

# REPORT

## Oakville Public Library Board

**Meeting Date: October 27, 2022**

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**FROM:** Oakville Public Library

**DATE:** October 18, 2022

**SUBJECT: Employee Retention and Turnover Metrics Report – October 27, 2022**

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### **RECOMMENDATION:**

That the 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.
- OPL has seen a turnover rate trending slightly higher compared to the previous 2 years, however OPL's turnover and retention rates are aligned with Milton and Burlington so far for 2022.
- OPL has continued to support the growth of staff through internal promotion.

### **BACKGROUND:**

As of Q3 2022, OPL has received 22 resignations. This aligns closer to our pre-COVID turnover rate and as such, we have included 2019 Q3 rate to Chart 1 for comparison purposes. To date, we are seeing a broader spectrum of reasons for resignation unlike previous years which more focused on retirement and personal reasons (primarily related to COVID-19). The wider range of reasons for resignation, such as returning to school and career advancement, may be attributed to the shift in the age demographic of the staffing complement as noted in Chart 4. We have provided a snapshot of the age demographic shift over a five year period.

OPL continues to support the promotion of staff where possible and is pleased by the number of internal promotions that have occurred in 2022. For 2022, OPL has

an internal fill rate of 60%. It is notable that 100% of the permanent full-time vacancies went to internal candidates. However, this does provide added challenges related to the corresponding cascade of vacancies which is one of the key drivers of OPL's projected surplus.

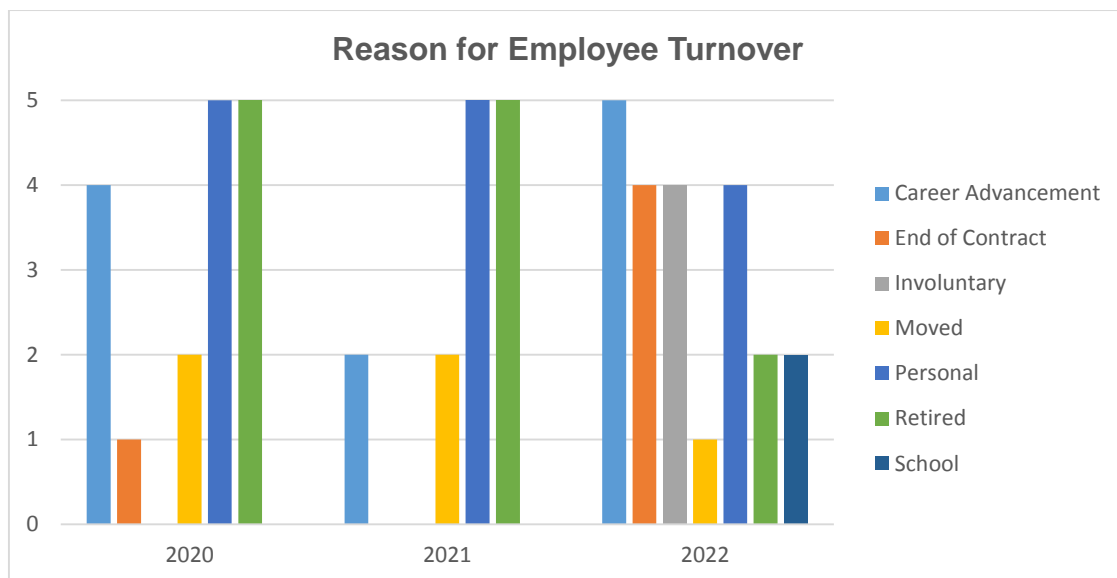
OPL obtained turnover and retention rates from neighbouring library systems (Burlington and Milton) and OPL's turnover and retention rates are aligned so far for 2022.

We will continue to monitor the turnover and retention metrics to support our commitment to attracting and retaining talent.

**Chart 1: Turnover Rate**

Turnover Rate % (as of September 30)	
2019	15.01%
2020	12.58%
2021	13.38%
<b>2022</b>	<b>16.79%</b>

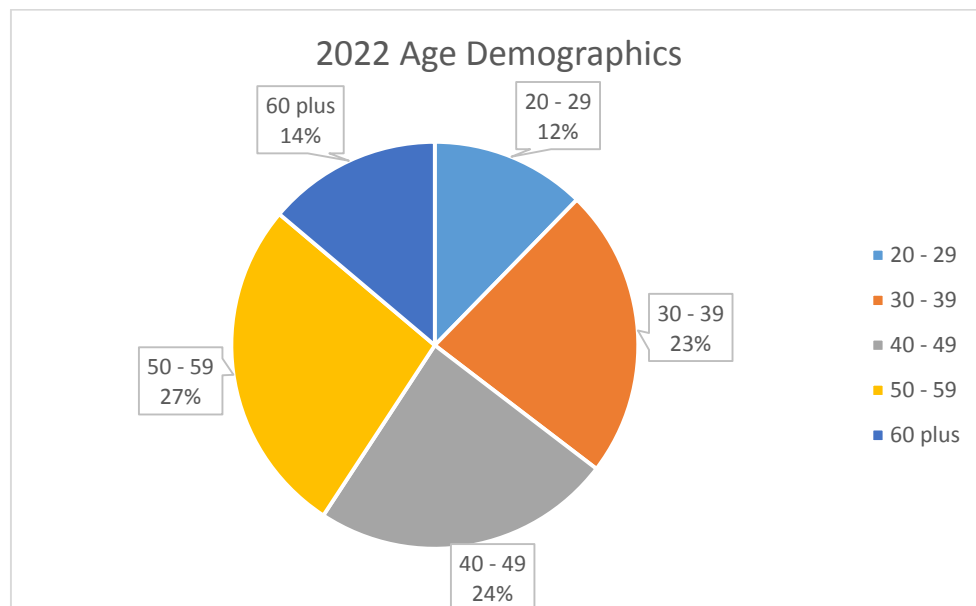
**Chart 2: Reasons for Turnover**

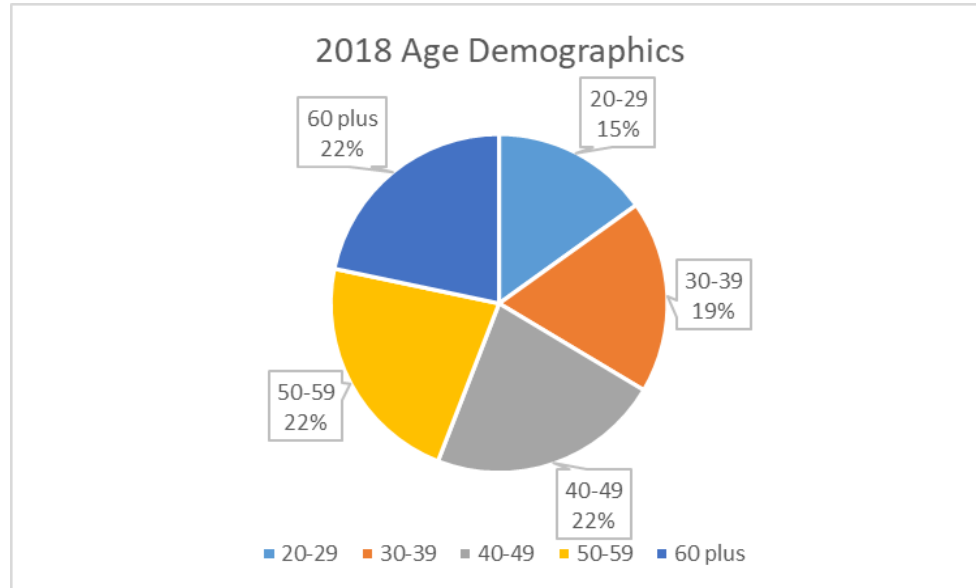


**Chart 3: Employment Status/Turnover Rate**

Employment Status	
Full-time	8%
Part-time	23%
Casual	16%

**Chart 4: Age Demographics**





**Chart 5: Retention**

Retention Rate % (Q3 2022)	
	85%

### Definitions

- Retention Rate % calculation -  $\# \text{ of staff with 1+ years} \times 100 / \# \text{ of employees at the beginning of a period (January 1)}$
- Turnover rate % calculation -  $\# \text{ of employees separated} / \# \text{ of employees at the beginning of a period (January 1)}$
- Personal – Defined based on Service Canada's Record of Employment (ROE) with the exception of Career and Retired
- Employment status/turnover rate % calculation -  $\# \text{ of employees separated} / \# \text{ of employees at the beginning of a period (January 1)}$

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