

Report to / Rapport au:

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

22 February 2021 / 22 Fevrier 2021

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

**Jeff Letourneau, Chief Administrative Officer/ Agent administratif principal
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SUBJECT: WORKFORCE MANAGEMENT REPORT – FOURTH QUARTER 2020

OBJET: GESTION DES EFFECTIFS DU QUATRIEME TRIMESTRE DE 2020

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.

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 a list of actual Q4 workforce management activities as well as an overview of 2020 in its entirety;

3. Summarize hiring goals for 2021 including assumptions related to retirements and resignations;
4. 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

Summary of 2020 Hiring Forecast and Actual

The forecast of sworn officer hiring requirements for the year is developed annually by OPS and is used to estimate the number of officers that must be hired to fill both new and existing vacant positions. The original 2020 budget provided 30 sworn growth positions and in Q1 2020, the Board approved an accelerated hiring plan increasing that number by 70 for a total of 100 growth positions for 2020. The original hiring plan recommended hiring 153 officers to cover growth and attrition through retirement and resignations in 2020.

Subsequent to the COVID19 pandemic impacts and evolving uncertainties, the Sworn Accelerated Hiring Plan was suspended, reverting back to the 30 growth positions originally approved in the 2020 budget and the hiring plan was adjusted.

In Q4 the following key factors were considered in the final implementation of the 2020 hiring plan:

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 however sessions in 2020 were impacted by the Covid19 pandemic and could be further affected in 2021;
3. An experienced officer from another police service takes one to two months, on average, to become deployable;
4. While retirements tend to occur at the beginning of each new fiscal year, we saw a reduction in expected retirements in 2020
5. The approved 2021 budget includes 30 sworn growth positions.
6. The long-term impacts of the Covid19 pandemic on our community and our members are still uncertain.

7. The updated recruiting process implemented in January 2020 resulted in a significant increase in the quantity (400%) quality and diversity of the applicant pool.

In consideration of all of the above, the Command Team moved forward with a December class of 48 recruits to take advantage of the high quality and diverse applicant pool. Any complement overage would be addressed in the 2021 hiring plan. As a result, 48 sworn officers were hired in Q4 2020 and will be brought to the board for approval in Q2 2021.

Table 1 below summarizes the final 2020 sworn officer hiring requirement and implementation.

Table 1
2020 Summary of Sworn Officer Hiring Requirements

	Forecasted Hiring Requirements	Forecasted Hiring Requirements	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Hiring Requirements	Hiring Plan (see Table 2)
	Original	Revised						
Position Change								
Strategic Growth	100	30	25	5	0	0	30	
Provincial Gun Violence	2	2	2	0	0	0	2	
Staffing Changes								
(overage) /	-29	-29	-29				-29	
Retirements/LSER	40	40	15	9	2	1	27	
Resignations	10	10	4	3	1	1	9	
Other *	2	2	-1	1	0	2	2	
Complement carry-over	28	28	0	0	0	55	55	
Total	153	83	16	18	3	59	96	96
*Includes long term vacancies (LTV), leave of absence (LOA) and deaths. Names will not be disclosed Complement Carry-Over is based on approximately 40% of following year's Forecasted Retirements.								

Table 2 below summarizes the adjusted 2020 Sworn Officer Hiring Plan as implemented.

Table 2
2020 Hiring Plan

Hire Date	Intake	Original Hiring Plan	Revised	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Hiring Plan
New Recruits								
Apr 2020	Intake R1	48	48	0	48	0		48
Aug 2020	Intake R2	48	0	0	0	0		0
Dec 2020	Intake R2	47	48	0	0	0	48	48
Experienced Officers								
May 2020	Intake E1	10	0	0	0	0		0
Total		153	96	0	48	0	48	96

Q4 Sworn Member Resignations & Retirements

In Q4 2020 there were 2 sworn officer retirements, 1 sworn officer resignation and 2 sworn officer deaths. Of the 5 employees who left the service, 4 were male and one female.

Document 1 lists the names and ranks of the 5 sworn officers who left the employment of OPS in Q4 2020.

2021 Sworn Officer Forecast of Hiring Requirements and Hiring Plan

The 2021 sworn staffing forecast identifies a need to hire 44 officers, this forecast is based on the assumptions there will be 40 retirements in 2021 and 10 resignations.

Other key assumptions include:

- a) 30 sworn positions have been added to the complement for 2021;
- b) There was a reduction in sworn positions by 3 as explained in the 2021 budget document, this resulted in an increased complement overage from 2020 from 55 to 58 officers;
- c) A surplus of 20 officers will be carried into 2022 to cover Q1 retirements.

The 2021 forecasted hiring requirements are outlined in Table 3 below:

Table 3
2021 Hiring Forecast

	Forecasted Hiring Requirements	Q1 Forecast	Q2 Forecast	Q3 Forecast	Q4 Forecast	Hiring Requirements
Position Change						
Strategic Growth	30	30				30
Staffing Changes						
Complement (overage) / underage from 2020	(58)	(58)				(58)
Retirements/LSER	40	25	5	5	5	40
Resignations	10	3	2	2	3	10
Other *	2		1	1		2
Complement carry-over to 2022	20				20	20
Total	44	0	8	8	28	44
*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 4 below summarizes the 2021 Sworn Officer Hiring Plan designed to meet the requirement for 44 officers outlined above. For 2021, the plan is to hire two groups of 22 new recruits in August and December. This hiring plan is contingent on obtaining Board direction to proceed with the sworn growth hires as outlined in the Deployment Model motion passed in December 2020. The plan is also dependent and may be paused depending on the outcome of the Board's motion related to the 2022 Budget.

Table 4
2021 Hiring Plan

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

The Original Hiring Plan provides recruitment targets for the year. In-year adjustments will be made to reflect actual year to date variances from the forecast and the mix of direct entry and new recruit candidates are also considerations in adjusting the hiring plan during the year while striving to meet the hiring requirements.

Q4 Sworn Members OPC Trained

Document 2 to this report lists the names of the 48 new recruits who were sworn in during Q4 2020.

Table 5 below provides a demographic overview of these 48 new OPS sworn officers.

	Total #	Male	Female	Average Age	English & French Speaking	Other Languages	Education Level
Hired March 2020	48	35	13	30.5	19	13	33- University 12 - College

Q4 2020 Sworn Officer Promotions

Sworn officer promotions are generally made on a quarterly basis, taking into account the number of vacancies arising through attrition. There were 4 sworn Senior Officer promotions in Q4 2020 detailed in Table 6 below.

Table 6
Q4 2020 Sworn Officer Promotions

	Superintendent	Inspector	S/Sergeant	Sergeant	Total
Q4 Sworn Officer Promotions	1	3			4
Male	1	3			4
Female					
Females as a % of Total	0%	0%	0%	0%	0%

Document 3 lists the names of the sworn employees promoted in Q4 2020.

Civilian Staffing

2020 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 2020 plan originally forecasted 130 actions. This number had four components:

1. 60 staffing actions to fill vacant permanent positions as a result of promotions, retirements, resignations and operational backfill positions;
2. 30 staffing actions to fill medium-to-long-term temporary requirements;
3. 15 staffing actions to fill short-term (four months or less) temporary requirements; and,
4. 25 staffing actions to fill casual opportunities.

With the exception of Temporary Opportunities, all categories of Civilian Staffing in Q4 were below forecast due to the COVID 19 Pandemic during this time period.

Staff made adjustments to civilian recruitment processes including virtual interviews where possible and ensuring adherence to social distancing for in-person interviews.

Table 7 below outlines the civilian staffing plan by category.

**Table 7
2020 Civilian Staffing Plan**

2020 Civilian Staffing Plan							
	2020 Forecasted Actions		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2020 Total Staffing Actions
Existing Vacancies							
Permanent Operational Backfill (Communication Centre)	20		4	0	3	0	7
Permanent Civilian hires (external candidates, and term to perm conversion, through competition)	40		12	3	10	9	34
Temporary Assignments (through competition)	30		2	2	6	6	16
Temporary Opportunities (<6 months, through internal database)	15		6	4	4	4	18
Casual Hiring (external competition)	25		9	0	0	1	10
Total Staffing Actions	130		33	9	23	20	85

Q4 2020 Activities

In total, 18 staffing actions were completed in Q4 2020, comprised of nine permanent positions to address attrition, six temporary assignments, three temporary opportunities

and one casual hire. In Q4 2020, OPS had two civilian retirements and two civilian resignations. Document 4 lists the names and positions held by these four civilian members.

Document 5 lists the names of the four new permanent civilian employees hired in Q4 2020. Document 6 lists the names of the five permanent civilian members in new permanent positions as of Q4 2020.

Table 8 below provides the demographic overview of the four new permanent civilian employees.

Table 8
Demographic Highlights of New OPS Civilian Employees
Q4 2020 Hiring Activities

	TOTAL NUMBER	MALE	FEMALE	AVERAGE AGE	ENGLISH AND FRENCH SPEAKING	OTHER LANGUAGES	EDUCATION
Q4 2020 Civilian Hires	4	2	2	40	3	Cantonese	2 – University 1 - College Diploma

SENIOR OFFICERS' ASSIGNMENT UPDATES

Document 7 details the Senior Officers assignments of OPS as of December 31st, 2020 and is provided for reference purposes.

Executive

As of December 31st, 2020, Superintendent Joan McKenna was backfilling the Deputy Chief Intelligence Led Policing.

Sworn

Temporary Vacancies (Actors) – As of December 31st, 2020, there were six sworn members of the OPA acting in an SOA position due to a temporary vacancy.

- Laurie Fenton is backfilling the position of Director of Equity, Diversity & Inclusion
- Peter Jupp is backfilling the position of Inspector Customer Service

- Dawn Jordon is backfilling the position of Inspect Info & Material Continuity as an Acting Director
- Jason Renaud is backfilling the position of Inspector Materiel Management as an Acting Director
- Jamie Harper is backfilling the position of Inspector Platoon B
- Nancy Murray is backfilling the position of Inspector Courts, Custody & Traffic

Vacant Permanent Positions – The newly created Director of Community Safety & Wellbeing is vacant.

SUPPORTING DOCUMENTATION

Document 1 - Q4 2020 Sworn Officer Retirements, Resignations and Deaths

Document 2 - Q4 Recruits Sworn-in

Document 3 - Q4 Sworn Promotions

Document 4 - Q4 2020 Civilian Retirements and Resignations

Document 5 - Q4 2020 Permanent Civilian Hires

Document 6 - Q4 2020 Civilians in New Permanent Positions

Document 7 - Senior Officer's Assignment Report as of December 31st, 2020

CONCLUSION

This report provides an overview of the sworn and civilian staffing activities that occurred in 2020 as well as a forecast of 2021 actions required to fulfill the goals of the workforce plans. Staff will provide an update on 2021 Q1 activities at the May 2021 Board meeting.

Q4 2020 Sworn Officer Retirements

	NAME	DIRECTORATE	SECTION	RANK	RETIREMENT DATE/LONG-TERM LEAVE DATE
1	Robert Hagarty	Frontline	OPSOC E Platoon	Sgt	1-Oct-2020
2	Tamy Vallières	Neighbourhood Policing	SRO Secondment (already vacated)	Cst	1-Dec-2020

Q4 2020 Sworn Officer Resignations

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Abdulkadir Abdi	Frontline	East F Platoon	Cst.	22-Dec-2020

Q4 2020 Sworn Officer Deaths

	NAME	DIRECTORATE	SECTION	RANK	RESIGNATION DATE
1	Bruno Gendron	Investigations	Collision Investigations	Cst.	12-Nov-2020
2	Nelson Lizotte	Human Resources	Professional Development	Cst.	26-Nov-2020

DOCUMENT 2

COUNT	LASTNAME	FIRSTNAME	RANK	HIRE DATE
1	BARRETT	ANDREW	New Recruit	3/26/2020
2	BERTOLI	MAURO	New Recruit	3/26/2020
3	BAIR-MARSHALL	MAXILIAN	New Recruit	3/26/2020
4	GUENET	ANDREA	New Recruit	3/26/2020
5	HUNT	ERICA	New Recruit	3/26/2020
6	HOPE	NICHOLAS	New Recruit	3/26/2020
7	KIM	SANGWOOK	New Recruit	3/26/2020
8	KING	JAMARR	New Recruit	3/26/2020
9	LEONARD	CAMILLE	New Recruit	3/26/2020
10	MASNERI	AUSTIN	New Recruit	3/26/2020
11	MUNIER	CHRISTOPHER	New Recruit	3/26/2020
12	ROCHON	MORGAN	New Recruit	3/26/2020
13	TRUDEL	DARIEN	New Recruit	3/26/2020
14	ZACKRIAS	SCOTT	New Recruit	3/26/2020
15	AFRAM	COLLINS	New Recruit	3/26/2020
16	BUNSTER	JAMIE	New Recruit	3/26/2020
17	ALI	SAEED	New Recruit	3/26/2020
18	DUPONT-CHOINIERE	VINCENT	New Recruit	3/26/2020
19	NAKIC	SHANE	New Recruit	3/26/2020
20	NICHOL	JONATHAN	New Recruit	3/26/2020
21	GITELMAN	ROTISLAV	New Recruit	3/26/2020
22	KEMP	SHAI	New Recruit	3/26/2020
23	NTOLLA	KENNY DAVIS	New Recruit	3/26/2020
24	TOUPIN	TABYTHA	New Recruit	3/26/2020
25	MICHOLUK	LINDSEY	New Recruit	3/26/2020
26	SIT	FRIENKY	New Recruit	3/26/2020
27	MACKENZIE	ALICIA-JADE	New Recruit	3/26/2020
28	NADEAU	DREW	New Recruit	3/26/2020
29	GILLET	PIERRE-ALEXNDRE	New Recruit	3/26/2020
30	LAVIOLETTE	CLAIRE	New Recruit	3/26/2020
31	COUTURE	SEBASTIAN	New Recruit	3/26/2020
32	LEVESQUE	DAMIAN	New Recruit	3/26/2020
33	CAMPBELL-HAROLD	JOSHUA	New Recruit	3/26/2020
34	JUERGENSEN	JAN RASMUS	New Recruit	3/26/2020
35	COLLIS	DUNCAN	New Recruit	3/26/2020
36	NESBITT	SARA	New Recruit	3/26/2020
37	ZUMBERI	SPHRESA	New Recruit	3/26/2020
38	GALLANT	JAY	New Recruit	3/26/2020
39	JAGGON	RICHARD	New Recruit	3/26/2020

40	RITZ	KURTIS	New Recruit	3/26/2020
41	DORKEN	STEVEN	New Recruit	3/26/2020
42	KIWAN	ANTHONY	New Recruit	3/26/2020
43	MCCREADY	JOSHUA	New Recruit	3/26/2020
44	LALLY	SARAH	New Recruit	3/26/2020
45	BUECKERT	JOHNNY	New Recruit	3/26/2020
46	EMMONS	RILEY	New Recruit	3/26/2020
47	DOIRON	SHAYNE	New Recruit	3/26/2020
48	WATSON	TREVOR	New Recruit	3/26/2020

DOCUMENT 3**Q4 2020 Sworn Officer Promotions**

	Name	Promoted To	Date
1	Samir Bhatnagar	Superintendent	6 Oct-20
2	Hugh O'Toole	Inspector	6 Oct-20
3	Russell Lucas	Inspector	6 Oct-20
4	Marc Andre Sheehy	Inspector	6-Oct-20

DOCUMENT 4**Q4 2020 Civilian Retirements**

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RETIREMENT DATE
1	Lynda Turner	Information	Court Liaison	Court Liaison Coordinator	01-Nov-2020
2	Sherry Wade	Information	Court Liaison	Supervisor Court Liaison	1-Dec-2020

Q4 2020 Civilian Resignations

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	RESIGNATION DATE
1	Claude Barrette	Information	Police Reporting Unit	Police Reporting Unit Agent	20-Nov-2020

2	Liza Girard*	Investigation	Victim Crisis Unit	Crisis Counsellor	08-Dec-2020
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*Casual Civilian members

DOCUMENT 5

Q4 2020 Permanent Civilian Hires

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Roxanne Sauve-McNaught*	Information	Court Liaison	Court Liaison Coordinator	01-Nov-2020
2	Alexandra Sheremeta	Respect, Values and Inclusion	Equity, Diversity and Inclusion	EDI Specialist	23-Nov-2020
1	Karim Labossiere*	Information	Police Reporting Unit	Police Reporting Unit Agent	4-Dec-2020
2	Brian Lee*	Human Resources	Health and Safety	Health and Safety Advisor	14-Dec-2020

*Term employee who won permanent position.

DOCUMENT 6

Q4 2020 Civilians in New Permanent Positions

	NAME	DIRECTORATE	SECTION	PERMANENT POSITION	START DATE
1	Jonathan Sweet	Financial Services	Financial Planning Unit	Manager Financial Planning	5-Oct-2020
2	Joëlle Martin	Information	Communications Branch	Communication Centre Performance Analyst	7-Dec-2020
3	Jeffrey Paddison	Strategy & Communication		Manager Business Process Improvement	12-Dec-2020
4	Darren MacPherson	Human Resources	Health and Safety	Manager, Health and Safety	14-Dec-2020
5	Colleen Weldon	Information	Front Desk Services	Front Desk Services Agent	21-Dec-2020

Senior Officer's Assignment Report as of December 31st, 2020

CHIEF OFFICERS AND SUPERINTENDENTS			
Title	Incumbent	Temporarily Assigned	Term End
Chief Financial Officer	ROGERS CYRIL		
Chief Information Officer	BEATTY ANNA		
Executive Director of Strategy & Communication	MAR RANDALL	STEINBACHS JOHN	2021.06. 11
General Counsel	HUNEULT CHRISTIANE		
Superintendent Frontline Policing	MCKENNA JOAN	FERGUSON PATRICIA	2021.04. 26
Superintendent Human Resources	PATTERSON MARK		
Superintendent Information	FORD MARK		
Superintendent Intelligence	BHATNAGAR SAMIR	DRUMMOND ROBERT	2021.04. 26
Superintendent Investigations	RENWICK CHRISTOPHER	CARTRIGHT CARL	
Superintendent Neighbourhood Policing	DUNLOP JAMIE		
Superintendent Respect, Values & Inclusion	GRANGER ISOBEL		
Superintendent Specialized Policing	RHEAUME CHRISTOPHER		
DIRECTORS AND INSPECTORS			
Title	Incumbent	Temporarily Assigned	Term End
Director Community Safety & Wellbeing	Vacant		
Director Corporate Communications	STEINBACHS JOHN	No Holder	
Director Employee & Labour Relations	CHODOS MARK		
Director Equity, Div & Inclusion	SNODDY DAVID	FENTON LAURIE	2021.01. 11
Director Health, Safety & Wellness	SLOBODIAN ANGELA		

Director Human Resources	RATHWELL MICHELLE		
Director Strategic Projects	GAUTHIER MICHELLE		
Legal Counsel	MALASHENKO LARA		
Exec Advisor Respect, Conduct & Values	AARENAU DEBORAH		
Inspector Communications	BERNIER ROBERT		
Inspector Customer Service	DRUMMOND ROBERT	JUPP PETER	2021.04. 25
Inspector Executive Officer	FLANAGAN PATRICK	MALONEY KEVIN	2020.12. 31
Inspector Fixed Operations & Airport	RYAN MICHAEL		
Inspector Frontline Investigations	MCGETRICK JOHN		
Inspector Info & Material Continuity	WASSON GLENN	JORDON DAWN	2021.06. 04
Inspector Information Services	HODGINS TIMOTHY		
Inspector Intelligence Services	ELVES JAMES		
Inspector Major Investigations	CARTRIGHT CARL	No Holder	
Inspector Materiel Mgmt	MCLAREN SANDRA	RENAUD JASON	2021.01. 22
Inspector Neighbourhood Branch A	BRYDEN KENNETH		
Inspector Neighbourhood Branch B	MILLER DEBBIE		
Inspector Operations Support	MARIN MICHEL		
Inspector Platoon A	BURNETT PAUL		
Inspector Platoon B	SHEEHY MARC-ANDRE	HARPER JAMIE	2021.04. 25
Inspector Platoon C	LUCAS RUSSELL		
Inspector Platoon D	PALMER DEBBIE		
Inspector Platoon E	REYNOLDS DANA		
Inspector Platoon F	D'AOUST FRANCOIS		
Inspector Professional	O'TOOLE		

Standards	HUGH		
Inspector Recruiting, Learning & Develop	ZACKRIAS DAVID		
Inspector Strategic Planning	MALONEY KEVIN	No Holder	
Inspector, Courts, Custody & Traffic	FERGUSON PATRICIA	MURRAY NANCY	2021.04. 25
Inspector, Specialized Investigations	LACHINE HEATHER		
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		