

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 September 2022 / 26 Septembre 2022

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 – SECOND QUARTER 2022

**OBJET: RAPPORT DE GESTION DES EFFECTIFS DU DEUXIÈME TRIMESTRE
DE 2022**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board receive this report for information.

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

BACKGROUND

Under Section 31(1)(a), the Ottawa Police Services Board (Board) is responsible for the appointment of members to its municipal police force. Additionally, the Board is also responsible for establishing guidelines for dealing with complaints made under Part V of the Police Services Act (PSA), as well as reviewing and receiving regular reports on the Chief of Police's administration of the complaints system under Part V.

Accordingly, the purpose of this report is to:

1. Identify all new members to the Service from May 1st to August 31st to fulfill the Board's obligation to approve all appointments of new members;
2. Provide the Board with an overview, both forecast and actual, of workforce management activities including recruitment progress and attrition that has occurred as of August 31st, 2022;

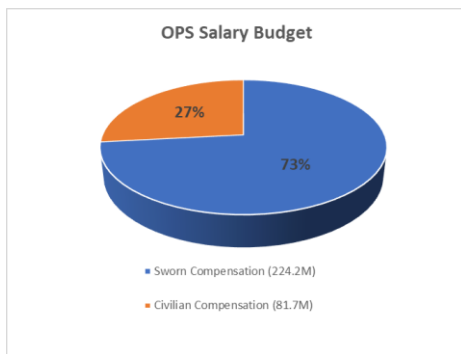
3. Provide the Board with an Executive Summary with respect to 2022 hiring goals and an analysis of workforce management activities year to date; and
4. Provide the Board with an overview of suspended members.

Information provided in this report includes names and ranks of employees as governed by the Municipal Freedom of Information and Protection of Privacy Act.

DISCUSSION

Workforce Management Activities

Salaries and wages costs (306 M) represent approximately 85% of the OPS operating budget. Hence, workforce management is one the most critical components tracked and monitored by staff:



This section provides an overview of workforce management activities including recruitment progress and attrition that has occurred as of August 31st, 2022.

Current Workforce

Table 1 below provides details of OPS’ sworn and civilian staffing levels as of August 31st, 2022.

Table 1 – Overview of Current Workforce Staffing Levels

Sworn				
FTE Complement	Vacancies	Positions Not Staffed due to Members not at Work	Active Sworn Members	Sworn Turnout Rate
1479	23	218	1238	84%
Civilian				

FTE Complement	Vacancies	Positions Not Staffed due to Members not at Work	Active Civilian Members	Civilian Turnout Rate
612	39	36	537	88%
TOTAL OPS				
FTE Complement	Vacancies	Members not at work	Active OPS Members	OPS Turnout Rate
2091	62	316	1775	85%

Attrition

Table 2 below captures the number of members who left the employment of the Ottawa Police service from May 1st, 2022, to August 31, 2022.

Table 2 – Attrition May 1st to August 31st, 2022

Action	Sworn – Female	Sworn - Male	Civilian - Female	Civilian - Male	Total
Retirement	6	12	7	2	27
Resignation	1	4	<u>1</u>	<u>3</u>	9
Termination	<u>1</u>				1
Deceased		<u>1</u>			<u>1</u>
Total	8	17	8	5	38

Forecasted attrition is based on historical averages and current employee demographics. Resignations and retirements year to date are slightly higher than forecasted (15). Based on information collected from written notifications received from departing members, this can be attributed to multiple factors including members choosing to delay retirement during the height of the pandemic (2020 – 2021), opportunities at other organizations, particularly for members who are eligible for pension income upon leaving the OPS, and issues related to family.

The OPS has adjusted hiring targets in 2022 to meet this increase in attrition.

It is also noted that the number of female and male individuals leaving the organization are reflective of the female to male ratio of OPS employees. 33 percent of resignations YTD were female members, slightly less than the total female percentage of employees – 36 percent.

Sworn Officer Staffing

Forecast of Hiring Requirements - Methodology

The forecast of sworn officer hiring requirements for the year is developed annually by OPS. It is built based on the estimated number of officers that must be hired to fill both new and existing vacant positions, and in consideration of the total number of budgeted positions.

In developing a hiring plan, five key factors are considered:

1. A new 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;
3. An experienced officer from another police service takes one to two months, on average, to become deployable;
4. Retirements tend to occur at the beginning of each new fiscal year; and
5. A complement carry-over of 40 percent of the following year's forecasted retirements is generally needed to ensure that staffing levels in Q1 of the following year do not fall below acceptable service levels (e.g., currently 42 officer shift requirement).
6. 21 new recruits have commenced training at OPC, OPS has requested 30 seats for the next intake.

2022 Sworn Officer Forecast of Hiring Requirements

The original 2022 sworn staffing forecast identified a need to hire 80 sworn officers.

The forecast assumed that there would be 40 retirements and 12 resignations in 2022 and provided for a complement carry-over of 20 officers in anticipation of 2023 retirements.

However, in 2022 the service entered the year under complement by 11 officers as a result of a Board-directed hiring freeze which was later reversed. Additionally, the number of actual retirements and resignations has been higher than expected. As such, our 2022 sworn hiring plan has been adjusted to include an additional Direct Entry Class late in the year for a target of 95 sworn officer hires.

2022 Sworn Officer Hiring Plan .

Table 3- 2022 Sworn Officer Hiring Plan

2022 Sworn Hiring Plan						
Hiring Date	Intake	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Total
<u>New Recruits</u>						
April 2022	Intake 1		13			13
August 2022	Intake 2			21		21
December 2022	Intake 3				30	30
Total Recruits:			13	21	30	64
<u>Exp. Officers</u>						
September 2022	Intake 1			10		10
December 2022	Intake 2				21	21
Total Experienced Officers:				10	21	31
Grand Total:			13	31	51	95

Sworn Outreach & Recruitment efforts

To ensure successful completion of the Sworn Hiring Plan, the Sworn Outreach team was re-established in the spring of 2022 and employs strategies focussed on attracting and hiring a more inclusive and diverse workforce. Activities included:

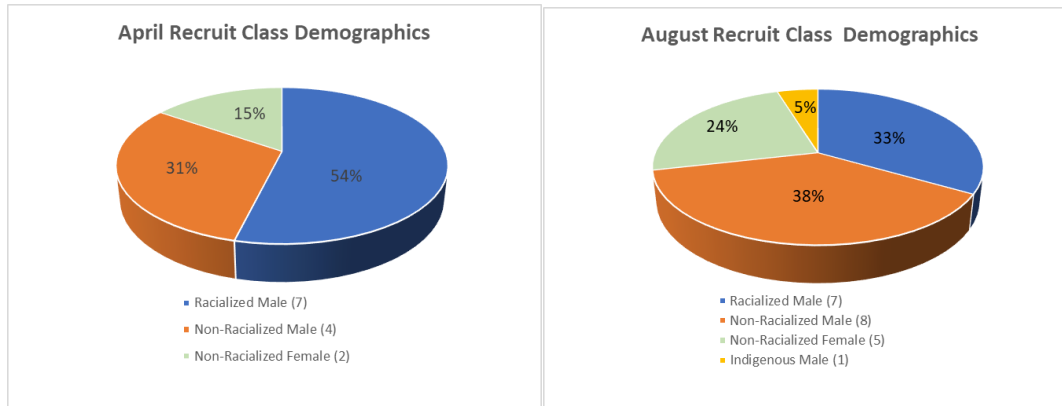
- Involvement and participation in as many relevant community events as possible to support our diversity hiring targets.
- Training with the Neighbourhood Resourcing Teams (NRTs) so officers can speak to and promote recruiting within their own communities.
- Renewed long standing partnerships with community outreach groups.
- Increased activity on OPS Social Media platforms.
- Increased targeted mentoring of female candidates resulting in more candidates becoming more successful in the Physical Evaluation Readiness for Police (PREP) phase of the recruitment selection process.
- “Blitz interview” initiatives to screen in candidates more quickly.

Efforts to date have been relatively successful in terms of recruiting and hiring the number of individuals required to fill sworn officer positions. The sworn recruits hired in April and August are expected to be fully trained and deployable in January 2023 and May 2023 respectively. The Experienced Officers hired in September will be fully trained and deployable in December 2022.

In terms of recruiting a diverse group of individuals reflective of the communities the OPS serves, there has been some success, particularly with new recruits (versus experienced officers). The graphs below provide a demographic (diversity) overview of

the recruit classes hired in April and August of this year. The OPS continues to make the recruitment of diverse candidates a priority.

Demographic Overview of Recruit Classes in 2022



Civilian Staffing

Overview of Civilian Staffing Activities

OPS began 2022 with 41 permanent civilian vacancies, though this number has fluctuated year-to-date due to additional retirements and resignations, and internal staff movements. Eleven of the current vacancies as result of internal movement and staff departures are identified as efficiencies (as required by Efficiency Target established in the 2022 Budget) and will not be staffed.

As of August 31st, 60 vacant civilian positions have been staffed through a combination of external recruiting and internal movement (see Document 1 for list of civilian names). There are currently 16 active competitions underway.

Based on trends year-to-date and organizational requirements, it is expected by year-end 2022 that the service will have staffed over 100 civilian positions. This would represent a 25% increase relative to the historical five-year average.

Trends, Challenges and Opportunities re: Workforce Management

Throughout the year, there have been several factors that have impacted the organization's performance against hiring targets including a low unemployment rate, local competition (other levels of governments, Hospitals, Universities, the City, and the private sector) and an aging workforce with some opting to retire earlier than expected.

Although the public sector is less affected by these challenges due to strong compensation packages and job security, the OPS is not immune from the challenges of a societal labour shortage; it is anticipated that these challenges will continue for the foreseeable future.

Additionally, while applicant interest is strong for sworn and civilian positions, challenges remain in attracting experienced senior leaders (e.g., see table 4) and in attracting information & technology professionals. In addition to our own recruitment efforts, and an efficiency review of recruitment processes, the OPS has employed a recruitment firm to assist in staffing key positions. This partnership is expected to result in the staffing of senior positions for the Safe Workplace Initiative, the Director of Materiel Management, and the Director of Corporate Communications by the end of October.

Senior Officer Civilian Vacancies and Staffing Update

Table 4 below provides an update of Civilian Senior Officer staffing status and hiring efforts to fill vacant positions as of August 31, 2022

Table 4 – Civilian Senior Officer Position Status

Senior Officer Civilian Positions Staffed in 2022		
Title	Employee	Staffing Date
Director Employee & Labour Relations	Lisa Bianco	January 10, 2022
Chief Financial Officer	Hollis Zhang	April 11, 2022
Junior Legal Counsel	Shawn Cleroux	May 27, 2022
Manager Abilities Management	Shauna McCormick	July 7, 2022
Senior Officer Civilian Positions (Vacant) – Recruitment Update		
Title	Recruitment Update	Expected Staffing Date
Director Community Safety & Well-Being	Posted	Q4
Director Corporate Communications	Posted	Q4
Director Equity, Diversity & Inclusion	Q3 Posting	Q4
Director Financial Services	Q4 Posting	Q4

Director Human Resources	Posted	Q4
Director Info & Material Continuity	Q4 Posting	Q4
Director Materiel Management	Posted	Q4
Director Recruiting, Learning & Develop	Under Review	Q1 2023
Director Strategic Planning	Q3 Posting	Q4
Program Mgr. Employee & LR	2023 Posting	Q2 2023
Safe Workplace Administrator	Filled	September 14, 2022
Safe Workplace Investigator	Posted	October 1, 2022

Staff Stabilization Plan

In August, the OPS provided the Human Resources Committee of the Board a proposal to address the staffing expectations of the Service from 2023 to 2026 for information purposes. The plan has been designed to address challenges that have arisen as a result of a Board directed hiring freeze in 2021, higher than usual retirements and resignation, natural attrition, and an increase in other forms of leave. Major elements of the plan include an increase in sworn and civilian hiring, a filling of existing vacancies, increasing efforts to return members to work who have been off on leave, and repurposing existing positions. Details of the plan will be presented to the Board at the October 2022 Board Meeting.

Sworn Officer Suspensions as of August 31st, 2022

As illustrated in Document 2, two suspensions concluded through resignation of the affected officers, and there were no new Suspensions during the reporting period.

- A Chief of Police may suspend an officer with pay if they are suspected or charged with a criminal or provincial offence, or misconduct under the PSA. A Chief of Police may suspend without pay only when an officer is convicted of an offence AND sentenced to a term of imprisonment.
- Suspension is an aspect of the Chief's authority to control and administer the police service; "not to punish, but to remove members from duty for reasons related to the protection of the public and the police service." It is a risk mitigation

tool, to allow time for investigation while mitigating any risks associated to keeping the officer on duty.

- Complaints of Officer Conduct are taken very seriously as a matter of public trust and confidence. We have a rigorous process in place to manage conduct matters, including suspensions. Suspension is reserved for the most serious cases, applying a fixed set of criteria on an incident-by-incident basis, and often in dynamic circumstances.
- **The Suspension Criteria includes a consideration of the following nine factors:**
 1. Seriousness of the alleged misconduct.
 2. Reliability of the evidence or information known.
 3. Prior discipline record of the officer.
 4. Can adequate conditions or restrictions be put in place to mitigate the need for suspension?
 5. What is the risk to the Public and the Police if the officer is not suspended?
 6. How does this impact the public interest, and public trust and confidence in the OPS?
 7. How does this align with Board and OPS priorities?
 8. Is there a risk of reprisal if the member is not suspended?
 9. Is suspension necessary to maintain the integrity of the investigation?

Determination of suspension frequently comes down to a balancing act between public and police safety and confidence, and the common law duty of procedural fairness. Suspensions are reviewed on a quarterly basis, and when there is a material change in circumstances that may warrant lifting a suspension.

SUPPORTING DOCUMENTATION

Document 1– Permanent Civilian Hires between May 1st and August 31st, 2022

Document 2 – 2022 Sworn Officer Suspensions as of August 31st, 2022

CONCLUSION

This report provides an overview of the activities that have occurred in the Q2 reporting period to fulfill the goals of the workforce plans. Staff will provide an update on the remaining Q3 and October activities at the November 2022 Board meeting.

DOCUMENT 1**2022 Permanent Civilians Hired between May 1st and August 31st, 2022**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Joaquin Reyes	Information & Technology Services	Telecommunications	Telephone Technician	May 2, 2022
2.	Eliana Varriano	Information Services	Police Reporting Unit	PRU Agent	May 16, 2022
3.	Nicholas Nugent	Information Services	Communication Centre	Police Communicator	May 16, 2022
4.	John Waters	Information & Technology Services	Telecommunications	Telephone Technician	May 16, 2022
5.	Shawn Cleroux	Legal Services	Legal Services	Jr. Legal Counsel	May 27, 2022
6.	Jonah Gagnon	Information & Material Management	Evidence Control Unit	Evidence Control Attendant	July 4, 2022
7.	Lorenza Morasco	Information Services	Communication Centre	Police Communicator	July 18, 2022
8.	Kayla Delangis	Information Services	Communication Centre	Police Communicator	July 18, 2022
9.	Alicia Racine	Information Services	Communication Centre	Police Communicator	July 18, 2022
10.	Lisa Duquette	Information Services	Communication Centre	Police Communicator	August 22, 2022
11.	Siobhan Hill	Information Services	Communication Centre	Police Communicator	August 22, 2022

Document 2**Sworn Officer Suspensions update as August 31st, 2022**

Last name	First name	Police Rank	Directorate	Start Date	Status as of August 31st, 2022
Assaad	Hussein	Constable	Investigations Directorate	2020.04.23	Resigned August 29 th , 2022; suspension concluded
Benloss	Kevin	Constable	Frontline Policing Directorate	2020.09.03	Remains suspended
El-Badry	Haidar	Constable	Frontline Policing Directorate	2021-06-24	Remains suspended
Grus	Helen	Constable	Investigations Directorate	2022.02.04	Remains suspended
Hinterberger	Will	Staff Sergeant	Frontline Policing Directorate	2019.09.13	Remains suspended
Singh	Sundeeep	Constable	Frontline Policing Directorate	2021.02.12	Resigned August 19 th , 2022; suspension concluded