



POLICE SECTOR COUNCIL
connecting forces - securing futures

CONSEIL SECTORIEL DE LA POLICE
unir les forces garantes de l'avenir



Policing Competency Framework Project: Success Through Collaboration



Policing Competency Framework Project

The Police Sector Council (PSC) has successfully completed a multi-year project to identify a competency based management (CBM) framework to support human resource management for all police services in Canada.

Results: Free Shared Materials to Support HR

- **Policing CBM Framework**
- **Policing CBM Guide**
- **Policing CBM Toolkit**



Policing Competency Framework Project

Shared Reference Materials for Policing Sector

| | |
|-----------------|----------|
| Police Services | 222 |
| Academies | 15 |
| Governments | F/P/T/ M |
| Employees | 84,000 |





Policing Competency Framework Project

Shared Reference Materials for all Police Services

| Categorization by Service Size | No. of Employees in Service | No. of Services in category |
|--------------------------------|-----------------------------|-----------------------------|
| Very Large | >1000 | 14 |
| Large | 300 to 999 | 16 |
| Medium | 100 to 299 | 40 |
| Small | 25 to 99 | 62 |
| Very Small | < 25 | 92 |
| Total | | 222 |

195



Policing Competency Framework Project

Built for Policing by Policing

All project materials were developed with extensive input and involvement from police professionals to leverage existing best practices, research and expertise.

- 35 member Project Team (HR professionals)
- 400+ Subject Matter Experts
- 50+ Policing Organizations
- National and International perspectives and research



Steering Committee

| NAME | TITLE | ORGANIZATION |
|-----------------------|---|---|
| CHAIR – Sharron Gould | Director HR | Winnipeg Police Service |
| Jane Naydiuk | Acting Program Manager | BC Ministry of Public Safety & Sol. General – Police Services Division |
| Steve Schnitzer | Superintendent, Personnel Services | Vancouver Police Department |
| Brett Fryer | Inspector, OIC Staff Development | Saanich Police Department |
| Curtis Clarke | Director, Police/Peace Officer Training & Curriculum Design | Alberta Solicitor General & Public Security - Future Alberta Police Academy |
| Dale Burn | Chief Human Resource Officer | Calgary Police Service |
| Dave Zukiwsky | Human Resources | Edmonton Police Service |
| Carol Bradley | Inspector, OIC Applied Police Sciences | RCMP - Depot |
| Carroll Robinson | Manager, Selection Systems and Appointments Unit | Ministry of Community Safety and Correctional Services, Ontario Government |
| Sandra Madren | Manager, HR Programs Unit | OPP |
| Aileen Ashman | Director HR | Toronto Police Service |
| Stan MacLellan | Director HR | Durham Regional Police Service |
| Brent Shea | Superintendent, Corporate Services Division | London Police Service |
| Rosemarie Auld | Manager HR | Hamilton Police Service |
| Jeanet Pierce | Manager HR | Nishnawbe-Aski Police Service |
| Gervais Garneau | Directeur de l'emploi et du placement | Sureté du Québec |
| Marven Corscadden | Director HR | Saint John Police Force |
| Don Spicer | Superintendent, Administration Division | Halifax Police Service |
| Sharon Trenholm | Manager, Planning & Research | Royal Newfoundland Constabulary |
| Deborah Doherty | Mgr, International Peace Operations | RCMP – Former Canadian Police College |
| Dennis Fodor | Director General National Staffing and Recruiting Services | RCMP - HR |
| Phil Avison | Director National Staffing Program | RCMP - HR |
| Joanne Rigon | Director Learning Strategy | RCMP |



Policing Competency Framework Project

Contributing Organizations (a sample):

- documents, focus groups, profiling sessions, surveys, interviews
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- Alberta Solicitor General and Public Security
 - Bathurst Police Force
 - Bridgewater Police Service
 - British Columbia Ministry of Public Safety & Sol. General – Police Services Division
 - Calgary Police Service
 - Camrose Police Service
 - Central Saanich Police Service
 - Chatham-Kent Police Service
 - Delta Police Service
 - Durham Regional Police Service
 - Edmonton Police Service
 - Greater Sudbury Police Service
 - Guelph Police Service
 - Halifax Regional Police
 - Halton Regional Police Service
 - Hamilton Police Service
 - Justice Institute of British Columbia
 - Kentville Police Service
 - Lethbridge Regional Police
 - London Police Service
 - Medicine Hat Police Service
 - Ministry of Community Safety and Correctional Services, ON
 - Moose Jaw Police Service
 - Netherlands Police Academy
 - New Westminster Police Service
 - Nishnawbe-Aski Police Service
 - North Bay Police Service
 - Oak Bay Police Department
 - Ontario Provincial Police
 - Peel Regional Police Service
 - Police Ville de Québec
 - Public Service Commission of NL
 - Royal Canadian Mounted Police
 - Regina Police
 - Royal Newfoundland Constabulary
 - Saanich Police Department
 - Saint John Police Force
 - South Coast British Columbia Transportation Authority Police Service
 - St. Thomas Police Service
 - Strathroy-Caradoc Police Service
 - Sûreté du Québec
 - Taber Police Service
 - Toronto Police Service
 - Truro Police Service
 - United Kingdom (Skills for Justice)
 - Vancouver Police Department
 - Victoria Police Department
 - Winnipeg Police Service



Policing Competency Framework Project

Project Activities

- Collected & analyzed all existing Competency Based Materials
- Conducted Job Analysis for:
 - Constable
 - Sergeant
 - Staff Sergeant
 - Inspector
- Validated all resulting documentation nationally
- Produced an in-depth Guide and Toolkit



Policing Competency Framework Project

Policing CBM Framework

The Policing CBM Framework provides the policing industry with a common language and understanding of the work and underlying competency requirements associated with general policing duties for: Constable, Sergeant, Staff Sergeant, and Inspector.

The Framework includes:

- Policing Competency Dictionary
- Task Lists by Rank
- Competency Profiles by Rank



Policing Competency Framework Project

Policing CBM Guide

The Policing CBM Guide describes competency based management and explores the benefits of CBM implementations for policing. It offers information and tools to support competency based management for four key Human Resource areas:

- Recruitment, Selection and Promotion
- Learning and Development
- Performance Management
- Succession Management

The Guide includes: information, theory, step-by-step instructions, practical tips, relevant research, and describes use of Toolkit items



Guide



A Guide to Competency-Based Management in Police Services



Built by the industry for the industry

This Guide is for police managers responsible for human resource management. It leverages best practices from police services across Canada to support first-time implementation of a competency-based approach to HR management and provides additional ideas and information for those who are expanding an existing CBM program. The Guide offers tools for Recruitment, Selection and Promotion, Learning and Development, Performance Management, and Succession Management. It includes step-by-step instructions and a policing CBM toolkit to support policing HR management.

The Police Sector Council was incorporated in 2004 to facilitate more integrated and innovative human resource planning and management. Its mandate is to understand and address the most critical issues facing all policing organizations, including the sustainability of policing services through improvements in productivity and performance. The Council brings together leaders from the senior ranks of governments,



Policing Competency Framework Project

Policing CBM Toolkit

The Policing CBM Toolkit includes **over 30 tools and templates** that police services can use and customize according to their needs.

The Toolkit includes (sample):

- 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



Policing Competency Framework Project

Reference Information & Tools

The **Policing CBM Materials** developed through this project are not meant to replace the practices already in use by policing organizations. They are reference materials meant to either inform or supplement existing practices and tools or to assist those organizations who do not have Competency Based Management in implementing this methodology.

Policing now has rigorously developed and nationally validated materials, available for FREE to Chiefs, HR managers, Academy Directors, and Justice Ministries to support local operations.



Policing Competency Framework Project

Successful Outcomes Through Collaboration

Policing now has rigorously developed and nationally validated CBM Materials, available for FREE to all Chiefs, HR managers, Academy Directors, and Justice Ministries to support the management of police resources.

Policing CBM Materials

- **Policing CBM Framework**
- **Policing CBM Guide**
- **Policing CBM Toolkit**



Policing Competency Framework Project

Next Steps

The **Leadership Competency Framework project** will build upon the developed Policing CBM Materials. It will include a full analysis and articulation of the more senior policing ranks and will focus on documenting reference materials, tools and templates to support leadership development and succession planning for:

- Superintendent
- Chief Superintendent
- Deputy Chief
- Chief

This work is planned to begin in November 2009.