

Report to / Rapport au:

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

26 February 2024 / 26 février 2024

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

**Deputy Chief Steve Bell, Chief Administrative Officer / agent administratif
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SUBJECT: WORKFORCE MANAGEMENT REPORT – FOURTH QUARTER 2023

OBJET: GESTION DES EFFECTIFS DU QUATRIÈME 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 (the 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 October 1st to December 31st, 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 the entirety of 2023;
3. Provides the Board with an Executive Summary with respect to 2024 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 the largest line item in the 2023 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 state of the OPS workforce as well as workforce management activities as of the end of 2023. Information herein includes that on recruitment progress, and attrition that has occurred as of December 31st, 2023.

Current Workforce Staffing Levels

Table 1 below provides details on OPS’ sworn and civilian staffing levels as of December 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
1,487	1,511	-24	140	1,371	90.7%

Note that the OPS aims to be over headcount by ~40% of the following years projected retirements. For 2024, this is ~20 officers.

Civilian					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
638	642	-4	56	586	91.3%
TOTAL OPS					
FTE Authorized	FTE Actual	Current Variance	Positions Not Staffed due to long term absences	Total Active Members	Total Active Rate
2,125	2,153	-28	196	1,957	90.9%

Workforce Attrition

Table 2 below captures the number of members who left the Service in Q4 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 October 1st – December 31st, 2023

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

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, six 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 (for 2023 it was 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 in the 2023 Budget identified a need to hire 107 sworn officers.

The forecast assumed that there would be 40 retirements and 20 resignations in 2023. Actual retirements and resignations were lower than forecast. This allowed the OPS to remain at planned headcount levels at year end, even though we were short of our initial hiring plan.

Twenty growth positions from the 2023 OPS Budget were included as part of the 2023 Sworn Hiring Plan. Staff monitored attrition and other factors impacting actual 2023 hiring requirements and adjusted the hiring plan throughout 2023 where possible.

2023 Sworn Officer Hiring Plan

Table 4 - 2023 Sworn Officer Hiring Plan

Hiring Date	Intake	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Total
New Recruits						
Mar-23	Intake 1	25				25
Jul-23	Intake 2			23		23
Oct-23	Intake 3				30	30
Total Recruits:		25		23	30	78
Exp. Officers						
Dec-23	Intake 1			1	8	9
Total Experienced Officers:				1	8	9
Total Actual Hires:		25		24	38	87
2023 Forecasted Hires						107
Hiring Variance						-20

To note, the Ontario Police College (OPC) set the class seat number for the OPS at 31, which was below what was expected, and further reduced our second class to 23. As a result, we finished the year with 87 hires, 20 short of the original plan. The limitation to our hiring is largely 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.

In 2024 there will be four intakes, however, the OPS has not received the schedule of seat allotment. Our hiring plan for 2024 is to hire 138 officers. This hiring plan is based on the four pillars identified in the Staff Stabilization Plan that will see the service hire for regular attrition, members off on long term absences, new strategic growth positions, and grant funded positions for event response. The hiring requirements will include

direct entry classes, but that magnitude won't be known fully until the seat allotment from the OPC is provided. The complete breakdown of our hiring plan and staffing projections will be included in the Q1 2024 Workforce Management Report.

Civilian Staffing

Overview of Civilian Staffing Activities

As of December 31, 84 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 from October 1, 2023, to December 31, 2023). There are currently 30 active competitions underway.

Similar to the sworn hiring plan, the civilian hiring plan in 2024 is also based on the four pillars identified in the Staff Stabilization Plan that will see the service hire for regular attrition, members off on long term absences, new strategic growth positions, and grant funded positions for event response. For 2024 there are 18 new growth positions identified as being civilian positions. The Service is forecasting 22 retirements and seven resignations on the civilian side for 2024 as well. Overall, the plan is to staff 77 vacant civilian positions in 2024. The Q1 2024 Workforce Management Report will further breakdown these staffing activities.

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 relative to 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 December 31st, 2023. One temporary senior officer position was filled in Q4.

Table 5 – Civilian Senior Officer Position Status

Senior Officer Civilian Positions (Vacant) – Recruitment Update		
Title	Recruitment Update	Expected Staffing Date
Chief Financial Officer	Active Competition	TBD
Director Corporate Communications	Active Competition	TBD
Director Financial Services	Jonathan Sweet	Q1 2024 Start Date

Sworn Officer Suspensions as of September 30, 2023.

As illustrated in Document 3, there are three active suspensions with one new one in Q4.

- 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 October 1st and December 31st, 2023.

Document 2 – Permanent Civilian Hires between October 1st and December 31st, 2023.

Document 3 – Sworn Officer Suspensions as of December 31st, 2023.

CONCLUSION

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

DOCUMENT 1

New Officers sworn-in between October 1st and December 31st, 2023.

NAME	SWORN-IN DATE	HIRE DATE
Nathaniel ANDAL	Thursday, October 26, 2023	28-Mar-2023
Mary ARMSTRONG	Thursday, October 26, 2023	28-Mar-2023
Ashley AUGER	Thursday, October 26, 2023	28-Mar-2023
Jacob BEAUCHAMP	Thursday, October 26, 2023	28-Mar-2023
Patrick BOROWSKI	Thursday, October 26, 2023	1-Mar-2021
Cameron CAMPBELL	Thursday, October 26, 2023	28-Mar-2023
Madison DANDENAULT	Thursday, October 26, 2023	28-Mar-2023
Myles DONOGHUE	Thursday, October 26, 2023	28-Mar-2023
John GONZALES	Thursday, October 26, 2023	28-Mar-2023
Nicholas GOUDIE	Thursday, October 26, 2023	28-Mar-2023
Amin HARB	Thursday, October 26, 2023	28-Mar-2023
Shelagh HARVEY	Thursday, October 26, 2023	28-Mar-2023
Tyler HEARTY	Thursday, October 26, 2023	28-Mar-2023
Isaiah HICKSON	Thursday, October 26, 2023	28-Mar-2023
Olivia JOLICOEUR	Thursday, October 26, 2023	28-Mar-2023
Erika KRUMMENACHER	Thursday, October 26, 2023	28-Mar-2023
Selena LEFEBVRE	Thursday, October 26, 2023	28-Mar-2023
Hamish NEILSON	Thursday, October 26, 2023	28-Mar-2023
Cameron PINDER	Thursday, October 26, 2023	28-Mar-2023
Julian PRINCE-FINKLESTEIN	Thursday, October 26, 2023	28-Mar-2023

Ehsan ROSHANAFSHAR	Thursday, October 26, 2023	1-Oct-2018
Lee RYAN	Thursday, October 26, 2023	28-Mar-2023
Nicholas SOONTIENS	Thursday, October 26, 2023	28-Mar-2023
James TOKARYK	Thursday, October 26, 2023	28-Mar-2023
Cody WISTAFF-WELSH	Thursday, October 26, 2023	28-Mar-2023
Nathan Emo	Friday, December 8, 2023	31-Oct-2023
Michael McWilliam	Friday, December 8, 2023	31-Oct-2023
Jonathan Liu	Friday, December 8, 2023	31-Oct-2023
Andrew O'Neil	Friday, December 8, 2023	31-Oct-2023
James Webb	Friday, December 8, 2023	31-Oct-2023
Cedric Nizman	Friday, December 8, 2023	18-Sep-2023
Ronald Alex Lewis	Friday, December 8, 2023	31-Oct-2023
Henrick Casimir.	Friday, December 8, 2023	18-Dec-2023
Erinn Fader	Thursday, December 21, 2023	31-Oct-2023

DOCUMENT 2

2023 Permanent Civilians Hired between October 1st and December 31st, 2023.

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	JOSHUA COMMANDO	Info & Technology Services Directorate	Infrastructure Support Unit	Senior Network Security Specialist	21-Dec-2023
2.	LAURA FRASER	Strategy & Communication Directorate	Planning and Policy	Sr Policy Development Specialist	1-Nov-2023

3.	KENNETH MCGEE	Financial Services Directorate	Fleet Services Unit	Fleet Attendant	4-Oct-2023
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DOCUMENT 3

Q4 2023 Sworn Officer Suspensions

Last name	First name	Police Rank	Directorate	Start Date	Changes in Q4
El-Badry	Haidar	Constable	Frontline Policing Directorate	June 24, 2021	Remains Suspended
Patterson	Mark	Superintendent	Investigations Directorate	June 15, 2022	Remains Suspended
Beric	Goran	Constable	Frontline Policing Directorate	October 11, 2023	Suspension started in Q4