

DEVELOPMENT AND SUPPORT PLAN - INSTRUCTIONS

Decision makers may use the development and support plan in conjunction with the key performance area worksheet, or the peace officer development matrix, or both. The design of the key performance area worksheet provides for use in personnel selection for complex tasks or roles, or for assessing officer capabilities within their current role, when there are concerns over performance. The design of the peace officer development matrix allows for use with the key performance area worksheet to aid in personnel assignment decisions. The structure of the peace officer development matrix is also conducive for use as a general development tool. The rating scales below relate to the score or average of the scores from the key performance area worksheet, or to the overall developmental level of an officer, or the developmental level of an officer in relation to a particular skill area as assessed through the peace officer development matrix.

Key Performance Area Rating Scale – Current Level of Ability

Very Low	Low	Moderate	High	Very High
1	2	3	4	5

Development				Guidance & Support				Monitor				
1			2			3				4		5
	.25	.50	.75		.25	.50	.75		.25	.50	.75	

Peace Officer Development Matrix Assessed Developmental Level

Novice	Developing	Intermediate	Accomplished	Advanced
1	2	3	4	5

Key Performance Area Worksheet Rating

For each performance area on the key performance area worksheet, a rating in the green area (3.75 or higher) indicates an acceptable skill range, which suggests that general monitoring of the performance area will be sufficient. Performance areas assessed

in the red rating area (2.25 or lower), suggest the need for development in order for a positive outcome to occur, and this will require a specific development plan. For areas that receive a score within the yellow area (2.5 to 3.5), the leader should provide guidance and support, and the leader's effort should be adjusted (additional- or reduced-supervision) based on follower performance. Areas in the yellow area are likely to have a greater need for development if they are closer to the red rating area, or they may be more amenable to monitoring if they are closer to the green rating area. Decision makers should consider the appropriate support style for each key performance area.

Peace Officer Development Matrix Rating

Using the peace officer development matrix to evaluate officers will produce two types of ratings. These include the officer's overall developmental- or transitional-level, and task or category-specific levels. When the peace officer development matrix is used to rate an officer, a pattern will emerge. Officer ratings will generally be grouped in one developmental level (e.g., novice, developing, intermediate), or they may be in transition between two levels. It is also likely that there may be outliers (ratings that are high or low in relation to the general developmental category or categories), and these are important to note as they may require additional attention and focus.

Although there are no specific jobs or roles that must align with certain developmental levels, the closer the developmental level is to the type of job assignment or duty, the greater the predictability for success. For example, if an officer is rated in transition between levels two and three (developing to intermediate), promoting the officer to a supervisory position (which generally requires the skills identified in level four), may cause him or her to be overtasked, and this may lead to failure. Similarly, if an

officer is new (novice), assigning him or her to a task that involves high problem-solving and collaborative efforts, and a high degree of independent work (all level three characteristics), may have negative results. Conversely, if an officer is rated squarely in level four, with indications of transition into level five, the officer may be an ideal candidate for a command-level position.

The first step in applying the results of the peace officer development matrix against a job assignment is to consider the developmental level of the officer in relation to the task or role. Is there alignment, as suggested with the command position, or is there misalignment, as provided in the prior examples? Alignment adds to the predictability for success for that officer within the given role. Misalignment does not indicate that success is impossible, but it suggests that additional development, guidance, and support will likely be necessary in order for the individual to be successful in that role.

After determining the general level of the officer, identification of any characteristics rated at a lower level than what is likely required for a task or role must occur. Once identified, these areas must be included in a development and support plan (like those identified in the key performance area worksheet). The plan must include each developmental area considered underdeveloped for the proposed task or role.

It is important to understand that the peace officer development matrix does not generally preclude assignment of a lower-level officer, to a higher-level task. Assigning personnel to tasks or roles where there is a significant misalignment can produce success, but the amount of supervision and guidance must be intense enough to overcome any shortcomings. However, in some cases, supervision and guidance may not be enough. For example, if an officer in consideration for a school resource officer position, does not

routinely use discretion or collaborate well, it may not be possible to provide sufficient supervision to ensure success for that officer. Consequently, this role may be a mismatch for that individual officer.

It is also possible to observe variations between the domains in the peace officer development matrix. For example, an officer may rate high in the cognitive and intra-personal domains, but not in the inter-personal domain. Assessing these areas can also provide a platform for officer development and growth through the development and support plan.