

POLICY TITLE: Human Resources: Annual Monitoring of the Chief of Police's Performance	POLICY NUMBER: HR-002
DATE APPROVED: 28/01/2025	
DATE(s) REVIEWED:	DATE TO BE REVIEWED: 2027
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LEGISLATION: s. 37(1) <i>Community Safety and Policing Act</i> (2019)	
RELATED PROCEDURES/POLICY:	

PURPOSE

This policy outlines the process for the Thunder Bay Police Service Board (Board) to monitor the performance of the Chief of the Thunder Bay Police Service (Chief) on an annual basis. The primary goals are to ensure compliance with legislative obligations and to implement a sound human resource management strategy that promotes leadership effectiveness and organizational success.

LEGISLATIVE AUTHORITY

Section 37 (1) of the *Community Safety and Policing Act* (2019) outlines the Board's responsibilities related to monitoring and reviewing the Chief's performance. Specifically:

- S. 37 (1), (f): The Board is responsible for monitoring the Chief's performance.
- S. 37 (1), (g): The Board must conduct an annual review of the Chief's performance in accordance with regulations set by the Minister.

The performance review should align with the Board's established goals and ensure that the Chief's performance meets the set objectives. Regular monitoring helps maintain accountability and ensure that the Chief is meeting the expectations and standards set by the Board.

POLICY/PROCEDURE

Human Resource Management

Monitoring the Chief's performance ensures that leadership aligns with the Board's objectives and optimizes the use of human resources. The performance monitoring process is also aligned with the terms of the Chief's contract, ensuring consistency between performance expectations, contractual obligations, and the overall goals of the Board. A clear understanding between the Board and the Chief regarding performance

expectations, goals, and objectives enhances organizational performance.

Performance Monitoring System

a) Structure

The performance monitoring system involves pre-defined standards and expectations consistent with the Chief's position description. The Board and Chief will evaluate performance annually across the following key competencies:

1. Communications
2. Interpersonal Effectiveness
3. Decision Making and Problem Solving
4. Organization and Planning
5. Leadership
6. Professional Development
7. Initiative

b) Competency Components

- **Communications:** Evaluates both oral and written communication skills, including the ability to tailor messaging to different audiences, listen effectively, and foster open communication.
- **Interpersonal Effectiveness:** Measures relationship-building within the police service and with the community, sensitivity to diverse perspectives, and conflict resolution skills.
- **Decision Making and Problem Solving:** Assesses analytical abilities, judgement, and accountability in developing effective solutions in collaboration with stakeholders.
- **Organization and Planning:** Considers strategic management, business planning, community engagement, and financial oversight.
- **Leadership:** Reviews the Chief's ability to inspire, guide, and implement change while promoting innovation and professionalism.
- **Professional Development:** Evaluates the Chief's commitment to personal growth, adaptability to change, and responsiveness to constructive feedback.
- **Initiative:** Measures the Chief's drive, motivation, and persistence in achieving goals beyond expectations.

c) Performance Ratings

The Board will use the following rating scale to assess the Chief's performance across competencies:

1. Consistently Exceeded Expectations
2. Exceeded Majority of Expectations
3. Consistently Achieved Expectations
4. Achieved Majority of Expectations
5. Did Not Achieve Expectations

d) Documentation and Feedback

For each rating, the Board must provide a detailed rationale, including specific examples of performance (e.g., projects, initiatives, and outcomes). Ongoing, constructive feedback will be provided throughout the year to ensure transparency and continuous improvement.

Roles and Responsibilities

- The Board is responsible for establishing realistic performance criteria, providing necessary resources, and offering regular feedback to the Chief.
- The Chief is responsible for meeting the established criteria and providing justification if expectations are not met.

Implementation and Review

The formal assessment of the Chief's performance will be conducted annually, with periodic informal discussions to track progress throughout the year. The Board and Chief will use this system to set future objectives and align resources accordingly.

Conclusion

The performance monitoring process fosters collaboration between the Board and the Chief, ensuring the effective management of the police service. It supports ongoing communication and trust-building, promoting both the well-being of the organization and the Chief's professional development.

APPENDIX A – PERFORMANCE EVALUATION CRITERIA FOR THE CHIEF OF POLICE

APPENDIX A

THUNDER BAY POLICE

PERFORMANCE MONITORING SYSTEM

CHIEF OF POLICE

ACKNOWLEDGEMENT

This Performance Monitoring System Handbook, Position Description and Performance Monitoring Tool were developed and compiled for adoption and use by the Thunder Bay Police Services Board, using as a guide, information and material from “*A Proposed Evaluation System for Chiefs of Police*” developed and produced by the Ontario Association of Police Service Boards.

The Thunder Bay Police Service acknowledges this valuable assistance and extends their appreciation to the Ontario Association of Police Services Boards, the Ministry of Community Safety and Correctional Services and the Ontario Association of Chiefs of Police.

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INTRODUCTION

As stipulated by s. 37(1) Community Safety and Policing Act, 2019, the Thunder Bay Police Service Board has the responsibility of monitoring the performance of the Chief of Police. If properly conducted, monitoring performance, as a goal for measurement, can assist both the Chief and the Police Service Board in identifying the strengths and development needs of the Chief. The process helps to reinforce or recognize their achievements to date, while at the same time, pinpoint areas that require improvement. The operative phrase is “if properly conducted”. The following handbook has been developed to assist and guide Police Service Boards with this very important responsibility.

To monitor the performance of the Chief of Police, the Board must have a detailed position description which clearly delineates responsibilities, duties and functions. If there is no written understanding with respect to duties, an objective measurement of performance cannot take place. The Board must also have in place an action plan which outlines the goals and objectives of the position; goals must be measurable and both parties must be able to identify what specific result will be realized if the goal is attained. In other words, has the Board identified, in writing, specific goals that the Board members would like the Chief to address and if so, over what period. A system which measures performance on assumed priorities can be misleading.

The monitoring form itself must be designed in such a way that it accurately measures performance. A simplified rating scale which does not clearly define specific tasks, abilities or skills is open to interpretation and is, therefore, an invalid measurement.

Section 37(1) of the Community Safety and Policing Act, 2019, requires that the Police Services Board monitor the performance of the Chief. One or more monitoring instruments may be used to monitor the performance of the Chief. The Board should utilize all reports available to them, for example; inspections conducted by the Ministry of Community Safety and Correctional Services monitoring compliance to provincial standards for police services; reports generated by the Ontario Civilian Commission on Policing Services; legislative requirements met through compliance with the Act. These, along with other performance results of the Chief, may be used to compile performance monitoring documentation addressing issues relevant to the employer/employee relationship.

Part I: Why Monitor Performance of the Chief of Police?

There are two primary reasons why the Board should monitor the performance of the Chief of Police:

- 1) as required by legislation
- 2) as a human resources strategy

1) Legislation

The Board is empowered by the *Community Safety and Policing Act*, Section 37(1): “A police service board shall, (a) ensure that adequate and effective policing is provided in the area for which it has policing responsibility as required by section 10;...” As such, it becomes clear that the Board must fulfill this mandate through the Office of the Chief of Police. This can only be accomplished through monitoring performance of the Chief considering the Board’s objectives and directing the Chief to ensure goals are achieved.

Any information coming to the Board regarding the performance of the Chief or the Police Service in general should be considered in the performance monitoring process.

2) Human Resources Strategy

For police organizations, human resources are its most valuable asset. It is imperative that a sound human resource management strategy exist to ensure that these resources are used effectively and to their highest potential throughout the organization. Both the Board and the Chief must have a clear understanding of performance expectations, specifically, jointly developed goals and objectives for the Police Service. This will ultimately provide the Chief with the ability to achieve optimum performance.

Part II: Performance Monitoring Systems

Structured performance monitoring systems provide an opportunity for the Board and Chief to:

- review and clarify the responsibilities of the Chief’s position
- articulate future goals and objectives
- determine resources necessary to meet those objectives, and
- review past work

Both the Board and the Chief have obligations under such a system. The Board must be prepared to establish performance criteria which:

- realistically reflect the duties and responsibilities of the Chief
- provide the necessary resources to meet these performance criteria
- provide detailed performance-based feedback to the Chief on a regular basis

The Chief is responsible for:

- meeting the established performance criteria
- providing justification for non-performance

Performance monitoring is a positive and constructive human resources tool; it should not be a punitive measure. Through continuous feedback and dialogue, the Chief should always be aware of the Board's perception of their performance. Open communication reduces the likelihood of any surprises when the time comes to conduct the formal performance monitoring process and will enhance and strengthen the partnership between the Board and the Chief.

Part III: Implementation of the Performance Monitoring System

Structure:

This monitoring system is based on pre-defined standards or expectations. These expectations reflect the work performance expected of the Chief and are consistent with the position description and/or performance agreements which are also in place.

The assessment is comprised of seven components:

- 1) Communications
- 2) Interpersonal Effectiveness
- 3) Decision Making and Problem Solving
- 4) Organization and Planning
- 5) Leadership
- 6) Professional Development
- 7) Initiative

The Rating Scheme:

In fulfilling its monitoring role, the Board and the Chief will rate the Chief on each competency using the following ratings:

Consistently Exceeded Expectations	Exceeded on all or almost all key objectives, representing 80% or more of work expectations; demonstrated exemplary leadership and management skills; excelled in achieving administrative priorities.
Exceeded Majority of Expectations	Exceeded on a number of key objectives, representing 50% or more of work expectations.
Consistently Achieved Expectations	Met on all or almost all key objectives, representing 90% or more of work expectations; the expected level of achievement.
Achieved Majority of Expectations	Some objectives are not being met; achieved on a number of key deliverables, representing 70% of work expectations.
Did Not Achieve Expectations	Below expected level of achievement; overall objectives are not met; a major objective has not been met; Achieved some key deliverables, representing less than 70% of work expectations.

The Board shall provide a description rationale for each rating on the monitoring form, including specific examples of the Chief's performance. Documentation shall include specific examples of projects, dates and the appropriate qualitative and quantitative results.

How to Use the Skills Components:

Each of the seven skill components has been analyzed in terms of specific attributes which further define the skill areas. In assessing the Chief's abilities under each sub-category, Board members must determine to what degree the Chief has demonstrated a capacity to meet the statements provided in each point. The following paragraphs review each sub-category and provide further explanation as to the intent of each with additional information to assist in determining the appropriate rating.

1. *Communications*

Clearly presents information through the spoken and written word. Adapts content and presentation style to the needs of the audience. Influences or persuades others through this oral presentation. Conducts prepared and ad-hoc presentations in an effective manner. Communicates comfortably with all levels of government. Listens to hear concerns and differing points of view and helps others find a common ground. Effectively chairs and facilitates meetings. Encourages open lines of communication both within the Police Service and externally with the community.

a) Oral Communication

- Consistently communicates in a focused, organized, concise and effective manner;
- Demonstrates ability to communicate to suit the style of person or group to whom he/she is speaking;
- Listens carefully to ensure understanding of others ideas, as well as their understanding of their ideas;

Oral communication is vital for effective leadership. The Chief must not only be able to effectively communicate when speaking but must possess the skills necessary to tailor their communication style to meet the level of the audience being spoken to. The Chief may adopt various styles of oral communication for various environments; for example, speaking to a class of grade two students would demand a different speaking style than that necessary when speaking with the local Chamber of Commerce. It is also important that the Chief has the ability to listen to what others are saying and understands their ideas.

b) Written Communication

- Produces written communication that is timely, comprehensive, accurate, clear and concise

As demands for accountability of police services strengthen, writing skills become an essential tool of police and management. Written communication must demonstrate the five characteristics outlined in this sub-category; timely, comprehensive, accurate, clear and concise. In determining whether or not these characteristics have been met, it is important to consider:

- Does the Chief tailor written communications to the intended audience?
- Are written communications easily understood?
- Do letters, reports, etc. get to the point?
- Is all relevant information acquired prior to the writing of any document or communication?

2. *Interpersonal Effectiveness*

Establishes and maintains positive and co-operative internal and external working relationships. Demonstrates empathy, sensitivity and respect when interacting with others. Uses tact and diplomacy. Demonstrates interest in the opinions of others and is open minded regarding differing needs and viewpoints. Facilitates a resolution to conflicts or disagreements where possible. Relates to and sees issues from the perspective of people of other cultures. Shows and fosters respect for individual differences. Has demonstrated support on diversity issues.

- Obtains necessary co-operation, even in sensitive situations
- Creates a work environment that reflects openness, sensitivity and co-operation amongst all employees
- Works toward established goals and objectives
- Recognizes responsibility and accountability to the Board, all employees and the community
- Demonstrates leadership qualities and is successful in motivation of employees
- Establishes credibility with others by interacting in a sincere and forthright fashion

As a service provider, it is imperative that the Chief develops effective relationships within the Police Service as well as with the community and other stakeholders. The following questions will further assist the Board in determining the appropriate rating for this category:

- Does the Chief effectively utilize the resources that others may be able to offer to a given situation?
- Does the Chief demonstrate a concern for the well-being of employees and community members?
- Does the Chief clearly demonstrate accountability even at times when things do not go well?

3. *Decision Making and Problem Solving*

a) *Analytical Ability and Judgement*

Understands the human, financial and operational implications of decisions. Recognizes and anticipates community and/or organizational issues and works with stakeholders to jointly develop solutions. Gathers, reviews, evaluates and integrates information from a variety of sources to fully understand the issue and determine if there is a need for action. Analyzes opportunities and threats, extrapolating the major implications for the organization. Makes effective recommendations or decisions based on sound judgment. Reviews and evaluates outcomes in consultation with stakeholders and implements changes as necessary. Demonstrates creative and innovative problem-solving techniques. Understands obligations to and responsibilities of the Board in the decision-making process.

- Anticipates problems/issues at an early stage
- Demonstrates strong capability to make decisions
- Thinks critically, analytically and conceptually
- Demonstrates creative and innovative problem-solving techniques and abilities
- Resolves conflicts with effective mediation and diplomacy

b) Accountability to the Board

Demonstrates an understanding of the legislative and regulatory relationship between the Chief and the Board – Provides the Board with input in the development of policy and continually reviews operational policies to ensure compliance with Board policy – Provides necessary and requested information to assist the Board in making informed decisions.

The ability to think critically, analytically, conceptually, and to demonstrate sound judgement is essential to the role of the Chief. The multiple tasks for which the Chief is responsible and the demands that can be associated with these tasks make it important for the Chief to possess sound, constructive thought processes. For example:

- Does the Chief anticipate potential problems/challenges at an early stage?
- Does the Chief make informed decisions?
- Does the Chief problem-solve effectively?
- Does the Chief think in a constructive, logical fashion?
- Is the Chief able to discuss or communicate issues effectively at a conceptual or philosophical level and then translate this into practical application and take appropriate action?
- Does the Chief set a good example for their staff to follow in terms of ethical issues or dilemmas?
- Does the Chief involve the Board at the appropriate time in the decision-making process?
- Does the Chief bring stakeholder concerns to the attention of the Board along with recommended actions or solutions?

4. Organization and Planning

a) Strategic Management and Business Planning

Contributes to the Service's strategic management and business planning process. Sets organizational and administrative priorities in accordance with the objectives established by the Board. Facilitates the development of and implements goals and objectives that contribute to the attainment of Service goals. Provides regular reports to the Board on achieving established objectives and priorities. Clearly defines objectives, action steps, responsibilities and timelines. Considers short-term requirements and long-term solutions. Monitors and evaluates progress towards objectives and adapts plans as

required.

- Implements the business plan as developed by the Board and the Chief
- Balances demand for services and resources available

b) Community Focused

Maintains hand-on knowledge and understands the diverse needs of the Community. Demonstrates a dedication to community collaboration and a clear understanding of community issues. Coordinates plans and activities with relevant individuals, teams and the community. Follows up on community inquiries, requests, complaints and keeps the community informed through personal communication or the media. Shows a personal commitment to the community by making oneself available, especially during critical periods. Maintains regular contact with the community by initiating involvement with service clubs, community organizations or agencies.

- Actively participates with the community in problem-identification and solving
- Develops innovative programs to meet community needs and to evaluate results
- Ensures open lines of communication both within the police service and externally with the community

Managing the Police Service requires a broad understanding of both the internal and external environment in order to determine its strengths and weaknesses and develop appropriate strategies based on the opportunities and challenges it faces. In assessing the Chief's abilities in this area, the following questions will assist:

- Does the Chief use their understanding of the community to anticipate problems and capitalize on opportunities?
- Is the Chief able to translate broad community goals into particular organizational strategies?
- Is the Chief easily accessible to the community and staff?
- Does the Chief actively participate in strategic planning and annual planning exercises?

c) Financial Management

Meets the operational and capital budgets as approved by the Board – Secures, allocates, monitors and controls resources required to maintain the efficiency of the Service – Balances demand for service and resources available – Maintains appropriate financial systems and managerial controls and ensures the Board is kept informed – Establishes meaningful performance measurement programs to track programs and service levels, costs and delivery performance – Ensures resources are distributed in accordance with the objectives and priorities established by the Board.

Through the annual strategic management process, the Board and the Chief jointly establish objectives and priorities for the Police Service. The Chief must then allocate

financial resources to reflect these objectives and priorities, within the parameters of their span of control. Public accountability dictates that appropriate systems and controls must be in place to responsibly manage public funds. Questions that should be considered include:

- Does the Chief get actively involved in the annual budget planning process?
- Does the Chief provide creative, feasible options to deal with resource issues and constraints?
- Are financial reports provided by the Chief as and when required?
- Is the financial reporting comprehensive and comprehensible?
- Does the Chief proactively follow up in a timely fashion on financial concerns expressed by the Board?
- Are budget targets and objectives consistently met?
- Are audit matters addressed by the Chief in a timely and effective manner?

d) Human Resources Management

Maintains effective human resource systems, in accordance with the principles of Equal Opportunity, including employee assistance, stress management, training, performance evaluation, promotional process, recruiting, retention, succession planning, employee wellness and career development. Ensures employees are furnished with the resources needed to accomplish assigned tasks and meet the needs of the community. Promotes employee satisfaction, motivation and performance. Implements policies and training to ensure all members are treated equitably. Encourages professional development of all employees. Promotes employee input in the decision-making process.

This skill area involves motivating, developing and coordinating human resources performance in an effective and efficient manner. Further, it is essential to foster self-development of each individual employee, including the Chief. The complexities of the 2000's require the Chief to have a solid police background, as well as managerial and financial training skills. Additionally, staff involvement in the organization's decision-making processes should be encouraged and sought out.

5. Leadership

Provides guidance, encouragement and support to others. Exemplifies desired behaviour consistent with organizational missions and goals. Gains interest and support for strategies, which realize the vision, goals and objectives of the organization. Provides a clear sense of direction. Gives the necessary degree of responsibility and authority to accomplish tasks in an independent fashion while maintaining accountability of others. Ensures that the appropriate structures, processes and systems are in place to facilitate the desired changes and results. Creates an environment that promotes and supports innovation with a vision of moving the organization towards the future. Recognizes and

addresses the effects that change will have on employees. Shows willingness to question traditional solutions.

Effective leadership is essential in order to carry forward innovative ideas and confront challenges. Leadership is also a requirement to motivate and to develop the talents of those individuals who work for the Chief and to develop an overall professional and motivated work force. In assessing the Chief's abilities in this area, the following should be considered:

- Does the Chief demonstrate a positive attitude, energy, resilience and the courage to be innovative and original?
- Does the Chief act to address current issues through personal communication or the media?
- Does the Chief use authority fairly, promote effectiveness, champion and communicate a compelling vision?
- Does he/she demonstrate confidence in their ability to overcome obstacles and ability to deal with challenging situations?
- Is the Chief proactive in suggesting new initiatives and programs?

6. Professional Development

Defines personal goals and sets priorities to manage multiple responsibilities. Pursues professional developmental activities through formal and informal means to enhance performance. Stays current with knowledge, technology or other aspects of the job. Seeks feedback on performance.

- Shows initiative and identifies ways to improve efficiency and effectiveness
- Maintains composure in appropriate circumstances. Adapts well to unanticipated changes and is flexible
- Demonstrates that guidance or constructive criticism has been understood and has been incorporated into their work
- Meets deadlines

This skill area seeks to determine the ability of the Chief to manage themselves. The Chief's successes here will serve to enhance their own effectiveness. The following questions will assist in the assessment of the points continued in this category:

- Does the Chief set personal goals and priorities that are consistent with the organization?
- Do the Chief's goals reflect their full range of responsibilities?
- Is the Chief willing to implement new ideas?
- Does the Chief act in a manner that reflects the professionalism of the office?
- Is the Chief able to respond positively to unexpected change?
- Is the Chief able to accept and incorporate constructive criticism into future work and achievements?

7. Initiative

Commits to accomplishing goals and objectives. Demonstrates high motivation, enthusiasm and pride in work. Takes personal responsibility for outcome of events. Takes action beyond explicit requests and perseveres to overcome obstacles and achieve effective outcomes.

This competency is evaluated with the attributes identified under “Organization and Planning”.

Part IV: Conclusion

The monitoring of performance must be perceived as a positive tool of management. This performance monitoring system promotes a cooperative effort between the Board and the Chief in successfully managing the police service. Ideally, this formal assessment will be conducted annually to ensure open communication is maintained and the well-being of the organization is fostered through mutual trust and planning.

Additionally, less formal but progressive periodic discussions should be maintained with the Chief throughout the twelve-month review period to keep abreast of their performance and provide an opportunity for mutual input.

POSITION DESCRIPTION

CHIEF OF POLICE

TITLE: Chief of Police

RANK: Chief

ACCOUNTABILITY: Thunder Bay Police Service Board

Summary of Function:

The Chief of Police shall perform all lawful duties including those but not limited to those as defined by the *Community Safety and Policing Act (2019)* as lawfully imposed on the Chief from time to time by the Police Service Board. Responsibilities include developing and implementing the operating philosophy of the Service, planning and directing police members and administrative operations; managing the day-to-day operations, planning, directing and implementing community-based police services; and representing the Board in municipal, provincial and federal jurisdictions.

Duties/Responsibilities:

Develops and implements the operating philosophy of the Service to ensure a participatory, effective environment for all sworn and civilian members:

- Writes and updates Orders on all procedural and administrative aspects of police operations and ensuring 12-month revision/update;
- Provides training for senior officers in the theory and application of management principles to ensure an appropriate, relevant supervisory response to operational problems;
- Initiates and monitors the Senior Management Team process to provide a forum for the review of communications and operational issues
- Responds to the questions and concerns of personnel
- Provides guidance and encourage to individual officers and provides feedback on performance where necessary
- Assesses Audit reports and takes corrective action to ensure that organization values, policies and procedures are respected;
- Provides a positive role model for members

- Tours the municipality and solicits feedback from all ranks through formal and informal contacts
- Plans and directs policing and administrative operations of the Service in accordance with Federal and Provincial legislation, and directives of the Board
- Maintains up to date knowledge of the legislative and regulatory environment governing the provision of police services
- Reviews and updates Service Policies and Procedures for consistency with current legislation and the policy directions of the Board
- Prepares business plans to ensure an appropriate level of policing for the future needs of the City
- Analyzes budget submissions to ensure conformity with current and future requirements, directing revisions as appropriate
- Presents operational and capital budget to the Board and oversees the administration of approved budgets
- Responds to operational issues in response to Board directives
- Researches issues related to the negotiation and administration of working agreements with Police Associations and advises the Board in its negotiations with the Association
- Develops and implements strategies in response to current/emerging social issues, such as law enforcement and domestic violence
- **Manages the day-to-day operation of the Thunder Bay Police Service**
- Sets priorities and delegates tasks and evaluates the performance of the Deputy Chief of Police
- Analyzes daily reports and discusses concerns as identified
- Reviews reports of major occurrences to ensure that all legal and departmental procedures have been followed
- Ensures major occurrences are handled appropriately

- Review and approves expenditures in accordance with the approved budget, identifying and seeking approval for new emerging expenditure requirements as required
- Reviews and delegates incoming correspondence to senior officers
- Analyzes submitted grievances to determine if violations and/or infractions have occurred in the context of existing working agreements
- Reviews background information and acts as a mediator in the resolution of internal conflicts
- Participates in Senior Management Team meetings
- Ensures that operations are conducted in conformity with Policies and Procedures, Collective Bargaining Agreements and relevant legislation
- Plans, directs and implements community-based policing in order to maintain effective working relationships between the police and the community in order to improve the safety, security and quality of life in the City
- Meets City representatives to establish the objectives and evaluation criteria for community-based policing
- Oversees the design and implementation of a community consultation process
- Monitors consultation activities to ensure that police concerns of communities within the City are effectively addressed.
- Reviews the organizational design of the Service to determine procedural or structural changes required to increase the effectiveness of the consultation process
- Promotes the concept of a police response which combines proactive, reactive and preventive elements to members
- Responds to questions related to community/police issues from the public and the media
- Represents the Service at Municipal, Provincial and Federal levels

- Participates in meetings of Ontario Chiefs of Police, Canadian Chiefs of Police, and associated committees in order to maintain knowledge of developments in policing, emerging trends and technologies
- Participates on committees to develop responses to social, environmental and professional issues affecting police services and to influence directions in policing where possible
- Liaises with Municipal government representatives to exchange and share information on the demographics, economic development and police service requirements of the Municipality
- Speaks on Police Service philosophy and methods to service groups, conference delegates, elective officials and community groups
- Participates in ceremonial events such a Remembrance Day Parades, State visits and graduation ceremonies.

PERFORMANCE MONITORING TOOL

CHIEF OF POLICE

The performance monitoring system is divided into three areas of assessment:

Part I: Performance Objectives Document for the current year under review

Part II: Performance Evaluation Questionnaire for the current year under review, to be completed at the end of the year

Part III: Performance Objectives Planning Document for the upcoming year.

Reference: Position description for the Chief of Police

In Part I, the Chief of Police sets out the Performance Objectives and expected accomplishments that he/she and the Board established for the current year under review. At the end of the current review period, the Chief and the Board will complete the Questionnaire in Part II, reviewing the Chief's completed accomplishments against the previously defined objectives in Part I. Also, at the end of the review period, the Chief and the Board shall develop a Performance Objectives Planning Document setting out the objectives and expected accomplishments for the next year, this is Part III.

When determining objectives, it is vital that the three basic components of an objective be kept in mind. An objective has to be:

- Clearly Defined and Specific
- Realistic
- Attainable
- Measurable
- Specific as to a completion timeframe

The objectives should be fully aligned with the long-term (Business Plan) and short-term (annual Service goals/budget) priorities established by the Board.

Part I:

PERFORMANCE OBJECTIVES DOCUMENT

Objectives and Expected Accomplishments for the Current Year under Review:

This portion of the performance review will be filled out by the Board in Collaboration with the Chief.

Name:

Review Period: 20xx-20xx

a) Objectives:

b) Expected Accomplishments (include timeframe if appropriate):

c) Anticipated Challenges:

d) Personal Development Plan:

Original Date of Plan: _____

THUNDER BAY POLICE SERVICES BOARD
PERFORMANCE EVALUATION SYSTEM FOR CHIEF OF POLICE

PART II:

PERFORMANCE MONITORING QUESTIONNAIRE

FOR

NAME: PERIOD:

RATIONALE AND INSTRUCTIONS

The Performance Monitoring System questionnaire is based upon pre-defined competencies, standards and expectations. These reflect the work performance expected of the Chief and are consistent with the Position Description and the Performance Planning document.

The competencies contained in the Position Description are as follows:

1. Communications
2. Interpersonal Effectiveness
3. Decision Making and Problem Solving
4. Organization and Planning
5. Leadership
6. Professional Development
7. Initiative.

PERFORMANCE MONITORING QUESTIONNAIRE

KEY COMPETENCIES

1. COMMUNICATIONS

EXPECTATIONS: a) <u>Oral Communications</u> Communicates in a focused, organized, concise and effective manner. Demonstrates ability to communicate to suit the style of person or group to whom he/she is speaking. Conducts prepared and ad-hoc presentations in an effective manner. Communicates comfortably with all levels of government. Listens to differing points of view. b) <u>Written Communication</u> Produces excellent written communication that is timely, comprehensive, accurate, clear and concise.
CHIEF'S COMMENTS ON RESULTS ACHIEVED: a) b)
BOARD'S COMMENTS :

- | | | | | |
|---|--|---|--|---|
| <input type="checkbox"/> Consistently Exceeded Expectations | <input type="checkbox"/> Exceeded majority of expectations | <input type="checkbox"/> Consistently achieved expectations | <input type="checkbox"/> Achieved majority of expectations | <input type="checkbox"/> Did not achieve expectations |
|---|--|---|--|---|

2. INTERPERSONAL EFFECTIVENESS

<p>EXPECTATIONS:</p> <p>Establishes and maintains positive and cooperative internal and external working relationships. Demonstrates empathy, sensitivity and respect when interacting with others. Uses tact and diplomacy. Facilitates a resolution to conflicts or disagreements where possible. Demonstrates interest in the opinion of others and is open-minded regarding differing needs and viewpoints. Relates to and sees issues from the perspective of people of other cultures. Shows and fosters respect for individual differences.</p>
<p>CHIEF'S COMMENTS ON RESULTS ACHIEVED:</p>
<p>BOARD'S COMMENTS:</p>

- | | | | | |
|---|--|---|--|---|
| <input type="checkbox"/> Consistently Exceeded Expectations | <input type="checkbox"/> Exceeded majority of expectations | <input type="checkbox"/> Consistently achieved expectations | <input type="checkbox"/> Achieved majority of expectations | <input type="checkbox"/> Did not achieve expectations |
|---|--|---|--|---|

3. DECISION MAKING AND PROBLEM SOLVING

<p>EXPECTATIONS</p> <p>11) Analytical Ability and Judgment Understands the human, financial and operational implications of decisions. Recognizes and anticipates community and/or organizational issues at an early stage and works with stakeholders to jointly develop solutions. Gathers, reviews, evaluates and integrates information from a variety of sources to fully understand the issue and determine if there is a need for action. Analyzes opportunities and threats, extrapolating the major implications for the organization. Makes effective recommendations or decisions based on sound judgment. Reviews and evaluates outcomes in consultation with stakeholders and implements changes as necessary. Demonstrates creative and innovative problem solving techniques.</p>
<p>CHIEF'S COMMENTS ON RESULTS ACHIEVED:</p>
<p>BOARD'S COMMENTS:</p>

<input type="checkbox"/>	Consistently Exceeded Expectations	<input type="checkbox"/>	Exceeded majority of expectations	<input type="checkbox"/>	Consistently achieved expectations	<input type="checkbox"/>	Achieved majority of expectations	<input type="checkbox"/>	Did not achieve expectations
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EXPECTATIONS:

c) Accountability to the Board

Understands the legislative accountability and regulatory relationship between the Police Service and the Board. Provides the Board with input in the development of policy and continually reviews operational policies to ensure compliance with Board policy. Provides necessary and requested information to assist the Board in making informed decisions.

CHIEF'S COMMENTS ON RESULTS ACHIEVED:

BOARD'S COMMENTS:

Consistently Exceeded Expectations Exceeded majority of expectations Consistently achieved expectations Achieved majority of expectations Did not achieve expectations

4. ORGANIZATION AND PLANNING

<p>EXPECTATIONS</p> <p>11) Strategic Management & Business Planning</p> <p>Contributes to the Service’s strategic business planning process. Sets organizational and administrative priorities in accordance with the objectives established by the Board. Facilitates the development of and implements goals and objectives that contribute to the attainment of Service goals. Provides regular reports to the Board on achieving established objectives and priorities. Clearly defines objectives, action steps, responsibilities and timelines. Considers short-term requirements and long-term solutions. Monitors and evaluates progress towards objectives and adapts plans as required.</p>
<p>CHIEF’S COMMENTS ON RESULTS ACHIEVED:</p>
<p>BOARD’S COMMENTS:</p>

Consistently Exceeded Expectations Exceeded majority of expectations Consistently achieved expectations Achieved majority of expectations Did not achieve expectations

EXPECTATIONS

b) **Community Focused**

Understands the diverse needs of the community. Demonstrates a dedication to community collaboration and a clear understanding of community issues. Coordinates plans and activities with relevant individuals, teams and the community. Follows up on community inquiries, requests, complaints and keeps the community informed through personal communication or the media. Shows a personal commitment by making oneself available to the community, especially during critical periods. Maintains regular contact with the community by initiating involvement with service clubs, community organizations or agencies.

CHIEF'S COMMENTS ON RESULTS ACHIEVED:

BOARD'S COMMENTS:

- | | | | | | | | | | |
|--------------------------|------------------------------------|--------------------------|-----------------------------------|--------------------------|------------------------------------|--------------------------|-----------------------------------|--------------------------|------------------------------|
| <input type="checkbox"/> | Consistently Exceeded Expectations | <input type="checkbox"/> | Exceeded majority of expectations | <input type="checkbox"/> | Consistently achieved expectations | <input type="checkbox"/> | Achieved majority of expectations | <input type="checkbox"/> | Did not achieve expectations |
|--------------------------|------------------------------------|--------------------------|-----------------------------------|--------------------------|------------------------------------|--------------------------|-----------------------------------|--------------------------|------------------------------|

EXPECTATIONS

11)Financial Management

Meets the operational and capital budgets as approved by the Board. Secures, allocates, monitors and controls resources required to maintain the efficiency of the Service. Balances demand for service and resources available. Maintains appropriate financial reporting systems and managerial controls. Ensures resources are distributed in accordance with the objectives and priorities established by the Board.

CHIEF'S COMMENTS ON RESULTS ACHIEVED:

BOARD'S COMMENTS:

Consistently Exceeded Expectations Exceeded majority of expectations Consistently achieved expectations Achieved majority of expectations Did not achieve expectations

EXPECTATIONS

d) **Human Resource Management**

Maintains effective human resource systems in accordance with the principles of Equal Opportunity including training, performance evaluations, promotional process, recruiting, retention, career development, and succession planning and employee wellness. Ensures employees are furnished with resources needed to accomplish assigned tasks and meet the needs of the community. Promotes employee satisfaction, motivation and performance. Implements policies and training to ensure all members are treated equitably.

CHIEF'S COMMENTS ON RESULTS ACHIEVED:

BOARD'S COMMENTS:

- | | | | | | | | | | |
|--------------------------|------------------------------------|--------------------------|-----------------------------------|--------------------------|------------------------------------|--------------------------|-----------------------------------|--------------------------|------------------------------|
| <input type="checkbox"/> | Consistently Exceeded Expectations | <input type="checkbox"/> | Exceeded majority of expectations | <input type="checkbox"/> | Consistently achieved expectations | <input type="checkbox"/> | Achieved majority of expectations | <input type="checkbox"/> | Did not achieve expectations |
|--------------------------|------------------------------------|--------------------------|-----------------------------------|--------------------------|------------------------------------|--------------------------|-----------------------------------|--------------------------|------------------------------|

5. LEADERSHIP

EXPECTATIONS:

Provides guidance, encouragement and support to others. Exemplifies desired behaviour consistent with organizational mission and goals. Gains interest and support for strategies that realize the vision, goals and objectives of the organization. Provides a clear sense of direction. Gives the necessary degree of responsibility and authority to accomplish tasks in an independent fashion while maintaining accountability of others. Ensure that the appropriate structures, processes and systems are in place to facilitate the desired changes and results. Creates an environment that promotes and supports innovation with a vision of moving the organization toward the future. Recognizes and addresses the effect change will have on employees. Shows willingness to question traditional solutions.

CHIEF'S COMMENTS ON RESULTS ACHIEVED:

BOARD'S COMMENTS:

Consistently Exceeded Expectations Exceeded majority of expectations Consistently achieved expectations Achieved majority of expectations Did not achieve expectations

6. PROFESSIONAL DEVELOPMENT

<p>EXPECTATIONS:</p> <p>Defines personal goals and sets priorities. Pursues professional developmental activities through formal and informal means in order to enhance performance. Stays current with knowledge, technology or other aspects of job. Seeks feedback on performance. <i>(See specific goals for review period in Part I: Performance Objectives Document)</i></p>
<p>CHIEF'S COMMENTS ON RESULTS ACHIEVED:</p>
<p>BOARD'S COMMENTS:</p>

- | | | | | |
|---|--|---|--|---|
| <input type="checkbox"/> Consistently Exceeded Expectations | <input type="checkbox"/> Exceeded majority of expectations | <input type="checkbox"/> Consistently achieved expectations | <input type="checkbox"/> Achieved majority of expectations | <input type="checkbox"/> Did not achieve expectations |
|---|--|---|--|---|

7. INITIATIVE

<p>EXPECTATIONS:</p> <p>Commits to accomplishing goals and objectives. Demonstrates high motivation, enthusiasm and pride in work. Takes personal responsibility for outcome of events. Takes action beyond explicit requests and perseveres to overcome obstacles and achieve effective outcomes.</p>
<p>CHIEF'S COMMENTS ON RESULTS ACHIEVED:</p>
<p>BOARD'S COMMENTS:</p>

- | | | | | |
|---|--|---|--|---|
| <input type="checkbox"/> Consistently Exceeded Expectations | <input type="checkbox"/> Exceeded majority of expectations | <input type="checkbox"/> Consistently achieved expectations | <input type="checkbox"/> Achieved majority of expectations | <input type="checkbox"/> Did not achieve expectations |
|---|--|---|--|---|

8. ANNUAL OBJECTIVES AND ACHIEVEMENTS

Keeping the time frames and any unanticipated challenges in mind, has the Chief achieved the established objectives, achievements and personal development plan for the period under review?

(Reference Performance Objectives Document in Part I.)

CHIEF'S COMMENTS ON RESULTS ACHIEVED:

BOARD'S COMMENTS:

- | | | | | |
|---|--|---|--|---|
| <input type="checkbox"/> Consistently Exceeded Expectations | <input type="checkbox"/> Exceeded majority of expectations | <input type="checkbox"/> Consistently achieved expectations | <input type="checkbox"/> Achieved majority of expectations | <input type="checkbox"/> Did not achieve expectations |
|---|--|---|--|---|

9. GENERAL IMPRESSION OF THE CHIEF'S PERFORMANCE OVER REVIEW PERIOD

BOARD'S COMMENTS:

- Consistently Exceeded Expectations Exceeded majority of expectations Consistently achieved expectations Achieved majority of expectations Did not achieve expectations

10. SUGGESTED AREAS FOR IMPROVEMENT

BOARD'S COMMENTS:

11. RECOMMENDED OBJECTIVES AND EXPECTATIONS FOR THE COMING YEAR

BOARD'S COMMENTS:

12. RESPONSE BY CHIEF OF POLICE

DATE OF REVIEW: _____

CHIEF'S SIGNATURE: _____

BOARD'S COMMENTS

DATE OF REVIEW: _____

BOARD CHAIR'S SIGNATURE:

PART III

PERFORMANCE OBJECTIVES PLANNING DOCUMENT:

OBJECTIVES AND EXPECTED ACCOMPLISHMENTS FOR UPCOMING YEAR

Name: Review Period:

When determining objectives, it is vital that the objective be:

1. Clearly defined/specific
2. Realistic
3. Attainable
4. Measurable
5. Specific as to a completion timeframe.

The objectives should be fully aligned with the long-term (Business Plan) and short-term (annual Service goals/budget) priorities established by the Board.

OBJECTIVES AND ACCOMPLISHMENTS FOR THE UPCOMING YEAR

Objectives:

Expected Accomplishments (include timeframes if appropriate):

Anticipated Challenges:

Board's commitments to resolve anticipated challenges:

Personal Development Plan:

REMUNERATION:

1.) Current Salary

2.) Salary Recommendation

Maintain Current

Increase

Decrease

Percentage Increase/Decrease

3.) Salary for year(s)

as supported by performance

Review.

\$ _____ .

RESPONSE BY CHIEF:

Date of Review: _____

Chair _____ Vice Chair _____

Chief of Police