

**Report to / Rapport au:**

**OTTAWA POLICE SERVICE BOARD  
LA COMMISSION DE SERVICE DE POLICE D'OTTAWA**

**27 May 2024 / 27 mai 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  
principal**

**Bells@ottawapolice.ca**

**SUBJECT: WORKFORCE MANAGEMENT REPORT – FIRST QUARTER 2024**

**OBJET: GESTION DES EFFECTIFS DU PREMIERE TRIMESTRE 2024**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Service Board receive this report for information.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de service de police d'Ottawa prenne connaissance du présent rapport à titre d'information.**

**BACKGROUND**

Section 38(1) of the Community Safety and Policing Act (CSPA) states that a board shall establish policies for the administration of the police service; the Ottawa Police Service 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 37(1)(c) of CSPA, the Board is responsible for the appointment of members to its municipal police service.

Accordingly, and in alignment with those requirements noted, this report:

1. Provides the Board with an overview of current staffing levels.
2. Provides the Board with an update on the progress of the Staff Stabilization Plan with respect to 2024 hiring and workforce management goals for the year.

3. Identifies all new members to the Service from January 1st to March 31st, 2024 in order to fulfill the Board's obligation to approve all appointments of new members.
4. Provides the Board with an overview of suspended members.

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 (\$344M) are the largest line item in the 2024 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 March 31st, 2024.

### **Current Workforce Staffing Levels**

Table 1 below provides details on OPS's sworn and civilian staffing levels as of March 31<sup>st</sup>, 2024. The table compares authorized Full Time Equivalents (FTEs) to the number of active members.

**Table 1 – Overview of Current Workforce Staffing Levels (as of March 31<sup>st</sup>)**

<b>Sworn</b>					
FTE Authorized	FTE Actual	Variance (Authorized-Actual)	Positions Not Staffed due to long term absences	Active Sworn Members	Sworn Active Rate
1,494	1,530	-36	151	1,379	90.1%

<b>Civilian</b>					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
656	640	16	55	585	91.4%
<b>TOTAL OPS</b>					
FTE Authorized	FTE Actual	Current Variance	Positions Not Staffed due to long term absences	Total Active Members	Total Active Rate
2,150	2,170	-20	206	1,964	90.5%

### **Workforce Attrition**

Table 2 below captures the number of members who left the Service in the first quarter of 2024. Data is broken down based on whether the member was sworn or civilian, as well as based on gender.

**Table 2 – Attrition January 1st – March 31st, 2024**

	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement	1	5	6	2	14
Resignation	2	3	6	1	12
Deceased	1		1		2
Total	4	8	13	3	28

## **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. This has been expanded in 2024 to include the additional pillars from the Staff Stabilization Plan that includes hiring to backfill for members that are off on long term leaves of absence and for the influx of additional grant funding.

In developing a hiring plan, six key factors are considered:

1. A recruit takes nine months, on average, to become deployable.
2. Historically, the Ontario Police College (OPC) has held three training sessions per year for new recruits; the OPS has generally sent between 20 and 30 recruits for each class dependent on sworn hiring requirements. The OPC has recently expanded to four classes for 2024.
3. The OPS has a set number of spots at OPC (for 2023 it was 31). The allotment for 2024 hasn't been confirmed yet but are estimating it to be 29 based on what was initially provided for the first intake class.
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 needed to ensure that staffing levels do not fall below acceptable service levels.

### **2024 Sworn Officer Forecast of Hiring Requirements**

The 2024 sworn staffing forecast identified a need to hire 138 sworn officers.

The forecast projected that there would be 60 retirements and 10 resignations in 2024. Actual retirements in Q1 were lower than forecast and resignations were slightly higher than forecast. Overall, the attrition numbers were lower than forecasted.

The forecasted attrition numbers for 2024 have been adjusted down from 71 to 58 based on Q1 actuals. This resulted in a reduction in the sworn hiring requirement for 2024 to 124. Aggressive recruiting and hiring activities in Q1 has the service in a good position to achieve the hiring targets for 2024.

## 2024 Sworn Officer Hiring Summary

Table 3

### 2024 Sworn Officer Hiring Requirements

	Original Forecasted Hiring Requirements	Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	Revised Hiring Requirements
<b>Staffing Changes</b>						
Complement (overage) / underage from 2023	(11)	(11)	0	0	0	(11)
<b>Strategic Growth</b>	7	2	2	2	1	7
<b>Grant funding</b>	15	4	4	4	3	15
<b>Attrition</b>	72	12	20	18	8	58
<b>Staffing Stabilization</b>	35	8	9	9	9	35
Complement carry-over to 2025	20	0	0	0	20	20
<b>Total</b>	138	15	35	33	41	124

Table 4

## 2024 Sworn Officer Hiring Plan

Revised Hiring Plan	Intake	Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	Total
<b>New Recruits</b>						
24-Jan	Intake 1	32				32
24-Apr	Intake 2		29			29
24-Jul	Intake 3			29		29
24-Oct	Intake 4				29	29
<b>Total Recruits:</b>		32	29	29	29	119
<b>Exp. Officers</b>						
24-Jun	Intake 1		5			5
24-Nov	Intake 2				5	5
<b>Total Exp. Officers:</b>		0	5	0	5	10
<b>Total Hiring Plan</b>		32	34	29	34	<b>129</b>
<b>Revised 2024 Hiring Requirements</b>		15	35	33	41	<b>124</b>
<b>Variance to Revised Hiring Requirements</b>		17	-1	-4	-7	5

## Civilian Staffing

### Overview of Civilian Staffing Activities

As of the end of the first quarter, 20 vacant civilian positions have been staffed through a combination of external recruiting and internal movements (see Document 2 for a list of names of the new external civilian permanent hires from January 1, 2024, to March 31, 2024). There are currently 38 active competitions underway.

Like 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 24 additional positions identified as being civilian positions. The service is forecasting 24 retirements and resignations on the civilian side for 2024 as well. Overall, the plan is to staff 58 civilian positions in 2024. It is important to note that the 58 planned hires only account for the permanent vacancies and not temporary staffing actions.

**Table 5 - 2024 Civilian Hiring Requirements**

	Original Forecasted Hiring Requirements	Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	Revised Hiring Requirements
<b>Staffing Changes</b>						
Complement (overage) / underage from 2023	(4)	(4)	0	0	0	(4)
<b>Strategic Growth</b>						
	24	6	6	6	6	24
<b>Grant funding</b>						
	0	0	0	0	0	0

<b>Attrition</b>	24	16	4	3	1	24
<b>Staffing Stabilization</b>	14	3	3	4	4	14
Complement carry-over to 2025	0	0	0	0	0	0
<b>Total</b>	<b>58</b>	<b>21</b>	<b>13</b>	<b>13</b>	<b>11</b>	<b>58</b>

**Table 6 - 2024 Civilian Hiring Plan**

<b>Revised Civilian Hiring Plan</b>	<b>Q1 Actual</b>	<b>Q2 Forecast</b>	<b>Q3 Forecast</b>	<b>Q4 Forecast</b>	<b>Total</b>
Total Hiring Plan	6	17	18	17	58
<b>Revised 2024 Hiring Requirements</b>	21	13	13	11	<b>58</b>
<b>Variance to Revised Hiring Requirements</b>	-15	4	5	6	0

### **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 to the challenges of a labour shortage; however, the slowdown in the economy has lessened these challenges relative to what the OPS experienced in 2023.

### **Senior Officer Civilian Vacancies and Staffing Update**

Table 7 below provides an update on the civilian senior officer staffing status and hiring efforts to fill vacant positions as of March 31, 2024. Over the last year there has been a higher than previously experienced attrition in the civilian senior officer ranks. These positions are more challenging to fill due to high competition for this level of expertise.

**Table 7 – Civilian Senior Officer Position Status**

<b>Senior Officer Civilian Positions (Vacant) – Recruitment Update</b>		
<b>Title</b>	<b>Recruitment Update</b>	<b>Expected Staffing Date</b>
Chief Financial Officer	Active Competition	TBD
Director Corporate Communications	Active Competition	TBD

### **Sworn Officer Suspensions as of March 31st, 2024.**

As illustrated in Document 3, there are five active suspensions with two new ones arising in Q1.

- 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 CSPA.
- A Chief of Police may suspend without pay when an officer is convicted of an offence and sentenced to a term of imprisonment. A Chief of Police may also suspend without pay if a police officer is subject to conditions of judicial interim release, or conditions imposed under section 499 of the Criminal Code, that substantially interfere with the officer's ability to perform the duties of a police officer.
- A Chief of Police may suspend a police officer without pay if the police officer is charged with a serious offence that was not committed in relation to the performance of the officer's duties, the Chief of Police intends to terminate the officer, and failure to suspend the officer without pay would bring discredit to the reputation of the police service.

- 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 January 1<sup>st</sup> and March 31<sup>st</sup>, 2024.

Document 2 – Permanent Civilian Hires between January 1<sup>st</sup> and March 31<sup>st</sup>, 2024.

Document 3 – Sworn Officer Suspensions as of March 31<sup>st</sup>, 2024.

**CONCLUSION**

This report provides an overview of the activities that have occurred in the Q1 2024 reporting period to fulfill Board workforce management requirements. An update has also been provided respecting civilian staffing recruitment activities and sworn officer suspensions.

**DOCUMENT 1****New Officers sworn-in between January 1<sup>st</sup> and March 31<sup>st</sup>, 2024.**

<b>NAME</b>	<b>SWORN-IN DATE</b>	<b>HIRE DATE</b>
Ali Shadmand	15-Feb-2024	25-Jul-2023
Lindsay Finch	15-Feb-2024	25-Jul-2023
Kayla Levesque	15-Feb-2024	25-Jul-2023
Tara Verney	15-Feb-2024	25-Jul-2023
Alexandre Mineault	15-Feb-2024	25-Jul-2023
Juan Francisco Brizuela Lopez	15-Feb-2024	28-Mar-2022
Amir Challal	15-Feb-2024	25-Jul-2023
Daymon Williams	15-Feb-2024	25-Jul-2023
Samar Naveed	15-Feb-2024	25-Jul-2023
Marc-Gardner Noel	15-Feb-2024	25-Jul-2023
Nephate Banzola	15-Feb-2024	25-Jul-2023
Abdigani Ahmed	15-Feb-2024	25-Jul-2023
Taylor Rodger	15-Feb-2024	25-Jul-2023
Stuart Dobie	15-Feb-2024	25-Jul-2023
Kevin Zumaeta	15-Feb-2024	25-Jul-2023
Mustapha Challal	15-Feb-2024	25-Jul-2023
Breanna Vynckier	15-Feb-2024	25-Jul-2023
Jasmin Cote	15-Feb-2024	25-Jul-2023
Salina Labranche	15-Feb-2024	25-Jul-2023
Jayden Russell	15-Feb-2024	1-Mar-2021

Matthew Brown	15-Feb-2024	25-Jul-2023
---------------	-------------	-------------

**DOCUMENT 2****2024 Permanent Civilians Hired between January 1<sup>st</sup> and March 31<sup>st</sup>, 2024.**

<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>START DATE</b>
Ashley Oja	Finance Directorate	Workforce Operations	Client Support Specialist	1/8/2024
Sarah Bou Nader	Information Directorate	Comm Centre - Plt A	Police Communicator (OB)	1/8/2024
Ashley Gousse	Information Directorate	Comm Centre - Plt D	Police Communicator (OB)	1/8/2024
Dan Todd	Info & Technology Services Directorate	Data Analytics	GIS Systems Architect	3/25/2024
Sébastien Lalonde-Hubert	Information Directorate	Comm Centre - Plt D	Police Communicator (OB)	1/8/2024
Derek Peace	Financial Services Directorate	Fleet Services Unit	Fleet Attendant	1/8/2024
Charlene Campbell	Strategy & Communication Directorate	Strategic Planning Branch	Sr PM Strategic Projects	3/25/2024

Ursula Hiratsuka	Human Resources Directorate	Learning & Development Branch	Learning Experience Designer	1/2/2024
Christopher McCalla	Info & Technology Services Directorate	Infrastructure Support Unit	Network Support Specialist	3/11/2024
Owen Renic	Legal Services Directorate	Legal Services	Articling Student	3/18/2024
David Marcoux	Info & Technology Services Directorate	CPIC Section	CPIC Operator	1/2/2024
Jennifer Ghadiali	Neighbourhood Policing Directorate	Neighbourhood Policing Directorate	Evaluation & Research Specialist	2/5/2024

### Document 3

#### Q4 2023 Sworn Officer Suspensions

Last name	First name	Police Rank	Directorate	Start Date	Changes in Q1
El-Badry	Haidar	Constable	Frontline Policing Directorate	25-Jun-21	Remains Suspended

Patterson	Mark	Superintendent	Investigations Directorate	15-Jun-22	Remains Suspended
Beric	Goran	Constable	Frontline Policing Directorate	11-Oct-23	Remains Suspended
Lemay	Richard	Constable	Human Resources Directorate	5-Feb-24	Suspension Started in Q1
Benoit	Charles	Constable	Neighbourhood Policing Directorate	26-Feb-24	Suspension Started in Q1