



**OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA**

*The Trusted Leader in Policing
Le chef de file de confiance dans la police*

**REPORT
RAPPORT**

DATE: 23 March 2015

TO/DEST: Executive Director, Ottawa Police Services Board

FROM/EXP: Chief of Police, Ottawa Police Service

SUBJECT/OBJET: **WORKFORCE MANAGEMENT REPORT – FOURTH QUARTER 2014**

RECOMMENDATION

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

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 of workforce management activities that have occurred in Q4 2014, including: sworn officer recruitment, retirements and resignations, as well as civilian activities;
3. Summarize the 2014 hiring activities;
4. Summarize hiring goals for 2015 including assumptions related to retirements and resignations; 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 (5) 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 with limited space in each class;
3. An experienced officer from another police service takes one to two months, on average, to become deployable;
4. Retirements tend to occur at the beginning of each new fiscal year; and,
5. A complement carry-over of 40% of the following year's forecasted retirements is needed to ensure that staffing levels in Q1 do not fall below acceptable levels.

Q4 2014 Position, Staffing and Hiring Activities

Table 1 below summarizes the 2014 sworn officer forecasted hiring requirements as compared to the actual results. The original forecast identified the need to hire 32 officers. The actual results show 24 position and staffing changes, with a surplus of 4 officers being carried forward to 2015, totalling 28 overall. The original plan was to carry forward a 10 officer surplus (40% of next year's forecasted retirements) but this number has been reduced to 4 so as to balance with the actual number of officers hired (28). This overage will be taken into account in the 2015 hiring requirements.

Table 1
2014 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Actual Results	Revised Hiring Plan (see Table 2)	Actual vs. Revised Hiring Plan Variance
	Original (Q1)							
Position Change								
Strategic Growth	0	0	0	0	0	0		
Operational Backfill	1	0	-2	0	0	-2		
Staffing Changes								
Complement (overage)/underage from 2013	-13	-13	0	0	0	-13		
Retirements/LSER	25	14	5	4	2	25		
Resignations	10	0	3	3	2	8		
Other *	-1	0	3	2	1	6		
Complement carry-over to 2015	10				4	4		
Total	32	1	9	9	9	28	28	0
*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 40% of following year's Forecasted Retirements.

In Q4 2014 there were two sworn retirements, two sworn resignations and one officer vacated their position due to a long term absence. Annex A to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q4 2014 due to retirement and resignation.

A total of 10 officers were hired in Q4 2014 bringing the total number of hires in 2014 to 28, down from the original plan of 32. These 10 officers will be brought forward for Board approval in the Q3 2015 Workforce Management Report upon their successful completion of the Basic Constable training program at the OPC. Table 2 summarizes the Q4 2014 hiring activity for the year.

Table 2
2014 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Revised Q4	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Actual Hiring Plan
New Recruits								
Apr 2014	Intake 2 Apr 2014	0	0	0	0	0	0	0
Aug 2014	Intake 3 Sep 2014	12	12	0	0	12	0	12
Dec 2014	Intake 4 Jan 2015	14	10	0	0	0	10	10
Experienced Officers								
Mar 2014	Intake 1 Mar 2014	6	6	6	0	0	0	6
Total		32	28	6	0	12	10	28

2015 Sworn Officer Forecast of Hiring Requirements and Hiring Plan

The 2015 forecast of hiring requirements calls for a total of 40 officers. It was developed with the assumption that 25 officers will retire and another 8 will resign. Other key assumptions include:

- a) The complement overage from 2014 is four officers;
- b) Two officers will be returning from an extended leave of absence; and
- c) A surplus of thirteen officers will be carried into 2016, roughly 40% of the expected retirements for that year.

The 2015 hiring requirements are outlined in Table 3 below.

Table 3
2015 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirements	Hiring Plan (see Table 4)
	Original						
Position Change							
Strategic Growth	0	0	0	0	0	0	
Operational Backfill	0	0	0	0	0	0	
Staffing Changes							
Complement (overage)/underage from 2014	-4	-4	0	0	0	-4	
Retirements/LSER	25	10	5	5	5	25	
Resignations	8	2	2	2	2	8	
Other *	-2	0	-1	0	-1	-2	
Complement carry-over to 2016	13				13	13	
Total	40	8	6	7	19	40	40
*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 40% of following year's Forecasted Retirements.

Table 4 below summarizes the 2015 Sworn Officer Hiring Plan designed to meet the requirement for forty officers outlined above. For 2015, the plan is to hire three groups of new recruits and one group of experienced officers. The new recruits will be hired in April, August and December with the goal of being deployable in February, June and October 2016. The experienced officers will be hired in November with a goal of being deployable in Q1 2016 when the majority of retirements occur.

Table 4
2015 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Plan
New Recruits							
Apr 2015	Intake R1	12	0	12	0	0	12
Aug 2015	Intake R2	12	0	0	12	0	12
Dec 2015	Intake R3	12	0	0	0	12	12
Experienced Officers							
Nov 2015	Intake E1	4	0	0	0	4	4
Total			0	12	12	16	40

Civilian Staffing

Q4 2014 Activities

In Q4 2014, OPS had one civilian retirement and two civilian resignations. Annex B to this report lists the names and positions held by these three civilian members.

Annex C to this report lists the names of the 18 civilian employees hired in Q4 2014 into permanent positions to address attrition and to staff new positions as well as the approved operational backfill positions for the Communication Centre. Table 5 provides the demographic overview of the 18 new OPS civilian employees hired in Q4 2014.

Table 5
Demographic Highlights of New OPS Civilian Employees
Q4 2014 Hiring Activities

	Total Number	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	High School College Diploma University Degree Masters Degree
Q4 Civilian Hires	18	6	12	32	16	Spanish (2)	0	9 - University Degree 9 - College Diploma

Civilian staffing includes internal movement and promotion opportunities which are created as a result of attrition and growth and are filled through a competition process. Priority Placement of members requiring accommodation and the fulfilment of Labour Relations Agreements are also a factor in the movement of civilians to new permanent positions. Annex D to this report lists the names of the five permanent civilian members in new permanent positions as of Q4 2014.

2014 Summary

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 2014 plan originally forecasted 161 actions. At the end of Q4, a total of 139 actions had been completed, slightly down from the Q2 revised forecast of 143.

Table 6 outlines the 2014 Civilian Staffing Actions. In total 64 (46%) of the staffing actions for 2014 were as a result of permanent staffing.

Table 6
2014 Civilian Staffing Actions

	2014 Original Forecasted Requirements	Q1 Actions	Q2 Actions	Q3 Actions	Q4 Actions	2014 Total Staffing Actions
Existing Positions						
Existing Vacancies	31	3	5	1	7	16
Retirements	10	5	1	0	0	6
Resignations	5	3	3	2	4	12
Backfilling Requirements	25	1	1	10	18	30
Mid-Long Term Temporary Requirements	40	16	8	15	9	48
Short Term Temporary Requirements	40	7	4	7	2	20
Casual Requirements	10	0	2	0	5	7
Total Staffing Forecast	161	35	24	35	45	139

2015 Forecasted Civilian Staffing Plan

Table 7 below outlines the civilian staffing plan by category. The categories for 2015 have been updated to reflect the new hiring processes through the Civilian Competition Initiative. The 2015 Staffing Plan forecasts a total of 133 staffing actions.

Table 7
2015 Civilian Staffing Plan

	2015 Forecasted Staffing Actions
Existing Positions	
Permanent Operational Backfill (Communication Centre)	7
Permanent Civilian Hires (external candidates, and term to perm conversion, through competition)	20
Civilians in a New Substantive Permanent Position (through internal competition)	23
Temporary Assignments (through competition)	50
Temporary Opportunities (<4months) (through internal database)	20
Casual Hiring (external competition)	20
Total Staffing Actions	133

As noted in Table 8, the end of the year left OPS with 25 civilian vacancies. A total of 50 permanent civilian hires are forecasted for 2015 which includes the existing vacancies, retirements, resignations, operational backfill requirements and other staffing changes.

Table 8
2015 Summary of Civilian Hiring Requirements*

	Forecasted Hiring Requirements		Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirements
	Original (Q1)						
Position Change							
Strategic Growth	0		0	0	0	0	0
Operational Backfill	7		7	0	0	0	7
Other	0		0	0	0	0	0
Staffing Changes							
Existing Vacancies as of 31 Dec 2014	25		6	8	7	4	25
Retirements	10		5	2	1	2	10
Resignations	5		1	2	1	1	5
Other **	3		0	1	1	1	3
Total	50		19	13	10	8	50
*Permanent positions only							
**Includes long term vacancies (LTV) and deaths.							
Names will not be disclosed due to confidentiality.							

Senior Officers' Assignment Update

The OPS currently has five sworn senior officers in temporary assignments, backfilled by actors, due to ongoing projects:

1. Service Initiative (3);
2. Radio Project; and
3. Civilian Job Evaluation Project.

There is one temporary sworn and two temporary civilian Senior Officer positions being filled by actors for the following projects:

1. Collision Reporting Centre Project;
2. Business Information Systems Re-organization Implementation; and
3. Civilian Job Evaluation Project.

There is one vacant position at the Inspector level which is being filled by an actor. There is also one vacant civilian Director position due to the resignation of the Director, Finance. This position is currently being backfilled by an actor during the competition process.

Table 9 outlines the various Directorates to which the Senior Officers are assigned, as of December 31, 2014.

Table 9 Senior Officers' Assignment Report

as of December 31, 2014

			Ext	Incumbent	Comments
1	Office of the Chief	Superintendent, Executive Officer	5593	Cheslock, Terrance <i>Inspector Christopher Rheame is currently working as Inspector, Executive Officer as well as Inspector, Professional Standards & Quality Assurance</i>	May 26/14 to May 24/15
2		Director, Community Development	5837	Snoddy, David	
3		Director, Corporate Communications	5630	Steinbachs, John	
4		Director, Planning, Performance & Analytics	5564	Mar, Randall	
5		Inspector, Professional Standards & Quality Assurance	5232	Rheame, Christopher <i>Currently working as Inspector, Executive Officer as well as Inspector, Professional Standards & Quality Assurance</i>	May 26/14 to May 24/15
6	Legal Services	General Counsel	5990	Westwick, Vince	
7		Legal Counsel	5938	Huneault, Christiane	
8	Corporate Support Directorate	Inspector, Materiel Management	3813	Bhatnagar, Samir	
9		Director, Police Facilities	4154	Mills, Pam	
10		Director, Finance	5797	Vacant Salem, Wally, Mgr Financial Planning (Acting)	Jul 16/14 to Feb 16/15
11		Chief Information Officer	4777	Steeves, Daniel	
12	Resourcing & Development Directorate	Superintendent, Resourcing and Development	5620	Delaney, Daniel	
13		Director, Human Resources	5439	Rathwell, Michelle	
14		Director, Employee & Labour Relations	5868	White, Jennifer	
15		Inspector, Outreach & Development	4135	Brown, Scott	
16		Manager, Respectful Workplace Program	5971	Aarenau, Deborah	
17		Manager, Health, Safety & Lifestyles	5464	Slobodian, Angela	
18		Manager, Labour Relations	5543	Burrows, Nancy	
19		Manager, Talent Development & Perf. Mgmt	4422	Ahronson, Arni	
20	Criminal Investigations Directorate	Superintendent, CID	5792	Sweet, Donald (Acting Deputy Chief) McKenna, Joan, Insp Investigative Support (Acting)	Oct 27/14 to Mar 29/15 Oct 27/14 to Mar 29/15
21		Inspector, Special Operations	2722	Renwick, Christopher	
22		Inspector, Major Case Investigations	5469	Maxwell, John	
23		Inspector, Investigative Support	4108	McKenna, Joan Vacant	
24	District Directorate	Superintendent, District Services	4600	Cameron, Tyrus	
25		Inspector, Central District Community	4914	Vacant Laviolette, Michael, S/Sgt Drugs (Acting)	Apr 21/14 to Apr 20/15
26		Inspector, Central District Investigations	5582	Johnston, Paul	
27		Inspector, District East	3211	Flanagan, Patrick	
28		Inspector, District West	2695	Hartley, Sterling	
29		Inspector, District Support	5248	Youngson-Larochelle, Tessa Kilcollins, Jeff, S/Sgt Tactical (Acting)	Feb 2/14 to Mar 29/15
30	Patrol Directorate	Superintendent, Patrol Services	4300	Jaswal, Uday	
31		Platoon Inspector Central	5365	Ryan, Michael	
32		Platoon Inspector West	2696	Callaghan, Michael	
33		Platoon Inspector East	3013	Kingham, Ian	
34	Support Services Directorate	Superintendent, Support Services	5585	Flanagan, Michael	
35		Inspector, Courts/Temp Custody	5210	Bell, Steven	
36		Inspector, Communication Centre	5550	Gallant, Paul	
37	Emergency Operations Directorate	Superintendent, EOD	2410	Nystedt, Scott	
38		Inspector, EOD	2225	Knowles, Murray	
39		Inspector, Business Continuity	2411	Ford, Mark	
40		Duty Inspector	2327	Vacant McDade, Sean, S/Sgt Event Planning (Acting)	Apr 22/14 to Apr 19/15
41		Duty Inspector	2315	McGetrick, John	
42		Duty Inspector	2371	Lavigne, Rock Patterson, Mark, S/Sgt Guns & Gangs (Acting)	Sept 8/14 to Mar 7/15
43		Duty Inspector	2376	Maloney, Michael	
44		Duty Inspector	2370	Medeiros, John	
45		Duty Inspector	2290	Rosa, Gina Marin, Michel, S/Sgt Professional Standards (Acting)	Oct 28/13 to Apr 27/15
46	Assignments / Secondments	Superintendent, Service Initiative	5593	Cheslock, Terrance (temp)	May 26/14 to May 24/15
47		Inspector, CRCP	2174	McLaren, Sandra, S/Sgt CPC/Traffic East (Acting)	Jan 9/12 to Feb 25/15
48		Inspector, Radio Project - (613) 580-2400	44282	Lavigne, Rock, Duty Inspector (temp)	Apr 25/12 to Dec 31/15
49		Inspector Civilian JE Evaluator	6217	Youngson-Larochelle, Tessa	Apr 22/14 to Dec 31/14
50		Inspector, Executive Officer	5232	Rheame, Christopher (temp)	May 26/14 to May 24/15
51		Inspector, SI Program Sponsor	2692	Rosa, Gina (temp)	Apr 22/14 to Dec 31/15
52		Director, BIS Implementation	5297	Deavey, Mary, Mgr Records (Acting)	Jun 17/13 to Dec 31/15
53		Project Manager, Civilian JE (SOA)	5825	Erfile-Storie, Debbie, Mgr Court Liaison (Acting)	Feb 3/14 to Mar 27/15

CONSULTATION

Not applicable.

FINANCIAL STATEMENT

Not applicable.

CONCLUSION

This report provides an overview of the activities that have occurred in the Q4 to fulfill the goals of the plans; summarizes the 2014 OPS Sworn and Civilian hiring activities; and summarizes the hiring goals for 2015. In addition, this report provides an overview of other workforce management activities including sworn and civilian employee retirements and resignations.

This report also identifies the substantive positions to which civilian and sworn Senior Officers are assigned. Secondments and assignments are also captured in the data to provide a complete picture of the range of functions undertaken by this group. The staffing decisions impacting the assignment of Senior Officers are made with due consideration to balancing the need for: consistency and leadership, minimizing the potential impacts to staff and ensuring the provision of the police services to the residents of Ottawa.

(Original signed by)

Charles Bordeleau
Chief of Police

Responsible for report: Director General Debra Frazer

Annexes:

Annex A – 2014 Q4 Sworn Officer Retirements and Resignations
Annex B – 2014 Q4 Civilian Retirements and Resignations
Annex C – 2014 Q4 Permanent Civilian Hires
Annex D – 2014 Q4 Civilians in New Permanent Positions

ANNEX A

Q4 2014 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG- TERM LEAVE DATE
1.	Paul MacMillan	Criminal Investigations	Drugs	Sergeant	1 Oct 2014
2.	Alain Bernard	Emergency Operations	Emergency Management, Business Continuity	Inspector	1 Dec 2014

Q4 2014 Sworn Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1.	Stephanie McConnell	Criminal Investigations	ViClas/MCM Powercase	Constable	4 Oct 2014
2.	Matthew Caldwell	District	District Team West NHO	Constable	17 Oct 2014

ANNEX B

Q4 2014 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG- TERM LEAVE DATE
1.	Ginette Boissoneault	Corporate Support	Records	File Storage Clerk	1 Oct 2014

Q4 2014 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1.	Sharon Edwards Ziai	Corporate Support	Information Technology	IT Business Analyst	8 Oct 2014
2.	Francis Beaudry	Support Services	Call Centre	Call Centre Agent	5 Nov 2014

ANNEX C

Q4 2014 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Michele-Laure Beaulieu	Support Services	Communication Centre	Communication Centre Clerk	3 Oct 2014
2.	Julie Carrier	Support Services	Communication Centre	Communication Centre Clerk	3 Oct 2014
3.	Steve Garde	Support Services	Communication Centre	Communication Centre Clerk	3 Oct 2014
4.	Melanie Lafleur	Support Services	Communication Centre	Communication Centre Clerk	3 Oct 2014
5.	Jason McCarthy	Support Services	Communication Centre	Communication Centre Clerk	3 Oct 2014
6.	Celeste Rochon	Support Services	Communication Centre	Communication Centre Clerk	3 Oct 2014
7.	Sasha Tremblay	Support Services	Communication Centre	Communication Centre Clerk	3 Oct 2014
8.	Stephanie Wright	Support Services	Communication Centre	Communication Centre Clerk	3 Oct 2014
9.	Lisa Senack	Resourcing & Development	Workforce Management	HRIS Administrator	31 Oct 2014
10.	Geoffrey Bilder	Corporate Support	BIS Infrastructure Support	Senior Network Specialist	28 Nov 2014
11.	Sean Despres	Corporate Support	BIS Infrastructure Support	Senior Network Specialist	28 Nov 2014
12.	Carol Roper	Corporate Support	Police Facilities	Manager Capital Projects	3 Dec 2014
13.	Bridget Blum	Support Services	Call Centre	Call Centre Agent	26 Dec 2014
14.	Hillary Kavanagh	Patrol/District	Directorate Administration	Admin Assistant Directorate Support	26 Dec 2014
15.	Kary McIntosh	Corporate Support	BIS Infrastructure Support	Network Support Specialist	26 Dec 2014
16.	Alison Platt	Corporate Support	Records Management	Filing Scanning Clerk	26 Dec 2014
17.	Sacha Vezina	Support Services	Call Centre	Call Centre Agent	26 Dec 2014
18.	Amanda Molnar	Criminal Investigations	MCM/ViCLAS	ViCLAS Coordinator	28 Dec 2014

ANNEX D

Q4 2014 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Trisha Caron	Office of the Chief	Planning, Performance & Analytics	Sr. Admin Assistant Planning, Performance & Analytics	3 Oct 2014
2.	Jo-Ann Dorey	Support Services	Communication Centre	Communication Centre Clerk	3 Oct 2014
3.	Christine Callaghan	Corporate Support	Business Solutions Support	BIS Dashboard Analyst	14 Oct 2014
4.	Sherry Wade	Support Services	Court Liaison	POA Supervisor	3 Nov 2014
5.	Eric Joy	Corporate Support	BIS- Enterprise Storage	Team Lead Enterprise Storage	17 Nov 2014