



# Credible Leadership Pilot Project

# Pilot

- ▶ PTGSC is a pilot project with the Institute for Credible Leadership Development to address a leadership gap for all law enforcement/Compliance and Enforcement agencies.
- ▶ Pilot originally for 100 personnel (Now 300)
- ▶ Participation includes every agency and multiple ranks
- ▶ Independent evaluation by post secondary graduate students



# Environmental Scan of Leadership Training and Education

- ▶ Academic programs – numerous institutions
- ▶ Certificate programs & workshops– numerous
- ▶ Online programs – few
  - Ontario Police College– supervision focus/ Ontario specific
  - Vancouver Police– supervision focus/ Vancouver specific
  - Credible Leadership Phase IV– professional leadership/made in BC



# Inquiries / Recommendations

- ▶ Oppal (2012) A want of leadership ...stemming from a combination of lack of interest and understanding.
- ▶ Schafer's (2010) study of **police leaders** identified **key acts of commission** – focus on self over others, closed mindedness, micromanagement and **acts of omission** of poor work ethic, failure to act, poor communication skills, lack of interpersonal skills and lack of integrity as those that contribute to ineffective police leadership stressing the needs for **skill based leadership training**.



# Inquiries / Recommendations

- ▶ Closing the GAP Policing and The Community (1994) Recommendation 106 – The Police Academy, in consultation with the Police Training Advisory Committee, develop courses to meet the needs of the middle and senior ranks of management in police agencies. These courses should cover, but not be limited to:



# Inquiries / Recommendations

Self-Awareness/Intuitive Management Skills
Bridging Cultural Boundaries
Strategic Planning
Quality Improvement Techniques
Managing With a Customer Focus
High-Performance Work Teams
Empowered Leadership
Project Management
Performance Appraisals
Conflict Resolution
Career Management





# Credible Leadership

- ▶ Program Focuses on:
  - Enhancing public trust
  - Increasing engagement of officers in change and meeting organizational priorities
  - Building high performing teams
  - Reducing complaints and internal investigations
  - Mitigating liabilities
  - Increasing accessibility of leadership training for all officers



# Credible Leadership

- ▶ Transforming leadership skills clusters approach
  - Clusters focus on:
    - Personal Mastery/Self-Awareness
    - Interpersonal Communications/Conflict Management
    - Problem and Opportunity Management
    - Team and organizational Development
    - Versatility





# Credible Leadership

- ▶ Five phase program delivered independently
- ▶ Phase IV is based on a behavioural science approach and focusing on the concept that “every officer is a leader”
- ▶ Based on the premise that leadership skills are essential
- ▶ Interpersonal skill development, professionalism, service orientation and problem solving
- ▶ Leadership skills learned, practiced and applied



# Credible Leadership

- ▶ Tailored for law enforcement, compliance and enforcement and civilian staff
- ▶ “Every one is a leader in the organization” Course is for Admin to Senior Officers
- ▶ Online – high resolution video format
- ▶ Focuses on Competency and Mastery



# Credible Leadership

Self-awareness/intuitive management skills	Cluster 1
Bridging cultural boundaries	Cluster 2
Strategic planning	Cluster 4/5
Quality improvement techniques	Cluster 4/5
Managing with a customer focus	Cluster 3
High-performance work teams	Cluster 4
Empowered leadership	Cluster 5
Project management	Cluster 2/3
Performance appraisals	Cluster 2/3
Conflict resolution	Cluster 2
Career management	Cluster 1



# Demonstrated Results to Date

- ▶ Improved customer service and satisfaction
- ▶ Increase in professionalism
- ▶ Employee self-awareness
- ▶ Employee retention
- ▶ Increased engagement and job satisfaction
- ▶ Reduction of citizen complaints



# To Date and Moving Forward

- ▶ All agencies support officer involvement in the pilot
- ▶ Report back to BCACP in November with results of pilot
- ▶ 200 people have started pilot



# Contact

- ▶ [Wendy.taylor@gov.bc.ca](mailto:Wendy.taylor@gov.bc.ca)
- ▶ [Michel.legault@rcmp-grc.gc.ca](mailto:Michel.legault@rcmp-grc.gc.ca)
- ▶ [sschnitzer@jibc.ca](mailto:sschnitzer@jibc.ca)