

Report to / Rapport au:

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

27 November 2023 / 27 novembre 2023

Submitted by / Soumis par:

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

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SUBJECT: WORKFORCE MANAGEMENT REPORT – THIRD QUARTER 2023

**OBJET: RAPPORT DE GESTION DES EFFECTIFS - TROISIÈME TRIMESTRE
2023**

REPORT RECOMMENDATION

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 July 1st to September 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 of the PSA.

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 September 30th, 2023.

Current Workforce Staffing Levels

Table 1 below provides details on the OPS' sworn and civilian staffing levels as of September 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	1,478	15	130	1,348	91.2%

Civilian					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
628	625	3	47	578	92.5%
TOTAL OPS					
FTE Authorized	FTE Actual	Current Variance	Positions Not Staffed due to long term absences	Total Active Members	Total Active Rate
2,121	2,103	18	177	1,926	91.6%

Workforce Attrition

Table 2 below captures the number of members who left the Service in the third 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 July 1st to September 30th, 2023

	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement		7	1	1	9
Resignation		4	4	2	10
Deceased					
Total		11	5	3	19

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.
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. The OPS will adjust the December class up or down based on the actuals seen in the fourth quarter of 2023.

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 Actual	Q4 Forecast	Total
New Recruits						
Mar-23	Intake 1	25				25
Jul-23	Intake 2			22		22
Oct-23	Intake 3				31	31
Total Recruits:		25		22	31	78
Exp. Officers						
Dec-23	Intake 1				11	11
Total Experienced Officers:						11
Grand Total:		25		22	42	89

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 89 by year end, 18 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.

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

As of September 30, 75 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 July 1, 2023, and September 30, 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 30 vacancies during the fourth 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 September 30th, 2023. One temporary senior officer position was filled in Q3.

Table 5 – Civilian Senior Officer Position Status

Senior Officer Civilian Positions Staffed in 2023		
Title	Employee	Staffing Date
Director, HR Consulting	Michelle Rathwell	September 11, 2023
Senior Officer Civilian Positions (Vacant) – Recruitment Update		
Title	Recruitment Update	Expected Staffing Date
Chief Financial Officer	Active Competition	TBD

Director Corporate Communications	Under Review	TBD
Director Financial Services	Pre-Posting Activities	Q4 2023
Safe Workplace Mediator	Under Review	TBD

Sworn Officer Suspensions as of September 30, 2023

As illustrated in Document 2, there are two active suspensions with no new ones in Q3.

- 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 July 1st and September 30th, 2023.

Document 2 – Permanent Civilian Hires between July 1st and September 30th, 2023.

Document 3 – 2023 Sworn Officer Suspensions as of September 30th, 2023.

CONCLUSION

This report provides an overview of the activities that have occurred in the Q3 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 Q4 2023 workforce activities at the general meeting of the Board in Q1 2024.

DOCUMENT 1**New Officers sworn-in between July 1st and September 30th, 2023.**

NAME	SWORN HIRE DATE	SWORN-IN DATE
Melissa Krumme	December 1 st , 2022	August 17 th , 2023
Cedric Nizman (rehire)	September 18 th , 2023	September 19 th , 2023

DOCUMENT 2**2023 Permanent Civilians Hired between July 1st and September 30th, 2023.**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Chloe Gabriele	Information	Court Liaison	Court Liaison Coordinator	July 17, 2023
2.	Candace Try	Information	Court Liaison	Court Liaison Coordinator	July 17, 2023
3.	Ryan Carlson	Information	Court Liaison	Court Liaison Coordinator	July 17, 2023
4.	Jennifer Rezes	Information	Court Liaison	Court Liaison Coordinator	July 17, 2023
5.	Kimberley Hautzer	Information	Court Security & Temporary Custody	Special Constable	July 17, 2023
6.	Cerena Habbouche	Information	Police Reporting Unit	PRU Agent	August 18, 2023
7.	Andree-Anne Niaros	Information	Police Reporting Unit	PRU Agent	August 18, 2023
8.	Jenna-lee Tremblay-Desforges	Financial Services	Financial Services	Administrative Assistant	August 21, 2023

9.	Manal Rahim	Financial Services	Financial Planning	Senior Financial Analyst	August 21, 2023
10.	Alexander DeSouza	Information	Court Security & Temporary Custody	Special Constable	August 25, 2023
11.	Sean Rogers	Information	Court Security & Temporary Custody	Special Constable	August 25, 2023
12.	Cheryl McDonald	Information and Technology Services	CPIC Section	CPIC Operator	Aug 31, 2023
13.	Maeghan McGaraughty	Strategy & Communication	Corporate Communications	Corporate Communications Specialist	September 1, 2023
14.	Kelly Lett	Human Resources	Abilities Management & Return to Work Unit	Abilities Management Unit (AMU) Specialist	September 5, 2023.
15.	Conor Wright	Information	Communications	Police Communicator	September 11, 2023
16.	Guylaine Godin	Information	Communications	Police Communicator	September 11, 2023
17.	Nancy Kerr	Financial Services	Workforce Operations Management	Client Support Specialist	September 18, 2023

Document 3**Q3 2023 Sworn Officer Suspensions**

Last name	First name	Police Rank	Directorate	Start Date	Changes in Q3
El-Badry	Haidar	Constable	Frontline Policing Directorate	June 24, 2021	
Patterson	Mark	Superintendent	Investigations Directorate	June 15, 2022	