

# Leadership & Professional Development Branch

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# Items

- **Professional Development Section Update**
  - Continuing Education Unit
  - Investigative Skills Investigation Program
- **Leadership Development Section Update**
  - Annual Performance Plan
  - Leadership Framework



# Professional Development Section (PDS)

## Continuing Education Unit (CEU)

- 80+ new, ongoing, & future projects
- Organizational Impact across all PDS training - 26, 667 students
- Subject Matter Expert/Facilitator/Syndicate leaders/Evaluators - 320
- **Key Partners**

Niche UA, K-9, Disaster & Emergency Operations, Emergency Communications & Operations, Detention Management Unit, Drug & Gang Section, Electronic Surveillance Unit, Fitness & Lifestyle Unit, Financial Crimes, Investigations Branch, Language Services, Patrol [PFT & GDM], Promotion Section, Recruit Training, Source Management/Witness Protection, Surveillance, Tactical, Traffic, Tactics Training, Undercover Operations

## Investigative Skills Education Program (ISEP)

- 6 ISEP Courses x 19 offerings = 370 students (347 internal students + 23 external students)
- 3 additional courses include the Detective Course, Sexual Assault Investigator Course, and the Frontline Domestic Violence Investigator Course = 46 students (42 internal + 4 external)

# Leadership Development Section (LDS)

## Annual Performance Plan (APP)

LDS collaborated with Human Resources Division and many other internal stakeholders in 2023 to revise the previous Employee Performance and Development Program culminating in the rollout of the APP in October 2023. Key outcomes included:

- new form
- updated policy & procedures
- communication strategy aimed at cultivating employee understanding and adoption
- design and delivery of job aids to assist employees in developing job performance objectives that align with the Services strategic goals

## Coaching Programs

### **Internal Coaching Services** (January to October)

- 12 participants at the Sergeant/Supervisor level with a total of 66 individual coaching sessions delivered

### **External Executive Coaching Program**

- Expanded the applicant pool to 16 members in 2023 (up 50% from 2022) to include Staff Sgt/Managers + Inspector/Directors
- Each leader completed a 360-degree evaluation process & a 1.5 hr. follow up session
- 100% feedback from participants see value in the 360-degree evaluation as a leadership development tool

# Leadership Development Section

## Peer to Peer Mentoring Program

Leadership Development Section manages a formal mentoring program for new leaders at the Sergeant, Staff Sergeant, and civilian equivalent levels for the first 6 months in their new position. This program matches new sworn member promotions and new civilian member hires in supervisory roles with existing peer leaders at the same level as them to provide an additional layer of support as they get started in their role

### **2023 Highlights**

- 39 members (both mentees and mentors) have participated in this program in 2023: 18 Staff Sergeants, 12 Sergeants, 9 Civilian leaders
- Additionally, 7 Sergeants that were placed into their promoted positions in late 2022, completed the peer mentoring program in 2023.
- Introduced a new connection point and support mechanism for participants in the form of “leadership coffee circles” as an option to bring mentors and mentees together outside of their pairings; 15 participants have engaged in this program

# Leadership Framework Update

Throughout 2023, Leadership Development Section has been focused on establishing a Leadership Development Framework that will serve as a comprehensive roadmap for all employees that outlines the principles, strategies, and expectations required to lead effectively. The framework embodies our core values, promotes accountability, sets expectations for leaders' behaviours & performance while supporting them to uphold the core values of the organization.

Key activities included:

- Competency review
- Develop an organizational leadership philosophy
- Create levels of leadership and definitions
- Formation of Leadership Development Advisory Committee
- Competency consolidation and redesign
- Create a leadership framework and competency dictionary that include key concepts such as equity, diversity & inclusion, emotional intelligence, coaching & mentoring, and linking individual & organizational performance

THANK YOU!

