

Report to / Rapport au:

## **Human Resources Committee Comité des ressources humaines**

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Submitted by / Soumis par:

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**SUBJECT: PERFORMANCE EVALUATION SYSTEM FOR CHIEF OF POLICE**

**OBJET: SYSTÈME D'ÉVALUATION DU RENDEMENT POUR LE CHEF DE  
POLICE**

### **REPORT RECOMMENDATIONS**

That the Human Resources Committee receive this item for discussion.

### **RECOMMANDATIONS DU RAPPORT**

Que le Comité des ressources humaines prenne connaissance de ce point afin d'en débattre.

### **BACKGROUND**

As per Section 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 (Document 1) assists the Board in fulfilling the above responsibilities by outlining the general principles of the performance evaluation system and providing a process to follow.

At the start of each annual evaluation period, the Chief and the Board jointly complete a Performance Evaluation questionnaire, as well as a Performance Plan for the following year. The Board initially completes the questionnaire individually and then the results are compiled into one evaluation which is discussed amongst the full Board. It is then shared with the Chief by the Chair and Vice Chair.

The same Performance Evaluation questionnaire and Performance Plan template are also used by the Chief to annually evaluate the Deputy Chiefs and Director General.

## **DISCUSSION**

The Board recognizes that reviewing the performance of its Chief of Police is an important governance responsibility legislated by the *Police Services Act*, and is also integral to the Board's business planning process and good governance of the police service.

At the Board's Policy & Governance Committee meeting on January 19, 2018, the Committee discussed reviewing the current performance evaluation system (process & policy) for the Chief of Police. The Board approved adding this review to the Board's 2018 Work Plan.

The current performance evaluation system being used by the Board is largely based on a system developed by the Ontario Associations of Police Services Boards (OAPSB). It includes pre-defined standards and expectations that are consistent with the Chief's detailed position description. This allows for a mutual understanding between the Chief and the Board with respect to duties and expectations.

The evaluation system also reviews the attainment by the Chief of annual objectives agreed to by the Board, and his/her achievements over the past year, in addition to the expected objectives, challenges, and accomplishments for the upcoming year.

There are seven competency areas that the Board evaluates the Chief on using a pre-determined rating scheme:

- Communications
- Interpersonal Effectiveness
- Decision Making and Problem Solving
- Organization and Planning

- Leadership
- Professional Development
- Initiative

The Board's expectations of the Chief with respect to each competency are clearly outlined and the Chief is asked to perform a self-assessment on each, providing specific examples as support.

The Human Resources Committee is being asked to review the current performance evaluation system (process & policy) with a view to ensuring the following:

- It promotes a clear and common understanding of performance expectations between the Board and the Chief.
- It allows for an objective and accurate measurement of performance by clearly delineating expectations pertaining to responsibilities, duties, and functions.
- It ensures future goals and objectives are set that are measurable, allowing the Board to easily identify whether they have been attained.
- It provides the Board with an opportunity to give performance-based feedback to the Chief.
- It is user-friendly.

Should the Human Resources Committee wish to recommend changes to the Board's policy on the Chief's performance evaluation system, these changes could be forwarded to the Policy & Governance Committee for endorsement.

Should the Human Resources Committee wish to recommend changes to the process (e.g. the Performance Evaluation Questionnaire and the Performance Plan), a decision should be made, in consultation with the Chief, on whether to extend these changes to the process used to evaluate the Deputy Chiefs and Director General as they currently follow the same process.

## **CONSULTATION**

Police board staff at the big 12 police services across the province were consulted on the performance evaluation systems they use to evaluate the Chief of Police.

While some (Windsor and Sudbury) were using the same system that was established by the OAPSB and is currently being used by this Board, others have developed shorter, more simplified templates that the Committee may wish to consider. Examples have been circulated amongst the Committee members for information.

Of note:

- The Regional Municipality of York Police Services Board has based their template on their Service's seven organizational values.
- Toronto Police Services Board evaluates their Chief based on four objectives and four behavioural areas. They also review interim results mid-way through the year.
- London Police Services Board has a one-page evaluation which consists of nine evaluation categories and a rating scale.

### **FINANCIAL IMPLICATIONS**

There is no cost associated with this item.

### **SUPPORTING DOCUMENTATION**

Document 1 – Board policy BC-3 Chief of Police Performance Evaluation System

Document 2 – Current Performance Evaluation Template for Chief of Police

### **CONCLUSION**

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

The Human Resources Committee is being asked to review the current performance evaluation system that is in place to ensure it is clear, effective and user-friendly.