



# SUCCESSION PLANNING

## PSB-HR-003

Effective Date: 03/ 31/ 2006

Reviewed: 2013/11/20

Amended: 2017/09/29

### Policy Statement

*It is the goal of the Peel Police Services Board to develop leadership capacity within Peel Regional Police. A robust and targeted Executive Succession Management Plan and Business Continuity Plan is necessary to ensure the development of qualified leaders who are able to step into executive positions both in the short term and on a permanent basis, and promote business continuity to protect the Board from the sudden loss of the services of the executive.*

*This policy provides direction to the Chief of Police with regard to executive succession and business continuity planning to ensure the executive leadership and leadership capability with the police service and applies to the executive positions of Chief of Police and Deputy Chief of Police.*

*The requirements set out in this document shall form part of the Board Policies and the Chief of Police is hereby directed to implement and comply with these requirements in the administration and operation of the Peel Regional Police.*

### 1. Policy Requirements

It is the policy of the Board with respect to succession planning for the leadership of Peel Regional Police that the Chief of Police:

- 1) Ensures compliance with priorities established by the Board and/or operational priorities of the police service;
- 2) Recognizes that it is to the betterment of the entire police service and the community it serves to identify individuals with leadership skills, leadership capability and growth potential so as to provide them with opportunities to develop their skills and to gain experience in leadership roles;
- 3) Recognizes that a robust and targeted succession plan is a necessity, and reflective of best practices, in ensuring the development of a pool of qualified individuals who are able to step into leadership positions, both in the short term, and on a permanent basis;
- 4) Recognizes that a robust and successful succession plan is reflective of a 'learning' organization;
- 5) Utilizes a combination of opportunities to provide development for leadership candidates, including but not limited to utilization of:
  - a. 'Acting' positions for the purpose of gaining experience;
  - b. Training programs;
  - c. Educational courses and 'accelerated' learning;

- d. Secondments;
  - e. Lateral transfers to gain knowledge of different areas of the organization;
  - f. Coaching/ Mentoring; and
- 6) Provides a comprehensive Business Continuity Plan in order to protect the Board from sudden loss of the Chief and other executives. The Chief shall ensure that a plan for business continuity is in place and that at least two other executives are familiar with Board and Chief issues and processes, and shall have appropriate records and documentation that would facilitate continuity of operations.

## **2. Measurement Methods**

On annual basis, the Chief, in conjunction with the Board, shall assess the effectiveness of the succession planning with respect to the senior executive positions (inclusive of Chief of Police and the Deputy Chief(s) of Police positions), both for emergency situations and long term planning, and identify any areas that require amendment or additional support and proposed actions to provide that support.

## **3. Reporting**

On an annual basis, the Chief of Police shall present to the Board the succession plan which will include:

1. The factors influencing the succession environment.
2. Identifying the individuals for each senior rank, and each applicable civilian position, deemed to be able to either assume immediately a leadership position, or have leadership capability.
3. A list of candidates under development and the activities underway to build their skill and competency base.
4. Comprehensive business continuity plan identifying the individuals recommended to be called upon to assume the acting position of Chief of Police, Deputy Chief(s) of Police, in an emergency situation, such that any of these individuals would be unable to perform their duties for a length of time.

## **4. Authority/Legislative Reference**

Board Minute #59/06  
Board Minute #75/13  
Section 31(1)(c) *Police Services Act*  
Board Minute #85/17

## **5. Linkage to Appropriate Police Service Procedure/Directive**

N/A