

Question 19-0730 - Parts XVII and XXIII REVISED

I. Actual FTE Vacancies; by whole number

KPI	Historical Data			Current Year*	Forecast**			
	2015	2016	2017	2018	2019	2020	2021	2022
Net Vacancy Count	239	185	231	204	218	218	218	218
Net Vacancy Rate	2.23%	1.68%	2.07%	1.81%	1.94%	1.94%	1.94%	1.94%

Definition:

The Net Vacancy Count is the total number of permanent positions that have been vacant for more than six months as of September 30th and are not involved in an Employee Services process such as reclassification or recruitment.

The Net Vacancy Rate is the total number of permanent positions that are vacant for more than six months as of September 30th and not involved in an Employee Services process such as reclassification or recruitment divided by the number of FTEs in the respective year.

Context

*All vacancy data reported as of September 30th except for 2016. In 2016 vacancy data was reported as of June 30th due to the budget process and operational requirements.

**Forecast based on the past two years; does not take into account external factors such as the labour market or economic conditions or changing FTE counts for 2019-2022.

II. Retention rate; by whole number

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Retention Rate (City of Edmonton)	92.8%	92.7%	94.4%	93.8%	93.6%	93.7%	93.7%	93.7%	93.7%

Definition:

The Retention Rate is the total number of permanent employees who remained in the organization in the 12 months divided by average active permanent headcount.

*Current Year is measured as Nov 2017 - Oct 2018 to provide a 12-month comparison.

**Forecast based on the past two years; does not take into account external factors such as the labour market or economic conditions.

III. Turnover rate; by whole number

KPI	Historical Data	Current Year*	Forecast**
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	2014	2015	2016	2017	2018	2019	2020	2021	2022
Turnover Rate (City of Edmonton)	7.2%	7.3%	5.6%	6.2%	6.4%	6.3%	6.3%	6.3%	6.3%

Definition:

The Turnover Rate is the total number of permanent employees who left the organization in the 12 months divided by average active permanent headcount.

Context:

A total Turnover Rate of 5-10% is considered healthy turnover.

*Current Year is measured as Nov 2017 - Oct 2018 to provide a 12-month comparison.

**Forecast based on the past two years; does not take into account external factors such as the labour market or economic conditions.

IV. Voluntary turnover rate; by whole number

KPI	Historical Data				Current Year*	Forecast**				
	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Voluntary Turnover Rate (City of Edmonton)	6.1%	6.2%	4.5%	4.9%	5.0%	5.0%	5.0%	5.0%	5.0%	

Definition:

The Voluntary Turnover Rate is the total number of permanent employees who resigned or retired from the organization in the 12 months divided by average active permanent headcount.

Context:

*Current Year is measured as Nov 2017 - Oct 2018 to provide a 12-month comparison.

**Forecast based on the past two years; does not take into account external factors such as the labour market or economic conditions.

V. Average tenure of current employees

KPI	Historical Data				Current Year*	Forecast**				
	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Average tenure of current employees. (Years)	11.25	10.72	10.51	10.59	10.49	10.54	10.54	10.54	10.54	

Definition:

Total number of years that all perm employees have been employed with the organization divided by headcount of perm employees.

Context:

The average tenure of employees has remained fairly steady over the past 5 years.

*Current Year data is measured as of October 27, 2018. All other historical years as of December 31, 2018.

**Forecast based on the past two years does not take into account external factors such as the labour market or economic conditions.

VI. Average tenure of employees who have left

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Average tenure of employees who left the organization. (Years)	11.42	11.27	11.10	10.76	11.49	11.13	11.13	11.13	11.13

Definition:

Total number of years that all permanent employees who left employment with the organization divided by headcount of such permanent employees. Includes all permanent employees who left during the time period, voluntary and involuntary turnover.

Context:

The average tenure of those who have left the organization has remained steady during the past five years, fluctuating between 10.76 years and 11.49 years.

*Current Year is a partial year of data, includes all employees who left from January to October 27, 2018.

**Forecast based on the past two years does not take into account external factors such as the labour market or economic conditions.

VII. Number of employees taking early pension

KPI	Historical				Current Year*	Forecast			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Headcount of Regular Retirement	43	55	61	52	65	50-70	50-70	50-70	50-70
Headcount of Early Retirement	180	194	147	160	154	180-200	180-200	180-200	180-200
Total Retirements	253	284	238	234	229	230-270	230-270	230-270	230-270

Definition:

Regular Retirement is defined as employees who have reached age 65 prior to retirement; Early retirement occurs prior to reaching age 65. Both may include employees who were on leave at the time they chose to retire.

Context:

Retirement indicates the employee has left employment and is eligible for a pension. It is a personal choice as to when to begin collecting the pension. Neither employees nor Alberta Pension Services are required to inform the City of Edmonton regarding when individuals chose to start taking their pension.

*Current Year is a partial year measured from January to October 27, 2018.

**Forecast is based on the average of 2014-2017

VIII. Early turnover (employees leaving within 1 year); by whole number

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
1st Year Turnover Rate (City of Edmonton)	17.9%	16.8%	12.5%	13.9%	17.8%	16.8%	16.8%	16.8%	16.8%

Definition:

The 1st Year Turnover Rate is the number of permanent employees who left for any reason who had less than 1 year of service, as a percentage of all those with less than 1 year of service.

Context:

**Current Year is measured as Nov 2017 - Oct 2018 to provide a 12-month comparison.

**Forecast based on the average of the past two years does not take into account external factors such as the labour market or economic conditions.

IX. New hire failure rate; by whole number

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
1st Year Involuntary Turnover Rate (City of Edmonton)	3.9%	5.3%	4.5%	6.2%	6.7%	6.5%	6.6%	6.5%	6.5%

Definition:

The 1st Year Involuntary Turnover Rate is the number of permanent employees who failed probation, were dismissed or died with less than 1 year of service, as a percentage of all those with less than 1 year of service.

Context:

*Current Year is measured as Nov 2017 - Oct 2018 to provide a 12-month comparison.

**Forecast based on the average of the past two years, does not take into account external factors such as the labour market or economic conditions.

X. Dollars of revenue lost due to position vacancy days

Vacancies should not impact revenue generation; facility operations and the level of service provided to citizens remains consistent. When a vacancy occurs there are several supports available to supervisors to manage workload such as hiring short term temporary support through the 90 day hiring processes, the staff support service which provides short term clerical support or through managed overtime.

XI. Healthcare costs per employee

KPI	Historical Data				Current Year	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Employees with dependents	\$2067	\$2315	\$2217	\$2405	\$2610	\$2809	\$3037	\$3283	\$3546
Employees without dependents	\$926	\$1033	\$995	\$1081	\$1175	\$1267	\$1371	\$1483	\$1603

Context: Benefits are bargained by collective agreement and therefore benefit coverage varies across each. Rate premiums are dependent on benefit coverage and employee determined factors such as dependent coverage. The numbers provided are the average benefit rate/ premium per employee for Major Medical and Dental. Group Life insurance and Health Spending are not included.

The numbers provided are based on assumptions used to calculate the budgeted personnel costs.

XII. Employee absenteeism; by whole number

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Absence Ratio	14.1%	13.9%	13.7%	14.3%	14.5%	14.4%	14.4%	14.4%	14.4%

# of New LTD cases by Year (Headcount)	117	150	157	203	98	157	157	157	157
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Definition:

The total number of new Long-Term Disability cases opened in the year.

Context:

The Long-Term Disability count is lower for the Current Year compared to previous years in part due to only having 10 months of time to measure compared to the full 12 months of the previous years.

*2018 is a partial year measured from January to November 16, 2018.

**Forecast based on the average of the past four full years of data (2014-2017).

XV. Lateral employee changes; by whole number

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
	Lateral Move Events Rate (Permanent Employees)	6.20%	6.30%	4.50%	5.40%	6.10%	5.75%	5.75%	5.75%

Definition:

The number of lateral moves by permanent employees within the organization during the time period as a percentage of average headcount. Only includes lateral movements due to a recruitment competition. Does not include lateral moves that may occur as part of reorganization.

Context:

The percentage of lateral moves is lower for the Current Year compared to previous years in part due to only having movements to measure for 10 months compared to the full 12 months of the previous years.

*2018 is a partial year, measured from January to October 27, 2018.

**Forecast based on the average of the past two years.

XVI. Timesheet/scheduling match

Each operational area manages employee schedules. There is currently no central source of information that allows us to compare scheduled work to actual time worked. Two indicators of variances to schedules are the use of sick time and unscheduled overtime. When managed effectively, overtime is a legitimate tool utilized to address work such as emergencies and peaks in work volumes. The Administration maintains a sustained focus on overtime management through regular oversight reporting in this area. In addition to the fiscal reasons for properly managing overtime, excessive overtime hours worked are monitored at the individual employee level to manage the associated health and safety risks.

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
	Sick Hours per Perm FTE	70.05	69.3	73.29	79.08	68.18	76.2	76.2	76.2
Overtime Hours per FTE	35.34	34.84	23.55	27.91	23.99	25.73	25.73	25.73	25.73

Definition:

The average number of sick leave hours taken per Permanent FTE during the time period.

The average number of overtime hours taken per FTE during the time period.

Overtime Hours per FTE includes all overtime incurred during the time period. It may be banked to be paid or taken in lieu at a later time. Excludes overtime paid out for Emergency Response (such as the Slave Lake fire).

Context:

The Hours per Perm FTE is lower for the Current Year compared to previous years in part due to only having 10 months to measure compared to a full 12 months in the previous years.

*2018 is a partial year measured from January to October 27, 2018.

**Forecast based on the average of the past two full years of data (2016 and 2017).

XVII. Overtime cost per employee - REVISED

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
	Overtime Cost per FTE	\$3131	\$2828	\$2904	\$2271	\$1796	\$2423	\$2365	\$2391

Definition:

Overtime Costs per FTE is the total actual cost of overtime divided by the total FTE.

Context:

Includes all overtime paid out during the time period, including overtime as part of emergency response, such as the Slave Lake Fire.

When managed effectively, overtime is a legitimate tool utilized to address work such as emergencies

and peaks in work volumes. The Administration maintains a sustained focus on overtime management through regular oversight reporting in this area. In addition to the fiscal reasons for properly managing overtime, excessive overtime hours worked are monitored at the individual employee level to manage the associated health and safety risks.

*2018 is a partial year, actual overtime as reported in SAP as of October 31, 2018. Overtime per FTE will increase as overtime is used in November and December.

**Forecasted Overtime Costs are based on budgeted overtime costs.

***Overtime Actuals and Budget excludes Police, Library and Boards and Authorities.

XVIII. Average time until promotion

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Time since promotion (Perm) in Years	5.78	5.89	6.10	6.48	6.70	5.75-6.5	5.75-6.5	5.75-6.5	5.75-6.5

Definition:

Time since promotion is the average length of time that has passed since last promotion for Permanent employees. This is calculated at the end of the time period. This calculation only includes employees who have a promotion event recorded at some point in time. Employees who have never been promoted are not included in this calculation.

Context:

*2018 data is as of October 27, 2018.

**Forecast based on the average of the past five years of data (2014-2018).

XIX. Number of internal applicants applying for promotion; by whole number

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Internal Applicant Ratio	10.2%	9.0%	8.9%	9.9%	10.6%	10.3%	10.3%	10.3%	10.3%
# of Internal Applicants	13,625	16,345	17,905	16,730	13,521	16,000	16,000	16,000	16,000

Definition:

Internal Applicant Ratio is the number of Internal Applicants divided by Total Number of Applicants.

The Number of Internal Applicants is based on the actual submissions completed using the City of Edmonton's Internal Career Site.

Context:

Requisitions for bulk hiring processes, such as Seasonal, Firefighter, and Transit Operator positions are excluded from this calculation.

*2018 is a partial year based on all applications submitted between January to November 16, 2018.

Applications are counted in the time period in which the application was completed, independent from when the requisition was first sourced.

**Forecast of Internal Applicant Ratio based on the average of the past two years. Forecast of the Number of Internal Applicants is a rough estimate based on total applicants.

XX. Offer acceptance ratio

KPI	Historical Data				Current Year*	Forecast			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Accepted Offers Ratio	99.95%	99.08%	99.32%	99.13%	98.40%	98.8%	98.8%	98.8%	98.8%

Definition:

Accepted Offers Ratio is calculated as the number of written offers accepted divided by the Total Number of Offers extended in a given time period.

Context:

Requisitions for bulk hiring processes, such as Seasonal, Firefighter, and Transit Operator positions are excluded from this calculation. All requisitions, (closed or still open), with Total Number of Offers greater than zero (> 0) are counted.

All offers are verbally extended prior to the written offer creation.

*2018 is a partial year measured from January to November 16, 2018.

XXI. Cost per hire

KPI	Historical Data				Current Year*	**Forecast			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Cost Per Permanent Hire	\$2,631	\$2,718	\$3,005	\$3,581	\$3,423	\$2,937	\$3,000	\$3,049	\$3,049

Definition:

Cost per Permanent Hire is calculated as the total internal costs and external costs for recruitment divided by the number of permanent hires. Internal costs include salary costs of the Recruitment team and hiring managers. External costs include advertising, online job board fees and annual licensing fees for the recruitment and onboarding system.

Context:

*2018 is a partial year measured from January to November 16, 2018. The total number of permanent hires will increase between November 16th and year end, thus reducing the costs per permanent hire for 2018.

**Forecast of the number of permanent hires is based on an average number of permanent hires during the past two full years (2016-2017). The forecast of recruitment costs is based on the corporate recruitment costs as per the 2019-2022 budget.

XXII. Average time to hire

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Time to Fill (Days)	50.9	48.8	49.8	50.5	48.8	49.8	49.8	49.8	49.8

Definition:

Time to Fill is calculated as the average number of days from when a requisition is posted (first sourcing date) to when an offer is extended (latest offer date).

Context:

Requisitions for bulk hiring processes, such as Seasonal, Firefighter, and Transit Operator positions are excluded from this calculation. This metric uses a 12-month trailing average to minimize the effects of seasonality.

**Current Year is measured as Nov 2017 - Oct 2018 to provide a 12-month comparison.

**Forecast based on an average of the past five years (2014-2018).

XXIII. Training spent per employee - REVISED

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Training Costs per Employee	\$400	\$378	\$316	\$324	\$291	\$308	\$306	\$303	\$301

Definition:

Total internal and external actual training costs as identified by cost element in SAP divided by the total employee headcount. Excludes Police, Library and Boards and Authorities.

Context:

Both permanent and temporary employees require mandatory internal training. Training costs are measured per headcount rather than per FTE because mandatory training is required for every employee, even if they work a partial FTE.

*Current Year Training Costs are as of October 31, 2018. Headcount for all years is as of June 30th to capture the high point in temporary employee headcount.

**Forecasted Training Costs are based on average total training costs for the past two full years (2016 and 2017), divided by the forecasted headcount. Forecasted headcount is based on a 0.7% increase in permanent employee headcount as per the average of the past two years.

XXIV. Alternative estimated cost per voluntary exit

KPI	Historical Data				Current Year*	Forecast**			
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Voluntary Turnover Count	519	548	411	454	474	464	464	464	464
Estimated Cost of Voluntary Turnover (\$ Millions)	\$19.6 to \$29.4	\$21.7 to \$32.5	\$16.9 to \$21.3	\$20.0 to \$29.9	\$21.2 to \$31.7	\$19.8 to \$29.8	\$19.8 to \$29.8	\$19.8 to \$29.8	\$19.8 to \$29.8

Definition:

Cost of voluntary turnover is measured as a range of 50% to 75% of the total base salary of those who left the organization voluntarily during the time period.

Context:

The cost of voluntary turnover measures the costs associated with recruiting, hiring, onboarding and training a new employee. The cost of voluntary turnover varies by position depending on the role in the organization, the level and complexity of the job, how difficult it is to find a suitable candidate in the labour market and train a replacement. The Society for Human Resource Management (SHRM) estimates the cost of voluntary turnover across an organization as 6-9 months (50%-75%) of the base annual salary of the person leaving.

**Current Year is measured as Nov 2017 - Oct 2018 to provide a 12-month comparison.

**Forecast of Voluntary Turnover Count is based on an average of the past two years (2017-2018). Forecast on the Cost of Voluntary Turnover is based on the average of the bottom and top of the range over the past five years as this is dependent on which positions actually experience turnover.