



## REPORT TO THE POLICE SERVICES BOARD

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Author: **Mike Ewles**

Date of Report: October 7/13

Subject: **Monitoring Report: Succession Planning**

Information or Decision Report: Information

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Recommended Motion:

**THAT the Board finds that all 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 indicate 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 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:**

Command meets annually with all senior leaders on an individual basis, to review future plans, interests and developmental needs. In 2013 there have been no significant changes to the Organizational structure. There were no senior leader retirements, nor were there any senior leader promotions made in 2013 however we anticipate several senior leadership retirements in 2014.

The discussions that occurred with all senior leaders in 2013 provided the Command team with a variety of perspectives on both the organization's current state, as well as, future challenges moving forward.

Human Resources continually update the Command Team on predicted and actual notifications of retirement. As of the date of this report two senior leaders (Inspectors) have filed papers for their retirements in early 2014.

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 opportunities that would provide stretch developmental opportunities for DRPS leaders. By the end of 2013, the Service will complete a review of all executive development opportunities and launch a program that assist the Service meet future executive leadership develop needs.

The Service has supported both Deputies with their continued education at the Masters level. In 2013, money from the Executive Conference Budget was used to send Inspector Adam Kelly to the National Incident Command Working Group Association AGM.

Inspector David Brown has been identified to attend the FBI Development program in 2014.

**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 PDR process, providing constructive feedback to their respective employees. In 2013, as reported to the Board, compliance with the process was less than optimal. The Service has taken steps to correct the concerns that resulted in compliance issues. By streamlining process, the forms used and providing additional support to leaders it is anticipated past compliance issue will be mitigated. A significant factor impacting compliance was the lack of promotions and limited movement within the Service.

As part of the 2011-2013 Business Plan (and contained within the 2014-2016 plan) the Service will be championing a comprehensive Succession Planning Program that will address future DRPS needs. Deputy Chief Martin has been conducting a significant amount of research in the area of succession planning as part of his Masters Degree. To date a survey of the organization’s opinions regarding succession planning and focus groups have been held. At the conclusion of his program the thesis will form a portion of the DRPS’ succession planning program.

The Service has continued with a 3 day Platoon based supervisory training session. All leaders across the region are brought together to discuss various topics with a focus on leadership and accountability. These sessions give the Service an opportunity to discuss future leadership needs, the potential for advancement and identification of future barriers to success as viewed by our front line leaders. The goal of these sessions is ensure our leaders are prepared to meet community safety concerns.

**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 Burns and Deputy Chief Martin meet the qualifications specified in policy. All four Superintendents are proficient and prepared to support both Deputies.

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