

Report to / Rapport au:

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

28 April 2025 / 28 avril 2025

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: RESPONSE TO INQUIRY I-25-01 – STATISTICS ON RESIGNATIONS

**OBJET: RÉPONSE À L'ENQUÊTE I-25-01 – STATISTIQUES SUR LES
DÉMISSIONS**

REPORT RECOMMENDATIONS

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

RECOMMENDATIONS DU RAPPORT

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

INQUIRY

Statistics on resignations

Given the importance of retention as part of the staff stabilization plan, could the Service provide their analysis of resignations over the past ten years, including average age, average length of service, previous policing experience and ethnicity. If the data is not readily available, what is the plan to provide same to the Board in the future.

RESPONSE

Between January 1, 2014, and December 31, 2024, 831 employees resigned from the Ottawa Police Service (OPS). Based on available data, the average age at departure was 51.7 years old, the average length of service was 21.9 years, and 80 of the 831 (or 9.6%) individuals had previous policing experience.

Based on there being 831 resignations throughout the ten-year period in question, the average annual attrition rate was 3.7% of the total organization, below the average attrition of 6 to 7% seen in most workplaces in Ottawa. At this attrition rate, it has been determined that the average career length for members of the Ottawa Police Service was 27 years during the ten-year period.

System limitations prevented the Service from determining the ethnicity of employees who left the Service during the prescribed period. The Service is working with City staff to determine the best way to access self-identification data. Additionally, because the Service does not have full access to all data collected at time of hire after a member leaves, some records were missing complete data (approximately 40 records, or 5% of total records). The Service is attempting to rectify this with City colleagues.

Of the 791 records with complete data, most employees of the OPS remained with the Service for their full career. Of the 791 individuals:

- 445 employees took early retirement with unreduced pensions. The average age of this cohort at retirement was 56.5 years old.
- 40 employees took early retirement with reduced pensions. The average age of this cohort at retirement was 56.7 years old.
- 47 employees took normal retirement with the average age of this cohort at retirement was nearly 65 years old.
- 259 employees resigned with the average age of this cohort at resignation being 40.5 years old.

This equates to an average un-forecasted attrition rate of approximately 1.2% per year. More analysis will have to be completed to determine the factors impacting this attrition, but this rate is extremely low in comparison to other Ottawa employers.

CONCLUSION

Between January 1, 2014, and December 31, 2024, 831 employees resigned from the service. Data available indicates that the OPS has a lower attrition rate than many other employers in Ottawa and that employees of the OPS remain with the Service longer than those working for other employers in Ottawa.

Unfortunately, there were system restrictions and incomplete data that made analysis required to fully address the Board Inquiry difficult; however, the OPS is working with City colleagues to address these issues and can provide the full set of requested data at a later date.