

# CHIEF OF POLICE ANNUAL PERFORMANCE REVIEW

Name: \_\_\_\_\_

Position: Chief of Police \_\_\_\_\_

Hire Date: \_\_\_\_\_

Review Date: \_\_\_\_\_

Period Covered By Business Plan: \_\_\_\_\_ To \_\_\_\_\_

Date Annual Performance Review Completed: \_\_\_\_\_

# THE ANNUAL PERFORMANCE REVIEW

## PURPOSE

The Annual Performance Review provides the Board with a summary of the level of success achieved and challenges faced by the Chief of Police with respect to his/her Core Competencies and Achievements.

This information is used by the Board to identify trends in performance, individual strengths and areas requiring further development.

## FORMAT

**Section one** is a list of seven Core Competencies identified by the Ontario Association of Chiefs of Police as essential attributes for executives in the policing field. These seven competencies are defined as the skills, knowledge, abilities and attitude or value that the Chief of Police requires in order to perform his/her role effectively.

The Chief of Police is expected to consistently demonstrate these attributes in his/her day-to-day work. Competencies are indicators of “how” results should be achieved. They are an important component of the Annual Performance Review since “how” results are achieved is arguably as important as the results themselves.

**Section two** requires the Chief to describe the significant achievements of the service for the past 12 months. These achievements are instances where the service made a significant contribution to the operational success of the police service based on the Business Plan.

**Section three** requires the Chief to list the community associations, boards and committees he/she has participated on and his/her level of participation.

**Section four** requires the Chief to list any training and development seminars; courses or workshops he/she feels would be beneficial to his/her personal and professional development.

## PROCESS AND RESPONSIBILITIES

The Chief should independently complete the Annual Performance Review form for the previous year and assess, from his/her perspective, their level of success achieved relative to the expectations outlined in the Business Plan.

The Board then reviews the Chief's self-assessment and discusses among themselves any differences in opinion regarding performance or level of achievement they have with the Chief's self-assessment. If the Board agrees with the Chief's assessment the Board will assign an overall performance rating.

If there are discrepancies in opinions, a meeting is scheduled with the Chief and Board to discuss their viewpoints and ensure that any differences in opinion are thoroughly examined.

At this meeting the Chief is given an opportunity to explain his/her rationale. The Board must maintain an open mind when presented with a differing view. Determining the overall performance rating remains the responsibility of the Board.

The completed Annual Performance Review is given to the Director of Human Resources (*or appropriate person*) for appropriate action. The Chief may retain a copy.

**SECTION 1: INSTRUCTIONS**

This is where the Chief of Police indicates his/her demonstrated skill level of the Core Competencies using the narrative description. Examples and comments should be provided to support the narrative.

**CORE COMPETENCIES**

- 1. **Leadership and Strategy:** Influences others to accomplish organizational goals. This includes the ability to think strategically and create a clear, compelling and inspiring vision of the organization’s core purpose.

**Chief’s Examples**

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**Chief’s Self Assessment Rating**

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Above Target	On Target	Below Target

**Board’s Comments**

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Above Target	On Target	Below Target

## CORE COMPETENCIES

**2. Communication:** Exchanges thoughts, emotions, or attitudes between individuals or throughout an organization in a manner that promotes a high degree of understanding.

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### Chief's Self Assessment Rating

Above Target

On Target

Below Target

### Board's Comments

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<input type="checkbox"/> Above Target	<input type="checkbox"/> On Target	<input type="checkbox"/> Below Target
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## CORE COMPETENCIES

**3. Human Resources Management:** Creates a flexible organizational structure that fits with the operational environment, and to develop maintain and manage effective HR systems such as: training systems, career development programs, performance evaluation and promotion systems. This includes the ability to establish and classify jobs, administer compensation/benefits, select, develop s upervise and evaluate staff in a manner consistent with labour law and best practices.

**Chief's Examples**

**Chief's Self Assessment Rating**

Above Target

On Target

Below Target

**Board's Comments**

Above Target

On Target

Below Target

## CORE COMPETENCIES

**4. Political Astuteness:** Understands and manages relationships with police oversight agencies, interest groups, and other branches of government. This includes the ability to influence and respond appropriately to key decision-makers and predict how changing events and situations will affect all stakeholders.

**Chief's Examples**

**Chief's Self Assessment Rating**

Above Target

On Target

Below Target

**Board's Comments**

Above Target

On Target

Below Target

## CORE COMPETENCIES

**5. Infrastructure and Financial Management: Encompasses** the allocation and use of resources in the execution of policies, objectives and priorities established by the police governance bodies (e.g. police boards). This includes accounting for the expenditure of funds, the procuring of goods and services, acquisition and maintenance of property and capital equipment required for the operation of the police service.

**Chief's Examples**

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**Chief's Self Assessment Rating**

Above Target

On Target

Below Target

**Board's Comments**

Above Target

On Target

Below Target

## CORE COMPETENCIES

**6. Community Knowledge:** Knowledgeable of the people and territory served by the police service and the impact of each on police service delivery.

**Chief's Examples**

**Chief's Self Assessment Rating**

Above Target

On Target

Below Target

**Board's Comments**

Above Target

On Target

Below Target

## CORE COMPETENCIES

**7. Police Service Delivery:** Manages the delivery of adequate and effective police service to the community in a manner consistent with the principles set out in the Police Services Act and the direction of the Ottawa Police Services Board.

**Chief's Examples**

**Chief's Self Assessment Rating**

Above Target

On Target

Below Target

**Board's Comments**

Above Target

On Target

Below Target

**SECTION 2: INSTRUCTIONS**

This is where the Chief describes the Service’s significant achievements over the past 12 months. These achievements are instances where efforts contributed to the operational success of the Service based on set expectations and the Business Plan. Please describe any projects in progress, challenges and desired outcome.

**SIGNIFICANT ACHIEVEMENTS**

1)

3)

4)

5)

**PERSONAL ACHIEVEMENTS**

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**Section 3: Professional Boards and Committees  
(national & provincial bodies on which the Chief serves)**

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**Section 3: Community Boards and Committees  
(local bodies on which the Chief serves)**

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**SECTION 4: INSTRUCTIONS**

This is where the Chief identifies any future training and developmental seminars; courses or workshops he/she feels would be beneficial to their personal and professional development.

**TRAINING & DEVELOPMENT**

<b>Identified Training:</b>	
<b>Recommendations and/or Action Plan:</b>	

**Chief's Comments on the Contract**

# ANNUAL PERFORMANCE REVIEW

## SECTION 5: OVERALL PERFORMANCE RATING

(This section is to be completed by the Reviewing Authority)

- Above Target**      Consistently exceeded established targets and expectations and/or has made a significant contribution to the organization over and above their regular responsibilities.
- On Target**        Has fully achieved established targets and expectations as set out by the Business Plan.
- Below Target**      The majority of targets and expectations have been met but not all. Improvement is required.

## SECTION 6: BOARD'S COMMENTS

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Board**

Concur

Do not Concur

**SECTION 7: CHIEF'S COMMENTS**

[Empty box for Chief's Comments]

\_\_\_\_\_  
Chief of Police's signature

\_\_\_\_\_  
Date

*The Chief of Police's signature indicates that he/she has reviewed and discussed this Performance Review with the \_\_\_\_\_ Board*