

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:

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

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**SUBJECT: WORKFORCE MANAGEMENT REPORT – FOURTH QUARTER 2021 &
2022 SWORN HIRING FORECAST**

OBJET: GESTION DES EFFECTIFS DU QUATRIEME 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.

PURPOSE

The purpose of this report is to comply with Section 31(1) of the Police Services Act (PSA) which sets out the Ottawa Police Services Board's (Board) responsibilities with respect to the provision of adequate and effective police service in the municipality. Specifically, under Section 31(1)(a), the Board is responsible for the appointment of sworn members to its municipal police force. With this in mind, the Board has requested information be submitted on a quarterly basis, that captures key elements of the Ottawa Police Service's (OPS) workforce activities.

This report will:

1. Provide the Board with a list of actual Q4 workforce management activities as well as a summary of 2021 in its entirety;
2. Provide an overview of sworn hiring goals for 2022 including assumptions related to retirements and resignations;

3. Identify all new members and fulfill the Board's obligation to approve all appointments of new members;
4. Update the Board regarding the assignment of Senior Officers within the OPS for Q4 of 2021: and
5. Provide the Board with an overview of Q4 suspended members;

Information provided in this report includes names and ranks of employees as governed by the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

BACKGROUND

The sworn officer hiring forecast requirement is developed annually by OPS and is used to estimate the number of officers needed to be hired to maintain the authorized full time equivalent (FTE) positions as outlined in the annual operating budget. This forecast is adjusted quarterly based on staffing actions and organizational changes as they occur. 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.

DISCUSSION

Sworn Officer Staffing Activities

Q4 and 2021 Summary of Sworn Hiring

The original 2021 sworn staffing forecast initially identified the need to hire 44 officers to maintain the authorized full time equivalent of 1481 as outlined in the 2021 operating budget however the combination of factors explained below reduced that hiring plan to 0 for 2021.

- The service began 2021 over complemented by 58 officers as a result of pre-hiring 48 recruits in Q4 2020 to cover expected retirements/resignations in the first half of 2021 and in anticipation of staffing the additional growth FTEs approved in the 2021 budget.

- There were 7 sworn positions converted to civilian positions in 2021 reducing the annual hiring requirements by 7.
- As a cost reduction strategy, the remaining unassigned growth positions were left vacant further reducing the 2021 hiring requirement by 28
- Also as a cost reduction strategy, the usual pre-hires in anticipation of the increased retirements/resignations expected in the first half of 2022 were removed from the hiring plan.

The combined impact of these decisions, meant no new sworn officers were hired in 2021 and OPS would begin 2022, under complemented by 13 officers. See Table 1 for the Q4 and all 2021 sworn staffing changes.

Table 1							
2021 Summary of Sworn Officer Hiring Requirements							
	Forecasted Hiring Requirements		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Hiring Requirements
	Original						
Position Changes							
Strategic Growth	30		-1			-1	28
Reduction in Sworn Compliment **			-4		-1		-5
Staffing Changes							
Complement (overage) / underage from 2020	(58)			0	0	0	(58)
Retirements/LSER	40		16	6	8	3	33
Resignations	10		1	6	6	3	16
Other *	2			-2		1	-1
Complement carry-over to 2022	20						
Total	44		12	10	13	6	13
** sworn positions converted to civilian							
*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.							

Table 2 below summarizes the adjusted 2021 Sworn officer hiring plan which shows there were no sworn officers hired in 2021.

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

Q4 2021 Sworn Member Resignations & Retirements

In Q4 2021 there were three sworn officer retirements, three sworn officer resignations and one other (long term vacancies, leave of absence, death).

Document 1 to this report lists the names and ranks of the six sworn officers who left the employment of OPS in Q4 2021 due to retirement and resignation.

In total for the year, there were 33 retirements, 16 resignations and two returns to work and one leaving for other reasons.

Q4 2021 Position Conversions

In Q4 2021 one of the unassigned 2021 sworn growth positions was converted to a civilian position in Respect, Values & Inclusion Directorate. At this time the position is being held vacant to fund a temporary external resource to focus on Indigenous community support.

In total for the year, seven sworn positions were converted from sworn to civilian including two of the 2021 growth positions.

Q4 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 Q4 2021.

2022 Sworn Officer Forecast of Hiring Requirements and Hiring Plan

2022 Overview Sworn Officer Hiring Requirements

The 2022 sworn staffing forecast identifies a need to hire 79 sworn officers.

The forecast is based on the assumptions there will be 40 retirements and 10 resignations in 2022, and provides for a complement carry-over of 20 officers in

anticipation of 2023 retirements. Along with this, the sworn compliment was reduced by two during the 2022 budget process going from 1,481 to 1,479, which reduced the carry-over from 13 to 11 to begin 2022.

The 2022 forecasted hiring requirements are outlined in Table 3 below:

Table 3							
2022 Summary of Sworn Officer Hiring Requirements							
		Forecasted Hiring Requirements	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Reqmts
		Original					
Position Change							
Civilianization		-3	-3	0	0	0	-3
Strategic Growth	no growth for 2022	0	0	0	0	0	0
Staffing Changes							
Complement (overage) / underage from 2021		11	11	0	0	0	11
Retirements/LSER	% of Eligible Retirements	40	15	10	10	5	40
Resignations/Terminations	Historical trend	10	5	2	2	1	10
Other *		2	0	1	1	0	2
Complement carry-over to 2023	20% of 2023 Eligible	20				20	20
Total		79	28	13	13	26	79
*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 in 2023							

2022 Overview -Sworn Hiring Plan

A class of 14 recruits have been selected to begin in April with a plan to hire an additional 12 Experienced Officers in May of 2022. Human Resources will then have time to actively recruit additional candidates for a larger class in August. As actual retirements and resignations happen in 2022, the December class will increase or decrease as needs change.

Table 4 below summarizes the forecasted 2022 Sworn Officer Hiring Plan to meet the above detailed staffing requirements.

Hire Date	Intake	Original Hiring Plan	Revised	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Plan
New Recruits								
Apr 2022	Intake R1			0	14	0	0	14
Aug 2022	Intake R2			0	0	24	0	24
Dec 2022	Intake R2			0	0	0	29	29
Experienced Officers								
May 2022	Intake E1			0	12	0	0	12
Oct 2022	Intake E2			0	0	0	0	0
Total				0	26	24	29	79

Civilian Staffing Activities

Q4 and 2021 Summary of Civilian Hiring

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. In 2021, the OPS also saw a backlog of staffing actions given the delays presented due to the COVID 19 Pandemic. The original 2021 plan forecasted a carry-over of 25 permanent civilian vacancies into 2022, however due a reduction in forecasted retirements, there were 28 permanent civilian vacancies as of December 31, 2021.

Table 5 shows the permanent civilian staffing actions completed in 2021.

	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Vacancies Carried to 2022
	Original					
Position Changes						
Existing Vacancies	31	31	32	36	30	28
Strategic Priorities-growth**	4	3				
Strategic Priorities-converted from Sworn	6	4		1		
Staffing Changes						
Permanent Hires/term to perm		-18	-8	-7	-5	
Retirements	31	9	9		1	
Resignations	5	4	2	2	2	
Other *	2	-1	1	-2	0	
Total	79	32	36	30	28	

*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

Q4 2021 Civilian Staffing Activities

OPS started Q4 2021 with 30 permanent civilian positions with no substantive owner.

- There were three permanent civilian members who left the organization in Q4- Document 2 lists the names and positions held by these three civilian members.
- There were five permanent civilian employees hired in Q4 2021- Document 3 lists the details of these five members.
- OPS ended Q4 of 2021 with 28 permanent civilian positions with no substantive owner, seven are filled temporarily to ensure operational requirements.

SENIOR OFFICERS' ASSIGNMENT UPDATES

Q4 Executive Command

Staffing shortages at the Command level are backfilled by SOA members. As of December 31, 2021, there was one SOA members acting as Deputy Chief to cover the temporary absence of Deputy Chief Uday Jaswal.

Q4 Sworn Senior Officer Assignments

As of December 31, 2021, there were six sworn members of the OPA acting in SOA positions due to a permanent vacancy or temporary assignment:

- Acting Inspector Nancy Murray is backfilling the position of Inspector Communications
- Acting Inspector Peter Jupp is backfilling the position of Inspector Customer Service
- Acting Inspector Sam Fawaz is backfilling the position of Inspector Neighbourhood Branch B
- Acting Inspector Brian Samuel is backfilling the position Inspector Platoon A
- Acting Inspector Jamie Harper is backfilling the position of Inspector Platoon E
- Acting Inspector John Mbakulo is backfilling the position of Inspector Strategic Planning

As of December 31, 2021, there were four sworn SOA members backfilling positions due to temporary vacancies or Special Assignments.

- Acting Superintendent Paul Burnett is backfilling the position Superintendent Frontline Policing

- Acting Superintendent Robert Bernier is backfilling the position of Superintendent Information
- Acting Superintendent Robert Drummond is backfilling the position of Superintendent Intelligence
- Inspector Dana Reynolds is backfilling the position of Inspector Fixed Operations & Airport

As of December 31, 2021, there are four vacant sworn SOA position

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

Q4 Civilian Senior Officer Assignments

As of December 31, 2021, four civilian OPA members were acting in an SOA position due to permanent or temporary 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
- Natasha Mitchell is acting in the position of Manager Abilities Management

As of December 31, 2021, two SOA members were acting in an SOA position due to permanent vacancies

- Lisa Bianco is acting in the position of Director Labour Relations
- Kathy Murray is acting in the position of Chief Financial Officer

As of December 31, 2021, there were two 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

Q4 Vacant Permanent Civilian Senior Officer Positions

As of December 31, 2021, there were six permanent vacant civilian SOA positions.

- Chief Financial Officer- *Recruitment complete- start date Q2 2022*
- Director Community Safety & Wellbeing-*Recruitment in progress*
- Director of Equity, Diversity & Inclusion- *Recruitment in progress*
- Director of Materiel Management- *Recruitment in progress*
- Director Corporate Communications- *Recruitment in progress*
- Director Employee & Labour Relations- *Recruitment complete- start date Q1 2022*

Document 4 illustrates the sworn and civilian Senior Officer assignments of OPS as of December 31, 2021, and is provided for reference purposes.

Q4 2021 Sworn Officer Suspensions

There were three conclusion of Suspensions and no new Suspensions in Q4 of 2021.

- 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 (PSA). 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 nine 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.

Document 5 provides the name of currently suspended members.

SUPPORTING DOCUMENTATION

Document 1 – Q4 2021 Sworn Officer Retirements, Resignations and Deaths

Document 2 – Q4 2021 Civilian Retirements, Resignations and Deaths

Document 3 – Q4 2021 Permanent Civilian Hires

Document 4 – Q3 2021 Senior Officer Assignments

Document 5 – Q3 2021 Sworn Officer Suspensions

CONCLUSION

This report provides an overview of the activities that have occurred in the Q4 to fulfill the goals of the workforce plans as well as a forecast of anticipated 2022 workforce activities.

DOCUMENT 1**Q4 2021 Sworn Officer Retirements**

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Luc Mongeon	Specialized Policing	Traffic Services	Constable	1-Nov-2021
2	Bradford Tierney	Specialized Policing	Traffic Services	Constable	1-Oct-2021
3	Debbie Miller	Neighbourhood Policing	Neighbourhood Branch B	Inspector	1-Dec-2021

Q4 2021 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Simon DiRago	Frontline Policing	Platoon A East	Constable	1-Oct-2021
2	Jesse Hewitt	Frontline Policing	Platoon A West	Constable	15-Oct-2021
3	Christa Schellenberg	Intelligence	Offender Management	Constable	1-Dec-2021

DOCUMENT 2**Q4 2021 Civilian Retirements**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Donna Harrison	Information	Front Desk Services East	Front Desk Services Agent	1-Nov-2021

Q4 2021 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1	Kristopher Savoy	Information	Comm Centre – Platoon D	Police Communicator	23-Oct-2021
2	Cyril Rogers	Financial Services	Financial Services	CFO	6-Nov-2021

DOCUMENT 3**Q4 2021 Permanent Civilian Hires**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Melanie Winwood	Investigations	Special Investigations Branch	Senior Advisor VAW	12-Oct-21
2	Colleen McKee	Information	Front Desk Services	Front Desk Services Agent	3-Dec-21
3	Lilah Dawson	Information	Communication Centre	Police Communicator	6-Dec-21
4	Lianne Degan	Information	Communication Centre	Police Communicator	6-Dec-21
5	Breanna St-Jean	Information	Communication Centre	Police Communicator	6-Dec-21

DOCUMENT 4**Q4 2021 Senior Officer's Assignment Report**

CHIEF OFFICERS AND SUPERINTENDENTS				
Title	Incumbent	Temporarily Assigned	Term End	Staffing Action
Chief Financial Officer	Vacant	MURRAY KATHY		Recruitment complete Q2 2022
Chief Information Officer	BEATTY ANNA			
Chief Physical Environment Officer	MILLS PAMELA			
Executive Director of Strategy & Comms	STEINBACHS JOHN			
General Counsel	HUNEAULT CHRISTIANE			
Superintendent Frontline Policing	FERGUSON PATRICIA	BURNETT PAUL	2022.06.05	
Superintendent Human Resources	PATTERSON MARK			
Superintendent Information	MCKENNA JOAN	BERNIER ROBERT	2022.01.02	
Superintendent Intelligence	BHATNAGAR SAMIR	DRUMMOND ROBERT	2022.01.02	
Superintendent Investigations	RENWICK CHRISTOPHER			

Superintendent Neighbourhood Policing	DUNLOP JAMIE			
Superintendent Respect, Values & Inclusion	GRANGER ISOBEL			
Superintendent Specialized Policing	RHEAUME CHRISTOPHE R			
Directors and Inspectors				
Title	Incumbent	Temporarily Assigned	Term End	Staffing Action
Director Corporate Communications	Vacant			Recruitment in progress Q2 2022
Director Employee & Labour Relations	Vacant	BIANCO LISA	2022.01.0 9	Recruitment complete Q1 2022
Director Equity, Div & Inclusion	Vacant	DANIEL KOEPKE	2022.03.2 1	Recruitment in progress Q2 2022
Director Health, Safety & Wellness	SLOBODIAN ANGELA			
Director Human Resources	RATHWELL MICHELLE			
Director Materiel Mgmt	Vacant	RENAUD JASON	2022.01.3 0	Recruitment in progress Q2 2022
Director Strategic Projects	GAUTHIER MICHELLE			

Director Community Safety & Wellbeing	Vacant			Recruitment in progress Q2 2022
Legal Counsel	STEWART VANESSA			
Exec Advisor Respect, Conduct & Values	AARENAU DEBORAH			
Inspector Communications	BERNIER ROBERT	MURRAY NANCY	2022.01.02	
Inspector Customer Service	DRUMMOND ROBERT	JUPP PETER	2022.01.02	
Inspector Executive Officer	MALONEY KEVIN			
Inspector Fixed Operations & Airport	Vacant	DANA REYNOLDS	2022.01.02	
Inspector Frontline Investigations	MCGETRICK JOHN			
Inspector/Director Info & Material Continuity	Vacant	JORDON DAWN	2022.07.01	
Inspector Information Services	HODGINS TIMOTHY			
Inspector Intelligence Services	ELVES JAMES			
Inspector Major Investigations	CARTRIGHT CARL			
Inspector Neighbourhood Branch A	BRYDEN KENNETH			

Inspector Neighbourhood Branch B	Vacant	FAWAZ SAM	2022.01.09	
Inspector Operations Support	MARIN MICHEL			
Inspector Platoon A	BURNETT PAUL	SAMUEL BRIAN	2022.07.03	
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			
Inspector Strategic Planning	Vacant	MTAKULO JOHN	2022.01.02	
Inspector Courts, Custody & Traffic	RYAN MICHAEL			
Inspector Specialized Investigations	LACHINE HEATHER			

Inspector Staffing Resources	MCLAREN SANDRA			
OTHER				
Title	Incumbent	Temporarily Assigned	Term End	Staffing Action
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 Abilities Management	OROSZ ELLEPOLA GIZELLA	MITCHELL NATASHA	2022.02.28	

DOCUMENT 5**Q4 2021 Sworn Officer Suspensions**

Last name	First name	Police Rank	Directorate	Start Date	Changes in Q4
Hinterberger	Will	Staff Sergeant	Frontline Policing Directorate	2019.09.13	
Assaad	Hussein	Constable	Investigations Directorate	2020.04.23	
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	
Fournier	Pierre	Constable	Frontline Policing Directorate	2021-06-17	
El-Badry	Haidar	Constable	Frontline Policing Directorate	2021-06-24	