

**Report to / Rapport au:**

**OTTAWA POLICE SERVICE BOARD  
LA COMMISSION DE SERVICE DE POLICE D'OTTAWA**

**28 July 2025 / 28 juillet 2025**

**Submitted by :**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police  
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**SUBJECT: RESPONSE TO INQUIRY I-25-06**

**OBJET: RÉPONSE À L'ENQUÊTE I-25-06**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Service Board receive this report for information.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de service de police d'Ottawa prenne connaissance du  
présent rapport à titre d'information.**

**INQUIRY**

In the recently released Sunshine List, it was noted that Constable Montsion earned a salary of upwards of \$410,000.

1. What is the breakdown of this salary – that is what was the base amount, the overtime pay out, holiday cash out that led to the collective salary amount?
2. How is overtime managed within the OPS?
3. How is the direct supervisor engaged to manage health and well being of OPS officers?

## RESPONSE

### Question 1:

The *Public Salary Disclosure Act* authorizes employers to disclose salaries over \$100,000 and taxable benefits (i.e. the “Sunshine List”). However, the *Act* does not authorize employers to disclose what the specific benefits are. While the Sunshine List discloses total earnings over \$100,000, MFIPPA restricts the OPS from sharing the detailed breakdown of individual salaries, as this is considered personal information.

*MFIPPA* states that an institution shall not use personal information in its custody or under its control except under limited circumstances, which do not apply in the current instance.

### Question 2:

The Ottawa Police Service (OPS) adheres to an OT policy and process. Regular overtime is typically managed by an employee’s chain of command and requires preapproval before it is earned. For large events and demonstrations, such as Canada Day and visits from international delegates, deployments are managed by the Special Events team. In these circumstances, overtime is always required to meet the security requirements for these larger events.

In all situations, the OPS utilizes a system for its time and attendance needs, including overtime, called OSL. This software has been used by the OPS for over 15 years and is used by many other police services in the province due to its flexibility to accommodate a 24/7 operation with a multitude of schedules that come with operating 24/7. When an overtime submittal is made, all system controlled mandatory fields must be completed, including the pre-approver field (who authorizes the OT) as well as the final approver. All overtime requests, with the exception of statutory bonus, follow a strict approval workflow, culminating in final authorization by a Staff Sergeant or Manager. This ensures policy compliance and oversight.

Another component to consider when discussing OT is annual leave (AL). AL is critically important in ensuring that the OPS maintains the balance between minimum staffing and member wellness. Annually, as per the collective agreement, an annual leave draw commences in May for the following year’s annual leave selections. These selections are considered protected (protected annual leave) when it comes to booking court time and calling members in for regular overtime.

Should a scenario arise requiring the calling in of a member on overtime during annual leave, an Inspector/Director level approval is required. The member must disclose that

they are off on AL booked through the draw and would be eligible for the annual leave OT premium at the time of the call back.

When a member is called in on OT during protected annual leave, the member is still deducted an annual leave day but is compensated with overtime for the hours worked as well as a 24-hour overtime premium for being called in on annual leave.

As per the collective agreement cash out rules, a sworn member can carry forward 40 hours of annual leave to the following year. Any hours in excess of 40 hours are automatically cashed out at the end of the calendar year. Members are not permitted to cash out unused annual leave at any other point of the year. Given this, when members work overtime, it is more challenging for them to take all allotted annual leave each calendar year (as they can utilize OT in lieu of time off) resulting in unused annual leave being cashed out.

In 2024, as OT has become a major, and growing, budgetary item, the OPS launched a PowerBI dashboard to track overtime trends, enabling leaders to monitor usage by team, project code, and individual member. This tool supports data-informed decision-making and early intervention where needed.

Other factors that influence a member's annual pay include shift premiums, paid duty overtime, and other section specific premiums such as investigator premium.

Moving forward, the Service will be taking additional steps to limit the amount of OT incurred by a single member of the Service. We are revising the structure used to generate criminal code warrants. By streamlining the process and ensuring warrants are completed during regular shifts when possible, we can reduce the need for excessive overtime and better manage workload distribution among officers.

We have implemented an additional step for Supervisors in investigative units to ensure officers within the unit are called upon to conduct the warrant writing and, if they need to go outside their unit, that there is justification and it is shared among a number of qualified officers and not always the same one(s).

Furthermore, we will explore the use of the CSPA in creating a unit staffed with professional civilian members with warrant writing skills, who have CSPA designations. This will help fill a gap we currently have, allowing for more efficient handling of tasks, reducing overtime and reducing the burden on our officers.

### **Question 3:**

The Ottawa Police Service Early Intervention (EI) Program, a key component of its Wellness Strategy launched in 2017, aims to proactively support the mental health and

well-being of its members, both civilian and sworn. Officially implemented on April 1, 2021, the program leverages data-driven insights and human interaction to identify individuals at risk of fatigue, burnout, negative interactions with the public/peers and intervene before challenges arise and/or escalate.

Early Intervention utilizes an automated data monitoring system that continuously evaluates member information across 11 distinct data points. Each of these data types, such as critical incident response, attendance, overtime or public complaints, has its own unique threshold. When data on a member exceeds the established threshold, the system automatically generates an alert, signaling the need for the Wellness Analyst to review the alert.

Once an alert is generated, the Wellness Analyst reviews it by examining the context surrounding the alert, the member's current level of involvement, and all historical wellness data available. Based on this comprehensive review, the analyst determines whether a proactive check-in with the member is warranted to be completed by the members supervisor.

#### Key Role of OT in the EI Program:

- **OT as a Risk Indicator:** Overtime is recognized as a contributor to stress, fatigue, and mental health issues. A correlation has been observed between high OT and increased Law Enforcement Complaint Agency (LECA) complaints, making OT a critical factor in wellness monitoring and intervention.
- **Threshold-Based Alerts:** An alert is automatically generated when a member exceeds 50 hours of overtime within a single month. This threshold serves to identify individuals who may be at risk, prompting further analysis to determine whether supervisory intervention or additional wellness support may be appropriate.
- **Holistic Data Integration:** The system integrates OT data with other wellness indicators—such as critical incident exposure, attendance patterns, legal involvement, and LECA complaints—using the IA PRO application to generate alerts and guide proactive support efforts.
- **Supervisor-Led Check-Ins:** When thresholds are exceeded, EI check-ins are conducted by supervisors to foster open, stigma-free conversations. These interactions are essential for building trust and offering tailored support.

By using overtime data as a key input, the EI program ensures early detection of stress, encourages meaningful interventions, and helps to sustain long-term resilience among

Ottawa Police Service members.

## **CONCLUSION**

In 2024, the OPS continued to address staffing capacity challenges with overtime as the main solution utilized to deal with these issues. The OPS has an OT policy and process that it adheres to and that includes a series of chain of command approvals, all tracked through a technology solution. The Early Intervention program is also an effective tool to help monitor a member's wellness through the chain of command. In addition to these measures, with the introduction of the overtime PowerBI dashboard in 2024, an additional layer of control has been added whereby the senior leadership team is able to monitor OT usage within their chain of command and flag and act upon excessive use of overtime.

While overtime remains a necessary tool to address staffing shortfalls, the OPS has implemented significant accountability mechanisms to manage its use, ensure compliance, and monitor impacts on member wellness. Continued implementation of the 2024–2026 Staff Stabilization Plan is expected to reduce OT reliance through increased frontline capacity.