

Report to / Rapport au:

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

25 September 2017 / 25 septembre 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 – SECOND QUARTER 2017

**OBJET: GESTION DES EFFECTIFS : RAPPORT DU DEUXIÈME TRIMESTRE
DE 2017**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1. Approve the appointment of the sworn officers identified in Document 2;
and**
- 2. Receive this report for information.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa :

- 1. Approuve la nomination des agents assermentés énumérés au
document 2; et**
- 2. Prenne connaissance du présent rapport.**

BACKGROUND

Section 31(1) of the *Police Services Act* sets out the Ottawa Police Services Board (Board) responsibilities with respect to the provision of adequate and effective police

service in the municipality. Under Section 31(1)(a), the Board is responsible for the appointment of sworn members to its municipal police force.

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

Accordingly the purpose of this report is to:

1. Identify all new members and fulfill the Board's obligation to approve all appointments of new members;
2. Provide the Board with an overview, both forecast and actual, of workforce management activities that have occurred in Q2 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.

2017 Forecast

The 2017 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:

1. The number of officers over (or under) complement at the beginning of the year;
2. The projected number of retirements and resignations during the year; and
3. 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 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 from 72 to 63 due to lower than expected resignations in Q2. The revised numbers indicate that in 2017, the OPS expects 37 officers will retire and another 5 will resign or vacate their position for other reasons. At year end 2016, OPS was over complement by 23 officers. This year there should be 19 additional officers carried over to help meet operational needs in Q1 2018 when retirement levels are highest.

In Q2 2017 there were 10 sworn officer retirements. On a gender basis the representation was split equally between male and female officers. Document 1 to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q2 2017 due to retirement.

Table 1
2017 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	
Staffing Changes							
Complement (overage)/underage from 2016	-23	-23	0	0	0	-23	
Retirements/LSER	40	18	10	5	4	37	
Resignations	11	0	0	3	1	4	
Other *	0	1	-2	0	2	1	
Complement carry-over to 2018	19	0	0	0	19	19	
Total	72	-4	8	8	51	63	63
*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 63 new police officers. The Hiring Plan has been revised to reflect the change in hiring requirements and smaller class sizes in Q2. A December recruit class and an October experienced officer class have been added to the plan. Hiring activities will now span the Q2 to Q4 period.

Table 2
2017 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	Revised Hiring Plan
New Recruits							
April 2017	Intake R1	24	0	16	0	0	16
August 2017	Intake R2	24	0	0	14	0	14
December 2017	Intake R3	0	0	0	0	18	18
Experienced Officers							
May 2017	Intake E1	24	0	7	0	0	7
October 2017	Intake E2	0	0	0	0	8	8
Total		72	0	23	14	26	63

The first 2017 class of 16 officers was hired in Q2 2017. These 16 officers 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.

Document 2 to this report lists the names of the 18 new recruits who were sworn-in during Q2 2017. These 18 members were hired in December 2016 and completed their training at OPC in Q2 2017.

Document 3 to this report lists the names of the seven experienced officers who were also hired and sworn in during Q2 2017. Table 3 below provides a demographic overview of these new OPS sworn officers.

Table 3
Demographic Highlights of New OPS Sworn Officers Q2 2017 Hiring Activities

	Total #	Male	Female	Average Age	English & French Speaking	Other Languages	Racialized	Education Level
Q4 2016 New Recruits	18	14	4	31	7	Spanish, Sign Language, Vietnamese	4*	High School – 2 College – 9 University - 7
Q2 2017 Experienced Officers	7	6	1	35	7	Portuguese	2*	High School – 1 College – 4 University -2

*not self-identified

Q2 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 1 male employee was promoted to the rank of Superintendent.

Table 4
Q2 2017 Sworn Officer Promotions

Document 3 lists the name of the sworn employee promoted in Q2 2017.

	Superintendent	Inspector	S/Sergeant	Sergeant	Total
Q2 Sworn Officer Promotions	1	-	-	-	1
Male	1	-	-	-	1
Female	0	-	-	-	0
Females as a % of Total	0%	-	-	-	0%

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 forecasts 138 actions. This number has 4 components:

1. 53 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. 15 staffing actions to fill casual opportunities.

Table 5 below outlines the civilian staffing plan by category.

Table 5
2017 Civilian Staffing Plan

	2017 Forecasted Actions	Q1 Actual	Q2 Actual	Q3 Forecast	Q4 Forecast	2017 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	3	0	6
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	46	16	13	9	8	46
Temporary Assignments (through competition)	50	3	5	20	22	50
Temporary Opportunities (<4months, through internal database)	20	3	3	7	7	20
Casual Hiring (external competition)	15	0	0	9	6	15
Total Staffing Actions	138	25	22	48	43	138

Q2 2017 Activities

In total 22 staffing actions were completed in Q2, comprised of 14 permanent positions to address attrition and operational backfills as well as 8 temporary assignments.

In Q2 2017, OPS had 2 civilian retirements and no civilian resignations. On a gender basis, female members represented 100% of the retirements. 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 7 new permanent civilian employees hired in Q2 2017. Document 6 to this report lists the names of the 7 permanent civilian members in new permanent positions as of Q2 2017. On a gender basis, female members account for 86% of both of these groups.

Table 6 provides the demographic overview of the 7 civilian employees in new permanent positions.

Table 6
Demographic Highlights of New OPS Civilian Employees
Q2 2017 Hiring Activities

	TOTAL NUMBER	MALE	FEMALE	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	RACIALIZED	EDUCATION
Q2 Civilian Hires	7	1	6	38	4	Spanish	1*	1 - Masters Degree 4 - University Degree 2 - College Diploma

*not self-identified

Senior Officers' Assignment Update

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

Sworn

Temporary vacancies – there are currently 3 members of the OPA acting in SOA positions due to vacancies and SOA members being away from work. Acting Inspector James Elves is covering as Inspector, Investigative Support, Acting Inspector Jeff

Kilcollins is covering Inspector, Platoon A, and Acting Inspector Donna MacNeil-Charbot is covering as Inspector, Community Relations.

Civilian

Vacant Permanent Positions – As of June 30, 2017 a staffing process was underway for the vacant SOA civilian positions of Director of Employee & Labour Relations and Chief Human Resources Officer (CHRO). In the interim, Nancy Burrows continues to act as Director, Employee & Labour Relations and Pamela Mills acted as CHRO. The temporary vacancies created by these assignments are being backfilled. Allison Chapman acts as the Manager, Labour Relations and one member of the OPA, Lisa Bianco, acts as Labour Relations Advisor. Anne Richards acted as Chief Physical Environment Officer.

Temporary Positions – One SOA member, Arni Ahronson, continues to act in the temporary position of Director, Strategic Staffing & Talent Development. A member of the OPA, Kim Stuurop backfills 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.

Q2 2017 FORMAL MEDICAL ACCOMMODATIONS UPDATE

OPS members are highly valuable, trained and competent workers. OPS's strategic approach to helping members who require medical accommodations is consistent with that of other modern, progressive employers. In all cases, sworn and civilian members working with a Formal Medical Accommodation (FMA) are 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 the affected member 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 data shows (see Table 7 below) that in general, approximately 150 sworn members have an FMA: two-thirds of these (100) are temporary in nature and one-third (50) are permanent. This level of activity represents roughly 10% of total sworn staffing. The work restrictions associated with FMAs predominantly fall into 2 categories:

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

For the most part, members with an FMA remain in a substantive position. As of June 30th, 49 members required accommodation in a temporary position. This situation occurs most in the Frontline Directorate which had to accommodate 41 members with an FMA outside their substantive position.

Civilian Members – The data shows (see Table 7 below), the level of FMAs is lower amongst Civilian members. In general, there are roughly 30 FMAs each quarter, approximately 62% are permanent accommodations and 38% are temporary accommodations. The primary restriction relates to shift work, as 76% of civilian FMAs involved shift restrictions.

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

Table 7

Q2 2017 Formal Medical Accommodations

Category	Duration	Number of Cases		Change from prior quarter
		Q1 2017	Q2 2017	
Sworn	Temporary	109	101	↓7%
	Permanent	43	45	↑5%
Sworn Subtotal		152	146	↓4%
Civilian	Temporary	16	10	↓38%
	Permanent	14	16	↑14%
Civilian Subtotal		30	26	↓13%
Overall Total		182	172	↓5%

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, 49 members had formal accommodation needs that resulted in placement outside their substantive positions.

Table 8

Q2 2017 Supplemental FMA Analysis

Directorate	Number of Cases Accommodated	Total # of Employees in the Directorate	% of Employees Accommodated	Number of Employees Accommodated Outside of Substantive Position	% of Employees Accommodated Outside of Substantive Position
Frontline	81	824	10%	41	5%
Support Services	35	84	42%	3	4%
Criminal Investigations	20	346	6%	3	1%
Resourcing & Development	6	76	8%	1	1%
Corporate Support, Office of the Chief, and Executive Services Directorates	4	38	11%	1	3%
Total	146	1368	11%	49	4%

SUPPORTING DOCUMENTATION

Document 1 – Q2 2017 Sworn Officer Retirements

Document 2 – Q2 2017 Sworn Members OPC Trained & Experienced Officer Hires

Document 3 – Q2 2017 Sworn Officer Promotions

Document 4 – Q2 2017 Civilian Retirements

Document 5 – Q2 2017 Permanent Civilian Hires

Document 6 – Q2 2017 Civilians in New Permanent Positions

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

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 2017 Board meeting.

DOCUMENT 1

Q2 2017 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG- TERM LEAVE DATE
1	Michel Besner	Resourcing & Development	Professional Development Centre	Sergeant	1 April 2017
2	Kimberley Cooper	Executive Services	Outreach Response Team	Sergeant	1 April 2017
3	Kerry Lamorie	Frontline	Airport	Constable	1 April 2017
4	Joseph Ieradi	Resourcing & Development	Professional Development Centre	Constable	1 May 2017
5	Ian Kingham	Frontline	Platoon A	Inspector	1 May 2017
6	Jean Paul Vincelette	Frontline	Community	Constable	1 May 2017
7	Trish Allard	Support Services	Court Security	Constable	1 June 2017
8	Nicole MacLaurin	Frontline	School Resource Officers	Constable	1 June 2017
9	Gilles Martin	Frontline	Airport	Constable	1 June 2017
10	Barbara O'Reilly	Support Services	Front Desk West	Sergeant	1 June 2017

DOCUMENT 2

Q2 2017 Sworn Members OPC Trained Hires - Class R2017-1

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Patrick Arbour	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
2	Joshua Bell	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
3	Michelle Berkvens	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
4	Guillaume Deschenes-Cyr	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
5	Gustavo De Souza Lima	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
6	Leanne House	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
7	Jason Killeen	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
8	Yousseff Monsour	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
9	Brayden Moore	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
10	Matthew Morgan	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
11	Minh Nguyen	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
12	Samantha Raffa	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
13	Sarah Rastelli	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
14	Matthew Ringel	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
15	Daniel Shore	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
16	Ryan Smith	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
17	Kevin St-Jean	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016
18	Christian Sutherland	Resourcing & Development	Prof. Development Centre	Recruit	12 December 2016

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

Q2 2017 Sworn Members Experienced Officer Hires - Class 2017-XO-1

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1	Joseph Desjardins	Resourcing & Development	Prof. Development Centre	Recruit	15 May 2017
2	Paul Lalande	Resourcing & Development	Prof. Development Centre	Recruit	15 May 2017
3	Gregoire Lindor	Resourcing & Development	Prof. Development Centre	Recruit	15 May 2017
4	Stephanie Perrier	Resourcing & Development	Prof. Development Centre	Recruit	15 May 2017
5	Nicholas Petrella	Resourcing & Development	Prof. Development Centre	Recruit	15 May 2017
6	Troy Sousa	Resourcing & Development	Prof. Development Centre	Recruit	15 May 2017
7	Christian Veilleux	Resourcing & Development	Prof. Development Centre	Recruit	15 May 2017

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

DOCUMENT 3

Q2 2017 Sworn Officer Promotions

	NAME	DIRECTORATE	SECTION	PROMOTED TO
1	Chris Renwick	Criminal Investigations	Specialized Investigations	Superintendent

DOCUMENT 4

Q2 2017 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Karen Dunn	Corporate Support	Records	Report Analyst	1 May 2017
2	Suzanne Wilson	Corporate Support	Records	CPIC	1 June 2017

DOCUMENT 5

Q2 2017 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Jessica Jak*	Corporate Support	Financial Operations	Sr Admin Assistant	5 May 2017
2	Sherry Lee Nowlan	Planning, Performance & Analytics	Planning & Policy	Sr Policy Development Specialist	8 May 2017
3	Amanda Kruger	Support Services	Courts/Temporary Custody	Special Constable	18 May 2017
4	Mary Hill	Corporate Support	Financial Operations	Scheduling & Attendance Analyst	5 June 2017
5	Ashley Uzcategui	Resourcing & Development	Talent Development and Performance Management	Talent Development Specialist	6 June 2017
6	Tamara Javed*	Corporate Support	Records	Release of Information Clerk	23 June 2017
7	Tommy Chan*	Corporate Support	Technical Services	Electronic Technician	23 June 2017

*Term to Permanent conversions.

DOCUMENT 6

Q2 2017 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Lisa Smidt	Corporate Support	Business Information Systems	Sr Admin Assistant	3 April 2017
2	Sharon Rourke	Criminal Investigations	SACA	Investigative Support	23 May 2017
3	Emily Darling	Corporate Support	Records	Archive & File Storage	2 June 2017
4	Heather Baxter	Resourcing & Development	Professional Development	Training & Development Coordinator	12 June 2017
5	Renee Dyer	Criminal Investigations	Partner Assault	Investigative Support	12 June 2017
6	Sarah West	Community Relations & Frontline Specialized Support	Community Relations	Admin Assistant	23 June 2017
7	Dee Goble	Corporate Support	Fleet Services	Supervisor Fleet Services	26 June 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	Donald Sweet	Christopher Renwick	Substantive Pending	
2	Insp Criminal Investigations	Michael Laviolette			
3	Insp, Investigative Support	Vacant	James Elves	S/Sgt Central Cellblock	2017.07.22
4	Insp, Specialized Investigations	Jamie Dunlop			
5	Insp, Intelligence & Covert Ops	Mark Patterson			
Corporate Services					
6	Chief Physical Environment Officer	Pamela Mills	Anne Richards	Manager, Facilities	2017.06.30
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 Aarenu			
Office of the Chief					
15	Superintendent Executive Officer	Scott Nystedt			

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
16	Insp Prof Standards	Paul Gallant			

Frontline

17	Supt Frontline	Mark Ford			
18	Supt Community Relations & Frontline Specialized Support	Joan McKenna			
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 Officer	2017.07.02
23	Inspector Platoon A	Vacant	Jeff Kilcollins	S/Sgt Platoon F Central	2017.07.22
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	VACANT	Pam Mills	Chief Physical Environment Officer	2017.08.06
31	Director Human Resources	Michelle Rathwell			
32	Director Employee & Labour	VACANT	Nancy Burrows	Mgr Labour Relations	2017.09.30

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
	Relations				
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	2017.09.30
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

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	Director PP & A	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	2017.12.31
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