



## Peterborough Police Services Board

### Monitoring the Chief of Police Performance and Remuneration for the Chief and Deputy Chief of Police

#### 1.0 Policy

- 1.1 The Peterborough Police Services Board desires to enact a policy to Monitor the Chief of Police's Performance and to determine the remuneration and working conditions of the Chief of Police and Deputy Chief of Police.

#### 2.0 Authority

- 2.1 The Peterborough Police Services Board is required in the **Police Services Act, 1990**, s. 31 (1)(e) to monitor the performance of the Chief of Police while s. 31 (1)(d) requires the Board to annually determine the remuneration and working conditions of the Chief of Police and Deputy Chief of Police while taking their submissions into account.

#### 3.0 Application

- 3.1 This policy applies to the Peterborough Police Services Board and the Chief of Police, or designate. It provides the foundation for the assessment of compliance with the **Police Services Act**, Board policies and the achievement of the goals and objectives set by the Board.

#### 4.0 Monitoring

- 4.1 Monitoring is based on the previous 12 months performance and is to determine the degree to which the policies are being met and the goals and objectives have been achieved.
- 4.2 The Board will, in consultation with the Chief, set goals and objectives for him/her to achieve. These will be derived primarily from the Business Plan and any other source the Board deems feasible. These must be objective and quantifiable.

- 4.3 The overall performance of the Service shall also be taken into consideration when reviewing the Chief's performance.
- 4.4 The Board will acquire monitoring data by one or more methods:
- a) By internal report in which the Chief of Police discloses compliance information to the Board;
  - b) Any results from a Ministry Inspection may be considered in the Board's assessment of the Chief's Performance.
  - c) By direct Board inspection, as a result of specific Board motion, in which a designated member, or members of the Board or staff, assess compliance with goals, objectives, performance of the Service and the appropriate policy criteria.
  - d) In every case, the standard for compliance shall be any reasonable Chief of Police interpretation of the Board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or even by the Board as a whole.

## **5.0 Remuneration for the Chief and Deputy Chief of Police**

### **5.1 Chief of Police:**

As per section 31 (1) (d) of the **Police Services Act**, the Board shall review and determine the Chief's remuneration and working conditions every 12 months. The Chief's performance review and his/her submissions will be considered.

### **5.2 Deputy Chief of Police:**

As per section 31 (1) (d) of the **Police Services Act**, the Board shall review and determine the Deputy Chief's remuneration and working conditions every 12 months. The Chief's review of the Deputy Chief's performance and the Deputy's submissions will be taken into consideration.

### **5.3 Guideline:**

- a) Historical practice of the Board has been to link, the Chief and Deputy's salary increases and benefit enhancements to the increases negotiated by the Board with the Senior Officers Association. The Board shall take this into consideration when determining the salary increase and any benefit enhancements for the Chief and Deputy.
- b) Should the Chief or Deputy's performance review be deemed to be unsatisfactory, the Board may consider lesser salary and benefit increases or no increase at all.

- c) Should the Chief or Deputy's performance reviews be deemed to be satisfactory or better, the Board may consider salary or benefit increases greater than what the Senior Officers Association negotiated with the Board.

## **6.0 Administration**

- 6.1 That the policy titled Monitoring the Chief of Police Performance enacted by the Peterborough Lakefield Police Services Board on the 19<sup>th</sup> day of May 2009 and adopted by the Peterborough Police Services Board on the 20<sup>th</sup> day of October 2014 be repealed.
- 6.2 This Policy is hereby enacted by the Peterborough Police Services Board on this 6<sup>th</sup> day of March 2018 and shall take effect on that date.
- 6.3 That distribution of this policy be unrestricted.

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Bob Hall, Chair  
Peterborough Lakefield Police Services Board

### **Additional References:**

Evaluation Date: January, February 2018  
Issue Date: May 19<sup>th</sup>, 2009, March 6<sup>th</sup> 2018  
Revision Dates: February 2018

## Addendum

CONFIDENTIAL (When Completed)

# Performance Evaluation<sup>1</sup> Chief of Police Peterborough Police Service

Name:

Period:

### 1. Analytical Ability and Judgement

- Demonstrates strong capability to make decisions;
- Thinks critically, analytically and conceptually;
- Resolves conflicts with effective mediation and diplomacy;
- Demonstrates creative and innovative problem-solving techniques

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

### 2. Oral Communication

- Communicates in a focused, organized, concise and effective manner;
- Demonstrates ability to communicate to suite the style of person or group to whom he is speaking;
- Listens carefully to ensure understanding of others' ideas as well as their understanding of his ideas.

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

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<sup>1</sup> Adapted from a format used by the Delta, British Columbia Police Services Board

### 3. Written Communication

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

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

### 4. Workplace Culture

- Fosters a work environment that encourages behaviors that reflect respect, sensitivity and cooperation amongst all members;
- Promotes a culture of diversity of thought and participation;
- Recognizes and rewards responsibility and accountability.

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

### 5. Management Qualities

- Understands the human, financial and operational implications of decisions;
- Shows initiative;
- Sets and achieves priorities which contribute positively to organizational efficiency/effectiveness;
- Addresses long term issues, opportunities or political issues affecting own or other organizations in relation to the community at large or the media;
- Reviews and regularly reports on achievements with respect to the organization's strategic goals;
- Considers the broader organizational perspective when evaluating possible alternatives and planning courses of action;
- Encourages open lines of communication within the police service and externally with the community;

- Delegates responsibility and authority effectively.

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

**6. Human Resource Management**

- Maintains effective human resource systems including training, performance evaluations, promotional process, recruiting, career development and employee wellness;
- Prepares and amends as required a Service Succession Plan;
- Ensures Member are furnished with resources needed to accomplish assigned tasks and meet the needs of the community;
- Promotes Member input in the decision-making process;
- Promotes Member satisfaction, motivation and performance.

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

**7. Financial Management**

- Meets the operational and capital budgets as approved by the Board;
- Maintains appropriate financial reporting systems and managerial controls;
- Ensures resources are distributed in accordance with objectives and priorities established with the Police Board.

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

## 8. Leadership

- Demonstrates a positive attitude, energy, resilience, stamina and the courage to be innovative and accountable;
- Acts to address current issues, uses authority fairly, promotes team effectiveness, champions and communicates a compelling vision;
- Demonstrates knowledge of and an interest in applying as appropriate emerging developments in policing and public safety including those of a technological nature;
- Demonstrates confidence in ability to overcome obstacles and able to deal with challenging situations.

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

## 9. Accountability to the Board

- Understands and communicates the legislative accountability and regulatory relationship between the Chief and the Police Board;
- Provides the Board with effective support in the development of policy and in the Board's role and mandate, by continually reviewing operational procedures and policies;
- Provides necessary information to assist the Board in making informed decisions, and works with the civilian expertise and experience of individual Board members for the benefit of the police department and the community;
- Provides accurate, timely and complete information for the Board on issues, policy and initiatives.

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

**10. Community Focus**

- Understands the diverse needs of the community using formal and informal information gathering tools;
- Follows up on community inquiries, requests, complaints and keeps the community informed through personal communication or the media;
- Maintains regular contact with the community by initiating involvement with service clubs, community organizations or agencies;
- Makes self available to the community.

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

**11. Objectives and Priorities**

- Keeping the time frames in mind, has the Chief achieved the established objectives and priorities?

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

**12. General impression of the Chief's performance over the last year**

Outstanding       Consistently Above Standard       Competent  
 Below Standard       Unsatisfactory

**13. Suggested objectives and priorities for the coming year**

**14. Remuneration**

- a) Current salary:
- b) Salary Recommendation:
- c) Salary for year(s) \_\_\_\_\_ as supported by this performance evaluation

\$\_\_\_\_\_.

Response by:

\_\_\_\_\_  
**Chair  
Police Services Board**

\_\_\_\_\_  
**Chief of Police**

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

**Schedule A**

**Status of the Business Plan Goals**