



# 2016 Employee Turnover Report

February 2017

Community Social Services Employers' Association of BC  
Suite 800, Two Bentall Centre, 555 Burrard Street  
Box 232, Vancouver BC, V7X 1M8

Tel 604.687.7220  
Toll free 1.800.377.3340  
Fax 604.687.7266

**[www.cssea.bc.ca](http://www.cssea.bc.ca)**

Copyright © 2017 Community Social Services Employers' Association of British Columbia (CSSEA).

All rights are reserved.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form by any means, electronic, mechanical, recording, or otherwise, without the prior and express written permission of CSSEA.

# Table of Contents

|   |    |
|---|----|
| Acknowledgements                          | 3  |
| About the Survey                          | 4  |
| Executive Summary – CSSEA Members         | 5  |
| Summary – Community Living Services       | 7  |
| Summary – General Services                | 8  |
| Summary – Aboriginal Services             | 9  |
| Summary – Non-CSSEA Agencies              | 10 |
| Turnover Data – CSSEA Members             | 11 |
| Turnover Data – Community Living Services | 19 |
| Turnover Data – General Services          | 27 |
| Turnover Data – Aboriginal Services       | 35 |
| Turnover Data – Non-CSSEA Agencies        | 43 |
| Reasons for Termination                   | 51 |
| Employee Retention                        | 52 |
| Glossary of Terms                         | 53 |

# Acknowledgements

The CSSEA Data Advisory Committee was consulted on the design of the *2016 Employee Turnover Report* as well as the *2016 Compensation and Employee Turnover Survey*.

We would like to take this opportunity to thank the members of the committee for their contribution:

Fernando Coelho – posAbilities Association of British Columbia

Keith Dennison – AimHi: Prince George Association for Community Living

Ginny Duncan – W.J. Stelmaschuk and Associates Ltd.

Trish Elliott – Interior Community Services

Anna Esau – Communitas Supportive Care Society

Elli Hiebert – Communitas Supportive Care Society

Graham McMynn – Western Human Resource Corp.

Carol Metz Murray – Tri-City Transitions Society

# About the Survey

CSSEA's annual *Compensation and Employee Turnover Survey* collects compensation and turnover data for all Bargaining Unit, Non-Union, and Management & Excluded positions, as well as other financial and demographic information.

The target sample group of the *2016 Compensation and Employee Turnover Survey* includes 194 agencies that have been CSSEA Members in both calendar years 2015 and 2016. 168 of the 194 agencies responded to the survey. This yields an overall response rate of 86.5%.

|                      | <b>CSSEA<br/>Members</b> | <b>Community Living<br/>Services</b> | <b>General<br/>Services</b> | <b>Aboriginal<br/>Services</b> | <b>Non-CSSEA<br/>Agencies</b> |
|----------------------|--------------------------|--------------------------------------|-----------------------------|--------------------------------|-------------------------------|
| Participation Rate   | 86.5%                    | 87.4%                                | 80.6%                       | 100.0%                         | 74.8%                         |
| Number of Agencies   | 168/194                  | 83/95                                | 75/93                       | 6/6                            | 107/143                       |
| Number of FTEs       | 11,393                   | 7,362                                | 3,828                       | 203                            | 4,860                         |
| Total Annual Funding | \$893M                   | \$521M                               | \$336M                      | \$36M                          | \$380M                        |
| Total Compensation   | \$624M                   | \$392M                               | \$217M                      | \$16M                          | \$248M                        |

Non-CSSEA social services agencies that participated in the *2016 Non-Union Compensation and Employee Turnover Survey* are also included in this report. 107 of the 143 non-union agencies selected to complete the survey responded to the survey. This yields a participation rate of 74.8%.

# Executive Summary – CSSEA Members

## Introduction

The Community Social Services Employers' Association of BC (CSSEA) is pleased to present the *2016 Employee Turnover Report*. This report provides an overview of employee turnover rates in the social services sector in BC by service division, region, and employee group.

The information in this report is based on 2015 calendar year data, collected in the *2016 Compensation and Employee Turnover Survey*, which was conducted in the 3<sup>rd</sup> and 4<sup>th</sup> quarters of 2016.

## Sample Size

The target sample group includes 194 agencies that have been CSSEA Members in both calendar years 2015 and 2016. The survey participation rate was 86.5% (168/194).

## Turnover Rate

Turnover rate is defined as the number of employees who left in the year (terminated employees) divided by the number of employees who worked in the year.

The total turnover rate was 16.2% in 2015 (11.9% for regular employees and 24.4% for casual employees). However, turnover rates varied greatly and were much higher for many agencies. 48 agencies (more than a quarter of the sample) had turnover rates greater than 20%, and 12 agencies had turnover rates greater than 30%.

## By Service Division

Community Living Services had about the same total turnover rate (15.8%) as the average of all service divisions (16.2%), while General Services had a slightly higher turnover rate (17.0%). Aboriginal Services had the lowest turnover rate (13.8%).

# Executive Summary – CSSEA Members (Continued)

## **By Region**

Turnover rate also varied greatly by region. Northern BC had the highest turnover rate (23.8%). Vancouver Island (17.2%) and the Fraser region (16.3%) had slightly higher turnover rates than the average (16.2%). The Interior (16.2%) had the same turnover rate as the average, while Vancouver Coastal (12.9%) had the lowest turnover rate.

## **By Employee Group**

Total turnover rate for Bargaining Unit employees, which comprised most of the employees in the sample, was 16.1%. Non-Union employee had the highest turnover rate (19.5%), while Management and Excluded employees had the lowest turnover rate (10.0%).

## **Demographic Profile**

Most of the terminated employees were younger workers with less seniority or shorter lengths of service. Nearly half (49.2%) were aged 35 or younger; while only 29.5% of the active workforce were aged 35 or younger. Similarly, 84.1% of terminated employees had worked for 5 years or less, compared to 59.1% in the active workforce.

## **Reasons for Termination**

More than half (57.0%) of the terminations were voluntary, while only 12.8% were involuntary. Voluntary termination was likely understated, since 30.3% of terminations were reported as “Others”. If “Others” were excluded, 5 out of 6 terminations would be due to voluntary reasons.

## **Employee Retention**

Only 18.9% of terminated employees stayed in the social services sector to work, as far as the employers were aware. Terminated employees in paraprofessional (Bargaining Unit: 22.1%; Non-Union: 36.8%) and Aboriginal Delegated positions (32.1%) were more likely to stay in the social services sector to work.

# Summary – Community Living Services

## **Overview**

The total turnover rate for Community Living Services (CLS) agencies was 15.8% in 2015 (10.6% for regular employees and 24.0% for casual employees). However, more than one-third of the CLS agencies (31/83) had turnover rates greater than 20%, and 7 agencies had turnover rates greater than 30%.

## **By Region**

Similar to overall sector trends, Northern BC had the highest turnover rate (22.8%), followed by Vancouver Island (17.3%), Fraser (16.6%), Interior (15.6%), and Vancouver Coastal (10.5%).

## **By Employee Group**

Bargaining Unit employees had a turnover rate of 15.1%, which was slightly lower than the service division average, while Non-Union employees had a turnover rate of 22.6%, the highest among employee groups. Management and Excluded employees had the lowest turnover rate (10.4%).

## **Demographic Profile**

Similar to overall sector trends, the majority of the terminated employees were younger workers with shorter lengths of service. Almost half (46.6%) of the terminated employees were aged 35 or younger, while only 27.2% of the active workforce were aged 35 or younger. 83.2% of the terminated employees had worked for 5 years or less, compared to 57.7% in the active workforce.



# Summary – General Services

## **Overview**

The total turnover rate for General Services (GS) agencies was 17.0% in 2015 (13.9% for regular employees and 25.2% for casual employees). However, almost a quarter of the GS agencies (17/75) had turnover rates greater than 20%, and 5 agencies had turnover rates greater than 30%.

## **By Region**

Northern BC had the highest turnover rate (26.4%), followed by the Interior (17.7%), Vancouver Island (17.3%), Vancouver Coastal (15.7%), and Fraser (15.6%).

## **By Employee Group**

Bargaining Unit employees had a turnover rate of 18.2%, which was higher than the service division average, while Non-Union employees had a lower than average turnover rate of 16.6%. Management and Excluded employees had the lowest turnover rate (9.7%).

## **Demographic Profile**

Similar to overall sector trends, the majority of the terminated employees were younger workers with shorter lengths of service. More than half (55.1%) of the terminated employees were aged 35 or younger, while only 34.0% of the active workforce were aged 35 or younger. 85.8% of the terminated employees had worked for 5 years or less, compared to 62.0% in the active workforce.

# Summary – Aboriginal Services

## **Overview**

The total turnover rate for Aboriginal Services (AS) agencies was 13.8% in 2015. The turnover rate was for regular employees only was 12.9%. Turnover rate for casual employees was 28.6%, but with a very small sample size.

## **By Employee Group**

Bargaining Unit employees had a turnover rate of 15.4%, and Management and Excluded employees had a turnover rate of 3.1%. Turnover rate for Non-Union was 0.0%, but with a very small sample size.

## **Demographic Profile**

Similar to overall sector trends, the majority of the terminated employees were younger workers with shorter lengths of service. Almost half (47.1%) of the terminated employees were aged 35 or younger, while only 30.8% of the active workforce were aged 35 or younger. 82.3% of the terminated employees had worked for 5 years or less, compared to 63.0% in the active workforce.

# Summary – Non-CSSEA Agencies

## Overview

The total turnover rate for non-CSSEA agencies was 18.4% in 2015 (16.1% for regular employees and 24.1% for casual employees). However, more than one-third of the non-CSSEA agencies (40/107) had turnover rates greater than 20%, 16 agencies had turnover rates greater than 30%, and 4 agencies had turnover rates greater than 40%.

## By Region

Turnover rate was the highest in the Interior (20.5%), followed by Northern BC (19.4%), Vancouver Island (19.1%), Fraser (17.9%), and Vancouver Coastal (17.2%).

## By Employee Group

Non-Union employees, the majority of employees in non-CSSEA agencies, had an average turnover rate of 19.7%, while Management employees had a turnover rate of 8.0%. Only a small number of agencies had Bargaining Unit employees, which had a turnover rate of 10.2%.

## Demographic Profile

Most of the terminated employees were younger workers with shorter lengths of service. 60.8% of the terminated employees were aged 35 or younger, while only 38.2% of the active workforce were aged 35 or younger. Similarly, 89.6% of the terminated employees had worked for 5 years or less, compared to 70.0% in the active workforce.

## Reasons for Termination

About half (48.2%) of the terminations were voluntary, while 22.3% were involuntary. The most common reason was “Program Closure” (14.6%). Excluding “Others” (29.4%), about 1 in 3 terminations would be due to involuntary reasons.

## Employee Retention

Only 18.4% of terminated employees stayed in the social services sector to work, as far as the employers were aware. Terminated employees in paraprofessional positions were more likely to stay in the social services sector to work (46.0%).

# CSSEA Members – All Employee Groups

$$\text{Turnover Rate} = \frac{\text{Employees who left}}{\text{Active Employees} + \text{Employees who left}}$$

| Northern |       |
|----------|-------|
| Total    | 23.8% |
| Regular  | 14.7% |
| Casual   | 43.3% |

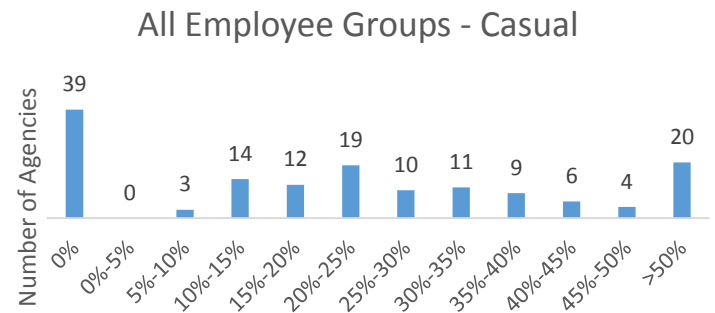
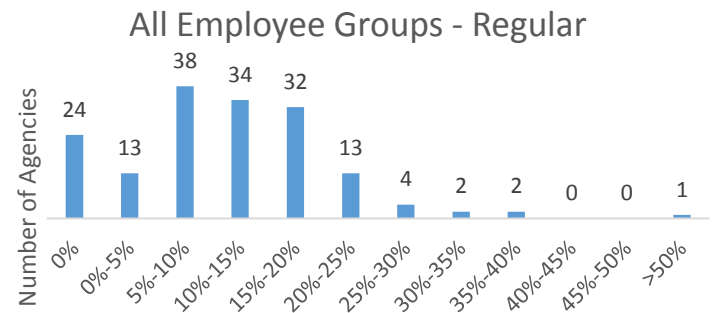
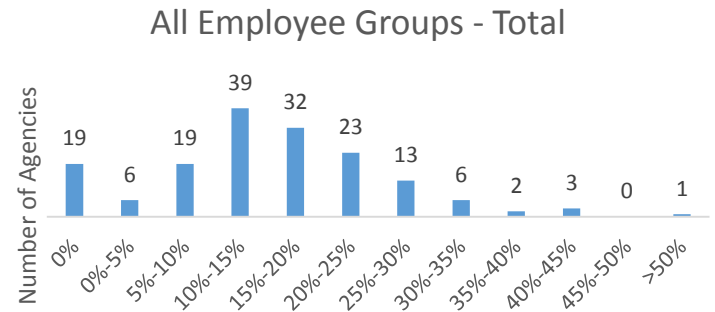
| All Regions |       |
|-------------|-------|
| Total       | 16.2% |
| Regular     | 11.9% |
| Casual      | 24.4% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 17.2% |
| Regular          | 10.4% |
| Casual           | 28.1% |

| Interior |       |
|----------|-------|
| Total    | 16.2% |
| Regular  | 12.1% |
| Casual   | 25.2% |

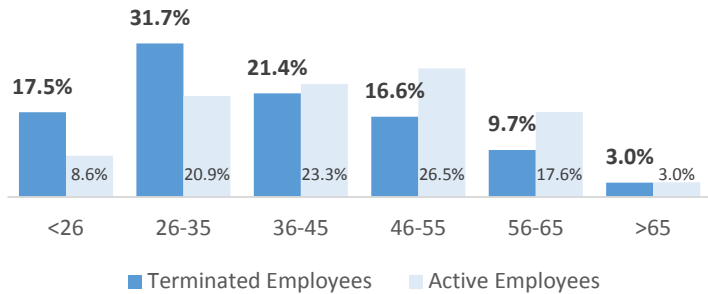
| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 12.9% |
| Regular           | 10.2% |
| Casual            | 17.0% |

| Fraser  |       |
|---------|-------|
| Total   | 16.3% |
| Regular | 12.6% |
| Casual  | 24.1% |

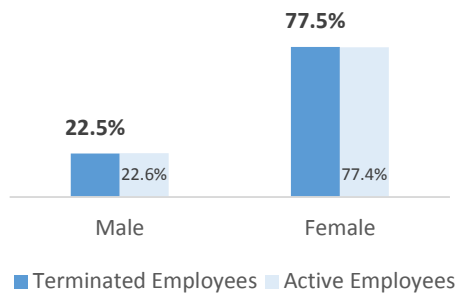


# CSSEA Members – All Employee Groups

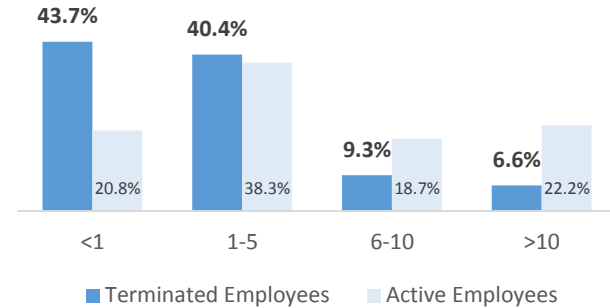
Age Profile - Total



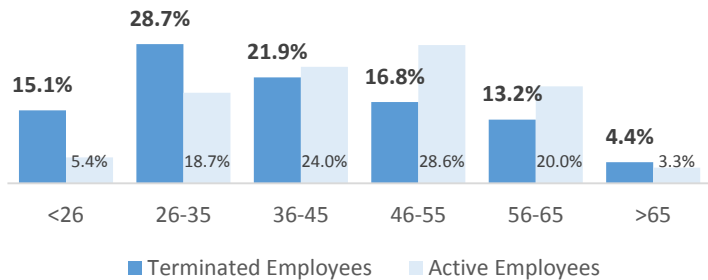
Gender Profile - Total



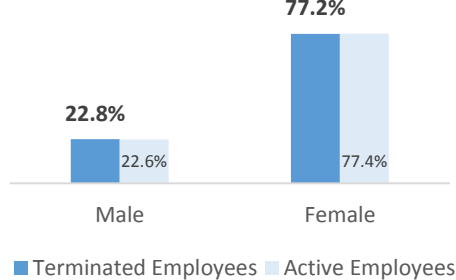
Length of Service Profile - Total



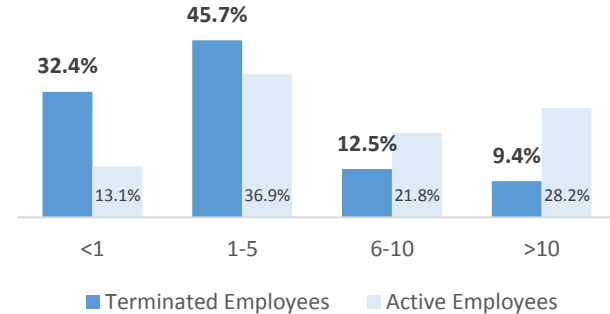
Age Profile - Regular



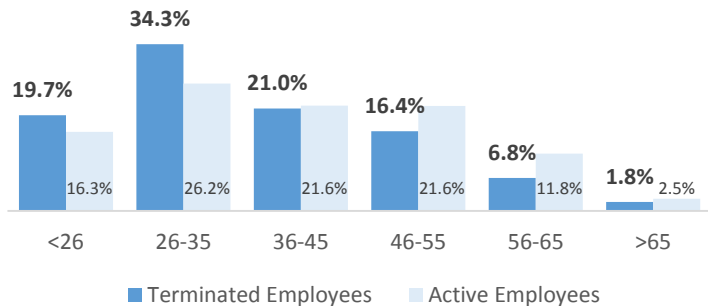
Gender Profile - Regular



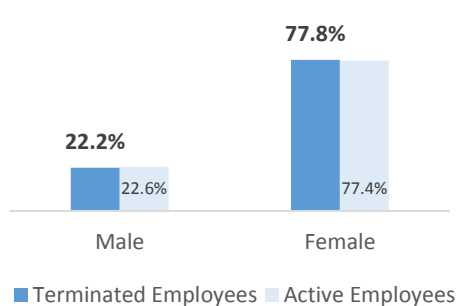
Length of Service Profile - Regular



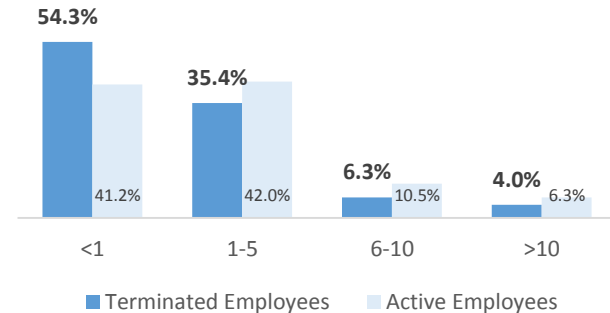
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



# CSSEA Members – Bargaining Unit

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 24.8% |
| Regular  | 15.2% |
| Casual   | 43.0% |

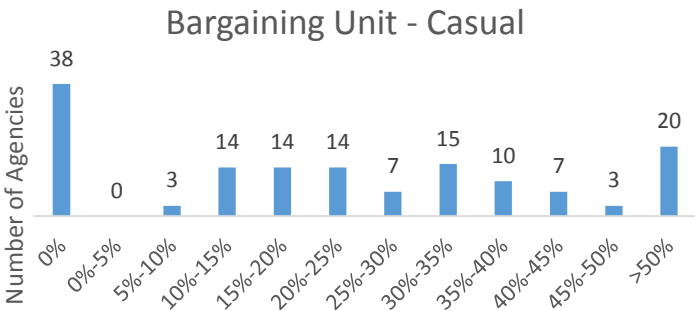
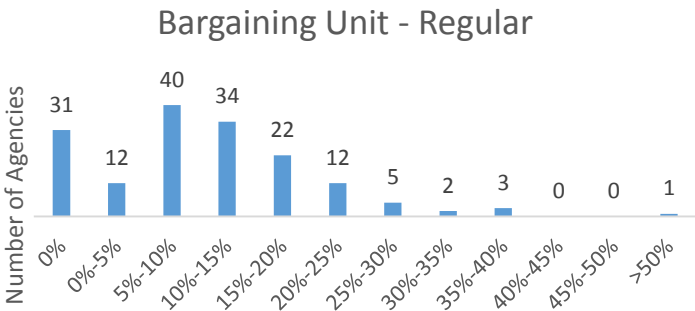
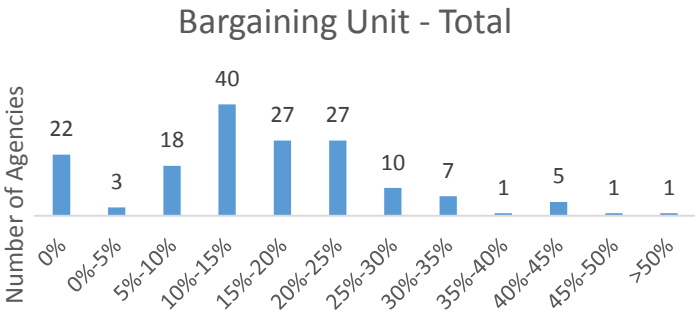
| All Regions |       |
|-------------|-------|
| Total       | 16.1% |
| Regular     | 11.0% |
| Casual      | 24.5% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 18.1% |
| Regular          | 10.4% |
| Casual           | 28.5% |

| Interior |       |
|----------|-------|
| Total    | 16.4% |
| Regular  | 10.6% |
| Casual   | 25.9% |

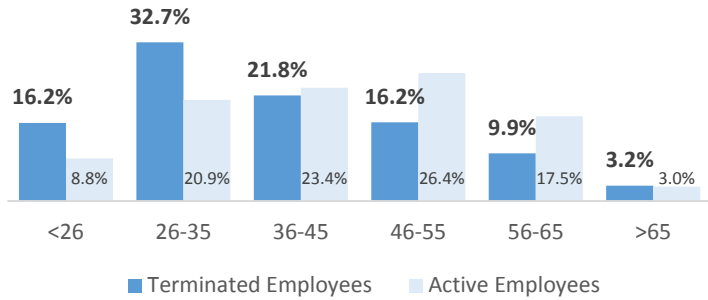
| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 12.1% |
| Regular           | 8.8%  |
| Casual            | 17.4% |

| Fraser  |       |
|---------|-------|
| Total   | 15.3% |
| Regular | 11.6% |
| Casual  | 21.8% |

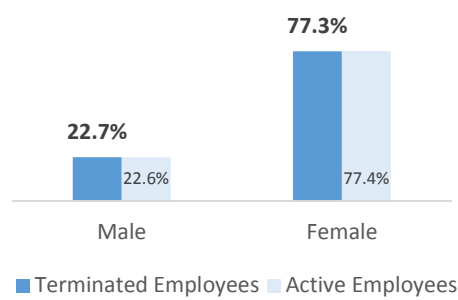


# CSSEA Members – Bargaining Unit

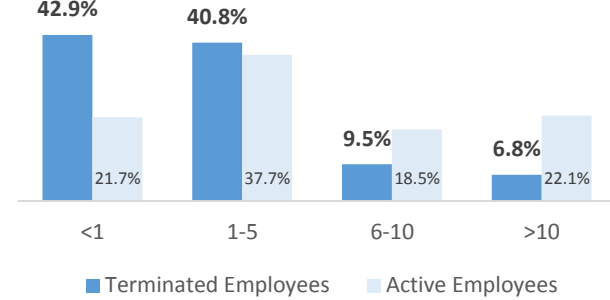
Age Profile - Total



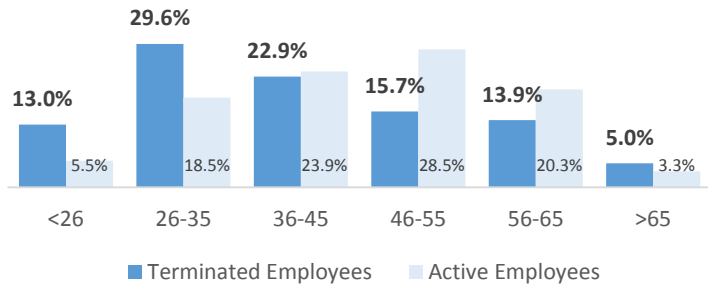
Gender Profile - Total



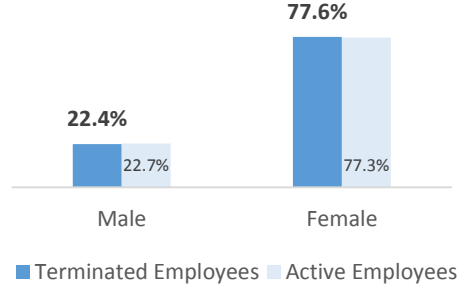
Length of Service Profile - Total



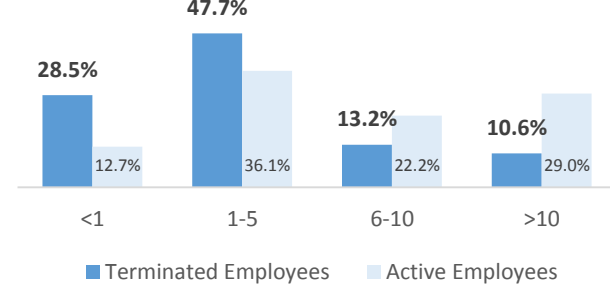
Age Profile - Regular



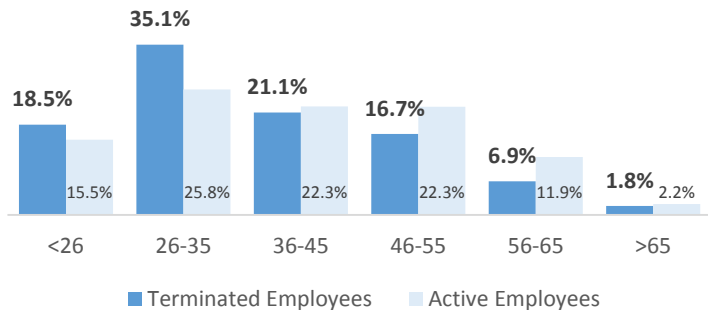
Gender Profile - Regular



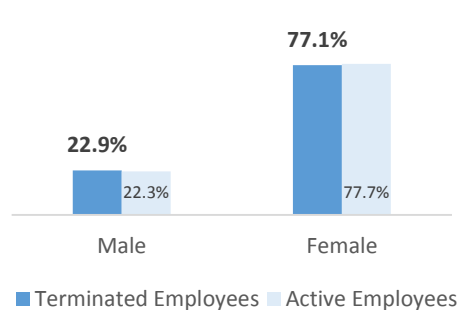
Length of Service Profile - Regular



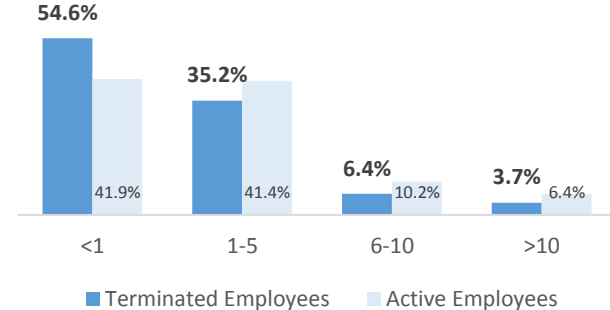
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



# CSSEA Members – Non-Union

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 27.4% |
| Regular  | 14.5% |
| Casual   | 45.5% |

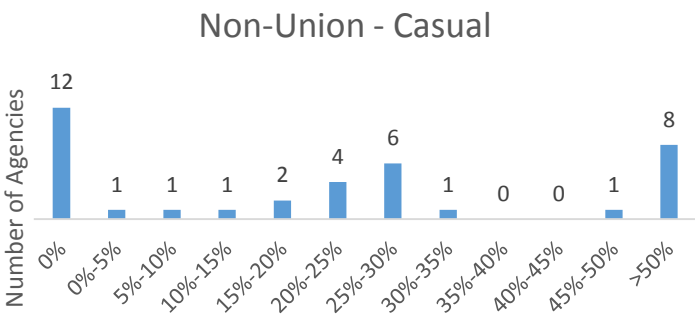
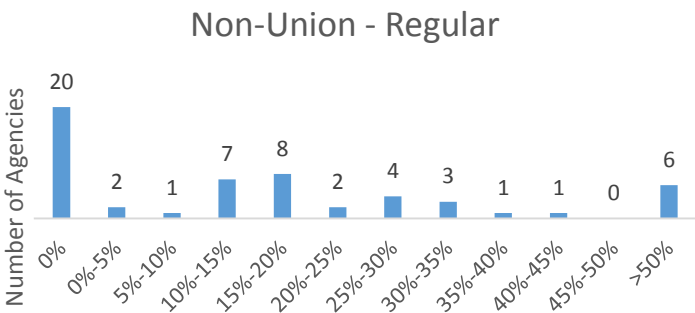
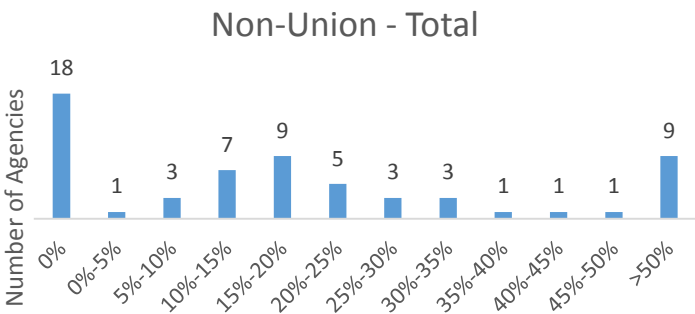
| All Regions |       |
|-------------|-------|
| Total       | 19.5% |
| Regular     | 17.1% |
| Casual      | 23.8% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 19.6% |
| Regular          | 15.6% |
| Casual           | 22.8% |

| Interior |       |
|----------|-------|
| Total    | 19.2% |
| Regular  | 19.5% |
| Casual   | 18.0% |

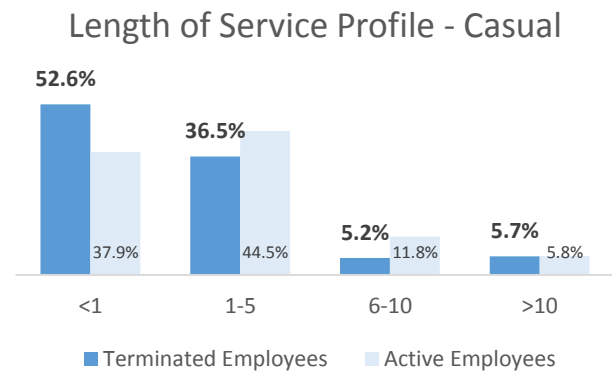
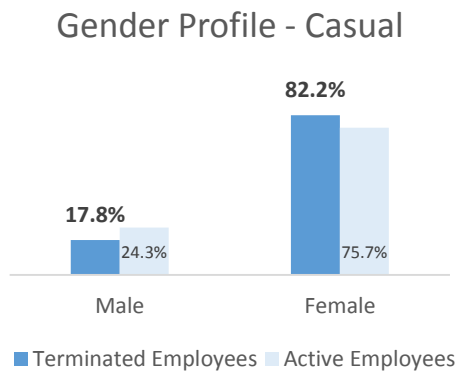
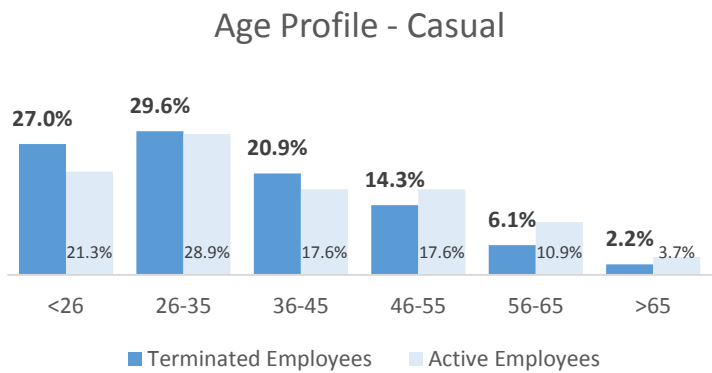
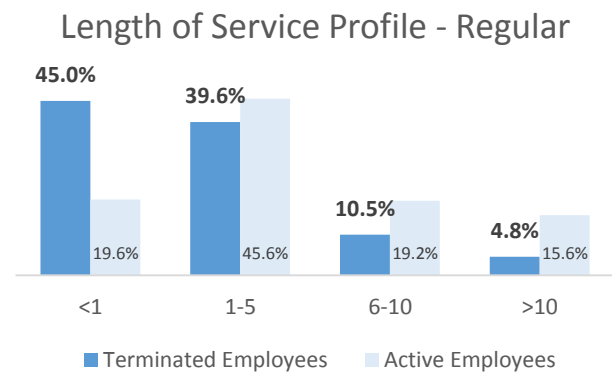
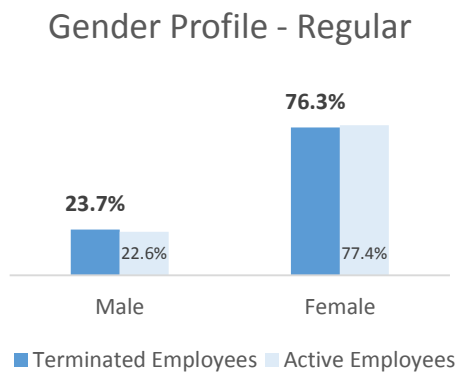
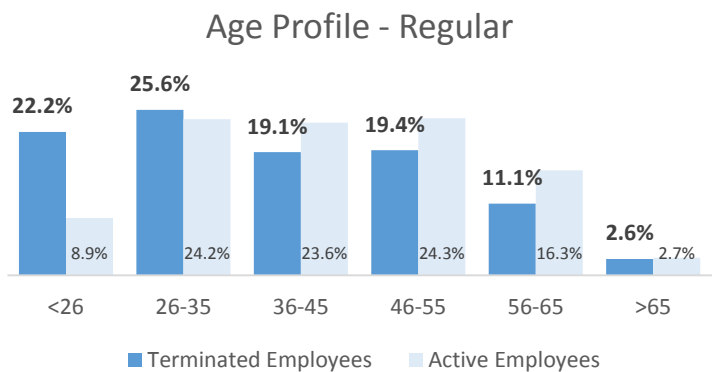
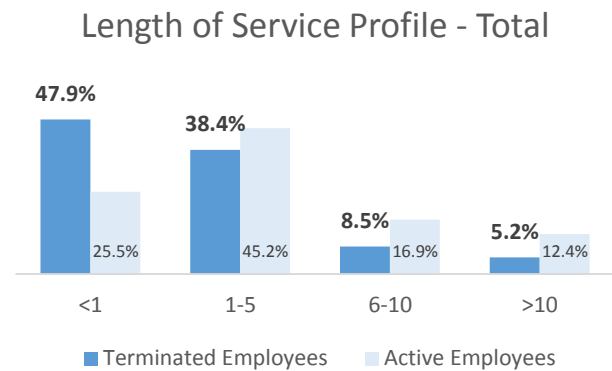
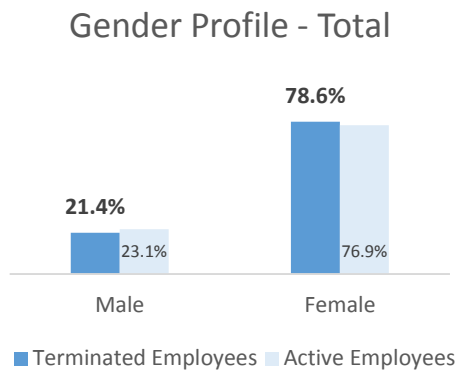
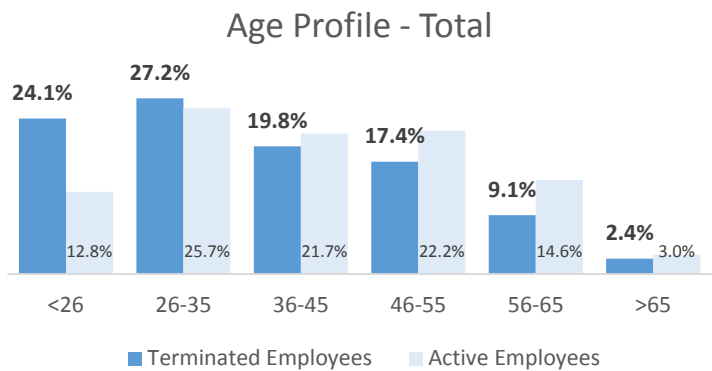
| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 16.4% |
| Regular           | 16.6% |
| Casual            | 16.3% |

| Fraser  |       |
|---------|-------|
| Total   | 21.4% |
| Regular | 16.3% |
| Casual  | 34.0% |





# CSSEA Members – Non-Union



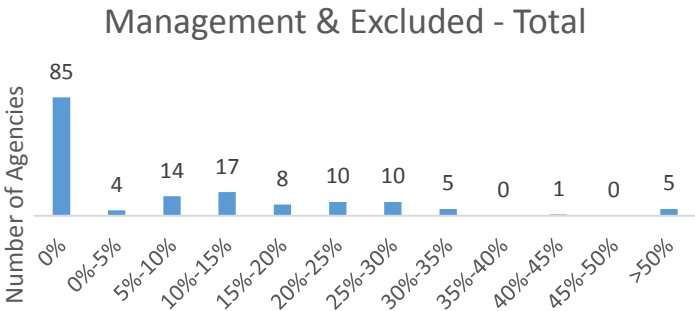
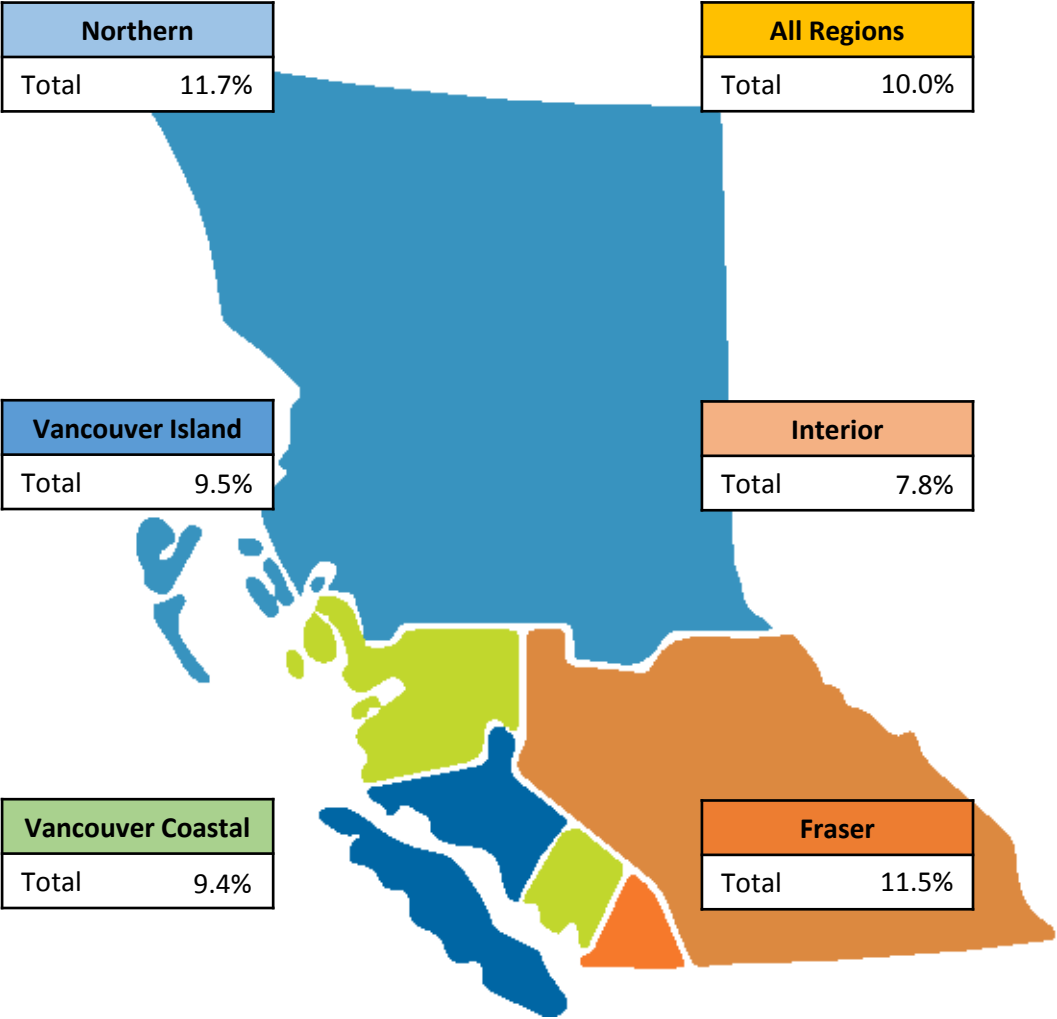
# CSSEA Members – Management & Excluded

Turnover Rate

=

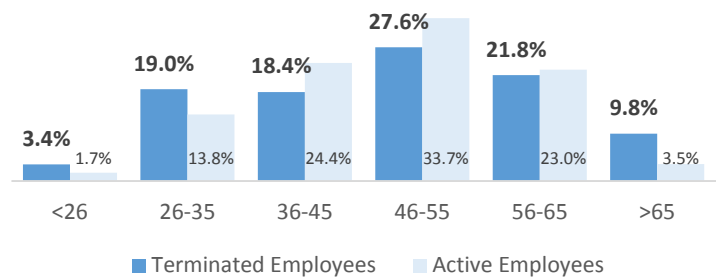
Employees who left

Active Employees + Employees who left

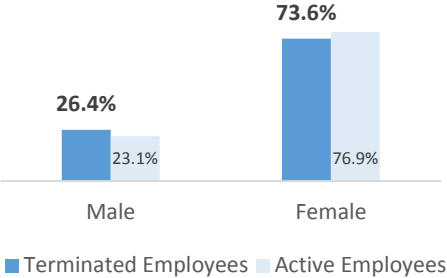


# CSSEA Members – Management & Excluded

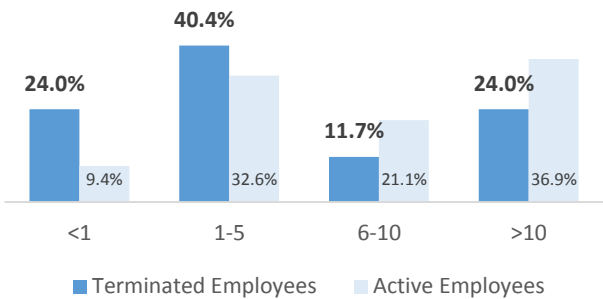
Age Profile - Total



Gender Profile - Total



Length of Service Profile - Total



# Community Living Services – All Employee Groups

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 22.8% |
| Regular  | 11.7% |
| Casual   | 46.6% |

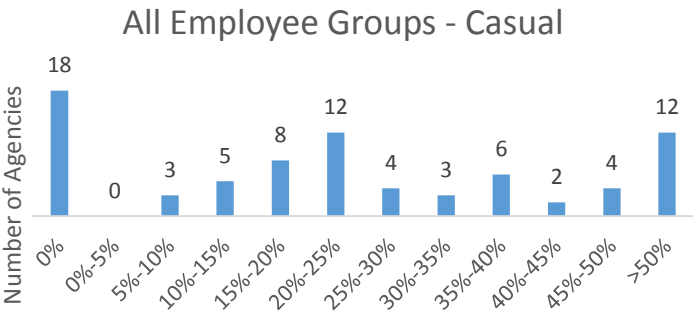
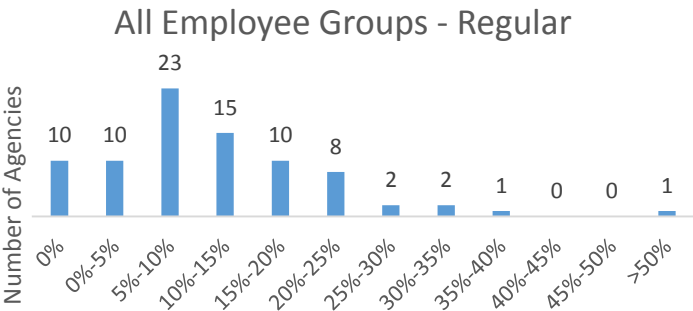
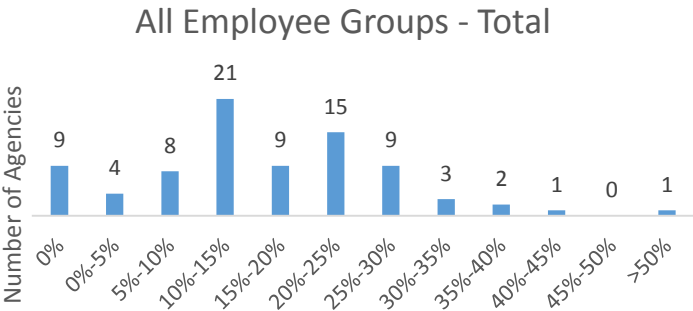
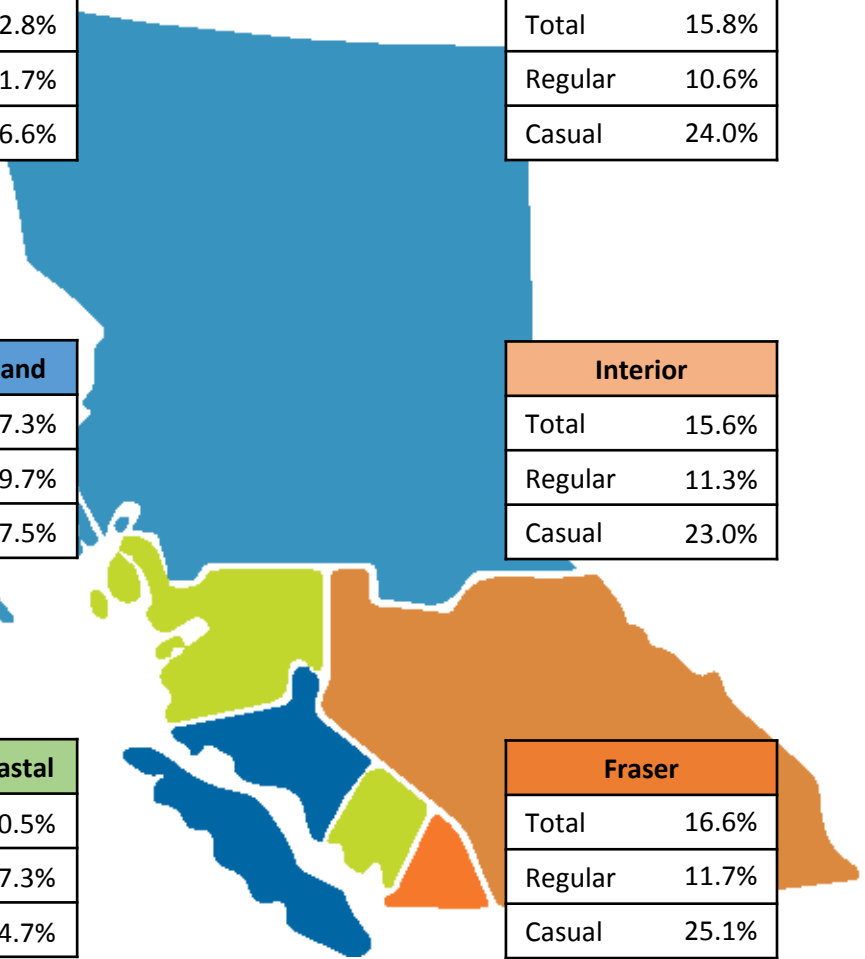
| All Regions |       |
|-------------|-------|
| Total       | 15.8% |
| Regular     | 10.6% |
| Casual      | 24.0% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 17.3% |
| Regular          | 9.7%  |
| Casual           | 27.5% |

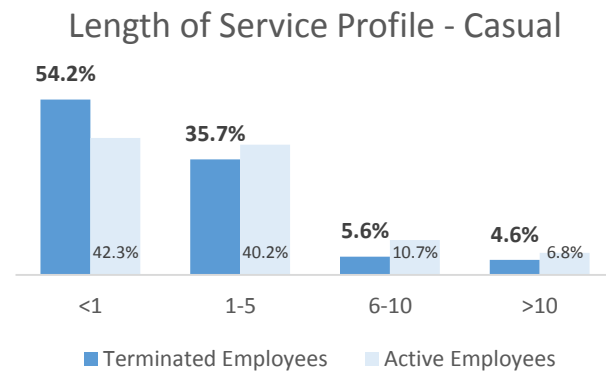
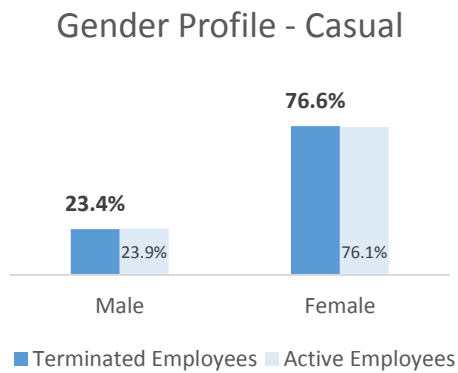
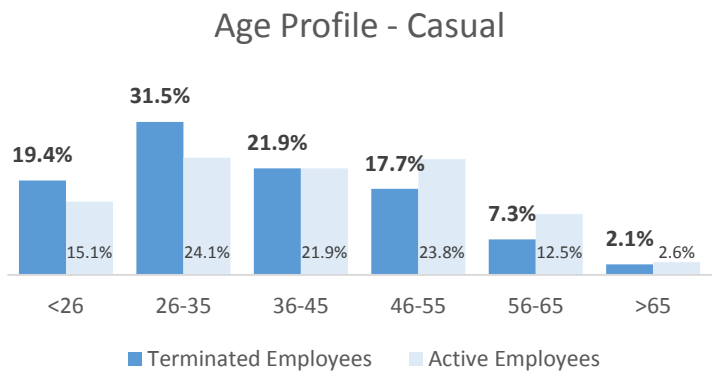
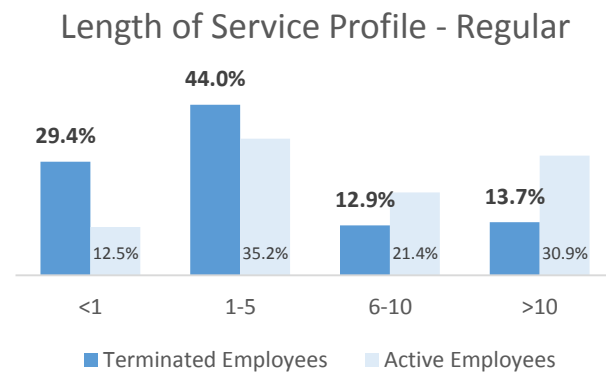
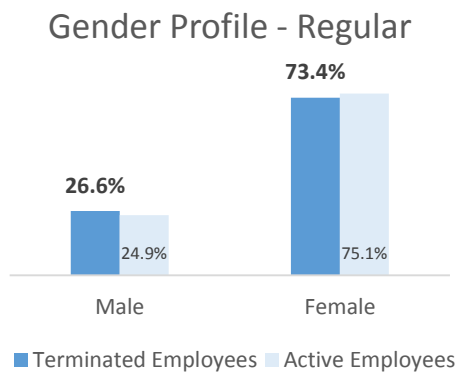
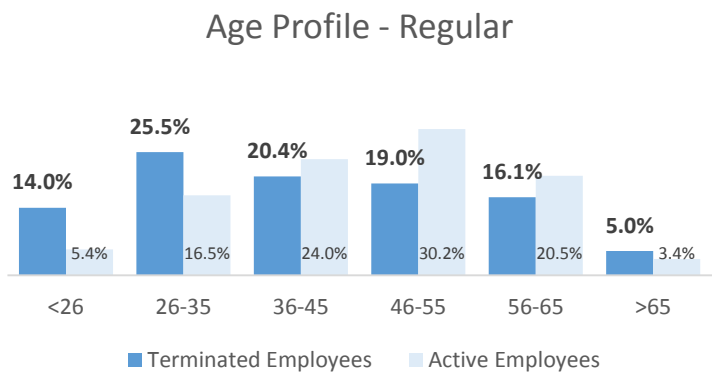
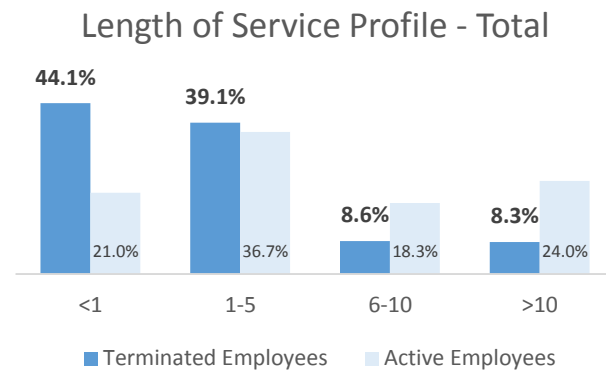
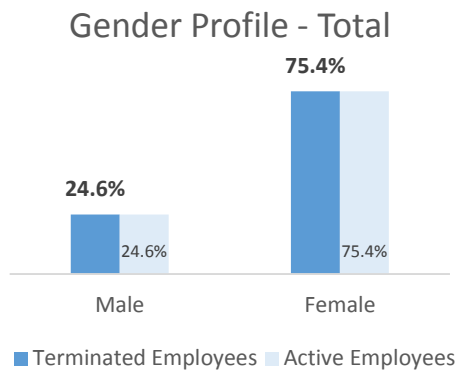
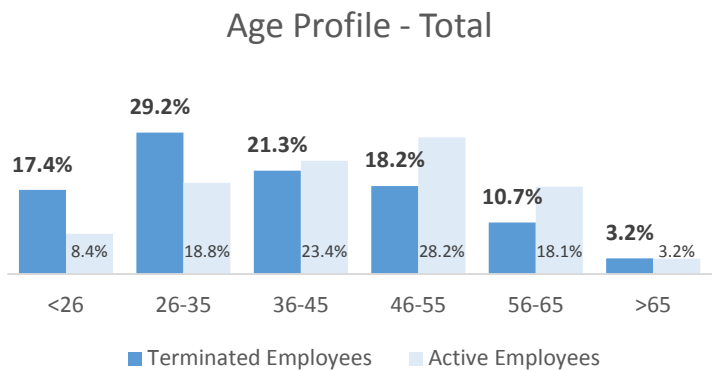
| Interior |       |
|----------|-------|
| Total    | 15.6% |
| Regular  | 11.3% |
| Casual   | 23.0% |

| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 10.5% |
| Regular           | 7.3%  |
| Casual            | 14.7% |

| Fraser  |       |
|---------|-------|
| Total   | 16.6% |
| Regular | 11.7% |
| Casual  | 25.1% |



# Community Living Services – All Employee Groups



# Community Living Services – Bargaining Unit

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 23.6% |
| Regular  | 11.6% |
| Casual   | 47.3% |

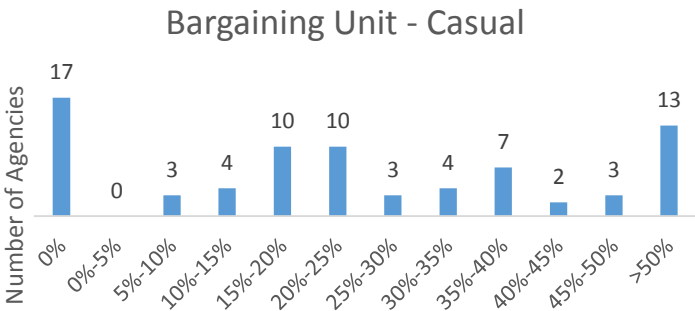
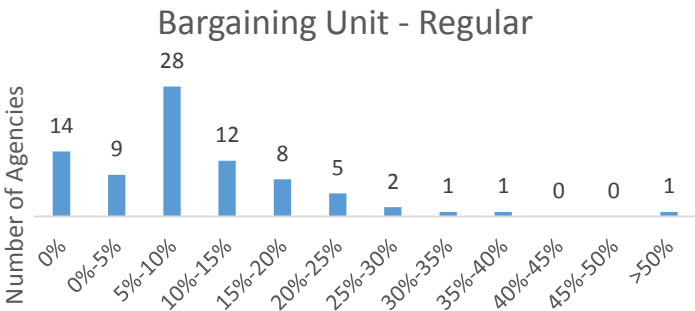
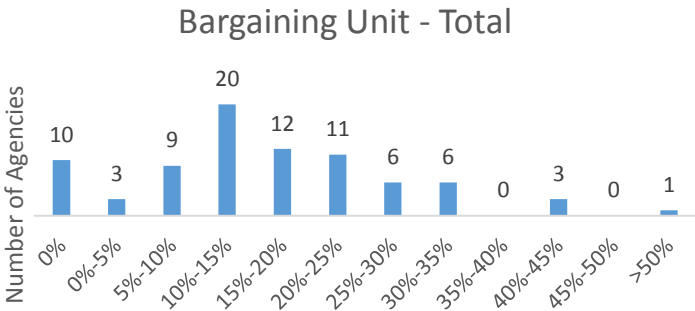
| All Regions |       |
|-------------|-------|
| Total       | 15.1% |
| Regular     | 9.1%  |
| Casual      | 23.7% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 17.6% |
| Regular          | 8.9%  |
| Casual           | 27.8% |

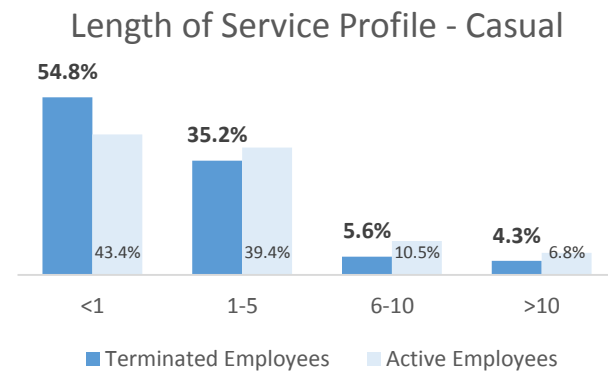
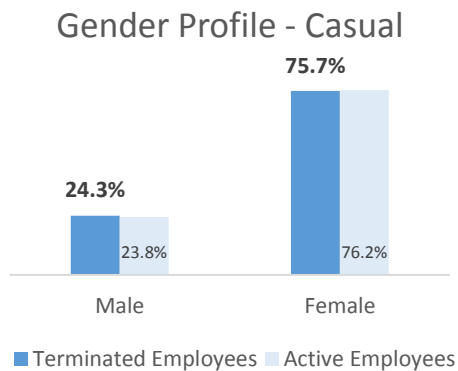
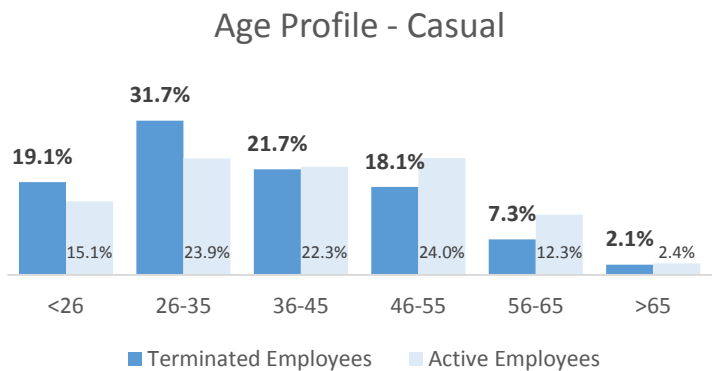
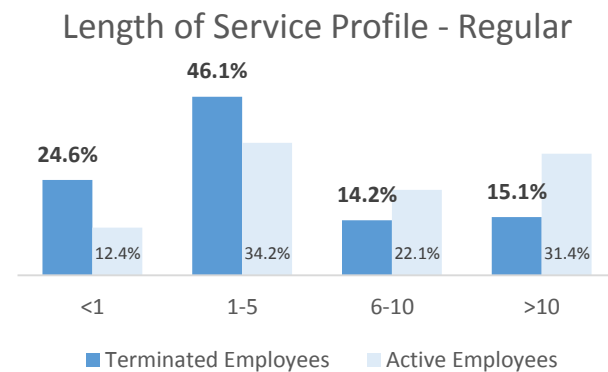
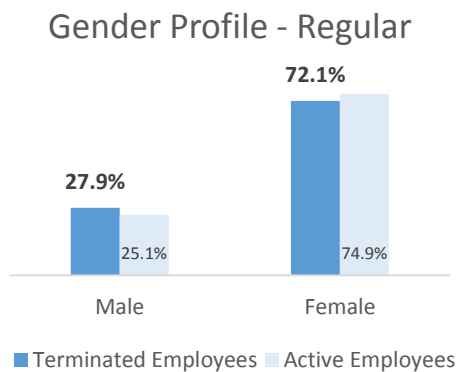
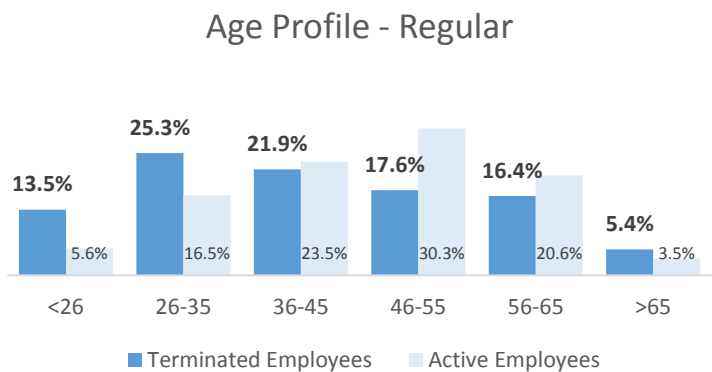
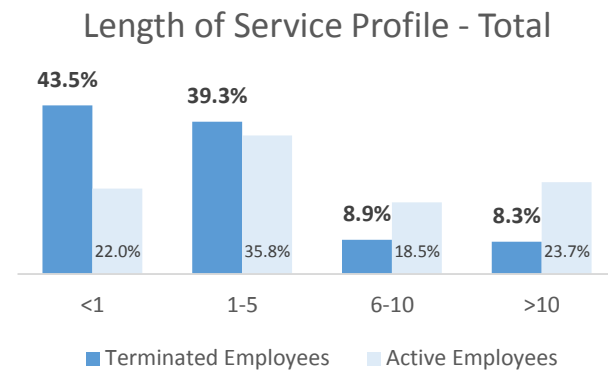
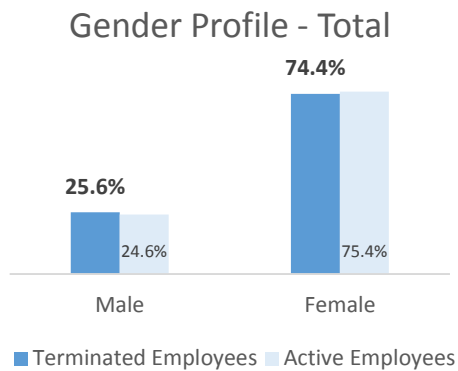
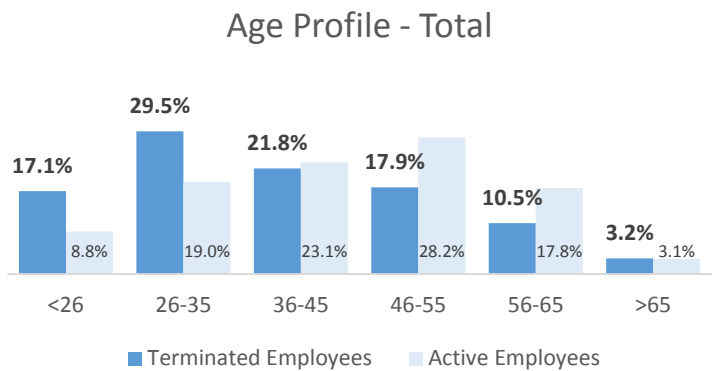
| Interior |       |
|----------|-------|
| Total    | 15.6% |
| Regular  | 9.5%  |
| Casual   | 23.9% |

| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 8.7%  |
| Regular           | 5.6%  |
| Casual            | 13.0% |

| Fraser  |       |
|---------|-------|
| Total   | 15.2% |
| Regular | 10.0% |
| Casual  | 22.8% |



# Community Living Services – Bargaining Unit



# Community Living Services – Non-Union

Turnover Rate

=

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 25.9% |
| Regular  | 12.8% |
| Casual   | 42.1% |

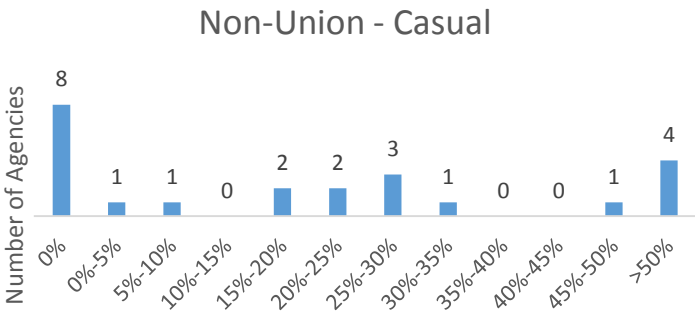
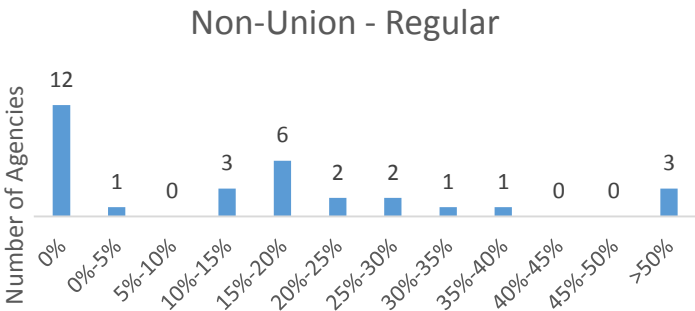
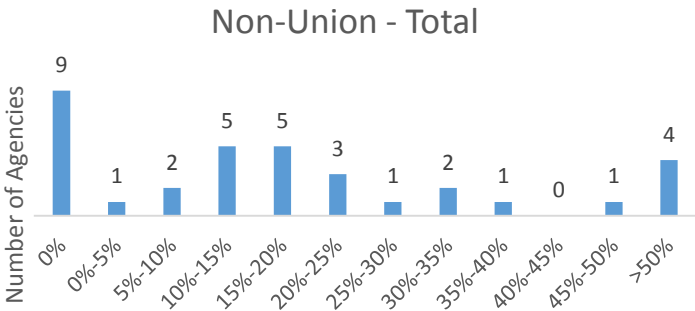
| All Regions |       |
|-------------|-------|
| Total       | 22.6% |
| Regular     | 19.8% |
| Casual      | 26.0% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 23.7% |
| Regular          | 23.3% |
| Casual           | 23.9% |

| Interior |       |
|----------|-------|
| Total    | 19.8% |
| Regular  | 21.3% |
| Casual   | 15.5% |

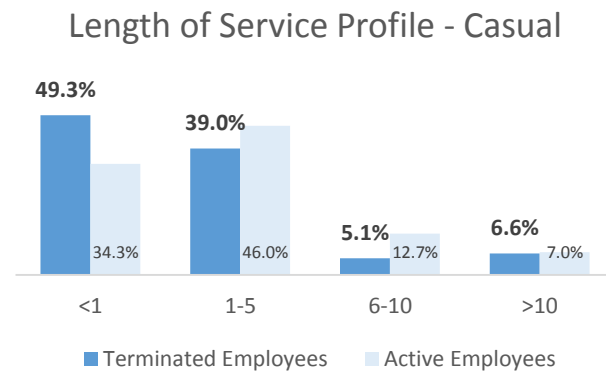
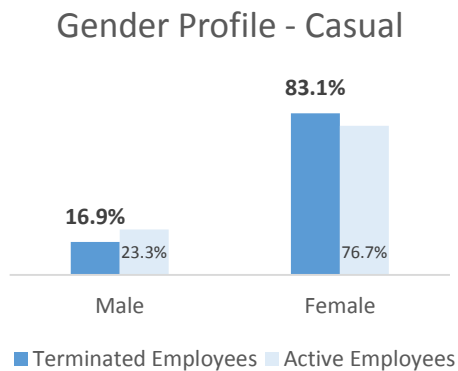
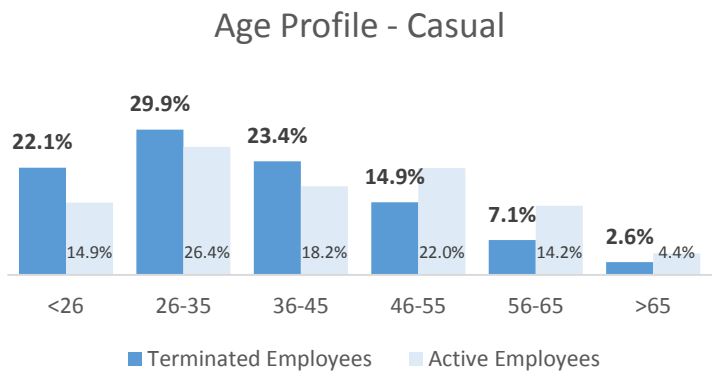
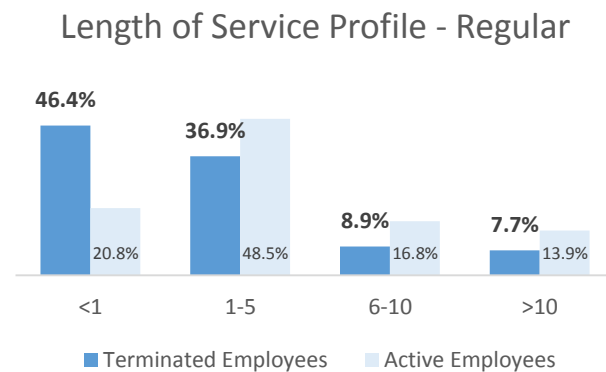
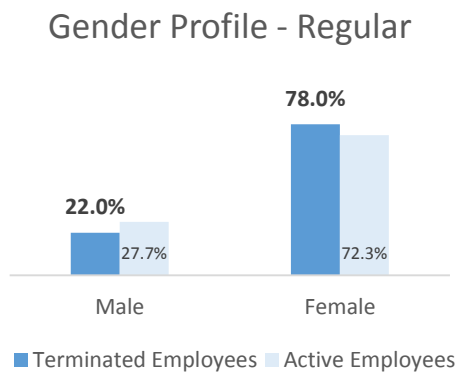
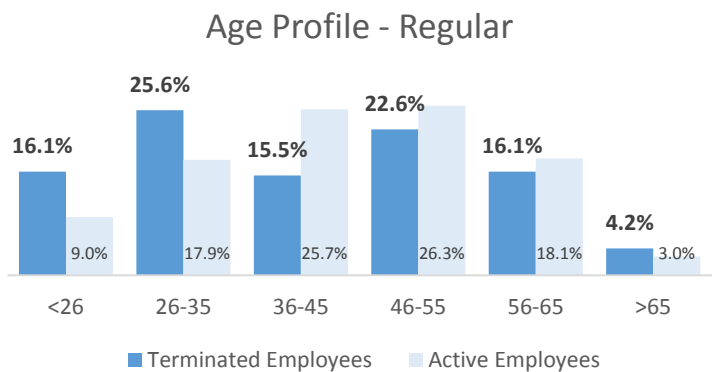
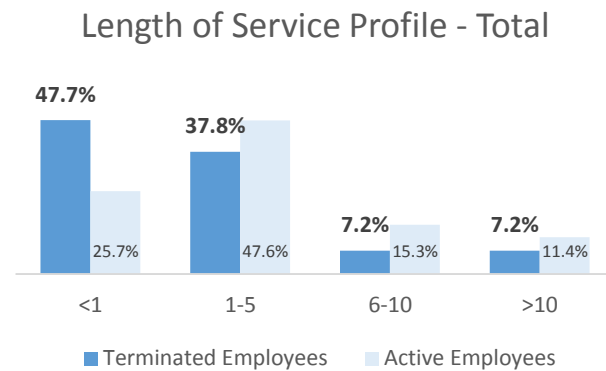
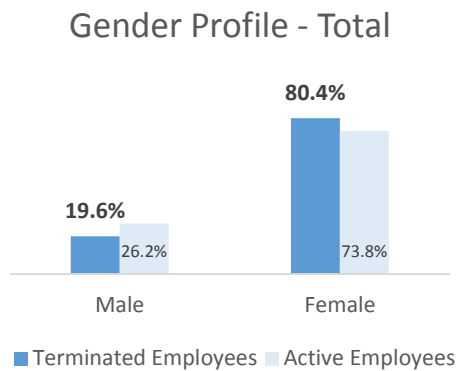
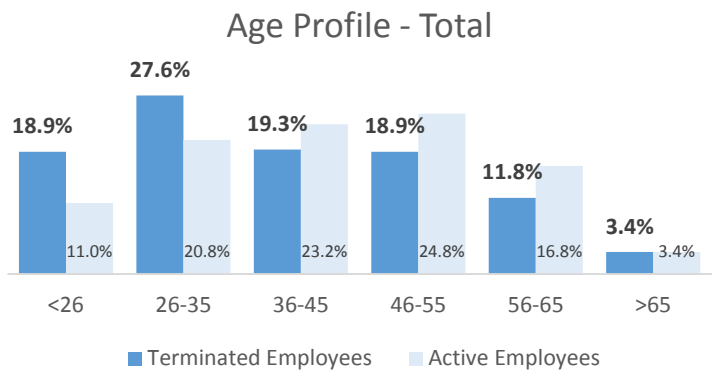
| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 17.1% |
| Regular           | 15.5% |
| Casual            | 18.1% |

| Fraser  |       |
|---------|-------|
| Total   | 29.8% |
| Regular | 21.8% |
| Casual  | 42.9% |





# Community Living Services – Non-Union



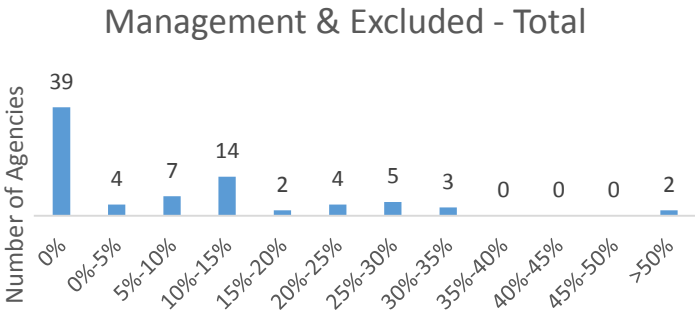
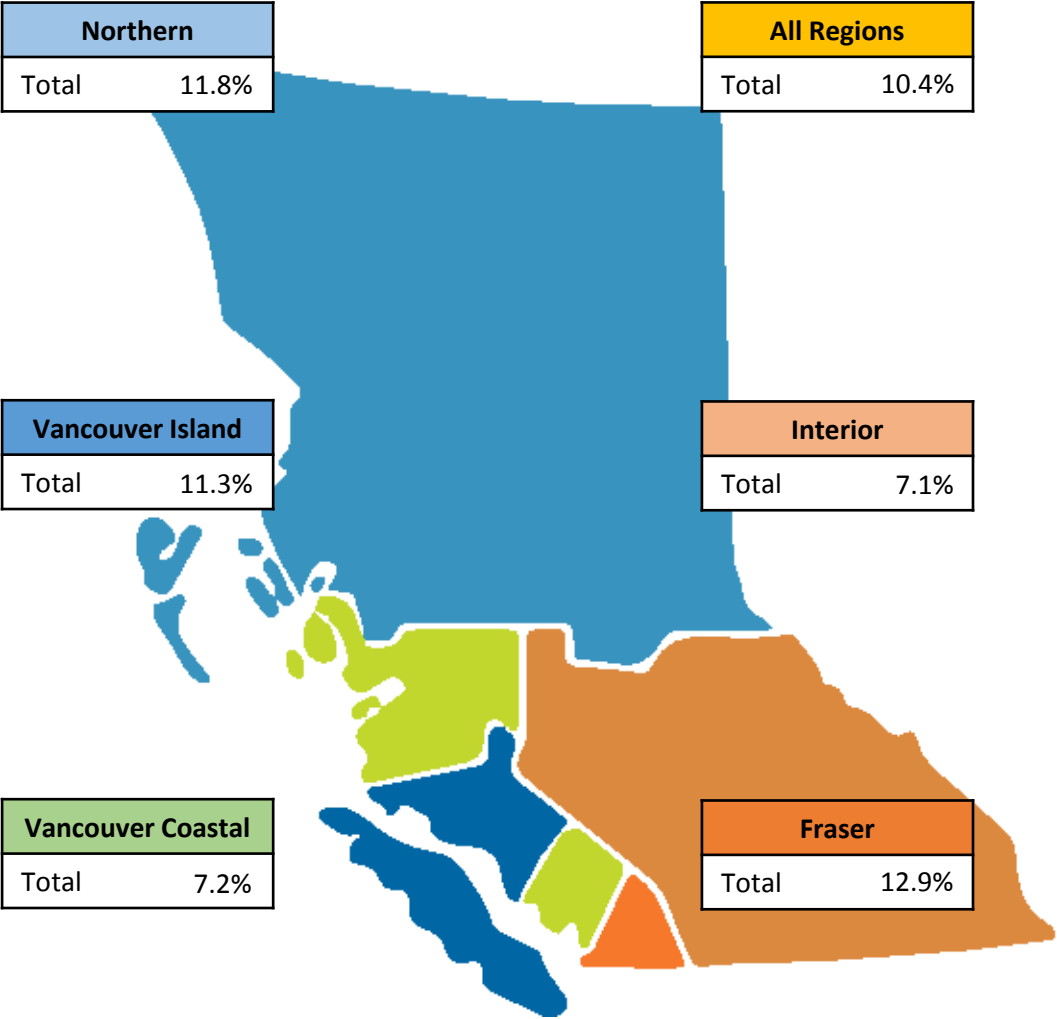
# Community Living Services – Management & Excluded

Turnover Rate

=

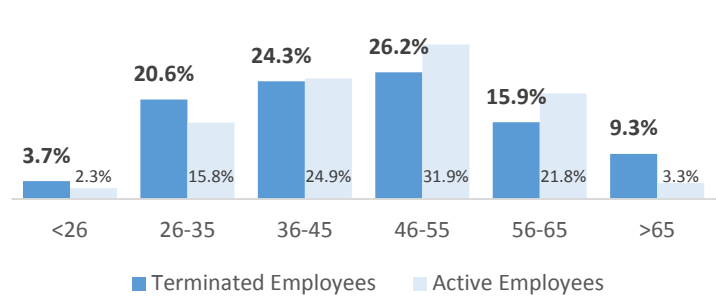
Employees who left

Active Employees + Employees who left

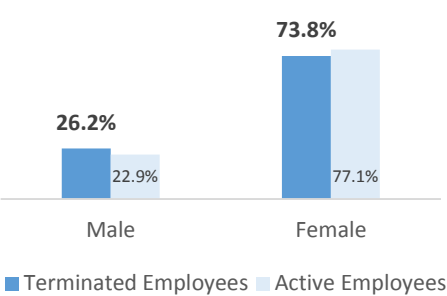


# Community Living Services – Management & Excluded

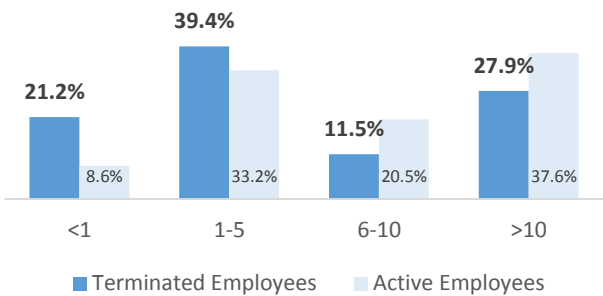
Age Profile - Total



Gender Profile - Total



Length of Service Profile - Total



# General Services – All Employee Groups

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 26.4% |
| Regular  | 20.5% |
| Casual   | 38.6% |

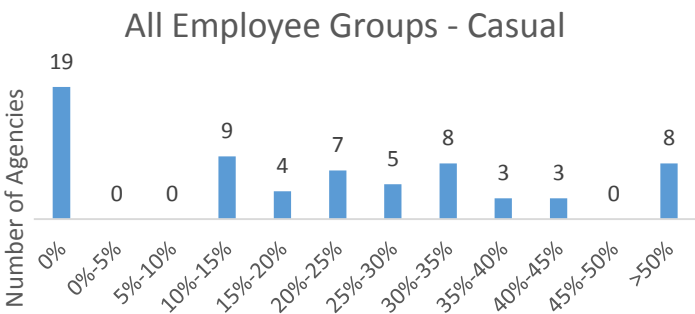
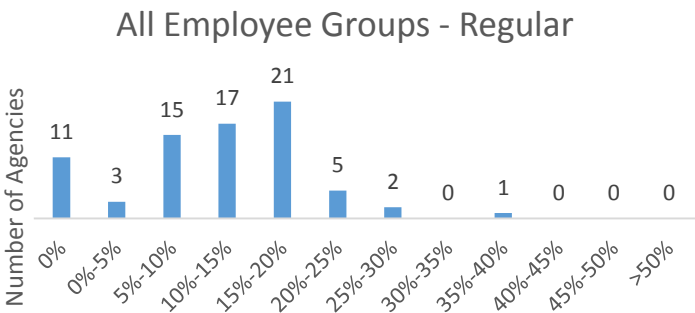
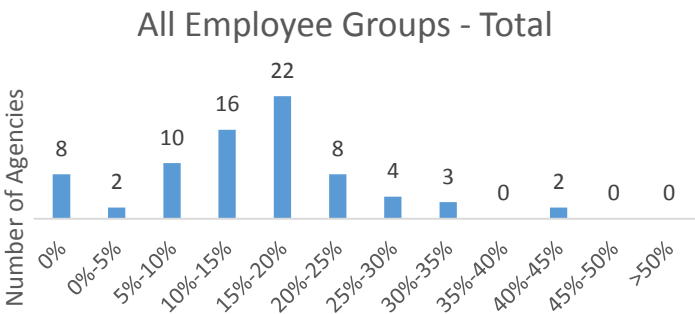
| All Regions |       |
|-------------|-------|
| Total       | 17.0% |
| Regular     | 13.9% |
| Casual      | 25.2% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 17.3% |
| Regular          | 11.9% |
| Casual           | 29.7% |

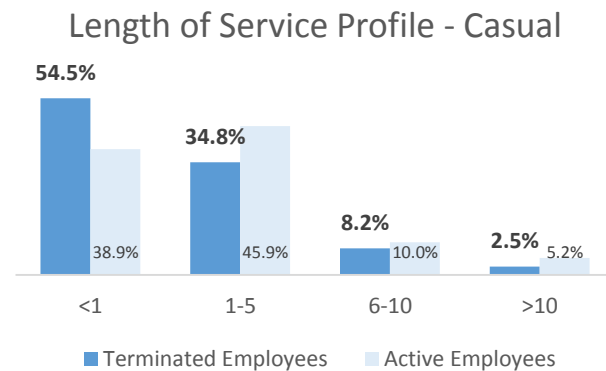
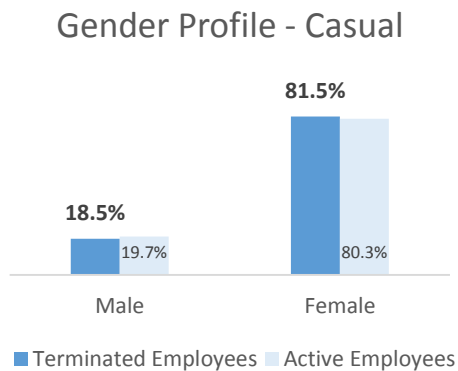
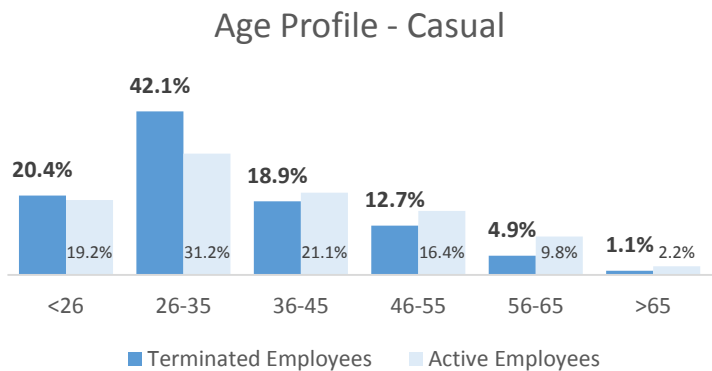
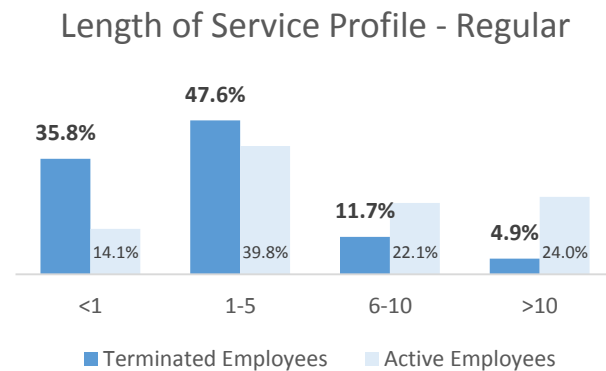
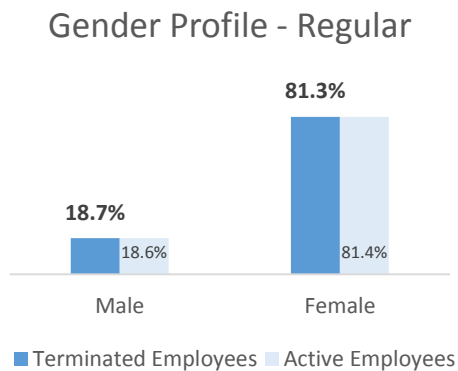
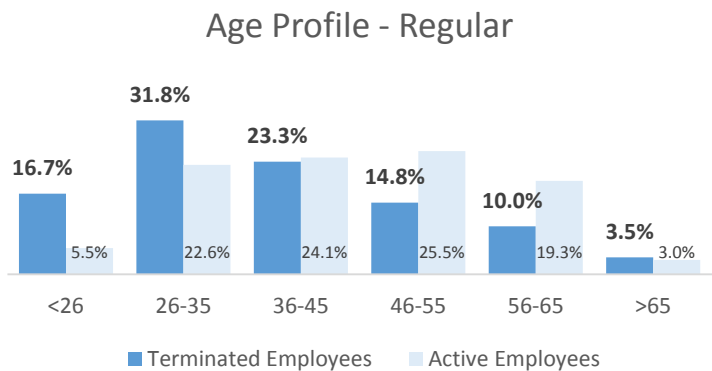
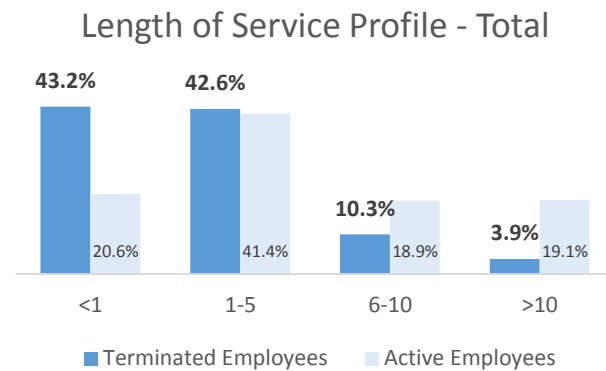
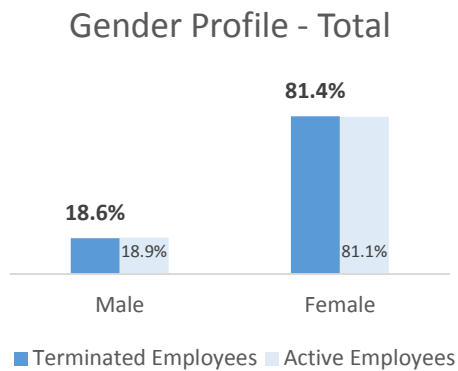
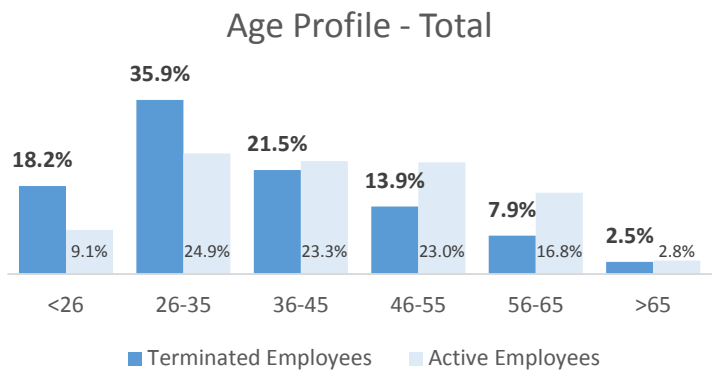
| Interior |       |
|----------|-------|
| Total    | 17.7% |
| Regular  | 13.4% |
| Casual   | 33.1% |

| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 15.7% |
| Regular           | 12.9% |
| Casual            | 20.4% |

| Fraser  |       |
|---------|-------|
| Total   | 15.6% |
| Regular | 14.2% |
| Casual  | 20.5% |



# General Services – All Employee Groups



# General Services – Bargaining Unit

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 27.3% |
| Regular  | 21.6% |
| Casual   | 37.6% |

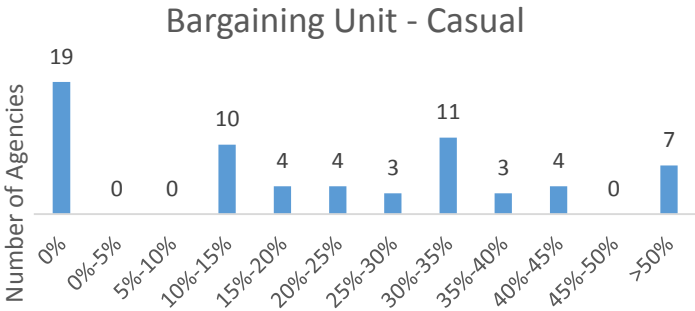
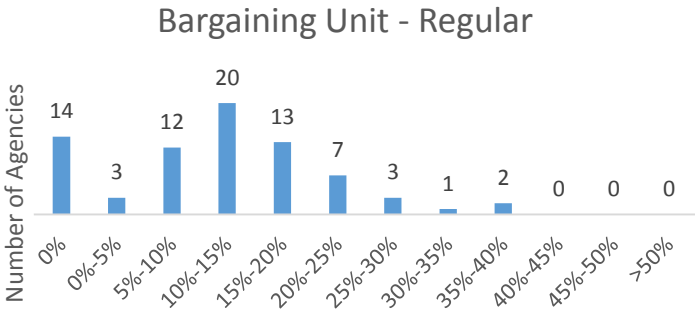
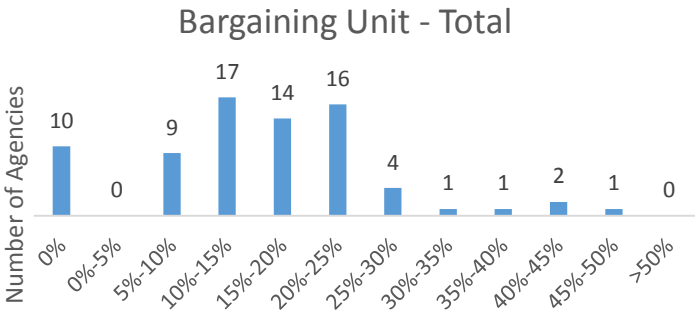
| All Regions |       |
|-------------|-------|
| Total       | 18.2% |
| Regular     | 14.3% |
| Casual      | 27.0% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 19.1% |
| Regular          | 13.2% |
| Casual           | 30.3% |

| Interior |       |
|----------|-------|
| Total    | 18.3% |
| Regular  | 12.7% |
| Casual   | 32.4% |

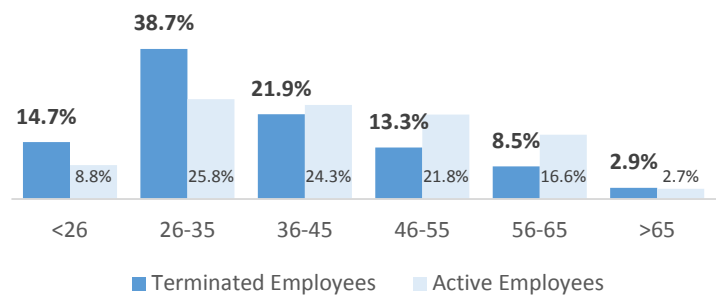
| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 16.4% |
| Regular           | 11.7% |
| Casual            | 24.6% |

| Fraser  |       |
|---------|-------|
| Total   | 15.8% |
| Regular | 15.7% |
| Casual  | 15.8% |

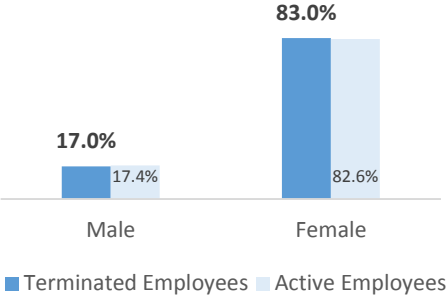


# General Services – Bargaining Unit

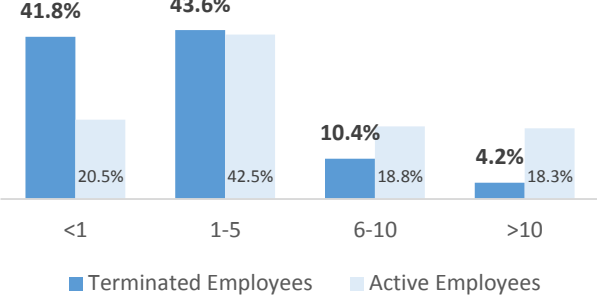
Age Profile - Total



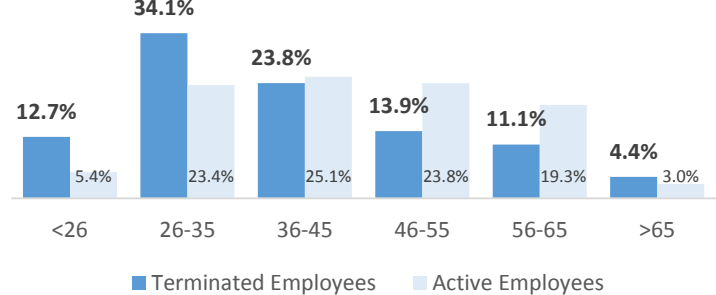
Gender Profile - Total



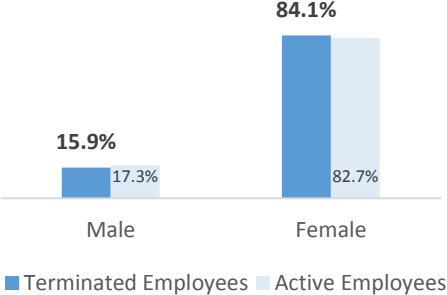
Length of Service Profile - Total



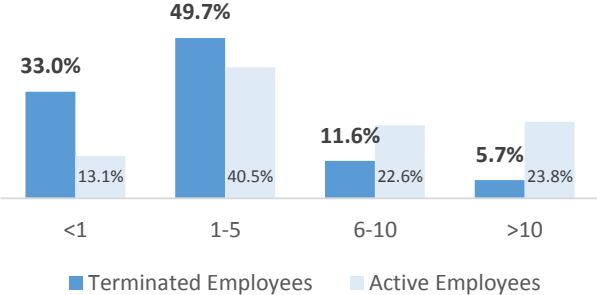
Age Profile - Regular



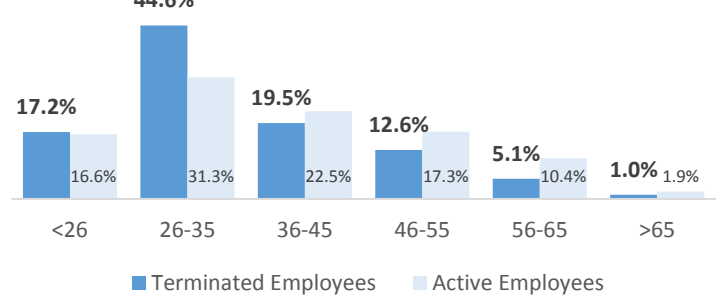
Gender Profile - Regular



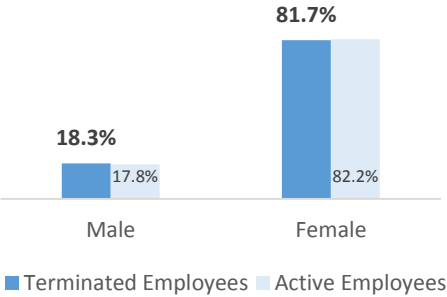
Length of Service Profile - Regular



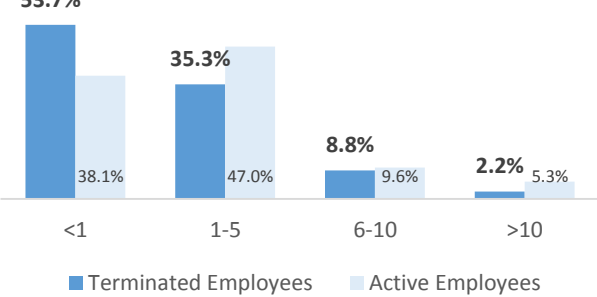
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual

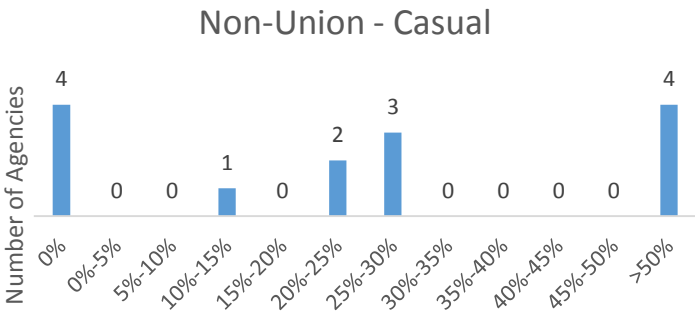
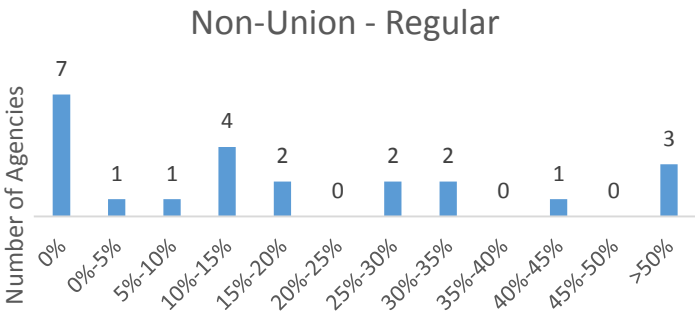
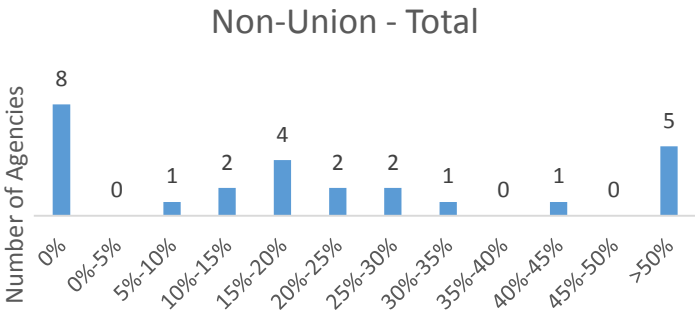
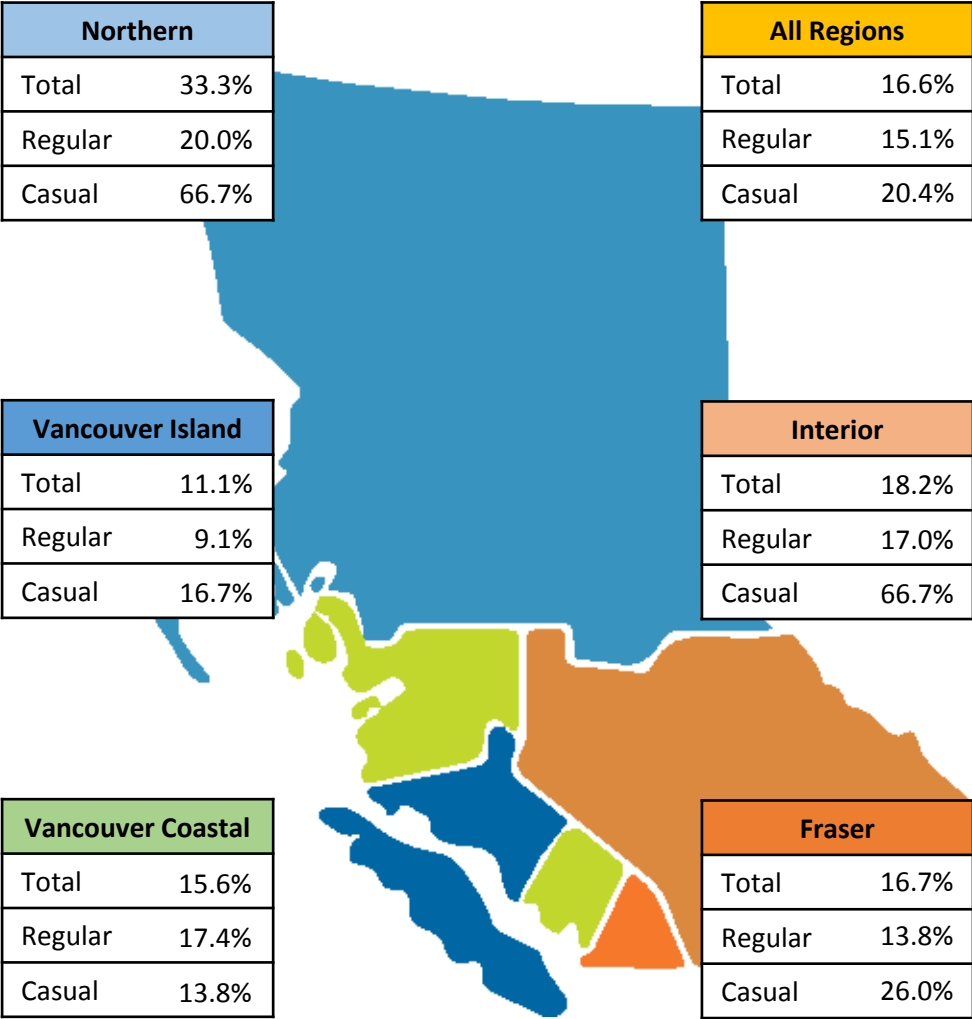


# General Services – Non-Union

Turnover Rate =

Employees who left

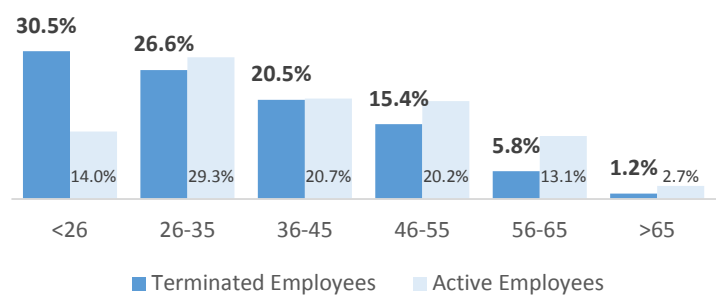
Active Employees + Employees who left



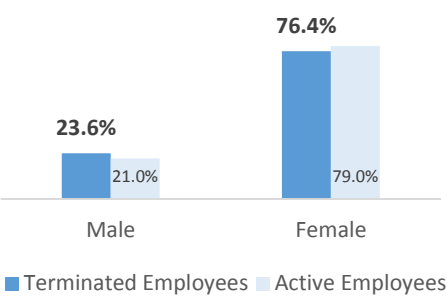


# General Services – Non-Union

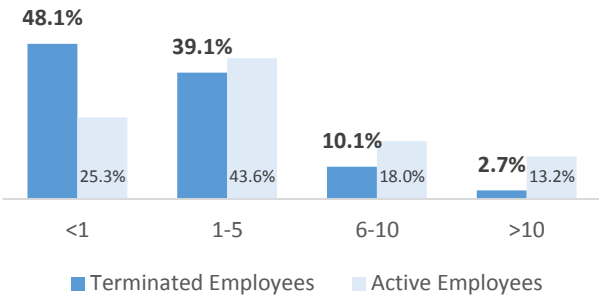
Age Profile - Total



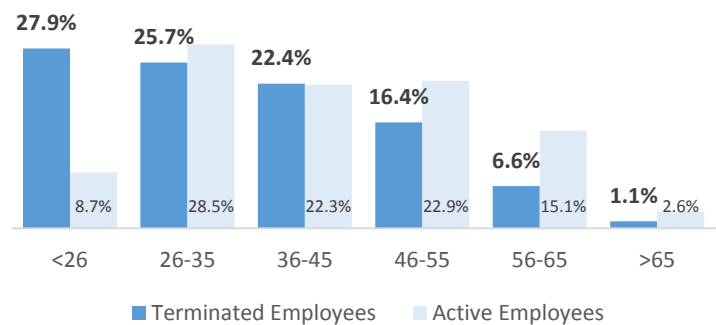
Gender Profile - Total



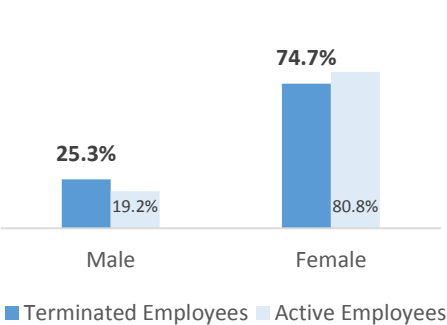
Length of Service Profile - Total



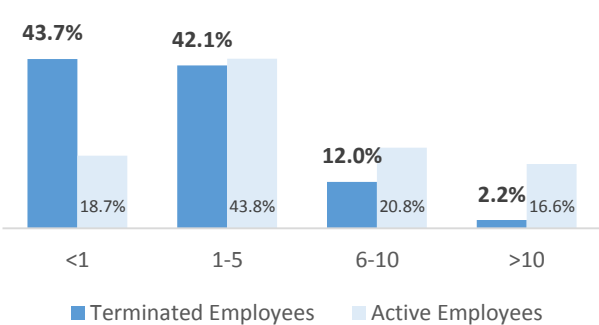
Age Profile - Regular



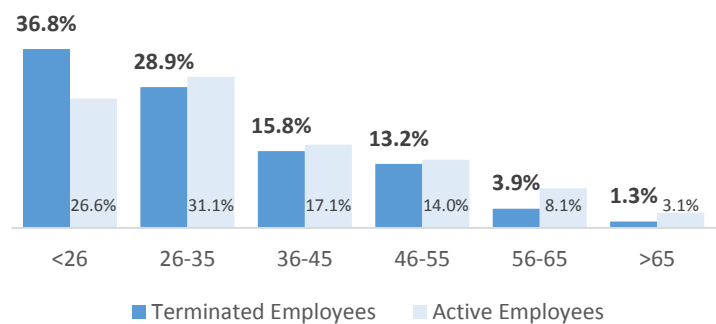
Gender Profile - Regular



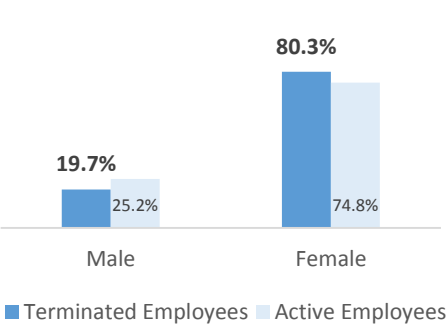
Length of Service Profile - Regular



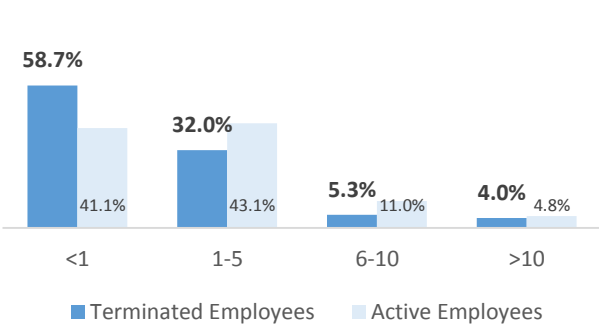
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual

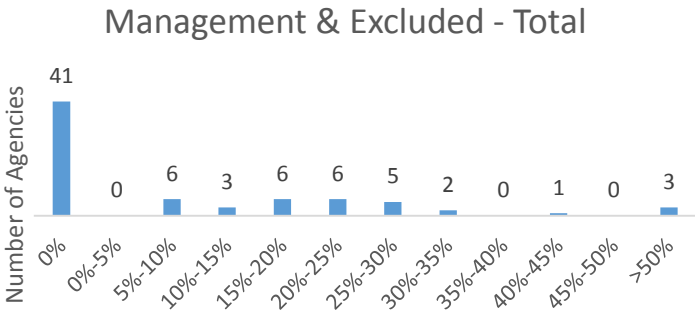
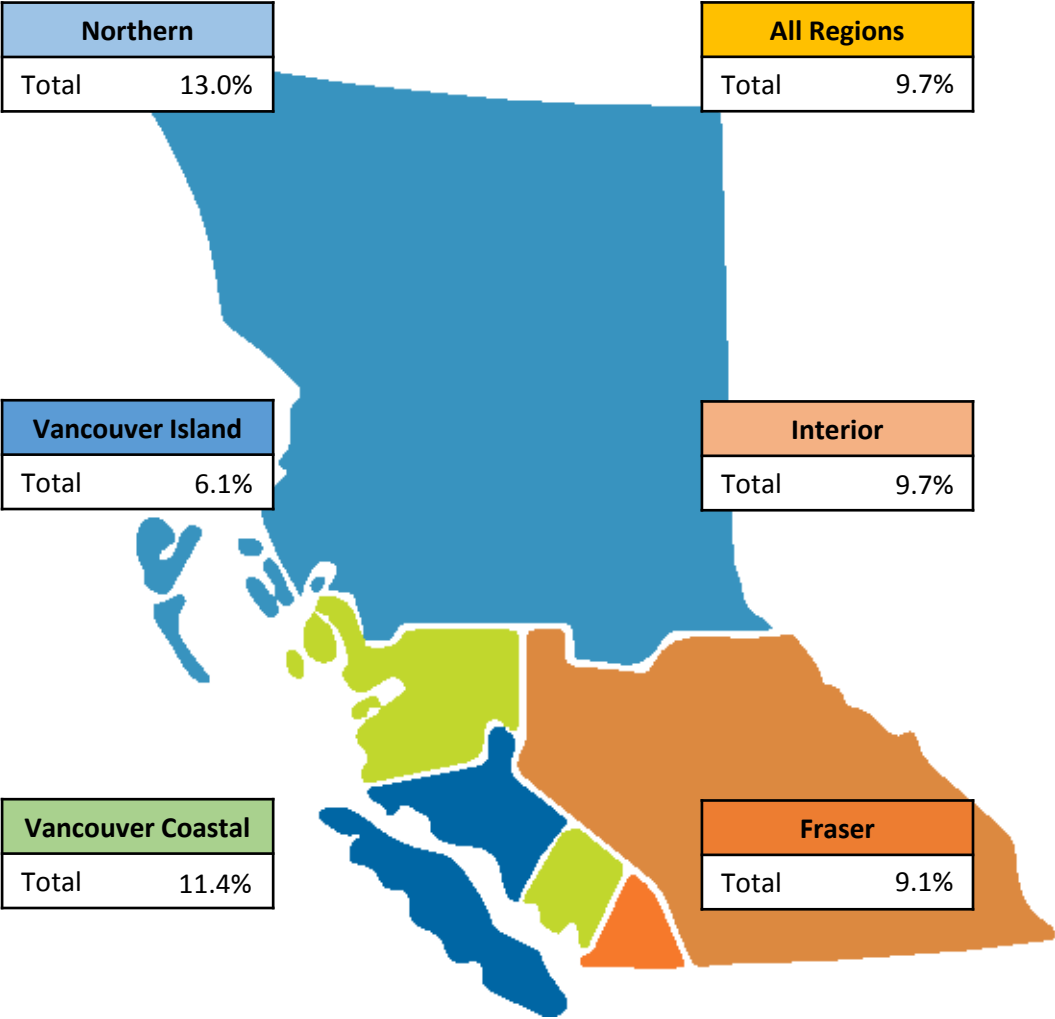


# General Services – Management & Excluded

Turnover Rate =

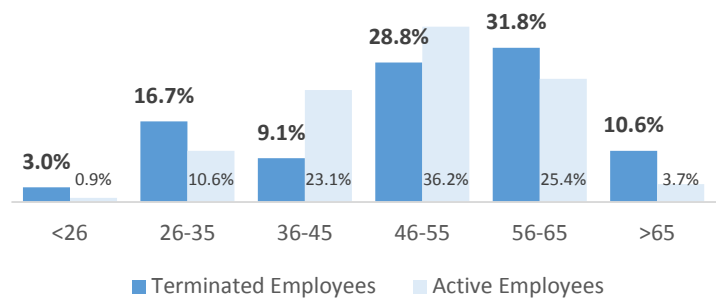
Employees who left

Active Employees + Employees who left

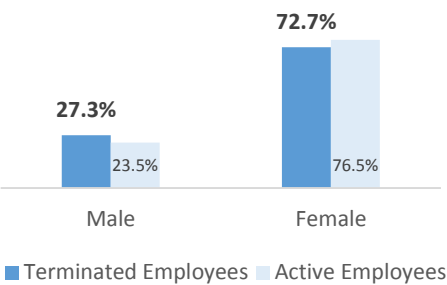


# General Services – Management & Excluded

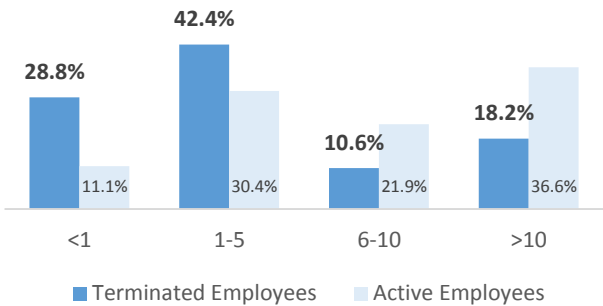
Age Profile - Total



Gender Profile - Total



Length of Service Profile - Total



# Aboriginal Services – All Employee Groups

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 6.7%  |
| Regular  | 0.0%  |
| Casual   | 25.0% |

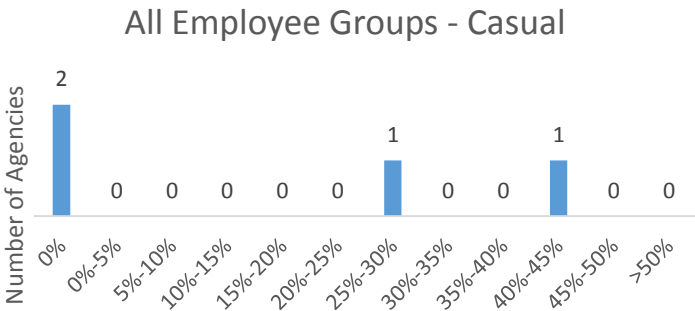
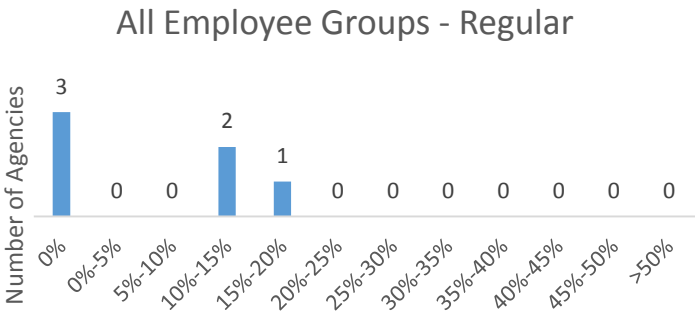
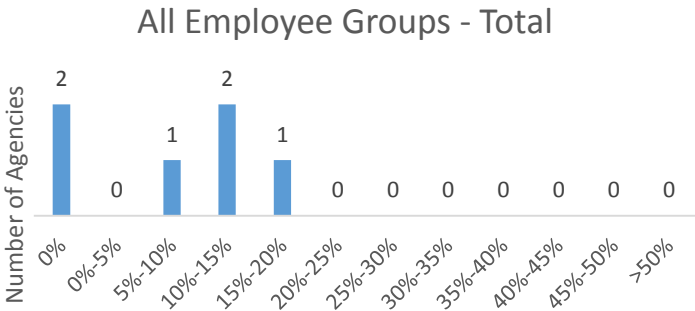
| All Regions |       |
|-------------|-------|
| Total       | 13.8% |
| Regular     | 12.9% |
| Casual      | 28.6% |

| Vancouver Island |      |
|------------------|------|
| Total            | 0.0% |
| Regular          | 0.0% |
| Casual           | n/a  |

| Interior |       |
|----------|-------|
| Total    | 11.1% |
| Regular  | 11.1% |
| Casual   | n/a   |

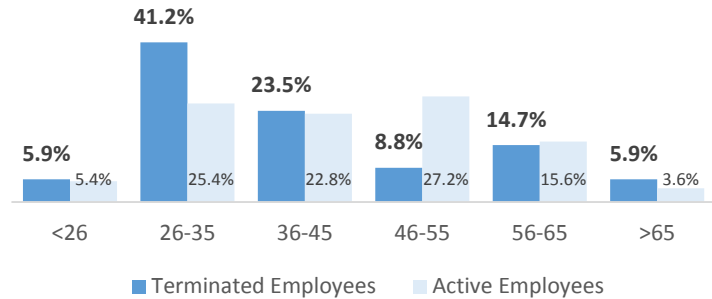
| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 16.8% |
| Regular           | 16.0% |
| Casual            | 40.0% |

| Fraser  |       |
|---------|-------|
| Total   | 10.8% |
| Regular | 11.1% |
| Casual  | 0.0%  |

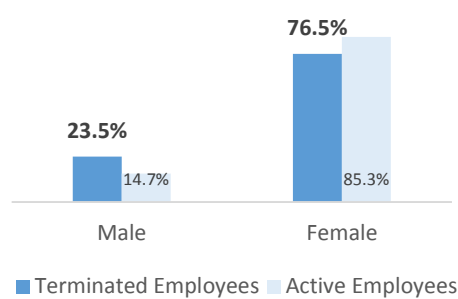


# Aboriginal Services – All Employee Groups

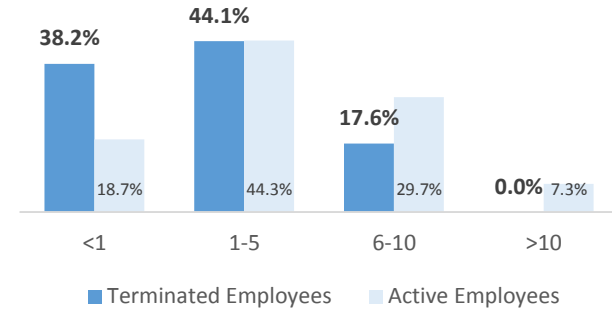
Age Profile - Total



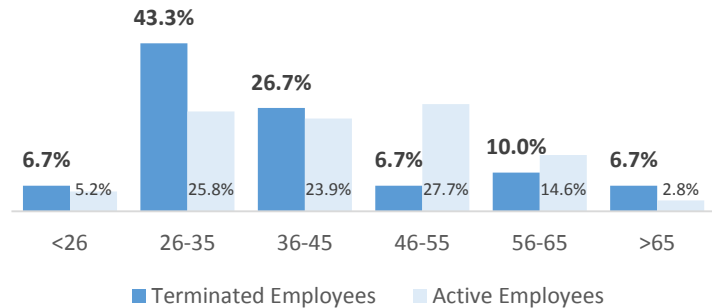
Gender Profile - Total



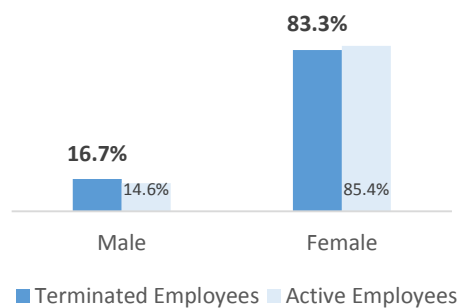
Length of Service Profile - Total



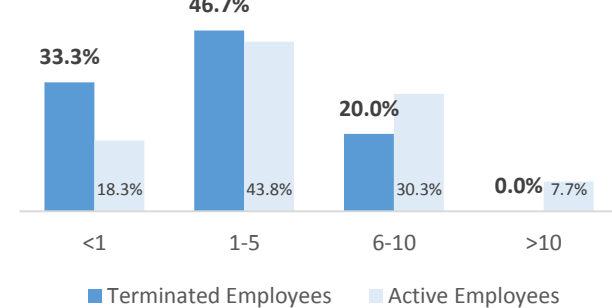
Age Profile - Regular



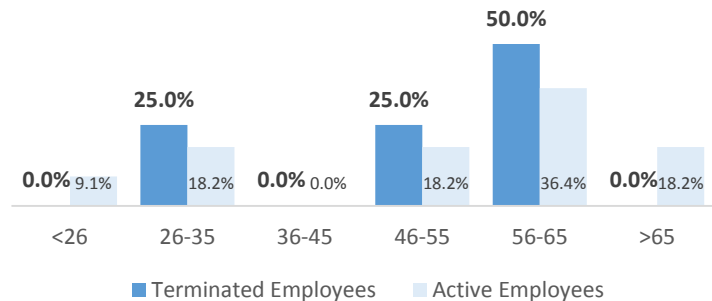
Gender Profile - Regular



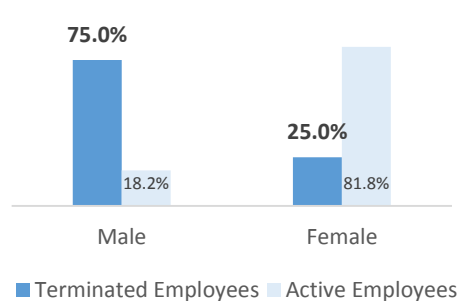
Length of Service Profile - Regular



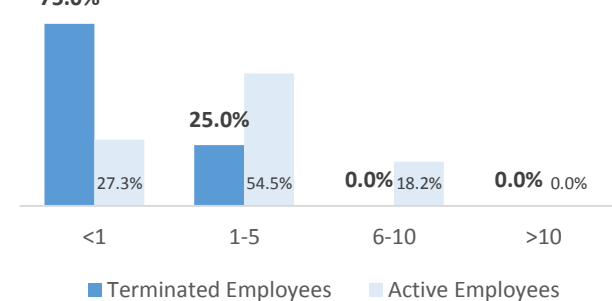
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



# Aboriginal Services – Bargaining Unit

Turnover Rate

=

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 8.3%  |
| Regular  | 0.0%  |
| Casual   | 25.0% |

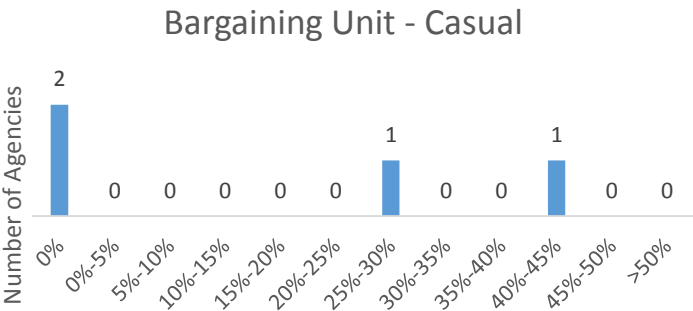
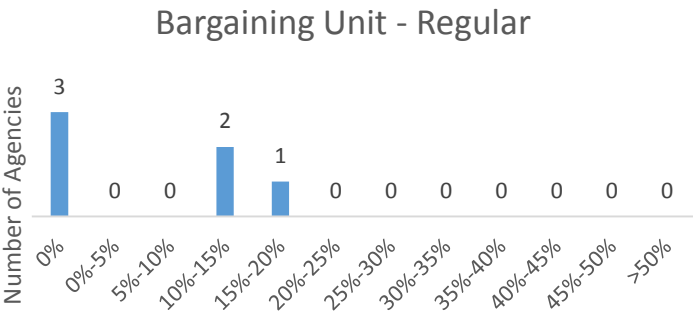
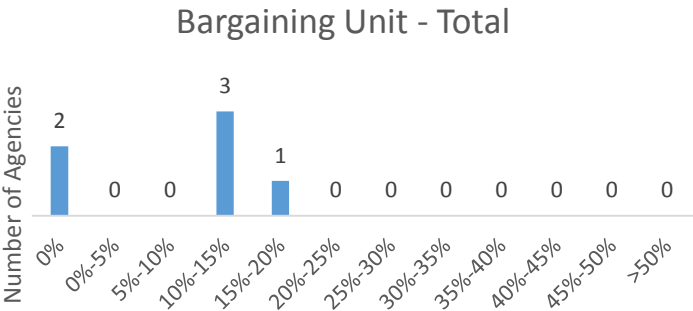
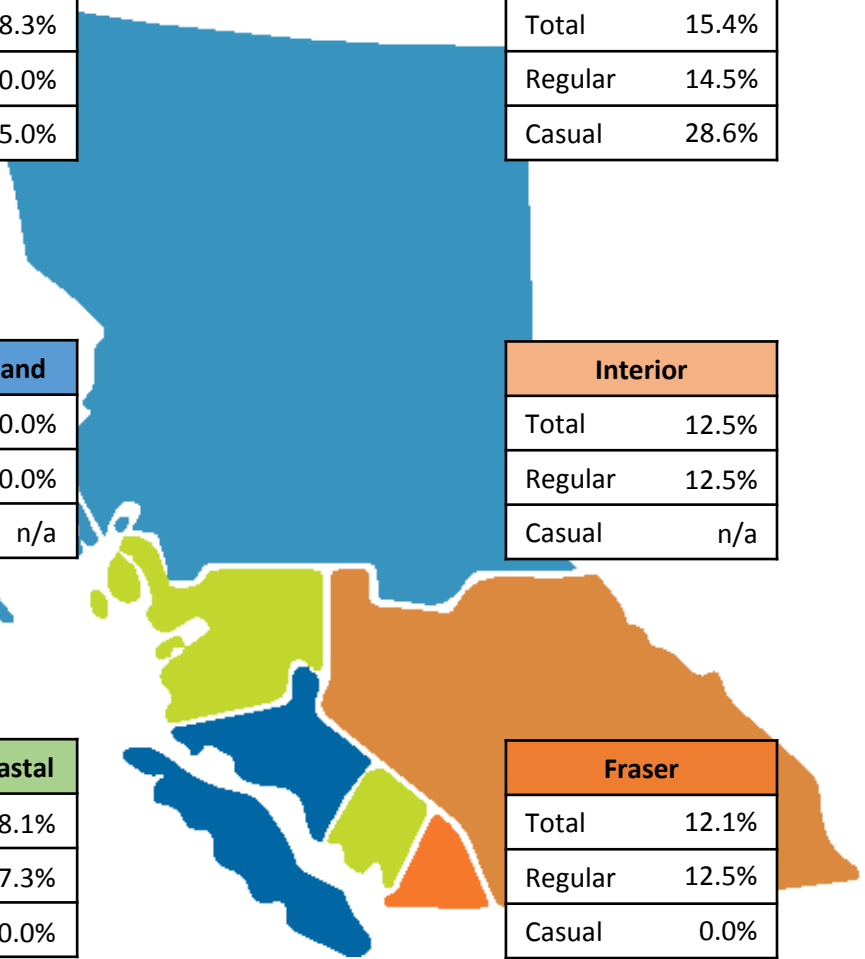
| All Regions |       |
|-------------|-------|
| Total       | 15.4% |
| Regular     | 14.5% |
| Casual      | 28.6% |

| Vancouver Island |      |
|------------------|------|
| Total            | 0.0% |
| Regular          | 0.0% |
| Casual           | n/a  |

| Interior |       |
|----------|-------|
| Total    | 12.5% |
| Regular  | 12.5% |
| Casual   | n/a   |

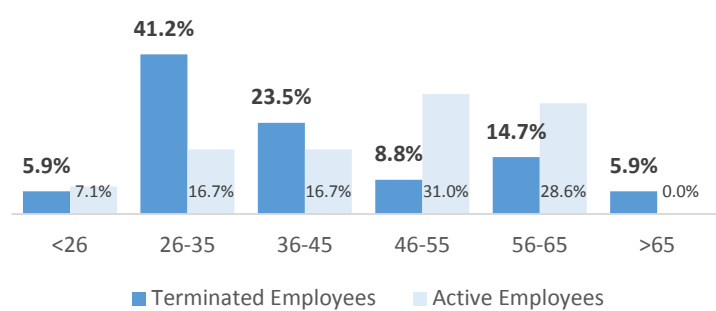
| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 18.1% |
| Regular           | 17.3% |
| Casual            | 40.0% |

| Fraser  |       |
|---------|-------|
| Total   | 12.1% |
| Regular | 12.5% |
| Casual  | 0.0%  |

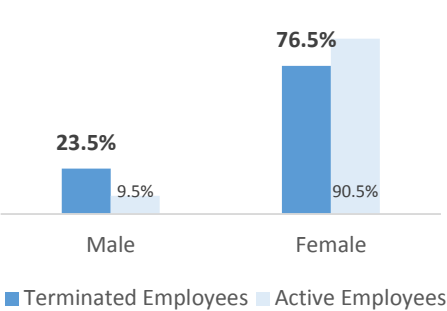


# Aboriginal Services – Bargaining Unit

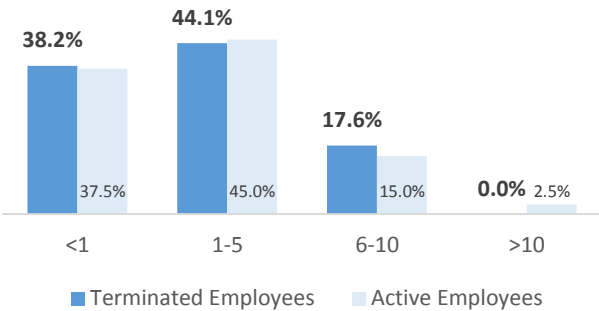
Age Profile - Total



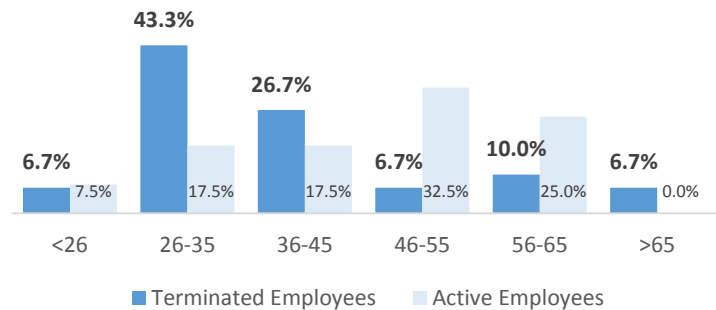
Gender Profile - Total



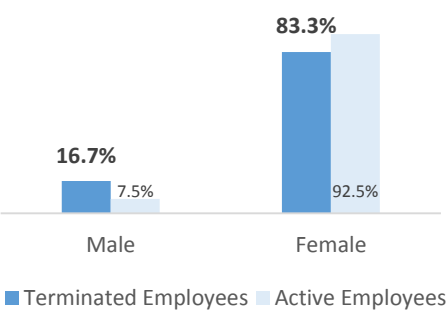
Length of Service Profile - Total



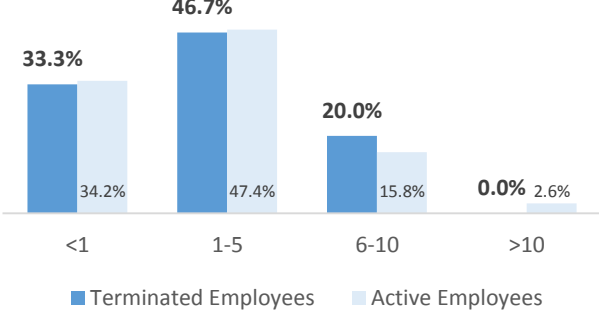
Age Profile - Regular



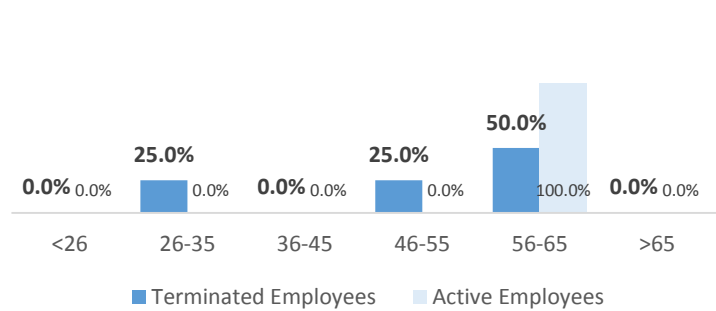
Gender Profile - Regular



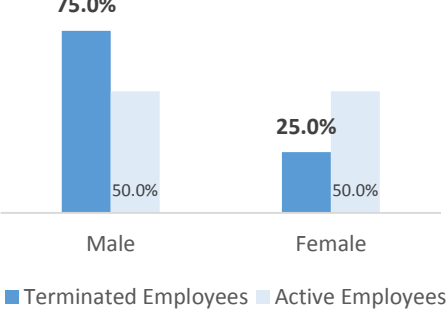
Length of Service Profile - Regular



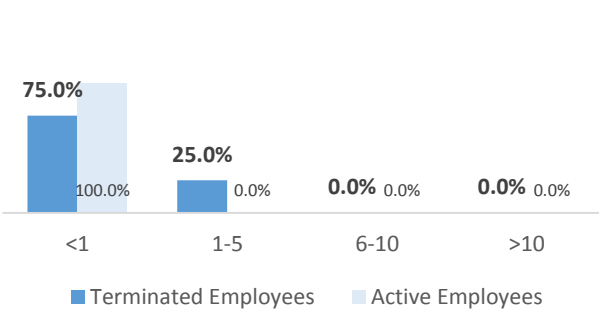
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



# Aboriginal Services – Non-Union

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |     |
|----------|-----|
| Total    | n/a |
| Regular  | n/a |
| Casual   | n/a |

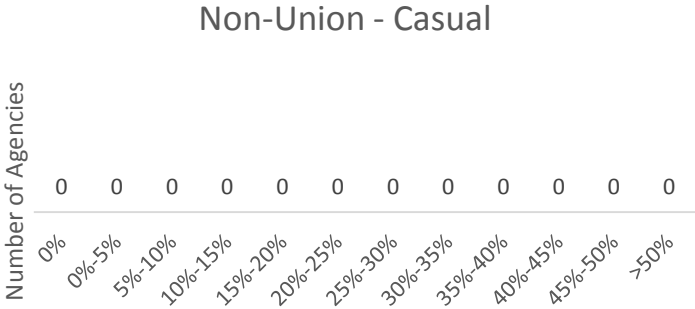
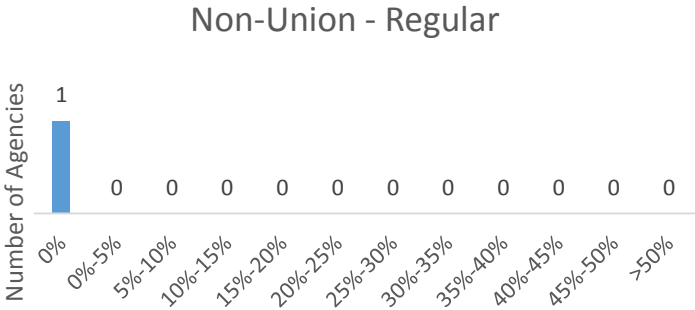
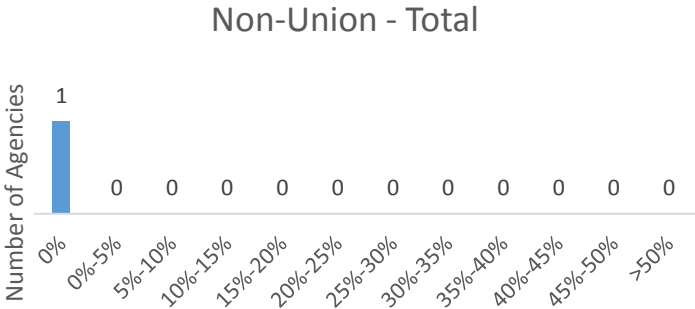
| All Regions |      |
|-------------|------|
| Total       | 0.0% |
| Regular     | 0.0% |
| Casual      | n/a  |

| Vancouver Island |      |
|------------------|------|
| Total            | 0.0% |
| Regular          | 0.0% |
| Casual           | n/a  |

| Interior |     |
|----------|-----|
| Total    | n/a |
| Regular  | n/a |
| Casual   | n/a |

| Vancouver Coastal |     |
|-------------------|-----|
| Total             | n/a |
| Regular           | n/a |
| Casual            | n/a |

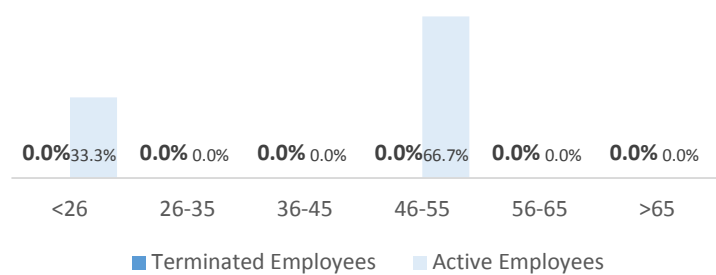
| Fraser  |     |
|---------|-----|
| Total   | n/a |
| Regular | n/a |
| Casual  | n/a |



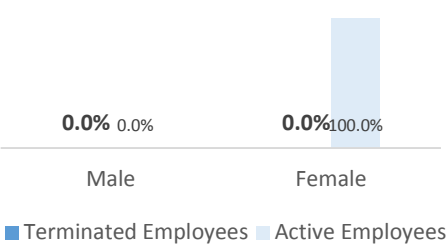


# Aboriginal Services – Non-Union

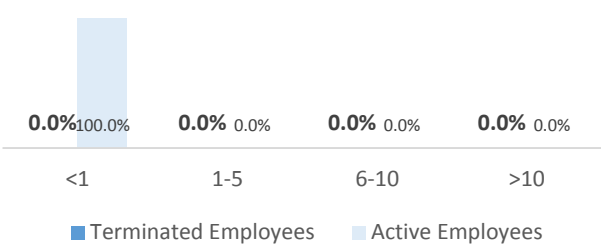
Age Profile - Total



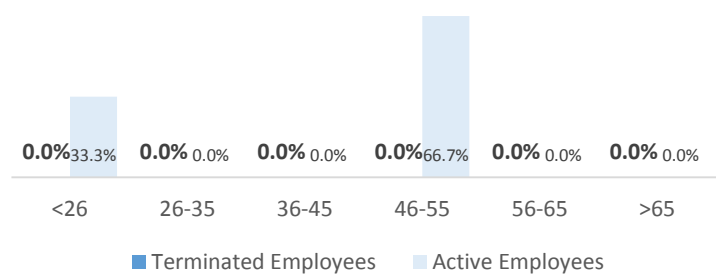
Gender Profile - Total



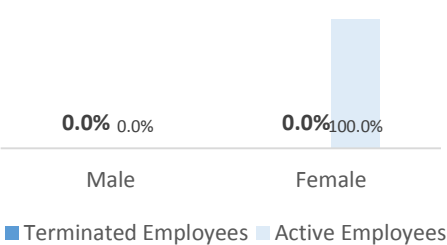
Length of Service Profile - Total



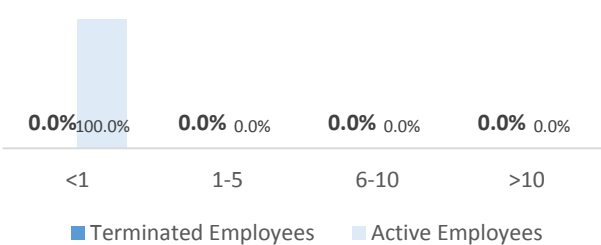
Age Profile - Regular



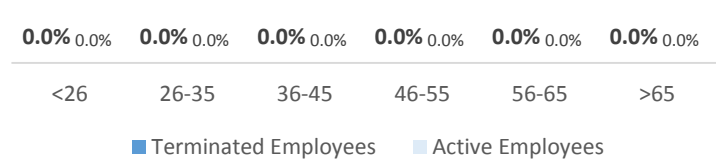
Gender Profile - Regular



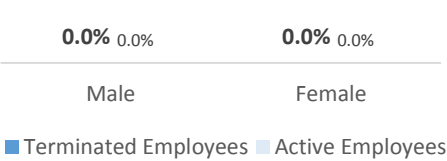
Length of Service Profile - Regular



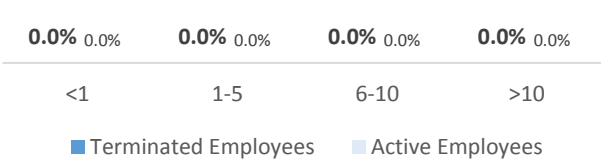
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



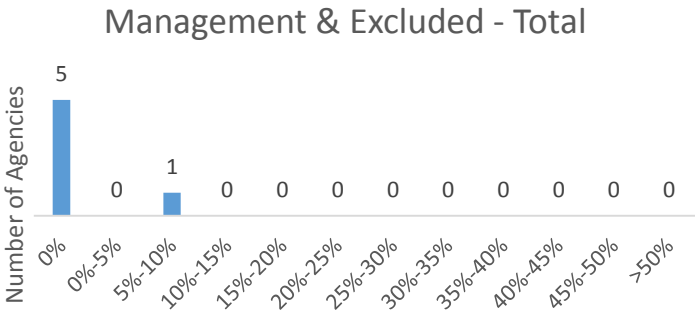
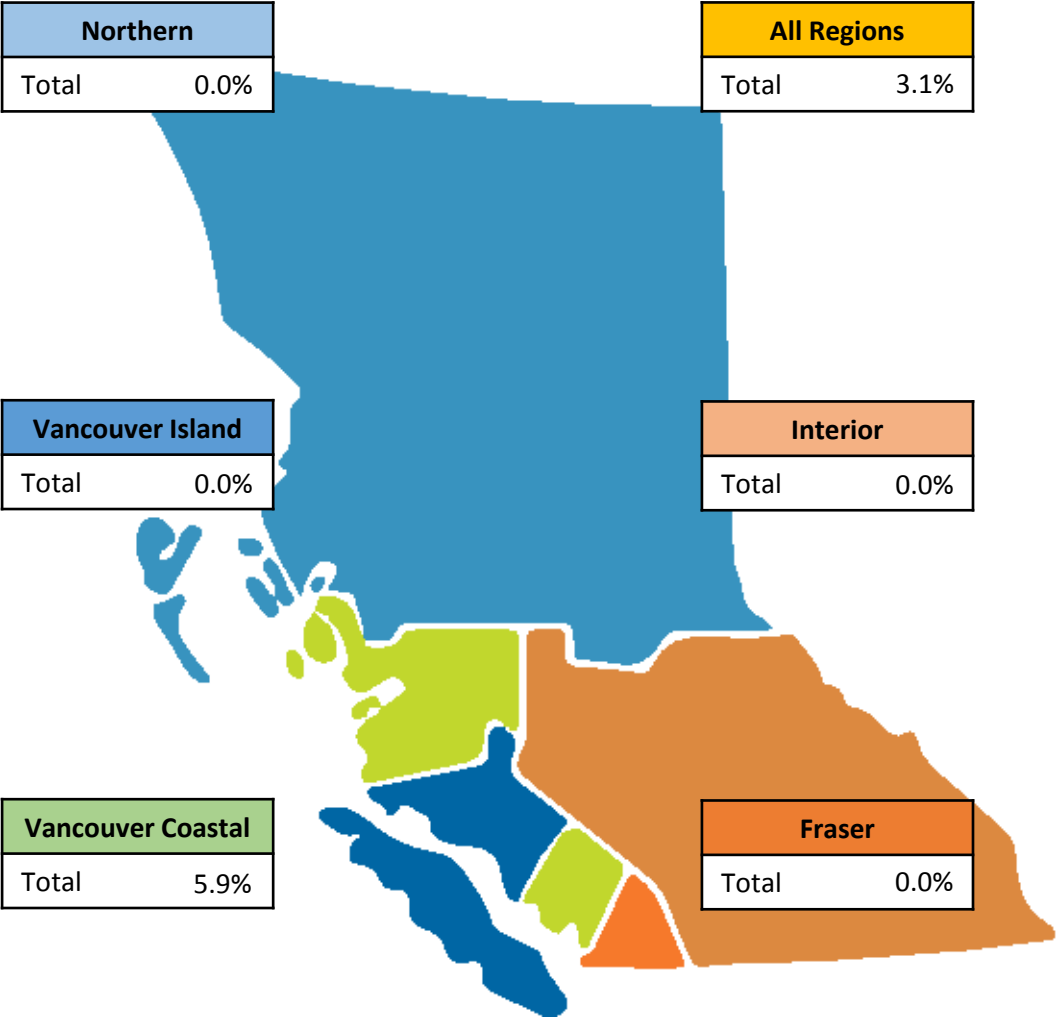
# Aboriginal Services – Management & Excluded

Turnover Rate

=

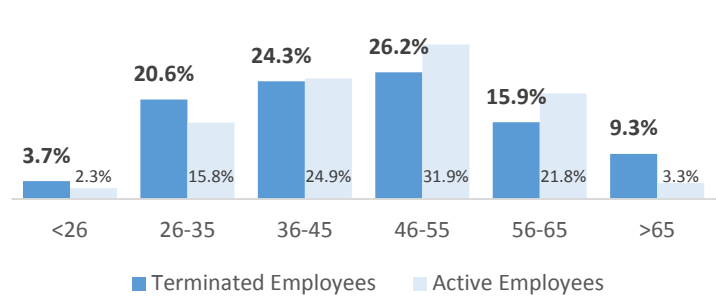
Employees who left

Active Employees + Employees who left

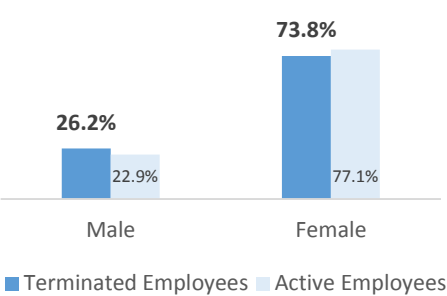


# Aboriginal Services – Management & Excluded

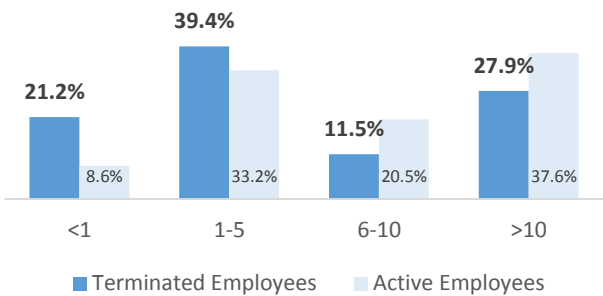
Age Profile - Total



Gender Profile - Total



Length of Service Profile - Total



# Non-CSSEA Agencies – All Employee Groups

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 19.4% |
| Regular  | 18.3% |
| Casual   | 29.1% |

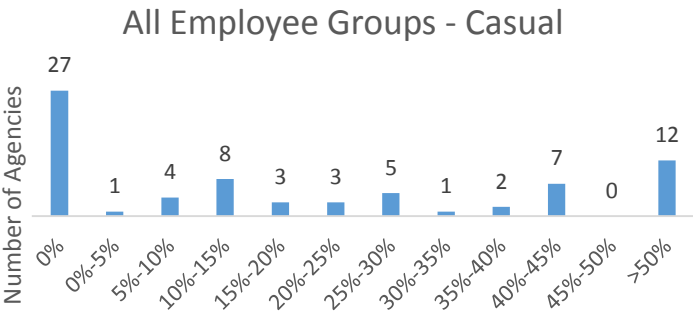
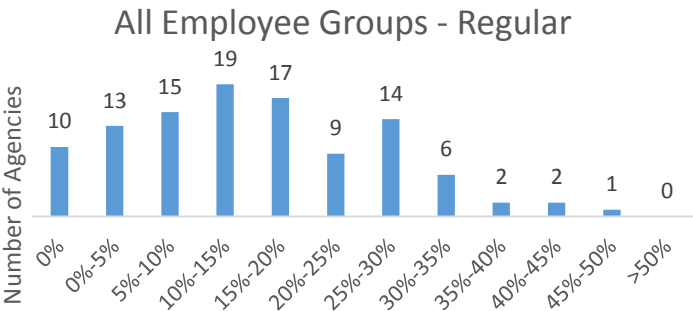
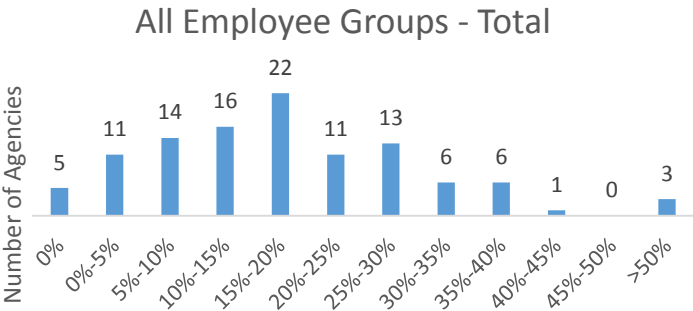
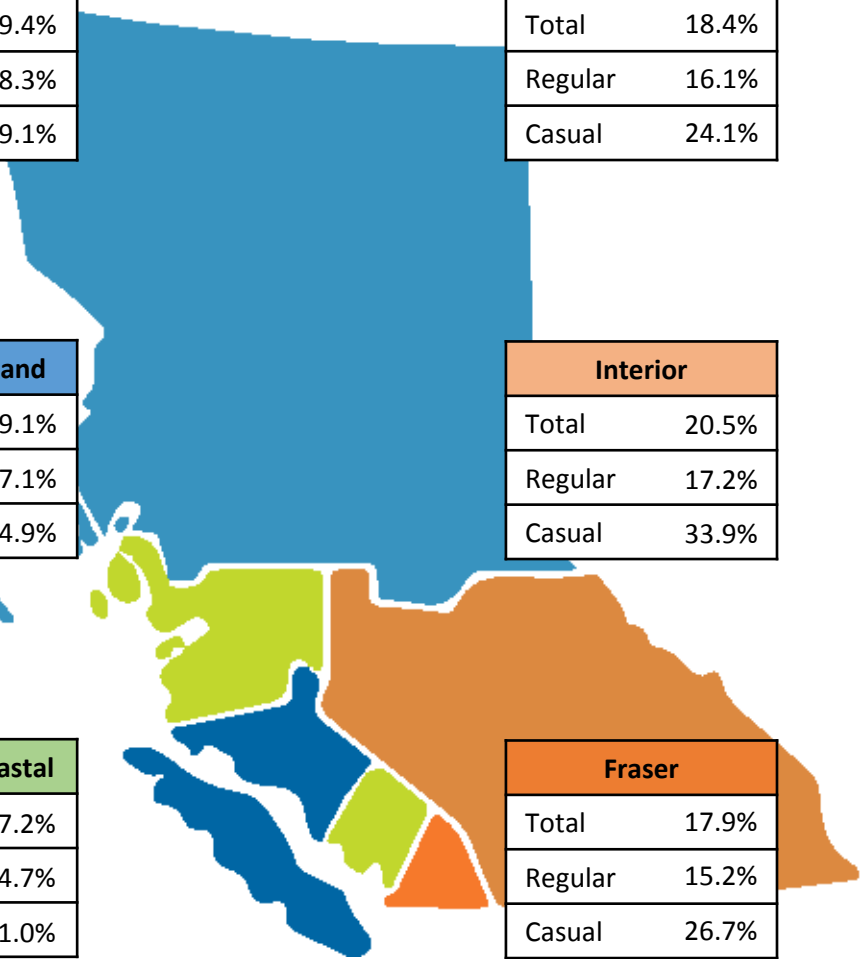
| All Regions |       |
|-------------|-------|
| Total       | 18.4% |
| Regular     | 16.1% |
| Casual      | 24.1% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 19.1% |
| Regular          | 17.1% |
| Casual           | 24.9% |

| Interior |       |
|----------|-------|
| Total    | 20.5% |
| Regular  | 17.2% |
| Casual   | 33.9% |

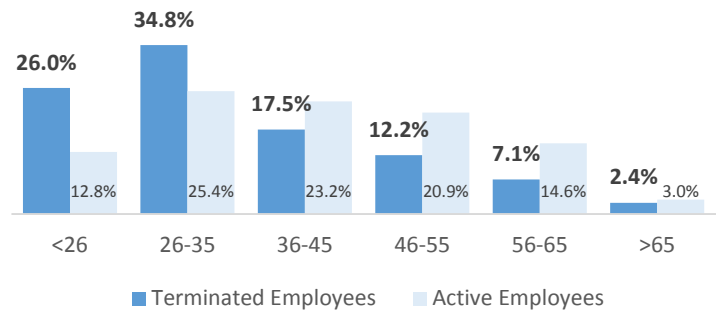
| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 17.2% |
| Regular           | 14.7% |
| Casual            | 21.0% |

| Fraser  |       |
|---------|-------|
| Total   | 17.9% |
| Regular | 15.2% |
| Casual  | 26.7% |

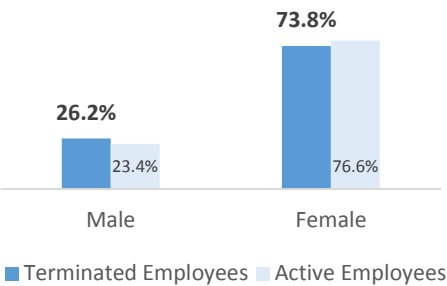


# Non-CSSEA Agencies – All Employee Groups

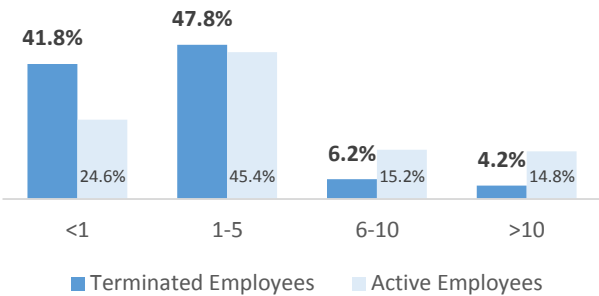
Age Profile - Total



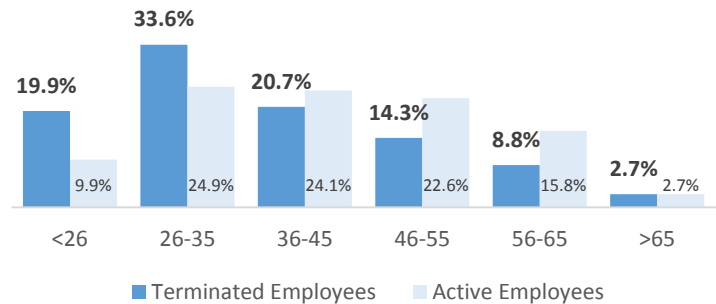
Gender Profile - Total



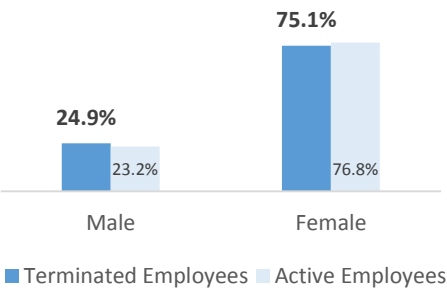
Length of Service Profile - Total



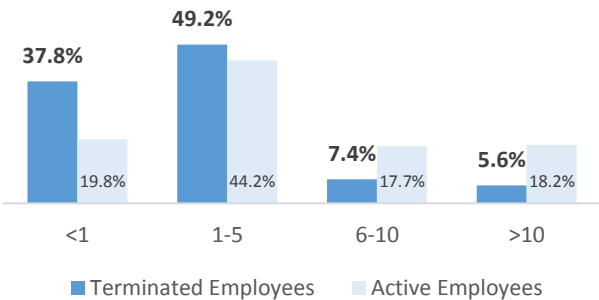
Age Profile - Regular



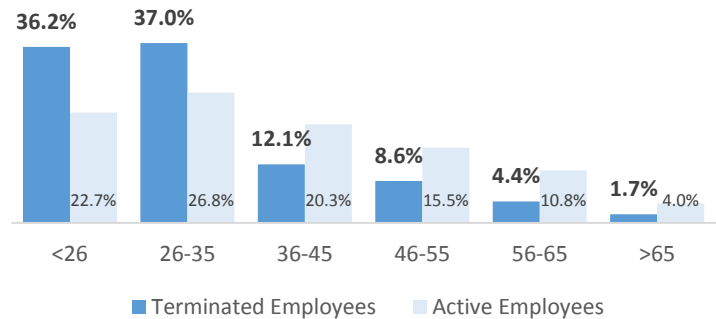
Gender Profile - Regular



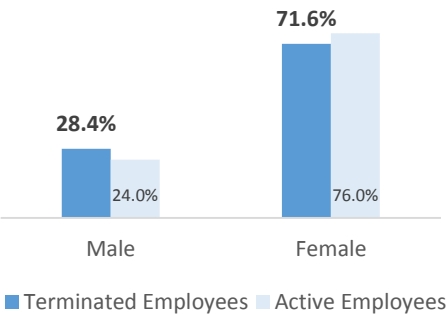
Length of Service Profile - Regular



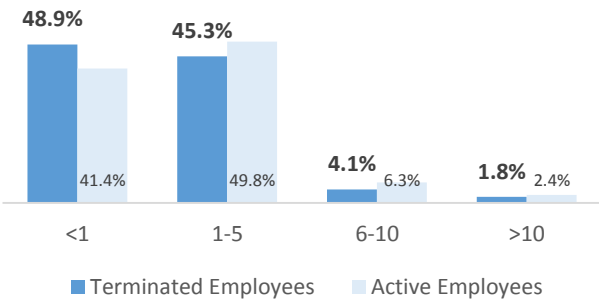
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



# Non-CSSEA Agencies – Bargaining Unit

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |     |
|----------|-----|
| Total    | n/a |
| Regular  | n/a |
| Casual   | n/a |

| All Regions |       |
|-------------|-------|
| Total       | 10.2% |
| Regular     | 11.8% |
| Casual      | 6.2%  |

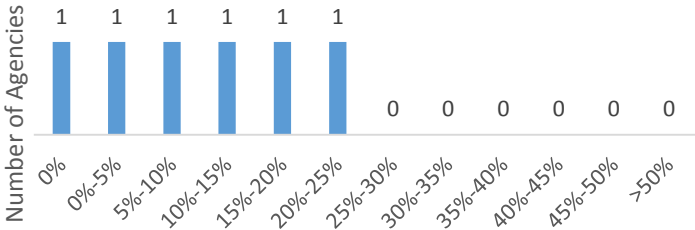
| Vancouver Island |       |
|------------------|-------|
| Total            | 11.1% |
| Regular          | 9.1%  |
| Casual           | 18.2% |

| Interior |     |
|----------|-----|
| Total    | n/a |
| Regular  | n/a |
| Casual   | n/a |

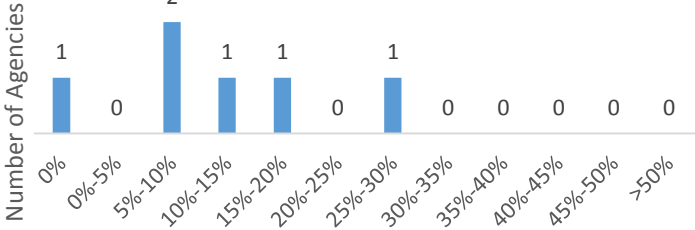
| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 9.9%  |
| Regular           | 12.9% |
| Casual            | 3.3%  |

| Fraser  |     |
|---------|-----|
| Total   | n/a |
| Regular | n/a |
| Casual  | n/a |

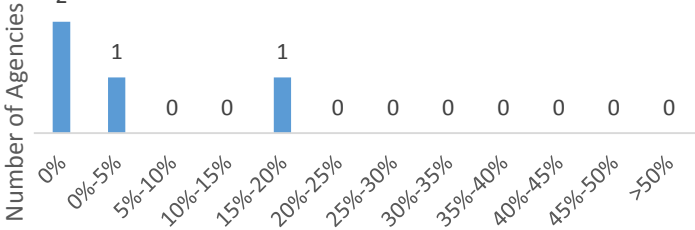
Bargaining Unit - Total



Bargaining Unit - Regular

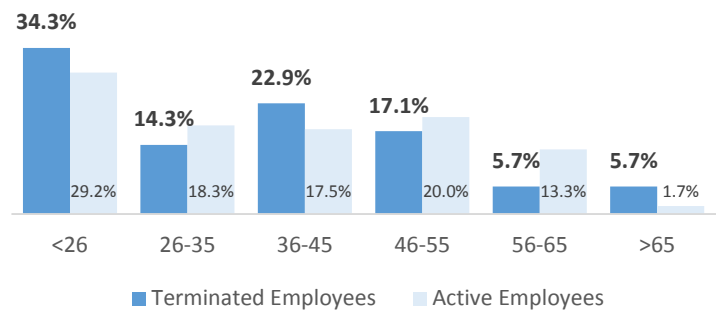


Bargaining Unit - Casual

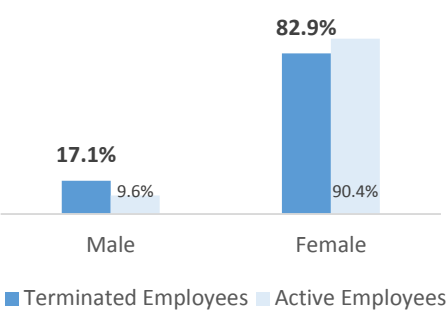


# Non-CSSEA Agencies – Bargaining Unit

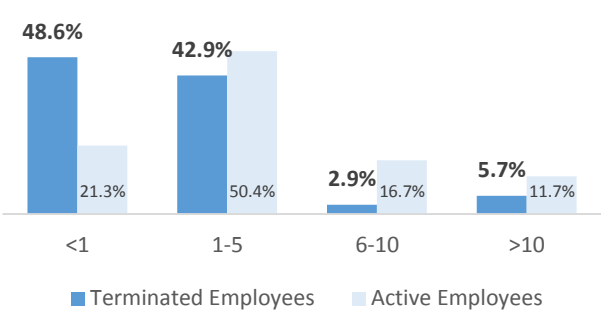
Age Profile - Total



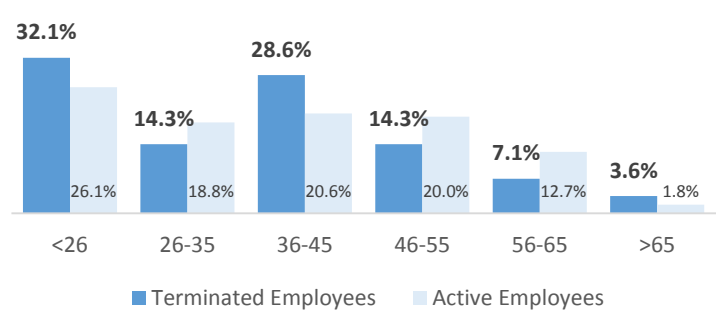
Gender Profile - Total



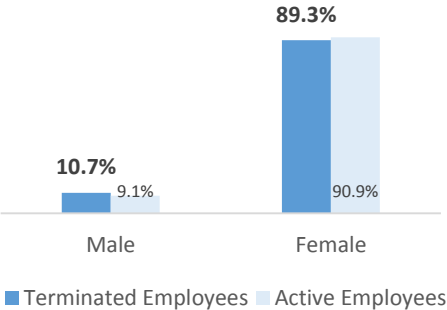
Length of Service Profile - Total



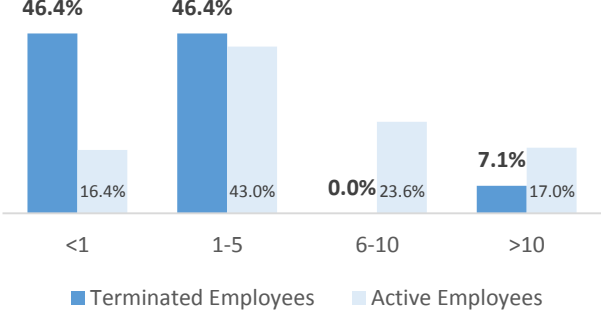
Age Profile - Regular



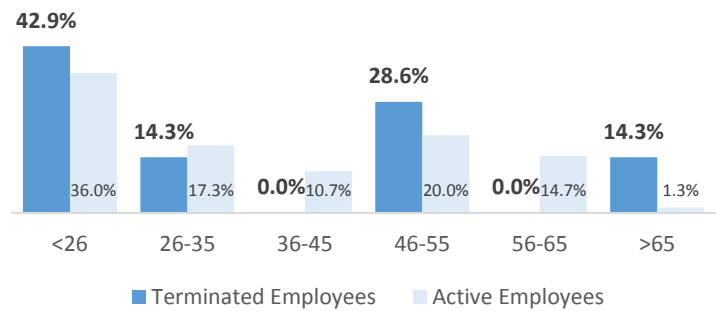
Gender Profile - Regular



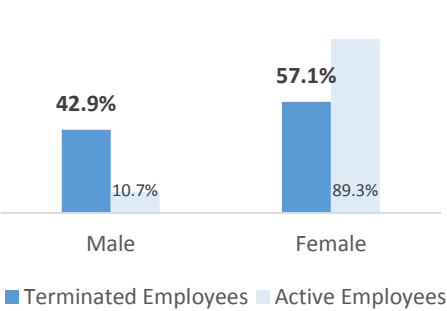
Length of Service Profile - Regular



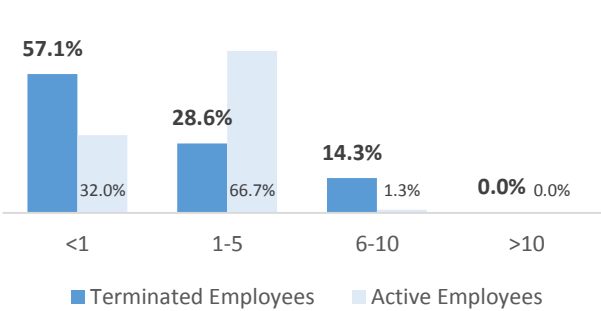
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



# Non-CSSEA Agencies – Non-Union

Turnover Rate =

Employees who left

Active Employees + Employees who left

| Northern |       |
|----------|-------|
| Total    | 20.1% |
| Regular  | 19.0% |
| Casual   | 29.1% |

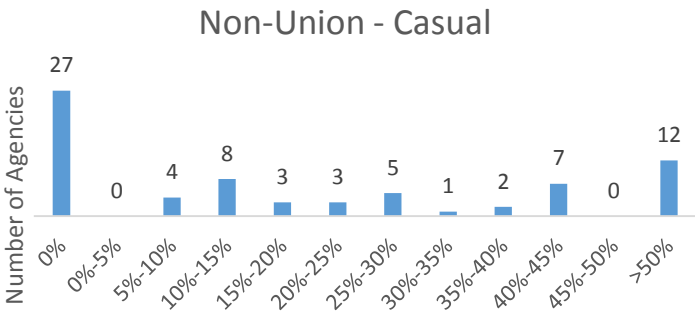
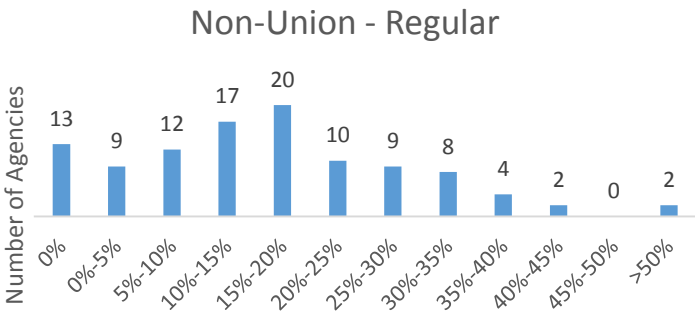
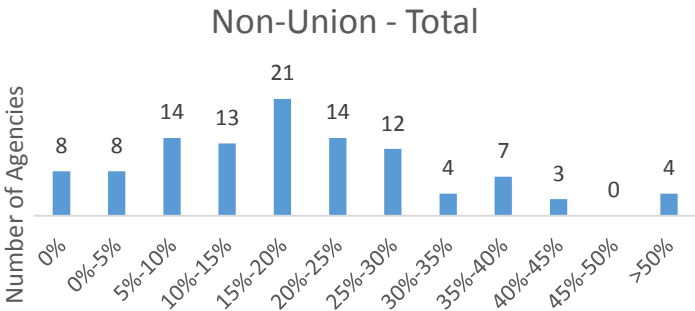
| All Regions |       |
|-------------|-------|
| Total       | 19.7% |
| Regular     | 17.3% |
| Casual      | 24.8% |

| Vancouver Island |       |
|------------------|-------|
| Total            | 20.9% |
| Regular          | 19.1% |
| Casual           | 25.3% |

| Interior |       |
|----------|-------|
| Total    | 21.7% |
| Regular  | 18.4% |
| Casual   | 33.9% |

| Vancouver Coastal |       |
|-------------------|-------|
| Total             | 18.8% |
| Regular           | 16.1% |
| Casual            | 22.1% |

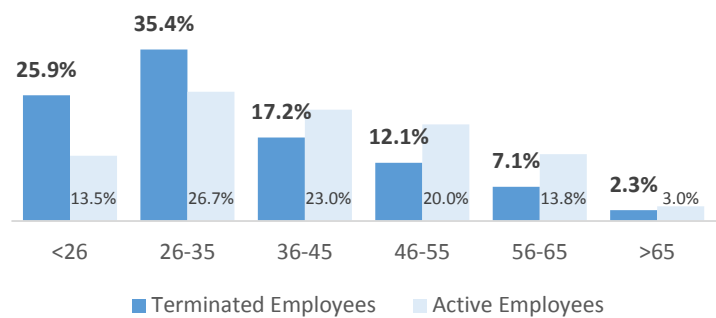
| Fraser  |       |
|---------|-------|
| Total   | 18.4% |
| Regular | 15.6% |
| Casual  | 26.7% |



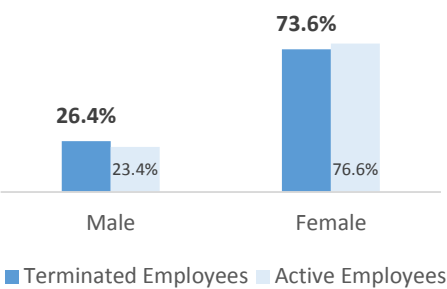


# Non-CSSEA Agencies – Non-Union

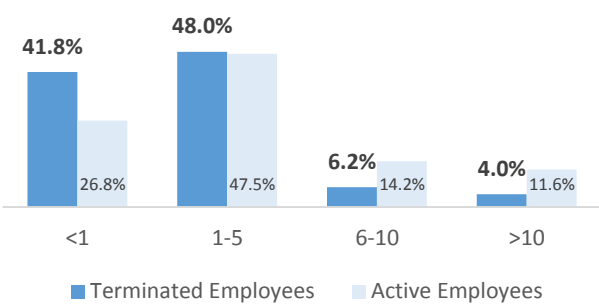
Age Profile - Total



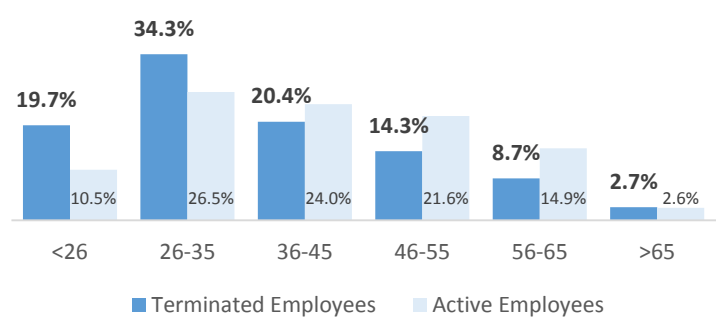
Gender Profile - Total



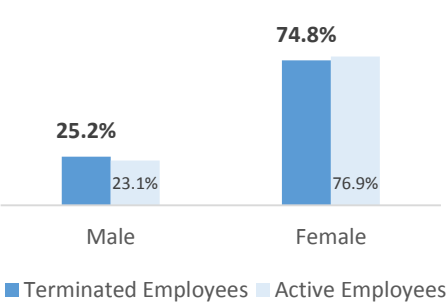
Length of Service Profile - Total



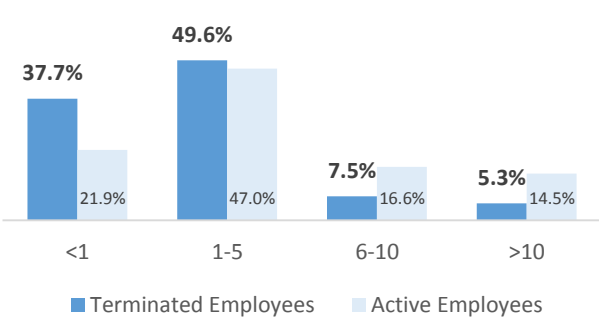
Age Profile - Regular



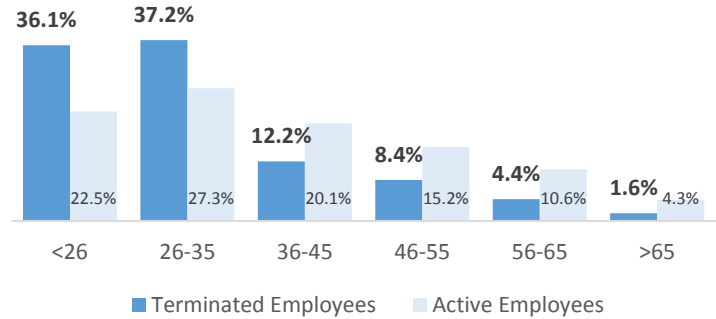
Gender Profile - Regular



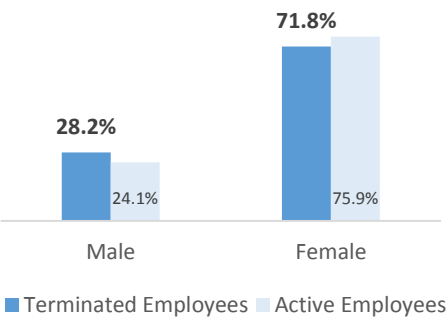
Length of Service Profile - Regular



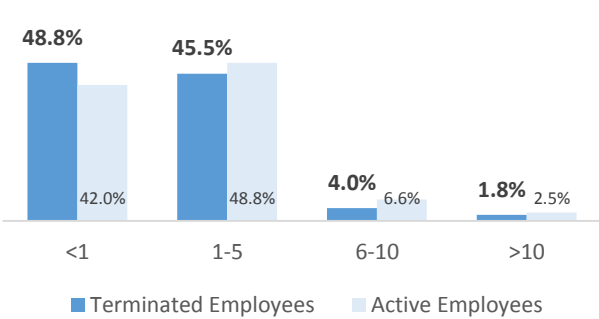
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



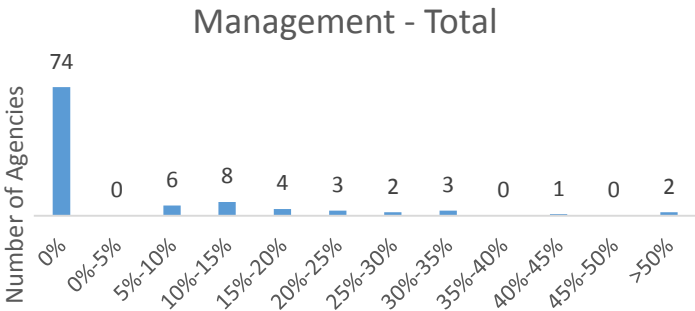
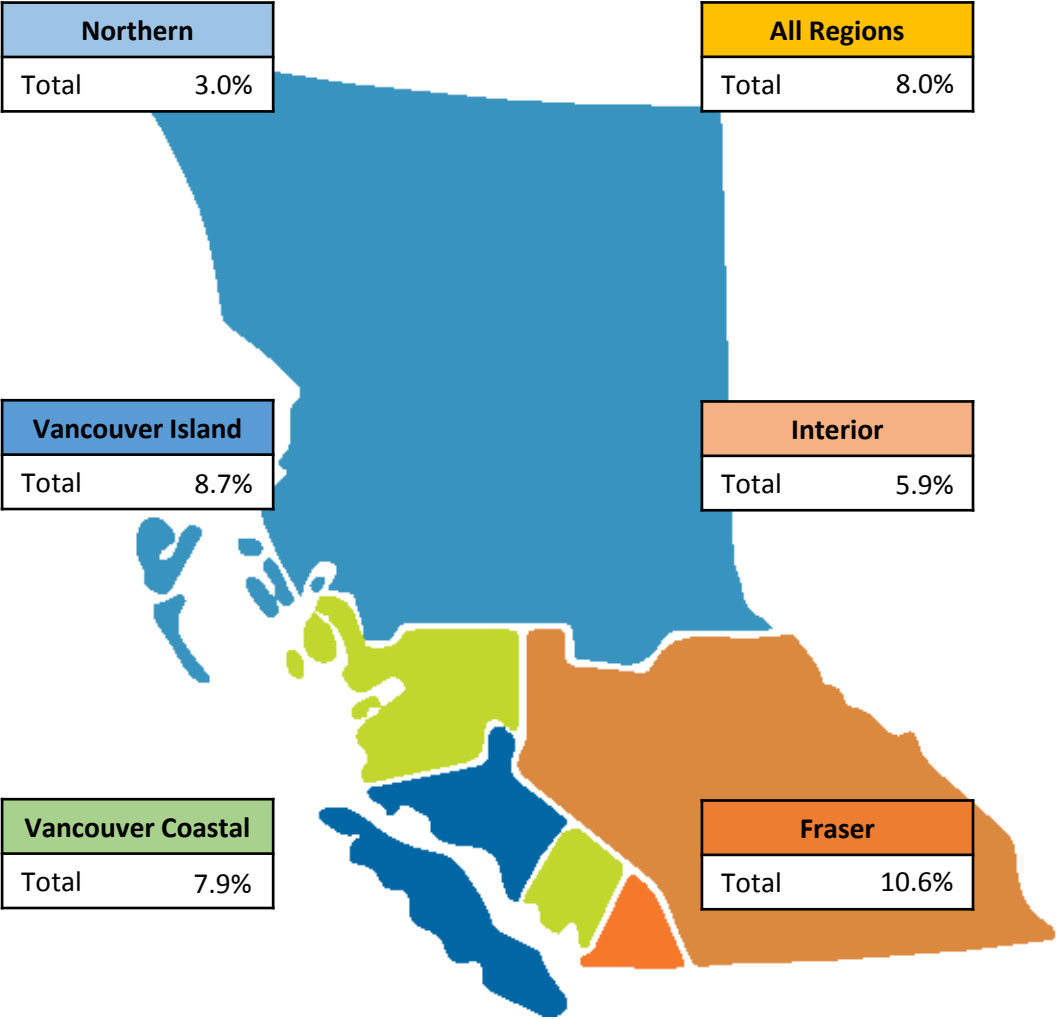
# Non-CSSEA Agencies – Management

Turnover Rate

=

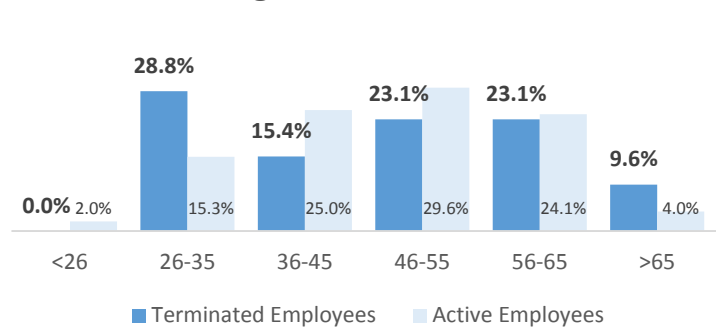
Employees who left

Active Employees + Employees who left

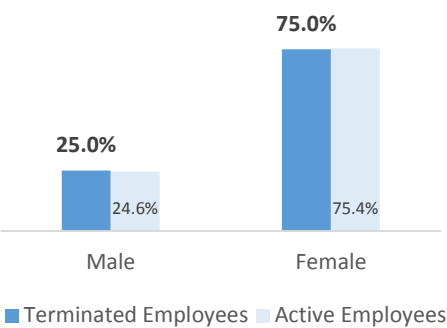


# Non-CSSEA Agencies – Management

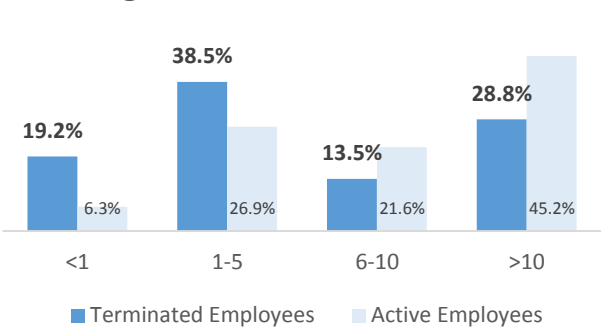
Age Profile - Total



Gender Profile - Total

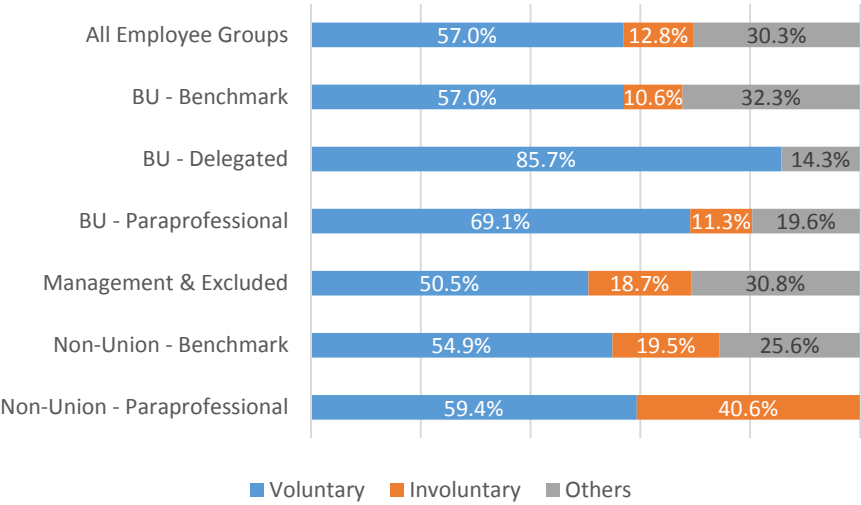


Length of Service Profile - Total

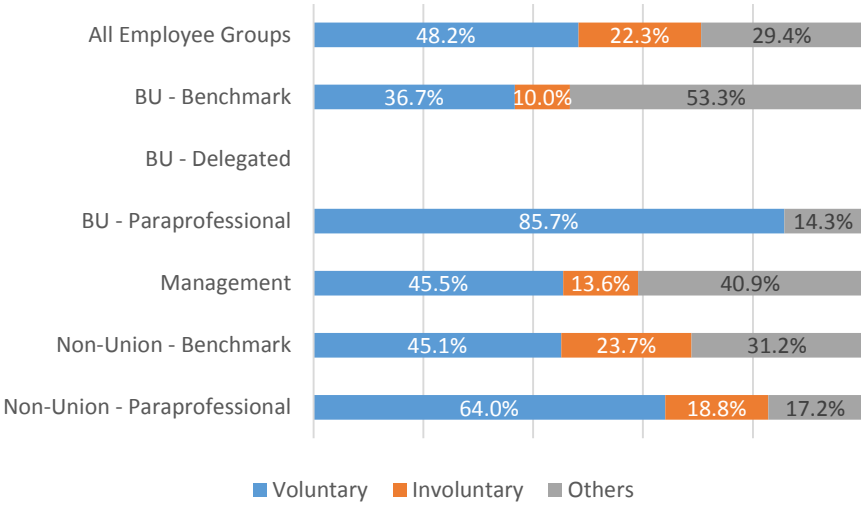


# Reasons for Termination

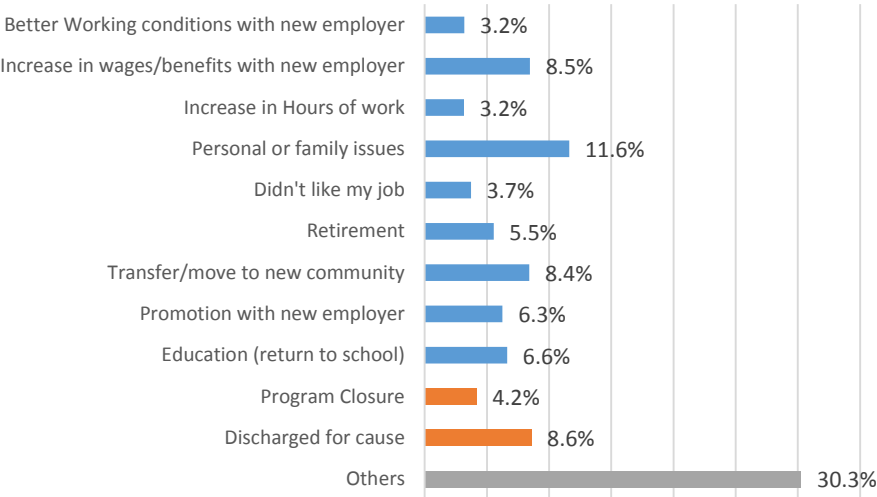
Reasons for Termination - CSSEA Members



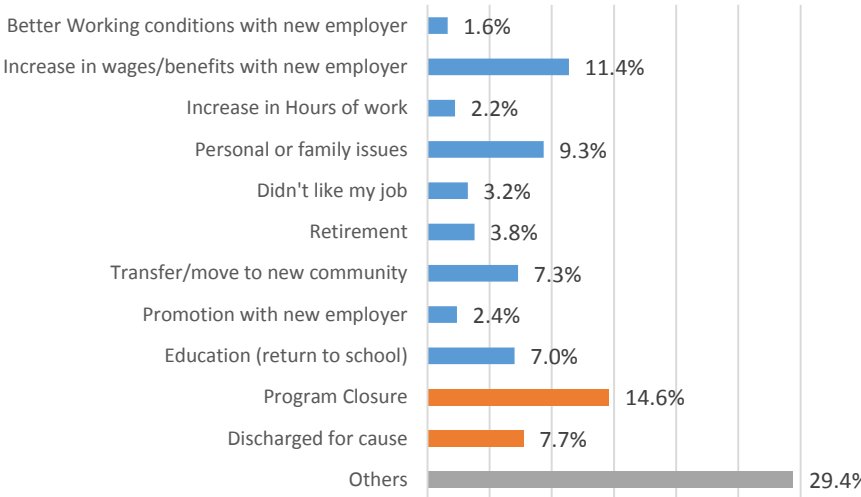
Reasons for Termination - Non-CSSEA Agencies



Reasons for Termination - CSSEA Members



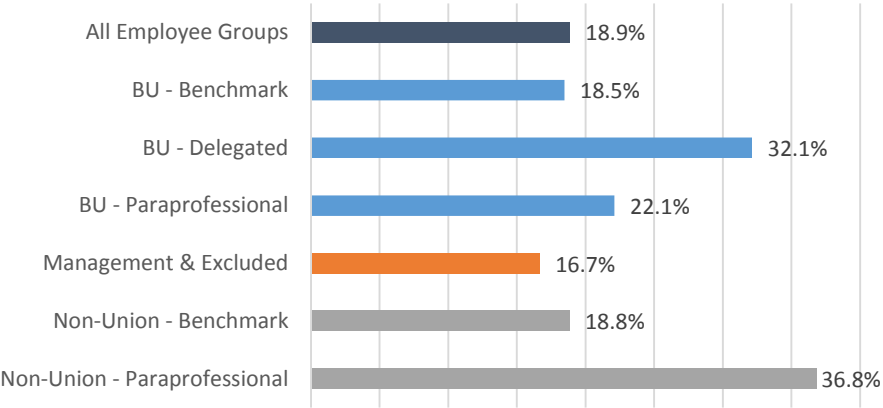
Reasons for Termination - Non-CSSEA Agencies



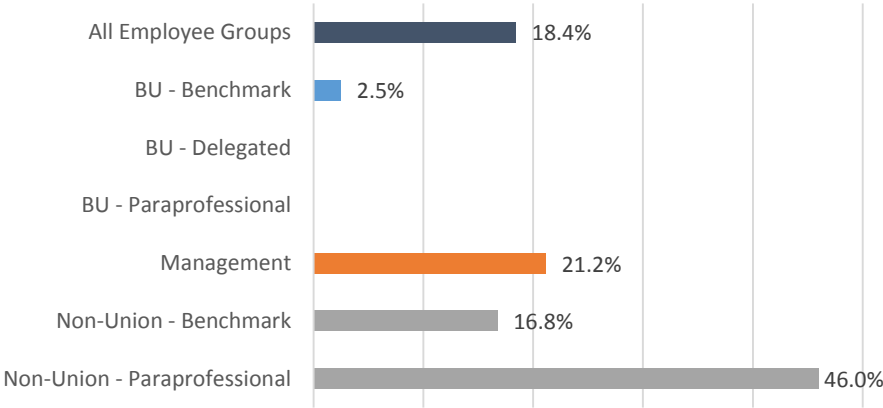
# Employee Retention

**Employee Retention** = Percentage of terminated employees who stayed in the Social Services Sector to work.

How many terminated employees stayed in the Social Services Sector to work?  
- CSSEA Members



How many terminated employees stayed in the Social Services Sector to work?  
- Non-CSSEA Agencies



# Glossary of Terms

## **Active Employees**

Number of active employees as of December 31, 2015, the last day of the survey period.

## **Terminated Employees**

Number of employees whose employment contracts were terminated during the survey period, from January 1, 2015 to December 31, 2015.

## **Turnover Rate**

Number of employees who left (terminated employees) divided by the number of employees who worked in the year.

The number of employees who worked in the year is equal to the number of active employees as of December 31, 2015 plus the number of employees who left (terminated employees) during the time between January 1, 2015 and December 31, 2015.

## **Voluntary Termination**

Employee-initiated termination of employment contract either by resignation or retirement.

## **Involuntary Termination**

Employer-initiated termination of employment contract by dismissal or layoff, or termination as a result of employee long-term disability or death.

We welcome your comments and feedback on this report.

If you have any questions or comments, please contact CSSEA's  
Finance, Research and Knowledge Management Department.

Phone: 604.687.7220

Email: [research@cssea.bc.ca](mailto:research@cssea.bc.ca)