

## EVALUATION MATRIX FOR POLICE CHIEF'S PERFORMANCE

3.10.2022

The Oakland Police Commission's performance evaluation competencies set forth below are the criteria by which the Chief of Police will be formally evaluated by the Police Commission one year after the Commission delivers this document to the Chief and the Mayor; and annually after that according to any additional or different criteria adopted by the Commission.

The Commission's authority to hold the Chief to the high professional standards appropriate for the Chief's leadership position is not limited to these formal criteria. High professional standards of conduct will remain relevant to the Commission's performance evaluation of the Chief and to any other employment action vested in the Commission consistent with the City Charter, the City Municipal Code, and the Chief's Employment Agreement.

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### **PURPOSE**

The Annual Performance Review provides the Commission, as well as key City leaders and stakeholders with a summary of the progress and levels of success achieved by the Chief of Police. This information will be used to identify trends in performance, individual strengths, challenges that might require support to overcome and any areas for future development.

Given the Commission's charter mandate to evaluate the performance of the Chief, the Oakland Police Commission has identified key competencies, attributes, and expectations of the Chief of Police.

### **HOW TO USE THIS DOCUMENT**

The Chief of Police should independently review each of nine areas, self-rate their performance and describe his/her significant achievements of service for each of the areas over the one-year period.

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### RATING SCALE

**Exceptional** – Performance consistently exceeds standards and requirements. Achievements are well beyond those normally expected of someone in the job. This is a level reserved for individuals whose performance has been consistently excellent.

**Commendable** – Performance is clearly above normal expectations for the position. Individuals with solid experience and well-developed skills usually achieve this level.

**Acceptable** – Meets or occasionally exceeds the expected standards, usually able to perform without close supervision. Consistently satisfactory performance. Achievement is at a level normally expected for an individual in the job.

**Needs improvement** – Performance is inconsistent and may be satisfactory sometimes and unacceptable at others. The individual often needs close supervision, guidance, and direction. This level typically describes an individual who needs to show improvement and requires further development.

**Unacceptable** – Performance consistently does not meet standards and expectations.

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COMPETENCY	SELF-ASSESSMENT	COMMISSION ASSESSMENT	STAKEHOLDER ASSESSMENT
<p><b>Integrity/High Moral Character</b></p> <p><i>“Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.” (President’s Task Force on 21st Century Policing). Community trust and the legitimacy of professional policing hinges on leadership with deep integrity, strong morals, and honesty.</i></p> <p>The Chief must commit and demonstrate integrity in words, especially if he/she is to garner the trust and faith of his employees, members of the public and City leaders:</p> <ul style="list-style-type: none"> <li>+ Provide to the Commission regular updates as to the progress of your published three-year strategic plan</li> <li>+ Demonstrate a commitment to rebuilding trust with Oakland’s youth through specific programs, campaigns, and strategies</li> <li>+ Develop, integrate, and track restorative and procedural justice programs</li> <li>+ Ensure that all Measure Z funds are used appropriately</li> <li>+ Explore and adopt successful trust-building programs from other cities</li> <li>+ Enforce the activation of body cameras as police interact with the public - and resolve public concerns and issues regarding delays in activation (DGO)</li> </ul>			

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COMPETENCY	SELF-ASSESSMENT	COMMISSION ASSESSMENT	STAKEHOLDER ASSESSMENT
<p><b>Service Delivery &amp; Leadership</b></p> <p><i>Leadership is an act of service to the community as well as to the people being led. A strong balance must be established between serving the people and goals of the organization. Shared, distributed leadership serves the goal of service leadership by propagating power sharing at every organizational level.</i></p> <p>The Chief must ensure OPD delivers quality policing services to all residents in a fair and equitable way.</p> <ul style="list-style-type: none"> <li>+ Deliver safety and crime prevention in Oakland, prioritizing violent crimes and serious felonies.</li> <li>+ Plan, direct, supervise, and coordinate the activities of OPD personnel in serving the public, preserving order, protecting life and property, and enforcing laws.</li> <li>+ Seek out, craft, and implement modern, progressive police management methods.</li> <li>+ Submit quarterly reports to the Police Commission on analysis of racial disparities in arrests and traffic stops</li> <li>+ Promote de-escalation and disengagement tactics</li> <li>+ Take measures to demilitarize the police force.</li> <li>+ Report to the Commission progress of Dr. Eberhardt's recommendations</li> <li>+ Ensure a safe and supportive work environment and a fair and inclusive culture in support of healthy staff morale that allows</li> </ul>			

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Department members to work to the best of their abilities in service of Oakland's communities			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Visionary &amp; Innovative Leadership</b></p> <p><i>Leadership requires a focus on the attainment of a clearly communicated future end-state, a shared vision that is not only understandable but innovative and unhampered by the constraints of the present. Visionary leaders co-create the evolution of the community they serve.</i></p> <p>The Chief must clearly communicate a future end-state for the Department he helms</p> <ul style="list-style-type: none"> <li>+ Develop and begin to implement long-term initiatives that empower the Department to deliver the police services Oakland will need in the future.</li> <li>+ Identify benchmark jurisdictions and overhaul training and professional development programs to represent and exceed national best practice as it currently stands.</li> <li>+ Craft and implement employee development plans ensuring equitable performance paths are known and understood</li> </ul>			

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<ul style="list-style-type: none"> <li>+ Identify benchmark jurisdictions and overhaul training and professional development programs to represent and exceed national best practice</li> <li>+ Develop, integrate, and track program portfolios identified in your three-year strategic plan, included and not limited to: Ceasefire/Gun Violence Reduction, Procedural Justice and Community Policing Strategy</li> <li>+ Design and roll out a whistleblower program promoting the spirit of accountability with the Department</li> </ul>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Adaptive Leadership</b></p> <p><i>Adaptive leaders are resourceful; they orchestrate teams toward collaborative solutions as they arise. This must also include the ability to evolve (long-term adaptation). As the needs of the city, residents and communities served continue to evolve, the agency and its leadership must evolve with it.</i></p> <p>The Chief must exhibit adaptability, as problems arise that are not fully covered by pre-established responses.</p> <ul style="list-style-type: none"> <li>+ Exhibit resourcefulness in the face of new challenges</li> <li>+ Orchestrate teams toward collaborative solutions as they arise.</li> </ul>			

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<ul style="list-style-type: none"> <li>+ Develop a shared, distributed leadership model that propagates power sharing.</li> <li>+ Show ways the Department has or intends to shift and evolve to support the evolving needs of Oakland's citizens</li> <li>+ Renew, revise, or develop a recruitment/retention strategy to address local and national trends that influence policing</li> <li>+ Develop, train, mentor, and elevate a diverse leadership team and leadership pipeline to support the Chief's vision for the future of the Department</li> </ul>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Transparent Leadership (Communication)</b></p> <p><i>Leadership requires clear, consistent, and transparent communication and the ability to do so with increasingly diverse stakeholders, oftentimes struggling with trauma. A transparent leader's communication style should be timely, direct, and comprehensive, while conveying competence, authority, and empathy.</i></p> <p>The Chief must exemplify clear, consistent, and transparent communication with a range of key, diverse stakeholders.</p> <ul style="list-style-type: none"> <li>+ Communicate in a timely, direct, and comprehensive manner, while conveying competence, authority, and empathy.</li> </ul>			



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<p>+ Continue to professionalize and expand OPD’s ongoing use of social media.</p> <p>+ Develop and implement channels for public awareness and engagement to ensure broad community voices are heard, and ensure that appropriate action is taken when the Department obtains feedback and community information through these channels</p> <p>+ Identify and commit to leadership training and development</p>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Relational Leadership</b></p> <p><i>The acknowledgement that no one person or agency can be solely responsible for solving any problem emphasize the critical need for strong partnerships and the ability to foster and deepen relationships. This requires high emotional intelligence as well as compassionate, consistent, equity-focused professionalism with all stakeholders.</i></p> <p>The Chief must create and maintain strong, key relationships with a wide range of peers in government and stakeholders in community.</p>			

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<ul style="list-style-type: none"> <li>+ Exemplify high emotional intelligence as well as compassionate, consistent, equity-focused professionalism with all stakeholders.</li> <li>+ Forge effective professional relationships with the City departments as well as with other local, state, and federal public safety officials and organizations.</li> <li>+ Cultivate positive community relations through sustained, in-person interaction with all of Oakland’s diverse neighborhoods and civic and community groups.</li> <li>+ Grow your professional network - as well as the Department's - through formal and informal partnerships</li> </ul>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>Sustainability Leadership</b></p> <p><i>Sustainability Leadership is critical to the long-term success of the agency and the community it serves. The United Nations Brundtland Commission defined sustainable as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” This means the human and environmental impacts of an organization should be paramount to its forward visioning, including the health and well-being of the Oakland Police Department. As the culture keeper of an organization, the leader must model personal sustainability and</i></p>			

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<p><i>encourage the same in others. A deep focus on a humanizing culture of equity is foundational to the sustainability of a justice-centered community.</i></p> <p>The Chief must prioritize the long-term sustainability of the Department and the community OPD serves. By sustainable, we mean “meeting the needs of the present without compromising the ability of future generations to meet their own needs.”</p> <ul style="list-style-type: none"> <li>+ Renew OPD’s commitment to sustainability: including racial justice, environmental justice, and a fair, equitable, and humanizing workplace culture.</li> <li>+ Promote policies and rules that support the mental and emotional health and well-being of OPD’s officers and civilian staff.</li> <li>+ Understand and address the human and environmental impacts of OPD, including the health and well-being of the force.</li> <li>+ Implement updated policies related to bias and discrimination</li> <li>+ Ensure trainings related to topics concerning equity are modern, comprehensive, and conducted regularly.</li> <li>+ Identify and commit to leadership training and development programs</li> <li>+ Connect and work with other City leaders and experts, in particular the Department of Race &amp; Equity</li> </ul>			
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COMPETENCY	SELF-ASSESSMENT	COMMISSION ASSESSMENT	STAKEHOLDER ASSESSMENT
<p><b>Culture Transformation</b></p> <p><i>The business of policing has been changing and must continue to do so if our communities are expected to rely on and trust Police Department's to protect and serve. It is imperative that the Department continues to adopt and display a guardian mindset, be ready and brave enough to hold itself accountable, and do the work necessary to rebuild the trust and legitimacy eroded over decades. Sustainable cultural change cannot happen overnight, but requires diligence, creativity, empathy, and persistence if the relationship between law enforcement agencies and the communities they serve is ever to improve.</i></p> <p>The Chief must foster a culture of self-examination and constant improvement within the Department.</p> <ul style="list-style-type: none"> <li>+ Serve as a model leader who is communicative, confident, collaborative, and decisive, with sensitivity, political acumen, good judgment, astute environmental awareness, strong professional presence, and an inspiring demeanor.</li> <li>+ Promote fair, principled, and accountable policing.</li> <li>+ Design and roll out a whistleblower program promoting the spirit of accountability with the Department, that ensures officers can report misconduct safely.</li> </ul>			

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<p>+ Enforce OPC policies that require officer activation of body worn cameras (“BWC”) and ensure supervisory enforcement of the BWC policy.</p> <p>+ Hold all OPD employees accountable in their public interactions and in representing the City of Oakland</p>			
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<b>COMPETENCY</b>	<b>SELF-ASSESSMENT</b>	<b>COMMISSION ASSESSMENT</b>	<b>STAKEHOLDER ASSESSMENT</b>
<p><b>N.S.A. Compliance and Post-N.S.A. Preparation</b></p> <p><i>The Commission is committed not only to support the Department in competing its outstanding reform tasks but also ensuring the federal monitor provides the City of Oakland with consistent, predictable metrics it can use in holding OPD accountable to compliance. Completing the Negotiated Settlement Agreement (NSA) is imperative, but equally important is the Department's commitment to continue the hard work of reform after the IMT's role ends.</i></p> <p>The Chief must ensure OPD completes all required tasks of the Court-overseen Negotiated Settlement Agreement in Delphine Allen, et al. v. City of Oakland, et al.</p> <p>+ Schedule and prepare Commission reports of detailed compliance efforts and progress, as well as detailed tracking of</p>			

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<p>any data regularly requested by the independent monitoring team (use of force, stop data and disparities).</p> <p>+ Develop and present to the Commission a proposed one-year work plan through 2023 that sets public expectations about how and when the Department will fully and sustainably comply with all the NSA tasks and subtasks that are outstanding.</p> <p>+ Prepare for a Post-N.S.A. Department with strong internal governance systems that is ready to ensure constitutional policing on its own.</p>			
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