

Report to / Rapport au:

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

24 October 2016 / 24 octobre 2016

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 2016

OBJET: RAPPORT SUR LE RENDEMENT : TROISIÈME TRIMESTRE 2016

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1. Approve the appointment of the sworn officers identified in Document 2.**
- 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.**
- 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 including hiring, retirements, resignations, promotions and Senior Officers' assignments.

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 2016, including: sworn officer recruitment, retirements, resignations, promotions and civilian staffing activities;
3. Summarize hiring goals for 2016 including assumptions related to retirements and resignations; and
4. 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 at least 40% of the following year's forecasted retirements is needed to ensure that staffing levels in Q1 do not fall below acceptable levels.

2016 Forecast

The 2016 Sworn Officer hiring requirements takes into consideration the 25 new positions budgeted in the 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 extra officers will be needed to begin the next year to ensure staffing levels do not fall below acceptable levels when the majority of retirements occur in Q1.

Q3 2016 Position, Staffing and Hiring Activities

Table 1 below summarizes the 2016 sworn officer forecasted hiring requirements as compared to the actual requirements. The forecast has been revised from 46 to 68 to meet 2016 requirements and to position the Service to have higher staffing levels in Q1 2017 as one staffing strategy to help meet the operational demands of Canada 150.

In Q3 2016 there were four retirements, two resignations and two members who vacated their positions for other reasons. When the data is reviewed from a trend perspective, the number of retirements is trending as expected while resignations and “other” are trending higher. Document 1 lists the names and ranks of the sworn officers who left the employment of OPS in Q3 2016 due to retirement and resignation.

Table 1

2016 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Require- ments		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Hiring Require- ments	Updated Hiring Plan (see Table 2)
	Original							
Position Change								
Strategic Growth	25		0	0	25	0	25	
Operational Backfill	0		0	0	0	0	0	
Staffing Changes								
Complement (overage)/underage from 2015	-28		-28	0	0	0	-28	
Retirements/LSER	30		20	6	4	0	30	
Resignations	8		6	3	2	0	11	
Other *	-1		0	3	2	0	5	
Complement carry-over to 2017	12					25	25	
Total	46		-2	12	33	25	68	68
*Includes long term vacancies (LTV), leave of absence (LOA) and deaths. Names will not be disclosed due to confidentiality.								

Table 2 below summarizes the original and revised 2016 Sworn Officer Hiring Plan which sees the Service hiring a total of 68 new police officers. The new recruit class size in December has been adjusted up to 21 and we are on track to have eight experienced

officers start with the service in October 2016. The December class will help position the Service to meet the operational demands of Canada 150.

Table 2

2016 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Revised Hiring Plan
New Recruits								
Apr 2016	Intake R1	20		0	20	0	0	20
Aug 2016	Intake R2	8		0	0	17	0	17
Dec 2016	Intake R3	18					21	21
Experienced Officers								
Apr/May 2016	Intake E1	0			2	0	0	2
Oct 2016	Intake E2	0		0	0	0	8	8
Total		46		0	22	17	29	68

The second recruit class of 2016 was hired in Q3. These 17 officers will be brought forward for Board appointment approval in the Q1 2017 Workforce Management Report upon their successful completion of the Basic Constable training program at the OPC.

The first recruit class of 2016 was hired in Q2. They have completed their training at OPC, were sworn in by the Chief during Q3 and are now being recommended for appointment by the Board. Document 2 to this report lists the names of these 20 new recruits and Table 3 below provides a demographic overview of them.

TABLE 3

Demographic Highlights of New OPS Sworn Officers Q2 2016 Hiring Activities

	Total #	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	Education level
Q2 2016 New Recruits	20	17	3	29	7	Dutch Spanish Italian	1*	College – 9 University – 10 Military – 1

* Self-identified

Q3 2016 Sworn Officer Promotions

Sworn officer promotions in OPS are generally made on a quarterly basis, taking into account the number of vacancies arising through attrition. This activity is detailed in Table 4 below. Document 3 lists the names of the 22 sworn employees promoted in Q3 2016.

Table 4

Q3 2016 Sworn Officer Promotions

	Superintendent	Inspector	S/Sergeant	Sergeant	Total
Q3 Sworn Officer Promotions	3	5	5	9	22

Civilian Staffing

2016 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 2016 plan forecasts 139 actions. This number has four components:

1. 59 staffing actions to fill vacant permanent positions as a result of promotions, retirements, resignations and operational backfill positions;
2. 50 staffing actions to fill medium-to-long-term temporary requirements;
3. 20 staffing actions to fill short-term (four months or less) temporary requirements; and
4. 10 staffing actions to fill casual opportunities.

Table 5 below outlines the civilian staffing plan by category.

Table 5 - 2016 Civilian Staffing Plan

2016 Employee Services Staffing Plan						
	2016 Forecasted Actions	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecasted	2016 Total Staffing Actions
New Position						
Permanent position conversion (sworn to civilian)	1	0	0	0	1	1
Existing Vacancies						
Permanent Operational Backfill (Communication Centre)	4	1	0	2	1	4
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	54	8	21	4	17	50
Temporary Assignments (through competition)	50	17	17	14	8	56
Temporary Opportunities (<4months, through internal database)	20	3	4	4	3	14
Casual Hiring (external competition)	10	0	7	4	3	14
Total Staffing Actions	139	29	49	26	32	139

Q3 2016 Activities

In total 26 staffing actions were completed in Q3, comprised of 6 permanent positions to address attrition, 18 temporary assignments and 4 casual employee hires. This level of activity is on trend with the overall forecast.

In Q3 OPS had five civilian retirements and one member passed away. Document 4 lists the names and positions held by these civilian members.

Document 5 lists the names of the 5 new permanent civilian employees hired in Q3. Document 6 lists the name of the one permanent civilian member in a new permanent position as of Q3.

Table 6 provides the demographic overview of the 5 new civilian employees.

Table 6
Demographic Highlights of New OPS Civilian Employees
Q3 2016 Hiring Activities

	Total Number	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	Education Level
Q3 Civilian Hires	5	2	3	33	4	Hebrew (1) Russian (1)	0	University Degree (2) College Diploma (2) High School (1)

Senior Officers' Assignment Update

Document 7 outlines the Directorates and special assignments of OPS Senior Officers as of October 3, 2016.

Sworn

Vacant Permanent Positions – There are currently four vacant positions: three Superintendents and one Inspector. Superintendent Paul Johnston is temporarily assigned to the Executive Officer position, Superintendent Steve Bell is temporarily assigned to the Chief Human Resources Officer position and Acting Superintendent Chris Rheaume is holding the position in Support Services. These senior level positions will be filled through implementation of the Service Initiative staffing model which is occurring from October 3, 2016 to January 23, 2017, which will include placement of the newly promoted Superintendents. The vacant Inspector Investigative Support position will be filled through the placement of newly promoted Inspectors which will occur during the month of October.

Projects – There are currently two major projects underway; the Service Initiative Project and the Canada 2017 Planning project. Inspector Murray Knowles is assigned to the 2017 Planning project and Acting Superintendent Mark Ford and Inspector Rob Drummond are assigned to the Service Initiative Project. The temporary vacancies created by these assignments are being filled by two members of the OPA (Donna MacNeil-Charbot and Jeff Kilcollins) and one member of the SOA (Michel Marin) whose position, in turn, is being filled by a member of the OPA (Jim Elves).

Civilian

Vacant Permanent Positions – A staffing process is currently underway for the vacant SOA civilian position of Director of Employee & Labour Relations. In the interim, Nancy Burrows is acting as Director, Employee & Labour Relations. The temporary vacancies created by this assignment are being backfilled. Allison Chapman is acting in the Manager, Labour Relations position and one member of the OPA, Lisa Bianco is acting in the Advisor, Labour Relations position.

Temporary Positions - One SOA member, Arni Ahronson, is acting in the temporary position of Director, Strategic Staffing & Talent Development. A member of the OPA, Erin Primeau is backfilling the Manager, Talent Development and Performance Management.

Projects - There are two SOA civilian members in temporary assignments due to ongoing projects. Randy Mar is assigned to the Service Initiative Project. Angela Slobodian is acting as Director, Wellness Project. Cameron Hopgood and Darren MacPherson are OPA members currently acting as SOA members to backfill the Director, Planning, Performance and Analytics and the Manager, Health Safety and Lifestyles positions. Mary Deavey and Debbie Erfle-Storie are OPA members currently acting as SOA members to fulfil leadership roles in the BIS Implementation and as Project Manager.

CONSULTATION

Not applicable.

FINANCIAL IMPLICATIONS

Not applicable.

SUPPORTING DOCUMENTATION

Document 1 – 2016 Q3 Sworn Officer Retirements and Resignations

Document 2 – 2016 Q3 Sworn Members OPC Trained Hires

Document 3 – 2016 Q3 Sworn Officer Promotions

Document 4 – 2016 Q3 Civilian Retirements and Deaths

Document 5 – 2016 Q3 Permanent Civilian Hires

Document 6 – 2016 Q3 Civilians in New Permanent Positions

Document 7 - Senior Officer's Assignment Report

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 January 2017 Board meeting.

Document 1**Q3 2016 Sworn Officer Retirements**

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG- TERM LEAVE DATE
1.	Tracy Butler	Criminal Investigations	Sexual Assault & Child Abuse	Sergeant	1 July 2016
2.	Lise Hetu	District	District Investigations West	Constable	1 August 2016
3.	John Monette	Criminal Investigations	Major Crime	Constable	1 August 2016
4.	John Maxwell	Criminal Investigations	Major Case Investigations	Inspector	1 September 2016

Q3 2016 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1.	Uday Jaswal	Support Services	Support Services	Superintendent	2 August 2016
2.	Jeannie Phillips	Patrol	Platoon West	Constable	30 August 2016

Document 2**Q3 2016 Sworn Members OPC Trained Hires - Class R2016-2**

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Bashford, Dakota	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
2	Briggs, Michael	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
3	Caizapanta, Santiago	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
4	Capaday, Nicolas	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
5	Cudrasov, Michael	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
6	De Jong, Stanley	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
7	Deveau, Lisa	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
8	Dort, Cameron	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
9	Doyle, Bradley	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
10	Dubue, Tyler	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
11	Gauthier, Jenna	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
12	May, Wade	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
13	McDonald, Mitchell*	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
14	Moore, Kellan	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
15	Nicholls, Mattison	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
16	Ramsden, Matthew	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
17	Schock, Alexander	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
18	Sinclair, Daniel	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016
19	Tardiff, Christine	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
20	Tetrault, Daniel	Resourcing & Development	Prof. Development Centre	Recruit	11 April 2016

*Civilian to Sworn

Document 3**Q3 2016 Sworn Officer Promotions**

	NAME	DIRECTORATE	SECTION	PROMOTED TO	PROMOTION DATE
1.	Steve Bell	Support Services	Courts/Temporary Custody	Superintendent	29 August 2016
2.	Paul Johnston	District	District Investigations	Superintendent	29 August 2016
3.	Joan McKenna	Criminal Investigations	Investigative Support	Superintendent	29 August 2016
4.	Carl Cartright	District	District Investigations	Inspector	29 August 2016
5.	Robert Drummond	Criminal Investigations	Major Crime	Inspector	29 August 2016
6.	Jamie Dunlop	Criminal Investigations	Partner Assault	Inspector	29 August 2016
7.	Sean McDade	Emergency Operations	Public Safety	Inspector	29 August 2016
8.	Glenn Wasson	District	Neighbourhood	Inspector	29 August 2016
9.	Dave Bal	Criminal Investigations	Partner Assault	Staff Sergeant	29 August 2016
10.	Russell Lucas	Emergency Operations	Paid Duties	Staff Sergeant	29 August 2016
11.	Ian McDonell	District	Neighbourhood	Staff Sergeant	29 August 2016
12.	Marc-André Sheehy	Emergency Operations	Marine Dive Trails	Staff Sergeant	29 August 2016
13.	Stephane Tracy	District	CPC/Traffic Enforcement	Staff Sergeant	29 August 2016
14.	Chantal Arsenault	Criminal Investigations	Drugs	Sergeant	29 August 2016
15.	John Black	District	District Team Central	Sergeant	29 August 2016
16.	Shane Dehartog	Emergency Operations	Tactical	Sergeant	29 August 2016
17.	Ugo Garneau	Criminal Investigations	Forensic Identification	Sergeant	29 August 2016
18.	Ryan O'Neil	District	Breaking & Entering	Sergeant	29 August 2016
19.	Shelley Rossetti	District	District Team West	Sergeant	29 August 2016
20.	Nelson Rowan	Resourcing & Development	PDC	Sergeant	29 August 2016

	NAME	DIRECTORATE	SECTION	PROMOTED TO	PROMOTION DATE
21.	Stephen Smith	Criminal Investigations	Organized Fraud	Sergeant	29 August 2016
22.	Randy Stockdale	Patrol	West Fixed Afternoons	Sergeant	29 August 2016

Document 4**Q3 2016 Civilian Retirements**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1.	Rita Platt	Corporate Support	Records	Filing Clerk	1 March 2016*
2.	Sandi Langlois	Corporate Support	CPIC	CPIC Operator	1 August 2016
3.	Ernest Toste	Support Services	Court Security	Special Constable	1 August 2016
4.	Mike MacDonald	Corporate Support	Business Information Systems	Service Centre Analyst	1 August 2016
5.	Marianne Pethke	Office of the Chief	CIAU	Crime Analyst	1 September 2016

*Retroactive

Q3 2016 Civilian Deaths

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	DATE OF DEATH
1.	Sandra Martin	Criminal Investigations	Drugs	Administrative Assistant	13 July 2016

Document 5**Q3 2016 Permanent Civilian Hires**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Maxim Vrabets	Corporate Support	Business Information Systems	Internet/Intranet Analyst	15 August 2016
2.	Mathieu Pelchat	Support Services	Communications	Communication Centre Clerk	19 August 2016
3.	Amanda McDonnell	Support Services	Communications	Communication Centre Clerk	19 August 2016
4.	Camilla Metcalfe	Corporate Support	Evidence Control	Evidence Control Attendant	19 August 2016
5.	Stacey Caron	Corporate Support	Financial Services	Scheduling and Attendance Analyst	20 September 2016

Document 6**Q3 2016 Civilians in New Permanent Positions**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Tanya Brown	Corporate Support	Security Operations	Supervisor Technical Services	15 August 2016

Document 7

Senior Officer's Assignment Report

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Criminal Investigations					
1	Supt CID	Donald Sweet			
2	Insp Criminal Investigations	Michael Laviolette			
3	Insp, Investigative Support	VACANT			
4	Insp, Major Case Investigations	Jamie Dunlop			
5	Insp, Special Operations	Christopher Renwick			
Corporate Services					
6	Director Police Facilities	Pamela Mills			
7	Chief Information Officer	Daniel Steeves			
8	Chief Financial Officer	Jeffrey Letourneau			
9	Insp Materiel Management	Rob Drummond	Jeff Kilcollins	S/Sgt Forensic Identification	2016.12.08
District Investigations					
10	Supt District Services	Daniel Delaney			
11	Insp Central District Community	Mark Ford	Donna MacNeil-Charbot	S/Sgt Crime Prevention	2016.08.15
12	Insp District West	Sterling Hartley			
13	Insp District East	Patrick Flanagan			
14	Insp District Support	Tessa Youngson-Larochelle			
Emergency Operations					
15	Supt EOD	Scott Nystedt	Joan McKenna	Supt Substantive Pending	2017.01.17

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
16	Duty Inspector	Carl Cartright			
17	Duty Inspector	John Medeiros			
18	Duty Inspector	Sean McDade			
19	Duty Inspector	Glenn Wasson			
20	Duty Inspector	Sandra McLaren			
21	Duty Inspector	Mark Patterson			
20	Insp EOD	Murray Knowles	Michel Marin	Insp Courts / Temp Custody	2017.01.29
22	Insp Business Continuity	Michael Maloney			
Executive Services					
24	Director Community Development	David Snoddy			
25	Director PP & A	Randy Mar	Cameron Hopgood	Mgr Business Performance	2016.10.31
26	Director Corporate Communications	John Steinbachs			
27	General Counsel	Christiane Huneault			
28	Legal Counsel	Lara Malashenko			
29	Exec Advisor Respect, Conduct & Values	Deborah Aarenau			
Office of the Chief					
30	Superintendent Executive Officer	VACANT	Paul Johnston	Supt Substantive Pending	
31	Insp Prof Standards & Quality Assurance	Paul Gallant			
Patrol					
32	Supt Patrol Services	Michael Flanagan			
33	Insp Platoon West	Samir Bhatnagar			
34	Insp Platoon Central	Michael Ryan			
35	Insp Platoon East	Ian Kingham			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Resourcing & Development					
36	Chief Human Resources Officer	VACANT	Steve Bell	Supt Substantive Pending	
37	Director Human Resources	Michelle Rathwell			
38	Director Employee & Labour Relations	VACANT	Nancy Burrows	Mgr Labour Relations	2016.12.31
39	Insp Recruitment & Training	John McGetrick			
40	Mgr Labour Relations	Nancy Burrows	Allison Chapman	Labour Relations Advisor	2016.12.31
41	Mgr Health Safety & Lifestyles	Angela Slobodian	Darren MacPherson	Health & Safety Advisor	2016.12.31
42	Mgr Talent Development & Perf. Mgmt	Arni Ahronson	Erin Primeau		2017.01.01
43	Labour Relations Advisor	Allison Chapman	Lisa Bianco	Prof Standards Prgm Coordinator	2017.03.31
Support Services					
44	Supt Support Services	VACANT	Christopher Rheume	Insp Communication Centre	2017.01.17
45	Insp Communication Centre	Christopher Rheume			
46	Insp Courts/Temp Custody	Michel Marin	James Elves	S/Sgt HROM	2017.01.30
Special Assignments (Temporary Positions)					
47	Director, BIS Implementation		Mary Deavey	Mgr Records & Info Mgmt	2016.12.31
48	Insp 2017 Planning		Murray Knowles	Insp EOD	2017.01.29
49	SI - Director Control Centre		Randall Mar	Director PP & A	2016.11.01
50	SI - Insp Operational Lead		Robert Drummond	Insp Materiel Management	2016.11.15

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
51	SI - Supt Program Sponsor/PPA		Mark Ford	Insp Central District Community	2016.12.07
52	Director Strategic Staffing & Talent Development		Arni Ahronson	Mgr Talent Development & Perf. Mgmt	2016.12.31
53	Director Wellness Project		Angela Slobodian	Mgr Health Safety & Lifestyles	2016.12.31
54	Project Mgr		Debbie Erfle- Storie	Mgr Court Liaison	2016.12.31