



## REPORT TO THE POLICE SERVICES BOARD

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Author: Paul Martin

Date of Report: October  
10/17

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: \_\_\_\_\_

**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:**

All positions within the Command Team remain fully staffed providing for a consistent approach to coaching and mentoring their direct reports while ensuring that succession planning has a ripple effect throughout the Organization.

Earlier this year there were two Inspectors promoted to the rank of Superintendent and 7 Staff Sergeants promoted to the rank of Inspector. Currently only one position (Civilian Manager) at the senior level remains vacant. Organizationally, my Executive Officer's position was transitioned to that of a Superintendent rank. This has increased the number of Superintendents within our service to five (5). Additionally, the Service has been notified that Superintendent Bulloch will be retiring in early 2018.

Further Mr. Vidal Chavannes has joined our Service as the Dean of the PEIC, on a secondment from Hanson International Academy. An area of focus for Mr. Chavannes will be to establish a leadership school within the Durham Regional Police Service.

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 one Inspector into a Superintendent position and one Staff Sergeant into an Inspector position. I remain committed to ensuring 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 resignations and project retirements, I will fill these positions with eligible members who have been identified as being ready for promotion and where necessary commence the promotional process to fill the vacant positions with members who consistently demonstrate their ability to perform at the desired level.

Human Resources regularly updates me on predicted and confirmed notifications of retirement. As stated earlier, I have one pending retirement (Superintendent) in early 2018. I am also cognizant of the fact that Deputy Fernandes, six Inspectors, and one Civilian Manager are eligible to retire by the end of 2017. The processes mentioned above will allow me to better address any vacancy that may 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 2017 - 2018.

Funds from the Executive Development Budget were used to send Inspector Jeff Haskins and Inspector Cyd Gillis on the Executive Global Studies Program. Additionally, Superintendent Dave Brown attended the annual FBI conference held in Washington DC.

**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 respective staff a minimum six times a 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's identified goals in line with the organizations overall vision. In terms of my senior leadership, I completed individual discussions related to succession planning with all senior leaders commencing in the last quarter of 2016 and continued into 2017.

The Service will look to continue with the annual supervisor training sessions in 2017. Each three-day session focuses on leadership topics and builds on the leader's abilities to mentor, support, and

develop their direct reports. The sessions provide me with an opportunity to meet directly with every leader and discuss future leadership needs, the framework for advancement, identification of future barriers to success as viewed by our front line leaders, as well as share my vision of the future for the DRPS.

**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:**

Both Deputy Chief Fernandes and Deputy Chief Jaswal meet the qualifications specified in policy. Additionally, the 5 Superintendents are proficient and prepared to support the Office of the Chief of Police and both Deputies should the need arise.

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

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