



REPORT TO THE POLICE SERVICES BOARD

Author: Paul Martin

Date of Report: October
11/16

Subject: Monitoring Report: Succession Planning

Information or
Decision Report Information

Recommended Motion:

THAT the Board finds that all of the provisions of Succession Planning have been complied with.

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:

"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:

With the hiring of Deputy Jaswal, the Command Team is now completely staffed allowing for a more consistent approach to coaching and mentoring their direct reports while ensuring that succession planning has a ripple effect throughout the Organization. In 2016 the Service has hired one Senior Officer to fill the vacated Fleet Services Manager position. There continues to be a number of vacancies at the senior level and the Service has been notified that Superintendent Dmytruk as well as Inspector Lessard will be retiring in early 2017.

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 four Staff Sergeants into vacant Inspector positions and ensured that 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 retirements and resignations, I will 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 two pending retirements (one Superintendent one Inspector) in early 2017. I am also cognizant of the fact that Deputy Fernandes, Superintendent Bulloch, four Inspectors, and two

Civilian Managers are eligible to retire by the end of 2016. The processes mentioned above will allow me to better address any vacancy that will 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 2016 - 2017.

Funds from the Executive Development Budget were used to send Inspector Dean Bertrim and Staff Sergeant Gerry Moote on the Executive Global Studies Program. Superintendent Adam Kelly attended and successfully completed the FBI's National Academy development program in the first quarter of 2016.

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 members stated goals in line with the organizations overall vision.

The Service has scheduled annual supervisor training sessions in 2016 and will continue 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.

To build on the framework set by the PMP process and the Chief's vision, the Human Resources Unit will develop and launch 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:

With the recent vacancy for Deputy Chief being filled by Deputy Chief Jaswal the Command team is now fully staffed for the first time since I have assumed the duties as Chief. Deputy Chief Jaswal has been diligent in assuming his duties and has seamlessly transitioned to the Durham Regional Police Service.

Deputy Chief Fernandes, Deputy Chief Jaswal, 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 report compliance with this provision.

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