

2011 CPC Self-Assessment Survey

Thank you for taking the time to complete this Calgary Police Commission survey. The survey will likely take you about 30 minutes to complete, depending on your answers. For your convenience, you may pause and return to the survey form as often as you like.

Your input is important and so, again, we thank you in advance for completing this survey.

[PN: Allow respondents to move backwards and forwards within the survey.]

Board Composition and Terms

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

1) The Commission has an appropriate composite of backgrounds and expertise.	5	4	3	2	1	D/K
2) The Commission has effectively identified for City Council the composite skills it requires to meet its responsibilities and maximize success.	5	4	3	2	1	D/K
3) The term of appointment, security of tenure, and rotation of members is appropriate for a successful and effective Commission.	5	4	3	2	1	D/K
4) The Commission's current chair and vice-chair structure is effective.	5	4	3	2	1	D/K

5) Please provide any comments you may have regarding Board Composition and Terms.

Committee Structure and Effectiveness

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

6) Committees are an effective mechanism for the Commission to meet its governance and oversight responsibilities.	5	4	3	2	1	D/K
7) The Commission has the appropriate committee number, structure and function to support its governance and oversight	5	4	3	2	1	D/K

responsibilities.

8) There is effective delegation to and reporting back between the Commission and its committees.	5	4	3	2	1	D/K
9) There is clear communication between the Commission and the Service through committees.	5	4	3	2	1	D/K
10) The manner by which committee membership and leadership is determined is appropriate.	5	4	3	2	1	D/K
11) Please provide any comments you may have regarding Commission committees.						

Understanding Roles and Informed Decision-Making

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

12) Before seeking appointment, I had sufficient information about the "working conditions" for Commission members.	5	4	3	2	1	D/K
13) New Commission members receive an adequate orientation as to the roles and responsibilities of the Commission and the Service.	5	4	3	2	1	D/K
14) Commission members have written and relevant descriptions of their duties.	5	4	3	2	1	D/K
15) The Commission has the opportunity for ongoing training and/or professional development necessary to fulfill its roles and responsibilities.	5	4	3	2	1	D/K
16) The Commission has a clear mission and direction.	5	4	3	2	1	D/K
17) The Commission fulfills its mandate	5	4	3	2	1	D/K

18) What could be done to help Commission members better understand and perform their roles?

Meeting Management

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

19) Commission meetings are efficient and effective	5	4	3	2	1	D/K
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[IF Disagree OR Strongly Disagree]

20) How could Commission meetings be more efficient and effective?

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

21) Committee meetings are efficient and effective	5	4	3	2	1	D/K
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[IF Disagree OR Strongly Disagree]

22) How could Committee meetings be more efficient and effective?

23) Attendance levels at Commission meetings are sufficient.	5	4	3	2	1	N/A
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24) Attendance levels at committee meetings are sufficient.	5	4	3	2	1	N/A
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25) The rules of meeting conduct as stated in the bylaws and in Robert's Rules of Order are followed.	5	4	3	2	1	D/K
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26) Materials to be considered at Commission meetings are received by members with sufficient time for review in advance of the meeting.	5	4	3	2	1	D/K
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28) Meeting materials provided to Commission members are useful	5	4	3	2	1	D/K
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27) Materials to be considered at committee	5	4	3	2	1	D/K
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meetings are received by members with sufficient time for review in advance of the meeting.

[IF Disagree OR Strongly Disagree]

29) What would make the meeting materials more useful?

30) I feel my views are listened to by the Chair at meetings.	5	4	3	2	1	D/K
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31) I feel my views are listened to by other members of the Commission at meetings.	5	4	3	2	1	D/K
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32) The Commission minutes accurately and adequately reflect the discussions and decisions.	5	4	3	2	1	D/K
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Governance

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

33) Commission and committee meetings are focused on policy and planning issues, not operational matters, as is appropriate.	5	4	3	2	1	D/K
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34) There is a good understanding among Commission members of the different roles of the Commission and Chief.	5	4	3	2	1	D/K
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35) The Commission never makes operational decisions for the Service.	5	4	3	2	1	D/K
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36) Individual Commission members never interfere in purely operational matters of the Service.	5	4	3	2	1	D/K
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37) Commission minutes and policies provide the Chief with clear guidance.	5	4	3	2	1	D/K
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38) The Chief advises the Commission on the operational and cost implications of policies that the Commission considers.	5	4	3	2	1	D/K
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39) The Chief keeps the Commission fully informed of important operational matters that will affect its deliberations.	5	4	3	2	1	D/K
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40) The Commission provides the Chief with an opportunity to review any concerns the Chief may have about the manner in which the Commission is	5	4	3	2	1	D/K
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carrying out its governance responsibilities.

41) The Commission is effective in its governance of the Service.	5	4	3	2	1	D/K
42) The Commission has a clear set of policies and procedures.	5	4	3	2	1	D/K
43) The Commission creates policies for the governance and general supervision of the Service where it should.	5	4	3	2	1	D/K
44) The Commission reviews and revises the CPC Policy and Procedure Manual in a timely manner.	5	4	3	2	1	D/K
45) The Commission is involved in strategic and business planning for the Service at an appropriate level.	5	4	3	2	1	D/K
46) The Commission effectively monitors the overall performance of the Service.	5	4	3	2	1	D/K
47) The Commission is sufficiently informed by the Service of changes/developments in police programs and policies before they are announced publicly.	5	4	3	2	1	D/K
48) Please provide any comments you may have regarding the CPC's governance of the CPS.						

Finance and Audit Functions

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

49) The Commission is fully engaged in the budget-setting process for the service – it is not a rubber stamp.	5	4	3	2	1	D/K
50) The Commission provides good financial stewardship of the Service: budget oversight, monitoring and evaluation.	5	4	3	2	1	D/K
51) The Commission has sufficient financial information to independently determine the financial position of the Service.	5	4	3	2	1	D/K
52) The Commission properly determines its own budget according to its own priorities.	5	4	3	2	1	D/K
53) There are adequately documented	5	4	3	2	1	D/K

Commission financial policies outlining such matters as delegations and authorities.

54) Financial reports are easy to understand. 5 4 3 2 1 D/K

55) The Commission's role in auditing the Service is sufficient. 5 4 3 2 1 D/K

56) The Commission is fulfilling its oversight responsibility with respect to risk management for the Service. 5 4 3 2 1 D/K

57) Please provide any comments you may have regarding CPC finance and audit functions.

Complaint Oversight Functions

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

58) The Commission is effective in providing civilian oversight of the complaint process. 5 4 3 2 1 D/K

59) The Commission receives the information it needs from the Public Complaint Director in order to make informed decisions and set clear policy. 5 4 3 2 1 D/K

60) The Commission receives the information it needs from the Service in order to make informed decisions and set clear policy. 5 4 3 2 1 D/K

61) The Commission ensures that the Service complies with its legal requirements. 5 4 3 2 1 D/K

62) Please provide any comments you may have regarding the CPC's complaint oversight function.

Personnel Functions

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

63) Commission members foster a good working relationship with the Chief, Deputy 5 4 3 2 1 D/K

Chief and senior management.

64) Annually, the Commission revises expectations, sets measurable objectives and properly evaluates the performance of the Chief of Police.	5	4	3	2	1	D/K	
65) The Commission monitors the Chief's succession plan for senior management.		5	4	3	2	1	D/K
66) The Commission monitors CPS employee morale and turnover.	5	4	3	2	1	D/K	
67) Commission members foster a good working relationship with Commission staff.	5	4	3	2	1	D/K	
68) Annually, the Commission revises expectations, sets measurable objectives and properly evaluates the performance of the Executive Director.	5	4	3	2	1	D/K	
69) The Commission has a succession plan in place for the Chair.		5	4	3	2	1	D/K
70) Please provide any comments you may have regarding the CPC's personnel functions.							

Role of the Chief of Police

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

71) The Chief understands, respects and supports the governance function of the Commission.	5	4	3	2	1	D/K
72) In general, the Chief (as CEO) provides complete, timely and frank information and advice to the Commission.	5	4	3	2	1	D/K
73) The Chief ensures that the Commission is involved in decision making regarding strategic planning.	5	4	3	2	1	D/K
74) The Chief supports the Commission's profile in the community by ensuring the Commission is informed of and invited to important CPS-related events.	5	4	3	2	1	D/K

Role of the Executive Director

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

75) The Executive Director (ED) plays a valuable role in making the Commission successful.	5	4	3	2	1	D/K
76) The ED facilitates, but does not interfere with, communications between the Commission and the Service.	5	4	3	2	1	D/K
77) The ED provides timely oral and written information to the Commission in order to allow it to fulfill its responsibilities.	5	4	3	2	1	D/K
78) The Commission effectively delegates responsibilities to the Executive Director.	5	4	3	2	1	D/K
79) The Commission effectively communicates developments and decisions to the ED.	5	4	3	2	1	D/K
80) The Commission involves the ED in the business of the Commission to a level that allows the ED to support and advise the Commission.	5	4	3	2	1	D/K

Role of the Commission Chair

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

81) The process for selecting a chair is appropriate.	5	4	3	2	1	D/K
82) The Chair has clear terms of reference.	5	4	3	2	1	D/K
83) The Chair does a good job of ensuring that Commission meetings accomplish their objectives.	5	4	3	2	1	D/K
84) The Chair encourages participation at Commission meetings by all while not allowing any one member to dominate the discussion.	5	4	3	2	1	D/K
85) The Chair delegates responsibility appropriately.	5	4	3	2	1	D/K
86) The Chair carries out his/her executive responsibility and does not defer excessively to the Chief or ED.	5	4	3	2	1	D/K

87) The Chair effectively represents the Commission at official functions.	5	4	3	2	1	D/K
88) The Chair is an effective media spokesperson for the Commission.	5	4	3	2	1	D/K
89) The Chair promotes positive collaboration among all Commission members.	5	4	3	2	1	D/K
90) The Chair promotes good communication with the Mayor.	5	4	3	2	1	D/K
91) The Chair promotes good communication with the Chief.	5	4	3	2	1	D/K
92) After direct liaison with the Chief, the Chair ensures that all Commission members and staff are kept up to date with developments, as appropriate.	5	4	3	2	1	D/K
93) The Chair promotes an effective relationship between the Commission and the Service that respects the roles as outlined in law and policy.	5	4	3	2	1	D/K

External Communication

5=Strongly Agree

4=Agree

3=Neither Agree nor Disagree

2=Disagree

1=Strongly Disagree

94) The Commission has the capacity to respond to requests for comments to the media in a timely and appropriate manner.	5	4	3	2	1	D/K
95) The public understands the Commission's role.	5	4	3	2	1	D/K
96) The media understands the Commission's role.	5	4	3	2	1	D/K
97) Municipal politicians understand the role of the Commission.	5	4	3	2	1	D/K
98) Municipal politicians do not involve themselves in matters within the Commission's jurisdiction.	5	4	3	2	1	D/K
99) Personnel within the Service understand the Commission's role.	5	4	3	2	1	D/K
100) The Commission fosters a productive and	5	4	3	2	1	D/K

appropriate relationship with the Police Association.

101) The Commission does a good job of communicating with other community organizations.	5	4	3	2	1	D/K
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102) The Commission’s annual report is a valuable communication tool.	5	4	3	2	1	D/K
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103) The Commission’s annual community dinner is a valuable communication tool.	5	4	3	2	1	D/K
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104) The Commission’s public meetings are sufficient to provide for transparency and public participation.	5	4	3	2	1	D/K
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105) Please provide any comments you may have regarding external communications related to the CPC.

Overall – Commission Member Performance and Perception

5=Strongly Agree
 4=Agree
 3=Neither Agree nor Disagree
 2=Disagree
 1=Strongly Disagree

106) I feel valued and appreciated for the contributions I make to the Commission.	5	4	3	2	1	D/K
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107) I devote enough time to my role as Commission member, both in meetings and in the community.	5	4	3	2	1	D/K
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108) All members are carrying their weight and sharing the load.	5	4	3	2	1	D/K
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109) The Commission is able to remain focused and true to the priorities in its own workplans without spreading itself too thinly.	5	4	3	2	2	D/K
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110) Commission members are aware of and Conduct themselves in accordance with the Code of Conduct	5	4	3	2	1	D/K
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111) Commission members are respectful of each other	5	4	3	2	1	D/K
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112) Commission members are respectful of the Service	5	4	3	2	1	D/K
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**COBOURG POLICE SERVICES BOARD
2012 PERFORMANCE EVALUATION TOOL
OBJECTIVES**

1. To ensure that Board's governance practices are fulfilling its legal responsibilities.
2. To ensure that all Board members fully understand what is expected of them.
3. To continuously improve the overall effectiveness of the Board
4. To enhance communication and a sense of team among the members.

TO BE COMPLETED BY EACH MEMBER OF THE BOARD

Ratings: 1 – Not being done 2 – Needs improvement 3- Done well

		1	2	3	Unable to rate
1.0 MISSION STATEMENT					
1.	The Board's strategic, policy and resource allocation decisions support the advancements of the Cobourg Police Service Mission statement				
2.	Shall uphold the law without discrimination in adherence to the Canadian Charters of Rights and Freedoms.				
3.	Will work to achieve excellence and demonstrate integrity in the fulfillment of all duties.				
4.	Will use resources in an efficient, economical and responsible manner.				
5.	Are committed to a problem-solving relationship with the community in dealing with crime, disorder and the quality of life.				
6.	Shall act in a manner which is responsible to the concerns of victims and their need for assistance, recognizing the services responsibility to assist victims of crime and to provide effective crime prevention.				
7.	Shall treat all persons with respect, and shall avoid any expression or display of prejudice, bigotry, discrimination or sexual or racial harassment toward any person.				
8.	Recognize that the success of the Service depends on the high quality of personnel and are committed to treating all personnel professionally and to supporting their career development.				
9.	Will work to make the Service representative of the community.				
10.	Will engage in open communication within the Service and the community, and recognizing the trust the				

<p>community has placed in us by providing us with police authority, will be accountable for our actions.</p> <p>11. Will continuously keep ourselves aware of changing environment in order to provide leadership to future challenges.</p>				
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Comments about Mission Statement:

Ratings: 1 – Not being done 2 – Needs improvement

3- Done well

	1	2	3	Unable to rate
2.0 BOARD STRUCTURE AND ROLES				
1. The Board understands its role and responsibilities.				
2. Board policies clearly define the role of individual Board members and each Board member understands their role.				
3. The Board has written policies and procedures that define how it operates				
4. The Board regularly reviews its policies.				
5. The number and organization of Board committees is correct and facilitates effective accomplishment of the Board's tasks.				
6. Every Board committee has terms of reference that clearly identifies the committee's roles and responsibilities.				
7. The purposes of the Board committees are clearly defined and well understood by Board members.				

8. The Board committees perform their required functions effectively and report regularly to the Board.				
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Comments about Board Structure and Roles:

Ratings: 1 – Not being done 2 – Needs improvement

3- Done well

	1	2	3	Unable to rate
3.0 BOARD MEETINGS AND PROCESS				
1. The Board meets frequently enough to accomplish its activities.				
2. The length of Board meetings is appropriate to accomplishing the Board's tasks				
3. An effective agenda is prepared and circulated in advance of each Board meetings to allow members to prepare for the meeting.				
4. The agenda is followed at each meeting.				
5. Board reports contain the correct amount and type of information to allow Board members to prepare for the meetings and make informed decisions.				
6. Staff presentations to the Board are relevant, concise and time sensitive.				
7. Board meetings are conducted in a manner that permits meaningful participation by all Board members.				
8. The Board cultivates a sense of group responsibility.				
9. Board members participate fully in discussions at Board meetings.				
10. Board members respect the decision-making process and the role of the Chair as official spokesperson.				
11. Meeting discussion content is restricted to issues that clearly belong to the Board.				

12.	The Board refers to and enforces its conflict of interest policy at Board meetings.				
13.	Board members do not violate the confidentiality of in camera discussions.				
14.	A clear and accurate record of each Board meeting's proceedings and decisions is maintained.				
15.	Attendance at Board and committee meetings is adequate.				
16.	There is adequate monitoring of follow-up or action items.				
17.	The Board has an annual work plan that includes resource requirements that are aligned with the Board's goals.				

Comments about Board Meetings and Process:

Ratings: 1 – Not being done 2 – Needs improvement

3- Done well

		1	2	3	Unable to rate
4.0 BOARD RELATIONS					
1.	Overall, the Board has a good relationship with the Chief of Police.				

2.	If conflict arises between the Board and Chief, it is effectively managed.				
3.	There is a clear understanding of delineation between the roles of the Board and the Chief of Police.				
4.	The Board maintains an independent voice from senior Cobourg Police management.				
5.	The Board has established performance expectations with the Chief of Police and evaluates the Chief's performance annually.				
6.	The Board has a succession plan for the Chief of Police.				
7.	There is a climate of mutual respect and trust among Board members.				
8.	If conflict arises among Board members, it is effectively managed.				
9.	There is effective and appropriate communication between the Board Chair and the Board members.				
10.	Board members each assume a fair share of the Board's work.				

Comments about Board Relations:

Ratings: 1 – Not being done 2 – Needs improvement

3- Done well

		1	2	3	Unable to rate
5.0 COMMUNITY RELATIONS					
1.	The Board is an effective link between the Cobourg Police Service and the community.				
2.	The Board actively engages in building relationships with the public, community groups, businesses, Town Council and other police boards.				
3.	Town Council, community and business organizations/leaders and the public are consulted about the value of the services provided by the Cobourg Police Service.				

4. The Board participates in the development of public policy (at the municipal, provincial and federal level) on public safety and policing issues.				
5. The Board supports the activities of other organizations that result in outcomes that compliment those of the Cobourg Police Service.				

Comments about Community Relations:

Ratings: 1 – Not being done 2 – Needs improvement

3- Done well

6.0 BOARD EDUCATION AND DEVELOPMENT	1	2	3	Unable to rate
	1. Every new Board member participates in orientation sessions and Ministry-provided training.			
2. Information received at orientation sessions is useful and adequately addresses the needs of Board members.				
3. Board members are encouraged to take advantage of and have ongoing access to education programs on key issues and board role and responsibilities.				
4. The Board allocates the necessary resources to support item 6.3.				
5. The Board regularly conducts a self-evaluation and develops and implements action plans to strengthen Board performance.				
6. The Board commits time for group learning experiences designed to improve the Board's effectiveness as a governing body and its understanding of emerging issues.				

Comments about Board Education and Development:

Ratings: 1 – Not being done 2 – Needs improvement

3- Done well

		1	2	3	Unable to rate
7.0 STRATEGIC/BUSINESS PLANNING					
1.	The Board sets the strategic direction for the Police Service.				
2.	The Board ensures that community perspectives and issues are addressed in the planning process.				
3.	The Board questions planning data and assumptions during the strategic planning process.				
4.	As part of the business plan/strategic planning process, the Board sets performance measures that reflect areas critical to the success of the Cobourg Police Service.				
5.	The Board monitors implementation of the strategic business plan and evaluates accomplishment of plan goals and objectives semi-annually.				
6.	At Board meetings, the Board devotes sufficient time to strategic and planning issues.				

Comments about Strategic/Business Planning:

Ratings: 1 – Not being done 2 – Needs improvement

3- Done well

		1	2	3	Unable to rate
8.0 PERFORMANCE MONITORING					
1.	The Board has relevant internal reporting and compliance systems.				
2.	The Board understands its role and responsibilities in monitoring compliance with legislation, regulations and its own policies.				
3.	The Board ensures monitoring requirements and deadlines are met.				
4.	Monitoring reports received by the Board contain adequate information for the Board to discharge its governance duties.				

Comments about Performance Monitoring:

Ratings: 1 – Not being done 2 – Needs improvement

3- Done well

		1	2	3	Unable to rate
9.0 FINANCE					
1.	The Board understands its role and responsibilities in financial oversight.				
2.	Board members are comfortable asking questions about financial matters during board meetings.				
3.	The types of financial reports received by the Board are adequate for it to discharge its governance duties.				
4.	A written report regarding budget variances is received in a timely fashion and is reviewed and fully discussed at board meetings on a quarterly basis.				

5. The Board makes resource allocation decisions that are compatible with achieving the Business Plan.					
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Comments about Finance:

10.0 GENERAL QUESTIONS

1. What do you consider to be the strengths of the Cobourg Police Services Board?

2. What do you consider to be the weakness of the Cobourg Police Services Board?

3. Describe the single more important change that should be made to improve the Cobourg Police Services Board effectiveness.

4. On a scale of 1 to 5, how would you rate the performance of the Cobourg Police Services Board.

Extremely Poor	2	3	4	Excellent
1				5

5. Do you have any other comments about the Cobourg Police Services Board?

Please return this questionnaire to Petra Hartwig by



OFFICE OF THE
City Auditor

Edmonton Police Commission

2011 Annual Self-Assessment

November 8, 2011

THE CITY OF
Edmonton

The Office of the City Auditor conducted this project in accordance with the *International Standards for the Professional Practice of Internal Auditing*

Edmonton Police Commission

2011 Annual Self-Assessment

1. Introduction

The Office of the City Auditor's 2011 Annual Work Plan included support of the Edmonton Police Commission's Annual Self-Assessment. We included this project in the Work Plan at the request of the Edmonton Police Commission (the Commission).

The Commission has embraced the good governance practice of completing annual self-assessments since 2007. The Office of the City Auditor (OCA) has supported the Commission by providing independent and confidential support to the Commission's annual self-assessment initiative since 2008.

In 2011, as in previous years, Commission members completed two surveys: the Commission Evaluation Survey and the Chair Evaluation Survey. The Commission also made a new request in 2011. It requested feedback on its performance from 13 members of the Edmonton Police Service (EPS). The Commission Chair and Executive Director chose these 13 members to complete the survey because they have regular involvement with the Commission.

2. Role of the OCA

The OCA supports the Commission's good governance practice of conducting periodic self-assessments by providing independent compilation and reporting of results. In particular we provided the following support to the Commission:

1. Received and consolidated the Commission Evaluation Surveys, the Chair Evaluation Surveys, and the EPS Feedback Surveys. This included providing each Commission member and the chosen member of the EPS with the opportunity to participate and, while ensuring anonymity, presenting the results in a manner that illustrates the individual scores for each survey question.
2. Prepared this report of the results for the Commission to consider at its November 17, 2011 in-camera meeting.

3. Observations and Analysis

The Commission's Executive Director distributed the surveys to all nine Commission members on October 15, 2011 and to the 13 EPS Members on October 17, 2011. We received the last response on November 7, 2011. We received completed Commission Evaluation Surveys from all nine Commission members and completed Chair Evaluation Surveys from eight Commission members. The Chair abstained from participating in the Chair Evaluation Survey. We also

received completed EPS Feedback Surveys from 11 of the 13 EPS members who received the survey.

We have included the results of the Commission Evaluation Survey in Appendix 1, the Chair Evaluation Survey in Appendix 2, and the EPS Feedback Survey in Appendix 3. We present the individual responses from each Commission member and EPS member in a separate column, as well as the average rating for each statement in the surveys. To ensure anonymity we altered the order of the responses from one survey to the other. We also provided the comments from the surveys verbatim in the appendices.

The survey results provide valuable insight into the practices of the Commission and will provide the Commission with the opportunity to discuss specific areas that require improvement, additional communication, or a change in practices.

3.1. Commission Self-Assessment Results

We have included the results from the Commission Evaluation Survey in Appendix 1. In 2011, the Commission added five new questions to the Board Composition and Effectiveness Section of the survey. These questions relate to the effectiveness of the relationships of the Executive Director, Legal Council/Public Complaints Director, and the Communications Director both with the Commission and the Service.

Overall the Commission members provided ratings that show the Commission is generally functioning well as indicated by the average overall rating of 4.1 out of 5¹. This overall rating is a slight increase compared to previous overall ratings of 4.0 in 2010 and 3.8 in 2009. Figure 1 shows the comparison of average overall ratings from 2008 to 2011.

Figure 1 – Average Overall Rating Comparison

XXXXXXXXXXXXXXXXXX

3.1.1. Board composition and effectiveness

Overall the majority of respondents agreed with the statements in this section. However, two statements were not supported by the majority of respondents:

1. "XXXXXXX
2. "XXXXXXX

Figure 2 shows the comparison of average ratings for this section over the past four years. The 2011 average rating has decreased from previous years. The lower rating in 2011 can be partially attributed to the ratings for the new questions. However, even when we removed the responses to the new questions, the average for this section in 2011 was XXXX.

Figure 2 - Board Composition and Effectiveness Average Rating Comparison

XXXXXXXXXXXXXXXXXXXX

3.1.2. Understanding roles and informed decision making

Overall the majority of respondents agreed or strongly agreed with the statements in this section. The comments provided related to: the extreme professionalism of Commission staff

¹ Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

and the EPS, ways to improve the new Commission member's orientation, and the lack of timeliness of some EPS reports.

The statement "The Service provides XXXXXXXXXXXXXXXXXXXX" received the lowest average rating by the Commissioners of 3.7. However this is an improvement from the prior year's average rating of 3.2. One Commissioner commented that some reports from the EPS don't always arrive with the packages.

Figure 3 shows the comparison of average ratings for this section over the past four years. The average rating is increasing.

Figure 3 – Understanding Roles and Informed Decision Making Comparison

XXXXXXXXXXXXXXXXXXXX

3.1.3. Meetings

Overall the majority of respondents agreed or strongly agreed with the statements in this section. The results show that the majority of respondents feel that Commission meetings are effective and efficient and are focused on policy and planning issues, not operational issues. Three of the statements in this section received higher average ratings than in 2010, including the statements relating to the Commission and Committee members receiving materials in a timely manner. However, two Commission members still commented that they do not always receive information in a timely manner.

Figure 4 shows the comparison of average ratings for this section over the past four years. The average rating is increasing.

Figure 4 – Meetings Comparison

XXXXXXXXXXXXXXXXXXXX

3.1.4. Governance

Overall the majority of respondents agreed or strongly agreed with the statements in this section. There was one respondent who disagreed with the statement pertaining to the Commission having XXXXXXXXXXXX. As well four comments were made regarding the XXXXXXXXXXXX.

Figure 5 shows the comparison of average ratings for this section over the past four years. The average rating is increasing.

Figure 5 – Governance Comparison

XXXXXXXXXXXXXXXXXXXX

3.1.5. Committee structure and effectiveness

Overall the majority of respondents agreed or strongly agreed with the statements in this section. Two Commissioners commented on the inconsistency in attendance at Committee meetings.

Figure 6 shows the comparison of average ratings for this section over the past four years. The average rating is increasing.

Figure 6 – Committee Structure and Effectiveness Comparison

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

3.1.6. Financial Management

Overall the majority of respondents agreed or strongly agreed with the statements in this section. However, one Commissioner did disagree with the statements that the Commission XXXXXXXXXXXXXXXX. The comments provided were both positive and related to the great support provided by Finance staff to the Finance Committee and on the improved quality of financial information the Commission is receiving.

Figure 7 shows the comparison of average ratings for this section over the past four years. The average rating is increasing.

Figure 7 – Financial Management Comparison

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

3.1.7. Complaint Process

The majority of the respondents agreed or were neutral with the statements in this section. Figure 8 shows the comparison of average ratings for this section over the past four years. The average rating in 2011 for this section has decreased from the rating Commissioners provided in 2010. This is mainly due to the large decrease in the average rating for the statement “XXXXXXXXXXXX.” The average response to this statement fell from 4.9 in 2010 to 3.9 in 2011.

Figure 8 – Complaint Process Comparison

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

3.2. Chair Assessment Results

We have included the results from the Chair Evaluation Survey in Appendix 2. The overall rating of the Chair was XXXXXXX out of 5. As this is the first year the Commissioners have evaluated the current Chair, we are not providing the prior year results for comparison.

3.2.1. Leadership

Overall the majority of respondents agreed or strongly agreed with the statements in this section. One Commissioner was neutral about the statement “XXXXXXXX.” Another commissioner recognized the Chair’s strong leadership skills, but encouraged her to consider more XXXXXX.

3.2.2. Process

All of the respondents agreed or strongly agreed with the statements in this section. One Commissioner acknowledged the outstanding job the Chair has done. Another acknowledged that the Chair is very efficient and effective in running meetings, but could improve by XXXXXXXXXXXXXXXX.

3.2.3. Commission effectiveness

Overall the majority of respondents agreed or strongly agreed with the statements in this section. Two Commissioners were neutral on the statement “The Chair delegates responsibility

appropriately to Commission members.” One of these Commissioners included a comment that the Chair could “look at ways XXXXXXXX ...”

3.2.4. Liaison with stakeholders

All of the respondents agreed or strongly agreed with the statements in this section. One Commissioner commented that the Chair has a very solid relationship with the Chief and led the Commission through the Chief selection process very effectively.

3.3. *EPS Feedback Results*

We have included the results from the EPS Feedback Surveys in Appendix 3. The overall average rating of the Commission provided by the EPS is XXXXX out of 5. This is significantly lower than the average rating the Commissioners gave themselves of XXXX out of 5. This shows that there are some gaps in perception of the effectiveness of the Commission between the EPS members and the Commissioners.

3.3.1. Commission effectiveness

The majority of the respondents were neutral or agreed with the statements in this section. However, there were three statements where the majority of members were either neutral or disagreed with. They are:

- “The Service has XXXXXXXX.”
- “The XXXXXXXX.”
- “The Commission’s XXXXXXXXXXXXXXXXXXXX.”

Many of the comments provided indicate that the members feel the Commission’s role is not XXXXXXXX. They find the Commission too often straying into operational matters.

3.3.2. Commission composition and operations

The majority of respondents were neutral or disagreed with the statements in this section. The only statement that a majority of members were neutral or agreed with was that “the Commission has an appropriate mixture of backgrounds and expertise”. The statement with the lowest average overall rating of 1.9 was: “XXXXXXXXXXXXXXXXXX.” This same question received an average rating of 4.3 from Commission members.

The members provided a lot of constructive comments in this section. They relate to improvements required to: increase the effectiveness of Commission and Committee meetings, orientate new Commissioners, help the Commission understand its role in operational matters, and help Commissioners make motions and requests for information from the EPS.

3.3.3. Governance

The majority of respondents were neutral or agreed with the statements in this section. However, the majority of respondents disagreed with these statements: “Commission Members XXXXXXXX” and “The Commission XXXXXXXX”. The members gave these statements average ratings of 2.5 and 2.7. The commissioners gave these two statements average ratings of 3.9 and 4.0.

3.3.4. Financial Management

The majority of respondents agreed or strongly agreed with the statements in this section. One respondent did not agree with the statements: “The Commission makes XXXXXX” and “The Commission makes XXXXXXXX.”

3.3.5. Complaint Process

The majority of respondents were neutral or strongly disagreed with the statement in this section. The average overall rating for this statement from the members was 2.5. The average rating provided by the Commissioners for this same question was 3.9.

4. Conclusions

Conducting an annual self-evaluation is a good board governance practice. As the Commission is comprised of citizen volunteers, the OCA would like to once again, recognize and congratulate the Commission for continuing to undertake this self-evaluation exercise. The addition of obtaining feedback from members of the EPS will provide the Commission with insight into how members of the EPS perceive its effectiveness. As well, the EPS feedback will show the Commission where there are gaps between how it perceives itself and how the EPS perceives it.

The results of this self-assessment indicate that the Commission members are generally satisfied with the performance of the Commission. Areas for the Commission to improve on relate to the effectiveness of XXXXXX and the XXXXXX. The Commissioners are also satisfied with the leadership and performance of the Chair. The only area they feel she could improve on is to XXXXXXXX.

Overall, the EPS member’s satisfaction with the performance of the Commission is lower than that of the Commission members. The results of the feedback provided by the EPS member’s shows that there is a gap between their perception of the effectiveness of the Commission and the Commissioners perception of their effectiveness.

This report has been prepared for the use of the Edmonton Police Commission. We will not distribute it to any other party, however; we will advise City Council through an activity report of our support of this initiative.

We would like to thank the members of the Commission and the EPS who participated in this assessment.

EDMONTON

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

13	The Service provides, in a timely and appropriate manner, the information necessary to make informed decisions.													
14	The Executive Director provides timely and appropriate information to make informed decisions.													
15	The Chief of Police provides timely and appropriate information to make informed decisions.													
Overall understanding roles and informed decision making average														

Comments:

- The

MEETINGS

Questions	Commissioner Responses										2011 Avg	2010 Avg
	a	b	c	d	e	f	g	h	i			
16	Commission meetings are an effective and efficient means of conducting formal business.											
17	Commission and Committee meetings are focused on policy and planning issues, not operational matters, as is appropriate.											
18	The Commission uses its time efficiently at meetings.											
19	Materials to be considered at Commission meetings are received by Commission members in sufficient time for review in advance of the meeting.											
20	Materials to be considered at Committee meetings are received by Commission members in sufficient time for review in advance of the meeting.											
Overall meeting average											4.1	3.9

Comments:

-

GOVERNANCE

Questions	Commissioner Responses										2011 Avg	2010 Avg
	a	b	c	d	e	f	g	h	i			
21	The Commission has an effective Strategic Planning process.											
22	Commission members understand their roles and responsibilities.											
23	The Commission ensures all significant risks are managed by regularly assessing strategic risks.											
24	The Commission ensures all significant risks are managed by regularly prioritizing strategic risks.											

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

Comments:

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FINANCIAL MANAGEMENT

Questions		Commissioner Responses										2011 Avg	2010 Avg
		a	b	c	d	e	f	g	h	i			
41	The Commission is provided with complete and open disclosure from the Police Service on all financial and budget matters.												
42	The Commission receives sufficient information to make reasoned decisions, in consultation with the Chief, of the estimate of all money required for the fiscal year.												
43	The Commission receives sufficient information to make reasoned decisions, in consultation with the Chief, on the yearly policing plan for the City.												
44	The Commission is an involved and knowledgeable participant in the annual budget process.												
Overall financial management average													

Comments:

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COMPLAINT PROCESS

Questions		Commissioner Responses										2011 Avg	2010 Avg
		a	b	c	d	e	f	g	h	i			
45	The Commission receives sufficient information from the Legal Counsel & Public Complaint Director to make informed decisions.												
46	The Commission receives sufficient information from the Police Service to make informed decisions respecting public complaints.												
47	The Commission has effective oversight of the complaint process.												
Overall complaint process average													

Comments:

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OVERALL EVALUATION

Questions	Commissioner Responses										2011 Avg	2010 Avg	
	a	b	c	d	e	f	g	h	i				
Average score for each Commissioner (where a response was provided)													



Appendix 2 - 2011 EPC Chair Evaluation Results

LEADERSHIP

Questions		Commissioner Responses								2011 Avg
		a	b	c	d	e	f	g	h	
1	The Chair provides leadership to the Commission in planning and direction.									
2	The Chair engages others to think strategically and take appropriate action, regardless of the circumstances surrounding the issue.									
3	The Chair anticipates and puts into place a strategy to ensure the Commission achieves future goals and objectives.									
Overall leadership average										

Comments:

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PROCESS

Questions		Commissioner Responses								2011 Avg
		a	b	c	d	e	f	g	h	
4	The Chair is well prepared for meetings.									
5	The Chair attends Committee meetings where appropriate.									
6	The Chair does a good job of ensuring that the Commission meetings accomplish their objectives.									
Overall process average										

Comments:

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COMMISSION EFFECTIVENESS

Questions		Commissioner Responses								2011 Avg
		a	b	c	d	e	f	g	h	
7	The Chair ensures that every Commission Member has an opportunity to be heard.									
8	The Chair is skilled at managing different points of view.									
9	The Chair demonstrates good listening skills.									
10	The Chair delegates responsibility appropriately to Commission members.									
11	The Chair ensures that the delegated responsibilities are fulfilled.									
12	The Chair is an effective media spokesperson for the Commission.									
13	The Chair promotes positive collaboration among all Commission Members.									
Overall Commission effectiveness average										

Comments:



Appendix 3 – EPS Feedback Survey Results

COMMISSION EFFECTIVENESS

	Questions	EPS Member Responses											2011 Avg
		a	b	c	d	e	f	g	h	i	j	k	
1	The Service has a productive working relationship with the Commission.												
2	The Commission has a productive working relationship with the Chief.												
3	The Service has a productive working relationship with the Commission’s Chair.												
4	The Service has a productive working relationship with the Commission’s Executive Director.												
5	The Service has a productive working relationship with the Commission’s Legal Counsel & Public Complaint Director.												
6	The Commission’s Chair promotes an effective, productive relationship with the Service that respects the roles as outlined in law and policy.												
7	The Commission’s Executive Director promotes an effective, productive relationship with the Service that respects the roles as outlined in law and policy.												
8	The Commission’s Legal Counsel & Public Complaint Director promotes an effective, productive relationship with the Service that respects the roles as outlined in law and policy.												
Overall Commission effectiveness average													

Comments:

COMMISSION COMPOSITION & OPERATIONS

	Questions	EPS Member Responses											2011 Avg
		a	b	c	d	e	f	g	h	i	j	k	
9	The Commission has an appropriate mixture of backgrounds and expertise.												
10	New Commission members receive adequate orientation as to the roles of the Commission and Service.												
11	Requests by the Commission for information from Service are clear.												
12	Commission meetings are an effective and efficient means of conducting formal business.												
13	Commission and Committee meetings are focused on policy and planning issues, not operational matters, as is appropriate.												
14	The existing Committees are an effective mechanism for the Commission to meet its												

EDMONTON

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

	governance and oversight responsibilities.													
15	Committee meetings are well organized and an efficient use of Commissioner and Police Service time.													
Overall Commission composition and operation average														

Comments:

GOVERNANCE

Questions	EPS Member Responses											2011 Avg
	a	b	c	d	e	f	g	h	i	j	k	
16	Commission Members understand their roles and responsibilities.											
17	The Commission operates in an open and transparent manner.											
18	The Commission effectively monitors the overall performance of the Service.											
19	The Commission has an effective Strategic Planning process.											
20	The Commission ensures significant strategic risks are managed by regularly assessing and identifying mitigating measures.											
21	The Commission demonstrates accountability to Council through meaningful annual and periodic reporting.											
Overall governance average												

Comments:

FINANCIAL MANGEMENT

Questions	EPS Member Responses											2011 Avg
	a	b	c	d	e	f	g	h	i	j	k	
22	The Commission makes reasoned decisions, in consultation with the Chief, of the estimate of funds required for the fiscal year.											
23	The Commission makes reasoned decisions, in consultation with the Chief, on the yearly policing plan.											
24	The Commission is an involved and knowledgeable participant in the annual budget process.											
Overall financial management average												

Comments:

COMPLAINT PROCESS

Questions	EPS Member Responses	2011
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Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

		a	b	c	d	e	f	g	h	i	j	k	Avg
25	The Commission has effective oversight of the complaint process.												
Overall complaint process average													

Comments:

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OVERALL EVALUATION

Questions	EPS Member Responses											2011 Avg	
	a	b	c	d	e	f	g	h	i	j	k		
Average score for each EPS Member (where a response was provided)													

LEADERSHIP		RATING				
		1	2	3	4	5
1	The Chair provides leadership to the Commission in planning and direction.					
2	The Chair engages others to think strategically and take appropriate action, regardless of the circumstances surrounding the issue.					
3	The Chair anticipates and puts into place a strategy to ensure the Commission achieves future goals and objectives.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

PROCESS		RATING				
		1	2	3	4	5
4	The Chair is well prepared for meetings.					
5	The Chair attends Committee meetings where appropriate.					
6	The Chair does a good job of ensuring that the Commission meetings accomplish their objectives.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

COMMISSION EFFECTIVENESS		RATING				
		1	2	3	4	5
7	The Chair ensures that every Commission Member has an opportunity to be heard.					
8	The Chair is skilled at managing different points of view.					
9	The Chair demonstrates good listening skills.					
10	The Chair delegates responsibilities appropriately to Commission members.					
11	The Chair ensures that the delegated responsibilities are fulfilled.					
12	The Chair is an effective media spokesperson for the Commission.					
13	The Chair promotes positive collaboration among all Commission Members.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

LIAISON WITH STAKEHOLDERS		RATING				
		1	2	3	4	5
14	The Chair promotes good communication and collaboration with the Mayor and Council.					
15	After direct liaison with the Chief, the Chair ensures that all Members and staff are kept up to date with developments, as appropriate.					
16	After direct liaison with the Executive Director, the Chair ensures that all Members and staff are kept up to date with developments, as appropriate.					
17	The Chair promotes an effective relationship between the Commission and the Service that respects the roles as outlined in law and policy.					
18	The Chair effectively represents the Commission at official functions.					

Comments: _____

COMMISSION EFFECTIVENESS		RATING				
		1	2	3	4	5
1	The Service has a productive working relationship with the Commission.					
2	The Commission has a productive working relationship with the Chief.					

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

3	The Service has a productive working relationship with the Commission’s Chair.					
4	The Service has a productive working relationship with the Commission’s Executive Director.					
5	The Service has a productive working relationship with the Commission’s Legal Counsel & Public Complaint Director.					
6	The Commission’s Chair promotes an effective, productive relationship with the Service that respects the roles as outlined in law and policy.					
7	The Commission’s Executive Director promotes an effective, productive relationship with the Service that respects the roles as outlined in law and policy.					
8	The Commission’s Legal Counsel & Public Complaint Director promotes an effective, productive relationship with the Service that respects the roles as outlined in law and policy.					

Comments:

COMMISSION COMPOSITION & OPERATION		RATING				
		1	2	3	4	5
9	The Commission has an appropriate mixture of backgrounds and expertise.					
10	New Commission members receive adequate orientation as to the roles of the Commission and Service.					
11	Requests by the Commission for information from Service are clear.					

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

12	Commission meetings are an effective and efficient means of conducting formal business.					
13	Commission and Committee meetings are focused on policy and planning issues, not operational matters, as is appropriate.					
14	The existing Committees are an effective mechanism for the Commission to meet its governance and oversight responsibilities.					
15	Committee meetings are well organized and an efficient use of Commissioner and Police Service time.					

Comments:

GOVERNANCE		RATING				
		1	2	3	4	5
16	Commission Members understand their roles and responsibilities.					
17	The Commission operates in an open and transparent manner.					
18	The Commission effectively monitors the overall performance of the Service.					
19	The Commission has an effective Strategic Planning process.					
20	The Commission ensures significant strategic risks are managed by regularly assessing and identifying mitigating measures.					
21	The Commission demonstrates accountability to Council through meaningful annual and periodic reporting.					

Comments:

FINANCIAL MANAGEMENT		RATING				
		1	2	3	4	5

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

22	The Commission makes reasoned decisions, in consultation with the Chief, of the estimate of funds required for the fiscal year.					
23	The Commission makes reasoned decisions, in consultation with the Chief, on the yearly policing plan.					
24	The Commission is an involved and knowledgeable participant in the annual budget process.					

Comments:

COMPLAINT PROCESS		RATING				
		1	2	3	4	5
25	The Commission has effective oversight of the complaint process.					

Comments:

BOARD COMPOSITION AND EFFECTIVENESS		RATING				
		1	2	3	4	5
1	The Commission has an appropriate mixture of backgrounds and expertise.					
2	The Commission has a productive working relationship between and among members.					
3	The Commission has a productive working relationship with the Executive Director.					
4	The Commission has a productive working relationship with Legal Counsel / Public Complaint Director.					
5	The Commission has a productive working relationship with the Communications Director.					
6	The Commission has a productive working relationship with the Chief.					
7	The Executive Director promotes an effective, productive relationship with the Service that					

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

	respects the roles as outlined in law and policy.					
8	Legal Counsel / Public Complaint Director promotes an effective, productive relationship with the Service that respects the roles as outlined in law and policy.					
9	The Communications Director promotes an effective, productive relationship with the Service that respects the roles as outlined in law and policy.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

UNDERSTANDING ROLES AND INFORMED DECISION MAKING		RATING				
		1	2	3	4	5
10	New Commission members receive adequate orientation as to the roles of the Commission and Service.					
11	Commission members have adequate opportunity for ongoing training and professional development to fulfill their roles and responsibilities.					
12	Commission staff provides, in a timely and appropriate manner, the information necessary to make informed decisions.					
13	The Service provides, in a timely and appropriate manner, the information necessary to make informed decisions					
14	The Executive Director provides timely and appropriate information to make informed decisions.					
15	The Chief of Police provides timely and appropriate information to make informed decisions.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

MEETINGS		RATING				
		1	2	3	4	5
16	Commission meetings are an effective and efficient means of conducting formal business.					
17	Commission and Committee meetings are focused on policy and planning issues, not operational matters, as is appropriate.					
18	The Commission uses its time efficiently at meetings.					
19	Materials to be considered at Commission meetings are received by Commission members in sufficient time for review in advance of the meeting.					
20	Materials to be considered at Committee meetings are received by Commission members in sufficient time for review in advance of the meeting.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

GOVERNANCE		RATING				
		1	2	3	4	5
21	The Commission has an effective Strategic Planning process.					
22	Commission Members understand their roles and responsibilities.					
23	The Commission ensures all significant risks are managed by regularly assessing strategic risks					
24	The Commission ensures all significant risks are managed by regularly prioritizing strategic risks					
25	The Commission ensures all significant risks are managed by ensuring that mitigating actions are taken as appropriate.					
26	Commission Members understand the different roles of the Chief, the Executive Director, and the Commission.					
27	The Commission effectively monitors the overall performance of the Service.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

GOVERNANCE (Cont'd)		RATING				
		1	2	3	4	5
28	The Commission has adequate policies for the Service that provide for efficient and effective policing.					
29	The Commission has a satisfactory process to evaluate the performance of the Chief of Police.					
30	The Commission has ratified any Deputy Chief appointments, including salary and benefits.					
31	The Commission has discussed the Chief's annual evaluations of the Deputy Chiefs.					
32	The Commission has a satisfactory process to evaluate the performance of the Executive Director.					
33	The Commission operates in an open and transparent manner.					
34	The Commission demonstrates accountability to Council through meaningful annual and periodic reporting.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

COMMITTEE STRUCTURE AND EFFECTIVENESS		RATING				
		1	2	3	4	5
35	The existing Committees are an effective mechanism for the Commission to meet its governance and oversight responsibilities.					
36	Committee meetings are well organized and an efficient use of Commissioner and Police Service time.					
37	The Committee meeting schedule is sufficient to allow the Committees to meet their objectives					
38	There is an effective reporting system from the Committees to the Commission.					
39	There is good attendance at the Committee meetings.					
40	Committee meetings are well chaired and well organized.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

FINANCIAL MANAGEMENT		RATING				
		1	2	3	4	5
41	The Commission is provided with complete and open disclosure from the Police Service on all financial and budget matters.					
42	The Commission receives sufficient information to make reasoned decisions, in consultation with the Chief, of the estimate of all money required for the fiscal year.					
43	The Commission receives sufficient information to make reasoned decisions, in consultation with the Chief, on the yearly policing plan for the City.					
44	The Commission is an involved and knowledgeable participant in the annual budget process.					

Comments: _____

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

COMPLAINT PROCESS		RATING				
		1	2	3	4	5
45	The Commission receives sufficient information from the Legal Counsel & Public Complaint Director to make informed decisions.					
46	The Commission receives sufficient information from the Police Service to make informed decisions respecting public complaints.					
47	The Commission has effective oversight of the complaint process.					

Comments: _____

SAINT JOHN BOARD OF POLICE COMMISSIONERS

Effectiveness Evaluation Tool

Objectives:

1. To ensure that the Board's governance practices enable it to fulfill its leadership, strategic, monitoring, legal and fiduciary duties.
2. To contribute to the continuous improvement of the Board's effectiveness.
3. To enhance communication and a sense of teamwork among Board members.

To be completed by all Board members.

PART A

Please read each of the following statements and indicate the extent to which you agree or disagree with them.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
BOARD COMPOSITION AND TRAINING					
The Board has the skills, experience and expertise it needs to fulfill its responsibilities.					
Board members generally understand the programs and policies of the Department.					
New Board members receive adequate orientation.					
Board members receive ongoing training and information as needed to fulfill its roles and responsibilities.					
The Chair ensures that all members are kept up-to-date with developments.					
Comments:					
MEETING ORGANIZATION					
Board members have input into Board agendas.					
Board agenda packages are circulated in advance of each meeting.					
Board papers contain the right information to prepare Board members for the meetings.					
The Board uses an annual calendar to plan its meetings and work.					
Board members arrive well-prepared for meetings.					
Board meeting minutes are clear and accurate.					
Comments:					

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
MEETING EFFECTIVENESS					
Attendance at Board meetings is good.					
Debate and discussion at Board meetings are frank and open.					
Debate and discussion at Board meetings are strategic and focus on priority items.					
Board members are respectful of each others' views.					
There is effective, open communication between the Board and management.					
Staff presentations at Board meetings are relevant and concise.					
The Chair is effective in facilitating discussions and decisions.					
The Chair encourages all members to participate.					
I feel my views are listened to by the Chair.					
I feel my views are listened to by other Board members.					
There is appropriate monitoring of follow-up action items.					
The rules of meeting conduct as stated in the Board Manual are followed.					
Comments:					
LEADERSHIP					
The Board has a Strategic Plan for the SJPC and is involved in setting direction and goals for the organization.					
The Board effectively reviews the resources needed by the SJPC and approves a comprehensive budget strategy.					
The Board is fully engaged in the budget process – it is not a rubber stamp.					
The Board has sufficient financial information to determine the financial position of the Department.					
There are adequately documented financial policies outlining such matters as spending authorities, contract and purchasing process, delegations.					
The periodic financial reports facilitate the Board's monitoring role.					
The Board effectively evaluates the Department's financial performance.					

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The Board effectively monitors the Department's overall performance.					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The Board understands and ensures compliance with relevant legislation.					
Comments:					
HUMAN RESOURCES					
The Board effectively evaluates the Chief Constable's performance.					
The Chief keeps the Board fully informed of important operational matters that will affect its deliberations.					
The Chief advises the Board on the operational and cost implications of policies it considers.					
The Board provides the Chief with opportunities to review his concerns.					
The Board effectively evaluates the Executive Assistant's performance.					
The Executive Assistant facilitates, but does not interfere with communications between the Board and the SJPC.					
The Board considers succession planning and development for the SJPC.					
Comments:					
GOVERNANCE					
There is a good understanding of the Board's role by its members.					
There is a good understanding of the Board's role by the Chief Constable and Senior Management.					
There is a good understanding of the Board's role by members of the Department.					
There is a good understanding of the Board's role by the public.					
The Board maintains effective relationships with the Council of the City of Saint John.					
The Board has clear terms of reference for its roles, duties and responsibilities.					
The Board understands the distinction between its responsibilities and those of management.					
The Board never interferes in purely operational matters.					
Individual Board members never interfere in purely operational matters.					
The Chief and Sr. Management respect the governance role of the Board.					

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

The number and organization of Board committees is correct and facilitates the Board's work.					
Each Board committee has terms of reference that clearly identify its roles and responsibilities.					
Board committees perform their functions well and report regularly to the Board.					
The Board has clear conflict of interest and ethics policies.					

PART B

Please answer the following questions:

If you disagreed or strongly disagreed with any of the statements in Part A, please provide reasons.

What circumstances, if any prevent the Police Board from operating effectively?

What specific activities of the Police Board in the past year have given you the greatest satisfaction?

Board Performance: What are two areas the Board should focus on in 2008/09 to improve its governance performance.

Priorities of the Board going forward should be:

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

Please return completed evaluation to Board Assistant in sealed envelope.

**SAINT JOHN BOARD OF POLICE COMMISSIONERS
BOARD MEMBER EVALUATION PROCESS**

In the space provided please provide your assessment of how well you, as a Police Board member, are functioning within the context being appraised. If you need more space for comments, please provide a separate sheet of paper. Only the summaries of the data and the comments will be provided to the Police Board to ensure anonymity. For each item please indicate whether you "Strongly Agree – SA", "Agree – A", "Disagree – D", "Strongly Disagree – SD", or are "Unable to Assess – UA".

#	ACTIVITY	SA	A	D	SD	UA
A						
1	I understand the Police Board's role and responsibility.					
2	I understand my role and responsibility as a Police Board member.					
3	I understand the mission statement.					
4	I understand the Police Board's Governance Process Policies.					
5	I am aware of the Police Act.					
6	I am aware of the Strategic Priorities of the Department.					
7	I have a good understanding of the issue facing the Department.					
8	I have a good understanding of the issues facing policing in a modern city.					
9	I have a good understanding of the information that a Police Board member needs in order to be effective.					
10	The Police Board's orientation program has been useful.					
#	ACTIVITY	SA	A	D	SD	UA
B						
1	I receive the information I need to be effective.					
2	I understand the information I receive.					

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

3	The time commitments required have been reasonable.					
4	I feel my contributions were sought and valued.					
5	I feel that I am carrying my fair share of the Police Board's responsibilities.					
6	I have the opportunity to say what I want during meetings.					
7	I believe I have made a valuable contribution to the Police Board and the Department.					
8	I believe my role is more than token.					
9	I believe I have had some impact on Police Board decisions and activities.					
10	I am satisfied with my overall contribution.					
11	I enjoy being on the Police Board.					

C What kind of learning strategies would you like to use in the coming year – Police Board retreat, presentations, seminars, mentoring.

D What would you like to know more about to help you be more effective?

E Things that I would like to do differently next year.

F Any other comments about your role as an individual Police Board member.

Scale: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; 5) Strongly Agree

Please forward to the Board Assistant.