



Charting Our Course



Conservation & Protection (C&P), Gulf Region

*“A Tailored Performance Improvement Effort
Using Competency Based Management”*





ABOUT ME & ABOUT THE C&P PROGRAM

Me

- 10 years at the executive level in the RCMP (Inspector, Superintendent, and Chief Superintendent).
- 4 years in HR/Learning & Development within the RCMP trying to advance an agenda to build an in-house leadership and performance improvement platform.
- Was second in command for J-Division (New Brunswick) from 2011-16 facing many leadership crisis including the murder of three members in Moncton in June of 2014.
- Began looking for alternatives and landed in Gulf Region DFO, as Director responsible for the Conservation and Protection program.

C&P Program

- C&P is responsible for promoting, monitoring, and enforcing compliance with the Fisheries, Coastal Fisheries, Species at Risk, and Oceans Acts as well as all associated regulations and conditions of licenses. C&P is the enforcement arm of regulation for DFO.
- C&P contributes to fisheries conservation, the protection of commercial, indigenous, and recreational fisheries habitat and the protection of species at risk.
- C&P is the public face of DFO in communities across Canada.



TO CONSERVE AND PROTECT





SIZE UP OF GULF REGION C&P

Process & Aids

- As leader who has made multiple transitions, I am strong believer in undertaking a structured size-up of any newly inherited workplace. I like Michael Watkins approach as described in the First 90 days.
- McKinsey 7S model was also helpful (Strategy, Structure, Systems, Style/Culture, Staff, Shared Values/Subordinate Goals).
- View to assess whether the situation I am inheriting is a “maintaining momentum,” “needs some tinkering,” “or a re-build type situation?”

What I Observed

- Gulf C&P had been through six Directors in 2 years, multiple cuts, much workplace conflict, and overall poorly reported on performance.
- Major change initiatives had been undertaken with limited success and acceptance (re-organization/downsizing, change to intelligence-led operational model).
- Overall, employees were disaffected, frustrated, and wanting engagement.
- Culture of “cant do” with a lot of confusion around what exactly was expected of employees from the front line to supervisory levels. Limited connection of purpose to organizational strategy.

My Conclusion

- I was into a re-build situation with a need to define and emphasize the basic deliverables of what good performance looked like, identify and remove the barriers to that performance, and get employees engaged in supporting a way forward.
- Could not start by rolling out complex strategies, needed a more operationally focussed approach to get employees engaged and on-board.

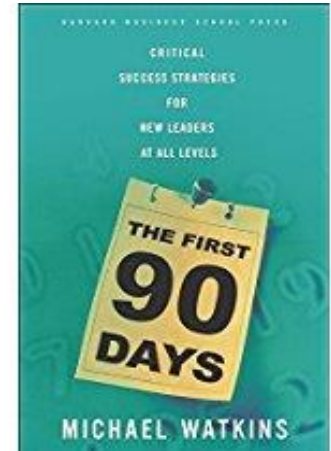
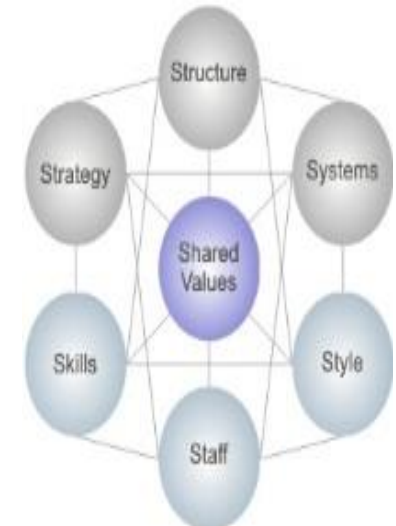


Figure 1: The McKinsey 7S Model





LESSONS LEARNED/TAILORED DFO APPROACH

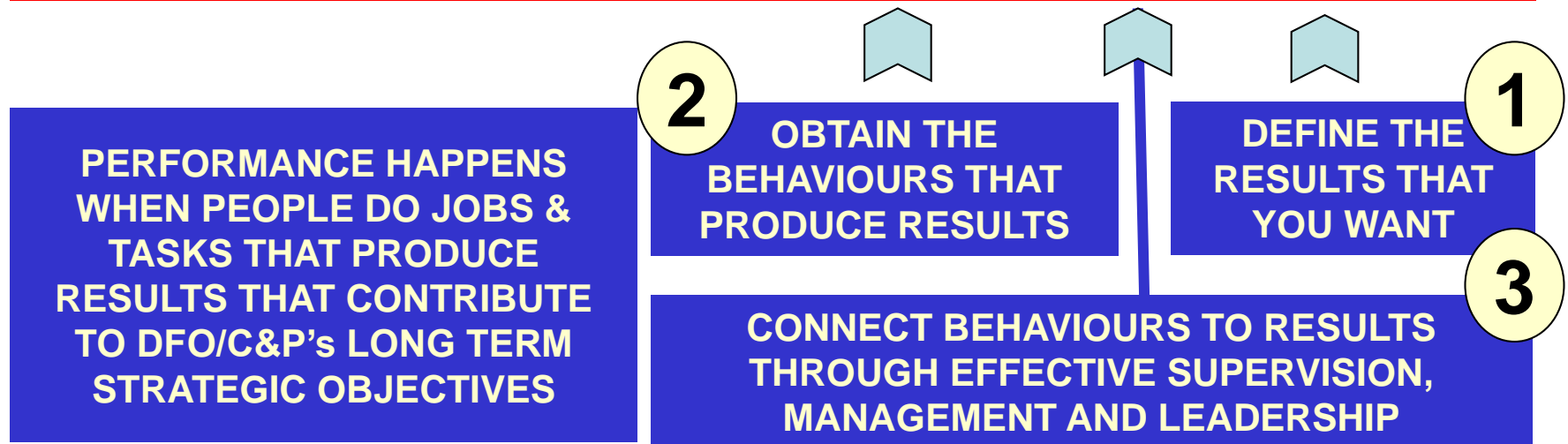
- The RCMP Performance Improvement approach (Bridging The Gap - BTG) was sound, particularly for localized unit and program level performance improvement goals. Gulf C&P was the right size, scope, and was ripe for such an effort.
- Used the RCMP Supervisor Development Program as another platform to plant the seed with select supervisors of how performance improvement can be approached by a unit supervisor.
- Absolute need to cleanse any RCMP material and “DFO’ize” it all so the approach to be taken was a “made in DFO” approach. The focus was on Human Performance Technology (HPT), not BTG.
- Limited need for stated support from Senior Management. I had been given a wide berth to “improve the situation.” “FYI’s” have been sufficient for now.
- Laid the ground work with management team, union representatives, and through employee consultations and a newly formed employee advisory committee. Listened for first three months, with strategically placed trial balloons. Agreement in principle from these groups that it was a good idea.
- Carefully selected credible operational exemplar and took my lead from him to identify implementation team with free hand to tailor the approach.
- No singing from the heavens until success is achieved. Challenging road remains.



HPT: THE BIG IDEA

Performance is the product of behaviour that has a result.

Performance = Behaviour → Result



TO IMPROVE PERFORMANCE: FIND AND REMOVE THE THINGS THAT GET IN THE WAY OF EMPLOYEES DOING GOOD WORK.



DEVELOP DFO C&P **FUNCTIONAL** COMPETENCIES

- Ability to Conduct Investigations
- Concern for Safety
- Knowledge of Intelligence-Led enforcement and Intelligence Process
- Knowledge of Applicable Legislation, DFO Policies, Procedures & Priorities
- Knowledge of Fishing Gear & Types
- Ability to Use Technology Software & Applications
- Ability to Operate Program Vessels
- Knowledge of General Fishery Officer Duties

- Ability to Prepare & Present Testimony in Court
- Ability to Develop & Manage Human Sources
- Ability to Obtain Judicial Authorizations
- Knowledge of Investigative Interviewing Techniques
- Knowledge of DFO Fiscal Environment
- Knowledge of Human Resources
- Knowledge of Conflict Management Practices
- Knowledge of Community & Cultural Issues
- Project Management
- Knowledge of Facilitation/Instructional Techniques
- Knowledge of Physical Surveillance Techniques
- Ability to Work Effectively with Media



Why Focus on Functional Competencies?

Best representation of the knowledge, skills and abilities that represent and support top performance especially at the front line contributor level.



EXAMPLE OF A FUNCTIONAL COMPETENCY

Knowledge of Fishing Methods and Gear Types: understands the fishing methods and gear types used in his/her environment to facilitate programs and services delivery within the DFO mandate.

generic definition = general meaning

Progression: *from minimal understanding to complete mastery of the subject matter*

C O N C E P T	1=Awareness	2=Basic	3=Intermediate	4=Advanced	5=Mastery
	Minimal familiarity and ability to apply the competency in limited-difficulty situations	Basic understanding and ability to apply the competency in routine situations	Solid understanding and consistent ability to apply the competency in most situations	Advanced understanding and ability to apply the competency in a full range of situations	Complete understanding and ability to apply the competency creatively in the most complex situations
E X A M P L E S	<ul style="list-style-type: none"> · Has a general understanding of the fishing methods in his/her area. · Demonstrates a basic knowledge of the fishery industry. · Has some awareness of the geography of the marine area of the local fishery. 	<ul style="list-style-type: none"> · Has demonstrated ability to identify fishing gear when on water patrol. · Demonstrates species identification skills. · Knows the key fisheries in the area and the market value of the species targeted. 	<ul style="list-style-type: none"> · Demonstrates a practical knowledge of several fishing techniques. · Performs regular gear inspection at sea. · Possesses a good understanding of the various fisheries in the Area/Region and the application of the regulations that apply. · Has a sound working knowledge of fishery management policies and procedures. · Effectively identifies fish habitat, fish behavior and current stock situation. 	<ul style="list-style-type: none"> · Has a thorough knowledge and extensive practical experience in commercial and recreational fishing techniques. · Applies and offers advice and develops colleagues. · Mentors other fishery officer, by giving advice in complex fishery violation. · Has a broad understanding of fishery related laws, regulations and condition of licenses applied in multiples fishing areas/regions. 	<ul style="list-style-type: none"> · Orchestrates appropriate liaison with outside agencies (NAFO, ICCAT) for national/international fishing and gear inspection standard of operation. · Analyzes the impact of existing regulations, license conditions, identifies implications and implements changes needed by senior management. · Develops a variety of strategies to deploy resources to yield desired results, for example, offshore surveillance capacity, joint patrol, enforcement blitz, etc.
	Low to high end	Behaviourally-anchored rating scale			
Behavioural indicators – concrete examples					
The essence					

CORE: Does this person have a good grasp of commercial and recreational fishing methods and gear types?



HOW COC WORKS

THE COC PROCESS

**COC STAGE 1
ALIGNMENT**

Identify and validate detachment objectives

**COC STAGE 2
DRILL DOWN**

Find out what jobs/tasks people do to achieve objectives. Assess proficiency. Identify issues.

**COC STAGE 3
UNPACK**

Identify the root causes of performance issues.

**COC STAGE 4
SOLUTIONS**

Define performance measures. Create solutions to remove root causes.

**COC STAGE 5
EVALUATION**

Find out if performance has changed.



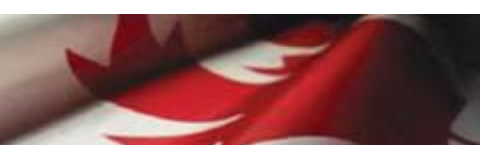
SOME KEYS TO SUCCESS

- ***An off-site kick-off to the process with all employees involved will be beneficial.*** This event allows the management team to focus on a few key priorities and helps create energy and establish early momentum.
- ***Motivation and commitment is key to success.*** The process needs active and visible leadership from the top in each unit it is used. Making this process a standing agenda item for team meetings helps ensure focus and follow-up. The process needs to be supported and pushed by supervisors and leadership.
- ***Early successes generate momentum.*** Important to highlight good work and buy-in when it is evident. Share successes widely and often. Employees need to see efforts rewarded.
- ***Employee participation and buy-in is key.*** Employees have to be and feel part of the process. Have to see it as contributing to their personal development. If done right it should create engagement and excitement.



ROAD TO SUCCESSFUL IMPLEMENTATION

TO DO	DATE	STATUS
Identify Regional Coordinator, Leader, & Operational Exemplar	December 2017	Green
Identify Area Champions & Facilitators	January 2017	Green
Hold Initial Performance Improvement Workshop with Facilitators	January 2017	Green
Arrange Additional Development Opportunities for Facilitators/Champions	Spring 2017	Green
Review old material, develop new C&P specific materials including C&P Competency Dictionary	March 2017	Yellow
Translate all materials	March/April 2017	Yellow
Identify first pilot sites	March 2017	Green
Plan & deliver first pilot(s) inclusive of Performance and Supervisor Workshop	May 2017	Yellow
Guide and coach pilot sites for success. Need success to implement further.	Summer/Fall 2017	Red
Incorporate lessons learned from pilot sites, plan and implement in rest of Gulf C&P	Winter/Spring 2017/18	Red
Full Evaluation & begin second cycle - embed process in Gulf C&P	Spring 2018	Red
Prepare presentation and share success story	Spring 2018	Red





Questions?

