

# REPORT

## Oakville Public Library Board

February 20, 2025

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**FROM:** Oakville Public Library

**DATE:** February 11, 2025

**SUBJECT:** 2024 Year-End Employee Retention and Turnover Metrics Report – February 20, 2025

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### **RECOMMENDATION:**

That the 2024 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.
- The OPL has seen a lower turnover rate in 2024 than the last two years. OPL's turnover has stabilized since the departure of staff during the COVID years when we saw a rise in turnover due to family obligations and retirements.
- OPL's retention rate is currently at 96% for retaining staff over a year upon their hire. OPL will provide annual year-end report to determine the retention rates between full-time and part-time employees and their years of service.

### **BACKGROUND:**

OPL had a total of 18 turnovers, inclusive of both voluntary and involuntary, for 2024. With an adjustment for involuntary turnovers, OPL had 16 voluntary resignations related to career advancement, retirement and personal reasons. The 2024 turnover rate is lower than the previous two years.

In terms of 2024, OPL experienced two unexpected departures with the passing of Folarin Agbaje and Eric Sillius. OPL is actively working on memorial tributes to both of these staff members as their contributions to OPL were impactful to staff and customers.

The turnover rate for OPL with no adjustments for involuntary was 12.95%. According to 2024 Canadian Turnover Trends report produced by Mercer, the national average for voluntary turnover across all industries is 11.9%. With the adjustment for voluntary only, OPL aligns to the national average at 11.11%. This is a healthy turnover rate for both internal growth opportunities and continuing to hire a diverse talent pool to represent and serve our community.

**Chart 1 (a): Turnover Rate (Involuntary and Voluntary)**

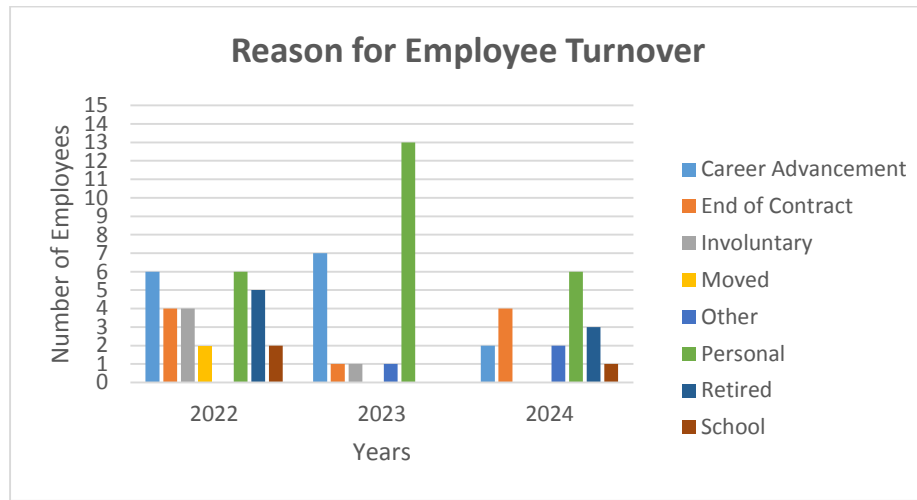
Turnover Rate % (as of December 31)	
2022	21.37%
2023	17.42%
2024	12.95%

**Chart 1 (b): Turnover Rate (Voluntary only)**

Turnover Rate % (as of December 31)	
2022	19.08%
2023	15.91%
2024	11.11%

OPL continues to see the trend of staff seeking new pursuits both professionally and personally such as returning to school or career advancement opportunities at other library systems. For those who pursued career advancement, this demonstrates that OPL provided the necessary skills and experience to grow beyond their roles and pursue external opportunities for their career growth. OPL acknowledges that personal was the highest reason for turnover. Personal includes family obligations, working closer to home, and changes related to work schedules as the reasons for resignation.

**Chart 2: Reasons for Turnover**



Due to the higher percentage of part-time employees to full-time employees at OPL, we continue to see a higher rate of turnover amongst the part-time staffing complement. OPL continues review its overall staffing complement, including the ratio of full-time to part-time staff as part of the workforce planning process.

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

Employment Status	
Full-time	3%
Part-time	9%
Casual	1%

OPL had a high retention rate at 96% in 2024. This higher number reflects the additional staff complement for technology and courier that were added in 2023 along with a lower number of resignations in 2024. When OPL commenced tracking retention rates in 2019, the retention rate was 79%. OPL has steadily maintained the retention rate from 2020-2024 to be consistently around 82.5% which represents a healthy balance of retention and turnover. In this report and subsequent year-end reports, OPL will include a review of the retention rates to determine the breakdown of years of service between full-time and part-time/casual employees.

To ensure that the retention rate remains healthy, OPL will be reviewing employee engagement through the Staff Engagement 2024 survey results and identify areas for improvement. OPL recognizes the value of its employees and strives to create a welcoming and supportive work environment.

**Chart 4: Retention**

Retention Rate % (Q4 2024)
96%

**Chart 4: Retention – Annual Review**

Retention - # of Years per Status as of January 1, 2025				
Years	# of Staff	# of FT	# of PT/CAS	% of Overall Staff
Less than 1 year	14	4	10	9.5%
1 - 2 years	30	4	26	20.4%
2 - 5 years	35	9	26	23.8%
5-10 years	22	16	6	15.0%
10-15 years	14	7	7	9.5%
15-20 years	18	9	9	12.2%
20 -25 years	6	3	3	4.1%
25 years plus	5	1	4	3.4%
Totals	144	53	91	

**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)

**Reference**

2024 Canadian Turnover Trends– Mercer - [2024 Canadian Turnover Trends | Mercer](#)

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