



## INTERNAL CORRESPONDENCE

**To:** Chair and Members

**From:** Deb Reid

**Dept:** Niagara Police Service Board

**Dept:** Executive Director  
Niagara Police Service Board

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**Date:** May 30, 2025

**Re: Amendments to the Chief of Police Performance Evaluation System By-law**

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Purpose:

The purpose of this report is to present the Board with recommended amendments to the By-law governing the Chief of Police Performance Evaluation System.

Background and Discussion:

Subsections 37 (1) (f) and (g) of the Community Safety and Policing Act, 2019 (CSPA) requires Police Service Boards to monitor the Chief of Police's performance and conduct a performance review at least annually, in accordance with the regulations set by the Minister of the Solicitor General. To fulfill this legislative responsibility, the Board enacted a By-law to establishing a policy framework for evaluating the Chief of Police's performance against expected job outcomes, organizational goals, and the achievement of results.

Following the most recent evaluation cycle, the Board identified the need to revise Sections 5.5 to 5.8 of the Chief's Performance Evaluation By-law. These revisions aim to clarify and streamline the evaluation process by reordering the procedural steps. Under the proposed amendments:

- The Chief will begin the process by submitting a self-assessment.
- This self-assessment, along with the Performance Evaluation Questionnaire and the previous year's Performance Plan, will be provided to the Chair and Vice-Chair.
- The Chair and Vice-Chair will review the materials and prepare a draft performance evaluation and performance plan for the upcoming year.
- A meeting will then be held with the Chief to discuss and refine the draft documents.
- The resulting draft evaluation package will be presented to the full Board for review and input.
- Once the Board feedback has been incorporated, a final version will be prepared and submitted for Board approval.
- The Chair and Vice-Chair will subsequently meet with the Chief to present and discuss the finalized performance evaluation package.

These amendments were proposed by the Chair and Vice-Chair as part of the 2024/2025 annual performance evaluation process and were discussed with the full Board at its meeting on February 27, 2025. The Board endorsed the proposed changes and directed the Executive Director to update the By-law accordingly. The revisions aim to ensure Board Members have access to all key documents, namely the Chief's self-assessment, draft evaluation, and performance plan to support a more complete and robust evaluation process.

The proposed amendments have been reviewed by the Board Solicitor, and approval is now recommended.

**Recommendation:**

**That the Board adopt the amended by-law as appended to this report.**

A handwritten signature in black ink, appearing to read "Reid", with a stylized, cursive script.

Deb Reid  
Executive Director

Encl. (1)

By-law 530-2025: Chief of Police Performance Evaluation System



## BY-LAW NO. 530-2025

### A BY-LAW TO ESTABLISH POLICY FOR THE CHIEF OF POLICE PERFORMANCE EVALUATION SYSTEM

#### 1. PREAMBLE

- 1.1 WHEREAS subsection 37 (1) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, (“CSPA”) provides that a Board shall provide adequate and effective policing in the in the area for which it has policing responsibility as required by Section 10 of the CSPA;
- 1.2 AND WHEREAS subsection 37 (1) (d) of the CSPA provides that a Police Service Board shall recruit and appoint the Chief of Police and Deputy Chief of Police, and determine their remuneration and working conditions taking their submissions into account;
- 1.3 AND WHEREAS subsection 37 (1) (f) and (g) of the CSPA provides that a Police Service Board shall monitor the Chief of Police’s performance and conduct a review of the Chief of Police’s performance at least annually in accordance with the regulations made by the Minister, if any;
- 1.4 AND WHEREAS the Board deems it expedient to pass a by-law to establish policy for the Chief of Police Performance Evaluation System to provide a framework for discussing and monitoring the Chief’s performance against expected job outputs and the achievement of results.

NOW THEREFORE THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD ENACTS  
AS FOLLOWS:

#### 2. DEFINITIONS

- 2.1 “Act” or “CSPA” means the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, and amendments thereto;
- 2.2 “Board” means the Regional Municipality of Niagara Police Service Board;
- 2.3 “Chief” means the Chief of Police of the Niagara Regional Police Service;
- 2.4 “Service” means the Niagara Regional Police Service.

#### 3. BOARD POLICY

- 3.1 The Board recognizes that reviewing the performance of its Chief of Police is an important governance responsibility legislated by the Act, and that it is integral to the Board’s strategic planning process and good governance of the Police Service.

- 3.2 The Board is committed to establishing and participating in a Performance Evaluation System for its Chief of Police that promotes individual excellence and increases mutual understanding and communication between the Board and the Chief of Police.
- 3.3 Ideally, the formal assessment will ensure open communication is maintained and the well-being of the Police Service is fostered through mutual trust and planning. Furthermore, the Board expects the Chief to achieve significant results each year, and in doing so, to improve the quality of policing services to the citizens of Niagara Region.
- 3.4 Additionally, less formal but progressive periodic discussions should be maintained with the Chief throughout the annual review period to keep abreast of his/her performance and provide an opportunity for mutual input.
- 3.5 The goals of the Performance Evaluation System is to provide the Board with a formal opportunity to assess the results achieved by the Chief of Police in implementing the Board's business plan and specific objectives set at the beginning of each annual review period.

#### **4. GENERAL PRINCIPLES**

- 4.1 A Performance Evaluation System is an annual requirement intended to support and reinforce the achievement of the strategic priorities, goals and objectives outlined in the Board's Strategic Plan and general expectations that the Board has of its Chief of Police.
- 4.2 The Performance Evaluation System consists of four components:
- (a) The Position Description for the Chief of Police;
  - (b) A Performance Plan that sets out the objectives and expected accomplishments for the year under review;
  - (c) A Performance Evaluation Rationale and Instructions document; and
  - (d) A Performance Evaluation Questionnaire.
- 4.3 The Performance Evaluation System is attached to this By-law as Appendix A.
- 4.4 The Performance Evaluation System adopted by the Board is based on the system developed by the Policing Services Division of the Ministry of the Solicitor General, and the Ontario Association of Police Service Boards, but has been modified to ensure it reflects the duties and responsibilities for the position, and is compatible with the competencies outlined in the Chief's Position Description.
- 4.5 There are several sources the Board may refer to when completing the Performance Evaluation such as: inspections and/or audits conducted by the Ministry of the Solicitor General or the Niagara Region, monitoring/mandated reports submitted to the Board in accordance with Board by-laws/policies and legislative reporting requirements consistent with the *Act* and O. Reg. 392/23 Adequate and Effective Policing (general), Ministry Standards, other relevant statutes, and regulations, contractual agreements the Board has made with its bargaining units, public complaints, O. Reg. 407/23: Code of Conduct for Police Officers, financial reports, civil actions; community feedback received by the Board, '360 degree' reviews from individuals working closely with the Chief; and environmental scans including public surveys of community satisfaction.

## **5. PROCESS**

### **Establishment of Goals and Objectives**

- 5.1 At the start of each annual evaluation period, the Chief and the Board will jointly complete a Performance Plan, determining the objectives and expected accomplishments for the year.
- 5.2 The objectives will incorporate both quantitative and qualitative goals that reflect the competencies of the position as outlined in Performance Evaluation System document, the NRPS Annual Report, Strategic Plan, reports mandated by the Act, as well as any other documents that either side may deem relevant to the effective operation of the Service.
- 5.3 The Chair and the Vice-Chair shall meet with the Chief of Police to review the goals and objectives for the year.
- 5.4 The Chair and Vice-Chair will submit the Chief's goals, along with its recommendations to the Board for approval.

### **Evaluation of Performance**

- 5.5 One month before the end of the annual evaluation period, the Chief will provide the Board with a self-assessment of his/her performance for the previous fiscal year and identify objectives for the coming year. The self-assessment will include at a minimum the matters included in the Performance Evaluation questionnaire and the Performance Plan for the prior year, plus comment on other matters which the Chief considers relevant. The document will also include training and development objectives to ensure ongoing growth.
- 5.6 Before the end of the annual evaluation period, a copy of the Chief's self-assessment and Performance Evaluation questionnaire and rationale/instructions for completing it will be circulated to the Chair and Vice-Chair for review. The Chair and Vice-Chair will complete the Performance Evaluation questionnaire and return to the Executive Director for circulation to all Board members. Each Board Member shall review and complete the evaluation and return in a sealed envelope or if completed electronically, in a confidential email to the Executive Director within a prescribed timeframe.
- 5.7 The completed Performance Evaluation questionnaires shall be delivered to the Executive Director and Board Solicitor, who shall review and compile one Performance Evaluation for the Chief, including any comments received from Board Members. The Chief will be asked to prepare a draft Performance Plan. The Executive Director and Board Solicitor shall also compile a draft Performance Plan for the coming year based on input from the questionnaires.
- 5.8 Once the Performance Evaluation has been compiled, it shall be discussed with the Board Members at a "Board Only Caucus Meeting" as to the level of achievement. Board Members shall also discuss the Performance Plan for the coming year and recommend any edits, additions to both the self-assessment and/or objectives.
- 5.9 Following the meeting, the Chair and Vice-Chair shall meet with the Chief to discuss the Performance Evaluation, and will also discuss the Performance Plan for the next evaluation period with a view to finalizing it.
- 5.10 The Chair shall report back to the Board on the meeting with the Chief of Police and seek final approval for the Performance Evaluation and Performance Plan. Following final Board approval, a consolidated report with comments from the Board will be provided to the Chief.

- 5.11 As a result of changing circumstances, the Board or the Chief of Police may wish to revisit the Performance Plan during the year.
- 5.12 The Board reserves the right to meet with the Deputy Chiefs of Police or others with whom the Board has individual employment agreements with respect to their performance evaluations by the Chief of Police.
- 5.13 The performance evaluation is also used as a basis on which to determine the remuneration and working conditions of the Chief of Police and Deputy Chief of Police in accordance with its responsibilities under subsection 31 (1) (d), (f) and (g) of the *Act*.
- 5.14 The Board has the authority and responsibility to meet with the Chief of Police and Deputy Chief of Police to discuss his/her performance outside of the regular scheduled evaluation period as may be required.

## **6. IMPLEMENTATION**

- 6.1 By-law Nos. 183-1999, 374-2017, 405-2024, and all other By-laws, section of By-laws and policies of the Board inconsistent with the provisions of this By-law are hereby repealed.
- 6.2 This By-law shall come into force the date of its enactment.

ENACTED AND PASSED this 26<sup>th</sup> day of June, 2026.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

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Pat Chiocchio, Chair

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Deb Reid, Executive Director

## **Attachment (1)**



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**NIAGARA POLICE SERVICE BOARD**  
**Performance Evaluation System**  
**Chief of Police**

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## **TABLE OF CONTENTS**

### **PART I**

**Position Description for Chief of Police**

### **PART II**

**Performance Planning:  
Objectives and Expected Accomplishments**

### **PART III – SECTION A**

**Performance Evaluation:  
Rationale and Instructions**

### **PART III – SECTION B**

**Performance Evaluation:  
Questionnaire**



## PART I – POSITION DESCRIPTION FOR CHIEF OF POLICE

### NIAGARA REGIONAL POLICE SERVICE

#### THE POSITION

<b>TITLE:</b>	Chief of Police
<b>REPORTS TO:</b>	Regional Municipality of Niagara Police Service Board
<b>SCOPE:</b>	Overall accountability to the Niagara Police Service Board for implementation of the Board's policies and strategic direction, and for the leadership and administration and oversight of the Niagara Regional Police Service.
<b>MANDATE:</b>	To administer the Niagara Regional Police Service, and to oversee its operations to ensure, jointly with the Niagara Police Service Board, the cost effective delivery of quality, adequate and effective policing services, which will uphold the law, and which will provide for the safety and security of the Region's citizens.

#### **ACCOUNTABILITIES/RESPONSIBILITIES:**

- Provide guidance to and implement strategic direction of the Board to ensure availability of service and community satisfaction.
- Support the Board's strategic planning process and policy development, establish the directives, operational standards and program information required to operationalize the strategic objectives and Board policies.
- Ensure plans, strategies, policies and programs are in place for the overall sound financial management of the police service - including budgeting processes, financial controllership, treasury function, risk management and asset management.
- Act as the principal interface between the Police and external environment by establishing proactive communications with the media and community.
- Administer all programs effectively and in accordance with "best practices" and monitor results against standards.
- Plan and direct policing and administration operations of the Service, including its financial practices and human resources management.
- Advise and support the Board in carrying out its responsibilities in labour relations and advise in collective bargaining.
- Ensure compliance with all legislation and government policies applicable to Police and to the programs/personnel for which it is responsible and ensure that all reporting requirements are carried out.
- Maintain a strong sense of identity and commitment to the people of the Niagara Region and present a visible and respected profile for the Service, building on the confidence felt by the community for frontline officers.

# Performance Evaluation System • Chief of Police

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- Leading the Service in building constructive, positive working relationships with many partners and stakeholders, including the Region, local businesses, local not-for-profit organizations and other police and law enforcement organizations including but not limited municipal Police Services in Ontario, the Ontario Provincial Police, Canada Border Services Agency, the Royal Canadian Mounted Police, the New York State Police and the Federal Bureau of Investigation.

## **PROFILE:**

### **EDUCATIONAL BACKGROUND:**

- Post-secondary university degree in related discipline or equivalent based on experience.

### **EXPERIENCE:**

- Demonstrated knowledge and understanding of the responsibilities of a Chief of Police and of the Police Service Board, as well as the relationship between the two.
- Demonstrated success in a senior management capacity in a high profile, large public institution, ideally with a Police organization.
- Experience in strategic management and in leading large-scale change.
- Experience in community relationships and building partnerships.
- Experience in developing and implementing community-based policing initiatives.
- Demonstrated capacity to manage in an environment in which employees are members of bargaining units.
- A proven track record in public and media relations and public speaking.

### **KNOWLEDGE:**

- General management and superior financial and business administration practices, as they would be applied in a Police or similar environment.
- The principals, theories, practices and legislation related to law enforcement and the criminal justice system and the legal framework of municipal policing in Canada.
- Government processes and accountabilities to the Police Service Board, Ministry of Solicitor General, regional and city/town councils.

### **COMPETENCIES:**

#### **Financial/Business Acumen**

- Has knowledge and understanding of, and ability to implement, sound financial management practices, including capital and operating budget practices, and spending practices and controls.
- Understands and is able to reconcile the financial relationship between operational and administrative issues within the Service, and between short-term and long-term financial goals of the Service and the Board, all with a view to maximizing the financial efficiency of service delivery.
- Monitors trends, and is able to adapt to changing circumstances within budget parameters set by the Board.
- Understands and accepts resource and recommendation role of the Service in respect of the Board's budget.

# **Performance Evaluation System • Chief of Police**

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- Ability to create spending/revenue options with a view to enhancing cost effective police service delivery.

## **Change Management**

- Understands need for change in police services, to ensure the delivery of quality policing services in a cost effective manner, and further able to implement the required changes.
- Willing to consult with Board, Service Members and outside agencies, and to monitor trends in the law, policing, and financial management, to determine appropriate changes and to implement and manage those changes within the budget parameters set by the Board.
- Able to determine, implement and manage change in financial management processes, organizational attitude and policing services delivery with the ultimate goal of cost effective policing services delivery.
- Able to understand and overcome employee resistance to change.

## **Enhancing Organizational Effectiveness**

- Understanding the relationship between operational and administrative units of the Service, and the relationship between individual programs of the Service with a view to ensuring cost effective delivery of policing services.
- Develops and implements policies and procedures which recognize the relationship between programs, and between administration and operations, with a view to ensuring cost effective delivery of policing services.
- Understands the relationship between the Police Service and the Region, and is able to use both sets of resources to enhance cost effective policing services delivery.
- Monitors and implements change in the organization based on consultation with the Board, Service Members, and outside agencies.
- Understanding the history, culture and organizational structure of the Service and key stakeholders. Able to build upon past successes and lead the Executive Team with a clear sense of direction, delegating while holding final accountability for results.

## **Leadership**

- A strategic thinker with the ability to develop and articulate a vision; able to motivate, build loyalty and inspire confidence.
- Able to foster a spirit of teamwork and co-operation within the Police Service, and of this Police Service with outside agencies or organizations.
- Proven ability to advance through self-improvement and personal development.
- Experienced leader – demonstrated ability to energize, motivate and lead an organization to achieve objectives. Demonstrates the ability to build a sense of confidence and consensus, and to create a positive and constructive work environment.
- Demonstrated ability to identify the needs and set the priorities for a Police Service and community; a track record of building strong teams to create and manage operational plans and budgets. Able to delegate effectively with full accountability. Committed to accountability at all levels of the Service.
- Superior interpersonal skills, capable of relating effectively to a diverse range of people, personalities and styles (both internal and external); comfortable working with diverse communities and in developing working partnerships with various associations, community liaison groups and the media. Strong speaking and written communication skills.

# **Performance Evaluation System • Chief of Police**

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- Excellent business judgment in relation to human resource, technology issues and fiscal issues; a capable manager able to establish and commit to performance standards; willing to act in a timely fashion to increase efficiencies, solve critical situations or capitalize on opportunities.
- Willingness to play a leadership role within the community by actively participating in community organizations and events; a strong sense of identity with the community and an understanding of its particular needs and characteristics.
- Committed to understanding the unique dynamics of the Niagara Regional Police Service and the realities of its structure. Experience in a mix of urban and rural and Canada/U.S. border communities would be a definite asset.

## **Personal Values/Management Style**

- Establishes and fosters a corporate culture and value system of the utmost integrity which reflect and are compatible with the needs of the community, the Police Service Board and the Members of the Police Service.
- Straightforward, open and approachable - makes a point of being available and in touch with the various levels of the Police Service in order to coach and counsel when required – clearly receptive to the input of subordinates.
- Basic personal traits such as integrity, courage, enthusiasm and professionalism - is beyond reproach personally and professionally accepts that the Chief of Police is one of the most influential community leaders.
- Reputation for fairness and impartiality; leads by example - is prepared to make tough, timely decisions on any issues that arise; demands the highest standards of professional conduct across the organization.
- Politically astute, willing and able to develop productive relationships with the Board, Association, various levels of government and community leaders.
- Recognizes, acknowledges and encourages contribution at all levels of the organization - feels strongly about teamwork, respects and supports others and contributes to the team by encouraging individuals to improve through mentoring and facilitating participation and interdependence.
- Openness to ideas combined with a willingness to make decisions, to take responsibility for outcomes and to deal positively with criticism.

## **Achieving Results**

- Proven ability to prioritize issues and to set and achieve goals on an ongoing basis.
- Admits and learns from mistakes to ensure not repeated.
- Ability and willingness to amend goals to meet changing needs of Board, Community and Police Service.
- Administers the Police Service within the budget parameters set by the Board, and constantly seeks and implements methods of under spending the budget while maintaining high quality policing levels.

# Performance Evaluation System • Chief of Police

## PART II – PERFORMANCE PLANNING

<b>Name:</b>	<b>Review Period:</b>
<p>This performance evaluation is divided into areas – Performance Planning and Performance Evaluation. The first portion requires the Chief and the Board to determine objectives for the review period. At the end of the review period, the Chief and the Board will review the Chief's accomplishments against the previously defined objectives by completing the questionnaire that forms Part III – Section B of this package.</p> <p>When determining objectives, it is vital that the objective be:</p> <ol style="list-style-type: none"><li>1. Clearly defined/specific</li><li>2. Realistic</li><li>3. Attainable</li><li>4. Measurable</li><li>5. Specific as to a completion timeframe.</li></ol> <p>The objectives should be fully aligned with the long-term (Strategic Plan) and short-term (Annual Service Goals/Budget) priorities established by the Board. The objectives should also align with the accountabilities, responsibilities and competencies described in the Position Description found at Part I of this document, where applicable.</p>	

### 1. OBJECTIVES FOR THE REVIEW PERIOD YEAR

*(The objectives may include reference to: operational, financial and administrative objectives; human resources, career development and team building objectives; strategic planning objectives; community partnerships and outreach objectives; and any other matter the Chief believes is important to the delivery of policing services in the Niagara Region.)*

# Performance Evaluation System • Chief of Police

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## 2. EXPECTED ACCOMPLISHMENTS *(include timeframes if appropriate)*

*(These should reference the objectives in 1 above).*

## 3. ANTICIPATED CHALLENGES

*(These should reference the objectives in 1 above).*

# Performance Evaluation System • Chief of Police

## 4. BOARD'S COMMITMENTS TO RESOLVE ANTICIPATED CHALLENGES

*(These should reference the challenges explained in 3 above).*

## 5. PERSONAL DEVELOPMENT PLAN

*(This plan may include professional development, participation in community organizations, Chief/staff relationships, Chief/Board relationships, media relationships, and any other matter which the Chief believes will assist him in effectively carrying out his duties as Chief of Police).*

Date of Performance Plan	
(Name), Board Chair Niagara Police Service Board	
(Name) Chief of Police	

# Performance Evaluation System • Chief of Police

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## PART III – SECTION A PERFORMANCE EVALUATION: RATIONALE AND INSTRUCTIONS

The Performance Evaluation System Questionnaire is based upon pre-defined competencies, standards and expectations. These reflect the work performance expected of the Chief, and are consistent with the position profile and the Performance Planning document.

The key competencies are as follows:

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

### RATING SCHEME

In conducting the evaluation, the Board will rate the Chief of Police in each competency using the following ratings:

<b>OUTSTANDING/EXCEEDED EXPECTATIONS</b>	Exceeded all objectives, demonstrates exemplary leadership and management skills; excels in achieving administrative and operational priorities.
<b>CONSISTENTLY ABOVE AVERAGE</b>	Consistently met and frequently exceeded objectives.
<b>COMPETENT/MEETS EXPECTATIONS</b>	Results met objectives, the expected level of achievement.
<b>BELOW STANDARD</b>	Some key objectives were not met. Overall achievement was below expectations.
<b>UNSATISFACTORY</b>	Overall objectives were not met; a major objective was not met. Consistently below expected level of achievement.

The Board must provide a descriptive rationale for each rating on the evaluation form, including specific examples of the Chief's performance. Documentation shall include specific examples, including any qualitative and quantitative results.



# Performance Evaluation System • Chief of Police

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## HOW TO USE THE SKILLS COMPONENTS

Each of the competencies must be analyzed in terms of specific attributes that further define the skill area. In assessing the Chief's abilities under each competency, members must determine to what degree the Chief has demonstrated a capacity to meet the statements provided in each point. The following paragraphs include the competency and provide further explanation as to the intent of each with additional information to assist in determining the appropriate rating.

## COMPETENCIES

### **1. COMMUNICATIONS:**

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

#### **a) Oral Communication**

Oral communication is vital for effective leadership. The Chief must not only be able to effectively communicate when speaking, but must also possess the skills necessary to tailor his/her communication style to meet the level of the audience to whom he/she is speaking. The Chief may adopt various styles of oral communication for various environments, for example, speaking with a class of school students requires a different speaking style than when speaking with local business groups. It is also important that the Chief have the ability to listen to what others are saying and understand their ideas.

#### **b) Written Communication**

Written communication must demonstrate the five characteristics outlined in this sub-category, namely: timely, comprehensive, accurate, clear and concise. In determining whether or not these characteristics have been met, it is important to consider:

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

### **2. INTERPERSONAL EFFECTIVENESS:**

*Establishes and maintains positive and co-operative internal and external working relationships. Demonstrates empathy, sensitivity and respect when interacting with others. Uses tact and diplomacy. Demonstrates interest in the opinion of others and is open minded regarding differing needs and viewpoints. Facilitates a resolution to conflicts or disagreements where possible.*

# Performance Evaluation System • Chief of Police

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*Helps others stay calm and effective in difficult situations. Demonstrates a dedication to community collaboration and a clear understanding of community issues. Relates to and sees issues from the perspective of people of other cultures. Shows and fosters respect for individual differences. Has demonstrated support on diversity issues.*

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

- Does the Chief effectively utilize the resources that others may be able to offer to a given situation?
- Is the Police Service a workplace in which people are happy to work?
- Does the Chief demonstrate a concern for the well-being of employees and community members?
- Does the Chief clearly demonstrate accountability even at times when things do not go well?

### 3. DECISION MAKING AND PROBLEM SOLVING:

#### a) Analytical Ability and Judgment

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

#### b) Accountability to the Board

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

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

- Does the Chief anticipate potential problems/challenges at an early stage?
- Does the Chief make informed decisions?
- Does the Chief problem-solve effectively?
- Does the Chief think in a constructive, logical fashion?
- Is the Chief able to discuss or communicate issues effectively at a conceptual or philosophical level and then translate it into practical application, and take appropriate action?

# Performance Evaluation System • Chief of Police

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- Does the Chief set a good example for his/her staff to follow in terms of ethical issues or dilemmas?
- Does the Chief involve the Board at the appropriate time in the decision-making process?
- Does the Chief bring stakeholder concerns to the attention of the Board along with recommended actions or solutions?

## 4. ORGANIZATION AND PLANNING:

### a) Strategic Management

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

### b) Community Focused

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

Managing the Police Service requires a broad understanding of both the internal and external environments in order to determine/identify its strengths and weaknesses and develop appropriate strategies. In assessing the Chief's abilities in this area, the following questions will assist:

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

### c) Financial Management

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

# Performance Evaluation System • Chief of Police

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Through the annual strategic management process, the Board and Chief jointly establish objectives and priorities for the Police Service. The Chief of Police must then allocate financial resources to reflect those objectives and priorities. Public accountability dictates that appropriate systems and controls must be in place to responsibly manage public funds. Questions that should be considered include:

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

## **d) Human Resources Management**

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

This skills area involves motivating, developing and coordinating human resources to perform in an effective and efficient manner. Further, it is essential to foster self-development of each employee, including the Chief. Additionally, staff involvement in the organizational decision-making processes should be encouraged and sought-out.

## **5. LEADERSHIP**

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

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

# Performance Evaluation System • Chief of Police

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

## 6. PROFESSIONAL DEVELOPMENT

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

This skill area seeks to determine the ability of the Chief to manage himself/herself. The Chief's success here will serve to enhance his/her own effectiveness. The following questions will assist in the assessment of the points contained in this category:

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

## 7. INITIATIVE

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

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

# Performance Evaluation System • Chief of Police

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## PART III – SECTION B PERFORMANCE EVALUTATION: QUESTIONNAIRE

<b>Name:</b>	<b>Review Date:</b>
<b>Length of Time in Position:</b>	<b>Current Salary:</b>
<b>Review Type:</b>	<b>Last Review Date:</b>

PERFORMANCE REVIEW RATINGS	
<b>OUTSTANDING/EXCEEDED EXPECTATIONS</b>	Exceeded all objectives, demonstrates exemplary leadership and management skills; excels in achieving administrative and operational priorities.
<b>CONSISTENTLY ABOVE AVERAGE</b>	Consistently met and frequently exceeded objectives.
<b>COMPETENT/MEETS EXPECTATIONS</b>	Results met objectives, the expected level of achievement.
<b>BELOW STANDARD</b>	Some key objectives were not met. Overall achievement was below expectations.
<b>UNSATISFACTORY</b>	Overall objectives were not met; a major objective was not met. Consistently below expected level of achievement.

# Performance Evaluation System • Chief of Police

## 1. COMMUNICATIONS

### a) Oral Communications:

Communicates in a focused, organized, concise and effective manner. Demonstrates ability to communicate to suite the style of person or group to whom he/she is speaking. Conducts prepared and ad-hoc presentations in an effective manner. Communicates comfortably with all levels of government. Listens to differing points of view. Presents information in a credible manner to the public, Police Service Board, Police Associations, Councils, stakeholders and the media.

### b) Written Communications:

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

Outstanding/Exceeded  
Expectations

Consistently Above  
Average

Competent/Meets  
Expectations

Below Standard

Unsatisfactory

Comments:

## 2. INTERPERSONAL EFFECTIVENESS

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

Outstanding/Exceeded  
Expectations

Consistently Above  
Average

Competent/Meets  
Expectations

Below Standard

Unsatisfactory

Comments:

## Performance Evaluation System • Chief of Police

### 3. DECISION MAKING AND PROBLEM SOLVING

#### a) Analytical Ability and Judgment

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

Outstanding/Exceeded  
Expectations

Consistently Above  
Average

Competent/Meets  
Expectations

Below Standard

Unsatisfactory

Comments:

#### b) Accountability to the Board

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

Outstanding/Exceeded  
Expectations

Consistently Above  
Average

Competent/Meets  
Expectations

Below Standard

Unsatisfactory

Comments:



# Performance Evaluation System • Chief of Police

## 4. ORGANIZATION AND PLANNING

### a) Strategic Management

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

Outstanding/Exceeded Expectations	Consistently Above Average	Competent/Meets Expectations	Below Standard	Unsatisfactory
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Comments:

### b) Community Focused

Understands the diverse needs of the community. Demonstrates a dedication to community collaboration and a clear understanding of community issues. Coordinates plans and activities with relevant individuals, teams and the community. Maintains a presence at public functions and events. Follows up on community inquiries, requests, complaints and keeps the community informed through personal communication or the media. Shows a personal commitment by making oneself available to the community, especially during critical periods. Maintains regular contact with the community by initiating involvement with service clubs, community organizations/agencies. Maintains excellent relationships with the general public and community groups to ensure that their trust in the Police Service is maintained and to listen and address their concerns. Ability to develop strong and productive relationships with the Police Service Board, Regional and City Councils, the media, key stakeholders and community groups.

Outstanding/Exceeded Expectations	Consistently Above Average	Competent/Meets Expectations	Below Standard	Unsatisfactory
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Comments:

## Performance Evaluation System • Chief of Police

### c) Financial Management

Meets the operational and capital budgets as approved by the Board. Secures, allocates, monitors and controls resources required to maintain the efficiency of the Service. Balances the demand for service and resources available. Maintains appropriate financial reporting systems and managerial controls. Ensures resources are distributed in accordance with the objectives and priorities established by the Police Service Board. Ensures efforts are coordinated with others to avoid unnecessary duplication and/or costs, and to enhance service delivery.

Outstanding/Exceeded Expectations	Consistently Above Average	Competent/Meets Expectations	Below Standard	Unsatisfactory
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Comments:

### d) Human Resources Management

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

Outstanding/Exceeded Expectations	Consistently Above Average	Competent/Meets Expectations	Below Standard	Unsatisfactory
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Comments:

## Performance Evaluation System • Chief of Police

### 5. LEADERSHIP

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

**Outstanding/Exceeded  
Expectations**

**Consistently Above  
Average**

**Competent/Meets  
Expectations**

**Below Standard**

**Unsatisfactory**

**Comments:**

### 6. PROFESSIONAL DEVELOPMENT

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

**Outstanding/Exceeded  
Expectations**

**Consistently Above  
Average**

**Competent/Meets  
Expectations**

**Below Standard**

**Unsatisfactory**

**Comments:**

## Performance Evaluation System • Chief of Police

### 7. INITIATIVE

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

Outstanding/Exceeded  
Expectations

Consistently Above  
Average

Competent/Meets  
Expectations

Below Standard

Unsatisfactory

Comments:

### 8. OBJECTIVES AND ACHIEVEMENTS

Keeping the time frames and any unanticipated challenges in mind, has the Chief achieved the established objectives, achievements and personal development plan for the evaluation year ended (date) described in Part II above?

Outstanding/Exceeded  
Expectations

Consistently Above  
Average

Competent/Meets  
Expectations

Below Standard

Unsatisfactory

Comments:

# Performance Evaluation System • Chief of Police

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## 9. GENERAL

Overall general impression of the Chief's performance over the last year for the evaluation year ended (date) described in Part II above?

**Outstanding/Exceeded  
Expectations**

**Consistently Above  
Average**

**Competent/Meets  
Expectations**

**Below Standard**

**Unsatisfactory**

**Comments:**

## 10. SUGGESTED OBJECTIVES AND EXPECTATIONS FOR THE COMING YEAR

*(to be incorporated into Part II of the Performance Evaluation System document for the following year)*

# Performance Evaluation System • Chief of Police

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## 11. RESPONSE BY CHIEF OF POLICE

Date of Performance Review	
(Name), Board Chair Niagara Police Service Board	
(Name) Chief of Police	