



**Ottawa Police Services Board  
Human Resources Committee  
Minutes**

**Meeting #:** 15  
**Date:** July 7, 2023  
**Time:** 1:00 pm  
**Location:** Electronic Participation

**Present:** Peter Henschel, Michael Doucet, Gail Beck (*ex officio*)

**Others:** K. Ferraro, Executive Director; R. Ben Guedria, Board Assistant; E. Stubbs, Chief; S. Bell, Deputy Chief; T. Ferguson, Deputy Chief; L. Bianco

**Absent:** M. Sutcliffe

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1. Election of Committee Chair  
Moved by Member Doucet

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**That member P. Henschel serve as Chair of the Human Resources Committee.**

Carried

2. Confirmation of Agenda

**That the Ottawa Police Services Board's Human Resources Committee confirm the agenda of the 7 July 2023 meeting.**

Carried

3. Confirmation of Minutes

3.1 Minutes #14 of 30 August 2022

**That the Ottawa Police Services Board's Human Resources Committee confirm Minutes #14 of the 30 August 2022 meeting.**

Carried

4. Declarations of Interest

No Declarations of Interest were filed.

5. Items of Business

5.1 Review of Board Resourcing Requirements

Executive Director's report

Dubi Kanengisser, the Acting Executive Director and Chief of Staff for the Toronto Police Services Board was in attendance at the meeting and provided an overview of their staffing model. He also responded to questions from the Committee.

Mr. Kanengisser noted that the Board currently has a staff of 7.5 FTEs and is in the process of recruiting three more positions. For the time being, he feels a staff of 10.5 FTE is sufficient.

He spoke to the value of having staff dedicated to stakeholder engagement as it provides the Board with broader access to opinions and views of the public, noting that deputations at meetings don't reflect the diversity of views in the community. It also allows the Board to keep in

contact with community leaders and organizations in order to bring these voices into policy and strategic planning discussions. He further noted that Toronto has advisory panels which require resource support.

Mr. Kanengisser spoke to the value of having staff dedicated to strategic analysis, which reduces an overreliance on the Service and increases the Board's ability to analyze information and issues independently in order to identify possible gaps. He commented that the staffing at the Board allows for more direct interaction with the Service and provides opportunities for ongoing discussions on Board reports as they are developed, allowing staff to provide advice on areas that are front of mind for the Board but not necessarily for the Service.

When discussing the relationship between the size of the police service and the number of staff supporting the Board that governs it, Mr. Kanengisser noted it was not a linear relationship. As matters for police boards get more complex, boards will require more support however determining the right number will depend on needs. He suggested the key roles might be a Board Executive Director, Board Administrator, Policy Expert, and Board Assistant.

In terms of the skillsets Boards may seek for staffing, he suggested the positions currently in Toronto may provide a good sense of a possible skills matrix. If the Board were to look at combining some of these roles, it would mean more would be required of the individual in terms of varied skillsets.

Mr. Kanengisser noted that the Board leverages its legal counsel from the City of Toronto as well as some labour relations resources. In terms of human resources supports, the Board leverages resources from the Service.

In terms of external consultants, Mr. Kanengisser noted these were used for bargaining as well as initiatives that exceed the capacity of staff.

The Committee noted the importance of ensuring the Board is fulfilling its governance responsibilities and that a multi-year plan was likely needed. It was suggested that the report for this item be brought to the Policy and Governance committee for further discussion.

It was further noted that the permanent staffing plan needs to be carefully done in terms of determining what skillsets are needed. A comment was made around the capacity of the Executive Director to develop a plan in the midst of the ongoing strategic planning process.

The Committee will need to consider the need for additional resources in alignment with the budget process in the fall.

#### Staff direction

The Committee directed that the Executive Director's report be listed on the next agenda for the Policy and Governance Committee for further discussion.

The Committee also directed that the Executive Director draft a short- and medium-term staffing plan to be brought to the Board for approval, as well as a temporary staffing plan to assist the Executive Director with existing capacity issues.

**That the Ottawa Police Services Board's Human Resources Committee receive this item for information and discussion.**

Received

## 5.2 Executive Command Performance Evaluation Framework

### Executive Director's report

The Chief noted that overall the Executive Command is supportive of the framework though they haven't had a chance to discuss the framework as a group. The Executive Command would like more clarity around the universal competencies and what the Board is seeking from them.

The OPS Chief Human Resources Officer is currently developing the Service's performance measurement process, which is targeted to be launched in December. The Service is still working on fleshing out the specific metrics, performance measures, and anchors to be used for the universal competencies on a tactical level. The Chief wants to ensure alignment between the Service and Executive Command performance evaluation system.

The Chief said a meeting could be arranged between the consultant who previously worked on the framework and the Executive Command members to gather further feedback to help finalize the framework.

Staff direction

The Executive Director was directed to follow-up with the consultant who previously developed the framework to determine the level of effort required to finalize it, including further consultation with Executive Command.

**That the Ottawa Police Services Board's Human Resources Committee receive this item for information and discussion.**

Received

6. Other Business

There was no other business.

7. Consideration of Motion to Move In Camera

**That the Ottawa Police Services Board's Human Resources Committee adjourn the public portion of its meeting to move In Camera to discuss confidential items pertaining to five labour relations matters pursuant to Section 35(4)(b) of the *Police Services Act*.**

Carried

8. In Camera Items

1. Labour Relations Matter
2. Labour Relations Matter
3. Labour Relations Matter
4. Labour Relations Matter
5. Labour Relations Matter

9. Adjournment

The public portion of the meeting adjourned at 2:00 pm.

10. Next Meeting

Tuesday, September 05, 2023 - 2:30 PM

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