

Report to / Rapport au:

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

28 May 2018 / 28 mai 2018

Submitted by / Soumis par:

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

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SUBJECT: WORKFORCE MANAGEMENT REPORT – FIRST QUARTER 2018

OBJET: GESTION DES EFFECTIFS DU PREMIER TRIMESTRE DE 2018

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board receive this report for information.

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa 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 Q1 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.

Q1 2018 Position, Staffing and Hiring Activities

The original 2018 forecast identified a need to hire 77 officers. It has been slightly adjusted to 78 due to an officer on an extended leave of absence.

This forecast was developed with the assumption there will be 37 retirements in 2018 and another 10 officers who will resign. Other key assumptions include:

- a) 25 sworn positions have been added to the complement for 2018;
- b) The complement overage from 2017 is 10 officers;
- c) Two officers will be returning from an extended leave of absence and three will leave; and
- d) A surplus of 15 officers will be carried into 2019, roughly 40% of the expected retirements for that year.

In Q1 2018 there were 14 sworn officer retirements, four sworn officer resignations and one officer returned from extended leave. From a gender perspective, 17% of the employees leaving the service were female, 83% were male. Document 1 to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q1 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	Original	Q1	Q2	Q3	Q4	Hiring Requirements	Revised Hiring Plan (see Table 2)
			Actual	Forecast	Forecast	Forecast		
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	-10		-10	0	0	0	-10	
Retirements/LSER	37		14	14	6	3	37	
Resignations	10		4	3	2	1	10	
Other *	0		-1	2	-1	1	1	
Complement carry-over to 2019	15					15	15	
Total	77		7	19	7	45	78	78
*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 78 new police officers. The Q1 actual reflects no hiring in Q1 as OPC Recruit Training Classes run from Q2 to Q4 in 2018.

Table 2**2018 Sworn Officer Hiring Plan**

Hire Date	Intake	Original Hiring Plan	Q1 Actual	Q2 Forecast	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	24	24
Experienced Officers							
May 2018	Intake E1	0	0	4	0	0	4
Oct 2018	Intake E2	14	0	0	0	10	10
Total		77	0	20	24	34	78

.Q1 2018 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 3 below. In Q1 a total of 37 promotions were made between the ranks of Sergeant and Superintendent. On a gender basis, females represented 19% of the promoted group.

Document 2 lists the names of the 37 sworn employees promoted in Q1 2018.

Table 3**Q1 2018 Sworn Officer Promotions**

	Superintendent	Inspector	S/Sergeant	Sergeant	Total
Q1 Sworn Promotions	1	6	10	20	37
Men	1	3	9	17	30
Women	0	3	1	3	7
Women as a % of Total	0%	50%	10%	15%	19%

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 Forecast	Q3 Forecast	Q4 Forecast	Actual 2018 Total Staffing Actions
New Position							
Permanent position conversion (sworn to civilian)	2		1	1	0	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	12	12	8	46
Temporary Assignments (through competition)	24		10	5	5	4	24
Temporary Opportunities (<4months, through internal database)	16		3	5	4	4	16
Casual Hiring (external competition)	12		4	3	3	2	12
Total Staffing Actions	105		32	26	29	18	105

Q1 2018 Activities

In total 32 staffing actions were completed in Q1, comprised of 15 permanent positions to address attrition, 13 temporary assignments and 4 casual employee hires. In Q1

2018, OPS had seven civilian retirements and no civilian resignations. Document 3 lists the names and positions held by these seven civilian members.

Document 4 lists the names of the 10 new permanent civilian employees hired in Q1 2018. Document 5 lists the names of the five permanent civilian members in new permanent positions as of Q1 2018.

Table 5 below provides the demographic overview of the 10 new permanent civilian employees.

Table 5
Demographic Highlights of New OPS Civilian Employees
Q1 2018 Hiring Activities

	TOTAL NUMBER	MALE	FEMALE	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	EDUCATION
Q1 2018 Civilian Hires	10	5	5	39	7	-	1 - Masters Degree 3- University Degree 4 - College Diploma 2- High School

SENIOR OFFICERS' ASSIGNMENT UPDATES

Document 6 illustrates the Senior Officers assignments of OPS as of March 31, 2018 and is provided for reference purposes.

Sworn

Temporary Vacancies and Special Assignments – As of March 31, 2018, there was one member of the OPA acting in an SOA position due to a vacancy. Acting Inspector Kevin Maloney is backfilling the position of Inspector Courts / Temporary Custody.

Inspector Samir Bhatnagar is on a secondment with the RCMP. As well, 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.

Civilian

Vacant Permanent Positions – A staffing process is currently underway for the vacant SOA position of Manager, Labour Relations. In the interim, 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 March 31, 2018, one OPA member, Kim Stuurop 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 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.

Q1 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 Resourcing & Development Directorate (RDD) work with the supervisors in operational sections, and affected members to identify suitable positions that provide operational value to OPS while honouring 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 Q1 data shows (see Table 6 below) that 150 sworn members had an FMA at the end of Q1. Of these FMAs about two-thirds (100) were temporary in nature, and one-third (50) 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
- 51% of Sworn FMAs involved shift restrictions

The Q1 data show 16 fewer accommodations than the last quarter, with the bulk of the change in the temporary category. 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 March 30, 2018, 54 sworn members required accommodation in a position outside their substantive position. This situation occurs most in the Frontline Directorate which had to accommodate 43 members with an FMA outside their substantive positions (Table 7).

Civilian Members – The Q1 data shows (see Table 6 below) that 36 civilian members required FMAs. This level is a slight increase from the last quarter.

Of the Q1 FMAs, 11 were temporary in nature, and 25 were permanent. This pattern is opposite to the sworn pattern: most of the FMAs – two-thirds (25) are permanent, compared to one-third (11) which are temporary.

The primary restriction related to shift work, as 69 % of civilian FMAs involved shift restrictions.

Table 6

Q1 2018 Formal Medical Accommodations

Category	Duration	Number of Cases					Change from Q4 2017 to Q1 2018
		Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	
Sworn	Temporary	109	101	113	115	100	↓ 13%
	Permanent	43	45	42	51	50	↓ 2%
Sworn Subtotal		152	146	155	166	150	↓ 10%
Civilian	Temporary	16	10	17	12	11	↓ 8%
	Permanent	14	16	18	22	25	↑ 14%
Civilian Subtotal		30	26	35	34	36	↑ 6%
Overall Total			172	190	200	186	↓ 7%

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, 54 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

Q1 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	95/820 = 12%	52/95 = 55%	43/95 = 45%	43/820 = 5%
Support Services	30/84 = 36%	24/30 = 80%	6/30 = 20%	6/84 = 7%
Criminal Investigations	16/381 = 4%	13/16 = 81%	3/16 = 19%	3/381 = 1%
Resourcing & Development	5/58 = 9%	4/5 = 80%	1/5 = 20%	1/58 = 2%
Corporate Support, Office of the Chief & Executive Services	4/26 = 15%	3/4 = 75%	1/4 = 25%	1/26 = 4%
OPS Totals	150/1369 = 11%	96/150 = 64%	54/150 = 36%	54/1369 = 4%

SUPPORTING DOCUMENTATION

Document 1 – Q1 2018 Sworn Officer Retirements and Resignations

Document 2 – Q1 2018 Sworn Officer Promotions

Document 3 – Q1 2018 Civilian Retirements

Document 4 – Q1 2018 Permanent Civilian Hires

Document 5 – Q1 2018 Civilians in New Permanent Positions

Document 6 – Senior Officer’s Assignment Report as of March 31, 2018

CONCLUSION

This report provides an overview of the activities that have occurred in the Q1 to fulfill the goals of the workforce plans. Staff will provide an update on Q2 activities at the September 2018 Board meeting.

DOCUMENT 1

Q1 2018 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Paul Gallant	Office of the Chief	Professional Standards	Inspector	1 January 2018
2	Steven Cashen	Criminal Investigations	Sexual Assault & Child Abuse	Constable	1 February 2018
3	Marshall Clark	Criminal Investigations	Break & Enter	Sergeant	1 February 2018
4	Nuria DelosSantos	Support Services	Front Desk Services	Sergeant	1 February 2018
5	Paul Johnston	Planning, Performance & Analytics	Planning, Performance & Analytics	Superintendent	1 February 2018
6	Jeff Kilcollins	Frontline	Platoon F Central	Staff Sergeant	1 February 2018
7	Claude Pepin	Criminal Investigations	Investigations East	Sergeant	1 Feb 2018
8	Reno Rushford	Criminal Investigations	Offender Management	Sergeant	1 February 2018
9	Corinne Slaughter	Frontline	Platoon A East	Staff Sergeant	1 February 2018
10	Kevin Wilcox	Criminal Investigations	Major Crime	Constable	1 February 2018
11	Anthony Costantini	Frontline	Central Fixed Afternoons	Sergeant	1 March 2018
12	Roland Campbell	Frontline	Platoon A Central	Staff Sergeant	1 March 2018
13	Roger Giasson	Support Services	Court Security	Staff Sergeant	1 March 2018
14	Michael Haarbosch	Criminal Investigations	Robbery, Break & Enter	Staff Sergeant	30 March 2018

Q1 2018 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Natali Senechal	Support Services	Front Desk Services	Constable	2 January 2018
2	Bradley Gagnon	Criminal Investigations	Partner Assault	Constable	2 January 2018
3	Chaghan Garvey	Frontline	East Fixed Afternoons	Sergeant	3 January 2018
4	Jeffrey Sarley	Frontline	Platoon C Central	Constable	15 January 2018

DOCUMENT 2

Q1 2018 Sworn Officer Promotions

	NAME	DIRECTORATE	SECTION	PROMOTED TO
1	Sterling Hartley	Community Relations & Frontline Specialized Support	Community Relations	Superintendent
2	Kenneth Bryden	Criminal Investigations	Major Crime	Inspector
3	Paul Burnett	Community Relations & Frontline Specialized Support	Frontline Specialized Support	Inspector
4	James Elves	Support Services	Court Security	Inspector
5	Patricia Ferguson	Criminal Investigations	SACA	Inspector
6	Isobel Granger	Frontline	Platoon	Inspector
7	Heather Lachine	Resourcing & Development	Professional Development Centre	Inspector
8	John Gibbons	Frontline	Platoon	Staff Sergeant
9	Richard Giroux	Frontline	Central Fixed Afternoons	Staff Sergeant
10	Kulvir Guram	Criminal Investigations	Partner Assault	Staff Sergeant
11	Ian Hayes	Frontline	OPSOC	Staff Sergeant
12	Isabelle Lemieux	Criminal Investigations	SACA	Staff Sergeant
13	Felix Letellier	Support Services	Court House Security	Staff Sergeant
14	David Merkel	Office of the Chief	Professional Standards	Staff Sergeant
15	Scott Pettis	Frontline	Platoon C Central	Staff Sergeant
16	Anthony Skinner	Community Relations & Frontline Specialized Support	CPC West	Staff Sergeant
17	Michael Stoll	Frontline	Emergency Services Unit	Staff Sergeant
18	Mark Bouwmeester	Criminal Investigations	Break & Enter	Sergeant
19	Louis Carvalho	Criminal Investigations	Investigations West	Sergeant
20	Michael Cathcart	Criminal Investigations	Drugs	Sergeant
21	Ian Cork	Criminal Investigations	Partner Assault	Sergeant
22	John Drader	Community Relations & Frontline Specialized Support	Tactical	Sergeant
23	Grant Goodwin	Frontline	Platoon E Central	Sergeant
24	Shawn Graham	Frontline	Platoon E East	Sergeant
25	Ken Haddow	Criminal Investigations	Investigations West	Sergeant
26	Tim Karwaski	Frontline	Platoon C Central	Sergeant
27	Scott Kendall	Criminal Investigations	Break & Enter	Sergeant
28	Guy Lacelle	Frontline	Platoon B East	Sergeant
29	Grayson Lafoley	Criminal Investigations	Guns & Gangs	Sergeant
30	Nicola Moodie	Criminal Investigations	Partner Assault	Sergeant
31	Jean-Francois Morin	Criminal Investigations	Investigations Central	Sergeant
32	Andres Mozes	Community Relations & Frontline Specialized Support	Canine	Sergeant
33	James Mulligan	Community Relations &	Traffic	Sergeant

		Frontline Specialized Support		
34	Jacqueline Naida	Frontline	Fixed Afternoons Central	Sergeant
35	Robert Reeve	Frontline	Platoon E East	Sergeant
36	Lindsay Richardson	Frontline	Platoon A West	Sergeant
37	Catherine Wood	Criminal Investigations	Partner Assault	Sergeant

DOCUMENT 3

Q1 2018 Civilian Retirements

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Janet Riddell	Corporate Support	Quartermaster	Storekeeper	1 January 2018
2	Norma Bobb-Semple	Corporate Support	Background Clearance	Background Clearance Clerk	1 February 2018
3	Nancy Burrows	Resourcing & Development	Employee & Labour Relations	Manager	1 February 2018
4	Jeffrey Rollo	Corporate Support	Business Information Systems	Team Lead	1 February 2018
5	Cindy Wells	Resourcing & Development	Talent Management	Talent Management Advisor	1 February 2018
6	Michele Maluski	Criminal Investigations	Fraud	Admin Assistant	1 March 2018
7	Danielle Grant	Community Relations & Frontline Specialized Support	Special Events	Paid Duty Clerk	30 March 2018

DOCUMENT 4

Q1 2018 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Jeffrey Vukasovic	Support Services	Court Security / Temporary Custody	Special Constable	3 January 2018
2	Mark Chodos	Resourcing and Development	Employee and Labour Relations	Director Employee & Labour Relations	22 January 2018
3	Christine McGouran	Corporate Support	Financial Services	Scheduling & Attendance Analyst	11 February 2018
4	Genevieve Tourville*	Support Services	Call Centre	Call Centre Agent	2 February 2018
5	Sonia Bernier*	Support Services	Call Centre	Call Centre Agent	2 February 2018
6	Tania Labelle*	Support Services	Call Centre	Call Centre Agent	2 February 2018
7	Lynne Blondin*	Criminal Investigations	Witness Protection	Intelligence Coordinator	12 February 2018
8	Daniel Cogny*	Corporate Support	Business Information Services	IT Systems Developer / Data Analyst	12 February 2018
9	Jason Andrews*	Support Services	Call Centre	Call Centre Agent	16 February 2018
10	Eric Renaud*	Corporate Support	Technical Services	Electronics Technician	30 March 2018

*Term employees who won permanent positions.

DOCUMENT 5

Q1 2018 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Gurdev Bal	Corporate Support	Fleet and Technical Services	Manager Fleet Services	1 January 2018
2	Julie Charron	Support Services	Court Liaison	Court Liaison Coordinator	18 January 2018
3	Glenn Garlough	Support Services	Communications	Portable Radio Coordinator	2 February 2018
4	Deborah Henderson	CID	Intelligence	Intelligence Coordinator	12 February 2018
5	Lucille Michaud	Support Services	Police Reporting Unit	Supervisor Call Centre	5 March 2018

DOCUMENT 6

Senior Officer's Assignment Report as of March 31, 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			
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	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
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			
25	Inspector Platoon C	Glenn Wasson			
26	Inspector Platoon D	Heather Lachine			
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	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			
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	Vacant	S/Sgt Kevin Maloney	S/Sgt Platoon B Central	2018.10.24

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
Planning, Performance & Analytics					
40	Chief Strategic Planning Officer	Randy Mar			
Resourcing and Development					
41	Supt Training & Development	Sterling Hartley			
42	Insp Recruitment & Training	Carl Cartright			
Special Assignments (Temporary Positions & Secondments)					
43	Director, BIS Implementation		Mary Deavey	Mgr Records & Info Mgmt	2018.12.31
44	Director Wellness Project		Angela Slobodian	Mgr Health Safety & Lifestyles	2018.12.31
45	Director e-Projects		Debbie Erfle-Storie	Mgr Court Liaison	2018.12.31
46	Mgr Talent Development & Perf. Mgmt		Kim Stuurop	Talent Management Advisor	2018.12.31
47	Manager, Equitable Workplace		Lisa Bianco	Co-ordinator Professional Standards	2018.12.31
47	Insp SSD		Patricia Ferguson	Insp Substantive Pending	No end date
48	Inspector Operational Rep Capital Projects	Sandra McLaren			2021.03.18
49	Inspector RCMP INSET	Samir Bhatnagar			2019.11.06