



## Workplace of Choice

2022 December 14



## Workforce Demographics

The City of Calgary relies on a committed and dedicated workforce to ensure Calgarians continue to receive excellent service delivery. As of November 1, 2022, there were 14,376 employees, which includes both core (permanent employees) and contingent employees at The City of Calgary (The City).

The average years of service at The City for core employees is **12.8 years** and the average age for core employees is **47.2 years**. As of November 1, 2022, **females represented 31 per cent** of the core workforce, which has remained stable over the last five years.

In the 2021 Corporate Employee Survey approximately 5,700 respondents indicated the following:

- **33 per cent** identified as belonging to an ethnic/cultural group other than white.
- **3 per cent** identified as having indigenous status.
- **7 per cent** identified as working with a disability.
- **6 per cent** identified as belonging to the LGBT community.

*This report excludes Calgary Police Service and Civic Partners.*

# Voluntary Turnover (Core)

## Overall Voluntary Turnover

The City’s voluntary turnover rate (resignation + retirements) has been consistent since 2018, except for 2021, when there were increased retirements. This was likely driven by the discontinuation of the retirement allowance.

2022 has seen a slight increase in resignations as the economy has picked up; but has not experienced a “great resignation.” These resignations have been partially offset by the sharp decline in retirements after the spike at the end of 2021 (Figure 1.0).

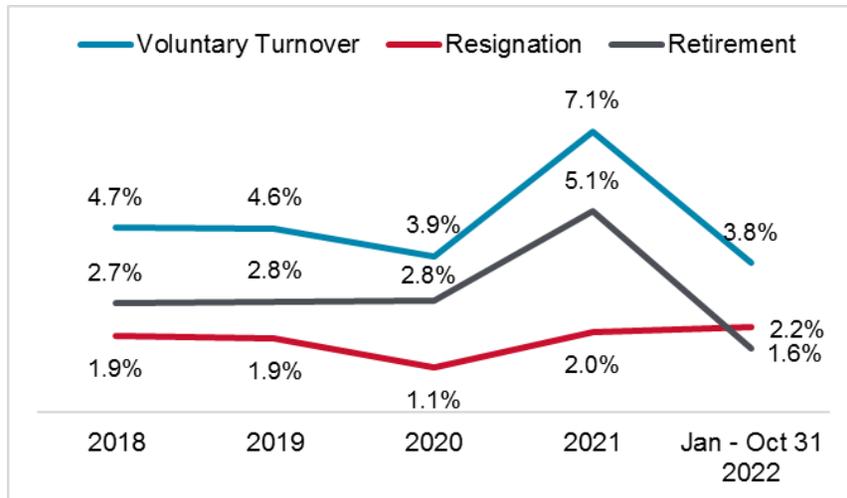


Figure 1.0 – Overall Resignation and Retirement Rates

## Voluntary Turnover Benchmarking

Even with the spike in retirements in 2021, The City’s 2021 Voluntary Turnover (resignations + retirements) rate was still slightly below the median of the municipalities participating in the Municipal Benchmarking Network Canada.

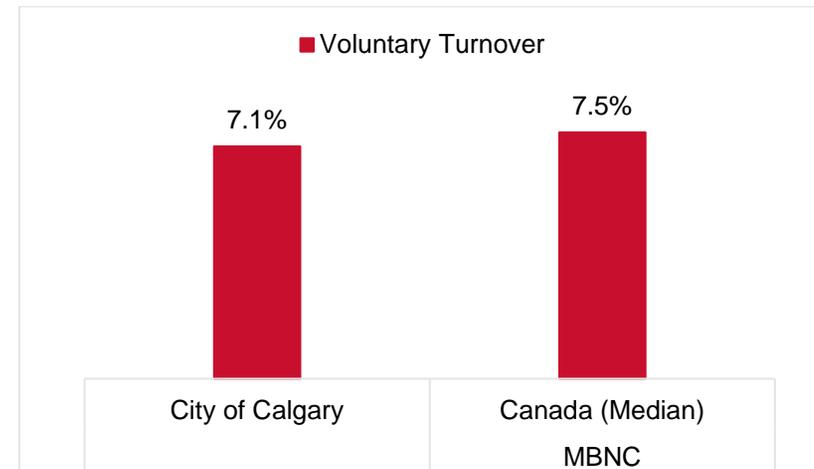


Figure 2.0 – 2021 Voluntary Turnover for The City and MBNC

## Municipal Benchmarking Network Canada (MBNC)

MBNC is a partnership between Canadian municipalities to identify and collect consistent and comparable data on their municipal service areas. Twelve Canadian municipalities, including the City of Calgary, provided voluntary turnover data for 2021. The median rate for participating municipalities is shown on the graph above. Participant municipalities included Hamilton, Waterloo, Sudbury (Greater), Durham, London, Halton, Regina, Niagara, Windsor, Winnipeg, York.

# Gender Based Metrics

## Voluntary Turnover Rate by Gender

Female voluntary turnover rates have been comparable to males, except for 2021 where the female voluntary turnover rate was 0.8 per cent higher. The difference between male and female voluntary turnover rates has narrowed year-to-date (Figure 3.0).

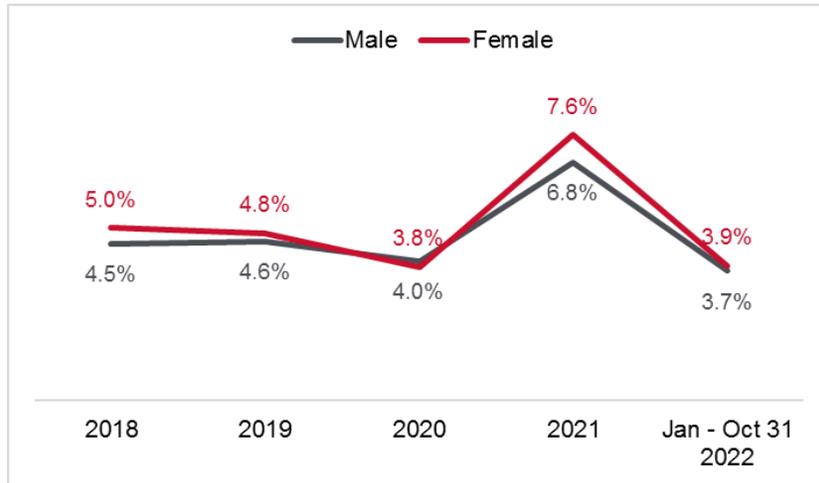


Figure 3.0 – Voluntary Turnover Rate by Gender

## Promotion Rate by Gender (Core)

In 2022 year-to-date, females have been promoted at a higher rate than males, a reversed trend compared to 2018. Over the previous three years, promotion rates for both females and males have been similar (Figure 4.0).

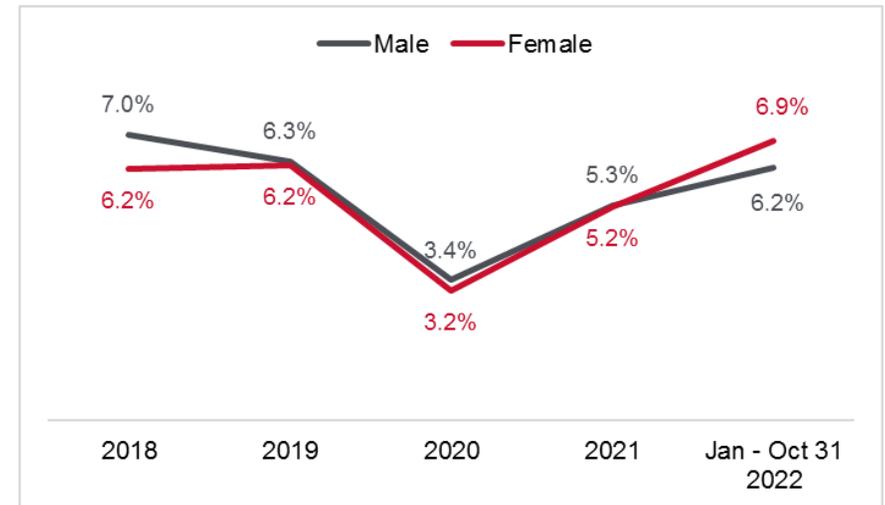


Figure 4.0 – Core Promotion Rate by Gender

## Gender Distribution

Gender distribution at The City has been stable over the last five years. Female representation in leadership has been consistently higher than overall City Administration (Table 1.0).

	November 1st									
	2018		2019		2020		2021		2022	
	Male	Female								
Executive Leadership Team (City Manager, General Managers, Chief of Staff)	60.0%	40.0%	60.0%	40.0%	55.6%	44.4%	50.0%	50.0%	44.4%	55.6%
Senior Management Team (City Manager, General Managers, Directors)	61.9%	38.1%	60.5%	39.5%	62.5%	37.5%	57.5%	42.5%	59.1%	40.9%
Corporate Management Team (City Manager, General Managers, Directors, Managers)	59.4%	40.6%	60.6%	39.4%	61.7%	38.3%	60.8%	39.2%	59.0%	41.0%
Corporate Management Team & Leaders	57.9%	42.1%	58.7%	41.3%	59.7%	40.3%	60.8%	39.2%	59.8%	40.2%
<b>City Administration</b>	<b>68.9%</b>	<b>31.1%</b>	<b>69.0%</b>	<b>31.0%</b>	<b>68.4%</b>	<b>31.6%</b>	<b>68.8%</b>	<b>31.2%</b>	<b>69.0%</b>	<b>31.0%</b>

Table 1.0 – Core Gender Distribution

# Corporate Employee Survey

## Key Indices

The Corporate Employee Survey comprises four key indices: Employee Engagement, Inclusion, Mental Health, and Safety Climate (Figure 5.0). These indices have remained stable, with a slightly positive trend over the last three years.

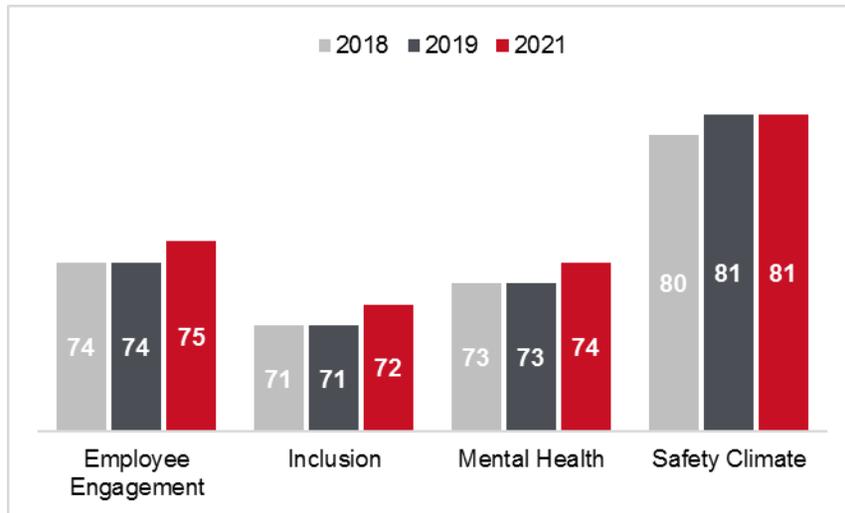


Figure 5.0 – Corporate Employee Survey Key Indices

Females rated slightly higher than males on all of the four key indices in 2021 (Figure 6.0).

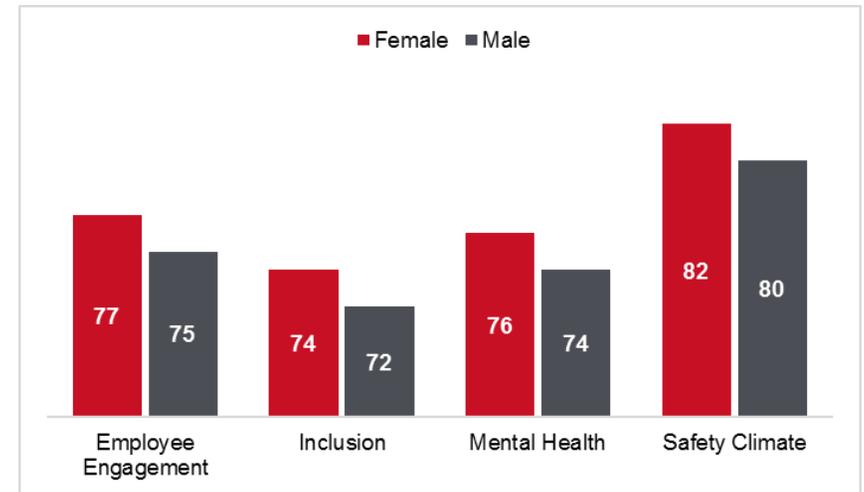


Figure 6.0 – 2021 Corporate Employee Survey Indices by Gender

*These indices are not displayed as percentages - they are on a 100-point scale where: 80 – 100 represents very positive results; 60 – 79 represents moderately positive results.*

*More than just a point-in-time view of perceptions and attitudes, the annual corporate employee survey gives leaders and all employees an important, evidence-based guide toward The City's common purpose: Making life better every day.*



## Rethink to Thrive

The Rethink to Thrive Strategy guides Administration to build a stronger, more innovative organization to support our evolving city and the changing needs of Calgarians. The two key focus areas for 2023-2026 are leadership and direction, and employee engagement.

Through our people we will focus on becoming a future-ready and resilient organization that is adaptable and agile, and able to anticipate and respond to meet the evolving needs of our city, residents, businesses, and employees.

There are several initiatives to support these key focus areas; however, this list is not exhaustive:

- Equity, Diversity, Inclusion and Belonging (EDIB) and Anti-racism continues to be a top priority at The City. It is a critical part of The City's corporate culture and anchors our commitment to the promotion of human rights, accessibility, anti-racism, equity, diversity, inclusion and belonging. It focuses us on creating a safe and inclusive public service environment where employees with diverse backgrounds, varied perspectives, skills, and experiences can collaborate to deliver exceptional public services.
- The EDIB framework and strategy are ongoing work that would enable us to embed the work across the corporation. We are in the process of rolling out the Disaggregated Data Strategy that would enable us to make evidence-based decisions. We continue to advance our commitment to Truth and Reconciliation and the actions identified in the White Goose Flying Report.
- Preliminary work is underway to re-evaluate The City's Employee Value Proposition and Marketing Strategy.
- Implementation of the Total Compensation Review and work is underway to update the exempt compensation program.
- The performance development and succession management programs further integrate learning, performance development, competencies, and the succession program for all employees.
- Exit interview improvements are underway to collect feedback and insights from departing employees to examine areas for improvement in psychological safety, improvements in equity, diversity, inclusion and belonging and working towards improved employee experience.