

# REPORT

## Oakville Public Library Board

**Meeting Date: February 24, 2022**

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**FROM:** Oakville Public Library

**DATE:** February 15, 2022

**SUBJECT: 2021 Year-End Employee Retention and Turnover Metrics –  
February 24, 2022**

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### **RECOMMENDATION:**

That the 2021 Year-End Employee Retention and Turnover Metrics report be received for information.

### **KEY FACTS:**

The following are key points for consideration with respect to this report:

- The Oakville Public Library (OPL) regularly reviews employee retention and turnover to support its commitment to attracting and retaining talent.
- For 2021, OPL saw consistent turnover in retirement and personal reasons, which aligns to previous years.
- OPL will continue to monitor the impact of COVID-19 pandemic on retention and turnover.

### **BACKGROUND:**

OPL had a total of 25 resignation for 2021. This is greater than the turnover rate for 2020, but less than 2019. For 2021, we saw personal and retirement resignations as the top two reasons for departure.

We continue to see an impact from the ongoing COVID-19 pandemic in the 2021 turnover rate as it relates to personal resignations. As reported in the media, there has been a movement during the ongoing COVID-19 pandemic for individuals to evaluate how work intersects with their personal lives. For 2021, the primary reason (54%) for leaving OPL was identified as other priorities in their lives. The second noted reason (36%) was obtaining employment with more hours or the challenge of working multiple jobs. It is important to note that, 91% of the personal resignations were from the part-time staffing complement.

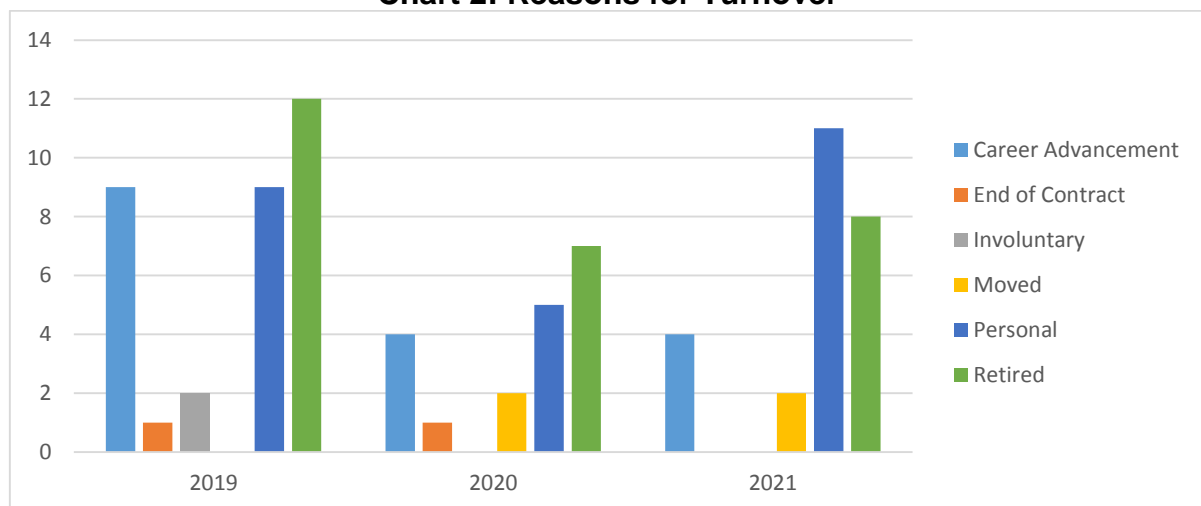
As noted from previous years, retirements continue to be a consistent reason for resignation. We had eight retirements in 2021, which was slightly lower than our projected estimate of 10 based on age demographics and years of service.

We are forecasting that resignations in 2022 will be closer to the numbers in 2020 based on projected retirements and natural attrition.

**Chart 1: Turnover Rate**

<b>Turnover Rate % (as of December 31)</b>	
2019	21.7%
2020	12.58%
<b>2021</b>	<b>17.61%</b>

**Chart 2: Reasons for Turnover**



**Chart 3: Employment Status/Turnover Rate**

<b>Employment Status</b>	
Full-time	4%
Part-time	27%
Casual	14%

**Chart 4: Retention**

Retention Rate % (Q4 2021)
83%

OPL recognizes the value of its employees and strives to create a welcoming and supportive work environment. In 2021, OPL focused on mental health & wellness to support staff during the COVID-19 pandemic. OPL will continue to provide these important initiatives throughout the pandemic and will be focusing on diversity, equity, inclusion, and accessibility for 2022.

**DEFINITIONS:**

**Retention Rate % calculation** - # of staff with 1+ years \*100/# of employees at the beginning of a period (January 1)

**Turnover rate % calculation** - # of employees separated/# of employees at the beginning of a period (January 1)

**Personal** – Defined based on Service Canada’s Record of Employment (ROE) with the exception of Career and Retired

**Employment status/turnover rate % calculation** - # of employees separated/# of employees at the beginning of a period (January 1)

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