

**Date:** 2022-05-24

**Subject:** **Vacancies Related to Requirement to Return to the Workplace**

**Contact:** **Cynthia Ogbarmey-Tetteh, Interim Director, Human Resources**

**Report Number:** Corporate Support Services-2022-526

**Recommendations:**

That the report titled **Vacancies Related to Requirement to Return to the Workplace** to the Committee of Council Meeting on June 8, 2022, be received.

**Overview:**

On April 6, 2022, City Council passed a resolution (C095-2022) that staff be requested to report on:

- The number of vacancies, by department, from January 1, 2022 to date, that relate to a requirement to return to on-site work.

**Background:**

In March 2020, the onset of the global COVID-19 pandemic required all City staff who were able to work remotely to do so. Front-line employees, unable to work remotely due to the nature of their work, continued to work on-site. Business continuity and services to residents were maintained through the efforts of all employees.

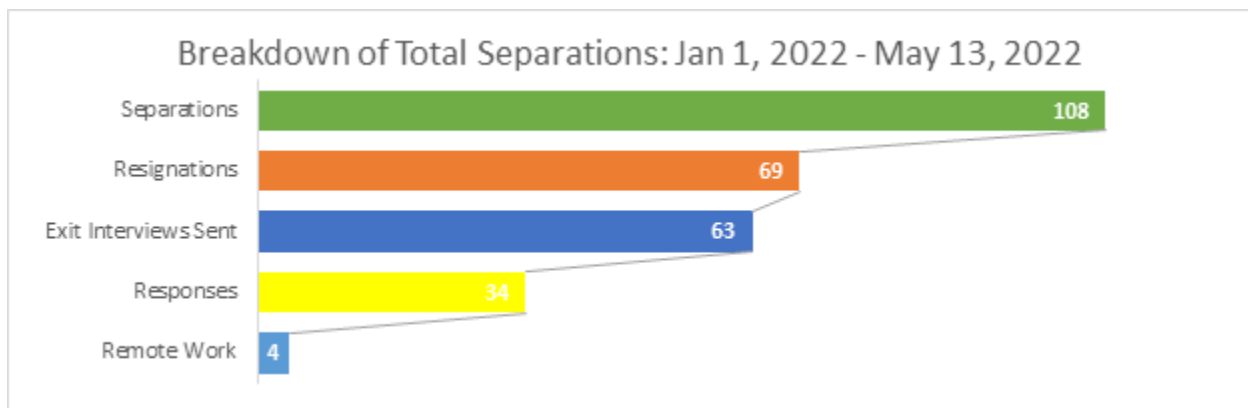
On January 4, 2022, the Flexible Work Directive and Arrangements were implemented providing employees who could work remotely the flexibility and choice in how, when, and/or where they worked. This enabled employees to manage their personal and professional responsibilities, supporting work life integration and overall well-being while allowing for service delivery.

On March 11, 2022, the Flexible Work Directive and Arrangements were put on hold with the requirement for staff to return to on-site work 2 days a week from April 4, 2022, and 3 days a week from July 4, 2022, with the possibility of hybrid work in September 2022.

## Current Situation:

From January 1, 2022 to May 13, 2022\*, employee turnover and attrition created 108 full-time permanent and temporary vacancies. Of the 108 vacancies, 69 were due to resignations and of these, 63 employees were provided with the opportunity to share reasons for their departure from the City of Brampton through exit interview surveys. Human Resources did not have the email addresses of the 6 former employees who were not provided with the exit interview survey.

- 52 of 69 were full-time permanent employees
- 17 of 69 were full-time temporary employees
- 34 of 63 completed the exit interview surveys (53.97% response rate)
- 4 of 34 who completed exit interview surveys cited the requirement to return to on-site work as the reason for resignation (11.76%).



*\*May 13, 2022 was selected to allow for the data and analysis to be reported for June 8, 2022.*

## Corporate Implications:

### Financial Implications

There are financial implications associated with filling vacancies created through employee turnover and attrition. Through research, it costs about 33% of the existing employee's annual salary to find a replacement.

### Other implications

Resignations often result in knowledge leaving the organization, as these are unplanned and may not allow for an efficient knowledge transfer before the employee leaves the organization.

## Term of Council Priorities:

This report supports Brampton being a Well-Run City through workplace modernization and a Healthy and Safe City through the promotion of health, well-being and belonging.

## Conclusion:

The City of Brampton is committed to protecting the health and well-being of City staff and the community as we continue reintegration into the workplace. Our priority remains keeping employees engaged in the workplace while delivering optimal services to the residents of Brampton through the recruitment and retention of capable staff.

Human Resources will continue to engage City staff who choose to resign from their employment with exit interview opportunities and continue to monitor reasons for resignation. Information obtained from the exit survey interviews is shared anonymously with the appropriate management level, to inform workplace changes. The Talent Acquisition Team continues to recruit to fill the vacancies caused by employee attrition and turnover while recognizing market competitiveness and the high demand for employees across all industries and sectors.

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