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Thoughts on Executive Performance Evaluation

There are two fundamental approaches to monitoring performance of police chiefs & OPP detachment commanders: (1) competency-based evaluation, and (2) results-based evaluation.

2. In the first approach, **competency-based evaluations**, the police services board assesses the Chief's competencies as demonstrated by the Chief throughout the evaluation period. This approach is used within some police services for evaluating members other than the Chief. It is also typically used during the Chief hiring process, when boards are looking for demonstrated competencies as a means of evaluating candidates. You can access the Police Sector Council's inventory of competencies for constable to Chief at: <http://www.policecouncil.ca/pages/iskill1.html>comprises . OACP also has a competency model for Chiefs.

1. In the second approach, **results-based evaluation**, the police services board views the performance of the Chief and the performance of the police service as synonymous. Accordingly, the Chief's performance evaluation speaks only of the organizational results achieved (or not) throughout the reporting period, as compared to expectations spelled out in policy and the business plan. This system was jointly developed by the OAPSB and the OPP, and is currently in use by all section 10 police services boards and their detachment commanders. The forms are located at: http://oapsb.ca/members/resources/detachment_commander_evaluation_system/ [user name: members, password: collaborate09].

It should be noted that, compared to competencies, **results** are:

- Much easier to observe and articulate,
- Easier to measure,
- More objective, and less subjective or open to bias,
- Do not require extensive training or experience to effectively assess,
- More transparent to all, and
- Easier to reach consensus among board members and the chief regarding performance.

It is also possible to use a hybrid system of competencies and organizational performance, which is the case among several large police services.

OAPSB staff recommends that boards:

- use the first approach, **competency-based evaluation**, for selecting (hiring) executives, and
- use the second, **results-based evaluation**, for monitoring and annually evaluating executive performance.



Regardless of which system is used, factors central to the success of any performance monitoring and evaluation system include:

- ▶ Setting measurable goals prior to the start on the evaluation period –what are the specific organizational results (rather than efforts) that are sought, and what are the limitations on how those results may be achieved (e.g. must be legal, ethical, within budget, in accordance with relative priorities, etc.)
- ▶ Establishing metrics (how results will be measured)
- ▶ Creating an action plan (the Chief's job)
- ▶ Set periodic follow-up meetings (e.g. status reports at board meetings throughout the year)
- ▶ Debrief – formal meeting of the entire board and the Chief, with a record (in-camera minutes) of the meeting and the Board's overall finding.

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