

Report to / Rapport au:

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

29 May 2017 / 29 mai 2017

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 2017

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

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 including hiring, retirements, resignations, promotions, Senior Officers' assignments and data on formal medical accommodations.

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 2017, including: sworn officer recruitment, retirements, resignations, promotions and civilian staffing activities;
3. Summarize hiring goals for 2017 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.

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 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.

The hiring requirements have been adjusted downward from 72 to 66 due to lower than expected retirements and resignations in Q1. The revised numbers indicate that in 2017, the OPS expects 37 officers will retire and another 8 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.

Q1 2017 Position, Staffing and Hiring Activities

Table 1 below summarizes the 2017 sworn officer forecasted hiring requirements as compared to the actual requirements. OPS began the quarter with an excess of 23 officers. In Q1 2017 there were 18 retirements from the sworn officer cadre. On a gender basis female officers represented 28% of the retirements, compared to 72% for men.

Document 1 to this report lists the names and ranks of the sworn officers who left the employment of OPS in Q1 2017 due to retirement.

Table 1
2017 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements		Q1 Actual	Q2 Forecast	Q3 Forecast	Q4 Forecast	Revised	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	12	5	2	37	
Resignations	11		0	4	3	1	8	
Other *	0		0	-1	-1	2	0	
Complement carry-over to 2018	19					19	19	
Total	72		-4	15	7	49	66	66
*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 66 new police officers. The Hiring Plan has been revised to reflect the change in hiring requirements and smaller class sizes in Q2. A December class has 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 Forecast	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	24	0	24
December 2017	Intake R3	0				20	20
Experienced Officers							
May 2017	Intake E1	24	0	6	0	0	6
Total		72	0	22	24	20	66

Q1 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 3 below. Five promotions were made at the rank of S/Sergeant and 14 at the rank of Sergeant. On a gender basis, 40% of the S/Sergeant promotes were female, compared to 14% of the new Sergeants. Overall females represented 21% of the promoted group.

Document 2 lists the names of the 19 sworn employees promoted in Q1 2017.

Table 3

Q1 2017 Sworn Officer Promotions

	Superintendent	Inspector	S/Sergeant	Sergeant	Total
Q1 Sworn Officer Promotions	0	0	5	14	19
Men	0	0	3	12	15
Women	0	0	2	2	4
Women as a % of Total	-	-	40%	14%	21%

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 four 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 4 below outlines the civilian staffing plan by category.

TABLE 4
2017 CIVILIAN STAFFING PLAN

2017 Employee Services Staffing Plan							
	2017 Forecasted Actions		Q1 Actual	Q2 Forecast	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	10	10	10	46
Temporary Assignments (through competition)	50		3	15	16	16	50
Temporary Opportunities (<4months, through internal database)	20		3	5	6	6	20
Casual Hiring (external competition)	15		0	5	5	5	15
Total Staffing Actions	138		25	36	37	37	138

Q1 2017 ACTIVITIES

In total 25 staffing actions were completed in Q1, comprised of 19 permanent positions to address attrition and operational backfills as well as 6 temporary assignments.

In Q1 2017, OPS had 7 civilian retirements and 6 civilian resignations. On a gender basis, female members represented 43% of the retirements and 66% of the resignations. Document 3 to this report lists the names and positions held by these civilian members.

Document 4 to this report lists the names of the 15 new permanent civilian employees hired in Q1 2017. On a gender basis, female members account for 53% of the group. Document 5 to this report lists the names of the 4 permanent civilian members in new permanent positions as of Q1 2017. All of these members are female.

Table 5 provides the demographic overview of the 15 new civilian employees.

**TABLE 5
DEMOGRAPHIC HIGHLIGHTS OF NEW OPS CIVILIAN EMPLOYEES
Q1 2017 HIRING ACTIVITIES**

	TOTAL NUMBER	MEN	WOMEN	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	RACIALIZED	EDUCATION
Q1 Civilian Hires	15	7	8	41	14	Spanish Italian Mandarin	0	2 - Masters Degree 6 - University Degree 6 - College Diploma 1 - High School

Senior Officers' Assignment Update

Document 6 illustrates the Senior Officers current assignments of OPS as of March 31, 2017. This is provided for reference purpose.

Sworn

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

covering as Inspector, Platoon A. Inspectors Drummond, Patterson, McLaren and McGetrick are temporarily assigned in roles other than their substantive positions to ensure operational effectiveness and knowledge transfer in the rank.

Civilian

Vacant Permanent Positions – A staffing process is currently underway for the vacant SOA civilian positions of Director of Employee & Labour Relations and Chief Human Resources Officer (CHRO). In the interim, Nancy Burrows is acting as Director, Employee & Labour Relations and Pamela Mills is acting as CHRO. The temporary vacancies created by this assignment are being backfilled. Allison Chapman is acting in the Manager, Labour Relations position, one member of the OPA, Lisa Bianco is acting in the Advisor, Labour Relations position and Carol Roper is acting as Director, Police Facilities.

Temporary Positions - One SOA member, Arni Ahronson, is acting in the temporary position of Director, Strategic Staffing & Talent Development. A member of the OPA, Kim Stuurop is backfilling the Manager, Talent Development and Performance Management.

Projects - There is one SOA civilian member on a temporary assignment due to an ongoing project. Angela Slobodian is acting as Director, Wellness Project. 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 fulfil leadership roles in the BIS Implementation and e-Projects.

Q1 2017 FORMAL MEDICAL ACCOMMODATIONS UPDATE

OPS members are highly valuable, trained, and competent workers. OPS's strategic approach to helping members who require 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 important 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 4) 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 primarily fall into 2 categories:

- 43% of Sworn FMAs involved Use of Force limitations
- 36% of Sworn FMAs involved shift restrictions.

For the most part members with an FMA remain in a substantive position. Only 59 members required accommodation in a temporary position. This situation occurs most in the Frontline Directorate which had to accommodate 53 members with an FMA outside their substantive position.

Civilian Members - The level of FMAs is lower amongst Civilian members. In general there are roughly 30 FMAs each quarter, split evenly between permanent and temporary. The primary restriction relates to shift work, as 40% of civilian FMAs involved shift restrictions

TABLE 6
Q1 2017 FORMAL MEDICAL ACCOMMODATIONS

Category	Duration	Number of Cases		
		Q4 2016	Q1 2017	Variance
Sworn	Temporary	103	109	↑6%
	Permanent	47	43	↓9%
Sworn Subtotal		150	152	↑1%
Civilian	Temporary	13	16	↑23%
	Permanent	14	14	0%
Civilian Subtotal		27	30	↑11%

Overall Total	177	182	↑3%
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SUPPORTING DOCUMENTATION

Document 1 – Q1 2017 Sworn Officer Retirements

Document 2 – Q12017 Sworn Officer Promotions

Document 3 – Q12017 Civilian Retirements & Resignations

Document 4 – Q12017 Permanent Civilian Hires

Document 5 – Q1 2017 Civilians in New Permanent Positions

Document 6 – Senior Officer's Assignment Report as of March 31, 2017

CONCLUSION

This report provides an overview of the activities that have occurred in the Q1 to fulfill the goals of the workplace plans. Staff will provide an update on Q2 activities at the September 2017 Board meeting.

Q1 2017 SWORN OFFICER RETIREMENTS

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG- TERM LEAVE DATE
1.	Margaret Hammond	District	Front Desk Services West	Constable	1 January 2017
2.	Mario Bergeron	Office of the Chief	Planning & Policy	Sergeant	6 January 2017
3.	Andrew Buchan	District	Youth	Staff Sergeant	20 January 2017
4.	Shaun Brabazon	Patrol	Platoon D West	Staff Sergeant	1 February 2017
5.	Kenneth Ferguson	District	Front Desk Services East	Constable	1 February 2017
6.	Stephen Hodgson	Patrol	Platoon C Central	Sergeant	1 February 2017
7.	Michael Hudson	Criminal Investigations	Fraud	Sergeant	1 February 2017
8.	Ed Keeley	Executive Services	Investigations & Support	Deputy Chief	1 February 2017
9.	Robert Kuras	Criminal Investigations	Forensic Identification	Sergeant	1 February 2017
10.	Angela McDade	Criminal Investigations	SACA	Staff Sergeant	1 February 2017
11.	Danny Melchiorre	Criminal Investigations	RCMP Secondment	Constable	1 February 2017
12.	Shawn Rainville	Patrol	Platoon D East	Sergeant	1 February 2017

13.	Norman Sandre	District	Front Desk Services East	Sergeant	1 February 2017
14.	Tracey Turpin	Criminal Investigations	Organized Fraud	Constable	1 February 2017
15.	David West	Patrol	Platoon B West	Constable	1 February 2017
16.	David Smith	Community Relations & Frontline Specialized Support	Airport	Constable	1 March 2017
17.	Julie Kinkade	Support Services	Impounded Vehicles	Constable	1 March 2017
18.	Lorraine Wilson	Support Services	Courts	Constable	31 March 2017

DOCUMENT 2

Q1 2017 SWORN OFFICER PROMOTIONS

	NAME	DIRECTORATE	SECTION	PROMOTED TO
1.	Dan Berrea	Patrol	Platoon D West	Staff Sergeant
2.	Alison Cookson	Criminal Investigations	SACA	Staff Sergeant
3.	Bart Gilligan	Criminal Investigations	Forensic Identification	Staff Sergeant
4.	Andrew Moore	Resourcing & Development	Outreach & Recruitment	Staff Sergeant
5.	Sandra Sparling	Criminal Investigations	DART	Staff Sergeant
6.	Jean-Luc Bonin	Criminal Investigations	Missing Persons	Sergeant
7.	Jonathon Conohan	Frontline	Platoon F Central	Sergeant
8.	Walter Duhme	Community Relations & Frontline Specialized Support	Community Safety Services	Sergeant
9.	Eli Edwards	Resourcing & Development	Professional Development Centre	Sergeant
10.	Mahamud Elmi	Community Relations & Frontline Specialized Support	Community Safety Services	Sergeant
11.	Margaret Gural	Frontline	West Fixed Afternoons	Sergeant
12.	Sean Lowell	Criminal Investigations	Organized Auto Theft	Sergeant
13.	Peter McKenna	Community Relations & Frontline Specialized Support	Special Events	Sergeant
14.	Robert Mills	Criminal Investigations	Robbery	Sergeant
15.	Sebastien Paradis	Criminal Investigations	Partner Assault	Sergeant
16.	Chantal Pombert	Criminal Investigations	Forensic	Sergeant

	NAME	DIRECTORATE	SECTION	PROMOTED TO
			Identification	
17.	Mate Renic	Frontline	Platoon B East	Sergeant
18.	Steve Sauve	Criminal Investigations	Partner Assault	Sergeant
19.	Kuldeep Sharma	Frontline	Fixed Afternoons West	Sergeant

Q1 2017 CIVILIAN RETIREMENTS & RESIGNATIONS**RETIREMENTS**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1.	Pierre E. Lalonde	Support Services	Communication Centre	Communication Centre Clerk	1 February 2017
2.	Nicole Levis	Support Services	Court Security / Temporary Custody	Special Constable	1 February 2017
3.	Shirley Reed	Support Services	Call Centre	Call Centre Clerk	1 February 2017
4.	Michael Saloum	Corporate Support	Fleet	Fleet Supervisor	1 February 2017
5.	Joseph Thompson	Support Services	Court Security / Temporary Custody	Special Constable	1 February 2017
6.	Ronaldo Milito	Support Services	Communication Centre	Shift Manager	31 March 2017
7.	Rose-Marie Wittenberg	Support Services	Court Liaison	Court Liaison Coordinator	31 March 2017

Q1 2017 CIVILIAN RETIREMENTS & RESIGNATIONS**RESIGNATIONS**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1.	Nicolas Riopelle	Support Services	Communication Centre	Communication Centre Clerk	3 January 2017
2.	Krista Ferraro	Support Services	Courts	Court Coordinator	7 January 2017
3.	Christian Martin-Llames	Support Services	Call Centre	Call Centre Agent	27 January 2017
4.	Glenn Nadeau	Corporate Support	Records	Release of Information Clerk	28 January 2017
5.	Melanie Lafleur	Support Services	Communication Centre	Communication Centre Clerk	1 February 2017
6.	Erin Primeau	Resourcing & Development	Outreach & Development	Talent Development Specialist	11 February 2017

Q1 2017 PERMANENT CIVILIAN HIRES

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Benjamin Split	Criminal Investigations	Computer Forensics Unit	Computer Forensic Examiner	9 January 2017
2.	Anna Beatty	Corporate Support	BIS- Service Centre	Manager Service Centre	23 January 2017
3.	Kara Morris	Planning Performance & Analytics	Criminal Intelligence Analysis Unit	Crime Intelligence Analyst	3 February 2017
4.	Robin Millbank	Executive Office	Executive Services	Executive Assistant	3 February 2017
5.	Chad Hagley	Support Services	Courts /Temporary Custody	Special Constable	3 February 2017
6.	Charles Lalande	Corporate Support	Police Facilities	Auto CAD/CAFM Administrator	6 February 2017
7.	Rosa Cazares-Caucci	Support Services	Communications Centre	Comm Centre Clerk	20 February 2017
8.	Natalie Cyr	Support Services	Communications Centre	Comm Centre Clerk	20 February 2017
9.	Chantal Beugger	Support Services	Communications Centre	Comm Centre Clerk	20 February 2017
10.	Beverly Charles	Support Services	Court Liaison	Court Liaison Coordinator	3 March 2017
11.	Anne Friesen	Support Services	Court Liaison	Court Liaison Coordinator	3 March 2017
12.	Yunkai (Kevin) Jing	Corporate Support	BIS Infrastructure	Sr. Network Specialist	6 March 2017
13.	John Wellman	Corporate Support	BIS Infrastructure	Sr. Network Specialist	13 March 2017
14.	Jason Renaud	Corporate Support	Security Operations	Program Manager Security	13 March 2017
15.	Chris Nolan	Corporate Support	CPIC	CPIC Operator	31 March 2017

Q1 2017 CIVILIANS IN NEW PERMANENT POSITIONS

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Robin Cybulski	Frontline	Frontline – Inspectors	Admin Assistant	23 January 2017
2.	Gabriele Alden	Support Services	Courts/ Temporary Custody	Special Constable	3 February 2017
3.	Milgo Nasim	Criminal Investigations	SACA	Investigative Assistant	3 February 2017
4.	Amanda Wilson	Community Relations & Frontline Specialized Support	Community Safety Services	Community Intake Coordinator	6 February 2017

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			
2	Insp Criminal Investigations	Michael Laviolette			
3	Insp, Investigative Support	Mark Patterson	James Elves	S/Sgt Central Cellblock	2017.07.22
4	Insp, Specialized Investigations	Jamie Dunlop			
5	Insp, Intelligence & Covert Ops	Christopher Renwick			
Corporate Services					
6	Director Police Facilities	Pamela Mills	Carol Roper	Mgr Capital Projects	2017.04.17
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	Superintendent Executive Officer	Paul Johnston			
16	Insp Prof Standards & Quality Assurance	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	Robert Drummond	Insp Platoon F	2017.08.05
21	Insp Frontline Specialized Support	Murray Knowles			
22	Insp Community Relations	Sterling Hartley			
23	Inspector Platoon A	Ian Kingham	Jeff Kilcollins	S/Sgt Forensic Identification	2017.07.22
24	Inspector Platoon B	Michael Maloney			
25	Inspector Platoon C	Glenn Wasson			
26	Inspector Platoon D	Carl Cartright	Mark Patterson	Insp Investigative Support	2017.07.22
27	Inspector Platoon E	John Medeiros			
28	Inspector Platoon F	Robert Drummond	Sandra McLaren	Insp Recruitment & Training	2017.07.23
29	Inspector Fixed Operations & Airport	Michael Ryan			
Resourcing & Development					
30	Chief Human Resources Officer	VACANT	PamELA Mills	Director Police Facilities	2017.08.06
31	Director Human Resources	Michelle Rathwell			
32	Director Employee & Labour Relations	VACANT	Nancy Burrows	Mgr Labour Relations	2017.06.30
33	Insp Recruitment & Training	Sandra McLaren	John McGetrick	Insp Frontline Admin CEF	2017.07.23
34	Mgr Labour Relations	Nancy Burrows	Allison Chapman	Labour Relations Advisor	2017.06.30
35	Mgr Health Safety & Lifestyles	Angela Slobodian	Darren MacPherson	Health & Safety Advisor	2017.06.30
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	2017.03.31
Support Services					
38	Supt Support Services	Scott Nystedt			
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	Christopher Rheume			
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
47	Director e-Projects		Debbie Erfle-Storie	Mgr Court Liaison	2017.12.31