

**OTTAWA POLICE SERVICES BOARD**  
**PERFORMANCE EVALUATION SYSTEM FOR CHIEF OF POLICE**

COMPONENTS

This performance evaluation is divided into three Parts:

**PART I**            Performance Objectives Document for the current year under review

**PART II –**        Performance Evaluation Questionnaire for the current year under review, to be completed at the end of the year.

**PART III -**       Performance Objectives Planning Document for the upcoming year.

*Reference:        Position Description for Chief of Police*

In Part I, the Chief of Police sets out the Performance Objectives and expected accomplishments that he/she and the Board established for the current year under review. At the end of the current year review period, the Chief and the Board will complete the Questionnaire in Part II, reviewing the Chief's completed accomplishments against the previously defined objectives in Part I. Also at the end of the review period, the Chief and Board shall develop a Performance Objectives Planning Document setting out objectives and expected accomplishments for the next year; this is Part III.

PART I:

**PERFORMANCE OBJECTIVES DOCUMENT:  
OBJECTIVES AND EXPECTED ACCOMPLISHMENTS  
FOR THE CURRENT YEAR UNDER REVIEW**

Name: \_\_\_\_\_ Review Period: \_\_\_\_\_

When determining objectives, it is vital that the objective be:

1. Clearly defined/specific
2. Realistic
3. Attainable
4. Measurable
5. Specific as to a completion timeframe.

The objectives should be fully aligned with the long-term (Business Plan) and short-term (annual Service goals/budget) priorities established by the Board.

**OBJECTIVES AND ACCOMPLISHMENTS FOR THE CURRENT YEAR UNDER REVIEW**

- A. Objectives
- B. Expected Accomplishments (include timeframes if appropriate):
- C. Anticipated Challenges:
- D. Board's commitments to resolve anticipated challenges:
- E. Personal Development Plan:

Original Date of Plan: \_\_\_\_\_

OTTAWA POLICE SERVICES BOARD  
PERFORMANCE EVALUATION SYSTEM FOR CHIEF OF POLICE

PART II:

**PERFORMANCE EVALUATION QUESTIONNAIRE**

FOR

NAME: \_\_\_\_\_

PERIOD: \_\_\_\_\_

**RATIONALE AND INSTRUCTIONS**

The Performance Evaluation System questionnaire is based upon pre-defined competencies, standards and expectations. These reflect the work performance expected of the Chief, and are consistent with the Position Description and the Performance Planning document.

The competencies contained in the Position Description are as follows:

1. Communications
2. Interpersonal Effectiveness
3. Decision Making and Problem Solving
4. Organization and Planning
5. Leadership
6. Professional Development
7. Initiative.

**RATING SCHEME**

In conducting the evaluation, the Board will rate the Chief of Police in each competency using the following ratings:

<b>EXCEEDS EXPECTATIONS</b>	Exceeded on all or almost all key deliverables, representing 80% or more of work expectations.
<b>MEETS ALL AND EXCEEDS SOME EXPECTATIONS</b>	Exceeded on a number of key deliverables, representing 50% or more of work expectations.
<b>FULLY MEETS EXPECTATIONS</b>	Achieved on all or almost all key deliverables, representing 90% or more of work expectations.
<b>MEETS SOME BUT NOT ALL EXPECTATIONS</b>	Achieved on a number of key deliverables, representing 70% or more of work expectations.
<b>DOES NOT MEET EXPECTATIONS</b>	Achieved on a number of key deliverables, representing less than 70% of work expectations.

The Board must provide a descriptive rationale for each rating on the evaluation form, including specific examples of the Chief's performance. Documentation shall include specific examples, including any qualitative and quantitative results.

PERFORMANCE EVALUATION QUESTIONNAIRE

**KEY COMPETENCIES**

**1. COMMUNICATIONS**

<p>EXPECTATIONS</p> <p>a) <u>Oral Communications</u> Communicates in a focused, organized, concise and effective manner. Demonstrates ability to communicate to suit the style of person or group to whom he/she is speaking. Conducts prepared and ad-hoc presentations in an effective manner. Communicates comfortably with all levels of government. Listens to differing points of view. Embraces the role of spokesperson for the OPS, professionally and faithfully representing the organization's goals with integrity.</p> <p>b) <u>Written Communication</u> Produces excellent written communication that is timely, comprehensive, accurate, clear and concise.</p>
<p>CHIEF'S COMMENTS ON RESULTS ACHIEVED</p>
<p>BOARD'S COMMENTS</p>

<input type="checkbox"/>	Exceeds Expectations	<input type="checkbox"/>	Meets all and exceeds some expectations	<input type="checkbox"/>	Fully meets expectations	<input type="checkbox"/>	Meets some but not all expectations	<input type="checkbox"/>	Does not meet expectations
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**2. STRATEGIC RELATIONSHIPS AND NETWORKING**

<p>EXPECTATIONS</p> <p>Establishes, maintains, and leverages positive and cooperative internal and external working relationships including, but not limited to, with community members and groups, the Board, City Councillors, policing partners, and other strategic partners to ensure OPS goals and objectives are met. Demonstrates empathy, sensitivity and respect when interacting with others. Uses tact and diplomacy. Facilitates a resolution to conflicts or disagreements where possible. Demonstrates interest in the opinion of others and is open-minded regarding differing needs and viewpoints. Relates to and sees issues from the perspective of people of other cultures. Shows and fosters respect for individual differences.</p>
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CHIEF'S COMMENTS ON RESULTS ACHIEVED
BOARD'S COMMENTS

<input style="width: 20px; height: 20px;" type="checkbox"/>	Exceeds Expectations	<input style="width: 20px; height: 20px;" type="checkbox"/>	Meets all and exceeds some expectations	<input style="width: 20px; height: 20px;" type="checkbox"/>	Fully meets expectations	<input style="width: 20px; height: 20px;" type="checkbox"/>	Meets some but not all expectations	<input style="width: 20px; height: 20px;" type="checkbox"/>	Does not meet expectations
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**3. DECISION MAKING AND PROBLEM SOLVING**

<p>EXPECTATIONS</p> <p><b>a) Analytical Ability and Judgment</b></p> <p>Understands the human, financial and operational implications of decisions. Recognizes and anticipates community and/or organizational issues at an early stage and works with stakeholders to jointly develop solutions. Gathers, reviews, evaluates and integrates information from a variety of sources to fully understand the issue and determine if there is a need for action. Analyzes opportunities, risks, and threats, extrapolating the major implications for the organization. Makes effective recommendations or decisions based on sound judgment. Reviews and evaluates outcomes in consultation with stakeholders and implements changes as necessary. Demonstrates creative and innovative problem solving techniques.</p>
CHIEF'S COMMENTS ON RESULTS ACHIEVED
BOARD'S COMMENTS

<input style="width: 20px; height: 20px;" type="checkbox"/>	Exceeds Expectations	<input style="width: 20px; height: 20px;" type="checkbox"/>	Meets all and exceeds some expectations	<input style="width: 20px; height: 20px;" type="checkbox"/>	Fully meets expectations	<input style="width: 20px; height: 20px;" type="checkbox"/>	Meets some but not all expectations	<input style="width: 20px; height: 20px;" type="checkbox"/>	Does not meet expectations
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<p>EXPECTATIONS</p> <p>b) <b>Accountability to the Board</b></p> <p>Understands the legislative accountability and regulatory relationship between the Police Service and the Board. Provides the Board with input in the development of policy and continually reviews operational policies to ensure compliance with Board policy. Provides necessary and requested information to assist the Board in making informed decisions.</p>
<p>CHIEF'S COMMENTS ON RESULTS ACHIEVED</p>
<p>BOARD'S COMMENTS</p>

<input type="checkbox"/>	Exceeds Expectations	<input type="checkbox"/>	Meets all and exceeds some expectations	<input type="checkbox"/>	Fully meets expectations	<input type="checkbox"/>	Meets some but not all expectations	<input type="checkbox"/>	Does not meet expectations
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**4. ORGANIZATION AND PLANNING**

<p>EXPECTATIONS</p> <p>a) <b>Strategic Thinking &amp; Management</b></p> <p>Formulates effective strategies consistent with the mission, vision and priorities of the OPS within the context of municipal, provincial and federal policing pressures and in accordance with the objectives established by the Board. Contributes to the Service's strategic planning process, setting organizational and administrative priorities. Facilitates the development of and implements goals and objectives that contribute to the attainment of Service goals. Provides regular reports to the Board on achieving established objectives and priorities. Clearly defines objectives, action steps, responsibilities and timelines. Considers short-term requirements and long-term solutions. Monitors and evaluates progress towards objectives and adapts plans as required.</p>
<p>CHIEF'S COMMENTS ON RESULTS ACHIEVED</p>

BOARD'S COMMENTS

Exceeds Expectations     Meets all and exceeds some expectations     Fully meets expectations     Meets some but not all expectations     Does not meet expectations

EXPECTATIONS

**b) Community Focused**

Understands the diverse needs of the community. Demonstrates a dedication to community collaboration and a clear understanding of community issues. Coordinates plans and activities with relevant individuals, teams and the community. Follows up on community inquiries, requests, complaints and keeps the community informed through personal communication or the media. Shows a personal commitment by making oneself available to the community, especially during critical periods. Maintains regular contact with the community by initiating involvement with service clubs, community organizations or agencies.

CHIEF'S COMMENTS ON RESULTS ACHIEVED

BOARD'S COMMENTS

Exceeds Expectations     Meets all and exceeds some expectations     Fully meets expectations     Meets some but not all expectations     Does not meet expectations

EXPECTATIONS

**c) Financial Management**

Demonstrates competence and accountability in financial management. Oversees the development, monitoring and maintenance of the budget and financial targets, meeting the operational and capital budgets as approved by the Board. Secures, allocates, monitors and controls resources required to maintain the efficiency of the Service. Balances demand for service and resources available. Maintains appropriate financial reporting systems and managerial controls. Ensures resources are distributed in

accordance with the objectives and priorities established by the Board. Demonstrates understanding of value for money, making decisions that balance the drive for results with quality and achievement of OPS strategic and operational goals.
CHIEF'S COMMENTS ON RESULTS ACHIEVED
BOARD'S COMMENTS

<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets all and exceeds some expectations	<input type="checkbox"/> Fully meets expectations	<input type="checkbox"/> Meets some but not all expectations	<input type="checkbox"/> Does not meet expectations
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<p>EXPECTATIONS</p> <p>d) <b>Human Resource Management</b></p> <p>Ensures effective development and implementation of human resource management strategies, processes, policies and practices in accordance with the principles of Equal Opportunity, including training, performance evaluations, promotional process, recruiting, retention, career development, and succession planning and employee wellness. Ensures employees are furnished with resources needed to accomplish assigned tasks and meet the needs of the community. Promotes employee satisfaction, motivation and performance. Implements policies and training to ensure all members are treated equitably.</p>
CHIEF'S COMMENTS ON RESULTS ACHIEVED
BOARD'S COMMENTS

<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets all and exceeds some expectations	<input type="checkbox"/> Fully meets expectations	<input type="checkbox"/> Meets some but not all expectations	<input type="checkbox"/> Does not meet expectations
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**5. EXECUTIVE LEADERSHIP**

<p><b>EXPECTATIONS</b></p> <p>Provides visible leadership, guidance, encouragement and support to others. Role models desired behaviour consistent with organizational vision, mission and values. Gains interest and support for strategies that realize the vision, goals and objectives of the organization. Provides a clear sense of direction. Delegates authority and responsibility to others, allowing them to use their abilities and talents effectively. Engages and empowers others while maintaining accountability. Demonstrates personal accountability for commitments, actions and results. Ensures that the appropriate structures, processes and systems are in place to facilitate the desired changes and results. Creates an environment that promotes and supports innovation with a vision of moving the organization toward the future. Recognizes and addresses the effect change will have on employees. Shows willingness to question traditional solutions. Navigates power and politics with integrity.</p>
<p><b>CHIEF'S COMMENTS ON RESULTS ACHIEVED</b></p>
<p><b>BOARD'S COMMENTS</b></p>

Exceeds Expectations     Meets all and exceeds some expectations     Fully meets expectations     Meets some but not all expectations     Does not meet expectations

**6. COMMAND PRESENCE**

<p><b>EXPECTATIONS</b></p> <p>Inspires member and public confidence through strong, ethical, and authentic leadership in a range of challenging situations. Makes decisions assuredly in an environment of public scrutiny, delivering clear messages internally and externally. Demonstrates consistent ability to focus on outcomes and deliverables, while addressing constant pressures from policing operations and organizational business. Role models OPS core ethical values of honour, courage and service.</p>
<p><b>CHIEF'S COMMENTS ON RESULTS ACHIEVED</b></p>

BOARD'S COMMENTS

Exceeds Expectations     Meets all and exceeds some expectations     Fully meets expectations     Meets some but not all expectations     Does not meet expectations

**7. PROFESSIONAL DEVELOPMENT**

<p>EXPECTATIONS</p> <p>Defines personal goals and sets priorities. Pursues professional developmental activities through formal and informal means in order to enhance performance. Stays current with knowledge, technology or other aspects of job. Seeks feedback on performance.</p> <p><i>(See specific goals for review period in Part I: Performance Objectives Document)</i></p>
<p>CHIEF'S COMMENTS ON RESULTS ACHIEVED</p>
<p>BOARD'S COMMENTS</p>

Exceeds Expectations     Meets all and exceeds some expectations     Fully meets expectations     Meets some but not all expectations     Does not meet expectations

**8. INITIATIVE**

<p>EXPECTATIONS</p> <p>Commits to accomplishing goals and objectives. Demonstrates high motivation, enthusiasm and pride in work. Takes personal responsibility for outcome of events. Takes action beyond explicit requests and perseveres to overcome obstacles and achieve effective outcomes.</p>
<p>CHIEF'S COMMENTS ON RESULTS ACHIEVED</p>

BOARD'S COMMENTS

Exceeds Expectations     Meets all and exceeds some expectations     Fully meets expectations     Meets some but not all expectations     Does not meet expectations

**9. ANNUAL OBJECTIVES AND ACHIEVEMENTS**

Keeping the time frames and any unanticipated challenges in mind, has the Chief achieved the established objectives, achievements and personal development plan for the period under review?  
*(Reference Performance Objectives Document in Part I.)*

CHIEF'S COMMENTS ON RESULTS ACHIEVED

**Expected Accomplishments**

**Anticipated Challenges:**

**Board's commitments to resolve anticipated challenges:**

**Personal Development Plan:**

BOARD'S COMMENTS

Exceeds Expectations     Meets all and exceeds some expectations     Fully meets expectations     Meets some but not all expectations     Does not meet expectations

**10. GENERAL IMPRESSION OF THE CHIEF'S PERFORMANCE OVER REVIEW PERIOD**

BOARD'S COMMENTS

Exceeds Expectations     Meets all and exceeds some expectations     Fully meets expectations     Meets some but not all expectations     Does not meet expectations

**11. SUGGESTED AREAS FOR IMPROVEMENT**

BOARD'S COMMENTS
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**12. RECOMMENDED OBJECTIVES AND EXPECTATIONS FOR THE COMING YEAR**

BOARD'S COMMENTS
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**13. RESPONSE BY CHIEF OF POLICE**

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DATE OF REVIEW: \_\_\_\_\_

CHIEF'S SIGNATURE: \_\_\_\_\_

BOARD'S COMMENTS
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DATE OF REVIEW: \_\_\_\_\_

BOARD CHAIR'S SIGNATURE: \_\_\_\_\_

PART III

**PERFORMANCE OBJECTIVES PLANNING DOCUMENT:**

**OBJECTIVES AND EXPECTED ACCOMPLISHMENTS FOR UPCOMING YEAR**

Name: \_\_\_\_\_ Review Period: \_\_\_\_\_

When determining objectives, it is vital that the objective be:

1. Clearly defined/specific
2. Realistic
3. Attainable
4. Measurable
5. Specific as to a completion timeframe.

The objectives should be fully aligned with the long-term (Business Plan) and short-term (annual Service goals/budget) priorities established by the Board.

**OBJECTIVES AND ACCOMPLISHMENTS FOR THE UPCOMING YEAR**

- A. Objectives
  
- B. Expected Accomplishments (include timeframes if appropriate):
  
- C. Anticipated Challenges:
  
- D. Board's commitments to resolve anticipated challenges:
  
- E. Personal Development Plan:

Date of Plan: \_\_\_\_\_

\_\_\_\_\_  
Chief, Ottawa Police Service

\_\_\_\_\_  
Board Chair