

**Report to / Rapport au:**

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

**27 February 2023 / 27 février 2023**

**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 Deputy Chief Steve Bell / agent administratif principal  
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**SUBJECT: WORKFORCE MANAGEMENT REPORT – FOURTH QUARTER 2022**

**OBJET: GESTION DES EFFECTIFS DU QUATRIÈME TRIMESTRE 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**

Section 31(1)(c) of the Police Services Act (PSA) states, that a board shall establish policies for the effective management of the police force. Board Policy CR-7 Workforce Management provides direction regarding managing the workforce within the Ottawa Police Service (OPS). The policy requires that the Chief of Police provide a quarterly report on workforce management.

Furthermore, under Section 31(1)(a), of the PSA the Board is responsible for the appointment of members to its municipal police force. The Board is also responsible for establishing guidelines for dealing with complaints made under Part V of the 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:

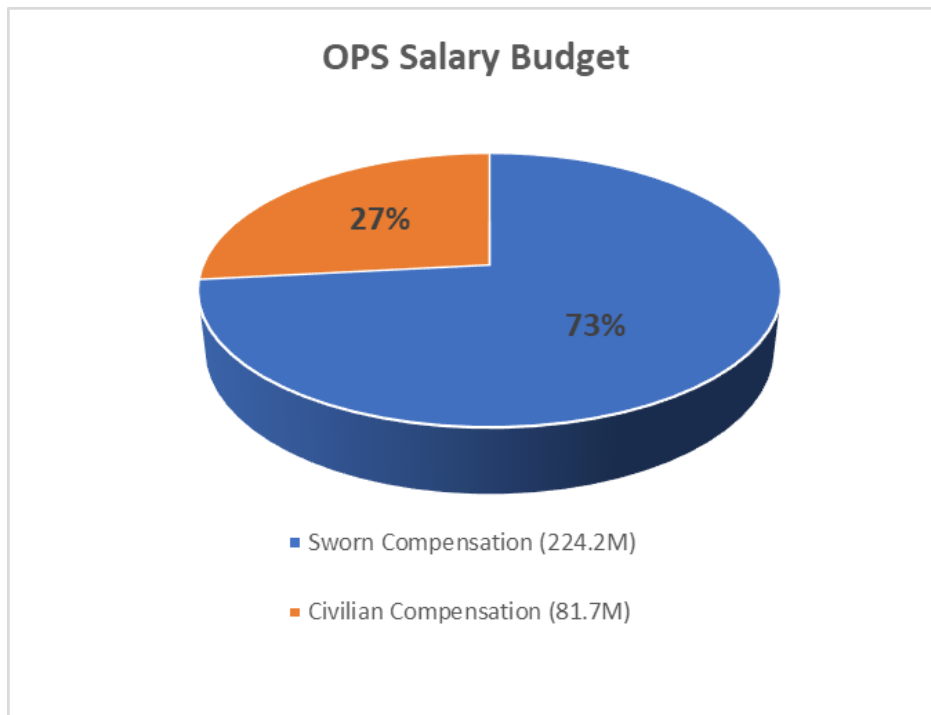
1. Identify all new members to the Service from November 1st to December 31<sup>st</sup>, 2022, in order to fulfill the Board's obligation to approve all appointments of new members;
2. Provide the Board with an overview, both forecast and actual, of workforce management activities including recruitment progress and attrition that has occurred throughout 2022;
3. Provide the Board with an Executive Summary with respect to 2023 hiring goals and an analysis of workforce management activities for the year; and
4. Provide the Board with an overview of suspended members pursuant to Part V.

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 (\$332M) represent approximately 83% of the 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 December 31, 2022.

### Current Workforce

Table 1 below provides details of OPS' sworn and civilian staffing levels as of December 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	5 (1%)	5	168 (11%)	1301 (88%)	88%
<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	51 (7%)	36	24 (4%)	568 (88%)	88%
<b>TOTAL OPS</b>					
FTE Complement	Vacancies	Vacancies under Recruitment	Members not at work	Active OPS Members	OPS Turnout Rate
2109	56 (3%)	41	192 (11%)	1869 (88%)	88%

### Attrition

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

Table 2 – Attrition November 1<sup>st</sup> to December 31<sup>st</sup>, 2022

Action	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement	1	2			3
Resignation		5	2		7
Termination					
Deceased		1			1

Total	1	3	2	0	11
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Forecasted attrition is based on historical averages and current employee demographics. Resignations in 2022 were higher than forecasted with 40 members resigning (27 Sworn / 13 Civilians). The historical average is 10 Sworn and 5 Civilians per year for a total of 15. This increase 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 considerations (e.g., family member). The resolution of Labour Relations issues also directly resulted in eight resignations.

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

The number of female and male individuals leaving the organization reflects the female to male ratio of OPS employees - 35% of resignations YTD were female members, slightly less than the total female percentage of employees – 36%.

Sworn Officer Staffing

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

The forecast of sworn officer hiring requirements 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 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% 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. This, was in addition to smaller than expected recruit classes, and a higher than forecasted number of actual retirements and resignations. As such, our 2022 sworn hiring plan was adjusted to include an additional Direct Entry Class late in the year resulting in 77 officers hired for the year.

### 2022 Sworn Officer Hiring Plan.

**Table 3 - 2022 Sworn Officer Hiring Plan**

2022 Sworn Hiring Plan						
Hiring Date	Intake	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Total
<b><u>New Recruits</u></b>						
April 2022	Intake 1		13			<b>13</b>
August 2022	Intake 2			21		<b>21</b>
December 2022	Intake 3				24	<b>24</b>
Total Recruits:			<b>13</b>	<b>21</b>	<b>24</b>	<b>58</b>
<b><u>Exp. Officers</u></b>						
September 2022	Intake 1			10		<b>10</b>
November 2022	Intake 2				9	<b>9</b>
Total Experienced Officers:				<b>10</b>	<b>10</b>	<b>19</b>
<b>Grand Total:</b>			<b>13</b>	<b>31</b>	<b>33</b>	<b>77</b>

### Sworn Outreach & Recruitment Efforts

To support the completion of the Sworn Hiring Plan, the Sworn Outreach team was re-established in the Spring of 2022 (when the hiring freeze was lifted). The following strategies were employed to focus on attracting and hiring a more inclusive and diverse workforce:

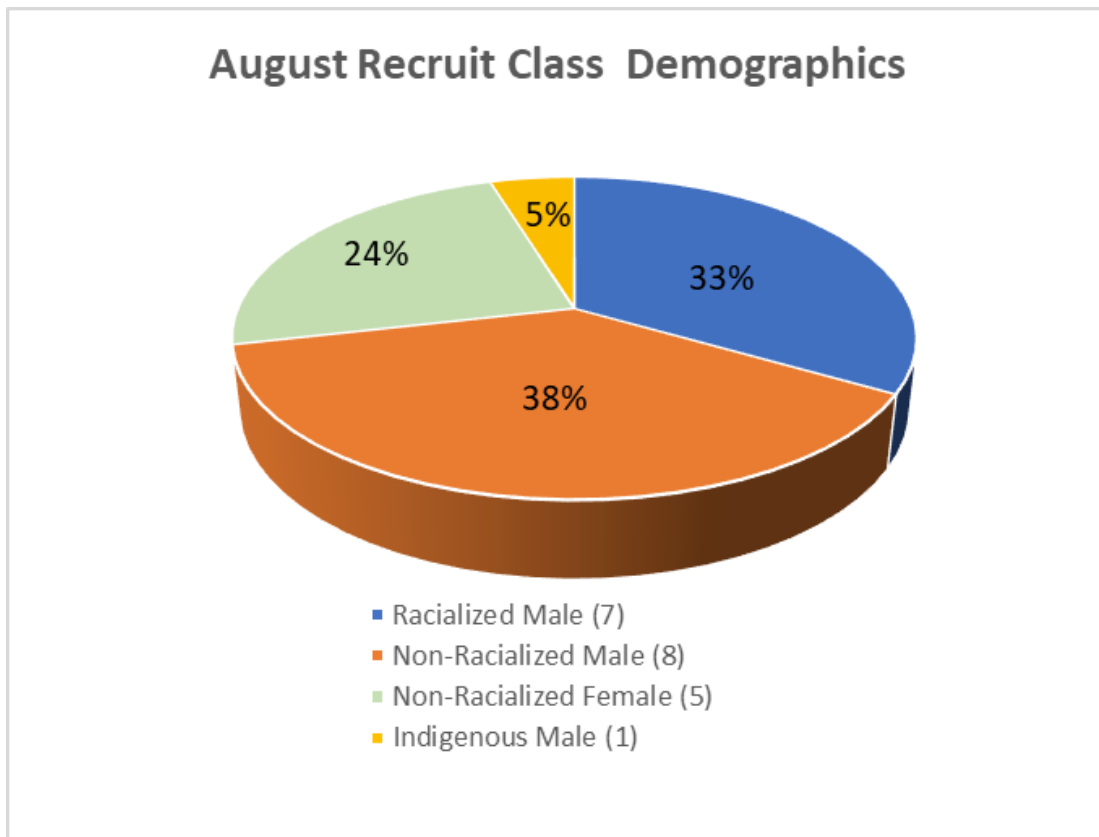
- Involvement and participation in as many relevant community events as possible to support hiring targets that are representative of the communities the OPS serves.
- Training with the Neighbourhood Resourcing Teams so officers can speak to and promote recruiting within the communities in which they 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.

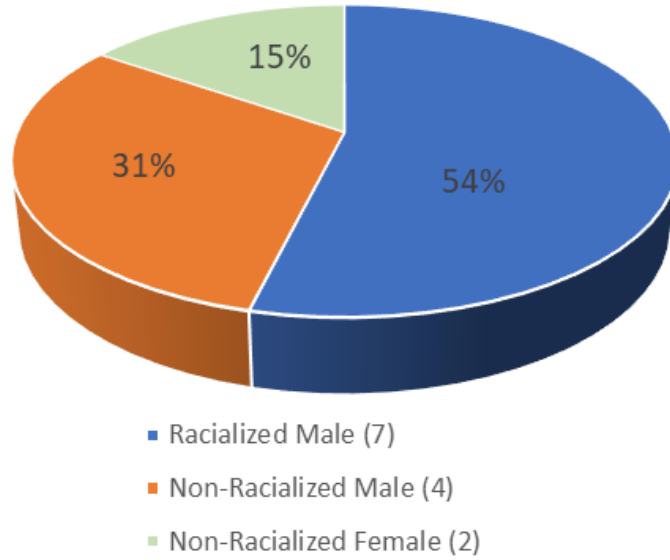
The sworn recruits hired in April, August, and December are expected to be fully trained and deployable in January 2023, May 2023, and August 2023 respectively. The experienced officers hired in September and November will be fully trained and deployable in December 2022 and February 2023 respectively.

Regarding the recruitment of candidates that are reflective of the communities the OPS serves, there has been success, particularly with new recruits. The graphs below provide a demographic overview of the recruit classes hired in April, August, and December of this year.

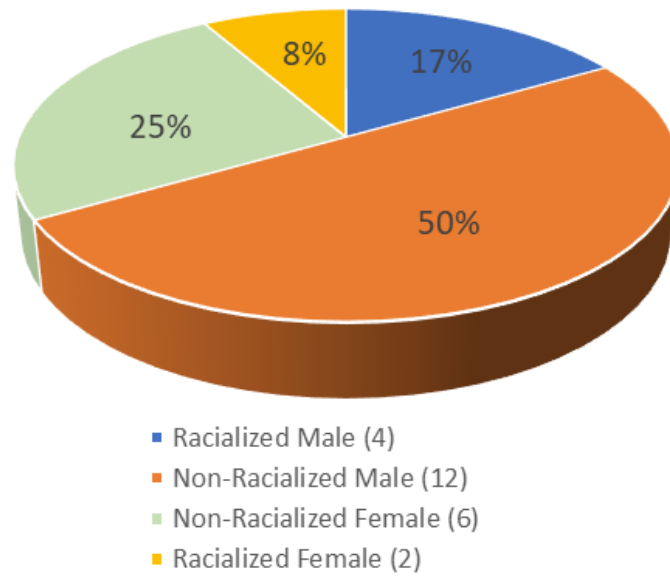
### Demographic Overview of Recruit Classes in 2022



### April Recruit Class Demographics



### December Recruit Class Demographics



## Q4 New Sworn Members

Document 1, attached to this report, lists the names of the 10 Officers who were recently sworn in between November 1<sup>st</sup>, 2022, and December 31<sup>st</sup>, 2022. These 10 Officers are from the two (2) fall Experienced Officer classes hired from other Police Services.

## 2023 Sworn Officer Forecast of Hiring Requirements

The 2023 sworn staffing forecast identifies a need to hire 107 sworn officers.

The forecast assumes that there would be 40 retirements and 20 resignations in 2023 and provides for a complement carry-over of 20 officers in anticipation of 2024 retirements. 20 growth positions anticipated from the 2023 OPS Budget have also been included as part of the 2023 Sworn Hiring Plan. Staff will monitor attrition and other factors which may impact actual 2023 hiring requirements and adjust the hiring plan throughout 2023 if required.

## 2023 Sworn Officer Hiring Plan.

**Table 4 - 2023 Sworn Officer Hiring Plan**

2023 Sworn Hiring Plan						
Hiring Date	Intake	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Total
<b><u>New Recruits</u></b>						
April 2023	Intake 1		<u>24</u>			<b>24</b>
August 2023	Intake 2			<u>36</u>		<b>36</b>
December 2023	Intake 3				<u>36</u>	<b>36</b>
Total Recruits:			<b>24</b>	<b>36</b>	<b>36</b>	<b>96</b>
<b><u>Exp. Officers</u></b>						
September 2023	Intake 1			<u>11</u>		<b>11</b>
Total Experienced Officers:				<b>11</b>		<b>11</b>
<b>Grand Total:</b>			<b>24</b>	<b>47</b>	<b>36</b>	<b>107</b>

## Civilian Staffing

### Overview of Civilian Staffing Activities

OPS began 2022 with 41 permanent civilian vacancies, a 6% 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 December 31<sup>st</sup>, 79 vacant civilian positions have been staffed through a combination of external recruiting and internal movement (see Document 2 for list of names of the new civilian permanent hires between November 1<sup>st</sup>, 2022, and December 31<sup>st</sup>, 2022). There are currently 13 active competitions underway.

Based on trends year-to-date and organizational requirements, it is expected many of the competitions currently in progress and internal staffing movements will result in the staffing of 20 vacancies during the first quarter of 2023.

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

Throughout the year, there were several factors that 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 facing a wave of retirements as individuals 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 to 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 5) 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 Office and the Director Material Management.

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

Table 5 below provides an update of Civilian Senior Officer staffing status and hiring efforts to fill vacant positions as of December 31, 2022.

**Table 5 – 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
Director Strategy	Cameron Hopgood	November 3, 2022
Executive Director Safe Workplace	Aquilas 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	Posted	Q1 2023
Director Financial Services	Under Review	TBD
Director Human Resources	Under Review	TBD
Director Recruiting, Learning & Develop	Under Review	TBD
Manager Talent Development & Performance Management	Posted	Q1 2023
Program Mgr. Employee & LR	2023 Posting	Q2 2023

## Sworn Officer Suspensions as of December 31<sup>st</sup>, 2022

As illustrated in Document 2, there was one new suspension which began and concluded within 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 *Police Services Act*. 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 – New Officers sworn in between November 1 and December 31, 2022

Document 2 – Permanent Civilian Hires between November 1 and December 31, 2022

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

### **CONCLUSION**

This report provides an overview of the activities that have occurred in the Q4 reporting period to fulfill the goals of the 2022 workforce plans and introduces the 2023 sworn hiring plan. Update has also been provided respecting civilian staffing recruitment activities and sworn officer suspensions. Staff will report on our Q1 2023 workforce activities at the general meeting of the Board in April 2023.

**SUPPORTING DOCUMENTS****DOCUMENT 1****New Officers sworn-in between November 1<sup>st</sup> and December 31<sup>st</sup>, 2022**

	<b>NAME</b>	<b>SWORN HIRE DATE</b>	<b>SWORN-IN DATE</b>
1.	Brett Jackson	September 1, 2022	November 3, 2022
2.	Cory Grant	September 1, 2022	November 9, 2022
3.	Trevor Bristow	November 17, 2022	December 16, 2022
4.	Zoe Brown	November 17, 2022	December 16, 2022
5.	Christopher Hart	November 17, 2022	December 16, 2022
6.	Daniel Herrera Silva	November 17, 2022	December 16, 2022
7.	Paul Labao	November 17, 2022	December 16, 2022
8.	Dylan McDonald	November 17, 2022	December 16, 2022
9.	Marie Nissan	November 17, 2022	December 16, 2022
10.	Eric Stewart	November 17, 2022	December 16, 2022

**DOCUMENT 2****2022 Permanent Civilians Hired between November 1<sup>st</sup> and December 31<sup>st</sup>, 2022**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>START DATE</b>
1.	Gayathri Ganesan	Strategy & Communication	Business Performance	Sr Geospatial Specialist	November 1, 2022
2.	Dominique Alarie	Information Services	Communication Centre	Police Communicator	November 7, 2022
3.	Helene Hovis	Information Services	Communication Centre	Police Communicator	November 7, 2022
4.	Kreshpa Erisa	Information & Tech. Services	Portfolio Mgmt Office	Sr ITS Business Analyst	November 14, 2022
5.	Jeff Alves	Financial Services	Financial Planning	Sr Financial Analyst	November 21, 2022

**Document 3****Sworn Officer Suspensions update as December 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<sup>st</sup>, 2022</b>
Benloss	Kevin	Constable	Frontline Policing	2020.09.03	Remains suspended
El-Badry	Haidar	Constable	Frontline Policing	2021-06-24	Remains suspended
Hinterberger	Will	Staff Sergeant	Frontline Policing	2019.09.13	Remains suspended
Patterson	Mark	Superintendent	Intelligence	2022.06.15	Remains suspended
Shields	Jordon	Constable	Information	2022.11.15	Suspension concluded December 14 <sup>th</sup> , 2022