

Ottawa Police Services Board
Human Resources Committee

Minutes 9

Wednesday, 16 December 2020, 1:00 p.m.

By Zoom

Krista Ferraro, Executive Director

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Present: Members: D. Nirman, L.A. Smallwood, R. Swaita
Other Board Members: D. Deans, B. Johnson, R. King
Others: Executive Director K. Ferraro; Board Assistant H. Logan

CONFIRMATION OF AGENDA

**That the Human Resources Committee confirm the Agenda of the
16 December 2020 meeting.**

CARRIED

CONFIRMATION OF MINUTES

Minutes 8 of 17 November 2020

**That the Human Resources Committee confirm Minutes 8 from the 17
November 2020 meeting.**

CARRIED

ITEMS OF BUSINESS**1. EXECUTIVE COMMAND PERFORMANCE EVALUATION FRAMEWORK**
Presentation from Lise Clément of Lansdowne Technologies Inc.

Lise Clement of Lansdowne Technologies Inc. provided an update on the OPSB Performance Evaluation Framework being introduced for the Executive Command. The framework aims to be meaningful, purposeful and to point.

It was explained that the competencies being introduced are a great starting point but can be tweaked. There will have to be an exercise in validation to ensure that in implementing these specific competencies, a foundation for reaching the OPS' development goals is created.

The aim is to go live with this framework by late February to early March 2021. There remain conversations to be had with the City regarding their incoming 360 tool and the potential to leverage that.

The framework demonstrates a step towards country-wide alignment regarding the evaluation process. The lack of standardization in this process had previously been identified as a deficiency.

There was concern expressed regarding the weight of everyone's individual evaluation of members of the Executive Command, being that very few of the Board Members interact with the EC on a regular basis. It was said that the Chair's input should perhaps be given a more significant weight than that of the other Board Members.

It was then explained that these evaluations would be completed in an online survey format, and in assessing the competencies of the EC, Board Members would have the opportunity to select an answer stating that they do not have enough information to offer input.

It was then suggested that the Board consider completing the evaluations as a group, coming to consensus to ensure quality and depth of dialogue. There would still be an opportunity to flag competencies that the Board feels they lack adequate information to properly evaluate. In this scenario, after the Board completes its evaluations collectively, there would be an individual evaluation for each Board Member to complete to ensure that everyone felt their input was taken into consideration and that there was not any

intimidation or sway. The EC would complete their self-evaluations at the same time as the Board completed their evaluations of the EC. There would then be a comparison of the evaluations, to see where there's synergy and where there's polarization. Once the evaluations are finalized, the Board and the EC. would meet as a group to discuss the results. EC. would have the opportunity to offer examples of their demonstration of any competencies that the Board felt they were lacking information on.

It was suggested that some form of evaluation be conducted on a quarterly basis.

A point was then raised regarding the City's implementation of 360 and that all the senior executives have a mentor. It was suggested that the potential for members of the OPS Executive Command to have a mentor be explored.

It was made very clear that there really is no level of standardization in this process. The Canadian Police Knowledge Network has taken on creating a national competency framework, however typically one service will adopt the recommended competencies, the next group will change it a bit as will the following group, and in no time the framework becomes unrecognizable. There is hope that there will be some level of government oversight to entrench these standards presently being brought forth. The OPS are pioneering this current set of competencies, and they will have an opportunity to inform the broader policing network for mutual benefit across the sector.

It was recommended that following the implementation of this framework, something be written for CAPG regarding lessons learned.

It was explained that the timing of evaluations is generally aligned with services' fiscal years, and as such not even the services within Ontario conduct evaluations at the same time.

Deputy Chief Steve Bell expressed concern regarding the type of consensus-evaluation that had been suggested for the Board, as he wants to ensure that the consensus arrived at is based on fair and informed knowledge for both the individuals and the groups' performance. He pointed to the fact that the end of an evaluation timeframe is nearing, during which the EC had expected to be evaluated on the previous competencies but are instead going to be evaluated on the newly introduced competencies. He also stated that he felt the framework seemed complicated from a process perspective.

Chair Deans proposed that she, HR Committee Chair Nirman and he, Deputy

Chief Bell, all meet to discuss how he will be evaluated.

That the Human Resources Committee:

- 1. Receive the updated Performance Evaluation Framework.**

RECEIVED

- 2. Recommend that the Board defer the performance evaluations for the Executive Command until Q1 of 2021.**

CARRIED

- 3. Recommend that the Board pilot the updated performance evaluation framework for the 2020 Executive Command evaluations.**

PSB Chair Deans suggested that she, HR Committee Chair Nirman and Deputy Chief Steve Bell meet to discuss his personal evaluation process, to be conducted according to the previously used competencies.

CARRIED

- 2. PROCESS FOR THE PERFORMANCE EVALUATION OF THE EXECUTIVE DIRECTOR**

Chair Deans reiterated that, as with the Executive Command, she has the most interaction with the Executive Director. As such, she would like her input weighed more heavily than that of the other Board Members. She mentioned that it was her understanding that the members of the HR committee are the ones tasked with completing the evaluation

It was then recommended that whomever is the in the best position to offer insights should take the lead role to inform the evaluation process. The committee agreed that that would be Chair Deans. It was noted that Vice Chair Smallwood had also worked quite closely with the ED.

It was then requested that Chair Deans bring forth a recommended performance review for Executive Director Krista Ferraro to the HR Committee. The Committee will then add their inputs.

A point was made by the ED that in only conducting end-of-year formal

evaluations, there is now allowance for course correction should any be required. She would appreciate additional checkpoints throughout the year.

That the Human Resources Committee:

- 1) Direct that the same performance evaluation process used last year for the Executive Director be used for her 2020 evaluation, consisting of a verbal presentation by the Executive Director on her performance, including how she met the competencies required of her position.**
- 2) Request that following the ED's presentation, the Board Chair provide a recommendation on the ED's performance in terms of rating and comments, for review by the HR Committee, prior to being shared with the ED.**
- 3) Defer the ED's performance evaluation until Q1 of 2021.**

CARRIED as amended

CONSIDERATION OF MOTION TO MOVE IN CAMERA

That the Ottawa Police Services Board adjourn the public portion of its meeting to move In Camera to discuss confidential items pertaining to labour relations in accordance with Section 35(4)(b) of the Police Services Act.

CARRIED

IN CAMERA ITEMS

1. LABOUR RELATIONS MATTER

OTHER BUSINESS

There was no other business.

NEXT MEETING

To be determined

ADJOURNMENT

The public meeting adjourned at 2:28 p.m.

DRAFT