



Innovative Practices to Attract and Retain Talented Staff to Rural Municipalities

Presentation to Rural Ontario Municipal Association

January 23, 2023

The Great Resignation/Prioritization (systemic changes to the workforce)

- Baby-boomers are retiring and the labour market is shrinking.
- 997,000 vacant jobs in Canada. (StatsCan, July 2022)
- Nearly 20% of Canadian workers say they will leave their jobs within a year (Bank of Canada, Jan 2022).

The Great Resignation/Prioritization – The cost of systemic changes to the workforce

- On average, the cost (direct+indirect)* of employee turnover is 40% of the existing employee's salary
- As at September OMHRA, MFOA and AMCTO are exceeded their budgeted amount for job ad revenue in 2022 by between 17 and 25% and anticipate exceeding budgeted revenue by to up 44% by year end.

*direct costs include: lost productivity, recruitment and training costs.

*indirect costs of turnover include: impact on employee morale, lost institutional knowledge, frustrated employees who take on extra workload and time spent training new colleagues.

Work-force expectations are changing

- Top five things candidates and employees are seeking:*
 - Work life balance
 - Attractive Salary and Benefits
 - Positive Workplace Culture
 - Job Security
 - Career Progression
-
- Employees want more control and balance in their lives leading to a focus on health, well-being, family, flexibility.

*Canadian Post Pandemic Workplace Randstad Study (July 2021)



Workplace transformation Covid 19

- Some have decided to leave the work they were previously doing
- A general concern for the psychological health and safety and emotional and mental wellbeing of staff post COVID-19

A healthy workplace culture is vital to ensure workforce stability

- An attractive workplace culture nurtures :
- Wellness including work-life integration
- Opportunities to growth and develop
- Teamwork
- Collaboration
- Performance excellence