

**Report to / Rapport au:**

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

**23 February 2026 / 23 février 2026**

**Submitted by / Soumis par:**

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

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**SUBJECT: WORKFORCE MANAGEMENT REPORT – FOURTH QUARTER 2025**

**OBJET: GESTION DES EFFECTIFS DU QUATRIEME 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 the OPS Staff Stabilization Plan.**

3. Provides the Board with an overview of OPS workforce alignment with the Board's 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) were 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 indicators identified by the OPS (sworn staffing, senior officer retirements, civilian staffing). Levels of risk are identified as follows:

#### Workforce Management Dashboard: Fourth 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 plan (low risk);

- Original 2025 sworn hiring plan identified that 165 new officers were required to be hired. 150 new hires were hired in 2025 and all seats offered at the Ontario Police College (OPC) were filled. Considering actual retirements were below projection in 2025, the OPS maintained planned staffing levels into 2026. Refer to Table 5 – 2025 Sworn Hiring Plan.

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

- Over the next three years, 84% of at a rank of Inspector and above are eligible to retire. Refer to Table 9- Retirement Eligibility of Senior Officers.
  - OPS mitigation strategy – the OPS provided a briefing at the January 29 Human Resources Committee Meeting on its Succession Planning and Leadership Development Program being rolled out through 2026. In addition, the Service is undertaking an Inspector promotions process with over 55 participants. This is a significantly higher number of participants than previous processes and has been opened to Staff Sergeants to ensure that a healthy pool is created.

**c) Civilian Staffing** – behind plan (medium risk);

- The adjusted 2025 civilian hiring plan identified that 99 new civilian members needed to be hired in year. 83 individuals were hired by the end of the year, which is not on track with the hiring plan. Fiscal restraint is a primary causal factor for slowed civilian staffing.
- OPS mitigation strategy – the OPS staged and prioritized hiring of civilian positions to ensure the most mission critical positions were hired prior to those that are less critical. For instance, Communication Centre and Special Constable positions were filled prior to other less critical positions.
- The OPS is aligned with leading practice with an administrative overhead of 15%

**d) Overtime (non-recoverable)** – requires attention (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.

- OPS mitigation strategy - Overtime will be a key metric for effective workforce management, member well-being and sound stewardship of public funds. The OPS has committed to the Board to achieve a 2026 non-recoverable overtime reduction target of 10%.

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

- The new collective agreement has significantly reduced sick leave by 120,000 hours, or 21.5%, from 559,000 in 2024 to 439,000 in 2025. This reduction is equivalent to over 80 FTE's
- No additional mitigation is 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 150 hired in 2025, totaling 283 new sworn hires. In this same period, 65 permanent civilian hires were made in 2024 and 83 were hired in 2025, totaling 148 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, approximately 15 people will be hired as part of the District Revitalization Project with go live of the new District model planned for January 2027.

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 issues now with OPS 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. This was being partially mitigated by hiring in advance of these retirements in 2025. Over the last two years, OPS lost 118 sworn members to attrition, with 59 departures in each of 2024 and 2025. Despite this, the hiring of 283 sworn members during the same period led to a net increase of 165 in total sworn strength. Refer to Document 3 – 2025 Workforce Attrition.

**SUPPORTING DOCUMENTATION**

Workforce Management Dashboard – 5 key indicators: sworn staffing, anticipated sworn senior level retirements, civilian staffing, overtime (non-recoverable), and sick leave.

Appendix 1 – Full Time Civilian Hires between October 1<sup>st</sup> and December 31<sup>st</sup>, 2025.

Appendix 2 – Q4 2025 Active Staffing Levels

Appendix 3 – 2025 Workforce Attrition

Appendix 4 – Sworn Member Staffing Activities

Appendix 5 – Civilian Member Staffing Activities

Appendix 6 – Senior Officer Staffing Update

Appendix 7 – Sick Leave

**CONCLUSION**

In 2026, the OPS has had a successful year from a sworn hiring perspective. In fact, in Q4 of 2025, the Service hired a total of 37 new officers and has hired a total of 150 new officers over the course of the year. 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.

**APPENDIX 1****Permanent Full-time Civilians Hired between October 1<sup>st</sup> and December 31<sup>st</sup>, 2025.**

<b>Name</b>	<b>Directorate</b>	<b>Section</b>	<b>Position</b>	<b>Start Date</b>
Alexandra George	Information Directorate	Comm Centre - Plt D	Police Communicator	12/15 /2025
Liana Iannantuono	Information Directorate	Comm Centre - Plt C	Police Communicator	12/15 /2025
Mohamed Draam	Information Directorate	Comm Centre - Plt C	Police Communicator (OB)	12/15 /2025
Avedis Baghdasarian	Information Directorate	Comm Centre - Plt E	Police Communicator	12/15 /2025
Alicia Mickovitch	Parliamentary District Directorate Support	Parliamentary District Unit Support	Open-Source Analysis Team (OSAT) Analyst	11/10 /2025
Elizabeth Wyczynski	Information Directorate	Comm Centre - Plt F	Police Communicator (OB)	11/3/ 2025
Emilie Vachon	Information Directorate	Comm Centre - Plt D	Police Communicator	11/3/ 2025
Kaelan Munro	Investigations Directorate	Forensic Identification Section	Forensic Identification Tech - S/Cst	10/27 /2025
Nicolas Saumure	Information Directorate	Comm Centre - Plt B	Police Communicator (OB)	11/3/ 2025

Brandon Richard	Information Directorate	Comm Centre - Plt C	Police Communicator (OB)	11/3/2025
Naim Mihoubi	Information Directorate	Comm Centre - Plt E	Police Communicator	11/3/2025
Laurence Laurin	Information Directorate	Comm Centre - Plt A	Police Communicator	11/3/2025
Laura-Maude Bourdeau	Information Directorate	Comm Centre - Plt E	Police Communicator	11/3/2025

**Temporary Full-Time Civilians Hired between October 1<sup>st</sup> and December 31<sup>st</sup>, 2025.**

<b>Name</b>	<b>Directorate</b>	<b>Section</b>	<b>Position</b>	<b>Start Date</b>
Chanzo Greenidge	Neighbourhood Policing Directorate	Community Safety & Wellbeing Branch	District Community Intake Relations Splt	12/1 5/20 25
Claudia Melissa Rey Goyeneche	Human Resources Directorate	Civilian Staffing & Career Management	Business Partner Human Resources	12/1/ 2025
Heather Beardmore	Human Resources Directorate	Civilian Staffing & Career Management	Business Partner Human Resources	12/1/ 2025
Jennifer Rovt	Specialized Policing Directorate	District Revitalization Project	Research Analyst (Crime Analysis)	11/2 4/20 25
Nadine Tymczyna	Project Complement	Project Complement	Special Constable	11/4/ 2025
Connor MacMillan	Project Complement	Project Complement	Special Constable	11/4/ 2025
Janssen House	Project Complement	Project Complement	Special Constable	10/2 7/20 25
Darek LaFrance	Project Complement	Project Complement	Special Constable	10/2 7/20 25
Darek Mongeon-Lafrance	Project Complement	Project Complement	Special Constable	10/2 7/20 25

Christopher Pogue	Project Complement	Project Complement	Special Constable	10/2 7/20 25
Paul Kippen-Vachon	Project Complement	Project Complement	Special Constable	10/2 7/20 25
FNU Manjinder Singh	Project Complement	Project Complement	Special Constable	10/2 7/20 25
Stephanie Burtnik	Project Complement	Project Complement	Special Constable	10/2 7/20 25
Jade Hunter	Project Complement	Project Complement	Special Constable	10/2 7/20 25
Evan Wakeman	Project Complement	Project Complement	Special Constable	10/2 7/20 25
Connor Ogilvie	Project Complement	Project Complement	Special Constable	10/2 7/20 25
Shawn Dowson	Project Complement	Project Complement	Special Constable	10/2 7/20 25
Mackenzie Lawson	Investigations Directorate	Forensic Identification Section	Forensic Identification Tech - S/Cst	10/2 7/20 25

Alyssa Glover	Project Complement	Project Complement	Special Constable	10/27/2025
Michel Belledent	Project Complement	Project Complement	Special Constable	10/27/2025
Jessica Artates	Info & Technology Services Directorate	CPIC Section	CPIC Operator	10/29/2025
Jessica Morgan	Specialized Policing Directorate	District Revitalization Project	Research Analyst (Crime Analysis)	11/3/2025
Thomas Buckley	Human Resources Directorate	Abilities Mgmt & Return to Work Unit	Abilities Management Specialist	10/6/2025
Mark Spinks	Financial Services Directorate	Facilities Management & Security Unit	Technical Security Specialist	10/6/2025

**APPENDIX 2**

**Q4 2025 Active Staffing Levels**

Table 1 below provides details on the OPS' sworn and civilian staffing levels as of December 31st, 2025. The table compares authorized Full Time Equivalents (FTEs) to the number of active members. At the end of Q4 2025, the service had 2,175 active sworn and civilian members.

**Table 1 – Overview of Current Workforce Staffing levels (as of December 31, 2025)**

<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	1,611	41	87	1,524	94.60%
<b>Civilian - Perm</b>					
FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
717	671	-46	45	626	93.29%
<b>Civilian - Temp</b>					

FTE Authorized	FTE Actual	Variance	Positions Not Staffed due to long term absences	Active Civilian Members	Civilian Active Rate
0	75	75	1	74	98.67%

<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	2,357	70	133	2,224	94.36%

## APPENDIX 3

### Workforce Attrition

Workforce attrition (includes retirements, terminations for various reasons, death, end of term employment, and resignations) for Q4 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, 76% of sworn members are male and 24% female, whereas 60% of civilian members are female and 40% male. In Q4 of 2025, 33% of sworn members who left the organization were female, and 67% were male. Also, in Q4 of 2025, 80% of the civilian members who left the organization were female and 20% were male.

**Table 2 – Attrition October 1st to December 31st, 2025**

	Sworn – Female	Sworn - Male	Sworn Total	Civilian - Female	Civilian - Male	Civilian Total	OPS Total
Retirement	2		2	1		1	3
Resignation	1	5	6	2		2	8
Other*		1	1	1	1	2	3
Total	3	6	9	4	1	5	14

When analyzing attrition and demographic data further, using Q1-Q4 2025 data (92 individuals departing the organization), the following is true:

- 42 (or 46.2 %) members who left were women (of which 8 were racialized persons).
- 49 (or 53.8%) members who left were men (of which 15 were racialized persons).
- 23 (or 25.3%) 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 (24.2% and 21.5% respectively), these terminations are higher than should be expected (significantly so for women) – negatively impacting internal representation. Early retirements (unreduced) and resignations account for most terminations in 2025 (73 or 80.2%). When we look further at the impacts to representation rates of both women and racialized persons at OPS, we see that close to one third of the women who left - and just under one half of the racialized persons who left – resigned from the organization (these rates exceeding the corresponding internal representation rates).

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

**Table 3 – 2025 Attrition, length of service at Termination**

	Years							Grand Total
	<1	1-5	6-10	11-20	21-30	31-35	>35	
<b>Sworn</b>	<b>5</b>	<b>9</b>	<b>6</b>	<b>6</b>	<b>14</b>	<b>15</b>	<b>4</b>	<b>59</b>
Retirement	0	0	0	0	13	15	4	32
Resignation	5	7	6	5	1	0	0	24
Other	0	2	0	1	0	0	0	3
<b>Civilian</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>26</b>
Retirement	0	0	0	2	3	6	4	15
Resignation	3	2	0	3	0	0	0	8
Other	1	1	1	0	0	0	0	3
<b>Grand Total</b>	<b>9</b>	<b>12</b>	<b>7</b>	<b>11</b>	<b>17</b>	<b>21</b>	<b>8</b>	<b>85</b>

## **APPENDIX 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 held four 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 was expanded 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, developed in December 2024, projected a requirement to hire 165 sworn officers in 2025. Throughout the year, the OPS adjusted the hiring plan as needed to reflect variances from the original projections. Actual retirements in 2025 were significantly lower than anticipated, with 32 retirements compared to the planned 70. Combined retirements and resignations totaled 56, versus a projected 85—representing 66% of the original plan. By year end 2025, the OPS hired a total of 150 new sworn officers, as shown in Table 4 below, with corresponding sworn hiring plan results detailed in Table 5.

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

	Forecas ted Hiring Require ments	Q1 Act ual	Q2 Act ual	Q3 Act ual	Q4 Act ual	Hiring Require ments
	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	2	32
Resignations	15	5	7	6	6	24
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	49	164

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

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

Table 5 – 2025 Sworn Hiring Plan

Revised Hiring Plan	Intake	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Total
<b>New Recruits</b>						
January	Intake 1	33				33
April	Intake 2		32			32
July	Intake 3			35		35
October	Intake 4				36	36
<b>Total Recruits:</b>		33	32	35	36	136
<b>Civilian Conversions to Sworn:</b>		3	0	4	1	8
<b>Exp. Officers</b>						
June	Intake 1		4			4
August	Intake 2			2		2
December	Intake 3				0	0
<b>Total Exp. Officers:</b>		0	4	2	0	6
<b>Total Hiring</b>		<b>36</b>	<b>36</b>	<b>41</b>	<b>37</b>	<b>150</b>
<b>Revised 2025 Hiring Requirements</b>		36	36	43	49	164

<b>Variance to Revised Hiring Requirements</b>	0	0	-2	-12	-14
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## **APPENDIX 5**

### **Civilian Member Staffing Activities**

In Q4 of 2025, 55 civilian staffing actions were completed, including permanent, term, and casual appointments filled through both internal and external recruitment. Table 7 summarizes external permanent hires and civilian conversions finalized between October 1 and December 31, 2025. As of the reporting date, 39 staffing competitions are in progress, with an additional 15 either pending launch or paused at the direction of the chain of command. The Staffing team continues to work closely with hiring managers to complete active 2025 processes and prepare for upcoming recruitment initiatives in support of permanent civilian staffing targets for 2026.

The Staffing team is also working toward achieving full operational capacity by Q1 2026. While challenges persist due to outdated digital systems and limited capacity for background investigations and fingerprinting, improvements are underway through the ServiceNow HR modernization project. The implementation of ServiceNow HR modules and the new HR system is expected to streamline processes, automate administrative tasks, and increase overall capacity as adoption progresses.

Table 6 - 2025 Permanent Civilian Hiring Requirements

	Original Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	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	5	39
Retirements	30	9	4	1	1	15
Resignations	12	4	1	3	2	10
Conversions to Sworn	0	3	0	4	1	8
Other *	5	1	2	2	1	6
<b>Staffing Stabilization</b>						
	2	0	0	2	0	2
<b>Complement carry-over to 2026</b>						
	0	0	0	0	0	0

<b>Total</b>	107		37	20	25	17	99
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\*Includes involuntary terminations, deaths, end of term.

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

<b>Revised Civilian Hiring Plan</b>	<b>Q1 Actual</b>	<b>Q2 Actual</b>	<b>Q3 Actual</b>	<b>Q4 Actual</b>	<b>Total</b>
<b>New Recruits</b>					
Permanent New Hires	16	6	12	13	47
Conversions from temporary to Permanent	12	8	7	7	34
Conversions from Sworn to Civilian	2	0	0	0	2
<b>Total new permanent civilians</b>	30	14	19	20	83
<b>Revised 2025 Hiring Requirements</b>	37	20	25	17	99
<b>Variance to Revised Hiring Requirements</b>	-7	-6	-6	3	-16

**APPENDIX 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 December 31st, 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	Selection process underway	June 30, 2026
Director Health, Safety and Wellness	Selection process underway	April 1, 2026

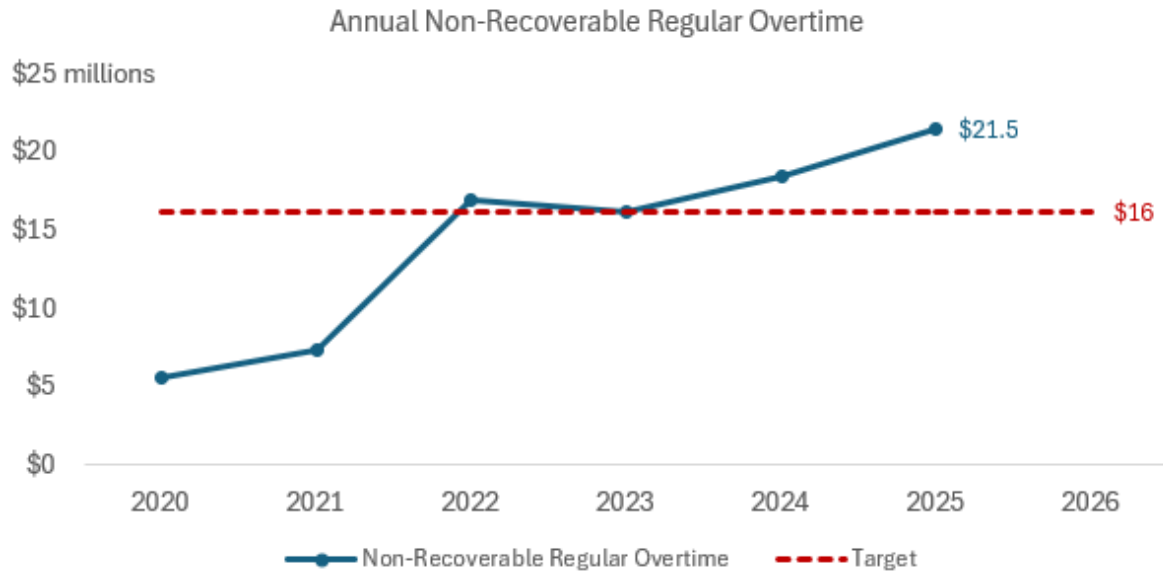
**Table 9 – Sworn Officer Retirement Eligibility**

	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

**Table 10 – Annual Non-Recoverable Regular Overtime**

OPS non-recoverable overtime has escalated year over year since the illegal convey (2022). Given the new collective agreement, and significantly reduced sick leave, as well as ongoing hiring of sworn offices, and greater use of Special Constables, it is reasonable to expect OPS non-recoverable overtime (e.g., FLD) to significantly

decrease in 2026 and beyond. The OPS has committed to our Board and City to reduce non-recoverable overtime by a minimum of 10% in 2026. OPS cost centre overtime reduction targets are now being developed for SLT approval and implementation at the beginning of January 2026. This Overtime KPI and target is a key measure of OPS effective workforce management, member wellness and sound stewardship of public funds.



## APPENDIX 7

### 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 11 Total Sick Leave Hours**

	2020	2021	2022	2023	2024	2025
Sick Leave hours	421,000	441,000	507,000	528,000	559,000	439,000
% change		4.8%	15.0%	4.1%	5.9%	-21.5%

### Dashboard on OPS Sick Leave

# Police Statistics & Benchmarks


Between 2020 and 2024 Sick Leave and Over Time hours have been growing



**Sick Leave Hours** ▲ 34%  
2024: **559,000**



**Over time Hours** ▲ 226%  
2024: **250,900**



**Absenteeism Rate** ▲ 3%  
2024: **13%**

**Average Sick Leave**

- Sworn 12 days ▲ 9%
- Civilian 15 days - 0%

**Average Overtime Intensity**

- Sworn 6 hours ▲ 21%
- Civilian 3 hours - 0%