

**Report to / Rapport au:**

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

**27 February 2017 / 27 février 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: FOURTH QUARTER 2016**

**OBJET: GESTION DES EFFECTIFS DU QUATRIÈME TRIMESTRE DE 2016**

**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 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 2016, including: sworn officer recruitment, retirements, resignations, promotions and civilian staffing activities;
3. Summarize the 2016 hiring activities;
4. Summarize hiring goals for 2017 including assumptions related to retirements and resignations;
5. Provide the Board with an overview of active Formal Medical Accommodations and;
6. 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 at least 40% of the following year's forecasted retirements is needed to ensure that staffing levels in Q1 do not fall below acceptable levels.

### ***Q4 2016 Position, Staffing and Hiring Activities***

In Q4 2016 there was a requirement for 50 sworn officers. The 25 new positions approved for 2016 were coming on-stream, 1 officer retired, 1 officer began a long-term

leave and 23 officers were needed to offset the high level of retirements in Q1 of 2017. Document 1 to this report lists the name and rank of the sworn officer who left the employment of OPS in Q4 2016 due to retirement.

**Table 1**  
**2016 Summary of Sworn Officer Hiring Requirements**

	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Actual Hiring Requirements	Hiring Plan (see Table 2)
	Original						
<b>Position Change</b>							
Strategic Growth	25	0	0	0	25	25	
Operational Backfill	0	0	0	0	0	0	
<b>Staffing Changes</b>							
Complement (overage)/underage from 2015	-28	-28	0	0	0	-28	
Retirements/LSER	30	20	6	4	1	31	
Resignations	8	6	3	2	0	11	
Other *	-1	0	3	2	1	6	
Complement carry-over to 2017	12				23	23	
<b>Total</b>	46	-2	12	8	50	68	65

\*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.

In general the forecasted staffing changes for 2016 aligned with the plan. Retirements were close to expectations at 31 (against a forecast of 30) and resignations were at a level of 11 in total for the year (versus an estimate of 8). A total of six members are absent from the Service for other reasons, compared to the expectation that one member would be returning from an absence. Table 1 summarizes the sworn staffing actions for 2016.

The original hiring plan was updated to increase the target for 2016 from 46 to 65 sworn officers. This action was taken to meet 2017 requirements and to position the Service to have higher staffing levels in Q1 2017 as one strategy to meet the operational

demands of Canada 150. The data shows that OPS was 23 officers over complement at year end, which will help to offset the peak of retirements that will occur in Q1. Some adjustments were made to the Q4 2016 hiring plan to reflect a reduction in recruit class size. Staff had made plans to send 24 recruits to OPC based on initial discussions; however the December OPC class reverted to the original forecast of 18 when the additional spaces were revoked. The intake of eight experienced officers in October happened as planned. Table 2 summarizes 2016 hiring activity which brought 65 new sworn officers to OPS.

**Table 2**  
**2016 Sworn Officer Hiring Plan**

Hire Date	Intake	Original Hiring Plan	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Updated Hiring Plan
<b>New Recruits</b>							
Apr 2016	Intake R1	20	0	20	0	0	20
Aug 2016	Intake R2	8	0	0	17	0	17
Dec 2016	Intake R3	18	0	0	0	18	18
<b>Experienced Officers</b>							
Apr/May 2016	Intake E1	0	0	2	0	0	2
Oct 2016	Intake E2	0	0	0	0	8	8
<b>Total</b>			0	22	17	26	65

Document 2 to this report lists the names of the 17 new recruits and eight experienced officers who were sworn in during Q4 2016. The 17 new recruits were hired in August 2016 and completed their training at OPC in Q4 2016. The experienced officers were hired in October 2016 and completed training at the OPS Professional Development Centre in Q4 2016.

Table 3 below provides a demographic overview of these 25 new OPS sworn officers. From a gender perspective, this group is surpassing the existing OPS pattern. Close to one-third (32%) of the officers in this group are women, compared to the 2012 OPS Census data which showed that 23.4% of existing sworn members were women. Four of the officers are racialized, or roughly 16 % of the group. This result is also a positive one relative to the data for the 2012 OPS Census, which showed that 8.4% of sworn members were those with visible minority status.

**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	EDUCATION LEVEL/ MILITARY SERVICE
<b>Q3 NEW RECRUITS</b>	17	11	6	26	4	ROMANIAN, SPANISH, SOMALI	1	COLLEGE - 7 UNIVERSITY - 9 Military - 1
<b>Q4 EXPERIENCE D OFFICERS</b>	8	6	2	33	1	SPANISH, URDU	3	COLLEGE - 5 UNIVERSITY - 3
<b>TOTAL</b>	25	17	8	-	-	-	4	-

**Q4 2016 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. Document 3 lists the names of the 2 superintendents employees promoted in Q4 2016.

**Table 4**  
**Q4 2016 Sworn Officer Promotions**

	Superintendent	Inspector	S/Sergeant	Sergeant	Total
Q4 Sworn Officer Promotions	2	0	0	0	2

**2017 Sworn Officer Forecast of Hiring Requirements and Hiring Plan**

In 2017 the forecast identifies a need to hire 72 officers. This forecast was developed with the assumption there will be an increase in the number of retirements to a level of 40 in 2017. Other key assumptions include:

- a) 25 sworn positions have been added to the complement for 2017;
- b) 11 officers will resign;
- c) 2 officers will be returning from an extended leave of absence and two will leave;
- d) The complement overage from 2016 is 23 officers; and

- e) A surplus of 19 officers will be carried into 2018, roughly 40% of the expected retirements for that year.

The 2017 forecasted hiring requirements are outlined in Table 5 below.

**Table 5**

**2017 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							
<b>Position Change</b>								
Strategic Growth	25		0	0	0	0	25	
Operational Backfill	0		0	0	0	0	0	
<b>Staffing Changes</b>								
Complement (overage)/underage from 2016	-23		-23	0	0	0	-23	
Retirements/LSER	40		26	10	2	2	40	
Resignations	11		3	4	3	1	11	
Other *	0		0	-1	-1	2	0	
Complement carry-over to 2018	19					19	19	
<b>Total</b>	<b>72</b>		<b>6</b>	<b>13</b>	<b>4</b>	<b>24</b>	<b>72</b>	<b>72</b>
*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 6 below summarizes the 2017 Sworn Officer Hiring Plan designed to meet the requirements of 72 officers outlined above. For 2017, the plan is to hire three groups of 18 new recruits in May, August and December. These recruits will be supplemented by the target hiring of 18 experienced officers in May 2017.

**Table 6  
2017 Sworn Officer Hiring Plan**

Hire Date	Hiring Plan	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Total
<b>New Recruits</b>						
April 2017	18	-	18	-	-	18
Aug 2017	18	-	-	18	-	18
Dec 2017	18	-	-	-	18	18
<b>Experienced Officers</b>						
May 2017	18	-	18	-	-	18
<b>Total</b>	<b>72</b>	<b>-</b>	<b>36</b>	<b>18</b>	<b>18</b>	<b>72</b>

### **Civilian Staffing**

#### ***Q4 2016 Activities***

In total 36 staffing actions were completed in Q4, comprised of 15 permanent positions to address attrition, 15 temporary assignments and 6 casual employees (see Table 8).

In Q4 2016, OPS had three civilian retirements and two civilian resignations. Document 4 lists the names and positions held by these civilian members.

Document 5 lists the names of the seven new permanent civilian employees hired in Q4 2016. Document 6 lists the names of the seven permanent civilian members in new permanent positions as of Q4 2016. Table 7 below provides the demographic overview of the seven new civilian employees.

**TABLE 7**

#### **DEMOGRAPHIC HIGHLIGHTS OF NEW OPS CIVILIAN EMPLOYEES Q4 2016 HIRING ACTIVITIES**

	TOTAL NUMBER	MEN	WOMEN	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	RACIALIZED	EDUCATION LEVEL / MILITARY SERVICE
<b>Q4 CIVILIAN HIRES</b>	7	3	4	37	4	SPANISH	0	3 UNIVERSITY DEGREE
								3 COLLEGE DIPLOMA
								1 HIGH SCHOOL

## 2016 Summary

The 2016 plan originally forecasted 139 actions and the actual was very close to that level at 142. Permanent hiring was slightly lower than forecast (46 versus 54) but was offset by a slight increase in total casual hiring compared to the estimate (17 versus 10). All other categories were in line with the forecast. Table 8 outlines this data.

**TABLE 8**  
**2016 CIVILIAN STAFFING PLAN**

2016 Employee Services Staffing Plan							
	2016 Forecasted Actions		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2016 Total Staffing Actions
<b>New Position</b>							
Permanent position conversion (sworn to civilian)	1		0	0	0	0	0
<b>Existing Vacancies</b>							
Permanent Operational Backfill ( Communication Centre)	4		1	0	2	2	5
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	54		8	21	4	13	46
Temporary Assignments (through competition)	50		17	17	14	8	56
Temporary Opportunities (<4months, through internal database)	20		3	4	4	7	18
Casual Hiring (external competition)	10		0	7	4	6	17
<b>Total Staffing Actions</b>	<b>139</b>		<b>29</b>	<b>49</b>	<b>28</b>	<b>36</b>	<b>142</b>

### **2017 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 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 9 below outlines the civilian staffing plan by category.



**TABLE 9**  
**2017 CIVILIAN STAFFING PLAN**

2017 Employee Services Staffing Plan							
	2017 Forecasted Actions		Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	2017 Total Staffing Actions
<b>New Position</b>							
Permanent position conversion (sworn to civilian)	1		1	0	0	0	1
<b>Existing Vacancies</b>							
Permanent Operational Backfill ( Communication Centre)	6		3	0	3	0	6
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	46		10	13	13	10	46
Temporary Assignments (through competition)	50		10	15	15	10	50
Temporary Opportunities (<4months, through internal database)	20		5	5	5	5	20
Casual Hiring (external competition)	15		3	4	4	4	15
<b>Total Staffing Actions</b>	<b>138</b>		<b>32</b>	<b>37</b>	<b>40</b>	<b>29</b>	<b>138</b>

#### **Q4 Formal Medical Accommodations Update**

A Formal Medical Accommodation (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.

**TABLE 10**  
**FORMAL MEDICAL ACCOMMODATIONS Q4 2016**

Category	Duration	Number of Cases	
		July 2016	Dec 2016
Sworn	Temporary	77	103
	Permanent	46	47
<b>Sworn Subtotal</b>		<b>123</b>	<b>150</b>
Civilian	Temporary	14	13
	Permanent	15	14
<b>Civilian Subtotal</b>		<b>29</b>	<b>27</b>
<b>Overall Total</b>		<b>152</b>	<b>177</b>

At the end of the year there were 177 members with an FMA, up from 152 at the end of July. The increase has occurred in the number of temporary sworn cases. The number of permanent FMAs has remained stable along with the number of temporary civilian ones.

Sworn members accounted for 85% of all FMAs. Further consideration of the data also reveals:

- The majority of Sworn FMAs were temporary – 69%
- Use of Force limitations are the primary FMA restriction – 58%
- Shift limitations are cited in a significant number of cases – 36%

Civilian members accounted for 15% of FMAs. Further consideration of the data also reveals:

- Civilian FMAs were almost evenly split between permanent (52%) and temporary (48%)
- Shift restrictions are the primary limitation – 59%

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

## **Senior Officers' Assignment Update**

Document 7 outlines the Directorates and special assignments of OPS Senior Officers as of December 31, 2016.

### **Sworn**

Vacant Permanent Positions – There are currently two vacant Inspector positions; Inspector Central District Community and Inspector Courts/Temporary Custody. Both of these positions are filled by actors from the OPA; Donna MacNeil-Charbot and James Elves respectively.

Projects – There are currently two major projects underway; the Service Initiative Project and the 2017 Planning Project. Inspector Murray Knowles is assigned to the 2017 Planning Project and Inspector Rob Drummond is assigned to the Service Initiative Project. The temporary vacancies created by these assignments are being filled by one member of the OPA (Jeff Kilcollins) and one member of the SOA (Michel Marin).

### **Civilian**

Vacant Permanent Positions – A staffing process is currently underway for the 2 vacant SOA civilian positions of: 1) Chief Human Resources Officer and 2) Director of Employee & Labour Relations. In the interim, Nancy Burrows is acting as Director, Employee & Labour Relations. The temporary vacancies created by this assignment are being backfilled. Allison Chapman is acting in the Manager, Labour Relations position and one member of the OPA, Lisa Bianco is acting in the Advisor, Labour Relations position.

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

Projects - There are two SOA civilian members in temporary assignments due to ongoing projects. Randy Mar is assigned to the Service Initiative Project. Angela Slobodian is acting as Director, Wellness Project. Cameron Hopgood and Darren MacPherson are OPA members currently acting as SOA members to backfill the Director, Planning, Performance and Analytics and the Manager, Health Safety and Lifestyles positions. Mary Deavey and Debbie Erfle-Storie are OPA members currently acting as SOA members to fulfil leadership roles in the BIS Implementation and as Project Manager.

**CONSULTATION**

Not applicable.

**FINANCIAL IMPLICATIONS**

Not applicable.

**SUPPORTING DOCUMENTATION**

Document 1 – 2016 Q4 Sworn Officer Retirement

Document 2 – 2016 Q4 Sworn Members OPC Trained & Experienced Officer Hires

Document 3 – 2016 Q4 Sworn Officer Promotions

Document 4 – 2016 Q4 Civilian Retirements and Resignations

Document 5 – 2016 Q4 Permanent Civilian Hires

Document 6 – 2016 Q4 Civilians in New Permanent Positions

Document 7 – Senior Officer’s Assignment Report

**CONCLUSION**

This report provides an overview of the activities that have occurred in the Q4 to fulfill the goals of the workforce plans. Staff will provide an update on Q1 activities at the April 2017 Board meeting.

**Document 1****Q4 2016 Sworn Officer Retirements**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>RANK</b>	<b>RETIREMENT DATE/LONG- TERM LEAVE DATE</b>
1.	Daniel Delaney	District	District Directorate	Superintendent	25 November 2016

**Document 2****Q3 2016 Sworn Members OPC Trained Hires - Class R2016-3**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>DEPARTMENT</b>	<b>FUNCTION</b>	<b>HIRE DATE</b>
1	Isac Alexandru	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
2	Corey Bouguignon	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
3	Cory Chipman	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
4	Dayna Coburn	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
5	Patricia Cuomo	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
6	Tom De La Fosse	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
7	Kyle Dodgson	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
8	Kayla Hottot	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
9	Mohamed Islam	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
10	Kayleigh Knox	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
11	Francois Lapointe	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
12	Ashley Nisbet	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
13	Christopher Powers	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
14	Andrew Reesor	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
15	Daniel Vincelette*	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
16	Jennifer Warner	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016
17	Aaron Wentzell	Resourcing & Development	Prof. Development Centre	Recruit	15 August 2016

\*Civilian to Sworn

**Q4 2016 Experienced Officer Hires - Class XO2016-3**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>DEPARTMENT</b>	<b>FUNCTION</b>	<b>HIRE DATE</b>
1	Sebastien Bazinet	Resourcing & Development	Prof. Development Centre	Recruit	3 October 2016
2	Elizabeth Bell	Resourcing & Development	Prof. Development Centre	Recruit	3 October 2016
3	Shane Farley	Resourcing & Development	Prof. Development Centre	Recruit	3 October 2016
4	Hector Hernandez	Resourcing & Development	Prof. Development Centre	Recruit	3 October 2016
5	Dwayne Howe	Resourcing & Development	Prof. Development Centre	Recruit	3 October 2016
6	Jordon Kelly	Resourcing & Development	Prof. Development Centre	Recruit	3 October 2016
7	Omair Khan	Resourcing & Development	Prof. Development Centre	Recruit	3 October 2016
8	Thomas Roberts	Resourcing & Development	Prof. Development Centre	Recruit	3 October 2016

**Document 3****Q4 2016 Sworn Officer Promotions**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PROMOTED TO</b>	<b>PROMOTION DATE</b>
1	Mark Ford	District	Central District Community	Superintendent	20 December 2016
2	Chris Rheaume	Support Services	Courts/Temporary Custody	Superintendent	20 December 2016



**Document 4****Q4 2016 Civilian Retirements**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>RETIREMENT DATE/LONG-TERM LEAVE DATE</b>
1.	Karen Lavigne	Corporate Support	Freedom of Information	Freedom of Information Clerk	1 October 2016
2.	Leonard McBride	Corporate Support	Evidence	Evidence Control Clerk	1 October 2016
3.	Beverly Campbell	Criminal Investigations	Investigations	Administrative Assistant	1 December 2016

**Q4 2016 Civilian Resignations**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>RESIGNATION DATE</b>
1.	Sebastien Saumure	Office of the Chief	Crime Intelligence Analysis Unit	Criminal Intelligence Analyst	1 October 2016
2.	Cindy Wolfe	Criminal Investigations	Victim Crisis Unit	Victim Crisis Counsellor	3 October 2016

**Document 5****Q4 2016 Permanent Civilian Hires**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>START DATE</b>
1.	Oladimeji Adebayo	Corporate Support	BIS Service Centre	Service Centre Support Analyst	28 October 2016
2.	Erin Primeau	Resourcing & Development	Talent Development & Performance Management	Talent Development Specialist	28 October 2016
3.	Ian Kennedy	Corporate Support	Facilities	Sr. Project Manager Capital Projects	31 October 2016
4.	Ingrid Pederson	Corporate Support	Facilities	Project Manager Capital Projects	21 November 2016
5.	Vanessa Racine	Support Services	Communication Centre	Communication Centre Clerk	28 November 2016
6.	Jami Turner	Support Services	Communication Centre	Communication Centre Clerk	28 November 2016
7.	Paul Neiman	Corporate Support	Security Operations	Technical Security Advisor	12 December 2016

**Document 6****Q4 2016 Civilians in New Permanent Positions**

	<b>NAME</b>	<b>DIRECTORATE</b>	<b>SECTION</b>	<b>PERMANENT POSITION</b>	<b>START DATE</b>
1.	Glenn Nadeau	Corporate Support	Freedom of Information	Release of Information Clerk	14 October 2016
2.	Brigitte Cyr	Support Services	Court Liaison	Court Liaison Coordinator	14 October 2016
3.	Leila Farrah	Criminal Investigations	Drugs	Admin Assistant Drugs	18 November 2016
4.	Lise Breau	Corporate Support	Facilities	Parking Coordinator	18 November 2016
5.	Jean-Michel Levert	Office of the Chief	Crime Intelligence Analysis Unit	Crime Intelligence Analyst	25 November 2016
6.	Diane Khan	Corporate Support	Background Clearance	Background Clearance Representative	28 November 2016
7.	Brigitte Louli	Corporate Support	Background Clearance	Background Clearance Representative	28 November 2016
8.	Dennis Lepine	Support Services	Communications	Electronic Technologist	16 December 2016

## Document 7

## Senior Officer's Assignment Report

	Title	Incumbent	Holder Acting or Temporarily Assigned	Holder's Substantive Position Name	Term End
<b>Criminal Investigations</b>					
1	Supt CID	Donald Sweet			
2	Insp Criminal Investigations	Michael Laviolette			
3	Insp, Investigative Support	Mark Patterson			
4	Insp, Specialized Investigations	Jamie Dunlop			
5	Insp, Intelligence & Covert Ops	Christopher Renwick			
<b>Corporate Services</b>					
6	Director Police Facilities	Pamela Mills			
7	Chief Information Officer	Daniel Steeves			
8	Chief Financial Officer	Jeffrey Letourneau			
9	Insp Materiel Management	Rob Drummond	Jeff Kilcollins	S/Sgt Forensic Identification	2017.07.22
<b>District Investigations</b>					
10	Insp Central District Community	VACANT	Donna MacNeil-Charbot	S/Sgt Crime Prevention	2017.01.22
11	Insp District West	Sterling Hartley			
12	Insp District East	Patrick Flanagan			
13	Insp District Support	Tessa Youngson-Larochelle			
<b>Emergency Operations</b>					
14	Duty Inspector	Carl Cartright			
15	Duty Inspector	John Medeiros			
16	Duty Inspector	Sean McDade			

	<b>Title</b>	<b>Incumbent</b>	<b>Holder Acting or Temporarily Assigned</b>	<b>Holder's Substantive Position Name</b>	<b>Term End</b>
17	Duty Inspector	Glenn Wasson			
18	Duty Inspector	Sandra McLaren			
19	Insp EOD	Murray Knowles			
20	Insp Business Continuity	Michael Maloney			
<b>Executive Services</b>					
21	Director Community Development	David Snoddy			
22	Director Corporate Communications	John Steinbachs			
23	General Counsel	Christiane Huneault			
24	Legal Counsel	Lara Malashenko			
25	Exec Advisor Respect, Conduct & Values	Deborah Aarenau			
<b>Office of the Chief</b>					
26	Superintendent Executive Officer	Paul Johnston			
27	Insp Prof Standards & Quality Assurance	Paul Gallant			
<b>Patrol</b>					
28	Supt Patrol Services	Mark Ford			
29	Insp Platoon West	Samir Bhatnagar			
30	Insp Platoon Central	Michael Ryan			
31	Insp Platoon East	Ian Kingham			
<b>Resourcing &amp; Development</b>					
32	Chief Human Resources Officer	VACANT			
33	Director Human Resources	Michelle Rathwell			

	<b>Title</b>	<b>Incumbent</b>	<b>Holder Acting or Temporarily Assigned</b>	<b>Holder's Substantive Position Name</b>	<b>Term End</b>
34	Director Employee & Labour Relations	VACANT	Nancy Burrows	Mgr Labour Relations	2017.06.30
35	Insp Recruitment & Training	John McGetrick			
36	Mgr Labour Relations	Nancy Burrows	Allison Chapman	Labour Relations Advisor	2017.06.30
37	Mgr Health Safety & Lifestyles	Angela Slobodian	Darren MacPherson	Health & Safety Advisor	2017.06.30
38	Mgr Talent Development & Perf. Mgmt	Arni Ahronson	Erin Primeau	Talent Development Specialist	2017.06.30
39	Labour Relations Advisor	Allison Chapman	Lisa Bianco	Prof Standards Prgm Coordinator	2017.03.31
<b>Support Services</b>					
40	Supt Support Services	Scott Nystedt			
41	Insp Communication Centre	Michel Marin			
42	Insp Courts/Temp Custody	VACANT	James Elves	S/Sgt Central Cellblock	2017.01.30
<b>Planning, Performance &amp; Analytics</b>					
43	Supt PP & A	Christopher Rheame			
44	Director PP & A	Randy Mar	Cameron Hopgood	Mgr Business Performance	2017.01.22
<b>Special Assignments (Temporary Positions)</b>					
45	Director, BIS Implementation		Mary Deavey	Mgr Records & Info Mgmt	2016.12.31
46	Insp 2017 Planning		Murray Knowles	Insp EOD	2017.01.29
47	SI - Director Control Centre		Randall Mar	Director PP & A	2017.01.22
48	SI - Insp		Robert	Insp Materiel	2017.07.23

	<b>Title</b>	<b>Incumbent</b>	<b>Holder Acting or Temporarily Assigned</b>	<b>Holder's Substantive Position Name</b>	<b>Term End</b>
	Operational Lead		Drummond	Management	
<b>49</b>	Director Strategic Staffing & Talent Development		Arni Ahronson	Mgr Talent Development & Perf. Mgmt	2017.12.31
<b>50</b>	Director Wellness Project		Angela Slobodian	Mgr Health Safety & Lifestyles	2017.12.31
<b>51</b>	Project Mgr		Debbie Erfle-Storie	Mgr Court Liaison	2016.12.31