

## SUCCESSION MANAGEMENT

DATE APPROVED	May 5, 2017
DATE(S) AMENDED	
DATE REVIEWED	
REPORTING REQUIREMENT	As required
LEGISLATION	<ul style="list-style-type: none"> <li><i>The Police Services Act, C.C.S.M. c. P94.5, particularly subsection 28(1)(b)</i></li> </ul>
ASSOCIATED POLICIES	
DERIVATION	

### LEGISLATIVE REFERENCE / AUTHORITY:

Section 28(1)(b) of the *Police Services Act* states that the Board shall establish policies for the effective management of the police service. This policy was created to provide direction to the Chief of Police with regard to executive succession planning to ensure the development of executive leadership and leadership capability within the police service.

### CONTEXT AND PURPOSE:

It is the goal of the Winnipeg Police Board to develop leadership capacity within the Winnipeg Police Service. Succession management planning is necessary to ensure the development of a pool of qualified leaders who are able to step into executive positions both in the short term and on a permanent basis, and to promote leadership continuity. Succession planning protects the Service, the Board and the citizens of Winnipeg from the sudden loss of the services of the executive and ensures a high level of service is maintained.

### APPLICATION:

1. This policy applies to leadership positions in the Winnipeg Police Service for both sworn officers and civilians.

### PURPOSE:

2. The purposes of this policy are:
  - (a) To reflect and communicate the Board's understanding of community needs, values and expectations with regard to succession planning by the Winnipeg Police Service;

(b) To express the Board's commitment to the effective management of the Winnipeg Police Service by ensuring that accepted best practices are in place for cultivating individuals with leadership skills and providing leadership roles;

(c) To ensure that succession planning practices are robust and targeted in order to cultivate and maintain a pool of qualified individuals who are able to step into leadership positions, both in the short term, and on a permanent basis; and

(d) To recognize that robust and successful succession planning is reflective of an organization committed to continuous improvement and learning.

### **POLICY REQUIREMENTS:**

3. Accordingly, the Chief shall ensure that, in the course of succession planning, the Service:

a) Identifies factors influencing the succession environment (e.g. forecasted retirement eligibility, availability of talent pools);

b) Identifies individuals with executive leadership skills, leadership capability and growth potential, considering the [Position Profile for the Chief of Police](#) developed by the Board;

c) Provides development opportunities for executive leadership candidates, including but not limited to: formal training (such as university programs, executive courses) and informal/experiential opportunities (such as acting assignments, stretch assignments, secondments, lateral transfers, special projects, coaching/mentoring);

d) Protect the Board from the sudden loss of the Chief and other executive team members. The Chief shall ensure that leadership continuity is planned for and that at least two other executive members are familiar with Board and Chief matters and processes, and shall have appropriate records and documentation that would facilitate continuity of leadership requirements;

e) Protects the community from the sudden loss of the Chief and other executive team members. The Chief shall ensure that leadership continuity is in place and addresses the Service's commitment to uninterrupted service, including joint initiatives with community organizations and working relationships with community partners;

f) Provides development opportunities for senior leadership roles throughout the Service, including but not limited to: formal, informal and experiential training, performance reviews, professional development plans, secondments, transfers, special projects, coaching and mentoring; and

- g) Complies with the Winnipeg Police Service's Respectful Workplace Program.

**REPORTING REQUIREMENTS:**

- 4. As required, the Chief of Police will present to the Board on succession management planning, including the following:
  - a) The factors influencing the succession environment;
  - b) The activities underway to build the skills and competencies of senior leaders;
  - c) Continuity plans to contend with the sudden loss of the Chief and other executive leadership.
- 5. The Chief of Police will inform the Board of significant changes to factors influencing the succession environment at their private quarterly meetings or at an earlier opportunity if required under section 59(1) of the Board's Rules of Practice and Procedure.