

Report to / Rapport au:

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

22 November 2021 / 22 novembre 2021

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

**Steve Bell, Deputy Chief Corporate Support/ Agent administratif principal
*BellS@ottawapolice.ca***

SUBJECT: WORKFORCE MANAGEMENT REPORT – THIRD QUARTER 2021

OBJET: GESTION DES EFFECTIFS DU TROISIEME TRIMESTRE DE 2021

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 à titre d'information.

BACKGROUND

Section 31(1) of the *Police Services Act* sets out the Ottawa Police Services Board (the 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 Q3 2021;

3. Summarize hiring goals for 2021 including assumptions related to retirements and resignations;
4. Provide the Board with the Q3 Injury, Illness & Incident report
5. Provide the Board with an overview of suspended members; 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 40% of the following year's forecasted retirements is needed to ensure that staffing levels in Q1 of the following year do not fall below acceptable levels.

2021 Sworn Officer Forecast of Hiring Requirements and Hiring Plan

The 2021 sworn staffing forecast initially identified the need to hire 44 officers in 2021 to meet the above criteria however this forecast has been adjusted to 33 officers based on sworn staffing changes in the first three quarters of 2021, including a lower than expected number of retirements, the civilianization of 6 existing sworn positions along with 2 of the 30 2021 sworn growth positions for a total of 8 conversions.

See Table 1 for the 3rd quarter sworn staffing changes.

Table 1 2021 Summary of Sworn Officer Hiring Requirements							
	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Hiring Requirements	Hiring Plan (see Table 2)
	Original						
Position Changes							
Strategic Growth	30	-1			-1	28	22
Reduction in Sworn Compliment **		-4		-1	-1	-6	
Staffing Changes							
Complement (overage) / underage from 2020	(58)		0	0	0	(58)	11
Retirements/LSER	40	16	6	8	5	35	
Resignations	10	1	6	6	3	16	
Other *	2		-2		0	-2	
Complement carry-over to 2022	20					20	
Total	44	12	10	13	6	33	33
<p style="text-align: center;">** sworn positions converted to civilian</p> <p>*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 forecasted retirements and future strategic growth positions.</p>							

In Q3 2021 there were 8 sworn officer retirements and 6 sworn officer resignations.

- **Document 1** to this report lists the names and ranks of the 14 sworn officers who left the employment of OPS in Q3 2021 due to retirement and resignation.

Table 2 below summarizes the adjusted 2021 Sworn Officer Hiring Plan which shows a requirement to hire a total of 33 new police officers in 2021, there were no sworn officers hired in Q3 of 2021.

Table 2								
2021 Hiring Plan								
Hire Date	Intake	Original Hiring Plan	Revised	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Hiring Plan
New Recruits								
Apr 2021	Intake R1	0		0	0	0	0	0
Aug 2021	Intake R2	22		0	0	0	0	0
Dec 2021	Intake R2	22	33	0	0	0	33	33
Experienced Officers								
May 2021	Intake E1	0		0	0	0	0	0
Total		44	33	0	0	0	33	33

Q3 2021 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. There were no sworn officer promotions in Q3 2021.

2021 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. 2021 also saw a backlog of staffing actions given the delays presented due to the COVID 19 Pandemic. The 2021 plan forecasts a carry-over of 25 permanent civilian vacancies into 2022 based on expected future staffing changes.

Table 3 shows staffing actions to date and a forecast for the remainder of 2021

	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Forecast	Vacancies Carried to 2022
	Original					
Position Changes						
Existing Vacancies	31	31	32	36	30	25
Strategic Priorities-growth **	4	3			1	
Strategic Priorities-converted from Sworn	6	4		1	1	
Staffing Changes						
Permanent Hires/term to perm		-18	-8	-7	-15	
Retirements	31	9	9		5	
Resignations	5	4	2	2	3	
Other *	2	-1	1	-2	0	
Total	79	32	36	30	25	
<p>*Includes long term vacancies (LTV), leave of absence (LOA) and deaths. Names will not be disclosed due to confidentiality. ** 2 2021 sworn growth positions converted to civilian and 2 budget approved civilian growth positions</p>						

Q3 2021 Civilian Staffing Activities

OPS started Q3 2021 with 36 permanent civilian positions with no substantive owner.

- There were 2 permanent civilian members who left the organization in Q3- Document 2 lists the names and positions held by these 2 civilian members.
- There were 7 permanent civilian employees hired in Q3 2021- Document 3 lists the details of these 7 members.
- There was a net increase of 1 permanent civilian position converted from unused sworn growth positions. Document 4 lists the details of these new positions.
- OPS ended Q3 with 30 permanent civilian positions with no substantive owner, 9 are filled temporarily to ensure operational requirements-Document 5 lists the details

Q3 Injury, Illness & Incident Report

EXECUTIVE SUMMARY

This report contains summary and analysis of workplace injuries, illnesses, and incidents that occurred in Q3 2021. Key points include:

- A total of 117 Workplace Injury, Illness and Incident Report Forms (WIIIRFs) were submitted;
- There were 34 WSIB-reportable injuries and illnesses;

- The most common category of WSIB-reportable injury was “exposure”;
- Potential contributing factors were identified for 16% of incidents; and
- Corrective actions were identified for 3% of incidents.

For further information about this report, contact the Wellness & Safety Unit.

INTRODUCTION

When a member becomes injured or ill due to a workplace event or becomes aware of an incident that could have caused an injury or illness, the member is required to report the event to a supervisor. Supervisors are responsible for attempting to identify potential contributing factors related to incidents and identifying potential corrective actions to help prevent similar incidents from occurring in the future. Supervisors must document these events by completing *Workplace Injury, Illness & Incident Report Forms (WIIIRFs)*. WIIIRFs are submitted to Abilities Management Unit (AMU) and the Wellness & Safety Unit (WSU). WSU processes the reports, follows up with OPS stakeholders, and fulfills any third-party reporting requirements necessary for regulatory compliance.

This report contains a review of data from WIIIRFs that were submitted during Q3 2021. Relevant information is summarized, tabulated, and graphed. Data from 2021 are compared with data from previous years.

INJURIES, ILLNESSES, and INCIDENTS

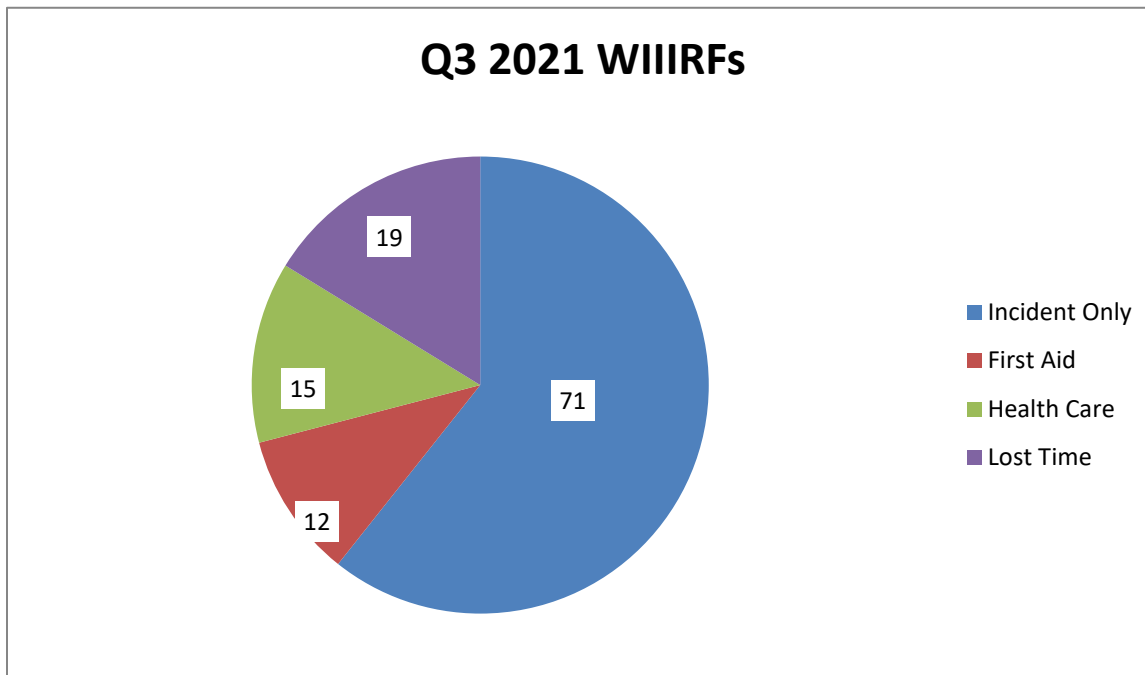
The following table and graph provide a summary of the 117 WIIIRFS that were submitted in Q3 2021.

Table 1: WIIIRFs Submitted in Q3 2021.

Incident Severity Category	Description	Number of Incidents
Incident Only	An incident occurred that could have resulted in an injury or illness. These incidents are sometimes called “near misses” or “close calls”.	71
First Aid	An injury or illness occurred, and first aid was administered. No external health care was sought.	12
Health Care	An injury or illness occurred, and external health care was sought from a doctor, chiropractor, or	15

	physiotherapist. No time was lost from work beyond the date of injury or illness.	
Lost Time	An injury or illness occurred, health care was sought, and time was lost from work beyond the date of injury or illness.	19
Total		117

Figure 1: WIIRFs Submitted in Q3 2021.



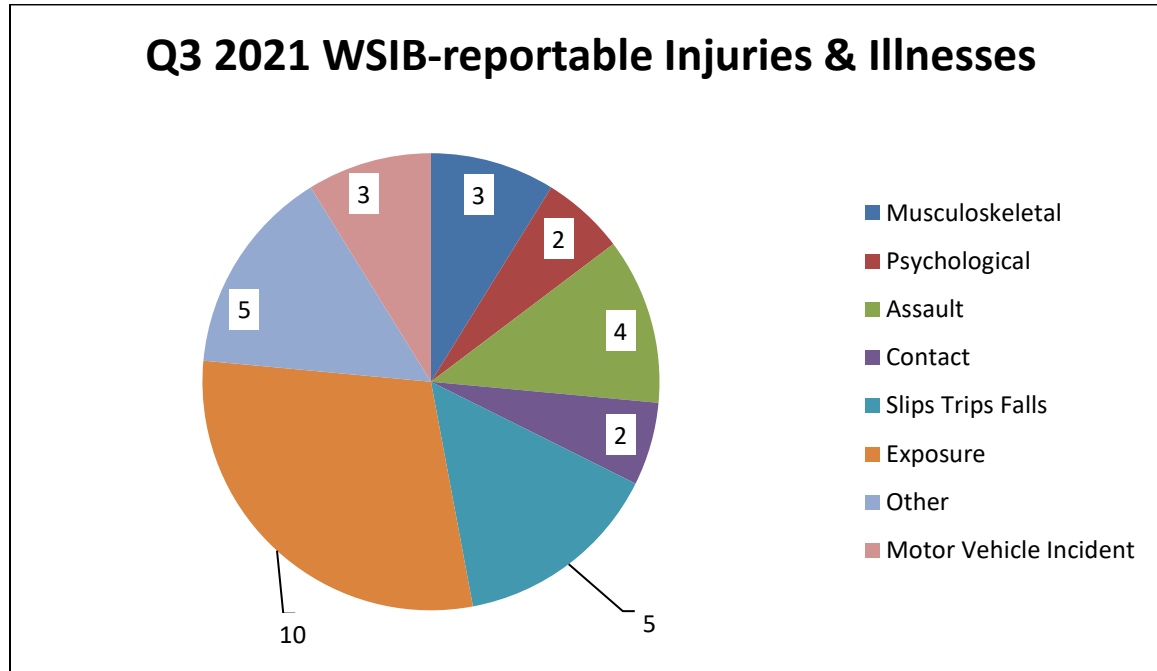
WSIB-REPORTABLE INJURIES and ILLNESSES

“Health Care” and “Lost Time” injuries and illnesses must be reported by OPS to the Workplace, Safety & Insurance Board (WSIB). Consequently, these types of injuries and illnesses are referred to as “WSIB-reportable”. The following table and figure provide details about the 34 WSIB-reportable injuries and illnesses that occurred in Q3 2021.

Table 2: Summary of WSIB-reportable Injuries and Illnesses from Q3 2021.

Injury/Illness/Incident Category	Description	Number of Incidents
Musculoskeletal	Member experiences sprain, strain, physical overexertion, soft tissue injury, or repetitive strain injury	3
Psychological	Member exposed to psychological stressor	2
Assault	Member is physically assaulted by another person	4
Contact	Members strikes a person or object, or member is struck, cut, scratched or pinched by an object	2
Slips Trips Falls	Member slips, trips or falls	5
Exposure	Member exposed to known or suspected biological, chemical, or physical agent	10
Other	Not covered by other categories	5
Motor Vehicle Incident	Member was involved in motor vehicle incident	3
Total		34

Figure 2: WSIB-reportable Injuries and Illnesses in Q3 2021.



The most frequent injury and illness category from Q3 2021 was “exposure”. This is due to the COVID-19 pandemic as members often face potential exposure scenarios with individuals who may be COVID-19 positive.

CONTRIBUTING FACTORS & CORRECTIVE ACTIONS

WIIIRFs are designed to capture information about factors that may have contributed to incidents. Supervisors are also expected to identify what corrective actions, if any, should be implemented to reduce the risk that similar incidents will occur in the future. The following tables summarize information about WIIIRFs submitted in Q3 2021.

Table 3: Contributing Factors on WIIRFs in Q3 2021.

Type of Contributing Factors	% of WIIRFs Indicating Contributing Factor Type
Environmental	6%
Equipment	3%
Training	4%
Policy/Procedure	3%
No Contributing Factors Identified	84%

Note: The sum of the right-hand column may exceed 100% because some WIIRFs listed more than one type of contributing factor.

Table 4: Corrective Actions on WIIRFs in Q3 2021

Corrective Actions Identified?	% of Completed WIIRFS
Yes	3%
No	97%

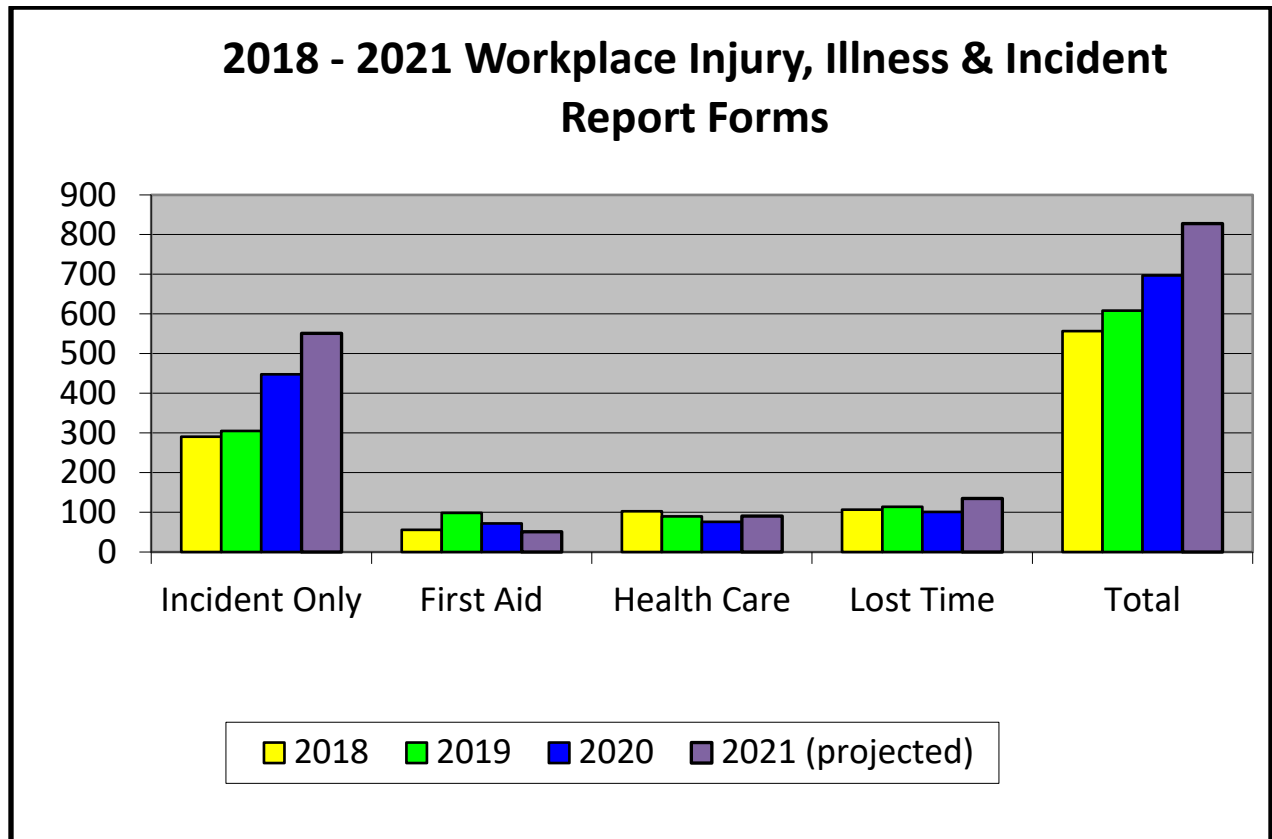
OPS TRENDS

The following table and figure show the number of Workplace Injury, Illness & Incident Report Forms received by OPS between 2018 and 2021.

Table 5: WIIIRFs: 2018 – 2021

Incident Category	Severity	2018	2019	2020	2021 YTD (EOY projection)
Incident Only		291	305	453	413 (551)
First Aid		56	99	72	38 (51)
Health Care		103	90	77	68 (91)
Lost Time		107	114	128	101 (135)
	Total	557	608	730	620 (828)

Figure 3: Workplace Injury, Illness & Incident Report Forms: 2018 – 2021.



Compared to 2020:

- The number of Incident Only is projected to increase by 22% in 2021;
- The number of First Aid events is projected to decrease by 27% in 2021;
- The number of Health Care events is projected to increase by 18% in 2021;
- The number of Lost Time events is projected to increase by 5% in 2021; and
- The total number of reported incidents is projected to increase by 13% in 2021.

CLOSING COMMENTS

Please contact the Wellness & Safety Unit with any questions related to this report.

Q3 SENIOR OFFICERS' ASSIGNMENT UPDATES

Document 6 illustrates the Senior Officers assignments of OPS as of September 30, 2021 and is provided for reference purposes.

Executive Command

Staffing shortages at the Command level are backfilled by SOA members. As of September 30, 2021, there were 2 SOA members acting as Deputy Chief to cover the temporary absence of Deputy Chief Uday Jaswal and the permanent CAO vacancy.

Sworn

OPA to SOA

As of September 30, 2021, there were four members of the OPA acting in a SOA positions due to a permanent vacancy or temporary assignment:

- Acting Inspector John Mbakulo is backfilling the position of Inspector Strategic Planning
- Acting Inspector Julie Mann is backfilling the position of Inspector Neighbourhood Branch A
- Acting Inspector Jeffrey Leblanc is backfilling the position of Inspector Recruiting, Learning & Development.
- Acting Inspector Jamie Harper is backfilling the position of Inspector Platoon E
- Acting Inspector Peter Jupp is backfilling the position of Inspector Customer Service

SOA to SOA

As of September 30, 2021, there were 9 sworn SOA members backfilling positions due to temporary vacancies or Special Assignments.

- Acting Deputy Chief Jamie Dunlop is backfilling the position of Deputy Chief
- Acting Deputy Chief Joan McKenna is backfilling the position of Deputy Chief
- Acting Superintendent Robert Bernier is backfilling the position of Superintendent Information
- Acting Superintendent Kenneth Bryden is backfilling the position of Superintendent Neighbourhood Policing
- Acting Superintendent Robert Drummond is backfilling the position of Superintendent Intelligence

- Inspector Dana Reynolds is backfilling the position of Inspector Fixed Operations & Airport

Vacant Permanent Positions

As of September 30, 2021, there are three vacant sworn SOA position

- Inspector Fixed Operations & Airport
- Inspector Information & Material Continuity
- Inspector of Strategic Planning

Civilian

OPA to SOA

As of September 30, 2021, three OPA members were acting in an SOA position due to permanent vacancies

- Daniel Koepke is acting in the position of Director Equity, Diversity and Inclusion
- Dawn Jordon is acting in the position of Inspector/Director of Information & Material Continuity
- Jason Renaud is acting in the position of Director of Materiel Management

SOA to SOA

As of September 30, 2021, one SOA member was acting in an SOA position due to permanent vacancies

- Lisa Bianco is acting in the position of Director Labour Relations

SOA Special Assignments

As of September 30, 2021, there were 2 civilian SOA members in Special assignments.

- Michelle Gauthier is holding the temporary position of Director of Strategic Projects
- Shawn Cleroux is holding the temporary position of Junior Legal Counsel

Vacant Permanent Positions

As of September 30, 2021, there were four permanent vacant civilian SOA positions.

- Director community Safety & Wellbeing
- Director of Equity, Diversity & Inclusion
- Director of Materiel Management

- Director Corporate Communications

Q3 2021 Sworn Officer Suspensions

There was one conclusion of Suspension and no new Suspensions in Q3 of 2021, as illustrated in Document 7.

- A Chief of Police may suspend an officer with pay if they are suspected or charged with a criminal or provincial offence, or misconduct under the *Police Services Act*. A Chief of Police may suspend without pay only when an officer is convicted of an offence AND sentenced to a term of imprisonment.
- Suspension is an aspect of the Chief's authority to control and administer the police service; *"not to punish, but to remove members from duty for reasons related to the protection of the public and the police service."* It is a risk mitigation tool, to allow time for investigation while mitigating any risks associated to keeping the officer on duty.
- Complaints of Officer Conduct are taken very seriously as a matter of public trust and confidence. We have a rigorous process in place to manage conduct matters, including suspensions. Suspension is reserved for the most serious cases, applying a fixed set of criteria on an incident-by-incident basis, and often in dynamic circumstances.
- **The Suspension Criteria includes a consideration of the following 9 factors:**
 1. Seriousness of the alleged misconduct.
 2. Reliability of the evidence or information known.
 3. Prior discipline record of the officer.
 4. Can adequate conditions or restrictions be put in place to mitigate the need for suspension?
 5. What is the risk to the Public and the Police if the officer is not suspended?
 6. How does this impact the public interest, and public trust and confidence in the OPS?
 7. How does this align with Board and OPS priorities?
 8. Is there a risk of reprisal if the member is not suspended?
 9. Is suspension necessary to maintain the integrity of the investigation?
- Determination of suspension frequently comes down to a balancing act between public and police safety and confidence, and the common law duty of procedural fairness. Suspensions are reviewed on a quarterly basis, and when there is a material change in circumstances that may warrant lifting a suspension.

SUPPORTING DOCUMENTATION

Document 1 – Q3 2021 Sworn Officer Retirements, Resignations and Deaths

Document 2 – Q3 2021 Civilian Retirements, Resignations and Deaths

Document 3 – Q3 2021 Permanent Civilian Hires

Document 4 – Q3 2021 Permanent Civilian position impacts (growth/reduction)

Document 5 – Q3 2021 Civilian vacant positions

Document 6 – Q3 2021 Senior Officer Assignments

Document 7 – Q3 2021 Sworn Officer Suspensions

CONCLUSION

This report provides an overview of the activities that have occurred in the Q3 to fulfill the goals of the workforce plans. Staff will provide an update on Q4 activities at the February 2022 Board meeting.

DOCUMENT 1**Q3 2021 Sworn Officer Retirements**

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Gregory Brown	Intelligence	Secondments	Sergeant	September 1, 2021
2	Todd Campbell	Frontline Policing	Airport	Sergeant	July 1, 2021
3	Stuart Feldman	Frontline Policing	Active Staffing	Sergeant	September 1, 2021
4	Mark Ford	Information	Information Directorate	Superintendent	July 1, 2021
5	Christopher Hrnchiar	Investigations	Forensic Identification	Sergeant	August 1, 2021
6	Dan Jesty	Frontline Policing	Fixed Aftn West CEF	Constable	July 1, 2021
7	Kuldeep Sharma	Frontline Policing	Platoon C West	Sergeant	September 1, 2021
8	Paul André Tremblay	Frontline Policing	Platoon A Central	Staff Sergeant	July 14, 2021

Q3 2021 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Jillian Brady	Human Resources	Deployable Officers	Constable	September 27, 2021
2	Lisa Deveau	Frontline Policing	Platoon B West	Constable	August 17, 2021
3	Mahamud Elmi	Neighbourhood Policing	Community Policing West	Sergeant	July 8, 2021
4	Carl Keenan	Frontline Policing	Platoon B West	Constable	July 20, 2021
5	Derek King	Information	Alternate Response Unit	Constable	July 30, 2021
6	Patrice St-Clair	Human Resources	Deployable Officers	Constable	August 16, 2021

DOCUMENT 2**Q3 2021 Civilian Resignations**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1	Michael Brulotte	Information	Communications Centre	Police Communicator	September 10, 2021
2	Mark Chodos	Human Resources	Employee & Labour Relations	Director	July 12, 2021

DOCUMENT 3**Q3 2021 Permanent Civilian Hires**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Nicholas Amyot	Information	Communication Centre	Police Communicator	12-Jul-21
2	Katrina Baumeister	Information	Communication Centre	Police Communicator	12-Jul-21
3	Gabriella Beaudoin	Information	Communication Centre	Police Communicator	12-Jul-21
4	Jennifer Carepa	Information	Communication Centre	Police Communicator	12-Jul-21
5	Alexis Rioux	Information	Communication Centre	Police Communicator	12-Jul-21
6	Wenyong Xia	Information & Technology Services	Telecommunications	WAN Specialist	30-Aug-21
7	Benjamin Marmer	Information	Communication Centre	Police Communicator	27-Sep-21

DOCUMENT 4**Q3 2021 Civilian position growth**

	Position Title	Directorate	Section	Funding
1	Business Strategic Analyst	Respect, Values & Inclusion	Respect, Values & Inclusion	Converted from Sworn

DOCUMENT 5**Q3 2021 Civilian Vacancies**

	Directorate	Title	Org Unit Name	Temporary Holder
1	Corporate Support Command	Chief Administrative Officer	Corporate Support Command	BELL STEVEN
2	Financial Services Directorate	TAS Analyst	Workforce Operations Management	BOUSKILL MELISSA
3	Financial Services Directorate	Fleet Attendant	Fleet Services Unit	
4	Financial Services Directorate	Director Materiel Management	Materiel Management Branch	RENAUD JASON
5	Financial Services Directorate	FSD Repurpose-pending assignment	Financial Services Directorate	
6	Human Resources Directorate	Director Employee & Labour Relations	Employee & Labour Relations Branch	BIANCO LISA
7	Human Resources Directorate	Labour Relations Specialist	Corp Accounts - Operational Backfill	TWINING PAMELA
8	Info & Technology Services Directorate	Telecommunications Support Specialist	Telecommunications	
9	Info & Technology Services Directorate	ITS Project Specialist	Portfolio Management Office	
10	Information Directorate	Police Communicator	Comm Centre - Plt E	MUNIER EMILIE
11	Information Directorate	Police Communicator	Comm Centre - Plt C	
12	Information Directorate	Police Communicator	Comm Centre - Plt E	

13	Information Directorate	Police Communicator (OB)	Comm Centre - Plt C	
14	Information Directorate	Police Communicator (OB)	Comm Centre - Plt A	
15	Information Directorate	Police Communicator (OB)	Comm Centre - Plt A	
16	Information Directorate	Front Desk Services Agent	Front Desk Services Central	
17	Information Directorate	Front Desk Services Agent	Front Desk Services Central	MCKEE COLLEEN
18	Intelligence Directorate	Admin, Community Safety & Wellbeing	Crime Stoppers Team	
19	Investigations Directorate	Admin Assist Guns & Gangs	Guns & Gangs Unit	
20	Investigations Directorate	Admin Assist PAU	Partner Assault & Human Trafficking Unit	
21	Investigations Directorate	Admin Assist HROM	eCrime Unit	
22	Investigations Directorate	Crime Intelligence Analyst	Human Trafficking Secondments	TOPSHEE DIANNE
23	Investigations Directorate	Senior Advisor VAW	Specialized Investigations Branch	
24	Neighbourhood Policing Directorate	Director Community Safety & Wellbeing	Community Safety & Wellbeing Branch	
25	Respect, Values & Inclusion Directorate	Director Equity, Div & Inclus	Equity, Diversity & Inclusion Branch	KOEPKE DANIEL
26	Respect, Values & Inclusion Directorate	Business Strategic Analyst	Respect, Values & Inclusion Directorate	
27	Specialized Policing Directorate	Special Constable	Court Security Section Elgin	
28	Specialized Policing Directorate	Special Constable	Court Security Section Elgin	
29	Specialized Policing Directorate	Special Constable	Court Security Section Elgin	

30	Strategy & Communication Directorate	Director Corporate Communications	Corporate Communications Branch	
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DOCUMENT 6

Q3 2021 Senior Officer's Assignment Report

CHIEF OFFICERS AND SUPERINTENDENTS			
Title	Incumbent	Temporarily Assigned	Term End
Chief Financial Officer	ROGERS CYRIL		
Chief Information Officer	BEATTY ANNA		
Chief Physical Environment Officer	MILLS PAMELA		
Executive Director of Strategy & Communication	STEINBACHS JOHN		
General Counsel	HUNEALT CHRISTIANE		
Superintendent Frontline Policing	FERGUSON PATRICIA		
Superintendent Human Resources	PATTERSON MARK		
Superintendent Information	MCKENNA JOAN	BERNIER ROBERT	2021.12.06
Superintendent Intelligence	BHATNAGAR SAMIR	DRUMMOND ROBERT	2021.12.05
Superintendent Investigations	RENWICK CHRISTOPHER		
Superintendent Neighbourhood Policing	DUNLOP JAMIE	BRYDEN KENNETH	2021.12.05
Superintendent Respect, Values & Inclusion	GRANGER ISOBEL		
Superintendent Specialized Policing	RHEAUME CHRISTOPHER		
Directors and Inspectors			
Title	Incumbent	Temporarily Assigned	Term End
Director Corporate Communications	Vacant		
Director Employee & Labour Relations	Vacant	BIANCO LISA	2021.12.31
Director Equity, Div & Inclusion	Vacant	DANIEL KOEPKE	2021.12.09
Director Health, Safety & Wellness	SLOBODIAN ANGELA		
Director Human Resources	RATHWELL MICHELLE		

Director Materiel Mgmt	Vacant	RENAUD JASON	2022.01.30
Director Strategic Projects	GAUTHIER MICHELLE		
Director Community Safety & Wellbeing	Vacant		
Legal Counsel	STEWART VANESSA		
Exec Advisor Respect, Conduct & Values	AARENAU DEBORAH		
Inspector Communications	BERNIER ROBERT	MURRAY NANCY	2021.12.06
Inspector Customer Service	DRUMMOND ROBERT	JUPP PETER	2021.12.05
Inspector Executive Officer	MALONEY KEVIN		
Inspector Fixed Operations & Airport	Vacant	DANA REYNOLDS	2022.02.21
Inspector Frontline Investigations	MCGETRICK JOHN		
Inspector/Director Info & Material Continuity	Vacant	JORDON DAWN	2021.12.31
Inspector Information Services	HODGINS TIMOTHY		
Inspector Intelligence Services	ELVES JAMES		
Inspector Major Investigations	CARTRIGHT CARL		
Inspector Neighbourhood Branch A	BRYDEN KENNETH	MANN JULIE	2021.12.05
Inspector Neighbourhood Branch B	MILLER DEBBIE		
Inspector Operations Support	MARIN MICHEL		
Inspector Platoon A	BURNETT PAUL		
Inspector Platoon B	SHEEHY MARC- ANDRE		
Inspector Platoon C	LUCAS RUSSELL		
Inspector Platoon D	PALMER DEBBIE		
Inspector Platoon E	REYNOLDS DANA	HARPER JAMIE	2022.02.21
Inspector Platoon F	D'AOUST FRANCOIS		
Inspector Professional Standards	O'TOOLE HUGH		
Inspector Recruiting, Learning & Development	ZACKRIAS DAVID	LEBLANC JEFFREY	2021.10.03
Inspector Strategic Planning	Vacant	JOHN MBAKULO	2021.12.31
Inspector Courts, Custody & Traffic	RYAN MICHAEL		
Inspector Specialized Investigations	LACHINE HEATHER		
Inspector Staffing Resources	MCLAREN SANDRA		
OTHER			
Title	Incumbent	Temporarily Assigned	Term End
Jr Legal Counsel	CLEROUX SHAWN		
Mgr Talent Development & Perf. Mgmt	ABRAHAM JOSHUA		
Program Mgr, Employee & LR	BIANCO LISA		
Program Mgr, Employee & LR	CHAPMAN ALLISON		

Mgr Health & Safety	OROSZ ELLEPOLA GIZELLA		
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DOCUMENT 7

Q3 2021 Sworn Officer Suspensions

Last name	First name	Police Rank	Directorate	Start Date	Changes in Q3
Keenan	Carl	Constable	Frontline Policing Directorate	2017.12.29	Resigned 2021-07-20
Hinterberger	Will	Staff Sergeant	Frontline Policing Directorate	2019.09.13	
Jaswal	Uday	Deputy Chief	Intelligence, Info & Invest Command	2020.03.21	
Assaad	Hussein	Constable	Investigations Directorate	2020.04.23	
Chronopoulos	Andrew	Constable	Frontline Policing Directorate	2020.04.23	
Putinski	Kevin	Constable	Neighbourhood Policing Directorate	2020.04.23	
Hewitt	Jesse	Constable	Frontline Policing Directorate	2020.05.22	
Brisebois	Yourik	Constable	Investigations Directorate	2020.08.05	
Benloss	Kevin	Constable	Frontline Policing Directorate	2020.09.03	
Fraser	Brandi	Constable	Investigations Directorate	2021.02.12	
Singh	Sundeeep	Constable	Frontline Policing Directorate	2021.02.12	
Forgie	Troy	Constable	Neighbourhood Policing Directorate	2021.03.10	
Heffler	Paul	Constable	Neighbourhood Policing Directorate	2021-04-01	
Fournier	Pierre	Constable	Frontline Policing Directorate	2021-06-17	
El-Badry	Haidar	Constable	Frontline Policing Directorate	2021-06-24	