

Report to / Rapport au:

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

25 February 2019 / 25 février 2019

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

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SUBJECT: WORKFORCE MANAGEMENT REPORT – FOURTH QUARTER 2018

OBJET: GESTION DES EFFECTIFS DU QUATRIÈME TRIMESTRE DE 2018

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1. Approve the appointment of the sworn officers identified in Document 2;
and**
- 2. Receive this report for information.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa :

- 1. Approuve la nomination des agents assermentés énumérés au document
2; et**
- 2. Prenne connaissance du présent rapport.**

BACKGROUND

Section 31(1) of the *Police Services Act* sets out the Ottawa Police Services Board (Board) responsibilities with respect to the provision of adequate and effective police service in the municipality. Under Section 31(1)(a), the Board is responsible for the appointment of sworn members to its municipal police force.

The Board has also requested information be submitted, on a quarterly basis, that captures key elements of the Ottawa Police Service (OPS) workforce activities.

Accordingly the purpose of this report is to:

1. Identify all new members and 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 that have occurred in Q4 2018;
3. Summarize 2018 hiring activities;
4. Summarize hiring goals for 2019 including assumptions related to retirements and resignations;
5. Provide the Board with an overview of active Formal Medical Accommodations; and
6. Update the Board regarding the assignment of Senior Officers within the OPS.

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

Sworn Officer Staffing

Forecast of Hiring Requirements

The forecast of sworn officer hiring requirements for the year is developed annually by OPS. It is built around the estimated number of officers that must be hired to fill both new and existing vacant 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% of the following year's forecasted retirements is needed to ensure that staffing levels in Q1 do not fall below acceptable levels.

Q4 2018 Position, Staffing and Hiring Activities

Table 1 below summarizes the 2018 sworn officer forecasted hiring requirements as compared to the actual requirements.

Table 1
2018 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Actual Hiring Requirements	Hiring Plan (see Table 2)
	Original						
Position Change							
Strategic Growth	25	0	12	13	0	25	
Operational Backfill	0	0	0	0	0	0	
Conversion of Sgt Operational Planning to Civilian	0	0	-1	0	0	-1	
Conversion of Civilian Computer Forensics Examiner to Constable	0	0	0	0	1	1	
Federal Gun Violence Program	0	0	10	0	0	10	
FDS Civilianization	0	0	0	-14	0	-14	
Staffing Changes							
Complement (overage)/underage from 2017	-10	-10	0	0	0	-10	
Retirements/LSER	37	14	10	9	1	34	
Resignations	10	4	6	2	3	15	
Other *	0	-1	-1	1	0	-1	
Complement carry-over to 2019	15	0	0	0	19	19	
Total	77	7	36	11	24	78	78
<p>*Includes long term vacancies (LTV), leave of absence (LOA) and deaths. Names will not be disclosed due to confidentiality. Complement Carry-Over is based on approximately 40% of following year's Forecasted Retirements.</p>							

In Q4 2018 there was one sworn officer retirement and three sworn officer resignations. One officer was female and three officers were male. Document 1 to this report lists the names and ranks of the four sworn officers who left the employment of OPS in Q4 2018 due to retirement and resignation.

In general, retirements and resignations were accurately forecasted for 2018. There were 34 total retirements (compared to the forecast of 37) and 15 total resignations

(compared to a forecast of 10) for 2018 resulting in a total actual attrition number of 49, two above the forecast number of 47.

There will be 19 additional officers carried over to help meet operational needs in Q1 2019 when retirement levels are the highest.

Table 2 below summarizes the 2018 Sworn Officer Hiring Plan which shows the Service hired a total of 78 new police officers.

Table 2
2018 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Updated Hiring Plan
New Recruits							
Apr 2018	Intake R1	21	0	16	0	0	16
Aug 2018	Intake R2	21	0	0	23	0	23
Dec 2018	Intake R3	21	0	0	0	24	24
Experienced Officers							
June 2018	Intake E1	0	0	3	0	0	3
Oct 2018	Intake E2	14	0	0	0	12	12
Total			0	19	23	36	78

The Q4 actual in the Hiring Plan reflects the hiring of 24 new officers in December. These new recruits will be brought forward for Board appointment approval in the Q2 2019 Workforce Management Report upon their successful completion of the Basic Constable training program at the OPC.

Document 2 to this report lists the names of the 23 new recruits and 12 experienced officers who were sworn in during Q4 2018. The 23 new recruits were hired in August 2018 and completed their training at OPC in Q4 2018. The experienced officers were hired in October 2018 and completed training at the OPS Professional Development Centre in Q4 2018.

Table 3 below provides a demographic overview of these new OPS sworn officers.

**Table 3
Demographic Highlights of New OPS Sworn Officers Q4 2018 Hiring Activities**

	Total #	Male	Female	Average Age	English & French Speaking	Other Languages	Education Level
August 2018 New Recruits	23	22	1	29	17	Somali Arabic Romanian Hindi Punjabi Urdu Balochi Chinese Swahili	5 – Military 13 – College 10 – University
October 2018 Experienced Officers	12	9	3	33	9	Hindi	4 – College 8 – University

2019 Sworn Officer Forecast of Hiring Requirements and Hiring Plan

In 2019 the forecast identifies a need to hire 82 officers. This forecast was developed with the assumption there will be a greater number of retirements in 2019 at 40 retirements and another 15 officers who will resign. Other key assumptions include:

- a) 30 sworn positions have been added to the complement for 2019;
- b) The complement overage from 2018 is 19 officers;
- c) A surplus of 16 officers will be carried into 2020, roughly 40% of the expected retirements for that year.

The 2019 forecasted hiring requirements are outlined in Table 4 below.

Table 4**2019 Summary of Sworn Officer Hiring Requirements**

	Forecasted Hiring Requirements	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirements	Hiring Plan (see Table 5)
	Original						
Position Change							
Strategic Growth	30	0	0	0	30	30	
Federal Gun Violence Program	2	2	0	0	0	2	
Staffing Changes							
Complement coverage (-) / underage from 2018	(19)	(19)	0	0	0	(19)	
Retirements/LSER	40	19	14	5	2	40	
Resignations	15	3	4	4	4	15	
Other *	-2	0	-1	0	-1	-2	
Complement carry-over to 2020	16				16	16	
Total	82	5	17	9	51	82	82

*Includes long term vacancies (LTV), leave of absence (LOA) and deaths. Names will not be disclosed due to confidentiality.

Complement Carry-Over is based on approximately 40% of following year's Forecasted Retirements.

Table 5 below summarizes the 2019 Sworn Officer Hiring Plan designed to meet the requirement for 82 officers outlined above. For 2019, the plan is to hire two groups of 24 new recruits in April and August and a final group of 20 in December. These recruits will be supplemented by the target hiring of 14 experienced officers in May 2019.

The Original Hiring Plan provides recruitment targets for the year. In-year adjustments will be made to reflect actual year to date variances from the forecast and to take into account space availability at the Professional Development Centre and the Ontario Police College. The mix of direct entry and new recruit candidates are also considerations in adjusting the hiring plan during the year while striving to meet the hiring plan.

Table 5**2019 Sworn Officer Hiring Plan**

Hire Date	Intake	Original Hiring Plan	Revised	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Plan
New Recruits								
Apr 2019	Intake R1	24		0	24	0	0	24
Aug 2019	Intake R2	24		0	0	24	0	24
Dec 2019	Intake R2	20		0	0		20	20
Experienced Officers								
May 2019	Intake E1	14		0	0	0	14	14
Total		82		0	24	24	34	82

Civilian Staffing

Q4 2018 Activities

In total 43 staffing actions were completed in Q4, comprised of 22 permanent positions to address attrition and newly converted sworn positions, 16 temporary assignments, one temporary opportunity and four casual employee hires (see Table 7). In Q4 2018, OPS had one civilian retirement, three civilian resignations and one civilian passed away. Document 3 lists the names and positions held by these five civilian members.

Document 4 lists the names of the 12 new permanent civilian employees hired in Q4 2018. Document 5 lists the names of the 10 permanent civilian members in new permanent positions as of Q4 2018.

Table 6 below provides the demographic overview of the 12 new civilian employees.

Table 6
Demographic Highlights of New OPS Civilian Employees
Q4 2018 Hiring Activities

	Total #	Male	Female	Average Age	English & French Speaking	Other Languages		Education Level / Military Service
Q4 Civilian Hires	12	8	4	32	10	Arabic	3	University Degree
							7	College Diploma
							2	High School

2018 Summary

The 2018 plan originally forecasted 105 actions. Actual staffing actions were higher with 152 actions being completed by the end of Q4. This figure represents 25% of the civilian staff complement. Casual hiring was approximately 50% higher than the original forecast with the need for additional Background Investigators driving this increase to support both sworn and civilian hiring plans. Temporary Opportunities were 25% of the original forecast, due to staffing shortages across the organization. Temporary assignments and all permanent staffing categories combined were approximately 70% higher than the original forecast primarily driven by the civilianization of Front Desk Services requiring the need for initial staffing and subsequent backfilling, and other staffing pressures.

In 2019 there may continue to be civilian staffing pressures due to the number of permanent employees that are leaving the organization. In 2018 there were a total of 12

retirements and 12 resignations and in 2017 there were 14 retirements and 14 resignations. The forecast typically would be 10 and 5 respectively however we continue to trend upward as in 2019 there are 50 civilian employees who are eligible to retire with a full pension.

Table 7 outlines the actual 2018 Civilian Staffing actions.

Table 7
2018 Civilian Staffing Plan

2018 Civilian Staffing Plan						
	2018 Forecasted Actions	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2018 Total Staffing Actions
New Positions						
Permanent position conversion (sworn to civilian)	2	1	0	14	1	16
Existing Vacancies						
Permanent Operational Backfill (Communication Centre)	5	0	0	6	1	7
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	46	14	8	20	20	62
Temporary Assignments (through competition)	24	10	8	11	16	45
Temporary Opportunities (<6months, through internal database)	16	3	0	0	1	4
Casual Hiring (external competition)	12	4	1	9	4	18
Total Staffing Actions	105	32	17	60	43	152

2019 Forecasted Civilian Staffing Plan

Civilian staffing is driven each year by many of the same factors that influence Sworn Officer hiring, but the volume and timing can be somewhat more difficult to predict. The 2019 plan forecasts 112 actions. This number has four components:

1. 50 staffing actions to fill vacant permanent positions as a result of promotions, retirements, resignations and operational backfill positions;
2. 40 staffing actions to fill medium-to-long-term temporary requirements;
3. 10 staffing actions to fill short-term (six months or less) temporary requirements; and
4. 22 staffing actions to fill casual opportunities including 12 Background Investigators to support sworn and civilian hiring.

Table 8 below outlines the civilian staffing plan by category.

Table 8
2019 Civilian Staffing Plan

2019 Civilian Staffing Plan							
	2019 Forecasted Actions		Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	2019 Total Staffing Actions
Existing Vacancies							
Permanent Operational Backfill (Communication Centre)	15		5	0	5	5	15
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	35		10	10	5	10	35
Temporary Assignments (through competition)	40		12	12	4	12	40
Temporary Opportunities (<6 months, through internal database)	10		2	2	4	2	10
Casual Hiring (external competition)	12		3	3	3	3	12
Total Staffing Actions	112		32	27	21	32	112

SENIOR OFFICERS' ASSIGNMENT UPDATES

Document 6 illustrates the Senior Officers assignments as of December 31, 2018 and is provided for reference purposes.

Sworn

There were three members of the OPA acting in SOA positions due to one vacancy, one special assignment and one temporary absence. Acting Inspector Francois D'Aoust is covering the vacant position of Inspector Platoon F. Acting Inspector Robert Bernier is backfilling the position of Inspector Platoon B while Inspector Michael Maloney is on a special assignment as Inspector Learning and Development. Acting Inspector Debbie Miller is covering as Inspector, Customer Service while Inspector Tessa Youngson-Larochelle is temporarily absent.

Inspector Glenn Wasson is temporarily assigned to Inspector Materiel Management while Inspector McDade is temporarily absent. Inspector David Zackrias is covering for Inspector Wasson as Inspector Platoon C.

Inspectors Sandra McLaren and Inspector Samir Bhatnagar continue on their special assignments to Capital Projects and the RCMP respectively.

Civilian

Vacant Permanent Positions – Michelle Rathwell will continue to act as the Chief Human Resources Officer until the end of 2019. As a result, Heather Roberts is the OPA member currently acting as an SOA member to backfill the Director Human Resources position.

Special Assignments- Two OPA members, Kim Stuurop and Lance LaPorte are acting in the temporary positions of Manager, Talent Development and Performance Management and Manager, Human Resources respectively.

There is one SOA member on a temporary assignment due to an ongoing project. Angela Slobodian continues to act as Director, Wellness Project. As a result, Darren MacPherson is the OPA member currently acting as an SOA member to backfill the Manager, Health, Safety and Lifestyles position. Mary Deavey and Debbie Erfle-Storie are OPA members currently acting as SOA members to fulfill leadership roles in the BIS Implementation and e-Projects.

Q4 2018 FORMAL MEDICAL ACCOMMODATIONS UPDATE

OPS members are highly valuable, trained and competent workers. OPS's strategic approach to helping members who require medical accommodations is consistent with that of other modern, progressive employers. The goal is to ensure that sworn and civilian members working with Formal Medical Accommodations (FMAs) are performing meaningful and productive work which aligns as much as possible to substantive Positions in OPS.

A FMA case is initiated when a member provides medical documentation indicating that functional ability limitations exist, and those limitations prevent the member from completing duties normally associated with the member's substantive position.

Each FMA request is considered on a case-by-case basis and can involve a range of wellness issues including musculoskeletal injuries, mental health and disease amongst other conditions. OPS disability management specialists work with the affected member and their medical professionals to ensure the validity of each FMA and to identify specific work restrictions.

Staff from the People & Culture Directorate (PCD) work with the supervisors in operational sections, and affected members to identify suitable work assignments that provide operational value to OPS while honouring OPS's "Duty to Accommodate" as prescribed by the *Ontario Human Rights Code*. Assignments can be permanent or temporary depending on the nature of FMAs.

Sworn Members – The Q4 data shows (see table 9 below) that 152 sworn members had an FMA at the end of Q4. Of these FMAs about two-thirds (99) were temporary in nature, and one-third (53) was permanent. This level of activity represents roughly 11%

of total sworn staffing. The work restrictions associated with FMAs predominantly fall into 2 categories:

- 47% of Sworn FMAs involved Use of Force limitations
- 51% of Sworn FMAs involved shift restrictions

The Q4 data shows 2% increase in total sworn accommodation since the last quarter, with the bulk of the change in the temporary category. The temporary / permanent split remains constant at two-thirds to one-third.

For the most part, members with FMAs remain in their substantive position. As of December 31, 2018, 52 sworn members required accommodation in a position outside their substantive position. This situation occurs most in the Frontline Directorate which had to accommodate 44 members with an FMA outside their substantive positions (table 10).

Civilian Members – The Q4 data shows (see table 9 below) that 43 civilian members required FMAs. This represents a 16% increase since last quarter.

Of the Q4 FMAs, 18 were temporary in nature, and 25 were permanent. This pattern is opposite to the sworn pattern in that most Q4 FMAs are temporary.

The primary restriction related to shift work, as 65% of civilian FMAs involved shift restrictions.

Table 9
Q4 2018 Formal Medical Accommodations

Category	Accommodation Duration	Number of Cases				Change from prior quarter
		Q1 2018	Q2 2018	Q3 2018	Q4 2018	
Sworn	Temporary	100	101	97	99	↑2%
	Permanent	50	48	52	53	↑2%
Sworn Subtotal		150	149	149	152	↑ 2%
Civilian	Temporary	11	14	14	18	↑29%
	Permanent	25	23	23	25	↑ 9%
Civilian Subtotal		36	37	37	43	↑16%
Overall Total		186	186	186	195	↑ 5%

Table 10 provides additional breakdown of the distribution and of the extent to which sworn members with formal medical accommodations are accommodated outside their substantive positions. OPS-wide, 52 sworn members had formal accommodation needs that resulted in placement outside their substantive positions. This impact falls most heavily to the Frontline Directorate.

Table 10
Q4 2018 Supplemental FMA Analysis (Sworn Members)

Directorate	% of Accommodated Employees by Directorate	Breakdown of Positions Held by Accommodated Members		Overall % of Members Accommodated Outside Substantive Positions
		Accommodated Within Substantive Position	Accommodated Outside Substantive Position	
Frontline	92/833 = 11%	48/92 = 52%	44/92 = 48%	44/833 = 5%
Support Services	22/86 = 26%	20/22 = 91%	2/22 = 9%	2/86 = 2%
Criminal Investigations	29/360 = 8%	25/29 = 86%	4/29 = 14%	4/360 = 1%
People & Culture, Training & Development	6/88 = 7%	5/6 = 83%	1/6 = 17%	1/88 = 1%
Corporate Support, Office of the Chief & Executive Services, Performance Planning & Analytics	3/25 = 12%	2/3 = 67%	1/3 = 33%	1/25 = 4%
OPS Totals	152/1392 = 11%	100/152 = 66%	52/152 = 34%	52/1392 = 4%

SUPPORTING DOCUMENTATION

Document 1 – Q4 2018 Sworn Officer Retirements and Resignations

Document 2 – Q4 2018 Sworn Members OPC Trained & Experienced Officer Hires

Document 3 – Q4 2018 Civilian Retirements, Resignations and Deaths

Document 4 – Q4 2018 Permanent Civilian Hires

Document 5 – Q4 2018 Civilians in New Permanent Positions

Document 6 – Senior Officers' Assignment Report as of December 31, 2018

CONCLUSION

This report provides an overview of the activities that have occurred in the Q4 to fulfill the goals of the workforce plans. Staff will provide an update on Q1 activities at the May 2019 Board meeting.

DOCUMENT 1

Q4 2018 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG- TERM LEAVE DATE
1	Robin Easey	Frontline	Patrol	Sergeant	16 October 2018

Q4 2018 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Sebastien Chartrand- Despatie	Frontline	Platoon C Central	Constable	19 October 2018
2	Michelle Berkvens	Frontline	Platoon A Central	Constable	9 November 2018
3	Pawel Lorentz	Criminal Investigations	Computer Forensics	Constable	19 November 2018

DOCUMENT 2

Q4 2018 Sworn Members OPC Trained Hires - Class R2018-2

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Ali, Sharmarke	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
2	Anca, Paul	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
3	Bakhsh, Asher	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
4	Bernicky, Simon	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
5	El-Zoghbi, Abdo	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
6	Fairchild, William	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
7	Jessop, Daniel	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
8	Kabuya, Jedidiah	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
9	Kuiack, Phillip	Training & Development*	Prof. Development Centre	Recruit	20 August 2018

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
10	Leblanc, Mark	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
11	Masoud, Abdulraheem	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
12	McLean, Kyle	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
13	Mercier-Woods, Kyle	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
14	Monette, Laura	Training & Development**	Prof. Development Centre	Recruit	20 August 2018
15	Mongeon-Duby, Jeremie	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
16	Paquet, Charles	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
17	Petepiece, Chad	Training & Development**	Prof. Development Centre	Recruit	20 August 2018
18	Plante, Luc	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
19	Raymond, Corey	Training & Development*	Prof. Development	Recruit	20 August 2018

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
			Centre		
20	Riddell, Elliott	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
21	Serson, Michael	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
22	White, Josh	Training & Development*	Prof. Development Centre	Recruit	20 August 2018
23	Wilson, James	Training & Development*	Prof. Development Centre	Recruit	20 August 2018

*New Recruits are assigned to the Training & Development Directorate while they are completing their training.

**Civilian to Sworn

Q4 2018 Experienced Officer Hires – Class XO2018-2

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Beckett, Matthew	Training & Development	Prof. Development Centre	Recruit	09 October 2018
2	Bergeron, Pierre	Training & Development	Prof. Development Centre	Recruit	09 October 2018
3	Groulx-Lavergne, Melanie	Training & Development	Prof. Development Centre	Recruit	09 October 2018
4	Lemay, Josee	Training &	Prof. Development	Recruit	09 October

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
		Development	Centre		2018
5	Mason, Gordon	Training & Development	Prof. Development Centre	Recruit	09 October 2018
6	McCormick, Joey	Training & Development	Prof. Development Centre	Recruit	09 October 2018
7	Patterson, Amy	Training & Development	Prof. Development Centre	Recruit	09 October 2018
8	Sullivan, Brent	Training & Development	Prof. Development Centre	Recruit	09 October 2018
9	Sundholm, Eric	Training & Development	Prof. Development Centre	Recruit	09 October 2018
10	Tauro, Keith	Training & Development	Prof. Development Centre	Recruit	09 October 2018
11	De Seve Bergeron, Jean Alex	Training & Development	Prof. Development Centre	Recruit	15 October 2018
12	Vandertoorn, Chris	Training & Development	Prof. Development Centre	Recruit	15 October 2018

DOCUMENT 3

Q4 2018 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Carol Brunet	Corporate Support	Freedom of Information	FOI Clerk	8 December 2018

Q4 2018 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1	Jami Tatlock	Support Services	Communications Centre	Communications Centre Clerk	15 October 2018
2	Benjamin Split	Criminal Investigations	Computer Forensics	Computer Forensics Examiner	9 November 2018
3	Chantale Beugger	Support Services	Communications Centre	Communications Centre Clerk	29 November 2018

Q4 2018 Civilian Death

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	DATE OF DEATH
1	Linda Belanger	Support Services	Communications Centre	Communications Centre Clerk	28 December 2018

DOCUMENT 4

Q4 2018 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Charlotte McInnes*	Corporate Support	CPIC	CPIC Operator	1 October 2018
2	Jeff Kipping	Support Services	Court Security & Temp Custody	Special Constable	1 October 2018
3	Steven McBain	Support Services	Court Security & Temp Custody	Special Constable	1 October 2018
4	Joel Pyper	Support Services	Court Security & Temp Custody	Special Constable	1 October 2018
5	Ehsan Roshanafshar	Support Services	Court Security & Temp Custody	Special Constable	1 October 2018
6	Marc Dorion*	Support Services	Police Reporting Unit	PRU Agent	5 October 2018
7	Nadine Lambie	Support Services	CPIC	CPIC Operator	29 October 2018
8	Aws Abdulhameed	Corporate Support	BIS Service Centre	Service Centre Analyst	29 October 2018
9	Arni Arnason	Corporate Support	BIS Service Centre	Service Centre Analyst	29 October 2018
10	Joanne Forsyth	Support Services	Communication Centre	Communication Centre Clerk	5 November 2018
11	Kayleigh Gerro*	Support Services	Police Reporting Unit	PRU Agent	9 November 2018
12	Jason Kilby*	Corporate Support	Mail Services	Mail Services Attendant	5 December 2018

*Term employees who won permanent positions.

DOCUMENT 5

Q4 2018 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Megan Martin	Corporate Support	Evidence Control	Logistics Analyst	1 October 2018
2	Karen Wenzel	Corporate Support	Facilities	PM Design & Space Mgmt	1 October 2018
3	Lucie Mason	Support Services	Court Liaison	Court Liaison Coordinator	15 October 2018
4	Melissa Kelly	Support Services	Court Liaison	Court Liaison Coordinator	22 October 2018
5	Nicholas Tam	Corporate Support	Background Clearance	Background Clearance Representative	29 October 2018
6	Melanie Butler	Corporate Support	Quartermaster	Supervisor QM	29 October 2018
7	Kimberly Fish	Corporate Support	BIS Projects	Sr Project Manager BIS	12 November 2018
8	Joanne Delahunt	Support Services	Communication Centre	Shift Manager Communication Centre	26 November 2018
9	Victoria Mansour	Corporate Support	Background Clearance	Background Clearance Representative	5 December 2018
10	Nicole Paulin	Support Services	Front Desk Services	Front Desk Services Agent	5 December 2018

DOCUMENT 6

Q4 2018 Senior Officers' Assignment Report

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Criminal Investigations					
1	Supt CID	Christopher Renwick			
2	Insp Criminal Investigations	Tim Hodgins			
3	Insp, Investigative Support	Isobel Granger			
4	Insp, Specialized Investigations	Michael Laviolette			
5	Insp, Intelligence & Covert Ops	Carl Cartright			
Corporate Services					
6	Chief Physical Environment Officer	Pamela Mills			
7	Chief Information Officer	Daniel Steeves			
8	Chief Financial Officer	Jeffrey Letourneau			
9	Insp Materiel Management	Sean McDade	Glenn Wasson	Inspector Platoon C	2019.04.21
Executive Services					
10	Director Community Development	David Snoddy			
11	Director Corporate Communications	John Steinbachs			
12	General Counsel	Christiane Huneault			
13	Legal Counsel	Lara Malashenko			
14	Exec Advisor Respect, Conduct & Values	Deborah Aarenau			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Office of the Chief					
15	Supt Executive Officer	Jamie Dunlop			
16	Inspector Professional Standards	Murray Knowles			
Frontline					
17	Supt Frontline	Mark Ford			
18	Supt Community Relations & Frontline Specialized Support	Joan McKenna			
19	Insp Frontline Admin ABD	Patrick Flanagan			
20	Insp Frontline Admin CEF	Robert Drummond			
21	Insp Frontline Specialized Support	Michel Marin			
22	Insp Community Relations	Ken Bryden			
23	Inspector Platoon A	Paul Burnett			
24	Inspector Platoon B	Michael Maloney	Robert Bernier	S/Sgt Watch Commander C	2019.05.27
25	Inspector Platoon C	Glenn Wasson	David Zackrias	Inspector Substantive Pending	2019.04.21
26	Inspector Platoon D	Heather Lachine			
27	Inspector Platoon E	VACANT	Patricia Ferguson	Inspector Substantive Pending	2019.02.19
28	Inspector Platoon F	VACANT	Francois D'Aoust	S/Sgt Technical Investigations	2019.06.09
29	Inspector Fixed Operations & Airport	Michael Ryan			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
People & Culture					
30	Chief Human Resources Officer	VACANT	Michelle Rathwell	Director Human Resources	2019.12.31
31	Director Human Resources	Michelle Rathwell	Heather Roberts	Mgr Workforce Management	2019.06.28
32	Director Employee & Labour Relations	Mark Chodos			
33	Mgr Health Safety & Lifestyles	Angela Slobodian	Darren MacPherson	Health & Safety Advisor	2019.12.31
34	Sr Labour Relations Advisor	Allison Chapman			
35	Sr Labour Relations Advisor	Lisa Bianco			
Support Services					
36	Supt Support Services	Christopher Rheume			
37	Insp Customer Service	Tessa Youngson-Larochelle	Debbie Miller	S/Sgt Outreach Recruitment	2019.06.16
38	Insp Communication Centre	James Elves			
39	Insp Courts/Temp Custody	John McGetrick			
Planning, Performance & Analytics					
40	Chief Strategic Planning Officer	Randy Mar			
Training & Development					
41	Supt Training & Development	Sterling Hartley			
42	Insp Outreach & Recruitment	Mark Patterson			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Special Assignments (Temporary Positions)					
43	Director, BIS Implementation		Mary Deavey	Mgr Records & Info Mgmt	2018.02.28
44	Director Wellness Project		Angela Slobodian	Mgr Health Safety & Lifestyles	2019.12.31
45	Director e-Projects		Debbie Erfle-Storie	Mgr Court Liaison	2019.01.31
46	Mgr Human Resources		Lance LaPorte	Manager Employee Services	2019.06.30
47	Mgr Talent Development & Perf. Mgmt		Kim Stuurop	Talent Management Advisor	2019.12.31
48	Inspector RCMP INSET		Samir Bhatnagar		2019.11.06
49	Inspector Learning & Development		Michael Maloney	Inspector Platoon B	2019.12.31
50	Inspector Operational Rep Capital Projects		Sandra McLaren		2021.03.18