

Report to / Rapport au:

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

28 March 2022 / 28 mars 2022

Submitted by / Soumis par:

**Executive Director, Ottawa Police Services Board / Directrice exécutive,
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**SUBJECT: RECRUITMENT PROCESS FOR CHIEF AND DEPUTY CHIEF OF
POLICE**

**OBJET: PROCESSUS DE RECRUTEMENT POUR LES POSTES DE CHEF DE
POLICE ET DE CHEF DE POLICE ADJOINT**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1. Cancel the recruitment process for a third Deputy Chief of Police, previously put on hold.**
- 2. Approve the procurement of executive search firm Odgers Berndtson to support the Board in its search for a new Chief of Police and Deputy Chief of Police, at a cost of approximately \$95,800, not including HST, out-of-pocket expenses, or third-party costs related to community consultation.**
- 3. Direct that the recruitment process for a new Chief of Police and Deputy Chief of Police begin following the completion of the Board's and the City of Ottawa's independent reviews and evaluations of the response to the unlawful convoy protests, with the exception of any consultation activities that will be undertaken to solicit input from the community on the next Chief of Police, which can begin in the interim.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa :

1. **Annule le processus de recrutement d'un troisième chef de police adjoint, processus qui a été mis en suspens précédemment.**
2. **Approuve le recours aux services de l'agence de recrutement de cadres Odgers Berndtson pour aider la Commission à trouver un nouveau chef de police et un nouveau chef de police adjoint, à un coût d'environ 95 800 \$, TVH en sus, et excluant les menues dépenses et les frais de tiers relatifs à la consultation communautaire.**
3. **Donne comme directive que le processus de recrutement d'un nouveau chef de police et d'un nouveau chef de police adjoint soit lancé une fois que la Commission et la Ville d'Ottawa auront terminé leurs évaluations et leurs examens indépendants des interventions menées en réponse aux manifestations illégales liées au convoi, à l'exception des activités de consultation en vue de recueillir les commentaires de la communauté au sujet du nouveau chef de police, qui pourront commencer entre-temps.**

BACKGROUND

Under the *Police Services Act*, the legislation that governs policing in the province, the Board is responsible for recruiting and appointing the chief of police and any deputy chief of police.

In January 2022, the Board announced it was starting a recruitment process to hire a third deputy chief of police in order to provide increased stability to the Executive Command in light of one of the former deputy chiefs being placed on an indeterminate suspension, pending the outcome of legal proceedings. Odgers Berndtson was selected from the City's standing offer list to support the Board with its recruitment.

In February of 2022, the former Chief of Police, as well as the former Deputy Chief of Police who was on suspension, separated from the Ottawa Police Service, leaving those two positions vacant. Senior leaders at the Service have since been promoted to act in those ranks until permanent replacements are appointed by the Board.

The membership of the Board has also changed over the course of February and March, with none of the previous members currently being on the Board.

The specific conditions that led the previous Board to decide to hold a recruitment process for a third deputy chief no longer exist, and the present Board is responsible for permanently filling the existing two vacancies on the OPS Executive Command team.

It is recommended that the Board therefore cancel the recruitment process for a third deputy chief and instead focus its efforts on recruiting a permanent Chief of Police and Deputy Chief of Police to fill the existing vacancies. It is further recommended that the Board begin its recruitment of a new Chief of Police and Deputy Chief of Police upon completion of the Board's and the City of Ottawa's independent reviews and evaluations of the response to the unlawful convoy protests, with the exception of any community consultation efforts which can take place in the interim, maximizing the Board's use of its time prior to the municipal election in the fall.

DISCUSSION

Under the *Police Services Act*, the legislation that governs policing in the province, the Board is responsible recruiting and appointing the chief of police and any deputy chief of police. The departure in February 2022 of the former Chief of Police and a Deputy Chief of Police resulted in two vacancies on the Executive Command team. These positions have since been filled on a temporary basis with acting assignments. The Board is responsible for appointing permanent replacements to fill the vacancies.

In the coming months, the Board and the Service will be responsible for responding to requests related to the independent reviews and evaluations of the response to the unlawful convoy protests. These reviews will seek to evaluate various aspects related to the response, including but not limited to, planning, coordination, communications, resources, enforcement, governance, and operations.

In order to allow the Board to consider any relevant findings from the reviews in its recruitment and selection process, it is recommended that the recruitment for a new Chief of Police and Deputy Chief of Police begin following the completion of the reviews.

There are approximately seven months remaining before the next municipal election on October 24, 2022. Following the election, it is anticipated that there will be further changes to the Board's membership in December. In order to allow the current Board to make the best use of its time in terms of fulfilling its legislated responsibilities, community consultation activities to support the recruitment of a new Chief and Deputy Chief of Police can take place while the reviews are ongoing. This will help prepare the Board for the official launch of the recruitment process.

Odgers Berndtson (OB) is being recommended to support the Board its in recruitment process given the firm's expertise and experience in conducting executive searches for public sector organizations, such as the OPS and many other police services. OB will assist with, and support, the eventual development and implementation of a community consultation strategy, to be led by a third party (TBD) specializing in this field.

CONSULTATION

Staff in the Big 12 Police Boards across the province had been previously consulted on their use of executive search firms. Odgers Berndtson was the most widely used firm, with multiple police boards indicating they were pleased with the firm's work.

The Board has also used OB on multiple occasions in the past to assist with executive recruitment processes.

FINANCIAL IMPLICATIONS

Odgers Berndtson has estimated the cost of the Chief and Deputy Chief recruitment at \$95,800. This estimate does not include HST or out-of-pocket expenses (such as any necessary candidate travel, advertising, or third-party assessments). Community consultation costs will also be in addition to the above-noted estimate. A more detailed, confidential proposal (*which is not being released publicly as it contains proprietary information*) can be provided to Board members upon request.

Odgers Berndtson is currently on the City's standing offer list for executive search and specialized recruitment.

The Board has the necessary funds in its professional services budget to cover this expense.

CONCLUSION

Under the *Police Services Act*, the legislation that governs policing in the province, the Board is responsible for recruiting and appointing the chief of police and any deputy chief of police.

There are currently two permanent vacancies on the Executive Command team at the Ottawa Police Service – Chief of Police and Deputy Chief of Police.

The recommendations outlined in this report will provide the Board with a recruitment approach that takes into consideration a series of important factors, including the findings of any reviews into the convoy; ensuring thoughtful community engagement to inform the process; making the best use of time between now and the municipal election in the fall; and procuring a firm with the necessary expertise to support the Board.