



Why we did this audit

City of Ottawa employees who are unable to work for a prolonged period of time due to an illness or injury may receive long term disability (LTD) income replacement benefits up to age 65. LTD is coordinated through Human Resources Services (HRS) and administered for the City by an external service provider.

At the end of 2019, 666 employees were on LTD and it cost the City \$27.8 M for the year.



What we found

For the most part, LTD claims were properly managed from claim initiation to an employee's return to work.

We concluded that there are opportunities to:

- have better communicated roles, responsibilities, guidance, procedures, and service standards to prevent delays, inefficiencies and inconsistencies when processing LTD claims; and
- to improve how the processing of LTD claims is monitored to better assess whether corrective actions are required.



We made four recommendations to ensure that:

- Documents outlining roles, responsibilities and procedures are updated and clearly communicated;
- a performance monitoring framework is developed to enhance HRS' oversight;
- services standards, where lacking, are established and formal mechanisms to monitor how service standards are met are put in place; and
- an approach to monitor the compliance of LTD claim processing is established to avoid delays, inconsistencies, and improve efficiency.

For more details on this report please visit our [website](#).

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