

OPSB Staffing Strategy

Executive Summary

The Board requires a level of professional support and expertise that is commensurate with its statutory police governance and oversight responsibilities. While the Board can and does leverage support from the Service in carrying out some of its responsibilities, an overreliance on the Service can compromise the Board's independence in carrying out its governance and oversight functions.

The Board, through its Human Resources Committee, has since directed that a staffing plan be developed that would ensure the Board is supported by a sufficient number of professional staff with the requisite skills to aid it in accomplishing its increasingly significant and complex oversight and governance functions. Direction was provided to develop the plan based on the addition of three new positions that would focus on providing policy, communications/community engagement, and executive-level administrative assistance to the Executive Director/Board.

A multi-year and staggered recruitment plan is being proposed that remains flexible in order to evolve and adjust with time.

The additional resources will all work under the direction and supervision of the Board's Executive Director.

Reason for Hiring

The reasons for hiring are divided into three priority areas:

1. Insufficient Staff for Current and Increasing Workload
2. Skill Set Gaps
 - a. Policy Creation, Review, and Interpretation
 - b. Communications and Community Engagement and Consultation
 - c. Executive/Research Assistant
3. Business Continuity and Succession Planning

1. Insufficient Staff for Current and Increasing Workload

The Board does not have sufficient supports in place to manage the increased volume and complexity of its workload.

The lack of adequate staffing levels has resulted in increased amounts of overtime; a backlog in performing maintenance activities such as routine policy reviews; an inability to complete parts of the Board's annual workplans; and insufficient staff time to focus on strategic matters and related guidance to the Board, including community engagement and consultation and policy review and interpretation.

Without addressing the existing resourcing gaps, the Board's ability to effectively carry out its statutory responsibilities will be hindered.

2. Skill Set Gaps

a. Policy Creation, Review, and Interpretation

Under the *Police Services Act*, the Board is responsible for establishing policies for the effective management of the police service.

The Board requires additional, dedicated support in researching, analyzing and developing policies, as well as providing strategic policy advice for short and long-range planning. The Board also requires more capacity in order to be forward-looking and help proactively identify policy issues and gaps, including conducting ongoing jurisdictional scans and best practice analysis.

The new *Comprehensive Ontario Police Services Act, 2019, (Act)* is targeted to be proclaimed into force in April of 2024. The new *Act* will impose greater responsibilities on police services boards, including but not limited to, shifting the responsibility for annual reports from the Chief to the Board, as well as introducing more robust and transparent requirements around strategic planning and special constable appointments. The Board requires additional staff to assist it in reviewing and addressing new requirements, including making the necessary policy changes.

An additional resource dedicated to policy work would also help ensure the Board's existing policies remain current and applicable. This is an area that the Board has fallen behind on due to workload capacity issues.

Some potential objectives for the candidate to achieve each within their first year would be:

- Creating a Help Manual for their role;
- Assisting the Board with reviewing and implementing the new requirements of the *Act*; and,
- Completing the routine review of the Board's policies

b. Communications and Community Engagement and Consultation

The Board is meant to represent community interests and in order to do so effectively, the Board must invest in ongoing communication, engagement and consultation activities with the public.

The Board therefore requires dedicated communications and community engagement support to focus on the development and implementation of strategic communications programs for the Board and coordination of media relations, as well as strategic management of stakeholder relationships, including consultative strategies and focused efforts on driving collaboration.

A dedicated resource focused on communication and community engagement can assist the Board in establishing a more constructive dialogue with a diverse range of communities to ensure all members of those communities feel heard, respected, supported and accepted.

This resource would also help support the Board with its policy work by leading the development and implementation of related communications and consultation strategies.

Some potential objectives for the candidate to achieve each within the first year would be:

- Creating a Help Manual for their role;
- Creating and maintaining an up-to-date stakeholder database and strategy;

- Developing a more proactive communications strategy, including resuming and updating the Board’s quarterly newsletter; and,
- Reviewing and refreshing the Board’s website.

c. Executive/Research Assistant

With the addition of new board staff to support the Board with its policy work, as well as communications and community outreach, it is expected that the level of administrative and operations support required to sustain the Board’s activities will increase. To ensure the Board’s Executive Director, as well as the new policy and communications/engagement staff have the support they require to focus on their areas of responsibility, the addition of an executive/research assistant is being proposed. The executive/research assistant would supplement the work of the current Board Assistant and take on more senior-level administrative and research tasks, as well as provide direct support to the Executive Director.

This position is expected to be further defined with the assistance and input from the policy and communications/engagement staff.

3. Business Continuity and Succession Planning

The Board requires sufficient supports in place to ensure it can continue to perform its critical functions in the event one of its employees is absent, whether for a short or prolonged period of time, resigns, retires, etc. Additional resources would also provide the Board with a potential talent pipeline of trained employees it could leverage for the purposes of cross training and succession planning.

New Hire Requirements: Number of Staff and Skills

A total of three additional positions are being proposed as part of the staffing plan.

The titles are as follows:

- Senior Policy Advisor
- Communications and Stakeholder Relations Advisor
- Executive /Research Assistant

Draft job descriptions, which have been reviewed by City HR, are appended to this plan.

Estimated Expenditures

Expenditure	Cost	Notes
Recruitment	TBD	While there are no costs for posting to the City’s job portal, there may be costs for advertising in external sites
Compensation for FTEs <i>*including benefits</i>	MP1 (2022 rates) \$67,412.80-\$85,259.72 + 25% for benefits <i>(Executive/Research Assistant)</i> MP3 (2022 rates) \$88,335.52-	As part of the 2023 Board budget, \$125,000 of base funding was added to the budget for the purposes of funding the compensation for one additional FTE. Since hiring will be staggered, and assuming a three-month recruitment process followed by a three month onboarding process that begins in Jan 2024 for the first FTE, the additional budget requirement for 2024 will be half the salary for the second FTE.

	\$111,718.88 + 25% for benefits <i>(Policy/Communication roles)</i>	The third FTE won't be recruited for until Q1 of 2025.
Parking	TBD	To be determined as part of contract negotiations.
Office supplies	\$9,000	Includes equipment such as laptops, monitors, keyboards, mouse, docking station
Training	\$8,000	Includes business training & related travel; to be funded through a budget reallocation
Retrofit of Board office	\$15,998.54	Current office layout needs to be modified to accommodate three additional staff. While staff will likely continue to adopt hybrid work arrangements, each staff will require their own space for occasions when all staff are in the office collaborating.

**all costs are approximate estimates and may be subject to inflationary increases*

Recruitment Strategy & Talent Sourcing

The Executive Director will work with staff in the City of Ottawa's Human Resources Department to carry out the recruitment strategy and source talent for the three positions described above.

A staggered recruitment where each position will be recruited for separately and sequentially is being recommended for the following reasons:

- To ensure the Executive Director has sufficient capacity to properly run each competition, as well as onboard and train new hires;
- To allow new staff an opportunity to have input into, and assist with, subsequent recruitments; and,
- To provide an opportunity for ongoing monitoring and adjusting of the hiring plan, as required.

In light of the new *Comprehensive Ontario Police Services Act, 2019*, potentially coming into force in April of 2024, the first position being recommended for recruitment is the Senior Policy Advisor. The Board has funding within its current budget for this FTE and recruitment can start following approval of the staffing plan.

Following a discussion with HR, it was suggested that the Executive Director wait until the incumbent has been in the role for three months, prior to recruiting for the Communications and Stakeholder Relations Advisor. However, if feasible, recruitment for the following position may be started slightly earlier to help provide a buffer for any eventual delays.

Three months after the Communications and Stakeholder Relations Advisor has been in their role (or sooner if feasible), planning for the recruitment of the Executive/Research Assistant will begin. This will include an opportunity to consult with both the Senior Policy Advisor as well as the Communications and Stakeholder Relations Advisor, to help further define what support is required.

The below Graphic 1 provides a summary of the proposed recruitment timeline for the three roles based on the above parameters.



Graphic 1: Recruitment timeline for Senior Policy Advisor; Communications and Stakeholder Relations Advisor; and Executive/Research Assistant. Timelines may be moved up slightly where feasible.

In terms of talent sourcing, the City of Ottawa’s job portal will be leveraged. External postings to sites such as LinkedIn and Municipal World will also be explored. The Board will also leverage its existing formal and informal networks to widely share the job opportunities, including through the Board and Service’s websites; OPS social media channels; Big 12 distribution lists; etc.

In discussion with HR, each posting will remain active for three weeks.

City HR has cautioned that the current labour market is difficult, with a shortage of skilled workers being experienced in a variety of sectors. This may have an impact on recruitment efforts and potentially require some adjustments to the recruitment and talent sourcing strategy. Bilingual requirements may also render the recruitments more difficult.

Screening and Shortlisting

The Executive Director, supported by City HR, will be responsible for screening all applications and developing a short list of approximately five candidates to be presented to the Board’s Human Resources (HR) Committee for review/approval.

City HR will assist in developing a questionnaire to ensure that only candidates meeting the minimum requirements of the position are considered.

Once the short list has been approved by the Board’s HR Committee, the Committee will provide input into the interview panel to be used for the recruitment, including the possibility of leveraging external subject matter experts. The ED and a representative from City HR will be part of every interview panel.

The Board’s HR Committee will also be involved in the development/approval of the final interview questions, as well as any practical tests that will form part of the competition, such as a presentation.

Final Selection

Each interview panel will select a final candidate, to be presented to the Board for approval. The Board will provide approval for the general terms of the contract, to be finalized by the ED with the assistance of City HR.

Onboarding & Training Plan

The ED will be responsible for onboarding and training all new hires.

Given all of the roles are new, candidates will also be expected to contribute to the further refinement of their roles, including developing their own ‘Help Manuals’.

While no mandatory training exists for Board staff, all new hires will be required to take the same mandatory training required of City employees, such as:

- Protective Measures
- Occupational Health and Safety Awareness Training for Workers
- Respectful Workplace, Violence and Harassment
- Alcohol and Drugs in the Workplace

Each candidate will also sit down with the ED to establish objectives to achieve in their first year.

General Timeline for Recruitment

Each recruitment is expected to take between 10-12 weeks (3 months) to complete, not counting the additional time needed by a candidate to transition to the new role (i.e. notice to previous employment, relocating, etc.) and any potential delays. On average, new hires typically require between two weeks to a month before starting in a new role.

Below is a general timeline based on the various recruitment activities.

Key Activity	Weeks
Job posting	Weeks 1-3
Creation of short list	Weeks 4-5
Meeting of HR Committee to discuss/approve short list and finalize interview questions/panel	Weeks 6-7
Interviews	Weeks 8-9
Candidate Selection & Contract Negotiation	Weeks 10-11
Final offer & determining start date	TBD*

Following the approval of the staffing plan by the Board, the ED will work with City HR to begin the first recruitment process. Given approvals will likely occur in Q4, and in recognition of holidays in the month of December and a desire to avoid a break in the middle of a recruitment process, the official launch will likely be delayed until the start of the New Year, pending any further direction from the Board.

Evaluation

A year after the final role has been filled, the Human Resources Committee, in collaboration with the ED, will conduct a review of the Board's staffing plan and determine if any adjustments are needed.