



# WORKFORCE HEALTH UPDATE

Report End Date	Topic	Prepared By
December 31, 2025	2025 Annual Workforce Update	Human Resources

## KEY UPDATES

- We launched a co-created Employee Value Proposition (EVP) that clearly explains what the Town offers employees and helps attract, engage, and retain staff.
- Results from our updated employee survey show better well-being and workplace culture, including less stress, higher satisfaction with time off and pay, and better understanding of Town decisions. This reflects positive progress since the comprehensive survey of three years ago.
- We launched a succession planning readiness survey with leaders to help determine key focus areas when rolling out a new succession planning framework.
- The Town successfully completed multiple safety and compliance reviews, including safety system audits, multiple provincial health and safety inspections, and a WCB audit, with no penalties issued.

## WORKFORCE STAFFING

	2025	2024	% Change	Difference	
<b>Total Hires<sup>1</sup></b>	<b>124</b>	<b>90</b>	<b>38%</b>	<b>34</b>	<b>↑</b>
<i>Permanent Hires</i>	37	33	12%	4	↑
<i>Casual Hires<sup>2</sup></i>	87	57	53%	30	↑

Source(s): Human Resources Reporting Tool; Data Effective Dec 31, 2025; Data Extracted March 2026.

### ANALYTICAL COMMENTARY:

- The majority of permanent positions filled in 2025 were due to new positions or vacancies created through normal turnover. Of the positions filled, 35% were filled with internal candidates.
- Hiring activity for casual staff shows an increase largely due to the backfilling requirements of vacancies and leaves. A small number was to support the Waste Solutions team with a one-time surge in temporary staffing and logistics to distribute new bins community-wide. These numbers reflect employee counts, not the number of postings or FTE.

<sup>1</sup> Talent acquisition figures are derived from seniority dates in the HR payroll system and reflect only true new hires. Contract renewals, and returns from leave are excluded from this count. Additionally, minor discrepancies may occur due to historical limitations in employment date tracking with this system.

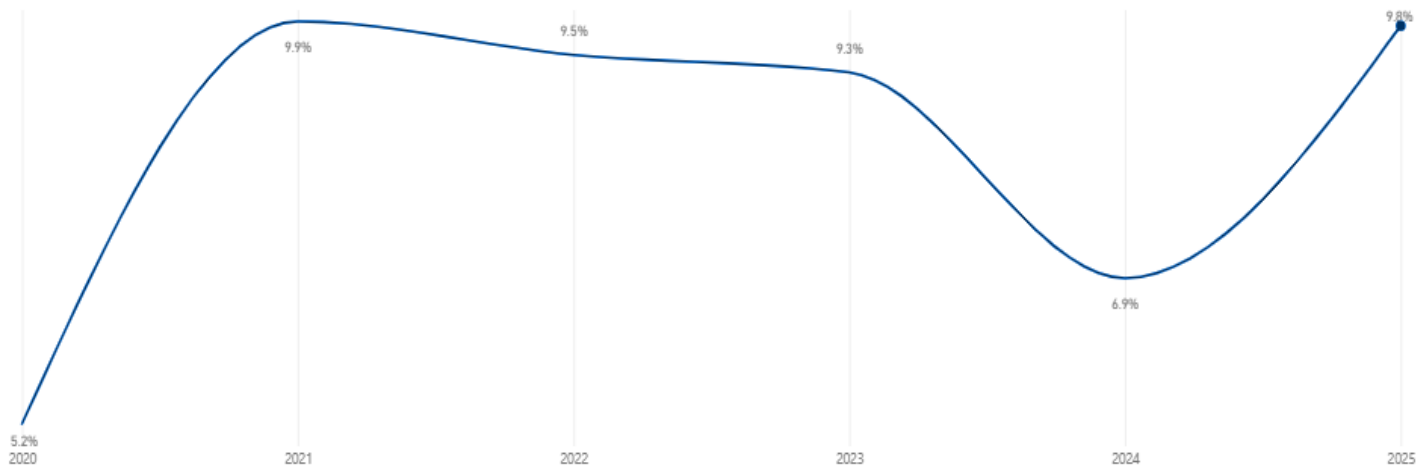
<sup>2</sup> 'Casual' refers to non-permanent positions. The number of casual staff hired within the period does not reflect changes to casual FTE, but rather headcount.

## WORKFORCE STABILITY


	2025	2024	% Change	Difference	
<b>Total Departures</b>	<b>110</b>	<b>90</b>	<b>22%</b>	<b>20</b>	<b>↑</b>
<i>Permanent</i>	28	18	56%	10	↑
<i>Casual</i>	82	72	14%	10	↑

Source(s): Human Resources Reporting Tool; Data Effective Dec 31, 2025; Data Extracted March 2026.

Figure 1 – Annual Turnover (Permanent Employees)



Source(s): Human Resources Reporting Tool; Data Effective Dec 31, 2025; Data Extracted March 2026.

	2025	2024	% Change	Difference	
<b>Grievances</b>	2*	1	100%	1	↓
<b>Claims</b>	0	1	100%	1	↓
<b>Human Rights</b>	0	0	0%	0	-
<b>Formal Complaints</b>	1	4	75%	3	↓


Source(s): HR Files; Data Effective Dec 31, 2025; Data Extracted March 2026. \* One grievance was withdrawn.

### ANALYTICAL COMMENTARY:

- The Town experienced a higher number of retirements in our permanent employee group versus 2024
- The YTD **turnover rate** for 2025 was **9.8%** based on the average permanent employee headcount of 284.5.<sup>3</sup>
  - This annual turnover rate is a return to normal turnover (~9% annually) compared to the 6.9% from 2024.
  - The **voluntary turnover rate** for 2025 (retirements and resignations) was approximately **6.7%**. In the public sector, 5-8% voluntary turnover is ideal with less than 10% considered healthy.

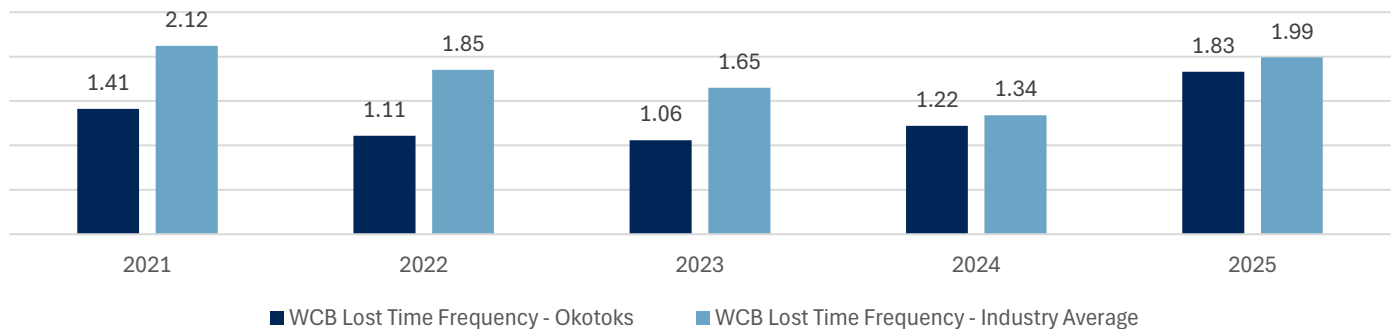
<sup>3</sup> Average Permanent Employee Headcount is calculated as the average between that start of year head count and end of year headcount.

## WORKFORCE HEALTH & WELLNESS

	2025	2024	% Change	Difference	
<b>WCB Lost Time Frequency Rate<sup>4</sup></b>	1.83	1.22	50%	.61	↑
<b>WCB Average Cost per Lost Time Claim<sup>5</sup></b>	\$4.9k	\$21k	76%	\$16.1k	↓
<b>Avg Days Lost Sick per Employee<sup>6</sup></b>	5.18	4.8	8%	.38	↑
<b>Avg Sick Cost per Employee</b>	\$1.94k	\$1.7k	14%	\$.24k	↑

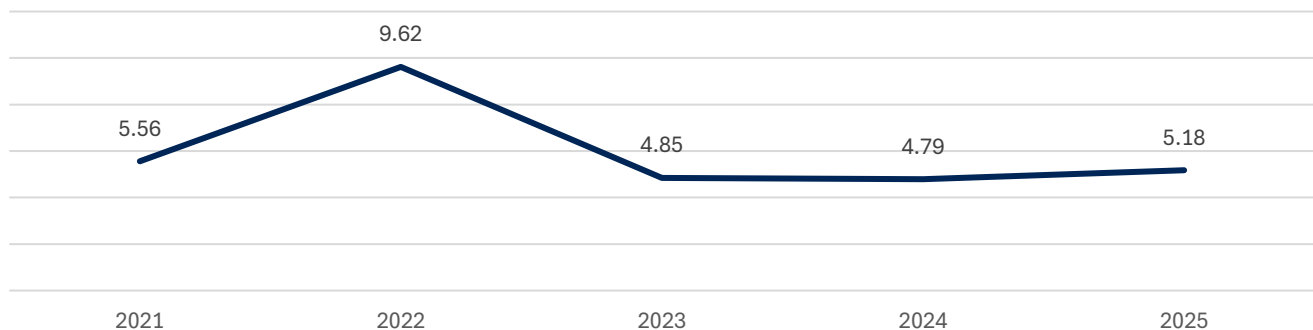
Source(s): Human Resources Reporting Tool; Data Effective Dec 31, 2025; Data Extracted March 2026.  
 WCB Employer Synopsis Report; Data Effective Dec 31, 2025; Data Extracted March 2026

Figure 2 - WCB Lost Time Frequency Rate



Source(s): WCB Employer Synopsis Report; Data Effective Dec 31, 2025; Data Extracted March 2026

Figure 3 - Average Annual Days Lost per Permanent Employee



Source(s): Human Resources Reporting Tool; Data Effective Dec 31, 2025; Data Extracted March 2026.

<sup>4</sup> WCB data is effective as of July 2025. WCB Employer Synopsis Report does not report YTD values for LTFR from prior periods to compare, as such comparing data from last year will only be available for annual reporting.

<sup>5</sup> WCB data is effective as of July 2025. WCB Employer Synopsis Report does not report YTD values for CLTC from prior periods to compare, as such comparing data from last year will only be available for annual reporting.

<sup>6</sup> Average Days Lost is calculated using the total sick time taken by permanent staff in a given period, which is defined as general sick and short-term disability (coded as weekly indemnity). This sick time is converted to days lost using the employee's working schedule, and the total days lost figure is divided by the average permanent employee count for the period to ensure the figure is relative to employee population change.


## Analytical Commentary:

- WCB and casual sick statistics incorporate updated WCB industry averages and sector benchmarks, providing a clearer comparison of how the Town of Okotoks performs relative to peer municipalities.<sup>7</sup>
  - The industry rate for Lost Time Frequency Rate (LTFR) for 2025 was **1.99** – indicating that the Town’s performance was better than industry average.
  - The industry cost per lost time claim for 2025 was **\$10.9K**, indicating that the Towns’ average cost was much better than the industry average.
  - Statistics Canada and municipal comparator data indicate Alberta municipalities typically average 8–10 sick days per employee annually, varying by service type and operational demands. Comparatively, the Town performed better, with lower average sick days.

## WORKFORCE ENGAGEMENT

Following the 2022 Employee Values Survey, the Town of Okotoks implemented a series of improvements to strengthen its workplace and support service delivery. Actions included establishing a clear Employee Value Proposition, introducing flexible work options, bringing pay and benefits to the market median, and updating people-related policies for greater consistency and clarity. The Town also provided additional support to leaders and committed to seeking ongoing employee feedback to support a stable, sustainable workforce.

In 2025, the Town partnered with Advantis Research Group to deliver a refreshed employee value survey to support alignment of the Employee Value Proposition with employee needs and expectations. Key findings and expanded details resulting from that survey have been included below:

	2025*	2022	Absolute Change	
<b>Likelihood to Recommend the Town as an Employer</b>	79%	68%	11	↑
<b>Proud to Work for the Town</b>	83%	75%	8	↑
<b>Quality of Life in Business Centre</b>	83%	New 2025		

\*Values shown are Top 2 percentage points. Prior reporting for 2022 survey showcased top 3 percentage points.

KEY IMPROVEMENTS IN 2025 COMPARED TO 2022	Positive Improvement from 2022
<b>Negative work stress impact on mental health</b>	29% ↓
<b>Satisfaction with time off</b>	24% ↑
<b>Satisfaction with compensation and benefits</b>	21% ↑
<b>Employees feeling informed about what affects them</b>	21% ↑

Source(s): Advantis Survey Final Report Q3 2025

## WHAT’S NEXT

1. Strengthen employee retention and attract talent, by taking clear action on the Employee Values Survey results using a two-pronged approach:
  - a. establish business centre specific action plans (complete)
  - b. create the corporate action plan for the organization (Q2 2026)
2. Leadership development and succession planning remain a key focus for the organization.

<sup>7</sup> Town of Okotoks WCB Industry is Municipal Government, Education and Health > Towns - 95101