

**To: Warden and Members of County Council**

**From: Director of Human Resources**

## Employee Turnover and Workload Data

### RECOMMENDATION

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1. That Council receive report HR 2022-06 entitled “Employee Turnover and Workload Data” as information;

### REPORT HIGHLIGHTS

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- The purpose of this report is to update Council on a number of workforce data and trends, including, our past and projected voluntary turnover rate, number of vacancies posted and filled, information related to staff views of workload manageability and burnout, and to provide recent exit interview information.
- As approved in the 2022 Budget and Business Plan, we will be conducting an employee engagement survey beginning in late September. The results of the survey will aid us in determining corporate and departmental gaps and opportunities for improvement with a view to using this information to develop initiatives that will aid in employee attraction and retention.

### Implementation Points

As this report is for information purposes only, there are no implementation points to highlight.







### Financial Impact

The recommendation contained in this report has no financial impact.

### Communications

Council reports are highlighted in Council this Week, which is posted to the County website and circulated to staff internally.

**Strategic Plan (2020-2022)**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
					6.i.

**DISCUSSION**

**Background**

Over the last number of years we have seen our voluntary turnover rate and number of vacancies posted and filled steadily increasing. We are not alone in this and the vast majority of employers are facing similar challenges, meaning employee attraction and retention has become critical. In June 2022, Statistics Canada noted that “job vacancies climbed to 957,500 in the first quarter, the highest quarterly number on record” ([link here](#)). This information aligns with our data and the anecdotal experiences we have heard from other municipalities.

**Comments**

**Voluntary Annual Turnover Rate**

The following shows the County’s overall corporate turnover rate since 2012. Voluntary turnover captures employees who have resigned or retired from a permanent position, shown as a percentage of the total number of employees in a given year.

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022*
5.3%	5.4%	4.6%	5.2%	4.8%	8.6%	7.8%	8.9%	8.8%	10.5%	12.5%

\*2022 is a projection based on data to date

**Vacancies Posted and Filled Annually**

The following shows the number of vacancies posted since 2014, and vacancies posted and filled since 2019, which is when we begin having reliable data.

	2014	2015	2016	2017	2018	2019	2020	2021	2022*
Vacancies Posted						262	233	433	535
Vacancies Filled	203	235	268	254	283	236	199	344	425

\*2022 is a projection based on data to date. Although there was an unusually high number of new FTE’s approved in the 2022 budget, removing those new FTE’s from the projected number, equals approximately 398 vacancies filled, which is still an increase over 2021 and a significant increase over previous years.

It is important to note that vacancies posted and filled doesn't directly correlate to our voluntary turnover rate, as we post and fill vacancies for additional reasons beyond retirements and resignations, such as filling newly approved positions, involuntary terminations, internal staffing transfers, leaves such as long term disability and pregnancy/parental, and annual temporary staffing for student and winter control positions. In 2019 we began tracking vacancies posted versus vacancies actually filled, and the gap demonstrates that there are numerous instances where we are having difficulty hiring a qualified candidate to fill a vacancy.

As noted above, there was a significant increase in vacancies from 2020 to 2021. As the COVID pandemic started in early 2020 we decided to forego hiring summer students, and employees were generally less mobile due to the pandemic. However, 2021 saw a high volume of recruiting in long term care, including COVID screeners and internal postings for new lines, a number of staff on leaves, COVID related absences, etc. In 2021 we also started to notice an increase in retirements, staff moving to other parts of the Country or Province and staff accepting positions where they could work remotely, which would not have been possible prior to the pandemic.

#### Exit Interviews

In 2021, we began having a third party company conduct exit interviews when staff depart; however, we have had difficulty in determining trends in the specific reasons cited for resigning from the County. Reasons vary considerably by individual employee and have included family reasons, accepting a promotion opportunity elsewhere, moving out of region/Province, retirement, and pursuing personal endeavours. There were a few instances where leadership and/or departmental/workplace culture were mentioned and those have been addressed individually. Based on overall exit interview data, it is not possible to determine trends for staff resignations; however, the information gathered is still valuable.

#### Workload and Burnout

Earlier this year we held a workshop for supervisory and management staff related to recognizing and preventing burnout, facilitated by a workplace burnout prevention and wellness specialist. The facilitator surveyed participants prior to the workshop to gain an understanding of current state and to tailor the workshop accordingly. The survey revealed that 29 out of 40 (72%) supervisors and managers who responded are currently or have been experiencing burnout. Anecdotal comments from the survey regarding primary source of burnout and greatest challenges, included themes such as workload, not enough time to complete work, being pulled in multiple directions, competing priorities, volume of work, deadlines, and staff turnover. Although there are a variety of personal and work related factors that can lead to burnout and a general decrease in health and well being, it is evident that this can partly be attributed to the increased turnover we have been experiencing, as hiring managers work with HR to fill a high volume of vacancies in their department or division and must cover off work of departing staff, as rarely is a replacement in place at the time of staff departure.

## Upcoming Employee Engagement Survey

As approved in the 2022 budget, we will be facilitating our third employee engagement survey in late September / early October. We completed our first survey in 2014 and our second survey in 2017. We had planned to facilitate another survey in 2020; however, COVID impacted our decision to delay a third survey. We saw significant improvements in survey results from 2014 to 2017 based on initiatives we had introduced, such as our employee recognition program, succession planning, leadership development, increased learning opportunities, and our flexible work arrangement program. As our workforce has changed significantly since 2017, the 2022 survey results are an opportunity to set new benchmarks and determine where our current gaps and opportunities are. These results and associated action plans will aid in developing an employee attraction and retention plan, and the results will be shared with Council in early 2023.

## Conclusions

It is evident that the County's ability to attract and retain staff is becoming increasingly difficult, aligning with the trends in the general labour market. As witnessed through anecdotal feedback this can lead to increased workload for current staff, leading to feelings of burnout. It is important for Council to be aware of these trends, as employees are our greatest asset and staffing turnover and shortages can have significant impacts on the health and well being of colleagues and overall service delivery. Later this September we will be completing a corporate employee engagement survey which will allow us to identify areas of opportunity for departmental and corporate initiatives to contribute to employee attraction and retention, and overall employee engagement, satisfaction, and well-being.

## SIGNATURES

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### Departmental Approval:

Original signed by \_\_\_\_\_

Amy Smith  
Director of Human Resources

### Approved for submission:

Original signed by \_\_\_\_\_

Benjamin R. Addley  
Interim Chief Administrative Officer