

Report to / Rapport au:

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

25 November 2019 / 25 novembre 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 – THIRD QUARTER 2019

OBJET: GESTION DES EFFECTIFS DU TROISIEME TRIMESTRE 2019

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 (the 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 Q3 2019;
3. Summarize hiring goals for 2019 including assumptions related to retirements and resignations;
4. Provide the Board with an overview of active Formal Medical Accommodations; and,
5. 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.

2019 Forecast

The 2019 Sworn Officer hiring requirements take into consideration the 30 new positions approved for this year, and any change to the number of seconded positions in the organization. It also considers the number of officers over (or under) complement at the beginning of the year, the projected number of retirements and resignations during the year, and how many officers will be hired to ensure staffing levels do not fall below acceptable levels when the majority of retirements occur in Q1 of the following year.

Q3 2019 Position, Staffing and Hiring Activities

The original 2019 forecast identified a need to hire 82 officers.

This forecast was developed with the assumption there will be 40 retirements in 2019 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) Two officers will be returning from an extended leave of absence; and,
- d) A surplus of 16 officers will be carried into 2020, roughly 40% of the expected retirements for that year.

The forecast has been updated as retirements and resignations have actually been lower than expected. In 2019 the hiring requirements remain unchanged however, as the complement carry-over to 2020 has been increased from 16 to 27 due to an expected increase in retirements in Q1 2020.

In Q3 2019 there were three sworn officer retirements, two sworn officer resignations, and one sworn member who passed away. From a gender perspective, 17% of the employees leaving the service were female, 83% were male. Document 1 to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q3 2019 due to retirement, resignation and death.

Table 1 below summarizes the 2019 sworn officer forecasted hiring requirements as compared to the actual requirements.

Table 1

2019 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Hiring Requirements	Hiring Plan (see Table 2)
	Original							
Position Change								
Strategic Growth	30		30	0	0	0	30	
Federal Gun Violence Program	2		2	0	0	0	2	
Staffing Changes								
Complement (overage) / underage from 2018	(19)		(19)	0	0	0	(19)	
Retirements/LSER	40		13	11	3	4	31	
Resignations	15		2	2	2	2	8	
Other *	-2		1	1	1	1	4	
Complement carry-over to 2020	16					27	27	
Total	82		29	14	6	34	83	83

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

Complement Carry-Over is typically based on approximately 40% of following year's forecasted retirements.

Table 2 below summarizes the 2019 Sworn Officer Hiring Plan which sees the Service hiring a total of 83 new police officers. The Q1 actual reflects no hiring in Q1 as OPC Recruit Training Classes run from Q2 to Q4 in 2019.

Table 2
2019 Hiring Plan

Hire Date	Intake	Original Hiring Plan	Revised	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Revised Hiring Plan
New Recruits								
Apr 2019	Intake R1	24		0	24	0	0	24
Aug 2019	Intake R2	24		0	0	30	0	30
Dec 2019	Intake R3	20		0	0	0	12	12
Experienced Officers								
May 2019	Intake E1	14		0	14	0	0	14
Oct 2019	Intake E2	0		0	0	0	3	3
Total		82		0	38	30	15	83

The Hiring Plan has been adjusted to account for a larger class size in August and a smaller class size in December.

The Q3 actual in the Hiring Plan reflects the hiring of 30 new officers in August. These new recruits will be brought forward for Board appointment approval in the Q4 2019 Workforce Management Report upon their successful completion of the Basic Constable training program at the OPC. Table 3 below provides a demographic overview of these new OPS sworn officers.

Document 2 to this report lists the names of the 24 new recruits who were sworn in during Q3 2019. The 24 new recruits were hired in April 2019 and completed training at OPC in Q3 2019.

Table 3

Demographic Highlights of New OPS Sworn Officers Q3 2019 Hiring Activities

	Total #	Male	Female	Average Age	English & French Speaking	Other Languages	Education Level
August 2019 New Recruits	30	18	12	29.3	12	Russian Mandarin Arabic x 4 Afghani Farsi	1- Military (BMQ) 11– University 12 – College 1 – High School 5 – Both College/Univ

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 originally forecasted 112 actions; however, the plan has been amended to forecast 140 actions by year end. This number has four components:

1. 65 staffing actions to fill vacant permanent positions as a result of promotions, retirements, resignations and operational backfill positions;
2. 30 staffing actions to fill medium-to-long-term temporary requirements;
3. 15 staffing actions to fill short-term (six months or less) temporary requirements; and,
4. 30 staffing actions to fill casual opportunities.

Permanent staffing requirements were below the forecast for Q3. Staffing requirements are expected to meet the forecast requirements in Q4.

Table 4 below outlines the civilian staffing plan by category.

Table 4

2019 Civilian Staffing Plan

2019 Civilian Staffing Plan							
	2019 Forecaste d Actions		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecas t	Updated 2019 Forecaste d Actions
Existing Vacancies							
Permanent Operational Backfill (Communication Centre)	15		2	2	4	7	15
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	35		11	24	7	8	50
Temporary Assignments (through competition)	40		3	7	12	8	30
Temporary Opportunities (<6 months, through internal database)	10		3	5	3	4	15
Casual Hiring (external competition)	12		1	15	5	9	30

Total Staffing Actions	112		20	53	31	36	140
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Q3 2019 Activities

In total 31 staffing actions were completed in Q3, comprised of 11 permanent positions to address attrition, 12 temporary assignments, three temporary opportunities and five casual employee hires.

In Q3 2019, OPS had one retirement and four civilian resignations. Document 3 lists the names and positions held by these five civilian members.

Document 4 lists the names of the five new permanent civilian employees hired in Q3 2019. Document 5 lists the names of the six permanent civilian members in new permanent positions as of Q3 2019.

Table 5 below provides the demographic overview of the 5 new permanent civilian employees.

Table 5

Demographic Highlights of New OPS Civilian Employees

Q3 2019 Hiring Activities

	TOTAL NUMBER	MALE	FEMALE	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	EDUCATION
Q3 2019 Civilian Hires	5	3	2	32	3	Farsi	4 - University Degree 1 - College Diploma

SENIOR OFFICERS' ASSIGNMENT UPDATES

Document 6 illustrates the Senior Officers assignments of OPS as of September 30, 2019 and is provided for reference purposes.

Sworn

Temporary Vacancies – As of September 30, 2019, there were four members of the OPA acting in an SOA position due to a temporary vacancy. Acting Inspector Russell Lucas is backfilling the position of Inspector Platoon A, Acting Inspector Francois D'Aoust is backfilling the position of Inspector Platoon F, Acting Inspector Kevin Maloney is temporarily assigned as the Inspector Frontline Administration CEF, and Acting Inspector Dana Reynolds is backfilling the position of Inspector Communication Centre.

Acting Superintendent Robert Drummond is backfilling the position of Superintendent Community Relations and Frontline Specialized Support.

Special Assignments - As of September 30, 2019 there are three members on Special Assignment, Inspector Michael Maloney is on a long term temporary assignment as Inspector Learning and Development, Inspector Sandra McLaren is on a long term temporary assignment as Inspector Operational Representative Capital Projects, and Inspector Paul Burnett is on is on a long-term temporary assignment as EDI Strategy, Project Lead.

Civilian

Vacant Permanent Positions – Michelle Rathwell continues to act as Chief Human Resources Officer. Lance LaPorte is acting in Michelle Rathwell's position as Acting Director, Human Resources. Kathy Murray is a contractor currently filling the role of Chief Financial Officer.

Temporary Assignments - As of September 30, 2019, three OPA members are acting in temporary SOA positions. Heather Roberts is acting in the temporary position of Manager, Human Resources, Kim Stuurop is acting in the temporary position of Manager, Talent Development and Performance Management, and Julie Arsenault is acting in the temporary position of Labour Relations Advisor.

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, Shauna McCormick is the OPA member currently acting as an SOA member to backfill the Manager, Health, Safety and Lifestyles position.

Q3 2019 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.

An 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 work with the supervisors in operational sections and affected members to identify suitable positions that provide operational value to OPS while honouring OPS's "Duty to Accommodate" as prescribed by the *Ontario Human Rights Code*. Positions can be permanent or temporary depending on the nature of FMAs.

Sworn Members – The Q3 data shows (see Table 6 below) that 175 sworn members had an FMA at the end of Q3. Of these FMAs about two-thirds (119) were temporary in nature, and one-third (56) were permanent. This level of activity represents roughly 12% of total sworn staffing. The work restrictions associated with FMAs predominantly fall into 2 categories:

- ☐ 54% of Sworn FMAs involved Use of Force limitations
- ☐ 47% of Sworn FMAs involved shift restrictions

The Q3 data shows 4% increase in total sworn accommodation since the last quarter, with the bulk of the change in the permanent category. The temporary / permanent split remains consistent at two-thirds to one-third.

For the most part, members with FMAs remain in their substantive position. As of September 30, 2019, 62 sworn members required accommodation in a position outside their substantive position. This situation occurs most in the Frontline Directorate which had to accommodate 53 members with an FMA outside their substantive positions (Table 7).

Civilian Members – The Q3 data shows (see Table 6 below) that 36 civilian members required FMAs. This represents a decrease of 3% since last quarter.

Of the Q3 FMAs, 11 were temporary in nature, and 25 were permanent. This pattern is opposite to the sworn pattern where two-thirds of the FMAs are permanent, compared to one-third which are temporary (see numbers provided above).

The primary restriction is related to shift work, as 44% of civilian FMAs involved shift restrictions.

Table 6

Q3 2019 Formal Medical Accommodations

Category	Duration	Number of Cases					Change from Q2 2019 to Q3 2019
		Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	
Sworn		97	99	109	118	119	↑1%
		52	53	54	51	56	↑10%
		149	152	163	169	175	↑4%
Civilian		14	18	15	16	11	
		23	25	27	21	25	
		37	43	42	37	36	↓3%
		186	195	205	206	211	↑2%

Table 7 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, 62 sworn members had formal accommodation needs that resulted in placement outside their substantive positions. This impact falls most heavily to the Frontline Directorate.

Table 7

Q3 2019 Supplemental FMA Analysis (Sworn Members)

	% of Accommodated Employees by	Breakdown of		Overall % of Members Accommodated Outside
		Accommodated Within Substantive	Accommodated Outside Substantive	
Criminal	34/375 = 9%	30/34 = 88%	4/34 = 12%	4/375 = 1%
People & Culture, Training & Development	4/98 = 4%	3/4 = 75%	1/4 = 25%	1/98 = 1%
Corporate Support, Office of the Chief & Executive Services, performance planning & Analysis	2/25 = 8%	1/2 = 50%	1/2 = 50%	1/25 = 4%
OPS Totals	175/1446 = 12%	113/175 = 65%	62/175 = 35%	62/1446 = 4%

SUPPORTING DOCUMENTATION

Document 1 – Q3 2019 Sworn Officer Retirements, Resignations and Deaths

Document 2 – Q3 2019 Sworn Members OPC Trained

Document 3 – Q3 2019 Civilian Retirements, Resignations and Deaths

Document 4 – Q3 2019 Permanent Civilian Hires

Document 5 – Q3 2019 Civilians in New Permanent Positions

Document 6 – Senior Officers' Assignment Report as of September 30, 2019

CONCLUSION

This report provides an overview of the activities that have occurred in the Q3 to fulfill the goals of the workforce plans. Staff will provide an update on Q4 activities at the February 2020 Board meeting.

Q3 2019 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Lawrence McNally	Frontline	OPSOC B	Sgt	1-Jul-2019
2	Shammi Persaud	Frontline	Platoon E West	Staff Sergeant	1-Sep-2019
3	Valerie Curcio	Criminal Investigations	Fraud	Constable	1-Sep-2019

Q3 2019 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Michael McNaught	Frontline	East Platoon A	Constable	14-Jul-2019
2	Sharmarke Ali	Frontline	Platoon D West	Constable	25-Jul-2019

Q3 2019 Sworn Officer Death

	NAME	DIRECTORATE	SECTION	Rank	DATE OF DEATH
1	Thomas Roberts	Criminal Investigations	Robbery	Constable	27-Sep-2019

Q3 2019 Sworn Members OPC Trained Hires - Class R2019-1

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Angus, Ryan	Training & Development*	Prof. Development Centre	Recruit	15-April-19
2	Bailey, Tristan	Training & Development*	Prof. Development Centre	Recruit	15-April-19
3	Bila Houssein, Feisal	Training & Development*	Prof. Development Centre	Recruit	15-April-19
4	Brazeau, Jennifer**	Training & Development*	Prof. Development Centre	Recruit	15-April-19
5	Brum, Jessica	Training & Development*	Prof. Development Centre	Recruit	15-April-19
6	Cousineau, Darren	Training & Development*	Prof. Development Centre	Recruit	15-April-19
7	Cross, Andrew	Training & Development*	Prof. Development Centre	Recruit	15-April-19
8	Dacquay, Stephane**	Training & Development*	Prof. Development Centre	Recruit	15-April-19
9	Dorion, Kevin	Training & Development*	Prof. Development Centre	Recruit	15-April-19

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
10	Fratesi, Ryan	Training & Development*	Prof. Development Centre	Recruit	15-April-19
11	Harrison, Nicola	Training & Development*	Prof. Development Centre	Recruit	15-April-19
12	Kendrick, Rheanna	Training & Development*	Prof. Development Centre	Recruit	15-April-19
13	Kuyi, Jean-Sebastien	Training & Development*	Prof. Development Centre	Recruit	15-April-19
14	Lee, Marni	Training & Development*	Prof. Development Centre	Recruit	15-April-19
15	McBain, Steve**	Training & Development*	Prof. Development Centre	Recruit	15-April-19
16	McGoff, Shelley	Training & Development*	Prof. Development Centre	Recruit	15-April-19
17	Munro, Mallory	Training & Development*	Prof. Development Centre	Recruit	15-April-19
18	Nielsen, Steven	Training & Development*	Prof. Development Centre	Recruit	15-April-19
19	Payne, Lee	Training & Development*	Prof. Development Centre	Recruit	15-April-19

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
20	Powers, Victoria	Training & Development*	Prof. Development Centre	Recruit	15-April-19
21	Randell, Stacey	Training & Development*	Prof. Development Centre	Recruit	15-April-19
22	Simzer, Jayme	Training & Development*	Prof. Development Centre	Recruit	15-April-19
23	Taylor, Zachary	Training & Development*	Prof. Development Centre	Recruit	15-April-19
24	Williams, Ryan	Training & Development*	Prof. Development Centre	Recruit	15-April-19

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

**Civilian to Sworn

Q3 2019 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Diane Larocque	Community Relations & Frontline Specialized Support	Crime Prevention - Crime Free Multi-Housing Program	Community Developer	10-Sep-2019

Q3 2019 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1	Mary Hill	Corporate Support	Financial Operations	Scheduling & Attendance Analyst	9-Jul-2019
2	Brigitte Cyr	Support Services	Court Liaison	Court Liaison Coordinator	13-Jul-2019
3	Dianna Millar	Performance, Planning & Analytics	Planning and Policy	Manager	17-Aug-2019
4	Daniel Steeves	Corporate Support	Business Information Solutions	Chief Information Officer	28-Sep-2019

DOCUMENT 4**Q3 2019 Permanent Civilian Hires**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Trina D'Antonio*	Support Services	Communication Centre	Communication Centre Clerk	2-Jul-19
2	Isabelle Desforges*	Support Services	Communication Centre	Communication Centre Clerk	2-Jul-19
3	David Veshkini*	Support Services	Court Liaison	Court Liaison Coordinator	22-Jul-19
4	Daniel Crabbe*	Corporate Support	CPIC	CPIC Operator	19-Aug-19
5	James Fraser Wardle	Corporate Support	Facilities	Sr. Project Manager Capital Projects	5-Sep-19

*Term employee who won permanent position.

Q3 2019 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Cynthia Comte	Support Services	Communication Centre	Communication Centre Clerk	2-Jul-19
2	Kayleigh Gerro	Support Services	Communication Centre	Communication Centre Clerk	2-Jul-19
3	Serena Docherty	Executive Services	Legal Services	Sr. AA Legal Services	16-Jul-19
4	Onalee Wyman	Corporate Support	BIS Projects	Project Manager BIS	22-Jul-19
5	Gabriel Godin	Corporate Support	Archive & File Storage	Archive & File Storage Clerk	12-Aug-19
6	Stephanie Batista	Frontline Operations	Community Relations	Community Dev. Coordinator CFMH	19-Aug-19

DOCUMENT 6

Senior Officers' Assignment Report as of September 30, 2019

	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	Timothy Hodgins			
3	Insp Investigative Support	Isobel Granger			
4	Insp Specialized Investigations	James Elves			
5	Insp Intelligence & Covert Ops	Carl Cartright			
Corporate Services					
6	Chief Physical Environment Officer	Pamela Mills			
7	Chief Information Officer	Vacant			
8	Chief Financial Officer	Vacant	Kathy Murray	On contract	
9	Insp Material Management	Samir Bhatnagar			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
10	Director Facilities Plng & Prj Delivery	Carol Roper			
Executive Services					
11	Director Community Development	David Snoddy			
12	Director Corporate Communications	John Steinbachs			
13	General Counsel	Christiane Huneault			
14	Legal Counsel	Lara Malashenko			
15	Exec Advisor Respect, Conduct & Values	Deborah Aarenau			
Office of the Chief					
16	Supt Executive Officer	Jamie Dunlop			
17	Insp Professional Standards	Murray Knowles			
Frontline					
18	Supt Frontline	Mark Ford			
19	Insp Frontline Admin ABD	Patrick Flanagan			
20	Insp Frontline	Robert	Kevin Maloney	S/Sgt	2019.10.27

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
	Admin CEF	Drummond		Scheduling ABD	
21	Insp Fixed Operations & Airport	Michael Ryan			
22	Insp Platoon A	Paul Burnett	Russell Lucas	S/Sgt Professional Development	2020.02.24
23	Insp Platoon B	Robert Bernier			
24	Insp Platoon C	David Zackrias			
25	Insp Platoon D	Heather Lachine			
26	Insp Platoon E	Patricia Ferguson			
27	Insp Platoon F	Michael Maloney	Francois D'Aoust	S/Sgt Technical Investigations	2019.12.09
Community Relations & Frontline Specialized Support					

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
28	Supt Community Relations & Frontline Specialized Support	Joan McKenna	Robert Drummond	Insp Frontline Admin CEF	2019.10.27
29	Insp Frontline Specialized Support	Michel Marin			
30	Insp Community Relations	Kenneth Bryden			
People & Culture					
31	Chief Human Resources Officer	VACANT	Michelle Rathwell	Director Human Resources	2019.12.31
32	Director Human Resources	Michelle Rathwell	Lance LaPorte	Mgr Employee Services	2019.12.31
33	Director Employee & Labour Relations	Mark Chodos			
34	Mgr Health Safety & Lifestyles	Angela Slobodian	Shauna McCormick	Spvsr Court Liaison	2019.11.01
35	Sr Labour Relations Advisor	Allison Chapman			
36	Sr Labour Relations Advisor	Lisa Bianco			
37	Labour Relations Advisor	VACANT	Julie Arsenault	Work Force Management	2019.11.29

				Specialist	
Support Services					
38	Supt Support Services	Christopher Rheaume			
39	Insp Customer Service	Debbie Miller			
40	Insp Communication Centre	Glenn Wasson	Dana Reynolds	S/Sgt Watch Commander B	2020.03.03
41	Insp Courts/Temp Custody	John McGetrick			
Title		Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Planning, Performance & Analytics					
42	Chief Strategy Mgmt Officer	Randy Mar			
Training & Development					
43	Supt Training & Development	Sterling Hartley			
44	Insp Outreach & Recruitment	Mark Patterson			
Special Assignments					
45	Director	Angela Slobodian		Mgr Health	2019.12.31

Title		Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
	Wellness Project			Safety & Lifestyles	
46	Mgr Talent Development & Perf. Mgmt	Kim Stuurop		Talent Management Advisor	2019.12.31
47	Insp Learning & Development	Michael Maloney		Inspector Platoon F	2019.10.24
48	Insp Operational Rep Capital Projects	Sandra McLaren			
49	Insp EDI Strategy, Project Lead	Paul Burnett		Inspector Platoon A	2019.11.04
50	Mgr Human Resources	Heather Roberts		Mgr Work Force Management	2019.12.31