



## REPORT TO THE POLICE SERVICES BOARD

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Author: Paul Martin

Date of Report: October  
01/14

Subject: Monitoring Report: Succession Planning

Information or  
Decision Report Information

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Recommended Motion:

**THAT the Board finds that all but one 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:**

In January 2015 the Police Service's Board hired Deputy Chief Chris Fernandes for one of two vacant Deputy Chief positions. The vacant Deputy Chief position will remain open in the near future while internal candidates are provided developmental opportunities that may assist them in potentially assuming that role. Significant changes have occurred at the senior level of the Organization; two vacant Superintendent positions and the Financial Services Manager were filled in June as well as five Inspectors in July.

The Chief is 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 new Performance Management Process (PMP), Leadership Potential Testing (LPT), and a 360 feedback provide quality-based information on candidates allowing for more fulsome evidence based decisions for succession. To that end, I have placed two Staff Sergeants into vacant Inspector positions as developmental opportunities.

Human Resources consistently updates me on predicted and confirmed notifications of retirement. As of the date of this report, two senior leaders (one Inspector and one Manager) have filed papers for their retirements in early 2016. I am also cognizant that there are two Superintendents and five Inspectors that will be eligible to retire throughout 2016. The processes above will permit me to better address any vacancy that may arise.

During the reporting period the organization continues to facilitate a number of executive development opportunities. 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 Program were all identified as opportunities that would address developmental areas for DRPS leaders in 2015.

Funds from the Executive Development Budget were used to send Superintendent George Dmytruk on the Executive Global Studies Program. Superintendent Adam Kelly will be attending the FBI Development program in the last quarter of 2015.

**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. Although this is a new process in 2015, compliance is expected to improve from years past. A key piece of each PMP is the members stated Development Goals completed at the end of each year. Every Leader is expected to support and develop a realistic framework to meet each members stated goals in line with the organizations overall vision.

The Service scheduled annual supervisory training sessions in 2015 and will continue in 2016. Each three day session focuses on leadership topics and builds on the leader’s abilities to mentor, support, and develop their staff. The sessions provide me with an opportunity to meet directly with every leader and discuss future leadership needs, the potential for advancement and 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.

To build on the framework set by the PMP process and the Chief’s vision, the Human Resources Unit will launch in the first quarter of 2016 a sustainable strategy for talent mapping and succession planning at all levels of the organization.

**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:**

As the Board is aware we currently hold a vacancy for a Deputy Chief. It is anticipated that this position will remain open for the first quarter of 2016.

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

**Therefore, I cannot report compliance with this provision.**

**Based on the above proof provided, I cannot report overall compliance with the policy.**