



Ottawa Police Services Board
Human Resources Committee
Minutes 14

Meeting #: 14
Date: Tuesday, August 30, 2022
Time: 1:00 pm
Location: Festival Boardroom

Members: Chair: S.Valiquet, E. El-Chantiry, M. Doucet

Other Board Members: J. Leiper, P. Henschel, S. Fakirani

Others: K. Ferraro, Executive Director; R. Ben Guedria, Board Assistant; S. Bell, Chief of Police; B. Dunker, Chief Administrative Officer; T. Ferguson, Acting Deputy Chief of Police; M. Gauthier, Director; F. D'Aoust, Executive Officer; R. Drummond, Inspector; C. Cartright, Inspector; H. Zhang, Chief Financial Officer; D. Saatcioglu, Executive Assistant; B. Samuel, Interim OPA President; M. Anderson, Executive Assistant

1. Confirmation of Agenda

That the Human Resources Committee confirm the agenda of the 30 August 2022 meeting.

CARRIED

2. Confirmation of Minutes

2.1. Minutes #13 of 20 May 2022

That the Human Resources Committee approve Minutes 13 from the 20 May 2022 meeting.

CARRIED

3. Declarations of Interest

There were no declarations of interest.

4. Items of Business

4.1. Workforce Management Strategy
Presentation

OPS staff provided a presentation on this item.

It was noted that the Service was bringing forward a strategic staffing plan to support the Board's mandate to provide adequate and effective policing as the current policing model is unsustainable and does not have any flex or surge capacity.

There was discussion around the current levels of vacancies, absences, and overtime, and some of the investments the OPS is making to try and address these pressures. However it was noted the results of these efforts will take time and further staffing is needed. The Service is looking to develop metrics to help measure what success looks like.

When discussing the staffing strategy it was noted the estimates do not include attrition; the OPS will continue to hire to replace members who leave the organization. The Service also advised the planned 2022-2023 staffing would be completed with existing funding and affordability would be part of the ongoing dialogue around the plan.

A discussion ensued around the current "42 minimum". It was also noted that the OPS is one of the only police services with its platoon schedule embedded in the collective agreement, with a requirement to have a minimum of 42 patrol cars available to respond to calls for service at any given time. During the last round of bargaining, there was a commitment to look at the shift schedule however this did not materialize. The Service mentioned that during the convoy, they implemented a four-platoon schedule which resulted in more people and longer shifts and this helped to take the load off. A comment was made that the Board could direct the Chief to service notice on the OPA to open the shift schedule.

A question was raised around hiring from other police services (known as 'direct entries') versus recruiting new members. It was noted there was more opportunity for diversity when recruiting new members versus direct entries.

There was some discussion around response times and the fact that it is taking the

OPS longer to get to P1 calls. It was noted this decline impacts public trust and service quality. It was clarified that the current target response times are based on Board policy and not a provincial standard. A request was made to have response times broken down further into urban/suburban/rural.

When asked about the reason for the high number of member absences, it was noted that the presumptive WSIB entitlement for first responders has had an impact. It was noted that WSIB is very valuable for members however it means these individuals are not available to work. The Service is continuing to work with WSIB. When asked whether the OPS had its own doctor, it was noted they don't but are looking to acquire their own specialist. With respect to the duty to accommodate, the OPS noted it was very difficult to meet the threshold of undue hardship.

A question was raised with respect to the number of people leaving the organization. In terms of resignations, many are staying within policing however pursuing new opportunities in other jurisdictions or services, such as the OPP. Also, contrary to perception, there does not appear to be a disproportionate amount of women or racialized members leaving. The Service has begun the practice of doing exit interviews with members leaving the OPS.

In light of staffing shortages, the topic of paid duties was raised. The OPS has been turning down some paid duty requests due to staffing. Paid duties are separate from overtime.

A suggestion was made to have a more in depth and long-term analysis completed on staffing requirements. It was noted that these sorts of analyses require a substantial investment and this would need to be factored into the 2023 budget if the Board wishes to move ahead with one.

The Service is projecting \$8 million in overtime costs this year, not including the convoy and federal grant. The annual trend used to be \$5 million.

A question was raised around whether there was an opportunity to limit the need for acting positions to help alleviate some staffing pressures. The Service advised they have already looked at their minimum supervisory requirements and are not appointing actors for absences of less than two weeks.

OPA President Brian Samuel attended the meeting and offered to provide written comments on what was presented to the Board at the meeting. He highlighted the need for more staffing which translates into increased budget.

The Committee requested that the Service bring forward the presentation on the staffing strategy at the next meeting of the Board for information purposes. A concern was raised around not formally adopting the plan in advance of the next Council or iteration of the Board.

That the Human Resources Committee receive this item for information.

5. Other Business

There was no other business.

6. Adjournment

The meeting adjourned at 3:00pm.

7. Next Meeting

The next meeting date is to be determined.

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