

Ottawa Police Service Leadership Development Program

OPS Needs Analysis

Attrition of leaders in the upcoming years

Rapidly shifting demands and expectations of the community and the service

Consultation and benchmarking

A focused set of key leadership attributes that resonate at all levels

Phased multi faceted approach, various modalities and opportunities

Leadership Program Objectives



Develop leadership skills at all levels of the organization



Integrate Leadership Program into all other HR Programs



Strengthen Organizational resiliency and increase capacity



Engage members, improve job satisfaction and retention



Supporting OPSB Strategic Priorities 2024-2027

PRIORITIES FOR 2024-2027

The Board's strategic direction is built on four key pillars, which shape the organization's priorities and actions during the planning period.



Enhancing
Community
Safety



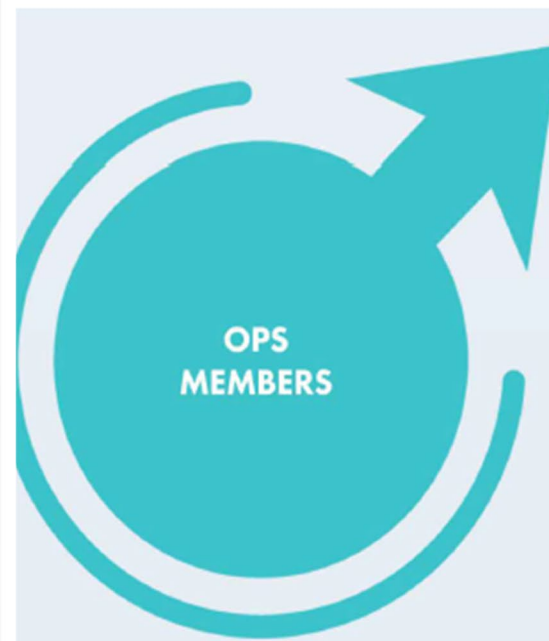
Building Trust
Through Strong
Partnerships



Strengthening
Commitment to
Human Rights
and Inclusion



Advancing and
Supporting a
Resilient,
Thriving
Membership



Key concerns and priorities:

- Workforce management and declining job satisfaction
- Recruitment, retention, and professional development
- Need for a modernized work environment
- Building internal trust and improving communication
- Advancing community policing and meaningful EDI progress



Leadership Levels and Attributes



Building Communication



Enhancing Emotional Intelligence



Leading People



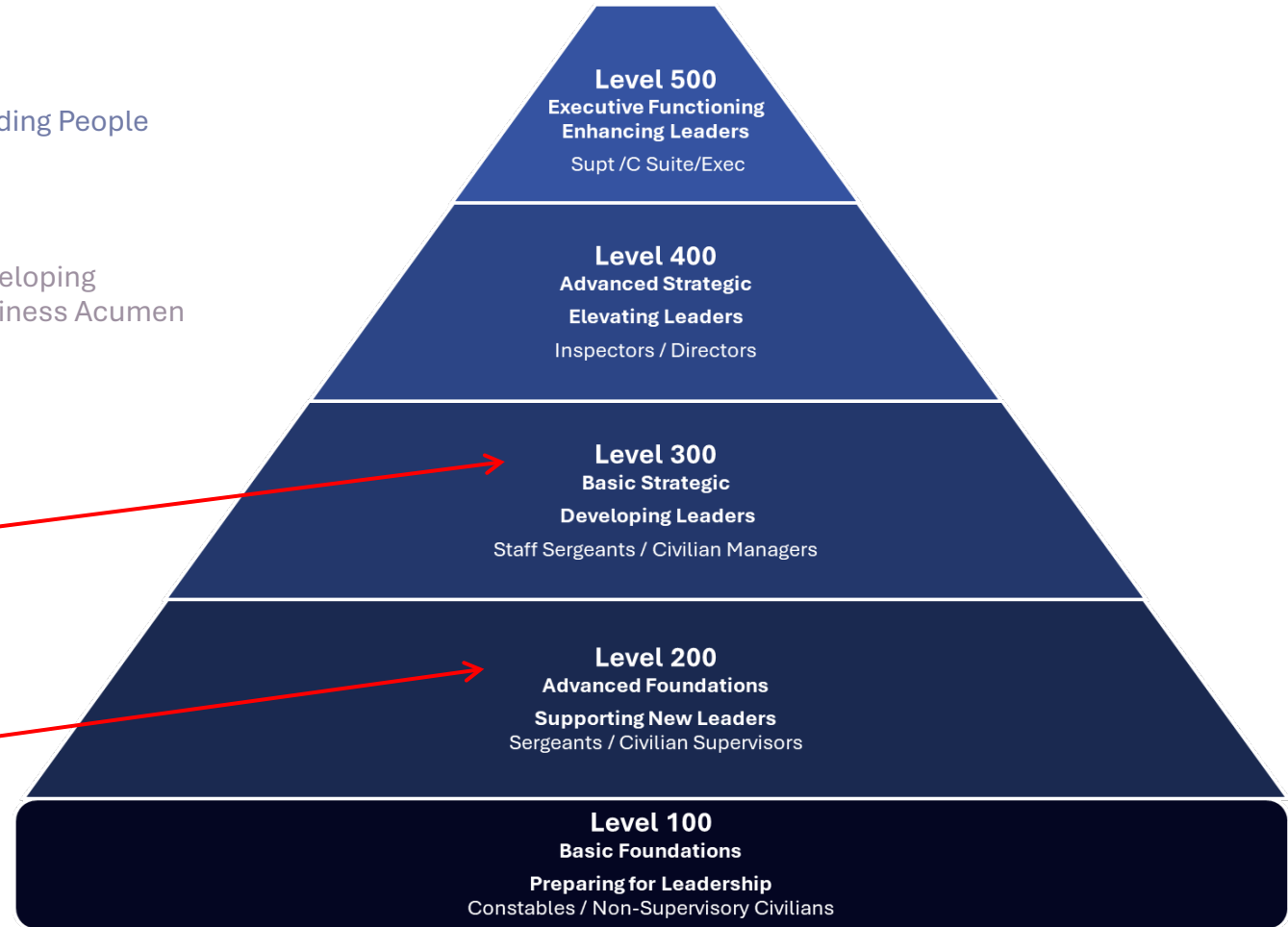
Optimizing Governance



Establishing Direction



Developing Business Acumen



OPS Leadership Journey

Level 400 Inspectors / Directors

- NEW Strategic Leadership Training Program*
- Succession planning
- Executive Coaching
- Workshops/Conferences
- Mentorship Program
- Development Opportunities

Level 500 Superintendents / C-Suite

- Succession planning
- Executive Coaching
- Workshops/Conferences
- Community Engagement
- Mentorship Program
- Development Opportunities

Level 100 Constables / Civilians Non-Supervisory

- SkillSets /CPKN
- Mandatory training
- Mentorship Program
- Career coaching through Performance Management Program

Level 200 Sergeants / Civilian Supervisors

- NEW Supervisor Orientation
- NEW Supervisor Training Program (FLL & Workshop Series)
- SkillSets/CPKN
- Mandatory training
- Mentorship program
- Career coaching through Performance Management Program

Level 300 Staff Sergeants / Managers

- NEW Strategic Leadership Training Program
- NEW 360 and Coaching
- SkillSets /CPKN
- Mentorship program
- Career coaching through Performance Management Program
- Development Opportunities

OPS Leadership Program

**Succession
Management Plan**



**Enhanced
Leadership
Training**

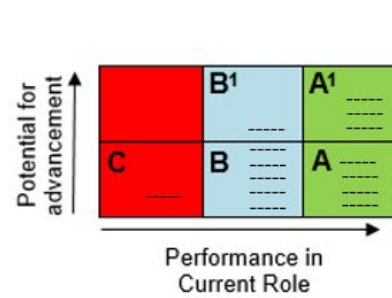
**Leadership Development
*Strategic/Integration***

**Leadership
Development Plan**



**Mandatory Supervisory Training
*Foundational***

Succession Activities & Charting



Succession & Readiness Chart				
	Position A	Position B	Position C	Position C
Retirement Eligibility as of 20XX	1-2 years	5+ years	Now	5+ years
Ready Now	Employee A			
Ready 1-2 Years		Employee B		
Ready 3-5 Years				
Emergency Interim Replacement				Employee C
Comments and Action plans	Strong succession bench	Weak succession bench	No apparent succession. Will likely have to hire externally	No apparent succession. Will likely have to hire externally

- Visualize bench strength and opportunities for development
- Focus on opportunities across areas of the organization
- Strategic planning at this level for transfers and operational learning

Legend

- A1** An **exceptional** performer with **potential and desire** to assume a position of greater leadership and scope
- B1** A **solid** performer with **potential and desire** to assume a position of greater leadership and scope
- A** An **exceptional** performer. They exhibit **excellent** soft skills and leadership competencies. They could step into a more senior role on a temporary basis
- B** A **solid** performer. They are not an exceptional performer, but they know their job, perform it well, and exhibit **good** soft skills and leadership competencies
- C** **Unsustainable** performance and needs to improve. Would not hire them into this role again

Leadership Development Program Timelines

2025

Relaunch Mentorship Program
Secure Leadership approval
Procurement
Developed Comms plan
Performance Management Program training
Updated/delivered (Nov)
L200/L300 Finalize selection process for cohorts
of in person leader training programs
L200 : Initiate first cohort for First Line
Leadership Program (IACP) (Dec)

Q1 2026

Finalize any outstanding procurement
Re-Engage HR program owners for collaboration
L100 : Rebrand Skillsets
L100 : New member orientation
L200: Finalize and run New Supervisor
Orientation session content (L200)
L200: 2nd cohort First Line Leadership Program (
IACP)
L300: 1st cohort of Strategic Leadership Program
(Schulich)
L400/500: Succession planning session

Q2 2026

Launch next mentorship cohort
L200: Delivery of internal new supervisor/leader
training
L300: 360, Readback and Coaching program
L400/500: Succession development plans

Questions?