

Succession Planning

Vancouver's Experience –
Selection Process for New Chief



Starting Point: Determining Organization's Needs

- Job Description/ Terms of Reference
- Strengths/ weakness of outgoing Chief
- Feedback from stakeholders
- The strategic plan – what skills does it call for?
- Future challenges
- Overall succession plan – caretaker or long-term leader?
- Internal bench strength
- Bottom Line: Best Interests of Organization



Design Process for Desired Outcome



- Vancouver example:
- Strong internal candidates
- Strategic planning; effective relationship with stakeholders – things we wanted to emphasize
- Olympics and beyond – needed long-term continuity (not a short term caretaker)
- Build on strong morale, executive team, communications within department

Key Elements of Vancouver Process

- Selection Committee
 - Included HR Committee
 - Clear terms of Reference
- Search Firm
 - RFP process; interviews
- Process for including stakeholders
 - Identify who: Union? Senior Officers? Civilian staff? City Manager? Councillors? Complaints Commissioner? Solicitor General? Community Policing Reps?



Key Elements of Vancouver Process Cont'd

- Breadth of search
 - internal only? National search? Method of Advertising?
- Criteria for position
 - What qualities, abilities, skills
- How to evaluate candidates
 - Interviews? Presentations? Casual dinner or breakfast meeting?
- Full Board participation
 - When should the full Board become involved?

Some Other Considerations



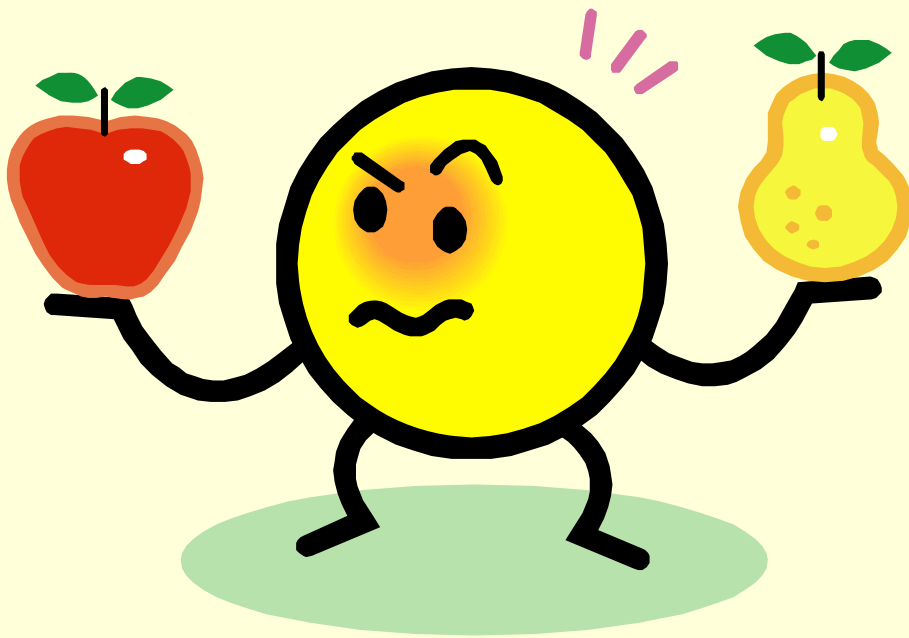
- Ultimate employment relationship
 - Contract?
 - -Employee?
 - -Compensation?
- Logistics
 - – where to meet, interview
- Media relations
 - press releases
 - spokesperson
- Internal candidate sensitivities
 - treatment unsuccessful internal candidates
- Impact on overall succession plan
 - possibility of losing good people
- Role of outgoing Chief
 - Valuable information – dangerous if anoints successor

Working through the Process

- Hard work – a search consultant is a big help
 - Advertising, scheduling interviews, checking references, developing interview questions, booking venues etc.
- Need to have confidence in the process



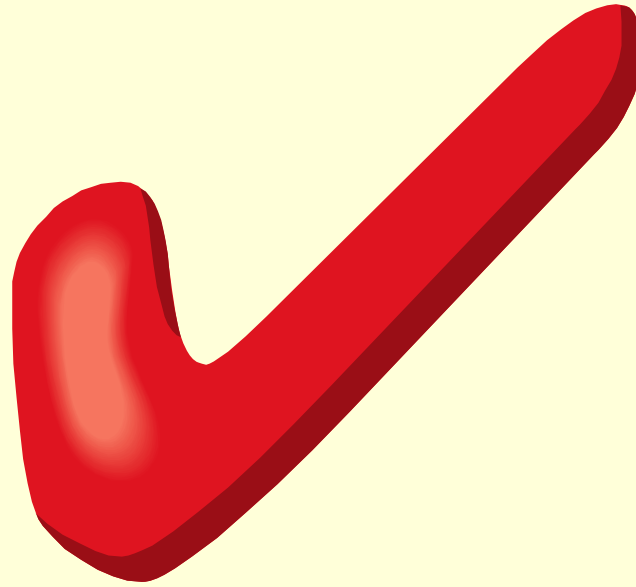
Making the Selection



- Great deal of pressure on the Board to “get it right”
- Important to have open, candid discussion and to feel free to challenge ideas
- Also important to be open-minded
- In the end, even if your preferred candidate is not chosen, you should be able to respect the process and support the outcome

What worked well

- Stakeholder consultations
- Interview with the outgoing Chief
- Identification of department's needs
- Presentations by candidates
- Treatment of unsuccessful candidates
- Final “closed door” discussion to reach decision



Risk Management



- Potential Problems
 - Board members refusing to engage in the process
 - Board members second guessing the Selection Committee's work
 - improper influence of Board members
 - Development of factions within the Department
 - Leaking of information to the media
 - leaking interview questions to candidate

After Selection

- Take earliest opportunity as a Board to sit down with new Chief and executive
- Review strategic planning, goals and objectives, succession planning, major challenges etc.
- Ensure you are all on the same page!



Questions

