



## REPORT TO THE POLICE SERVICES BOARD

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Author: Inspector Don Patrick

Date of Report: Nov 1, 2021

Subject: Monitoring Report: Succession Planning

Information or  
Decision Report Information

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### Recommended Motion:

**THAT the Board finds that all 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: \_\_\_\_\_

Nov 2/21

### **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:**

On September 12<sup>th</sup>, 2020 the Police Service Board appointed Todd Rollauer as the Interim Chief of Police and on October 26<sup>th</sup>, 2020, Superintendent Joseph Maiorano was appointed the Interim Deputy Chief of Policing Operations.

Since the writing of the last monitoring report, there have been a number of promotions. Five Staff Sergeants were promoted to the rank of Inspector, fifteen Sergeants to the rank of Staff Sergeant, twenty-six Constables to the rank of Sergeant. Sixty-seven fourth class constables were hired along with three experienced hires in late 2020 and four additional experienced hires effective November 8<sup>th</sup>, 2021. Organizationally at an executive level, we are currently operating with six Superintendents, two of which are in an acting role, three Directors, one of which was an external hire for Corporate Communications (Director Selby retirement), and one member in the Acting Director position for People Learning and Development. Three manager positions were filled in Finance, Fleet, and Records.

In 2021, a number of members retired from the Service, four of which were Staff Sergeants (two for December 31<sup>st</sup>, 2021), six Sergeants, and thirteen constables. Civilian members, including the Director of Corporate Communications (Dave Selby), the managers of Fleet and Records, along with five other members from Records and Communications retired in 2021. The Service also had sixteen resignations from long serving members, two at the Inspector level, one Detective Sergeant, two Sergeants, nine constables, one communications manager, and one communicator.



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 two Inspectors into long term acting Superintendent roles (Serious & Organized Crime and Patrol operations) six Staff Sergeants into long term Acting Inspector's positions (two in the Regional Duty Office, Court Services, Criminal Intelligence, West Division and Professional Standards) and one Civilian member into an Acting Manager's position (Strategic Planning). 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 Superintendents, Inspectors, and a Director that are eligible for retirement by the end of 2021. 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 2020 - 2021. Due to the Covid 19 Pandemic these training opportunities have not been undertaken.

**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 Tech. This a rigorous three-month certificate program focused on police leadership and replaces the Leadership Development Series (LDS). This year one cohort of 21 members have completed the Certificate in Police Leadership program with a 86.6 average. We are currently in the midst of a 2<sup>nd</sup> cohort of 14 members, which is being delivered online.

**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 Bertrim, Interim Deputy Chief Maiorano, 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.**