PEACE OFFICER DEVELOPMENT MATRIX

	Novice	Developing	Intermediate	Accomplished (Leadership)	Advanced (Executive)
Intra-Personal Domain	☐ Highly motivated	☐ Motivated to learn the job	☐ Motivated to master job skills	☐ Motivated to lead others	☐ Motivated to leave a legacy
	☐ Inquisitive and interested in learning	☐ Seek relevant training opportunities to build job skills	☐ Seek advanced opportunities for training and work assignments	☐ Seek advanced opportunities to engage in personal growth	☐ Exercise opportunities to improve themselves; are self-aware
	☐ Tremendously influenced by peer actions and direction	☐ Highly influenced by peers and others in their decision-making	☐ Place value in peer direction and advice, in their choices and decisions	☐ Susceptible to peer influence, but are also independent thinkers	☐ Make thoughtful decisions, but without undue peer or emotional influence
	☐ Consider constructive feedback from an incident-specific perspective	☐ Recognize that constructive feedback may apply in more than one type of circumstance	☐ Humbly accept constructive criticism and positively apply the information in their future actions	☐ Self-reflect and consider constructive feedback as an opportunity for personal development	☐ Are self-analyzing and adjust their decisions, actions, leadership, and communication style, as needed
	☐ Act, based on their individual perspective or desires	☐ Work for the benefit of the shift, team, or division	☐ Are inspired by a higher purpose; work in furtherance of the mission	☐ Mission, vision, philosophy, values, and goals are guiding principles	☐ Mission, vision, philosophy, values, and goals, drive decisions and actions
	☐ Lack confidence in their judgment	☐ Begin to develop confidence in their judgment	☐ Are confident in their abilities and decisions	☐ Demonstrate confidence in their decisions, even when unpopular	☐ Make sound, ethical, and difficult decisions, confidently and decisively
	☐ Single-task orientation; methodic	☐ Organized; complete work quickly, accurately and efficiently	☐ Can manage multiple tasks; are reliable and consistent performers	☐ Innovative and accomplished, respected and trusted	☐ Competent in role, authentic and trustworthy, self-accountable
Cognitive Domain	☐ Process oriented and regimented in their actions	☐ Understand the foundations for processes and their purposes, and how these guide their work	☐ Understand the role of management and the need for adopting and following organizational processes	☐ Support and promote decisions that benefit the organization, regardless of how they are personally impacted	☐ Engage in regular analysis of operational processes and work to continuously improve them
	☐ Follow policy and procedures explicitly	☐ Develop an understanding of policies, procedures, and laws as they relate to their work	☐ Recognize policies and procedures as guiding principles, and adjust their actions as appropriate	☐ Contribute meaningful feedback as part of the process of constructing the organizational culture	☐ Identify, set, and communicate the organizational values, mission, expectations, and culture
	☐ Indiscriminate in decision making, rigidly applying the law and rules	☐ Apply discretion in their decisions on simple issues or problems	☐ Use discretion appropriately and exercise solid judgment in decision-making on complex issues	☐ Use discretion, make decisions, and take action, but without regard to cross-divisional implications	☐ Make decisions from a whole-organization perspective, considering all the relevant facts and implications
	☐ Use simple solutions in reacting to problems, without engaging the next logical steps to be completed	☐ Develop the ability to use creativity to problem-solve in complex issues, and to offer deeper solutions	☐ Begin to proactively problem-solve, using critical and creative thinking in developing long-term solutions that prevent specific problems	☐ Proactively problem-solve from a divisional perspective, using critical and creating thinking to address divisional and operational needs	☐ Proactively problem-solve, engaging strategic and conceptual thinking, and considering the broad organizational implications
	☐ Highly reliant on others for advice and affirmation	☐ Become more independent in work; guiding feedback is less important	☐ Require little or no supervision; become informal leaders and begin to display leadership characteristics	☐ Complete their work, lead, guide, direct, and support others, from a team or divisional perspective	☐ Apply situational leadership style and levels of guidance and support from an organizational perspective
	☐ Prone to frequent mistakes, large and small	☐ Mistakes decrease in frequency and severity	☐ Mistakes are essentially eliminated	☐ Reflect upon operational mistakes as learning opportunities	☐ Analyze mistakes, take ownership, and provide operational solutions
	☐ Learn job skills rapidly	☐ Develop competency in core police job skills	☐ Learning is focused on advanced policing skills	☐ Learning is focused on leadership and management competencies	☐ Pursue excellence for themselves and for the organization
	☐ Complete their work as an independent action	☐ Identify their work as impacting their team or division	☐ Begin to see that their efforts impact multiple divisions, and in what ways	☐ Can see the whole organization and recognize the various divisions	☐ See the organization as but one part of a larger community
Interpersonal Domain	☐ Focused on themselves and their individual needs	☐ Recognize that others act in a way that fulfills their own needs	☐ Recognize their actions may impact and conflict with others' needs	☐ Shift their focus to understanding and fulfilling the needs of others	☐ Recognize everyone's value; place others' needs ahead of their own
	☐ Work independently	☐ Work with others within their team to satisfy operational needs	☐ Collaborate with others and other internal teams to make decisions, solve problems, or to complete necessary work or other objectives	☐ Recognize the importance of collaborative relationships, internally and externally, and work to identify and establish these	☐ Build and maintain collaboration efforts with others, internally and externally, and use these to further organizational objectives
	☐ Develop, based on their experiences, and through trial and error	☐ Seek guidance from others as part of their own growth and development	☐ Use opportunities to guide others in their personal development	☐ Use feedback and coaching to help others develop for future roles	☐ Use challenges, mentoring, and coaching to develop others
	☐ Establish initial relationships with co-workers	☐ Develop and maintain professional work relationships	☐ Work well with others, build trust, camaraderie and strong relationships	☐ Are attuned to the needs of others, provide support and assistance	☐ Place value on relationships with others; service the relationships