



## Executive Limitations REPORT

**ENDS:** Succession Planning

**Period:** Ending January 2011

**Date:** February 28, 2011

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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 \_\_\_\_\_ Date: \_\_\_\_\_  
Chief of Police

### **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 of this policy that compliance with the detailed policies stated below is compliant with this provision.

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 review 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 review discussion 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 senior leaders receive a performance review from his/her respective Command Team leader by the end of the 1<sup>st</sup> quarter of the following year. During these discussions senior leaders' future plans and interests are discussed in general terms.

Between the second quarter and the beginning of third quarter of the year the Command Team meets with all senior leaders discussing their respective thoughts on the organization and where she/he envisions his/her role moving forward. These conversations assist to form the body of knowledge the organization uses to plan future assignments and developmental opportunities.

Human Resources provides a list of potential retirees to the Command Team on a regular basis. This point will be discussed further in-camera.

During the reporting period the organization identified six primary executive development opportunities. The ISIS program, the Canadian Police College's Executive Development program, Royal Roads Masters in Leadership Development and the FBI Development program were all identified as effective developmental opportunities that would provide stretch developmental opportunities for DRPS leaders. These opportunities were offered to the entire senior leadership group and the Command Team reviewed all interested members, his/her potential for future advancement and his/her developmental areas. Based on these areas and the Command Team's collective assessment six member of senior leadership were selected for these opportunities.

**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 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 PDR process, providing constructive feedback to his/her respective employees. Constructive feedback is a pillar to succession planning and its importance is continually emphasized with all leaders. To this end the DRPS also provides group and one on one training to leaders throughout the Service on providing effective feedback.

As part of the 2011-2013 Business Plan, the CAO will be championing a comprehensive Succession Planning Program that will address future DRPS needs. This program will be shared with the Board as its development progresses.

**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**

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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 Whiteway and Deputy Chief Burns met the qualifications specified in policy.

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