



## **Policy G03 - Governance Methodology**

### **Purpose**

1. The Board will govern lawfully in accordance with its Procedural By-law, policies and the following governance principles:
  - 1.1 the Board will serve the public interest before and above all else;
  - 1.2 the Board will provide governance leadership and focus on the intended outcomes of policing in the jurisdiction;
  - 1.3 the Board will respect in all ways the clear role distinction of Board as governors and the Chief of Police as the top manager of the Service;
  - 1.4 the Board will encourage and respect diversity of viewpoints;
  - 1.5 Board deliberations and decisions will be primarily forward-looking, while having regard for the past and present;
  - 1.6 Board deliberations and decisions will be strategic; proactive; and informed by statistical results/trends (community needs) and stakeholder views (community values and expectations); and
  - 1.7 Board decisions will be collective rather than individual decisions; only decisions made by a majority of the Board are valid decisions, unless specifically conferred by way of bylaw.



## Requirements

2. Accordingly:
  - 2.1 The Board will function as a team. The Board, not individual members or anyone else, will be responsible for excellence in police governance in Halton Police Service. The Board will not allow a Board member, committee of the Board, or anyone else to hinder or be an excuse for not fulfilling its police governance commitments.
  - 2.2 The expertise of individual Board members may be used to enhance the understanding of the Board as a body, though the expertise of individual members shall not substitute for either the judgment of the Board as a whole, or for the advice of professional staff.
  - 2.3 The Board will inspire, direct and evaluate the Service through:
    - a. the thoughtful establishment of strategic policies and plans reflective of the needs, values and expectations of the community of Halton Region, and the input of the Chief of Police, and
    - b. the evaluation of Chief and Service performance relative to these strategic policies and plans.
  - 2.4 The Board's strategic policy and planning focus will be on the attainment of enduring outcomes for the community of Halton Region, and not on the administrative or programmatic means of attaining those results.
  - 2.5 The Board will be the initiator of policy, not merely a reactor to management initiatives.
  - 2.6 The Board shall stress and support continuous learning and development of its members and staff.
  - 2.7 The Board will conscientiously enforce upon itself the rules it has established to govern with excellence.



## **Reporting and Evaluation**

3. The Board will annually evaluate its performance, and duly consider the Inspector General's recommendations, with a view to continuously improving police governance in Halton Police Service.

### **Attachment:**

Board Team Performance Evaluation Process & Form

### **Legislative Reference:**

*CSPA*, sections 37- 41



## Attachment to G03 – Governance Methodology

### Board Team Performance Evaluation Process & Form

#### Process Notes:

1. Each year in accordance with the Governance Calendar, the CGO shall invite all 7 Board members to complete the anonymous online survey below regarding the Board’s overall annual performance.
2. Each Board member shall complete the online survey and the CGO shall compile the survey results and report those results.
3. The Board shall discuss those results and initiate improvements as appropriate.

Year: \_\_\_\_\_

#### Part A - Fulfills Its Responsibilities as a Police Board (Policy G02)

	Needs Improvement	Satisfactory	Strength
4. Establish written governing policies that address and guide, at the broadest levels, all Service decisions and situations – without interfering with any specific, individual Service investigations, deployments, labour decisions or actions.			
5. Prepare and adopt, through stakeholder consultations and analysis, a strategic plan for policing outcomes in Halton Region			



<p>6. Recruit, hire, direct and compensate, as necessary, a Chief of Police and Deputies to lead the Service in all aspects, legally, ethically and in accordance with Board by-laws and policies.</p>			
<p>7. Recruit, contract, direct and compensate, as necessary, Board staff to support the Board in its governance activities, legally, ethically and in accordance with Board by-laws and policies.</p>			
<p>8. Annually determine results-based performance objectives for Chief of Police, and subsequently monitor and annually evaluate their performance relative to those objectives.</p>			
<p>9. Appoint the members of the Service and as employer, bargain in good faith and establish collective agreements with the association representing police employees in Halton Police Service.</p>			
<p>10. Annually prepare, adopt, propose to Halton Regional Council, and monitor a budget for policing and police governance.</p>			
<p>11. Receive, question and assess reports from the Chief of Police regarding policy requirements and Strategic Plan progress.</p>			



12. Consider requests for reviews of employee grievances and complaints about policies or services.			
13. Implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the law, regulations, Board's by-laws and policies.			
14. Any and all other statutory obligations related to police governance.			

**How could the Board improve its fulfillment of its statutory responsibilities?**

**Part B – Follows its own Governance Methodology (Policies G03, G08)**

	Seldom	Usually	Always
1. The Board will function as a team. The Board, not individual members or anyone else, will be responsible for excellence in police governance in Halton Police Service. The Board will not allow a Board member, committee of the Board, or anyone else to hinder or be an excuse for not fulfilling its police governance commitments.			



	Seldom	Usually	Always
2. The expertise of individual Board members may be used to enhance the understanding of the Board as a body, though the expertise of individual members shall not substitute for either the judgment of the Board as a whole, or for the advice of professional staff.			
3. The Board will inspire, direct and evaluate the Service through: <ul style="list-style-type: none"> <li>a. the thoughtful establishment of strategic policies and plans reflective of the needs, values and expectations of the community of Halton Region, and the input of the Chief of Police, and</li> <li>b. the evaluation of Chief and Service performance relative to these strategic policies and plans.</li> </ul>			
4. The Board's strategic policy and planning focus will be on the attainment of enduring outcomes for the community of Halton Region, and not on the administrative or programmatic means of attaining those results.			
5. The Board will be the initiator of policy, not merely a reactor to management initiatives.			
6. The Board shall stress and support continuous learning and development of its members and staff.			



	Seldom	Usually	Always
7. The Board will conscientiously enforce upon itself the rules it has established to govern with excellence.			
8. The Board ensures its Governance policies remain current and effective.			
9. The Board adequately engages stakeholders to inform the Board's strategic assessment of community needs, values and expectations.			

**How could the Board improve its adherence to its own Governance Methodology?**