

Report to / Rapport au:

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

25 September 2023 / 25 septembre 2023

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

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SUBJECT: WORKFORCE MANAGEMENT REPORT – SECOND QUARTER 2023

OBJET: GESTION DES EFFECTIFS DU DEUXIEME TRIMESTRE 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.**

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 April 1st to June 30th, 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 June 30th, 2023.

Current Workforce Staffing Levels

Table 1 below provides details on OPS' sworn and civilian staffing levels as of June 30th, 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	1,470	23	130	1,340	91.2%

Civilian					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
628	614	14	40	574	93.5%
TOTAL OPS					
FTE Authorized	FTE Actual	Current Variance	Positions Not Staffed due to long term absences	Total Active Members	Total Active Rate
2,121	2,084	37	170	1,914	91.8%

Workforce Attrition

Table 2 below captures the number of members who left the Service in the second 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.

Table 2 – Attrition April 1st to June 30th, 2023

	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement	2	5	6	2	15
Resignation	2	7	1	1	11
Deceased		1			1
Total	4	13	7	3	27

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. They are expanding to 4 classes for 2024.
3. OPS has a set number of spots at OPC, currently it is 31.
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. The retirement and resignation numbers are as projected so far in 2023. We will adjust the December class up or down based on the actuals we see in the fourth quarter.

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 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Total
New Recruits						
Mar-23	Intake 1	25				25

Jul-23	Intake 2			23		23
Oct-23	Intake 3				31	31
Total Recruits:		25		23	31	79
Exp. Officers						
Dec-23	Intake 1				12	12
Total Experienced Officers:						12
Grand Total:		25		23	43	91

To note, the OPC set the class seat number for the OPS at 31, which was unexpected, and further reduced our 2nd class to 23. As a result, we project our hiring number for 2023 to be 91 by year end, 16 short of our original plan. The limitation to our hiring is the result of the shortage of seats provided by OPC and not our internal ability to hire. We will continue to speak with the OPC regarding our seat allotment going forward and will make all efforts to obtain additional seats.

The OPS had requested 40 seats for its 2nd class and 40 for its 3rd class of 2023.

In 2024 there will be four intakes, however, the OPS has not received the schedule of seat allotment.

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 positions under review which will result in their repurposing.

As of June 30, 55 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 April 1, 2023, and June 30, 2023). There are currently 28 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 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 June 30th, 2023. Three positions were filled in Q2 of 2023.

Table 5 – Civilian Senior Officer Position Status

Senior Officer Civilian Positions Staffed in 2023		
Title	Employee	Staffing Date
Program Manager Employee & Labour Relations	Mike Kemberhouse	April 17, 2023
Chief Human Resources Officer	Lisa Bianco	May 11, 2023
Director Equity, Div & Inclusion	Paola Jani	May 15, 2023
Senior Officer Civilian Positions (Vacant) – Recruitment Update		
Title	Recruitment Update	Expected Staffing Date
Chief Financial Officer	Active Competition	Q4 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
Safe Workplace Mediator	Under Review	TBD

Sworn Officer Suspensions as of June 30th, 2023.

As illustrated in Document 2, there are two active suspensions with no new ones in Q2.

- 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 April 1st and June 30th, 2023.

Document 2 – Permanent Civilian Hires between April 1st and June 30th, 2023.

Document 3 – 2022 Sworn Officer Suspensions as of June 30th, 2023

CONCLUSION

This report provides an overview of the activities that have occurred in the Q2 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 Q3 2023 workforce activities at the general meeting of the Board in November 2023.

DOCUMENT 1

New Officers sworn-in between April 1st and June 30th, 2023.

NAME	SWORN HIRE DATE	SWORN-IN DATE
Jessika BOLDUC	December 1st, 2022	June 7th, 2023
Bradley ROSS	December 1st, 2022	June 7th, 2023
Adalaine ABDELAAL	December 1st, 2022	June 7th, 2023
David RAWES	December 1st, 2022	June 7th, 2023
Mitchell HOPKINS	December 1st, 2022	June 7th, 2023
Jason MELCER	December 1st, 2022	June 7th, 2023
Kathleen HOLT	December 1st, 2022	June 7th, 2023
Celina ARLOTTA	December 1st, 2022	June 7th, 2023
Christian LAROCQUE	December 1st, 2022	June 7th, 2023
Mitchell LEWINSON	December 1st, 2022	June 7th, 2023

Emily VALLADARES-CLEROUX	December 1st, 2022	June 7th, 2023
Darren TRAFFORD	December 1st, 2022	June 7th, 2023
Samuel DOUCETTE	December 1st, 2022	June 7th, 2023
Kyle HOGAN	December 1st, 2022	June 7th, 2023
Kevin DUTREVIL	December 1st, 2022	June 7th, 2023
David DOERKSEN	December 1st, 2022	June 7th, 2023
Blake OTTERSON	December 1st, 2022	June 7th, 2023
Omer YOUSEF	December 1st, 2022	June 7th, 2023
Brent O'BYRNE	December 1st, 2022	June 7th, 2023
Sarah GARTLAND	December 1st, 2022	June 7th, 2023
Troy CLARKE	December 1st, 2022	June 7th, 2023
Victoria HANNIMAN	December 1st, 2022	June 7th, 2023

DOCUMENT 2

2022 Permanent Civilians Hired between April 1st and June 30th, 2023

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Sandra Kowalczyk	Human Resources	Civilian Staffing & Career Management	Civilian Staffing Specialist	April 7, 2023
2.	Devan Kealey	Specialized Policing	Central Cellblock	Special Constable	April 12, 2023
3.	Mike Kemberhouse	Human Resources	Employee & Labour Relations	Program Mgr, Employee & Labour Relations	April 17, 2023

4.	Tracy MacMillan	Information & Technology Services	CPIC Operations	CPIC Operator	April 27, 2023
5.	Paola Jani	Respect Values & Inclusion	Equity, Diversity & Inclusion (EDI)	Director EDI	May 15, 2023
6.	Shondra McLean	Information & Technology Services	Office of the Chief Information Officer	Administrative Assistant	May 19, 2023
7.	Mandinder Dhaliwal	Respect Values & Inclusion	Office of the Superintendent	Administrative Assistant	May 19, 2023
8.	Simone Bell	Investigations	Victim Support	Human Trafficking Support Specialist	June 5, 2023
9.	Nadine Lambie-Benjamin	Financial Services	Security Operations	Parking Coordinator	June 5, 2023
10.	Pankaj Bedi	Information & Technology Services	Infrastructure Support	Sr Network Security Specialist	June 5, 2023
11.	Natasha Kelly	Specialized Policing	Office of the Superintendent	Administrative Assistant	June 12, 2023
12.	Jennifer England	Information	Communication s	Police Communicator	June 12, 2023
13.	Nicholas Martin	Information	Communication s	Police Communicator	June 12, 2023
14.	Levy-Billy Muhizi	Information	Communication s	Police Communicator	June 12, 2023

Document 3**Q2 2023 Sworn Officer Suspensions**

Last name	First name	Police Rank	Directorate	Start Date	Changes in Q2
El-Badry	Haidar	Constable	Frontline Policing Directorate	June 24, 2021	
Patterson	Mark	Superintendent	Investigations Directorate	June 15, 2022	