



pMaking a difference...together

**APPENDIX H
HUMAN RESOURCES TRENDS AND CORPORATE SAFETY
OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, APRIL 9, 2025**

Capital Regional District (CRD) Administration provides the Board regular updates on the state of Human Resources at the CRD as part of the service planning process. In addition, the Board receives quarterly updates. CRD information is compared to industry averages, as recorded through the *HR Metrics Services™* program, for which the CRD is a member. This report is for the fourth Quarter of 2024, with some trending information, as metrics details lag given reporting times through the metrics service.

1. Workforce Composition and Turnover

The Chief Administrative Officer submits a Staff Establishment Chart (SEC) annually together with the Financial Plan for consideration of approval by the Board. For 2024, the SEC identified 786.94 FTE's – 756.94 regular ongoing and 30 regular term positions (with terms ranging from one to five years, with the majority being two years or longer) – and for 2025, the SEC identifies 848.14 FTE's (810.14 regular ongoing and 38 regular term positions). The CRD also has 532 auxiliary staff, with most of these staff working in Parks and Recreation where we see a number of seasonal opportunities. In addition, the CRD engages almost 1,500 registered volunteers to assist in the support of many of its services and programs including volunteer fire services and emergency response and support. 89.8% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff is 8.8 years and 45.4 years respectively, and this has been relatively consistent year over year. Turnover rates for the first quarter are trending consistent with previous years' quarters, with retirements accounting for approximately 29% of all employee turnover. This turnover and retirement trend will be monitored closely over subsequent quarters.

Table 1:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
Total Unionized Workforce (all staff)	Q1: 89.6% Q2: 89.7% Q3: 89.9% Q4: 89.4%	89.7%	82.9%	90.1%	78.9%
Average Length of Service (regular staff)	Q1: 8.9 years Q2: 8.8 years Q3: 8.7 years Q4: 8.8 years	8.8 years	10.7 years	9.1 years	10.8 years

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
Average Employee Age (regular staff)	Q1-3: 45.3 yrs Q4: 45.5 yrs	45.4 years	46.6 years	45.5 years	46.7 years
Turnover Rate / Retirement Rate (regular staff)	Q1: 3.1% (1.5% retire.) Q2: 2.0% (0.7% retire.) Q3: 2.3% (0.3% retire.) Q4: 1.7% (0.4% retire.)	9.1% (2.6% retirements)	7.7% (2.0% retirements)	8.3% (1.8% retirements)	8.4% (1.7% retirements)

2. Job Opportunities

In 2024, 351 job postings for 568 individual job opportunities were posted, with 6,852 applications received. As of writing, there are 48 job postings under active recruitment and listed on the CRD’s website, inclusive of 22 auxiliary job postings. The CRD continues to actively modify its recruitment strategies and approaches as needed to better attract and retain staff especially in the hard-to-fill market positions, and recruitment strategies form a key aspect of the CRD’s People, Safety and Culture Strategic Plan.

Significant workplace onboarding and orientation is undertaken for all new employees. In addition to the workplace orientations and required training programs, all new employees attend the regular twice per month onboarding sessions which are geared to inform and engage new staff early in their CRD careers. Since implementation, 1,206 new employees have been oriented under this program.

Table 2:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
Job Opportunities (all staff)	Q1: 126 Q2: 277 Q3: 35 Q4: 130	568	N/A	488	N/A

3. Absenteeism and Occupational Health and Safety

As an essential service, the CRD closely monitors the impact of absenteeism and takes appropriate measures to ensure essential operations are maintained. The CRD measures and monitors absenteeism by both its sick leave usage and safety ratings and has commenced a comprehensive

disability management program aimed at early intervention and proactive and positive return to work programs. The CRD is continuing its proactive disability management efforts to ensure costs of absenteeism are appropriately managed, and employees are actively engaged early in return-to-work measures to aid in their recovery to work from illness, as well as its proactive healthy workplace program focused on providing employees personal tools to keep them healthy.

Typically, sick leave absenteeism rates will be higher in Quarters 1 and 4 of a year given higher levels of cold-and-flus in the community. Quarter 4, 2024 was consistent with this normal trend. Sick leave usage is closely monitored through our comprehensive leave management programs.

Table 3:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
Absenteeism (Sick Leave) Rate (regular staff)	Q1: 4.6% Q2: 4.6% Q3: 4.1% Q4: 4.4%	4.4%	4.4%	3.6%	4.3%

With our proactive focus on safety, absences related to workplace illness or injury remain far below those of industry. This has also resulted in the CRD being in a positive (merit) position with WorkSafeBC resulting in a lower-than-industry Employer Rating Assessment (ERA). The ERA is the premium WorkSafeBC charges employers based on their claims experience over the previous three-year period.

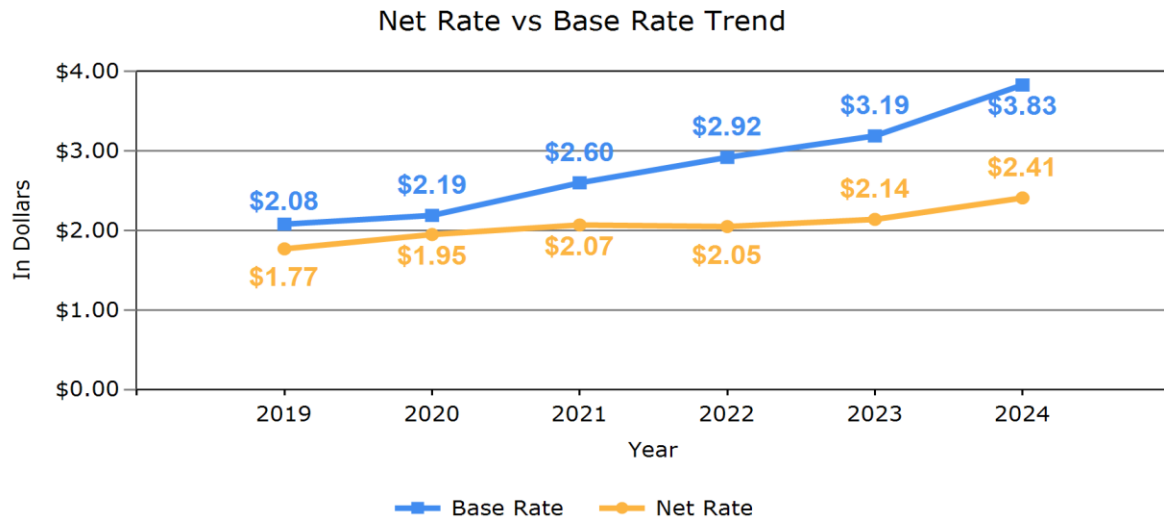
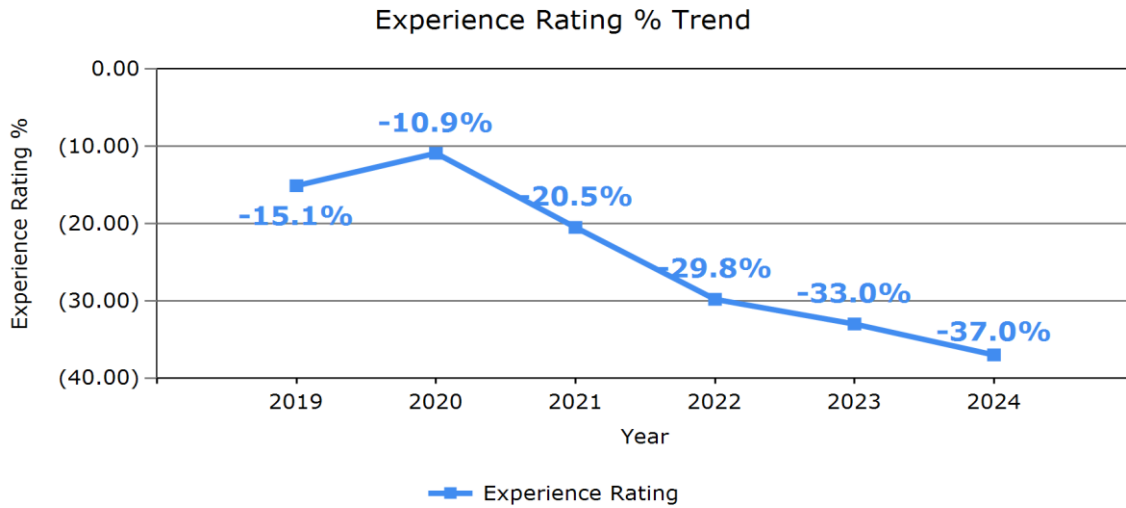
Local government industry WorkSafeBC base rates have increased 81% since 2019 (from 2.08% to 3.76% in 2025). Despite this base trend, the CRD’s Actual ERA (“Net Rate”) remains consistently below the rate for industry as a result of our proactive and diligent safety program. For 2024, the CRD’s total Net Rate with WorkSafeBC, inclusive of our industry leading Certificate of Recognition (CoR) certification, was 47% below the base rate for the industry, which corresponds to a savings to the CRD of over \$1,300,000 in WorkSafeBC premiums for 2024. For 2025 we are receiving a further reduction in rates, to 2.35%, which is 47.6% below the base rate.

Table 4:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
WorkSafeBC Employer Rate (all staff)	All 2024 = 2.41% less 10% ¹	2024 = 2.41% less 10% ¹ 2025 = 2.35% less 10% ¹	2024 = 3.83% 2025 = 3.76%	2.14% less 10% ¹	3.19%

¹ CoR certification further reduces the Employer Rate by an additional 10%

Table 5:



4. People, Safety and Culture Strategies

Earlier this year the CRD introduced and implemented a comprehensive People, Safety and Culture Strategic Plan. Aligning with the Corporate Plan and Board Strategic Priorities and over the next four years, significant focus will be placed on enhancing efforts around our people and culture. Included in the Plan are robust strategies and outcomes around: Equity, Diversity, Inclusion and Accessibility; Organizational Capacity; Talent Excellence; Employee Experience and Recognition; Talent Acquisition; and People, Safety and Culture Excellence. The Plan has sixty-six (66) actions over a 4-year period, and the CRD remains on track to implement these as scheduled. A copy of the Strategic Plan is [here](#).

5. Awards and Recognition

On March 8, 2025, Navdeep (Nav) Gill, the CRD's Manager of Occupational Health and Safety within our People, Safety and Culture division, was recognized as one of Canada's Top Female Safety Leaders by Canadian Occupational Safety. This prestigious award recognizes and celebrates the achievements of female leaders in occupational health and safety (OHS) field in Canada and aims to highlight the contributions of women who are making a difference in the OHS sector. We are truly proud of Nav for this extraordinary achievement, and for her continued leadership and professional expertise in the field of safety.

CONCLUSION

The CRD continuously monitors human resource organizational health, and proactively modifies and adapts human resource programs and systems where trends may show challenges arising. Overarching to this is the newly implemented People, Safety and Culture Strategic Plan for 2024-2027. While there continues to be no significantly concerning organizational health trends based on metrics information, the CRD continues to monitor environmental factors affecting the workplace and workforce closely and adapt workplace practices and programs to continue to ensure essential services are maintained.