

 <p>OTTAWA POLICE SERVICE SERVICE DE POLICE D'OTTAWA</p> <p><i>The Trusted Leader in Policing</i> <i>Le chef de file de confiance dans la police</i></p>	<p>REPORT RAPPORT</p>
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DATE: 27 April 2015

TO/DEST: Executive Director, Ottawa Police Services Board

FROM/EXP: Chief of Police, Ottawa Police Service

SUBJECT/OBJET: **WORKFORCE MANAGEMENT REPORT – FIRST QUARTER 2015**

RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1. Receive this report for information.**
- 2. Approve the appointment of the 12 new recruit sworn officers listed in Annex B who successfully completed the required Ontario Police College training in Q1, in accordance with Section 31(1)(a) of the *Police Services Act*.**

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 Q1 2015, including: sworn officer recruitment, retirements and resignations, as well as sworn officer promotions and civilian activities;
3. Summarize hiring goals for 2015 including assumptions related to retirements and resignations;
4. Summarize the 2015 hiring activities; and
5. Update the Board regarding the assignment of Senior Officers within the Ottawa Police Service.

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 3 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.

2015 Forecast

The 2015 Sworn Officer hiring requirements take into consideration the number of 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.

In 2015, it is expected that 25 officers will retire, another 8 will resign or vacate their position for other reasons and two officers will return from extended leaves of absence. At year end 2014, OPS had a complement overage of four officers. This year there should be 13 extra officers carried over to help meet operational needs in Q1 2016 when retirement levels are highest.

Q1 2015 Position, Staffing and Hiring Activities

Table 1 below summarizes the 2015 sworn officer forecasted hiring requirements as compared to the actual requirements. It is expected that a total of 40 officers will need to be hired to meet requirements.

Table 1
2015 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements		Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirement s
	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		8	7	5	5	25
Resignations	8		1	4	3	0	8
Other *	-2		0	-1	0	-1	-2
Complement carry-over to 2016	13					13	13
Total	40		5	10	8	17	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.

In Q1 2015 there were eight retirements and one resignation from the sworn officer cadre. Also, one officer took an extended leave of absence which was offset by the return of one officer also from an extended leave of absence. Annex A to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q1 2015 due to retirement.

Table 2 below summarizes the 2015 hiring plan which will see the Service hire 40 new police officers. Hiring activities will span the Q2 to Q4 period. As planned there were no new officers hired in Q1.

Table 2
2015 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Q1 Actual	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		40	0	12	12	16	40

Table 3
Demographic Highlights of New OPS Sworn Officers
Q3 2014 Hiring Activities

	Total Number	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	College Diploma University Degree Military Service
Q3 2014 New Recruits	12	9	3	27	2	Sign, Albanian, Croatian	0*	College – 3 University – 8 Military – 1

* No members have self-identified

Annex B to this report lists the names of the 12 new recruits who were sworn in during Q1 2015. These members were hired in August 2014 and completed their training at OPC in late 2014. Table 3 provides a demographic overview of these new OPS sworn officers.

Q1 2015 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. Annex C lists the names of the 13 sworn employees promoted in Q1 2015.

Table 4
Q1 2015 Sworn Officer Promotions

	Superintendent	Inspector	S/Sergeant	Sergeant	Total
Q1 Sworn Officer Promotions	0	1	3	9	13

Civilian Staffing

2015 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 2015 plan forecasts 140 actions. This number has five components:

1. 50 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. 20 staffing actions to fill casual opportunities.

Q1 2015 Activities - Permanent Employments

A total of 50 permanent employment staffing actions are forecast for 2015. These opportunities result from: 7 operational backfill positions for the Comm Centre, 25 existing vacant positions, 10 forecasted retirements, 3 forecasted resignations and 3 other situations.

Fifteen of the forecasted permanent staffing actions were triggered in Q1. OPS had five civilian retirements, two civilian resignations and managers requested the filling of 3 Operational Backfill positions in addition to 5 of the existing vacancies. Annex D to this report lists the names and positions held by the six civilian members who retired or resigned in Q1.

Table 5 below shows the 2015 civilian forecasted civilian permanent requirements as compared to actual requirements.

Table 5
2015 Civilian Permanent Staffing Requirements

	Forecasted Staffing Requirements		Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirements
	Original						
Position Change							
Strategic Growth	0		0	0	0	0	0
Operational Backfill	7		3	4	0	0	7
Staffing Changes*							
Existing Vacancies as of 31Dec2014	25		5	7	7	6	25
Retirements	10		5	2	1	2	10
Resignations	5		2	2	1	0	5
Other **	3		0	1	1	1	3
Total	50		15	16	10	9	50
* Permanent positions only							
**Includes long term vacancies (LTV) and deaths.							
Names will not be disclosed due to confidentiality							

Table 6 outlines the 2015 Civilian Staffing Plan for all categories of civilian employees: permanent, temporary and casual. In total 140 staffing actions are expected this year.

Civilian staffing includes internal movement and promotion opportunities which are created as a result of attrition and growth and 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.

Thirty-one staffing actions were completed in Q1, comprised of 15 permanent positions, 13 temporary assignments / opportunities and 3 casual engagements. Annex F to this report lists the names of the seven permanent civilian members in new permanent positions as of Q1 2015. Annex E to this report lists the names of the eight civilian employees hired in Q1 2015. Table 7 provides the demographic overview of these eight new civilian employees.

Table 6
2015 Civilian Staffing Plan

	2015 Forecasted Actions		Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	2015 Total Staffing Actions
New Positions							
Permanent Operational Backfill (Communication Centre)	7		3	4	0	0	7
Existing Vacancies							
Permanent Civilian Hires (external candidates, and term to perm conversion, through competition)	18		5	5	4	4	18
Civilians in New Substantive Permanent Position (through competition)	25		7	6	6	6	25
Temporary Assignments (through competition)	50		4	15	16	15	50
Temporary Opportunities (<4months, through internal database)	20		9	4	3	4	20
Casual Hiring (external competition)	20		3	6	5	6	20
Total Staffing Actions	140		31	40	34	35	140

Table 7
Demographic Highlights of New OPS Civilian Employees
Q1 2015 Hiring Activities

	Total Number	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	College Diploma University Degree Military Service
Q1 Civilian Hires	8	2	6	34	6	Rumanian	0	1- Masters Degree 3 - University Degree 3 - College Diploma 1 - High School

Senior Officers' Assignment Update

Senior Officers, both sworn and civilian, are called upon to bring strategic direction to key projects. When assigned to this work their roles are often backfilled by members from the OPA Sworn and Civilian group.

Currently there are two projects underway – the Service Initiative and the Radio System Implementation – which have resulted in a number of Senior Officer temporary assignments and which have also created a variety of opportunities for qualified candidates to act as Senior Officers, as summarized below:

- Five senior officers are currently in temporary assignments as a result of these projects; and
- Five actors (from the SOA and OPA) are backfilling positions that are temporarily vacant while the projects are underway.

Three other projects – Collision Reporting Centres, Civilian Job Evaluation and the BIS Implementation – have been assigned to three sworn and civilian leaders that are acting at a Senior Officer rank.

There are currently two vacant positions at the Senior Officer rank and both are being backfilled by actors:

- Inspector, Central District Community; and
- Director, Finance.

Table 8 outlines the various Directorates to which the Senior Officers are assigned, as of March 12, 2015.

Table 8
Senior Officer's Assignment Report

			Ext	Incumbent	Comments
1	Office of the Chief	Superintendent, Executive Officer	5593	Cheslock, Terrance <i>Inspector Christopher Rheaume 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	Rheaume, Christopher <i>Mason, Kevin, Mgr CIAU (Acting) Currently working as Inspector, Executive Officer as well as Inspector, Professional Standards & Quality Assurance</i>	Jan 5/15 to Jul 5/15 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 <i>Salem, Wally, Mgr Financial Planning (Acting)</i>	Jul 16/14 to Aug 16/15
11		Chief Information Officer	4777	Steeves, Daniel	

Senior Officer's Assignment Report Continued

			Ext	Incumbent	Comments
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, Ami	
20	Criminal Investigations Directorate	Superintendent, CID	5792	Sweet, Donald (Acting Deputy Chief)	Oct 27/14 to Mar 29/15
21				McKenna, Joan, Insp Investigative Support (Acting)	Oct 27/14 to Mar 29/15
22		Inspector, Special Operations	2722	Renwick, Christopher	
23		Inspector, Major Case Investigations	5469	Maxwell, John	
24	District Directorate	Inspector, Investigative Support	4108	McKenna, Joan	
25				Keindel, Richard, S/Sgt Platoon E West (Acting)	Jan 5/15 to Mar 29/15
26		Superintendent, District Services	4600	Cameron, Tyrus	
27		Inspector, Central District Community	4914	Vacant	
28				Lavolette, Michael, S/Sgt Drugs (Acting)	Apr 21/14 to Apr 20/15
29		Inspector, Central District Investigations	5582	Johnston, Paul	
30		Inspector, District East	3211	Flanagan, Patrick	
31	Patrol Directorate	Inspector, District West	2695	Hartley, Sterling	
32		Inspector, District Support	5248	Youngson-Larochelle, Tessa	
33		Superintendent, Patrol Services	4300	Jaswal, Uday	
34		Platoon Inspector Central	5365	Ryan, Michael	
35	Support Services Directorate	Platoon Inspector West	2696	Callaghan, Michael	
36		Platoon Inspector East	3013	Kingham, Ian	
37		Superintendent, Support Services	5585	Flanagan, Michael	
38	Emergency Operations Directorate	Inspector, Courts/Temp Custody	5210	Bell, Steven	
39		Inspector, Communication Centre	5550	Gallant, Paul	
40		Superintendent, EOD	2410	Nystedt, Scott	
41		Inspector, EOD	2225	Knowles, Murray	
42		Inspector, Business Continuity	2411	Ford, Mark	
43		Duty Inspector	2327	Marin, Michel	
44		Duty Inspector	2315	McGetrick, John	
45		Duty Inspector	2371	Lavigne, Rock	
46				Patterson, Mark, S/Sgt Guns & Gangs (Acting)	Sept 8/14 to Sept 7/15
47		Duty Inspector	2376	Maloney, Michael	
48	Assignments / Secondments	Duty Inspector	2370	Medeiros, John	
49		Duty Inspector	2290	Rosa, Gina	
50				McDade, Sean, S/Sgt CPC/Traffic West (Acting)	Oct 28/13 to Apr 27/15
51		Superintendent, Service Initiative	5593	Cheslock, Terrance (temp)	May 26/14 to May 24/15
52		Inspector, CRCP	2174	McLaren, Sandra, S/Sgt Central Cellblock (Acting)	Jan 9/12 to Aug 25/15
53		Inspector, Executive Officer	5232	Rheaume, Christopher (temp)	May 26/14 to May 24/15
54		Inspector, SI Program Sponsor	2692	Rosa, Gina (temp)	Apr 22/14 to Dec 31/15
55		Inspector, Emergency Management	44282	Lavigne, Rock (temp - Seconded to City of Ottawa)	Feb 5/15 to Dec 31/15
56		Director, BIS Implementation	5297	Deavey, Mary, Mgr Records (Acting)	Jun 17/13 to Dec 31/15
57		Director, SI Control Centre	5564	Mar, Randall (temp)	Jan 5/15 to Jul 5/15
58		Project Manager, Civilian JE (SOA)	5825	Erile-Storie, Debbie, Mgr Court Liaison (Acting)	Feb 3/14 to Dec 31/15

CONSULTATION

Not applicable.

FINANCIAL STATEMENT

Not applicable.

CONCLUSION

This report provides an overview of the activities that have occurred in the first quarter to fulfill work planning goals and request approvals of sworn officer appointments to comply with legislative requirements.

This report also identifies the substantive positions to which civilian and sworn Senior Officers are assigned.

(Original signed by)

Charles Bordeleau
Chief of Police

Responsible for this report: Director General Debra Frazer

Annexes:

Annex A – 2015 Q1 Sworn Officer Retirements and Resignations
Annex B – 2015 Q1 New Sworn Members
Annex C – 2015 Q1 Sworn Promotions
Annex D – 2015 Q1 Civilian Retirements and Resignations
Annex E – 2015 Q1 Permanent Civilian Hires
Annex F – 2015 Q1 Civilians in New Permanent Positions

Q1 2015 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG- TERM LEAVE DATE
1.	Chris Partridge	Patrol	Platoon West	Constable	5 January 2015
2.	Mark Barclay	Emergency Operations	Tactical	Sergeant	28 January 2015
3.	Jo-Anne Scott	District	Front Desk Central	Sergeant	31 January 2015
4.	Dani Digiosia	Corporate Support	Evidence Control	Sergeant	1 February 2015
5.	Henri Lanctot	Support Services	Court Security	Constable	1 February 2015
6.	Murdock MacLeod	Criminal Investigations	Staffing	Staff Sergeant	1 February 2015
7.	Ronald Tucker	Corporate Support	Evidence Control	Sergeant	1 February 2015
8.	Calvin Goble	Executive Services	Professional Standards	Sergeant	1 March 2015

Q1 2015 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1.	Amanda Irwin	Patrol	Fixed Afternoons West	Constable	21 March 2015

Q1 2015 Sworn Members OPC Trained Hires - Class R2014-1

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1.	Sarah Armstrong	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
2.	Patrick Callaghan	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
3.	Kyle Comber	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
4.	Andrew Goodall	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
5.	Paul Hartnett	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
6.	Shawn Jones	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
7.	Jessie Malette	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
8.	Nikolas McLean	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
9.	Jeffrey Terlouw	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
10.	Sami Trstena	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
11.	Cailey Walker*	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014
12.	Patrick Wiseman	Resourcing & Development	Prof. Development Centre	Recruit	11 August 2014

**from Civilian to Sworn*

Q1 2015 Sworn Promotions

	NAME	DIRECTORATE	SECTION	PROMOTED TO	PROMOTION DATE
1.	Michel Marin	Emergency Operations	Duty Inspector	Inspector	26 January 2015
2.	Peter Danyluk	Executive Services	Service Initiative – Control Centre	Staff Sergeant	26 January 2015
3.	Kevin Kennedy	Emergency Operations	Event Planning	Staff Sergeant	26 January 2015
4.	Dave Lockhart	Patrol	Platoon C Central	Staff Sergeant	26 January 2015
5.	Eric Beaurivage	Patrol	Platoon A Central	Sergeant	26 January 2015
6.	Carolyn Botting	Patrol	Platoon A Central	Sergeant	26 January 2015
7.	Gord Burns	Patrol	Platoon E West	Sergeant	26 January 2015
8.	Roberto Corzato	Patrol	Platoon C East	Sergeant	26 January 2015
9.	James Hutchins	Patrol	Platoon C West	Sergeant	26 January 2015
10.	Julie Mann	Patrol	Platoon E East	Sergeant	26 January 2015
11.	Mark Nethercott	Patrol	Platoon A West	Sergeant	26 January 2015
12.	Chris O'Brien	Patrol	Platoon F East	Sergeant	26 January 2015
13.	Peter Van Der Zander	Patrol	Court Case Manager	Sergeant	26 January 2015

Q1 2015 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1.	Wayne Young	Corporate Support	Technical Services	Supervisor, Technical Services	15 January 2015
2.	David Black	Support Services	Communications	Communications Manager	31 January 2015
3.	Margo McDonald	Corporate Support	Records	Report Analyst	1 February 2015
4.	Remi Bertrand	Support Services	Courts	Special Constable	28 February 2015
5.	Nancy Longchamps	Corporate Support	Background Clearance	Background Clearance Representative	28 February 2015

Q1 2015 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1.	Sandra Mitchell	Support Services	Court Liaison	Court Liaison Supervisor	20 March 2015
2.	Kayla Amodeo	Support Services	Communications	Communications Centre Clerk	30 March 2015

ANNEX E**Q1 2015 Permanent Civilian Hires**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Christian Pergel	Corporate Support	BIS Business Solutions Support	Internet/Intranet Analyst	9 January 2015
2.	Kayla Amodeo	Support Services	Communication Centre	Communication Centre Clerk	9 January 2015
3.	Nicolas Riopelle	Support Services	Communication Centre	Communication Centre Clerk	9 January 2015
4.	Jessyca Tremblay	Support Services	Communication Centre	Communication Centre Clerk	9 January 2015
5.	Stephanie Gort	Support Services	Call Centre	Call Centre Agent	23 January 2015
6.	Lisa Smidt	Corporate Support	Mail Services	Mail Services Attendant	6 February 2015
7.	Ana-Marie Weber	Support Services	Court Liaison	Charge Coordinator	6 March 2015
8.	Heather Fisher	Corporate Support	Corporate Services	Executive Assistant	20 March 2015

ANNEX F**Q1 2015 Civilians in New Permanent Positions**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Trang Tran	Corporate Support	Business Solutions Support	Database Administrator	20 January 2015
2.	Melanie Butler	Corporate Support	BIS Service Centre	Sr. Service Centre Support Analyst	26 January 2015
3.	David Kelly	Corporate Support	BIS Service Centre	Sr. Service Centre Support Analyst	26 January 2015
4.	Jason Hallock	Corporate Support	BIS Service Centre	Sr. Service Centre Support Analyst	26 January 2015
5.	Thomas Scobie	Criminal Investigative	Forensic Identification	AFIS Technician	26 January 2015
6.	Jessica Hotte	Corporate Support	Records Management	Report Analyst	2 February 2015
7.	Lynda Turner	District Directorate	District	Sr. Admin Assistant District Directorate	2 March 2015