

APPENDIX 1: Absenteeism Report 2019 to 2023

May 22, 2024

5 Year Absenteeism Analysis

City of Greater Sudbury

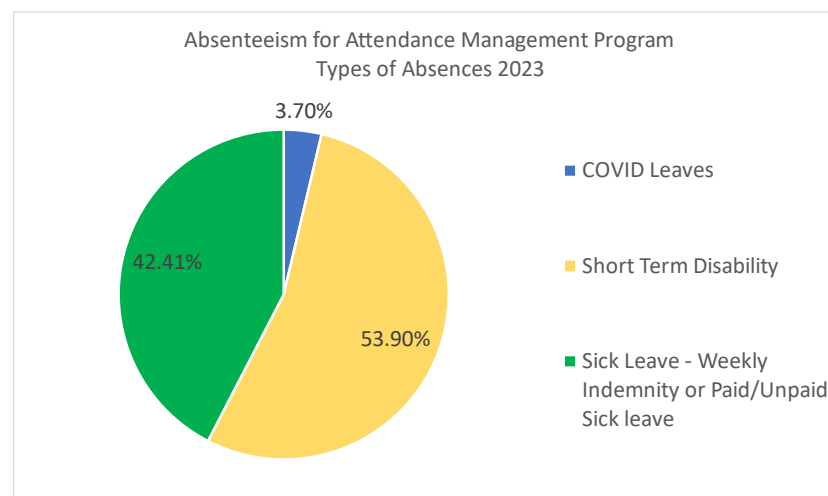
2019 to 2023

1) Core Absenteeism – for use in Attendance Management Programs

These reports include absenteeism data for the purpose of reviewing Attendance Management Processes for Active Regular and Temporary Full-Time Employees with the City of Greater Sudbury. Part-Time Employees, Police Services, Greater Sudbury Airport, Greater Sudbury Public Libraries, and other Outside Boards are excluded.

Consistent with best practices the types of absences include:

- COVID Leaves
- Pioneer Manor Infectious Disease Outbreak
- Short Term Disability/Sick Leave
- Sick Leave – Weekly Indemnity Days or Paid/Unpaid Sick Leave



The following criteria has been used in the calculation of absenteeism rate as a percentage:

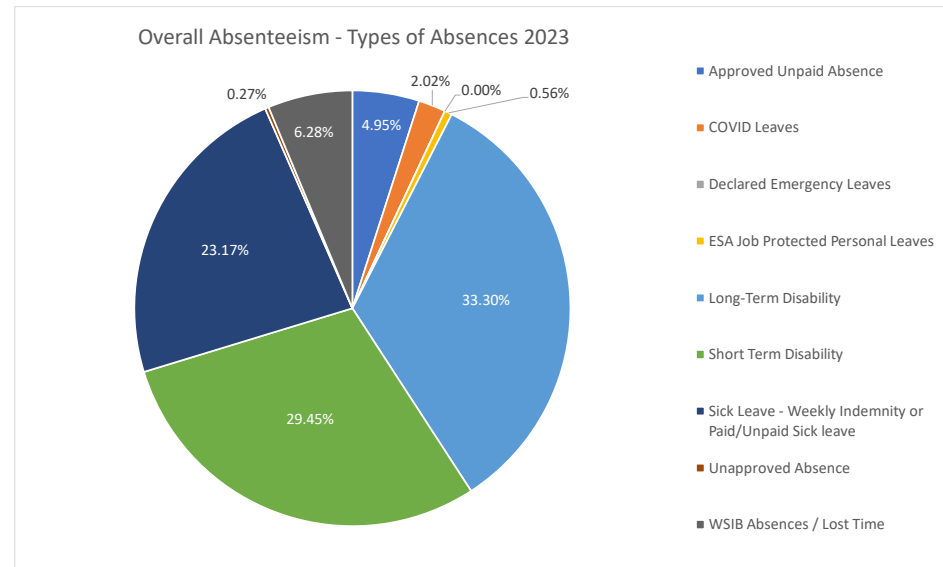
| | |
|--------------------|---|
| Numerator | Total hours absent / Standard hours per day = Number days absent |
| Denominator | Total number of days available per year |
| | UNIONIZED 222 days per year (CUPE 4705/CUPE 148/ONA) * 260 working days less 5 weeks' vacation (avg) and 13 Stat Holidays |
| | FIRE SERVICES SUPPRESSION 235 days per year (FIRE) * 260 working days less 5 weeks' vacation (avg) |
| | NON-UNION 217 days per year (Management and Non-Management) * 260 working days less 6 weeks' vacation (avg) and 13 Stat Holidays |

2) Total Absences

These reports include overall absenteeism data for Active Regular and Temporary Full-Time Employees with the City of Greater Sudbury. Part-Time Employees, Police Services, Greater Sudbury Airport, Greater Sudbury Public Libraries, and other Outside Boards are excluded.

Types of absences include:

- Approved Absence/ Unapproved Absence
- COVID Leaves
- Declared Emergency Leave
- Employment Standards Act (ESA) Leaves related to Sickness
- Long Term Disability/Sick Leave
- Pioneer Manor Infection Disease Outbreak
- Short Term Disability/Sick Leave
- Sick Leave – Weekly Indemnity Days or Paid Sick Leave
- WSIB



The following criteria has been used in the calculation of absenteeism rate as a percentage:

| | |
|--------------------|---|
| Numerator | Total hours absent / Standard hours per day = Number days absent |
| Denominator | Total number of days available per year |
| | UNIONIZED 222 days per year (CUPE 4705/CUPE 148/ONA) * 260 working days less 5 weeks' vacation (avg) and 13 Stat Holidays |
| | FIRE SERVICES SUPPRESSION 235 days per year (FIRE) * 260 working days less 5 weeks' vacation (avg) |
| | NON-UNION 217 days per year (Management and Non-Management) * 260 working days less 6 weeks' vacation (avg) and 13 Stat Holidays |

3) MBNC Survey Results

The Municipal Benchmarking Network Canada (MBNC) survey is a group of Canadian municipalities who share and report on performance measures and benchmarking. Data over five years (2018 to 2022) is available. Participants are City of Calgary, Region of Durham, Halton Region, City of Hamilton, Niagara Region, City of Regina, City of Greater Sudbury, Region of Waterloo, City of Windsor, City of Winnipeg, and York Region.

Types of absences include:

- Sick Leave – Weekly Indemnity Days or Paid Sick Leave
- Short Term Disability/Sick Leave

| City of Greater Sudbury Results | | | | | | |
|---|------------------------|--------|--------|-------|--------|--------|
| | 5 Year Average Rate | 2018 | 2019 | 2020 | 2021 | 2022 |
| Paid Sick Hours per Eligible Employee (All Excluding Police) | 116.65 | 109.75 | 103.04 | 96.10 | 143.20 | 131.20 |
| Average Municipal Results | | | | | | |
| | 5 Year Average Rate | 2018 | 2019 | 2020 | 2021 | 2022 |
| Paid Sick Hours per Eligible Employee (All Excluding Police) | 83.89 | 82.64 | 81.64 | 77.56 | 82.77 | 94.87 |

CGS Core Absenteeism for Use in Attendance Management Programs

COVID Leaves ~ Pioneer Manor Infectious Disease Outbreak ~ Short Term Disability/Sick Leave ~ Sick Leave – Weekly Indemnity Days or Paid/Unpaid Sick Leave

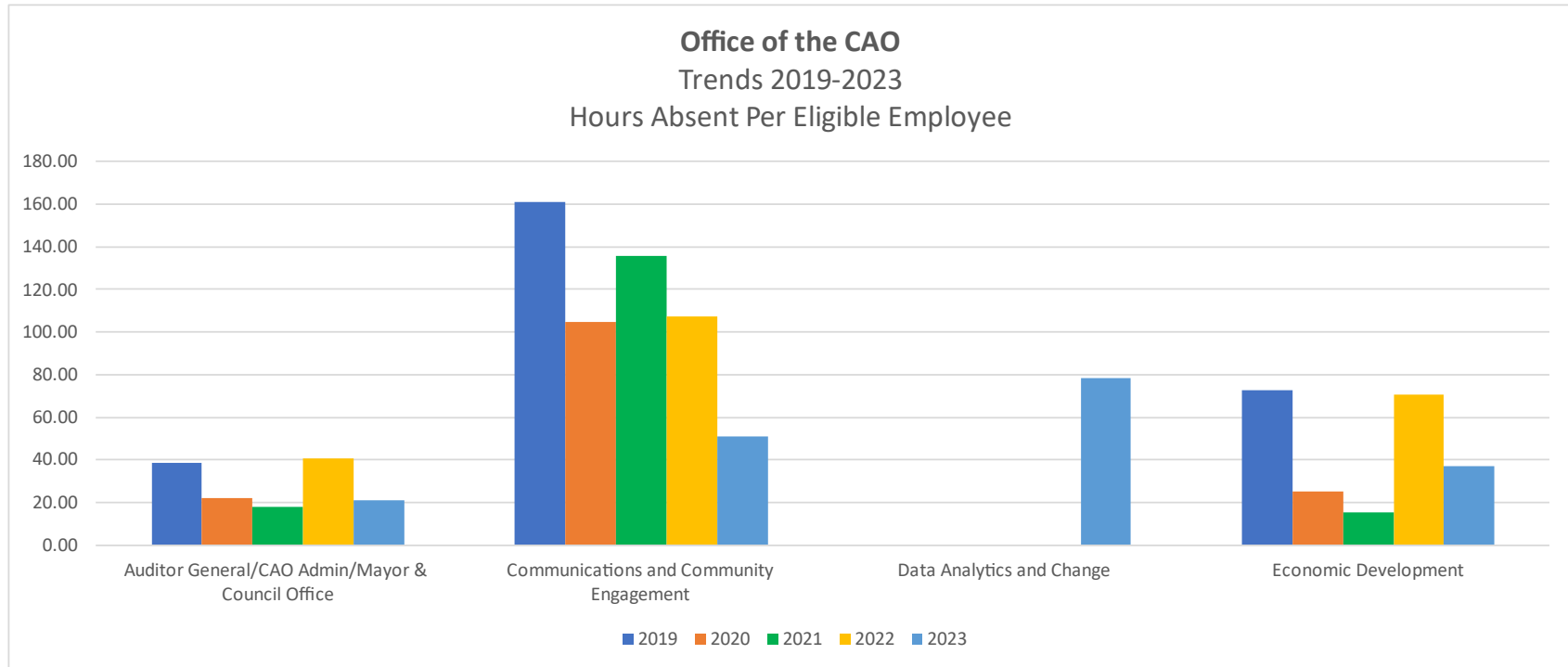
| Absenteeism Rates Related to Attendance Management 2019 to 2023 Permanent & Temporary Full-Time | | | | | |
|---|------|------|------|------|------|
| 5-Year Average | 2019 | 2020 | 2021 | 2022 | 2023 |
| 7.8% | 7.7% | 7.5% | 7.5% | 8.6% | 7.7% |

| Absenteeism Rates Related to Attendance Management 2019 to 2023 Permanent & Temporary Full-Time | | | | | | |
|---|----------------|------------------------------|--------------------|------------------|-----------------------|--------------------------|
| Department | 5-Year Average | | | | | |
| | Employee Count | Total Available Working Days | Total Days Absence | Absenteeism Rate | Avg Days per Employee | Median Days per Employee |
| Total | 1756 | 389,896 | 30,356.16 | 7.8% | 17 | 4.88 |
| Chief Administrative Office | 72 | 15,886 | 718.43 | 4.6% | 10 | 3.09 |
| Community Development | 639 | 14,1270 | 14,322.36 | 10.1% | 22 | 4.45 |
| Corporate Services | 287 | 63,217 | 3,840.83 | 6.1% | 13 | 4.72 |
| Community Safety | 295 | 67,210 | 4,611.72 | 6.9% | 16 | 1.96 |
| Growth & Infrastructure | 463 | 102,314 | 6,862.83 | 6.7% | 15 | 6.06 |

Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves

Hours Absent Per Eligible Employee

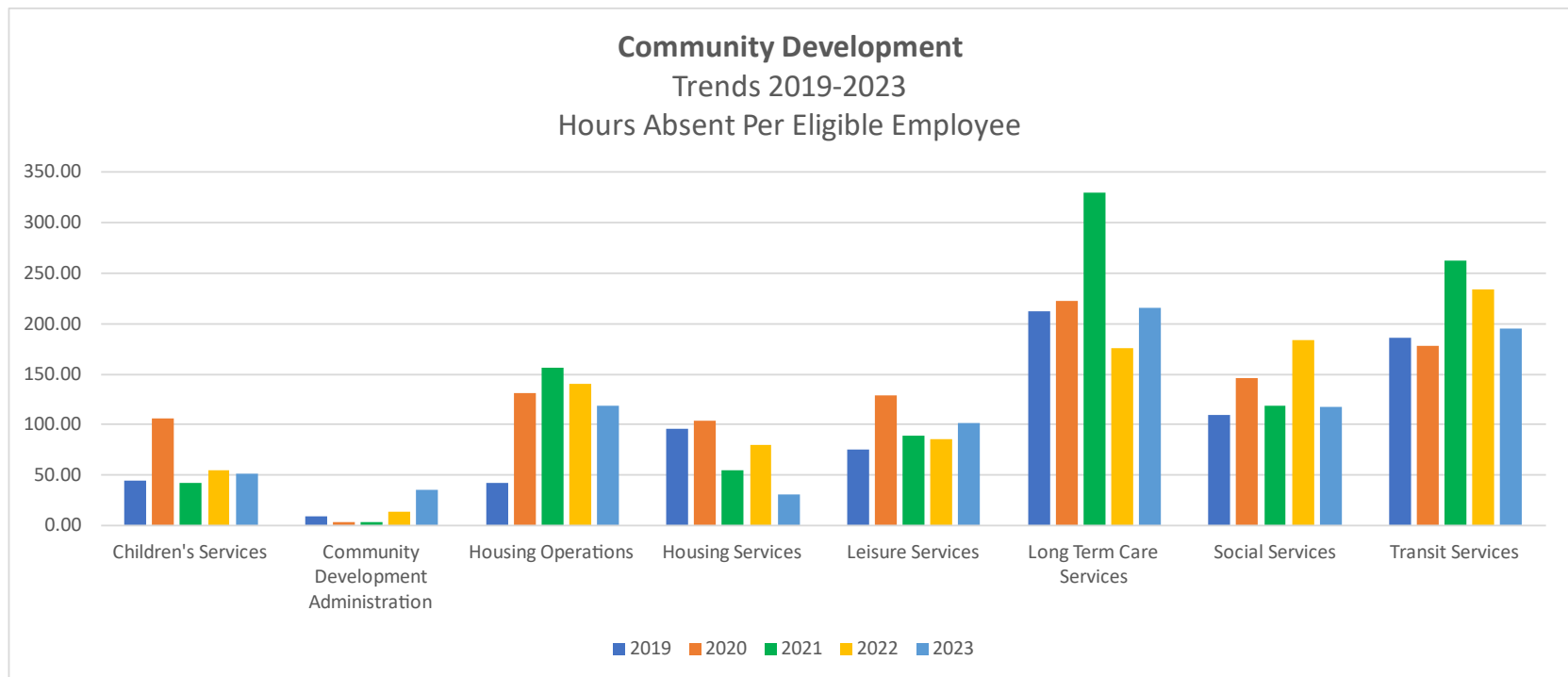
| Office of the CAO | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|---------------|---------------|
| Auditor General/CAO Admin/Mayor & Council Office | 38.77 | 22.05 | 18.11 | 40.56 | 20.93 |
| Communications and Community Engagement | 161.17 | 104.60 | 135.84 | 107.13 | 50.93 |
| Data Analytics and Change | - | - | - | - | 78.18 |
| Economic Development | 72.75 | 25.34 | 15.38 | 70.70 | 37.31 |
| TOTAL | 272.69 | 151.98 | 169.32 | 218.39 | 187.35 |



Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves, Pioneer Manor Disease Outbreak

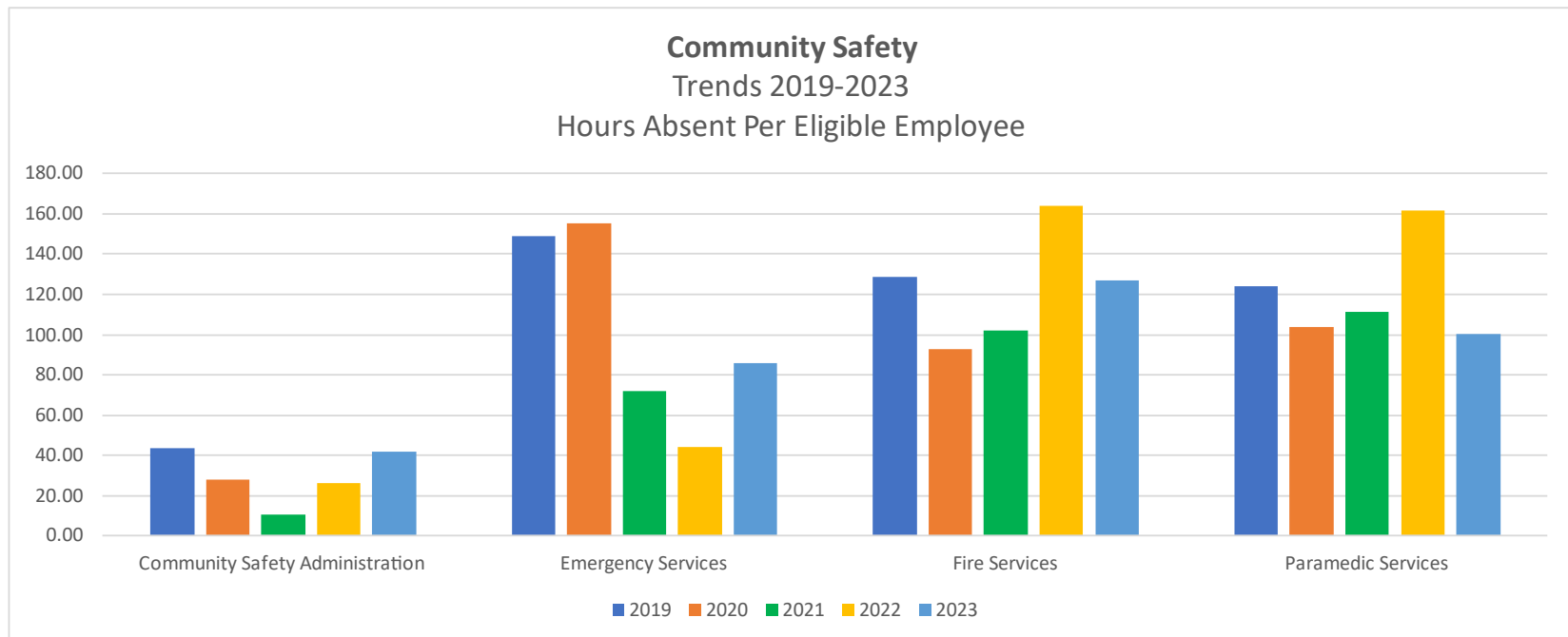
Hours Absent Per Eligible Employee

| Community Development | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------------------|---------------|-----------------|-----------------|---------------|---------------|
| Children's Services | 44.65 | 105.67 | 42.27 | 55.24 | 50.82 |
| Community Development Administration | 9.50 | 3.50 | 3.25 | 14.00 | 35.00 |
| Housing Operations | 42.64 | 131.71 | 156.41 | 140.56 | 118.84 |
| Housing Services | 95.94 | 104.00 | 54.39 | 79.94 | 30.18 |
| Leisure Services | 75.17 | 129.23 | 88.42 | 86.07 | 101.30 |
| Long Term Care Services | 212.68 | 222.11 | 329.35 | 175.38 | 215.81 |
| Social Services | 109.97 | 146.27 | 118.55 | 183.64 | 116.99 |
| Transit Services | 186.28 | 178.11 | 262.51 | 234.18 | 194.89 |
| TOTAL | 776.82 | 1,020.60 | 1,055.14 | 969.00 | 863.82 |



Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves Hours Absent Per Eligible Employee

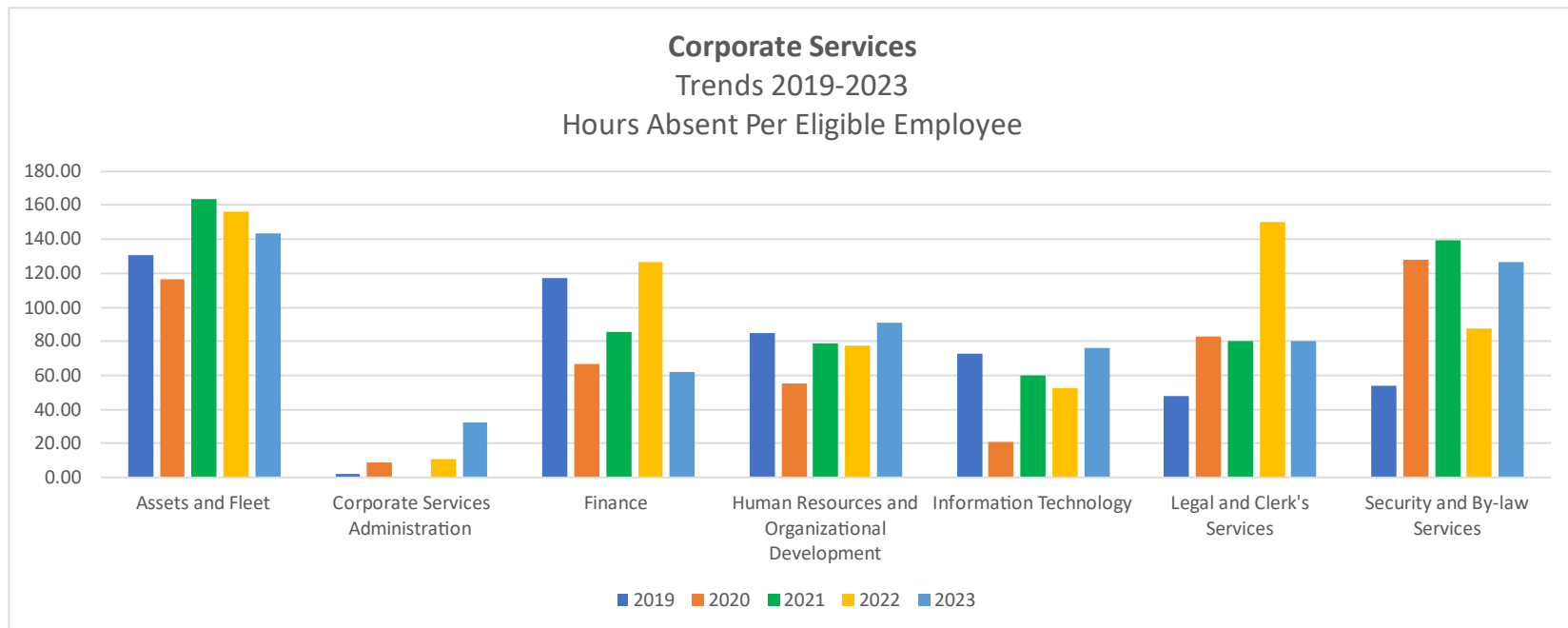
| Community Safety | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| Community Safety Administration | 43.75 | 28.00 | 10.50 | 26.25 | 42.00 |
| Emergency Services | 148.75 | 155.53 | 72.23 | 44.43 | 86.07 |
| Fire Services | 128.78 | 92.97 | 101.95 | 164.09 | 126.81 |
| Paramedic Services | 124.17 | 103.51 | 111.48 | 161.41 | 100.20 |
| TOTAL | 445.45 | 380.01 | 296.16 | 396.17 | 355.09 |



Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves

Hours Absent Per Eligible Employee

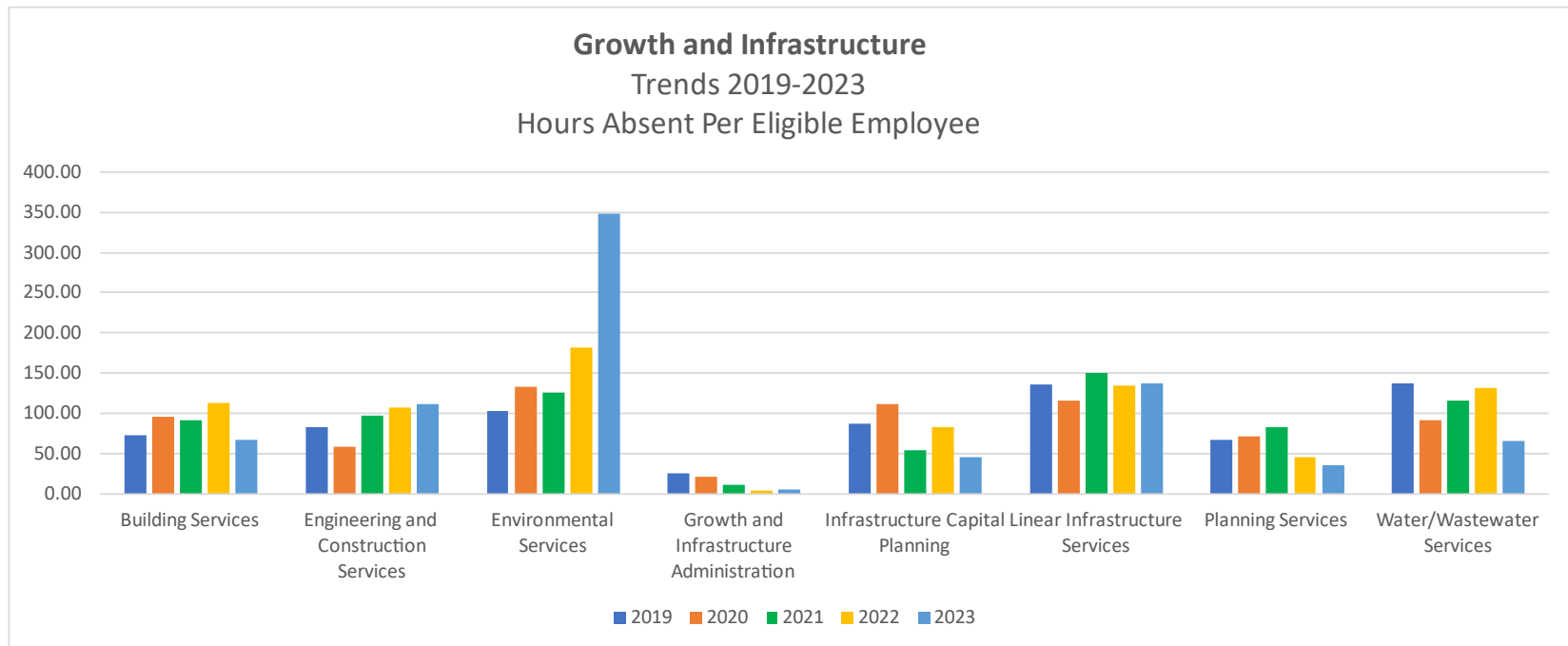
| Corporate Services | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|---------------|---------------|
| Assets and Fleet | 130.92 | 116.77 | 163.81 | 156.20 | 143.26 |
| Corporate Services Administration | 1.75 | 8.75 | 0.00 | 11.00 | 32.50 |
| Finance | 117.34 | 66.83 | 85.26 | 126.37 | 62.07 |
| Human Resources and Organizational Development | 84.68 | 55.39 | 78.67 | 77.69 | 90.67 |
| Information Technology | 72.87 | 21.03 | 60.08 | 52.68 | 75.84 |
| Legal and Clerk's Services | 47.48 | 82.91 | 80.21 | 149.89 | 80.05 |
| Security and By-law Services | 53.80 | 128.12 | 139.21 | 87.34 | 126.71 |
| TOTAL | 508.83 | 479.80 | 607.25 | 661.18 | 611.09 |



Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves

Hours Absent Per Eligible Employee

| Growth & Infrastructure | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|---------------|---------------|
| Building Services | 73.00 | 96.15 | 92.29 | 113.72 | 66.94 |
| Engineering and Construction Services | 82.74 | 59.20 | 97.67 | 107.44 | 111.38 |
| Environmental Services | 102.40 | 132.85 | 126.27 | 181.62 | 348.32 |
| Growth and Infrastructure Administration | 25.00 | 21.00 | 11.50 | 3.50 | 5.50 |
| Infrastructure Capital Planning | 87.66 | 111.89 | 54.82 | 83.23 | 45.26 |
| Linear Infrastructure Services | 135.45 | 115.80 | 150.24 | 134.45 | 137.54 |
| Planning Services | 66.70 | 71.26 | 83.48 | 45.91 | 35.15 |
| Water/Wastewater Services | 137.41 | 91.65 | 116.22 | 131.28 | 65.92 |
| TOTAL | 710.36 | 699.81 | 732.49 | 801.15 | 816.01 |



CGS Total Absences

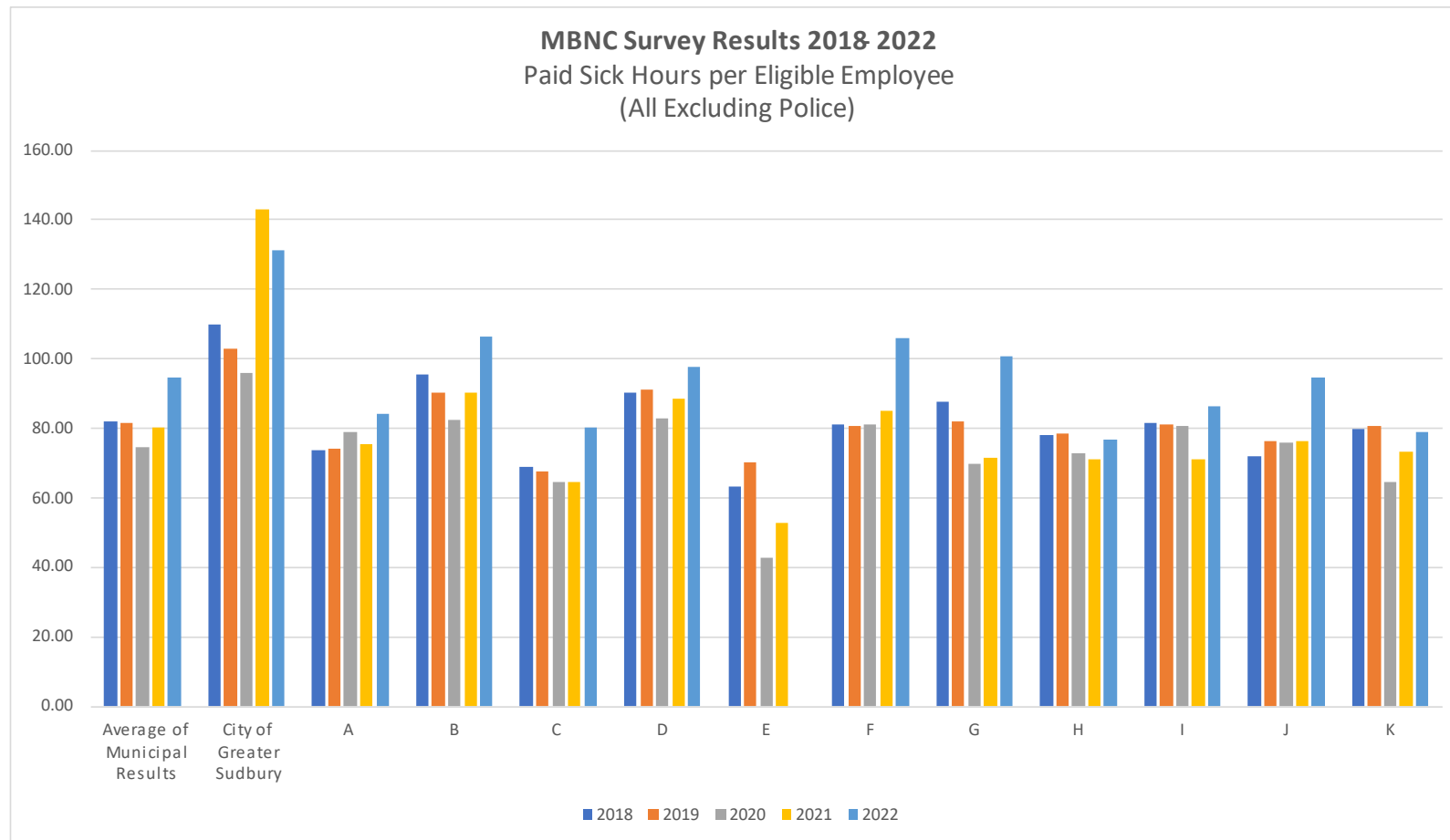
Approved Absence/ Unapproved Unpaid Absence ~ COVID Leaves ~ Declared Emergency Leave ~ Employment Standards Act (ESA) Leaves related to Sickness ~ Long Term Disability/Sick Leave ~ Pioneer Manor Infection Disease Outbreak ~ Short Term Disability/Sick Leave ~ Sick Leave – Weekly Indemnity Days or Paid Sick Leave ~ WSIB

| CGS Absenteeism Rates 2019 to 2023 Permanent & Temporary Full-Time | | | | | |
|--|-------|-------|-------|-------|-------|
| 5-Year Average | 2019 | 2020 | 2021 | 2022 | 2023 |
| 14.0% | 12.4% | 14.2% | 13.9% | 15.2% | 14.3% |

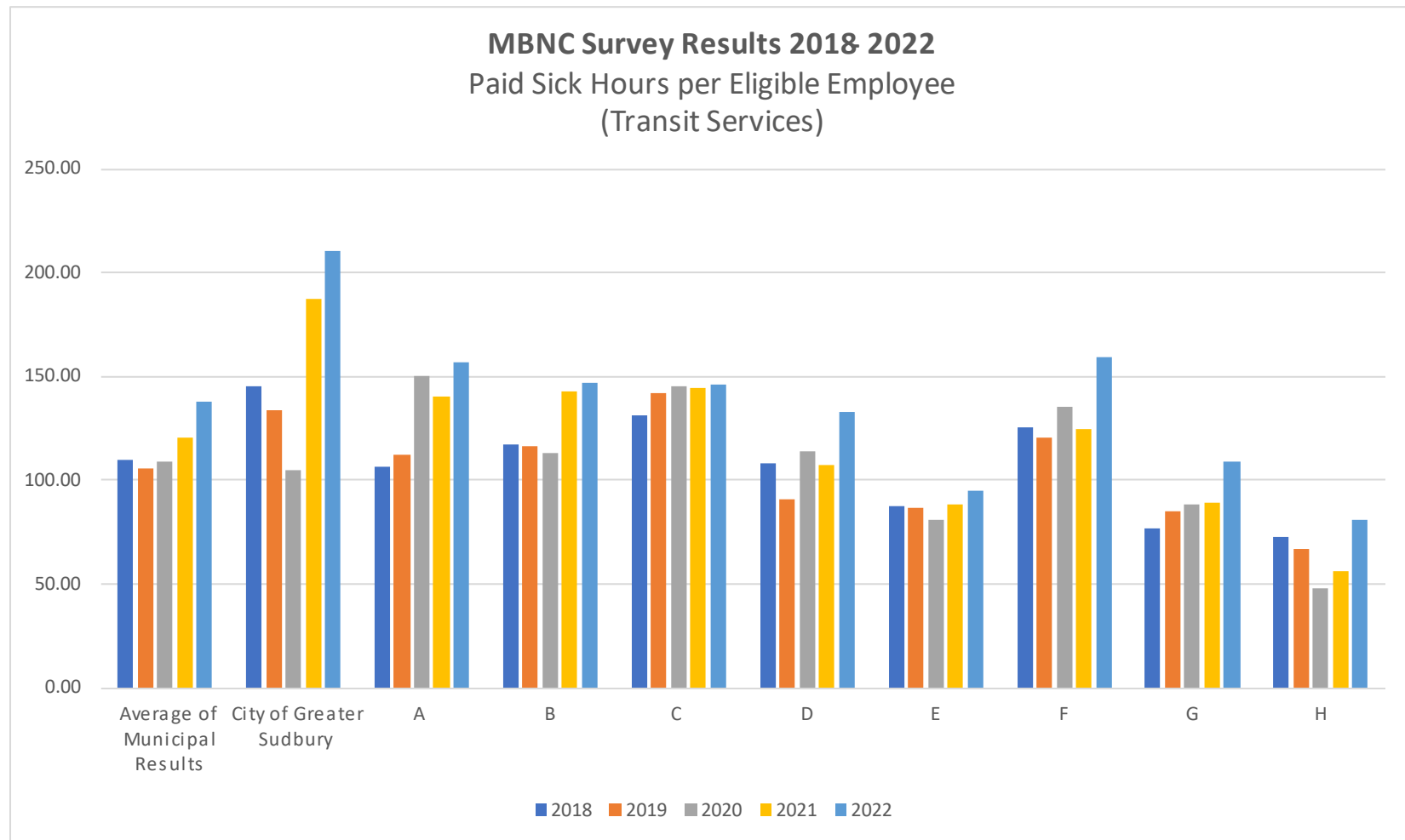
| CGS Absenteeism Rates 2019 to 2023 Permanent & Temporary Full-Time | | | | | | |
|--|----------------|------------------------------|--------------------|------------------|-----------------------|--------------------------|
| Department | 5-Year Average | | | | | |
| | Employee Count | Total Available Working Days | Total Days Absence | Absenteeism Rate | Avg Days per Employee | Median Days per Employee |
| Total | 1756 | 389,896 | 54,674.27 | 14.0% | 31 | 5.66 |
| Chief Administrative Office | 72 | 15,886 | 1,347.78 | 8.5% | 19 | 3.90 |
| Community Development | 648 | 143,353 | 26,252.08 | 18.4% | 41 | 5.86 |
| Corporate Services | 287 | 63,217 | 6,194.54 | 9.8% | 22 | 5.35 |
| Community Safety | 295 | 67,210 | 9,012.40 | 13.4% | 30 | 3.29 |
| Growth & Infrastructure | 463 | 102,314 | 11,946.93 | 11.7% | 26 | 6.66 |

External Comparisons: MBNC Survey Results

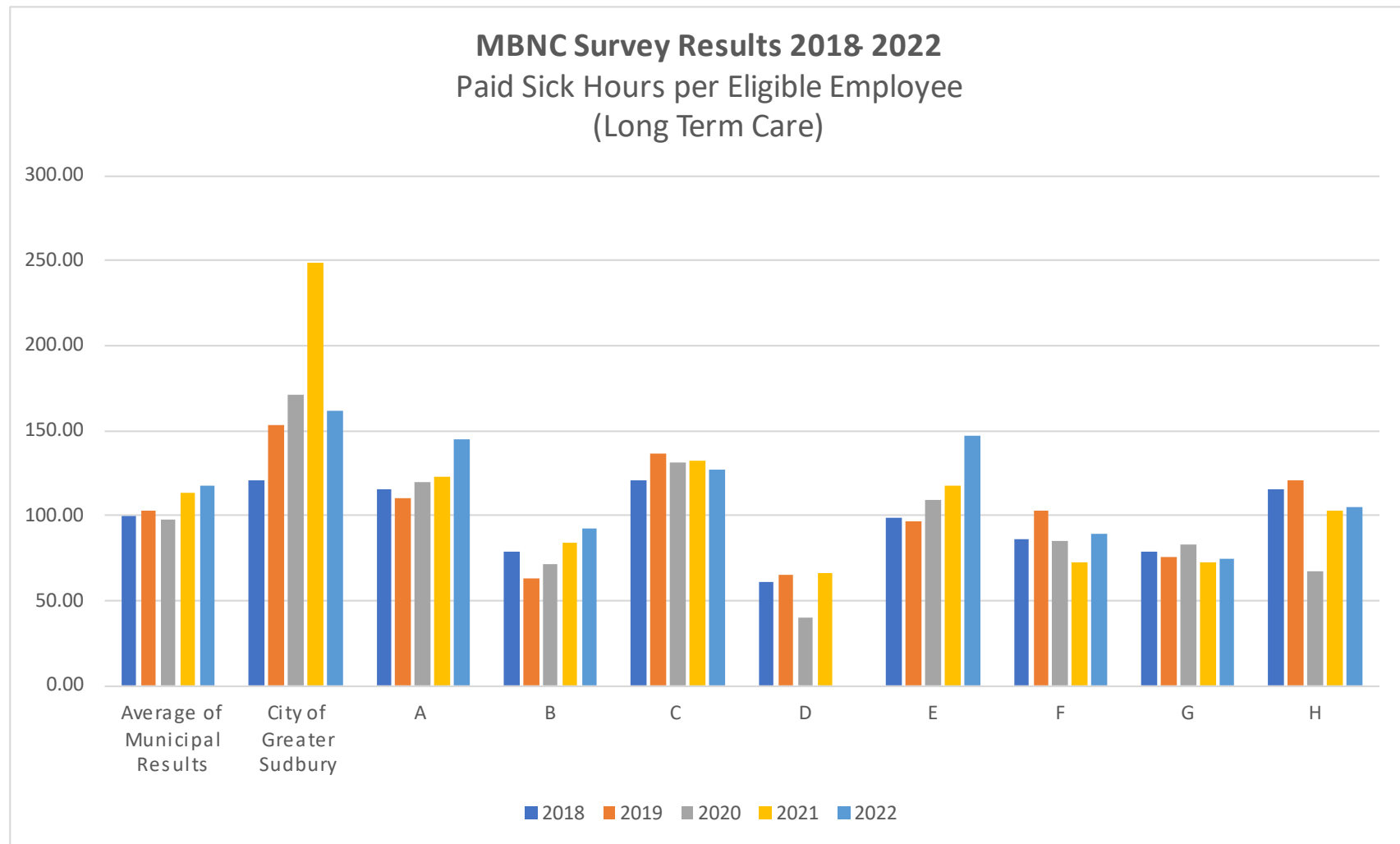
| Paid Sick Hours per Eligible Employee (All Excluding Police) | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|--------|--------|-------|--------|--------|
| Average of Municipal Results | 82.06 | 81.39 | 74.47 | 80.29 | 94.87 |
| City of Greater Sudbury | 109.75 | 103.04 | 96.10 | 143.20 | 131.20 |



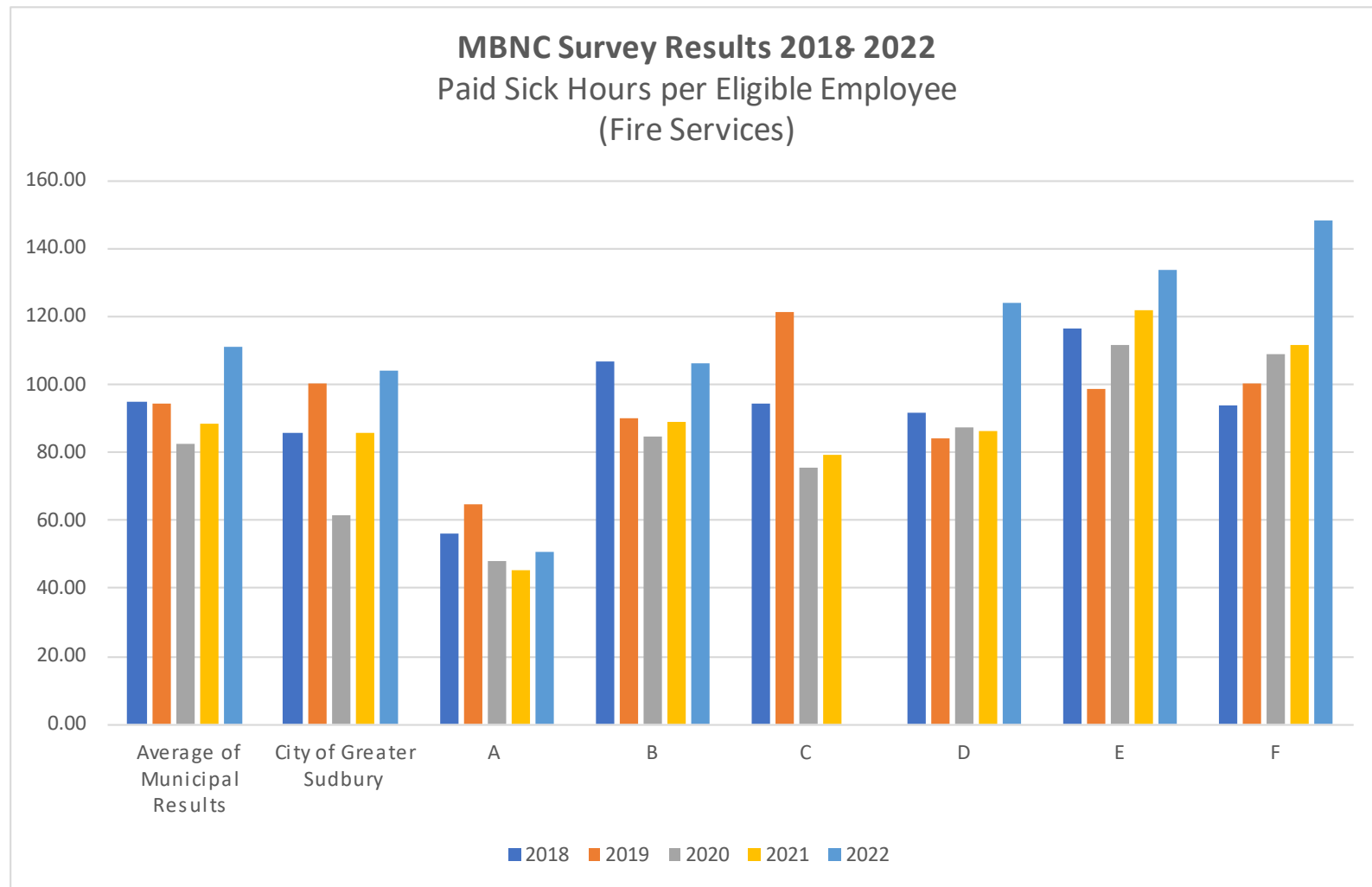
| Paid Sick Hours per Eligible Employee (Transit) | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|--------|--------|--------|--------|--------|
| Average of Municipal Results | 110.28 | 105.97 | 108.93 | 120.20 | 137.61 |
| City of Greater Sudbury | 145.44 | 133.82 | 104.80 | 187.45 | 210.60 |



| Paid Sick Hours per Eligible Employee (Long-Term Care) | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|--------|--------|--------|--------|--------|
| Average of Municipal Results | 99.81 | 102.91 | 97.57 | 113.33 | 118.11 |
| City of Greater Sudbury | 121.12 | 153.59 | 170.73 | 249.17 | 161.76 |



| Paid Sick Hours per Eligible Employee (Fire Services) | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|-------|--------|-------|-------|--------|
| Average of Municipal Results | 95.10 | 94.21 | 82.55 | 88.46 | 111.08 |
| City of Greater Sudbury | 85.87 | 100.31 | 61.41 | 85.86 | 104.12 |



| Paid Sick Hours per Eligible Employee (Paramedic Services) | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|--------|--------|--------|--------|--------|
| Average of Municipal Results | 128.40 | 128.04 | 135.03 | 144.40 | 168.81 |
| City of Greater Sudbury | 121.01 | 105.66 | 89.91 | 106.73 | 140.04 |

