

OTTAWA POLICE SERVICES BOARD
2017 PERFORMANCE EVALUATION TOOL

OBJECTIVES

1. To continuously improve the overall effectiveness of the Board.
2. To ensure the Board’s governance practices are fulfilling its legal responsibilities.
3. To ensure that all Board members fully understand what is expected of them.
4. To enhance communication and a sense of team among Board members.
5. To achieve the goals contained in the 2016-2018 Business Plan.

TO BE COMPLETED BY EACH MEMBER OF THE BOARD

**Please complete and return to
 Barb Hume-Wright, at barb.hw@gmail.com by _____.**

INTRODUCTORY QUESTIONS:

1. I have been on the Board for ____ years.
2. I have completed ____ performance evaluations in the past for this Board.
3. I have reviewed the results of the last performance evaluation. YES____ NO____

Ratings: 1 – Not being done
 2 – Done but needs improvement
 3 – Done adequately
 4 – Done very well
 D/K – don’t know.

	1	2	3	4	D/K
1.0 VISION & MISSION STEWARDSHIP					
1.1 The Board’s strategic, policy and resource allocation decisions support the advancement of the OPS Vision and Mission statements: <i><u>Vision:</u></i> <i>A trusted partner in community safety.</i> <i><u>Mission:</u></i> <i>To protect the safety and security of our communities</i>					
1.2 The Board’s processes and decisions contribute to achieving the OPS Business Plan.					

Comments about Vision / Mission Stewardship: _____

	1	2	3	4	D/K
2.0 BOARD STRUCTURE AND ROLES					
2.1 The Board composition includes the necessary skill mix to help ensure good governance.					
2.2 The tenure and rotation of members is appropriate for the Board to perform well as a highly functioning team.					
2.3 The Board understands its role and responsibilities.					
2.4 Each Board member understands their role.					
2.5 Individual Board members understand that when they are on the Board, they represent the Board.					
2.6 Board policies clearly define the role of individual Board members.					
2.7 The Board has written policies and procedures that clearly define how it operates.					
2.8 The Board regularly reviews its policies.					
2.9 The number and organization of Board committees is correct and facilitates effective accomplishment of the Board's tasks.					
2.10 Every Board committee has terms of reference that clearly identifies the committee's roles and responsibilities.					
2.11 The purposes of the Board committees are well understood by Board members.					
2.12 Committees develop and follow Board approved annual work plans that contribute to the achievement of the Board's goals.					
2.13 Board committees have the necessary resources to support the achievement of their work plans.					
2.14 Board and committee meetings are focused on policy, planning and strategic issues, not on day-to-day operational matters, as is appropriate.					
2.15 The Board committees perform their required functions effectively and report regularly to the Board.					

Comments about Board Structure and Roles: _____

	1	2	3	4	D/K
3.0. BOARD MEETINGS AND PROCESS					
3.1 The Board meets frequently enough to accomplish its activities.					
3.2 The length of Board meetings is appropriate to accomplish the Board's tasks.					
3.3 An effective agenda is prepared and circulated in advance of each Board meeting to allow members to prepare for the meetings.					
3.4 The agenda is followed at each meeting.					
3.5 Board reports contain the correct amount and type of information to allow Board members to prepare for the meeting and make informed decisions.					
3.6 Staff presentations to the Board are relevant, concise and timely.					
3.7 Board meetings are conducted in a manner that permits meaningful participation by all Board members.					
3.8 Board members participate fully in discussions at Board meetings.					
3.9 Board members respect the decision-making process.					
3.10 Board members respect the role of the Chair as the Board's official spokesperson.					
3.11 Meeting discussion content is restricted to issues that clearly belong to the Board.					
3.12 The Board refers to and enforces its conflict of interest policy at Board meetings.					
3.13 Board members do not violate the confidentiality of in camera discussions.					
3.14 A clear and accurate record of each Board meeting's proceedings and decisions is maintained.					
3.15 Attendance at Board and committee meetings is adequate.					
3.16 There is adequate monitoring of follow-up or					

action items.					
3.17 The Board has an annual work plan that is aligned with the Board’s goals.					
3.18 All reports to the Board clearly indicate how the Board’s decision will impact progress toward achieving the Business Plan.					

Comments about Board Meetings & Process: _____

	1	2	3	4	D/K
4.0 BOARD / CHIEF RELATIONS					
4.1 Overall, the Board has a good relationship with the Chief of Police.					
4.2 If conflict arises between the Board and Chief, it is effectively managed in a time sensitive way.					
4.3 There is a clear understanding of and delineation between the roles of the Board and the Chief of Police.					
4.4 The Board creates policies for the governance and general oversight of the Service where it should.					
4.5 The Board never interferes in operational decisions or day-to-day operational matters of the Service.					
4.6 Individual Board members never interfere in operational decisions or day-to-day operational matters of the Service.					
4.7 The Board maintains an independent voice from senior OPS management, speaking only on Board matters.					
4.8 The Board has established performance expectations with the Chief of Police and evaluates the Chief’s performance annually.					
4.9 Board minutes and policies provide the Chief with clear guidance and direction.					
4.10 The Chief advises the Board on the operational and cost implications of policies that the Board considers.					
4.11 The Chief keeps the Board fully informed of important operational matters that will affect its					

deliberations.					
4.12 The Board provides the Chief with adequate opportunity to review any concerns the Chief may have about the manner in which the Board is carrying out its governance responsibilities.					
4.13 The Chief and the Board meet periodically to assess how their working relationship could be improved.					
4.14 The Board has a succession plan for the Chief of Police.					

Comments about Board / Chief Relations: _____

	1	2	3	4	D/K
5.0 EXTERNAL RELATIONS					
5.1 The Board is an effective link between the Ottawa Police Service and the community.					
5.2 The Board actively engages in building relationships with the public, community groups, businesses, and other police boards provincially and nationally.					
5.3 The Board fosters a productive and appropriate relationship with the police associations.					
5.4 The Board fosters a productive and appropriate relationship with City Council.					
5.5 City Council, community and business organizations/leaders and the public are consulted about the services provided by the Ottawa Police Service.					
5.6 The Board participates in the development of public policy (at the municipal, provincial and federal level) on public safety and policing issues.					
5.7 The Board supports the activities of other organizations that result in outcomes that complement those of the Ottawa Police Service.					

Comments about External Relations: _____

	1	2	3	4	D/K
6.0 EXTERNAL COMMUNICATIONS					
6.1 The Board has the capacity to respond to requests for comments to the media in a timely and appropriate manner.					
6.2 The public understands the Board’s role.					
6.3 The media understand the Board’s role.					
6.4 City Council understands the Board’s role.					
6.5 OPS members understand the Board’s role.					
6.6 The Board’s communication with other stakeholders is sufficient and appropriate.					
6.7 The Board’s communication with the media / public is sufficient and appropriate.					
6.8 The Board understands and supports the use of social media to further the goals of the OPS and enhance communication with the broader public.					

Comments about External Communications: _____

	1	2	3	4	D/K
7.0 BOARD EDUCATION AND DEVELOPMENT					
7.1 Before being appointed, I had sufficient information about the “working conditions” for Board members.					
7.2 A formalized orientation program and Board resources are in place to support the work of the Board.					
7.3 New Board members receive an adequate orientation as to the roles and responsibilities of Board members and the Police Service.					
7.4 Appropriate time is allocated to Board member orientation and training.					
7.5 Board members are encouraged to take					

	advantage of and have ongoing access to education programs on key issues and board roles & responsibilities.					
7.6	The Board allocates the necessary resources to support 7.4.					
7.7	There is a clear process for regularly reviewing the performance of the board.					
7.8	The Board regularly conducts a self-evaluation and develops and implements action plans to strengthen Board performance.					
7.9	The board uses the results of the performance evaluation to help develop its annual goals.					
7.10	The Board commits time for group learning experiences designed to improve the Board's effectiveness as a governing body and its understanding of emerging issues.					
7.11	Board members meet for the purpose of developing their skills and knowledge as board members.					
7.12	I utilize every reasonable opportunity to develop my skills as a board member.					
7.13	The board has a process for leadership development to ensure proper experience and commitment by a future board Chair.					

Comments about Board Education and Development _____

	1	2	3	4	D/K
8.0 STRATEGIC / BUSINESS PLANNING					
8.1 The Board sets the strategic direction for the Police Service.					
8.2 The Board leads and contributes to the process of establishing and renewing the business plan for the OPS.					
8.3 The Board ensures that community perspectives and issues are addressed in the planning process.					
8.4 The Board questions planning data and assumptions during the strategic planning process.					
8.5 As part of the business plan / strategic planning process, the Board sets performance measures that reflect areas critical to the success of the					

	OPS.					
8.6	The Board monitors implementation of the business plan and regularly evaluates accomplishment of plan goals and objectives.					
8.7	The Board reviews and discusses achievement toward meeting the goals of the business plan annually.					
8.8	At Board meetings, the Board devotes sufficient time to strategic and planning issues.					
8.9	The Board ensures strategic alignment between its key planning documents, which include the OPS business plan, the annual budget, the Chief's annual performance review and performance metrics.					
8.10	The Board considers the goals of the business plan when reviewing annual operating and capital budgets.					
8.11	The Board holds annual workshops devoted to developing its strategic leadership and priority setting role.					

Comments about Strategic Planning: _____

	1	2	3	4	D/K
9.0 PERFORMANCE MONITORING					
9.1 The Board understands its role and responsibilities in monitoring compliance with legislation, regulations and its own policies.					
9.2 The Board has relevant internal reporting and compliance systems.					
9.3 The Board ensures monitoring requirements and deadlines are met.					
9.4 Monitoring reports received by the Board contain adequate information for the Board to discharge its governance duties.					
9.5 The Board is sufficiently informed by the Service of changes/developments in police programs and policies before they are announced publicly.					
9.6 The Board effectively monitors the overall					

performance of the Service.					
9.7 The Board is fulfilling its oversight responsibility with respect to risk management for the Service.					

Comments about Performance Monitoring _____

	1	2	3	4	D/K
10.0 FINANCIAL STEWARDSHIP					
10.1 The Board understands its role and responsibilities in financial oversight.					
10.2 The Board is fully engaged in the budget-setting process for the Service – it is not just a rubber-stamp.					
10.3 The Board provides good financial stewardship of the Service: budget oversight, monitoring and evaluation.					
10.4 Board members are comfortable asking questions about financial matters during board meetings.					
10.5 The types of financial reports received by the Board are adequate for it to discharge its governance duties.					
10.6 A written report regarding budget variances is received in a timely fashion and is reviewed and fully discussed at board meetings on a quarterly basis.					
10.7 The Board makes resource allocation decisions that are compatible with achieving the Business Plan.					

Comments about Financial Stewardship: _____

	1	2	3	4	D/K
11.0 BOARD MEMBER PERFORMANCE AND PERCEPTION					
11.1 I feel valued and appreciated for the contributions I make to the Board.					
11.2 I devote enough time to my role as a Board member, both in meetings and in the community.					
11.3 All members are carrying their weight and sharing the work load.					
11.4 Board members are aware of and conduct themselves in accordance with the Code of Conduct.					
11.5 There is a climate of mutual respect and trust among Board members.					
11.6 If conflict arises among Board members, it is effectively managed.					
11.7 There is effective and appropriate communication between the Board Chair and the Board members.					
11.8 The Board is meeting its legislated responsibilities.					
11.9 Board members are sufficiently compensated for their work and attendance at meetings.					

Comments about Board Member Performance and Perception: _____

12.0 GENERAL QUESTIONS

12.1 What do you consider to be the strengths of the Ottawa Police Services Board?

12.2 What do you consider to be the weaknesses of the Ottawa Police Services Board?

12.3 Describe the single most important change that should be made to improve the Ottawa Police Services Board's effectiveness?

12.4 On a scale of 1 to 5, how would you rate the performance of the Ottawa Police Services Board?

Extremely Poor				Excellent
1	2	3	4	5

12.5 Do you have any other comments about the Ottawa Police Services Board?
