



Report to Personnel Committee

Department: Office of the CAO
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Report Number: Human Resources 2024-04
Subject: Annual Report of Employee Turnover for 2023
Number of Pages: 4

Recommendation(s)/Conclusion(s)

It is recommended that Human Resources Report 2024-04 be received.

Reason for the Report

As per the Terms of Reference for the Personnel Committee, Administration is to provide an annual report on the turnover for the previous year to the Personnel Committee.

Background

This report provides a high-level review of turnover in staff that the Town experienced in 2023.

What is Turnover

Turnover measures employees who leave an organization within a certain period of time. For the purposes of this report, we will breakdown turnover into three (3) categories: voluntary, involuntary and retirement.

Voluntary refers to turnover that could have been prevented and would include any individuals that resigned from their position.

Involuntary refers to turnover that was not by choice of the individual leaving and would include any terminations or layoffs.

Retirement refers to individuals that opted to leave the organization to discontinue working and have met the Town’s minimum retirement requirements (15 year of service and on an unreduced OMERS).

Note that turnover rates would not include employees that left the organization involuntarily due to the end of a set contract (casual, summer student, fixed contract).

1) Turnover by Type:

Type of Turnover	Actual Turnover	Turnover Rate	2022 Rate
Voluntary (Resignation)	6	3.8%	4%
Involuntary (Termination)	1	.60%	1%
Retirement	9	5.8%	1%
Total	16	10.2%	6%

Overall, a 3.8% voluntary turnover rate would not be considered a high rate of turnover. This is slightly lower than 4% in 2022. Of the nine (9) retirements in 2023, four (4) were members of Essex Fire and Rescue Services. The Town anticipates continuing to see a higher-than-normal number of retirements over the next 3-5 years, with currently 5 staff members with 30 or greater years of service and 10 individuals that are age 60 or greater (five (5) are those with 30+ years of service).

2) Turnover by Employee Group:

Turnover by Employee Group	Actual Turnover	% Turnover	2022 % Turnover
Essex Fire & Rescue*	4	25%	33%
Management	3	19%	11%
Union	9	56%	56%
Total	16	100%	100%

*Does not include Fire Administration, which would be included in Management

Looking specifically at the Union group which was 56% of the Town's turnover in 2023:

Type of Turnover - Union Group	Turnover
Voluntary (Resignation)	6
Involuntary (Termination)	1
Retirement	2
Total	9

Of the six (6) unionized employees that voluntarily left the organization, two (2) were from Community Services, two (2) were from Corporate Services, and one (1) each from Development Service and Legislative Services. Three (3) of these were part time employees, and one (1) was a contract employee whose contract was set to expire. Four (4) of the six (6) employees had been with the organization less than one (1) year. Through the Town's exit interview process, it has been determined that of the voluntary turnover, four (4) of the six (6) resignations were unavoidable, meaning that the reason for the leave was not a result of the Town's pay or benefit policy or organizational structure or culture.

Based on the 2023 turnover rates, there is not further actions recommended at this time.

Financial Impact

No financial impact.

Consultations

Doug Sweet, Chief Administrative Officer

Link to Strategic Priorities

- Embrace asset management best practices to build, maintain, and continuously improve our municipally owned infrastructure.
- Leverage our Town's competitive advantages to promote jobs and economic investment.
- Take care of our natural environment and strengthen the sense of belonging to everyone who makes Essex "home".
- Deliver friendly customer service in an efficient, effective, and transparent manner while providing an exceptional working environment for our employees.
- Build corporate-level and community-level climate resilience through community engagement and partnership and corporate objectives.