

Report to / Rapport au:

**Policy and Governance Committee**  
**Comité des politiques et de la gouvernance**

**13 February 2017 / 13 février 2017**

**Submitted by / Soumis par:**  
**Executive Director, Ottawa Police Services Board / Directrice exécutive,**  
**Commission de services policiers d'Ottawa**

**Contact Person / Personne ressource:**  
**Krista Ferraro, Executive Director / Directrice exécutive**  
**Email Address**

**SUBJECT: BOARD PERFORMANCE REVIEW**

**OBJET: EXAMEN DU RENDEMENT DE LA COMMISSION**

**REPORT RECOMMENDATIONS**

**That the Policy & Governance Committee endorse and recommend that the Ottawa Police Services Board approve the retention of B. Hume-Wright, Herne Co. to assist with a Board performance review at a cost not to exceed \$5,000, plus HST.**

**RECOMMANDATIONS DU RAPPORT**

**Que le Comité des politiques et de la gouvernance approuve et recommande que la Commission de services policiers d'Ottawa accepte le recours aux services de B. Hume-Wright, Herne Co. pour contribuer à l'examen du rendement de la Commission à un coût ne pouvant dépasser 5 000 \$, TVH en sus.**

**BACKGROUND**

In December 2005 the Ottawa Police Services Board received a report from the City of Ottawa's Auditor General on the governance practices of the Board. Among the

Auditor's 27 recommendations for improving the Board's governance practices, was the following:

"That the Board, as per the Board Policy Manual, determine performance evaluation measures and conduct a formal Board evaluation annually." In his report, the Auditor General stated that an annual Board evaluation "would allow the board to determine:

- whether key responsibilities in the Board Policy Manual are being carried out
- the adequacy and timeliness of information being received
- the appropriateness of meeting agendas and meeting time allotted
- how well board members are working together, appropriateness of communication and discussion, degree of consensus achieved on key issues, etc.
- overall level of Board's effectiveness."

In response to this recommendation, the Police Services Board adopted a performance evaluation process that it conducted as a pilot in late 2006/early 2007. At the time, no other police services boards in Canada were conducting comprehensive performance reviews and the Ottawa Police Services Board was breaking new ground with this initiative. Upon the recommendation of the Policy and Governance Committee, the Board adopted a measured approach to ensure the exercise was successful and that board members were comfortable with the process. Consultant Barbara Hume-Wright, Herne Co., was retained to assist the Board in its first performance review. She was retained again in 2009 and 2012 to assist the Board with comprehensive self-evaluations. The analysis Ms. Hume-Wright conducted on the input that Board members provided through the evaluation survey tool fed into the Board's work plan for the three-year periods following each evaluation. In the other years, the Board's Policy and Governance Committee completed less comprehensive performance evaluations by assessing whether the Board had successfully completed its work plan in those years. The results of these 'mini-reviews' were reported to the Board and City Council as part of the annual reports on Board Activity, Training and Performance.

## **DISCUSSION**

When the Board's Policy & Governance (P&G) Committee developed the Board's 2017 annual work plan it agreed to include a comprehensive review of the Board's performance. The work plan was approved by the Board in January 2017. It is a good time to conduct such a review as there is stability on the Board and the majority of members have served long enough to have gained a good understanding of how the

Board operates, what functions well, and where there might be gaps in effectiveness or room for improvement. At the same time, newer members can bring fresh insights and may be able to suggest new ways of doing things.

It is recommended that the Board retain an external consultant familiar with the performance evaluation process to assist it in conducting the review. While much of the process can be managed in house, there is value in having someone who is objective and independent analyze the Board members' individual input and make recommendations. Board members may also feel more comfortable with the process and be more candid if their responses to the survey tool are reviewed by an external party.

The recommended consultant, Ms. Barbara Hume-Wright, is a principal of Herne Co., a public sector management consulting company. Ms. Hume-Wright has 35 years experience working within the public and not for profit sectors, with municipal elected officials, boards of directors, and senior staff. In addition to assisting the Ottawa Board with its performance reviews in previous years, she served for several years as the Consulting Executive Coordinator for the Ontario Association of Police Services Boards, and also provided consulting services to the Canadian Association of Police Governance in the past on issues related to their strategic plan and governance practices.

Ms. Hume-Wright's scope of work would include compiling and analyzing the completed performance evaluation survey results from each Board member, and then providing a report on what goals the Board is achieving, areas where it would benefit from improvement, and an action plan for addressing her recommendations. Her proposal is attached as Document 1.

## **CONSULTATION**

Consultation was not required.

## **FINANCIAL IMPLICATIONS**

Ms. Hume-Wright has submitted a quote (included in Document 1) to complete the steps described above for between \$4,000 and \$5,000 plus HST. Given Ms. Hume-Wright's extensive knowledge of police boards, governance practices and performance evaluation processes, and her direct experience with this Board's past performance evaluation processes, it is recommended that she be retained to assist the Board in its 2017 performance review.

The Board's budget contains sufficient funds in its Professional Services account to cover this expenditure.

### **SUPPORTING DOCUMENTATION**

Document 1 – Proposal from Herne Co.

### **CONCLUSION**

In 2006 in response to a recommendation from the City's Auditor General, the Ottawa Police Services Board embraced the opportunity to improve its governance practices and effectiveness through conducting a formal performance evaluation process. Since the 2006 review, less formal performance reviews have been conducted and reported on annually except for 2009 and 2012 when comprehensive evaluation processes were completed. The Board's policy GA-5 on Board Planning and Performance Review requires that the Board conduct self-evaluations of its own performance at least every four years. Because of her unique experience and past work with this Board, it is recommended that Ms. B. Hume-Wright be retained to assist the Board in this important task.

**Document 1**

January 27, 2017

Wendy Fedec, Executive Director,  
Ottawa Police Services Board,  
Ottawa City Hall,  
110 Laurier Avenue West,  
Ottawa, Ontario  
K1P 1J1

Dear Wendy,

Please accept this proposal from the Herne Company Limited to work with the Ottawa Police Services Board (OPSB) on the next phase of its Performance Evaluation Process. I am pleased to have this opportunity to work with the OPSB as it continues to lead the way in police services board performance evaluation. The OPSB is to be congratulated for its efforts with this forward thinking but challenging continuous improvement process.

I understand from our discussions that the OPSB is interested in receiving third party assistance in the analysis of its Board performance evaluation. As you will recall Herne Co. worked with you and the OPSB in 2012 and completed a process of review of its Board and its governance practices. As in 2012 I would recommend that the Policy and Governance (P&G) Committee carry out a review of the board evaluation tool and approve the renewed survey tool for this 2017 round of board evaluation. Herne Co. would provide the third party assistance in the analysis of the survey results and recommendations for moving forward to continuously improve the performance of the board.

The following process is recommended for this analysis should the OPSB wish to retain Herne Co's services:

- Compiling and analyzing the completed evaluation questionnaires (two to three days)

- Preparation of a summary report to the Board including identifying those areas where the Board is achieving its goals and those areas which would benefit from continuous improvement and an action plan for 2017 (two days)
- Draft a summary report on the process and its findings for the Board's annual report (one day)

The total consulting days in this proposal is about 6 days in the spring of 2017. At \$550.00 per day this proposal would equate to between \$4,000 and \$5,000 plus HST and if necessary, the cost of my administrative assistant at about \$30. per hour.

If you require any further details on this proposal, please let me know and I would be pleased to provide them. I look forward to the opportunity to continue my work with you and the OPSB on this very exciting process.

Yours truly,

***Barbara Hume-Wright***

Barbara Hume-Wright

President, Herne Company Limited

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