



**Ottawa Police Service Board
Human Resources Committee
Minutes**

Meeting #: 26
Date: January 29, 2026
Time: 10:00 am
Location: Electronic Participation

Present: P. Henschel, M. Carr, M. Polowin

Others: S. Fakirani, D. Donaldson

1. Confirmation of Agenda

With the consent of Committee members, the agenda was amended to add a new item, "Leadership Development Program".

That the Ottawa Police Service Board's Human Resources Committee confirm the agenda of the 29 January 2026 meeting.

Carried as amended

2. Confirmation of Minutes

2.1 Minutes #25 of 07 October 2025

That the Ottawa Police Service Board's Human Resources Committee confirm Minutes #25 of the 07 October 2025 meeting.

Carried

3. Declarations of Interest

No Declarations of Interest were filed.

4. Other Business

5. Items of Business

5.1 Leadership Development Program

Presentation

The Committee questioned whether someone already ranked at Level three needs a prior learning assessment to account for Level one and two content. The Service confirmed that they have discussed this and plan to initially assume that Level three staff already have the required competencies. Supervisors will verify those skills and if gaps are identified, individualized development plans and training will be offered.

The Committee inquired if staff who complete the leadership training have an advantage in traditional promotion. The Service advised that the training builds skills that can help candidates in promotions, but it does not bypass the formal promotion process.

The Committee asked if there are any constraints or concerns related to the capacity to deliver the program. The Service advised that despite capacity constraints, the program balances outsourced, existing, and internal training support, including a cross-organizational mentorship program.

It was discussed that historically, leadership development relied on limited external programs that reached only a small number of members. The new program creates an internal leadership pipeline, allowing many more members to participate and build a broader, stronger pool of future leaders. It was noted that a recent pilot with over 30 sworn and civilian members received very positive feedback.

The Committee asked if the program participants will have a diverse number of individuals. The Service noted that they apply an equity, diversity, and inclusion (EDI) lens to all aspects of the program. The training is open to eligible ranks through applications or supervisor recommendations, and final selections are made using the same EDI principles used in promotions and transfers. It was noted that diversity varies by rank due to historical hiring, resulting in fewer racialized members and women at higher levels. However, this has improved at lower and newer ranks, creating stronger opportunities to develop, promote, and transfer diverse members over time. To combat this, the Inspector promotion process was expanded so that anyone eligible for Staff Sergeant can apply, rather than requiring prior confirmation at that rank. This change has increased the pool of applicants and helped remove barriers, improving access and diversity in the process. It was noted that over the past five years, the organization has significantly increased diversity at the entry level, creating a strong and growing pool of diverse members now progressing through the ranks. While mid-level representation is still limited, leadership expects noticeable improvement within the next few years as this cohort advances. The Service is committed to reflecting the community it serves, while ensuring promotions are based on skills. It was noted that this is a long-term, evolving process.

The Committee asked whether frontline or constable-level members, even if not seeking promotion, will still receive leadership development. The Committee inquired as to whether any of that training will be mandatory. The Service advised that some of the training will be mandatory, but they are hoping that members will also apply to optional training.

The Committee asked how the program will be evaluated for effectiveness over time. The Service explained that initial KPIs will track attendance and completion of courses. Longer-term metrics will assess impacts on

promotions, transfers, interview quality, and succession planning, tracking participants' progression from "not ready" to "ready for promotion." The impact of this initiative will only be measurable over a multi-year period.

The Committee suggested whether improved leadership training could reduce issues like internal complaints (e.g., harassment) and asked that this also be monitored over time.

That the Ottawa Police Service Board's Human Resources Committee receive this presentation for information.

Received

6. Consideration of Motion to Move In Camera

That the Ottawa Police Service Board's Human Resources Committee adjourn the public portion of its meeting to move In Camera to discuss one Labour Relations Matter.

Carried

7. Adjournment

The meeting adjourned at 10:41 am.

8. Next Meeting

Tuesday, April 14, 2026 - 1:00 PM