

Ottawa Police Services Board

**Concept for an Updated Framework to Review the Annual
Performance of the Chief of Police and Executive Command**

Version: Draft 1.0
Report Date: 2019-01-08
Updated Draft: 2019-01-09

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Background

The Ottawa Police Services Board (OPSB) is responsible for annually reviewing the performance of its Chief of Police, as stipulated in Section 37(1) of the Comprehensive Ontario Police Services (COPS) Act and the OPSB Policy Manual (2018). While the annual review is a legislative requirement, the OPSB also recognizes the importance of this process as a function of good governance of the Police Service and as an integral part of its business planning process. As such, the Board has established and actively participated in a performance evaluation system for its Chief. While the Board is satisfied that its legislative requirements are currently being met, the Board recognizes that the existing system does not effectively assess the performance of the Chief and his/her Executive Team against the Board's business plan and strategic objectives. The Board is therefore seeking solutions to improve the process and its outcomes.

Purpose

The purpose of this report is to describe the concept for a revised framework to review the annual performance of the Chief of Police by the Board.

Scope

The revised Performance Evaluation Framework (Framework) proposed in this report will provide the Board with the means of assessing both the performance of the Chief, as well as the performance of the Chief's Executive Team, as a collective, recognizing that achieving progress on the Board's business plan and objectives is a shared responsibility. The proposed Framework is aligned with applicable provincial legislation (e.g., COPS Act, 2019), the OPSB Policy Manual (2018), and provincial best practices from the Ontario Association of Chiefs of Police (OACP) and the Canadian Association of Police Governance (CAPG). The proposed Framework incorporates elements of '360 degree' performance evaluation, encouraging circular feedback and dialog. The proposed system is intended to be cost effective, easily administered, and make use of readily available technological solutions to facilitate tracking and reporting.

Principles in Design

As stipulated in the OPSB Policy Manual (2018), the Board is committed to establishing and participating in a performance evaluation system for its Chief of Police that promotes individual excellence and increases mutual understanding between the Board and the Chief. An effective performance evaluation system should provide the means of assessing both individual performance against core competencies for the position, as well as the overall performance of the Chief and his/her Executive Team in implementing the Board's business plan and associated strategic priorities, goals and objectives.

As per the Policy Manual, to effectively assess the Chief's performance, the Board may rely on information from various sources, including (but not limited to):

- employee performance questionnaires;
- audits conducted by the Ministry of Community Safety and Correctional Services or the City Auditor General;
- monitoring reports submitted to the Board such as public complaints or financial quarterly reports;
- community feedback received by the Board;
- '360 degree' reviews from individuals working closely with the Chief; and
- environmental scans including public surveys of community satisfaction.

Prior to evaluating the Chief's performance, the Board must provide a clear business plan and strategic objectives against which his/her performance ought to be assessed. If there is no written understanding with respect to objectives and expectations, an effective measurement of performance cannot take place. Furthermore, the evaluation form itself must be designed in a way that accurately measures performance and is consistent with position descriptions or performance agreements that may be in place. A simplified rating scale that does not clearly define specific competencies, expectations or objectives is open to interpretation and is, therefore, an invalid measurement.

Concept

1.1 Current Process

The current performance evaluation system (Table 1) adopted by the Board is based on the system developed by the Ontario Association of Police Services Boards (OAPSB), but has been modified to reflect the duties and responsibilities for the Chief of Police in Ottawa, and is compatible with the competencies outlined in the Chief's Position Description. The Annual Performance Review provides the Board with a summary of the level of success achieved, and challenges faced by the Chief with respect to his/her Core Competencies and Achievements. This information is used by the Board to identify trends in performance, individual strengths, and areas requiring further development.

The current Annual Performance Review process is built around seven Core Competencies defined as the skills, knowledge, abilities and attitude or value that the Chief of Police requires in order to perform his/her role effectively. The competencies have further been defined through asset of sub-competencies. The review process requires the Chief to describe the significant achievements of the service for the past 12 months, with a focus on instances that contributed to the operational success of the police service based on the Business Plan.

Every year, the Chief independently completes the Annual Performance Review form for the previous year and assesses, from his/her perspective, their level of success achieved relative to the expectations outlined in the Business Plan. The Board then reviews the Chief's self-assessment and discusses among themselves any differences in opinion regarding performance or level of achievement they have with the Chief's self-assessment. If the Board agrees with the Chief's assessment the Board assigns an overall performance rating. If there are discrepancies in opinions, a meeting is scheduled with the Chief and Board to discuss their viewpoints and ensure that any differences in opinion are thoroughly examined. At this meeting, the Chief is given an opportunity to explain his/her rationale. Determining the overall performance rating remains the responsibility of the Board. The completed Annual Performance Review is given to the Director of Human Resources (or appropriate person) for action. The Chief may retain a copy.

Table 1: Summary of the Current Chief of Police Performance Evaluation System

Annual Performance Review		
Subject of review	Chief	
Evaluation criteria	Core Competencies for Chief of Police Board’s Annual Business Plan	
Responsibilities	Board Members	Review/validate Chief’s self-assessment and achievements
	Chief of Police	Self-assessment List of achievements against Business Plan
	Executive Team (ET)	N/A
Additional sources of information	Unclear if other sources are considered as part of the current process	
Feedback	Chief and Board meet to discuss any discrepancies in opinions prior to finalizing assessment	
Record management	Paper copy of the Annual Performance Review is given to the Director of Human Resources. Chief may retain a copy.	

1.2 Proposed Performance Evaluation Framework

To address recognized deficiencies with the current model and ensure that the process achieves its stated goals, a new annual Performance Evaluation Framework is proposed that will directly assess performance against strategic objectives and generate more robust discussions and planning. The proposed Framework (Table 2) has been divided into a four section performance evaluation questionnaire: 1) an assessment of the Chief’s performance against core competencies for the position; 2) an assessment of the Chief’s accomplishments against his/her annual Performance Plan Objectives; 3) an assessment of the Chief and his/her Executive Team, as a collective, on their progress against the Board’s Business Plan, and 4) set expectations and objectives for the following year. To maximize the effectiveness of the assessment process, the Board Members, Chief and Executive Team will share responsibility for completing the questionnaires, based on their respective roles as outlined in Table 1.

Table 2: Summary of the Proposed Performance Evaluation System

Proposed Annual Performance Evaluation Framework				
	Section I	Section II	Section III	Section IV
Subject of review	Chief	Chief	Chief's Executive Team (Collectively)	Chief and Executive
Evaluation criteria	Core Competencies for Chief of Police	Chief's Individual Performance Plan Objectives	Business Plan and Annual Objectives	NA
Responsibilities	Board Members	Chief assessment Identify areas of focus	Chief assessment Performance Plan Identify areas of focus	Executive Team assessment on progress Business Plan Objectives
	Chief of Police	Self-assessment Identify areas of focus	Self-assessment Performance Plan Identify areas of focus	Executive Team self-assessment Identify areas of focus
	Executive Team	Peer (Chief) assessment	NA	Executive Team self-assessment Identify areas of focus
Additional sources of information	<ul style="list-style-type: none"> • Member Engagement Survey • Public Opinion Survey • Crime statistics • Evaluations and Studies • Audits 			
Feedback	<ul style="list-style-type: none"> • Survey results collated and analyzed using an interactive dashboard • Board and Chief review and discuss results; set objectives for the following year • Board, Chief and Executive Team review and discuss collective results; set team objectives for following year 			
Record management	<ul style="list-style-type: none"> • Electronic records maintained • Results dashboard may be shared with Board, Chief and Executive Team • Formal copy retained by Director of Human Resources 			

Note: A detailed breakdown of the three parts of the performance review process, along with associated questions and responsibilities, is provided in Annex 1.

As part of the new process, Board Members will now independently assess the performance of the Chief and his/her Executive Team, rather than simply responding to the Chief's self-assessment. The results of these assessments are likely to foster more meaningful dialog by generating independent assessments, whose results can then be compared to identify areas of difference or commonality. The process also

incorporates elements of '360 degree' performance evaluation by having the Chief and his/her Executive Team perform self- and team assessments, respectively, thereby encouraging the leadership team to function as a cohesive and productive unit in achieving the objectives set out for them by the Board. Finally, the process will generate more robust suggestions about future objectives and expectations by prompting respondents to provide suggestions throughout the process.

While the new Framework recommends the use of additional questionnaires (three instead of one), the use of technology will facilitate the administration of the assessment process and should not result in any significant burdens on participants. The questionnaires will be constructed and administered using the SurveyMonkey service (see Annex B for a demonstration of the design). The respondent will be emailed a hyperlink to complete the survey. To initiate the survey, respondents will simply identify their role(s) and the system will automatically produce the required questions to be completed.

Once completed, the results of all three questionnaires will be collated and analyzed to produce overall assessments of the performance of the Chief and his/her Executive Team, as appropriate. The results of all surveys will be collated and summarized visually in an interactive dashboard using Microsoft Excel (see Annex C for a representative sample). The final dashboard will incorporate other sources of information that may be deemed relevant to the assessment process, such as pertinent responses from community or employee engagement surveys. The information gathered through the review process should provide enough evidence for the Board to identify trends in performance, identify areas requiring further development, and identify potential objectives for the upcoming year. The collective results will provide the basis for constructive dialog among all parties.

Estimated Implementation Cost

If approved, the enhanced Performance Review Framework proposed will require the following steps be completed for its implementation:

- Review and validation of the assessment criteria, questions and response scales with the HR Committee and the Chief / Executive Command with final approval by the Board (4 days);
- Design and validation of the SurveyMonkey questionnaires and programming of final questionnaires in OPSB licence (2 days);
- Design and validation of the Excel collation and visualization dashboard (4 days);
- Administration of the SurveyMonkey questionnaires and analysis of results (if outsourced) (5 days) OR alternatively develop a guidance handbook and deliver usability training to the OPSB Executive Director to administer the process (3 days).

The total upward limit of days of effort is estimated at 15 days. Lansdowne has approved rates through the City's Standing Offer of \$1,000 for a total limit of \$15,000. Only actual time expended will be invoiced with supporting timesheets. Lansdowne's point of contact for this engagement is Mrs. Lise Clément – l.clement@lansdowne.com.

Appendix A: Detailed description of the proposed Performance Evaluation Framework

The proposed questionnaire comprises four sections.

Section I assesses the Chief's performance against a set of seven Core Competencies identified by the Ontario Association of Chiefs of Police (OACP) and the Ontario Association of Police Governance (OAPG) as essential attributes for executives in the policing field. These seven competencies are defined as the skills, knowledge, abilities and attitude or value that the Chief of Police requires in order to perform their role effectively. The Chief of Police is expected to consistently demonstrate these competencies in their day-to-day work. Competencies are indicators of "how" results should be achieved, which are arguably as important as the results themselves. This section will be reviewed in step with the continuous improvement cycle of the OACP and OACG.

Evaluation Criteria	Description (current descriptions align with OACP/OACG)	Scale	Self-Assessment	Board Assessment	Executive Peer Assessment	Future Options for further 360o
Section I: Core Competencies						
A. Leadership and Strategy	<i>Influences others to accomplish organizational goals. This includes the ability to think strategically and create a clear, compelling and inspiring vision of the organization's core purpose.</i>	Expectation Scale <input type="radio"/> Exceeding expectations <input type="radio"/> Meeting all and exceeding some expectations <input type="radio"/> Fully meeting expectations <input type="radio"/> Meeting some but not all expectations <input type="radio"/> Not meeting expectations	Comments / examples (up to 3) on how demonstrated	Comments or examples of key strengths Areas of focus for the upcoming year (as required)	Comment or examples	<ul style="list-style-type: none"> Member Engagement Survey results Public Opinion Survey Member Questionnaire (random and confidential)
B. Communications	<i>Exchanges thoughts, emotions, or attitudes between individuals or throughout the organization in a manner that promotes a high degree of understanding.</i>					
C. Human Resources Management	<i>Creates a flexible organizational structure that fits with the operational environment, and to develop maintain and manage effective HR systems such as: training systems, career development programs, performance evaluation, and promotion systems. This includes the ability to establish and classify jobs, administer compensation/benefits, select, develop supervise and evaluate staff in a manner consistent with labour law and best practices.</i>					
D. Political Astuteness	<i>Understands and manages relationships with police oversight agencies, interest groups, and other branches of government. This includes the ability to influence and respond appropriately to key decision-makers and predict how changing events and situations will affect all stakeholders.</i>					
E. Infrastructure and Financial Management	<i>Encompasses the allocation and use of resources in the execution of policies, objectives and priorities established by the Board. This includes accounting for the expenditure of funds, the procuring of goods and services, acquisition and maintenance of property, capital, and IM/IT equipment and software required for the operation of the police service.</i>					
F. Community Knowledge	<i>Knowledgeable and understanding of the people and territory served by the police service and the impact of each on police service delivery.</i>					
G. Police Service Delivery	<i>Manages the delivery of adequate and effective police service to the community in a manner consistent with the principles set out in the Comprehensive Ontario Police Services Act, the direction of the Ottawa Police Services Board and trends in crime, traffic, policing and social order.</i>					

Section II assesses the Chief’s accomplishments against the Performance Objectives and expected accomplishments set at the beginning of the Performance Evaluation period. This section will be adapted annually to align with the Performance Objectives.

Evaluation Criteria	Description (based on the Performance Plan Objectives)	Scale	Chief Self-Assessment	Board Assessment of the Chief	Future Options
Section II: Progress made against Performance Objectives and Expectations					
Objective 1:	<ul style="list-style-type: none"> Short description of objective and expected progress in assessment year Example: Ability to clearly deliver segments of public address in French 	Expectation Scale: <ul style="list-style-type: none"> Progress exceeding expectations Progress meeting all and exceeding some expectations Progress fully meeting expectations Progress meeting some but not all expectations Progress did not meeting expectations 	Comments / examples (up to 3) on how demonstrated	Comments or examples of key strengths	
Objective 2:	<ul style="list-style-type: none"> Short description of objective and expected progress in assessment year 				
Objective 3:	<ul style="list-style-type: none"> Short description of objective and expected progress in assessment year 				
Assessment of Overall Performance and Achievements	<ul style="list-style-type: none"> Keeping in mind the timeframe and unanticipated challenges, assess the Chief’s overall performance in the seven Core Competencies, progress on the Strategic Directions and the objectives set out in the Performance Plan 	Overall <ul style="list-style-type: none"> Exceeded expectations Met all and exceeded some expectations Fully met expectations Met some but not all expectations Did not meet expectations 	Chief comments on greatest achievement, greatest challenges	Board comments on Chief’s greatest achievements and challenges	Executive Team input

Section III assesses the Executive Team as a collective on the progress made against the Ottawa Police Services Board’s Strategic Plan. This section will be reviewed on an annual basis to ensure that it aligns with the focus areas and objectives for the year assessed.

Evaluation Criteria	Description (based on Strategic Directions for the Ottawa Police Service 2019-2020)	Scale (Assess the progress made in advancing each strategic area of focus based on expectations)	Self-Assessment of the Executive Team	Board Assessment of the Executive Team	Future Options
Section III: Executive Team Progress made against the Ottawa Police Services Board’s Business Plan					
A. Advance Community Policing	<ul style="list-style-type: none"> Establish neighbourhood based problem solving teams to address local public safety concerns and enhance relationships with the community Evaluate the effectiveness of the approach Focus resources on addressing street violence, violence against women, and road safety Actively participate on Ottawa’s Community Safety and Well-Being Plan 	Expectation Scale: <ul style="list-style-type: none"> Progress exceeding expectations Progress meeting all and exceeding some expectations Progress fully meeting expectations Progress meeting some but not all expectations Progress in not meeting expectations 	Comments / examples (up to 3) on how demonstrated	Comments or examples of key strengths	<ul style="list-style-type: none"> Member Engagement Survey results Public Opinion Survey Crime stats Evaluations and Studies (e.g. Dr. Duxbury study results) Progress on the Community Safety and Well-Being Plan Diversity and Gender Audits Race Data Collection findings
B. Support our Members	<ul style="list-style-type: none"> Optimize the frontline staffing allocation model Develop tools and processes that ensure equitable access to training and development opportunities Foster positive relationships with Associations Continue to promote the Wellness Strategy to expand awareness and evaluate the Real You Program 				
C. Modernize the Work Environment	<ul style="list-style-type: none"> Continue planning and development activities related to South Campus Implement the Technology Modernization Roadmap Prepare for Next Generation 9-1-1 Explore opportunities to improve service delivery through back-office re-alignment and enhancements to online reporting Complete implementation of the ratio project 				
D. Make Meaningful Progress on EDI	<ul style="list-style-type: none"> Build a governance model and action plan Evaluate the effectiveness of external advisory committees Establish internal employee resource groups 				

Section IV is a questionnaire to identify the areas for improvement and the recommended objectives and expectations for the upcoming year. The results will form part of the Chief's Performance Objectives Planning document.

Evaluation Criteria	Description (based on Strategic Directions for the Ottawa Police Service 2019-2020)	Scale (Assess the progress made in advancing each strategic area of focus based on expectations)	Self-Assessment of the Executive Team	Board Assessment of the Executive Team	Future Options
Section IV: Executive Team Progress made against the Ottawa Police Services Board's Business Plan					
Areas of Focus for the Upcoming Year	<ul style="list-style-type: none"> ○ Objectives ○ Expected Accomplishments ○ Anticipated Challenges ○ Board commitment to resolve anticipated challenges ○ Personal Development Plan 				

Appendix B: Demonstration of SurveyMonkey Questionnaire (CONCEPT PROTOTYPE V1)

Step 1 Respondents receive an email containing a **hyperlink** to the SurveyMonkey questionnaire.

Step 2 Respondents identify select their role

OPSB Chief Performance Evaluation Questionnaire - PROTOTYPE DRAFT 1

1. I am:

- Chief of Police
- Board Member
- Executive Team Member

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Step 3 Respondents complete the required portions of the questionnaire, based on their identified role.

OPSB Chief Performance Evaluation Questionnaire - PROTOTYPE DRAFT 1

Part I: Core Competencies Assessment

Part I assesses the Chief's performance against a set of seven Core Competencies identified by the Ontario Association of Chiefs of Police (OACP) and the Ontario Association of Police Governance (OAPG) as essential attributes for executives in the policing field. These seven competencies are defined as the skills, knowledge, abilities and attitude or value that the Chief of Police requires in order to perform their role effectively. The Chief of Police is expected to consistently demonstrate these competencies in their day-to-day work. Competencies are indicators of "how" results should be achieved, which are arguably as important as the results themselves.

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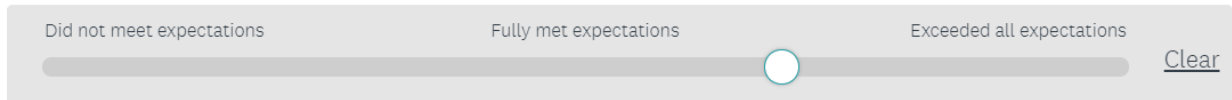
OPSB Chief Performance Evaluation Questionnaire - PROTOTYPE DRAFT 1

Leadership and Strategy

Leadership and strategy is defined as the Chief's ability to positively influence others to accomplish organizational priorities. This includes the ability to think strategically and create a clear, compelling and inspiring vision of the organization's core purpose. (TO BE MODIFIED FOLLOWING BOARD AND CHIEF ENGAGEMENT - BASED ON OACP DEFINITION)

2. Based on the definition of Leadership and Strategy above, assess the achievement of the Chief in meeting the Board's expectations over the last year:

Did not meet expectations Fully met expectations Exceeded all expectations [Clear](#)



3. Comments and/or examples to justify the assessment



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Step 4 Respondents **SUBMIT** results.

Step 5 Results are collated, analyzed and disseminated using an interactive **dashboard** (Appendix C).

Appendix C: Sample Dashboard of Questionnaire Results

