



REPORT TO THE POLICE SERVICES BOARD

Author: Chief Todd Rollauer

Date of Report: 10/20/2022

Type of Report: Public

Title: Succession Planning

RECOMMENDATION

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

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:

On September 12th, 2020, I was appointed as the Interim Chief of Police by the Police Service Board, where I have been in that role for over 2 years. The Board has announced a process to select a Chief of Police which will commence in early 2023. I have provided the board of my intention to retire with my last day of work being March 31st, 2023. Deputy Chief Dean Bertrim and Interim Deputy Chief Joseph Maiorano currently occupy the Deputy Chief positions.

In February of 2022, Glenn Courneyea was confirmed to the rank of Superintendent. As well, a Superintendent process was finalized in February 2022 resulting in Inspectors Paul Hallett and Ryan Connolly being eligible for promotion. Inspector Hallett is currently in an acting role as the Superintendent in charge of Operations. In April of 2022, three Staff Sergeants were promoted to the rank of Inspector, along with the promotion of 12 Sergeants. The service also promoted 2 civilian members to supervisor positions within in People, Development and Learning as well one member within Health and Wellness. A civilian member was promoted to the supervisor position in Corporate communications, as well as a member to the supervisor role in Facilities.

2022 also saw the retirements of Superintendent's Mark Morissette and Teresa Hutchinson. Inspector Tm Maw also retired in the summer of 2022. Director Gilles LeRiche retired in early 2022 along with facilities manager Dave Simpson. Our uniform area had 19 retirements from Staff Sergeant to Constable and our civilian area had 9 civilian members along with 3 special constables enter retirement.

Organizationally at an executive level we are currently operating with 4 Superintendents, 3 Directors, and 2 member's sharing in an Acting Director's position every 6 months (People, Development and Learning).

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 3 Staff Sergeants into Acting Inspector's positions (Regional Duty Office, and Court Services). I remain committed to ensuring 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 consistently updates me on predicted and confirmed notifications of retirement. I am also cognizant that there are a number of Inspectors, and Civilian Managers that are eligible for retirement by the end of 2022. 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 2022-2023. Due to the Covid 19 Pandemic these training opportunities were not available in 2021, however, we are seeing opportunities becoming available.

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 direct reports a minimum of three times throughout 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 member stated goals in line with the organizations overall vision.

To build on the framework set by the PMP process, and leadership development, we have made available to all members the behavioral competencies organized by rank and position outlining

the expected behaviours of DRPS members. Additionally, we have moved forward with the Certificate in Police Leadership (CPL) program. This development opportunity is offered in partnership with the Management Development Centre at the University of Ontario of Tech. This a rigorous three-month certificate program focused on police leadership and replaces the Leadership Development Series (LDS). In September of this year, one cohort of 15 sworn members are enrolled in the Certificate in Police Leadership program. The Cohort consists of two in class 7-hour sessions, and eight 3-hour online sessions. There are 2 detectives and 13 constables enrolled.

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:

The command team is fully staff with a confirmed Deputy Chief and an interim Deputy Chief in position that are proficient to assume the role of Chief at all times.

Deputy Chief Bertrim, Interim Deputy Chief Mairoano, CAO Stan MacLellan, the 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.

Report Approval Details

Document Title:	Succession Planning.docx
Attachments:	
Final Approval Date:	Oct 6, 2022

This report and all of its attachments were approved and signed as outlined below:

Joseph Maiorano

A handwritten signature in black ink, appearing to be 'TR', with a horizontal line extending to the right.

Todd Rollauer