

REPORT RAPPORT

DATE: 26 October 2015

TO/DEST: Executive Director, Ottawa Police Services Board

FROM/EXP: Chief of Police, Ottawa Police Service

SUBJECT/OBJET: WORKFORCE MANAGEMENT REPORT – THIRD QUARTER 2015

RECOMMENDATIONS

That the Ottawa Police Services Board:

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

BACKGROUND

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

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

The purpose of this report is to:

- 1. Identify all new members and fulfill the Board's obligation to approve all appointments of new members:
- 2. Provide the Board with an overview, both forecast and actual, of workforce management activities that have occurred in Q3 2015, including: sworn officer recruitment, retirements resignations, promotions and civilian staffing activities;
- 3. Update the Board regarding the assignment of Senior Officers within the OPS.

Information provided in this report includes names and ranks of employees as governed by the *Municipal Freedom of Information and Protection of Privacy Act*.

DISCUSSION

Sworn Officer Staffing

Forecast of Hiring Requirements

The forecast of sworn officer hiring requirements for the year is developed annually by OPS. It is built around the estimated number of officers that must be hired to fill both new and existing vacant positions.

In developing a hiring plan, five key factors are considered:

- 1. A new recruit takes nine months, on average, to become deployable;
- 2. The Ontario Police College (OPC) typically holds three training sessions per year for new recruits;
- 3. An experienced officer from another police service takes one to two months, on average, to become deployable;
- 4. Retirements tend to occur at the beginning of each new fiscal year; and
- 5. A complement carry-over of 40% of the following year's forecasted retirements is needed to ensure that staffing levels in Q1 do not fall below acceptable levels.

2015 Forecast

Original - The original 2015 forecast was based on the expectation that a total of 40 officers would need to be hired to meet requirements. Staff estimated that 25 officers would retire, another eight would resign or vacate their position for other reasons and two officers would return from extended leaves of absence. At year end 2014, OPS had a complement overage of four officers. This year there should be 13 extra officers carried over to help meet operational needs in Q1 2016 when retirement levels are highest.

Revised - The Q4 2015 forecasted hiring requirements have been updated to an estimate of 45 officers. This change takes into account the unexpected opportunity to increase the December OPS class by 12 officers, which increases the complement carry-over into 2016 from 13 to 25 officers. The change also reflects a lower number of retirements and resignations. Staff is now forecasting that 21 officers will retire, another five will resign or vacate their position for other reasons and three officers will return from an extended leave of absence.

Q3 2015 Position, Staffing and Hiring Activities

Table 1 below summarizes the 2015 sworn officer forecasted hiring requirements as compared to the actual requirements. In Q3 2015 there were three sworn officer retirements and two resignations which are offset by the fact that one officer returned from an extended leave of absence. There was also one officer who retired while on LTD, however since the position was already vacated, there is no net effect on the hiring plan. Annex A to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q3 2015 due to retirement and resignation.

Table 1 2015 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Revised Hiring Requirements	Hiring Plan (see Table 2)
	Original						
Position Change							
Strategic Growth	0	0	0	0	0	0	
Operational Backfill	0	0	0	0	0	0	
Staffing Changes Complement (overage)/underage from 2014	-4	-4	0	0	0	-4	
	-4 25	-4 8	0 6	0 3	0 4	-4 21	
Complement (overage)/underage from 2014					<u> </u>		
Complement (overage)/underage from 2014 Retirements/LSER	25	8	6	3	4	21	
Complement (overage)/underage from 2014 Retirements/LSER Resignations	25 8	8	6	3	4 2	21 6	

One experienced officer was hired in Q3 2015 along with the second 2015 class of twelve new recruits. The twelve new recruits will be brought forward for Board appointment approval in the Q1 2016 Workforce Management Report upon their successful completion of the Basic Constable training program at the OPC. The experienced officer was sworn in during Q3 2015 and is brought forward in this report for Board appointment approval.

The original hiring plan has been updated to increase the target total of new police officers for 2015 from 40 to 45. The planned intake of 4 experienced officers in November has been eliminated in favour of the expanded December OPC class. Table 2 below summarizes the updated 2015 hiring plan.

Table 2 2015 Sworn Officer Hiring Plan

		Original	Q1	Q2	Q3	Q4	Updated
Hire Date	Intake	Hiring Plan	Actual	Actual	Actual	Forecast	Hiring Plan
New Recruits	•						
Apr 2015	Intake R1	12	0	8	0	0	8
Aug 2015	Intake R2	12	0	0	12	0	12
Dec 2015	Intake R3	12	0	0	0	24	24
Experienced Officers	•			-			
JUL 2015	Intake E1		0	0	1	0	1
Total	_	36	0	8	13	24	45

Annex B to this report lists the names of the eight new recruits and one experienced officer who were sworn in during Q3 2015. The eight new recruits were hired in April 2015 and completed their training at OPC in Q3 2015. The experienced officer was hired in July 2015 and completed training at the OPS Professional Development Centre in Q3 2015. Table 3 below provides a demographic overview of these new OPS sworn officers.

Table 3
Demographic Highlights of New OPS Sworn Officers
Q2/Q3 Hiring Activities

	Total Number	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	College Diploma University Degree Military Service
Q2 2015 New Recruits	8	5	3	27	4	German	0	College – 2 University – 6
Q3 2015 Experienced Officer	1	1	0	32	0	Khmer	n/a	University - 1

Q3 2015 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. Promotion activity for Q3 is detailed in Table 4 below. Annex C lists the names of the 22 sworn employees promoted in Q3 2015.

Table 4
Q3 2015 Sworn Officer Promotions

	Superintendent	Inspector	S/Sergeant	Sergeant	Total
Q3 Sworn Officer Promotions	0	1	3	18	22

Civilian Staffing

2015 Staffing Plan

Civilian staffing is driven each year by many of the same factors that influence Sworn Officer hiring, but the volume and timing can be somewhat more difficult to predict. The 2015 plan forecasts 140 actions as outlined in Table 5. This number has four components:

- 1. 50 staffing actions to fill vacant permanent positions as a result of promotions, retirements, resignations and operational backfill positions;
- 2. 50 staffing actions to fill medium-to-long-term temporary requirements;
- 3. 20 staffing actions to fill short-term (four months or less) temporary requirements; and
- 4. 20 staffing actions to fill casual opportunities.

Table 5 2015 Civilian Staffing Plan

2015 Employee Services Staffing Plan								
	2013 Employee	Sei vices Sta	illig Flali					
	2015 Forecasted Actions	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	2015 Total Staffing Actions		
New Positions						_		
Permanent Operational Backfill								
	7	3	3	1	0	7		
Existing Vacancies								
Permanent Civilian Hires								
	43	12	12	9	10	43		
Temporary Assignments								
	50	4	9	5	32	50		
Temporary Opportunities database								
	20	9	5	5	1	20		
Casual Hiring								
	20	3	0	0	17	20		
Total Staffing Actions	140	31	29	20	60	140		

In general employee actions are aligning with the forecast. In Q3 there were four civilian retirements and four civilian resignations. Their names are listed in Annex D.

In total 20 staffing actions were completed in Q3, comprised of 10 permanent positions and 10 temporary assignments. Annex E to this report lists the names of the five new permanent civilian employees hired in Q3 2015. Annex F to this report lists the names of the five permanent civilian members in new permanent positions as of Q3 2015.

Table 7 provides the demographic overview of the 5 new civilian employees.

Table 7
Demographic Highlights of New OPS Civilian Employees
Q3 2015 Hiring Activities

	Total Number	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	College Diploma University Degree Military Service
Q3 Civilian Hires	5	1	4	30	4	Italian	0	University Degree – 3 College Diploma – 2

Senior Officers' Assignment Update

Sworn

Projects – In Q3, there were two SOA sworn members in acting assignments (Ford, Johnston) and two SOA sworn members on temporary assignments (Rheaume, Rosa) due to ongoing work on the Service Initiative (SI) Project and the Sworn Transfer Process Review. Four members of the OPA are acting as Inspectors (Cartright, Keindel, McDade, Patterson) to backfill roles while SI and the Sworn Transfer Process Review are underway.

Secondments – There are two SOA sworn members on secondment (Cameron, Lavigne). One SOA member is acting to backfill the Superintendent, District Directorate position (Bhatnagar). Two OPA members are backfilling for the Inspector's secondment (Patterson) and the shortage due to the SOA acting assignment (Kilcollins).

Vacant Permanent Positions- There are two vacant positions: one Superintendent and one Inspector. Acting Superintendent Mark Ford is assigned to the Superintendent Executive Officer position. He is also playing a leadership role in the Service Initiative project. Inspector Laviolette is temporarily holding the vacant inspector position until such time as he is placed in a permanent position.

Temporarily Vacant Positions – Currently there is one member of the OPA acting as an Inspector (MacNeil-Charbot) to backfill a role related to a temporary vacancy.

Civilian

Projects - In Q3, there is one SOA civilian member in a temporary assignment (Mar) due to ongoing work on the Service Initiative Project. Three members of the OPA are acting as SOA members (Deavey, Erfle-Storie, Mason) to backfill a role while SI is underway and to fulfil the leadership roles in the BIS Implementation and the Civilian JE and Payroll Transition Projects.

Vacant Permanent Positions - There are four SOA vacant civilian positions: the Director of Finance, the Director of Employee & Labour Relations, Director of Corporate Communications and General Counsel. The staffing process has been initiated for all four positions. In the interim two members of the SOA (Huneault, Burrows) are acting, and two members of the OPA (Salem, MacDonald) are acting as a Director to fill the shortages.

Temporarily Vacant Positions – The positions of Legal Counsel and Manager, Labour Relations are temporarily vacant while the owners (Huneault, Burrows) are on an acting assignment. One member of the OPA is backfilling the shortage in Labour Relations (Chapman).

Table 8 outlines the various Directorates to which the Senior Officers are assigned, as of September 28, 2015.

Table 8
Senior Officer's Assignment Report

			Ext	Incumbent	Comments
1		Superintendent, Executive Officer	5593	Vacant	
				Ford, Mark (Acting)	June 8/15 to Dec 8/15
				Inspector Christopher Rheaume is currently working as Inspector,	
	<u>5</u>			Executive Officer as well as Inspector, Professional Standards & Quality	
	Office of the Chief			Assurance.	
2	<u> </u>	Director, Community Development	5837	Snoddy, David	
3	€	Director, Corporate Communications	5561	Vacant	
	0				
	<u> </u>			MacDonald, Margaret, Mgr Corporate Communications (Acting)	Sept 28/15 to Dec 31/15
4	₹	Director, Planning, Performance & Analytics	5151	Mar, Randall	
		l		Mason, Kevin, Mgr CIAU (Acting)	Jan 5/15 to Jan 4/16
5	1	Inspector, Professional Standards & QA	5232	Rheaume, Christopher Currently working as Inspector, Executive Officer as well as	May 26/14 to May 27/16
				Inspector, Professional Standards & Quality Assurance	
6	S	General Counsel	5938	Vacant	
	Legal			Huneault, Christiane, Legal Counsel (Acting)	Apr 13/15 to Dec 31/15
	<u>8</u> ,5			Transactic, Combination, Legal Courses (Netting)	7.pr 10/10 to bec 01/10
7	~%	Legal Counsel	5938	Huneault, Christiane	
8		Inspector, Materiel Management		Bhatnagar, Samir	
		F		Kilcollins, Jeff S/Sgt Staffing Officer CID (Acting)	Jun 8/15 to Dec 7/15
9	ar oc er	Director, Police Facilities	4154	Mills, Pam	, ., .,
10	1 5 5 6	Director, Finance	5474	Vacant	
	S∞¥	-		Salem, Wally, Mgr Financial Planning (Acting)	Jul 16/14 to Dec 31/15
11		Chief Information Officer	4777	Steeves, Daniel	
12	a	Superintendent, Resourcing and Development	5620	Delaney, Daniel	
13	🖁	Director, Human Resources	5439	Rathwell, Michelle	
14		Director, Employee & Labour Relations	5543	Vacant	
	esourcing pment Dire			Burrows, Nancy Mgr Labour Relations (Acting)	Aug 24/15 to Dec 24/15
15	1 글날 !	Inspector, Outreach & Development	4135	Brown, Scott	
16	Resourc	Manager, Respectful Workplace Program	5971	Aarenau, Deborah	
17	l sa ma	Manager, Health, Safety & Lifestyles	5464	Slobodian, Angela	
18	뜨림	Manager, Labour Relations	5543	Burrows, Nancy	
	🚡			Chapman, Allison, Labour Relations Advisor (Acting)	Aug 24/15 to Dec 24/15
19		Manager, Talent Development & Perf. Mgmt	4422	Ahronson, Ami	
20	2 .	Superintendent, CID	5792	Sweet, Donald	
21	Criminal Investigations Directorate	Inspector, Special Operations	2722	Renwick, Christopher	
22	Criminal estigatio irectora	Inspector, Major Case Investigations		Maxwell, John	
	Stir	mispector, major ouse mesugations	0403	INTERVIOR, COMM	
23		Inspector, Investigative Support	4108	McKenna, Joan	
24		Superintendent, District Services	4600	Cameron, Tyrus	
	l #			Bhatnagar, Samir, Insp. Materiel Management (Acting)	Apr 27/15 to Oct 26/15
25	Ē	Inspector, Central District Community		Laviolette, Michael (promoted Sept 21/15, substantive pending)	
26	9	Inspector, Central District Investigations	5301	Johnston, Paul	
	🗂 !			Keindel, Richard, S/Sgt Platoon E West (Acting)	Aug 3/15 to Feb 2/16
27	≌ 1	Inspector, District East		Flanagan, Patrick	
28		Inspector, District West		Hartley, Sterling	
29	Dist	Inspector, District Support	2717	Youngson-Larochelle, Tessa	I 4/45 /
		Our adulation dead Delevi Constru	1000	MacNeil-Charbot, Donna, S/Sgt Crime Prevention (Acting)	Jun 1/15 to Jan 26/16
30	ate	Superintendent, Patrol Services	4300	Jaswal, Uday	
31		Platon Inspector Central	5365	Ryan, Michael	
32	oct	Platoon Inspector West	2696	Callaghan, Michael	
		B	2015		
33	_	Platoon Inspector East		Kingham, lan	
34	는 s #	Superintendent, Support Services	5210	Flanagan, Michael	A 40/45 4 . 0 . 1 . 1
			5010	Bell, Steven, Insp Courts/Temp Custody (Acting)	Aug 10/15 to Oct 4/15
			5210	Bell, Steven	
35	I 를 잘 됐	Inspector, Courts/Temp Custody	02.0	Malaran Candra C/Ost Cartest Callista L (1, 1)	A 40/45 4- 0 1 1/45
	Sup Serv Sirect			McLaren, Sandra, S/Sgt Central Cellblock (Acting)	Aug 10/15 to Oct 4/15
36	Sul Ser Direc	Inspector, Communication Centre	5550	Gallant, Paul	Aug 10/15 to Oct 4/15
36 37		Inspector, Communication Centre Superintendent, EOD	5550 2410	Gallant, Paul Nystedt, Scott	Aug 10/15 to Oct 4/15
36 37 38		Inspector, Communication Centre Superintendent, EOD Inspector, EOD	5550 2410 2225	Gallant, Paul Nystedt, Scott Knowles, Murray	Aug 10/15 to Oct 4/15
36 37 38		Inspector, Communication Centre Superintendent, EOD Inspector, EOD Inspector, Business Continuity	5550 2410 2225 2411	Gallant, Paul Nystedt, Scott Knowles, Murray Maloney, Michael	Aug 10/15 to Oct 4/15
36 37 38 39 40	ations	Inspector, Communication Centre Superintendent, EOD Inspector, EOD Inspector, Business Continuity Duty Inspector	5550 2410 2225 2411 2290	Gallant, Paul Nystedt, Scott Knowles, Murray Maloney, Michael Marin, Michel	Aug 10/15 to Oct 4/15
36 37 38 39 40 41	ations	Inspector, Communication Centre Superintendent, EOD Inspector, EOD Inspector, Business Continuity Duty Inspector Duty Inspector	5550 2410 2225 2411 2290 2315	Gallant, Paul Nystedt, Scott Knowles, Murray Maloney, Michael Marin, Michel McGetrick, John	Aug 10/15 to Oct 4/15
36 37 38 39 40 41	ations	Inspector, Communication Centre Superintendent, EOD Inspector, EOD Inspector, Business Continuity Duty Inspector	5550 2410 2225 2411 2290 2315	Gallant, Paul Nystedt, Scott Knowles, Murray Maloney, Michael Marin, Michel McGetrick, John Lavigne, Rock	
36 37 38 39 40 41 42	ations	Inspector, Communication Centre Superintendent, EOD Inspector, EOD Inspector, Business Continuity Duty Inspector Duty Inspector Duty Inspector	5550 2410 2225 2411 2290 2315 2371	Gallant, Paul Nystedt, Scott Knowles, Murray Makoney, Michael Marin, Michel McGetrick, John Lavigne, Rock Patterson, Mark, S/Sgt Guns & Gangs (Acting)	Aug 10/15 to Oct 4/15 Sept 8/14 to Mar 8/16
36 37 38 39 40 41 42	ations	Inspector, Communication Centre Superintendent, EOD Inspector, EOD Inspector, Business Continuity Duty Inspector Duty Inspector	5550 2410 2225 2411 2290 2315 2371	Gallant, Paul Nystedt, Scott Knowles, Murray Maloney, Michael Marin, Michel McGetrick, John Lavigne, Rock Patterson, Mark, S/Sgt Guns & Gangs (Acting) Ford, Mark	Sept 8/14 to Mar 8/16
36 37 38 39 40 41 42	ations	Inspector, Communication Centre Superintendent, EOD Inspector, EOD Inspector, Business Continuity Duty Inspector Duty Inspector Duty Inspector Duty Inspector	5550 2410 2225 2411 2290 2315 2371 5896	Gallant, Paul Nystedt, Scott Knowles, Murray Maloney, Michael Marin, Michel McGetrick, John Lavigne, Rock Patterson, Mark, S/Sgt Guns & Gangs (Acting) Ford, Mark Cartright, Carl, S/Sgt District Inv East (Acting)	
39 40	Emergency Operations Directorate	Inspector, Communication Centre Superintendent, EOD Inspector, EOD Inspector, Business Continuity Duty Inspector Duty Inspector Duty Inspector	5550 2410 2225 2411 2290 2315 2371 5896	Gallant, Paul Nystedt, Scott Knowles, Murray Maloney, Michael Marin, Michel McGetrick, John Lavigne, Rock Patterson, Mark, S/Sgt Guns & Gangs (Acting) Ford, Mark	Sept 8/14 to Mar 8/16

Senior Officer's Assignment Report Continued

			Ext	Incumbent	Comments
46	<u>9</u>	Superintendent, Secondment		Cameron, Tyrus (seconded to EAUM)	May 10/15 to May 10/16
47	en	A/Superintendent, Sworn Transfer Process	5582	Johnston, Paul (Acting)	Aug 3/15 to Dec 31/15
48	Ē	A/Superintendent, Service Initiative	4956	Ford, Mark (Acting)	June 8/15 to Dec 8/15
49	.5	Inspector, Executive Officer	5232	Rheaume, Christopher (temp)	May 26/14 to May 27/16
50	551	Inspector, SI Program Sponsor	2692	Rosa, Gina (temp)	Apr 22/14 to Dec 31/15
51	-	Inspector, Emergency Management	44282	Lavigne, Rock (temp - Seconded to City of Ottawa)	Feb 5/15 to Sept 30/15
52	.∺	Director, BIS Implementation	5297	Deavey, Mary, Mgr Records (Acting)	Jun 17/13 to Dec 31/15
53	be	Director, SI Control Centre	5564	Mar, Randall (temp)	Jan 5/15 to Jan 4/16
54	S	Project Manager, Civilian JE/Payroll Transition	5825	Erfle-Storie, Debbie, Mgr Court Liaison (Acting)	Feb 3/14 to Dec 31/15

CONSULTATION

Not applicable.

FINANCIAL STATEMENT

Not applicable.

CONCLUSION

This report provides an overview of the activities that have occurred in the third quarter to fulfill work planning goals and request approvals of sworn officer appointments to comply with legislative requirements.

This report also identifies the substantive positions to which civilian and sworn Senior Officers are assigned.

(Original signed by)

Charles Bordeleau Chief of Police

Responsible for this report: Director General Debra Frazer

Annexes:

Annex A – 2015 Q3 Sworn Officer Retirements and Resignations

Annex B – 2015 Q3 New Sworn Members

Annex C – 2015 Q3 Sworn Promotions

Annex D – 2015 Q3 Civilian Retirements and Resignations

Annex E – 2015 Q3 Permanent Civilian Hires

Annex F – 2015 Q3 Civilians in New Permanent Positions

ANNEX A

Q3 2015 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG- TERM LEAVE DATE
1.	George Lencewicz	Patrol	Platoon F East	Staff Sergeant	1 July 2015
2.	Kimberley Brigden	District	Front Desk Central	Constable	1 August 2015
3.	Terry Cheslock	Office of the Chief	Executive Officer/Strategic Initiative	Superintendent	1 August 2015
4.	Ray Lamarre	Criminal Investigations	Partner Assault	Constable	1 September 2015

Q3 2015 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1.	Tracey McRae	District	Front Desk West	Constable	29 August 2015
2.	Robert (Ted) Branch	Emergency Operations	Tactical	Constable	8 Sept 2015

ANNEX B

Q2 2015 Sworn Members OPC Trained Hires - Class R2015-1

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1.	Daniel Alary	Resourcing & Development	Prof. Development Centre	Recruit	13 April 2015
2.	Lindsay Beattie	Resourcing & Development	Prof. Development Centre	Recruit	13 April 2015
3.	Matthew Cook	Resourcing & Development	Prof. Development Centre	Recruit	13 April 2015
4.	Eric Emond	Resourcing & Development	Prof. Development Centre	Recruit	13 April 2015
5.	Jessica Johnson	Resourcing & Development	Prof. Development Centre	Recruit	13 April 2015
6.	Paddye Magill	Resourcing & Development	Prof. Development Centre	Recruit	13 April 2015
7.	Matthieu Mathot	Resourcing & Development	Prof. Development Centre	Recruit	13 April 2015
8.	Michael Showler	Resourcing & Development	Prof. Development Centre	Recruit	13 April 2015

Q3 2015 Sworn Members – Experienced Officers

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1.	Sovan Try	Resourcing & Development	Prof. Development Centre	Recruit	20 July 2015

ANNEX C

Q1 2015 Sworn Promotions

	NAME	DIRECTORATE	SECTION	PROMOTED TO	PROMOTION DATE
1.	Michael Laviolette	District	Central District Community	Inspector	21 September 2015
2.	Robert Bernier	Emergency Operations	Emergency Services Unit	Staff Sergeant	14 September 2015
3.	Kenneth Bryden	Criminal Investigations	Guns & Gangs	Staff Sergeant	14 September 2014
4.	Robert Price	District	District Investigations East	Staff Sergeant	14 September 2015
5.	Marc Levesque	Criminal Investigations	Forensic Identification	Sergeant	6 July 2015
6.	Eustace (Sam) Roberts	Criminal Investigations	Forensic Identification	Sergeant	6 July 2015
7.	Jason Arbuthnot	Criminal Investigations	Robbery	Sergeant	14 September 2015
8.	Mireille Clement	Support Services	Court Liaison	Sergeant	14 September 2015
9.	Mazeh Dikah	Criminal Investigations	Street Crime	Sergeant	14 September 2015
10.	Douglas Edgar	Criminal Investigations	Major Crime/Cold Case	Sergeant	14 September 2015
11.	Darren Elder	Patrol	Platoon D East	Sergeant	14 September 2015
12.	Cameron Graham	District	District Team East	Sergeant	14 September 2015
13.	Maria Keen	Resourcing & Development	Professional Development	Sergeant	14 September 2015
14.	Brent MacIntyre	Emergency Operations	Marine Dive Trails	Sergeant	14 September 2015
15.	Jorge Mendonca	Patrol	East Fixed Days	Sergeant	14 September 2015
16.	Paul Murphy	Patrol	Platoon E East	Sergeant	14 September 2015
17.	Andrew Pidcock	District	District Team West	Sergeant	14 September 2015
18.	Mohammed Salehe	Patrol	Platoon A East	Sergeant	14 September 2015
19.	Evan Smith	District	B&E Investigations	Sergeant	14 September 2015
20.	Paul Smith	Emergency Operations	Canine	Sergeant	14 September 2015
21.	Greg Wilson	Criminal Investigations	Arson	Sergeant	14 September 2015
22.	Robert Wyers	Emergency Operations	Tactical	Sergeant	14 September 2015

ANNEX D

Q3 2015 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG- TERM LEAVE DATE
1.	Francesco Granieri	Support Services	Court Liaison	Court Liaison Coordinator	1 July 2015
2.	Lynne Britain	Corporate Support	Background Clearance	Background Clearance Representative	1 August 2015
3.	William Westcott	Office of the Chief	Corporate Planning	Manager, Corporate Planning	1 August 2015
4.	Baby Kotlarewsky	Corporate Support	BIS – Business Solutions Support	Manager, Client Liaison	2 July 2015

Q3 2015 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1.	Chris Pennings	Corporate Support	CPIC	CPIC Operator	1 July 2015
2.	Nicole Cadieux	Office of the Chief	Criminal Intelligence	Criminal Intelligence Analyst	12 August 2015
3.	Richard Youmaran	Corporate Support	BIS Projects	BIS Project Manager	7 September 2015
4.	John Steinbachs	Office of the Chief	Corporate Communications	Director, Corporate Communications	25 September 2015

ANNEX E

Q3 2015 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Jessica Pino	District Directorate	District Directorate	Sr. Admin Assistant District Directorate	10 July 2015
2.	Chantal Worth	Support Services	Call Centre	Call Centre Agent	21 August 2015
3.	Renee Dyer	Corporate Support	Police Facilities	Project Support Facilities	4 September 2015
4.	Lysa Turgeon	Support Services	Communications	Communication Centre Clerk	14 September 2015
5.	Michael Anderson	Office of the Chief	Business Performance	Sr. Risk Management Analyst	28 September 2015

ANNEX F

Q3 2015 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Suzanne Rozman*	Support Services	Court Liaison	Charge Coordinator	13 April 2015
2.	Janice Danschinko*	Emergency Services	Crime Stoppers	Admin Assistant Crime Stoppers	26 June 2015
3.	Glenn Richardson	Corporate Support	BIS Business Solutions Support	Manager Business Solutions Support	3 July 2015
4.	Ken Millar	Corporate Support	BIS Service Centre	Manager Service Centre	1 August 2015
5.	Hillary Kavanagh	Corporate Support	Resourcing and Development	Sr. Admin Assistant HR	21 September 2015

^{*}appointed retroactively