



2018 Employee Turnover Report

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Acknowledgements

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

Chantel Carmichael – W.J. Stelmaschuk and Associates Ltd.

Fernando Coelho – posAbilities Association of British Columbia

Victoria Davies – Communitas Supportive Care Society

Trish Elliott – Interior Community Services

Anna Esau – Communitas Supportive Care Society

Graham McMynn – Western Human Resource Corp.

Carol Metz Murray – Tri-City Transitions Society

Anita Sihota – Delta Community Living 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 *2018 Compensation and Employee Turnover Survey* includes 191 agencies that have been CSSEA Members in both calendar years 2017 and 2018. 167 of the 191 agencies responded to the survey. This yields an overall response rate of 87.4%.

Non-CSSEA social services agencies that participated in the *2018 Non-Union Compensation and Employee Turnover Survey* are also included in this report. 545 of the 690 non-union agencies selected to complete the survey responded to the survey. This yields a participation rate of 79.0%.

	CSSEA Members	Community Living Services	General Services	Indigenous Services	Non-CSSEA Agencies
Participation Rate	87.4%	89.4%	85.7%	83.3%	79.0%
Number of Agencies	167/191	84/94	78/91	5/6	545/690
Number of FTEs	10,790	6,996	3,578	216	10,915
Total Annual Funding	\$932M	\$562M	\$327M	\$42M	\$1,069M
Total Compensation	\$640M	\$410M	\$213M	\$17M	\$578M

Executive Summary – CSSEA Members

Introduction

The Community Social Services Employers' Association of BC (CSSEA) is pleased to present the *2018 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 2017 calendar year data, collected in the *2018 Compensation and Employee Turnover Survey*, which was conducted in 2018.

Sample Size

The target sample group includes 191 agencies that have been CSSEA Members in both calendar years 2017 and 2018. The survey participation rate was 87.4% (167 out of 191).

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 18.6% in 2017 (14.4% for regular employees and 26.6% for casual employees). However, turnover rates varied greatly, many agencies experienced very high turnover. 51 agencies (more than a quarter of the sample) had turnover rates greater than 20%, and 16 agencies had turnover rates greater than 30%.

By Service Division

Among 3 Service Divisions, General Services had the highest turnover rate (20.7%) in 2017, followed by Community Living Services (17.6%) and Indigenous Services (15.9%).

Executive Summary – CSSEA Members (Continued)

By Region

Turnover rates varied greatly by region. Northern BC had the highest turnover rate (23.6%), followed by Vancouver Island (23.5%), Vancouver Coastal (18.5%), Interior (18.1%), and Fraser (16.8%).

By Employee Group

Total turnover rate for Bargaining Unit employees, which comprised most of the employees in the sample, was 18.5%. Non-Union employee had the highest turnover rate (21.4%), while Management and Excluded employees had the lowest turnover rate (12.9%).

Demographic Profile

Most of the terminated employees were younger workers with less seniority or shorter lengths of service. More than half (51.2%) were aged 35 or younger; while only 32.1% of the active workforce were aged 35 or younger. Similarly, 86.1% of terminated employees had worked for their employers for 5 years or less.

Reasons for Termination

Almost half (48.0%) of the terminations were voluntary, while only 10.7% were involuntary. Voluntary termination was likely understated, since 25.0% of terminations were reported as “Others” and 16.2% were reported as “Don’t Know”. If “Others” and “Don’t Know” were excluded, more than 4 in 5 terminations would be due to voluntary reasons.

Summary – Community Living Services

Overview

The total turnover rate for Community Living Services (CLS) agencies was 17.6% in 2017 (12.9% for regular employees and 25.2% for casual employees). However, more than a quarter of the CLS agencies (22 of 84) had turnover rates greater than 20%, and 7 agencies had turnover rates greater than 30%.

By Region

Vancouver Island (24.8%) had the highest turnover rate, followed by Northern BC (21.2%), Interior (17.9%), Vancouver Coastal (17.2%), and Fraser (15.8%).

By Employee Group

Bargaining Unit employees had a turnover rate of 17.8%, which was slightly higher than the service division average, while Non-Union employees had a turnover rate of 19.2%, the highest among employee groups. Management and Excluded employees had the lowest turnover rate (12.5%).

Demographic Profile

Similar to overall sector trends, the majority of the terminated employees were younger workers with shorter lengths of service. Almost half (49.7%) of the terminated employees were aged 35 or younger, while only 30.0% of the active workforce were aged 35 or younger. Likewise, 86.3% of the terminated employees had worked for their employers for 5 years or less.

Summary – General Services

Overview

The total turnover rate for General Services (GS) agencies was 20.7% in 2017 (16.9% for regular employees and 31.0% for casual employees). However, more than a third of the GS agencies (29 of 78) had turnover rates greater than 20%, and 9 agencies had turnover rates greater than 30%.

By Region

Northern BC had the highest turnover rate (26.8%), followed by Vancouver Island (22.1%), Vancouver Coastal (19.9%), Fraser (19.6%), and Interior (18.9%).

By Employee Group

Bargaining Unit employees had a turnover rate of 20.3%, which was slightly lower than the service division average, while Non-Union employees had the highest turnover rate of 24.5%. Management and Excluded employees had the lowest turnover rate (13.6%).

Demographic Profile

Similar to overall sector trends, the majority of the terminated employees were younger workers with shorter lengths of service. More than half (54.0%) of the terminated employees were aged 35 or younger, while only 34.2% of the active workforce were aged 35 or younger. Likewise, 85.8% of the terminated employees had worked for their employers for 5 years or less.

Summary – Indigenous Services

Overview

The total turnover rate for Indigenous Services (IS) agencies was 15.9% in 2017. Turnover rate for regular employees only was 16.4%. Turnover rate for casual employees was 7.7%, although the sample size is very small.

By Employee Group

Bargaining Unit employees had a turnover rate of 16.1%, and Management and Excluded employees had a turnover rate of 14.3%. There was no reported turnover for Non-Union, although the sample size is very small.

Demographic Profile

Similar to overall sector trends, the majority of the terminated employees were younger workers with shorter lengths of service. Almost half (45.0%) of the terminated employees were aged 35 or younger, while only 35.9% of the active workforce were aged 35 or younger, and 82.5% of the terminated employees had worked for their employers for 5 years or less.

Summary – Non-CSSEA Agencies

Overview

The total turnover rate for non-CSSEA agencies was 20.4% in 2017 (18.7% for regular employees and 25.8% for casual employees). However, almost a third of the non-CSSEA agencies (166 of 545) had turnover rates greater than 20%, almost 1 in 7 agencies (75 of 545) had turnover rates greater than 30%, and 36 agencies had turnover rates greater than 40%.

By Region

Vancouver Island had the highest turnover rate (21.8%), followed by Northern (20.4%), Vancouver Coastal (20.3%), Interior (19.8%), and Fraser (18.9%).

By Employee Group

Non-Union employees, the majority of employees in non-CSSEA agencies, had an average turnover rate of 21.1%, while Management employees had an average turnover rate of 9.5%. A small number of agencies had Bargaining Unit employees, which had an average turnover rate of 24.4%.

Demographic Profile

Most of the terminated employees were younger workers with shorter lengths of service. 54.4% of the terminated employees were aged 35 or younger, while only 37.9% of the active workforce were aged 35 or younger, and 90.2% of the terminated employees had worked for their employers for 5 years or less.

Reasons for Termination

Almost half (47.7%) of the terminations were voluntary, while 18.1% were involuntary. The most common reason was “Program Closure” (10.8%). Excluding “Others” (11.7%) and “Don’t Know” (22.6%), almost 3 in 4 terminations were due to voluntary reasons.

CSSEA Members – All Employee Groups

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

Northern	
Total	23.6%
Regular	14.8%
Casual	45.6%

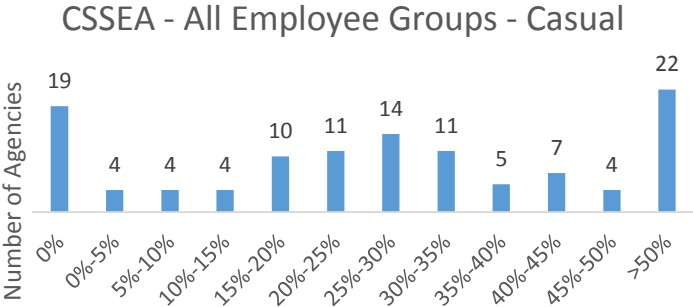
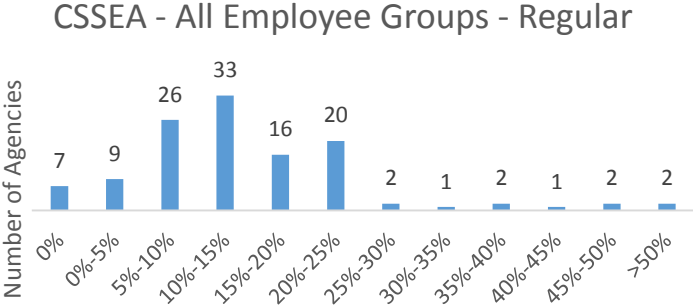
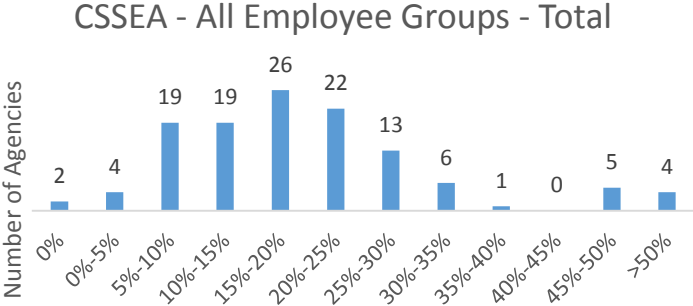
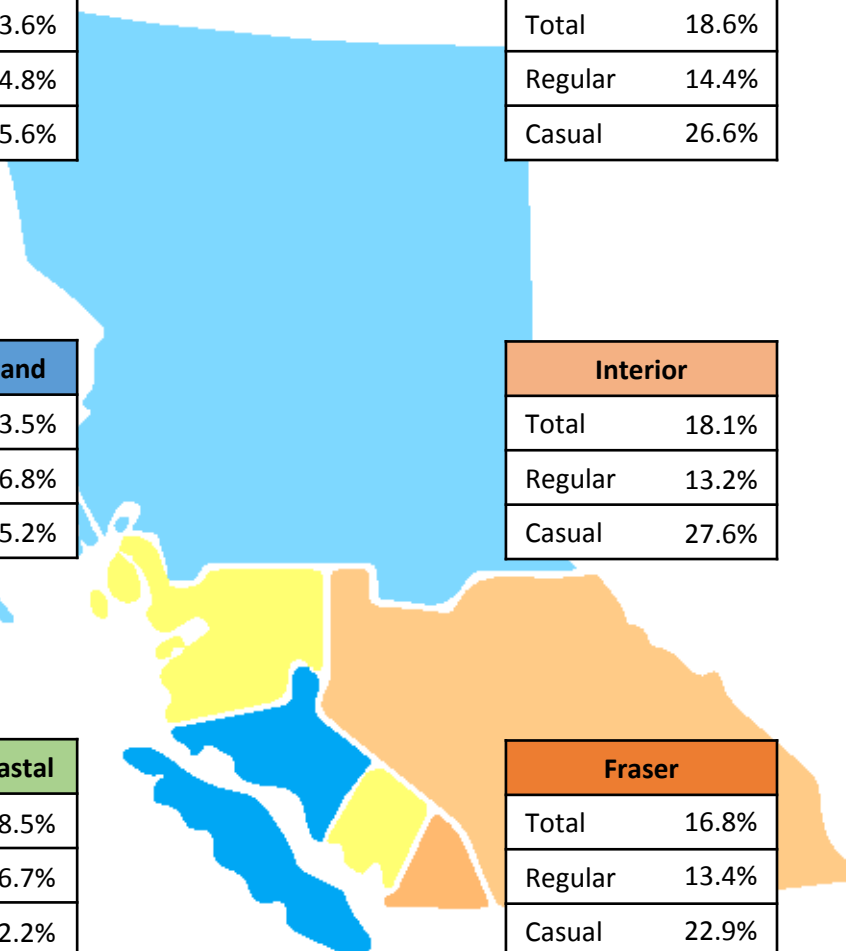
All Regions	
Total	18.6%
Regular	14.4%
Casual	26.6%

Vancouver Island	
Total	23.5%
Regular	16.8%
Casual	35.2%

Interior	
Total	18.1%
Regular	13.2%
Casual	27.6%

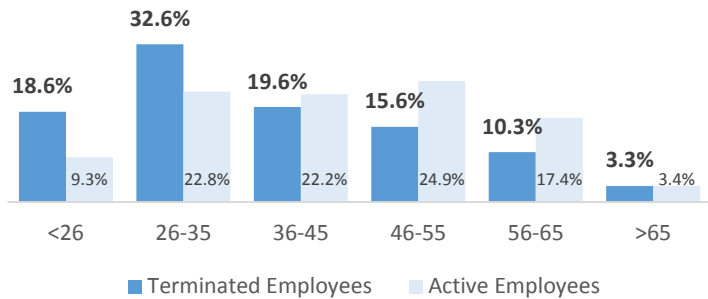
Vancouver Coastal	
Total	18.5%
Regular	16.7%
Casual	22.2%

Fraser	
Total	16.8%
Regular	13.4%
Casual	22.9%

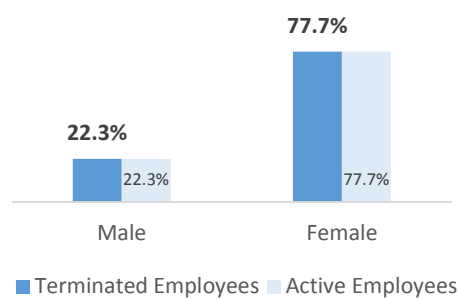


CSSEA Members – All Employee Groups

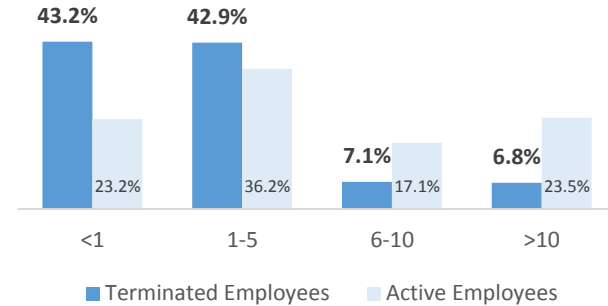
Age Profile - Total



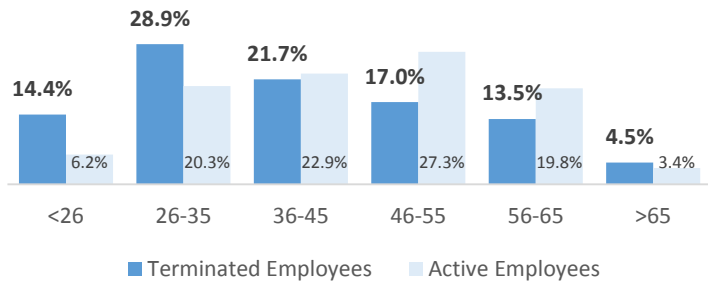
Gender Profile - Total



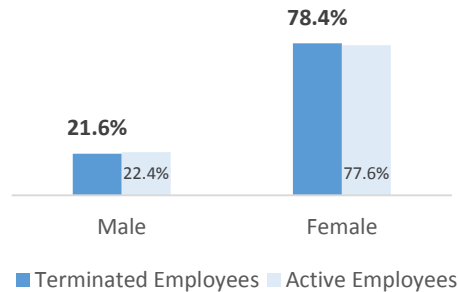
Length of Service Profile - Total



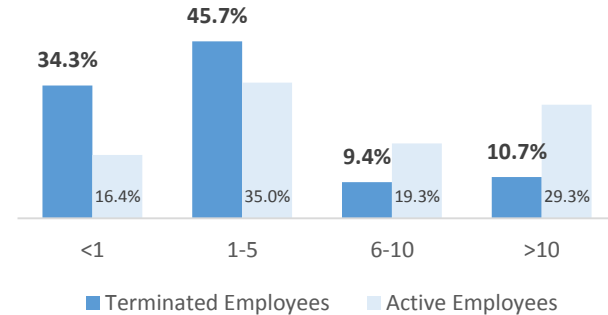
Age Profile - Regular



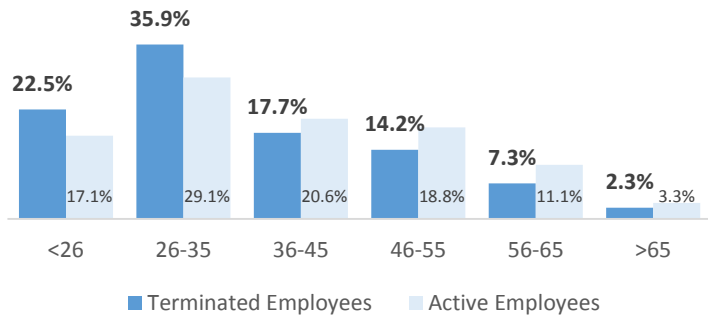
Gender Profile - Regular



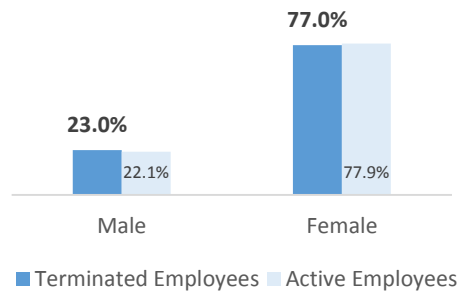
Length of Service Profile - Regular



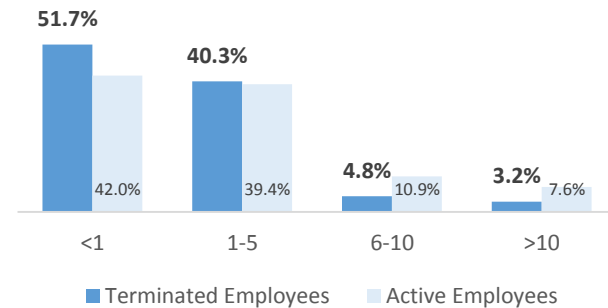
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



CSSEA Members – Bargaining Unit

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

Northern	
Total	24.6%
Regular	14.5%
Casual	47.2%

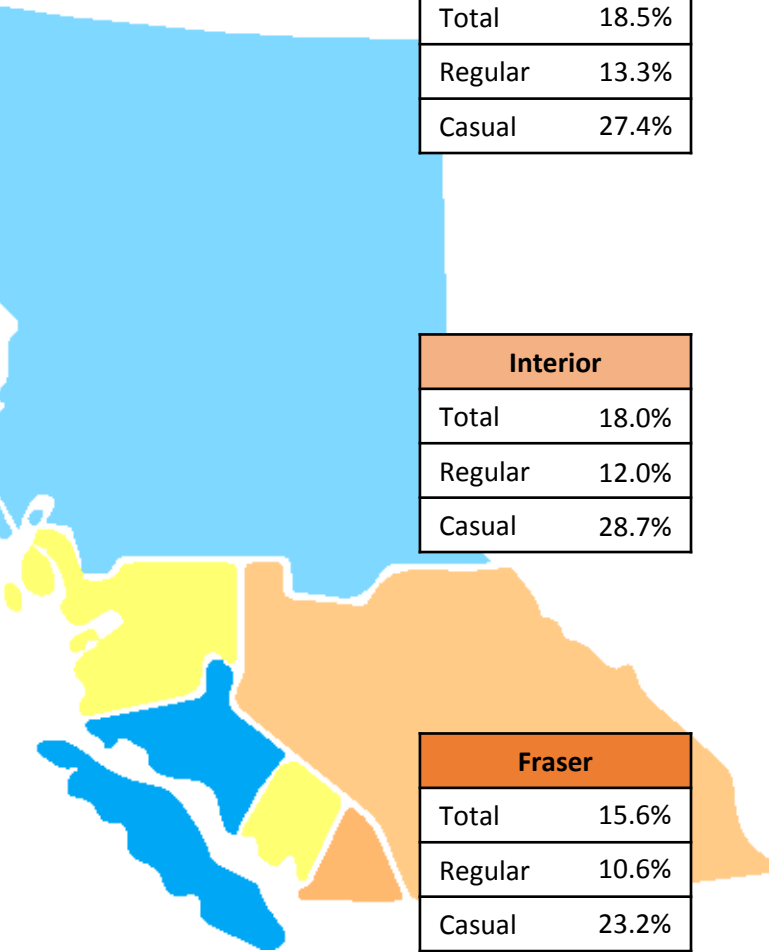
All Regions	
Total	18.5%
Regular	13.3%
Casual	27.4%

Vancouver Island	
Total	22.2%
Regular	17.0%
Casual	31.0%

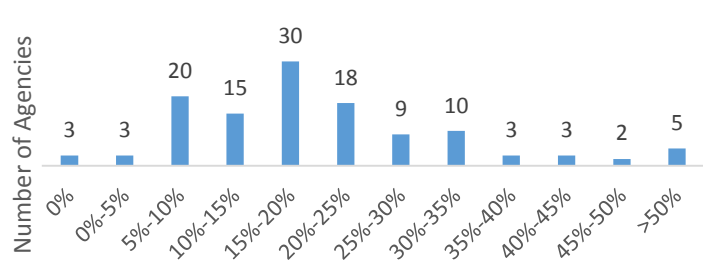
Interior	
Total	18.0%
Regular	12.0%
Casual	28.7%

Vancouver Coastal	
Total	19.7%
Regular	17.0%
Casual	24.6%

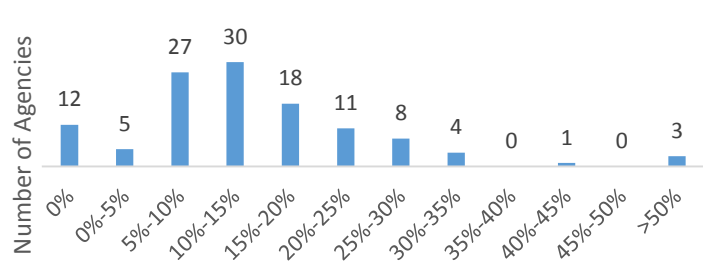
Fraser	
Total	15.6%
Regular	10.6%
Casual	23.2%



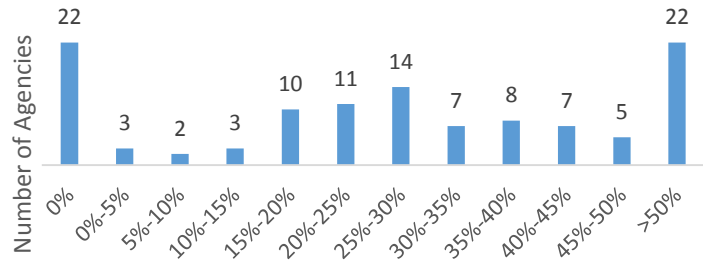
CSSEA - Bargaining Unit - Total



CSSEA - Bargaining Unit - Regular

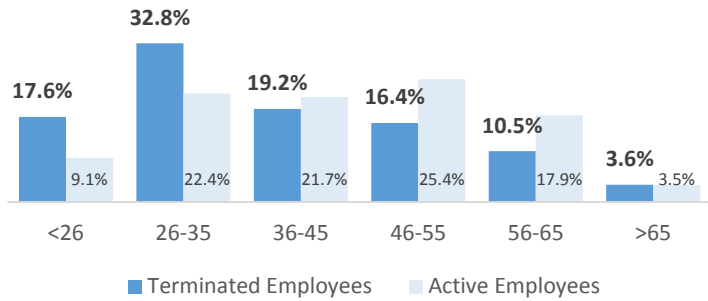


CSSEA - Bargaining Unit - Casual

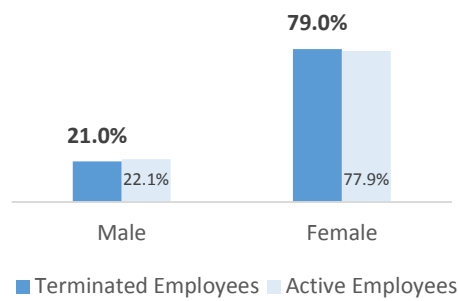


CSSEA Members – Bargaining Unit

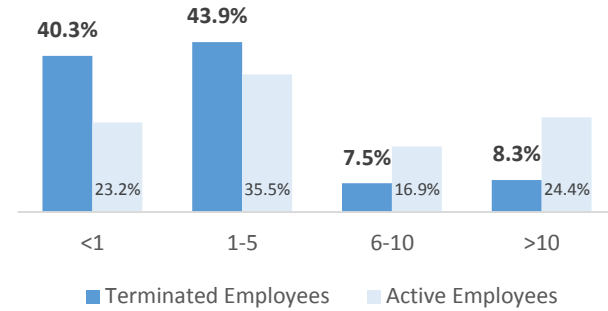
Age Profile - Total



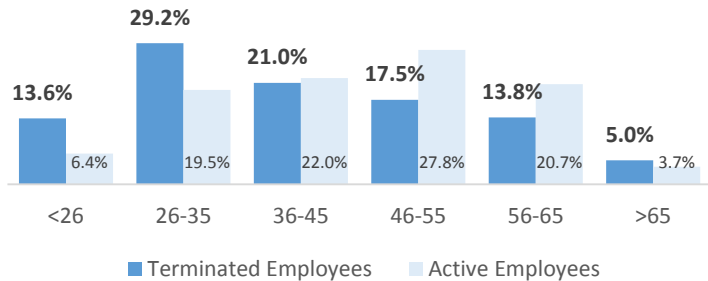
Gender Profile - Total



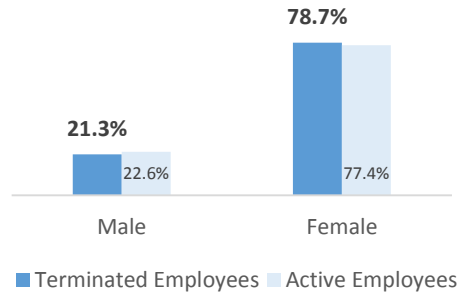
Length of Service Profile - Total



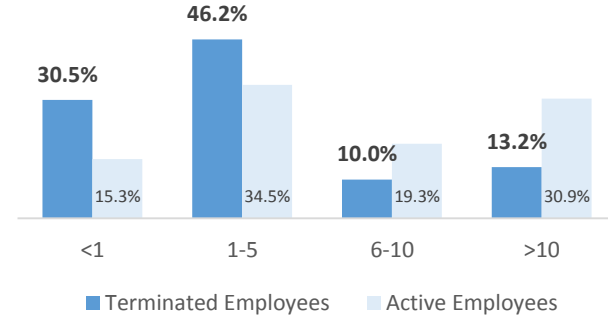
Age Profile - Regular



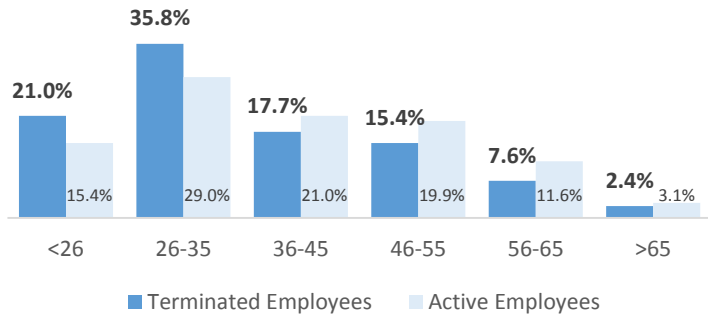
Gender Profile - Regular



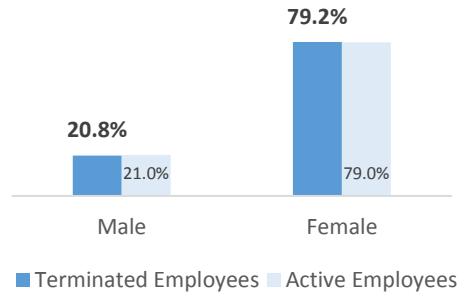
Length of Service Profile - Regular



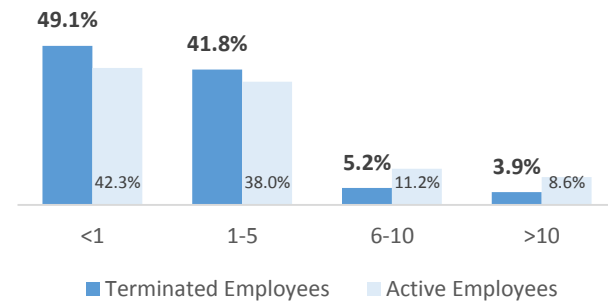
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



CSSEA Members – Non-Union

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

Northern	
Total	22.6%
Regular	17.5%
Casual	31.8%

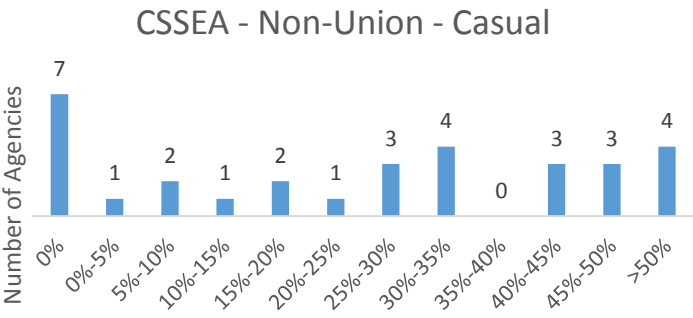
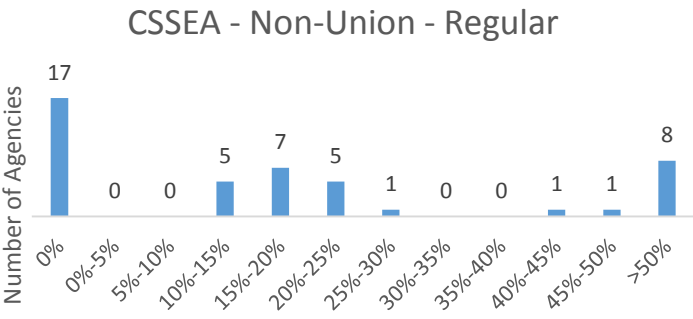
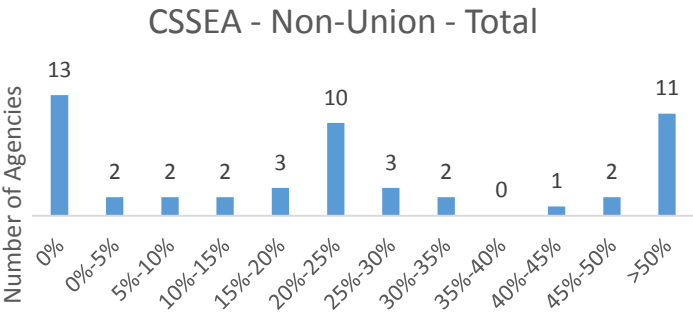
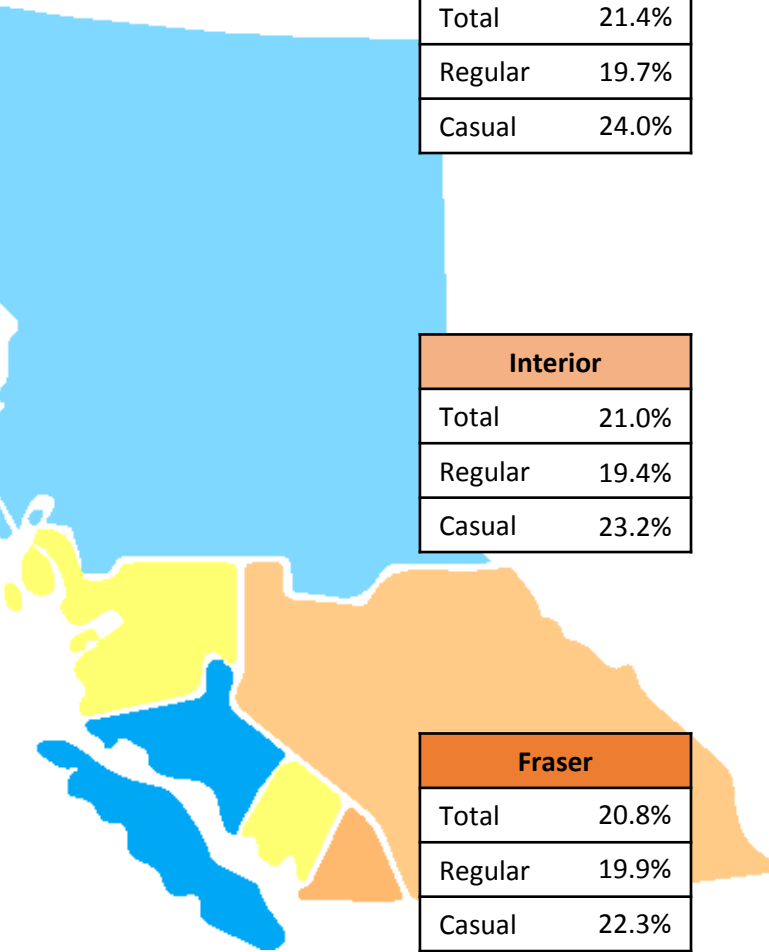
All Regions	
Total	21.4%
Regular	19.7%
Casual	24.0%

Vancouver Island	
Total	46.3%
Regular	16.7%
Casual	54.8%

Interior	
Total	21.0%
Regular	19.4%
Casual	23.2%

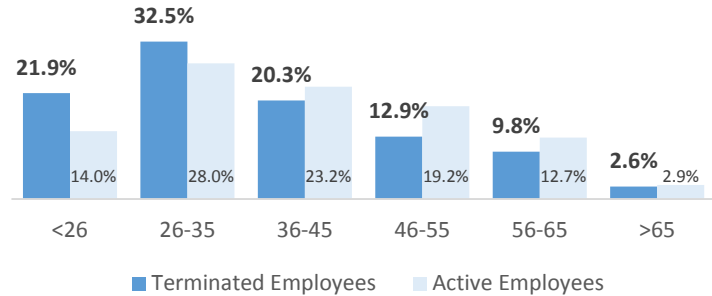
Vancouver Coastal	
Total	12.7%
Regular	19.4%
Casual	5.4%

Fraser	
Total	20.8%
Regular	19.9%
Casual	22.3%

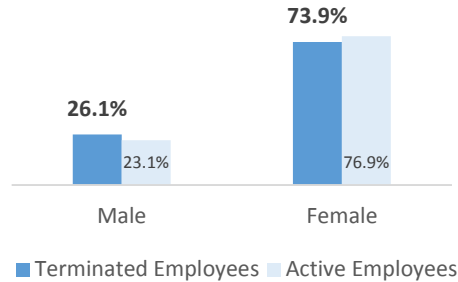


CSSEA Members – Non-Union

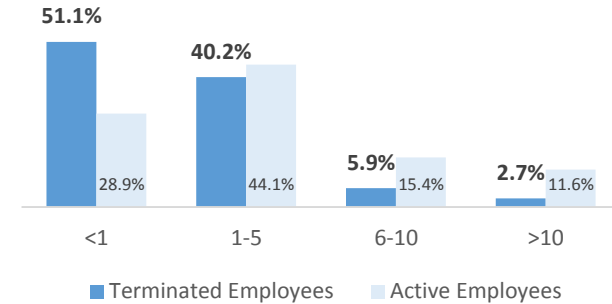
Age Profile - Total



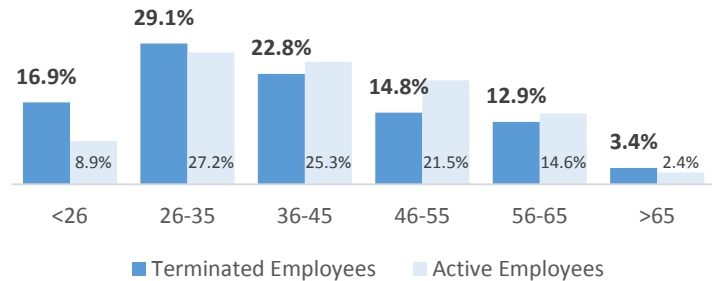
Gender Profile - Total



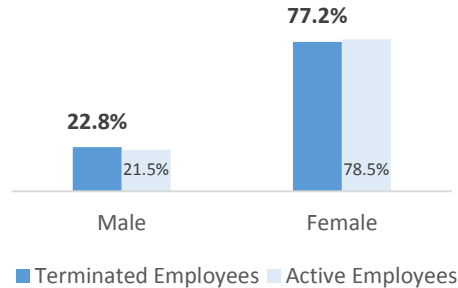
Length of Service Profile - Total



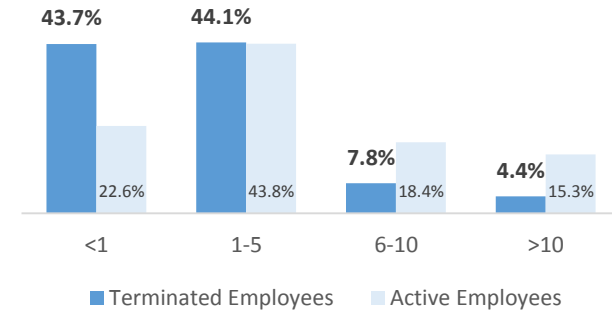
Age Profile - Regular



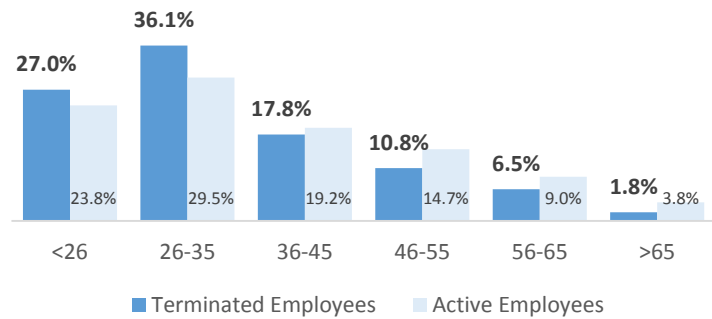
Gender Profile - Regular



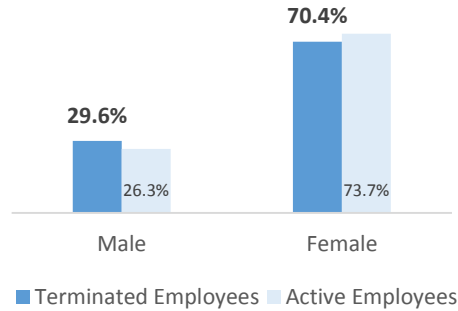
Length of Service Profile - Regular



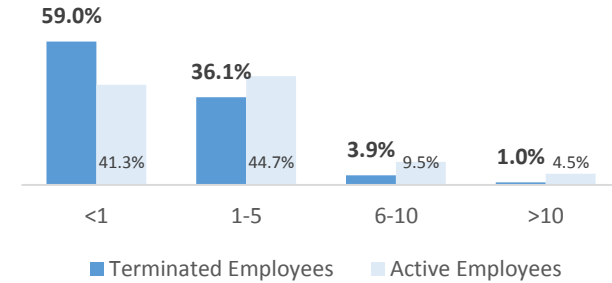
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



CSSEA Members – Management & Excluded

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

Northern	
Total	15.0%

All Regions	
Total	12.9%

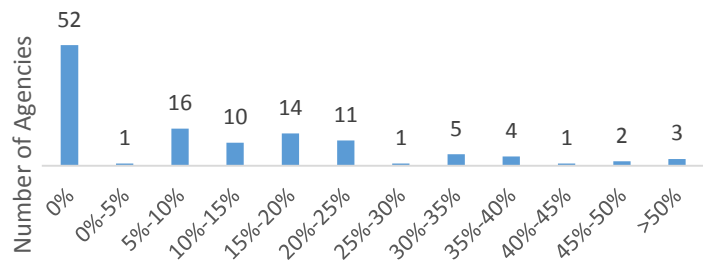
Vancouver Island	
Total	16.3%

Interior	
Total	13.3%

Vancouver Coastal	
Total	13.6%

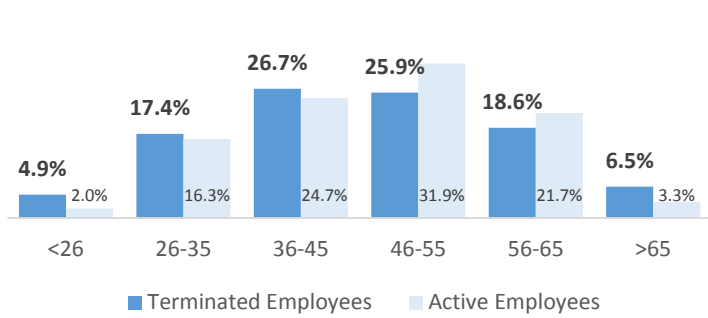
Fraser	
Total	11.1%

CSSEA - Management & Excluded

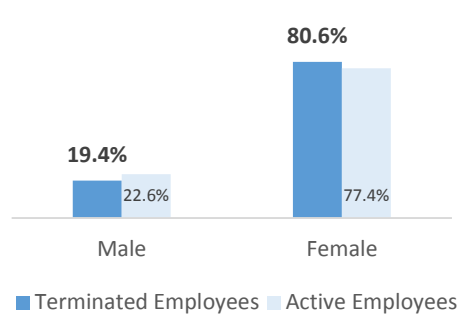


CSSEA Members – Management & Excluded

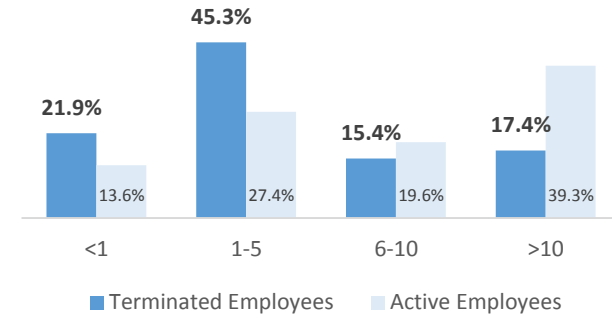
Age Profile - Total



Gender Profile - Total



Length of Service Profile - Total



Community Living Services – All Employee Groups

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

Northern	
Total	21.2%
Regular	10.5%
Casual	48.6%

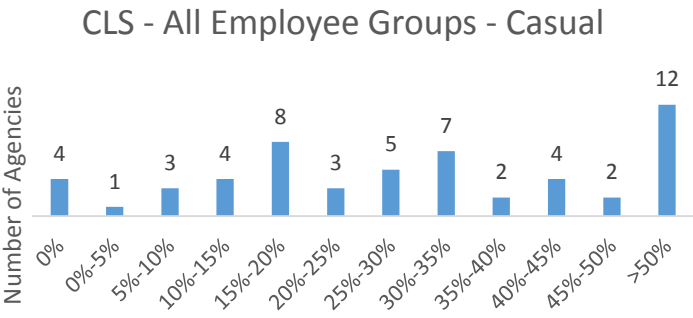
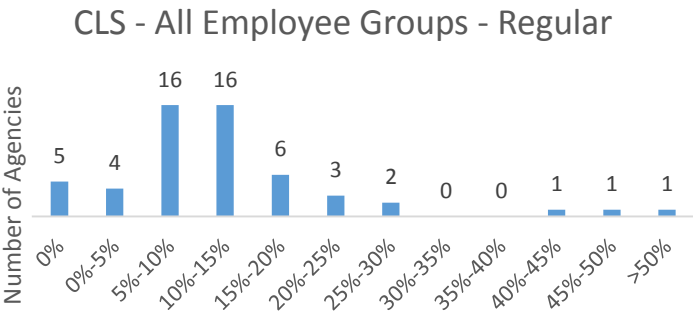
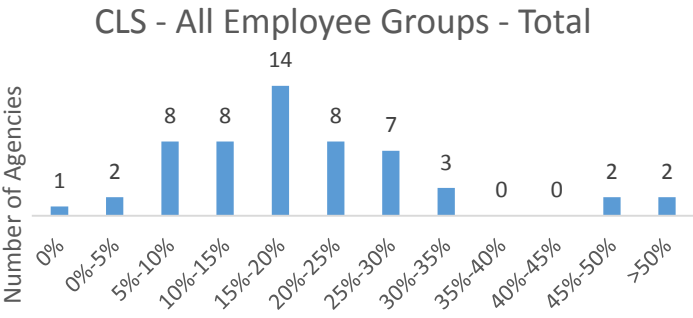
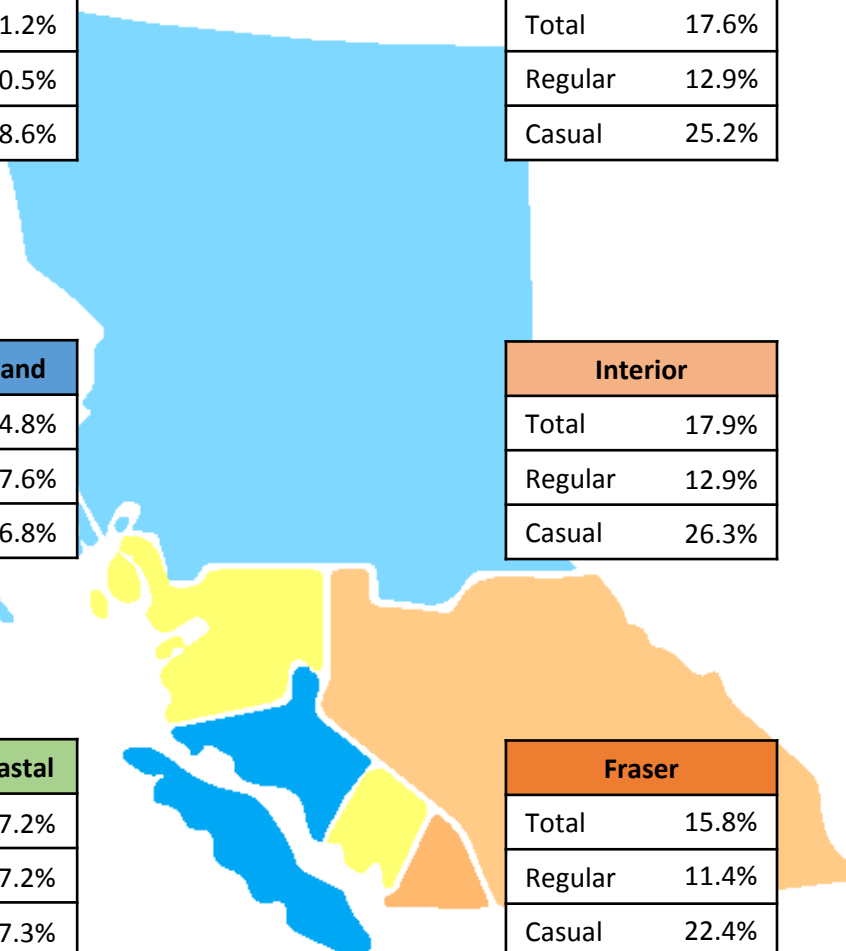
All Regions	
Total	17.6%
Regular	12.9%
Casual	25.2%

Vancouver Island	
Total	24.8%
Regular	17.6%
Casual	36.8%

Interior	
Total	17.9%
Regular	12.9%
Casual	26.3%

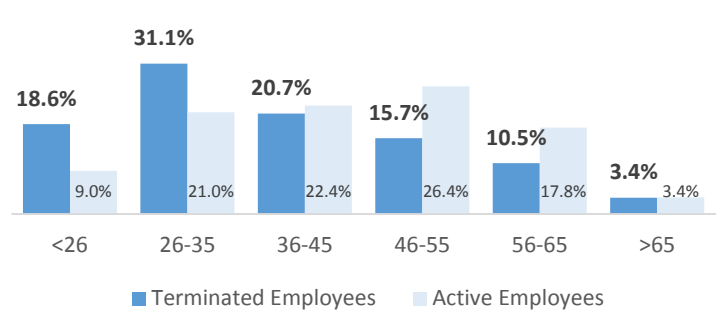
Vancouver Coastal	
Total	17.2%
Regular	17.2%
Casual	17.3%

Fraser	
Total	15.8%
Regular	11.4%
Casual	22.4%

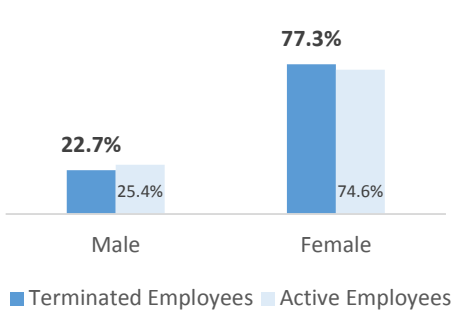


Community Living Services – All Employee Groups

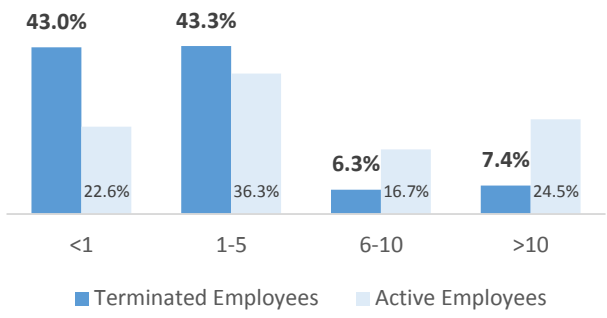
Age Profile - Total



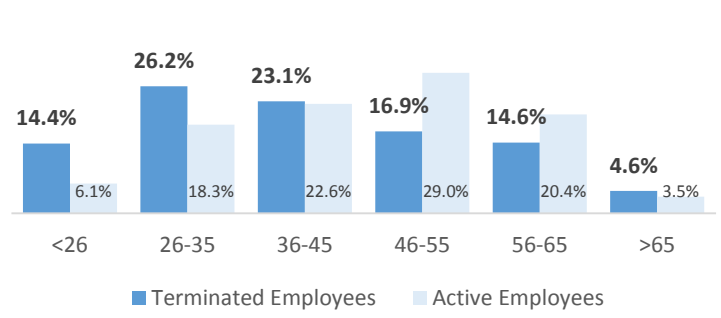
Gender Profile - Total



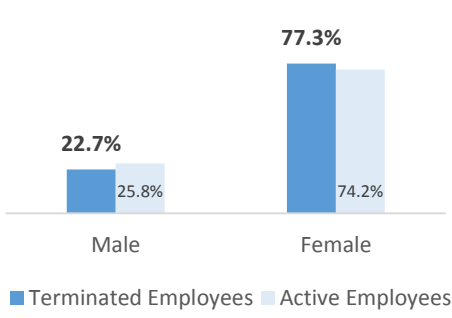
Length of Service Profile - Total



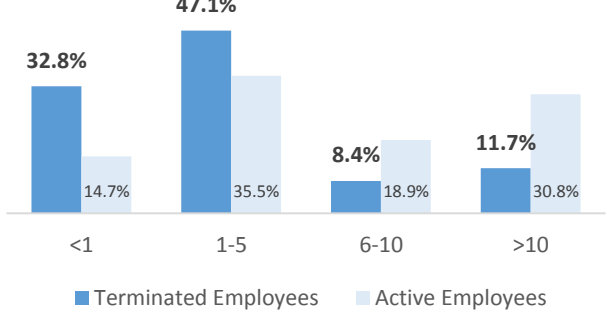
Age Profile - Regular



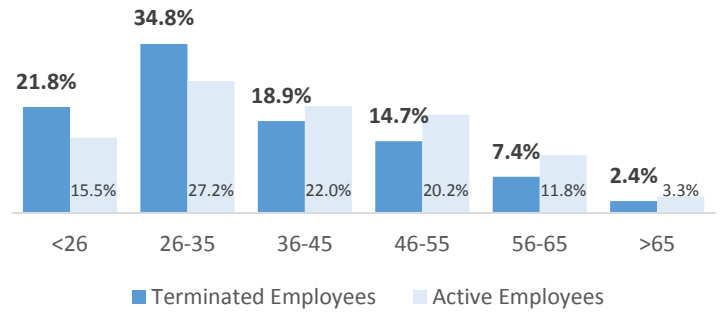
Gender Profile - Regular



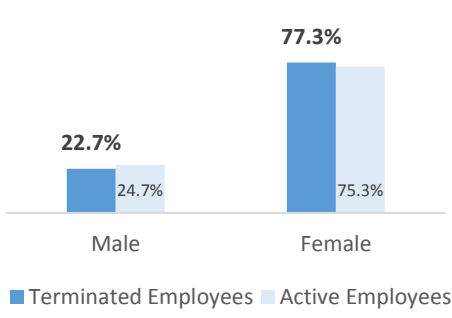
Length of Service Profile - Regular



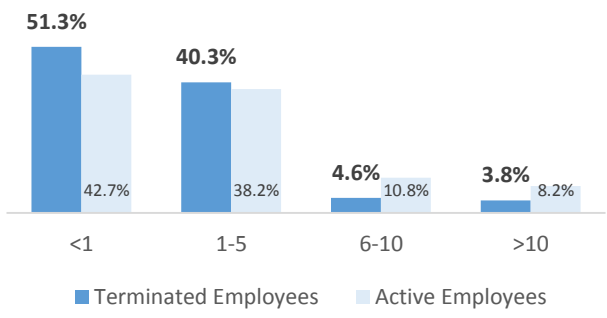
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



Community Living Services – Bargaining Unit

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

Northern	
Total	22.3%
Regular	10.0%
Casual	52.2%

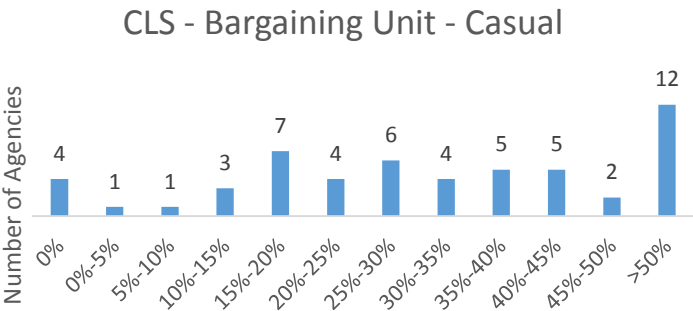
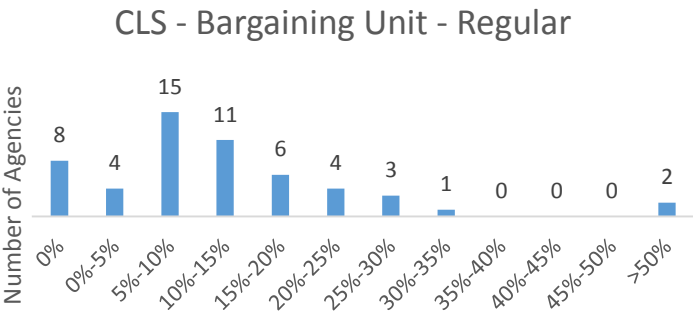
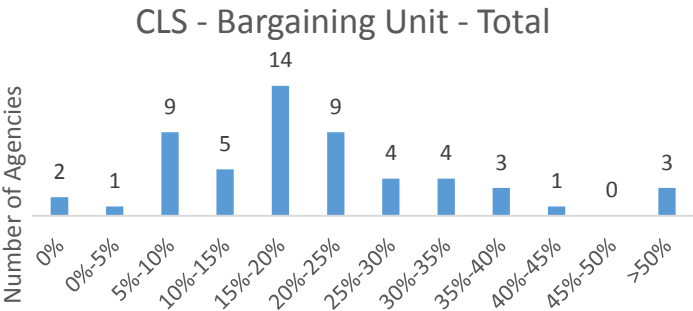
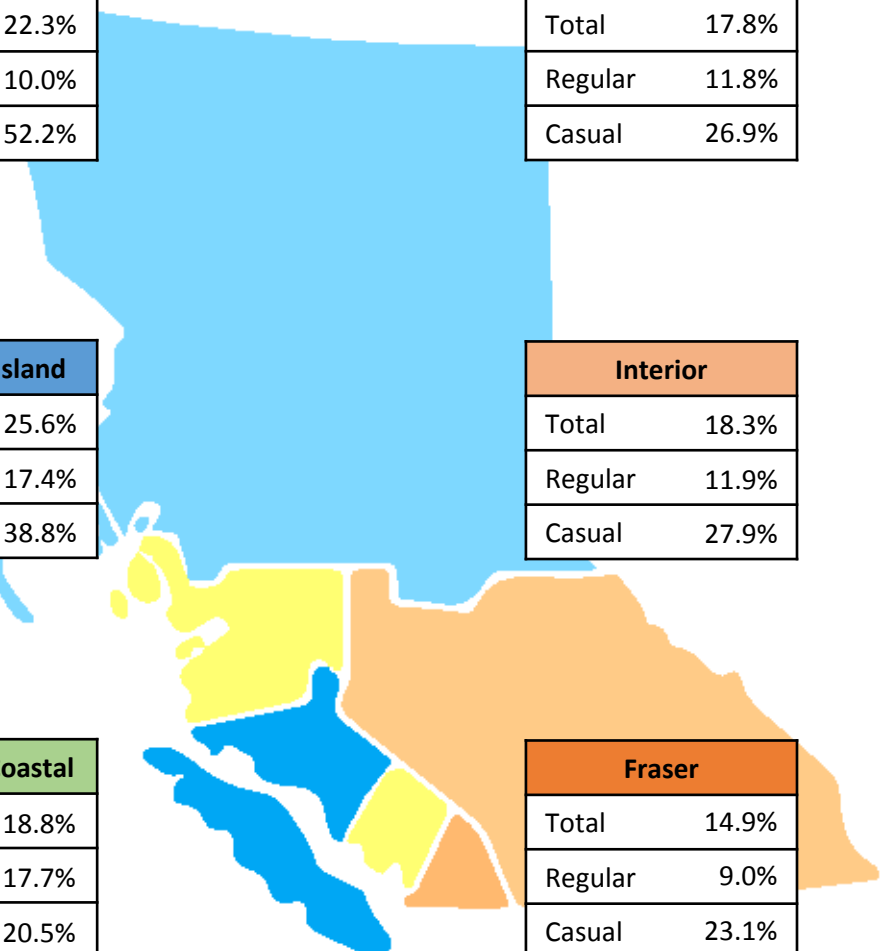
All Regions	
Total	17.8%
Regular	11.8%
Casual	26.9%

Vancouver Island	
Total	25.6%
Regular	17.4%
Casual	38.8%

Interior	
Total	18.3%
Regular	11.9%
Casual	27.9%

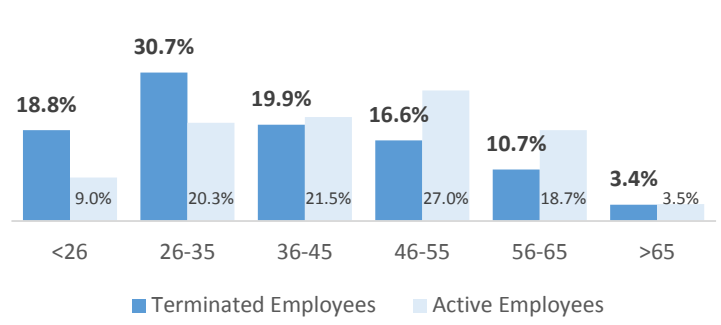
Vancouver Coastal	
Total	18.8%
Regular	17.7%
Casual	20.5%

Fraser	
Total	14.9%
Regular	9.0%
Casual	23.1%

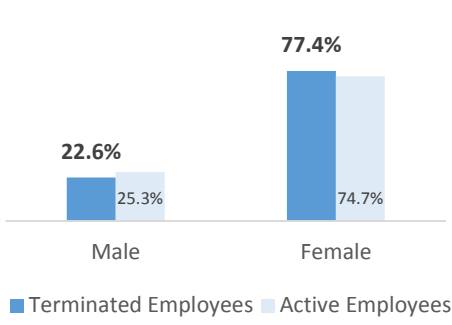


Community Living Services – Bargaining Unit

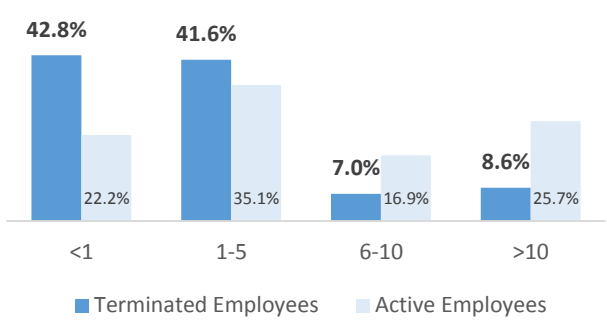
Age Profile - Total



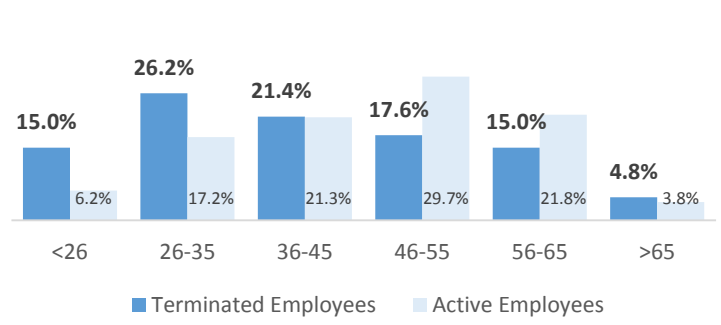
Gender Profile - Total



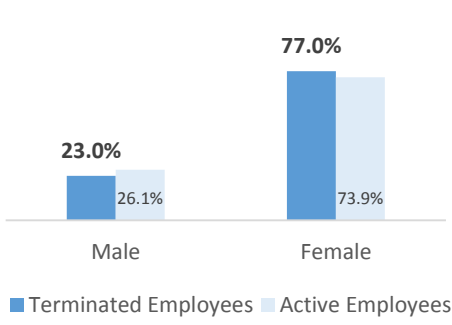
Length of Service Profile - Total



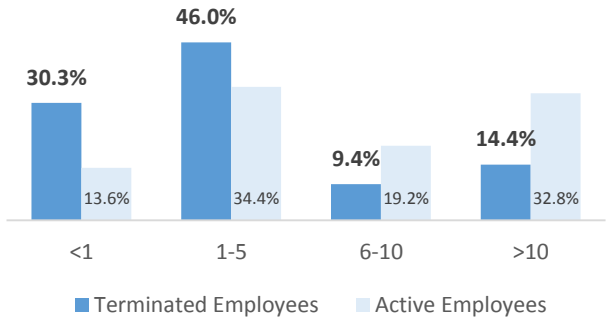
Age Profile - Regular



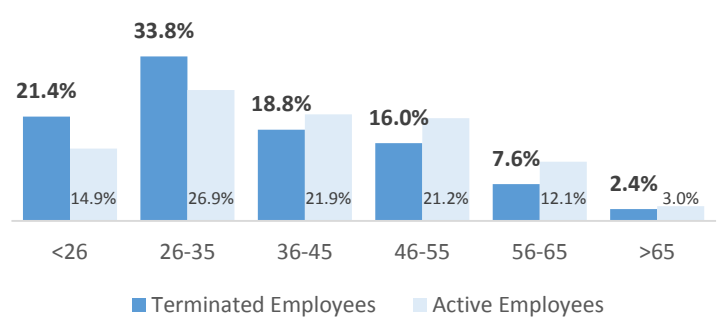
Gender Profile - Regular



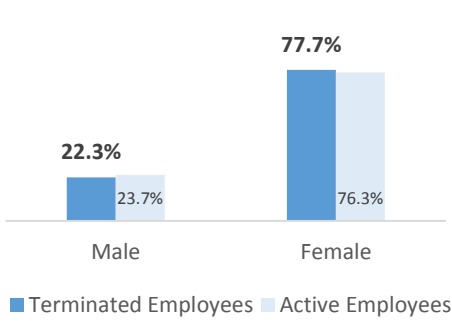
Length of Service Profile - Regular



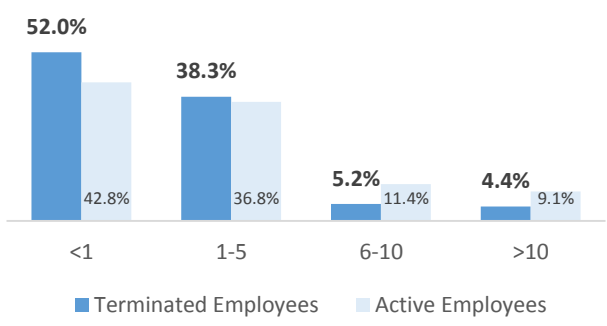
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



Community Living Services – Non-Union

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

Northern	
Total	18.4%
Regular	9.8%
Casual	31.0%

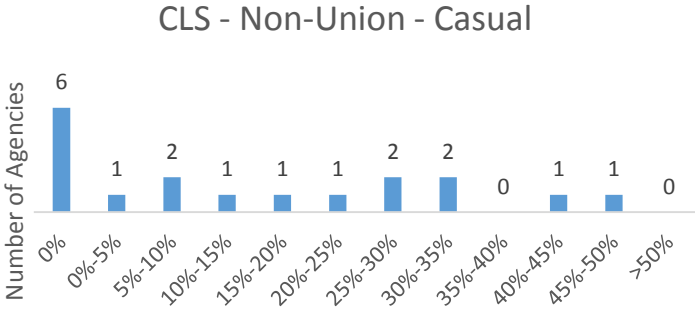
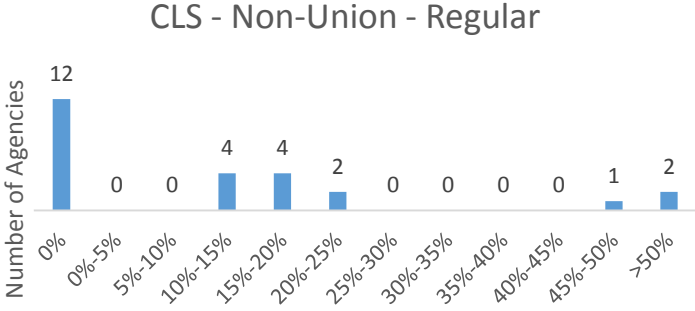
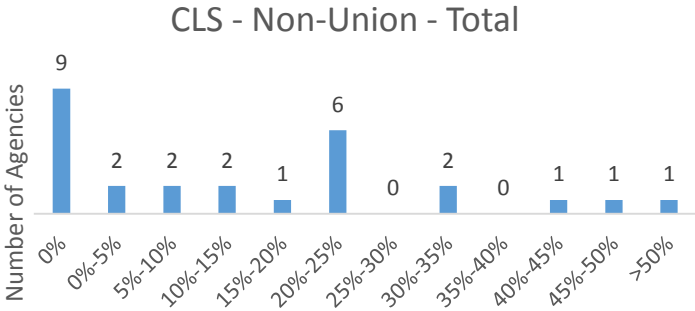
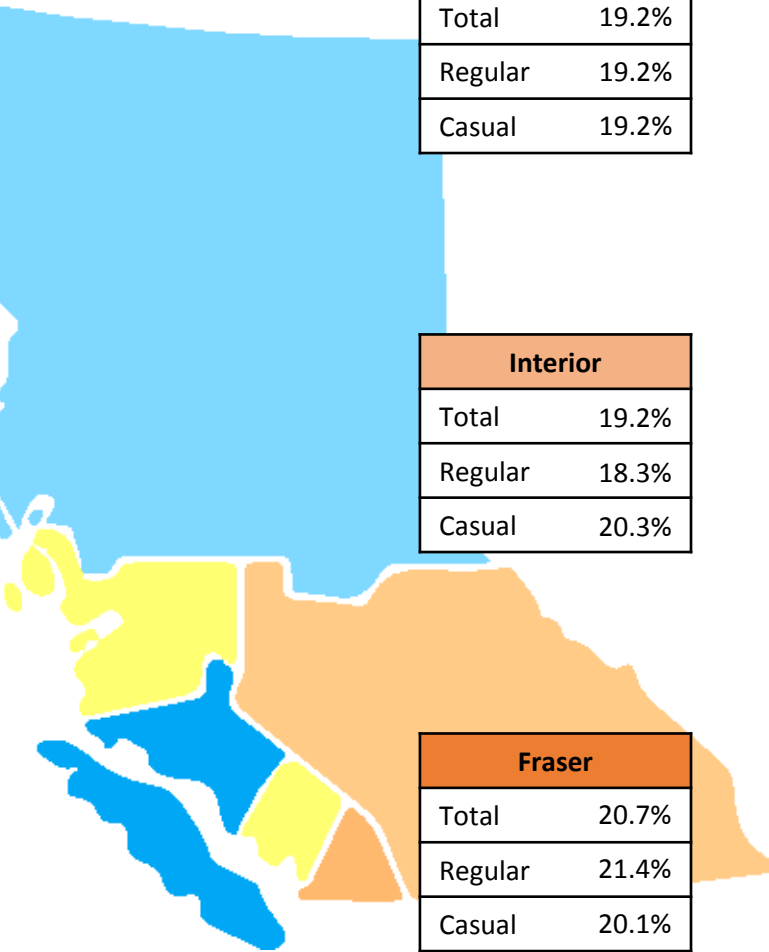
All Regions	
Total	19.2%
Regular	19.2%
Casual	19.2%

Vancouver Island	
Total	21.6%
Regular	7.4%
Casual	27.1%

Interior	
Total	19.2%
Regular	18.3%
Casual	20.3%

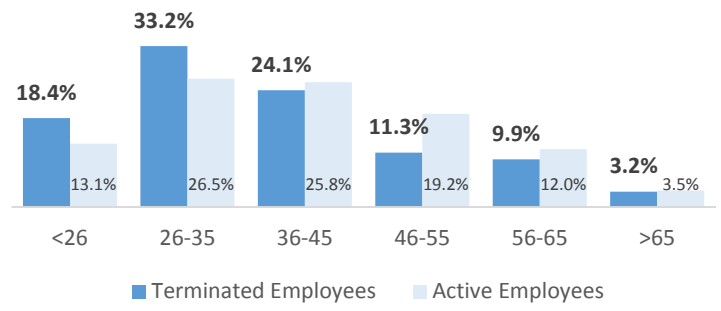
Vancouver Coastal	
Total	6.3%
Regular	12.1%
Casual	4.8%

Fraser	
Total	20.7%
Regular	21.4%
Casual	20.1%

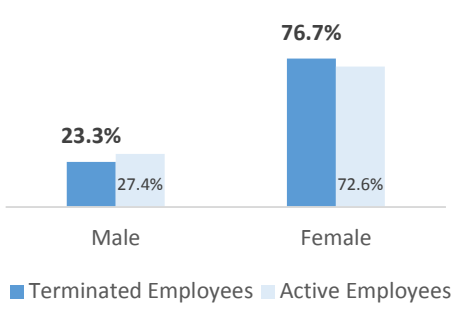


Community Living Services – Non-Union

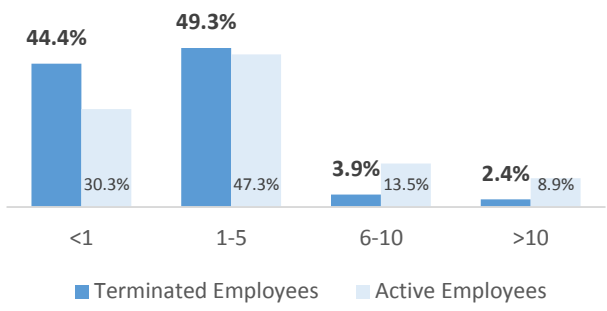
Age Profile - Total



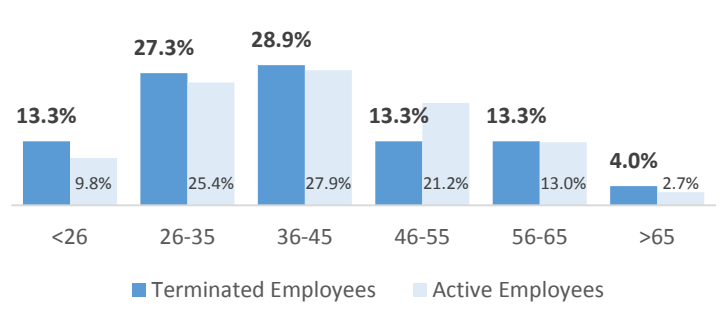
Gender Profile - Total



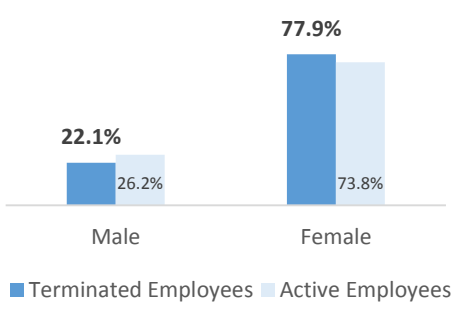
Length of Service Profile - Total



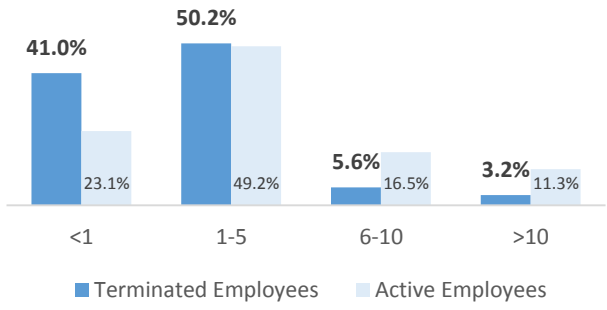
Age Profile - Regular



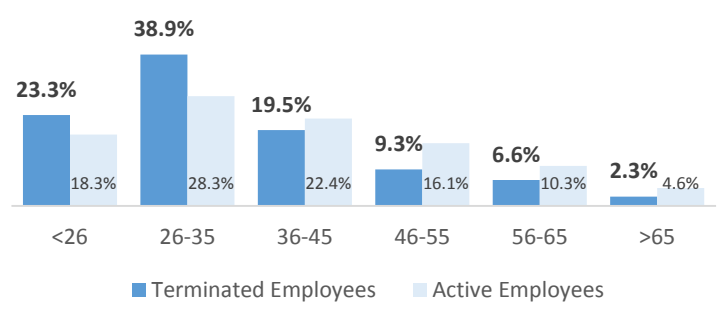
Gender Profile - Regular



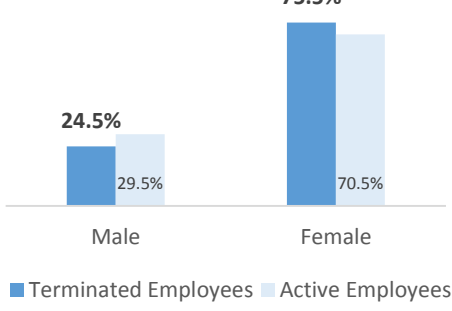
Length of Service Profile - Regular



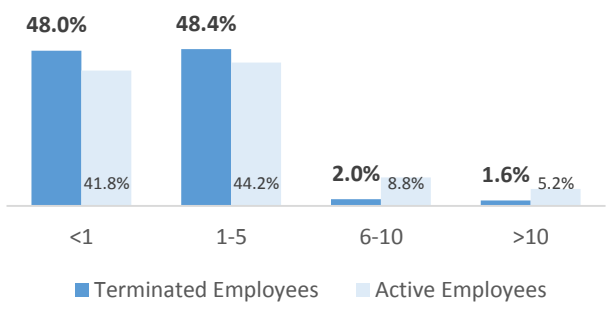
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



Community Living Services – Management & Excluded

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

Northern	
Total	14.7%

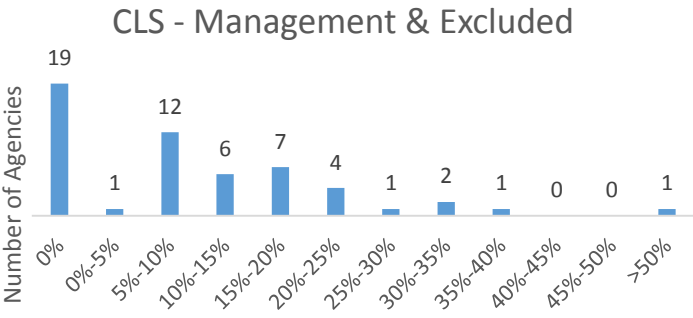
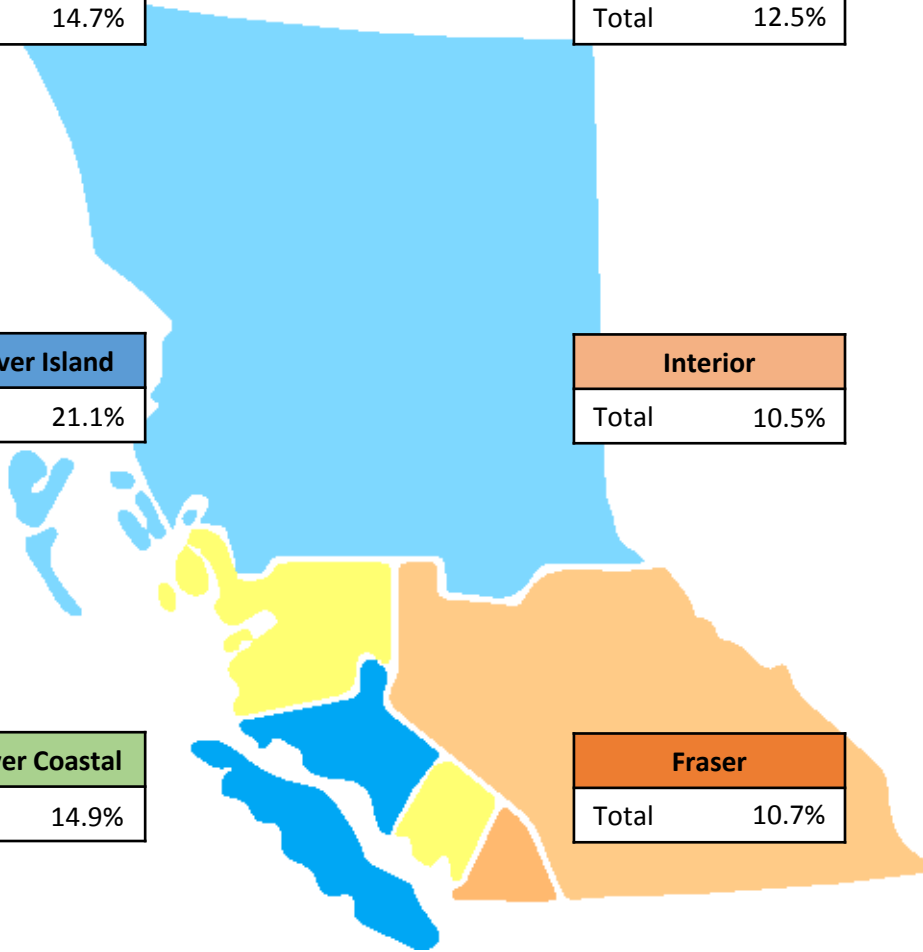
All Regions	
Total	12.5%

Vancouver Island	
Total	21.1%

Interior	
Total	10.5%

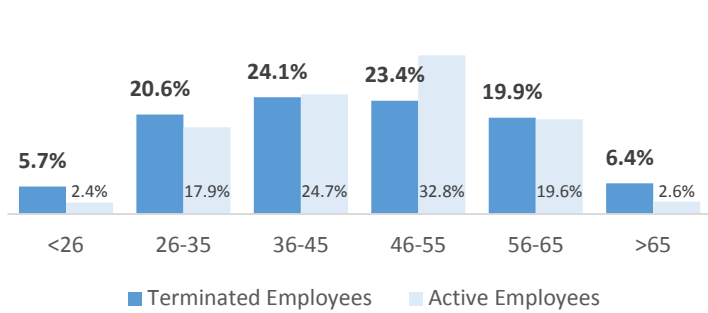
Vancouver Coastal	
Total	14.9%

Fraser	
Total	10.7%

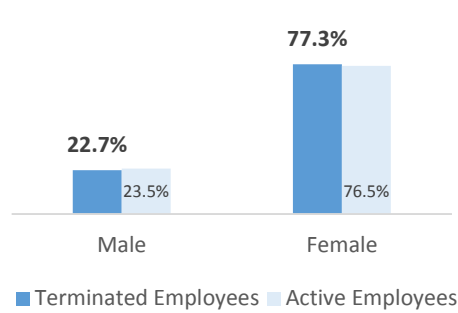


Community Living Services – Management & Excluded

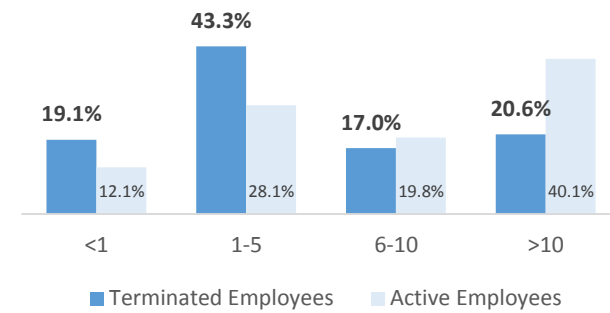
Age Profile - Total



Gender Profile - Total



Length of Service Profile - Total



General Services – All Employee Groups

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

Northern	
Total	26.8%
Regular	20.8%
Casual	41.6%

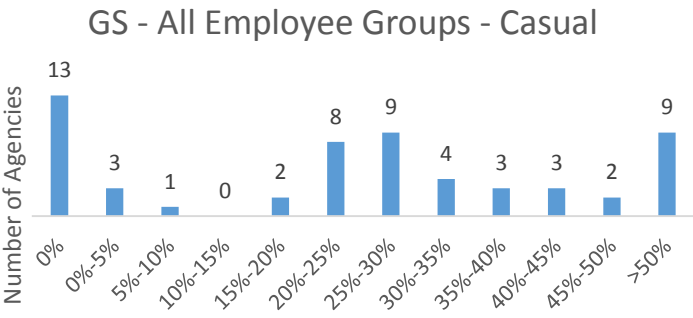
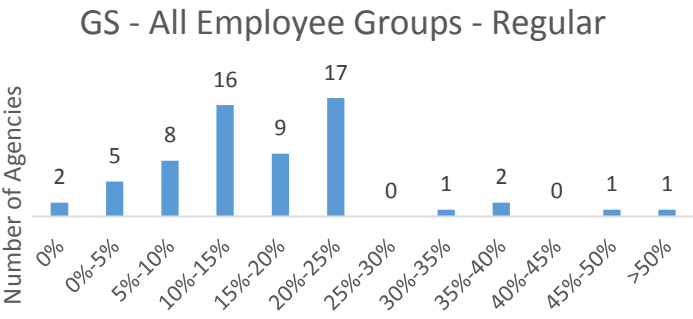
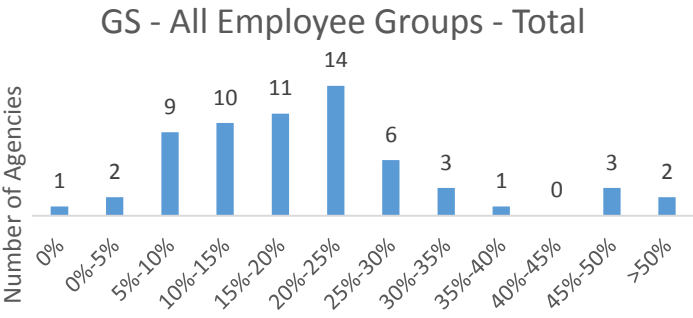
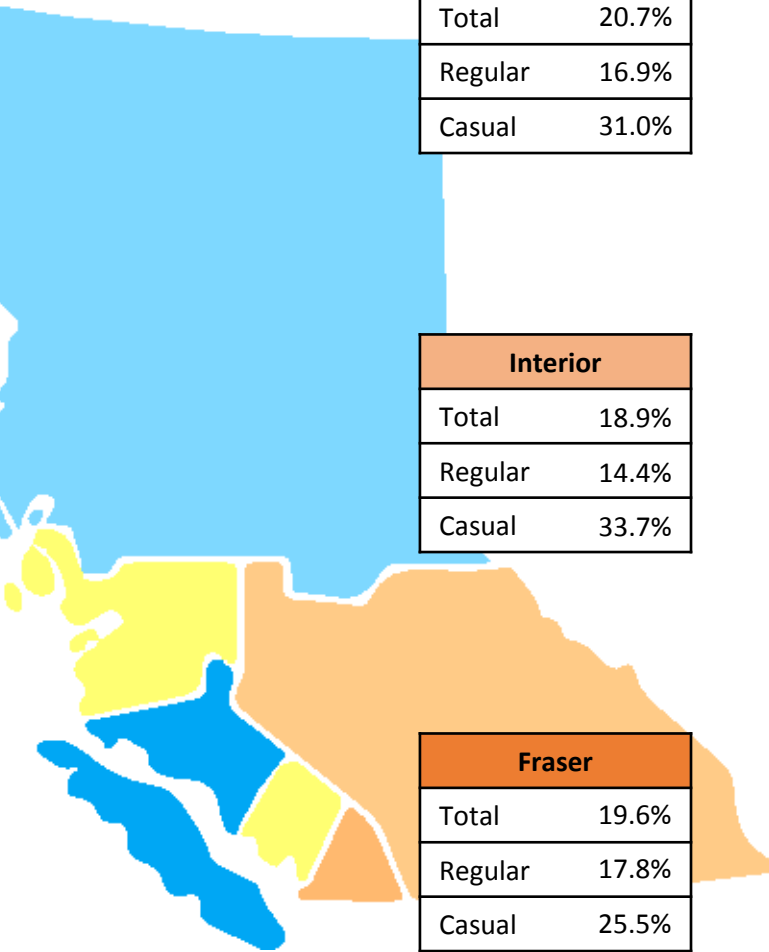
All Regions	
Total	20.7%
Regular	16.9%
Casual	31.0%

Vancouver Island	
Total	22.1%
Regular	16.2%
Casual	33.1%

Interior	
Total	18.9%
Regular	14.4%
Casual	33.7%

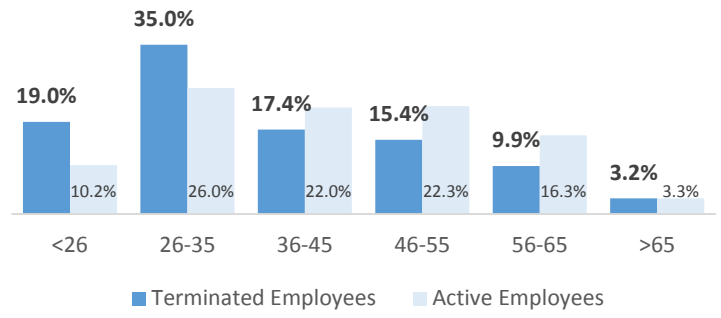
Vancouver Coastal	
Total	19.9%
Regular	16.0%
Casual	30.5%

Fraser	
Total	19.6%
Regular	17.8%
Casual	25.5%

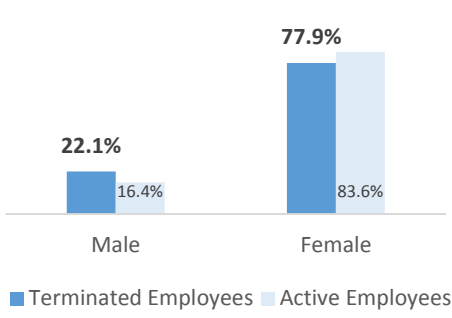


General Services – All Employee Groups

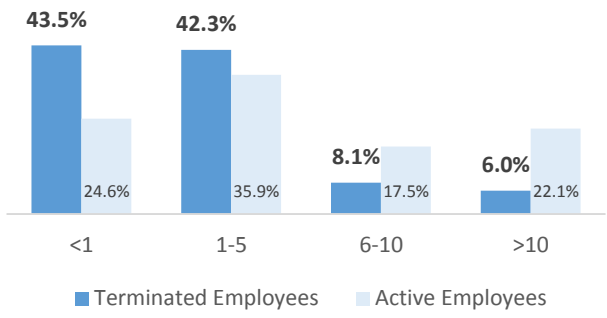
Age Profile - Total



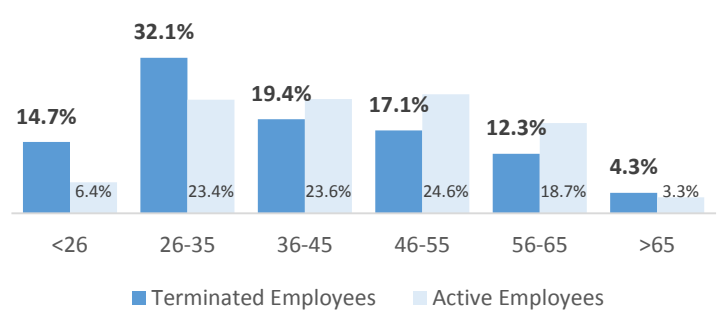
Gender Profile - Total



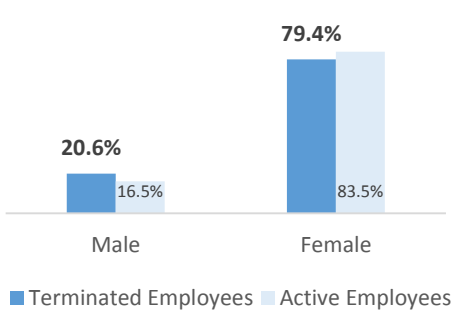
Length of Service Profile - Total



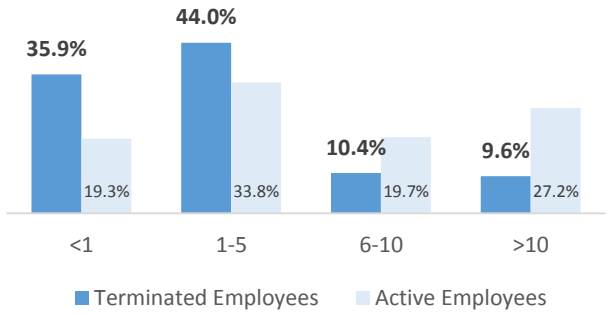
Age Profile - Regular



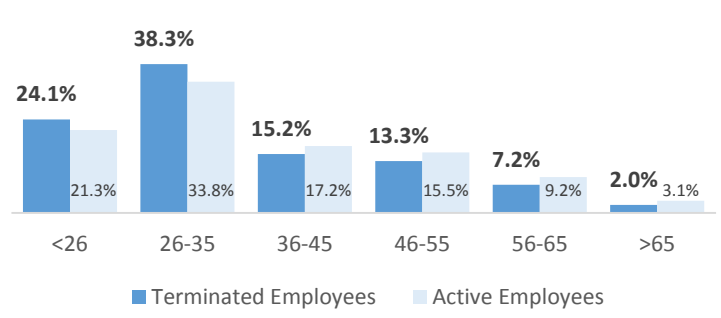
Gender Profile - Regular



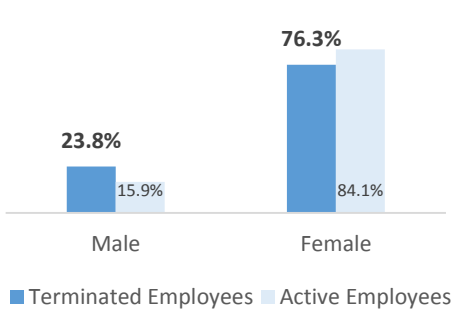
Length of Service Profile - Regular



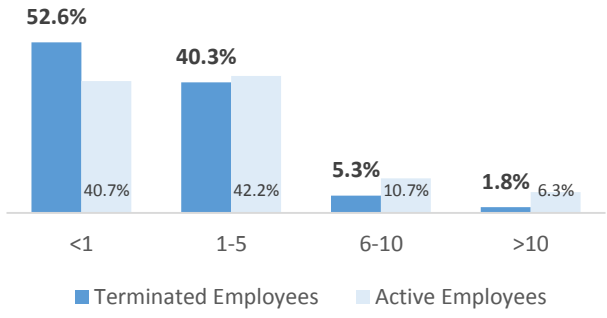
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



General Services – Bargaining Unit

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

Northern	
Total	27.6%
Regular	20.7%
Casual	41.5%

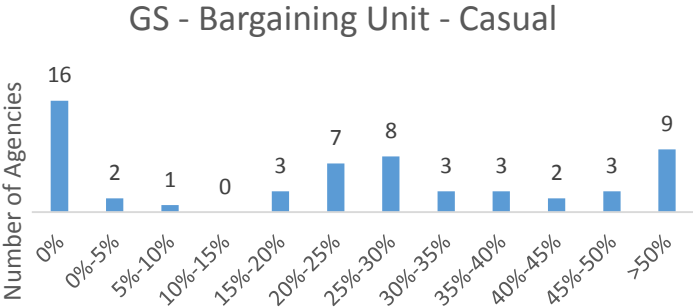
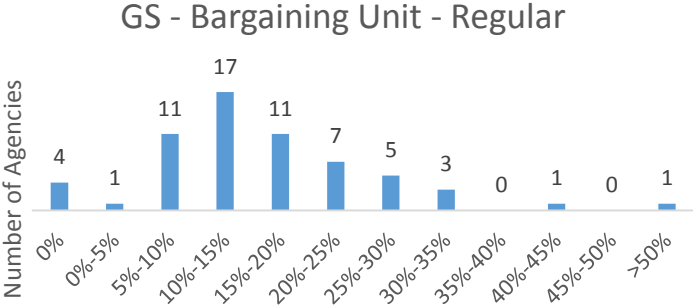
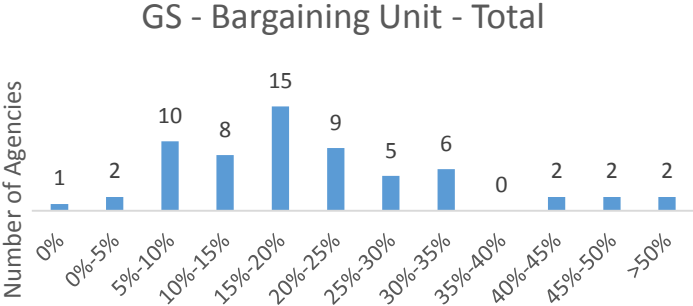
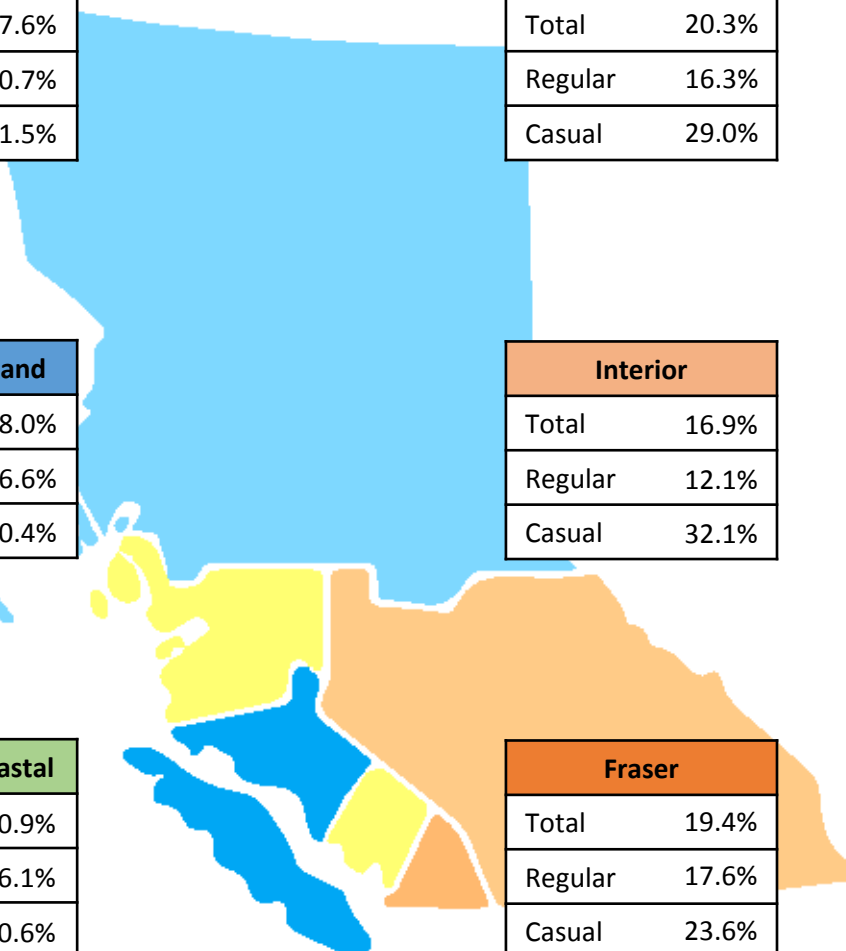
All Regions	
Total	20.3%
Regular	16.3%
Casual	29.0%

Vancouver Island	
Total	18.0%
Regular	16.6%
Casual	20.4%

Interior	
Total	16.9%
Regular	12.1%
Casual	32.1%

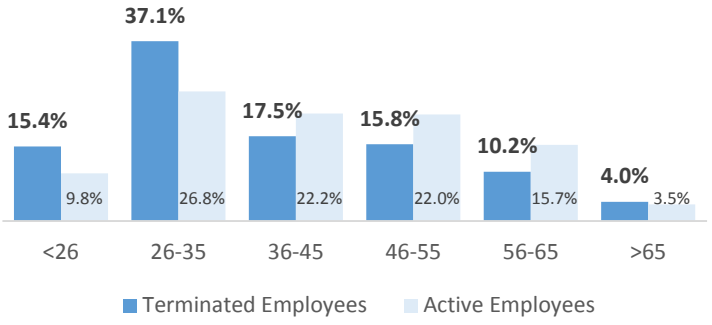
Vancouver Coastal	
Total	20.9%
Regular	16.1%
Casual	30.6%

Fraser	
Total	19.4%
Regular	17.6%
Casual	23.6%

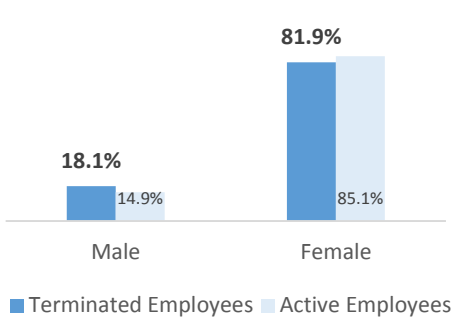


General Services – Bargaining Unit

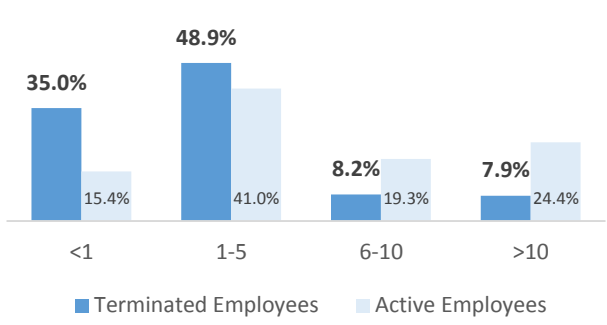
Age Profile - Total



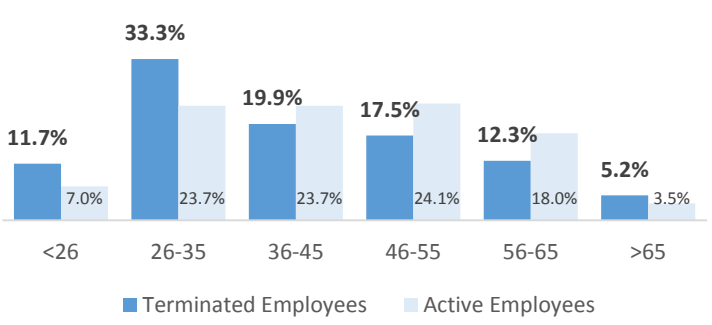
Gender Profile - Total



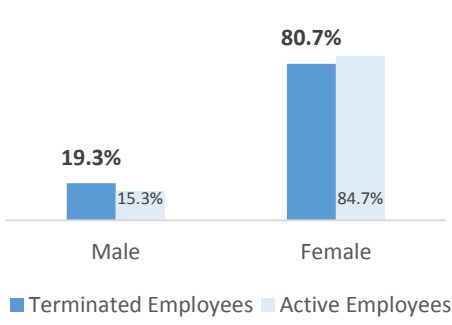
Length of Service Profile - Total



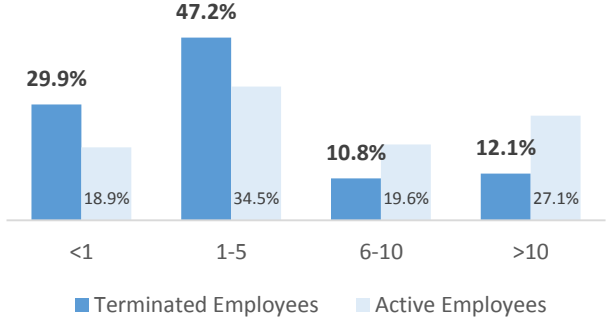
Age Profile - Regular



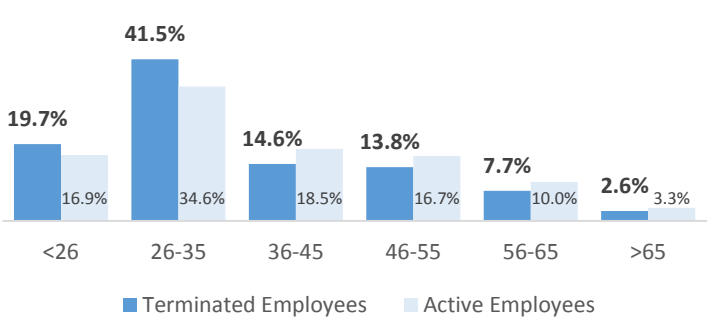
Gender Profile - Regular



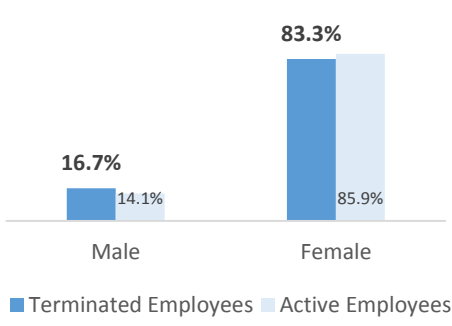
Length of Service Profile - Regular



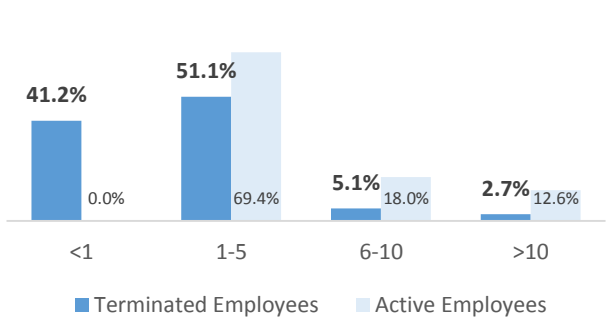
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



General Services – Non-Union

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

Northern	
Total	42.9%
Regular	42.1%
Casual	50.0%

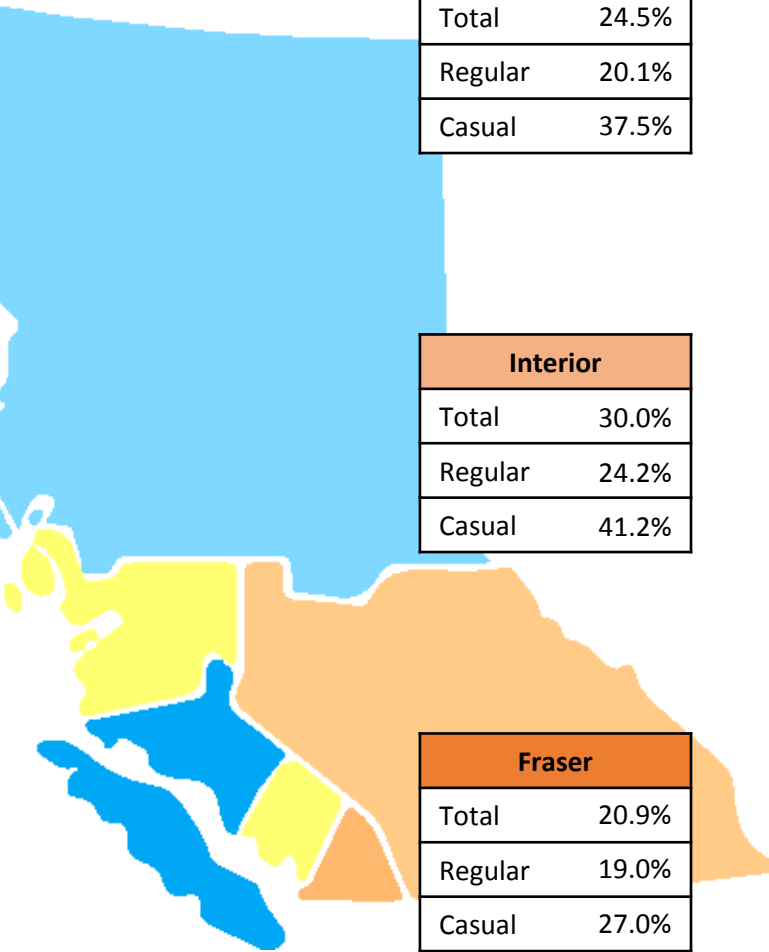
All Regions	
Total	24.5%
Regular	20.1%
Casual	37.5%

Vancouver Island	
Total	84.1%
Regular	44.4%
Casual	90.7%

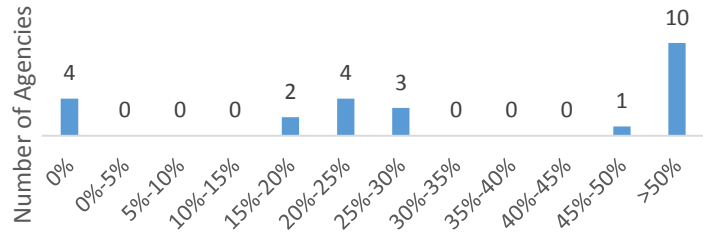
Interior	
Total	30.0%
Regular	24.2%
Casual	41.2%

Vancouver Coastal	
Total	21.8%
Regular	21.7%
Casual	25.0%

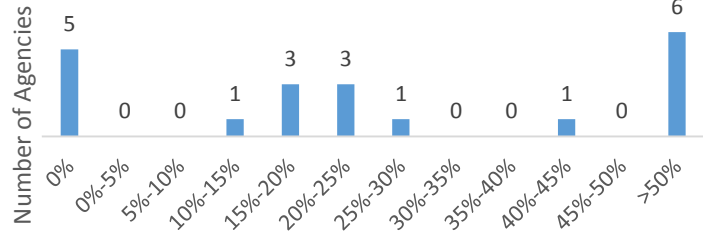
Fraser	
Total	20.9%
Regular	19.0%
Casual	27.0%



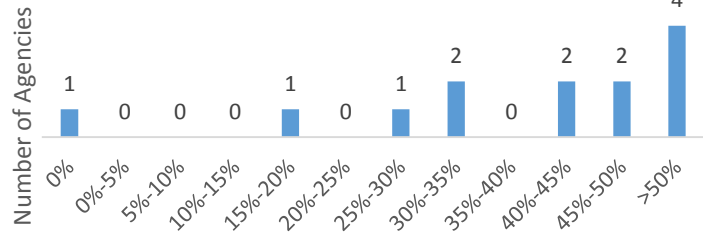
GS - Non-Union - Total



GS - Non-Union - Regular

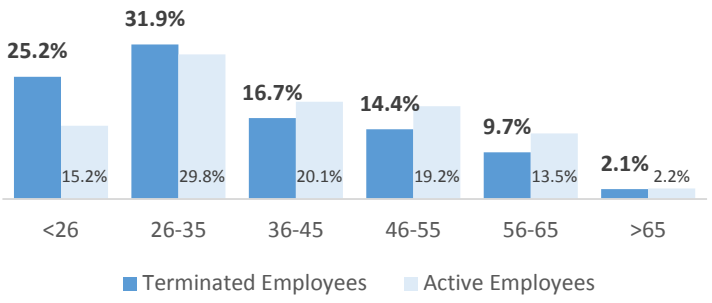


GS - Non-Union - Casual

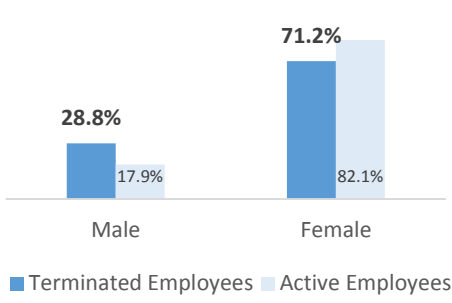


General Services – Non-Union

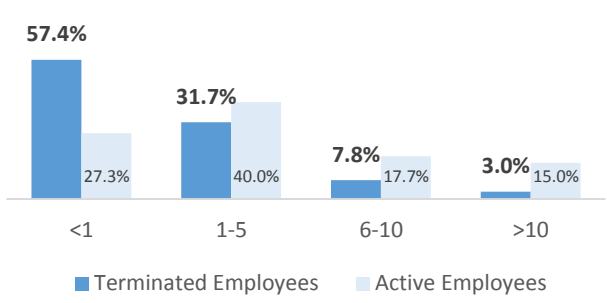
Age Profile - Total



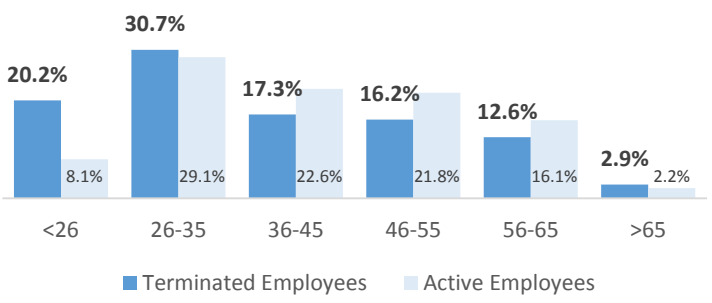
Gender Profile - Total



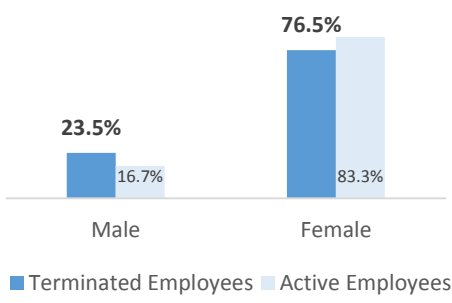
Length of Service Profile - Total



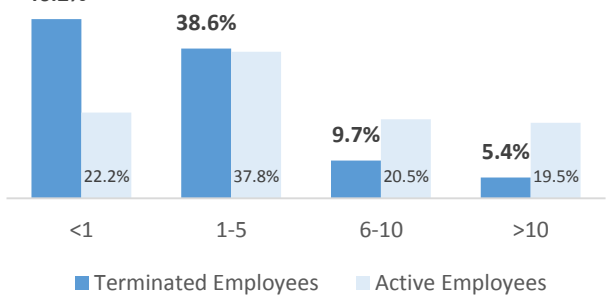
Age Profile - Regular



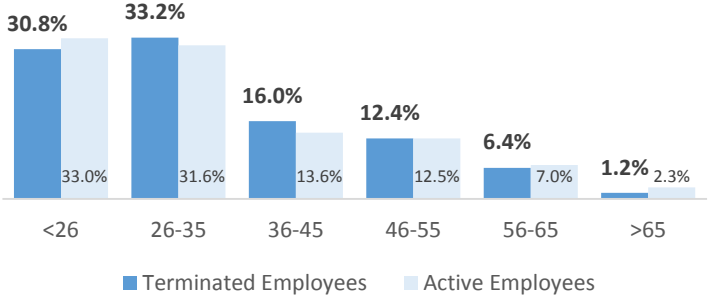
Gender Profile - Regular



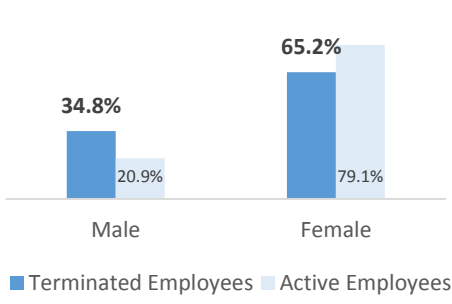
Length of Service Profile - Regular



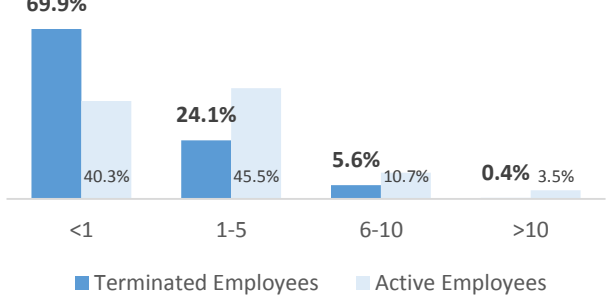
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



General Services – Management & Excluded

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

Northern	
Total	15.4%

All Regions	
Total	13.6%

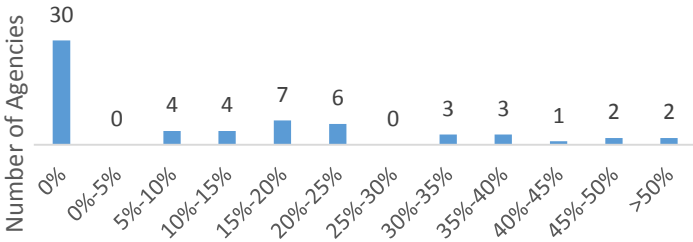
Vancouver Island	
Total	11.0%

Interior	
Total	22.1%

Vancouver Coastal	
Total	11.9%

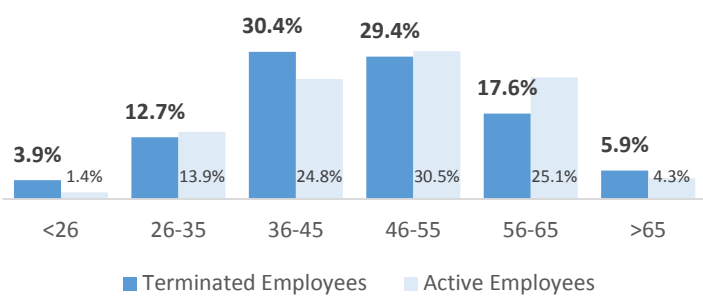
Fraser	
Total	12.6%

GS - Management & Excluded

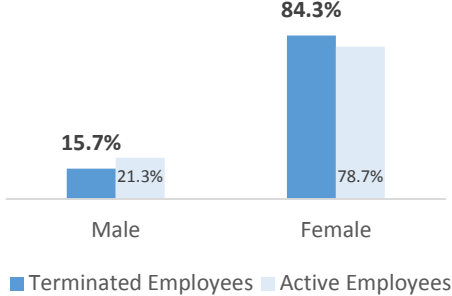


General Services – Management & Excluded

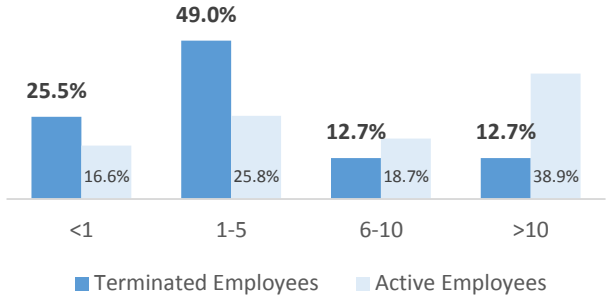
Age Profile - Total



Gender Profile - Total



Length of Service Profile - Total



Indigenous Services – All Employee Groups

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

Northern	
Total	n/a
Regular	n/a
Casual	n/a

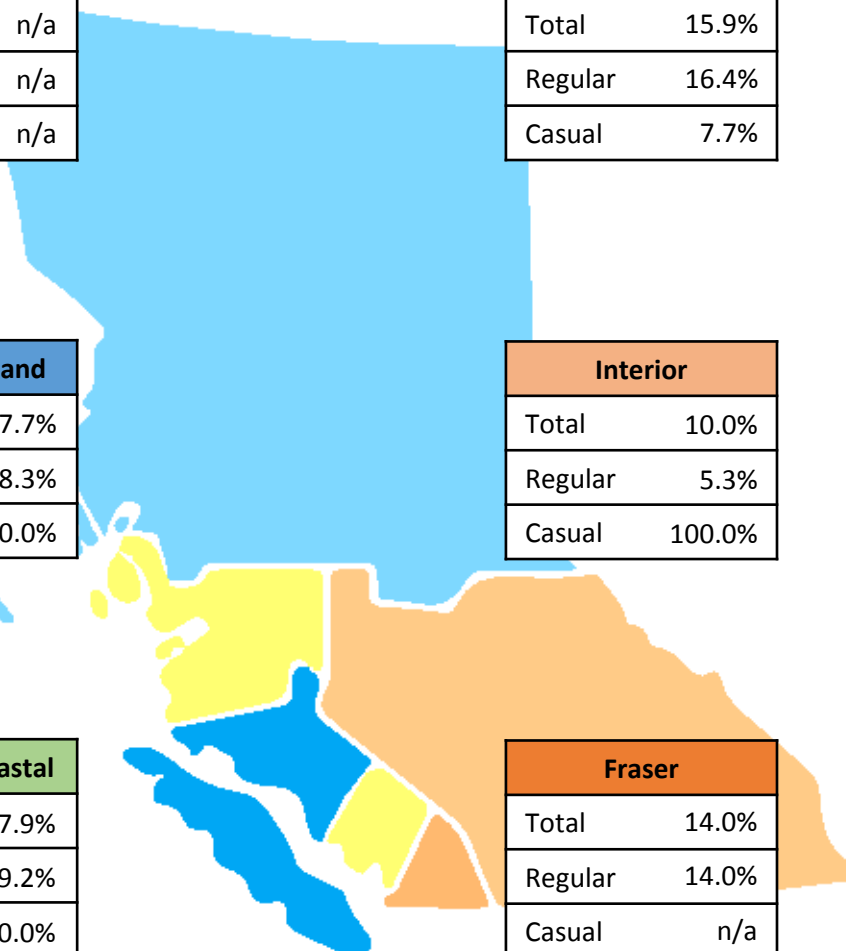
All Regions	
Total	15.9%
Regular	16.4%
Casual	7.7%

Vancouver Island	
Total	7.7%
Regular	8.3%
Casual	0.0%

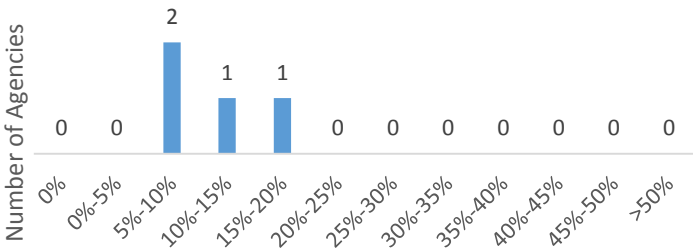
Interior	
Total	10.0%
Regular	5.3%
Casual	100.0%

Vancouver Coastal	
Total	17.9%
Regular	19.2%
Casual	0.0%

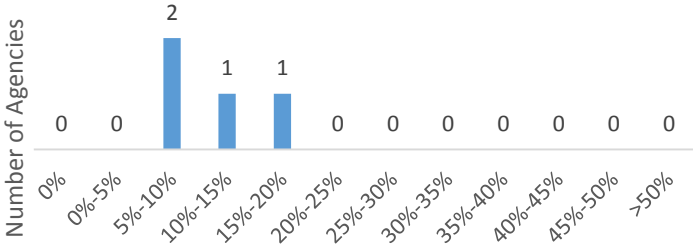
Fraser	
Total	14.0%
Regular	14.0%
Casual	n/a



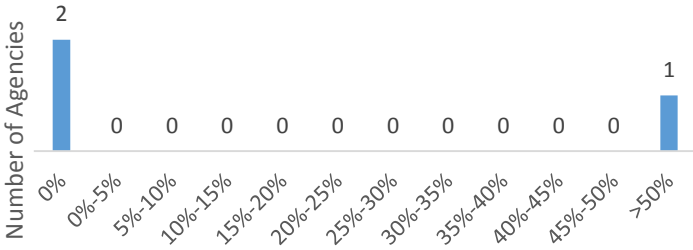
IS - All Employee Groups - Total



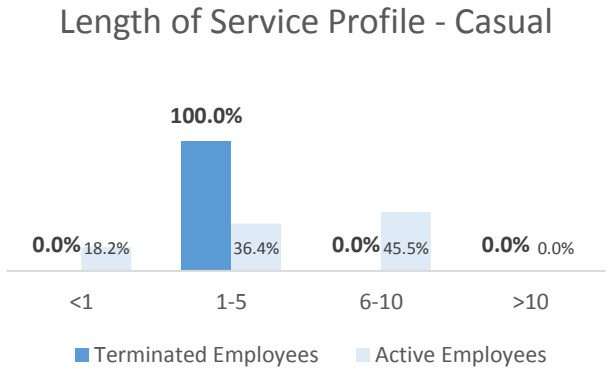
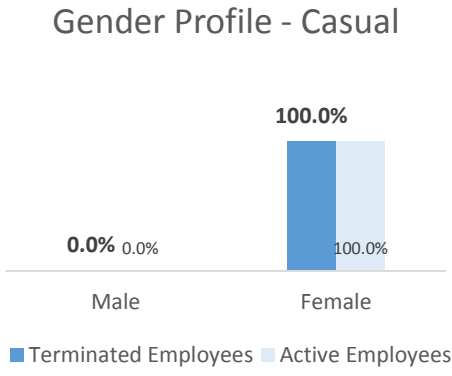
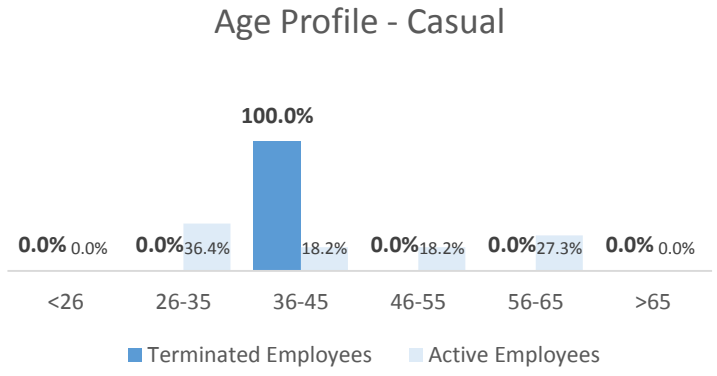
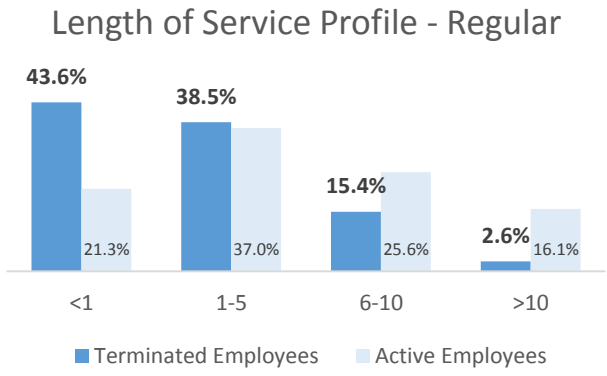
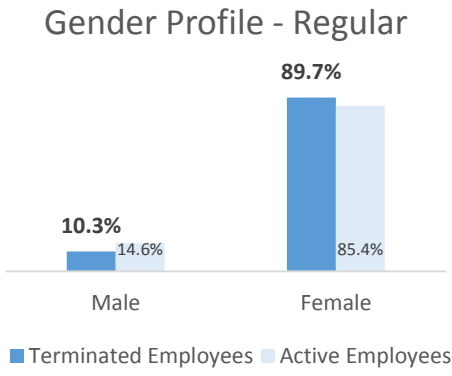
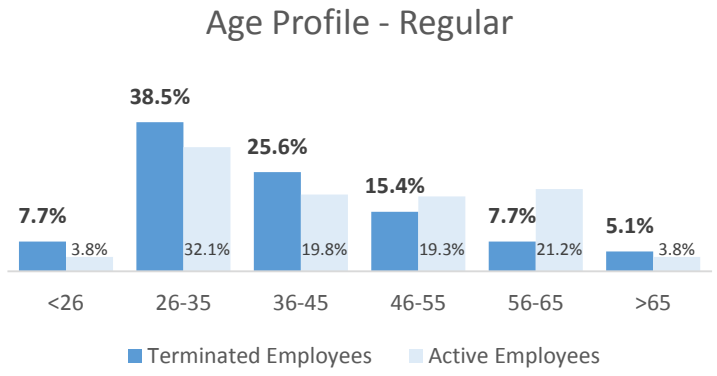
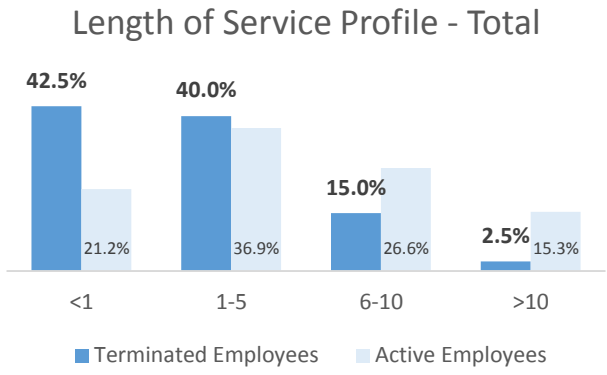
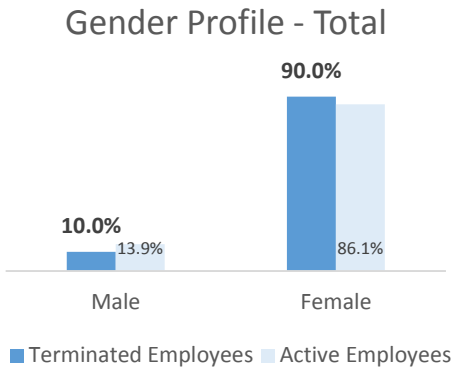
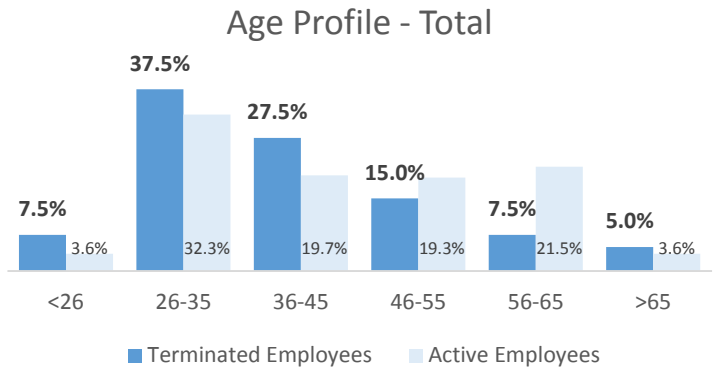
IS - All Employee Groups - Regular



IS - All Employee Groups - Casual



Indigenous Services – All Employee Groups



Indigenous Services – Bargaining Unit

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

Northern	
Total	n/a
Regular	n/a
Casual	n/a

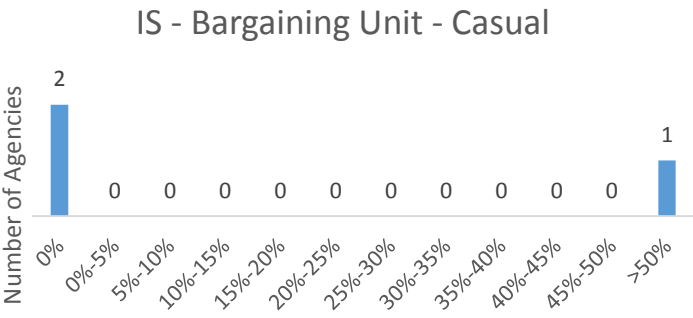
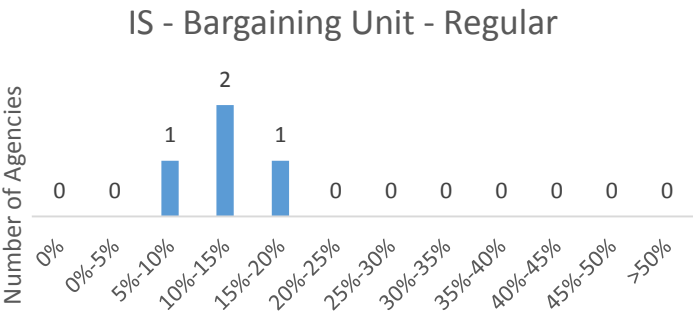
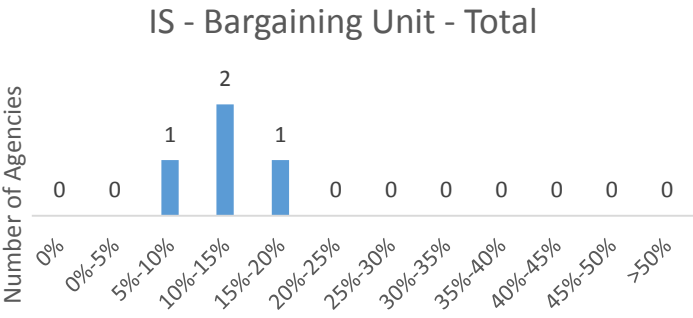
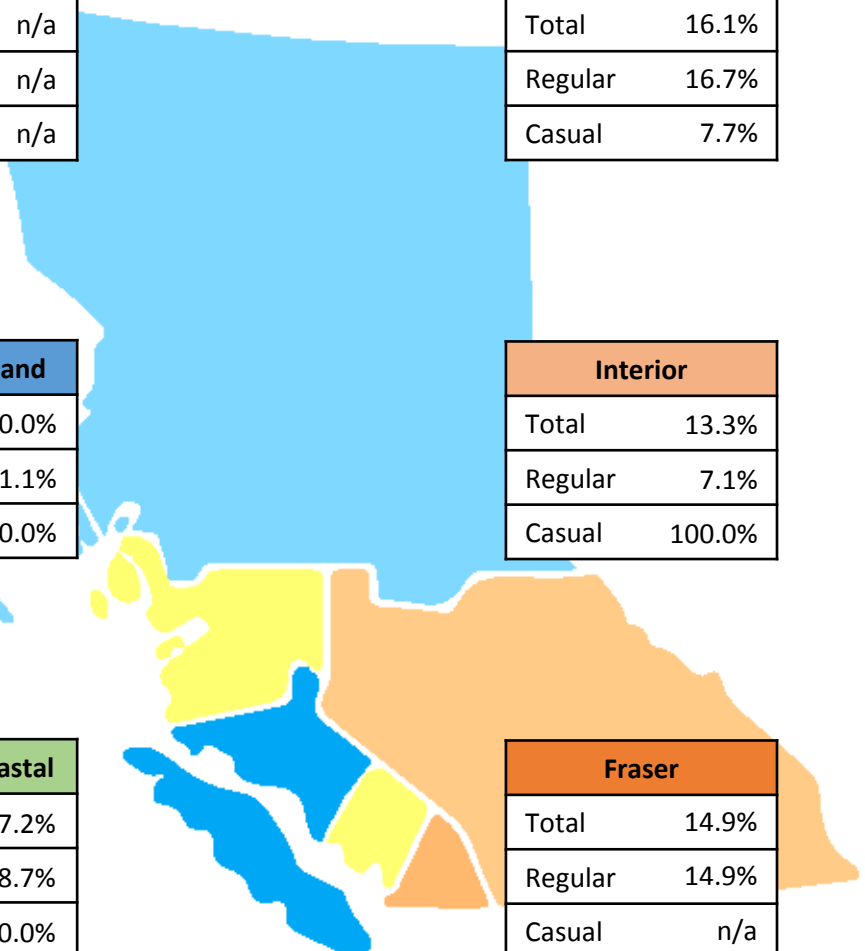
All Regions	
Total	16.1%
Regular	16.7%
Casual	7.7%

Vancouver Island	
Total	10.0%
Regular	11.1%
Casual	0.0%

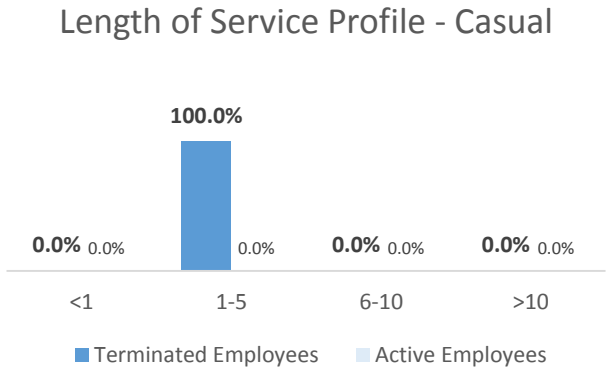
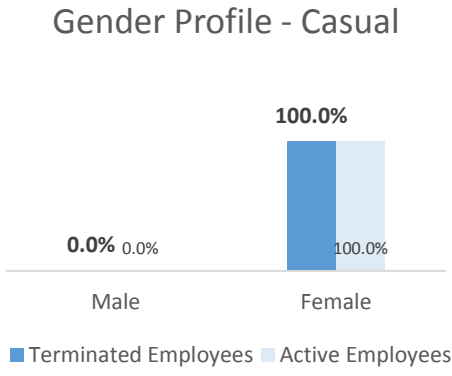
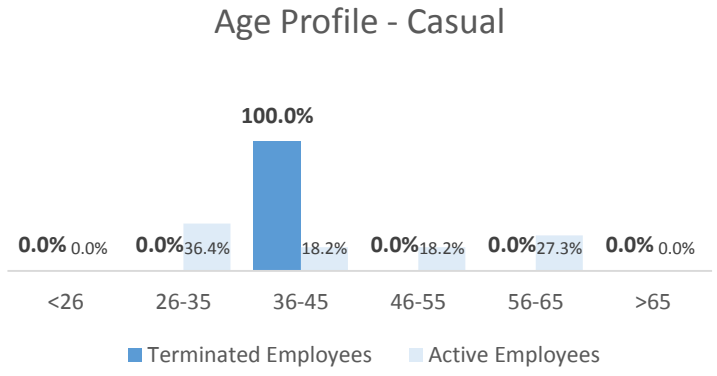
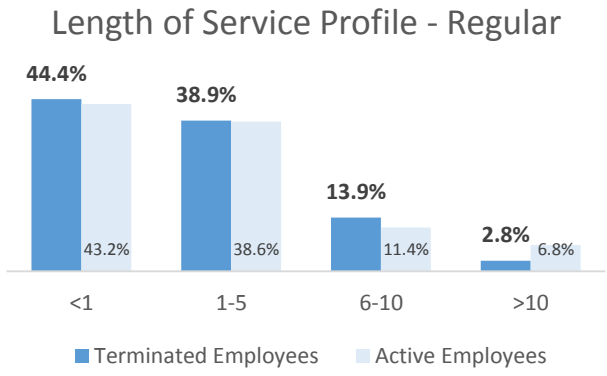
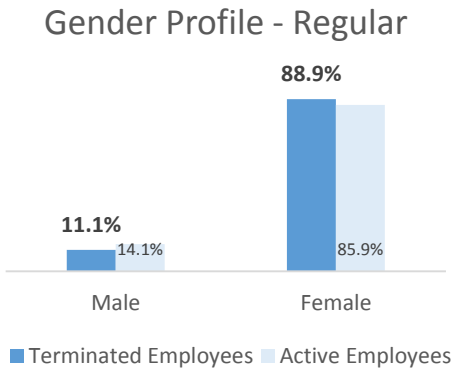
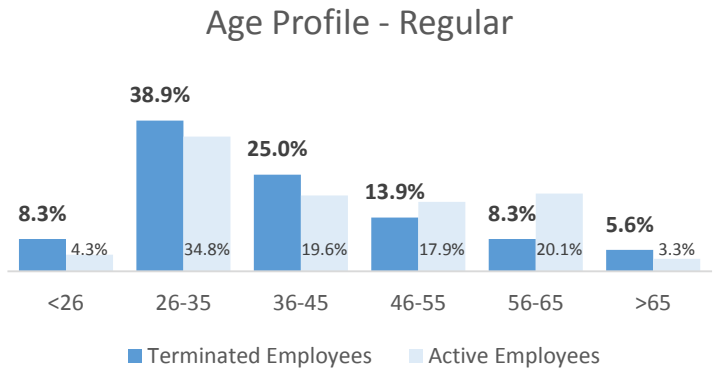
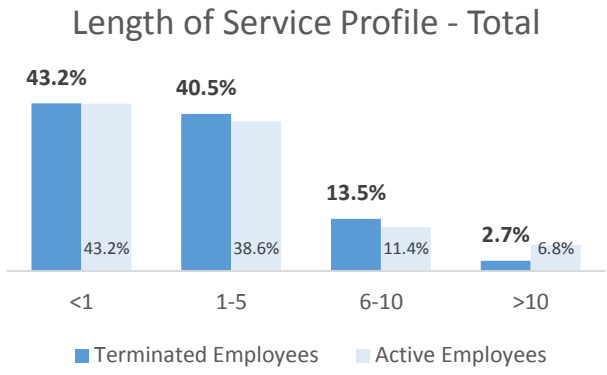
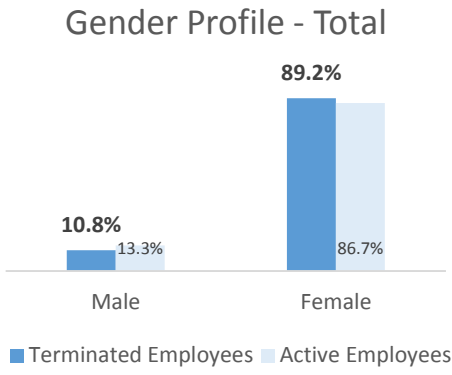
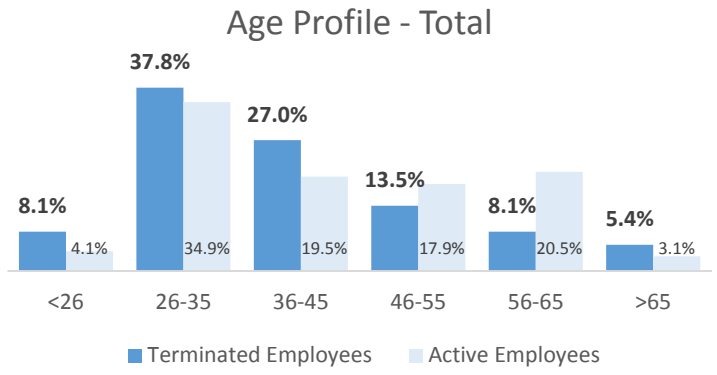
Interior	
Total	13.3%
Regular	7.1%
Casual	100.0%

Vancouver Coastal	
Total	17.2%
Regular	18.7%
Casual	0.0%

Fraser	
Total	14.9%
Regular	14.9%
Casual	n/a



Indigenous Services – Bargaining Unit



Indigenous Services – Non-Union

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

Northern	
Total	n/a
Regular	n/a
Casual	n/a

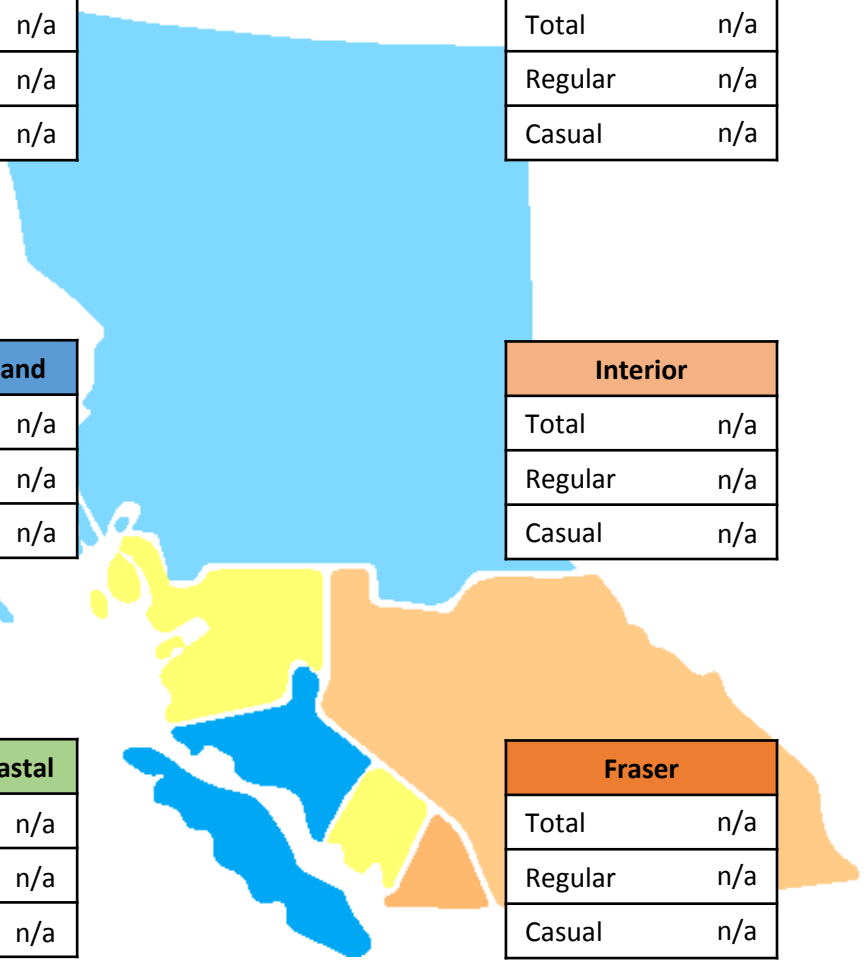
All Regions	
Total	n/a
Regular	n/a
Casual	n/a

Vancouver Island	
Total	n/a
Regular	n/a
Casual	n/a

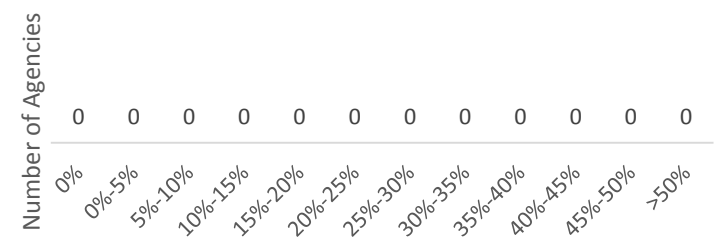
Interior	
Total	n/a
Regular	n/a
Casual	n/a

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

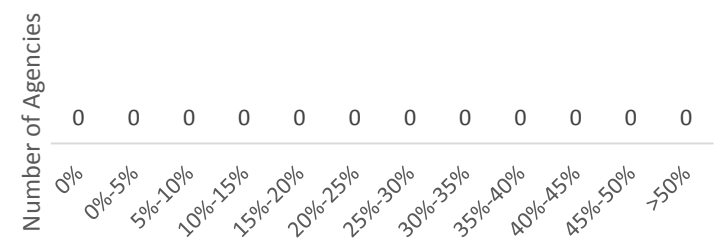
Fraser	
Total	n/a
Regular	n/a
Casual	n/a



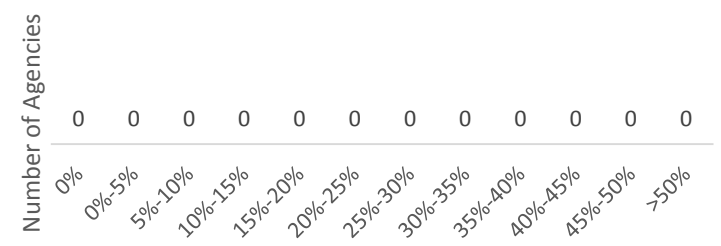
IS - Non-Union - Total



IS - Non-Union - Regular

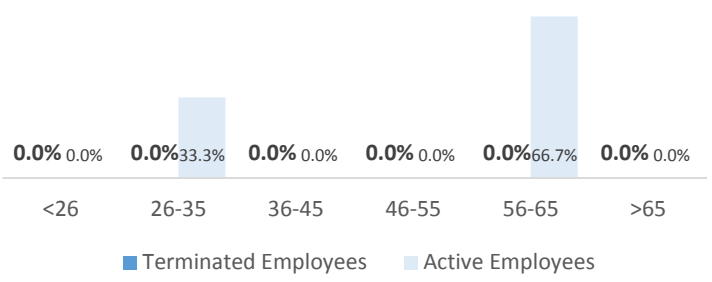


IS - Non-Union - Casual

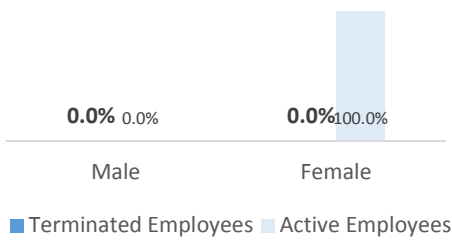


Indigenous Services – Non-Union

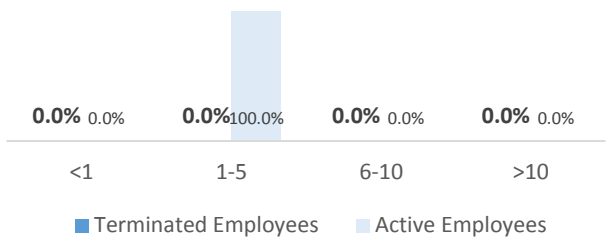
Age Profile - Total



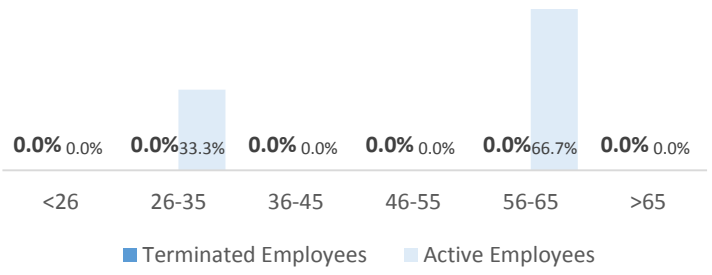
Gender Profile - Total



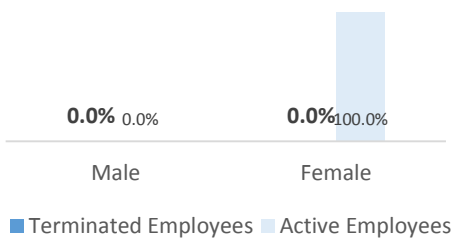
Length of Service Profile - Total



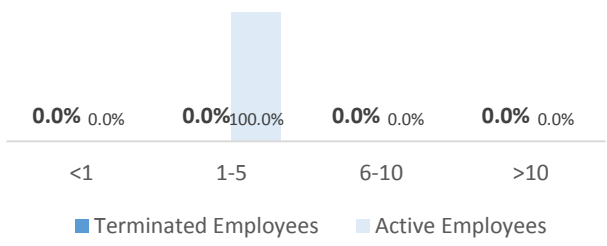
Age Profile - Regular



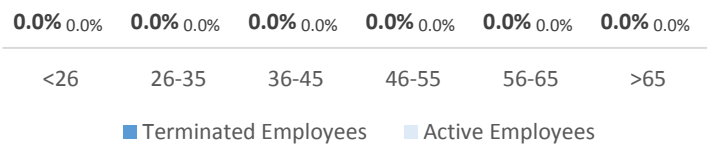
Gender Profile - Regular



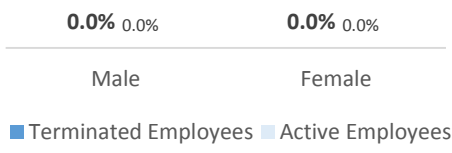
Length of Service Profile - Regular



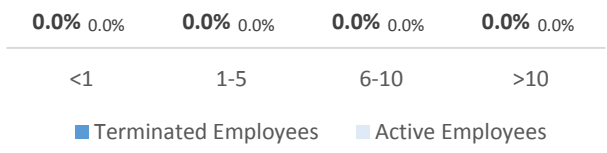
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



Indigenous Services – Management & Excluded

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

Northern	
Total	n/a

All Regions	
Total	14.3%

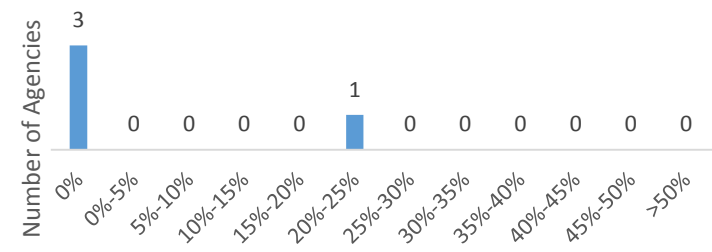
Vancouver Island	
Total	0.0%

Interior	
Total	0.0%

Vancouver Coastal	
Total	23.5%

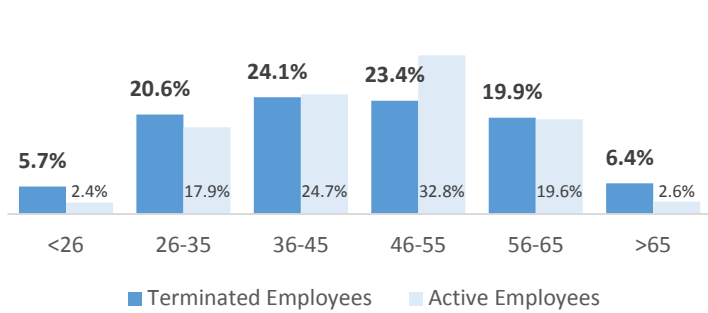
Fraser	
Total	0.0%

IS - Management & Excluded

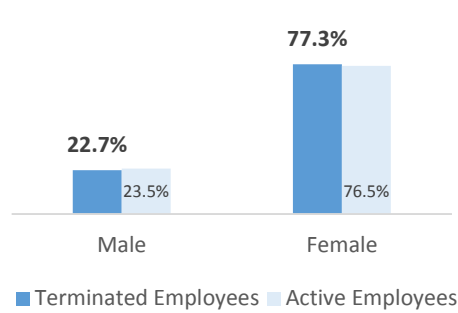


Indigenous Services – Management & Excluded

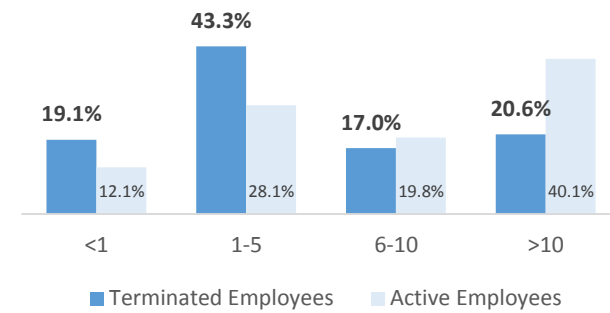
Age Profile - Total



Gender Profile - Total



Length of Service Profile - Total



Non-CSSEA Agencies – All Employee Groups

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

Northern	
Total	20.4%
Regular	19.9%
Casual	22.7%

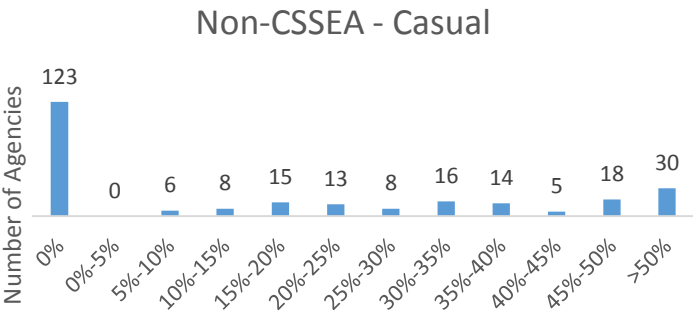
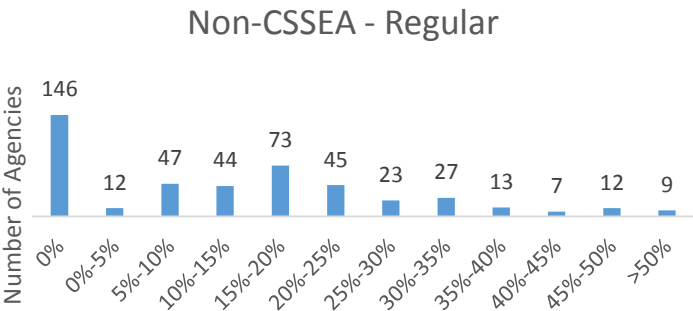
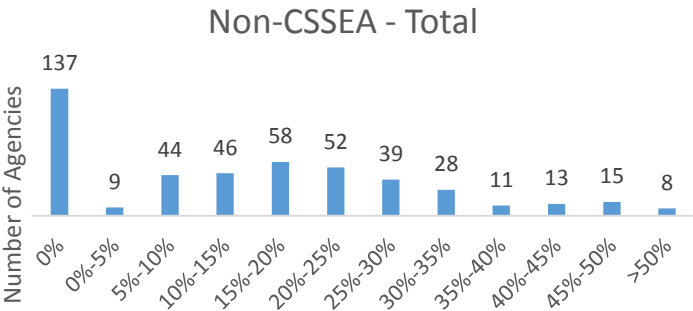
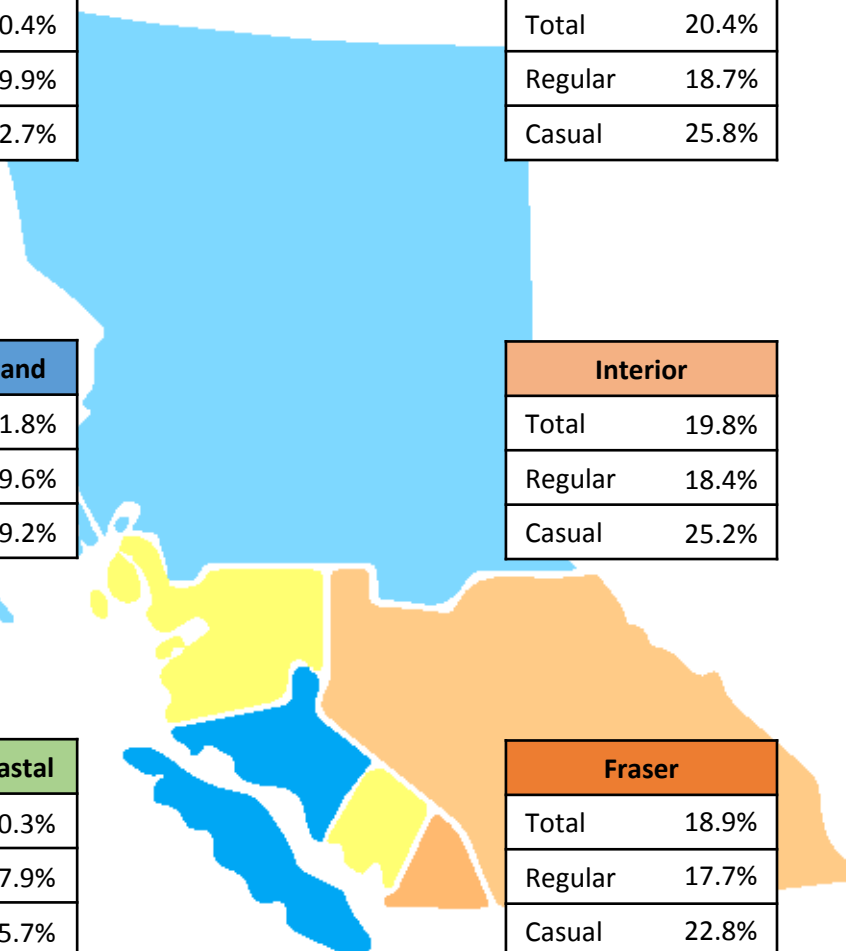
All Regions	
Total	20.4%
Regular	18.7%
Casual	25.8%

Vancouver Island	
Total	21.8%
Regular	19.6%
Casual	29.2%

Interior	
Total	19.8%
Regular	18.4%
Casual	25.2%

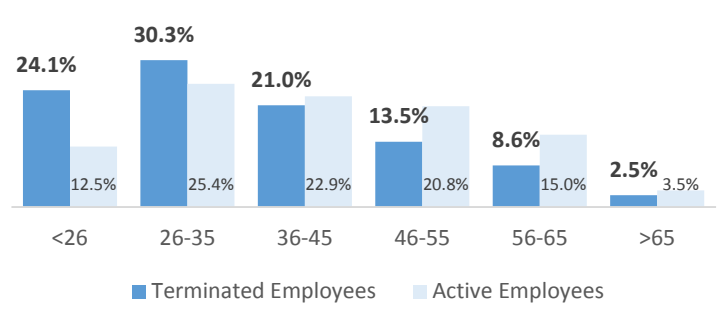
Vancouver Coastal	
Total	20.3%
Regular	17.9%
Casual	25.7%

Fraser	
Total	18.9%
Regular	17.7%
Casual	22.8%

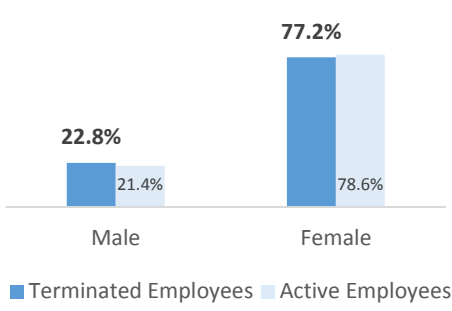


Non-CSSEA Agencies – All Employee Groups

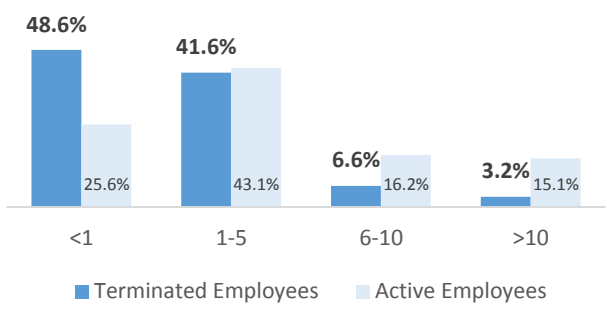
Age Profile - Total



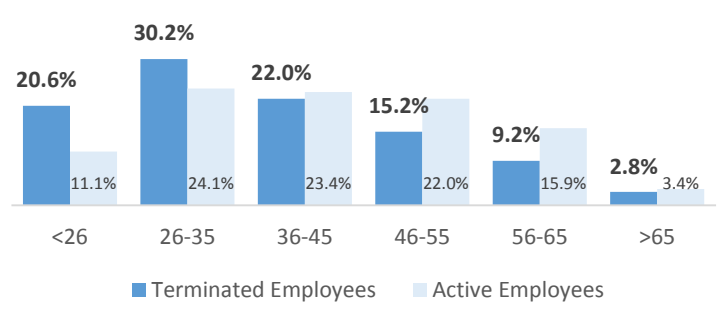
Gender Profile - Total



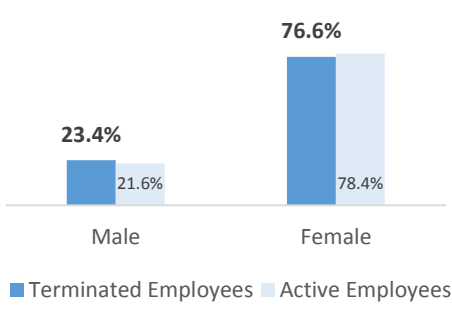
Length of Service Profile - Total



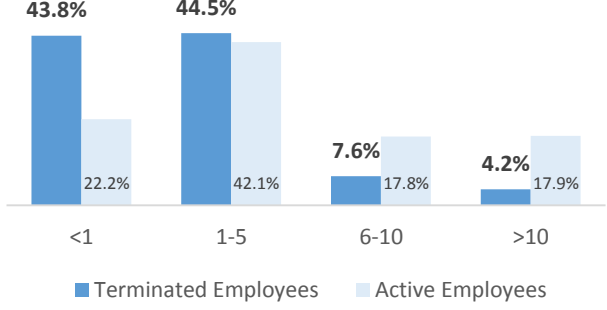
Age Profile - Regular



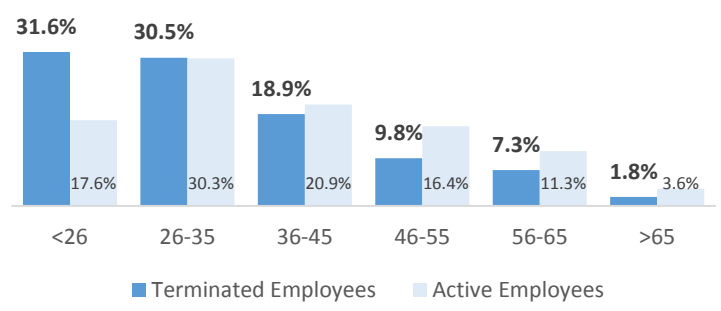
Gender Profile - Regular



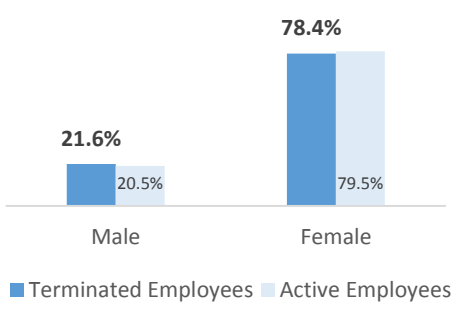
Length of Service Profile - Regular



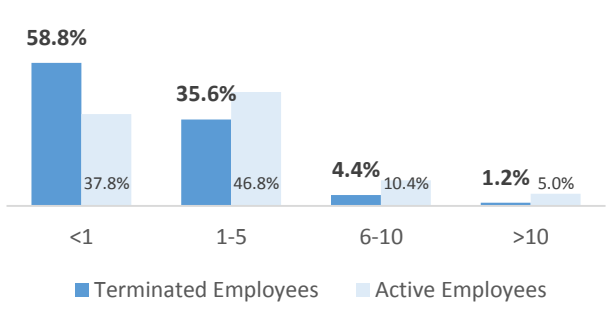
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



Non-CSSEA Agencies – Bargaining Unit

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

Northern	
Total	33.3%
Regular	25.0%
Casual	50.0%

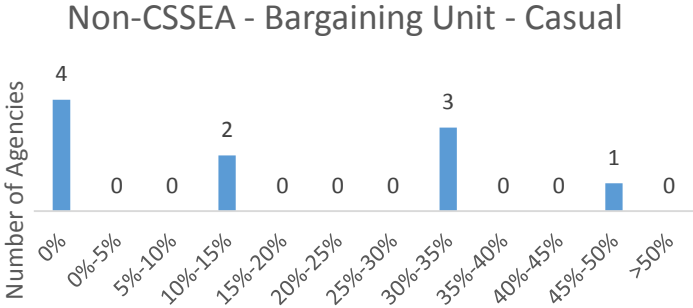
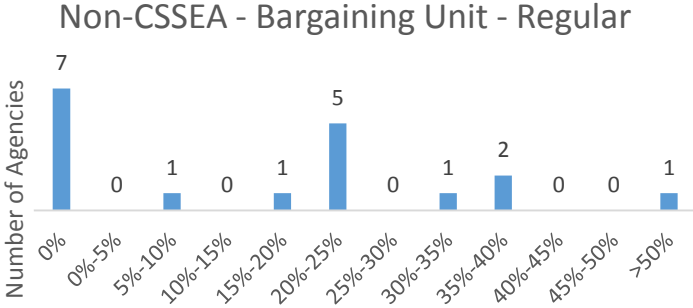
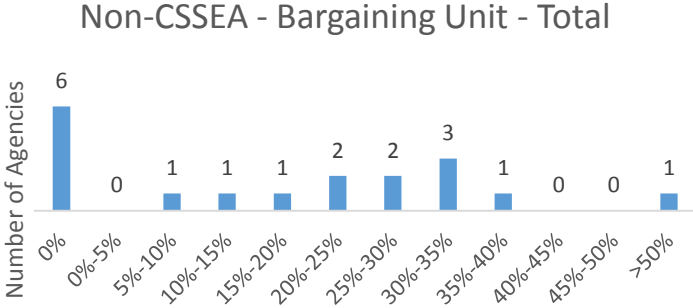
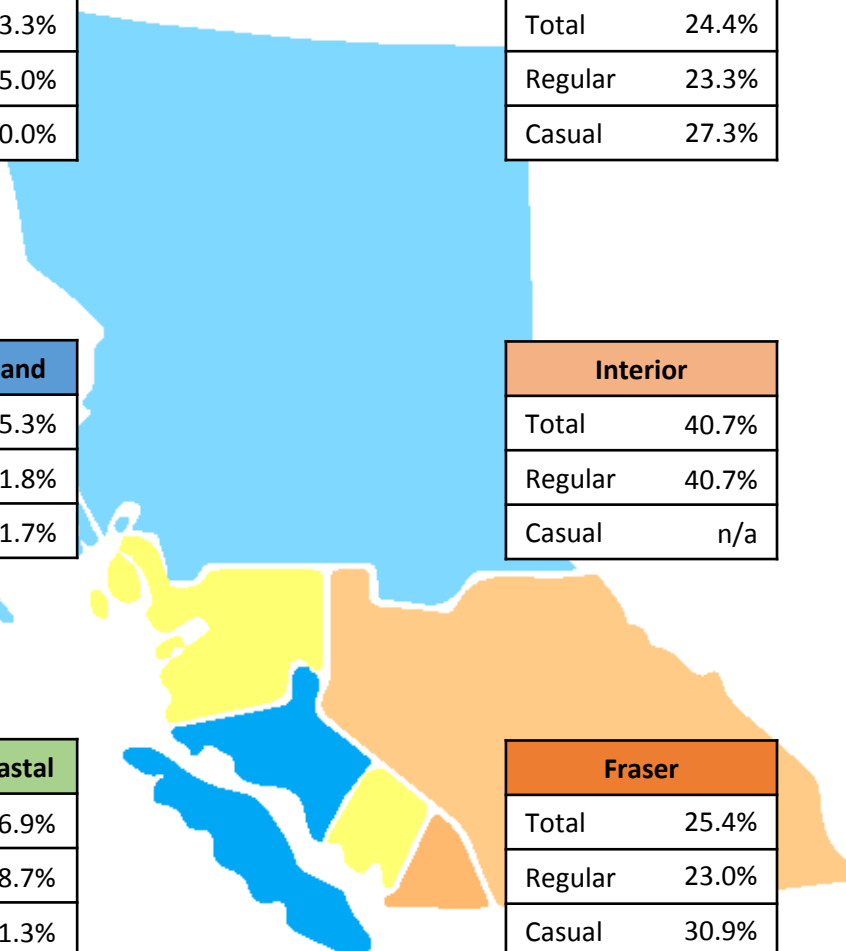
All Regions	
Total	24.4%
Regular	23.3%
Casual	27.3%

Vancouver Island	
Total	25.3%
Regular	21.8%
Casual	31.7%

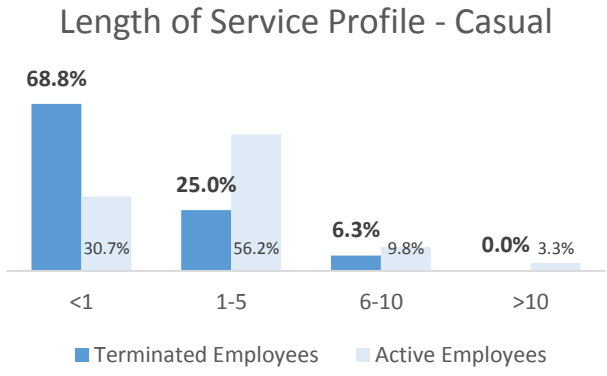
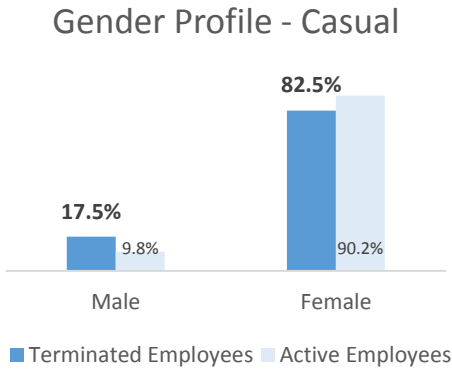
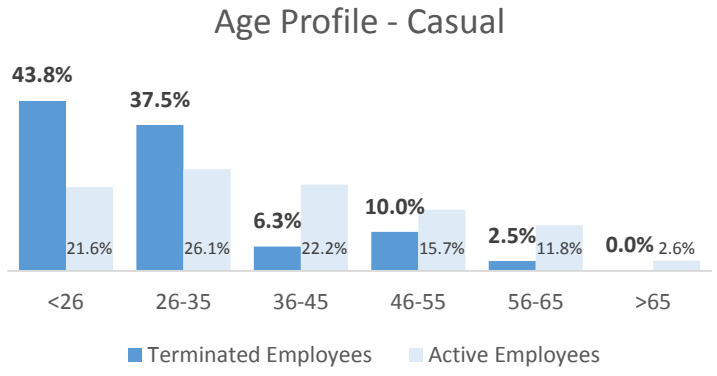
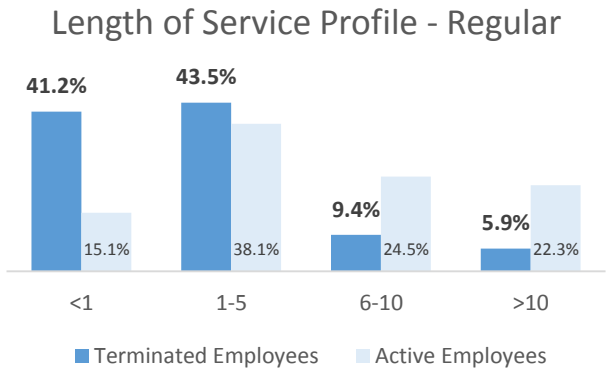
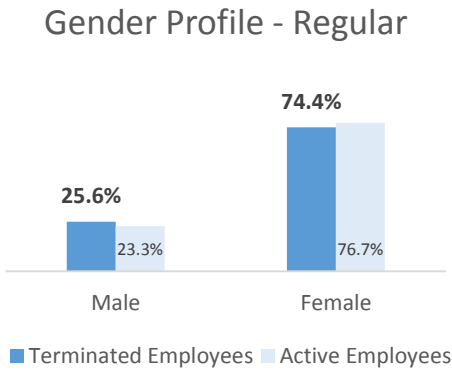
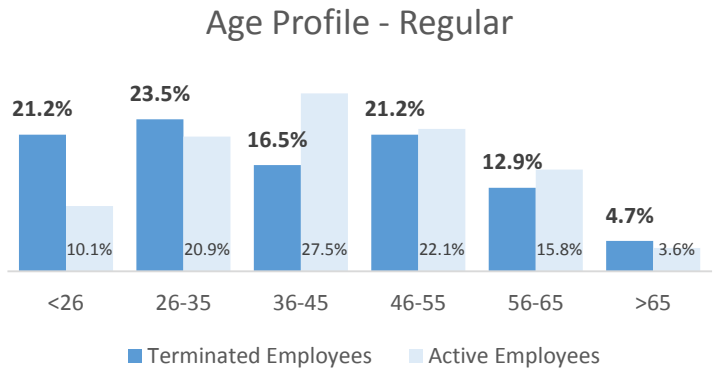
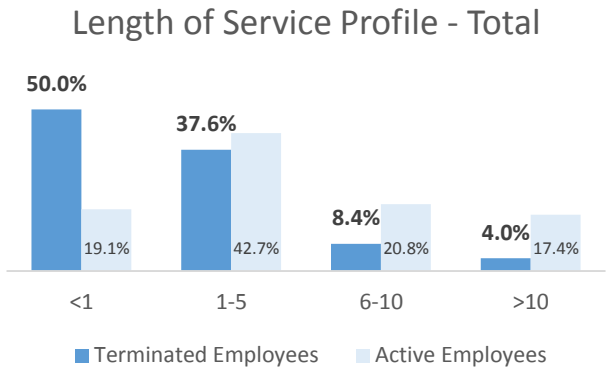
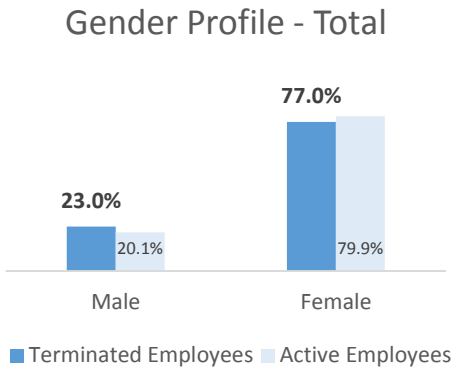
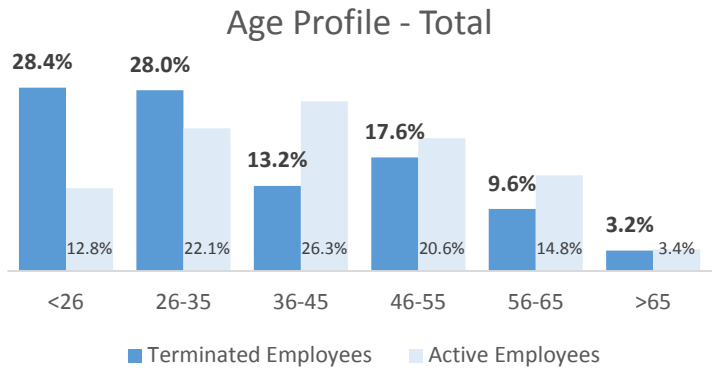
Interior	
Total	40.7%
Regular	40.7%
Casual	n/a

Vancouver Coastal	
Total	16.9%
Regular	18.7%
Casual	11.3%

Fraser	
Total	25.4%
Regular	23.0%
Casual	30.9%



Non-CSSEA Agencies – Bargaining Unit



Non-CSSEA Agencies – Non-Union

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

Northern	
Total	21.0%
Regular	20.6%
Casual	22.5%

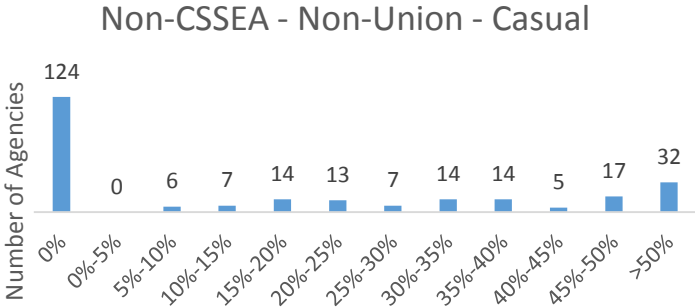
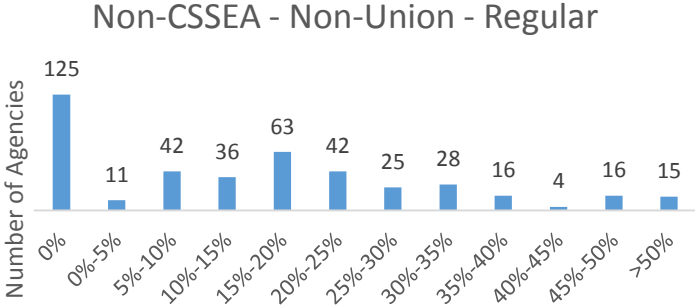
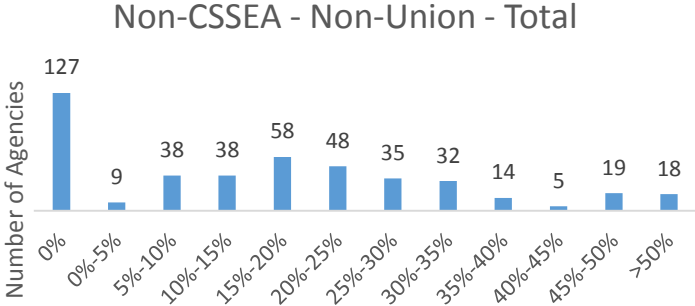
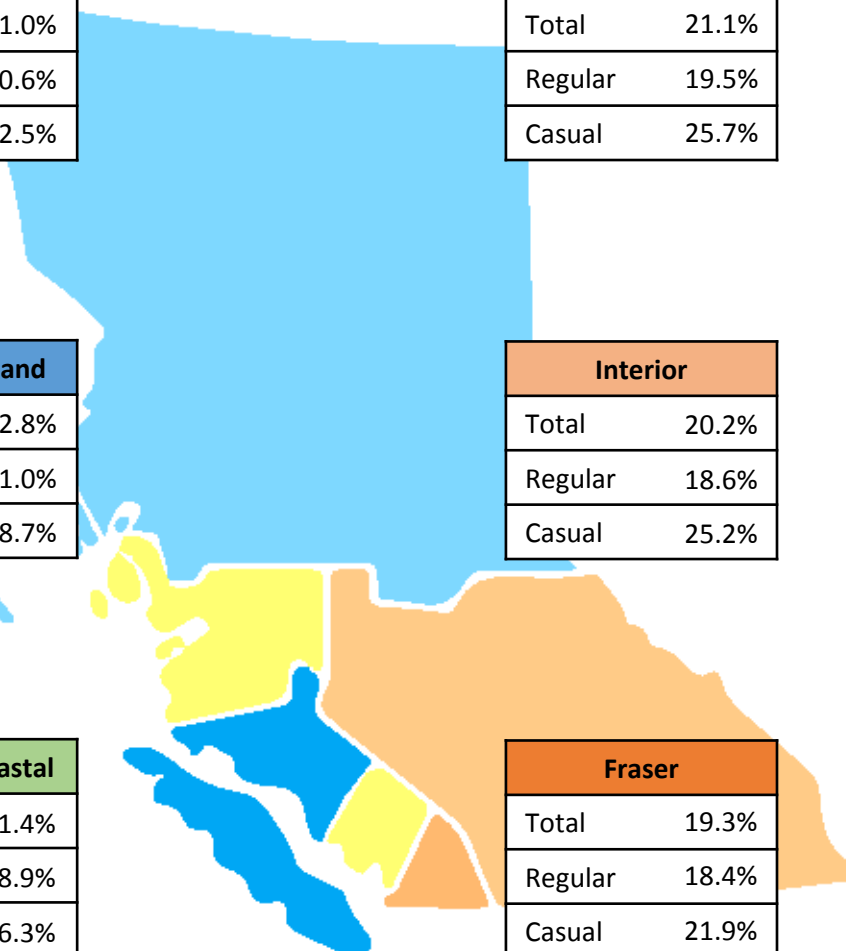
All Regions	
Total	21.1%
Regular	19.5%
Casual	25.7%

Vancouver Island	
Total	22.8%
Regular	21.0%
Casual	28.7%

Interior	
Total	20.2%
Regular	18.6%
Casual	25.2%

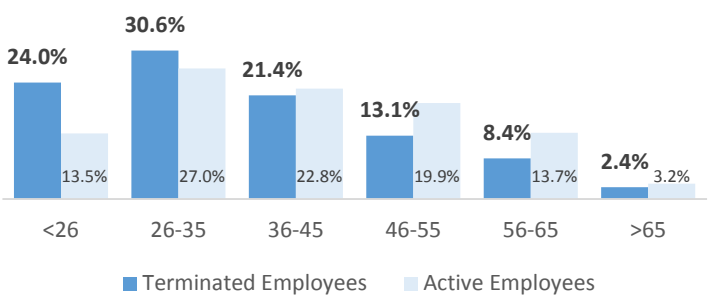
Vancouver Coastal	
Total	21.4%
Regular	18.9%
Casual	26.3%

Fraser	
Total	19.3%
Regular	18.4%
Casual	21.9%

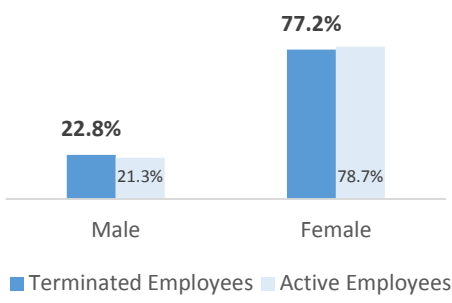


Non-CSSEA Agencies – Non-Union

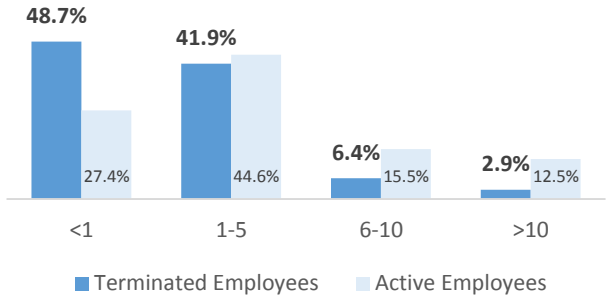
Age Profile - Total



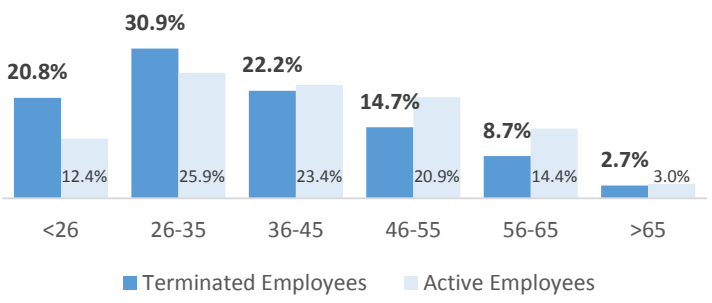
Gender Profile - Total



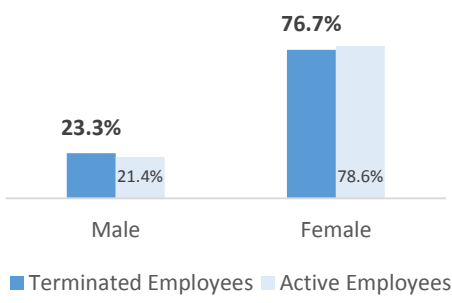
Length of Service Profile - Total



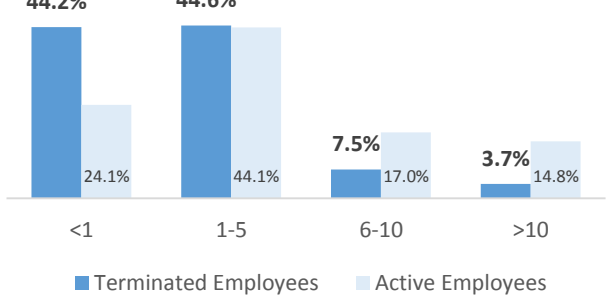
Age Profile - Regular



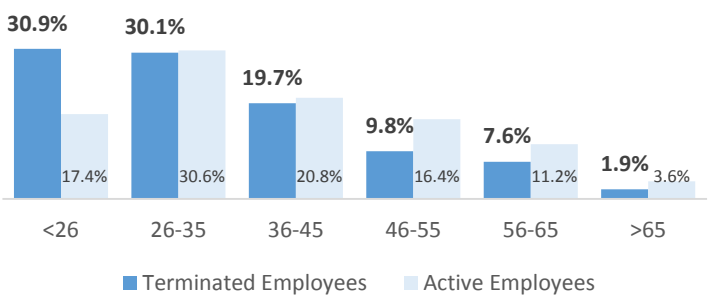
Gender Profile - Regular



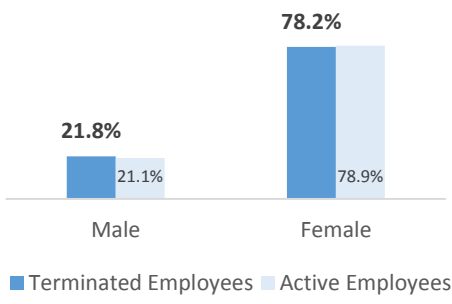
Length of Service Profile - Regular



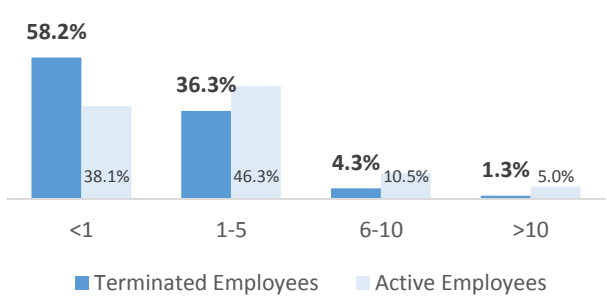
Age Profile - Casual



Gender Profile - Casual



Length of Service Profile - Casual



Non-CSSEA Agencies – Management

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

Northern	
Total	12.3%

All Regions	
Total	9.5%

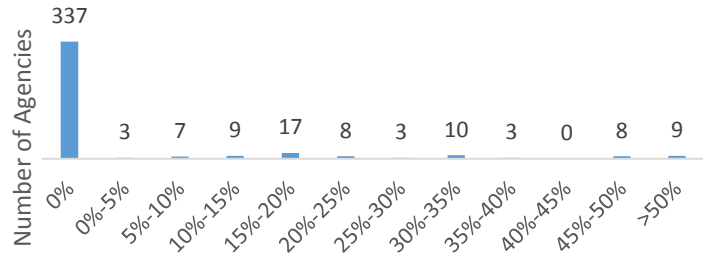
Vancouver Island	
Total	6.6%

Interior	
Total	11.5%

Vancouver Coastal	
Total	9.6%

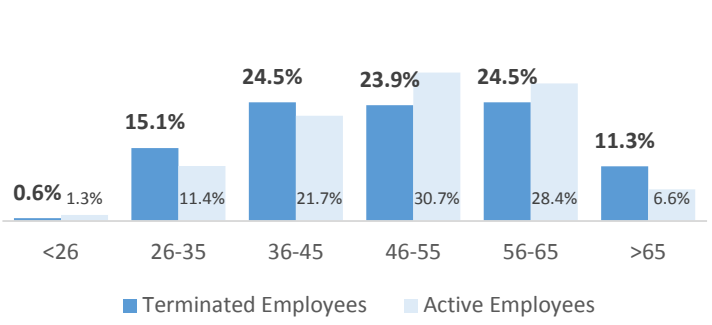
Fraser	
Total	8.5%

Non-CSSEA - Management - Total

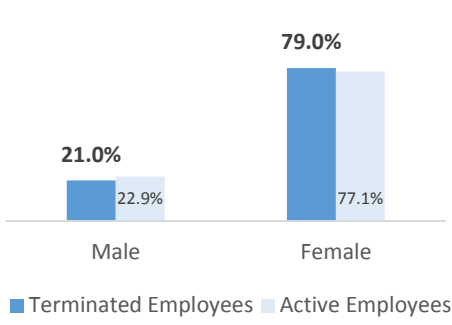


Non-CSSEA Agencies – Management

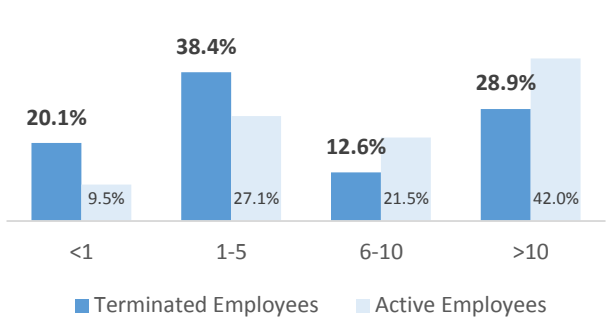
Age Profile - Total



Gender Profile - Total

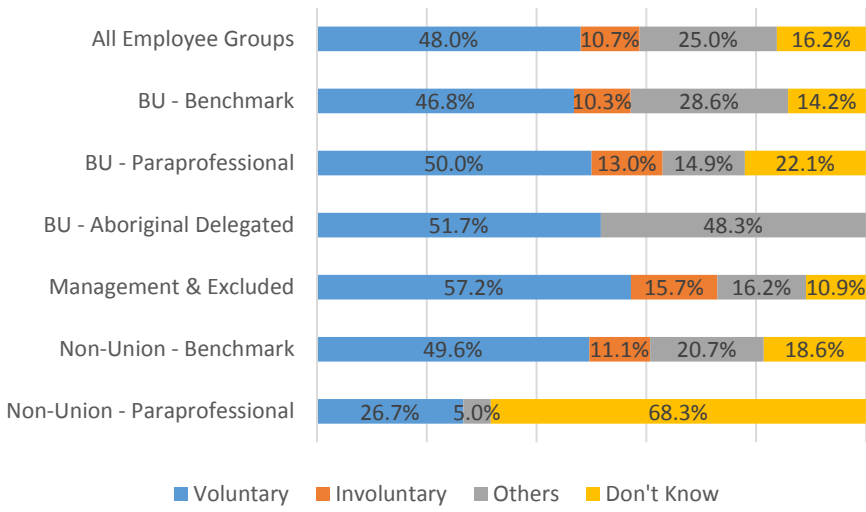


Length of Service Profile - Total

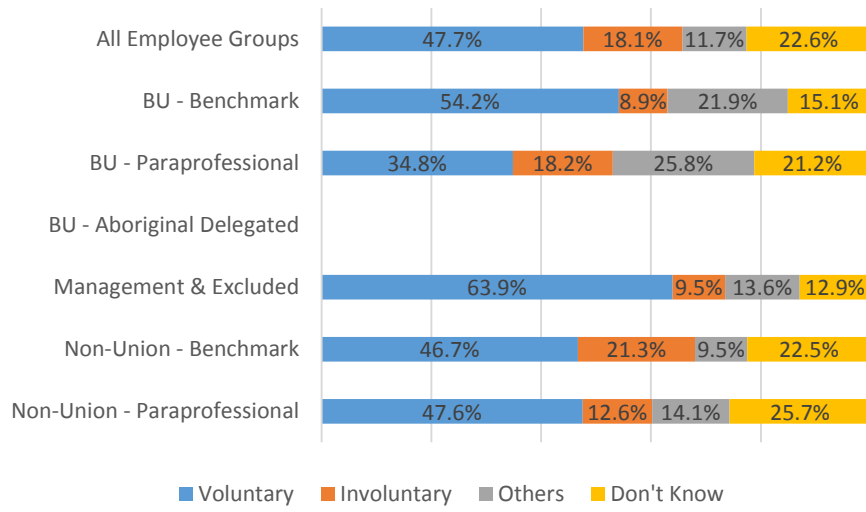


Reasons for Termination

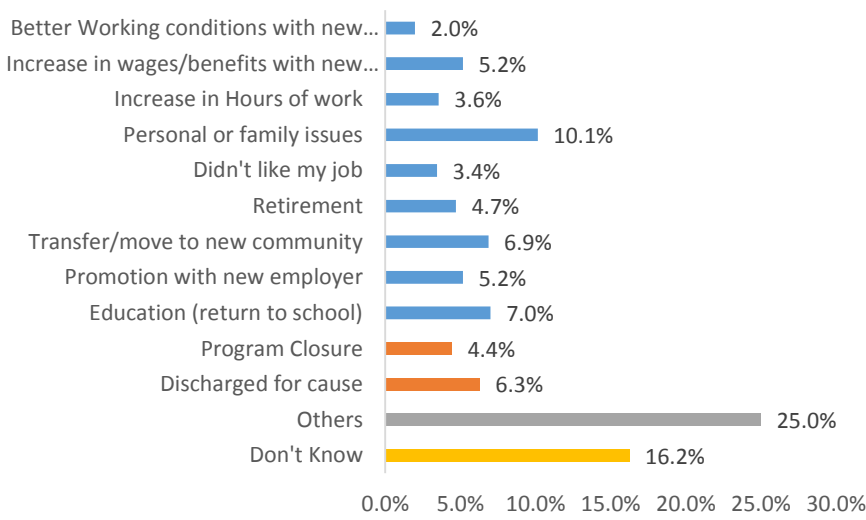
Reasons for Termination - CSSEA Members



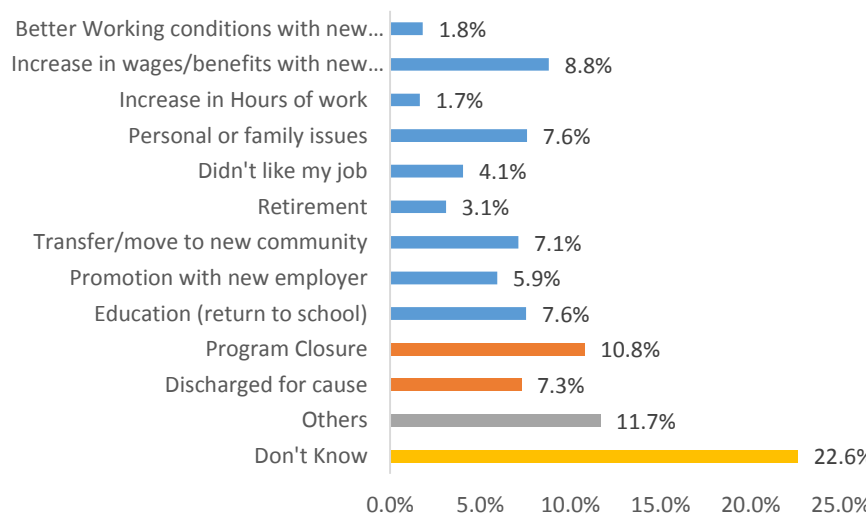
Reasons for Termination - Non-CSSEA Agencies



Reasons for Termination - CSSEA Members



Reasons for Termination - Non-CSSEA Agencies



Glossary of Terms

Active Employees

Number of active employees as of December 31, 2017, the last day of the survey period.

Terminated Employees

Number of employees whose employment contracts were terminated during the survey period, from January 1, 2017 to December 31, 2017.

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, 2017 plus the number of employees who left (terminated employees) during the time between January 1, 2017 and December 31, 2017.

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
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