Northumberland OPP Detachment Board Policy

Detachment Commander Selection, Performance Review and Report

Policy No: 2024-17

Effective Date: April 1, 2024

Rescinds all other Policies and Procedures relating to this subject.

Whenever reference is made to "Detachment Commander" ("DC"), the term is intended to include the Ontario Provincial Police ("OPP") more generally to the extent the actual responsibility/authority relating to the establishment of policies, procedures and processes lies at more senior levels within OPP management or as otherwise may be required under the *Community Safety and Policing Act, 2019* and regulations (collectively the "CSPA").

1. Policy Statement

1.1. It is the policy of the Board to recognize its obligations under the CSPA s.68 to:

- participate in the selection of the Northumberland DC; and
- monitor and semiannually report to the OPP Regional Commander on the performance of the DC.

2. Statutory Authority or References

2.1. Selection of the DC – CSPA ss.68(1)(a)

2.2. Performance of the DC – CSPA ss.68(1)(d)

3. Purpose

3.1. The Board recognizes that the governance of a police service is a significant public responsibility, and that the Board's obligations under CSPA ss.68(1) are an important part of discharging these responsibilities.

4. Scope

4.1. This Policy will apply to Board members and the Executive Assistant in the conduct of their duties.

5. Definitions

5.1. As defined herein.

6. Policy Guidelines

Selection

6.1. Further to CSPA ss.68(1)(a), the OPP Regional Commander shall ensure that the Board is advised of the need to select a new DC;

6.2. The Board shall participate in the selection of the DC with the Chair of the Board and a designate, and/or a Board Committee at the sole discretion of the Chair to sit on a Selection Committee established by the OPP Regional Commander.

Performance Monitoring and Reporting

6.3. The Board shall monitor the performance of the DC in accordance with the requirements of Schedule 1 and Exhibit "A" attached hereto.

6.4. The Board shall provide the OPP Regional Commander at least semiannually[1] with a report substantially in the form of Schedule 1 on the performance of the DC indicating the DC's performance as it directly relates to the responsibilities of the Board.

6.5. Where appropriate, the Board shall include in its report specific examples (positive and negative) of the DC's performance.

6.6. The Board's annual Schedule 1 report shall be completed each year by March 31st and shall be transmitted to the OPP Regional Commander within 30 days following the report's adoption by the Board.

7. Attachments- Schedule 1 and Exhibit "A"

8. Review and Revision History

Revision Date	Description of Changes
April 1, 2024	Updated to reflect new CSPA

Approved and ratified by the Board effective April 1, 2024.

John Davison

_____ – Chair

Lou Rinaldi

_____ – Vice-Chair

[1] See paragraph (d) of Exhibit "A" of Schedule 1

SCHEDULE 1

NORTHUMBERLAND OPP DETACHMENT BOARD

DC RESULTS-BASED PERFORMANCE MONITORING AND FEEDBACK REPORT FORM (Based on OAPSB Recommendations for OPP Detachment Boards)

OPP Detachment Name: ***NORTHUMBERLAND OPP DETACHMENT BOARD***

DC Name: _____

Review Period – [insert from xxx to xxx]

Legislated Requirements for Board Monitoring of DC Performance, in accordance with the ss.68(1) of the *Community Safety and Policing Act, 2019* ("CSPA") – *see Exhibit "A"*	*To be completed by March 31, annually for all or any part of the year*	
	DC Comments	**Board Comments**
1.The DC consistently provides the Board with the necessary information to enable the Board to determine objectives and priorities for police services (*CSPA, ss.68(1)(b)*)		**Yes** ☐ **No** ☐
2.The DC consistently provides the Board with the necessary information and consultation to enable the Board to establish local policies with respect to police services (*CSPA, ss.69(1)*)		**Yes** ☐ **No** ☐
3. The DC consistently provides the Board the reports regarding policing provided by the detachment (CSPA, ss.68(1)(e))		**Yes** ☐ **No** ☐
4.The Board has received regular reports from the DC on any complaints received under CSPA s.107 and Part X		**Yes** ☐ **No** ☐
5.The DC provides sufficient information to allow the Board to monitor the delivery of police services to ensure provision of adequate and effective police services in accordance with the municipality's needs *(CSPA, ss.10(1))*		**Yes** ☐ **No** ☐

Detachment Action Plan Goal	**Activities Supporting Achievement of Action Plan Goal**	**Results Achieved** *To be completed by March 31, semiannually for any part of the year*

To be completed every four years and updated annually via the Action Plan Progress Report	*Board to consult with DC semiannually*	**DC Comments**	**Board Comments**

Completed by (Board): _____ (date) _____
Reviewed by DC: _____ (date) _____
Forwarded to Regional Commander by Board: _____ (date) _____

Regional Commander – retain in DC's 233-10 file for 2 years plus current. This form shall not be included in a member's 291 file.

CONFIDENTIAL WHEN COMPLETED

Exhibit "A" to Schedule 1 DC Performance Monitoring System for OPP Detachment Boards

OPP Detachment Boards are required to monitor the performance of the Detachment Commander (DC) under Section 68(1)(d) of the *Community Safety and Policing Act, 2019* ("CSPA").

Performance Monitoring Systems

Structured performance monitoring systems provide an opportunity for the Board and DC (DC) to review or clarify the responsibilities of the DC's position relative to his/her local police service responsibilities under the terms of the contract, to articulate future goals and objectives (as set out in the Detachment Business Plan) and to advocate for the resources necessary to meet those objectives.

Both the Board and the DC have obligations under such a system. The Board must be prepared to establish clearly articulated performance criteria which realistically reflect the local duties, responsibilities and challenges of the DC set out in the business plan in consultation with Regional Commander. The resources necessary to meet these performance criteria must be supported by the Board. Regular, performance-based feedback to the DC is critical to a successful relationship.

The DC is responsible for engaging with the Board in a meaningful discussion about local goals and objectives which are set out in the Detachment Business Plan, for meeting the established performance criteria, for alerting the Board when obstacles arise which impede performance, and for providing a cogent explanation if performance expectations are not met.

Performance monitoring should be positive and constructive - it should not be a punitive process. The overall aim of performance monitoring in cooperation with the Regional Commander is to direct the DC's energy and focus toward meeting the business plan goals for the detachment. A secondary but equally essential objective is to ensure that the DC effectively mobilizes staff and resources to achieve the business plan goals and delivers adequate and effective local police services.

It is critically important that the performance monitoring responsibility of the Board be accomplished through regular and frequent discussion of performance expectations and achievements. This should not be a once-a-year exercise, nor should it be performed as a merely mechanical or by rote task of the Board. Through continuous feedback and dialogue, the DC should continually be aware of the Board's perception of his or her performance and whether and what changes are required to meet the Board's expectations. Open communication reduces the likelihood of any surprises when the time comes to provide formal performance monitoring input to the Regional Commander and will enhance and strengthen the partnership between the Board and the DC.

Characteristics and Key Elements of an Effective System

There is no one perfect performance monitoring system. The effectiveness of a performance monitoring system will largely depend on the commitment, motivation and attention that each party gives their respective responsibilities to set, monitor, and meet performance expectations. The OAPSB's Performance Monitoring Tools can help link a Board's Performance Monitoring System to the OPP's Performance Management System.

The performance management system in place at the OPP, under the responsibility of the Regional Commander has the following characteristics:

(a) It focuses both on the desired outcomes and on the behaviours required to achieve those outcomes. For example, the Regional Commander (and by extension, the Board) should not only expect that the DC *achieve* a certain objective, it should also be concerned about the *conduct* employed by the DC in achieving that objective.

(b) Board feedback on performance will be attained by using both qualitative and quantitative measures. For example, while the DC might attain the financial goals set by the Board (determined qualitatively), the Board will need to ensure that those goals are not achieved at the expense of sacrificing the quality of the service provided to the community.

(c) Performance expectations and achievements are impacted by various stakeholders. When formulating feedback for the Regional Commander, the Board may wish to consider the DC's relationship with other community groups and organizations with public safety expectations, such as council, the school board, and business improvement areas. It is important that the DC be consulted about which relationships will be considered and the methods used to secure that input. The DC may also suggest that the Board obtain feedback from specific groups and organizations with public safety expectations. This will enhance the DC's perception of the credibility and reliability of the feedback provided to the Regional Commander.

(d) Performance monitoring is an ongoing, iterative process. It is not a once-a-year exercise; it is rather part of a regular "conversation" that the Board and the DC should have. Nothing could be worse than a system where the Board saves its grievances until the annual performance feedback is offered and literally dumps them in the DC's lap. Ongoing constructive feedback will allow the DC to meet the expectations of the Board when they are required to be met and to make any adjustments at the time the Board observes that changes are required.

The Board's performance monitoring process is part of a larger system to accomplish the goals of the police service in the community and to define expectations. A number of key elements support the effective performance monitoring system:

(1) A well-defined job description for the DC contains the duties and responsibilities that the DC carries out on a daily basis. It provides the starting point for performance management system in the OPP in terms of the scope of responsibilities for the DC.

(2) A Detachment Business plan, developed collaboratively between the DC, RC and Board, outlining priorities and strategic directions related to the police services' desired future, and the identified goals that will create the desired future.

Strategic directions aim to close the gap between how the service is operating today and how the Board would like to see the service operate in fulfilling its mandate (the "desired future").

The business plan goals set out the specific steps which must be taken to achieve those results. Since the DC will be largely responsible to ensure that the Board's strategic, financial, and community service objectives will be met, certain business plan goals will also form part of the DC's performance plan over a given year. The DC will operationalize the content of the Detachment Business Plan by ensuring that staff resources at the detachment level are mobilized to execute the plan's goals and objectives. Therefore, elements of the Detachment plan will also be reflected in the performance plans of detachment staff (as appropriate to their role).

(3) The Board's expectations of the DC will be largely determined through the achievement of the responsibilities outlined in the attainment of the business plan or annual budget objectives.

(4) Similarly, the DC may have expectations of the Board in order to carry out his or her responsibilities and attain business plan objectives. For example, certain resource constraints may have to be removed by the Board to allow the DC to accomplish a given strategic goal. The DC's expectations of the Board, and the Board's associated assurances, should also be incorporated into the performance monitoring system.

(5) The DC should expect that the Board will provide ongoing support to assist in meeting business plan commitments. For example, the DC may determine that training or development is required in a key skills area to attain a certain outcome. Part of the performance monitoring discussion is aimed at determining what support the DC will require from the Board and the Regional Commander to meet the established expectations.

(6) Goals which are not met or completed during the performance monitoring cycle should be carried forward into subsequent years along with new objectives. This ensures that the performance monitoring system is reliable as an incentive toward service, organizational and individual performance and is iterative.

The Mechanics of an Effective Process

A number of steps should be taken by the Board, the Regional Commander and the DC at the outset of the performance monitoring cycle:

(1) The Board should consult with the Regional Commander and the DC to be sure there is a shared understanding of the process and the role of the Board in that process. The OAPSB recommends its members use the Performance Monitoring Protocol and Board Policy to formally establish and document the Board's approach to performance monitoring and offering feedback to the Regional Commander.

(2) The Board should identify a member or a committee of members of the Board who will have the responsibility to seek the input of the DC about the process, objectives and expectation and to seek the input of others who will be involved in the process (including other Board members). Attention should be paid to the personal characteristics of the selected Board member(s). Given the real danger that a performance monitoring system can fail if it is conducted in a subjective, biased manner, member(s) selected should be objective, open minded, inclusive in seeking input, and skilled at providing constructive feedback on results achieved.

(3) The Board should contact the Regional Commander to work with him/her in establishing its DC performance monitoring system. The OAPSB has developed a system that dovetails into the OPP performance management process and annual cycle. The Board role is to offer feedback to the Regional Commander, who considers it in the context of additional performance information when completing the DC's annual performance evaluation.

(4) A meeting should be set up with the DC to discuss his or her expectations of the process, to gather input on who should be involved in providing performance feedback and to set a timeline for the overall process that fits into the broader OPP process.

(5) The Board and DC should collaboratively develop business plan goals and objectives to reflect local policing requirements. As part of this discussion, the DC and Board should develop an initial list of goals and objectives, anticipated challenges in meeting such, and resources required to achieve the objectives. In consultation with the whole Board and the DC, the business plan goals and

measurables should be finalized in writing and agreed to by the DC and the Board.

(6) A process for providing ongoing and frequent feedback to the DC about achievement of goals and objectives should be developed, including a timeline for performance discussions. Consideration should be given to the timeframe for the formal, written process in keeping with the OPP's cycle.

Generally, the formal feedback is offered to the Regional Commander and DC on an annual basis. A shorter timeframe (e.g. at six months) may be used if necessary or appropriate.

(7) The whole Board should be involved in the process of meeting with the DC to discuss his or her achievement of business plan objectives. While it might be expedient to have a member or a committee of members shepherd the process, performance monitoring should be the responsibility of all members of the Board.