



## REPORT TO THE POLICE SERVICES BOARD

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Author: Paul Martin

Date of Report: October  
14/14

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 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 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:**

The Chief has met with all senior leaders on an individual basis, to review future plans, interests and developmental needs. In 2014 the only significant changes to the Organizational structure, are at this point temporary, and have occurred as a result of the Deputy Chief vacancy. In the first quarter of 2014 there were two senior leader retirements (two Inspectors); however there were no senior leader promotions made in 2014. We anticipate several senior leadership retirements in 2015.

The discussions that occurred with all senior leaders throughout the summer of 2014 provided the Chief with a variety of perspectives on both the organization's current state, as well as, future challenges.

Human Resources consistently update the Command Team on predicted and actual notifications of retirement. As of the date of this report three senior leaders (one Superintendent and two Inspectors) have filed papers for their retirements in early 2015.

During the reporting period the organization continues to leverage six primary executive development opportunities. The ISIS program, the Canadian Police College's Executive Development program, Charles Sturt undergraduate 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. In 2013, the Service completed a review of all executive development opportunities matching competency requirements at various levels of the Service to development opportunities. A preliminary report has been presented to the Leadership Group with full recommendations and a launch of the program this year. The program will assist the Service meet future executive leadership develop needs.

The Chief and Deputy Burns both completed education at the Masters level in 2014. In 2014, money from the Executive Development Budget was used to send Inspector Adam Kelly and Inspector Friend on the Charles Sturt program. Inspector Rollauer took part in the 2014 installment of the ISIS program and Inspector David Brown completed the FBI Development program in the first half of 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 and early 2014, as reported to the Board, compliance with the process was less than optimal. The Service is taking steps to correct the concerns that have resulted in compliance issues. The Service is in the midst reviewing and revising a number of people processes including the PDR process based on recommendations made by KPMG during the Organizational Structure Review. It is anticipated that the compliance issue will be mitigated once the new process is rolled out.

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. Chief Martin conducted a significant amount of research in the area of succession planning as part of his Master's Degree. A survey of the organization's opinions regarding succession planning and focus groups were held. The Chief has concluded his program, and his thesis has been shared with the Service. It is anticipated that recommendations in the thesis will form a portion of the DRPS' revised succession planning program.

The Service continued with a 3 day Platoon based supervisory training session in 2014. The Chief and other members of Command met with all leaders across the region during the time they were 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 2014 sessions allowed Chief Martin to share his vision of the future for the DRPS with all of the front line leaders.

**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:**

Deputy Chief Burns meets the qualifications specified in policy; however with the current Deputy Chief vacancy we do not have the traditional two Deputy Chiefs ready to fill the Chief’s role. As the Board is aware we are currently conducting a search for a Deputy Chief to fill the vacancy created by the promotion of Chief Martin. It is anticipated that the Board will also look for a replacement for Deputy Chief Burns as he plans to retire at the end of his contract in mid-December 2014

The CAO Stan MacLellan, the four Superintendents and the Directors are proficient and prepared to support Deputy Chief Burns and Chief Martin 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.**