



DATE: 27 July 2015

TO/DEST: Executive Director, Ottawa Police Services Board

FROM/EXP: Chief of Police, Ottawa Police Service

SUBJECT/OBJET: **WORKFORCE MANAGEMENT REPORT: SECOND QUARTER 2015**

RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1. Receive this report for information.**
- 2. Approve the appointment of the sworn officers identified in Annex B.**

BACKGROUND

Section 31(1) of the *Police Services Act* sets out the Ottawa Police Services Board (Board) responsibilities with respect to the provision of adequate and effective police service in the municipality. Under Section 31(1)(a), the Board is responsible for the appointment of sworn members to its municipal police force.

The Board has also requested information be submitted, on a quarterly basis, that captures key elements of the Ottawa Police Service (OPS) workforce activities including hiring, retirements, resignations, promotions and Senior Officers' assignments.

The purpose of this report is to:

1. Identify all new members and fulfill the Board's obligation to approve all appointments of new members;
2. Provide the Board with an overview, both forecast and actual, of workforce management activities that have occurred in Q2 2015, including: sworn officer recruitment, retirements resignations, promotions and civilian staffing activities;
3. 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.

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 a total of 40 officers will need to be hired to meet requirements. Staff is forecasting that 25 officers will retire, another eight 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.

Q2 2015 Position, Staffing and Hiring Activities

Table 1 below summarizes the 2015 sworn officer forecasted hiring requirements as compared to the actual requirements. In Q2 2015 there were six sworn officer retirements and one resignation. Three more officers vacated their positions due to long term absence, offset by the fact that one officer returned 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 Q2 2015 due to retirement and resignation.

Table 1
2015 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	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	6	6	5	25	
Resignations	8	1	1	5	2	9	
Other *	-2	0	-2	0	-1	-3	
Complement carry-over to 2016	13				13	13	
Total	40	5	5	11	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.

The first 2015 class of eight officers was hired in Q2 2015. These eight officers will be brought forward for Board appointment approval in the Q4 2015 Workforce Management Report upon their successful completion of the Basic Constable training program at the OPC.

The original hiring plan has been updated to re-distribute the class sizes over the year however the target total of new police officers for 2015 remains at 40. Table 2 below summarizes the updated 2015 hiring plan.

Table 2
2015 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Updated Hiring Plan
New Recruits							
Apr 2015	Intake R1	12	0	8	0	0	8
Aug 2015	Intake R2	12	0	0	14	0	14
Dec 2015	Intake R3	12	0	0	0	14	14
Experienced Officers							
Nov 2015	Intake E1	4	0	0	0	4	4
Total							
		40	0	8	14	18	40

Annex B to this report lists the names of the 10 new recruits who were sworn in during Q2 2015. These members were hired in December 2014 and completed their training at OPC in Q2 2015. Table 3 below provides a demographic overview of these new OPS sworn officers.

**Table 3
Demographic Highlights of New OPS Sworn Officers
Q4 2014 Hiring Activities**

	Total Number	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	College Diploma University Degree Military Service
Q4 2014 New Recruits	10	4	6	29	8	Spanish, Rumanian	1*	College – 4 University – 5 Post-Graduate - 1

* Self-identified

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 four components:

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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.

Q2 2015 Activities - Permanent Employments

A total of 50 permanent employment staffing actions are forecast for 2015. These opportunities result from: seven operational backfill positions for the Comm Centre, 25 existing vacant positions, 10 forecasted retirements, five forecasted resignations and three other situations which lead to vacated positions. Table 4 below shows the 2015 forecasted staffing action requirements related to civilian permanent position vacancies.

In general the forecast is aligning with staffing activity trend. In Q2, the OPS had four civilian retirements, three civilian resignations, two employees vacated their positions for other reasons and managers requested the filling of four Operational Backfill positions. Annex C to this report lists the names and positions held by the seven civilian members who retired or resigned in Q2.

Table 4
2015 Civilian Permanent Staffing Requirements

	Forecasted Hiring Requirements
Position Change	
Strategic Growth	0
Operational Backfill	7
Staffing Changes*	
Existing Vacancies as of 31 Dec 2014	25
Retirements	10
Resignations	5
Other**	3
TOTAL	50
*Permanent positions only	
**Includes long term vacancies (LTV) and deaths	
Names will not be disclosed due to confidentiality	

Table 5 below 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.

Table 5
2015 Civilian Staffing Plan

	2015 Forecasted Actions	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	2015 Total Staffing Actions
New Permanent Positions						
Operational Backfill	7	3	3	1	0	7
Existing Vacancies						
Permanent Positions	43	12	12	9	10	43
Temporary Assignments	50	4	9	18	19	50
Temporary Opportunities	20	9	5	3	3	20
Casual Hiring	20	3	0	9	8	20
Total Staffing Actions	140	31	29	40	40	140

In total 29 staffing actions were completed in Q2, comprised of 15 permanent positions and 14 temporary assignments. Annex D to this report lists the names of the eleven new permanent civilian employees hired in Q2 2015. Annex E to this report lists the names of the four permanent civilian members in new permanent positions as of Q2 2015.

Table 6 provides the demographic overview of these 11 new civilian employees.

**Table 6
Demographic Highlights of New OPS Civilian Employees
Q2 2015 Hiring Activities**

	Total Number	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	College Diploma University Degree Military Service
Q2 Civilian Hires	11	11	0	28	10	Spanish Haitian Creole Arabic	2	1 Masters Degree
								4 University Degree
								6 College Diploma
								0 Military Service
								0 High School

Senior Officers' Assignment Update

Sworn

Projects - In Q2, there were three SOA sworn members in acting assignments (Ford, Sweet, McKenna) and four SOA sworn members on temporary assignments (Cheslock, Lavigne, Rheame, Rosa) due to ongoing work on the Service Initiative (SI) Project and the Radio Project. Five members of the OPA are acting as Inspectors (Cartright, Keindel, McLaren, McDade, Patterson) to backfill roles while the SI and the Radio Project are underway and to fulfil the leadership role on the Collision Reporting Centre Project.

Temporarily Vacant Positions – Currently there is one SOA sworn member in an acting assignment (Bhatnagar) and one member of the OPA acting as an Inspector (MacNeil-Charbot) to backfill roles related to temporary vacancies.

There is one vacant position at the Inspector level which is being filled by an actor from the OPA (Laviolette).

Civilian

Projects - In Q2, there is one SOA civilian member in a temporary assignment (Mar) due to ongoing work on the Service Initiative Project. Three members of the OPA are acting as Directors (Deavey, Erfle-Storie, Mason) to backfill a role while the SI is underway and to fulfil the leadership roles in the BIS Implementation and the Civilian JE and Payroll Transition Projects.

Vacant Permanent Positions - There are three SOA vacant civilian positions: the Director of Finance, the Director of Employee & Labour Relations and General Counsel. The staffing action process is being initiated for all three positions. In the interim one member of the SOA (Huneault) is acting in one of the positions, and a member of the OPA (Salem) is acting as a Director to backfill another.

Temporarily Vacant Positions – The position of Legal Counsel is temporarily vacant while the owner (Huneault) is in an acting assignment.

Table 7 outlines the various Directorates to which the Senior Officers are assigned, as of June 8, 2015.

Table 7
Senior Officer's Assignment Report

			Ext	Incumbent	Comments
1	Office of the Chief	Superintendent, Executive Officer	5593	Cheslock, Terrance <i>Inspector Christopher Rheume is currently working as Inspector, Executive Officer as well as Inspector, Professional Standards & Quality Assurance</i>	May 26/14 to Jul 31/15
2		Director, Community Development	5837	Snoddy, David	
3		Director, Corporate Communications	5630	Steinbachs, John	
4		Director, Planning, Performance & Analytics	5151	Mar, Randall Mason, Kevin, Mgr CIAU (Acting)	Jan 5/15 to Jul 4/15
5		Inspector, Professional Standards & Quality Assurance	5232	Rheume, Christopher <i>Currently working as Inspector, Executive Officer as well as Inspector, Professional Standards & Quality Assurance</i>	May 26/14 to May 27/16
6	Legal Services	General Counsel	5938	Vacant Huneault, Christiane (Acting)	Apr 13/15 to Jun 14/15
7		Legal Counsel	5938	Huneault, Christiane <i>Temporarily Vacant</i>	
8	Corporate Support Directorate	Inspector, Materiel Management	4600	Bhatnagar, Samir (Acting Supt. District Services) <i>Temporarily Vacant</i>	
9		Director, Police Facilities	4154	Mills, Pam	
10		Director, Finance	5474	Vacant Salem, Wally, Mgr Financial Planning (Acting)	Jul 16/14 to Aug 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	Vacant	
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 Jun 28/15 Oct 27/14 to Jun 14/15
21		Inspector, Special Operations	2722	Renwick, Christopher	
22		Inspector, Major Case Investigations	5469	Maxwell, John	
23		Inspector, Investigative Support	4108	McKenna, Joan Keindel, Richard, S/Sgt Platoon E West (Acting)	Jan 5/15 to Jun 14/15

Senior Officer's Assignment Report Continued

24	District Directorate	Superintendent, District Services	4600	Cameron, Tyrus Bhatnagar, Samir, Insp Materiel Mgmt (Acting)	Apr 27/15 to Oct 26/15
25		Inspector, Central District Community	4914	Vacant Laviolette, Michael, S/Sgt Drugs (Acting)	Apr 21/14 to Oct 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-Laroche, Tessa MacNeil-Charbot, Donna, S/Sgt Crime Prev (Acting)	Jun 1/15 to Jul 26/15
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	Maloney, Michael	
40		Duty Inspector	2290	Marin, Michel	
41		Duty Inspector	2315	McGetrick, John	
42		Duty Inspector	2371	Lavigne, Rock Patterson, Mark, S/Sgt Guns & Gangs (Acting)	Sep 8/14 to Sept 7/15
43		Duty Inspector	2376	Ford, Mark Cartright, Carl, S/Sgt District Invest East (Acting)	Jun 14/15 to Dec 14/15
44		Duty Inspector	2370	Medeiros, John	
45		Duty Inspector	2290	Rosa, Gina McDade, Sean, S/Sgt CPC/Traffic West (Acting)	Oct 28/13 to Oct 20/15
46	Assignments / Secondments	Superintendent, Service Initiative	5593	Cheslock, Terrance (temp)	May 26/14 to Jul 31/15
47		Superintendent, Service Initiative	2411	Ford, Mark (Acting)	Jun 8/15 to Dec 8/15
48		Superintendent, Secondment		Cameron, Tyrus (seconded to UN Mission)	May 25/15 to May 31/16
49		Inspector, CRCP	2174	McLaren, Sandra, S/Sgt Central Cellblock (Acting)	Jan 9/12 to Aug 25/15
50		Inspector, Executive Officer	5232	Rheaume, Christopher (temp)	May 26/14 to May 27/16
51		Inspector, SI Program Sponsor	2692	Rosa, Gina (temp)	Apr 22/14 to Dec 31/15
52		Inspector, Emergency Management	44282	Lavigne, Rock (temp - Seconded to City of Ottawa)	Feb 5/15 to Dec 31/15
53		Director, BIS Implementation	5297	Deavey, Mary, Mgr Records (Acting)	Jun 17/13 to Dec 31/15
54		Director, SI Control Centre	5564	Mar, Randall (temp)	Jan 5/15 to Jul 5/15
55		Project Manager, Civilian JE/Payroll Transition (SOA)	5825	Erle-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 second 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 Frazer

Annexes:

Annex A – 2015 Q2 Sworn Officer Retirements and Resignations

Annex B – 2015 Q2 New Sworn Members

Annex C – 2015 Q2 Civilian Retirements and Resignations

Annex D – 2015 Q2 Permanent Civilian Hires

Annex E – 2015 Q2 Civilians in New Permanent Positions

Q2 2015 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG-TERM LEAVE DATE
1.	Gary Davidson	Emergency Operations	Airport	Constable	1 April 2015
2.	Kathy Radmore	District	Front Desk Central	Constable	1 April 2015
3.	Richard Comba	Emergency Operations	Traffic Escort	Constable	1 May 2015
4.	Wayne Niemi	Criminal Investigations	Robbery	Constable	1 May 2015
5.	Lachlann Bisailion	Criminal Investigations	OPP Secondment	Constable	29 May 2015
6.	John Morrison	Criminal Investigations	Intelligence	Constable	1 June 2015

Q2 2015 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1.	Scott Lawrence	Patrol	Platoon D East	Constable	1 June 2015

Q2 2015 Sworn Members OPC Trained Hires - Class R2014-2

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1.	Meagan Blair	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014
2.	Rebecca Brown	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014
3.	Steele Defazio	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014
4.	Terrence Gill	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014
5.	Cristian Malurica	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014
6.	Chanda Rose	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014
7.	Laura Sinclair	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014
8.	Brenna Smith	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014
9.	Elisha Wallace	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014
10.	Richard Zulys	Resourcing & Development	Prof. Development Centre	Recruit	8 December 2014

Q2 2015 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1.	James Wiles	Executive Services	Community Development	Admin Support Crime Stoppers	1 May 2015
2.	Joanne Pope	Support Services	Court Liaison	Court Liaison Clerk	29 May 2015
3.	Sharron Bowie	Corporate Support	Finance	Manager, Financial Operations	1 June 2015
4.	Vincent Westwick	Executive Services	Legal	General Counsel	1 June 2015

Q2 2015 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1.	Andrea Boulton	Corporate Support	Facilities	Project Coordinator, Capital Projects	9 May 2015
2.	Jennifer White	Resourcing & Development	Employee & Labour Relations	Director, Employee & Labour Relations	12 May 2015
3.	Nancy Desjardins	Support Services	Court Security	Special Constable	1 June 2015

Q2 2015 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Matthew Carter	Support Services	Communication Centre	Communication Centre Clerk	17 April 2015
2.	Anthony Jean	Support Services	Communication Centre	Communication Centre Clerk	17 April 2015
3.	Patrick Neville	Corporate Support Directorate	Service Centre	IT Support Desk Analyst	1 May 2015
4.	Joey Senechal	Support Services	Communication Centre	Communication Centre Clerk	19 May 2015
5.	Trevor Butler	Support Services	Court Security / Temporary Custody	Special Constable	29 May 2015
6.	Jamie Collins	Support Services	Court Security / Temporary Custody	Special Constable	29 May 2015
7.	Stephane Dacquay	Support Services	Court Security / Temporary Custody	Special Constable	29 May 2015
8.	Christopher Bisailon	Support Services	Court Security / Temporary Custody	Special Constable	29 May 2015
9.	Mitchell McDonald	Support Services	Court Security / Temporary Custody	Special Constable	29 May 2015
10.	Chad Petepiece	Support Services	Court Security / Temporary Custody	Special Constable	29 May 2015
11.	Nabih Abboud	Corporate Support Directorate	Service Centre	IT Support Desk Analyst	12 June 2015

Q2 2015 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Shauna McCormick	Support Services	Court Liaison	Supervisor Court Liaison	13 April 2015
2.	Sarah McEwen	Criminal Investigations	ViClas / MCM	MCM PowerCase Agent	4 May 2015
3.	Pierre Lalonde	Support Services	Communication Centre	Shift Manager	1 June 2015
4.	Lynda Turner	Support Services	Court Liaison	Court Coordinator	29 June 2015