

Report to / Rapport au:

**Human Resources Committee
Comité des ressources humaines**

7 July 2023 / 7 juillet 2023

**Submitted by / Soumis par:
Executive Director, Ottawa Police Services Board / Directrice exécutive,
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**SUBJECT: EXECUTIVE COMMAND PERFORMANCE EVALUATION
FRAMEWORK**

**OBJET: CADRE DE L'ÉVALUATION DU RENDEMENT DU COMMANDEMENT
DE DIRECTION**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board's Human Resources Committee receive this item for information and discussion.

RECOMMANDATIONS DU RAPPORT

Que le Comité des ressources humaines de la Commission de services policiers d'Ottawa prenne connaissance de ce point et en discute.

BACKGROUND

Under Sections 31(1) of the *Police Services Act*, the Board is responsible for the provision of adequate and effective police services in the municipality and shall:

- (d) Recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions taking their submissions into account;

(e) Direct the chief of police and monitor his or her performance

Board Policy BC-3 Chief of Police Performance Evaluation System (attached as Document 1) provides the Board with general principles concerning the performance evaluation system to be used by the Board on an annual basis to evaluate the Chief as well as a detailed process.

In December of 2019, the Board and Executive Command (EC) began discussions around updating the performance evaluation framework being used to evaluate the Chief, Deputies and CAO. Both the Board and the EC felt the existing framework was too cumbersome and wanted a simpler and more meaningful solution. Progress was made on a new framework however the work was never completed. The latest draft of the framework is attached as Document 2.

Discussions are being resumed on the performance evaluation framework to determine whether the Committee and Executive Command wish to recommend that the Board proceed with approving it; make further changes; adopt a new framework; or return to using the former evaluation template (attached as Document 3). The Committee will also want to consider potential policy changes to the Board's existing policy, BC-3 Chief of Police Performance Evaluation System.

Finally, in response to the Office of the Auditor General's (OAG) report, "Audit of the Ottawa Police Service's Response to the Convoy Protest – The Role of the OPSB", the Board committed to reviewing the performance evaluation process for the Chief of Police (as well as Deputy Chief of Police and Chief Administrative Officer) through its Human Resources Committee to ensure there is an ongoing monitoring and evaluation component associated with the Chief of Police meeting the expectations of the Board with respect to Major Events and related policies. The Committee will need to consider this action item as part of its review.

DISCUSSION

In December of 2019, the Board and Executive Command (EC) began discussions around developing a new performance evaluation framework as the Board and EC felt the existing system did not effectively assess the performance of the Chief and his/her Executive Team against the Board's strategic/business plan and strategic objectives and they were seeking a solution to improve the process and its outcomes. The Board and Service jointly hired a consultant to assist with this work.

Some of the general improvements the Board/EC were trying to make to the framework included:

- Including more perspectives in the evaluation process, such as a 360 degree review;
- Incorporating more regular check-ins throughout the year as part of the evaluation process;
- Ensuring individual Command members could be evaluated in addition to the EC as a team (such as shared objectives);
- Using a rating scheme that is on a continuum;
- Include targeted performance metrics that are tied to the achievement of the goals set by the Board in its strategic plan; and,
- Ensuring alignment with the competencies used by the OPS to evaluate its members.

The Board's Human Resources Committee met in February and December of 2020, and had targeted to go live with the new framework in February/March of 2021 however there were a number of unexpected delays in finalizing the framework that eventually led to the initiative being put on hold in early 2022.

With a new Board and new members of the Executive Command now in place, the Committee is being asked to resume discussions on the performance evaluation system in consultation with the EC.

Included as part of this report for the Committee's review is Board's policy, BC-3 Chief of Police Performance Evaluation System; the updated Performance Evaluation Framework that has yet to be implemented/finalized; and the former evaluation tool that was last used in 2019.

Historically, the annual evaluation period for the Executive Command was January-December. The Board evaluates the Chief of Police and the Chief of Police evaluates the Deputy Chiefs and Chief Administrative Officer, with a copy being shared with the Board for information and any comments.

Work to finalize the performance evaluation system to be used by the Board to evaluate the Chief should be completed before the end of the year in order to align with the end of the annual evaluation period.

CONSULTATION

The City was previously consulted in the development of the draft framework for information regarding City practices.

FINANCIAL IMPLICATIONS

Should the Board continue to leverage the expertise of a consultant to assist with the development of an updated performance evaluation guidance framework, there will be consultant costs.

The Board and Service were previously sharing the costs of the consultant on a 50/50 basis.

SUPPORTING DOCUMENTATION

Document 1: Board Policy BC-3 Chief of Police Performance Evaluation System

Document 2: OPSB Performance Evaluation Guidance Document Final Draft V6

Document 3: Previous Performance Evaluation Template (*used in 2019 and prior years*)

CONCLUSION

Reviewing the performance of the Chief of Police is an important governance responsibility legislated by the *Police Services Act*, that is integral to the Board's business planning process and good governance of the Police Service.

The Human Resources Committee is being asked to review and discuss the performance evaluation system to be used in the evaluation of the Chief, Deputies, and CAO on a go forward basis.