

**Report to / Rapport au:**

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

**23 June 2025 / 23 juin 2025**

**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 – FIRST QUARTER 2025**

**OBJET: GESTION DES EFFECTIFS DU PREMIER TRIMESTRE 2025**

**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 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.

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 2025 hiring and workforce management goals for the year.
3. Identifies all new civilian members to the Service from January 1<sup>st</sup> to March 31<sup>st</sup>, 2025.

Information provided in this report includes names and positions of employees as governed by the Municipal Freedom of Information and Protection of Privacy Act.

## **DISCUSSION**

For several reasons, it is critical to monitor and report on workforce management data on a regular basis. Of note, salaries and wages (\$379 million) are the largest line item in the 2025 OPS Budget and represent approximately 85 percent of the total operating budget. Short and long-term staffing levels also have a direct impact on the OPS' ability to conduct adequate and effective operations. Finally, and as noted, the Board does have workforce management reporting requirements that must be adhered to quarterly.

With these factors in mind, this section provides an overview of the current state of the OPS workforce as well as workforce management activities. Information herein includes information on recruitment progress and attrition as of March 31<sup>st</sup>, 2025.

### **Q1 2025 Active Staffing Levels**

Table 1 below provides details on the OPS' sworn and civilian staffing levels as of March 31<sup>st</sup>, 2025. The table compares authorized Full Time Equivalent (FTEs) to the number of active members. At the end of Q1 2024, the service had 1,964 active sworn and civilian members. This represents a growth of 133 active members since the end of 2024.

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

<b>Sworn</b>					
FTE Authorized	FTE Actual	Variance (Authorized-Actual)	Positions Not Staffed due to long term absences	Active Sworn Members	Sworn Active Rate
1,570	1,558	12	106	1,452	93.20%

<b>Civilian - Perm</b>					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
717	634	83	41	593	93.53%

<b>Civilian - Temp</b>					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
0	53	-53	1	52	98.11%

<b>TOTAL OPS</b>					
FTE Authorized	FTE Actual	Current Variance	Positions Not Staffed due to long term absences	Total Active Members	Total Active Rate
2,287	2,245	42	148	2,097	93.41%

**Workforce Attrition**

Table 2 below captures the number of members who left the Service in the first quarter of 2025. Data is broken down based on whether the member was sworn or civilian, as well as based on gender. Currently at the OPS, 75% of sworn members identify as male and 25% female, whereas 61% of civilian members identify as female and 39% male.

**Table 2 – Attrition January 1<sup>st</sup> to March 31, 2025**

	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement	6	9	6	3	24
Resignation	2	3	3	1	9
Other*	0	1	1	0	2
Total	8	13	10	4	35

\*Includes deaths, involuntary terminations, end of term.

**Sworn Member Staffing Activities**

*Forecast of Hiring Requirements - Methodology*

The forecast of sworn member 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 included 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; they will have 5 classes for 2025.
3. The OPS has a set number of spots at OPC. The OPS has recently been sending approximately 30 recruits for each class dependent on sworn hiring requirements; however, this number will be approximately 48 recruits for the combined fourth and fifth classes in 2025.
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 at a minimum to ensure that staffing levels do not fall below acceptable service levels.

### *2025 Sworn Officer Forecast of Hiring Requirements*

The 2025 sworn staffing forecast, created in December 2024, identified a need to hire 165 sworn officers in 2025.

Throughout the year the OPS will adjust the hiring plan if necessary and based on variances to original projections. The first quarter saw lower than expected retirements with 25 forecasted and only 15 members retiring. This change will not reduce the hiring requirements for 2025 as we expect those retirements that did not occur to occur early in 2026, creating a retirement surge early in the new year. We have adjusted the required complement carry over upwards to 30 resulting in the hiring plan remaining at 165. The hiring requirements for 2025 can be seen in Table 3 below and the accompanying sworn hiring plan results are shown in Table 4.

**Table 3**

**2025 Sworn Officer Hiring Requirements**

	Forecasted Hiring Requirements	Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirements
	Original					
<b>Position Change</b>						
Strategic Growth	22	5	5	6	6	22
<b>Staffing Changes</b>						
Complement (overage) / underage from 2024	(38)	(10)	(10)	(9)	(9)	(38)
Retirements	70	15	25	15	5	60
Resignations	15	5	6	3	2	16
Grant funding	34	9	9	8	8	34
Staffing Stabilization	35	9	9	9	8	35
Other *	5	3	1	1	1	6
Complement carry-over to 2026	22			13	17	30
<b>Total</b>	<b>165</b>	<b>36</b>	<b>45</b>	<b>46</b>	<b>38</b>	<b>165</b>

\*Includes transfers to long term vacated positions (LTV), deaths, involuntary terminations and conversions to civilian.

Complement Carry-Over is based on forecasted retirements and 2026 strategic growth positions.

**Table 4**

**Sworn Officer Hiring Plan / Results**

<b>Revised Hiring Plan</b>	<b>Intake</b>	<b>Q1 Actual</b>	<b>Q2 Forecast</b>	<b>Q3 Forecast</b>	<b>Q4 Forecast</b>	<b>Total</b>
<b>New Recruits</b>						
January	Intake 1	33				33
April	Intake 2		33			33
July	Intake 3			47		47
October	Intake 4				33	33
<b>Total Recruits:</b>		33	33	47	33	146
<b>Civilian Conversions to Sworn:</b>		3		1	1	5
<b>Exp. Officers</b>						
June	Intake 1		10			10
August	Intake 2					0
December	Intake 3				4	4
<b>Total Exp. Officers:</b>		0	10		4	14

<b>Total Hiring Plan</b>	<b>36</b>	<b>43</b>	<b>48</b>	<b>38</b>	<b>165</b>
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<b>Revised 2025 Hiring Requirements</b>	36	45	46	38	165
<b>Variance to Revised Hiring Requirements</b>	0	-2	2	0	0

**Civilian Member Staffing Activities**

The first quarter saw a significant increase in civilian staffing actions to support Staffing Stabilization and to backfill for attrition. A total of 82 staffing movements were actioned, which were staffed through a combination of permanent and term placements, and by both internal and external candidates. This increase in workload resulted from the compression of positions that were dependent on provincial and federal funding that would have lapsed if the positions had not been filled. The Service is continuing to monitor attrition for any themes or trends that may arise.

In Table 6 below, a breakdown of the number of external permanent placements and civilian conversions for the period spanning January 1<sup>st</sup>, 2025 to March 31<sup>st</sup>, 2025 has been provided. There are currently 41 open requisitions at the time of writing this report in addition to the 20 competitions pending in the queue for initiation or on hold as directed by the chain of command. The Staffing team continues to work closely with hiring managers and candidates to conclude competitions and select candidates for placement as well as engage in activities related to anticipated future staffing needs with the aim of meeting the permanent civilian hiring requirements contained in Table 5 below.

**Table 5 - 2025 Permanent 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 2024	7	7	0	0	0	7
<b>Strategic Growth</b>	28	7	7	7	7	28
<b>Grant funding</b>	23	6	6	6	5	23
<b>Attrition</b>	47	17	14	11	10	52
Retirements	30	9	9	6	6	30
Resignations	12	4	3	3	2	12
Conversions to Sworn	0	3	0	1	1	5
Other *	5	1	2	1	1	5
<b>Staffing Stabilization</b>	2	0	0	2	0	2
Complement carry-over to 2025	0	0	0	0	0	0
<b>Total</b>	107	37	27	26	22	112

\*includes involuntary terminations, Deaths, End of terms.

**Table 6 – 2024 Permanent Civilian Hiring Plan**

Revised Civilian Hiring Plan	Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	Total
<b>New Recruits</b>					
Permanent New Hires	16	27	25	21	89
Conversions from Temporary to Permanent	0	0	0	0	0
Conversions from Sworn to Civilian	2	0	1	1	4
<b>Total new Permanent Civilians</b>	18	27	26	22	93

<b>Revised 2025 Hiring Requirements</b>	37	27	26	22	112
<b>Variance to Revised Hiring Requirements</b>	-19	0	0	0	-19

**Workforce Management Trends, Challenges and Opportunities**

The Staffing team is continuing to fill vacant positions and is expecting to reach full capacity for its team in Q3 2025. Current challenges include inefficient legacy digital infrastructure that is expected to be upgraded through the continuing HR systems modernization project and rollout of ServiceNow HR modules in Q3 2025. There remains capacity issues for background investigations and fingerprinting delays due to a lack of team capacity.

As the new HR system meets initial operating capability and ServiceNow HR modules become available for use to the team, staffing should become more efficient and capacity should increase as administrative functions become automated and data becomes centralized.

**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, 2025.

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

<b>Senior Officer Civilian Positions (Vacant) – Recruitment Update</b>		
<u>Title</u>	<u>Recruitment Update</u>	<u>Expected Staffing Date</u>
Director, Labour Relations	Pending	To be determined
Legal Counsel	Posted	

## **SUPPORTING DOCUMENTATION**

**APPENDIX A:** Full Time Civilian Hires between January 1<sup>st</sup> and March 31<sup>st</sup>, 2025.

### **CONCLUSION**

This report provides an overview of the activities that have occurred in the Q1 2025 reporting period to fulfill Board requirements. The Service had a successful first quarter in achieving the hiring requirements for sworn members. With the expected increase in staffing for the Civilian staffing team and improved technology, the civilian hiring targets are expected to improve through the remainder of 2025. In the first quarter, the Service hired a total of 36 new Sworn officers along with 9 permanent and 8 temporary Special Constables.

## APPENDIX A

### 2025 Full-time Civilians Hired between January 1<sup>st</sup> and March 31<sup>st</sup>, 2025.

#### Permanent Full-time Civilians

<b>Name</b>	<b>Directorate</b>	<b>Section</b>	<b>Position</b>	<b>Start Date</b>
Guru Prasadh Ragavan	Info & Technology Services Directorate	Data Analytics	Senior Data Engineer	2-Jan-2025
Brendan King	Serious & Organized Crime Directorate	Crime Intelligence Analysis Unit	Crime Intelligence Analyst	13-Jan-2025
Brittany Santos Xardo	Information Directorate	Comm Centre - Plt C	Police Communicator (OB)	20-Jan-2025
Dounia Dia-Eddine	Information Directorate	Comm Centre - Plt A	Police Communicator (OB)	20-Jan-2025
Jovana Novakovic	Information Directorate	Comm Centre - Plt F	Police Communicator	20-Jan-2025
Octavian Danes	Financial Services Directorate	Facilities Capital Projects Unit		20-Jan-2025
William Merklinger	Financial Services Directorate	Financial Services Directorate	Chief Financial Officer	10-Feb-2025
Gillian Playfair	Investigations Directorate	Forensic Identification Section	Forensic Identification Tech - S/Cst	31-Mar-2025

Josette Kadamani	Investigations Directorate	Forensic Identification Section	Forensic Identification Tech - S/Cst	31-Mar-2025
Mya-Rose Lebeau	Project Complement	Project Complement	Special Constable	31-Mar-2025
Kate Moghadam	Investigations Directorate	Forensic Identification Section	Forensic Identification Tech - S/Cst	31-Mar-2025
Dylan Collier	Investigations Directorate	Forensic Identification Section	Forensic Identification Tech - S/Cst	31-Mar-2025
Audrée Alarie	Investigations Directorate	Forensic Identification Section	Forensic Identification Tech - S/Cst	31-Mar-2025
Bikram Basra	Project Complement	Project Complement	Special Constable	31-Mar-2025
Alexander Bouchey	Project Complement	Project Complement	Special Constable	31-Mar-2025
Anaïs Lacasse	Investigations Directorate	Forensic Identification Section	Forensic Identification Tech - S/Cst	31-Mar-2025

### Temporary Full-Time Civilians

<b>Name</b>	<b>Directorate</b>	<b>Section</b>	<b>Position</b>	<b>Start Date</b>
Hugo Henrie	Financial Services Directorate	Fleet Services Unit	Fleet Attendant	6-Jan-2025

Zoe McGaw	Information Directorate	Court Liaison Section-Elgin	Court Liaison Coordinator	6-Jan-2025
Christopher Hnain	Investigations Directorate	Victim Support Unit	Crisis Counsellor	6-Jan-2025
Elizabeth Fraidine	Information Directorate	Court Liaison Section-Elgin	Court Liaison Coordinator	20-Jan-2025
Malcolm Bailey	Serious & Organized Crime Directorate	Crime Intelligence Analysis Unit	Research Analyst (Crime Analysis)	10-Feb-2025
James Topping	Financial Services Directorate	Fleet Services Unit	Fleet Attendant	26-Feb-2025
Carly Patterson	Financial Services Directorate	Workforce Operations Management	Client Support Specialist	10-Mar-2025
Dylan Leclair	Human Resources Directorate	Employee & Labour Relations Branch	HR Assistant	10-Mar-2025
Martha Peak	Information Directorate	Evidence Control Unit	Evidence Control Attendant	17-Mar-2025
Autumne Cadieux	Specialized Policing Directorate	District Revitalization Project	Research Analyst (Crime Analysis)	31-Mar-2025
Jacy Hampson	Human Resources Directorate	Outreach Recruitment	HR Coordinator	31-Mar-2025

Danielle Mayer	Specialized Policing Directorate	District Revitalization Project	Research Analyst (Crime Analysis)	31-Mar-2025
Rachel Grant	Information Directorate	Court Security Section Elgin	Special Constable	31-Mar-2025
Jesse Chartrand	Project Complement	Project Complement	Special Constable	31-Mar-2025
Daniel Kamara	Project Complement	Project Complement	Special Constable	31-Mar-2025
Oscar Giroux	Project Complement	Project Complement	Special Constable	31-Mar-2025
Parmeet Dhaliwal	Frontline Policing Directorate	Platoon C East	Special Constable	31-Mar-2025
Diego Brizuela Lopez	Specialized Policing Directorate	Central Cellblock Platoon E	Special Constable	31-Mar-2025
Kiana Drcar	Information Directorate	Court Security Section Elgin	Special Constable	31-Mar-2025
William Bell	Project Complement	Project Complement	Special Constable	31-Mar-2025