

Report to / Rapport au:

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

27 November 2017 / 27 November 2017

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 – THIRD QUARTER 2017

**OBJET: GESTION DES EFFECTIFS : RAPPORT DU TROISIÈME TRIMESTRE
2017**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1. Approve the appointment of the sworn officers identified in Document 2.**
- 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.**
- 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 Q3 2017,
3. Provide the Board with an overview of active Formal Medical Accommodations; and
4. 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.

Q3 2017 Position, Staffing and Hiring Activities

Table 1 below summarizes the 2017 sworn officer forecasted hiring requirements as compared to the actual requirements. The hiring requirements have been adjusted downward to 59 from 72 to take 2 factors into account: 1) a lower number of retirements and resignations than forecast and 2) the class size limitations being imposed by the Ontario Police College (OPC) for the December recruit class. With only 18 spaces in the December class (instead of the planned on 24) there will only be 14 additional

officers carried over to help meet operational needs in Q1 2018 when retirement levels are highest.

In Q3 2017 there were 3 sworn officer retirements and one sworn officer resignation. All of these officers were male. Document 1 to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q3 2017 due to retirement and resignation.

Table 1

2017 Summary of Sworn Officer Hiring Requirements

| | Forecasted Hiring Requirements | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Forecast | Hiring Requirements | Revised Hiring Plan (see Table 2) |
|---|--------------------------------|-----------|-----------|-----------|-------------|---------------------|-----------------------------------|
| | Original | | | | | | |
| Position Change | | | | | | | |
| Strategic Growth | 25 | 0 | 0 | 0 | 25 | 25 | |
| Operational Backfill | 0 | 0 | 0 | 0 | 0 | 0 | |
| Staffing Changes | | | | | | | |
| 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 | 14 | 14 | |
| Total | 72 | -4 | 8 | 4 | 51 | 59 | 59 |
| *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 2 below summarizes the 2017 Sworn Officer Hiring Plan which sees the Service hiring a total of 59 new police officers. The Hiring Plan for Q4 has been revised to reflect the downward change in hiring requirements and the class size limitation of 18 being imposed by OPC.

Table 2**2017 Sworn Officer Hiring Plan**

| Hire Date | Intake | Original Hiring Plan | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Forecast | Revised Hiring Plan |
|-----------------------------|-----------|----------------------|-----------|-----------|-----------|-------------|---------------------|
| New Recruits | | | | | | | |
| April 2017 | Intake R1 | 24 | 0 | 16 | 0 | 0 | 16 |
| August 2017 | Intake R2 | 24 | 0 | 0 | 13 | 0 | 13 |
| December 2017 | Intake R3 | 0 | 0 | 0 | 0 | 21 | 18 |
| Experienced Officers | | | | | | | |
| May 2017 | Intake E1 | 24 | 0 | 7 | 0 | 0 | 7 |
| October 2017 | Intake E2 | 0 | 0 | 0 | 0 | 5 | 5 |
| Total | | 72 | 0 | 23 | 13 | 26 | 59 |

The second class of 13 new recruits was hired in Q3 2017. These new recruits will be brought forward for Board appointment approval in the Q4 2017 Workforce Management Report upon their successful completion of the Basic Constable training program at the OPC.

The first class of 16 new recruits hired in April 2017 were sworn in during Q3 2017. Document 2 to this report lists the names of these 16 new officers.

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

Table 3**Demographic Highlights of New OPS Sworn Officers Q3 2017 Hiring Activities**

| | Total # | Male | Female | Average Age | English & French Speaking | Other Languages | Education Level |
|-------------------------|---------|------|--------|-------------|---------------------------|---|--|
| April 2017 New Recruits | 16 | 11 | 5 | 30 | 13 | Spanish Arabic Mandarin Cantonese Marathi German | 1 – Military 1 – Masters Degree 7 – University 5 – College 3 – High school |

Q3 2017 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. This quarter 12 male employees and 1 female employee were promoted to the ranks of Staff Sergeant and Sergeant.

Document 3 lists the names of the sworn employees promoted in Q3 2017.

Table 4

Q3 2017 Sworn Officer Promotions

| | Superintendent | Inspector | S/Sergeant | Sergeant | Total |
|-----------------------------|-----------------------|------------------|-------------------|-----------------|--------------|
| Q3 Sworn Officer Promotions | - | - | 1 | 12 | 13 |
| Male | - | - | 1 | 11 | 12 |
| Female | - | - | - | 1 | 1 |
| Females as a % of Total | - | - | 0% | 8.3% | 7.7% |

Civilian Staffing

2017 Staffing Plan

Civilian staffing is driven each year by many of the same factors that influence Sworn Officer hiring, but the volume and timing are more difficult to predict. The 2017 plan has been revised downward to forecast a total of 117 actions. Temporary assignments through competition are down significantly.

Table 5 below outlines the civilian staffing plan by category.

As of the end of the reporting period OPS had 25 temporary civilian vacancies created when the incumbent is temporarily assigned elsewhere. Some of these temporary vacancies are not being staffed to help reduce the deficit. The 4 components of the revised plan are:

1. 58 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. 20 staffing actions to fill short-term (six months or less) temporary requirements;
and
4. 15 staffing actions to fill casual opportunities.

Table 5**2017 Civilian Staffing Plan**

| 2017 Employee Services Staffing Plan | | | | | | | |
|--|----------------------------------|--|-----------|-----------|-----------|-------------|--|
| | 2017 Original Forecasted Actions | | Q1 Actual | Q2 Actual | Q3 Actual | Q4 Forecast | 2017 New Forecasted Total Staffing Actions |
| New Position | | | | | | | |
| Permanent position conversion (sworn to civilian) | 1 | | 0 | 1 | 0 | 0 | 1 |
| Existing Vacancies | | | | | | | |
| Permanent Operational Backfill (Communication Centre) | 6 | | 3 | 0 | 4 | 4 | 11 |
| Permanent Civilian hires (external candidates, and term to perm conversion, through competition) | 46 | | 16 | 13 | 11 | 6 | 46 |
| Temporary Assignments (through competition) | 50 | | 3 | 5 | 8 | 8 | 24 |
| Temporary Opportunities (<6months, through internal database) | 20 | | 3 | 3 | 8 | 6 | 20 |
| Casual Hiring (external competition) | 15 | | 0 | 0 | 5 | 10 | 15 |
| Total Staffing Actions | 138 | | 25 | 22 | 36 | 34 | 117 |

Q3 2017 Activities

In total 36 staffing actions were completed in Q3, comprised of 15 permanent positions to address attrition and operational backfills as well as 16 temporary assignments and 5 casual employee hires.

In Q3 2017, OPS had 4 civilian retirements, 1 civilian resignation, and 1 termination. On a gender basis, female members represented 67% of the retirements and resignations. Document 4 to this report lists the names and positions held by these civilian members.

Document 5 to this report lists the names of the 10 new permanent civilian employees hired in Q3 2017. Document 6 to this report lists the names of the 5 permanent civilian members in new permanent positions as of Q3 2017. Female members account for 60% of both of these groups.

Table 6 provides the demographic overview of the 10 new permanent civilian employees.

Table 6**Demographic Highlights of New OPS Civilian Employees****Q3 2017 Hiring Activities**

| | TOTAL NUMBER | MALE | FEMALE | AVERAGE AGE | ENGLISH AND FRENCH SPEAKING | OTHER LANGUAGES | EDUCATION |
|-------------------------|-----------------|------|--------|----------------|-----------------------------------|--------------------|---|
| Q3 Civilian Hires | 10 | 4 | 6 | 33 | 9 | Spanish | 1 - Masters Degree 3 - University Degree 5 - College Diploma 1 – High School |

SENIOR OFFICERS' ASSIGNMENT UPDATES

Document 7 illustrates the Senior Officers assignments of OPS as of September 30, 2017 and is provided for reference purposes.

Sworn

Temporary Vacancy – As of September 30, 2017, there were three members of the OPA acting in SOA positions due to two vacancies and one temporary absence. Acting Inspector James Elves is covering as Inspector, Investigative Support. Acting Inspector Jeff Kilcollins is covering as Inspector, Platoon A, and Acting Inspector Donna MacNeil-Charbot is covering as Inspector, Community Relations while Inspector Hartley 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.

Temporary Positions – as of September 30, 2017, one SOA member, Arni Ahronson, continued to act in the temporary position of Director, Strategic Staffing & Talent Development. A member of the OPA, Kim Stuurop is backfilling the Manager, Talent Development and Performance Management position.

Projects: 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.

Q3 2017 FORMAL MEDICAL ACCOMMODATIONS UPDATE

OPS members are highly valued, trained and competent workers. OPS's strategic approach to helping members who require formal medical accommodations is consistent with that of other modern, progressive employers. In general, OPS seeks to help medically accommodated employees remain in their substantive position by making changes to the work environment that align with their restrictions. When this cannot be achieved, employees are assigned to a temporary position that is in keeping with their restrictions. In all cases, sworn and civilian members working with Formal Medical Accommodations (FMAs) were performing meaningful and productive work to support OPS police operations.

A 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 the operational section and affected members to identify a suitable work assignment, one that provides operational value to OPS while honouring OPS's "Duty to Accommodate" as prescribed by the Ontario Human Rights Code. The assignment can be permanent or temporary depending on the nature of the FMA.

Sworn Members – The Q3 data shows (see Table 7 below) that 155 sworn members have an FMA. Approximately 73% of these (113) are temporary in nature, and 27% (42) are permanent. Temporary FMAs have increased this quarter and permanent ones have dropped. This level of FMA activity represents roughly 10% of total sworn staffing. The work restrictions associated with FMAs predominantly fall into 2 categories:

- 32% involved Use of Force limitations
- 22% involved shift restrictions

Table 7
Q3 2017 Formal Medical Accommodations

| Category | Duration | Number of Members | | | Change from prior quarter |
|-------------------|-----------|-------------------|---------|---------|---------------------------|
| | | Q1 2017 | Q2 2017 | Q3 2017 | |
| Sworn | Temporary | 109 | 101 | 113 | ↑ 12% |
| | Permanent | 43 | 45 | 42 | ↓ 7% |
| Sworn Subtotal | | 152 | 146 | 155 | ↑ 6% |
| Civilian | Temporary | 16 | 10 | 17 | ↑ 70% |
| | Permanent | 14 | 16 | 18 | ↑ 13% |
| Civilian Subtotal | | 30 | 26 | 35 | ↑ 35% |
| Overall Total | | 182 | 172 | 190 | ↑ 10% |

For the most part, members with FMAs remain in their substantive position. As of September 30, 2017, two-thirds of accommodated members (99 out of 155) were in their substantive position compared to one-third of members (56 out of 155) that required accommodation in a temporary position. This situation occurs most in the Frontline Directorate which had to accommodate 46 members with an FMA outside their substantive positions.

Table 8 provides additional breakdown of the distribution and of the extent to which sworn members with formal medical accommodations are accommodated outside their substantive positions. OPS-wide, 56 sworn members had formal accommodation needs that resulted in placement outside their substantive positions. This represents just over one third (36.1%) of all FMAs.

Table 8
Q3 2017 Sworn member FMA Analysis

| Directorate | Number of Accommodated employees | Total # of Employees in the Directorate | % of Employees Being Accommodated | Number of Employees Accommodated Outside of Substantive Position | % of Accommodated employees not in substantive |
|---|----------------------------------|---|-----------------------------------|--|--|
| Frontline | 95 | 821 | 12% | 46 | 33% |
| Support Services | 28 | 98 | 29% | 4 | 14% |
| Criminal Investigations | 20 | 345 | 6% | 3 | 23% |
| Resourcing & Development | 6 | 82 | 7% | 2 | 33% |
| Corporate Support, Office of the Chief, and Executive Services Directorates | 6 | 30 | 20% | 1 | 6% |
| Total | 155 | 1376 | 11% | 56 | 36% |

Civilian Members – The data shows (see Table 7 above) that the level of FMAs is lower amongst Civilian members. There are 35 civilian members requiring FMAs at the end of Q3. Of these FMAs, approximately half are temporary and half are permanent. The primary restriction related to shift work, as 76% of civilian FMAs involved shift restrictions.

SUPPORTING DOCUMENTATION

Document 1 – Q3 2017 Sworn Officer Retirements and Resignations

Document 2 – Q3 2017 Sworn Members OPC Trained

Document 3 – Q3 2017 Sworn Officer Promotions

Document 4 – Q3 2017 Civilian Retirements and Resignations

Document 5 – Q3 2017 Permanent Civilian Hires

Document 6 – Q3 2017 Civilians in New Permanent Positions

Document 7 – Senior Officer’s Assignment Report as of September 30, 2017

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 February 2018 Board meeting.

DOCUMENT 1 - Q3 2017 Sworn Officer Retirements

| | NAME | DIRECTORATE | SECTION | RANK | RETIREMENT DATE/LONG-TERM LEAVE DATE |
|---|-------------------|-------------------------|------------------------------|-------------|---|
| 1 | Marc Benson | Frontline | Fixed Afternoons | Sergeant | 1 July 2017 |
| 2 | Jeff Webster | Criminal Investigations | Sexual Assault & Child Abuse | Sergeant | 1 July 2017 |
| 3 | Stephen Gorgichuk | Frontline | Fixed Afternoons | Sergeant | 1 September 2017 |

Q3 2017 Sworn Officer Resignations

| | NAME | DIRECTORATE | SECTION | RANK | RESIGNATION DATE |
|---|---------------|-------------------------|-------------------|-------------|-------------------------|
| 1 | Carlos Zapata | Criminal Investigations | Proceeds of Crime | Constable | 1 September 2017 |

DOCUMENT 2 - Q3 2017 Sworn Members OPC Trained Hires - Class R2017-2

| | NAME | DIRECTORATE | DEPARTMENT | FUNCTION | HIRE DATE |
|----|------------------------|---------------------------|--------------------------|-----------------|------------------|
| 1 | Melanie Arbour** | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 2 | Lisa Beaucage | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 3 | Victor Blanco-Lopez | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 4 | Andrew Bowen | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 5 | Anthony Carmo | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 6 | Georges Daher | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 7 | Chris Doran | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 8 | Hugo Giocondese | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 9 | Ian Jennings | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 10 | McCall Laframboise | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 11 | Nicole McLellan-Cuteur | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 12 | Junqin Mou | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 13 | Priyak Namjoshi | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 14 | Owen O'Reilly | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |
| 15 | Rayane | Resourcing & | Prof. | Recruit | 10 April 2017 |

| | NAME | DIRECTORATE | DEPARTMENT | FUNCTION | HIRE DATE |
|----|----------------|---------------------------|--------------------------|-----------------|------------------|
| | Sabaak | Development* | Development Centre | | |
| 16 | Albert Stewart | Resourcing & Development* | Prof. Development Centre | Recruit | 10 April 2017 |

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

**Civilian to Sworn

DOCUMENT 3 - Q3 2017 Sworn Officer Promotions

| | NAME | DIRECTORATE | SECTION | PROMOTED TO |
|----|-----------------|-------------------------|---------------------|--------------------|
| 1 | Kirk Miller | Frontline | Airport | Staff Sergeant |
| 2 | Jasdeep Bajwa | Frontline | Patrol | Sergeant |
| 3 | Kevin Linnett | Criminal Investigations | Drugs | Sergeant |
| 4 | Michael Donald | Criminal Investigations | Robbery | Sergeant |
| 5 | Ian Matyas | Frontline | Patrol | Sergeant |
| 6 | Scott Fenton | Criminal Investigations | Investigations | Sergeant |
| 7 | Norman Redmond | Frontline | Patrol | Sergeant |
| 8 | Michael Hart | Frontline | Patrol | Sergeant |
| 9 | Barbara Sjaarda | Criminal Investigations | Fraud | Sergeant |
| 10 | Douglas Hill | Criminal Investigations | Drugs | Sergeant |
| 11 | Trevor Smith | Criminal Investigations | Breaking & Entering | Sergeant |
| 12 | James Kelleher | Frontline | Patrol | Sergeant |
| 13 | Fernando Vieira | Frontline | Patrol | Sergeant |

DOCUMENT 4 - Q3 2017 Civilian Retirements

| | NAME | DIRECTORATE | SECTION | PERMANENT POSITION | RETIREMENT DATE/LONG-TERM LEAVE DATE |
|---|---------------|--------------------|-----------------------|---------------------------------|---|
| 1 | Pam Tucker | Corporate Support | BIS | Sr. Admin Assistant | 1 July 2017 |
| 2 | Lyne Faucher | Support Services | Communications Centre | Training Coordinator | 1 July 2017 |
| 3 | Robert Butler | Support Services | Court Security | Special Constable | 1 July 2017 |
| 4 | Lucy McDonald | Corporate Support | BIS | Manager, Infrastructure Support | 29 September 2017 |

Q3 2017 Civilian Resignations

| | NAME | DIRECTORATE | SECTION | PERMANENT POSITION | RESIGNATION DATE |
|---|-------------------|-----------------------------------|---------------------------|-----------------------------|-------------------------|
| 1 | Charlene Campbell | Planning, Performance & Analytics | Project Management Office | Manager, Project Management | 9 September 2017 |

Q3 2017 Civilian Termination

| | NAME | DIRECTORATE | SECTION | PERMANENT POSITION | RESIGNATION DATE |
|---|-------------|--------------------|----------------|---------------------------|-------------------------|
| 1 | - | - | - | - | 26 September 2017 |

DOCUMENT 5 - Q2 2017 Permanent Civilian Hires

| | NAME | DIRECTORATE | SECTION | PERMANENT POSITION | START DATE |
|----|---------------------|--------------------------|--------------------------|----------------------------|-------------------|
| 1 | Marie-Josée Comeau* | Support Services | Call Centre | Call Centre Agent | 7 July 2017 |
| 2 | Alanna Meehan* | Support Services | Call Centre | Call Centre Agent | 7 July 2017 |
| 3 | Kristopher Savoy | Support Services | Communications | Communication Centre Clerk | 17 July 2017 |
| 4 | Melissa Butler | Support Services | Communications | Communication Centre Clerk | 17 July 2017 |
| 5 | Patrick Cote | Support Services | Communications | Communication Centre Clerk | 17 July 2017 |
| 6 | Tatiana Leftick | Support Services | Communications | Communication Centre Clerk | 17 July 2017 |
| 7 | Stephanie Batista* | Corporate Support | CPIC | CPIC Clerk | 21 July 2017 |
| 8 | Lynne Campbell | Resourcing & Development | Resourcing & Development | CHRO | 24 July 2017 |
| 9 | Matthew Braham* | Corporate Support | Fleet Services | Fleet Attendant | 1 Sept 2017 |
| 10 | Jarrett Picard* | Corporate Support | Fleet Services | Fleet Attendant | 1 Sept 2017 |

*Term to Permanent conversions.

DOCUMENT 6 - Q3 2017 Civilians in New Permanent Positions

| | NAME | DIRECTORATE | SECTION | PERMANENT POSITION | START DATE |
|----|------------------|----------------------------|---|------------------------------|-------------------|
| 1. | Andre DeGagne | Support Services | Communications | Shift Manager Communications | 24 July 2017 |
| 2. | Nicole Bordeleau | Support Services | Call Centre | Manager Call Centre | 24 July 2017 |
| 3. | Ashley Mason | Corporate Support | CPIC | CPIC Clerk | 1 Sept 2017 |
| 4. | Frank Wei | Corporate Support | BIS Information Systems | Database Administrator | 28 Sept 2017 |
| 5. | Kim Stuurop | Resourcing and Development | Talent Development & Performance Management | Talent Management Advisor | 29 Sept 2017 |

DOCUMENT 7 - Senior Officer's Assignment Report

| | Title | Incumbent | Holder Acting or Temporarily Assigned | Holder's Substantive Position Name | Term End |
|--------------------------------|--|---------------------|--|---|-----------------|
| Criminal Investigations | | | | | |
| 1 | Supt CID | Christopher Renwick | | | |
| 2 | Insp Criminal Investigations | Michael Laviolette | | | |
| 3 | Insp, Investigative Support | VACANT | James Elves | S/Sgt Central Cellblock | 2018.01.22 |
| 4 | Insp, Specialized Investigations | Jamie Dunlop | | | |
| 5 | Insp, Intelligence & Covert Ops | Mark Patterson | | | |
| Corporate Services | | | | | |
| 6 | Chief Physical Environment Officer | Pamela Mills | | | |
| 7 | Chief Information Officer | Daniel Steeves | | | |
| 8 | Chief Financial Officer | Jeffrey Letourneau | | | |
| 9 | Insp Materiel Management | Sean McDade | | | |
| Executive Services | | | | | |
| 10 | Director Community Development | David Snoddy | | | |
| 11 | Director Corporate Communications | John Steinbachs | | | |
| 12 | General Counsel | Christiane Huneault | | | |
| 13 | Legal Counsel | Lara Malashenko | | | |
| 14 | Exec Advisor Respect, Conduct & Values | Deborah Aarenau | | | |
| Office of the Chief | | | | | |
| 15 | Supt Executive Officer | Scott Nystedt | | | |
| 16 | Insp Prof Standards | Paul Gallant | | | |
| Frontline | | | | | |
| 17 | Supt Frontline | Mark Ford | | | |

| | Title | Incumbent | Holder Acting or Temporarily Assigned | Holder's Substantive Position Name | Term End |
|-------------------------------------|--|-------------------|--|---|-----------------|
| 18 | Supt Community Relations & Frontline Specialized Support | Joan McKenna | | | |
| | Title | Incumbent | Holder Acting or Temporarily Assigned | Holder's Substantive Position Name | Term End |
| 19 | Insp Frontline Admin ABD | Patrick Flanagan | | | |
| 20 | Insp Frontline Admin CEF | John McGetrick | | | |
| 21 | Insp Frontline Specialized Support | Murray Knowles | | | |
| 22 | Insp Community Relations | Sterling Hartley | Donna MacNeil-Charbot | S/Sgt School Resource Office | 2017.10.22 |
| 23 | Inspector Platoon A | VACANT | Jeff Kilcollins | S/Sgt Platoon F Central | 2017.10.02 |
| 24 | Inspector Platoon B | Michael Maloney | | | |
| 25 | Inspector Platoon C | Glenn Wasson | | | |
| 26 | Inspector Platoon D | Sandra McLaren | | | |
| 27 | Inspector Platoon E | John Medeiros | | | |
| 28 | Inspector Platoon F | Robert Drummond | | | |
| 29 | Inspector Fixed Operations & Airport | Michael Ryan | | | |
| Resourcing & Development | | | | | |
| 30 | Chief Human Resources Officer | Lynne Campbell | | | |
| 31 | Director Human Resources | Michelle Rathwell | | | |
| 32 | Director Employee & Labour Relations | VACANT | Nancy Burrows | Mgr Labour Relations | 2017.09.30 |

| | Title | Incumbent | Holder Acting or Temporarily Assigned | Holder's Substantive Position Name | Term End |
|--|--|---------------------------|---------------------------------------|-------------------------------------|------------|
| 33 | Insp Recruitment & Training | Carl Cartright | | | |
| 34 | Mgr Labour Relations | Nancy Burrows | Allison Chapman | Labour Relations Advisor | 2017.09.30 |
| 35 | Mgr Health Safety & Lifestyles | Angela Slobodian | Darren MacPherson | Health & Safety Advisor | 2017.12.31 |
| 36 | Mgr Talent Development & Perf. Mgmt | Arni Ahronson | Kim Stuurop | Volunteer Coordinator | 2017.12.31 |
| 37 | Labour Relations Advisor | Allison Chapman | Lisa Bianco | Prof Standards Prgm Coordinator | 2017.09.30 |
| | Title | Incumbent | Holder Acting or Temporarily Assigned | Holder's Substantive Position Name | Term End |
| Support Services | | | | | |
| 38 | Supt Support Services | Christopher Rheume | | | |
| 39 | Insp Customer Service | Tessa Youngson-Larochelle | | | |
| 40 | Insp Communication Centre | Michel Marin | | | |
| 41 | Insp Courts/Temp Custody | Samir Bhatnagar | | | |
| Planning, Performance & Analytics | | | | | |
| 42 | Supt PP & A | Paul Johnston | | | |
| 43 | Chief Strategic Planning Officer | Randy Mar | | | |
| Special Assignments (Temporary Positions) | | | | | |
| 44 | Director, BIS Implementation | | Mary Deavey | Mgr Records & Info Mgmt | 2017.12.31 |
| 45 | Director Strategic Staffing & Talent Development | | Arni Ahronson | Mgr Talent Development & Perf. Mgmt | 2017.10.31 |
| 46 | Director Wellness Project | | Angela Slobodian | Mgr Health Safety & Lifestyles | 2017.12.31 |

| | Title | Incumbent | Holder Acting or Temporarily Assigned | Holder's Substantive Position Name | Term End |
|-----------|---------------------|------------------|--|---|-----------------|
| 47 | Director e-Projects | | Debbie Erfle-Storie | Mgr Court Liaison | 2017.12.31 |