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d u r h a m r e g i o n a l p o l i c e s e r v i c e

l e a d e r s i n c o m m u n i t y s a f e t y

Succession Planning at the Durham Regional Police or not..

Stan MacLellan, CAO
Durham Regional Police



d u r h a m r e g i o n a l p o l i c e s e r v i c e

l e a d e r s i n c o m m u n i t y s a f e t y

1. The Business Case for succession planning at the DRP
2. The History
3. What we have done
4. What we need to do



d u r h a m r e g i o n a l p o l i c e s e r v i c e

l e a d e r s i n c o m m u n i t y s a f e t y

So where is the pool?

- Where does the DRPS stand with respect to having access to a pool of competent future leaders?



d u r h a m r e g i o n a l p o l i c e s e r v i c e

l e a d e r s i n c o m m u n i t y s a f e t y

Where are we?

77%

&

1



What did we know?

“Given current policies governing retirement, it is possible within the next 10 years that the DRPS could face a shortage of prepared leaders.”

Hay Group



d u r h a m r e g i o n a l p o l i c e s e r v i c e

l e a d e r s i n c o m m u n i t y s a f e t y

What did we do?

- Succession planning meetings
- Educational opportunities
 - Rotmans, FBI, MBA, Conferences
- Term rotations for staff



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l e a d e r s i n c o m m u n i t y s a f e t y

The Results

75%



Reversing the Trend

- Increased focus and attention on:
 - Informal coaching and mentoring
 - Challenging senior leaders to get active
 - Targeted assignments
 - Identifying key positions and placing the right people there



Reversing the Trend

- Increased focus and attention on:
 - Increased investment in education
 - Undergrads, CPC
 - Creating our own leadership development capacity
 - Home grown options
 - Looking for external partners and providers



Reversing the Trend

- Formal career coach program launched
 - Improving access to assistance
- E-Career Development site developed and launched
 - Providing self directed discovery
- Core competencies
 - Clearly articulated and understood core competencies



Reversing the Trend

- Accountability for assessment and development
 - Increased attention paid to the performance management discussions and content
 - Audits
 - Command Review with each executive member



What we have to do?

- Have a “real” plan
 - We need to identify clear measures of success and chart a path to get there
- Have better discussions
 - Tell people the truth
- Create an ROI expectation
 - When we invest we need members to understand the expectations and obligations



What's next?

- The Good
 - Board buy-in and understanding
 - Board policy on succession planning
 - A clear understanding that succession planning is important.
 - A recognition organization wide of the need for succession planning and the key elements that go with it



What's next?

- What's the plan?
 - The Evolution of Workforce management
 - Broader identification of critical positions
 - Improved assessment tools
 - Better evaluations



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l e a d e r s i n c o m m u n i t y s a f e t y

Questions