



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

Date: April 14, 2026

Time: 1:00 pm

Location: Electronic Participation

Present: P. Henschel, M. Carr, M. Polowin (joined at 1:15PM)

Also Present: S. Fakirani, D. Donaldson

1. Confirmation of Agenda

The Committee amended the agenda to receive a presentation on the Member Engagement Survey as item 4.3 and made an amendment to have the Workplace Injuries, Illnesses & Incidents: 2025 Annual Report as the first item on the agenda.

That the Ottawa Police Service Board's Human Resources Committee confirm the agenda of the April 14th 2026 meeting.

Carried

2. Confirmation of Minutes

2.1 Minutes #26 of 29 January 2026

That the Ottawa Police Service Board's Human Resources Committee confirm Minutes #26 of the 29th January 2026 meeting.

Carried

3. Declarations of Interest

No Declarations of Interest were filed.

4. Items of Business

4.1 Workplace Injuries, Illnesses & Incidents: 2025 Annual Report

Chief's report

The Committee asked about the process of having supervisors trained to conduct incident investigations and asked if it is resource intensive. The Service advised that it is both resource-related and awareness-based as Supervisors would be trained to conduct initial incident reviews, identify hazards, and suggest preventative measures, improving the quality and timeliness of reports. However, the health and safety team would still oversee and handle more complex investigations.

The Committee asked what are the biggest challenges that OPS is facing in terms of meeting the needs of its members and employees. The Service advised that a recent review found a need to focus more on supporting healthy members to maintain resilience and prevent issues before they arise. Programs like early intervention and "Stay Connected," along with strong supervisor relationships were discussed as ways to support the members. The review highlighted the importance of strengthening partnerships with the Ottawa Police Association and Senior Officers Association, to better support members overall.

The Committee asked if the return to work cases include all medical absences or only those related to workplace injuries. It was confirmed that it is all the cases related to injuries on the job and non-workplace related and they are all medically supported.

The Committee asked if there are enough resources supporting the program and will additional resource decrease injuries. The Service advised that the main focus is on investing in programs and ongoing supports that build resilience and support members earlier which reduces the need for intensive case management. The Committee suggested that additional investment be looked at during the next budget cycle to see if it will have costs reductions and ultimately better support the members.

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

Received

4.2 Project Complement

Chief's report

The Committee asked if the Service is thinking of potentially placing Special Constables in some community engagement roles. The Service advised that during the roll out of the Special Constable program, they are analyzing each role to determine if it should be a police officer, a Special Constable or even a civilian position. The Committee asked about the use of Special Constables in the mental health unit. The Service advised that it is a possibility, however, they would need to be managed by OPS as there are Special Constables managed by OC Transpo and others.

The Committee asked what are the net results for the Special Constables being hired in terms of cost efficiencies. The Service explained that the Special Constable program was not created to save money but to improve on services, response times, and case outcomes. There are some cost benefits, however, the main value is enhancing operational effectiveness as they are hired for specialized skills that police officers may not have. Some Special Constables have post-secondary education training in forensic identification whereas in the past, a police officer would have to develop an interest in this field and then go on to be fully trained.

The Committee asked for the dynamics on the turnover rates of Special Constables and advancement opportunities. The Service is looking at career pathways for Special Constables and potential supervisory roles in the Special Constable unit.

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

Received

4.3 Member Engagement Survey

Chief's report

The Committee asked what was the focus of the 2023 survey for internal members. The Service explained that the 2023 survey was limited due to time and resource constraints and it relied on focus groups, as a result, it was less comprehensive than a full, more thorough survey that would cover all key issues.

The Committee asked why the survey has not been done in over six years when in the past it was conducted every three to four years. The Service advised that there has been a lot of data work that they turned their attention to in order to develop the KPIs and data portal but the survey remains a top priority. **ACTION:** The Committee asked for a briefing on the 2020 survey and changes that were made based on the survey results.

The Committee commented that using different companies for the survey may be difficult to track performance on specific questions. The Service advised that there has been consistence across core questions in the past several surveys and they are able to track variation and trends over time going back to almost 1995. **ACTION:** The Committee requested the change in core questions over time once the survey results are analyzed.

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

Received

5. 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 three Personal Matters pursuant to 44(2) (b): personal matters about an identifiable individual, including members of the police service or any other employees of the board.

Carried

6. Adjournment

The meeting adjourned at 2:20 pm.

7. Next Meeting

Friday, July 10th, 2026 - 10:00 AM