



Public Prosecution Service of Canada  
Service des poursuites pénales du Canada

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# Federal Prosecutor Development Plan of the Public Prosecution Service of Canada

François Lacasse, federal prosecutor

Dubai

November 2014





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## Public Prosecution Service of Canada: staffing overview

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508 federal prosecutors disseminated in 10 provinces and 3 territories

Approximately 500 support staff

475 lawyers from 200 private law firms to conduct prosecutions under the supervision of the Service

Federal prosecutors are Law Practitioners (LP) divided in 5 categories:

National distribution of prosecutors – November 2014					
LP 1	LP 2	LP 3	LP 4	LP 5	Total
57	301	112	31	7	508
11%	59%	23%	6%	1%	100%

24 prosecutors in management positions belong to the separate Legal Cadre (LC) category





## *Policy on Learning, Training and Development*

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- Adopted in April 2012
- Objectives:
  - Learning culture for all employees
  - Efficient delivery of the Service's mandate
  - Service as career and learning organization
- One paid week a year of learning (37.5 hours)
- Various formats: conferences, Bar courses, educational leave, internal training, self-education, etc.



## Individual Learning Plan

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- Yearly projection of anticipated training and development
- Mandatory for all prosecutors
- Part of performance appraisal
- Allows for various formats of training, in house and external, legal and non-legal



## School for Prosecutors

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- Held annually in Ottawa (during summer)
- Basic and specialized legal training for prosecutors
- Written and oral advocacy
- Small groups of prosecutors (30/40 each year)
- Format: classroom lectures and workshop sessions



## Knowledge Management Site

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- In house legal resource available on Intranet
- Contains relevant information for prosecutors:
  - Jurisprudence
  - Legal opinions and memoranda
  - Doctrine
  - Factum
- Allows for self-training

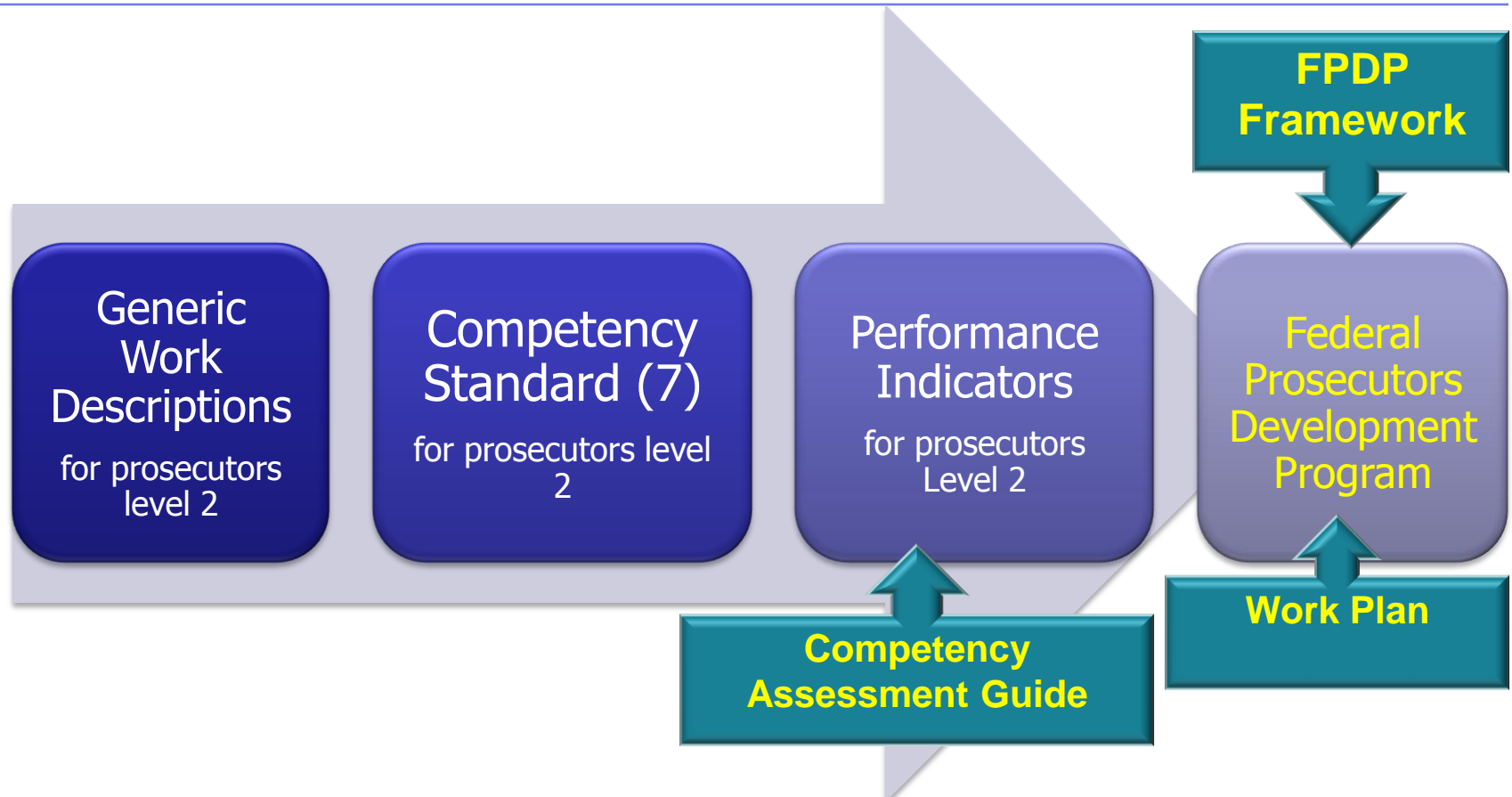


## Federal Prosecutor Development Plan (FPDP)

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- Introduced in 2013
- Designed for LP 1 prosecutors (development level)
- Objective:
  - Train LP 1 prosecutors
  - Develop them into LP 2 prosecutor (working level)
- Incentive:
  - Promotion from LP 1 to LP 2 without competition

## Federal Prosecutors Development Program: basic structure







## Generic work description

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- Elaborated between 2010 and 2013
- By working group of internal senior prosecutors and human resources personnel
- Detailed generic description of competencies and behaviours required for working level prosecutors



## Competency standard: cognitive

### Cognitive competencies

#### 1. Specialized skills and knowledge

- 1.1 Understanding one's role
- 1.2 Legal skills
- 1.3 Legal knowledge

#### 2. Professionalism

- 2.1 Professional conduct
- 2.2 Professional fortitude
- 2.3 Service oriented
- 2.4 Self assessment



## Competency standards: practice

### Practice competencies

#### 3. Judgment

- 3.1 Decision making
- 3.2 Critical thinking
- 3.3 Adaptability

#### 4. Practice Management

- 4.1 File management
- 4.2 Law practice standards

#### 5. Communications

- 5.1 Communicating effectively  
*(oral, writing and attentively listening)*



## Competency standard: relationships

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### Relationship competencies

#### 6. Interpersonal relationships

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- 6.1 Building relationships
- 6.2 Emotion management

#### 7. Leadership

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- 7.1 Coaching and mentoring
- 7.2 Influencing others
- 7.3 Teamwork



## Performance indicators: *Competency Assessment Guide*

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- Identifies 13 essential prosecutorial activities; e.g.:
  - Advice to investigators, Charge review, Disclosure to defence, Plea negotiation, Sentencing, Procedure, Trial dockets, Written advocacy, Leadership in practice
- All 13 prosecutorial activities comprise 3 elements:
  - Applicable competencies: any of the 7 competencies
  - Expectations: specific for each of the 13 activities
  - Indicators of proficiency: detailed list of observable behaviours to assess proficiency for the specific activity
- Assessment made by team leaders or managers



## Performance indicators: example of plea negotiations

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- Competencies: all relevant, except leadership
- Expectations:
  - Timely communication with defence and investigators
  - Knowledge of the file
  - Knowledge of sentencing range and internal guidelines
- Indicators:
  - 30 indicators; e.g.: sufficiency of record, knowledge of offender's background, makes submissions in confident and tactful matter, etc.



## Work Plan

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- Individualized for each prosecutor in the Program
- Expected to last 3 to 4 years
- Identifies:
  - Suggested year of completion
  - Type of training required (readings, courses, etc.)
  - Competencies to be acquired
  - Training providers (internal or external)



## Federal Prosecutor Development Plan:

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- Based on the experiential learning theory, or “learning by doing”
- Basic learning domains:
  - **legal knowledge:** achieved through self-development and core training (courses, conference, etc.)
  - **prosecutorial skills:** acquired on the job
  - **leadership skills:** developed through mentoring





## Federal Prosecutor Development Plan: 4 phases

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- Program entry:
  - Mandatory for all level 1 prosecutors
- Development phase:
  - 3 to 4 years
- Assessment, feedback and evaluation:
  - Ongoing throughout the development phase
  - Evaluation conducted with employee's performance review
- Termination:
  - Promotion to level 2
  - Release or withdrawal



## Federal Prosecutor Development Plan: Conclusion

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- Upon coming into force, all level 1 prosecutor enrolled in the Program, except one
- Currently: 57 prosecutors in the Program
- Reaction to program is overall positive:
  - Assessment facilitated by focus on real life activities and behaviours of prosecutors with concrete indicators (Competency Assessment Guide and Work Plan)
  - Participants have a better understanding of what is expected of them and how to develop to meet expectations (Work Plan)