

Report to / Rapport au:

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

26 June 2023 / 26 juin 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
Bells@ottawapolice.ca**

SUBJECT: WORKFORCE MANAGEMENT REPORT – FIRST QUARTER 2023

**OBJET: RAPPORT SUR LA GESTION DES EFFECTIFS – PREMIER
TRIMESTRE DE 2023**

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; Ottawa Police Services Board (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 service. The Board is also responsible for establishing guidelines for dealing with complaints made under Part V of the PSA, as well as reviewing and receiving regular reports on the Chief of Police's administration of the complaints system under Part V.

Accordingly, and in alignment with those requirements noted, this report:

1. Identifies all new members to the Service from January 1 to March 31, 2023, in order to fulfill the Board's obligation to approve all appointments of new members;
2. Provides the Board with an overview of workforce management activities that have occurred throughout 2023;
3. Provides the Board with an Executive Summary with respect to 2023 hiring and workforce management goals for the year; and
4. Provides 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

Salaries and wages (\$332M) are a significant line item in the OPS Budget, representing approximately 83 percent of the total operating budget. For this reason, and given that staffing levels directly impact operations, it is critical to monitor and report on workforce management data and activities on a regular basis.

This section provides an overview of the current state of the OPS workforce as well as workforce management activities. Information herein includes that on recruitment progress, and attrition that has occurred as of March 31, 2023.

Current Workforce Staffing Levels

Table 1 below provides details on OPS' sworn and civilian staffing levels as of March 31st, 2023. The table compares authorized Full Time Equivalents (FTEs) to the number of active members.

Table 1 – Overview of Current Workforce Staffing Levels

Sworn					
FTE Authorized	FTE Actual	Variance (Authorized-Actual)	Positions Not Staffed due to long term absences	Active Sworn Members	Sworn Active Rate
1,493	1,493	0	133	1,360	91.1%

Civilian					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
628	617	11	44	573	92.9%
TOTAL OPS					
FTE Authorized	FTE Actual	Current Variance	Positions Not Staffed due to long term absences	Total Active Members	Total Active Rate
2,121	2,110	11	177	1,933	91.6%

Workforce Attrition

Table 2 below captures the number of members who left the Service in the first quarter of 2023. Data is broken down based on whether the member was sworn or civilian, as well as based on gender.

Data indicates that resignations and retirements are back to levels seen historically, after a higher-than-normal number of resignations and retirements in 2022. In fact, in Q1 2023 there were a total of 22 retirements and seven resignations, with only three of these resignations being sworn members.

Table 2 – Attrition January 1 to March 31, 2023

Action	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement	5	9	4	4	22
Resignation		3	2	2	7
Deceased			1		1
Total	5	12	7	6	30

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 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 (OPA) Collective Agreement).

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 will be 40 retirements and 20 resignations in 2023 and provides for a complement carry-over of 20 officers in anticipation of 2024 retirements. Twenty 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 that 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 Forecast	Q2	Q3	Q4	Total
New Recruits						

Apr-23	Intake 1		24			24
Aug-23	Intake 2			36		36
Dec-23	Intake 3				36	36
Total Recruits:			24	36	36	96
Exp. Officers						
Sep-23	Intake 1			11		11
Total Experienced Officers:				11		11
Grand Total:			24	47	36	107

Please note that the Ministry of the Solicitor General has added a fourth intake for Basic Constable Training and the Ontario Police College. The OPS has requested 40 seats for this intake and 40 seats for the following intake. The OPS will receive confirmation on allotted slots for the next two intakes in the coming weeks and will report on this in the Q2 2023 Workforce Management Report.

Civilian Staffing

Overview of Civilian Staffing Activities

The OPS began 2023 with 51 permanent civilian vacancies, representing an 8 percent vacancy rate. This number has fluctuated since this time 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. Another 13 vacancies are comprised of positions under review which will result in their repurposing.

As of March 31, 25 vacant civilian positions have been staffed through a combination of external recruiting and internal movement (see Document 2 for a list of names of the new civilian permanent hires between January 1, 2023, and March 31, 2023). There are currently 31 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 40 vacancies during the second quarter of 2023.

Workforce Management Trends, Challenges and Opportunities

There were several factors that continued to impact 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 from the challenges of a labour shortage; however, the slowdown in the economy has lessened these challenges YTD from what the OPS experienced in 2022.

Senior Officer Civilian Vacancies and Staffing Update

Table 5 below provides an update on the Civilian Senior Officer staffing status and hiring efforts to fill vacant positions as of March 31, 2023. Two positions were filled in Q1 of 2023.

Table 5 – Civilian Senior Officer Position Status

Senior Officer Civilian Positions Staffed in 2023		
Title	Employee	Staffing Date
Director Community Safety & Wellbeing	Abid Jan	March 20, 2023
Manager Talent Development & Performance Management	Natasha Mitchell	March 31, 2023
Senior Officer Civilian Positions (Vacant) – Recruitment Update		
Title	Recruitment Update	Expected Staffing Date
Chief Financial Officer	Pre-Posting Activities	Q3 2023
Director Corporate Communications	Under Review	TBD
Director Financial Services	Pre-Posting Activities	Q3 2023

Director Human Resources	Under Review	TBD
Director Recruiting, Learning & Develop	Under Review	TBD
Director, Equity, Diversity and Inclusion	Posted	Q2 2023
Program Mgr, Employee and LR	Posted	Q2 2023

Sworn Officer Suspensions as of March 31, 2023

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 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 nine 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 January 1 and March 31, 2023

Document 2 – Permanent Civilian Hires between January 1 and March 31, 2023

Document 3 – 2022 Sworn Officer Suspensions as of March 31, 2023

CONCLUSION

This report provides an overview of the activities that have occurred in the Q1 2023 reporting period to fulfill Board requirements. An update has also been provided respecting civilian staffing recruitment activities and sworn officer suspensions. Staff will report on our Q2 2023 workforce activities at the general meeting of the Board in September 2023.

DOCUMENT 1

New Officers sworn-in between January 1 and March 31, 2023

NAME	SWORN HIRE DATE	SWORN-IN DATE
Nicole BRADFORD	11-Aug-22	1-Feb-23
Abdulkadir ABDULKADIR	11-Aug-22	1-Feb-23
Omar VANWELZENIS	11-Aug-22	1-Feb-23
Callum BOYD	11-Aug-22	1-Feb-23
Jessica RYBAK	11-Aug-22	1-Feb-23
Priyank UPADHYAYA	11-Aug-22	1-Feb-23
Terrence BURNS	11-Aug-22	1-Feb-23
Lucas SANTOS DE MELO	11-Aug-22	1-Feb-23
Keenan COOPER	11-Aug-22	1-Feb-23
Michael FEKKES	11-Aug-22	1-Feb-23
James GOUGEON	11-Aug-22	1-Feb-23
Alexander MIHAILOV	11-Aug-22	1-Feb-23
Bassam ISSA	11-Aug-22	1-Feb-23
Crystal MCLAREN	11-Aug-22	1-Feb-23
Cody RISSLER	11-Aug-22	1-Feb-23
Janet OATTES	11-Aug-22	1-Feb-23
Benoit JOLY	11-Aug-22	1-Feb-23
Amanda BURCHERT	11-Aug-22	1-Feb-23
Thomas ILL	11-Aug-22	1-Feb-23
Ryan DeVILLE	11-Aug-22	1-Feb-23

Nandy JOSEPH	11-Aug-22	1-Feb-23
--------------	-----------	----------

DOCUMENT 2

2022 Permanent Civilians Hired between January 1 and March 31, 2023

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Gosia Niesluchowska	Human Resources	Civilian Staffing & Career Management	Civilian Staffing Specialist	January 3, 2023
2.	Jonathan Hamilton	Specialized Policing	Court Security & Temporary Custody	Special Constable	February 1, 2023
3.	Sebastian Simonetti	Specialized Policing	Court Security & Temporary Custody	Special Constable	February 1, 2023
4.	Andre Desroches	Information	Communication Centre	Police Communicator	February 6, 2023
5.	Janick Shank	Information	Communication Centre	Police Communicator	February 6, 2023
6.	Richy-Raymond Seto	Financial Services	Facilities	Project Manager Capital Projects	February 13, 2023
7.	Emma Larson	Human Resources	Abilities Management	Return to Work Specialist	February 27, 2023
8.	Abid Jan	Neighbourhood Policing	Community Safety & Wellbeing	Director Community Safety & Wellbeing	March 20, 2023

Document 3

Q1 2023 Sworn Officer Suspensions

Last name	First name	Police Rank	Directorate	Start Date	Changes in Q1 2023
Hinterberger	Will	Staff Sergeant	Frontline Policing Directorate	September 13, 2019	Officer resigned on March 21, 2023
Benloss	Kevin	Constable	Frontline Policing Directorate	September 3, 2020	Suspension revoked on March 23, 2023
El-Badry	Haidar	Constable	Frontline Policing Directorate	June 24, 2021	
Patterson	Mark	Superintendent	Investigations Directorate	June 15, 2022	