

ACDS 2017 Annual Workforce Survey

Provincial Workforce Profile

March 2018

**Alberta Council of
Disability Services**



Acknowledgements

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About ACDS

The Alberta Council of Disability Services (ACDS) is a non-profit association of community-based service providers supporting individuals with disabilities.

Vision: People with disabilities live full lives as citizens supported by a vibrant network of services in their communities.

Mission: ACDS is the collective voice of our members, advancing excellence and best practices, advocating for effective public policy, and championing professional disability services.

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**Alberta Council of
Disability Services**



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Executive Summary

Introduction

The ACDS Annual Workforce Survey is a vital source of information about the workforce profile and turnover in Alberta's Community Disability Services (CDS) sector.

This report is based on 2017 calendar year data provided by 46 ACDS member organizations from across the province (31% response rate). Survey results are generalizable to the overall CDS sector.

Organizations in the sample supported an estimated 4,100 individuals in 2017, with a workforce of 4,500-4,700 employees. Over 6.5 million hours in wages were paid out, for 3,241 full-time equivalent (FTE) employees. On average, 87% of the total revenues of the organizations came from the government of Alberta Persons with Developmental Disabilities Program (PDD); fundraising and social enterprises were the next highest revenue source (4%).

Workforce Profiles

Gender: Close to 80% of the CDS workforce in 2017 was female.

Age: Employees aged 25 to 44 years have been the largest and steadily growing proportion of employees over the past three years, ranging from 46.3% in 2015 to 52.3% in 2017.

Education: There was an almost equal number of employees in 2017 with a high school education, a certificate, a diploma, or a Bachelor's degree. The proportion of employees with just high school appears to have declined significantly in 2017 compared to the previous two years.

Employment Status: Just over half the employees worked full time in 2017, a trend similar to the previous two years. There were 2,049 part-time and 2,393 full-time employees reported for January 1 2017; and 2,218 part-time and 2,479 full-time employees for the end of 2017, for an average of 4,570 employees for 2017.

Position: In 2017, 82.7% of employees in the sample were employed in non-supervisory direct service positions: CDS Worker (52.9%), CDS Practitioner (22.4%), Employment Worker (0.5%), Employment Practitioner (0.5%) and Complex Needs (6.4%). Collectively, these positions were 80.4% of the 3,242 FTEs reported for 2017.

Length of Employment: Length of employment showed a bimodal distribution for 2017 as it had in previous years. The percentage of employees in 2017 who had been with their current organizations for less than two years (35.2%) was almost the same as the percentage who had been with their organizations for five or more years (35.3%); both these groups exceeded those who had been with their current organization for two to five years (29.5%).

Non-supervisory direct service employees were more likely than supervisory staff to have been with their current employer for less than two years.

Wages: Hourly wages in the 2017 sample ranged from \$13.60 (minimum wage) to \$60.97. The average hourly wage was \$21.06.

An overwhelming majority (83.9%) of the sample earned less than \$25.00/hr, with over half the workforce (53.3%) earning \$15.00 - \$19.99/hr. Front-line direct service workers earned \$13.60 - \$33.00/hr in 2017, depending on region and position.

Compared to CDS Workers (starting at \$13.60/hr), starting hourly wages were slightly higher for Employment Workers (\$15.61), and for Complex Needs workers (\$17.25).

Sleepover Shifts: Almost two-thirds (67.4%) of the respondents in 2017 stated that their employees work sleepover shifts. A total of 711,656 sleepover shifts were paid in 2017 (10.9% of the total 6,502,574 hours paid by the overall sample). Over half the organizations (56.7%) reported that they were funded at less than minimum wage for sleepover shifts.

Turnover

Industry Turnover: Industry turnover is based on the total number of CDS employees in the survey, and is different from organizational level turnover.

In 2017, the industry turnover rate for CDS Workers in the sample was 23.9%. The overall trend since 2009 shows a slight increase in the industry turnover rate over the past eight years.

Industry turnover by region in rank order: Edmonton (15.8%), Calgary (21.8%), North West (22.3%), North Central/North East (24.1%), South (32.8%), Central (36.6%).

Over three-quarters (76.2%) of the employees who left did so on their own accord.

Organizational Turnover: In 2017, organizational level turnover in the sample ranged from a low of none to a high of 89%. The average organizational turnover across the province was 24.0%. Over half the organizations (53.3%) experienced more than 20% turnover, while almost a third (31.1%) had 30% or higher turnover.

Average organizational turnover by region in rank order: North West (17.3%), Edmonton (18.1%), Calgary (22.3%), Central (29.5%), North Central/North East (30.3%), South (33.8%).

Turnover by Gender: Turnover of female (23.5%) and male (23.1%) staff was similar.

Turnover by Age: Turnover was highest in employees aged 21 to 24 years old (51.6%), followed by those aged 20 years or younger (44.3%). Turnover was lower than average for workers 35 years and older, and lowest for those aged 55 – 65 years (10.6%).

Turnover by Education: Turnover ranged from a low of 13.8% in employees with a graduate degree to a high of 46.3% for employees with high school education or less. Turnover rates were similar for employees with certificates (24.9%), diplomas (23.4%), and Bachelor degrees (25.8%).

Turnover by Employment Status: Turnover was higher for part-time employees (28.9%) than for full-time workers (13.8%).

Turnover by Length of Employment: There was a clear relation between length of employment and turnover. Turnover was highest for employees who had been with the organization less than 3 months (77.9%), and gradually decreased as length of employment increased. Turnover was less than average for employees who had worked for more than 2 years.

Turnover by Position: Turnover was highest for Community Disability Services Workers (31.9%), followed by employees in “Other” positions (27.0%). Turnover was lowest for Specialists and Consultants (6.8%), and for Directors (1.3%).

Conclusion

ACDS has been collecting and reporting workforce profile data since 2009. This is the ninth annual workforce profile report. Although data collection tools, samples sets, and sample sizes have varied from year-to-year, certain findings have remained largely unchanged. The 3-year trends reported in this document make these patterns readily visible.

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2017 ACDS Annual Workforce Survey

1.0 Introduction

The ACDS Annual Workforce Survey is a vital source of information about the workforce profile and turnover in Alberta's Community Disability Services (CDS) sector. ACDS has been collecting and reporting workforce data since 2009 to support sector organizations to develop evidence-based human resource strategies in pursuit of their respective organizational goals. The information is also used by ACDS, sector organizations, and funders to help inform policies and processes at provincial and regional levels.

This report presents the findings for the 2017 calendar year. Provincial level summaries are provided for workforce distribution by gender, age, education, position, employment status, wage level, and length of employment.¹ Overall turnover rates are also reported. Data for 2016 and 2015 are presented where applicable, to provide a general sense of sector trends. Regional level summaries will be available in a separate report to be released in a few weeks.

2.0 Research Approach and Sample Characteristics

2.1 Data Collection

There are about 180 organizations funded by the Government of Alberta Persons with Developmental Disabilities (PDD) program to provide community-based services to over 11,000 adults with developmental disabilities.² Of these, 148 (including local branches for organizations that have multiple service sites) provide services to children or adults with developmental disabilities in Alberta and were members of ACDS in 2017. These 148 organizations were invited to participate in the 2017 ACDS Workforce Survey, and were informed of it via the ACDS membership e-newsletter distributed in early January .

Data were collected via the ACDS HR Data Collection and Membership Survey tool (see Appendix A), which has been in use since 2016. The survey was administered online via Survey Monkey and opened for data collection on January 3, 2018. The original deadline of January 31 was subsequently extended to February 28 to increase the response rate. ACDS members were informed of the extension via a special e-blast, and reminded again via the regular e-newsletter. Organizations that had participated in the survey in the previous year but had not yet responded to the current survey were also sent a personal email request for their participation.

2.2 Response Rate and Representativeness

By the end of February 28, 2018, 49 organizations (including local branches for organizations with multiple service sites) had responded, either through Survey Monkey or by direct email to ACDS. Of the 49 responses, three were excluded from the analysis: two had very little information, and one was submitted by a government (non-CDS) service provider. This produced a final sample of 46 organizations

¹ Regional level summaries will be available in a separate report to be released in a few weeks.

² Source: (i) PDD by the Numbers Fact Sheet (<http://www.humanservices.alberta.ca/disability-services/pdd-by-numbers.html>) reports 177 services providers as of September 2016; (ii) PDD list of services in each region (<http://www.humanservices.alberta.ca/services-near-you/pdd-services.html>) totals 184 services. Some of these organizations have multiple branches, providing services in multiple locations, including across regions.

from the 148 invited to participate, resulting in a response rate of 31%, similar to that achieved for the 2016 ACDS Annual Workforce Survey.

The representativeness of the sample was assessed using the regional distribution of *all* PDD-funded organizations (not just ACDS member organizations) and the number of individuals in service (Table 2.1).

Table 2.1 Representativeness of the Sample

REGION	Organizations				Individuals In Service			
	PDD Data ^a		Survey Sample		PDD Data ^a		Survey Sample ^d	
	n	%	Representative n (% x N)	Actual n	n	%	Representative n (% x N)	Actual n
Calgary	34	19%	9	11	3,316	30%	1,227	918
Central	36	20%	9	5	1,936	17.5%	716	565
Edmonton	45	25%	12	9	3,420	31%	1,269	1,503
North Central/ North East ^b	19	11%	5	7	660	6%	246	510
North West	18	11%	5	6	449	4%	164	112
South	25	14%	6	7	1,284	11.5%	470	484
Unknown ^c	0	0%	0	1	0	0%	0	n/a
TOTAL	177	100%	46	46 (N)	11,065	100%	4,092	4,092 (N)
Sample representation			26.0% of all PDD-funded CDS		37.0% of all individuals in service			

(a) PDD by the numbers: <http://www.humanservices.alberta.ca/disability-services/pdd-by-numbers.html> (at Sept 2016).
(b) North Central and North East regions were combined to reflect historical boundaries and low organizational counts.
(c) One organization responded anonymously; regional location could not be ascertained.
(d) Numbers of individuals in service were obtained from ACDS Accreditation records; available for 41 of the 46 responding organizations.

The survey sample has representation from all regions, with 26% of all PDD-funded organizations participating, serving at least (an estimated) 37% of the over 11,000 individuals accessing PDD-funded services.³ Overall, the sample is generally representative of the CDS sector as a whole, with some nuanced variations across regions. Organizations from Calgary and North Central/North East are slightly over-represented, while Central and Edmonton are slightly under-represented. Smaller organizations (i.e., organizations serving fewer individuals) are over-represented in Calgary and Central samples, while larger organizations are over-represented in the Edmonton and North Central/North East samples. Notwithstanding these slight nuances, it is reasonable to state that the results of this survey are generalizable to the CDS sector as a whole.

2.3 Data Quality and Analysis

Data were downloaded and imported from Survey Monkey into Microsoft Excel for descriptive analysis. Completed surveys that were received by email were manually entered into the Excel spreadsheet. Each organization was given a unique code that identified which region it was located in, but was otherwise stripped of any other identifying information.

³ The latest published figures are from September 2016. Source: “PDD by the numbers”.
<http://www.humanservices.alberta.ca/disability-services/pdd-by-numbers.html> (as at Sept 2016).

All data were checked for accuracy and completeness. Many surveys had at least some fields that were left blank, or had numbers that did not add up consistently (e.g., the number provided for the “total number of employees” did not match the total calculated for the “number of male employees” plus “number of female employees”). In some cases, it was easy to identify and correct a potential typo; in many cases, however, an educated guess could not be made and the data were accepted as presented (if the discrepancy was within reason), or discarded (if the discrepancy would skew the results).

The workforce data requested and analyzed for this survey were for January 1 to December 31, 2017. Data were first analyzed for the entire sample to produce overall provincial information for the workforce distribution along variables such as gender, age, education, position, employment status, wage level, and length of employment. The sample was then disaggregated into six PDD regions⁴ to produce similar reports at the regional level, if there was sufficient information to do so.

Turnover rates were calculated, and are reported overall, as well as regionally, and broken down by various variables if there was sufficient information to do so. Turnover was calculated as the number of individuals that had left the organization between January 1 and December 31, 2017, divided by the average number of employees for the year:

$$\text{Turnover (\%)} = \frac{(\# \text{ employees who left in 2017}) \times 100\%}{[(\# \text{ employees on Jan 1, 2017}) + (\# \text{ employees on Dec 31, 2017})]/2}$$

Data for 2015 and 2016 are included where applicable. Since the set of organizations responding is not the same from year to year, comparisons should be made with caution and limited to simply getting a general sense of sector trends.

⁴ North Central and North East were combined due to the very few agencies in North East, and to be consistent with previous regional boundaries. Regional findings are available in the *ACDS 2017 Annual Workforce Survey. Full Report*.

3.0 Provincial Workforce

3.1 Overall Sample Characteristics

The 46 organizations that participated in the survey provided services to an estimated 4,100 individuals, with an overall workforce of almost 4,500 to 4,700 employees in 2017. The organizations paid out over 6.5 million hours in wages, for a total of 3,241 full-time equivalent (FTEs) positions (see Table 3.1). On average, 87% of the total revenues of the organizations in the sample came from PDD, with fundraising and social enterprises constituting the next highest source of revenues (4%).

Table 3.1 Overall Sample Characteristics by Region

REGION	# Organizations	# Individuals in Service ^a	# Employees in 2017			# Wage Hours Paid in 2017 ^b	# Full-Time Equivalents ^c
			Jan 1	Dec 1	Average		
Calgary	11	918	754	815	785	1,715,203	680
Central	5	565	602	634	618	846,871	400
Edmonton	9	1,503	1,637	1,688	1,663	1,697,325	1,174
North Central/ North East	7	510	387	400	394	656,509	293
North West	6	112	242	252	247	498,615	132
South	7	484	797	801	799	924,251	516
Unknown	1	n/a	65	65	65	163,800	45
TOTAL	46	4,092	4,484	4,655	4,570	6,502,574	3,241

(a) Source: ACDS' Accreditation records, available for 41 of the 46 responding organizations.

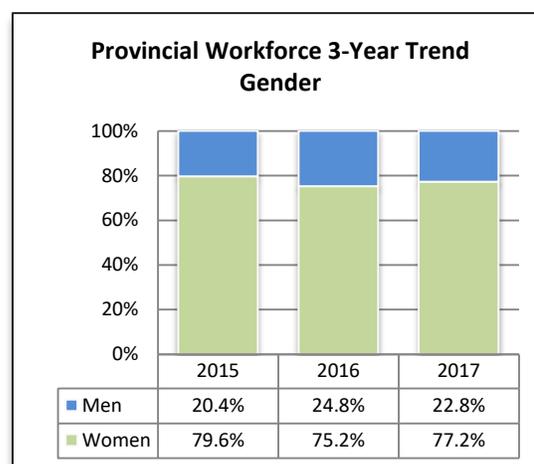
(b) Missing data from seven organizations: Calgary (1); Central (1); Edmonton (2); South (3).

(c) Rounded off.

3.2 Workforce Profiles

3.2.1 Gender

Women remain the predominant workforce in Alberta's CDS sector, constituting close to 80% of the total number of employees for the past three years. The gender distribution in the 2017 survey sample was 77% women to 23% men (n=4,669).⁵

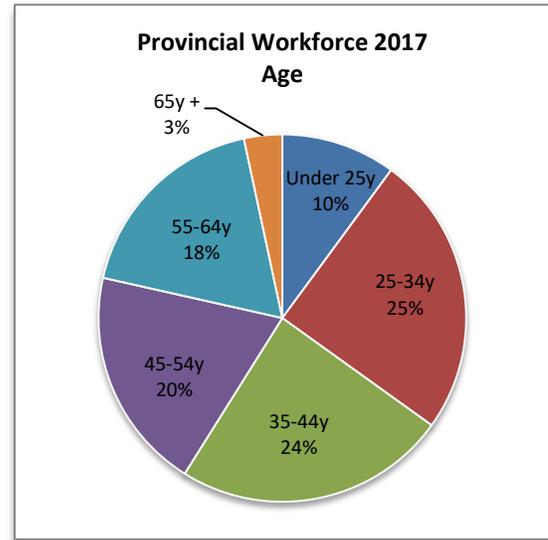


⁵ Gender was reported for a total of 4,669 employees, which exceeds the total number of employees reported on January 1 (4,484) or December 31 (4,655). The most likely reason for this is that the number of employees on payroll sometime during 2017 may have reached 4,669. All 46 organizations reported on the gender.

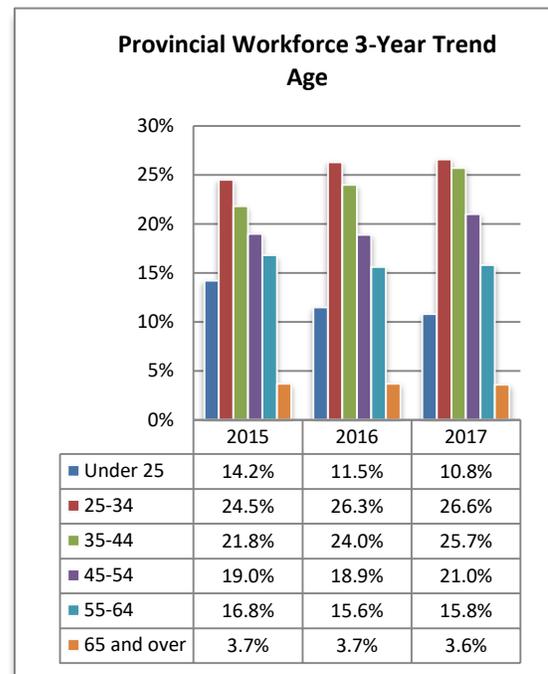
3.2.2 Age

For the past three years, the largest and steadily growing proportion of employees has been 25 to 34 years old, followed by those who are 35 to 44 years old.

Together, employees aged 25 to 44 years constitute close to half the workforce, ranging from 46.3% in 2015 to 52.3% in the 2017 survey sample (n=4,432).⁶



There appears to be a rapidly declining trend in the percentage of employees under 25, from 14.2% in 2015, to 11.5% in 2016, to 10.8% in 2017. However, the long-term data suggests otherwise. Employees aged under 25 were 12.8% of the sample in 2012, 12.2% in 2013 and 10.5% in 2014.⁷ The 2015 sample seems to have been an anomaly with a larger than usual percentage of workers 25 and under, creating the illusion of a generally declining trend.



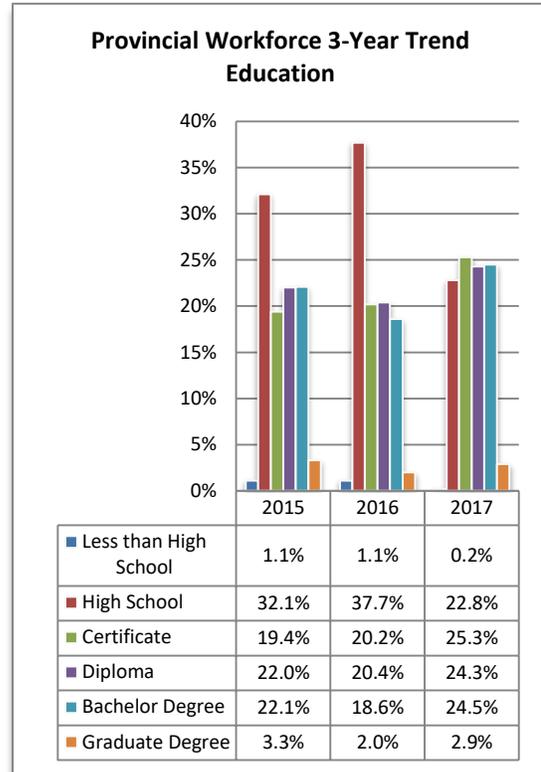
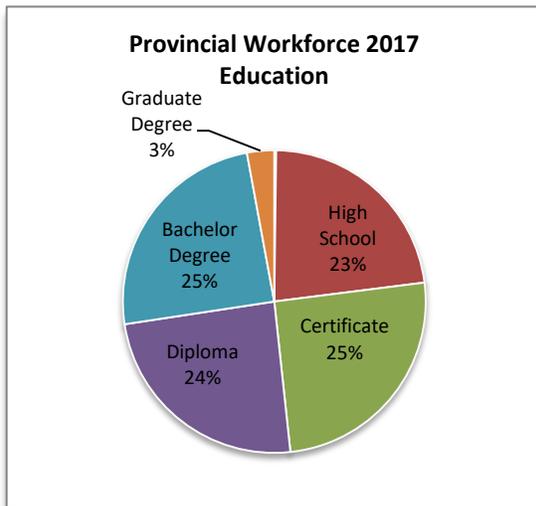
⁶ Assume all 46 organizations reported on the variable unless otherwise noted.

⁷ ACDS. 2015. HR Pro-Tracker 2014 Annual Data Analysis. Calgary: ACDS.

3.2.2 Education

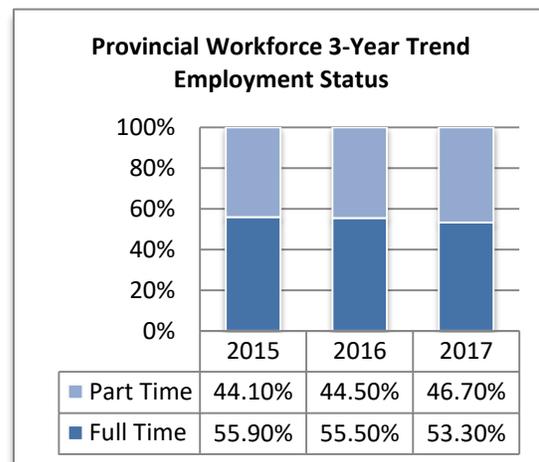
The 2017 sample of employees (n=2,392; 34 organizations) are almost equally distributed across those with a certificate, a diploma, or a Bachelor’s degree as their highest level of education completed.

The percentage of employees with just high school completion (22.8%) appears to have declined significantly compared to the previous two years.



3.2.3 Employment Status

As in the past three years, the 2017 sample of employees (n=4,570) consisted of slightly more full-time (53.3%) than part-time workers (46.7%). The number of employees reported for January 1 2017 was 2,049 part-time and 2,393 full-time; the year closed off with 2,218 part-time and 2,479 full-time employees, for an average workforce of 4,570 employees for 2017.



3.2.4 Position

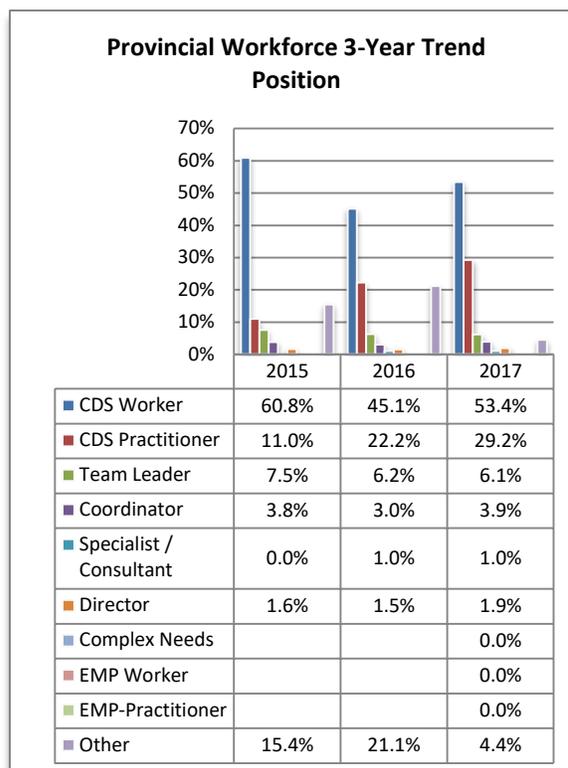
A Workforce Classification position was reported for 4,263 employees. In 2017, 82.7% were in non-supervisory direct service positions. These include CDS Workers (CDS-W), CDS Practitioners (CDS-P), Employment Workers (EMP-W), Employment Practitioners (EMP-P) and Complex Needs staff.

An additional 6.1% were Team Leaders, a position that includes direct service and supervisory duties.

Of the 3,242 FTEs reported for 2017, 2,606 (80.4%) were allocated to non-supervisory direct service positions.

As in previous years, the most common position in the sector in 2017 was CDS-W (53%).

The seeming increase in the percentage of non-supervisory direct service positions from around 70% in 2015 and 2016 to around 80% in 2017 is likely an artifact of the different survey samples; like 2017, data for 2012 to 2014 are also around 80% for these positions.⁸ The apparent drastic drop in the “Other” positions, from 15.4% in 2015 and 21.1% in 2016 to a mere 4.4% in 2017, may also be an artifact of the different sample sets.



Note: To enable comparability, the count for CDS Worker in 2017 includes Employment Worker; CDS Practitioner includes Employment Practitioner and Complex Needs workers.

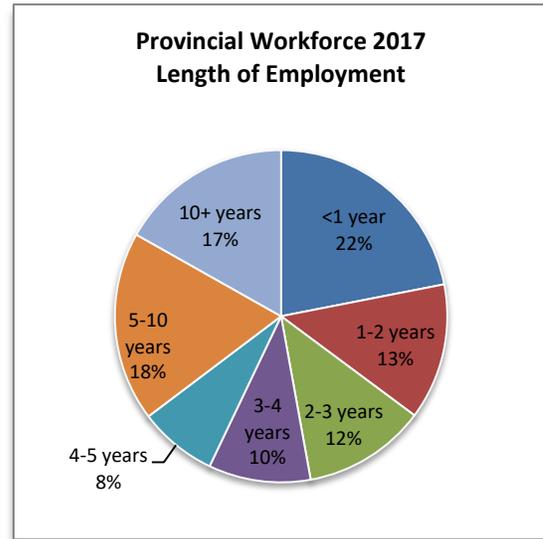
Table 3.2 Provincial Workforce 2017 by Position

Positions	Employees		FTE	
	N	%	N	%
CDS Worker (CDS-W)	2,254	52.9%	1,704	52.6%
CDS Practitioner (CDS-P)	953	22.4%	720	22.2%
Employment Worker (EMP-W)	21	0.5%	30	0.9%
Employment Practitioner (EMP-P)	20	0.5%	27	0.8%
Complex Needs	273	6.4%	125	3.9%
Team Leader	262	6.1%	267	8.2%
Coordinator	167	3.9%	162	5.0%
Specialist / Consultant	44	1.0%	31	1.0%
Director	80	1.9%	76	2.3%
Other	189	4.4%	100	3.1%
TOTAL	4,263	100%	3,242	100%

⁸ ACDS. 2015. HR Pro-Tracker 2014 Annual Data Analysis. Calgary: ACDS.

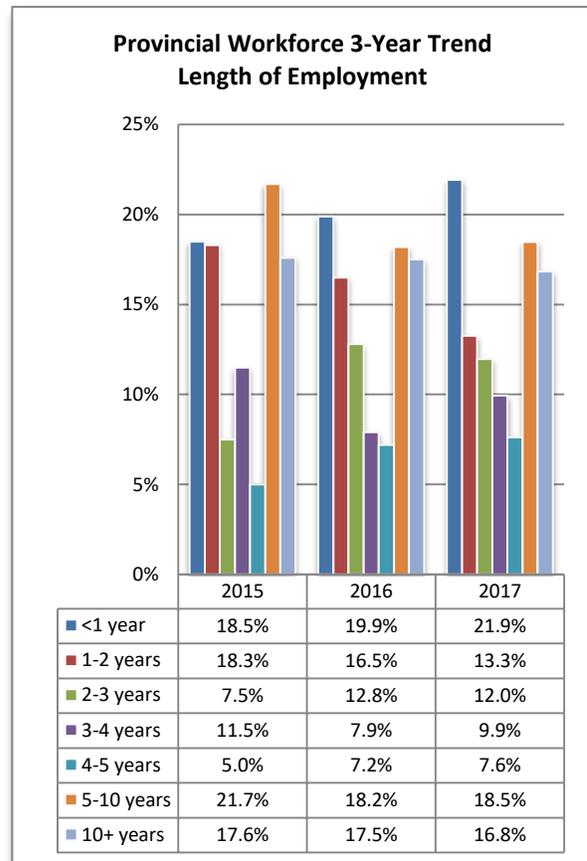
3.2.5 Length of Employment

The largest percentage of employees in the CDS sector for 2017 (n=4,119; 44 organizations) had been at their current place of employment for less than one year (21.9%).



Length of employment continued to show a bimodal distribution for 2017 as it had in previous years.

The percentage of employees in 2017 who had been with their current organization for less than two years (35.2%) was almost the same as the percentage who had been with the organization for five or more years (35.3%); both these groups exceeded those who had been with the organization for two to five years (29.5%).

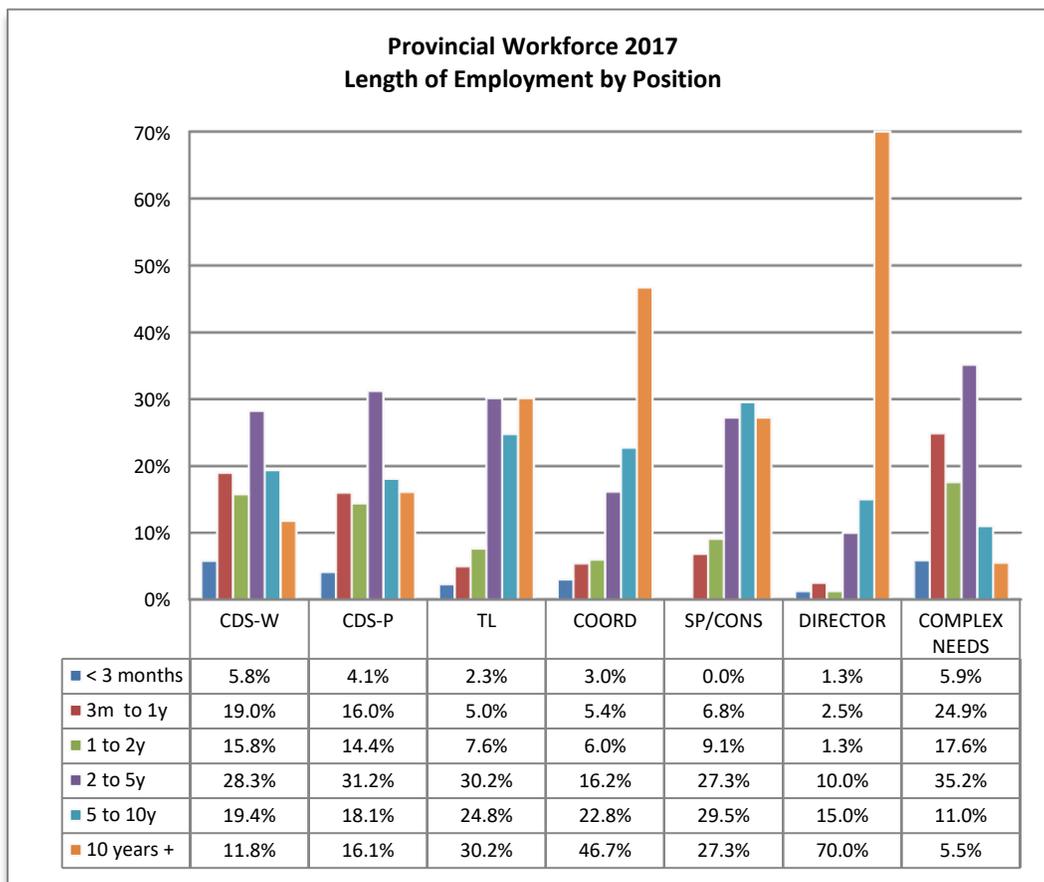


Length of Employment by Position

The chart below shows the length of employment at current employer, by Workforce Classification position. The count for CDS-W includes EMP-W; CDS-P includes EMP-P.

The largest percentages of CDS-W/EMP-W (28.3%), CDS-P/EMP-P (31.2%), Complex Needs staff (35.2%) and Team Leaders (30.2%) have been with their current employers for two to five years. The brevity in employment for the front-line workforce is particularly evident: 40.6% of CDS-W/EMP-W, 34.5% of CDS-P/EMP-P, and 48.4% of Complex Needs staff have been with their current employers for less than two years. However, there were also large percentages of CDS-W/EMP-W (31.2%) and CDS-P/EMP-P (34.2%) who have been with their current organizations for five or more years.

Not surprisingly, the majority of individuals in supervisory roles, such as Team Leaders (55.0%), Coordinators (69.5%), and Directors (85.0%), as well as Specialist/Consultants (56.8%) had been with their current organizations for more than five years.



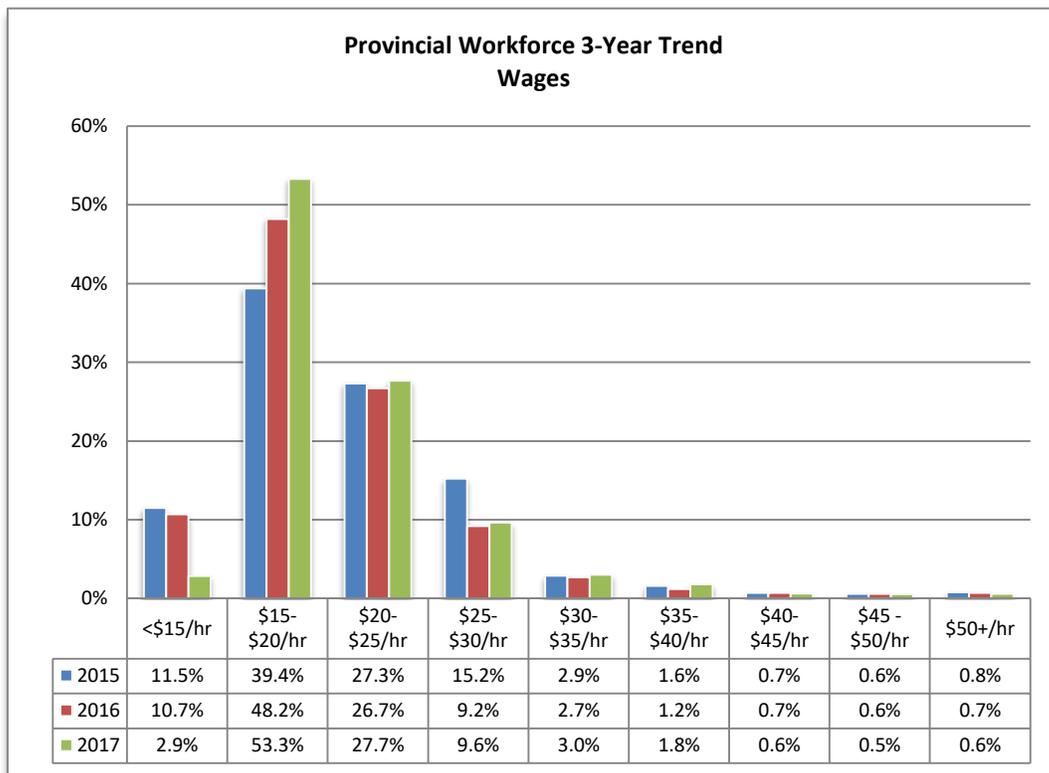
3.2.6 Wages

Wage information was provided for 4,573 workers. The average hourly wage in 2017 was \$21.06.⁹

An overwhelming majority (83.9%) of the sample earned less than \$25.00/hr, with over half the workforce (53.3%) earning \$15.00 - \$19.99/hr.

With the minimum wage increasing from \$12.20/hr to \$13.60/hr on October 1, 2017, the percentage of workers earning less than \$15.00/hr decreased from 10.7% in 2016 to 2.9% in 2017. Every wage category above \$14.99/hr showed a slight increase in the percentage of workers up to the \$35.00 - \$39.99/hr category, possibly as a result of concurrent raises for workers earning above minimum wage.

The percentage of workers earning above \$40.00/hr has not changed for the past three years, and constitutes 1.7% - 2.1% of the sample during this period.



⁹ Calculated by multiplying the mid-point of each category by the category frequency, and obtaining an overall average. The value of \$14 is used as the midpoint of the lower category (\$13.60 to \$14.99) ; the value of \$50 is used for the upper category (\$50.00 and over) since the top end of the range is unknown.

Wages by Position

Table 3.3 summarizes the wage range for each Workforce Classification position for the 2017 sample. The wide range for each position reflects regional variations.

Front-line direct service workers earned \$13.60 - \$33.00/hr in 2017. Compared to CDSW, starting hourly wages were slightly higher for EMPW (\$15.61), and for staff categorized as Complex Needs workers (\$17.25).

The top hourly wage reported in the 2017 sample (\$60.97) was 4.5 times higher than the lowest reported hourly wage (\$13.60).

Table 3.3 Provincial Workforce 2017 Wages by Position

Positions	Employees (N= 4,263)	Wage Range
	%	
CDS Worker	52.9%	\$13.60 - \$30.00
CDS Practitioner	22.4%	\$15.53 - \$28.20
Employment Worker	0.5%	\$15.61 - \$30.00
Employment Practitioner	0.5%	\$15.97 - \$31.02
Complex Needs	6.4%	\$17.25 - \$33.00
Team Leader	6.1%	\$19.00 - \$35.54
Coordinator	3.9%	\$21.32 - \$46.66
Specialist / Consultant	1.0%	\$19.41 - \$35.16
Director	1.9%	\$26.10 - \$60.97
Other	4.4%	(n/a)
TOTAL	100%	\$13.60 - \$60.97

Sleepover Shifts

Almost two-thirds (67.4%) of the respondents in 2017 stated that their employees work sleepover shifts.

A total of 711,656 sleepover shifts were paid in 2017, (i.e., 10.9% of the total 6,502,574 hours paid by the overall sample).

Seventeen organizations (56.7%) reported that they were funded at less than minimum wage for sleepover shifts; only one organization reported paying less than minimum wage for sleepover shifts.

Only two organizations (6.7%) reported being funded at more than minimum wage for sleepover shifts.

Table 3.4 Sleepover Shifts

	Funding Rate		Rate Paid	
	N	%	N	%
Less than Minimum Wage	17	56.7%	1	3.2%
Minimum Wage (\$13.60/hr)	11	36.7%	28	90.3%
More than Minimum Wage	2	6.7%	2	6.5%
TOTAL	30	100%	31	100%
No responses	16		15	
Range	\$10.20 - \$201.3		\$12.20 - \$16.26	

3.3 Turnover

3.3.1 Overall Turnover

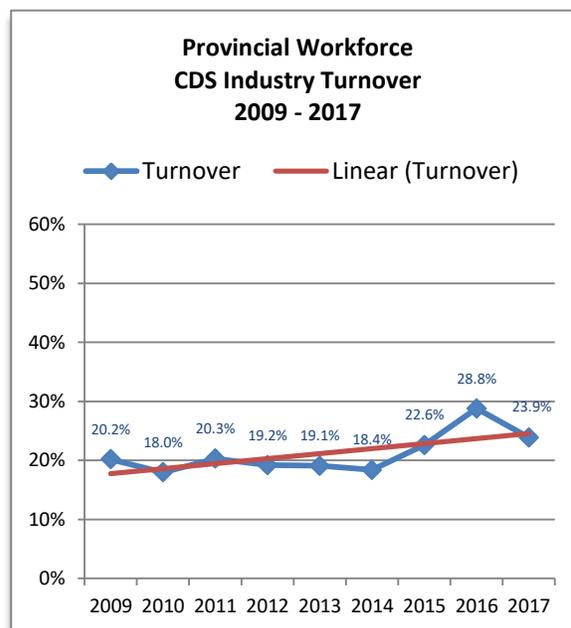
Industry Turnover

Industry turnover aggregates all CDS *employees* in the survey to calculate the overall turnover rate. The industry turnover rate is not the same as the organizational turnover, which is the turnover rate experienced by individual *organizations*.

In 2017, a total of 1,092 employees were reported as having left the workplace by 45 organizations, resulting in a provincial industry turnover rate of 23.9%. This is slightly less than that obtained from the 2016 survey sample (28.8%).

Over three-quarters (76.2%) of the employees who left the organization in 2017 did so on their own accord, while 23.8% of the decisions were made by the employer.

The linear (red) trend line since 2009 shows a slight increase in the industry turnover rate over the past eight years.



Organizational Turnover

Organizational turnover refers to the rate of turnover experienced by a particular *organization*.

Average organizational turnover across the province for 2017 was 24.0%.¹⁰

Organizational turnover province-wide ranged from none to as high as 89%. Over half the organizations (53.3%) experienced more than 20% turnover, while almost a third (31.1%) experienced 30% or higher turnover.

Table 3.5 Organizational Turnover Rates

	Turnover Rate	
	N	%
Lower than 10.0%	5	11.0%
10.0% to 19.9%	16	35.6%
20.0% to 29.9%	10	22.2%
30.0% or higher	14	31.1%
TOTAL	45	100%
No responses	1	
Range	0% - 88.9%	

¹⁰ The average organizational turnover was obtained by calculating the turnover rate for each organization, and dividing by the number of reporting organizations (45).

3.3.2 Turnover by Region

Industry turnover ranged from a low of 15.8% in Edmonton region to a high of 36.6% in Central region.

Edmonton (15.8%), Calgary (21.8%) and North West (22.3%) regions had lower than average industry turnover.

Average organizational turnover was lowest in organizations reporting from North West region (17.3%) and highest in South region (33.8%).

North West (17.3%), Edmonton (18.1%) and Calgary (22.3%) region samples had lower than average organizational turnover.

Table 3.6 Turnover by Region

	Industry Turnover	Average Organizational Turnover
Calgary (11)	21.8%	22.3%
Central (5)	36.6%	29.5%
Edmonton (9)	15.8%	18.1%
North Central/ North East (7)	24.1%	30.3%
North West (6)	22.3%	17.3%
South (6)	32.8%	33.8%
Unknown (1)	n/a	30.8%
TOTAL (45)	23.9%	24.5%

3.3.3 Turnover by Gender

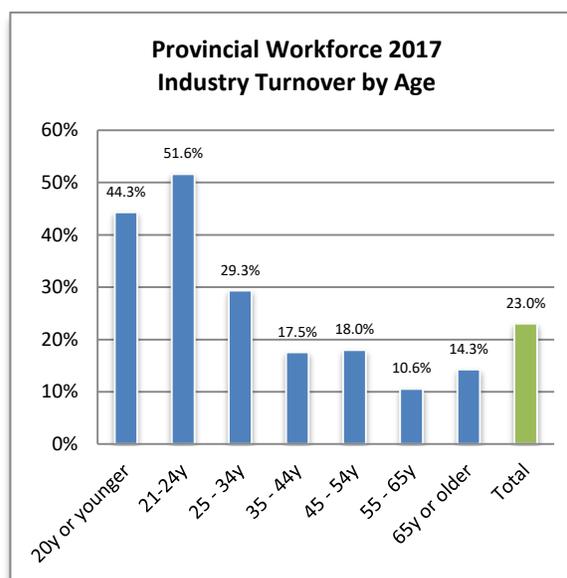
Gender was reported for all 1,092 employees in the sample who had left in 2017. Turnover of female employees (23.5%) was comparable to turnover of male employees (23.1%).

3.3.4 Turnover by Age

Age distribution was provided by 43 organizations for 1,052 (96.3%) of the workers who left in 2017.

Turnover was highest in employees aged 21 to 24 years old (51.6%), followed by those aged 20 years or younger (44.3%). This is not unexpected as younger employees are least likely to have developed commitments or loyalty to their employers in their short duration of employment compared to older workers.

Turnover was lower than average for workers 35 years and older. Employees aged 55 – 65 years demonstrated lowest turnover (10.6%).

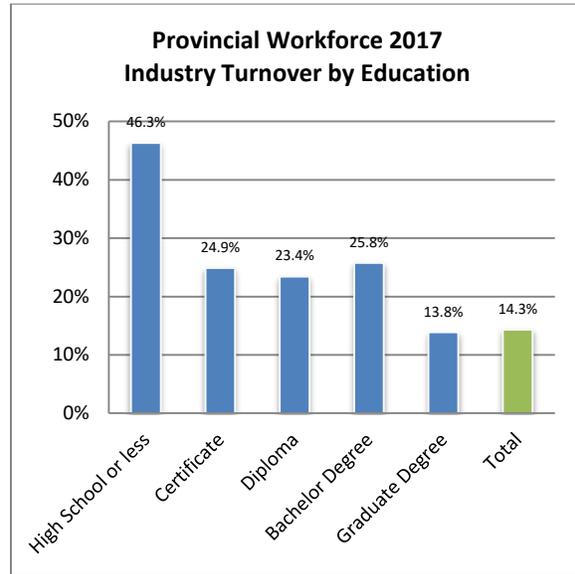


3.3.5 Turnover by Education

Turnover information by education was reported by 33 organizations for 654 employees (59.9%).

Turnover ranged from a low of 13.8% in employees with a graduate degree to a high of 46.3% for employees who had completed high school education or less.

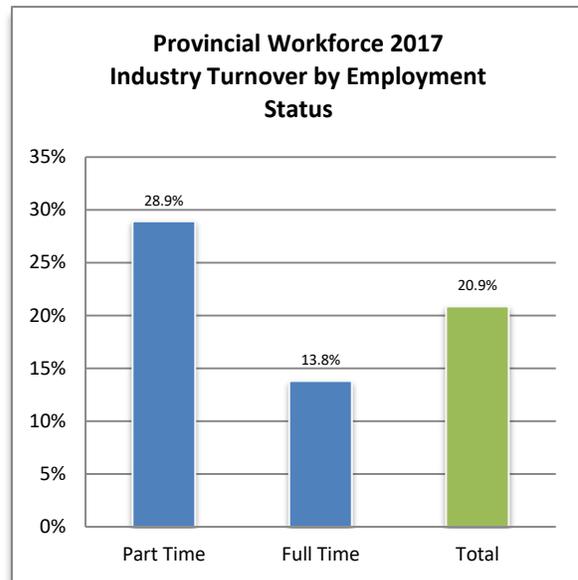
Turnover rates were similar for employees with certificates (24.9%), diplomas (23.4%), and Bachelor degrees (25.8%).



3.3.6 Turnover by Employment Status

Turnover information by employment status was reported by 42 organizations for 953 employees (87.3%).

Turnover was higher for part-time employees (28.9%) than for full-time workers (13.8%).



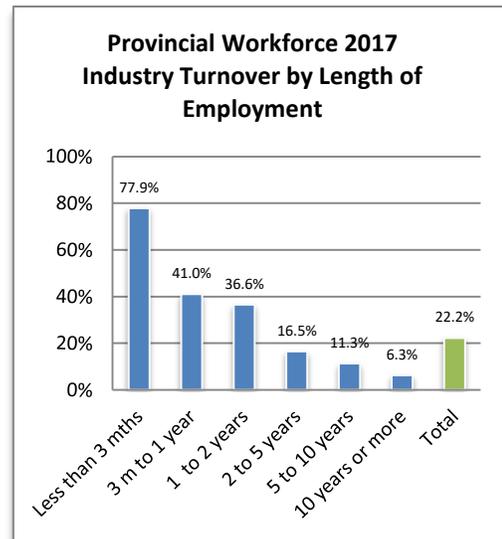
3.3.7 Turnover by Length of Employment

Turnover by length of employment was reported by 41 organizations for 1,016 employees (93.0%).

There was a clear relation between length of employment and turnover.

Turnover was highest for employees who had been with their organizations for less than 3 months (77.9%) and gradually decreased as length of employment increased.

Turnover was less than average for employees who had worked for more than 2 years.

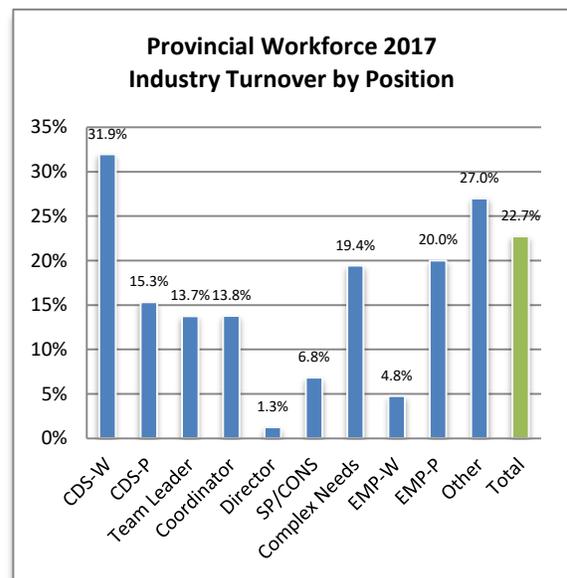


3.3.7 Turnover by Position

Turnover by position was reported by 43 organizations for 1,038 employees (95.1%).

Turnover was highest for CDS-W at 31.9%, followed by employees in “Other” positons (27.0%).

Turnover was lowest for Specialists/Consultants (6.8%) and Directors (1.3%).



4.0 Conclusion

ACDS has been collecting and reporting workforce profile data since 2009. This is the ninth annual workforce profile report. Although data collection tools, samples sets, and sample sizes have varied from year-to-year, certain findings have remained largely unchanged. The 3-year trends reported in this document make these patterns readily visible.

The workforce is predominantly female, and around a third are under 35 years old. Almost all have completed at least high school, and almost a quarter have university degrees. Over half the staff work full time. Over four-fifths of the workers are employed in non-supervisory direct service delivery positions, and the majority have been with their current employers for less than two years, although about a third have been with their current employers for five or more years.

The average wage in the sector for the 2017 sample was \$21.06/hr; over 80% earned less than \$25.00/hr.

Industry turnover in 2017 was 23.9%. Organizational turnover ranged from none to 89%, and averaged 24.0%. Younger employees, those with high school or less education, part-time workers, those who had been with their current employers for less than 2 years, or were employed in a CDS-W position were more likely to turn over.

Appendix A: Survey Tool

Introduction

Thank you for your participation in the ACDS HR Data Collection and Membership Survey 2017.

The information collected as part of this survey provides valuable insight into the current issues faced by the Community Disability Services (CDS) sector in Alberta.

Organizational Information

1. What is the full name of your agency?

If your organization operates in multiple service regions please complete a separate survey for each region and indicate regional designation with your organization's name. E.g. Alberta Support Services - Central Region.

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2. Based on your total budget, please provide % breakdown of your funding sources

PDD/DSD		Alberta Works	
FCSS		Seniors	
FASD		Fundraising	
Health		Social Enterprise	
Other (please specify)			

3. What was the total number of hours paid out by your agency in the 2017 calendar year?

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4. Indicate the number of full time equivalents (FTE) for the following positions

Community Disability Services Worker		Team Leader	
Community Disability Services Practitioner		Coordinator	
Employment Worker (i.e., Job Coach)		Director	
Employment Practitioner (i.e., Job Developer)		Specialist/Consultant	
Complex Needs			
Other (please specify titles and number)			

5. What was the total number of agency paid employees (employee headcount) at or near January 1st 2017 and at or near December 1st 2017? Casual employees should be counted if they worked during the period.

January 1st 2017		December 1st 2017	
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6. Based on a typical 5-day work week, what was the number of part time and full time employees at or near January 1st and at or near December 1st of the **2017** calendar year?

While the definition of full time may differ by agency or type of work, it should be between 37.5 and 40 hours of work per week. Casual employees who worked during the period should be included.

Part Time (January 1 st)		Part Time (December 31 st)	
Full Time (January 1 st)		Full Time (December 31 st)	

Wage Information

7. At or near December 1st 2017, based on the wage and equivalent salary rates of pay below, please report the number of employees at each rate of pay. Pay is defined here as gross pay - prior to deductions for CPP, EI and other related benefits.

<\$13/hr - \$14.99/hr. (<\$26,000 - \$29,999)		\$35/hr - \$39.99/hr. (\$70,000 - \$79,999)	
\$15/hr - \$19.99/hr. (\$30,000 - \$39,999)		\$40/hr - \$44.99/hr. (\$80,000 - \$89,999)	
\$20/hr - \$24.99/hr. (\$40,000 - \$49,999)		\$45/hr - \$49.99/hr. (\$90,000 - \$99,999)	
\$25/hr - \$29.99/hr. (\$50,000 - \$59,999)		\$50/hr and above. (\$100,+)	
\$30/hr - \$34.99/hr. (\$60,000 - \$69,000)			

8. Indicate the wage range for each of the following positions (for descriptions – see WF Classification Section 1 pages 2 &3)

CDS Worker		Specialist/Consultant	
CDS Practitioner		Complex Needs	
Team Leader		Employment Worker (Job Coach)	
Coordinator		Employment Practitioner (Job Developer)	
Director		Other	

9. Do your employees work sleepover shifts? Yes No

10. At what rate are you funded for sleepover shifts?

11. How many sleepover hours were paid to employees in 2017?

12. What is the hourly rate you pay for sleepover shifts?

Workforce Demographics

13. At or near December 1st 2017, what was the number of employees by each of the age categories below?

20 or younger		45 to 54	
21 to 24		55 to 64	
25 to 34		65 or older	
35 to 44			

14. At or near December 1st 2017, what was the number of male and female employees?

Male		Female	
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15. At or near December 1st 2017, what was the number of employees by their highest level of formal education completed?

Less than High School		Bachelor Degree	
High School		Graduate Degree	
Certificate		Not Sure	
Diploma			

Workforce Tenure

16a. At or near December 1st 2017, how many employees had been with the agency for the following lengths of time? Note: < is "less than"

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16b. CDS Workers

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16c. CDS Practitioners

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16d. Team Leaders

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16e. Coordinators

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16f. Specialists/Consultants

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16g. Directors

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16h. Complex Needs

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16i. Employment Worker (i.e., Job Coach)

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16j. Employment Practitioner (i.e., Job Developer)

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

16k. Other Employees

Less than 1 year		4 to <5 years	
1 to <2 years		5 to <10 years	
2 to <3 years		10 or more years	
3 to <4 years			

Employee Turnover

This section refers to employees that left your organization between January 1, 2017 and December 31, 2017.

17. What was the total number of employees who left your agency during the 2017 calendar year?

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18. How many employees from the following workforce classifications left your agency during the 2017 calendar year?

CDS Worker		Specialist/Consultant	
CDS Practitioner		Complex Needs	
Team Leader		Employment Worker (Job Coach)	
Coordinator		Employment Practitioner (Job Developer)	
Director		Other	

19. Of the employees who left during the 2017 calendar year, how many were part time and how many were full time? Full time employees tend to work between 37.5 and 40 hours per week. Casual employees who left should be included only if they worked in the calendar year.

Part Time		Full Time	
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20. How many employees left your organization in 2017 by gender?

Male		Female	
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21. How many employees from the following age ranges left your organization in 2017?

20 or younger		45 to 54	
21 to 24		55 to 64	
25 to 34		65 or older	
35 to 44			

22. What was the tenure of employees that left your organization in 2017?

Less than 3 months		2 to <5 years	
3 months to < 1 year		5 to <10 years	
1 to <2 years		10 years or more	

23. How many employees left your organization in 2017 by level of education?

Less than High School		Bachelor Degree	
High School		Graduate Degree	
Certificate		Not Sure	
Diploma			

24. Of the employees that left your organization in 2017, how many worked sleepover shifts?

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25. Of the employees that left your organization in 2017, how many worked with individuals with complex needs? Individuals with complex support needs are defined as those who have a cognitive and/or psychological disability compounded by behavioural and/or medical issues and for whom supports, technology, resources and partnerships consider and address their exceptional medical and/or behavioural support needs.

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26. Of the employees that left your organization in 2017, how many worked in the Employment Area?

Employment Worker (Job Coach)		Employment Practitioner (Job Developer)	
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27. Of the employees that left your organization in 2017, how many were due to employer decisions (termination, layoff, restructure, end of contract)? How many were due to employee decision?

Employer Decision		Employee Decision	
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Survey Feedback

28. Please provide your feedback on this survey.

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Thank you for providing feedback. Your input is valuable and supports continuous improvement in our data collection strategy.