

Sample Police Service Board Self-Assessment Check List

The following self-assessment check list was prepared for participants in the **Canadian Police College** Executive Workshop: ***Finding Common Ground – Government Management for Police***, February, 2006. It is based on research by the course facilitator and input from the participants during group exercises. Those wishing to use such a tool are welcome to adapt this format, plug and play as they wish and build an instrument that truly reflects their unique situations.

The Uses of this Check List

There are many ways to assess how a Board involved in governing and oversight perform. One important such way is to have members assess their own performance. However, in the absence of other forms of systematic feedback, this self-assessment would only prove marginally useful. What it does do, however, is provide important information about how members view their roles and understanding, how they assess their functioning as individuals and as a team, how they assess their effectiveness, how they assess those that support them, e.g. an executive director, how their view their relationship with the organization that they are governing.

The purpose of such a self-assessment is to ensure that the Board functions well. It is not to assess the Police Service. Further, it is not an external accountability document. As such, it is for internal planning use by the Board members themselves.

Ideally, this assessment will be managed by a third party. By that is meant that neither the Chair nor the executive director should tabulate results. Nor should they be permitted access to the results in a way that might prejudice their open discussion among Board members at the appropriate time. Such self-assessments benefit from a form of analysis by those with expertise in this field. If resources do not permit this, then the Board should designate a small group of members, possibly including the Executive Director, to undertake such an analysis for planning purposes.

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Assessment Checklist

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. There is a good understanding of the Board's role by its members					
2. There is a good understanding of the Board's role by the Chief.					
3. The public know and understand the Board's role.					
4. The Board has established an effective governance of the Police Service					
5. The Board carries out its roles effectively.					
6. The Board creates, revises and issues policies in the areas where it should.					
7. The Board effectively reviews the resources needs of the Service and approves a comprehensive budget strategy.					
8. The Board effectively monitors the overall performance of the Service.					
9. The Board effectively monitors the financial performance of the Service.					
10. The Board effectively monitors the performance of the Chief.					
11. The Board assures that the Service complies with its legal requirements.					
12. The Board receives adequate information to make assessments of the performance as outlined above.					
13. As a whole, the Board has the skills, knowledge and background needed to fulfill its responsibilities.					
14. As an individual Board member, I have the adequate skills, knowledge and background needed to fulfill my responsibilities.					
15 Board members understand and are committed to its role, mission and direction.					

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16. As an individual Board member, I understand and am committed to the Board's role, mission and direction.					
17. Board members generally understand the programs and policies of the Police Service.					
18. As an individual member, I understand the programs and policies of the Police Service.					
19. The Board is sufficiently informed of changes in laws, program and policies of the Service.					
20. There is a good understanding among Board members of the different roles of the Board and Chief.					
21. There is a good understanding between the Chief and Board of the different roles they play.					
22. The Chief respects the governance function of the Board.					
23. The Board receives ongoing training and/or information as needed to fulfill its roles and responsibilities.					
24. I receive ongoing training and/or information as needed to fulfill my role and responsibilities.					
25. The Chair ensures that all members are kept up to date with development.					
26. I receive most of my information about the Board's functions from the Chair.					
27. I receive most of my information about the Board's functions from the Chief.					
28. I receive most of my information about the Board's functions from the Executive Director.					
29. I receive information from a variety of the above in an appropriate manner.					
30. I receive most of my information about the Board's functions from the media.					
31. New Board members have adequate orientation to the Board and the Service as their roles and responsibilities.					

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32. Board member have written and relevant descriptions of their duties.					
33. Written descriptions are not needed: informality is best.					
34. A regular board meeting schedule is developed and followed.					
35. Board meetings are an effective and efficient means of handling formal business.					
36. Board meeting are focused on policy and planning issues as appropriate.					
37. The Chair does a good job of ensuring that the meeting accomplishes its objectives.					
38. The Chair encourages all members to participate.					
39. The Chair carries out his/her executive responsibility and does not defer excessively to the Chief or the Executive Director.					
40. The rules of meeting conduct as stated in the bylaws or otherwise are followed.					
41. Materials to be considered at the meeting are received by members in advance of the meeting.					
42. I feel my views are listened to by the Chair.					
43. I feel my views are listened to by other members of the Board.					
44. The Board minutes accurately and adequately reflect the discussions.					
45. The Board sets expectations and qualification of the Executive Director which are clear and documented.					
46. The Executive Director plays a valuable role in making this Board successful.					
47. The Executive Director facilitates, but does not interfere with, communications between the Board and the Service.					
48. I trust the Executive Director to have the best interests of Board members at heart.					
49. The Board effectively delegates responsibilities to the Executive Director.					

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50. The Board formally assesses the Executive Director on a regular basis.					
51. The roles of the Board and the Chief are appropriately differentiated and respected.					
52. The Board never interferes in purely operational matters of the Service.					
53. Individual Board members never interfere in purely operation matters of the Service.					
54. Board minutes and policies provide the Chief with clear guidance.					
55. The Chief advises the Board on the operational and cost implications of policies that it considers.					
56. The Chief provides good advice to the Board.					
57. The Chief keeps the Board fully informed of important operational matters that will affect its deliberations.					
58. The Board provides the Chief with an opportunity to review his concerns.					
59. The Board provides good financial stewardship of the Service: budget oversight, monitoring and evaluation.					
60. The Board is fully engaged in the budget process – it is not a rubber stamp.					
61. The Board has sufficient financial information to independently determine the financial position of the Service					
62. There are adequately documented financial policies in the Board outlining such matters as delegations and authorities.					
63. I understand what I see in financial reports and find the information helpful.					
64. I leave most of this to the Chief, CAO of the Service and Chair.					
65. The periodic financial reports facilitate the Board's monitoring role.					
66. The Board has an effective system for informing the community about its role.					
67. The Service has the confidence of the majority in the community.					

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68. The Chief is a credible spokesperson for the Service.					
69. The Chair is a credible spokesperson for the Board.					
70. The Board is recognized and understood by the general public.					
71. The media understand the Board's role.					
72. Municipal politicians understand the role of the Board.					
73. Personnel within the Service understand the Board's role.					
74. Personnel within the Service see the Board's role as supportive.					
75. The Board does a good job of connecting with other community organizations.					
76. The Board does a good job of maintaining contact with other Boards through associations, etc.					
77. I get involved in professional development as part of my role on the Board.					
78. All Board members seek out training and professional development as part of their responsibilities.					
79. The Board works in a cohesive and co-operative way in order to minimize miscommunication and confusion.					
80. I devote enough time to my role as Board members.					
81. Other members devote enough time to their roles, both in meetings, committee and informally.					
82. The Chair runs effective meetings.					
83. The Chair develops the agenda for meetings.					
84. The Chair effectively represents the Board at official functions.					
85. The Chair promotes positive collaboration among Board members.					
86. The Chair promotes an effective relationship with the Chief that respects the roles as outlined in law and policy.					

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