

**Report to / Rapport au:**

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

**5 December 2025 / 5 décembre 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: WORKFORCE MANAGEMENT REPORT – THIRD QUARTER 2025**

**OBJET: GESTION DES EFFECTIFS DU TROISIEME 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 OPS workforce management key performance indicators, including sworn staffing, senior officer retirements, civilian staffing, overtime, and sick leave.
2. Provides the Board with an overview of and update on the OPS Staff Stabilization Plan.

3. Provides the Board with an overview of OPS workforce alignment with Board strategic projects.
4. Provides the Board with an overview of OPS attrition.

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

The CSPA and Board Policy CR-7 Workforce Management requires that the Chief of Police provide a quarterly report on workforce management. Beyond this, salaries and wages (\$379 million) are the largest line item in the 2025 OPS Budget, representing approximately 85 percent of the total operating budget, and short and long-term staffing levels also have a direct impact on the OPS' ability to provide adequate and effective policing. Given these realities, the data points (key performance indicators) noted below provide line of sight to overall workforce management effectiveness and workforce health.

### 1) Workforce Management Key Performance Indicators:

The Dashboard below includes five key performance indicators, two identified by the Board (overtime and sick leave) and three identified by OPS (sworn staffing, senior officer retirements, civilian staffing). Levels of risk are defined as follows:

#### Workforce Management Dashboard: Third Quarter 2025



Definition of levels of risk (impact and likelihood):

**Low:** low impact and likelihood; does not merit mitigating action.

**Medium:** high impact and low likelihood or low impact and high likelihood; requires mitigating action.

**High:** high impact and high likelihood; risk has become an issue; requires immediate attention to address.

a) **Sworn Staffing** - on track (low risk);

- The 2025 sworn hiring plan has identified that 165 new officers need to be hired in year. 115 officers have been hired to date, which is on track with the hiring plan. Refer to Document 4 – Sworn Member Staffing Activities.
- No additional mitigation currently required.

b) **Sworn Senior Officer Retirements** – requires attention (high risk);

- Over the next three years, 84% of Inspectors and above are eligible to retire. Refer to Document 6 - Senior Officer Staffing Update.
- OPS mitigation strategy - OPS will provide a briefing at the next Human Resources Committee Meeting on its Succession Planning and Leadership Development Program to be rolled out beginning in 2026.

c) **Civilian Staffing** – delayed (medium risk);

- The 2025 civilian hiring plan has identified that 105 new civilian members need to be hired in year. 63 individuals have been hired to date, which is not on track with the initial hiring plan. Examples of priority civilian staffing to be completed are Communication Center and Special Constables. Fiscal restraint is a primary causational factor for slowed civilian staffing. Refer to Document 5 – Civilian Member Staffing Activities.
- OPS mitigation strategy – OPS is staging and prioritizing hiring of civilian positions to ensure the most mission critical positions are hired prior to those that are less critical.

d) **Overtime (non-recoverable)** – above budget (high risk);

- Overtime (non-recoverable) has steadily increased since the Illegal Truck Demonstration in 2022 but is expected to decrease moving forward given sworn staffing increases, greater use of Special Constables and reduced sick leave. Refer to Document 7 – Non-Recoverable Overtime.
- OPS mitigation strategy - Overtime will be a key metric for effective workforce management, member well-being and sound stewardship of public funds. In 2026, OPS will set a target to reduce non recoverable overtime by at least 10%.

e) **Sick leave** - improving (low risk);

- New collective agreement has significantly reduced sick leave utilization. Refer to Document 8 – Sick Leave.
- No additional mitigation currently required.

## **2) Staff Stabilization Plan**

In year two of three, the staff stabilization plan continues to make good progress, particularly from a sworn staffing perspective. The staff stabilization plan has seen the hiring of 133 sworn officers in 2024, combined with 115 hired to date in 2025, totalling 248 new sworn hires. In this same period, 65 permanent civilian hires were made in 2024 and 63 have been hired to date in 2025, totalling 128 new permanent civilian hires.

## **3) Workforce Alignment with Board's Strategic Projects**

All OPS staffing is directly aligned with the Board Strategic Plan and Projects and the hiring priorities established in the previous years budget. For example, in 2026, 15 positions (eight civilian and seven sworn) will be filled as part of the advancement of the District Revitalization Project. These positions will help to advance this key strategic project.

Another example, the Service is actively working to create a representative workforce when hiring and promoting for both sworn and civilian positions. This work is helping to advance elements of the Drive2Strategy.

## **4) Attrition**

Although there are no substantive and immediate issues regarding attrition, OPS anticipates a large wave of retirements in 2026. This increase in retirements is anticipated with implementation of the new collective agreement provisions for sick leave and based on historical hiring patterns. The situation is being mitigated by hiring in advance of these retirements in 2025. Refer to Document 3 – 2025 Workforce Attrition.

## **CONCLUSION**

Year to date, and in Q3 of 2025, OPS has had a successful year from a sworn hiring perspective. In fact, in Q3 of 2025, the Service hired a total of 43 new officers and has hired a total of 115 new officers year to date. The Service has been less successful in achieving civilian hiring targets, presenting medium risk to the OPS, though mitigation activities are underway to manage this.

Conversely, non recoverable overtime and a potential surge in senior officer sworn retirements are risks that are being actively monitored and managed as they present the Service with high risk. OPS has identified mitigating strategies for both issues and will keep the Board advised.

### **SUPPORTING DOCUMENTATION**

Document 1 – Full Time Civilian Hires between July 1<sup>st</sup> and September 30<sup>th</sup>, 2025.

Document 2 – Q3 2025 Active Staffing Levels

Document 3 – 2025 Workforce Attrition

Document 4 – Sworn Member Staffing Activities

Document 5 – Civilian Member Staffing Activities

Document 6 – Senior Officer Staffing Update

Document 7 – Non Recoverable Overtime

Document 8 – Sick Leave

## DOCUMENT 1

**2025 Full-time Civilians Hired between July 1<sup>st</sup> and September 30th, 2025.**

### Permanent Full-time Civilians

<b>Name</b>	<b>Directorate</b>	<b>Section</b>	<b>Position</b>	<b>Start Date</b>
Kimberly-Ann Dagenais-Jezni	Information Directorate	Comm Centre - Plt B	Police Communicator (OB)	14-Jul-2025
Lise-Anne Verdon	Information Directorate	Comm Centre - Plt C	Police Communicator (OB)	14-Jul-2025
Jacob Klein	Strategy & Communication Directorate	Business Performance Unit	Geospatial Data Analyst	14-Jul-2025
Emilie van Faassen	Information Directorate	Comm Centre - Plt E	Police Communicator (OB)	14-Jul-2025
Joshua Okoe	Neighbourhood Policing Directorate	District East - Branch Support	District Community Intake Relations Splt	5-Aug-2025
Robynn Collins	Neighbourhood Policing Directorate	District Central - Branch Support	District Community Intake Relations Splt	2-Sep-2025
Kurtis Adamus	Information Directorate	Comm Centre - Plt E	Police Communicator (OB)	25-Aug-2025

Monique Fuller	Neighbourhood Policing Directorate	District South Branch Support	District Community Intake Relations Splt	15-Sep-2025
Ralph Mezher	Information Directorate	Comm Centre - Plt A	Police Communicator (OB)	22-Sep-2025
Celina Gilligan	Information Directorate	Comm Centre - Plt D	Police Communicator (OB)	22-Sep-2025
Gabriel Massicotte-Rochon	Information Directorate	Comm Centre - Plt B	Police Communicator (OB)	22-Sep-2025
Alexia Poirier	Information Directorate	Comm Centre - Plt F	Police Communicator	22-Sep-2025

**Temporary Full-Time Civilians Hired between July 1<sup>st</sup> and September 30th, 2025.**

<b>Name</b>	<b>Directorate</b>	<b>Section</b>	<b>Position</b>	<b>Start Date</b>
Michelle Gauthier	Neighbourhood Policing Directorate	District Revitalization Program	Director District Revitalization Program	8-Sep-2025
Madelynn Anderson	Human Resources Directorate	Employee & Labour Relations	Articling Student - Labour Relations	5-Aug-2025
Kathleen Gant	Legal Services Directorate	Legal Services	Articling Student	5-Aug-2025

Camille Kamanzi	Neighbourhood Policing Directorate	Diversity Relations and Resource	Community Developer Community Engagement	8-Sep-2025
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**DOCUMENT 2**

**Q3 2025 Active Staffing Levels**

Table 1 below provides details on the OPS' sworn and civilian staffing levels as of September 30<sup>th</sup>, 2025. The table compares authorized Full Time Equivalents (FTEs) to the number of active members. At the end of Q3 2025, the service had 2,175 active sworn and civilian members.

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

<b>Sworn</b>					
FTE Authorized	FTE Actual	Variance (Actual-Authorized)	Positions Not Staffed due to long term absences	Active Sworn Members	Sworn Active Rate
1,570	1,613	43	113	1,500	92.99%

<b>Civilian - Perm</b>					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
717	657	-60	39	618	94.06%

<b>Civilian - Temp</b>					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long	Active Civilian Members	Civilian Active Rate

			term absences		
0	58	58	1	57	98.28%

<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	2,328	41	153	2,175	93.43%

**DOCUMENT 3**  
**2025 Workforce Attrition**

Workforce attrition (includes retirements, terminations for various reasons, death, end of term employment, and resignations) for Q3 of 2025 has been broken down in Table 2, below. This table captures the number of members who left the Service during the quarter and 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 male and 25% female, whereas 62% of civilian members are female and 38% male. In Q3 of 2025, 25% of sworn members who left the organization were female, and 75% were male. Also, in Q3 of 2025, 67% of the civilian members who left the organization were female and 33% were male.

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

	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement	3	6	1		10
Resignation	1	5	2	1	9
Other*		1	1	1	3
Total	4	12	4	2	22

When analyzing attrition and demographic data further, using year-to-date data of 77 individuals departing the organization, the following is true:

- 35 (or 45.5%) members who left were women (of which 8 were racialized persons). As of the end of the third quarter, 35.7% of OPS identified as women
- 42 (or 54.5%) members who left were men (of which 12 were racialized persons).

- 20 (or 26.0%) of total departures from the organization involved racialized persons. As of the end of the third quarter, 19% of OPS identified as racialized members.

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 percentages of those leaving OPS are higher than should be expected (significantly so for women) – 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 – with close to one third of the women who left having resigned, and one half of the racialized persons who left having resigned.

Table 3, below, includes the average length of service for sworn and civilian members at the time of their attrition.

**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	30-35 years	>35 Years	Grand Total
<b>Sworn</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>11</b>	<b>15</b>	<b>6</b>	<b>50</b>
Retirement					9	15	6	30
Resignation	4	5	5	2	2			18
Other	0	1	0	1	0	0	0	2
<b>Civilian</b>	<b>6</b>	<b>4</b>		<b>5</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>27</b>
Retirement				2	2	7	3	14
Resignation	3	2		3				8
Other	3	2	0	0	0	0	0	5
<b>Grand Total</b>	<b>10</b>	<b>10</b>	<b>5</b>	<b>8</b>	<b>13</b>	<b>22</b>	<b>9</b>	<b>77</b>

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

## **DOCUMENT 4**

### **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 fourth 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 Actual	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	9	5	35
Resignations	15	5	7	6	4	22
Grant funding	34	9	9	8	8	34
Staffing Stabilization	35	9	9	9	8	35
Other *	5	3	0	1	1	5
Complement carry-over to 2026	22		10	13	27	50
<b>Total</b>	165	36	36	43	50	165

\*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.

**Table 5 – 2025 Sworn Hiring Plan**

<b>Revised Hiring Plan</b>	<b>Intake</b>	<b>Q1 Actua l</b>	<b>Q2 Actua l</b>	<b>Q3 Actua l</b>	<b>Q4 Foreca st</b>	<b>To tal</b>
<b>New Recruits</b>						
January	Intake 1	33				33
April	Intake 2		32			32
July	Intake 3			37		37
October	Intake 4				45	45
<b>Total Recruits:</b>		33	32	37	45	147
<b>Civilian Conversions to Sworn:</b>		3	0	4	2	9
<b>Exp. Officers</b>						
June	Intake 1		4			4
August	Intake 2			2		2
December	Intake 3				3	3
<b>Total Exp. Officers:</b>		0	4	2	3	9

<b>Total Hiring Plan</b>	<b>36</b>	<b>36</b>	<b>43</b>	<b>50</b>	<b>16 5</b>
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<b>Revised 2025 Hiring Requirements</b>	36	36	43	50	16 5
<b>Variance to Revised Hiring Requirements</b>	0	0	0	0	0

## DOCUMENT 5

### Civilian Member Staffing Activities

In Q3 2025, 32 civilian staffing actions were finalized, encompassing a range of permanent, term, and casual appointments filled through both internal and external recruitment. Table 7 outlines external permanent hires and civilian conversions completed between July 1 and September 30, 2025. At the time of reporting, 38 staffing competitions are underway, with an additional 20 pending launch or paused under direction from the chain of command. The Staffing team is actively collaborating with hiring managers to conclude active processes and prepare for upcoming recruitment initiatives to meet the permanent civilian staffing objectives outlined in Table 6 for the remainder of the year.

The Staffing team is actively working toward reaching full capacity by Q4 2025. While challenges with outdated digital systems and limited resources for background investigations and fingerprinting continue, the team is implementing improvements through the ServiceNow HR modernization project. The rollout of ServiceNow HR modules and the new HR system will support more efficient processes, automate administrative tasks, and increase capacity as these tools are fully adopted.

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

	Original Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	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	7	10	11	45
Retirements	30	9	4	1	5	19
Resignations	12	4	1	3	2	10
Conversions to Sworn	0	3	0	4	3	10
Other *	5	1	2	2	1	6
<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	20	25	23	105

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

**Table 7 – 2025 Permanent Civilian Hiring Plan**

<b>Revised Civilian Hiring Plan</b>	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Total
<b>New Recruits</b>					

Permanent New Hires	16	6	12	21	55
Conversions from temporary to Permanent	12	8	7	7	34
Conversions from Sworn to Civilian	2	0	0	1	3
<b>Total new permanent civilians</b>	30	14	19	29	92
<b>Revised 2025 Hiring Requirements</b>	37	20	25	23	105
<b>Variance to Revised Hiring Requirements</b>	-7	-6	-6	6	-13

## DOCUMENT 6

### Senior Officer Staffing Update

Table 8 below provides an update on the Civilian Senior Officer staffing status and hiring efforts to fill vacant positions as of September 30<sup>th</sup>, 2025. Table 9 below provides a summary of the number of sworn members of the rank Sergeant and above and their retirement eligibility period for the next twelve years.

**Table 8 – Civilian Senior Officer Position Status**

<u>Title</u>	<u>Recruitment Update</u>	<u>Expected Staffing Date</u>
Legal Counsel	Posted	January 1, 2026

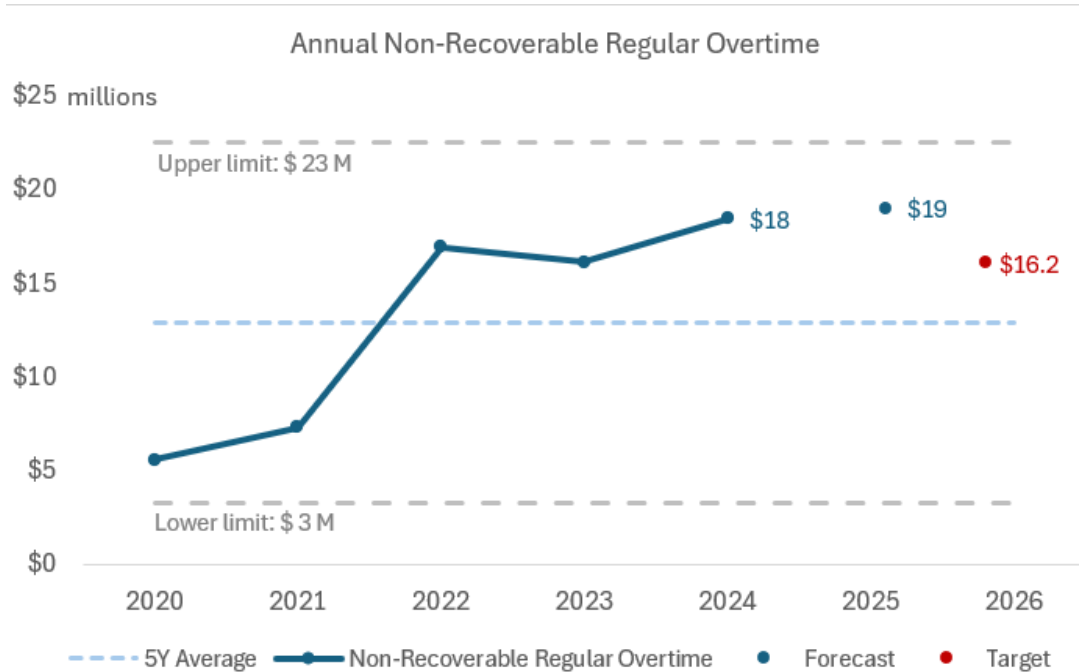
**Table 9 – Sworn Officer Retirement Eligibility**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Deputy Chief	3											
Superintendent	6		3									
Inspector	7	2	4	2		3	1					1
Staff Sergeant	23	3	9	6	5	4	3	4	2	2	2	
Sergeant	36	11	25	17	10	20	24	15	14	8	9	12
<b>Total</b>	<b>75</b>	<b>16</b>	<b>41</b>	<b>25</b>	<b>15</b>	<b>27</b>	<b>28</b>	<b>19</b>	<b>16</b>	<b>10</b>	<b>11</b>	<b>13</b>

## DOCUMENT 7 – Non-Recoverable Overtime

OPS non-recoverable overtime has escalated year over year since the illegal truck demonstration in 2022. Given the ongoing hiring of sworn officers, significantly reduced sick leave, and greater use of Special Constables, it is reasonable to expect OPS non-recoverable overtime (e.g., Frontline Patrol) will significantly decrease in 2026 and beyond. OPS has committed to our Board and City to reduce non-recoverable overtime by at least 10% in 2026. OPS cost center overtime reduction targets are now being developed for Senior Leadership Team (SLT) approval and implementation at the beginning of January 2026. This overtime target is a key measure of OPS effective workforce management, member wellness and sound stewardship of public funds.

**Graph 1 – Annual Non-Recoverable Regular Overtime**



## DOCUMENT 8 – Sick Leave

The trendline at OPS for sick leave has been increasing since the illegal truck demonstration in 2022. This increase can be logically associated with the large increase in overtime during that same period leading to burnout. Please refer to the dashboard and table 10 below for sick leave metrics from 2020 to 2024.

With the new sick leave plan in OPA and SOA collective agreements, reduced overtime targets, and continuous hiring of new members, it is expected that the sick leave trend line will continue to decline in 2026 as has been the experience in 2025.

**Table 10 Total Sick Leave Hours**

	2020	2021	2022	2023	2024
Sick Leave	421,000	441,000	507,000	528,000	559,000

### Dashboard on OPS Sick Leave

