

**Report to / Rapport au:**

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

**26 February 2018 / 26 février 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 – FOURTH QUARTER 2017**

**OBJET: GESTION DES EFFECTIFS DU QUATRIÈME TRIMESTRE DE 2017**

**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 (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 Q4 2017;
3. Summarize 2017 hiring activities;
4. Summarize hiring goals for 2018 including assumptions related to retirements and resignations;
5. Provide the Board with an overview of active Formal Medical Accommodations; and
6. 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.

### ***Q4 2017 Position, Staffing and Hiring Activities***

Table 1 below summarizes the 2017 sworn officer forecasted hiring requirements as compared to the actual requirements.

**Table 1**  
**2017 Summary of Sworn Officer Hiring Requirements**

	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Actual Hiring Requirements	Revised Hiring Plan (see Table 2)
	Original						
<b>Position Change</b>							
Strategic Growth	25	0	0	0	25	25	
Operational Backfill	0	0	0	0	0	0	
<b>Staffing Changes</b>							
Complement (overage)/underage from 2016	-23	-23	0	0	0	-23	
Retirements/LSER	40	18	10	3	1	32	
Resignations	11	0	0	1	4	5	
Other *	0	1	-2	0	7	6	
Complement carry-over to 2018	19	0	0	0	10	10	
<b>Total</b>	<b>72</b>	<b>-4</b>	<b>8</b>	<b>4</b>	<b>47</b>	<b>55</b>	<b>55</b>

\*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.

The hiring requirements have been adjusted downward to 55 from the original 72. This change takes into account the lower number of retirements and resignations than forecast and actual hiring in 2017. There will only be 10 additional officers carried over to help meet operational needs in Q1 2018 when retirement levels are the highest.

In Q4 2017 there was one sworn officer retirement and four sworn officer resignations. One officer was female and four officers were male. Seven more officers vacated their positions for other reasons. Document 1 to this report lists the names and ranks of the five sworn officers who left the employment of OPS in Q4 2017 due to retirement and resignation.

In general, retirements and resignations were lower than expected for 2017. There were 32 total retirements (compared to the forecast of 40) and 5 total resignations (compared to a forecast of 11) for 2017.

Table 2 below summarizes the 2017 Sworn Officer Hiring Plan which shows the Service hired a total of 55 new police officers.

**Table 2**  
**2017 Sworn Officer Hiring Plan**

Hire Date	Intake	Original Hiring Plan	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Q3 Updated Hiring Plan	Cumulative 2017 Actuals
<b>New Recruits</b>								
Apr 2017	Intake R1	24	0	16	0	0	16	16
Aug 2017	Intake R2	24	0	0	13	0	13	13
Dec 2017	Intake R3	0	0	0	0	14	18	14
<b>Experienced Officers</b>								
May 2017	Intake E1	24	0	7	0	0	7	7
Oct 2017	Intake E2	0	0	0	0	5	5	5
<b>Total</b>			0	23	13	19	59	55

The Q4 actual in the Hiring Plan reflects the hiring of 14 new officers in December. These new recruits will be brought forward for Board appointment approval in the Q1 2018 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 13 new recruits and five experienced officers who were sworn in during Q4 2017. The 13 new recruits were hired in August 2017 and completed their training at OPC in Q4 2017. The experienced officers were hired in October 2017 and completed training at the OPS Professional Development Centre in Q4 2017.

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

**Table 3****Demographic Highlights of New OPS Sworn Officers Q4 2017 Hiring Activities**

	<b>Total #</b>	<b>Male</b>	<b>Female</b>	<b>Average Age</b>	<b>English &amp; French Speaking</b>	<b>Other Languages</b>	<b>Education Level</b>
<b>August 2017 New Recruits</b>	<b>13</b>	<b>8</b>	<b>5</b>	<b>28</b>	<b>6</b>	<b>American Sign Language</b>	<b>1 – Military 10 – University 2 – College</b>
<b>October 2017 Experienced Officers</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>32</b>	<b>3</b>	<b>Inuktitut Mi'kmaq</b>	<b>2 – College 3 – High School</b>

**2018 Sworn Officer Forecast of Hiring Requirements and Hiring Plan**

In 2018 the forecast identifies a need to hire 77 officers. This forecast was developed with the assumption there will be a greater number of retirements in 2018 at 37 retirements and another 10 officers who will resign. Other key assumptions include:

- a) 25 sworn positions have been added to the complement for 2018;
- b) The complement overage from 2017 is 10 officers;
- c) One officer will be returning from an extended leave of absence and one will leave; and
- d) A surplus of 15 officers will be carried into 2019, roughly 40% of the expected retirements for that year.

The 2018 forecasted hiring requirements are outlined in Table 5 below.

**Table 5**  
**2018 Summary of Sworn Officer Hiring Requirements**

	Forecasted Hiring Requirements	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirements	Hiring Plan (see Table 2)
	Original						
<b>Position Change</b>							
Strategic Growth	25	0	0	0	0	25	
Operational Backfill	0	0	0	0	0	0	
<b>Staffing Changes</b>							
Complement (overage)/underage from 2017	-10	-10	0	0	0	-10	
Retirements/LSER	37	16	14	5	2	37	
Resignations	10	4	3	2	1	10	
Other *	0	0	0	-1	1	0	
Complement carry-over to 2019	15				15	15	
<b>Total</b>	<b>77</b>	<b>10</b>	<b>17</b>	<b>6</b>	<b>19</b>	<b>77</b>	<b>77</b>
*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 6 below summarizes the 2018 Sworn Officer Hiring Plan designed to meet the requirements of 77 officers outlined above. For 2018, the plan is to hire three groups of new recruits in April, August and December. These recruits will be supplemented by the target hiring of 14 experienced officers in the second intake in October 2018.

The Original Hiring Plan provides recruitment targets for the year. In-year adjustments will be made to reflect actual year to date variances from the forecast and to take into account space availability at the Professional Development Centre and the Ontario Police College. The mix of direct entry and new recruit candidates are also considerations in adjusting the hiring plan during the year while striving to meet the hiring plan.

**Table 6**  
**2018 Sworn Officer Hiring Plan**

Hire Date	Intake	Original Hiring Plan	Revised	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Plan
<b>New Recruits</b>								
Apr 2018	Intake R1	21		0	21	0	0	21
Aug 2018	Intake R2	21		0	0	21	0	21
Dec 2018	Intake R2	21		0	0	0	21	21
<b>Experienced Officers</b>								
May 2018	Intake E1	0		0	0	0	0	0
Oct 2018	Intake E2	14		0	0	0	14	14
<b>Total</b>		<b>77</b>		<b>0</b>	<b>21</b>	<b>21</b>	<b>35</b>	<b>77</b>

## Civilian Staffing

### **Q4 2017 Activities**

In total 20 staffing actions were completed in Q4, comprised of 9 permanent positions to address attrition, 8 temporary assignments and 3 casual employee hires. In Q4 2017, OPS had one civilian retirement and one civilian resignation. Document 3 lists the names and positions held by these two civilian members.

Document 4 lists the names of the five new permanent civilian employees hired in Q4 2017. Document 5 lists the names of the four permanent civilian members in new permanent positions as of Q4 2017.

Table 7 below provides the demographic overview of the five new civilian employees.

**Table 7**

### **Demographic Highlights of New OPS Civilian Employees Q4 2017 Hiring Activities**

	Total Number	Men	Women	Average Age	English & French Speaking	Other Languages		Education Level / Military Service
Q4 Civilian Hires	5	0	5	37	4	n/a	2	University Degree
							3	College Diploma
							0	High School

### **2017 Summary**

The 2017 plan originally forecasted 138 actions. Actual staffing actions were lower with 103 actions being completed by the end of Q4. Casual hiring was approximately 50% of the forecast with only 8 casual employees being successful in the hiring process in 2017 instead of the forecasted 15. Temporary assignments were 60% lower than the forecast with only 20 temporary assignments being filled through competition instead of the forecasted 50 due to numerous factors. All other categories were closely in line with the forecast.

In 2018 there may continue to be civilian staffing pressures due to the number of permanent employees that are leaving the organization. In 2017 there were a total of 14 retirements and 14 resignations and in 2016 there were 21 retirements and 8 resignations. The forecast typically would be 10 and 5 respectively however we

continue to trend upward as in 2018 there are 30 civilian employees who are eligible to retire with a full pension.

Table 8 outlines the actual 2017 Civilian Staffing actions.

**Table 8**

**2017 Civilian Staffing Plan**

2017 Employee Services Staffing Plan							
	2017 Forecasted Actions		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2017 Total Staffing Actions
<b>New Position</b>							
Permanent position conversion (sworn to civilian)	1		0	1	1	0	2
<b>Existing Vacancies</b>							
Permanent Operational Backfill ( Communication Centre)	6		3	0	4	1	8
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	46		16	13	10	8	47
Temporary Assignments (through competition)	50		3	5	8	4	20
Temporary Opportunities (<4months, through internal database)	20		3	3	8	4	18
Casual Hiring (external competition)	15		0	0	5	3	8
<b>Total Staffing Actions</b>	<b>138</b>		<b>25</b>	<b>22</b>	<b>36</b>	<b>20</b>	<b>103</b>

**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 forecasts 105 actions. This number has four components:

1. 53 staffing actions to fill vacant permanent positions as a result of promotions, retirements, resignations and operational backfill positions;
2. 24 staffing actions to fill medium-to-long-term temporary requirements;
3. 16 staffing actions to fill short-term (four months or less) temporary requirements; and
4. 12 staffing actions to fill casual opportunities.



Table 9 below outlines the civilian staffing plan by category.

**Table 9**

**2018 Civilian Staffing Plan**

2018 Employee Services Staffing Plan							
	2018 Forecasted Actions		Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	2018 Total Staffing Actions
<b>New Position</b>							
Permanent position conversion (sworn to civilian)	2		1	1	0	0	2
<b>Existing Vacancies</b>							
Permanent Operational Backfill ( Communication Centre)	5		0	0	5	0	5
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	46		10	14	10	12	46
Temporary Assignments (through competition)	24		6	6	6	6	24
Temporary Opportunities (<4months, through internal database)	16		4	4	4	4	16
Casual Hiring (external competition)	12		3	3	3	3	12
<b>Total Staffing Actions</b>	<b>105</b>		<b>24</b>	<b>28</b>	<b>28</b>	<b>25</b>	<b>105</b>

**SENIOR OFFICERS' ASSIGNMENT UPDATES**

Document 6 illustrates the Senior Officers assignments of OPS as of December 31, 2017 and is provided for reference purposes.

*Sworn*

Temporary Vacancies and Special Assignments – As of December 31, 2017, there were four members of the OPA acting in SOA positions due to two vacancies, one special assignment and one temporary absence. Acting Inspector James Elves is covering the vacant position of Inspector, Investigative Support. Acting Inspector Paul Burnett is covering the vacant position of Inspector, Platoon A. Acting Inspector Kevin Maloney is backfilling the position of Inspector Courts / Temporary Custody while Inspector Samir Bhatnagar is on secondment to the RCMP. Acting Inspector Dana Reynolds is covering as Inspector, Professional Standards while Inspector Gallant is temporarily absent.

### *Civilian*

Vacant Permanent Positions – A staffing process is currently underway for the vacant SOA position of Director of Employee & Labour Relations. In the interim, Nancy Burrows continues to act as the Director, Employee & Labour Relations. The temporary vacancy created by this arrangement continues to be backfilled. Allison Chapman continues to act as Manager, Labour Relations and one member of the OPA, Lisa Bianco, continues to act as Labour Relations Advisor.

Special Assignments: As of December 31, 2017, one OPA member, 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, Darren MacPherson is the OPA member currently acting as an SOA member to backfill the Manager, Health, Safety and Lifestyles position. Mary Deavey and Debbie Erfle-Storie are OPA members currently acting as SOA members to fulfill leadership roles in the BIS Implementation and e-Projects.

### **Q4 2017 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 progressive employers.

A Formal Medical Accommodation (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. 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 Resourcing & Development Directorate (RDD) work with the supervisors in operational sections, and affected members to identify suitable work assignments that provide operational value to OPS while honouring OPS's "Duty to Accommodate" as prescribed by the *Ontario Human Rights Code*. Assignments can be permanent or temporary depending on the nature of FMAs.

Sworn Members – The number of sworn members with FMAs increased somewhat over the year. The data shows (see Table 7 below) that 166 sworn members had an

FMA at the end of Q4 compared to 152 in Q1. Of the year-end FMAs, 115 were temporary in nature, and 51 were permanent. This level of activity represents roughly 12% of total sworn staffing. The work restrictions associated with FMAs predominantly fall into 2 categories:

- 48% of Sworn FMAs involved Use of Force limitations
- 44% of Sworn FMAs involved shift restrictions

For the most part the majority of members with FMAs – roughly two-thirds of the 166 - remain in their substantive position. A total of 60 sworn members required accommodation outside their substantive position. This situation occurs most in the Frontline Directorate which had 47 members in this situation, as shown in Table 8.

**Table 7**

**Q4 2017 Formal Medical Accommodations**

Category	Duration	Number of Cases				Change from prior quarter
		Q1 2017	Q2 2017	Q3 2017	Q4 2017	
Sworn	Temporary	109	101	113	115	↑2%
	Permanent	43	45	42	51	↑21%
Sworn Subtotal		152	146	155	166	↑ 7%
Civilian	Temporary	16	10	17	12	↓29%
	Permanent	14	16	18	22	↑ 18%
Civilian Subtotal		30	26	35	34	↓3%
Overall Total		182	172	190	200	↑ 5%

Civilian Members – The data show (see Table 7 below) that 34 civilian members required FMAs at the end of Q4. Of these FMAs, 12 were temporary in nature, and 22 were permanent. The primary restriction related to shift work, as 71% of civilian FMAs involved shift restrictions.

In all cases sworn and civilian members working with a FMA were performing meaningful OPS work.

**Table 8****Q4 2017 Sworn Members FMA Analysis by Directorate**

Directorate	Total Number of Employees	Number of Accommodated Employees	Accommodated Employees As a % of Total Employees	Number of Accommodated Employees Outside of Substantive Position	Accommodated Employees Outside of Substantive Position as a % of Number of Accommodated Employees
Frontline	801	100	12%	47	47%
Support Services	88	35	40%	7	20%
Criminal Investigations	383	21	5%	3	14%
Resourcing & Development	78	5	6%	2	40%
Corporate Support, Office of the Chief, and Executive Services Directorates	33	5	15%	1	20%
<b>Total</b>	<b>1383</b>	<b>166</b>	<b>12%</b>	<b>60</b>	<b>36%</b>

**SUPPORTING DOCUMENTATION**

Document 1 – Q4 2017 Sworn Officer Retirements and Resignations

Document 2 – Q4 2017 Q4 Sworn Members OPC Trained & Experienced Officer Hires

Document 3 – Q4 2017 Civilian Retirements and Resignations

Document 4 – Q4 2017 Permanent Civilian Hires

Document 5 – Q4 2017 Civilians in New Permanent Positions

Document 6 – Senior Officer's Assignment Report as of December 31, 2017

**CONCLUSION**

This report provides an overview of the activities that have occurred in the Q4 to fulfill the goals of the workforce plans. Staff will provide an update on Q1 activities at the April 2018 Board meeting.

## DOCUMENT 1

**Q4 2017 Sworn Officer Retirements**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>RANK</b>	<b>RETIREMENT DATE/LONG- TERM LEAVE DATE</b>
1	Don Sweet	Criminal Investigations	Superintendent's Office	Superintendent	1 November 2017

**Q4 2017 Sworn Officer Resignations**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>RANK</b>	<b>RESIGNATION DATE</b>
1	Chris Morris	Frontline	Platoon A East	Constable	9 October 2017
2	Kelly Dayment	Frontline	Platoon C East	Constable	16 October 2017
3	Fraser Potts	Frontline	Platoon F East	Constable	16 October 2017
4	Ed Cristina	Criminal Investigations	District Investigations	Constable	22 December 2017

## DOCUMENT 2

**Q4 2017 Sworn Members OPC Trained Hires - Class R2017-3**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>DEPARTMENT</b>	<b>FUNCTION</b>	<b>HIRE DATE</b>
1	Tamara Carlyon**	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
2	Simon Dirago	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
3	Alan Irvine	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
4	Kristyne Lister	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
5	Renee Mathieu	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
6	Kevin Oreto	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
7	Jessy Pedersen	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
8	Jonathan Plue	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
9	Jessica Poole	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
10	Rachel Robinson	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
11	Nicolas Tessier-Bouthillette	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
12	Raymond Tucker-Peel	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017
13	Michael Wheaton	Resourcing & Development*	Prof. Development Centre	Recruit	14 August 2017

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

\*\*Civilian to Sworn

#### **Q4 2017 Experienced Officer Hires – Class XO2017-2**

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Marc Belair	Resourcing & Development	Prof. Development Centre	Recruit	30 October 2017
2	Keith Jay	Resourcing & Development	Prof. Development Centre	Recruit	30 October 2017
3	Steeve Lachance	Resourcing & Development	Prof. Development Centre	Recruit	30 October 2017
4	Sean McKenna	Resourcing & Development	Prof. Development Centre	Recruit	30 October 2017

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
5	Eric Swanson	Resourcing & Development	Prof. Development Centre	Recruit	30 October 2017



## DOCUMENT 3

**Q4 2017 Civilian Retirements**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>RETIREMENT DATE/LONG-TERM LEAVE DATE</b>
1	Cathy Meehan	Office of the Chief	Executive	Executive Assistant	1 November 2017

**Q4 2017 Civilian Resignations**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>RESIGNATION DATE</b>
1	Arni Ahronson	Resourcing & Development	Talent Management and Career Development	Manager, Talent Development	1 November 2017

## DOCUMENT 4

**Q4 2017 Permanent Civilian Hires**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>START DATE</b>
1	Michele Neveu*	Corporate Support	CPIC	CPIC Operator	9 October 2017
2	Kelly Ledingham*	Corporate Support	Facilities	Project Support Facilities	10 November 2017
3	Jennifer Prevost*	Support Services	Communications	Communication Centre Clerk	20 November 2017
4	Lisa Bernard*	Corporate Support	CPIC	CPIC Operator	8 December 2017
5	Kathleen Weistra*	Resourcing & Development	Health, Safety & Lifestyles	Disability Management Specialist	22 December 2017

\*Term employees who won permanent positions.

## DOCUMENT 5

**Q4 2017 Civilians in New Permanent Positions**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>START DATE</b>
1	Ken Millar	Corporate Support	BIS Infrastructure	Manager Infrastructure Support	2 October 2017
2	Matthew Chaput	Corporate Support	Report Analyst	Report Analyst	30 October 2017
3	Marc Andre Dupuis	Support Services	Communications	Training Coordinator	30 October 2017
4	Todd Pulsifer	Corporate Support	BIS Information Support	Team Lead Infrastructure	8 December 2017

## DOCUMENT 6

**Senior Officer's Assignment Report****Criminal Investigations**

	<b>Title</b>	<b>Incumbent</b>	<b>Holder Acting or Temporarily Assigned</b>	<b>Holder's Substantive Position Name</b>	<b>Term End</b>
<b>1</b>	Supt CID	Christopher Renwick			
<b>2</b>	Insp Criminal Investigations	Michael Laviolette			
<b>3</b>	Insp, Investigative Support	VACANT	James Elves	S/Sgt Central Cellblock	2018.01.22
<b>4</b>	Insp, Specialized Investigations	Jamie Dunlop			
<b>5</b>	Insp, Intelligence & Covert Ops	Mark Patterson			

**Corporate Services**

<b>6</b>	Chief Physical Environment Officer	Pamela Mills			
<b>7</b>	Chief Information Officer	Daniel Steeves			
<b>8</b>	Chief Financial Officer	Jeffrey Letourneau			
<b>9</b>	Insp Materiel Management	Sean McDade			

**Executive Services**

<b>10</b>	Director Community Development	David Snoddy
<b>11</b>	Director Corporate Communications	John Steinbachs
<b>12</b>	General Counsel	Christiane Huneault
<b>13</b>	Legal Counsel	Lara Malashenko
<b>14</b>	Exec Advisor Respect, Conduct & Values	Deborah Aarenau

**Office of the Chief**

15	Supt Executive Officer	Scott Nystedt			
16	Insp Prof Standards	Paul Gallant	Dana Reynolds	S/Sgt Professional Standards	2018.01.25

**Frontline**

<b>17</b>	Supt Frontline	Mark Ford
<b>18</b>	Supt Community Relations & Frontline Specialized Support	Joan McKenna

	<b>Title</b>	<b>Incumbent</b>	<b>Holder Acting or Temporarily Assigned</b>	<b>Holder's Substantive Position Name</b>	<b>Term End</b>
<b>19</b>	Insp Frontline Admin ABD	Patrick Flanagan			
<b>20</b>	Insp Frontline Admin CEF	John McGetrick			
<b>21</b>	Insp Frontline Specialized Support	Murray Knowles			
<b>22</b>	Insp Community Relations	Sterling Hartley			
<b>23</b>	Inspector Platoon A	VACANT	Paul Burnett	S/Sgt Frontline Support	2018.04.29
<b>24</b>	Inspector Platoon B	Michael Maloney			
<b>25</b>	Inspector Platoon C	Glenn Wasson			
<b>26</b>	Inspector Platoon D	Sandra McLaren			
<b>27</b>	Inspector Platoon E	John Medeiros			
<b>28</b>	Inspector Platoon F	Robert Drummond			
<b>29</b>	Inspector Fixed Operations & Airport	Michael Ryan			

**Resourcing & Development**

<b>30</b>	Chief Human Resources Officer	Lynne Campbell			
<b>31</b>	Director Human Resources	Michelle Rathwell			
<b>32</b>	Director Employee & Labour Relations	VACANT	Nancy Burrows	Mgr Labour Relations	2018.01.31
<b>33</b>	Insp Recruitment & Training	Carl Cartright			
<b>34</b>	Mgr Labour Relations	Nancy Burrows	Allison Chapman	Labour Relations Advisor	2017.09.30
<b>35</b>	Mgr Health Safety & Lifestyles	Angela Slobodian	Darren MacPherson	Health & Safety Advisor	2017.12.31
<b>36</b>	Labour Relations Advisor	Allison Chapman	Lisa Bianco	Prof Standards Advisor	2017.09.30

### Support Services

37	Supt Support Services	Christopher Rheume			
38	Insp Customer Service	Tessa Youngson-Larochelle			
39	Insp Communication Centre	Michel Marin			
40	Insp Courts/Temp Custody	Samir Bhatnagar	S/Sgt Kevin Maloney	S/Sgt Platoon B Central	2018.02.27

### Planning, Performance & Analytics

41	Supt PP & A	Paul Johnston			
42	Chief Strategic Planning Officer	Randy Mar			

### Special Assignments (Temporary Positions)

43	Director, BIS Implementation		Mary Deavey	Mgr Records & Info Mgmt	2017.12.31
44	Director Wellness Project		Angela Slobodian	Mgr Health Safety & Lifestyles	2017.12.31
45	Director e-Projects		Debbie Erfle-Storie	Mgr Court Liaison	2017.12.31
46	Mgr Talent Development & Perf. Mgmt		Kim Stuurop	Talent Management Advisor	2017.12.31
47	Inspector RCMP INSET		Samir Bhatnagar	Inspector Courts/Temp Custody	2019.11.06