



**POLICE SECTOR COUNCIL**  
*connecting forces - securing futures*

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



## Competency-Based Occupational Standards



# Project Overview

## Competency Based Occupational Standards Project

- **Purpose**
  - to support the goal of an integrated, effective, and efficient sector with respect to HR management
- **Objective**
  - build a shared foundation for competency based HR management (CBHRM) within policing
    - Common competency infrastructure
    - Shared tools and resources
- **Approach**
  - leverage existing best practices
  - leverage existing expertise within the sector
    - Steering Committee: professional expertise, regionally representative

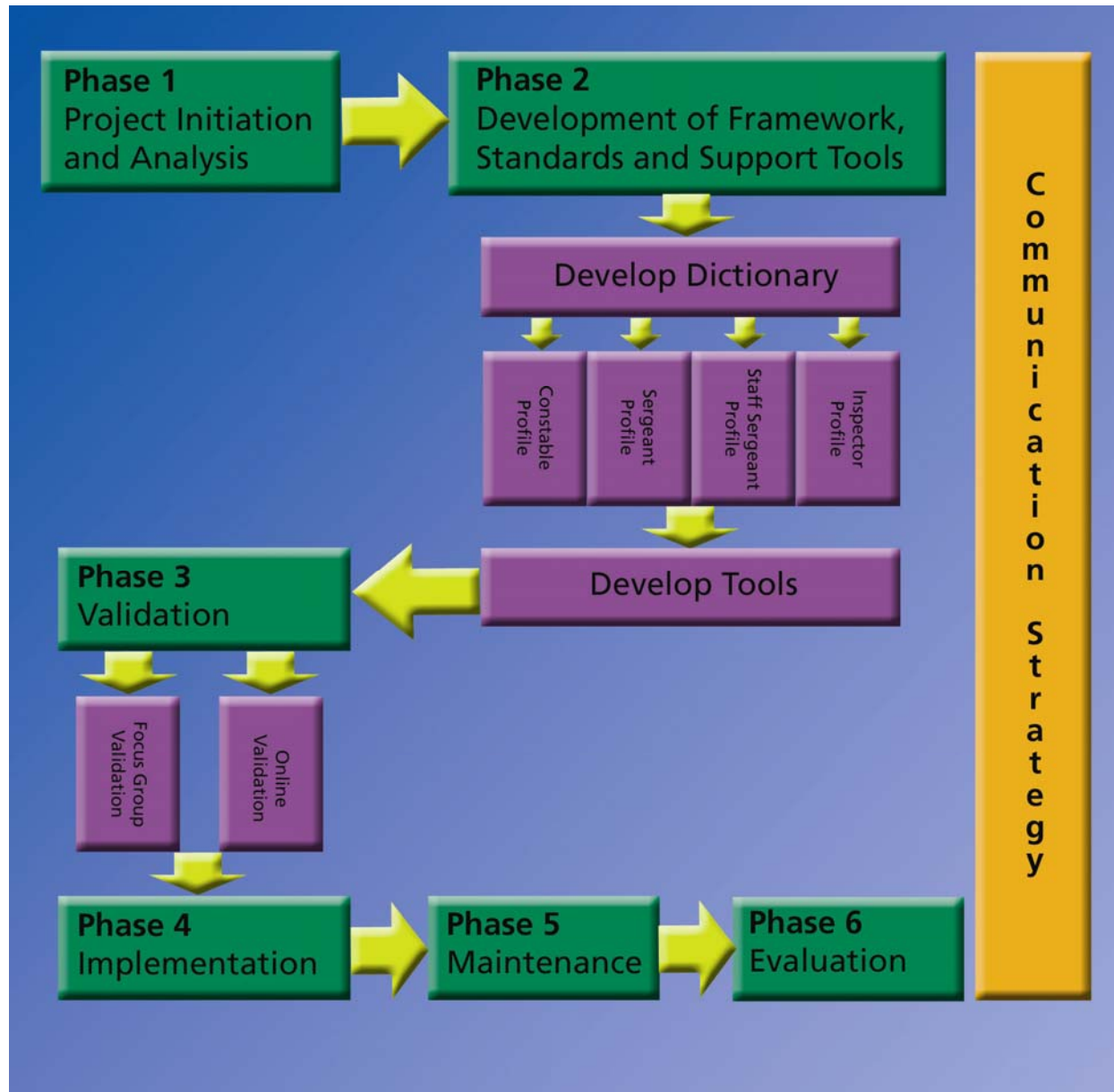


# Steering Committee

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



# Project Overview





# Project Outcomes

1. **Shared Policing Competency Framework and Dictionary** consisting of the architecture and behavioural competencies that will be used as a basis for policing HR practices and tools
2. **Occupational Profiles** documenting competencies for key roles: constable, sergeant, staff sergeant and inspector
3. **National Occupational Standards** list of tasks and subtasks for key roles: constable, sergeant, staff sergeant and inspector
4. **Occupational Descriptions** summary of tasks and competencies for key roles: constable, sergeant, staff sergeant and inspector
5. **Assessment Tools and Resources** built around the occupational description, profiles, occupational standards and the competency dictionary (i.e. interview guides and interview questions databases, reference checking guides and reference checking questions)
6. **Implementation Plan** to address how the tools and a full competency-based management plan can be implemented in policing organizations



# Contributing Organizations

The following organizations contributed documentation:

- Alberta Solicitor General and Public Security
- Bathurst Police Force
- British Columbia Transportation Authority Police Service
- Calgary Police Service
- Camrose Police Service
- Chatham-Kent Police Service
- Delta Police Service
- Durham Regional Police Service
- Edmonton Police Service
- Guelph Police Service
- Halifax Regional Police
- Hamilton Police Service
- Justice Institute of British Columbia
- Lethbridge Regional Police
- London Police Service
- NAPS
- Netherlands Police Academy
- New Westminster Police Service
- North Bay Police Service
- Ontario Provincial Police
- Ministry of Community Safety and Correctional Services, ON gov.
- Police Ville de Québec
- Public Service Commission of NL
- RCMP
- Regina Police
- Royal Newfoundland Constabulary
- Saanich Police Department
- Saint John Police Force
- St. Thomas Police Service
- Sûreté du Québec
- Toronto Police Service
- United Kingdom (Skills for Justice)
- Vancouver Police Department
- Victoria Police Department
- Winnipeg Police Service



# Rationale & Importance of Project

## Research on Policing HR

- Strategic Human Resources Analysis of Public Policing in Canada, [PricewaterhouseCoopers](#) (2001)
- Policing Environment 2005, [IBM](#)
- National Diagnostic on HR in Policing, [HayGroup](#) (2007)

all reflect an urgent call to action  
for collaboration amongst sector stakeholders





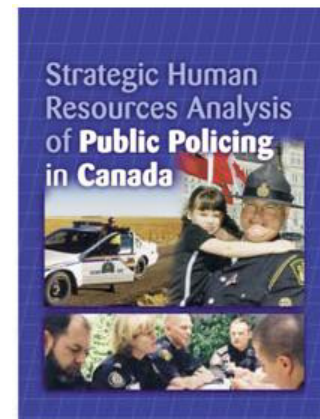
# Rationale & Importance of Project

## Strategic Human Resources Analysis of Public Policing in Canada 2001

### Priority: Increasing Sector-wide Efficiencies

*“While recognizing and respecting jurisdictional differences is essential, ... the sector has created barriers along these jurisdictional lines that have resulted in **duplication of efforts** and created some **inefficiencies** among the jurisdictions.”*

- “Develop competency profiles and training standards for all jobs in policing, including specialist and management functions, executives, recruits, auxiliaries and volunteers.”



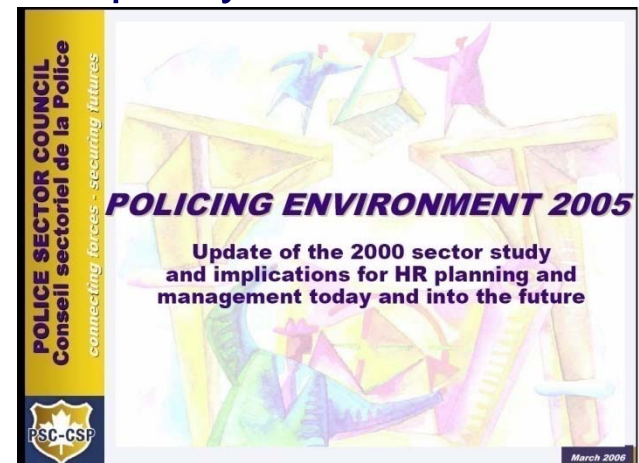


# Rationale & Importance of Project

## Policing Environment 2005

*“...policing HR planning and management practices have evolved only modestly. Individual services continue investing effort 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
  - there should be no “have not” police services
    - citizens expect service standards and quality”



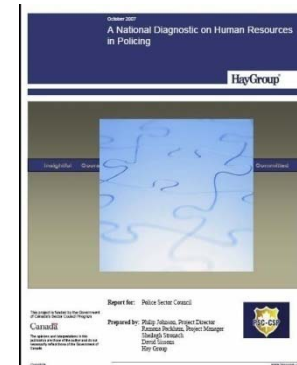


# Rationale & Importance of Project

## National Diagnostic on HR in Policing 2007

*“We have concluded that there is a **better, more effective and more cost efficient** model that can be adopted for human resource planning and management in this country. Taken as a whole, these recommendations will considerably **benefit all police organizations** - easing their recruitment challenges, developing their people more effectively, delivering human resource services more cost effectively, and enhancing the capability of leadership.”*

- “A competency-based human resource management regime should be adopted by the police sector. This regime should include a common competency infrastructure plus competency enabled human resource processes.”*



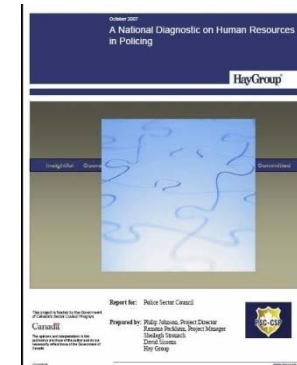


# Rationale & Importance of Project

## National Diagnostic on HR in Policing 2007...

“To improve human resource planning and management, the Hay Group is strongly urging the **sector-wide application of competencies**. Competency-based human resource management is a **best practice** in the private sector, in the public sector and in parts of the police sector.”

“Significant investment has been made by a number of police organizations in developing their own competency regimes. Some have leveraged the investment of others and “borrowed” materials, but many have either hired consultants or made sizeable investments of their own time and effort.”





# Rationale & Importance of Project

## National Diagnostic on HR in Policing 2007...

“Some excellent work has already been done, and the sector should leverage this investment. This is a win/win situation. Police organizations that have already made the investment are **typically not utilizing the full potential** of what they have built. **Smaller organizations have been unable to take advantage** of these methodologies.”

“We propose a **sector-wide, shared competency regime** that all police organizations can use – based on the best of the available tools. This should be applied sector-wide to facilitate better human resource management and mobility within policing, and the sharing of other human resource tools such as training programs and assessment tools. ”

