



# PERFORMANCE MANAGEMENT PROGRAM

Police Services Board

October 28, 2019



OTTAWA POLICE SERVICE  
SERVICE DE POLICE D'OTTAWA

*A Trusted Partner in Community Safety*  
*Un partenaire fiable de la sécurité communautaire*

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# PERFORMANCE MANAGEMENT OVERVIEW



## § **Policy 3.19 – Performance Management Policy**

§ The Ottawa Police Service (OPS) believes in recognizing the value and contribution of all of our members. As such, the Service has implemented a mandatory Performance Management Program in order to manage and assess performance and to further develop our members.

## § **What are the goals?**

§ Support our members throughout their careers

§ Identify development needs and opportunities

§ Provide meaningful feedback

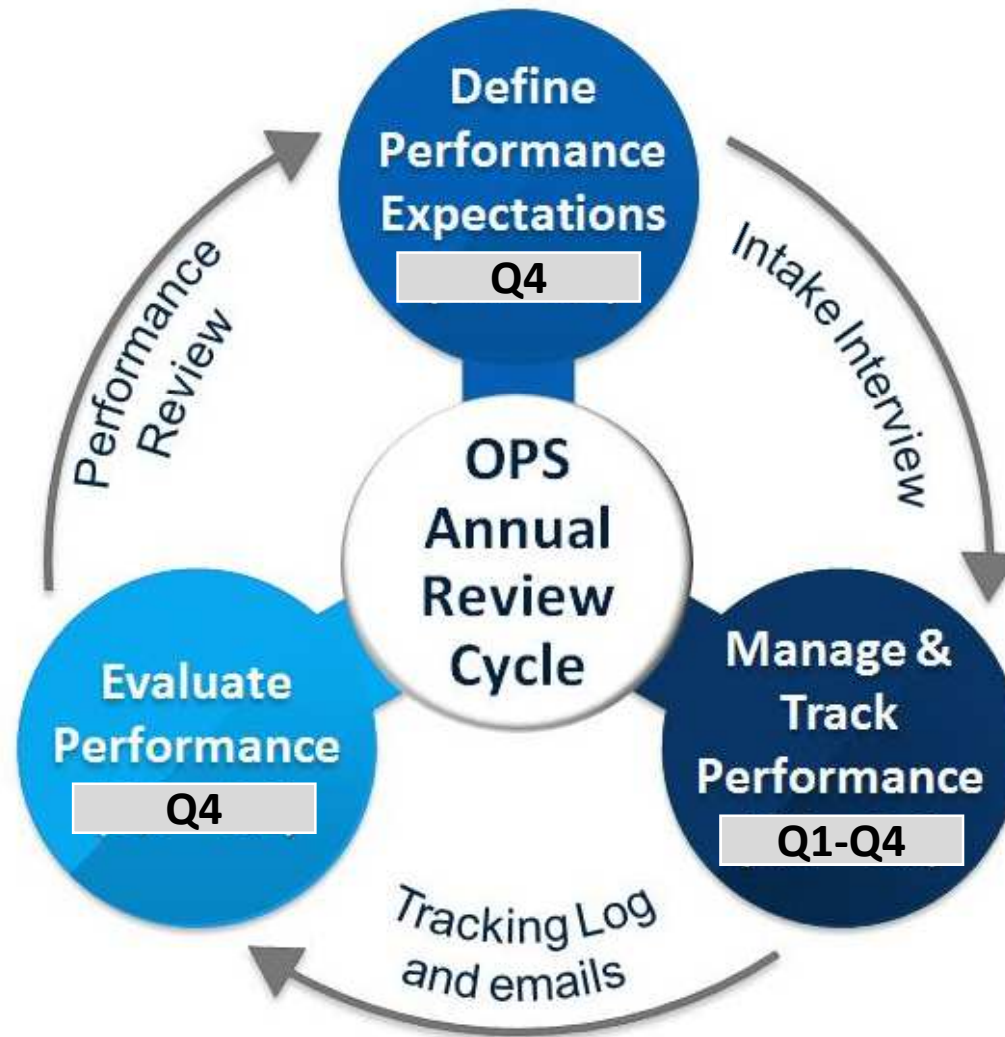
§ Provide an objective, consistent approach to manage performance

# HIGHLIGHTS



- Job descriptions for every position
- Talent management system
- Performance reviews completed annually for all sworn and civilian members, except new recruits during probationary period
  - New Recruit Performance Management Pilot
- 5 point rating scale

# PERFORMANCE MANAGEMENT PROGRAM CYCLE



# PERFORMANCE FEEDBACK



- Feedback regarding a member's performance must be shared with the member on a regular basis throughout the year by the supervisor – Both positive and constructive
- In the event where performance concerns exist supervisors must:
  - Communicate/address concerns with member face to face in a timely manner;
  - Document the performance concerns in writing through e-mail and/or tracking logs
  - Ensure the member is actively involved in resolving the performance concerns. Their engagement in the solution increases the chances that they will be successful.

# ENHANCEMENTS TO THE PERFORMANCE MANAGEMENT PROGRAM



- Senior Officer performance calibration (2019 PRs).
- New Recruit performance management process.

# NEW RECRUIT PERFORMANCE MANAGEMENT



## ■ Pre-2018

- § Recruits assessed at 250hr and 500hr milestone
- § Inconsistent tracking tools for coach officers
- § Lack of process for early identification of performance issues

## ■ Post 2018

- § Pilot process launched May 2018
  - § Progress reports every 2 weeks
  - § Consistent assessment tools
- § Internal audit Oct 2019
- § Plan to update program/policy once pilot and audit complete – early 2020

# NEW RECRUITS





# COACH OFFICER ROLES & RESPONSIBILITIES



- A Coach Officer is trained to provide the recruit with a semi-controlled environment in which they can continue to both learn and apply newly acquired skills.

| Coach Officer shall:   | Methods/Tools:   |
|--|--|
| Set out clear expectations for the New Recruit.  | First Meeting with Coach Interview                           |
| Communicate on an ongoing basis with respect to work performance, appropriate behaviours, and conduct.           | Verbal   |
| Document performance, including positive observations and performance concerns throughout the assessment period. | Email<br>Tracking Log  |
| Consult and communicate with the Sergeant and PDC throughout the assessment period.                              | Verbal<br>Email  |
| Provide objective performance assessments, supported by examples at the required intervals.                      | Progress Reports<br>Mid-point (250hr PR)<br>Final (500hr PR) |

# ASSESSMENT TOOLS



| Assessment Tool                                      |
|--|
| First Meeting with Coach Interview                   |
| New Recruit - Call Review form                       |
| New Recruit - Progress Report                        |
| Various WIKI pages (coach, performance, court, etc.) |
| Training plans                                       |
| Mid-point Assessment (250hr PR)                      |
| Final Assessment (500hr PR)                          |

# IDENTIFYING TRAINING AND DEVELOPMENT NEEDS



- Training provided for members where performance concerns have been identified:
  - Driving training (PDC)
  - RMS training (PDC)
  - Use of Force scenarios training (PDC)
  - Language training (Greybridge Malkam)
  - Courses and policy/procedure review (CPKN, Intranet)

# QUESTIONS



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