

Report to / Rapport au:

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

26 November 2018 / 26 novembre 2018

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 2018

OBJET: GESTION DES EFFECTIFS DU TROISIEME 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 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 2018;
3. Summarize hiring goals for 2018 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.

2018 Forecast

The 2018 Sworn Officer hiring requirements take into consideration the 25 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 2018 Position, Staffing and Hiring Activities

The original 2018 forecast identified a need to hire 77 officers. The Hiring Requirements were adjusted to 72 in Q2 2018. In Q3 the Front Desk Services civilianization initiative took place, which converted 14 sworn positions to civilian positions.

In Q3 2018 there were nine sworn officer retirements and two sworn officer resignations. Twenty-seven percent (27%) of the employees leaving the service were female and 73% were male. Document 1 to this report lists the names and ranks of the 11 sworn officers who left the employment of OPS in Q3 2018 due to retirement and resignation.

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 Forecast	Revised Hiring Requirements	Revised Hiring Plan (see Table 2)
	Original							
Position Change								
Strategic Growth	25		0	0	0	25	25	
Operational Backfill	0		0	0	0	0	0	
Conversion of Sgt Operational Planning to Civilian	0		0	-1	0	0	-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	1	13	
Other *	0		-1	-1	1	1	0	
Complement carry-over to 2019	15					15	15	
Total	77		7	24	-2	43	72	72
*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 2 below summarizes the 2018 Sworn Officer Hiring Plan which sees the Service hiring a total of 72 new police officers.

Table 2
2018 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Revised 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	18	18
Experienced Officers							
June 2018	Intake E1	0	0	3	0	0	3
Oct 2018	Intake E2	14	0	0	0	12	12
Total		77	0	19	23	30	72

Twenty three recruit officers were hired in August 2018. 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 16 new recruits and three experienced officers who were sworn in during Q3 2018. The 16 new recruits were hired in April 2018 and completed their OPC training in August 2018 and the three experienced officers were hired in June 2018 and completed their training at PDC in July 2018.

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

Table 3

Demographic Highlights of New OPS Sworn Officers Q3 2018 Hiring Activities

	Total #	Male	Female	Average Age	English & French Speaking	Other Languages	Education Level
April 2018 New Recruits	16	11	5	29	1	Serbian, Cantonese, Finnish, Malaysian	10 – University 4 – College 2 – High School
June 2018 Experienced Officers	3	2	1	35	1	Somali	1 – University 1 – College 1 – High School

Q3 2018 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. This quarter 15 male employees and two female employees were promoted to the ranks of Superintendent, Inspector, Staff Sergeant and Sergeant.

Document 3 lists the names of the sworn employees promoted in Q3 2018.

Table 4
Q3 2018 Sworn Officer Promotions

	Superintendent	Inspector	S/Sergeant	Sergeant	Total
Q3 Sworn Officer Promotions	1	2	3	11	17
Male	1	2	2	10	15
Female	0	0	1	1	2
Females as a % of Total	0%	0%	33.3%	9.1%	11.8%

Civilian Staffing

2018 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 2018 plan forecasted 105 actions however due to the civilianization of Front Desk Services in Q3, the plan has been adjusted to a new total of 128 actions. This number has five components:

1. 15 staffing actions to fill positions converted from sworn to civilian;
2. 61 staffing actions to fill vacant permanent positions as a result of promotions, retirements, resignations and operational backfill positions;
3. 32 staffing actions to fill medium-to-long-term temporary requirements;
4. 3 staffing actions to fill short-term (six months or less) temporary requirements; and
5. 17 staffing actions to fill casual opportunities.

Table 5 below outlines the civilian staffing plan by category.

Table 5

2018 Civilian Staffing Plan

2018 Employee Services Staffing Plan							
	2018 Forecasted Actions		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Updated 2018 Forecasted Actions
New Position							
Permanent position conversion (sworn to civilian)	2		1	0	14	0	15
Existing Vacancies							
Permanent Operational Backfill (Communication Centre)	5		0	0	6	4	10
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	46		14	8	20	9	51
Temporary Assignments (through competition)	24		10	8	11	3	32
Temporary Opportunities (<6months, through internal database)	16		3	0	0	0	3
Casual Hiring (external competition)	12		4	1	9	3	17
Total Staffing Actions	105		32	17	60	19	128

Q3 2018 Activities

In total 60 staffing actions were completed in Q3. Fourteen sworn positions were converted to civilian and 11 new civilian positions were re- allocated from with the OPS staff complement to implement the Civilian Front Desk Services model. Six vacancies were backfilled at the Communication Centre. Nine permanent positions were filled to address attrition. Eleven temporary assignments were filled and nine casual employees were hired.

In Q3 2018, OPS had six civilian retirements and five civilian resignations. Document 4 lists the names and positions held by these eleven civilian members.

Document 5 lists the names of the sixteen new permanent civilian employees hired in Q3 2018. Document 6 lists the names of the thirteen permanent civilian members in new permanent positions as of Q3 2018.

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

Table 6
Demographic Highlights of New OPS Civilian Employees
Q3 2018 Hiring Activities

	TOTAL NUMBER	MALE	FEMALE	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	EDUCATION
Q3 2018 Civilian Hires	16	4	12	32	15	Spanish Teochew	7 - University Degree 8 - College Diploma 1 – High School

SENIOR OFFICERS' ASSIGNMENT UPDATES

Document 7 illustrates the Senior Officers assignments of OPS as of September 30, 2018 and is provided for reference purposes.

Sworn

Temporary Vacancies and Special Assignments – As of September 30, 2018, there were two members of the OPA acting in SOA positions due to temporary vacancies. Acting Inspector Robert Bernier is backfilling for Insp Michael Maloney while he is temporarily assigned to the Professional Development Centre. Acting Inspector Kevin Maloney continues to backfill the vacant position of Inspector Courts/Temporary Custody.

Six SOA members are in temporary assignments. Inspector Sandra McLaren is on a long-term temporary assignment as the Operational Representative for Facility Capital Projects, ensuring that operational requirements are a key focus as the buildings in the Facility Strategic Plan are brought to life. Inspector Michael Maloney is filling a temporary position as Inspector, Learning & Development. Inspector Samir Bhatnagar is on secondment to the RCMP. Inspectors David Zackrias, Patricia Ferguson and Glenn Wasson are backfilling temporary shortages.

Civilian

Vacant Permanent Positions – Michelle Rathwell is acting in the vacant position of Chief Human Resources Officer. As a result, Lance LaPorte is the OPA member currently acting as an SOA member to backfill the Director, Human Resources position. Allison Chapman continues to act as Manager, Labour Relations. Ms. Chapman's position of Labour Relations Advisor is being held vacant at this time.

Temporary Assignments – As of September 30, 2018, four OPA members are acting in temporary positions in the SOA. Kim Stuurop is acting in the temporary position of Manager, Talent Development and Performance Management. Mary Deavey, Debbie Erfle-Storie and

Lisa Bianco are OPA members currently acting as SOA members to fulfill leadership roles in the BIS Implementation, e-Projects and Equitable Workplace (EDI) projects.

There are two SOA members on temporary assignments. 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.

Q3 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 musculo-skeletal 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 (CPD) 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 7 below) that 149 sworn members had an FMA at the end of Q3, the same level as in Q2. Of these FMAs about two-thirds (97) were temporary in nature, and one-third (52) were permanent. This level of activity represents roughly 11% of total sworn staffing. The work restrictions associated with FMAs predominantly fall into two categories:

- 43% of Sworn FMAs involved Use of Force limitations
- 49% of Sworn FMAs involved shift restrictions

The Q3 data shows no change in the total number of sworn accommodations than last quarter. Temporary accommodations dropped slightly to 97, and permanent accommodations rose slightly to 52. The temporary / permanent split remains constant at two-thirds to one-third.

The majority of members with FMAs (about two-thirds or 93) remain in their substantive position. In Q3 a total of 56 sworn members (about one third) required accommodation in a position outside their substantive position. This situation occurs most in the Frontline Directorate which had to accommodate 47 members with an FMA outside their substantive positions (Table 8).

Civilian Members – The Q3 data shows (see Table 7 below) that 37 civilian members required FMAs. This level is unchanged from the last quarter.

Of the Q3 FMAs, 14 were temporary in nature, and 23 were permanent. This pattern is opposite to the sworn pattern: most of the FMAs – two-thirds (23) are permanent, compared to one-third (14) which are temporary.

The primary restriction related to shift work, as 60 % of civilian FMAs involved shift restrictions.

Table 7

Q3 2018 Formal Medical Accommodations

Category	Duration	Number of Cases					Change from Q2 2018 to Q3 2018
		Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	
Sworn	Temporary	113	115	100	101	97	↓4%
	Permanent	42	51	50	48	52	↑8%
Sworn Subtotal		155	166	150	149	149	0%
Civilian	Temporary	17	12	11	14	14	0%
	Permanent	18	22	25	23	23	0%
Civilian Subtotal		35	34	36	37	37	0%
Overall Total		190	200	186	186	186	No Change

Table 8 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, 56 sworn members had formal accommodation needs that resulted in placement outside their substantive positions. This impact falls most heavily to the Frontline Directorate.

Table 8**Q3 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	90/824 = 11%	43/90 = 48%	47/90 = 52%	47/824 = 6%
Support Services	23/90 = 26%	20/23 = 87%	3/23 = 13%	3/90 = 3%
Criminal Investigations	25/360 = 7%	21/25 = 84%	4/25 = 16%	4/360 = 1%
People & Culture, Training & Development	7/82 = 9%	6/7 = 86%	1/7 = 14%	1/82 = 1%
Corporate Support, Office of the Chief & Executive Services, Planning, Performance & Analytics	4/28 = 14%	3/4 = 75%	1/4 = 25%	1/28 = 4%
OPS Totals	149/1384 = 11%	93/149 = 62%	56/149 = 38%	56/1384 = 4%

SUPPORTING DOCUMENTATION

Document 1 – Q3 2018 Sworn Officer Retirements and Resignations

Document 2 – Q3 2018 Sworn Members OPC Trained Hires and Experienced Officers

Document 3 – Q3 2018 Sworn Officer Promotions

Document 4 – Q3 2018 Civilian Retirements and Resignations

Document 5 – Q3 2018 Permanent Civilian Hires

Document 6 – Q3 2018 Civilians in New Permanent Positions

Document 7 – Senior Officer's Assignment Report as of September 30, 2018

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 2019 Board meeting.

Q3 2018 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Milton Capaday	Community Relations & Frontline Specialized Support	CBRNE	Sergeant	1 July 2018
2	Scott FitzGerald	Criminal Investigations	Proceeds of Crime	Sergeant	1 July 2018
3	Linda Ogilvie	Criminal Investigations	Investigations	Sergeant	1 July 2018
4	Marc Soucy	Executive Services	Media Relations	Constable	1 July 2018
5	Julie Vaillant	Criminal Investigations	Intelligence	Staff Sergeant	1 July 2018
6	Bruce Marshall	Frontline	Platoon E	Constable	1 August 2018
7	Neil Preston	Frontline	OPSOC	Staff Sergeant	1 August 2018
8	Blair Stanton	Frontline	Platoon C	Sergeant	1 August 2018
9	Scott Nystedt	Executive Services	Executive Office	Superintendent	31 August 2018

Q3 2018 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Steven Mathieu	Criminal Investigations	Surveillance	Constable	8 August 2018
2	McCall Laframboise	Frontline	Platoon B	Constable	17 September 2018

Q3 2018 Sworn Members OPC Trained Hires - Class 2018-2

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Danijel Avlijas	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
2	Philippe Berube**	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
3	Amber Chouinard**	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
4	Sean Cunningham	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
5	Shelley Dang	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
6	Jimmy Fang	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
7	Graham Harrison	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
8	Shannon Hilton	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
9	Stephen Irvine	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
10	David Martin	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
11	Jason McCarthy**	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
12	Adam Morin	Training & Development*	Prof. Development Centre	Recruit	9 April 2018

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
13	Vieno Pedlar	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
14	Jeffrey Ryan**	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
15	Wai Fu Teoh	Training & Development*	Prof. Development Centre	Recruit	9 April 2018
16	Amanda Williams	Training & Development*	Prof. Development Centre	Recruit	9 April 2018

Q3 2018 Sworn Members Experienced Officers - Class E2018-1

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Brendan Chase	Training & Development*	Prof. Development Centre	Recruit	25 June 2018
2	Mohamed Mohamed	Training & Development*	Prof. Development Centre	Recruit	25 June 2018
3	Ashley Shaidle	Training & Development*	Prof. Development Centre	Recruit	25 June 2018

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

**Civilian to Sworn

Q3 2018 Sworn Officer Promotions

	Name	Directorate	Section	Promoted To	Date
1	Jamie Dunlop	Criminal Investigations	Specialized Investigations	Superintendent	24 August 2018
2	Timothy Hodgins	Criminal Investigations	Intelligence	Inspector	14 September 2018
3	David Zackrias	Executive Services	Diversity/Race Relations	Inspector	14 September 2018
4	Martin Groulx	Community Relations & Frontline Specialized Support	Special Events	Staff Sergeant	7 September 2018
5	Brian Samuel	Frontline	Platoon A West	Staff Sergeant	7 September 2018
6	Nicole St. John	Criminal Investigations	Investigations East	Staff Sergeant	7 September 2018
7	Serge Berube	Criminal Investigations	Robbery	Sergeant	7 September 2018
8	Robert Cleroux	Criminal Investigations	Investigations East	Sergeant	7 September 2018
9	Carl DeJong	Criminal Investigations	Partner Assault	Sergeant	7 September 2018
10	Marco Dinardo	Frontline	Fixed Afternoons	Sergeant	7 September 2018
11	Marc-Andre Guy	Criminal Investigations	Robbery	Sergeant	7 September 2018
12	Mahad Hassan	Criminal Investigations	Seconded to Provincial Anti-Terrorism	Sergeant	7 September 2018
13	Christian Lavergne	Criminal Investigations	Sexual Assault & Child Abuse	Sergeant	7 September 2018
14	Joanne Pilotte	Criminal Investigations	Guns & Gangs	Sergeant	7 September 2018
15	Stephen Plummer	Criminal Investigations	Sexual Assault & Child Abuse	Sergeant	7 September 2018
16	Daniel Thompson	Community Relations & Frontline Specialized Support	Tactical	Sergeant	7 September 2018
17	Jonathan Trudeau	Criminal Investigations	Investigations East	Sergeant	7 September 2018

Q3 2018 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Peter Kettles	Corporate Support	Evidence	Manager	1 July 2018
2	Linda Lacroix	Support Services	Police Reporting Unit	PRU Agent	1 July 2018
3	Wendy Erfle	Corporate Support	Records	FOI Analyst	1 August 2018
4	Anne Friesen	Support Services	Courts	Court Liaison Coordinator	25 August 2018
5	Yanick Gelin	Executive Services	Community Development	Administrative Assistant	1 September 2018
6	Joanne Lowry	Support Services	Communications Centre	Supervisor	28 September 2018

Q3 2018 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1	Rupert Johnson	Corporate Support	Business Information Services	BIS Projects	13 July 2018
2	Sean Despres	Corporate Support	Business Information Services	BIS Infrastructure	16 August 2018
3	Ian Kennedy	Corporate Support	Facilities	Senior Project Manager, Capital Projects	17 August 2018
4	Amanda Gillespie	Corporate Support	Financial Operations	Attendance Clerk	19 September 2018
5	Lynne Campbell	People & Culture	CHRO's Office	Chief Human Resources Officer	21 August 2018

Q3 2018 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Lisa Hughes	Support Services	Communication Centre	Communication Centre Clerk	3 July 2018
2	Christine Verdon	Support Services	Communication Centre	Communication Centre Clerk	3 July 2018
3	Nicole Langevin	Support Services	Communication Centre	Communication Centre Clerk	3 July 2018
4	Christopher Goncalves-Pimentel	Support Services	Communication Centre	Communication Centre Clerk	3 July 2018
5	Daniel Koepke	Planning, Performance & Analytics	Planning, Performance & Analytics	Manager Business Improvement	16 July 2018
6	Jacqueline Lamarre*	Corporate Support	Finance	Sr. Admin Assistant	20 August 2018
7	Jessica McBride	Support Services	Communication Centre	Communication Centre Clerk	27 August 2018
8	Claudia Coutu	Support Services	Communication Centre	Communication Centre Clerk	27 August 2018
9	Cynthia Comte*	Support Services	Front Desk Services	Front Desk Services Agent	4 September 2018
10	Marissa Jeffrey*	Support Services	Front Desk Services	Front Desk Services Agent	4 September 2018
11	Tina Quinn*	Support Services	Front Desk Services	Front Desk Services Agent	4 September 2018
12	Lisa So*	Support Services	Front Desk Services	Front Desk Services Agent	4 September 2018
13	Melissa Brisson*	Support Services	Police Reporting Unit	PRU Agent	7 September 2018
14	Johanne Renaud*	Support Services	Police Reporting Unit	PRU Agent	7 September 2018
15	Allen Ross*	Corporate Support	Background Clearance	Background Clearance Representative	24 September 2018
16	Philippe Argyracopoulos-Pepin*	Corporate Support	CPIC	CPIC Operator	24 September 2018

*Term employees who won permanent positions.

Q3 2018 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Jessica Jak	People & Culture	Employee Services	Volunteer Coordinator	3 July 2018
2	Bill Keeler	Corporate Support	Evidence Control	Manager Evidence Control	3 July 2018
3	Tim Beynon	Corporate Support	Business Solutions Support	Team Lead Software	3 July 2018
4	Emily Darling	Support Services	Front Desk	Front Desk Services Agent	4 September 2018
5	Joanne Gardner	Support Services	Front Desk	Front Desk Services Agent	4 September 2018
6	Diane Khan	Support Services	Front Desk	Front Desk Services Agent	4 September 2018
7	Bradley Mason	Support Services	Front Desk	Front Desk Services Agent	4 September 2018
8	Natalie Mears	Support Services	Front Desk	Front Desk Services Agent	4 September 2018
9	Jessica Pino	Support Services	Front Desk	Front Desk Services Agent	4 September 2018
10	Carmel Roberts	Support Services	Front Desk	Front Desk Services Agent	4 September 2018
11	Courtney Rowland	Support Services	Front Desk	Front Desk Services Agent	4 September 2018
12	Sacha Vezina	Support Services	Front Desk	Front Desk Services Agent	4 September 2018
13	Lindsay Webber	Support Services	Front Desk	Front Desk Services Agent	4 September 2018

Senior Officer's Assignment Report as of September 30, 2018

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Corporate Services					
1	Chief Physical Environment Officer	Pamela Mills			
2	Chief Information Officer	Daniel Steeves			
3	Chief Financial Officer	Jeffrey Letourneau			
4	Insp Materiel Management	Sean McDade	Glenn Wasson	Inspector Platoon C	2019.04.21
Criminal Investigations					
5	Supt CID	Christopher Renwick			
6	Insp, Criminal Investigations	Tim Hodgins			
7	Insp, Investigative Support	Isobel Granger			
8	Insp, Specialized Investigations	Michael Laviolette			
9	Insp, Intelligence & Covert Ops	Mark Patterson			
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			
Frontline					
15	Supt Frontline	Mark Ford			
16	Supt Community Relations & Frontline Specialized Support	Joan McKenna			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
17	Insp, Frontline Admin ABD	Patrick Flanagan			
18	Insp, Frontline Admin CEF	John McGetrick			
19	Insp, Frontline Specialized Support	Michel Marin			
20	Insp, Community Relations	Ken Bryden			
21	Inspector Platoon A	Paul Burnett			
22	Inspector Platoon B	Michael Maloney	Robert Bernier	S/Sgt Watch Commander C	2018.11.27
23	Inspector Platoon C	Glenn Wasson	David Zackrias	Inspector Substantive Pending	2018.11.11
24	Inspector Platoon D	Heather Lachine			
25	Inspector Platoon E	John Medeiros	Patricia Ferguson	Inspector Substantive Pending	2019.02.19
26	Inspector Platoon F	Robert Drummond			
27	Inspector Fixed Operations & Airport	Michael Ryan			
Office of the Chief					
28	Supt Executive Officer	Jamie Dunlop			
29	Inspector Professional Standards	Murray Knowles			
People & Culture					
30	Chief Human Resources Officer	VACANT	Michelle Rathwell	Director Human Resources	2019.12.31
31	Director Human Resources	Michelle Rathwell	Lance Laporte	Mgr Employee Services	2018.12.28
32	Director Employee & Labour Relations	Mark Chodos			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
33	Mgr Labour Relations	VACANT	Allison Chapman	Labour Relations Advisor	2018.12.31
34	Mgr Health Safety & Lifestyles	Angela Slobodian	Darren MacPherson	Health & Safety Advisor	2018.12.31
35	Labour Relations Advisor	Allison Chapman			
Planning, Performance & Analytics					
36	Chief Strategic Planning Officer	Randy Mar			
Support Services					
37	Supt Support Services	Christopher Rheaume			
38	Insp, Customer Service	Tessa Youngson-Larochelle			
39	Insp, Communication Centre	James Elves			
40	Insp, Courts/Temp Custody	Vacant	S/Sgt Kevin Maloney	S/Sgt Platoon B Central	2018.10.24
Training & Development					
41	Supt Training & Development	Sterling Hartley			
42	Insp, Outreach & Recruitment	Carl Cartright			
Special Assignments					
43	Director, BIS Implementation	Mary Deavey	Mgr Records & Info Mgmt		2018.12.31
44	Director Wellness	Angela Slobodian	Mgr Health Safety & Lifestyles		2018.12.31
45	Director e-Projects	Debbie Erfle-Storie	Mgr Court Liaison		2018.12.31
46	Inspector Learning & Development	Michael Maloney	Inspector Platoon B		2019.12.31
47	Inspector RCMP	Samir			2019.11.06

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
	INSET	Bhatnagar			
48	Inspector Operational Capital Projects	Sandra McLaren			2021.03.18
49	Mgr Talent Development & Perf. Mgmt	Kim Stuurop	Talent Management Advisor		2018.12.31
50	Program Mgr Equitable Work Environment	Lisa Bianco	Professional Standards Advisor		2019.01.25