Using Competency-Based Management to Improve Performance in the RCMP

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Organizational Context

- Canada's national police force (compliance and enforcement):
  - Federal Roles: National Security, Drugs, Organized Crime, etc.
  - Provincial: Contract policing (except Ontario, Quebec and parts of Nfld.)
  - Municipal & Rural: Contract policing (from small to very large)
  - A rich, complex & highly developed culture.

  Every sworn RCMP Officer is trained to conduct criminal investigations

- Competency-Based Management (CBM) implemented beginning in 2001.

- CBM implementation by 2008
  - Organizational & Functional Competencies
  - Competency Dictionary
  - Competency Profiles
  - Leadership Talent Pipeline established

- CBM used to improve front-line police performance 2004 – 2010

- Today: CBM embedded in core HR processes (promotional and training) and police language.

Why Improve Performance?

To do their work … the police are given broad and far-reaching powers including those of search, seizure, arrest and the right to bear arms. To the granting of those broad powers are attached onerous responsibilities. Chief of those responsibilities is the duty to investigate with scrupulous care, integrity and absolute fairness all crimes to which they are assigned.

Mr. Justice Peter Cory,
Sophonow Inquiry Report

The trial of the accused is a side show, the trial of the investigation is the main event.

Chief Justice David WATT,
Supreme Court of Ontario

Performance is about Proficiency

Who do you want on your team?

Paramedic

- A paramedic who says:
  - I know the theory and practice of cardiac resuscitation.
  - I can operate an automated external defibrillator.
  - In the last 12 months I have resuscitated 8 people in cardiac arrest.

Police Investigator

- A police officer who says:
  - I know case law on search and seizure.
  - I can write an Information to Obtain a Search Warrant.
  - The last 4 Search Warrants I obtained yielded evidence leading a judicial disposition of chargers.

Alignment & Direction of PI Effort

Maintain Alignment & Foster Coherence

| Detachment & unit commanders work with supervisors to set and sustain conditions | So RCMP officers & PS Employees can perform competencies on the job, every day | That produce individual, team and unit-level results that contribute | To the policing priorities of the community, contract partner, or RCMP Program | And enable progress toward the RCMP's Strategic Priorities |

Enable & sustain performance by finding and removing barriers that prevent people from doing good work

Step 1: Validate Alignment

**J DIVISION (NEW BRUNSWICK)
DISTRICT 7 (WOODSTOCK)**

Det. Commander
NCO Ops
3 Supervisors
32 Constables

RCMP Strategic Priorities

Provincial Policing Priorities
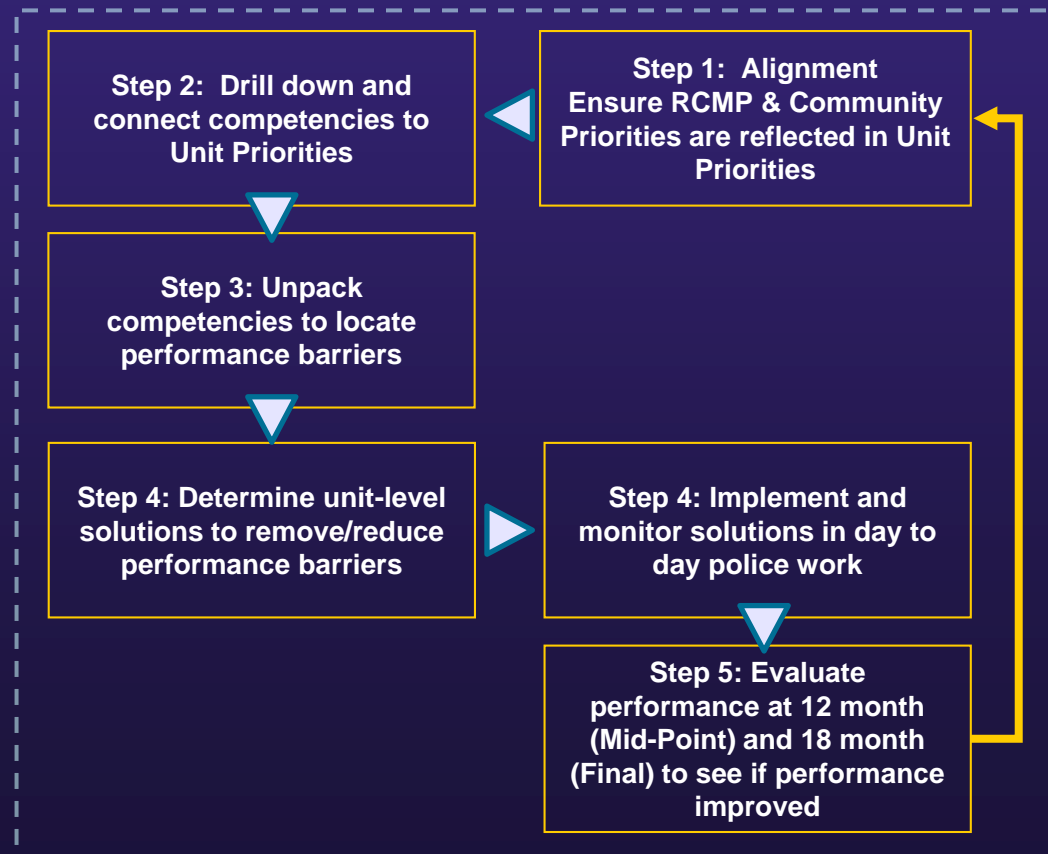
Community Policing Priorities

D7 Operational Objectives

- Dismantle and disrupt drug networks.

- Reduce and prevent dangerous driving on Trans Canada Highway.

- Reduce/prevent impaired driving.

- Reduce/prevent Off Road Vehicle (ATV) infractions.

CBM Performance Improvement

Performance = Behaviour → Result

- 5 Step process applied at detachment/unit, team/watch and individual levels.

- 5 Steps = 1 Cycle

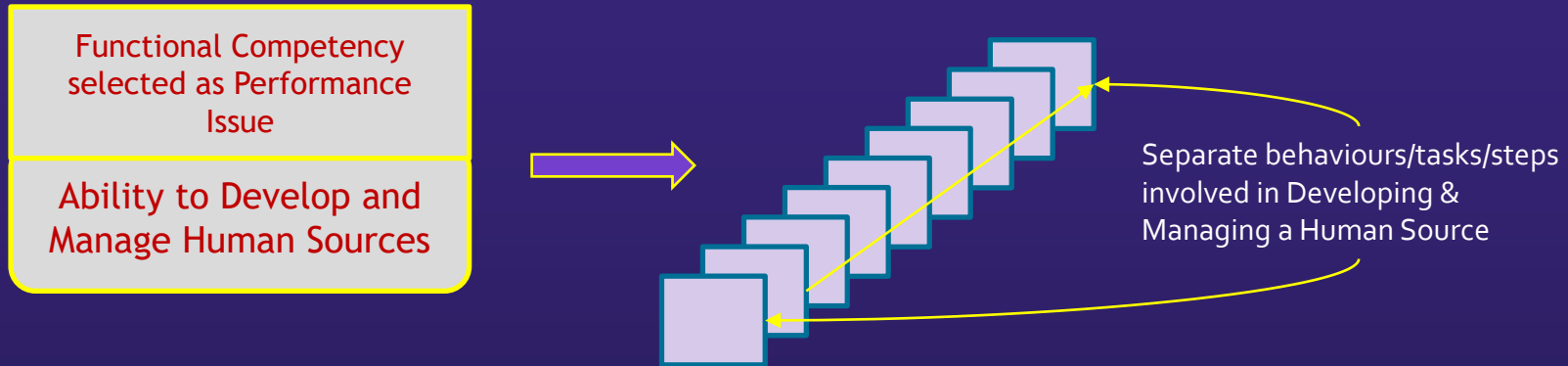- Becomes continuous improvement over time

Step 1: Alignment Ensure RCMP & Community Priorities are reflected in Unit Priorities

Step 2: Drill down and connect competencies to Unit Priorities

Step 3: Unpack competencies to locate performance barriers

Step 4: Determine unit-level solutions to remove/reduce performance barriers

Step 4: Implement and monitor solutions in day to day police work

Step 5: Evaluate performance at 12 month (Mid-Point) and 18 month (Final) to see if performance improved

Step 2: Drill Down & Bench Strength Map

Competencies used by RCMP Officers to achieve District 7 Priorities	Number of RCMP Officers at Each Level of Proficiency for Each Competency					
	REQ	1	2	3	4	5
Prepare and Present Testimony in Court	2	3	11	17		
Obtain Judicial Authorizations	2	9	14	8	1	
Investigative Interviewing Techniques	3	2	13	14	3	
Conduct Investigations	3	1	11	16	4	
Develop and Manage Human Sources	3	7	12	12	1	
Concern for Officer Safety	3		9	18	5	
Crime Scene Management	3		11	16	5	
Applicable Legislation, RCMP Policies, etc.	2		20	7	5	
Knowledge of the Intelligence Process	2	7	12	12	1	

Required levels of proficiency set by Det Cdr.

Proficiency Self-Assessments Validated by Supervisor & Ops NCO

Step 3: Unpacking a Competency

Functional Competency selected as Performance Issue

Ability to Develop and Manage Human Sources

Separate behaviours/tasks/steps involved in Developing & Managing a Human Source

- Det. Cdr./Ops NCO select competency to work on. Usually one per cycle.
- Front line employees work as a team/watch with supervisor and an exemplar
- Competency broken into separate behaviours/tasks/steps
- Tasks laid out in sequence of performance. Tweaked as necessary.
- Sequence validated by exemplar, supervisor, and Ops NCO/Det. Cdr.
- Employees identify barriers – things that prevent them from performing a task .
- Team discussion of causes and finding solutions to reduce/remove a barrier
- Team agrees on feasible solutions and performance metrics
- Team makes shared commitment to implement solutions.
- Solutions become part of Det. Performance Improvement Plan (Step 4)

Step 3: Unpack competencies to locate barriers

Performance Issue: Ability to develop and manage human sources

Performance Barriers

- Time, confidence and attitude in recruiting sources.
- Confidence to consult with experienced members on working with sources.
- Lack of coaches to give on-the-job support.
- Knowledge of techniques used to recruit sources.
- Skill in preparing warrants based on source information.
- Time, motivation and ability to read and correctly interpret RCMP Policy
- Motivation and skill in working with the proper forms.
- Shift scheduling inhibits 2nd Handler rule.
- No simple way to contact sources (pagers).
- Fear of getting into trouble.

Step 4: Solutions & Commitments

- Establish expectations for members to develop sources.

- Coaching/mentoring by experienced members on recruiting sources.

- Inexperienced members to be used as 2nd Handlers.

- Plan ahead so supervisors can remove obstacles.

- Training day on Source Policy.

Solutions were implemented over a period of 18 months

Step 4: Performance Plan

Issue	Goal	Measures	Commitments
Ability to develop and manage human sources	Improve the development and management of human sources leading to the detection and prevention of crime in District #7	• Number of active coded human sources in District # 7 • Number of members with active coded human sources • Number of human sources recruited and coded by first-timers. • Use of human source information to advance investigative files.	• Every D7 Member to complete the On-Line Human Source Course. • Every D7 Member to actively attempt to recruit, code and handle a source within the next 12 months.

Step 5 Evaluation Results : Increased Proficiency

RCMP J DIVISION - DISTRICT 7
% DISTRIBUTION OF PROFICIENCY RATINGS - HUMAN SOURCES
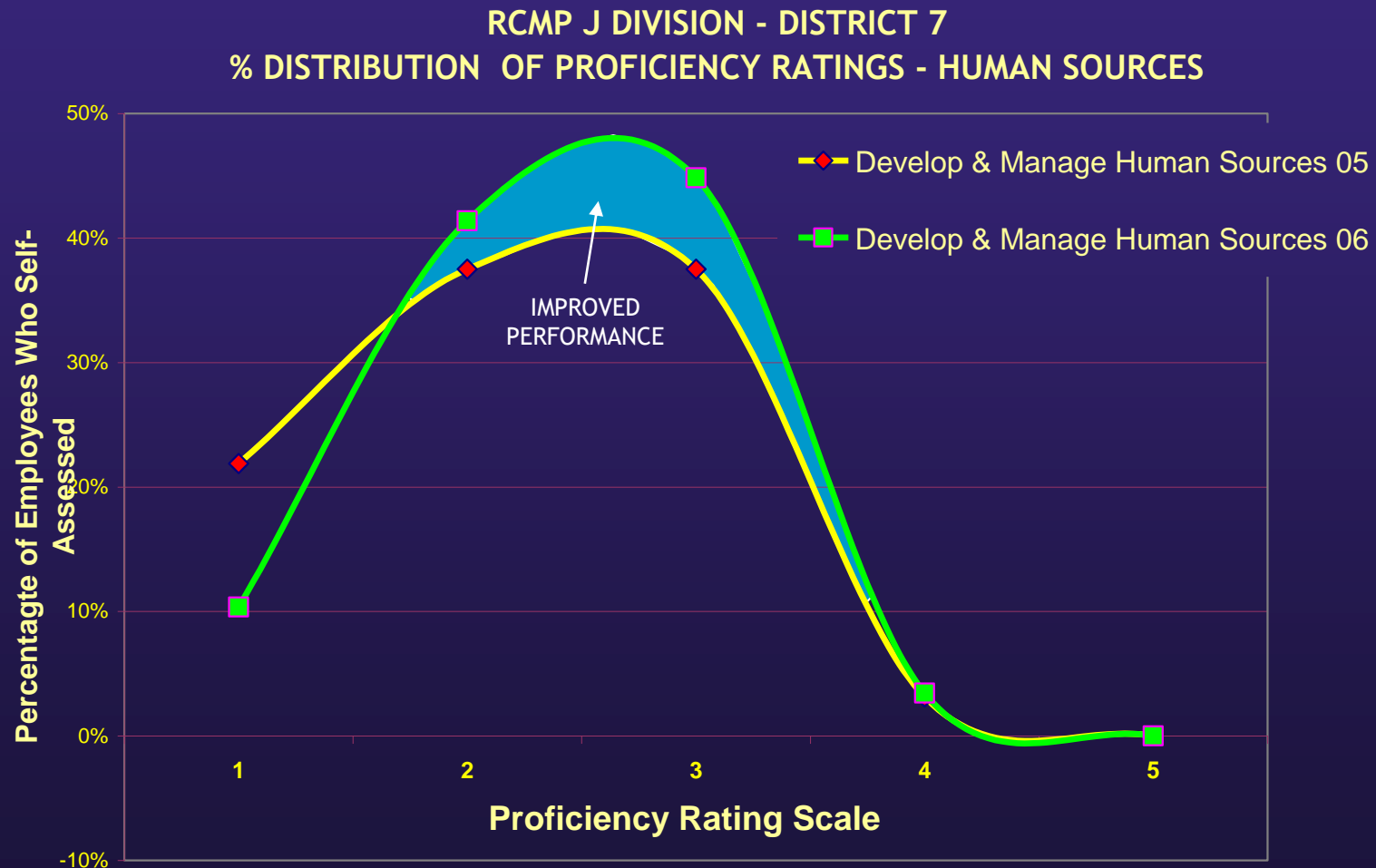
Step 5 Evaluation Result: More Sources

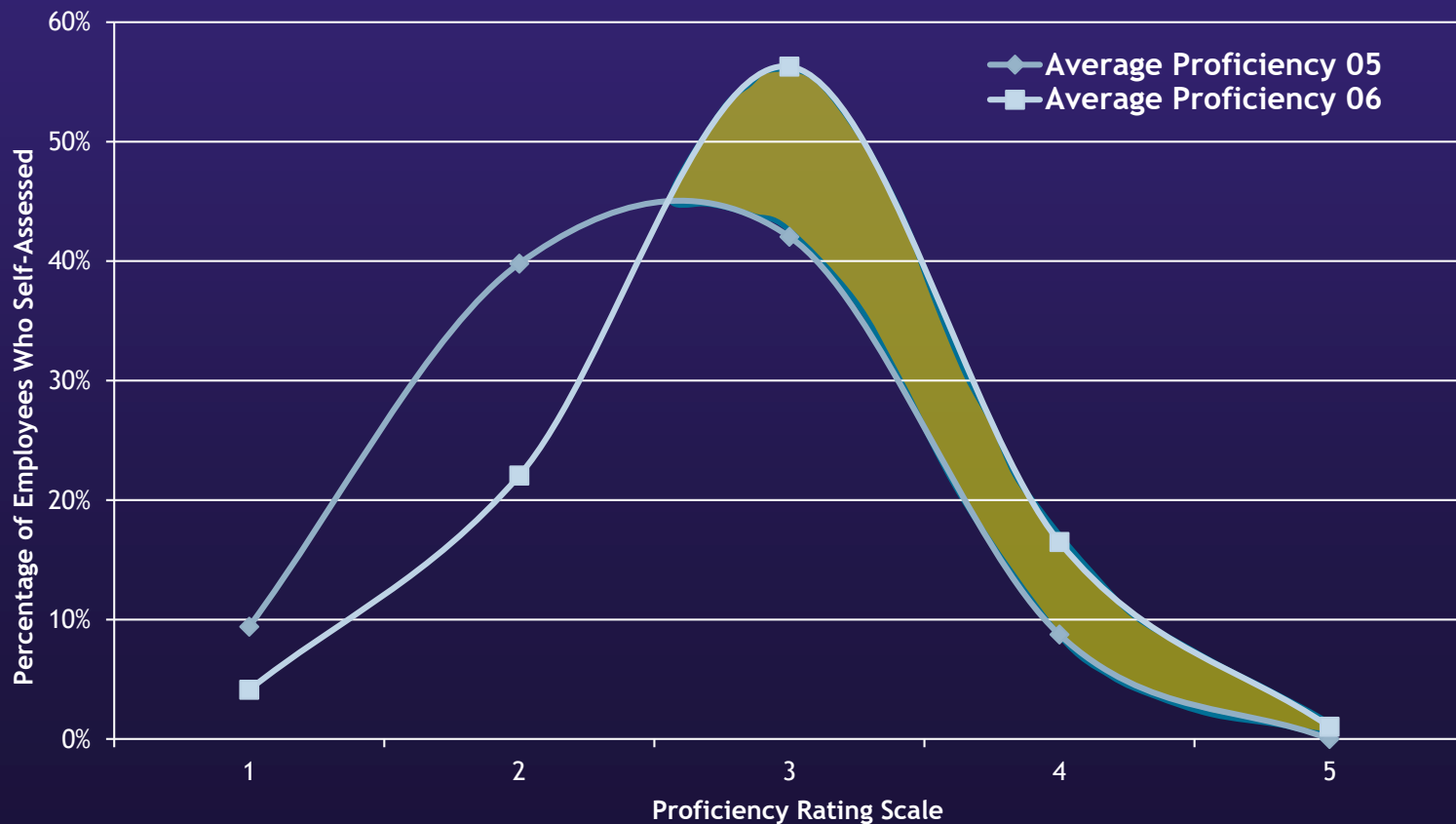Number of Coded Sources in J Division District 7
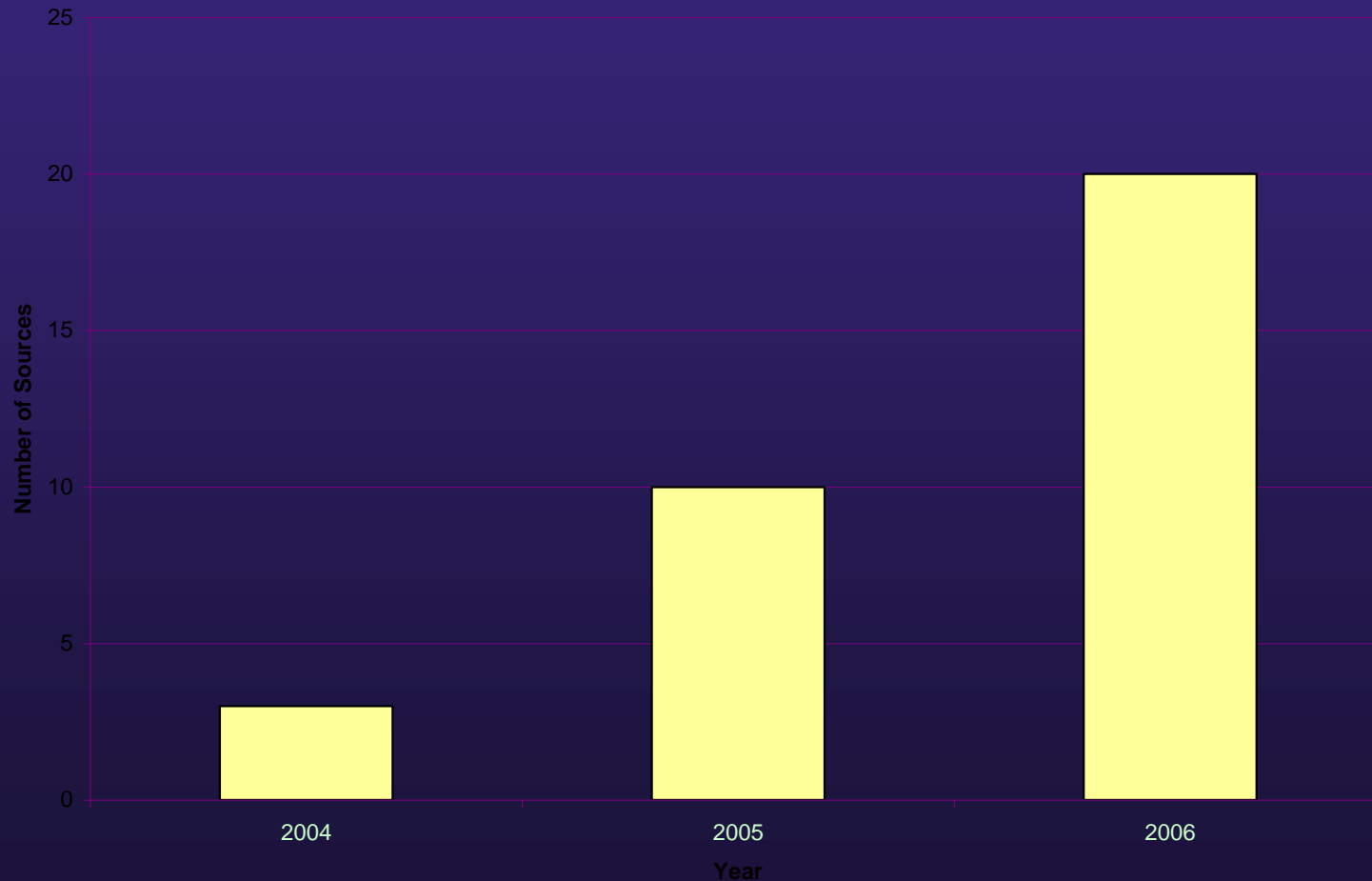
Step 5 Evaluation Result: Howland Ridge $33,000,000 Grow Op

Source information contributed to the Howland Ridge Grow-Op Bust

Improved Proficiency Overall

RCMP J DIVISION - DISTRICT 7
Change in average proficiency ratings in the 10 functional competencies

Return on Investment

$$\frac{\text{Total Employee Cost}}{\text{\# Functional Competencies}} \quad X \quad \frac{PL_{T2} - PL_{T1}}{PL_{T1}} \quad X \quad \begin{array}{c}\text{\# Functional} \\ \text{Competencies}\end{array} \quad X \quad \begin{array}{c}\text{Number} \\ \text{of Years}\end{array} \quad X \quad \begin{array}{c}\text{Number of} \\ \text{Employees}\end{array} \quad = \quad \begin{array}{c}\text{Dollar Value of} \\ \text{Improved} \\ \text{Performance due to} \\ \text{Increased} \\ \text{Proficiency}\end{array}$$

$$\frac{\$130,000}{10} \quad X \quad \frac{3.0 - 2.5}{2.5} \quad X \quad 3 \quad X \quad 1.5 \quad X \quad 30 \quad = \quad \boxed{\$351,000.00}$$

Total Cost = Direct + Indirect Costs = $6,000 + ($1,200 x 30) = $42,600

Benefit/Cost Ratio = Productivity Change / Total Cost = $351,00.00/ 42,600 = $8.36

$1.00 invested in improving performance in D7 returned $8.36 in improved productivity.

Productivity Payoff

RCMP J DIVISION - DISTRICT 7
Change in average proficiency ratings in the 10 functional competencies