

**Report to / Rapport au:**

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

**29 September 2025 / 29 septembre 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 – SECOND QUARTER 2025**

**OBJET: GESTION DES EFFECTIFS DU SECONDE 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.**

**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 a detailed breakdown of OPS attrition.
3. 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.

4. Identifies all new civilian members to the Service from April 1<sup>st</sup> to June 30<sup>th</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 policing. 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 June 30<sup>th</sup>, 2025.

### Q2 2025 Active Staffing Levels

Table 1 below provides details on the OPS' sworn and civilian staffing levels as of June 30<sup>th</sup>, 2025. The table compares authorized Full Time Equivalent (FTEs) to the number of active members. At the end of Q2 2025, the service had 2,139 active sworn and civilian members.

**Table 1 – Overview of Current Workforce Staffing Levels (as of June 30<sup>th</sup>)**

<b>Sworn</b>					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Sworn Members	Sworn Active Rate
1,570	1,583	13	109	1,474	93.11%
<b>Civilian - Perm</b>					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
717	641	-76	38	603	94.07%
<b>Civilian - Temp</b>					

FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
0	63	63	1	62	98.41%

TOTAL OPS					
FTE Authorized	FTE Actual	Current Variance	Positions Not Staffed due to long term absences	Total Active Members	Total Active Rate
2,287	2,287	0	148	2,139	93.53%

### Workforce Attrition

Workforce attrition (including 'retirements' and 'terminations' for various reasons, including death, end of term employment, and resignation) for Q2 of 2025 has been broken down in Table 2, below. This table captures the number of members who left the Service based on whether the member was sworn or civilian, as well as based on gender. This data reflects binary information only, as categorized in historical human resources information systems. Employee self-identification information, not yet fully implemented at OPS (planned for implementation in 2026), will capture more inclusive aggregate data.

Currently at the OPS, 75% of sworn members are identified as male and 25% female, whereas 62% of civilian members are identified as female and 38% male. In Q2 of 2025, 31% of sworn members who left the organization were female, and 69% were male. Also, in Q2 of 2025, 71% of the civilian members who left the organization were female and 29% were male. Based on this, the percentage of sworn and civilian members who left the organization in Q2 of 2025 who were female was slightly higher than expected based on total population.

**Table 2 – Attrition April 1<sup>st</sup>, to June 30<sup>th</sup>, 2025**

	Sworn – Female	Sworn - Male	Civilian -Female	Civilian - Male	Total
Retirement	3	3	4	0	10
Resignation	1	6	1	0	8
Other*	0	0	0	2	2
Total	4	9	5	2	20

When analyzing attrition and demographic data further, using year-to-date data (55 individuals departing the organization), the following is true:

- 27 (or 49.1%) members who left were women (of which 7 were racialized persons).
- 28 (or 50.9%) members who left were men (of which 7 were racialized persons).
- 14 (or 25.5%) of total departures from the organization involved racialized persons.

While attrition statistics would appear on the surface not to be concerning (as they appear to be relatively on par with local area representation rates), when we consider current internal OPS representation rates for both women and racialized persons, these terminations are higher than should be expected – negatively impacting internal representation (whereas attrition involving men is at a lower rate than internal representation). When we look further at the types of terminations involving both women and racialized persons, we see that the majority involve both early retirements and resignations.

Table 3, below, includes the average length of service for sworn and civilian members at the time of their employment termination. While resignations are the predominant reason for member departure from the organization for members who have been with the OPS from under one year to up to 20 years, retirements are the predominant reason for departure after 20 years.

**Table 3 – Year-to-Date Attrition, length of service at Termination**

	<1 year	1-5 Years	5-10 Years	10-20 Years	20-30 Years	30-35Years	>35Yrs	Total
<b><u>Sworn</u></b>								0
Retirements					8	10	3	21
Resignations	2	4	2	3	1			12
Other*				1				1
<b>Total</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>9</b>	<b>10</b>	<b>3</b>	<b>34</b>
<b><u>Civilian</u></b>								0
Retirements				3	1	6	3	13
Resignations	3		1	1				5
Other*	2	1						3
<b>Total</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>6</b>	<b>3</b>	<b>21</b>
<b>OPS Total</b>	<b>7</b>	<b>5</b>	<b>3</b>	<b>8</b>	<b>10</b>	<b>16</b>	<b>6</b>	<b>55</b>

\*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 includes 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 4 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. This number is estimated to be 48 for the third class in 2025 due to the expanded capacity introduced by the Province through an Eastern Ontario training location.
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, based on variances to original projections. The first half of 2025 saw lower than expected retirements with only 21 YTD, about half of the original projection. This variance will not reduce the hiring requirements for 2025 as we expect that many members eligible to retire in 2025 will do so in early 2026. We have adjusted the required complement carry over upwards to 50 resulting in the hiring plan remaining at 165. The hiring requirements for 2025 can be seen in Table 4 below and the accompanying sworn hiring plan results are shown in Table 5.

**Table 4 - 2025 Sworn Officer Hiring Requirements**

	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	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	6	7	6	34
Resignations	15	5	7	5	5	22
Grant funding	34	9	9	8	8	34
Staffing Stabilization	35	9	9	9	8	35
Other *	5	3	0	1	2	6
Complement carry-over to 2026	22		10	20	20	50
<b>Total</b>	<b>165</b>	<b>36</b>	<b>36</b>	<b>47</b>	<b>46</b>	<b>165</b>
<p>*Includes transfers to long term vacated positions (LTV), deaths, involuntary terminations and conversions to civilian. Complement Carry-Over is based on forecasted retirements and 2025 strategic growth positions.</p>						

**Table 5 - 2025 Sworn Officer Hiring Results / Plan**

Revised Hiring Plan	Intake	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Total
<b>New Recruits</b>						
January	Intake 1	33				33
April	Intake 2		32			32
July	Intake 3			48		48
October	Intake 4				36	36
<b>Total Recruits:</b>		33	32	48	36	149
<b>Civilian Conversions to Sworn:</b>		3	0	1	1	5
<b>Exp. Officers</b>						
June	Intake 1		4			4
August	Intake 2			3		3
December	Intake 3				4	4
<b>Total Exp. Officers:</b>		0	4	3	4	11

<b>Total Hiring Plan</b>	<b>36</b>	<b>36</b>	<b>52</b>	<b>41</b>	<b>165</b>
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<b>Revised 2025 Hiring Requirements</b>	36	36	47	46	165
<b>Variance to Revised Hiring Requirements</b>	0	0	5	-5	0

### **Civilian Member Staffing Activities**

The second quarter saw civilian staffing complete a total of 42 staffing movements. These positions were staffed through a combination of permanent and term placements, and by both internal and external candidates. The Service is continuing to monitor attrition for any themes or trends that may arise.

In Table 7 below, a breakdown of the number of external permanent placements and civilian conversions for the period spanning April 1<sup>st</sup>, 2025, to June 30<sup>th</sup>, 2025, has been provided. There are currently 36 open requisitions at the time of writing this report in addition to the 13 competitions pending in the queue for initiation or on hold as directed by the chain of command. The Civilian 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 6 below for the remainder of the year.

**Table 6 - 2025 Permanent Civilian Hiring Requirements**

	Original Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	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>						
Retirements	30	9	4	6	6	25
Resignations	12	4	1	3	2	10
Conversions to Sworn	0	3	0	1	1	5
Other *	5	1	2	1	1	5
<b>Staffing Stabilization</b>						
Complement carry-over to 2025	0	0	0	0	0	0
<b>Total</b>	107	37	20	26	22	105

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

**Table 7 – 2024 Permanent Civilian Hiring Plan**

Revised Civilian Hiring Plan	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Total
Permanent New Hires	16	6	25	21	68
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	6	26	22	72
<b>Revised 2025 Hiring Requirements</b>	37	20	26	22	105
<b>Variance to Revised Hiring Requirements</b>	-19	-14	0	0	-33

## **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 Q4 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. Capacity issues remain 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 8 below provides an update on the Civilian Senior Officer staffing status and hiring efforts to fill vacant positions as of June 30<sup>th</sup>, 2025.

**Table 8 – 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>
Director, Labour Relations	Cancelled	N/A
Legal Counsel	Posted	July 7, 2025

## **SUPPORTING DOCUMENTATION**

**Appendix 1** – Full Time Civilian Hires between April 1<sup>st</sup> and June 30<sup>th</sup>, 2025.

## **CONCLUSION**

This report provides an overview of the staffing activities that have occurred in the Q2 2025 reporting period to fulfill Board requirements. The Service had a successful second quarter, again achieving the hiring requirements for sworn members, hiring a total of 36 new officers. 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.

**APPENDIX 1****2025 Full-time Civilians Hired between April 1<sup>st</sup> and June 30th, 2025.****Permanent Full-time Civilians**

<b>Name</b>	<b>Directorate</b>	<b>Section</b>	<b>Position</b>	<b>Start Date</b>
Kaitlin Sanford	Investigations Directorate	Frontline Investigations Branch	Forensic Identification Tech - S/Cst	19-May-2025
N'Datien Pierre Auguste Ouattara	Information Directorate	Communications Branch	Police Communicator (OB)	12-May-2025
Simon Pretli	Information Directorate	Communications Branch	Police Communicator (OB)	12-May-2025
Daniella Tannouri	Information Directorate	Communications Branch	Police Communicator (OB)	12-May-2025
Eric Kun	Info & Technology Services Directorate	Records & Information Mgmt Unit	Report Analyst	11-Jun-2025
Armaan Sekhon	Info & Technology Services Directorate	Info & Technology Services	Manager Technology Adoption	25-Jun-2025

**Temporary Full-Time Civilians**

<b>Name</b>	<b>Directorate</b>	<b>Section</b>	<b>Position</b>	<b>Start Date</b>
Oluwasegun Popoola	Strategy & Communication Directorate	Business Performance Unit	Sr Internal Audit Specialist	15-Apr-2025
Kamil Synowiecki	Serious & Organized Crime Directorate	Investigative Support Branch	Crime Intelligence Analyst	1-May-2025
Unnati Thakkar	Financial Services Directorate	Workforce Operations Management	Data Analyst	5-May-2025
Tyler Rathwell	Info & Technology Services Directorate	Records & Information Mgmt Unit	Background Clearance Representative	12-May-2025

Lindsay Kelly	Financial Services Directorate	Facilities & Materiel Management Branch	Project Specialist Facilities	12-May-2025
Kevin Guertin	Information Directorate	Information & Material Continuity	Evidence Control Attendant	19-May-2025
Laura Finlay	Human Resources Directorate	Human Resources Branch	Business Partner Human Resources	21-May-2025
Ashley Brambles	Neighbourhood Policing Directorate	Community Safety & Wellbeing Branch	Strat Partnership & Eng Specialist	12-May-2025
Cassandra Smith	Info & Technology Services Directorate	Records & Information Mgmt Unit	Background Clearance Representative	26-May-2025
Frances Aleine De Luna	Info & Technology Services Directorate	Records & Information Mgmt Unit	Background Clearance Representative	23-Jun-2025