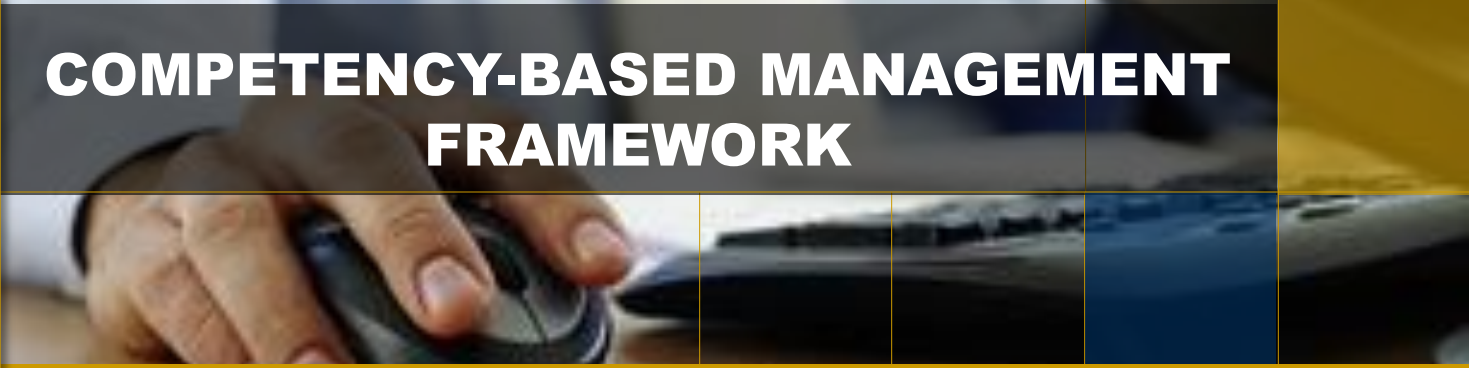# COMPETENCY-BASED MANAGEMENT FRAMEWORK

Stanhope

October 10 2012

OVERVIEW

PART 1 - Backgrounder PSC

PART 2 - Backdrop to Canadian experience

PART 3 - Competency-based management approach
- competency-based occupational standards

PART 4 – Next steps

"Never doubt that a small group of thoughtful, committed people can change the world.
Indeed. It is the only thing that ever has."
~ Margaret Mead

future?

PSC "Vision" … police "professionalization"

Career-long learning

- **national work architecture**
  - **national qualification framework**
    - **role qualification standards for all levels**
- **"professional" training**
    - **certification of skills/competency acquisition**
- **accreditation of teachers and training institutions**

Leaders for the future

- **leadership standards**
- **leadership "assessment" center**
- **"campuses" for specific leadership training**
- **succession planning/management nationally**

Telling a "performance" story

- **national performance criteria metrics/measures**
  - **by rank and role, and by organizational**
- **performance audits and evaluation**

Canada Backdrop: the "imperfect" storm?

Increasing demand for more and more diverse services

- more complexity of demands

Rapidly increasing costs

- budgets strained and inflexible
- increasing competition for resources

Decline in effectiveness

- leadership turnover
- skills gaps, tougher recruitment

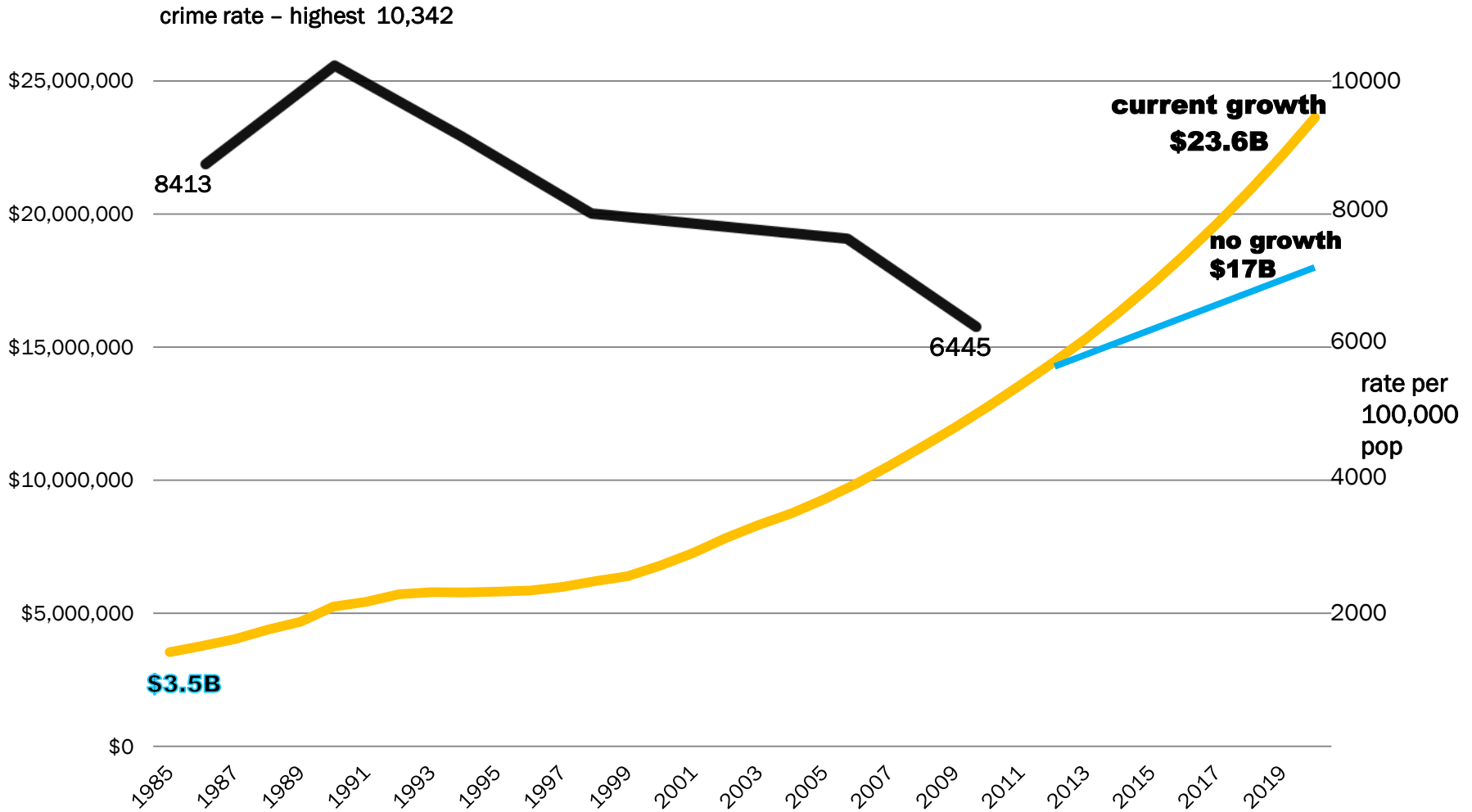## Increasing public insecurity & accountability

- problematic public/political support ?

Accelerating technological advancements

- costs and keeping-up

Graphic - Expenditures/Projections and crime rate

crime rate – highest 10,342

current growth
$23.6B

no growth
$17B

8413

6445

$3.5B

rate per
100,000
pop

$25,000,000 — 10000

$20,000,000 — 8000

$15,000,000 — 6000

$10,000,000 — 4000

$5,000,000 — 2000

$0

1985 1987 1989 1991 1993 1995 1997 1999 2001 2003 2005 2007 2009 2011 2013 2015 2017 2019
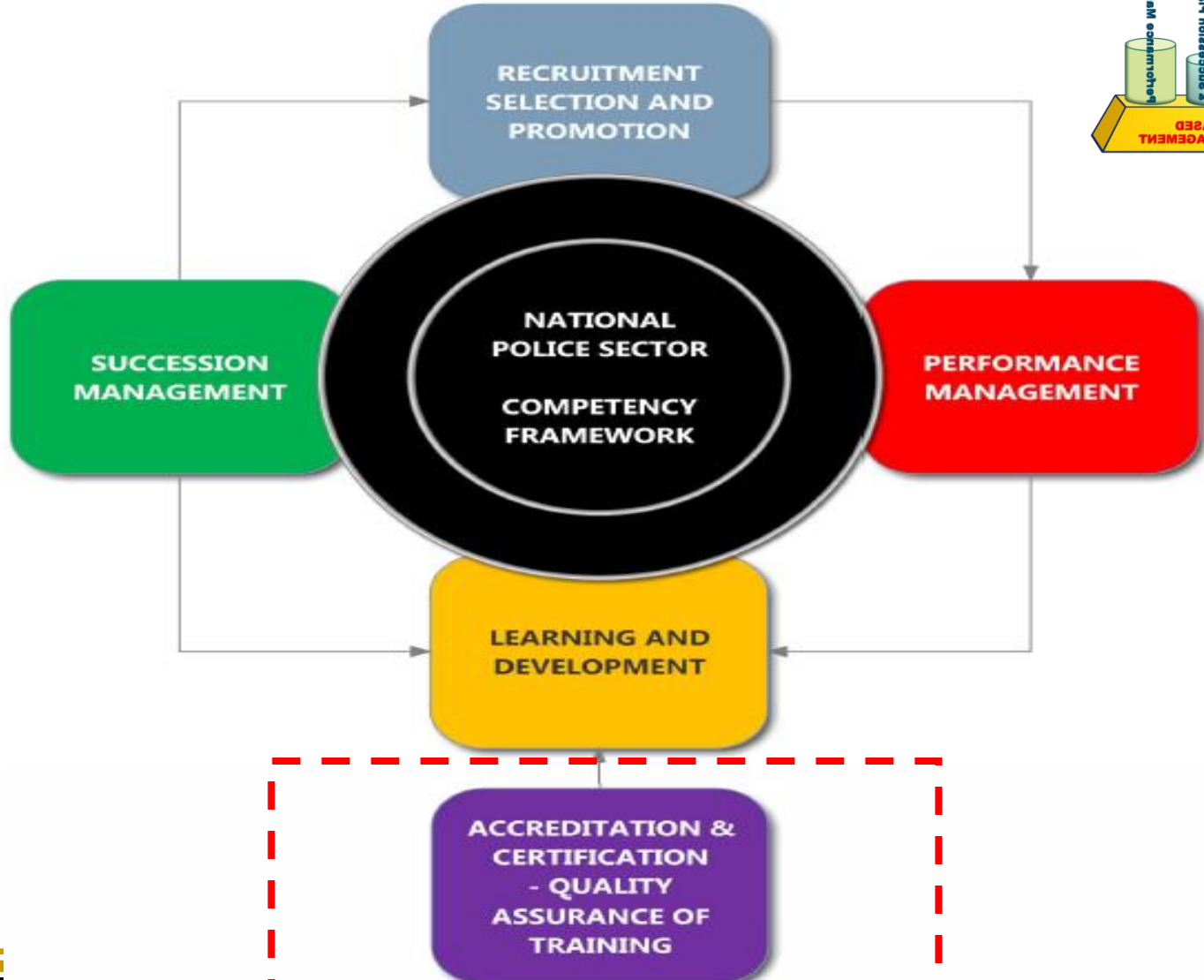
Possible response scenarios

1. **Status quo - same with less**

2. **"Core" policing - rationalizing service - doing less with less**

3. **Efficient policing - increasing efficiency and productivity - more with less**

   - **competency-based workforce management**

4. **Rethinking policing:**

   "A New Model of Public Policing"

Competency-Based Management

Competency-based Standards - concept

Logic -

- work of policing is consistent across Canada

- define the work

- define the competencies for success at the work

If work can be defined and its consistent, then ...

- the occupation(s) can be standardized - national occupational standards
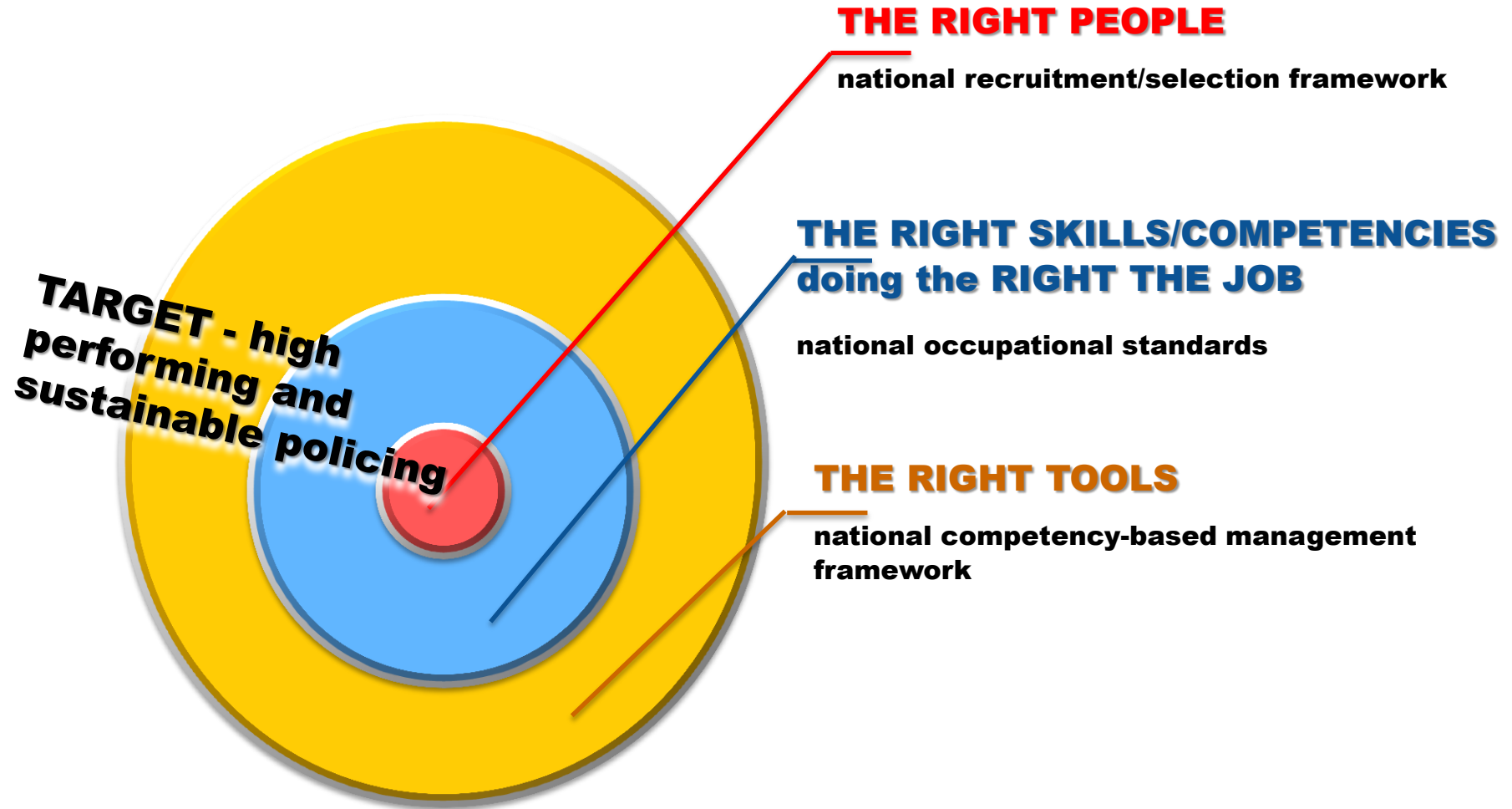
If we have national occ standards, then ...

- mechanisms to manage that work can be consistent and common
  - national HR management standards
  - curriculum and training standards
  - certifying and accrediting trainers and institutions

Many benefits of a shared approach

- economies of scale; efficiencies

- increased focus on operational effectiveness

CBM - concept is simple ...

TARGET - high performing and sustainable policing

THE RIGHT PEOPLE

national recruitment/selection framework

THE RIGHT SKILLS/COMPETENCIES doing the RIGHT THE JOB

national occupational standards

THE RIGHT TOOLS

national competency-based management framework

Competency-based Mgnt Framework

Status	**implementation underway**
Inputs	**$4.5M invested**

- **4**   years of research
- **3**   continents – Canadian/int'l best practices
- **90+**   members of Steering/working Committees
- **70**   contributing police organizations
- **700**   SMEs validation process

Outputs

- **7**   guides for managers
- **40+**   tools and templates

collaboration builds success

Competency Structure

Behavioural competencies

- describe underlying behaviours that are required to perform all tasks.

Technical competencies

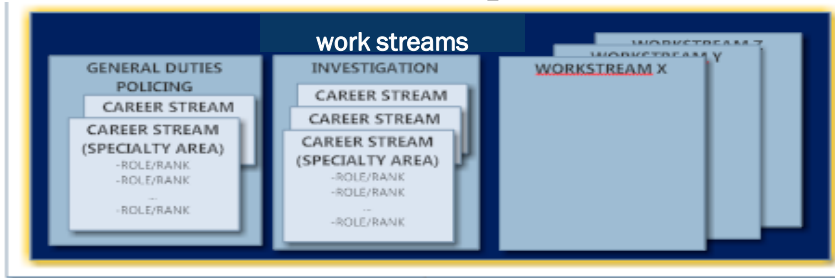- describe behaviours for the application of specialized knowledge for specific functions

Proficiency Scale

- notion or a dimension of progression
- full range of expression of the competency within organization (5 levels)
- described in terms of behavioural indicators (illustrative rather than definitive)
- cumulative - behaviours at lower levels are not repeated at higher level, but still apply

Competency-based management - approach

"What" work is performed

work streams

"How" work performed successfully

competency dictionary

behavioural competencies

leadership competencies

technical competencies

tasks clarified based on role/rank and workstream

select competencies role/rank, work-stream based

Task list

Competency Profile
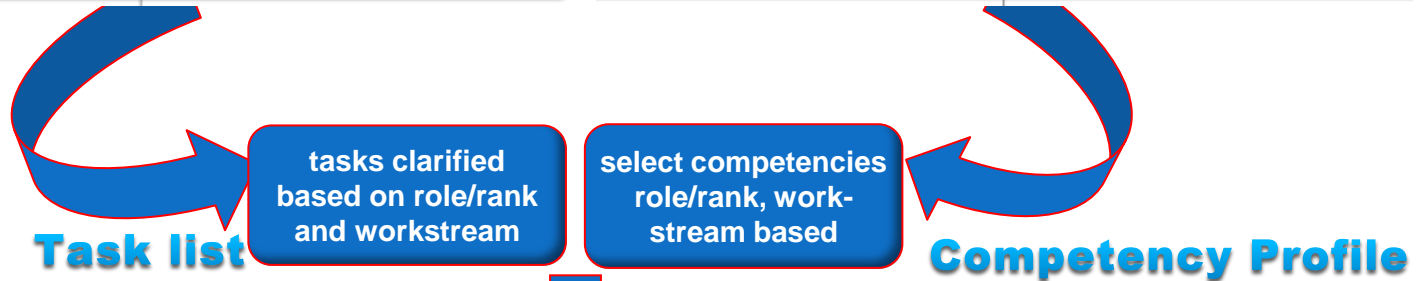
National Occupational Standard by "Role"

Benchmark Job Requirements

Proficiency Levels

CBM - Where are we now

"General duty" work-stream 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

job definition

rank task lists

competency profiles

22 behavioural competencies

CBM - Leadership model defined

4 roles – supervisory thru to "exec command" - defined to 5 levels of proficiency

Performance

Achieve public safety goals through effective and efficient police service delivery

1. Change Management
2. Decision making
3. Financial Management
4. Human Resource Mgnt
5. Info Technology Mgnt
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

added 14 leadership Competencies

Leadership Model – suggested standards

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 – Investigation work-stream defined – 21 profiles

Specialized Roles

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

Investigation Support

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

General Investigation

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

added 23 Technical Competencies (21 Investigation)

CBM - Investigator - 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

Example Profile – Org crime investigator

Profile	Technical Competencies	Behavioural Competencies
Specialized Investigation	General investigation	

Specialized Investigation

Competency	Proficiency
Organized Crime	3

General investigation

Competency	Proficiency
Informant Handling	2
Report Writing	3
Interviewing	3
Court Testimony	4

Behavioural Competencies

Competency	Proficiency
Teamwork	3
Decision Making	4
Ethical Accountability	2

Standard Effectiveness Level

In Summary - ready for implementation ...

General duty

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

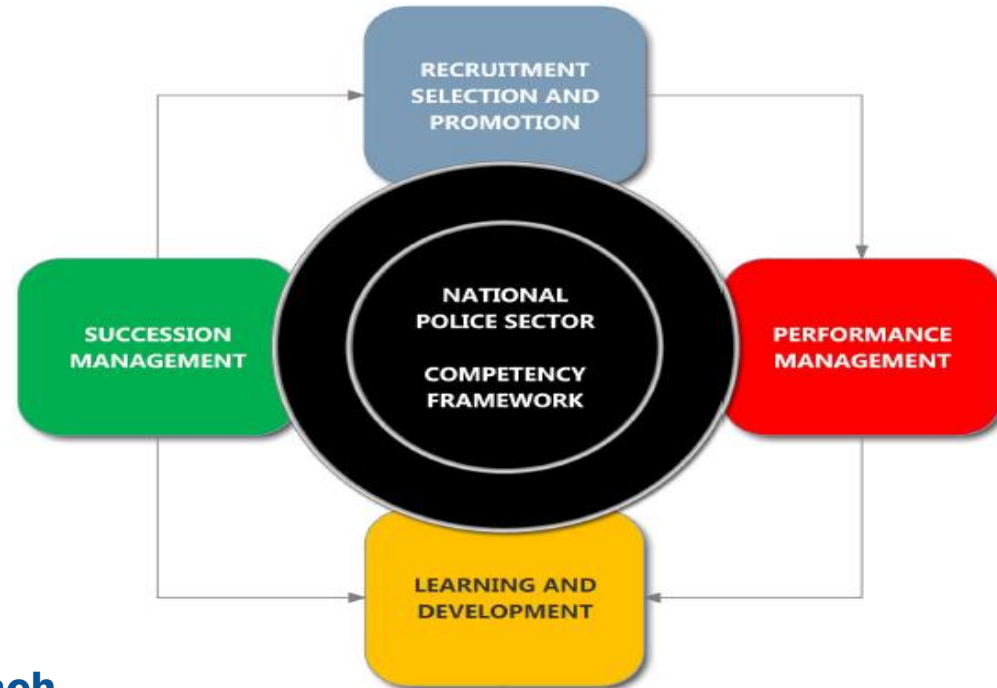## Leadership

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

Investigators

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

Guides/Tools

RECRUITMENT SELECTION AND PROMOTION

SUCCESSION MANAGEMENT

NATIONAL POLICE SECTOR COMPETENCY FRAMEWORK

PERFORMANCE MANAGEMENT

LEARNING AND DEVELOPMENT

CBM – what's support is available?

We have 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 and promotion
  - learning and development
  - performance management
  - succession management

We have 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 competency mapping

CBM - where are we now?

We have over 40 tools and templates - customizable:

- 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 have technology support ...

POLICE EDITION
i-SkillSuite®
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

Implementation by February 2013

Cape Breton Regional Police Service

Rothsey Regional Police Service

Bridgewater Police Service

York Regional Police Service

Waterloo Regional Police Service

Brandon Police Service

Regina Police Service

Technology to map training/learning

Software tool available to map courses/competencies

- map learning objectives/ course curriculum against competencies
- recruit training, professional development, leadership development programs
  - address the competencies critical for "success"
  - at the right proficiency level
- are programs aligned with needs
- are they good value

Assess "impact/value"

- for "in-house" and externally delivered courses
- professional development programs
- capture data and validation
- "approved" compendium of programs

Next Step - Learning Qualifications Framework

Basis for strategic planning of education/training

- framework for recognized or endorsed learning - formal and informal

Increases professionalism

Benchmarks learning and development

Portability of qualifications across borders

- certification, accreditation - recognized qualifications

Clarifies the demands on learning providers

- learner perspective
- better pathways, quality and access for individuals to education and training
- identifies gaps in available training

INTEGRATES HR efforts across the sector

or

Fail

CSP-PSC

Next Steps – we have a vision

☺ **Nationally recognized and validated competency-based occupation standards for almost every role in policing**

✓ **Competency-based HR management (CBM) - well-managed, efficient/effective HR in police services**

✓ **Technologies developed to support CBM – more software tools**

✓ **Recognition and support to national training/curriculum standards**

✓ **Optimize national e-learning courses aligned to competencies**

• **Important research into the serious deficiencies/challenges of skills acquisition and retention and perishability**

• **Certification and accreditation of learning, learning institutuions and trainers**

• **Enhanced and improved labour market and workforce information and intelligence**

IN SUMMARY - Competency-based Management

Every job can be defined in terms of tasks and competency profile

BEHAVIOURAL

Optional based on workstream/career stream and role/rank

1. Achievement Orientation
2. Adaptability
3. Conflict Management
4. Critical Judgement
5. Decision Making
6. Developing Self and Others
7. Ethical Accountability
8. Fostering Relationships
9. Interactive Communication
10. Organizational Awareness
11. Planning and Organizing
12. Problem Solving
13. Resource Management
14. Risk Management
15. Strategic Thinking
16. Stress Tolerance
17. Teamwork
18. Valuing Diversity
19. Visioning
20. Written Skills

TECHNICAL

Based on workstream/career stream

TECHNICAL COMPETENCIES: HUMAN RESOURCES

TECHNICAL COMPETENCIES: GENERAL DUTY POLICING

1. Information Management
2. Legislation, Policies, Procedures & Standards

TECHNICAL COMPETENCIES: INVESTIGATION

GENERAL INVESTIGATION (8)
1. Confidential Informant Handling
2. Crime Scene Management
3. Interviewing: Victims and Witnesses
4. Interviewing and Interrogation of Suspects
5. Major Case Management
6. Obtaining Judicial Authorizations

SPECIALIZED INVESTIGATION (8)
1. Adult Sexual Assault
2. Child Abuse
3. Counterterrorism
4. Domestic Violence
5. Drug Enforcement
6. Financial Crime
7. Homicide
8. Organized Crime

INVESTIGATION SUPPORT (5)
1. Bloodstain Pattern Analysis
2. Criminal Intelligence Analysis
3. Digital Forensic Analysis
4. Fingerprint Identification
5. Forensic Photography

LEADERSHIP

Optional based on role/rank

PERFORMANCE
1. Change Management
2. Decision Making
3. Financial Management
4. Human Resource Mgnt
5. Info Tech Mgnt
6. Strategic Management

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

ACCOUNTABILITY
11. Ethical Accountability
12. Public Accountability
13. Public Safety
14. Valuing Diversity

WRAP-UP - Value drives standardization

If CBM is valued ... we can implement management change

- some Services have implemented pieces of CBM
- some Services arefully implementing - change what they are doing now and adopt a CBM Framework and competency standards
- need to assess the concerns with the CBM framework?
- address issues or barriers to adopting the framework?