

**Report to / Rapport au:**

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

**23 November 2020 / 23 Novembre 2020**

**Submitted by / Soumis par:**

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

**Contact Person / Personne ressource:**

**Jeff Letourneau, Chief Administrative Officer/ Agent administratif principal  
*letourneauj@ottawapolice.ca***

**SUBJECT: WORKFORCE MANAGEMENT REPORT – THIRD QUARTER 2020**

**OBJET: GESTION DES EFFECTIFS DU TROISIEME TRIMESTRE DE 2020**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board receives this report for information.**

**RECOMMANDATIONS DU RAPPORT**

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

**BACKGROUND**

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

The Board has also requested information be submitted, on a quarterly basis, that captures key elements of the Ottawa Police Service (OPS) workforce activities.

Accordingly, the purpose of this report is to:

1. Summarize hiring goals for 2020 including assumptions related to retirements and resignations;

2. Identify all new members and fulfill the Board's obligation to approve all appointments of new members; and
3. Update the Board regarding the assignment of Senior Officers within the OPS.

The Health and Wellness section within the Human Resource Directorate will be delivering a revised Formal Accommodations report for the March 2021 Police Services Board meeting. This report will be aligned to the new organization structure and will provide the details of OPS accommodations for both sworn and civilian staff. The OPS' strategic approach is to ensure that sworn and civilian members working with Formal Medical Accommodations (FMAs) are performing meaningful and productive work which aligns as much as possible to substantive positions in OPS.

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. The approved Sworn Accelerated Hiring Plan resulted in an increase of 70 sworn growth positions in addition to the originally approved 30, bringing the total growth positions to 100 officers for 2020.

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.

#### **2020 Sworn Officer Forecast of Hiring Requirements and Hiring Plan**

In 2020 the forecast originally identified a need to hire 153 officers. This forecast was developed with the following assumptions:

- a) An accelerated hiring plan would allow the addition of 100 sworn positions to the 2020 complement.
- b) There would be an estimated 40 retirements in 2020 and another 10 officer resignations.
- c) The complement overage from 2019 was 29 officers; and
- d) A surplus of 28 officers will be carried into 2021, roughly 40% of the expected retirements for that year.

In Q3 2020 there were two sworn officer retirements, and 1 sworn officer resignation, 1/3 of the sworn employees leaving the service were female, 2/3 were male.

**Document 1** lists the names and ranks of the 3 sworn officers who left the employment of OPS in Q3 2020 due to retirement and resignation.

Subsequent to the COVID19 pandemic impacts and evolving uncertainties the Sworn Accelerated Hiring Plan is suspended. The original 30 growth positions included in the adopted 2020 budget proceeded and the hiring plan was revised. See Table 1 and 2 for details:

Table 1 below summarizes the 2020 sworn officer forecasted hiring requirements as compared to the actual requirements.

**Table 1**  
**2020 Summary of Sworn Officer Hiring Requirements**

	Forecasted Hiring Requirements	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Hiring Requirements	Hiring Plan (see Table 2)
	Original	Revised						
<b>Position Change</b>								
Strategic Growth	100	30	25	5	0	0	30	
Provincial Gun Violence	2	2	2	0	0	0	2	
<b>Staffing Changes</b>								
(overage) /	-29	-29	-29				-29	
Retirements/LSER	40	40	15	10	2	5	32	
Resignations	10	10	4	3	1	2	10	
Other *	2	2	-1	2	0	0	1	
Complement carry-over	28	28	0	0	0	50	50	
<b>Total</b>	<b>153</b>	<b>83</b>	<b>16</b>	<b>20</b>	<b>3</b>	<b>57</b>	<b>96</b>	<b>96</b>
*Includes long term vacancies (LTV), leave of absence (LOA) and deaths. Names will not be disclosed Complement Carry-Over is based on approximately 40% of following year's Forecasted Retirements.								

Table 2 below summarizes the adjusted 2020 Sworn Officer Hiring Plan, based on known information at the end of Q3 2020. It recommends the Service hires a total of 96 new police officers to cover 2020 attrition, growth targets and to cover the complement carry over in anticipation of an expected increase in retirements in 2021. If the anticipated 2021 retirements do not materialize, the 2021 hiring plan will be adjusted accordingly.

**Table 2**  
**2020 Sworn Officer Hiring Plan**

Hire Date	Intake	Original Hiring Plan	Revised	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Hiring Plan
<b>New Recruits</b>								
Mar 2020	Intake R1	48	48	48	0	0	0	48
Aug 2020	Intake R2	48	0	0	0	0	0	0
Dec 2020	Intake R2	47	48	0	0	0	48	48
<b>Experienced Officers</b>								
May 2020	Intake E1	10	0	0	0	0	0	0
<b>Total</b>		153	96	48	0	0	48	96

**Q3 Sworn Members OPC Trained**

There were no members sworn in in Q3 2020.

**Q3 2020 Sworn Officer Promotions**

There were no Sworn officer promotions in Q3 of 2020.

### Civilian Staffing

#### **2020 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 2020 plan originally forecasted 130 actions. This number had four components:

1. 60 staffing actions to fill vacant permanent positions as a result of promotions, retirements, resignations and operational backfill positions;
2. 30 staffing actions to fill medium-to-long-term temporary requirements;
3. 15 staffing actions to fill short-term (four months or less) temporary requirements; and,
4. 25 staffing actions to fill casual opportunities.

With the exception of Temporary Opportunities, all categories of Civilian Staffing in Q3 were below forecast due to the COVID 19 Pandemic during this time period.

Staff made adjustments to civilian recruitment processes including virtual interviews where possible and ensuring adherence to social distancing for in-person interviews.

These adjustments to the civilian recruitment processes increased staffing actions from nine in Q2 2020 to 23 in Q3 2020, however total staffing actions in 2020 are still expected to be less than 100, down 30 from the original forecast of 130.

Table 5 below outlines the civilian staffing plan by category.

**Table 5**  
**2020 Civilian Staffing Plan**

<b>2020 Civilian Staffing Plan</b>							
	<b>2020 Forecasted Actions</b>		<b>Q1 Actual</b>	<b>Q2 Actual</b>	<b>Q3 Actual</b>	<b>Q4 Forecast</b>	<b>2020 Total Staffing Actions</b>
<b>Existing Vacancies</b>							

Permanent Operational Backfill (Communication Centre)	20	4	0	3	3	10
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	40	12	3	10	10	35
Temporary Assignments (through competition)	30	2	2	6	8	18
Temporary Opportunities (<6 months, through internal database)	15	6	4	4	4	18
Casual Hiring (external competition)	25	9	0	0	0	9
<b>Total Staffing Actions</b>	<b>130</b>	<b>33</b>	<b>9</b>	<b>23</b>	<b>25</b>	<b>90</b>

### Q3 2020 Activities

In total 23 staffing actions were completed in Q3 2020, comprised of 13 permanent positions to address attrition, six temporary assignments, and four temporary opportunities. In Q3 2020, OPS had 1 civilian retirements, 2 civilian resignations, and no deaths. Document 4 lists the names and positions held by these 3 civilian members.

Document 5 lists the names of the seven permanent civilian members in new permanent positions as of September 30 2020. Document 6 lists the names of the six permanent civilian members in new permanent positions as of September 30, 2020.

Table 6 below provides the demographic overview of the six new permanent civilian employees.

**Table 6**  
**Demographic Highlights of New OPS Civilian Employees**  
**Q3 2020 Hiring Activities**

	TOTAL NUMBER	MALE	FEMALE	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	EDUCATION
Q3 2020 Civilian Hires	6	2	4	33	4	N / A	4 - University 1 - College Diploma

### **SENIOR OFFICERS' ASSIGNMENT UPDATES**

Document 6 details the Senior Officers assignments of OPS as of September 30, 2020 and is provided for reference purposes.

#### **Executive**

As of September 30, 2020 Superintendent Mark Ford was backfilling the Deputy Chief Investigations & Support.

#### **Sworn**

Temporary Vacancies (Actors) – As of September 30, 2020, there were two sworn members of the OPA acting in an SOA position due to a temporary vacancy.

- Acting Inspector Russell Lucas is backfilling the position of Inspector Platoon C
- Acting Inspector Jamie Harper is backfilling the position of Inspector Material Management.

Vacant Permanent Positions - As of September 30, 2020, there was one sworn member of the OPA acting in an SOA position due to permanent vacancies.

- Acting Inspector Peter Jupp is backfilling the position of Inspector of Investigative Support.

Special Assignments – As of September 30, 2020, there were three Inspectors on Special Assignments.

- Inspector Heather Lachine is assigned to the position of Inspector Learning & Development.
- Inspector Kevin Maloney is assigned temporarily as Inspector of Special Projects
- Inspector Sandra McLaren is temporarily assigned as the Operational Representative for the Facility Capital Projects.

### **Civilian**

**Vacant Permanent Positions** – As of September 30, 2020 there were two civilian OPA members acting in SOA positions due to permanent vacancies.

- Karen Wenzel is backfilling the position of Director Facilities, Planning and Project Delivery.
- Darren MacPherson is backfilling the position of Manager Health, Safety & Lifestyles.

### **SUPPORTING DOCUMENTATION**

Document 1 – Q3 2020 Sworn Officer Retirements and Resignations

Document 2 – Q3 2020 Civilian Retirements, Resignations and Deaths

Document 3 – Q3 2020 Permanent Civilian Hires

Document 4 – Q3 2020 Civilians in New Permanent Positions

Document 5 – Senior Officer's Assignment Report as of June 30, 2020

### **CONCLUSION**

This report provides an overview of the activities that have occurred in the Q3 to fulfill the goals of the workforce plans. Staff will provide an update on Q4 activities at the January 2021 Board meeting.



**Q3 2020 Sworn Officer Retirements**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>RANK</b>	<b>RETIREMENT DATE/LONG-TERM LEAVE DATE</b>
1	Rémi Tremblay	Frontline	Central Platoon C	Cst	1-August-2020
2	Diane Allard	Support Services	ARU	Cst	1-September-2020

**Q3 2020 Sworn Officer Resignations**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>RANK</b>	<b>RESIGNATION DATE</b>
1	Jason O'Connor	Frontline	West Platoon F	Cst.	21-Aug-2020

**Q3 2020 Civilian Retirements**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>RETIREMENT DATE/LONG-TERM LEAVE DATE</b>
1	Anne Merriman	Support Services	Communications Centre	Police Communicator	1-September-2020

**Q3 2020 Civilian Resignations**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>RESIGNATION DATE</b>
1	Jacqueline Lamarre	Corporate Support	Financial Services	Senior Admin Assistant	22-August-2020
2	Amy Pressman	Corporate Support	Freedom of Information	FOI Clerk	31-July-2020

## DOCUMENT 3

## Q3 2020 Permanent Civilian Hires

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>START DATE</b>
1	Cyril Rogers	Corporate Services	Financial Services	Chief Financial Officer	13-Jul-2020
2	Vanessa Major*	Support Services	Police Reporting Unit	PRU Agent	31-Jul-2020
3	Cynthia Brennan*	Corporate Services	Background Clearance	Background Clearance Representative	4-Aug-2020
4	Marie-Claire Dominique*	Support Services	Communication Centre	Police Communicator	31-Aug-2020
5	Christopher Papatsonis-Cubias*	Support Services	Communication Centre	Police Communicator	31-Aug-2020
6	Sydney Houle*	Support Services	Police Reporting Unit	PRU Agent	31-Aug-2020

\*Term employee who won permanent position.

**Q3 2020 Civilians in New Permanent Positions**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>START DATE</b>
1	Joanne Delahunt	Support Services	Police Reporting Unit	Manager Police Reporting Unit	3-Jul-2020
2	Robert Bennett	Support Services	Communication Centre	Shift Manager Communication Centre	3-Jul-2020
3	Kirsten Tie Ten Quee	Support Services	Communication Centre	Shift Manager Communication Centre	3-Jul-2020
4	Julie Carrier	Planning, Performance & Analytics	Crime Intelligence Analysis	Crime Intelligence Analyst	5-Aug-2020
5	Anna Beatty	Corporate Services	Business Information Services	Chief Information Officer	19-Aug-2020
6	Alanna Meehan	Support Services	Communication Centre	Police Communicator	31-Aug-2020
7	Chris Roblee	Support Services	Communication Centre	Shift Supervisor Communication Centre	16-Sep-2020

## Senior Officer's Assignment Report as of September 30, 2020

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
<b>Criminal Investigations</b>					
1	Supt CID	Christopher Renwick			
2	Insp Criminal Investigations	Tim Hodgins			
3	Insp, Investigative Support	VACANT	Peter Jupp	S/Sgt Technical Investigations	2020.11.08
4	Insp, Specialized Investigations	James Elves			
5	Insp, Intelligence & Covert Ops	Carl Cartright			
<b>Corporate Services</b>					
6	Chief Information Officer	Anna Beatty			
7	Chief Financial Officer	Cyril Rogers			
8	Insp, Material Management	Samir Bhatnagar			
9	Director Facilities Plng & Project Delivery	VACANT	Karen Wenzel	Mgr Design & Space Mgmt	2020.10.02
<b>Labour Relations</b>					
10	Director Employee & Labour	Mark Chodos			

	<b>Title</b>	<b>Incumbent</b>	<b>Holder Acting or Temporarily Assigned</b>	<b>Holder's Substantive Position Name</b>	<b>Term End</b>
	Relations				
<b>11</b>	Program Mgr, Employee & LR	Allison Chapman			
<b>12</b>	Program Mgr, Employee and LR	Lisa Bianco			
<b>Executive Services</b>					
<b>13</b>	Director Corporate Communications	John Steinbachs			
<b>14</b>	General Counsel	Christiane Huneault			
<b>15</b>	Legal Counsel	Lara Malashenko			

<b>Office of the Chief</b>					
<b>16</b>	Inspector Executive Officer	Pat Flanagan			
<b>17</b>	Inspector Professional Standards	Robert Drummond			
<b>Frontline</b>					
<b>18</b>	Superintendent Frontline Operations	Mark Ford	Joan McKenna	Supt Substantive pending	2020-10-01
<b>19</b>	Inspector Frontline Admin & OPSOC	Glenn Wasson			

	<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>20</b>	Inspector Fixed Operations & Airport	Michael Ryan			
<b>21</b>	Inspector Platoon A	Paul Burnett			
<b>22</b>	Inspector Platoon B	Robert Bernier			
<b>23</b>	Inspector Platoon C	Heather Lachine	Russell Lucas	S/Sgt Professional Development	2020.10.19
<b>24</b>	Inspector Platoon D	Debbie Palmer			
<b>25</b>	Inspector Platoon E	Patricia Ferguson			
<b>26</b>	Inspector Platoon F	Francois D'Aoust			
<b>Community Relations &amp; Frontline Specialized Support</b>					
<b>27</b>	Supt Community Relations & Frontline Specialized Support	Jamie Dunlop			
<b>28</b>	Insp Frontline Specialized Support	Michel Marin			
<b>29</b>	Insp Community Relations	Ken Bryden			

	<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>30</b>	Supt Human Resources	Mark Patterson			
<b>31</b>	Insp Outreach & Recruitment	David Zackrias			
<b>32</b>	Director Human Resources	Michelle Rathwell			
<b>33</b>	Director Wellness	Angela Slobodian			
<b>34</b>	Mgr Health Safety & Lifestyles	VACANT	Darren MacPherson	Health & Safety Advisor	2020.12.31
<b>35</b>	Mgr Talent Development & Perf. Mgmt.	Josh Abraham			
<b>Support Services</b>					
<b>36</b>	Supt Support Services	Christopher Rheaume			
<b>37</b>	Insp Customer Service	Debbie Miller			
<b>38</b>	Insp Communication Centre	Dana Reynolds			
<b>39</b>	Insp Courts/Temp Custody	John McGetrick			
<b>Planning, Performance &amp; Analytics</b>					
<b>40</b>	Chief Strategy Mgmt Officer	Randy Mar			
<b>Respect, Values &amp; Inclusion</b>					
<b>41</b>	Superintendent Respect, Values & Inclusion	Isobel Granger			



<b>42</b>	Executive Advisor Respect, Conduct & Values	Deborah Aarenau		
<b>43</b>	Director Community Development	David Snoddy		
<b>Special Assignments</b>				
<b>44</b>	Inspector Learning & Development	Heather Lachine	Inspector Platoon C	2020.10.27
<b>45</b>	Inspector Operational Rep Capital Projects	Sandra McLaren		
<b>46</b>	Inspector Special Projects	Kevin Maloney	Inspector Substantive Pending	2020.10.19