Implements the organization's public affairs and media relations strategy (Level 3)</p> <ul style="list-style-type: none"> • Operationalizes the organization's public affairs and relations strategy with tools and tactics to align with established direction • Monitors the adherence to organizational guidelines on the dissemination and disclosure of information • Keeps complete and accurate records of the information provided to the media and all media-related activities • Ensures the effective use of media and public events in implementing community-oriented policing strategies • Ensures the effective use of media in detecting and investigating crime
<p>DECISION-MAKING</p> <p>Makes decisions involving varied levels of risk and ambiguity</p>	<p>Makes complex decisions in the face of ambiguity (Level 4)</p> <ul style="list-style-type: none"> • Makes complex decisions for which there is no set procedure • Considers a multiplicity of interrelated factors for which there is incomplete and contradictory information • Balances competing priorities in reaching decisions
<p>ETHICAL ACCOUNTABILITY</p> <p>Takes responsibility for actions and makes decisions that are consistent with high ethical policing standards</p>	<p>Promotes policing values and standards of ethical behaviours (Level 4)</p> <ul style="list-style-type: none"> • Advises others in maintaining fair and consistent dealings with others and in dealing with ethical dilemmas • Facilitates values and ethical training • Keep current with issues relevant to ethical behaviours in policing services • Participate in an environmental scan of ethical issues relevant to the policing environment


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Leadership Development Model

Supports:

Succession Management
&
Leadership Development


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Leadership Development Model - Results

What Makes a Good Leader
We Now Know


Are We Fostering the Right Knowledge, Skills & Abilities
We Can Now Assess Training Programs

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i-skill Suite to Support Curriculum Review

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POLICE EDITION
i-skillSuite
FOR POLICE ORGANIZATIONAL SUCCESS

- Competency Library
- Assessment
- Learning
- Manuals
- Training Assessments
- Institution Self-Assessment
- Leadership Model
- My Tools

LOGIN DETAILS
 Current User: John Smith
 Login Date: September 16, 2011
 Login Time: 20:12 (EST)

Review Competency Requirements


Review the following competency and behaviour indicators. The target level for this leadership profile has been highlighted. Once you have read the information, you can start your self-assessment related to the requirements.


Competency: Change Management Profile: 2. Leadership – Senior Management

Facilitates the transition to new organizational processes in response to internal and external needs.

Level 1	Level 2	Level 3	Level 4	Level 5
Demonstrates introductory understanding and ability and, with guidance, applies the competency in a few, simple situations. Can direct people to the appropriate source for further information.	Demonstrates basic knowledge and ability and, with guidance, can apply the competency in common situations that present limited difficulties.	Demonstrates useful knowledge and ability, and can apply the competency with minimal or no guidance, in the full range of typical situations. Would require guidance to handle novel or more complex situations.	Demonstrates advanced knowledge and ability, and can apply the competency in new or complex situations. Guides other professionals.	Demonstrates expert knowledge and ability, and can apply the competency in the most complex situations. Develops new approaches, methods or policies in the area. Is recognized as an expert, internally and/or externally.

Relevant Courses	Actions
Course Name	


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Are We Fostering The Right Knowledge, Skills & Abilities - mapping alignment

Senior Management Summary Coverage Results

Proficiency Levels by Leadership Level	Proficiency Level	Self-Evaluation
Change Management	4	
Community Relations and Media Management	4	
Ethical Accountability	5	✓
Financial Management	4	
Human Resource Management	4	
Information Technology Management	4	✓
Public Accountability	4	
Public Safety	4	
Strategic Management	4	
Valuing Diversity	4	✓

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Are We Fostering The Right Knowledge, Skills & Abilities - mapping alignment			
Senior Management Summary Coverage Results			
Proficiency Levels by Leadership Level	Proficiency Level	Self-Evaluation	
Change Management	4	Somewhat Addressed, No Enhancements Planned	
Community Relations and Media Management	4	Somewhat Addressed, No Enhancements Planned	
Ethical Accountability	5	Fully Addressed	
Financial Management	4	Somewhat Addressed, Enhancements Planned	
Human Resource Management	4	Not Addressed, Course Development Planned	
Information Technology Management	4	Fully Addressed	
Public Accountability	4	Not Addressed, No Course Development Planned	
Public Safety	4	Somewhat Addressed, No Enhancements Planned	
Strategic Management	4	Somewhat Addressed, Enhancements Planned	
Valuing Diversity	4	Fully Addressed	

Are We Fostering The Right Knowledge, Skills & Abilities - relevant sources in aggregate													
Policing Leadership Model	Policing 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
Level of Leadership	Sources												
Senior Leadership						CPC JIBC John Jay U Toronto Harvard							



CSP-PSC POLICE SECTOR COUNCIL **Conseil sectoriel de la police**

Policing Competency Framework


What is required of a successful Police Officer - **large scale, collaborative research to define the tasks & competency requirements of successful police officers from front-line to senior executives**

- **selection, training, perf mgmt, development, succession planning**

Are We Fostering the Right Knowledge, Skills & Abilities - **assessing training & development programs against defined criteria at all levels**

How Can We Improve - **collaborative efforts to enhance existing courses and programs, share content, partner across institutions to develop and deliver critical training, leverage new learning modalities to deliver effective programming more broadly (e-learning)**

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HR SOLUTIONS

PSC delivers customizable solutions to ensure your organization selects, develops, and retains the talent it needs to provide critical public safety services. We have a vast number of tools including instructive guides to support policing management excellence.



simplifying HR

best practices
research
guides
tools

The PSC is
In business to facilitate the development and implementation of innovative, practical and shared management solutions for policing. We work with policing organizations nationally and internationally to leverage existing expertise and knowledge, and develop best practice solutions to today's management concerns.

Your success depends upon effective HR management practices that are strategic & defensible. We have gathered the experts to build meaningful and customizable solutions for all. A rigorously researched and nationally validated competency-based management (CBM) approach is now available to you for FREE to support all aspects of your HR function.



Police Sector Council

Police Sector Council



- Policing Competency Framework.
- Seven Instructive HR Guides.
- Policing CBM Toolkit with over 40 tools and templates.
- Research & Recommended Readings

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HR solutions that work for policing.
RIGOROUSLY DEVELOPED & NATIONALLY VALIDATED

Support your police organization's success with these carefully designed HR management tools, developed to ensure you have access to the most effective selection, training, development, performance management and succession management practices.

The PSC has invested in the development of the Policing Competency Framework which provides the policing industry with a common language and understanding of the work and underlying competency requirements associated with general policing duties for all ranks: Constable through to Chief. This framework was developed collaboratively by the policing community and leverages best practices. The Framework includes Job Descriptions, Task Lists and Competency Profiles by rank and also includes a Policing Competency Dictionary to support the HR needs of police services.

HR SUPPORT SOLUTIONS

- JOB DESCRIPTIONS
- COMPETENCY PROFILES
- INTERVIEW GUIDES
- LEARNING TEMPLATES
- INSTRUCTIVE HR GUIDES

clear solutions for your policing HR needs

INSTRUCTIVE HR GUIDES

1. Introduction to Competency-Based Mgmt in Police Services
2. Constable Selection: A Best Practice Approach and Research Update
3. Succession Management in Police Services: Developing a Pool of Potential Successors for Critical Policing Roles
4. Leadership Development in Police Services: Managing the Development of Essential Leadership Competencies
5. Police Executive Selection: A Best Practice Approach for Police Boards and Commissions
6. Mentoring and Coaching in Police Services: Supporting Leadership Development
7. Police Leadership Education & Training: Aligning Programs & Courses with Leadership Competencies

CUSTOMIZABLE TOOLS

The Policing CBM Toolkit includes more than 40 tools and templates that can be customized to suit the needs of your individual police service. Among the many tools in the Toolkit are:

- Interview guides
- reference check guides
- learning plan templates
- performance mgmt templates
- leadership development plans
- succession mgmt worksheet

COMPETENCY SOLUTIONS

A competency based management approach to your HR ensures defensibility and clarity for your executive team and employees. Clear, fair and transparent management practices support employee engagement and overall performance success.

CUSTOMIZABLE SOLUTIONS


All of the materials available to you are fully customizable. Adapt the templates and tools to include your logo, vision, values, pictures and organizational messages or instructions to ensure consistency with your other management tools.

INSTRUCTIVE SOLUTIONS

Clear, step by step instructions are provided to fully support your HR team in the successful implementation of any new or adapted approach.

 **SOLUTIONS BUILT FOR POLICING BY POLICING. FREE MATERIALS TO HELP YOU.**
 Rigorously developed and nationally validated materials to support strategic HR management of policing.
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Access

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