

Report to / Rapport au:

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

27 May 2019 / 27 mai 2019

Submitted by / Soumis par:

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

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SUBJECT: WORKFORCE MANAGEMENT REPORT – FIRST QUARTER 2019

OBJET: GESTION DES EFFECTIFS DU PREMIER TRIMESTRE DE 2019

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board receive this report for information.

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.

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 Q1 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.

Q1 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 14 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;
- d) A surplus of 16 officers will be carried into 2020, roughly 40% of the expected retirements for that year.

In Q1 2019 there were 13 sworn officer retirements, two sworn officer resignations and one officer who passed away. From a gender perspective, 13% of the employees leaving the service were female, 87% were male. Document 1 to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q1 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 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirements	Hiring Plan (see Table 2)
	Original						
Position Change							
Strategic Growth	30	30	0	0	0	30	
Provincial 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	16	7	4	40	
Resignations	15	2	4	4	4	14	
Other *	-2	1	-1	0	-1	-1	
Complement carry-over to 2020	16				16	16	
Total	82	29	19	11	23	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 2 below summarizes the 2019 Sworn Officer Hiring Plan which sees the Service hiring a total of 82 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 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Revised	Q1 Actual	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	14	0	0	14
Total		82		0	38	24	20	82

Civilian Staffing

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 (four months or less) temporary requirements; and
4. 12 staffing actions to fill casual opportunities.

Table 4 below outlines the civilian staffing plan by category.

**Table 4
2019 Civilian Staffing Plan**

2019 Civilian Staffing Plan						
	2019 Forecasted Actions	Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	2019 Total Staffing Actions
Existing Vacancies						
Permanent Operational Backfill (Communication Centre)	15	2	5	4	4	15
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	35	11	9	5	10	35
Temporary Assignments (through competition)	40	3	15	7	15	40

Temporary Opportunities (<6 months, through internal database)	10	3	2	3	2	10
Casual Hiring (external competition)	12	1	3	5	3	12
Total Staffing Actions	112	20	34	24	34	112

Q1 2019 Activities

In total 20 staffing actions were completed in Q1, comprised of 13 permanent positions to address attrition, 6 temporary assignments and 1 casual employee hire. In Q1 2019, OPS had three civilian retirements and one civilian resignation. Document 2 lists the names and positions held by these four civilian members.

Document 3 lists the names of the six new permanent civilian employees hired in Q1 2019. Document 4 lists the names of the seven permanent civilian members in new permanent positions as of Q1 2019.

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

Table 5
Demographic Highlights of New OPS Civilian Employees
Q1 2019 Hiring Activities

	TOTAL NUMBER	MALE	FEMALE	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	EDUCATION
Q1 2019 Civilian Hires	6	3	3	32	6	German Mandarin Polish Spanish	4 - University Degree 2 - College Diploma

SENIOR OFFICERS' ASSIGNMENT UPDATES

Document 5 illustrates the Senior Officers assignments of OPS as of March 31, 2019 and is provided for reference purposes.

Sworn

Temporary Vacancies and Special Assignments – As of March 31, 2019, there were two 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 while Acting Inspector Kevin Maloney is temporarily assigned as the Inspector FLD Special Projects.

Inspector Paul Burnett is on a long-term temporary assignment as EDI Strategy, Project Lead.

Inspector Robert Bernier is backfilling the position of Inspector Platoon B, while Inspector Michael Maloney is on a long term temporary assignment as Inspector Learning and Development. Inspector David Zackrias is backfilling the position of Inspector Platoon C, while Inspector Glenn Wasson is temporary assigned as the Operational Representative for the Facility Capital Projects backfilling for Inspector Sandra McLaren. Inspector Debbie Miller is temporary assigned as the Inspector Customer Service backfilling for Inspector Tessa Youngson-Larochele.

Additionally, Inspector Samir Bhatnagar is on secondment to the RCMP.

Vacant Permanent Positions - As of March 31, 2019, there was two members of the OPA acting in an SOA position due to permanent vacancies. Acting Inspector Francois D'Aoust is backfilling the position of Inspector Platoon F and Acting Inspector Dana Reynolds is backfilling the position of Inspector Communication Centre.

Civilian

Vacant Permanent Positions – Michelle Rathwell continues to act as Chief Human Resources Officer. Heather Roberts continues to act in Michelle Rathwell's position as Acting Director, Human Resources.

Temporary Assignments - As of March 31, 2019, two OPA members are acting in temporary SOA positions. Lance LaPorte is acting in the temporary position of Manager, Human Resources and Kim Stuurop is acting in the temporary position of Manager, Talent Development and Performance Management.

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.

Q1 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 and in line with current legislative requirements. 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 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 Q1 data shows (see Table 6 below) that 163 sworn members had an FMA at the end of Q1. Of these FMAs about two-thirds (109) were temporary in nature, and one-third (54) were permanent. This level of activity represents roughly 11% of total sworn staffing. The work restrictions associated with FMAs predominantly fall into 2 categories:

- 51% of Sworn FMAs involved Use of Force limitations
- 50% of Sworn FMAs involved shift restrictions

The Q1 data shows 7% 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 March 31, 2019, 51 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 7).

Civilian Members – The Q1 data shows (see Table 6 below) that 42 civilian members required FMAs. This represents a decrease of 2% since last quarter.

Of the Q1 FMAs, 15 were temporary in nature, and 27 were permanent. This pattern is opposite to the sworn pattern: most of the FMAs – two-thirds (109) are temporary, compared to one-third (54) which are permanent.

The primary restriction related to shift work, as 71 % of civilian FMAs involved shift restrictions.

Table 6
Q1 2019 Formal Medical Accommodations

Category	Duration	Number of Cases					Change from Q4 2018 to Q1 2019
		Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	
Sworn	Temporary	100	101	97	99	109	↑10%
	Permanent	50	48	52	53	54	↑2%
Sworn Subtotal		150	149	149	152	163	↑7%
Civilian	Temporary	11	14	14	18	15	↓17%
	Permanent	25	23	23	25	27	↑8%
Civilian Subtotal		36	37	37	43	42	↓2%
Overall Total		186	186	186	195	205	↑5%

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, 51 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

Q1 2019 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	98/823 = 12%	54/98 = 55%	44/98 = 45%	44/823 = 5%
Support Services	25/89 = 28%	23/25 = 92%	2/25 = 8%	2/89 = 2%
Criminal Investigations	30/368 = 8%	27/30 = 90%	3/30 = 10%	3/368 = 1%
People & Culture, Training & Development	6/98 = 6%	5/6 = 83%	1/6 = 17%	1/98 = 1%
Corporate Support, Office of the Chief & Executive Services, performance planning & Analytics	4/24 = 17%	3/4 = 75%	1/4 = 25%	1/24 = 4%
OPS Totals	163/1402 = 12%	112/163 = 69%	51/163 = 31%	51/1402 = 4%

SUPPORTING DOCUMENTATION

Document 1 – Q1 2019 Sworn Officer Retirements, Resignations and Deaths

Document 2 – Q1 2019 Civilian Retirements and Resignations

Document 3 – Q1 2019 Permanent Civilian Hires

Document 4 – Q1 2019 Civilians in New Permanent Positions

Document 5 – Senior Officer's Assignment Report as of March 31, 2019

CONCLUSION

This report provides an overview of the activities that have occurred in the Q1 to fulfill the goals of the workforce plans. Staff will provide an update on Q2 activities at the September 2019 Board meeting.

Q1 2019 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	John Medeiros	Frontline	Platoon E	Inspector	1-Jan-2019
2	Sean Barrett	Criminal Investigative Services	Investigations West	Staff Sergeant	1-Feb-2019
3	Michael Belanger	Community Relations & Frontline Specialized Support	Tactical	Sergeant	1-Feb-2019
4	Brian Bonderud	Frontline	Platoon D OPSOC	Staff Sergeant	1-Feb-2019
5	Kevin Birmingham	Frontline	Platoon F West	Constable	1-Feb-2019
6	John Byers	Criminal Investigative Services	Security Intelligence	Constable	1-Feb-2019
7	Patrick R. Lafreniere	Frontline	Fixed Day Central ABD	Constable	1-Feb-2019
8	Donna MacNeil-Charbot	Community Relations & Frontline Specialized Support	SRO & Youth	Staff Sergeant	1-Feb-2019
9	Shawn McDonald	Criminal Investigations	Forensic Identification	Constable	1-Feb-2019
10	Samuel Wayne Smith	Frontline	Fixed Day East ABD	Constable	1-Feb-2019
11	Peter Hamilton	Frontline	Fixed Aft Central CEF	Constable	1-Mar-2019
12	Michael Laviolette	Criminal Investigative Services	Specialized Investigations	Inspector	1-Mar-2019
13	David Spicer	Frontline	Platoon B East	Staff Sergeant	1-Mar-2019

Q1 2019 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Danny Cyr	Community Relations & Frontline Specialized Support	Marine, Dive and Trails	Constable	7-Jan-2019
2	Vieno Pedlar	Frontline	Central Platoon F	Constable	1-Feb-2019

Q1 2019 Sworn Officer Deaths

	NAME	DIRECTORATE	SECTION	RANK	DATE OF DEATH
1	Kyle Comber	Frontline	West Platoon D	Constable	4-Feb-2019

Q1 2019 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Debbie Erfle-Storie	Support Services	Court Liaison	Manager	1-Feb-2019
2	Andrea Watson	Criminal Investigations	Partner Assault	Admin Asst	1-Feb-2019
3	Mary Deavey	Corporate Services	Records & Info Management	Manager	01-Mar-2019

Q1 2019 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Alison Platt	Corporate Services	Archive & File Storage	Filing Scanning Clerk	09-Mar-2019

Q1 2019 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Yuenan Li	Corporate Services	BIS Business Intelligence	Sr. GIS Developer	25-Feb-19
2	Karol Wojdaszka	Corporate Services	Facilities	Project Manager Capital Projects	11-Mar-19
3	Amy Pressman*	Corporate Services	Records & Information Mgmt	ROI Clerk	11-Mar-19
4	Nelson Pereira	Corporate Services	BIS Telecommunications	Wan Specialist	25-Mar-19
5	Victor Fuenmayor	Support Services	Comm Centre	Communication Centre Clerk	18-Mar-19
6	Brittany Swain	Support Services	Comm Centre	Communication Centre Clerk	18-Mar-19

*Term employee who won permanent position.

Q1 2019 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Wes Miller	Corporate Services	Records & Information Mgmt	Archive & File Storage Clerk	1-Jan-19
2	Simon Boucher	Corporate Services	Records & Information Mgmt	FOI Analyst	21-Jan-19
3	Nicole Edens	Corporate Services	Records & Information Mgmt	FOI Analyst	21-Jan-19
4	Stacey Caron	Corporate Services	Scheduling & Attendance	TAS Analyst	11-Feb-19
5	Lisa Bianco	People & Culture	Employee & Labour Relations	Senior LR Advisor	1-Jan-19
6	Robert Bennet	Support Services	Communication Centre	Shift Supervisor Comm Centre	11-Feb-19
7	Allison Currier	Support Services	Communication Centre	Shift Supervisor Comm Centre	11-Feb-19

Senior Officer's Assignment Report as of March 31, 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	Tim 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	Daniel Steeves			
8	Chief Financial Officer	Jeffrey Letourneau			
9	Insp Materiel Management	Sean McDade			
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			
Office of the Chief					
15	Supt Executive Officer	Jamie Dunlop			
16	Insp Professional Standards	Murray Knowles			
Frontline					
17	Supt Frontline	Mark Ford			
18	Insp Frontline Admin ABD	Patrick Flanagan			
19	Insp Frontline Admin CEF	Robert Drummond			
20	Insp Fixed Operations & Airport	Michael Ryan			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
21	Insp Platoon A	Paul Burnett	Russell Lucas	S/Sgt Professional Development	2019.08.24
22	Insp Platoon B	Michael Maloney	Robert Bernier	Inspector Substantive Pending	2019.05.27
23	Insp Platoon C	Glenn Wasson	David Zackrias	Inspector Substantive Pending	2019.04.21
24	Insp Platoon D	Heather Lachine			
25	Insp Platoon E	Patricia Ferguson			
26	Insp Platoon F	VACANT	Francois D'Aoust	S/Sgt Technical Investigations	2019.12.09
Community Relations & Frontline Specialized Support					
27	Supt Community Relations & Frontline Specialized Support	Joan McKenna			
28	Insp Frontline Specialized Support	Michel Marin			
29	Insp Community Relations	Ken Bryden			
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	Shauna McCormick	Spvsr Court Liaison	2019.11.01
34	Sr Labour Relations Advisor	Allison Chapman			
35	Sr Labour Relations Advisor	Lisa Bianco			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Support Services					
36	Supt Support Services	Christopher Rheaume			
37	Insp Customer Service	Tessa Youngson-Larochelle	Debbie Miller	Inspector Substantive Pending	2019.06.16
38	Insp Communication Centre	VACANT	Dana Reynolds	S/Sgt Watch Commander B	2019.09.03
39	Insp Courts/Temp Custody	John McGetrick			
Planning, Performance & Analytics					
40	Chief Strategy Mgmt Officer	Randy Mar			
Training & Development					
41	Supt Training & Development	Sterling Hartley			
42	Insp Outreach & Recruitment	Mark Patterson			
Special Assignments					
43	Director Wellness Project	Angela Slobodian		Mgr Health Safety & Lifestyles	2019.12.31
44	Mgr Talent Development & Performance Mgmt	Kim Stuurop		Talent Management Advisor	2019.12.31
45	Insp RCMP INSET	Samir Bhatnagar			2019.11.06
46	Insp Learning & Development	Michael Maloney		Inspector Platoon B	2019.12.31
47	Insp Operational Rep Capital Projects	Sandra McLaren	Glen Wasson	Inspector Platoon C	2021.03.18
48	Insp FLD Special Projects	Kevin Maloney		S/Sgt Scheduling ABD	2019.07.14
49	Inspector EDI Strategy, Project Lead	Paul Burnett		Inspector Platoon A	2019.11.04
50	Mgr Human Resources	Lance LaPorte		Mgr Employee Services	2019.06.28