



## REPORT TO THE POLICE SERVICES BOARD

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Author: Paul Martin

Date of Report: October  
15/19

Subject: Monitoring Report: Succession Planning

Information or  
Decision Report Information

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### Recommended Motion:

**THAT the Board finds that all of the provisions of Succession Planning have been complied with.**

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I hereby submit my monitoring report on your Executive Limitations Policy, "Succession Planning" according to the schedule set out. I certify that the information contained in this report is true.

Signed: \_\_\_\_\_

  
Chief of Police

Date: 03 OCT 19

### BROADEST POLICY PROVISION:

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*"The Board is committed to ensuring that the Service identifies and nurtures leadership talent across the organization to create and sustain leadership capacity"*

### **Interpretation of the Chief of Police:**

It is my interpretation that compliance with the policy provisions as stated indicates compliance with the Succession Planning policy...

Further, without limiting the scope of the foregoing by the enumeration, the Chief of Police will not:

### **Policy Provision #1:**

Fail to develop and implement an Executive Succession Plan that addresses:

- a. anticipated vacancies for senior positions within the Service;
- b. potential individuals with executive skills and leadership ability to assume these positions;  
and
- c. learning and development opportunities for potential candidates that are identified.

### *Interpretation of the Chief of Police*

It is my interpretation of this provision that succession planning is an essential function for the Board and by extension the Chief and all senior leaders. Identifying leadership departures through meaningful performance reviews and discussions, combined with the early identification of talented employees is critical for the continued development of internal leadership capacity.

Human Resources shall provide a forecast/list of eligible retirements across the service by the end of the second quarter of the year preceding. Unit leaders shall include discussions of retirement with eligible candidates as part of the annual performance management process and provide the Chief with any information regarding individual plans to retire or not retire.

The Chief and Command Group shall review all eligible retirees' performance management discussions to ensure that information/discussion had taken place.

The Chief shall advise the Board of expected retirements wherever possible.

The Chief and senior leaders shall also seek out learning and developmental opportunities for individuals who have engaged in the respective promotional processes, and or demonstrate the knowledge, skills and abilities to commit and benefit from advancement training opportunities.

### **Data Support:**

With the promotions of Deputy Chief Rollauer and Deputy Chief Bertrim in December 2018, the Command Team is fully staffed allowing for a consistent approach to coaching and mentoring their direct reports while ensuring that succession planning has a ripple effect throughout the Organization.

Recently three Staff Sergeants were promoted to the rank of Inspector and 1 member to Civilian Director. Currently one position (Civilian Manager) remains vacant at the senior level. Organizationally at an executive level we are currently operating with 2 Superintendents, 3 Directors, 3 members that are presently in Acting Superintendent positions and 1 member is in an Acting Director's position. Additionally, the service has been notified that 2 inspectors will be retiring in early 2020.

I am committed to filling Leadership roles with members who are ready to seamlessly transition to the next level and appear capable of moving beyond with development and support. Leadership succession tools such as the Performance Management Process (PMP), Leadership Potential Testing (LPT), and a 360 feedback continue to provide quality-based information on candidates allowing for more fulsome evidence based decisions for succession. It also provides the candidate with accurate and timely feedback so that they are able to reflect on their own development needs and commit to their own development plan. To that end, I have placed 3 Staff Sergeants into Acting Inspector's positions (Regional Duty Office, Continuous Improvement, and Investigative Services) and three Civilian members into an Acting Manager's position (Health Safety and Wellness, Talent Acquisition, and Strategic Planning). I remain committed to ensuring that other leaders who have been through



the promotional process are provided the opportunity to develop their leadership skills. Once I fully understand the impact of retirements and resignations, I will commence the promotional process to fill the vacant positions with members who consistently demonstrate their ability to perform at the desired level.

Human Resources consistently updates me on predicted and confirmed notifications of retirement. As stated earlier, I have two pending retirements (2 Inspectors) in early 2020. I am also cognizant that there are a number of Inspectors, and Civilian Managers that are eligible for retirement by the end of 2019. The processes mentioned above will allow me to better address any vacancy that will arise.

The organization continues to seek executive development opportunities for its members. The Executive Global Studies Program, the Canadian Police College's Executive Development program, Charles Sturt undergraduate program, Canadian Security Studies Program, and the FBI Development Programs continue to be identified as opportunities that would address developmental areas for DRPS leaders in 2019 - 2020.

Funds from the Executive Development Budget were used to send Inspector Tim Maw to the FBI's National Academy - development program in the first quarter of 2019. Inspector Maw successfully completed the FBI's program.

**Therefore, I report compliance with this provision.**

**Policy Provision #2:**

"2. Fail to instill the principles of effective succession planning in training for all supervisors."

**Interpretation of the Chief of Police**

It is my interpretation that I shall ensure the principles of effective succession planning are instilled throughout the Service, especially all leaders.

**Data Support:**

All leaders throughout the Service are required to participate in the PMP process by having formal documented performance conversations with their direct reports a minimum of three times throughout year. Each leader in the DRPS are themselves evaluated on the compliance and quality of the PMPs of each of their direct reports. A key piece of each PMP is the member's stated development goals completed at the end of each year. Every Leader is expected to support and develop a realistic framework to meet each member stated goals in line with the organizations overall vision. The Command Team will be having Succession planning meetings with all senior leaders in the 4<sup>th</sup>, quarter of 2019.

To build on the framework set by the PMP process, and leadership development, we have made available to all members the behavioral competencies organized by rank and position outlining the

expected behaviours of DRPS members. Additionally, we have moved forward with the Certificate in Police Leadership (CPL) program. This development opportunity is offered in partnership with the Management Development Centre at the University of Ontario of Tech. This a rigorous three-month certificate program focused on police leadership and replaces the Leadership Development Series (LDS). This year two separate cohorts of 17 members and 14 members have completed the Certificate in Police Leadership program. We are currently in the midst of a 3<sup>rd</sup> cohort of 11 members.

**Therefore, I report compliance with this provision.**

### **Policy Provision # 3**

- "3. Fail to ensure that two other executives are sufficiently conversant with Board and Chief of Police issues and processes to enable either to take over with reasonable proficiency as an interim successor to the Chief of Police."

#### *Interpretation of the Chief of Police*

The Chief shall also ensure that at minimum two individuals are proficient and prepared to assume the role of Chief at all times.

#### **Data Support:**

The command team is now fully staffed with the promotions of Deputy Chief Bertrim and Deputy Chief Rollauer in December 2018.

Deputy Chief Bertrim, Deputy Chief Rollauer, CAO Stan MacLellan, the Superintendents, and the Directors are proficient and prepared to support the Office of the Chief of Police should the need arise.

**Therefore, I report compliance with this provision.**

**Based on the above proof provided, I report overall compliance with the policy.**