

Report to / Rapport au:

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

23 September 2024 / 23 septembre 2024

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

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SUBJECT: WORKFORCE MANAGEMENT REPORT – SECOND QUARTER 2024

OBJET: GESTION DES EFFECTIFS – DEUXIEME TRIMESTRE 2024

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board:

- 1- Receive this report for information.**
- 2- Appoint the individuals identified in Document 1 as police officers.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de service de police d'Ottawa :

- 1- prenne connaissance du présent rapport à titre d'information.**
- 2- nomme comme agents de police les personnes identifiées au sein du Document 1.**

BACKGROUND

Section 38(1) of the Community Policing and Safety Act (CSPA) states that a board shall establish policies for the administration of the police service; 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 the 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 April 1st to June 30th, 2024, 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 June 30th, 2024.

Current Workforce Staffing Levels

Table 1 below provides details on OPS’ sworn and civilian staffing levels as of June 30th, 2024. The table compares authorized Full Time Equivalents (FTEs) to the number of active members. As part of the Staff Stabilization Plan, 19 sworn members and four civilian members that were on long term WSIB absences were removed from the Actual FTE headcount and transferred into WSIB vacated positions in Q2.

Table 1 – Overview of Current Workforce Staffing Levels (as of June 30th)

Sworn					
FTE Authorized	FTE Actual	Variance (Authorized-Actual)	Positions Not Staffed due to long term absences	Active Sworn Members	Sworn Active Rate
1,494	1,529	-35	133	1,396	91.3%

Civilian					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
656	640	16	54	586	91.6%
TOTAL OPS					
FTE Authorized	FTE Actual	Current Variance	Positions Not Staffed due to long term absences	Total Active Members	Total Active Rate
2,150	2,169	-19	187	1,982	91.4%

Workforce Attrition

Table 2 below captures the number of members who left the Service in the second 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 April 1st to June 30th, 2024

	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement	2	8	7	2	19
Resignation	0	6	3	2	11
Other	0	1	1	0	2
Total	2	15	11	4	32

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. The Ontario Police College (OPC) typically holds three training sessions per year for new recruits; OPS has historically sent between 20 and 30 recruits for each class dependent on sworn hiring requirements. OPC have expanded to 4 classes for 2024.
3. OPS has a set number of spots at OPC. The third class has been set at 36 spots, the fourth class has still not been confirmed.
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 original 2024 sworn staffing forecast identified a need to hire 138 sworn officers. This forecast projected that there would be 60 retirements and 10 resignations in 2024. Q1 retirements were lower than expected and total attrition at the mid-point of the year is at 29. This is consistent with the Q1 re-forecasted attrition number of 58 total for the year. Given that the attrition year to date is below what was originally anticipated, the sworn hiring requirement for 2024 is now 124. Recruiting and hiring activities in Q1 and Q2 have kept the service on track to achieve or possibly surpass this number. In Q3 we have been allotted more spots at OPC than originally planned which we plan to fill. The service is now able to hire 135 officers for the year, 11 above our current requirements. This is still below our original hiring plan of 138.

Details are noted in table 3 and 4, below.

Table 3

2024 Sworn Officer Hiring Requirements

	Original Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Revised Hiring Requirements
Staffing Changes						
Complement (overage) / underage from 2023	(11)	(11)	0	0	0	(11)
Strategic Growth	7	2	2	2	1	7
Grant funding	15	4	4	4	3	15
Attrition	72	12	17	18	11	58
Retirements	60	6	10	14	7	37
Resignations	10	5	6	3	3	17
Conversions to Civilian	0	0	0	1	0	1
Other *	2	1	1	0	1	3
Staffing Stabilization	35	8	9	9	9	35

Complement carry-over to 2025	20	0	0	0	20	20
Total	138	15	32	33	44	124

Table 4

Sworn Officer Hiring Plan

Revised Hiring Plan	Intake	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Total
New Recruits						
24-Jan	Intake 1	27				27
24-Apr	Intake 2		29			29
24-Jul	Intake 3			36		36
24-Oct	Intake 4				31	31
Total Recruits:		27	29	36	31	123
Civilian Conversions to Sworn:		4				4
Exp. Officers						
24-Jun	Intake 1		5			5
24-Nov	Intake 2				3	3
Total Exp. Officers:		0	5	0	3	8
Total Hiring Plan		31	34	36	34	135
Revised 2024 Hiring Requirements		15	32	33	44	124
Variance to Revised Hiring Requirements		16	2	3	-10	11

Civilian Staffing

Overview of Civilian Staffing Activities

The Staffing team has been faced with a number of changes this year. These have included welcoming our new CHRO, Meg Steele, and an HR structure re-org with new team leaders in Labour Relations, Sworn Staffing and Career Management and Talent Development. The implementation of our HR Business Partner model to support the OPS Staff Stabilization plan and improving internal customer service as a whole, has redefined the roles of our HR Advisors. With the requirement of comprehensive background reviews required for both sworn and civilian positions, capacity has been exceeded at times due to the number of positions to fill. This has caused delays in some of our hiring competitions and onboarding of new members. Currently there are 61 backgrounds to be completed, and 11 in progress. Efforts are currently being focused to increase the number of available background investigators. On the civilian side, the attrition has been trending higher than forecast with both retirements and resignations higher than expected YTD. The original forecast called for 15 retirements and 7

resignations along with 2 other terminations. There has been 17 retirements and 10 resignations already in 2024, along with 4 civilians that have converted to sworn. Typically, the attrition is heavily weighted in the first and second quarters so we expect this to be lower in the second half of the year. The civilian staffing team has managed to compensate by hiring above their original plan for Q2, hiring 20 new civilian members to OPS vs a plan of 15 in the quarter. In order to adjust for the higher attrition, the hiring plan for civilians has been increased to 79 from 58 for 2024.

The work of the civilian staffing team is not limited to new hires. The staffing activity YTD has resulted in a total of 47 employee movements, which were staffed through a combination of permanent and term placements by both internal and external candidates. The tables below capture the external hires only that the OPS is forecasting for 2024.

Table 5 - 2024 Civilian Hiring Requirements

	Original Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Revised Hiring Requirements
Staffing Changes						
Complement (overage) / underage from 2023	(4)	(4)	0	0	0	(4)
Strategic Growth	24	6	6	6	6	24
Grant funding	0	0	0	0	0	0
Attrition	24	16	15	7	7	45

Staffing Stabilization	14	3	3	4	4	14
Complement carry-over to 2025	0	0	0	0	0	0
Total	58	21	24	17	17	79

Table 6 - 2024 Civilian Hiring Plan

Revised Civilian Hiring Plan	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Total
Total Hiring Plan	12	20	19	18	69
Revised 2024 Hiring Requirements	21	24	17	17	79
Variance to Revised Hiring Requirements	-9	-4	2	1	(10)

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 June 30th. 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. In Q2 OPS did fill 3 Senior Officer Civilian Positions. Below is the status of the existing vacant positions.

Table 7 – Civilian Senior Officer Position Status

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

Director Corporate Communications	Active Competition	TBD
Chief Human Resources Officer	Active Competition	July 16 th , 2024
Director, HR and Labour Relations	Hired Heng Chhay Chao	Started 5/20/2024
Program Manager, Employee and Labour Relations	Hired Jessica Jak	Started 6/3/2024
Chief Information Officer	Hired Jean-Claude Lemonde	Started 6/24/2024

Sworn Officer Suspensions as of March 31st, 2024.

As illustrated in Document 3, there are five active suspensions with two new ones 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 April 1st and June 30th, 2024.

Document 2 – Permanent Civilian Hires between April 1st and June 30th, 2024.

Document 3 – Sworn Officer Suspensions as of June 30th, 2024.

CONCLUSION

This report provides an overview of the activities that have occurred in the Q2 2024 reporting period to fulfill Board requirements. An update has also been provided respecting civilian staffing recruitment activities and sworn officer suspensions.

DOCUMENT 1

New Officers sworn-in between April 1st and June 30th, 2024.

NAME	SWORN-IN DATE	HIRE DATE
James FLYNN	10-May-24	30-Oct-2023
Joel ADAM	10-May-24	30-Oct-2023
Mark-Anthony ALBERELLI	10-May-24	30-Oct-2023
Colin LAPIERRE	10-May-24	30-Oct-2023
Victor CHO	10-May-24	30-Oct-2023
Trevon GRANT	10-May-24	30-Oct-2023
Gabrielle FRECHETTE	10-May-24	30-Oct-2023
Hayley APPEL	10-May-24	30-Oct-2023
Colin KENWELL	10-May-24	30-Oct-2023
Dylan HAMMILL	10-May-24	30-Oct-2023
Matthew GADBOIS	10-May-24	30-Oct-2023
Devon WARD	10-May-24	30-Oct-2023
Mohammed THABIT	10-May-24	30-Oct-2023
Michael MURRAY	10-May-24	1-Mar-2021
Eli MAROUN	10-May-24	20-Nov-2023
Marc-Andre LORTIE	10-May-24	20-Nov-2023
Karman GREWAL	10-May-24	20-Nov-2023
Derek CROSS	10-May-24	20-Nov-2023
Schnael FRANCOIS	10-May-24	20-Nov-2023
Gael NICHOLAS	10-May-24	20-Nov-2023

Brady MILLER	10-May-24	20-Nov-2023
Fabian CUNNINGHAM	10-May-24	20-Nov-2023
Robert MULLEY	10-May-24	7-Nov-2022
Jacob SHAW	10-May-24	4-Dec-2023
Matthew COCHRANE	10-May-24	4-Dec-2023
Luca POLESELLO	10-May-24	4-Dec-2023
Kimberley HAUTZER	10-May-24	7-Nov-2022
Josue DURET-NELSON	12-Jul-2024	11-Dec-2023

DOCUMENT 2

2024 Full-time Civilians Hired between April 1st and June 30th, 2024.

NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
Jessika Ann Roy	Information Directorate	Comm Centre - Plt F	Police Communicator (OB)	4/8/2024
Benjamin Estwick	Legal Services Directorate	Legal Services	Jr Legal Counsel	2-Apr-2024
Angela Preston	Info & Technology Services Directorate	Freedom of Information Section	Release of Information Clerk	8-Apr-2024

Kyung Jin Lee	Info & Technology Services Directorate	Freedom of Information Section	Release of Information Clerk	13-May-2024
Sally Floyd	Human Resources Directorate	Abilities Mgmt & Return to Work Unit	AMU Specialist	6-May-2024
Andrew Rowbotham	Human Resources Directorate	Employee & Labour Relations Unit	Program Mgr, Employee & LR	10-Jun-2024
Ken Millar	Info & Technology Services Directorate	Cyber Security	Mgr Cyber Security	1-May-2024
Melissa Falsetto	Specialized Policing Directorate	Specialized Policing Directorate	Administrative Assistant	4/8/2024
Jonathan Bergeron	Information Directorate	Comm Centre - Plt C	Police Communicator (OB)	4/8/2024
Adam Savoia	Information Directorate	Comm Centre - Plt D	Police Communicator	4/8/2024
Julie Pare	Information Directorate	Comm Centre - Plt C	Police Communicator	4/8/2024

Kelly Villeneuve	Neighbourhood Policing Directorate	Neighbourhood Policing Directorate	Administrative Assistant	4/15/2024
Sarah Van Stiphout	Information Directorate	Comm Centre - Plt B	Police Communicator (OB)	4/8/2024
Baharak Farokh	Info & Technology Services Directorate	Info & Technology Services Directorate	Administrative Assistant	4/29/2024
Heng Chhay Chao	Human Resources Directorate	Employee & Labour Relations Branch	Director HR & Labour Relations	5/20/2024
Cisse Nakeyar	Info & Technology Services Directorate	Cyber Security	Mgr Cyber Security	6/10/2024
Jason Girdzius	Financial Services Directorate	Fleet Services Unit	Fleet Attendant	6/3/2024
Maria Kish	Human Resources Directorate	Outreach Recruitment	HR Coordinator	6/12/2024
Jessica Jak	Human Resources Directorate	Employee and Labour Relations	Program Mgr, Employee & LR	6/3/2024

Jean-Claude Lemonde	Info & Technology Services Directorate	Info & Technology Services Directorate	Chief Information Officer	6/24/2024
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Document 3

Q2 2024 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	Remains Suspended
Benoit	Charles	Constable	Neighbourhood Policing Directorate	26-Feb-24	Remains Suspended