

Report to / Rapport au:

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

24 September 2018 / 28 septembre 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 – SECOND QUARTER 2018

OBJET: GESTION DES EFFECTIFS DU DEUXIEME TRIMESTRE DE 2018

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 Q2 2018;
3. Summarize hiring goals for 2018 including assumptions related to retirements and resignations;
4. Provide the Board with an overview of active Formal Medical Accommodations; and
5. 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.

2018 Forecast

The 2018 Sworn Officer hiring requirements take into consideration the 25 new positions approved for this 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 officers will be hired to ensure staffing levels do not fall below acceptable levels when the majority of retirements occur in Q1 of the following year.

Q2 2018 Position, Staffing and Hiring Activities

The original 2018 forecast identified a need to hire 77 officers. The Hiring Requirements have been adjusted to 72 to account for several known and planned changes occurring during Q2 and Q3 2018. Ten positions were added to the sworn complement in Q2 for

the Federal Gun Violence Program while one sworn position, Sgt Operational Planning, was converted to a civilian position. In Q3 the Front Desk Services civilianization initiative will be taking place, which will see the conversion of 10 sworn positions to civilian ones.

In Q2 2018 there were 10 sworn officer retirements, six sworn officer resignations, two officers returned from extended leave and one left on an extended leave. Based on observation, 38% of the employees leaving the service were female and 62% were male. Document 1 to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q2 2018 due to retirement and resignation.

Table 1 below summarizes the 2018 sworn officer forecasted hiring requirements as compared to the actual requirements.

Table 1

2018 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements		Q1 Actual	Q2 Actual	Q3 Forecast	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	
Conversion of Sgt Operational Planning to Civilian	0		0	-1	0	0	-1	
Federal Gun Violence Program	0		0	10	0	0	10	
FDS Civilianization	0		0	0	-14	0	-14	
Staffing Changes								
Complement (overage)/underage from 2017	-10		-10	0	0	0	-10	
Retirements/LSER	37		14	10	6	3	33	
Resignations	10		4	6	2	2	14	
Other *	0		-1	-1	1	1	0	
Complement carry-over to 2019	15					15	15	
Total	77		7	24	-5	21	72	72
*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 2018 Sworn Officer Hiring Plan which sees the Service hiring a total of 72 new police officers. The Hiring Plan and consequently the class sizes, have been adjusted to account for the changes in budgeted complement during Q2 and Q3 2018 listed above.

Table 2
2018 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Revised Hiring Plan
New Recruits							
Apr 2018	Intake R1	21	0	16	0	0	16
Aug 2018	Intake R2	21	0	0	24	0	24
Dec 2018	Intake R3	21	0	0	0	18	18
Experienced Officers							
June 2018	Intake E1	0	0	3	0	0	3
Oct 2018	Intake E2	14	0	0	0	11	11
Total		77	0	19	24	29	72

The Q2 actual in the Hiring Plan reflects the hiring of 16 new officers in April 2018 and three new experienced officers in June 2018. These new recruits will be brought forward for Board appointment approval in the Q4 2018 Workforce Management Report upon their successful completion of the Basic Constable training program at the OPC. The experienced officers will be brought forward for Board appointment approval in the Q3 Workforce Management Report upon completion of training at the Professional Development Centre.

Document 2 to this report lists the names of the 14 new recruits who were sworn in during Q2 2018. The 14 new recruits were hired in December 2017 and completed their training at OPC in Q2 2018.

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

Table 3

Demographic Highlights of New OPS Sworn Officers Q2 2018 Hiring Activities

	Total #	Male	Female	Average Age	English & French Speaking	Other Languages	Education Level
December 2017 New Recruits	14	12	2	30	12	Tagalog, Mandarin, Spanish, Arabic, American Sign Language, Turkish, Punjabi, Tamil	5 – University 9 – College

Civilian Staffing

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 4 below outlines the civilian staffing plan by category.

Table 4

2018 Civilian Staffing Plan

2018 Employee Services Staffing Plan							
	2018 Forecasted Actions		Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	2018 Total Staffing Actions
New Position							
Permanent position conversion (sworn to civilian)	2		1	0	1	0	2
Existing Vacancies							
Permanent Operational Backfill (Communication Centre)	5		0	0	5	0	5
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	46		14	8	15	9	46
Temporary Assignments (through competition)	24		10	8	3	3	24
Temporary Opportunities (<4months, through internal database)	16		3	0	6	7	16
Casual Hiring (external competition)	12		4	1	4	3	12
Total Staffing Actions	105		32	17	34	22	105

Q2 2018 Activities

In total 17 staffing actions were completed in Q2, comprised of eight permanent positions to address attrition, eight temporary assignments and one casual employee hire. In Q2 2018, OPS had one civilian retirement and three civilian resignations. Document 3 lists the names and positions held by these four civilian members.

Document 4 lists the names of the two new permanent civilian employees hired in Q2 2018. Document 5 lists the names of the six permanent civilian members in new permanent positions as of Q2 2018.

Table 5 below provides the demographic overview of the two new permanent civilian employees.

Table 5
Demographic Highlights of New OPS Civilian Employees
Q2 2018 Hiring Activities

	TOTAL NUMBER	MALE	FEMALE	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	EDUCATION
Q2 2018 Civilian Hires	2	1	1	44	2	-	1 - Masters Degree 1 - College Diploma

SENIOR OFFICERS' ASSIGNMENT UPDATES

Document 6 illustrates the Senior Officers assignments of OPS as of June 30, 2018 and is provided for reference purposes.

Sworn

Temporary Vacancies and Special Assignments – As of June 30, 2018, there were five members of the OPA acting in SOA positions due to temporary vacancies. Acting Inspectors Peter Jupp, Timothy Hodgins, Robert Bernier and David Zackrias are backfilling while the incumbents are on annual leave. Acting Inspector Kevin Maloney continues to backfill the position of Inspector Courts/Temporary Custody while Inspector Samir Bhatnagar is on secondment to the RCMP.

Three SOA members are in temporary assignments. Inspector Sandra McLaren is on a long-term temporary assignment as the Operational Representative for the Facility Capital Projects, ensuring that operational requirements are a key focus as the buildings in the Facility Strategic Plan are brought to life. Inspector Michael Maloney is filling a temporary position as Inspector Learning & Development in the new Training & Development Directorate. Inspector Smair Bhatnagar is on secondment to the RCMP.

Civilian

Vacant Permanent Positions – Allison Chapman continues to act as Manager, Labour Relations. Ms. Chapman's position of Labour Relations Advisor is being held vacant at this time.

Temporary Assignments - As of June 30, 2018, four OPA members are acting in temporary positions in the SOA. Kim Stuurup is acting in the temporary position of

Manager, Talent Development and Performance Management. Mary Deavey, Debbie Erfle-Storie and Lisa Bianco are OPA members currently acting as SOA members to fulfill leadership roles in the BIS Implementation, e-Projects and Equitable Workplace (EDI) projects.

There are two SOA members on temporary assignments. 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. Michelle Rathwell is currently Acting CHRO during Lynne Campbell's absence.

Q2 2018 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 modern, progressive employers. The goal 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.

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 and can involve a range of wellness issues including musculo-skeletal injuries, mental health and disease amongst other conditions. 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 People and Culture Directorate (PCD) work with the supervisors in operational sections, and affected members to identify suitable positions that provide operational value to OPS while honoring OPS's "Duty to Accommodate" as prescribed by the *Ontario Human Rights Code*. Positions can be permanent or temporary depending on the nature of FMAs.

Sworn Members – The Q2 data shows (see Table 6 below) that 149 sworn members had an FMA at the end of Q2. Of these FMAs about two-thirds (101) were temporary in nature, and one-third (48) were permanent. This level of activity represents roughly 11% of total sworn staffing. The work restrictions associated with FMAs predominantly fall into 2 categories:

- 47% of Sworn FMAs involved Use of Force limitations
- 48% of Sworn FMAs involved shift restrictions

The Q2 data shows 1 fewer accommodation than the last quarter. The temporary / permanent split remains constant at two-thirds to one-third.

For the most part, members with FMAs remain in their substantive position. As of June 29, 2018, 62 sworn members required accommodation in a position outside their substantive position. This situation occurs most in the Frontline Directorate which had to accommodate 52 members with an FMA outside their substantive positions (Table 7).

Civilian Members – The Q2 data shows (see Table 6 below) that 37 civilian members required FMAs. This level is an increase by 1 member from the last quarter.

Of the Q2 FMAs, 14 were temporary in nature, and 23 were permanent. This pattern is opposite to the sworn pattern: most of the FMAs – two-thirds (23) are permanent, compared to one-third (14) which are temporary.

The primary restriction related to shift work, as 62% of civilian FMAs involved shift restrictions.

Table 6

2 2018 Formal Medical Accommodations

Category	Duration	Number of Cases					Change from Q1 2018 to Q2 2018
		Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	
Sworn	Temporary	101	113	115	100	101	↑ 1%
	Permanent	45	42	51	50	48	↓ 4%
Sworn Subtotal		146	155	166	150	149	↓ 1%
Civilian	Temporary	10	17	12	11	14	↑ 27%
	Permanent	16	18	22	25	23	↓ 8%
Civilian Subtotal		26	35	34	36	37	↑ 3%
Overall Total		172	190	200	186	186	No Change

Table 7 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, 62 sworn members had formal accommodation needs that resulted in placement outside their substantive positions. This impact falls most heavily to the Frontline Directorate.

Table 7

Q2 2018 Supplemental FMA Analysis (Sworn Members)

Directorate	% of Accommodated Employees by Directorate	Breakdown of Positions Held by Accommodated Members		Overall % of Members Accommodated Outside Substantive Positions
		Accommodated Within Substantive Position	Accommodated Outside Substantive Position	
Frontline	94/827 = 11%	42/94 = 45%	52/94 = 55%	52/827 = 6%
Support Services	24/97 = 25%	18/24 = 75%	6/24 = 25%	6/97 = 6%
Criminal Investigations	19/359 = 5%	17/19 = 89%	2/19 = 11%	2/359 = 1%
People & Culture, Training & Development	6/61 = 10%	5/6 = 83%	1/6 = 17%	1/61 = 2%
Corporate Support, Office of the Chief & Executive Services	6/26 = 23%	5/6 = 83%	1/6 = 17%	1/26 = 4%
OPS Totals	149/1370 = 11%	87/149 = 58%	62/150 = 41%	62/1370 = 5%

SUPPORTING DOCUMENTATION

Document 1 – Q2 2018 Sworn Officer Retirements and Resignations

Document 2 – Q2 2018 Sworn Members OPC Trained Hires

Document 3 – Q2 2018 Civilian Retirements and Resignations

Document 4 – Q2 2018 Permanent Civilian Hires

Document 5 – Q2 2018 Civilians in New Permanent Positions

Document 6 – Senior Officer's Assignment Report as of June 30, 2018

CONCLUSION

This report provides an overview of the activities that have occurred in the Q2 to fulfill the goals of the workforce plans. Staff will provide an update on Q3 activities at the November 2018 Board meeting.

DOCUMENT 1 - Q2 2018 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Donna Kuechle	Frontline	Fixed Operations	Sergeant	1 April 2018
2	Pat Murphy	Support Services	Court Security / Temporary Custody	Sergeant	27 April 2018
3	Josette Senecal	Support Services	Front Desk Services	Constable	1 May 2018
4	Glenn Gordon	Frontline	Platoon B West	Sergeant	1 May 2018
5	Stephen Hart	Training & Development	Professional Development	Constable	1 June 2018
6	Brad Hampson	Frontline	Fixed Operations	Staff Sergeant	1 June 2018
7	Martin Rukavina	Frontline	Fixed Operations	Sergeant	1 June 2018
8	Maureen Hunt	Frontline	Fixed Operations	Sergeant	1 June 2018
9	Michael Flanagan	Frontline	Superintendent's office	Superintendent	1 June 2018
10	Jill Skinner	Executive	Operations & Service Initiative	Deputy Chief	16 June 2018

Q2 2018 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Stanley de Jong	Frontline Operations	Platoon C West	Constable	28 April 2018
2	Priyak Namjoshi	Frontline Operations	Platoon B Central	Constable	29 May 2018
3	Junqin Mou	Frontline Operations	Platoon F Central	Constable	29 May 2018
4	Michaela Clermont	Frontline Operations	Platoon F East	Constable	23 June 2018
5	Jason Mallett	Community Relations & Frontline Specialized Support	School Resource Officer	Constable	11 June 2018
6	Colleen Kyle	Frontline Operations	Airport	Constable	30 June 2018

DOCUMENT 2 - Q2 2018 Sworn Members OPC Trained Hires - Class R2018-1

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Angelito Balangatan Jr.	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
2	Amanda Budzinski	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
3	Bassam Charaoui	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
4	Andrew Chronopoulos	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
5	Gareth English	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
6	Jesse Hewitt	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
7	James Kennedy	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
8	Kyle Lamothe	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
9	Tyler MacDonald**	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
10	Mercedes Nash	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
11	Ersin O'Cal	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
12	Michael Rizk	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
13	Sundeeep Singh	Training & Development*	Prof. Development Centre	Recruit	11 December 2017
14	Devon Thevathas	Training & Development*	Prof. Development Centre	Recruit	11 December 2017

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

**Civilian to Sworn

DOCUMENT 3 - Q2 2018 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Deborah Jolicoeur	Criminal Investigations	Collisions	Administrative Assistant	1 May 2018

Q2 2018 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1	Anne Richards	Corporate Support	Facilities	Manager, Facilities	12 May 2018
2	Martin Bourbeau	Support Services	Communications Centre	Shift Manager	24 June 2018
3	Julie Forsyth	Support Services	Communications Centre	Communications Centre Clerk	30 June 2018

DOCUMENT 4 - Q2 2018 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Victoria Mansour*	Corporate Support	Mail Services	Mail Services Attendant	14 May 2018
2	Steve Putman	Planning, Performance & Analytics	Planning Performance & Analytics	Manager PPMO	4 June 2018

*Term employees who won permanent positions.

DOCUMENT 5 - Q2 2018 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Danielle Baribeau	Community Relations & Frontline Specialized Support	Paid Duties	Paid Duties Coordinator	3 April 2018
2	David Nieman	Corporate Support	Evidence Control	Supervisor Evidence Control	30 April 2018
3	Nabih Abboud	Corporate Support	BIS Service Centre	Sr. Service Centre Analyst	9 May 2018
4	Ladi Adebayo	Corporate Support	BIS Infrastructure Support	Network Support Specialist	14 May 2018
5	Tim Scharf	Corporate Support	Police Facilities	Facilities Services Coordinator	14 May 2018
6	Dave VanBruinessen	Corporate Support	Fleet Services	Assistant Manager Fleet Services	23 June 2018

DOCUMENT 6 - Senior Officer's Assignment Report as of June 30, 2018

	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	Isobel Granger			
4	Insp, Specialized Investigations	Jamie Dunlop	Peter Jupp	S/Sgt Staffing Officer CID	2018.08.12
5	Insp, Intelligence & Covert Ops	Mark Patterson	Timothy Hodgins	S/Sgt Intelligence	2018.08.24
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	Inspector Prof Standards	Murray Knowles			
Frontline					
17	Supt Frontline	Mark Ford			
18	Supt Community Relations & Frontline Specialized Support	Joan McKenna			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
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19	Insp Frontline Admin ABD	Patrick Flanagan			
20	Insp Frontline Admin CEF	John McGetrick			
21	Insp Frontline Specialized Support	Michel Marin			
22	Insp Community Relations	Ken Bryden			
23	Inspector Platoon A	Paul Burnett			
24	Inspector Platoon B	Michael Maloney	Robert Bernier	S/Sgt Watch Commander C	2018.11.27
25	Inspector Platoon C	Glenn Wasson			
26	Inspector Platoon D	Heather Lachine			
27	Inspector Platoon E	John Medeiros	Patricia Ferguson	Inspector Substantive Pending	2018.08.19
28	Inspector Platoon F	Robert Drummond	David Zackrias	S/Sgt Platoon A East	2018.09.16
29	Inspector Fixed Operations & Airport	Michael Ryan			
People & Culture					
30	Chief Human Resources Officer	Lynne Campbell	Michelle Rathwell	Director Human Resources	2018.07.31
31	Director Human Resources	Michelle Rathwell			
32	Director Employee & Labour Relations	Mark Chodos			
33	Mgr Labour Relations	VACANT	Allison Chapman	Labour Relations Advisor	2018.09.30
34	Mgr Health Safety & Lifestyles	Angela Slobodian	Darren MacPherson	Health & Safety Advisor	2018.12.31
35	Labour Relations Advisor	Allison Chapman			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Support Services					
36	Supt Support Services	Christopher Rheume			
37	Insp Customer Service	Tessa Youngson-Larochelle			
38	Insp Communication Centre	James Elves			
39	Insp Courts/Temp Custody	Samir Bhatnagar	S/Sgt Kevin Maloney	S/Sgt Platoon B Central	2018.10.24
Planning, Performance & Analytics					
40	Chief Strategic Planning Officer	Randy Mar			
Training & Development					
41	Supt Training & Development	Sterling Hartley			
42	Insp Recruitment & Training	Carl Cartright			
Special Assignments					
44	Director, BIS Implementation	Mary Deavey		Mgr Records & Info Mgmt	2018.12.31
45	Director Wellness Project	Angela Slobodian		Mgr Health Safety & Lifestyles	2018.12.31
46	Director e-Projects	Debbie Erfle-Storie		Mgr Court Liaison	2018.12.31
47	Mgr Talent Development & Perf. Mgmt	Kim Stuurop		Talent Management Advisor	2018.12.31
48	Inspector RCMP INSET	Samir Bhatnagar		Inspector Courts/Temp Custody	2019.11.06
49	Inspector Learning & Development	Michael Maloney		Inspector Platoon B	2019.12.31
50	Program Mgr Equitable Work Environment	Lisa Bianco		Professional Standards Advisor	2019.01.25
43	Inspector Operational Rep Capital Projects	Sandra McLaren			2021.03.18