



P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 12.1.1
Executive Standing Committee
September 23, 2019

TO: Chair and Members of Executive Standing Committee

SUBMITTED BY: Original Signed

Caroline Blair-Smith, Director, Human Resources/Office of Diversity & Inclusion

Original Signed

Jacques Dubé, Chief Administrative Officer

DATE: September 11, 2019

SUBJECT: Annual Workforce Report 2018/19

INFORMATION REPORT

ORIGIN

The Executive Standing Committee passed a motion January 22, 2018 to direct staff to provide an annual workforce report to the Executive Standing Committee following fiscal year end which would include information on workforce demographics and trends, staffing and workforce planning, absenteeism, grievance activity by issue/union group as well as an update on HRM's *People Plan* goals including, Leadership, Talent, Culture & Performance, Diversity & Inclusion, Safe Workplaces & Healthy Workforce.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, SNS 2008, c. 39

34 (1) The Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

BACKGROUND

As the largest municipal government in Atlantic Canada, Halifax Regional Municipality (HRM) requires a multitude of resources, including our dedicated workforce. With a current permanent staff complement of over 3,400, the municipality employs a wide range of people with a diverse array of skills and experience. The *Annual Workforce Report* provides an overview and analysis of activity related to employment with the Halifax Regional Municipality.

HRM budgeted approximately \$366,619,600 (2018/19) in total compensation costs and it is critical that the municipality has innovative and practical human resource strategies and solutions to meet business needs and achieve best value for tax payer dollars now and into the future.

DISCUSSION

One of HRM's goals with respect to the provision of "people" data, as we continue to move forward with workforce analytics and reporting, is to establish benchmarks to support operational managers with better decision making as well as identifying trends that require HR strategies to support risk management and continuous improvement.

Workforce Report

Human Resources has been providing the Executive Standing Committee with a Workforce Report since 2012. The report provides comprehensive workforce demographics and analysis of employment related data, including reporting on initiatives related to Leadership, Talent, Culture, Diversity & Inclusion, and Safe Workplaces & Healthy Workforce.

FINANCIAL IMPLICATIONS

There are no financial implications to this report.

COMMUNITY ENGAGEMENT

N/A

ATTACHMENTS

1. Annual Workforce Report Attachment 2018/19

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Julie Gibson, Policy & Business Initiatives Coordinator, Human Resources/Office of Diversity & Inclusion 902.490.1467

Jennifer Hann, Human Resources Analyst, 902.490.3116

Kelly Hunt, Human Resources Manager, Employee Services, 902.490.1517

Halifax Regional Municipality Annual Workforce Report 2018/19



HALIFAX

We make a difference.

Table of Contents

- Section 1: Introduction and Overview 3**
- Section 2: Our People Dashboard 4**
- Section 3: Delivering Human Resources to HRM 5**
 - Salary Expense and Total Compensation 5
 - Benefit Costs 5
 - Workforce Distribution 6
 - Workforce Distribution by Group 6
 - Demographics by Employee Groups 7
 - Turnover Trends 7
 - Staffing and Workforce Planning 8
 - Workforce Retirement Eligibility Over the Next 5 Years 9
 - Employee Learning and Development 10
 - Accidents and Incidents 11
 - Attendance and Absenteeism 12
 - Grievance Detail 13
 - Employee Complaints Submitted under Policy 14
- Section 5: Conclusion 15**
- Section 6: Definition of Terms 17**

Section 1: Introduction and Overview

Halifax Regional Municipality (HRM or the municipality) exists to provide the best possible services to more than 425,000 residents of our city. Covering approximately 5,500 square kilometres, Halifax is a large geographic area comprised of a diverse variety of urban, suburban and rural communities.

As the largest municipal government in Atlantic Canada, Halifax Regional Municipality requires a multitude of resources, including our dedicated workforce. With over 3,400 permanent staff, HRM employs a wide range of people with a diverse array of skills and experience.

The HRM Annual Workforce Report provides an overview and analysis of activity related to employment with the Halifax Regional Municipality.



Section 2: Our People Dashboard

The Our People Dashboard provides a summary level of detail regarding Halifax's workforce over the past five years.

Workforce Indicators	2014/15	2015/16	2016/17	2017/18	2018/19
Number of Permanent Employees	3,195	3,183	3,232	3,334	3,404
Average Employee Age	45.73	46.81	45.74	46.67	46.03
Average Employee Years of Service	12.08	13.64	11.67	12.3	11.85
Percentage of Unionized Staff	82.24%	81.47%	81.47%	81.08%	80.40%
Number of Grievances Filed	160	71	68	74	51
Number of External Hires	571	639	779	691	684
Number of External Exits (Permanent and temporary)	527	579	609	556	587
Number of Internal Movement	669	738	956	732	764
Employee Turnover Rate	4.38	6.41	6.70	5.04	5.70
Employee Retirements	81	134	120	98	106
Average Sick Days per Employee	9.8	10.7	10.1	8.4	10.87
Total Employee Accidents	399	354	430	570	743
Lost Time Accidents	222	236	192	221	227
Training Cost per Employee	\$52.34	\$54.48	\$54.55	\$67.69	\$66.71

Section 3: Delivering Human Resources to HRM

This section will detail the context and cost associated with delivering human resources activities to the organization.

Salary Expense and Total Compensation

The following table shows salary expense as a percentage of Halifax's operating expense.

	2014/15	2015/16	2016/17	2017/18	2018/19
Base Salary - HRM	227,945,613	232,442,671	249,105,726	255,322,477	266,372,214
Total Salary w benefits - HRM	284,919,035	290,169,510	309,838,941	320,384,072	332,104,251
HRM Operating Expense	532,788,653	555,530,979	573,530,662	589,018,064	589,565,344
Base Salary / Operating	43%	42%	43%	43%	45%
Total Salary / Operating	53%	52%	54%	54%	56%

Health Benefits Costs

HRM's overall health benefit costs (extended health, dental, Life and LTD insurance) have decreased in 2018/19 as a result of HRM's new benefits provider arrangements. These new arrangements provide the same benefits but have reduced both the costs of administration and premiums for the insured benefits. This resulted in an overall decrease in HRM's cost of the HRM managed health benefits plans of \$686,789 in 2018/19.

Benefit	2014/15	2015/16	2016/17	2017/18	2018/19
Total	\$7,952,009	\$8,383,802	\$9,053,912	\$9,908,640	\$9,221,850
Average Cost Per Employee	\$2,519	\$2,644	\$2,819	\$2,985	\$2,778

Workforce Distribution

	Permanent Full Time and Permanent Part Time	Other
2014/15	3,195	1,164
2015/16	3,183	1,064
2016/17	3,232	1,400
2017/18	3,334	1,621
2018/19	3,404	1,501

- The total full-time staff is defined as the total gross headcount of active employees as of March 31, 2019
- Total other staff includes temporary part-time, recreation programmers, student and seasonal. It does not include volunteer firefighters, Halifax Regional Library staff, Halifax Regional Council, inactive employees (those on a leave of absence), and other temporary part-time employees within the Halifax Forum and Sackville Sports Stadium or any staff with Agencies, Boards or Commissions

Workforce Distribution by Group

	2014/15	2015/16	2016/17	2017/18	2018/19
Permanent / Permanent Part-Time					
ATU Local 508	754	751	752	785	803
CUPE Local 108	276	259	269	275	265
HRPA	614	614	637	638	641
IAFF Local 268	420	421	420	447	467
Non Union	576	592	607	635	653
NSUPE Local 13	556	546	547	554	575
Total	3,195	3,183	3,232	3,334	3,404

- The total full-time staff is defined as the total gross headcount of active employees as of March 31, 2019.
- Overall HRM's total permanent full and part-time employees continues to grow at an average rate of 1.6% over the past 5 years.

Demographics by Employee Groups

Union Groups	Total Full Time Employees	Male	Female	Average Age	Average Years of Service
ATU 508	803	85.90%	16.59%	48.21	8.49
CUPE 108	265	90.93%	9.07%	48.77	14.40
HRPA	641	69.76%	30.24%	42.50	13.68
IAFF 268	467	93.42%	6.58%	43.87	14.00
Non Union	653	52.24%	47.76%	47.76	12.18
NSUPE 13	575	42.72%	57.28%	45.45	11.21
HRM	3,404	70.53%	29.59%	46.03	11.85

- The average age and years of service has decreased slightly as some longer serving employees retire.
- Data for the last five years does not indicate any significant change in the ratio of male to female employees. An employee self-identification survey is planned for January 2020 to gather further data on composition of our current workforce and the representation of specific employment equity groups in our workforce.

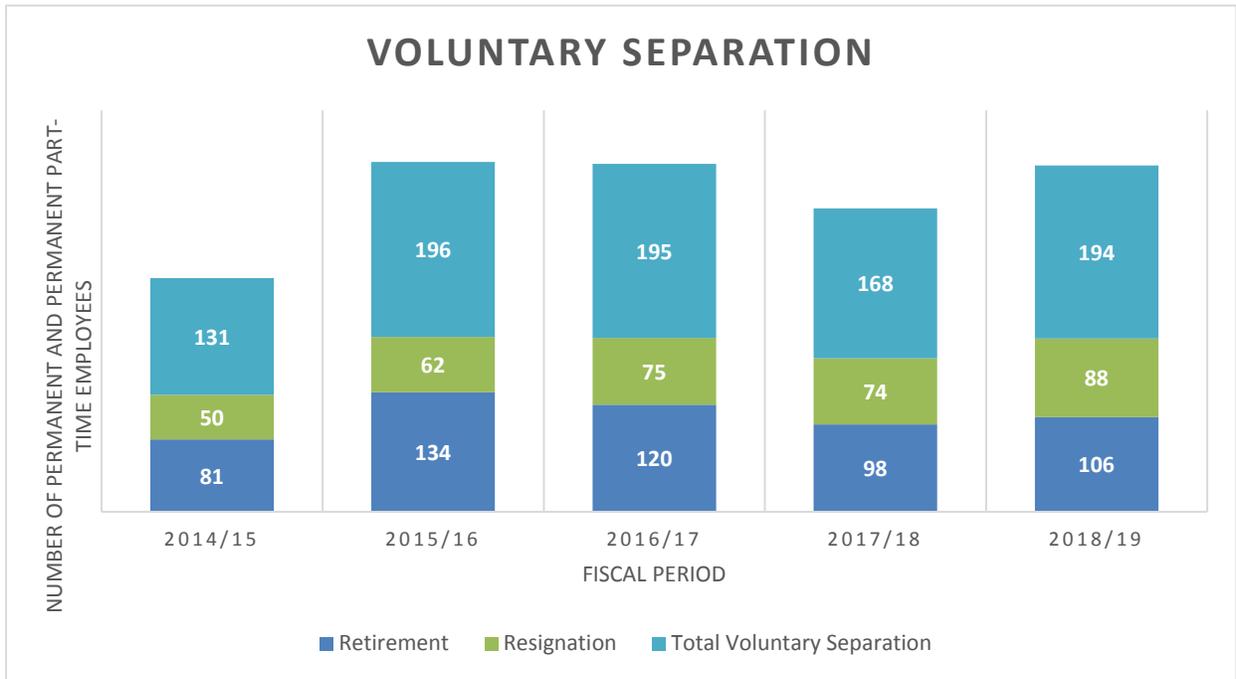
Turnover Trends

HRM has experienced an increase in the number of resignations in the past two fiscal periods.

	2014/15	2015/16	2016/17	2017/18	2018/19
Retirement	81	134	120	98	106
Resignation	50	62	75	74	88
Total Voluntary Separation	131	196	195	168	194
Average Active Employees	3195	3183	3232	3368	3404
Voluntary Turnover Rate	4.38%	6.41%	6.70%	5.04%	5.70%

For purposes of this report, Voluntary Turnover Rate equals: # of exits of permanent employees divided by average permanent employee headcount. Average active and inactive employee count is determined by number of active and inactive employees in Quarter 1 and Quarter 4 of the fiscal period divided by 2.

During this fiscal period, the Municipality's voluntary turnover was 5.70% as compared to Municipal Benchmark Network Canada (MBNC) which was reported at a 5.68% for 2017.



Staffing and Workforce Planning

Hiring Activity	2014/15	2015/16	2016/17	2017/18	2018/19	Diff Value vs. Previous Period
Internal Hiring Activity						
Internal Hires/Movements	602	647	839	644	673	▲ 4.50%
Internal Hires - Other	67	91	117	88	91	▲ 3.41%
% of Positions filled Internally	54%	54%	55%	51%	53%	▲ 2.57%
External Hiring Activity						
External Hires	160	188	235	243	244	▲ 0.41%
External Hires - Other	412	451	544	448	440	▼ -1.79%
% of Positions filled Externally	46%	46%	45%	49%	47%	▼ -2.72%
Total Hires/Movements						
Total Internal & External Hires/Movements	1241	1377	1735	1423	1448	▲ 1.76%

- For purposes of this report, Internal and External hires are those which are permanent full-time and permanent part-time. Internal Hires - Other and External Hires - Other includes those which are Seasonal/ Student/temporary or temporary part-time.
- The percentage of internal movements to fill vacancies rose slightly from 2018/19 from the previous fiscal year.

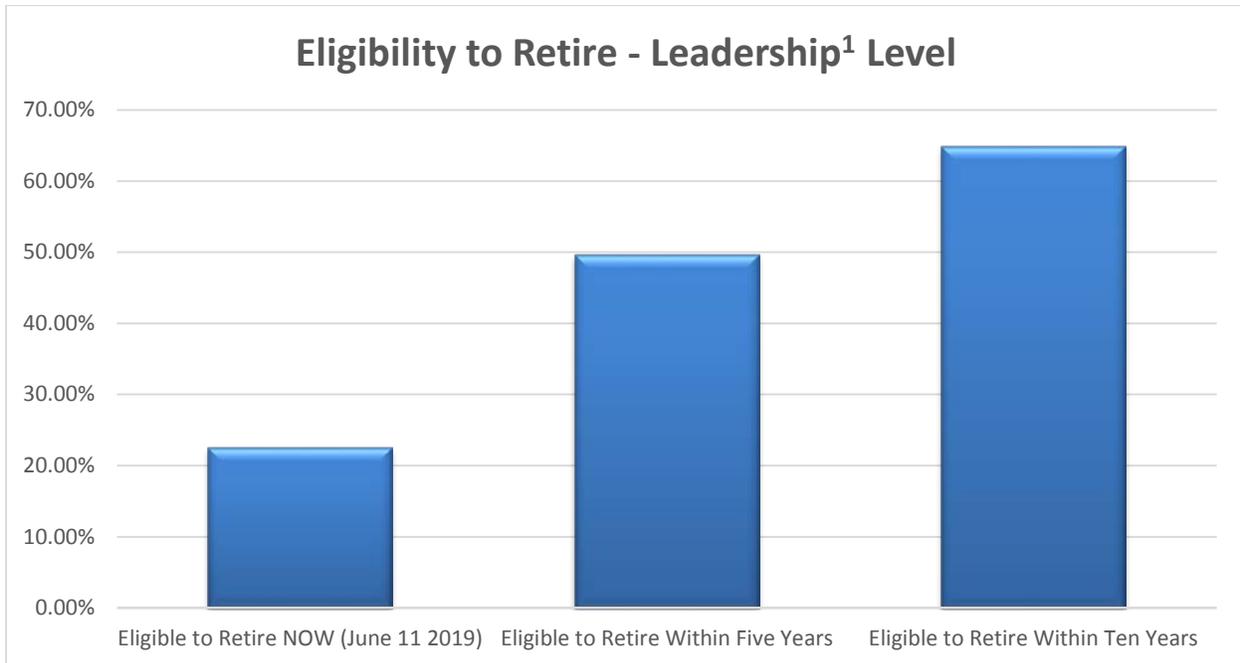
Workforce Retirement Eligibility Over the Next 5 Years

Number of Employees Eligible to Retire in Next 5 Years by Union Group							
	Eligible now	2019	2020	2021	2022	2023	Total % to Retire
ATU 508	133	24	26	38	36	27	31.45%
CUPE 108	60	14	14	14	10	20	48.89%
HRPA	81	20	25	12	25	21	26.90%
IAFF 268	80	16	14	14	21	14	33.83%
NSUPE 13	80	12	18	17	17	17	27.20%
Non- Union	103	25	34	28	35	22	36.11%
Total	537	111	131	123	144	121	29.42%



At HRM, approximately one-third of employees are eligible to retire within the next 5 years with unreduced pensions and more than half are eligible within 10 years. However, the numbers of

employees who are choosing to retire is relatively stable, despite the increase in numbers of employees eligible to retire. While not an exact predictor, it appears that the risk of a retirement 'bubble' creating a talent shortage at HRM is reduced.



1. The Leadership level includes those employees within the M (including MT, EM, and PSM) and EX Non-Union Salary pay bands.

The number of the HRM Leadership who are eligible to retire continues to grow with almost 50% eligible to retire within 5 years. HRM will continue efforts in both workforce and succession planning to ensure there are sufficient resources for a sustainable municipal government administration.

Employee Learning and Development

	2014/15	2015/16	2016/17	2017/18	2018/19
Corporate Training Course Completions Per Year	1,153	1,173	2,598	2,413	3,231
Total Cost of Training	\$167,216	\$173,407	\$176,296	\$227,985	\$227,080
Permanent Part-Time and Full-Time Employees	3,195	3,183	3,232	3,368	3,404
Cost of Training per Permanent Part-time and Full-Time Employee	\$52.34	\$54.48	\$54.55	\$67.69	\$66.71

Total cost of training increased in 2017/18 due to the increased investment into leadership development programs.

Accidents and Incidents

Accidents and incidents are tracked through HRM's' Employee Health Safety Management (EHSM) system. The following summarizes accidents and incidents in the following categories:

Incident Type	2014/15	2015/16	2016/17*	2017/18	2018/19
Near Miss: An event which had the potential for injury or illness but did not result in injury or illness	NA	NA	73*	197	218
First Aid: An Injury/illness that is treated at the workplace where no further medical attention is required	NA	NA	31	56	157
Total			104	253	375
Incidents as a % of Headcount			3.22	7.51	11

- * Data reflects 6 months as EHSM Near Miss and First Aid reporting commenced September 2016.
- * Overall increases since 2016, particularly in first-aid reporting, may reflect more consistent reporting as a result of increasing user awareness and comfort with EHSM.

Incident Type	2014/15	2015/16	2016/17	2017/18	2018/19
Medical Aid: An injury/illness where the employee seeks medical attention away from the workplace from a healthcare professional	177	118	134	98	141
Lost Time: An absence from the workplace following a work related injury or illness beyond the date of occurrence	222	236	192	221	227
Total	399	354	326	319	368
Incidents as a % of Headcount	12.49	11.12	10.09	9.47	10.81
Lost Time Frequency Rate	7	7	5	6	6

EFAP Activity	2014/15	2015/16	2016/17	2017/18	2018/19
Utilization Rate	20.57%	24.23%	20.06%	20.22%	26.26%
EFAP Expense*	\$129,398	\$129,398	\$129,398	\$129,398	\$129,398
Number of New Cases	483	569	471	475	671

- * Employee Family Assistance Program expense is based on the monthly expense (per employee per month rate) x 12 months plus net HST. This is a fixed cost for each year of the service agreement.
- Increased utilization and number of cases coincides with an increase in employee communications around EFAP.

Attendance and Absenteeism

This section refers to the data relating to employee sick leave use. For this report, the Average Number of Sick Days per Eligible Employee includes Sick Leave, Sick Leave Advance, Sick Leave WCB and Sick Leave No Pay.

	2014/15	2015/16	2016/17	2017/18	2018/19
ATU 508	18.5	19.7	19.9	14.3	21.35
CUPE 108	13.7	20.9	16.7	15.8	20.19
HRPA	6.9	5.7	5.9	5.1	7.74
IAFF 268	5.7	4.7	4.4	3.9	5.18
Non-Union	6.5	8.4	6.0	5.6	6.41
NSUPE 13	6.8	7.9	9.3	7.8	8.98
Average Number of Sick Days per Eligible Employee	9.70	10.70	10.07	8.40	10.87

There was a marked increase in the total number of Sick Leave No Pay hours recorded in 2018/19 as compared to the 2017/18 fiscal year. This may be, in part, due to an increase in the number of employees who exhausted their paid sick leave while awaiting approval of a long-term disability claim. There were 113 LTD claimants in 2017/18 versus 141 in 2018/19.

The average age of eligible employees with the highest usage of sick leave hours is 48 years old with an average of 8 years of service.

Grievance Detail

An average of 54 grievances are filed during each fiscal year. Most grievances are resolved internally, with 3.91% requiring third party involvement.

Grievances Filed	2014/15	2015/16	2016/17	2017/18	2018/19
ATU Local 508	39	14	12	17	21
CUPE Local 108	12	25	40	33	14
CUPE Local 4814	0	0	0	2	1
HRPA	6	9	8	11	2
IAFF Local 268	95	21	6	2	4
NSUPE Local 13	8	2	2	9	9
Totals	160	71	68	74	51
Grievances Resolved					
Resolved in grievance process	144	59	51	40	41
Resolved with third party (mediation, arbitration)	5	5	3	0	1

Grievances by Issue Filed in Fiscal 2018/19

Grievance Issue	ATU	CUPE 108	CUPE 4814	HRPA	IAFF	NSUPE
Discipline/Termination	11	2	0	0	0	3
Other	0	6	0	0	0	0
Leave Request	0	0	0	0	0	2
Policy/Work Rule	9	1	0	0	0	0
Job Competition	0	2	0	0	1	3
Training	0	0	0	0	0	0
Harassment	0	1	0	0	0	0

Clothing & Equipment	0	0	0	0	0	0
Work Assignment	0	0	0	1	0	1
Overtime/Compensation	1	2	1	1	3	0

Employee Complaints Submitted under Policy

HRM is committed to providing a safe, respectful workplace reinforced by our *Workplace Rights Harassment Prevention Policy* and *Workplace Violence Prevention Policy*. Despite best efforts, conflicts may arise within the organization. Often, they are resolved between parties or are handled successfully at the business unit level by management staff members.

Conflicts that are not able to be resolved at the business unit level are referred to Human Resources. Many of these may be resolved with the assistance of a Human Resources Business Partner; however, those that are not, are deemed to be complex cases and require the attention of a Conflict Resolution Specialist.

Complex cases occur for complaints where any of the following conditions exist:

- The alleged behaviour is too severe to be considered basic; or
- The resolution requested by the Complainant is greater than stoppage of the behaviour and an apology; or
- The Respondent disputes the allegations; or
- Basic resolutions employed within the business unit were unsuccessful.

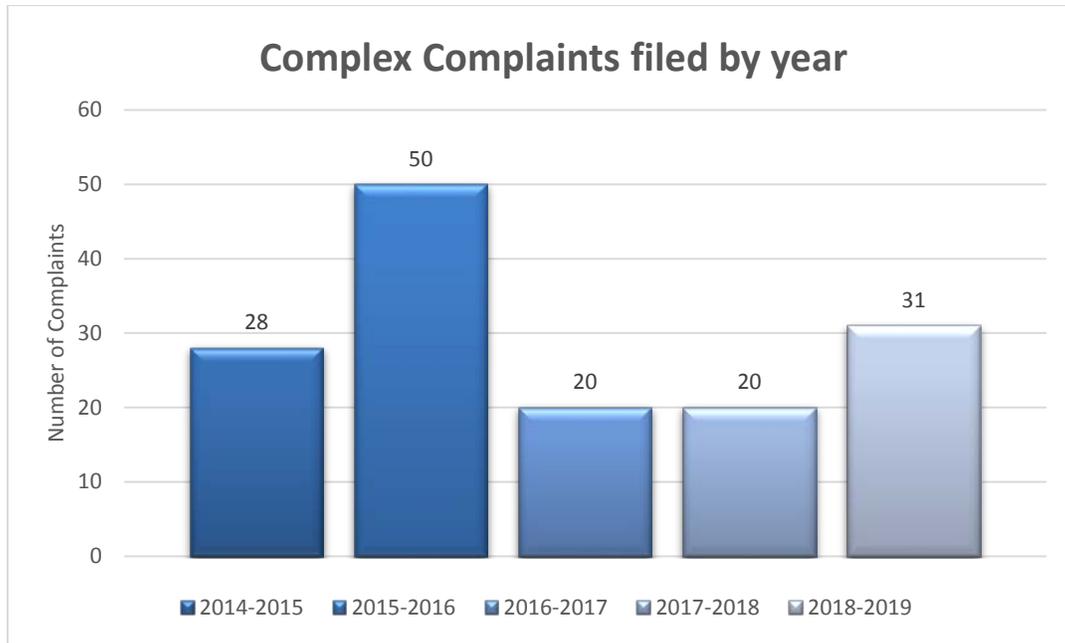
The following table lists total complex cases per fiscal year, broken down by case type.

Total Annual Complex Cases by Complaint Type (including resolved and ongoing)

Type	2014/15	2015/16	2016/17	2017/18	2018/19
Interpersonal Conflict	0	14	6	5	10
Personal Harassment	11	12	6	7	14
Poisoned Workplace	10	13	4	1	3
Racial Harassment	3	1	1	2	0
Sexual Harassment	0	2	2	3	2
Harassment - other grounds	0	2	0	0	0
Workplace Violence	4	3	1	1	1
Employment discrimination	0	2	0	1	1

Duty to Accommodate (DTA) related	0	1	0	0	0
Total	28	50	20	20	31

Increases in the number of employees using the processes under the *Workplace Rights Harassment Prevention Policy* to seek resolution to interpersonal and personal harassment complaints coincides with a communications campaign to increase awareness of the Policy and senior leadership support of the Policy.



Section 5: Conclusion

In conclusion, the top three considerations identified from the data provided in this report are:

1. HRM's full and part-time permanent staff numbers continue to grow to meet areas of increasing service demand and HRM is seeing higher resignations than it has in the past. These factors reinforce HRM's continued efforts to improve recruitment processes and retention strategies.
2. In meeting our recruitment needs, HRM has seen an increase in positions filled by internal staff which is seen as positive by the workforce. To continue this trend of giving our existing workforce opportunities to move within the organization, HRM must continue to focus on effective employee development strategies.
3. After seeing some years with declining numbers, HRM is seeing increases in reported workplace accidents and incidents, EFAP utilization, reported workplace harassment complaints and absenteeism. Some of these increases may be attributable to

increased awareness of the policies and systems available to assist employees (e.g. EFAP, EHSM, Workplace Rights Policy). In some cases, these increases reflect an increase in employee confidence in the support mechanism HRM has for supporting their personal well-being. This data continues to provide HRM with indicators for where to focus our efforts to support our workforce.

The data provided in this report reinforces and guides HR's strategic direction and aligns with our achievements for 2018/19 in the following areas:

Leadership Development

Human Resources developed and launched a new leadership program *Foundations for Aspiring Leaders* to support current and future business needs. The program is designed to provide employees who are not presently in a leadership position with the fundamental skills and knowledge every effective supervisor or manager needs. This is a cohort-based certificate program that requires participants to complete over 52 hours of programming within 12 months of their program start date.

HR is piloting a new mentorship program called *Connections*, which pairs mentees and mentors based on skills possessed by mentors and skills sought by mentees. The program kicked off in April 2019 with mentees invited from the *Foundations for Aspiring Leaders Program* and mentors from throughout HRM. *Connections* currently has 12 mentor pairs for a total of 24 participants. The pairs meet one-to-one and also have the opportunity to attend mentoring cafés with presentations on development topics. The pilot wraps up in December 2019 with an expected HRM-wide release in 2020.

HR introduced a new *LinkedIn Learning: Emerging Leaders Pilot*. This program was designed for new or existing supervisors and consisted of four modules aimed at developing effective leadership skills, completed over 20 hours of online course time. In April of 2019, 44 participants graduated.

Talent Management

HR continues to coordinate the *Bridging the Gap* program to attract and recruit recent graduates into the organization. HRM attracted 15 recent graduates for the 2018/19 cohort of interns and has hired approximately 30 individuals since the inception of the program into temporary and permanent positions.

In 2018/19, in working with our business unit engineering partners, HR launched the *Engineer-in-Training* program to attract recent engineering graduates and provide them with the 4-year working experience required to achieve their professional designation or PEng. This program attracted over 300 applications from which 2 candidates were hired to begin their rotational assignments which will see them gain work experience with every engineering group at HRM.

Culture and Performance

In 2018/19, HRM completed an *Employee Engagement Survey*, the results of which will be a key driver for all business units' operational plans to support employees. Business units have

developed and, in some cases, have begun implementing action plans in response to the survey results.

A revised *Code of Conduct for Municipal Employees Policy* was implemented in 2018/19 with the purpose to promote high standards of professional conduct for employees and provide guidelines for identifying unethical or illegal behaviours including conflict of interest.

Safe Workplaces and Healthy Workforce

In 2018/19, members from all Joint Occupational Health and Safety Committees and members from all business units participated in a Leadership Safety meeting and collaborated to discuss what the S.A.F.E.R. Leadership Model means to them. The Model empowers all leaders and employees to Speak, Act, Focus, Engage and Recognize behaviours and initiatives that promote building a safety culture.

In 2018/19, HRM prepared for the adoption of a new international standard called the Globally Harmonized System (GHS) which caused changes to the Federal and Provincial WHMIS legislation. The Municipality continues to use this new standard to improve health and safety information on the safe use of chemical products in the workplace.

To support a psychologically safe and healthy workplace, HR continues to provide *The Working Mind* training programs for leaders and employees. To date, 101 leaders and employees have attended this training.

Diversity and Inclusion

The *Employment Equity Policy* was approved in 2018/19. This policy has enabled work to begin on the development of an Employment Equity Program to deliver on the objectives of the policy, including increasing representation in the workplace of under-represented groups.

Section 6: Definition of Terms

- **FTE (Full Time Equivalent)**
Used for budget purposes to quantify the number of positions approved by the Executive Management Team and Council. The FTE count records only permanent positions (both full-time and part-time). One FTE is equal to one annual work year as defined by the applicable Collective Agreement and/or Non-Union Terms of Employment.
- **Employee Headcount**
The actual number of employees (people not positions) employed at HRM at any point in time.
- **Permanent Employee**
An employee who has been hired in a position on a permanent basis without a predetermined time limit.
- **Temporary Employee**

A temporary employee means an employee who is hired (a) for up to eighteen (18) continuous months in any one temporary position, or (b) for the period for which an employee is absent from her/his permanent position where the Employer has chosen to cover off that permanent position for a period.

- **Seasonal Employee**

An employee who is hired in a position designated to perform duties on a seasonal basis. The employee is hired with a predetermined termination date.

- **Student Employee**

“Student” is a person who is engaged in a recognized work/study program at a school or university whose course of study requires or permits the student to participate in study related work programs as an integral part of the certificate, degree or diploma, co-op students, students working in seasonal jobs, and students working in jobs where at least some of the funding is obtained from outside agencies.

- **Leave of Absence (LOA)**

A LOA occurs when an employee is physically away from the organization for reasons such as sickness or injury. Types of LOAs include, but are not limited to LTD, Maternity Leave, Approved Leave No Pay, and Sick Leave No Pay.

- **Inactive Employee**

An inactive employee is considered an employee of HRM but is not actively at work. For example, employee is on a LOA.

- **Active Employee**

An active employee is considered an employee of HRM who is actively working.

- **Retroactivity**

SAP is a date-driven system and retroactivity is calculated automatically based on dates entered. Any changes made in the past to an employee’s absences/attendances, for example, create retroactivity.

- **Organizational Change**

An organizational change is SAP terminology used to define employee movement in and out of their home positions within HRM. This can happen in number of ways. For example, an employee can move to a position within their own business unit, outside their business unit, or as the result of a re-organization of positions.

- **Voluntary Exit**

When an employee leaves the organization due to resignation or retirement.

- **Involuntary Exit**

When an employee leaves the organization due to termination / dismissal.