



REPORT TO THE POLICE SERVICE BOARD

Author: Chief Peter Moreira

Date of Report: 12/01/24

Type of Report: Public

Title: Succession Planning – Monitoring Report

RECOMMENDATION

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.

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:

The following promotions occurred in 2024:

Deputy Chief of Police x 2
Superintendent x 2
Inspector x 3
Sergeants x 22

In early 2024 Deputy Chiefs Chris Kirkpatrick and Kim Yeandle joined the DRPS Command staff. Inspectors Ryan Connolly and Paul Hallett were promoted to Superintendent. Staff Sergeants Sean Sitaram, Chris Ludlow, and Rob Williamson were promoted to the rank of Inspector. There were also 22 Sergeant promotions that occurred in 2024.

The following retirements occurred in 2024:

Deputy Chief of Police (Superintendent Maiorano) x 1
Inspector x 4
Staff Sergeant x 4
Sergeant x 2
Constable x 11
Civilian members x 9

In 2024 the service has experienced the following retirements. At the Senior Officer level, Deputy Chief (Superintendent) Joseph Maiorano, Inspectors Mitch Martin, Peter Keegan, Dave Saliba, and Craig Hudson retired.

Organizationally at an executive level we are currently operating with 5 Superintendents, 3 Directors, and 2 members in an Acting Director's position.

To that end, I have placed 4 Staff Sergeants into Acting Inspector's positions. 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. In the fall of 2024, we instituted a new promotional process for all members that is more succinct and in line with the business operations of the DRPS. Having a concise and shorter administrative process that can be activated anytime when promotions are required has proven to be constructive for the DRPS and candidates alike. There was very positive feedback from the last process that saw 23 Constable who will be promoted to Sergeant on the 2nd of January of 2025.

Human Resources consistently updates me on predicted and confirmed notifications of retirement. I am also cognizant that there are a Deputy Chief of Police and Superintendent position (notification received) that will retire in early 2025.

The organization continues to seek executive development opportunities for its members. 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 2025-2026. As more training opportunities become available, they will be analyzed and offered to our senior officers for their corporate and personal development.

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 behaviors of DRPS members. 2023 saw the implementation of the DRPS Front Line Supervisors course (New Sergeants) and mandatory Supervisor training for all uniform leaders in the DRPS.

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 staffed with three Deputy Chiefs that are able to assume the role of Chief at all times. Deputy Chiefs Bertrim, Yeandle, Kirkpatrick, 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

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



Peter MOREIRA