



JSE

How To Prepare For The Promotional Exam

By: Parm Prihar

The Right Mindset

Begin With The End In Mind

But !!

Put First Things First

**Preparing For The JSE Is
More Than Just Cramming
The Subject Matter**

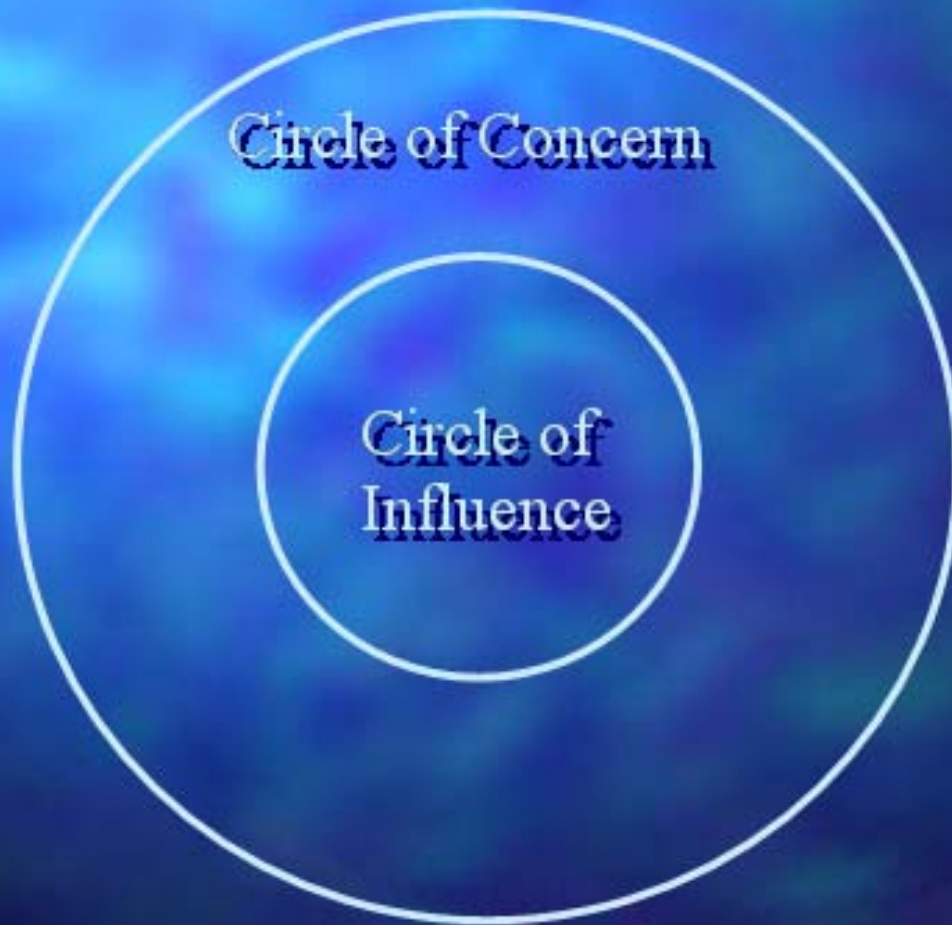
**We MUST Start With
The Basics**

Why Do I Need These Basics ?

These basics will get you into the “RCMP way” of thinking

You might call it a Paradigm Shift

Focus on the Circle of Influence



The Basics Are!

RCMP Mission Vision & Values

RCMP Core Competencies

&

C.A.P.R.A.

Mission

**The RCMP is Canada's
national police service.**

**Proud of our traditions
and confident in meeting
future challenges, we commit
to preserve the peace,
uphold the law and
provide quality service in partnership
with our communities.**



Vision

- **BE A PROGRESSIVE, PROACTIVE AND INNOVATIVE ORGANIZATION**
- **PROVIDE THE HIGHEST QUALITY SERVICE THROUGH DYNAMIC LEADERSHIP, EDUCATION AND TECHNOLOGY IN PARTNERSHIP WITH THE DIVERSE COMMUNITIES WE SERVE**
- **BE ACCOUNTABLE AND EFFICIENT THROUGH SHARED DECISION-MAKING**
- **PROMOTE SAFE COMMUNITIES**
- **ENSURE A HEALTHY WORK ENVIRONMENT THAT ENCOURAGES TEAM BUILDING, OPEN COMMUNICATION AND MUTUAL RESPECT**
- **DEMONSTRATE LEADERSHIP IN THE PURSUIT OF EXCELLENCE**

Core Values of The RCMP

Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development.

We are guided by:

H.I.C.R.A.P.

Honesty

Integrity

Compassion

Respect

Accountability

Professionalism

Honesty

Is Being Truthful in
Character and Behavior

Integrity

Is acting consistently with our
other core values

Compassion

Is Demonstrating Care and
Sensitivity in Word and Action.

Respect

Is the objective, **unbiased** consideration and regard for the rights, values, beliefs and property of all people

Accountability

It Has Two Parts

1) *Rendering an account* to those from whom we derive our authority of what we did, why we did it, how we did it and what we are doing to improve performance or results. An important element of this component is accepting the personal consequences of our actions..

2) The obligation to provide information to others in our communities of interest with respect to our decisions, actions and results in light of clear, previously agreed upon understandings and expectations

Accountability-Cont...

For example, we inform our communities about our actions, but we must render account of our actions to our direct supervisors. In this organization authorities can be delegated, but accountability cannot.

Professionalism

Is having a conscientious awareness of our role, image, skills and knowledge in our commitment to quality client oriented service.

**Commitment
To Our
Communities**

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The employees of the Royal Canadian Mounted police are committed to our communities through:

- Unbiased and respectful treatment of all people
- Accountability
- Mutual problem solving
- Cultural sensitivity
- Enhancement of public safety
- Partnerships and consultation
- Effective and efficient use of resources
- Open and honest communication
- Quality and timely service

**Commitment to
the Employees of the
Royal Canadian Mounted Police:**

In the spirit of shared leadership and recognizing all employees as our greatest asset, we commit to:

- Demonstrating leadership through accountability and responsibility at all levels
- Treating all employees with equal respect and consideration
- Open, honest and bi-lateral communication
- Ensuring the safety of our employees by developing and enforcing minimum resourcing standards

- Training that is timely, specific to the needs and relevant to the job requirements
- Effective and efficient management of human resources through consultation, teamwork and empowerment at all levels
- Encouraging and recognizing innovation and creativity
- Fair and equitable systems to deal with
 - o Recognition for good performers

Commitment to Employees – Cont...

- Ensuring a safe and harassment-free work environment
 - o Compensation and entitlements
 - o Financial hardship caused by employees' worksite
 - o Consistently poor performers
- Promoting health, safety and well-being
 - o Discipline and discharge
- Ensuring adequate human, financial and material resources
- Enhancing job security through aggressive marketing of our services

RCMP CORE COMPETENCIES:

Leadership

Planning and Organizing [Action Management]

Personal Effectiveness and Flexibility

Continuous Learning

Communication

Interpersonal Skills

Thinking Skills

Client-Centred Service

LEADERSHIP

- Attracts and mobilizes energies and talents to work toward shared objectives that are in the best interests of the organization, the people comprising it, and the people it serves.
- Encourages partnerships. Inspires others, by example, to perform to the highest standards in accordance with the RCMP mission, vision, values and commitments.
- Sets, and/or involves others in setting, goals that are challenging, realistic and measurable.
- Actively participates with and/or empowers other individuals and teams to accomplish goals and objectives. Assesses and manages risk.

LEADERSHIP – Cont...

- Makes, and/or inspires others to make, innovative and responsible decisions.
- Accepts responsibility for outcomes and is accountable.
- Promotes the ongoing review of policies and practices to ensure continued consistency with the RCMP mission, vision, values and commitments.
- Establishes and maintains relationships and atmospheres of trust and respect.
- Recognizes contributions and successes.
- Proactively seeks to improve the work environment and the quality of service delivery.

PLANNING AND ORGANIZING

- Analyses, plans, implements, evaluates and adjusts goals, objectives and/or courses of action to meet needs in a changing environment.
- Practices responsible risk management.
- Sets priorities, makes decisions and takes necessary courses of action, based on multiple demands and available human, financial and material resources.
- Evaluates processes and outcomes to ensure continuous improvement in service delivery.

PERSONAL EFFECTIVENESS AND FLEXIBILITY

- Adjusts behaviour to the demands of the work environment in order to remain productive through periods of transition, ambiguity, uncertainty and stress.
- Persistently strives for excellence even in difficult situations.
- Adapts behaviour to changing circumstances in order to reach a goal or to address diverse and changing client/community needs.
- Demonstrates perseverance and a willingness to perform beyond the normal range of job expectations and requirements, when necessary.
- Takes initiative and enthusiastically strives to do an outstanding job.

CONTINUOUS LEARNING

- Continuously identifies areas that need improvement in terms of self and organizational development in order to enhance service delivery and accomplish personal and organizational goals.
- Develops and maintains awareness of internal and external trends, programs and issues as they relate to service delivery and personal and organisational goals.
- Addresses learning requirements by: independently keeping abreast of research and new directions, reading, seeking appropriate experiences, training, course work, community involvement, and other means.
- Shares information and techniques and applies them to daily work.

COMMUNICATION

- Presents issues and information, orally and in writing, in a clear and credible manner.
- Tailors communication to intended audience and uses appropriate tools and strategies to convey information.
- Listens to, understands and values other perspectives and modifies approach to ensure understanding and/or achieve results.
- Responds to and uses appropriate non-verbal communication.
- Exercises open, honest and bilateral communication and projects a professional image.

INTERPERSONAL SKILLS

- Interacts sensitively and respectfully with all individuals and groups to develop mutual understanding and productive relationships to enhance quality service delivery.
- Demonstrates compassion.
- Coaches, mentors and works effectively in teams and in partnerships.
- Identifies and resolves issues through consultation, negotiation and consensus building and/or other appropriate processes.

THINKING SKILLS

- Works with others to identify needs and conceptualise issues in diverse, dynamic or complex circumstances, giving consideration to client/community, organization, and employee interests.
- Acquires and analyses appropriate information and considers alternative strategies to achieve objectives.
- Assesses risk, develops innovative solutions, and evaluates potential outcomes of various actions before making decisions.

THINKING SKILLS – Cont..

-Establishes priorities, makes decisions and takes actions that are consistent with the RCMP Mission, Vision, Values and commitments.

-Assesses outcomes in consultation with client/community.

-Applies sound, ethical reasoning in all situations.

CLIENT-CENTRED SERVICE

- Identifies clients and their needs.
- Establishes and maintains partnerships.
- Provides clients with opportunities for active participation.

and consultation on decisions that are relevant to their needs and concerns, while balancing competing interests.

CLIENT-CENTRED SERVICE Cont....

- Accepts responsibility for quality service delivery.
- Seeks innovative approaches for improvement based on client feedback.
- Responds to client/community needs in a manner consistent with the RCMP Mission, Vision, Values and Commitments, RCMP Service Standards, and the philosophy of community policing.

Community Policing Problem Solving Model

CAPRA

•C= Clients

•Defining and understanding clients is not only critical but complex. As part of the community, police serve diverse communities and sub-components of communities, citizens whether as callers for service, participants in incidents, bystanders, victims, witnesses, sources, suspects or offenders. It requires skills in communicating, interviewing, establishing and maintaining relations, and consensus building.

•A= Acquiring and Analysing

•There are 2 steps to follow:

1) IDENTIFICATION

- Identify if there is a problem.
- Define the problem
- Establish the links between the problem
- Set priorities among the problems
- Develop a plan of action. (Assign tasks).

2) ANALYSIS

- What are the incidents.
- What have the police tried so far.
- What are the underlying causes of the problem?
- Obtain information from police sources, other agencies, outside experts, community, offenders.
- Gather information about actors, situations, physical settings.
- Specify information that is lacking.
- Note barriers in resolving the problems.
- Examine crime patterns, community profile.

P= PARTNERSHIP

**GIVEN THE INCREASINGLY COMPLEX POLICE PROBLEMS
WE REQUIRE:**

- MULTIDISCIPLINARY TEAMS (SOCIAL SERVICES, HEALTH AND WELFARE CANADA ETC.)**
- GROUPS COMPOSED OF CIVILIANS AND POLICE WITH VARIOUS SKILLS.**
- KNOWLEDGE AND RESOURCES FOR PROBLEM SOLVING.**

R= response.

**SELECT SPECIFIC SOLUTIONS USING
CREATIVE POLICING/COMMUNITY STRATEGIES.**

SPECIFY IMPLEMENTATION PLAN.

A= ASSESSMENT.

Were the strategies effective?

Did the approach actually work?

When you start problem solving, you must have reasonable expectations.

There is more to Come

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