

Report to / Rapport au:

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

21 March 2016 / 21 mars 2016

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

Debra Frazer, Director General / Directrice générale

Frazerd@ottawapolice.ca

SUBJECT: WORKFORCE MANAGEMENT REPORT: FOURTH QUARTER 2015

**OBJET: GESTION DES EFFECTIFS DU SERVICE DE POLICE D'OTTAWA :
RAPPORT DU QUATRIÈME TRIMESTRE DE 2015**

REPORT 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.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa :

- 1. Approuve la nomination des agents assermentés énumérés à l'annexe B.**
- 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 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 Q4 2015, including: sworn officer recruitment, retirements, resignations, promotions and civilian staffing activities;
3. Summarize the 2015 hiring activities;
4. Summarize hiring goals for 2016 including assumptions related to retirements and resignations; 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.

Q4 2015 Position, Staffing and Hiring Activities

Table 1 below summarizes the 2015 sworn officer forecasted hiring requirements as compared to the actual requirements. In Q4 2015 there were three sworn officer retirements, one resignation and 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 Q4 2015 due to retirement and resignation.

Table 1

2015 Summary of Sworn Officer Hiring Requirements

	Original Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Actual Hiring Requirements	Hiring Plan (see Table 2)
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	
Retirements/LSER	25	8	6	3	3	20	
Resignations	8	1	1	2	1	5	
Other *	-2	0	-2	0	-1	-3	
Complement carry-over to 2016	13				28	28	
Total	40	5	5	5	31	46	46
*Includes long term vacancies (LTV), leave of absence (LOA) and deaths. Names will not be disclosed due to confidentiality							

In general retirements and resignations were lower than expected for 2015 causing the complement carry-over to be higher than originally planned. It increases to a level of 28 when the impact of the mid-year increase in the hiring plan is taken into account.

The original hiring plan was updated to increase the target for 2015 from 36 to 46. This action was taken to even-out hiring, in anticipation of the activity that would occur with the approval of the additional 25 sworn officer positions for 2016. It also helps to ensure that staffing levels will be at a maximum for 2017 when operational activity will peak.

Some adjustments were made to the 2015 plan in Q4. The planned intake of four experienced officers in November was reduced to one and the December OPC class was expanded to 24. Table 2 below summarizes the Q4 2015 hiring activity for the year.

The twenty four new recruits are expected to be brought forward for Board appointment approval in the Q3 2016 Workforce Management Report upon their successful completion of the Basic Constable training program at the OPC.

Table 2**2015 Sworn Officer Hiring Plan**

Hire Date	Intake	Original Hiring Plan	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Updated 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				1		1
Nov 2015	Intake E2					1	1
Total			0	8	13	25	46

Annex B to this report lists the names of the twelve new recruits and one experienced officer who were sworn in during Q4 2015. The twelve new recruits were hired in August 2015 and completed their training at OPC in Q4 2015. The experienced officer was hired in November 2015 and completed training at the OPS Professional Development Centre in Q4 2015. Table 3 below provides a demographic overview of these new OPS sworn officers.

TABLE 3**DEMOGRAPHIC HIGHLIGHTS OF NEW OPS SWORN OFFICERS
Q3/Q4 HIRING ACTIVITIES**

	TOTAL NUMBER	MEN	WOMEN	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	RACIALIZED	COLLEGE DIPLOMA UNIVERSITY DEGREE MILITARY SERVICE
Q3/ Q4 2015 NEW SWORN OFFICERS	13	10	3	28	3	AMERICAN SIGN, ALBANIAN, CROATIAN	0	COLLEGE - 5 UNIVERSITY - 7 MILITARY - 1

2016 Sworn Officer Forecast of Hiring Requirements and Hiring Plan

The 2016 forecast of hiring requirements calls for a total of 46 officers. It was developed with the assumption that 30 officers will retire, another 8 will resign and that 25 sworn positions have been added to the complement. Other key assumptions include:

- a) The complement overage from 2015 is 28 officers;
- b) One officer will be returning from an extended leave of absence; and
- c) A surplus of 12 officers will be carried into 2017, roughly 40% of the expected retirements for that year.

The 2016 hiring requirements are outlined in Table 4 below.

Table 4

2016 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements		Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirements	Hiring Plan (see Table 2)
	Original							
Position Change								
Strategic Growth	25		0	0	25	0	25	
Operational Backfill	0		0	0	0	0	0	
Staffing Changes								
Complement (overage)/underage from 2015	-28		-28	0	0	0	-28	
Retirements/LSER	30		22	4	3	1	30	
Resignations	8		4	2	1	1	8	
Other *	-1		0	-1	0	0	-1	
Complement carry-over to 2017	12					12	12	
Total	46		(2)	5	29	14	46	46
*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 40% of following year's Forecasted Retirements.

Table 5 below summarizes the 2016 Sworn Officer Hiring Plan designed to meet the requirement for 46 officers outlined above. For 2016, the plan is to hire three groups of new recruits. The new recruits will be hired in April, August and December with the goal of being deployable in February, June and October 2017.

Table 5

2016 Sworn Officer Hiring Plan

Hire Date	Intake	Original Hiring Plan	Revised	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Plan
New Recruits								
Apr 2016	Intake R1	20		0	20	0	0	20
Aug 2016	Intake R2	8		0	0	8	0	8
Dec 2016	Intake R3	18		0	0	0	18	18
Total		46		0	20	8	18	46

Civilian Staffing

Q4 2015 Activities

In Q4 2015, OPS had one civilian resignation. Annex C to this report lists the name and position held by this civilian member.

In total 51 staffing actions were completed in Q4, comprised of 24 permanent positions to address attrition and 27 temporary requirements. Annex D to this report lists the names of the sixteen new permanent civilian employees hired in Q4 2015. Annex E to this report lists the names of the eight permanent civilian members in new permanent positions as of Q4 2015.

Table 6 provides the demographic overview of the 16 new civilian employees.

**TABLE 6
DEMOGRAPHIC HIGHLIGHTS OF NEW OPS CIVILIAN EMPLOYEES
Q4 2015 HIRING ACTIVITIES**

	Total Number	Men	Women	Average Age	English and French Speaking	Other Languages	Racialized	College Diploma University Degree Military Service
Q4 Civilian Hires	16	7	9	39	10	Arabic (1) Spanish (1)	3	4
								Masters Degree
								9
								University Degree
								2
College Diploma								
0								
Military Service								
1								
High School								

2015 Summary

The 2015 plan originally forecasted 140 actions and actual staffing was very close to that level. At the end of Q4, a total of 131 actions had been completed. There were less temporary assignments and casual hiring than forecasted compared to higher than expected permanent hiring and temporary opportunities. This shift was the result of upward pressure from retirements and resignations - 14 retirements and nine resignations, up from the typical forecast of ten and five respectively.

Table 7 outlines the actual 2015 Civilian Staffing actions.

Table 7

2015 Civilian Staffing Plan

2015 Employee Services Staffing Plan							
	2015 Forecasted Actions		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2015 Total Staffing Actions
New Positions							
Permanent Operational Backfill (Communication Centre)	7		3	3	1	0	7
Existing Vacancies							
Permanent Civilian Hires							
	43		12	12	9	24	57
Temporary Assignments							
	50		4	9	5	15	33
Temporary Opportunities							
	20		9	5	5	12	31
Casual Hiring							
	20		3	0	0	0	3
Total Staffing Actions	140		31	29	20	51	131

2016 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 2016 plan forecasts 139 actions as outlined in Table 8. This number has four components:

1. 59 staffing actions to fill vacant permanent positions as a result of promotions, retirements, resignations, operational backfill and the civilianization of 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. 10 staffing actions to fill casual opportunities.

Table 8 below outlines the civilian staffing plan by category. The 2016 staffing plan forecasts a total of 139 actions.

Table 8

2016 CIVILIAN STAFFING PLAN

2016 Employee Services Staffing Plan						
	2016 Forecasted Actions	Q1 Forecasted	Q2 Forecasted	Q3 Forecasted	Q4 Forecasted	2016 Total Staffing Actions
New Position						
Permanent position Civilianization	1	1	0	0	0	1
Existing Vacancies						
Permanent Operational Backfill (Communication Centre)	4	0	4	0	0	4
Permanent Civilian hires	54	10	14	15	15	54
Temporary Assignments	50	10	15	15	10	50
Temporary Opportunities	20	5	5	5	5	20
Casual Hiring	10	0	10	0	0	10
Total Staffing Actions	139	26	48	35	30	139

Senior Officers' Assignment Update

Table 9 outlines the Directorates and special assignments of OPS Senior Officers as of February 17, 2016.

Sworn

Projects –There are two SOA sworn members in acting assignments and three SOA sworn members on temporary assignments due to ongoing projects within the Organization. Superintendent Paul Johnston is assigned to the Sworn Transfer Process project, and Acting Superintendent Mark Ford is assigned to the vacant position Superintendent Executive Officer position, working on the SI project. Inspector Rheume is assigned to the Inspector, Executive Officer Position, and Inspector Michel Marin is assigned to the Inspector EOD position while Inspector Murray Knowles is assigned to the Inspector 2017 Planning position.

Three sworn members of the OPA are acting as Inspectors as a result of OPS projects. Acting Inspector Robert Drummond is assigned to the Service Initiative Project as Operational Lead, Acting Inspector Sandra McLaren is assigned to the Collision Reporting Project and Acting Inspector Jamie Dunlop is filling the role of Duty Inspector to backfill for the gap created while Inspector Knowles is working on the 2017 project.

Secondments – One SOA sworn member is on secondment (Cameron).

Vacant Permanent Positions – There are currently five vacant positions: two Superintendent and three Inspectors. Acting Superintendent Mark Ford is assigned to the Superintendent Executive Officer position and playing a leadership role in the Service Initiative project. Acting Superintendent Bell is assigned the Superintendent Resourcing & Development position. Acting Inspector Kilcollins is assigned to the position of Inspector Material Management. Acting Inspector Donna MacNeil-Chabot is assigned to the Inspector, Central District Community position. Acting Inspector Mark Patterson is assigned to the vacant Duty Inspector position.

The temporary vacancies created by these assignments are all being backfilled. Acting Inspector James Elves is assigned to Inspector, Courts/Temp Custody, while Acting Inspectors Carl Cartright and Sean McDade are assigned to the position of Duty Inspector.

Civilian

Projects - 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, Hopgood) 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 – Staffing processes are currently underway for two SOA vacant civilian positions: the Director of Employee & Labour Relations, and Legal Counsel. In the interim, one SOA member is acting as Director, Employee & Labour Relations (Burrows).

Temporarily Vacant Positions – The position of Manager, Labour Relations is temporarily vacant while the owner (Burrows) is on an acting assignment. One member of the SOA is acting in the position (Chapman).

Table 9

Senior Officer's Assignment Report

			Ext	Incumbent	Comments
1		Superintendent, Executive Officer	5593	Vacant Ford, Mark (Acting) <i>Insp. Chris Rheaume is currently working as Inspector, Executive Officer as well as Inspector, Professional Standards & Quality Assurance</i>	Jun 8/15 to Jun 7/16
2		Director, Community Development	5837	Snoddy, David	
3		Director, Corporate Communications	5630	Steinbachs, John	
4		Director, Planning, Performance & Analytics	4110	Mar, Randall	
5		Inspector, Professional Standards & QA	5232	Hopgood, Cameron, Mgr, Business Performance (Acting) Rheaume, Christopher <i>Currently working as Inspector, Executive Officer as well as Inspector, Professional Standards & Quality Assurance</i>	Oct 12/15 to Apr 29/16 May 26/14 to May 27/16
6		General Counsel	5938	Huneault, Christiane	
7		Legal Counsel	5938	Vacant	
8		Inspector, Materiel Management	3813	Vacant Kilcollins, Jeff S/Sgt Staffing Officer CID (Acting)	Jun 8/15 to Jun 8/16
9		Director, Police Facilities	4154	Mills, Pam	
10		Chief Financial Officer	5474	Jeff Letourneau	
11		Chief Information Officer	4777	Steeves, Daniel	
12		Superintendent, Resourcing and Development	5620	Vacant Bell, Steven, Insp Courts/Temp Custody (Acting)	Feb 1/16 to Jul 31/16
13		Director, Human Resources	5971	Rathwell, Michelle	
14		Director, Employee & Labour Relations	5543	Vacant Burrows, Nancy, Mgr Labour Relations (Acting)	Aug 24/15 to Jun 30/16
15		Inspector, Outreach & Development	4135	Brown, Scott	Retiring Mar 1/16
16		Manager, Respectful Workplace Program	5971	Aarenau, Deborah	
17		Manager, Health, Safety & Lifestyles	5464	Slobodian, Angela	
18		Manager, Labour Relations	5799	Burrows, Nancy Chapman, Allison, Labour Relations Advisor (Acting)	Aug 24/15 to Jun 30/16
19		Manager, Talent Development & Perf. Mgmt	4422	Ahronson, Arni	
20		Labour Relations Advisor	5799	Chapman, Allison	

Senior Officer's Assignment Report Continued

		Ext	Incumbent	Comments	
21	Criminal Investigations Directorate	Superintendent, CID	5792	Sweet, Donald	
22		Inspector, Special Operations	2722	Renwick, Christopher	
23		Inspector, Major Case Investigations	5469	Maxwell, John	
24		Inspector, Investigative Support	4108	McKenna, Joan	
25	District Directorate	Superintendent, District Services	4600	Delaney, Daniel	
26		Inspector, Central District Community	4914	Vacant	Feb 15/16 to Jul 15/16
27		Inspector, Central District Investigations	5301	MacNeil-Charbot, Donna , S/Sgt Crime Prevention (Acting) <i>Johnston, Paul</i>	Feb 15/16 to Jul 15/16
28		Inspector, District East	3211	Lavolette, Michael, Insp Substantive Pending (Temp)	
29		Inspector, District West	2695	Flanagan, Patrick	
30		Inspector, District Support	2717	Hartley, Sterling Youngson-Laroche, Tessa	
31	Patrol Directorate	Superintendent, Patrol Services	4300	Flanagan, Michael	
32		Platoon Inspector Central	5365	Ryan, Michael	
33		Platoon Inspector West	5585	Bhatnagar, Samir	
34		Platoon Inspector East	3013	Kingham, Ian	
35	Support Services Directorate	Superintendent, Support Services	5210	Jaswal, Uday	
36		Inspector, Courts/Temp Custody	5210	Bell, Steven	
			2696	Elves, James, S/Sgt HROM (Acting)	Feb 1/16 to Jul 31/16
37		Inspector, Communication Centre	5550	Gallant, Paul	
38	Emergency Operations Directorate	Superintendent, EOD	2410	Nystedt, Scott	
39		Inspector, EOD	2290	Knowles, Murray	
40		Inspector, Business Continuity	2411	Marin, Michel, Duty Inspector (Temp)	Dec 7/15 to Jan 29/17
41		Duty Inspector	2290	Maloney, Michael	
42		Duty Inspector	2315	Marin, Michel	
43		Duty Inspector	2371	Dunlop, Jamie, S/Sgt Partner Assault (Acting)	Dec 7/15 to Jun 6/16
44		Duty Inspector	2376	McGetrick, John	
45		Duty Inspector	2376	Vacant	
46		Duty Inspector	2370	Patterson, Mark, S/Sgt Drugs (Acting)	Sept 8/14 to Mar 7/16
46		Duty Inspector	2327	Ford, Mark	Jun 14/15 to Jun 13/16
47	Special Assignments	Superintendent, Secondment		McDade, Sean, S/Sgt Public Safety (Acting)	Oct 28/13 to Apr 20/16
48		A/Superintendent, Sworn Transfer Process	5582	Cameron, Tyrus (seconded to EAUM)	May 10/15 to May 10/16
49		A/Superintendent, Program Sponsor/PPA	4956	Johnston, Paul (Acting)	Aug 3/15 to May 1/16
50		Inspector, Executive Officer	5232	Ford, Mark (Acting)	Jun 8/15 to Jun 7/16
51		Inspector, 2017 Planning	2225	Rheaume, Christopher (Temp)	May 26/14 to May 27/16
52		Inspector, CRCP	2174	Knowles, Murray, Insp EOD (Temp)	Feb 1/16 to Jan 29/17
53		Inspector, SI Operational Lead	4920	McLaren, Sandra, S/Sgt Central Cellblock (Acting)	Nov 30/15 to Jun 30/16
54		Director, BIS Implementation	5297	Drummond, Robert, S/Sgt Major Crime (Acting)	Nov 16/15 to May 15/16
55		Director, SI Control Centre	5564	Deavey, Mary, Mgr Records (Acting)	Jun 17/13 to Dec 31/16
55		Project Manager, Civilian JE/Payroll Transition	5825	Mar, Randall (Temp)	Jan 5/15 to Apr 31/16
			Erle-Storie, Debbie, Mgr Court Liaison (Acting)	Feb 3/14 to Jun 30/16	

As of 17 February 2016

CONSULTATION

Not applicable.

FINANCIAL IMPLICATIONS

Not applicable.

SUPPORTING DOCUMENTATION

Annex A – 2015 Q4 Sworn Officer Retirements and Resignations

Annex B – 2015 Q4 New Sworn Members

ANNEX C – 2015 Q4 CIVILIAN RESIGNATIONS

ANNEX D – 2015 Q4 PERMANENT CIVILIAN HIRES

ANNEX E – 2015 Q4 CIVILIANS IN NEW PERMANENT POSITIONS

CONCLUSION

This report provides an overview of the activities that have occurred in the Q4 to fulfill the goals of the plans; summarizes the 2015 OPS Sworn and Civilian hiring activities; and summarizes the hiring goals for 2016. In addition, this report provides an overview of other workforce management activities including sworn and civilian employee retirements and resignations.

This report also identifies the substantive positions to which civilian and sworn Senior Officers are assigned. Secondments and assignments are also captured in the data to provide a complete picture of the range of functions undertaken by this group. The staffing decisions impacting the assignment of Senior Officers are made with due consideration to balancing the need for: consistency and leadership, minimizing the potential impacts to staff and ensuring the provision of the police services to the residents of Ottawa

Document 1**ANNEX A****Q4 2015 SWORN OFFICER RETIREMENTS**

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG- TERM LEAVE DATE
1.	Rock Lavigne	Emergency Operations	Duty Inspectors	Inspector	1 October 2015
2.	Chris Niblett	Patrol	Platoon Central Fixed	Constable	1 October 2015
3.	John O'Connor	District	Front Desk East	Sergeant	1 October 2015
4.	Robert Aikens	District	Traffic	Constable	1 November 2015

Q4 2015 SWORN OFFICER RESIGNATIONS

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1.	Marc Gaines	Patrol	Platoon B Central	Constable	2 December 2015

ANNEX B**Q4 2015 SWORN MEMBERS OPC TRAINED HIRES - CLASS R2015-2**

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1.	Dodji Ankou	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
2.	Kristina Doyle	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
3.	Kevin Graham	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
4.	Tyler Hawkins	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
5.	Samuel Hopewell	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
6.	Rebecca Kelleher	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
7.	Corey Martin	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
8.	Jerilyn McDade	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
9.	Jeffrey Sarley	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
10.	Avo Wazirian	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
11.	Andrew Won	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015
12.	Patrick Zili	Resourcing & Development	Prof. Development Centre	Recruit	17 August 2015

Q4 2015 Sworn Members – Experienced Officers

	NAME	DIRECTORATE	DEPARTMENT	FUNCTION	HIRE DATE
1.	David McArthur	Resourcing & Development	Prof. Development Centre	Recruit	30 November 2015

ANNEX C**Q4 2015 CIVILIAN RESIGNATIONS**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1.	Henric Alfredsson	Support Services	Courts	Special Constable	1 October 2015

ANNEX D**Q4 2015 PERMANENT CIVILIAN HIRES**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Alyson Yaraskovitch	CIAU	CIAU	Crime Intelligence Analyst	16 October 2015
2.	Mohamad Dahche	Corporate Support	Background Clearance	Background Clearance Representative	16 October 2015
3.	Sarah Nourishad	Support Services	Call Centre	Call Centre Agent	16 October 2015
4.	Elizabeth Izaguirre	Corporate Support	BIS	Sr. Business Intelligence Systems Developer	19 October 2015
5.	Laura Monette	Support Services	Court Security & Temporary Custody	Special Constable	26 October 2015
6.	Sandra Doucet	Support Services	Call Centre	Call Centre Agent	30 October 2015
7.	Jeff Paddison	Corporate Support	BIS	Manager Client Liaison	30 October 2015
8.	Chris Hunter	Corporate Support	BIS	Manager BIS Projects	30 October 2015
9.	Meaghan Landry	Corporate Support	CPIC	CPIC Clerk	30 October 2015
10.	Emily Johnson	Corporate Support	Police Facilities	Facilities Implementation Officer	2 November 2015
11.	Dianna Millar	Office of the Chief	Corporate Planning	Manager Planning, Policy and Research	9 November 2015
12.	Dave VanBruinessen	Corporate Support	Technical Services	Supervisor Technical Services	30 November 2015

13.	John Steinbachs	Executive Services	Corporate Communications	Director Corporate Communications	7 December 2015
14.	Joseph Hamilton	Support Services	Court Security & Temporary Custody	Special Constable	9 December 2015
15.	David Johnstone	Support Services	Court Security & Temporary Custody	Special Constable	11 December 2015
16.	Anne Richards	Corporate Support	Police Facilities	Manager Facilities	14 December 2015

ANNEX E**Q4 2015 CIVILIANS IN NEW PERMANENT POSITIONS**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1.	Evelyn Dore	District	Central District	Sr. Administrative Assistant	1 October 2015
2.	Dianna McIntosh	CIAU	CIAU	Crime Intelligence Analyst	13 October 2015
3.	Bridget Blum	Corporate Support	FOI	ROI Clerk	30 October 2015
4.	Christiane Huneault	Office of the Chief	Legal Services	General Counsel	9 November 2015
5.	Marco Bucciarelli	Corporate Support	BIS	Team Lead Software CAD	12 November 2015
6.	Joanne Delahunt	Support Services	Communications	Shift Supervisor Communications Centre	13 November 2015
7.	Pam Twining	Support Services	Court Liaison	Supervisor Court Liaison	30 November 2015
8.	Chantal Worth	Support Services	Court Liaison	Charge Coordinator	30 November 2015