

Update on the OPSB Performance Evaluation Framework for Executive Command

Human Resources Committee Update and Next Steps

December 16, 2020

Purpose

- To bring the Committee up to speed on the work completed to date on the enhanced performance evaluation framework.
- To present the new competencies from the Canadian Police Research Network and the Canadian Association of Chief of Police.
- To discuss next steps to implement the new Framework for the 2020 evaluation (retrospective) and the 2021 evaluation (baseline).

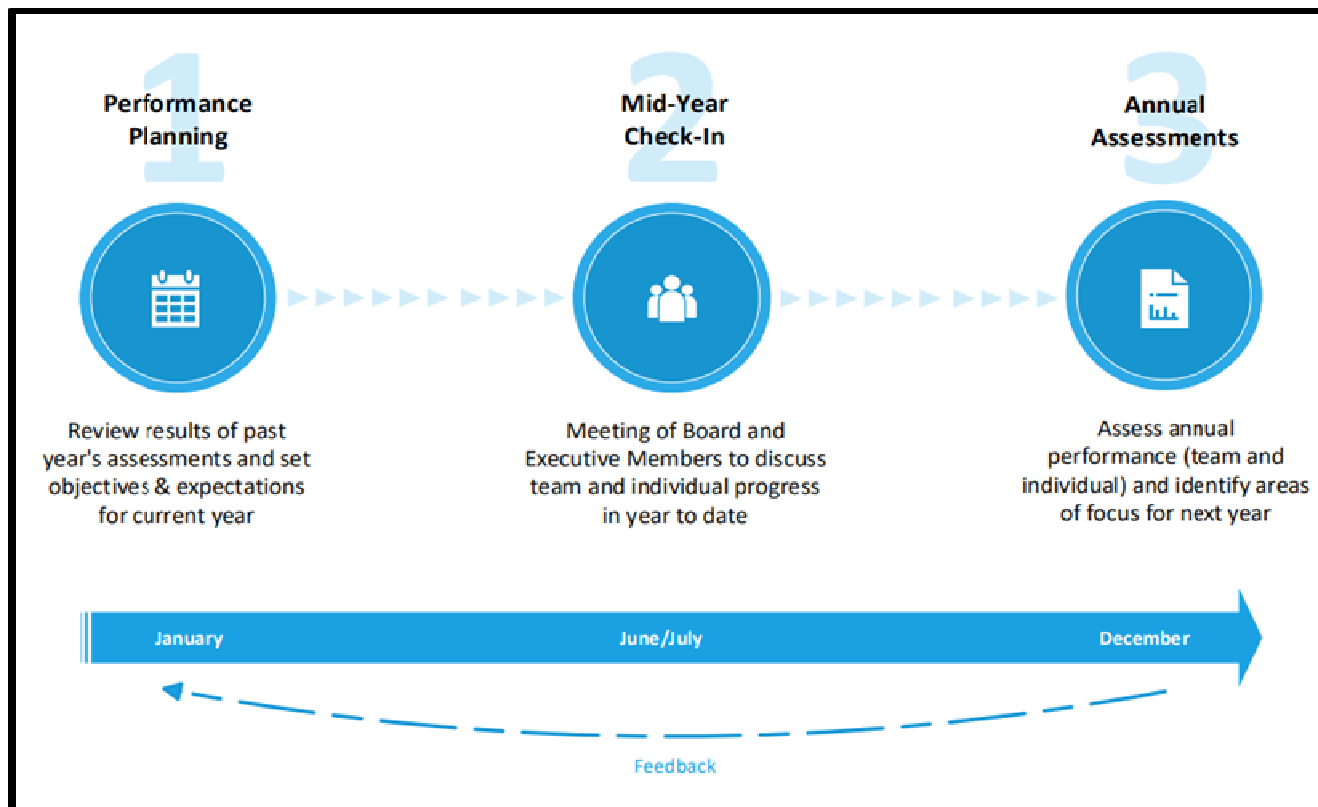
Context

- Board Policy:
 - Board commitment 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.
- Gaps identified at the HR Committee:
 - Current framework does not include an assessment of performance against the strategic plan
 - Competencies are not aligned with the new model emerging from the CACP and the CPKN
 - Approach is cumbersome, paper based, and the evaluation scale is not comprehensive
 - Does not include data from the membership (e.g. member survey and sentiment) or public feedback (e.g. complaints/accolades)
 - Does not include an Executive Team component – focus is on the individual competencies and annual objectives.

Timeline

- Early 2020: HR Committee, along with Executive Command (EC) members, began the process of updating the Executive Command performance evaluation framework.
- Lansdowne was engaged to revise the Framework, which was tabled in Feb 2020 with the HR Committee. The guidance was given to move forward with the development of the new process but maintain the current competencies until the work of the CPKN and CACP on standard competencies for police leadership is complete (DC Bell was on the National committee).
- Once the pandemic hit, this was put on hold.
- In late October 2020, CPKN released the new set of competencies.
- In early December, met with Councillor Deans to brief her on the work to date and proposed next steps.

Overview of the Proposed New Framework



Overview of the Proposed New Framework

- Explore 360 degree program at the City

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 			

New CPKN/CACP Competency Profile for Executive Leadership

What is a Competency Profile?

- A competency profile is a set of competencies selected as the most important for successful job performance. It lists them and specifies the required proficiency level of each competency expected for a given position.

Executive Leadership Level

- Executive leaders oversee all operational and administrative functions in a police service or a division of a police service. They set strategic direction, establish and maintain relationships with constituents, and represent the police service at various levels of government.

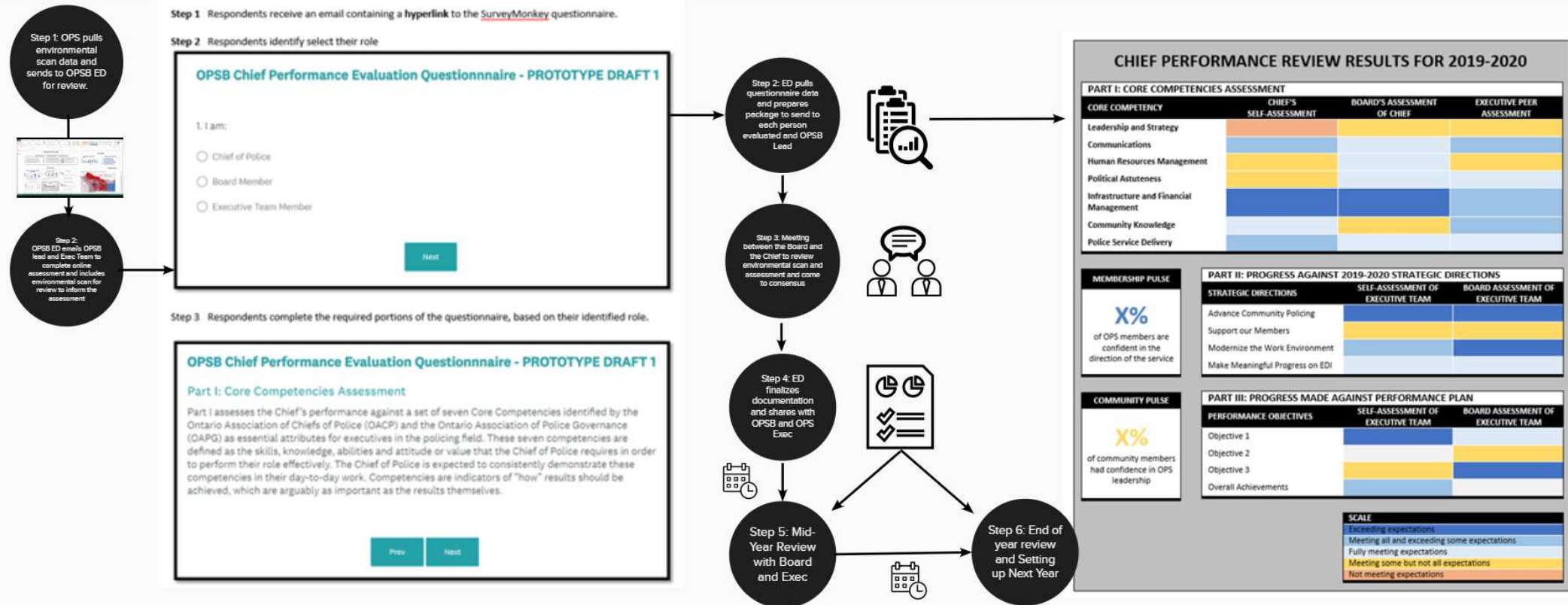
Current OPS Chief of Police competencies contained in the position description (last updated Nov 2018):

1. Communications: Oral and Written
2. Interpersonal Effectiveness (Strategic relationships and networking)
3. Decision making and problem solving:
 - a. analytical ability and judgement
 - b. accountability to the Board
4. Organization and Planning:
 - a. strategic thinking and management
 - b. community focused
 - c. financial management
 - d. human resources management
5. Leadership
6. Command Presence
7. Professional Development (of self) and Initiative

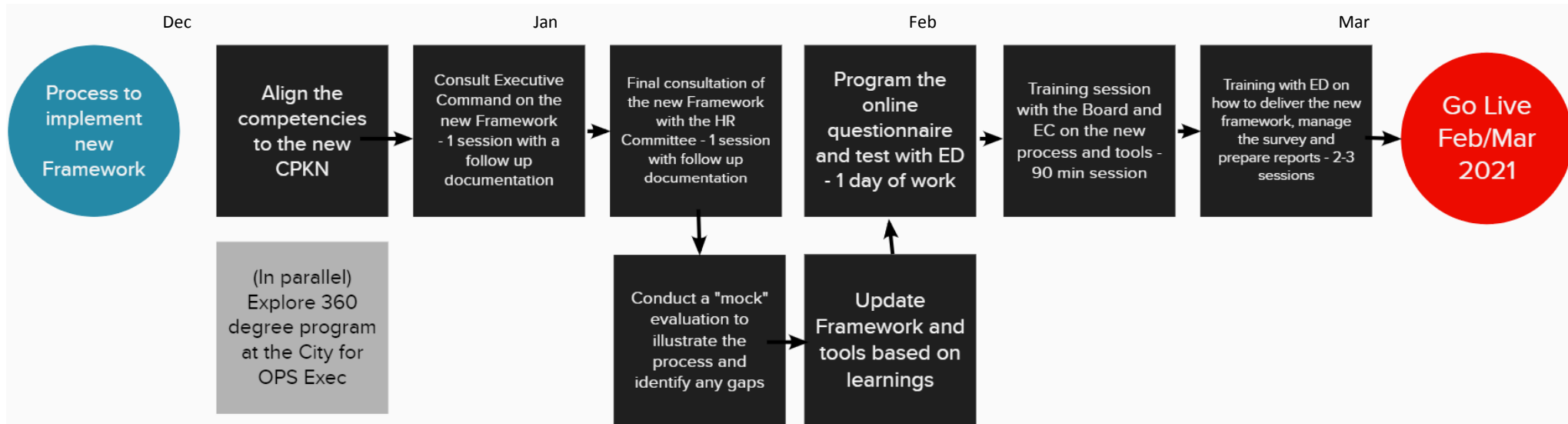
New CPKN/CACP Competency Profile for Executive Leadership: Comparison Chart

CPKN Previous Competencies	CPKN New Competencies	Alignment with OPS Current Competencies
Valuing diversity	Embracing diversity and inclusion	Gap
Change management	Leading change and transformation	5. Executive Leadership (part of)
Community relations and media management	Community engagement and public relations	(Linked to 2.)
Decision making	Judgment and decision making	3. Decision making and problem solving: analytical ability and judgement; Accountability to the Board
Ethical accountability	Upholding ethical accountability	6. Command Presence: public confidence, ethical, leadership (part of)
Financial management	Financial oversight and planning	(Link to 4c. Financial Management)
Fostering relationships	Fostering relationships	2. Strategic relationships and networking (Interpersonal Effectiveness)
HR management	Talent management and development	(Link to 4d. HR Management)
IT management	Information communications technology accountability and capacity	Gap
Interactive communication	Effective communication	1. Communications: Oral and Written
Organizational awareness	Organizational and environmental awareness	(In part, link to 4.)
Public accountability	Accountability and trust	(Linked to 3. Accountability to the Board, in part); Gap: Trust
Public safety	Community safety and wellbeing	Gap: wellness; Community Safety (Link to 2.; 4b. Community Focused)
Strategic management	Strategic thinking and flexibility	4. Organization and Planning: Strategic Thinking and Management; Community focused; financial management; HR Management
		7. Professional Development (of self) and Initiative

Overview of the Proposed New Framework



Proposed Next Steps



In closing:

That the Human Resources Committee:

- Receive the updated Performance Evaluation Framework and proceed with updating the competencies with the new CPKN/CACP framework.
- Recommend that the Board defer the performance evaluations for the Executive Command to Q1 2021.
- Recommend that the Board pilot the updated performance evaluation framework for the 2020 Executive Command evaluations once completed and approved by the Board. (Lessons learned from the pilot will be applied to the framework for the 2021 performance evaluations)