

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**28 November 2022 / 28 Novembre 2022**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

**Contact Person / Personne ressource:**

**Chief Administrative Officer Blair Dunker / agent administratif principal  
DunkerB@ottawapolice.ca**

**SUBJECT: WORKFORCE MANAGEMENT REPORT – THIRD QUARTER 2022**

**OBJET: GESTION DES EFFECTIFS DU TROISIÈME TRIMESTRE DE 2022**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board receive this report for information.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.**

**BACKGROUND**

Under Section 31(1)(a), the Ottawa Police Services Board (Board) is responsible for the appointment of members to its municipal police force. Additionally, the Board is also responsible for establishing guidelines for dealing with complaints made under Part V of the Police Services Act (PSA), as well as to review and receive regular reports on the Chief of Police's administration of the complaints system under Part V.

Accordingly, the purpose of this report is to:

1. Identify all new members to the Service from September 1 to October 31 to fulfill the Board's obligation to approve all appointments of new members;
2. Provide the Board with an overview, both forecast and actual, of workforce management activities including recruitment progress and attrition that has occurred as of October 31, 2022;

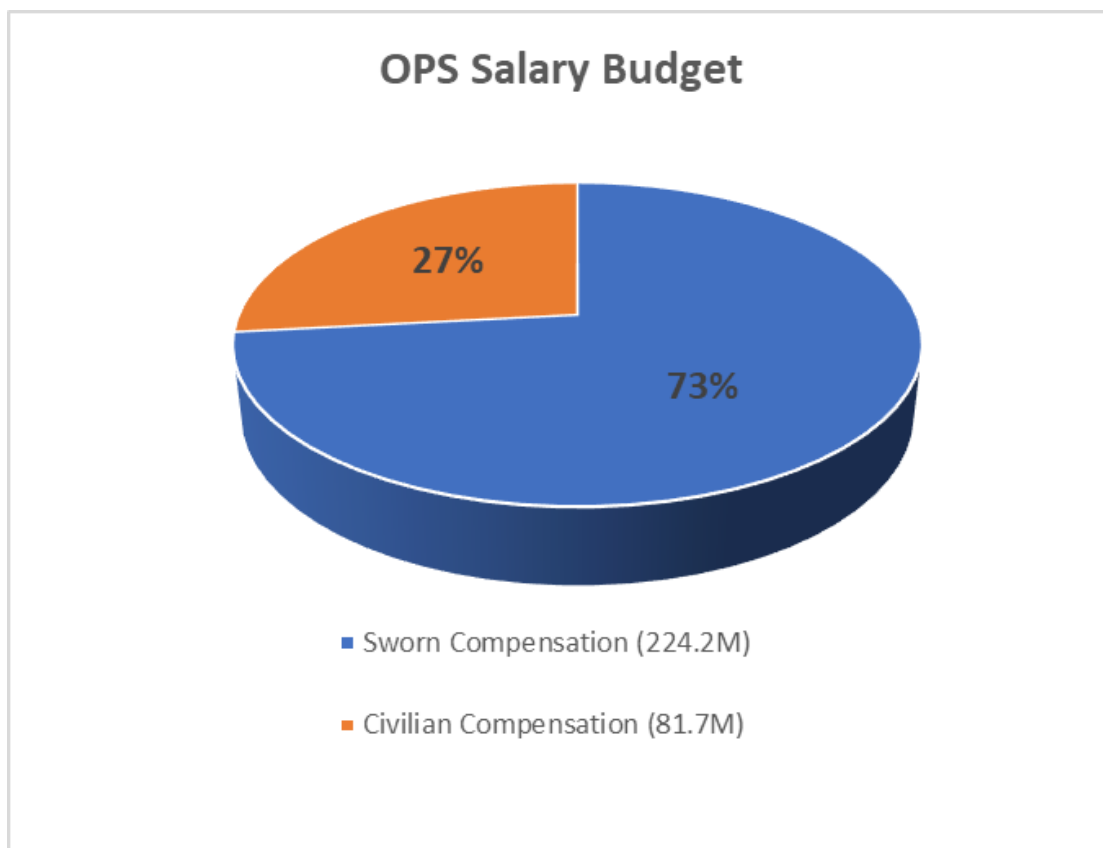
3. Provide the Board with an Executive Summary with respect to 2022 hiring goals and an analysis of workforce management activities year to date; and
4. Provide the Board with an overview of suspended members.

Information provided in this report includes names and ranks of employees as governed by the Municipal Freedom of Information and Protection of Privacy Act.

## DISCUSSION

### Workforce Management Activities

Salaries and wage costs (\$306M) represent approximately 85 percent of the Ottawa Police Service (OPS) operating budget. Hence, workforce management is one the most critical components tracked and monitored:



This section provides an overview of workforce management activities including recruitment progress and attrition that has occurred as of October 31st, 2022.

### Current Workforce

Table 1 below provides details of OPS' sworn and civilian staffing levels as of October 31st, 2022.

Table 1 – Overview of Current Workforce Staffing Levels

| <b>Sworn</b>     |           |                             |                                                  |                         |                       |
|------------------|-----------|-----------------------------|--------------------------------------------------|-------------------------|-----------------------|
| FTE Complement   | Vacancies | Vacancies under Recruitment | Positions Not Staffed due to Members not at Work | Active Sworn Members    | Sworn Turnout Rate    |
| 1474             | 25 (1%)   | 25                          | 199 (14%)                                        | 1250 (85%)              | 85%                   |
| <b>Civilian</b>  |           |                             |                                                  |                         |                       |
| FTE Complement   | Vacancies | Vacancies under Recruitment | Positions Not Staffed due to Members not at Work | Active Civilian Members | Civilian Turnout Rate |
| 635              | 42 (7%)   | 18                          | 25 (4%)                                          | 568 (89%)               | 89%                   |
| <b>TOTAL OPS</b> |           |                             |                                                  |                         |                       |
| FTE Complement   | Vacancies | Vacancies under Recruitment | Members not at work                              | Active OPS Members      | OPS Turnout Rate      |
| 2109             | 67 (3%)   | 42                          | 224 (11%)                                        | 1818 (86%)              | 86%                   |

### Attrition

Table 2 below captures the number of members who left the Service in last two months.

Table 2 – Attrition September 1 to October 31, 2022

| Action      | Sworn – Female | Sworn - Male | Civilian - Female | Civilian - Male | Total |
|-------------|----------------|--------------|-------------------|-----------------|-------|
| Retirement  |                | 1            |                   |                 | 1     |
| Resignation | 1              | 2            | 1                 | 1               | 5     |
| Termination |                |              |                   |                 |       |
| Deceased    |                |              |                   |                 |       |
| Total       | 1              | 3            | 1                 | 1               | 6     |

Forecasted attrition is based on historical averages and current employee demographics. Resignations year to date are higher than forecasted (15). The historical average is 10 per year, and we have experienced 25 in 2022. This can be attributed to multiple factors including members choosing to delay retirement during the height of the pandemic (2020 – 2021), opportunities at other organizations (particularly for members who are eligible for pension income upon leaving the OPS), and personal issues (e.g. family member).

The OPS has adjusted hiring targets in 2022 to meet this increase in attrition.

The number of female and male individuals leaving the organization reflects the female to male ratio of OPS employees – 33 percent of resignations YTD were female members, slightly less than the total female percentage of employees – 36 percent.

Sworn Officer Staffing

### **Forecast of Hiring Requirements - Methodology**

The forecast of sworn officer hiring requirements each year is developed annually based on the estimated number of officers that must be hired to fill both new budgeted positions, and estimated attrition rates.

In developing a hiring plan, five key factors are considered:

1. A new recruit takes nine months, on average, to become deployable;
2. The Ontario Police College (OPC) typically holds three training sessions per year for new recruits; OPS generally sends between 20 and 30 recruits for each class dependent upon on sworn hiring plan targets.
3. OPS has a set number of spots at OPC;
4. An experienced officer from another police service takes one to two months, on average, to become deployable;
5. Retirements tend to occur at the beginning of each new fiscal year; and
6. A complement carry-over of 40 percent of the following year's forecasted retirements is generally needed to ensure that staffing levels do not fall below acceptable service levels (e.g., currently 42 officer shift requirement per the Ottawa Police Association Collective Agreement).

### **2022 Sworn Officer Forecast of Hiring Requirements**

The original 2022 sworn staffing forecast identified a need to hire 80 sworn officers.

The forecast assumed that there would be 40 retirements and 12 resignations in 2022 and provided for a complement carry-over of 20 officers in anticipation of 2023 retirements.

However, in 2022 the service entered the year under complement by 11 officers because of a Board-directed hiring freeze in 2021. Additionally, the

number of actual retirements and resignations has been higher than expected. As such, our 2022 sworn hiring plan has been adjusted to include an additional Direct Entry Class late in the year with 83 officers now anticipated to be hired

| 2022 Sworn Hiring Plan      |          |           |           |             |             |       |
|-----------------------------|----------|-----------|-----------|-------------|-------------|-------|
| Hiring Date                 | Intake   | Q1 Actual | Q2 Actual | Q3 Forecast | Q4 Forecast | Total |
| <b><u>New Recruits</u></b>  |          |           |           |             |             |       |
| April 2022                  | Intake 1 |           | 13        |             |             | 13    |
| August 2022                 | Intake 2 |           |           | 21          |             | 21    |
| December 2022               | Intake 3 |           |           |             | 30          | 30    |
| Total Recruits:             |          |           | 13        | 21          | 30          | 64    |
| <b><u>Exp. Officers</u></b> |          |           |           |             |             |       |
| September 2022              | Intake 1 |           |           | 10          |             | 10    |
| November 2022               | Intake 2 |           |           |             | 9           | 9     |
| Total Experienced Officers: |          |           |           | 10          | 9           | 20    |
| <b>Grand Total:</b>         |          |           | 13        | 31          | 39          | 83    |

Table 3- 2022 Sworn Officer Hiring Plan

### Sworn Outreach & Recruitment Efforts

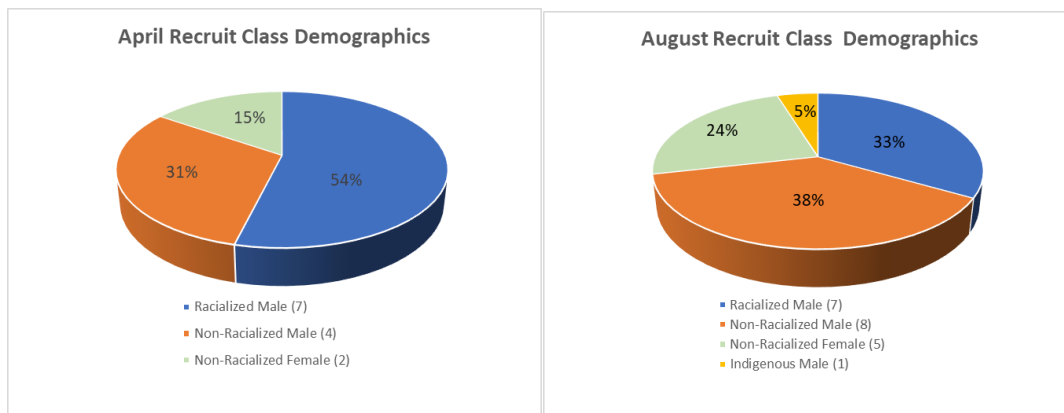
To ensure successful completion of the Sworn Hiring Plan, the Sworn Outreach team was re-established urgently in the spring of 2022 (when the hiring freeze was lifted) with the following strategies which focus on attracting and hiring a more inclusive and diverse workforce:

- Involvement and participation in as many relevant community events as possible to support diversity hiring targets.
- Training with the Neighbourhood Resourcing Teams so officers can speak to and promote recruiting within the communities in which they work.
- Renewed long standing partnerships with community outreach groups.
- Increased activity on OPS Social Media platforms.
- Increased targeted mentoring of female candidates resulting in more candidates becoming successful in the Physical Evaluation Readiness for Police (PREP) phase of the recruitment selection process.
- “Blitz interview” initiatives to screen-in candidates more quickly.

Efforts to date have been successful in terms of recruiting and hiring the number of individuals required to fill sworn officer positions. The sworn recruits hired in April and August are expected to be fully trained and deployable in January 2023 and May 2023 respectively. The experienced officers hired in September and November will be fully trained and deployable in December 2022 and February 2023 respectively.

Regarding recruiting a diverse group of individuals reflective of the communities the OPS serves, there has been success, particularly with new recruits (versus experienced officers). The graphs below provide a demographic (diversity) overview of the recruit classes hired in April and August of this year. The OPS continues to make the recruitment of diverse candidates a priority.

### Demographic Overview of Recruit Classes in 2022



### Q3 Sworn Members New Sworn Members

Document 1 to this report lists the names of the 21 Officers who were recently sworn in during Q3 2022. These 21 Officers are from the April recruit class (13), and the September experienced officers (8) hired from other Police Services.

### Civilian Staffing

#### Overview of Civilian Staffing Activities

OPS began 2022 with 41 permanent civilian vacancies, a 6 percent vacancy rate. This number has fluctuated year-to-date due to additional retirements and resignations, and internal staff movements. Five of the current vacancies are identified as efficiencies (as required by the Efficiency Target established in the 2022 Budget) and will not be staffed moving forward.

As of October 31, 73 vacant civilian positions have been staffed through a combination of external recruiting and internal movement (see Document 2 for list of civilian names of the new civilian permanent hires in Q3 2023). There are currently 14 active competitions underway.

Based on trends year-to-date and organizational requirements, it is expected by year-end 2022, that the service will have staffed over 100 civilian positions, 25 percent more than the historical five-year average.

### **Trends, Challenges and Opportunities re: Workforce Management**

Throughout the year, there have been several factors that have impacted the organization's performance against hiring targets including a low unemployment rate, local competition (other levels of government, Hospitals, Universities, City, and the private sector) and employers across the country are facing a wave of retirements as boomers exit the workforce with some opting to retire earlier than expected.

Although the public sector is less affected by these challenges due to strong compensation packages and job security, the OPS is not immune from the challenges of a labour shortage; it is anticipated that these challenges will continue for the foreseeable future.

Additionally, while applicant interest is strong for sworn and civilian positions, challenges remain in attracting experienced senior leaders (e.g., see table 4) and in attracting information & technology professionals. In addition to our own recruitment efforts, and an efficiency review of recruitment processes, the OPS has employed a recruitment firm to assist in staffing key positions. This partnership has resulted in the staffing of the Senior positions for the Safe Workplace Initiative and the Director Material Management.

### **Senior Officer Civilian Vacancies and Staffing Update**

Table 4 below provides an update of Civilian Senior Officer staffing status and hiring efforts to fill vacant positions as of October 31, 2022

Table 4 – Civilian Senior Officer Position Status

| <b>Senior Officer Civilian Positions Staffed in 2022</b> |                  |                  |
|----------------------------------------------------------|------------------|------------------|
| Title                                                    | Employee         | Staffing Date    |
| Director Employee & Labour Relations                     | Lisa Bianco      | January 10, 2022 |
| Chief Financial Officer                                  | Hollis Zhang     | April 11, 2022   |
| Junior Legal Counsel                                     | Shawn Cleroux    | May 27, 2022     |
| Manager Abilities Management                             | Shauna McCormick | July 7, 2022     |

| Safe Workplace Administrator                                           | Christina Granholm | September 14, 2022     |
|------------------------------------------------------------------------|--------------------|------------------------|
| Director Materiel Management                                           | Ingrid Pederson    | October 17, 2022       |
| Executive Director Safe Workplace                                      | Aquillas Kapend    | October 17, 2022       |
| Safe Workplace Investigator                                            | Janie Larocque     | October 31, 2022       |
| <b>Senior Officer Civilian Positions (Vacant) – Recruitment Update</b> |                    |                        |
| Title                                                                  | Recruitment Update | Expected Staffing Date |
| Director Community Safety & Wellbeing                                  | Under Review       | TBD                    |
| Director Corporate Communications                                      | Posted             | Q1 2023                |
| Director Equity, Diversity & Inclusion                                 | Q4 Posting         | Q1 2023                |
| Director Financial Services                                            | Under Review       | TBD                    |
| Director Human Resources                                               | Posted             | TBD                    |
| Director Recruiting, Learning & Develop                                | Under Review       | TBD                    |
| Director Strategy                                                      | Q3 Posting         | November 3, 2022       |
| Program Mgr. Employee & LR                                             | 2023 Posting       | Q2 2023                |

### **Sworn Officer Suspensions as of October 31, 2022**

As illustrated in Document 2, two suspensions concluded (including one through resignation), and there were no new Suspensions during the reporting period.

- A Chief of Police may suspend an officer with pay if they are suspected or charged with a criminal or provincial offence, or misconduct under the PSA. A Chief of Police may suspend without pay only when an officer is convicted of an offence and sentenced to a term of imprisonment.
- Suspension is an aspect of the Chief's authority to control and administer the police service; "not to punish, but to remove members from duty for reasons

related to the protection of the public and the police service.” It is a risk mitigation tool, to allow time for investigation while mitigating any risks associated to keeping the officer on duty.

- Complaints of Officer Conduct are taken very seriously as a matter of public trust and confidence. We have a rigorous process in place to manage conduct matters, including suspensions. Suspension is reserved for the most serious cases, applying a fixed set of criteria on an incident-by-incident basis, and often in dynamic circumstances.
- **The Suspension Criteria includes a consideration of the following 9 factors:**
  1. Seriousness of the alleged misconduct.
  2. Reliability of the evidence or information known.
  3. Prior discipline record of the officer.
  4. Can adequate conditions or restrictions be put in place to mitigate the need for suspension?
  5. What is the risk to the Public and the Police if the officer is not suspended?
  6. How does this impact the public interest, and public trust and confidence in the OPS?
  7. How does this align with Board and OPS priorities?
  8. Is there a risk of reprisal if the member is not suspended?
  9. Is suspension necessary to maintain the integrity of the investigation?
- Determination of suspension frequently comes down to a balancing act between public and police safety and confidence, and the common law duty of procedural fairness. Suspensions are reviewed on a quarterly basis, and when there is a material change in circumstances that may warrant lifting a suspension.

## **SUPPORTING DOCUMENTATION**

Document 1 – Permanent Civilian Hires between September 1 and October 31, 2022

Document 2 – New Officers sworn in between September 1 and October 31, 2022

Document 3 – 2022 Sworn Officer Suspensions as of October 31, 2022

## **CONCLUSION**

This report provides an overview of the activities that have occurred in the Q3 reporting period to fulfill the goals of the workforce plans. Staff will provide an update on the remaining Q4 activities, the 2023 Sworn Hiring Plan, and the 2023 Civilian Recruitment requirements at the January 2023 Board meeting

**SUPPORTING DOCUMENTS****DOCUMENT 1****2022 Permanent Civilians Hired between September 1 and October 31, 2022**

|    | <b>NAME</b>      | <b>DIRECTORATE</b>   | <b>SECTION</b>                  | <b>PERMANENT POSITION</b>                | <b>START DATE</b>  |
|----|------------------|----------------------|---------------------------------|------------------------------------------|--------------------|
| 1. | Melissa Groulx   | Information Services | Communication Centre            | Police Communicator                      | September 12, 2022 |
| 2. | Nathan Boettcher | Specialized Policing | Court Security                  | Special Constable                        | September 26, 2022 |
| 3. | Sabina Hajizada  | Human Resources      | Professional Development Centre | Learning Experience Designer             | October 3, 2022    |
| 4. | Anita Grace      | Business Performance | Strategy & Communications       | Sr Data Analyst (Equity/Social Identity) | October 17, 2022   |
| 5. | Aquilas Kapend   | Office of the Chief  | Safe Workplace Office           | Executive Director Safe Workplace        | October 17, 2022   |
| 6. | Janie Laroque    | Office of the Chief  | Safe Workplace Office           | Safe Workplace Investigator              | October 31, 2022   |

**DOCUMENT 2****New Officers sworn-in between September 1 and October 31, 2022**

|     | <b>NAME</b>             | <b>SWORN HIRE DATE</b> | <b>SWORN-IN DATE</b> |
|-----|-------------------------|------------------------|----------------------|
| 1.  | Elvis Azzi              | April 11, 2022         | October 18, 2022     |
| 2.  | Gurkaran Bajwa          | April 11, 2022         | October 18, 2022     |
| 3.  | Jay Behl                | April 11, 2022         | October 18, 2022     |
| 4.  | Ashton Bennett          | April 11, 2022         | October 18, 2022     |
| 5.  | Puneet Deol             | April 11, 2022         | October 18, 2022     |
| 6.  | Amy Ferguson            | April 11, 2022         | October 18, 2022     |
| 7.  | Christopher Lalonde     | April 11, 2022         | October 18, 2022     |
| 8.  | Ronald Omara            | April 11, 2022         | October 18, 2022     |
| 9.  | Timofei Pchenitchnikov  | April 11, 2022         | October 18, 2022     |
| 10. | Jerome Rabiha - Stevens | April 11, 2022         | October 18, 2022     |
| 11. | Joshua Seary            | April 11, 2022         | October 18, 2022     |
| 12. | Ruthran Udayakumar      | April 11, 2022         | October 18, 2022     |
| 13. | Abdirahman Younis       | April 11, 2022         | October 18, 2022     |
| 14. | Rainy Del Fabbro        | September 1, 2022      | October 31, 2022     |
| 15. | Julian Golia            | September 1, 2022      | October 31, 2022     |
| 16. | Christopher Miller      | September 1, 2022      | October 31, 2022     |
| 17. | William Ridley          | September 1, 2022      | October 31, 2022     |
| 18. | Christopher Toneguzzi   | September 1, 2022      | October 31, 2022     |
| 19. | Vincent West            | September 1, 2022      | October 31, 2022     |

|     |               |                   |                  |
|-----|---------------|-------------------|------------------|
| 20. | Matthew White | September 1, 2022 | October 31, 2022 |
| 21. | Kevin Young   | September 1, 2022 | October 31, 2022 |

**Document 3****Sworn Officer Suspensions update as October 31st, 2022**

| <b>Last name</b> | <b>First name</b> | <b>Police Rank</b> | <b>Directorate</b> | <b>Start Date</b> | <b>Status as of October 31, 2022</b>                               |
|------------------|-------------------|--------------------|--------------------|-------------------|--------------------------------------------------------------------|
| Benloss          | Kevin             | Constable          | Frontline Policing | 2020.09.03        | Remains suspended                                                  |
| El-Badry         | Haidar            | Constable          | Frontline Policing | 2021-06-24        | Remains suspended                                                  |
| Grus             | Helen             | Constable          | Investigations     | 2022.02.04        | Suspension concluded October 20, 2022.                             |
| Jutasi           | Leslie            | Sergeant           | Information        | 2022.06.21        | Remains suspended;<br>Resigned Oct 31, 2022. Suspension Concluded. |
| Hinterberger     | Will              | Staff Sergeant     | Frontline Policing | 2019.09.13        | Remains suspended                                                  |
| Patterson        | Mark              | Superintendent     | Intelligence       | 2022.06.15        | Remains suspended                                                  |