



Association of  
Municipalities  
of Ontario

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## **Workforce Development Project – Municipal Employee Survey**

In September of 2023, the **Association of Municipalities of Ontario** (AMO) embarked on a multi-year Municipal Workforce Development Initiative to better understand and address the municipal sector's workforce needs now and in the future.

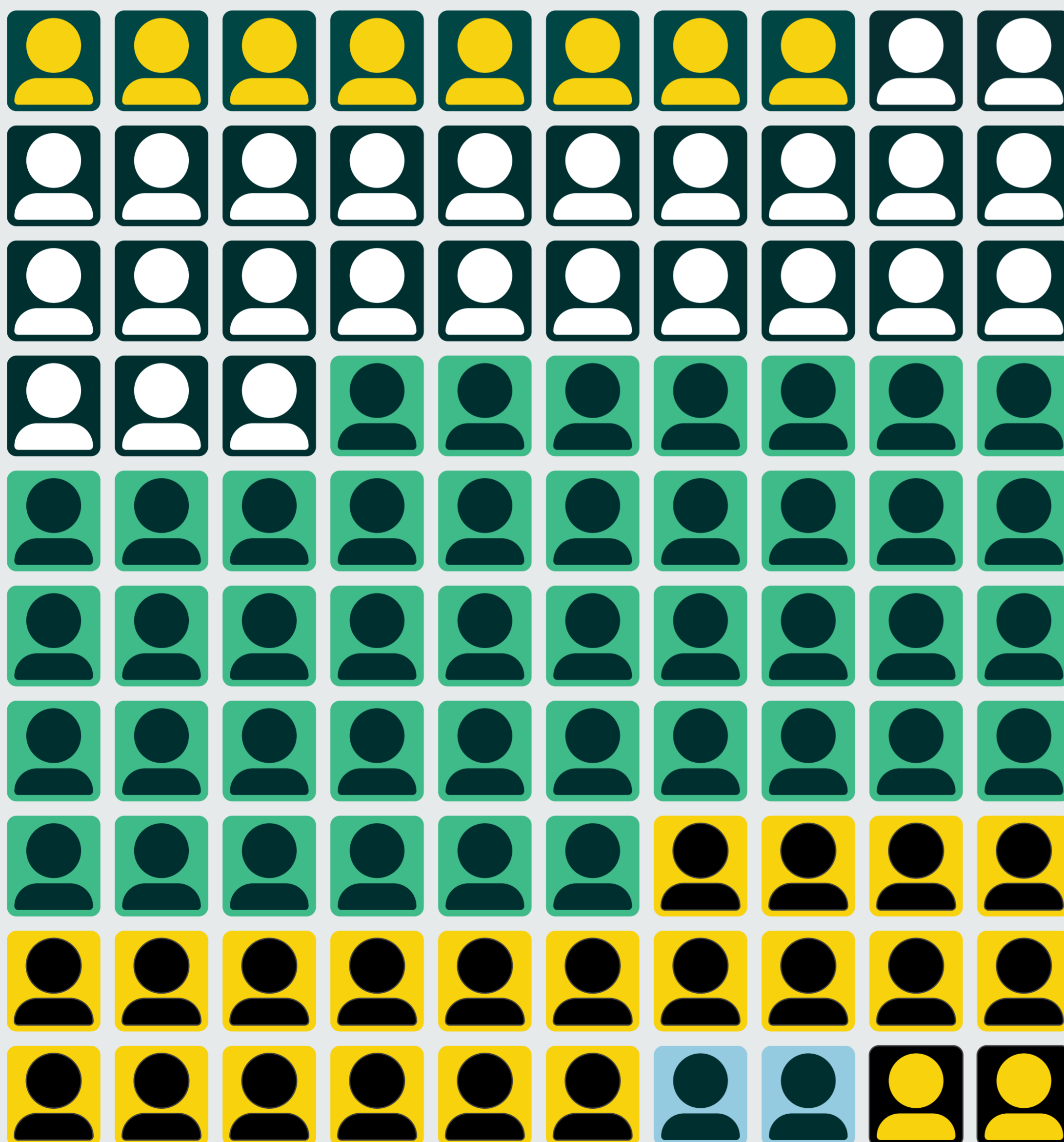
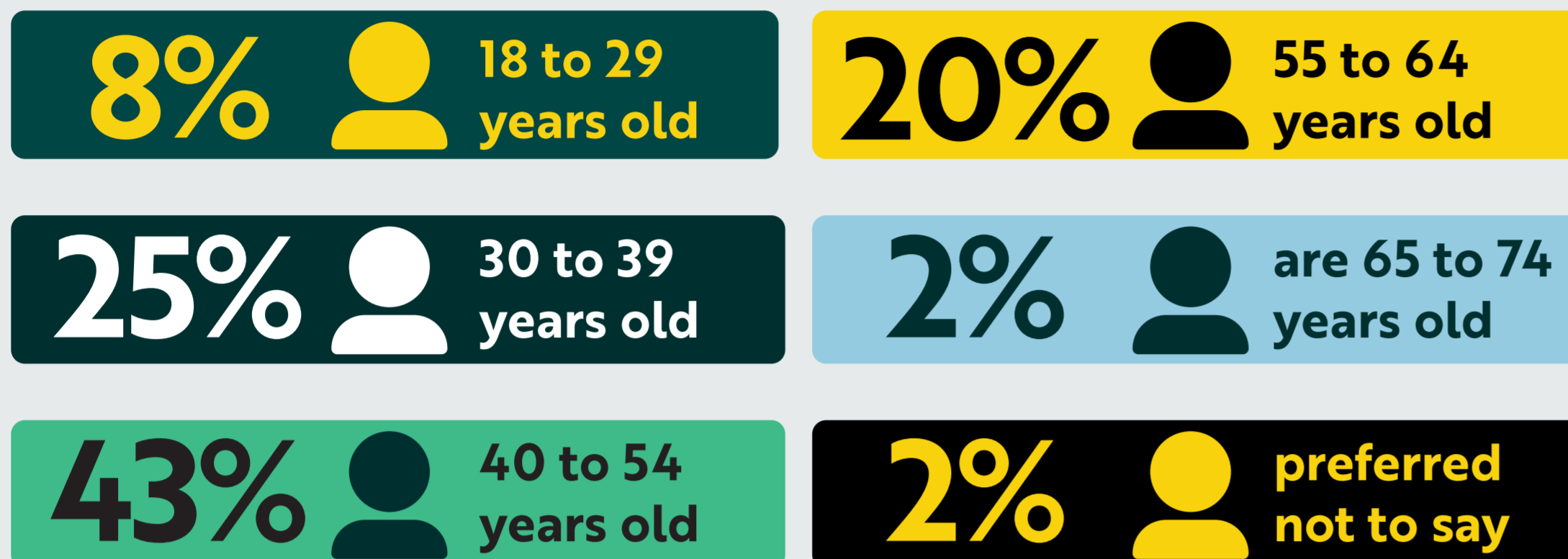
As part of this project, AMO sought feedback via survey from current municipal staff to understand what attracted staff to the municipality, what they enjoy about their work, and how municipal employers can enhance the employee experience moving forward.

Nearly 2,400 municipal employees in Ontario voluntarily filled out the survey between November 3-24, 2023.

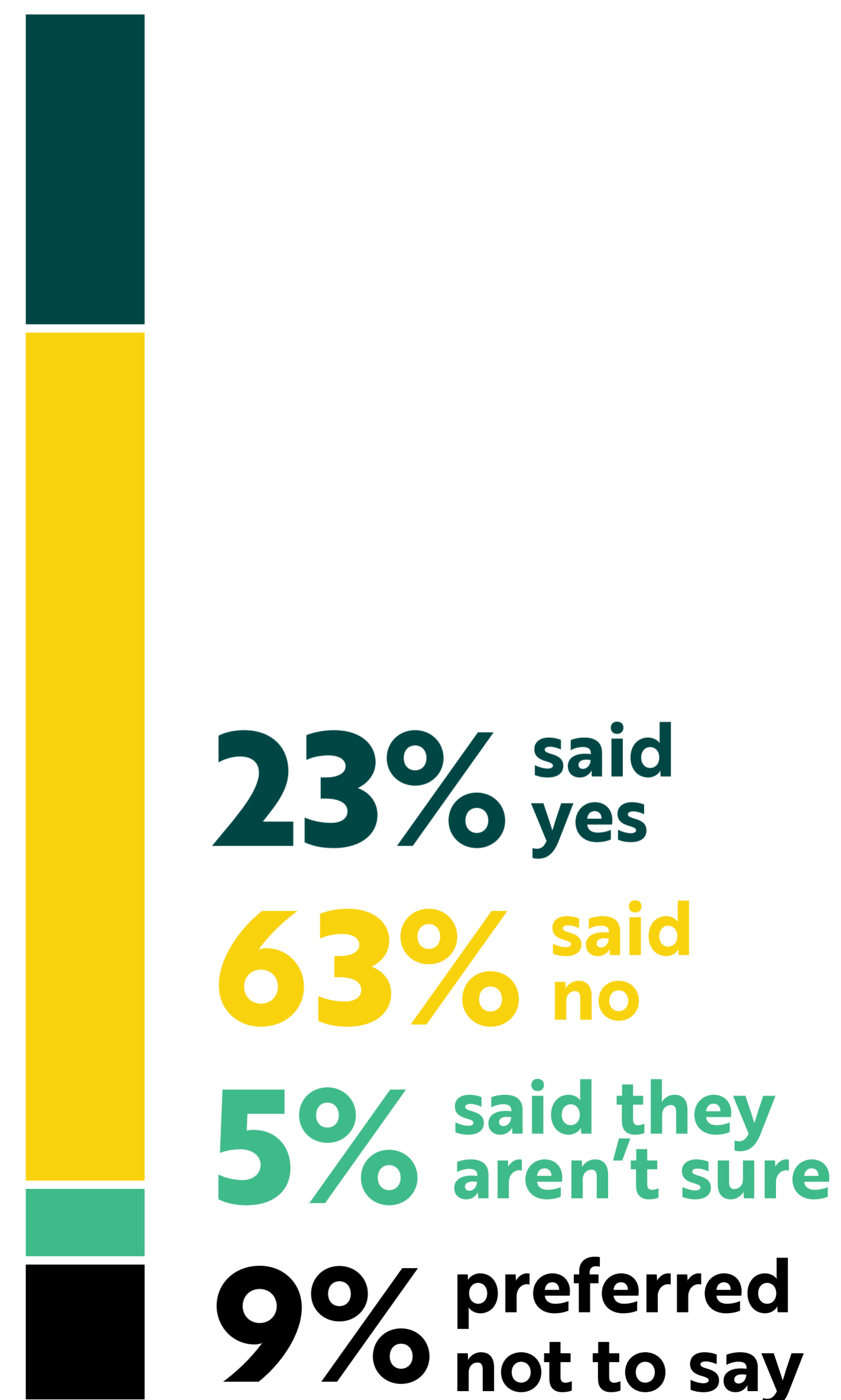


# Who completed the survey?

# Age breakdown



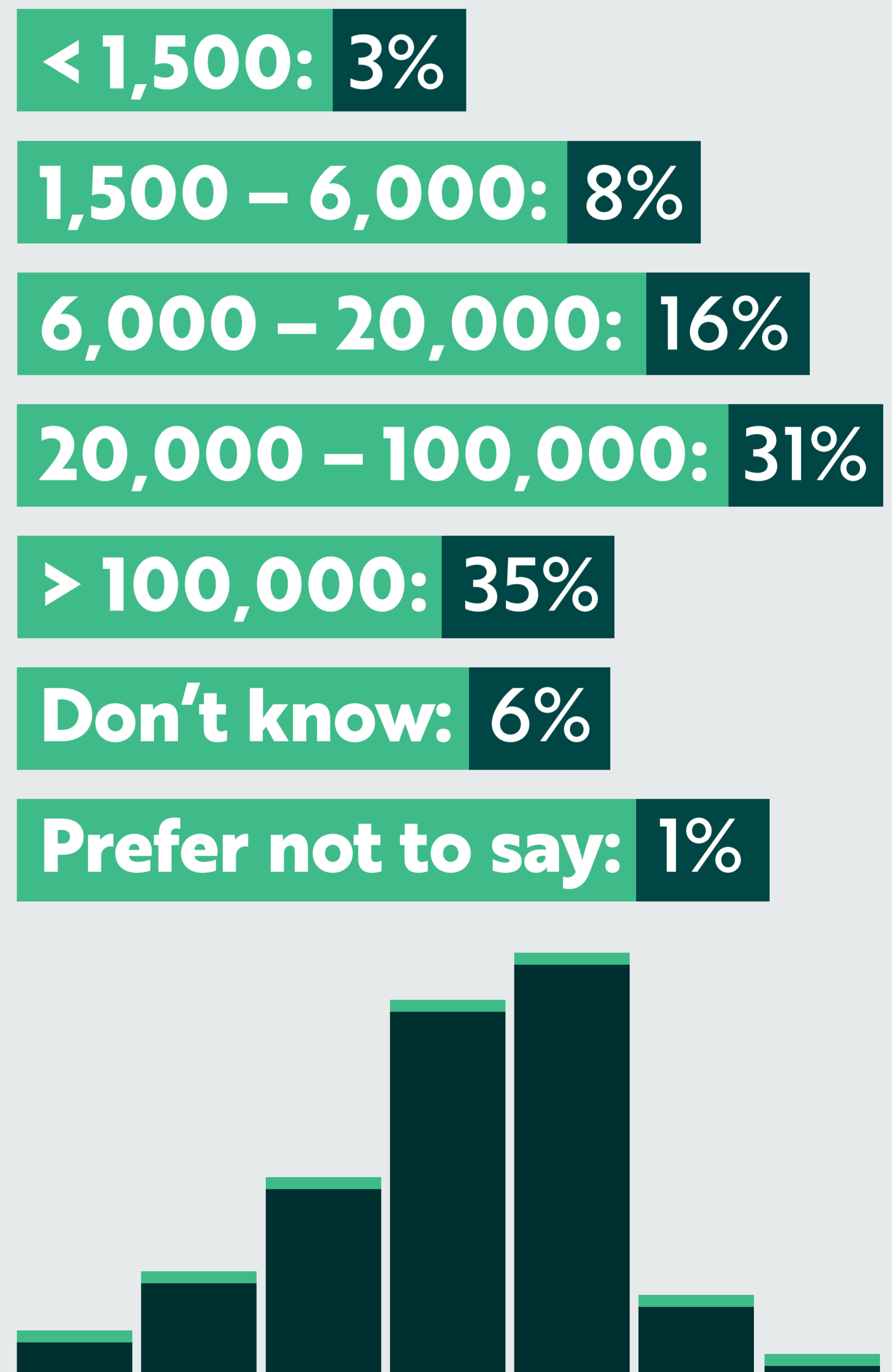
When asked if respondents identify as a member of an equity deserving group...



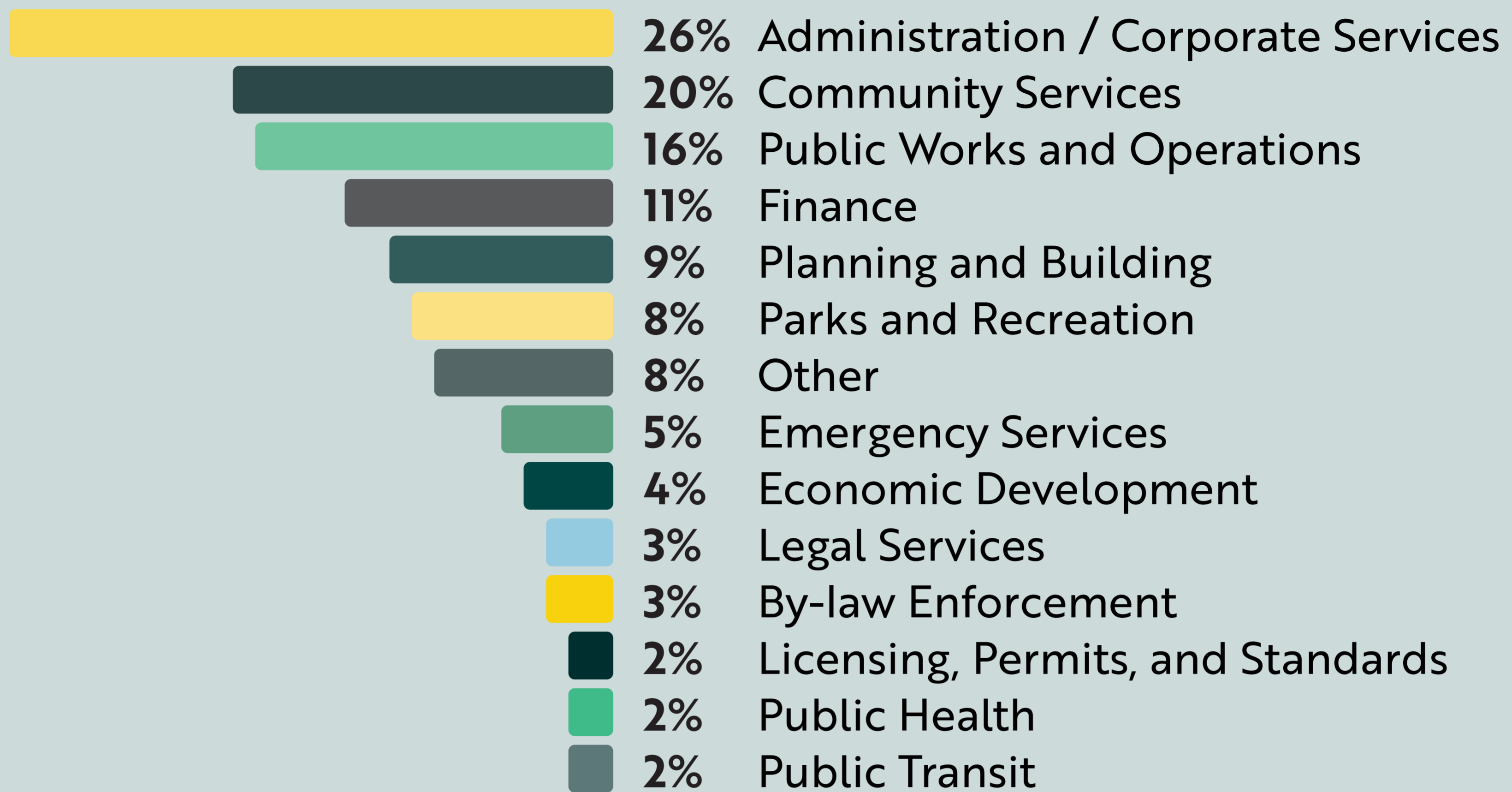
## Regional distribution of employer municipalities



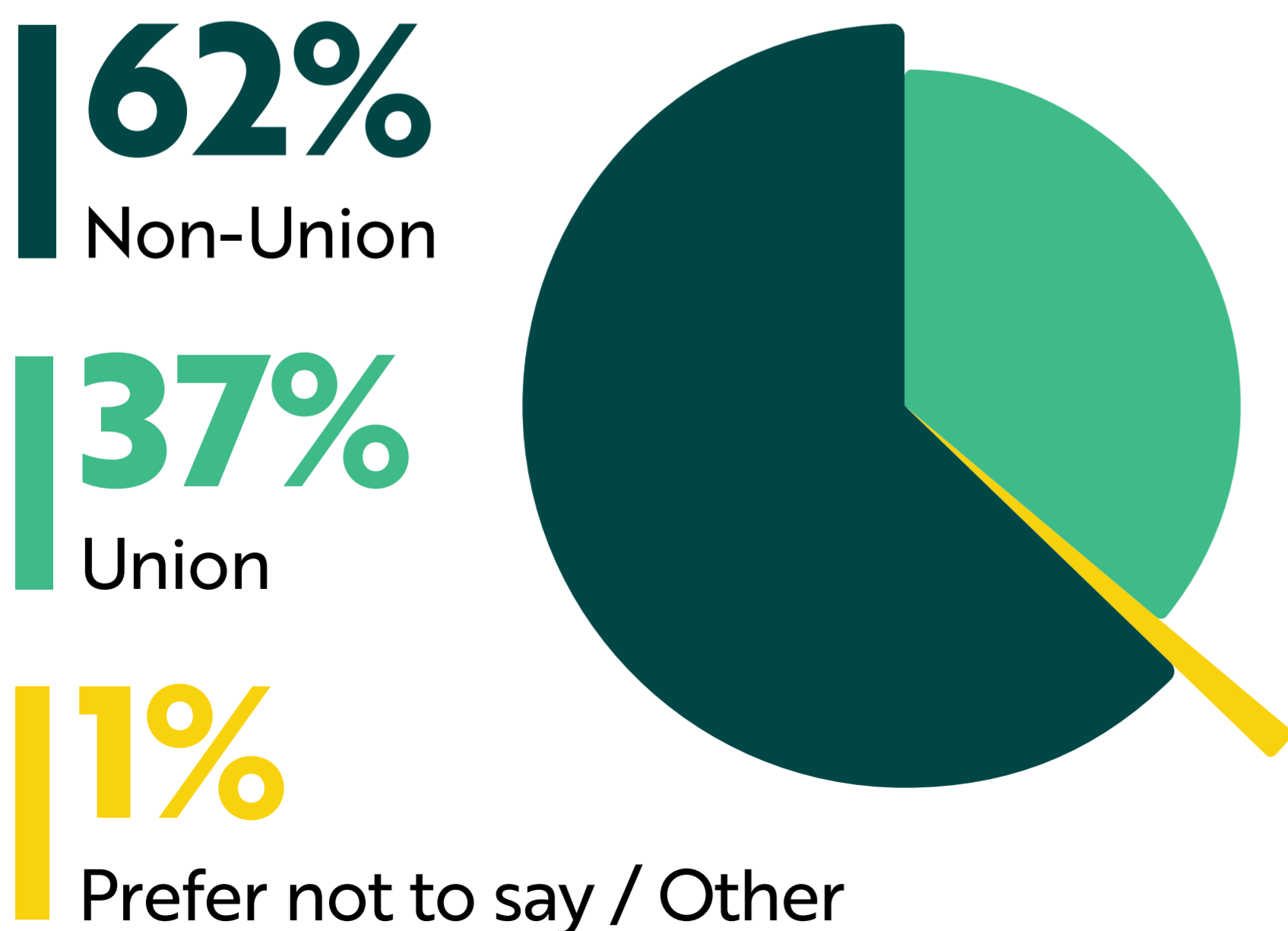
## Population size of employer municipalities



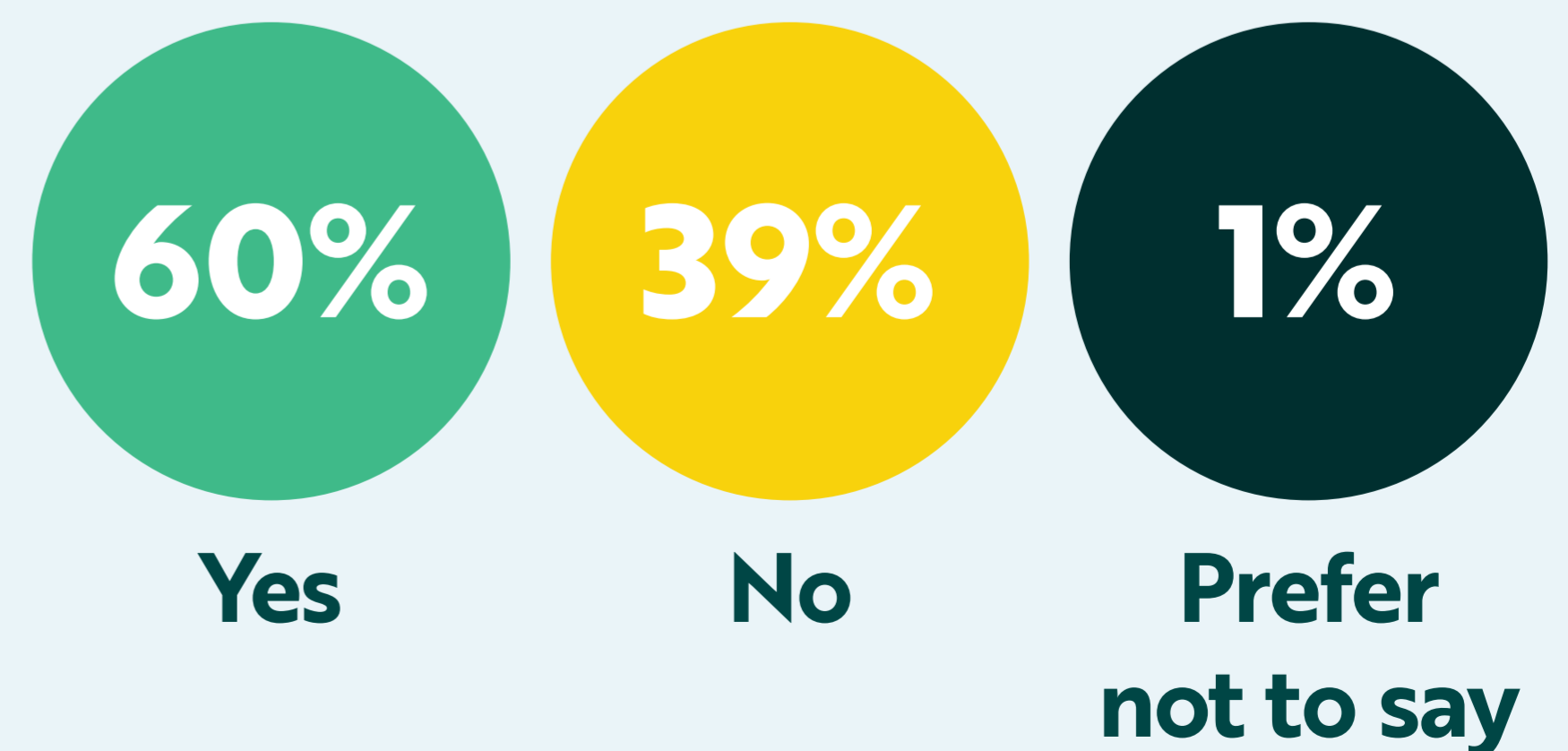
# Distribution of departments or divisions



## Union status



## Do respondents reside in their employer municipality?





# Pathways to the municipal workforce

# What brought people to the municipal public service?



**52%**

Pension and benefits



**45%**

Job stability and security



**40%**

Living in or close to the hiring municipality



**29%**

Base salary or wage



**27%**

The opportunity to make a difference in the community

## Entry point into the sector

**11%** of respondents entered the municipal government through student co-ops or internships.

**51%** joined via entry level positions.

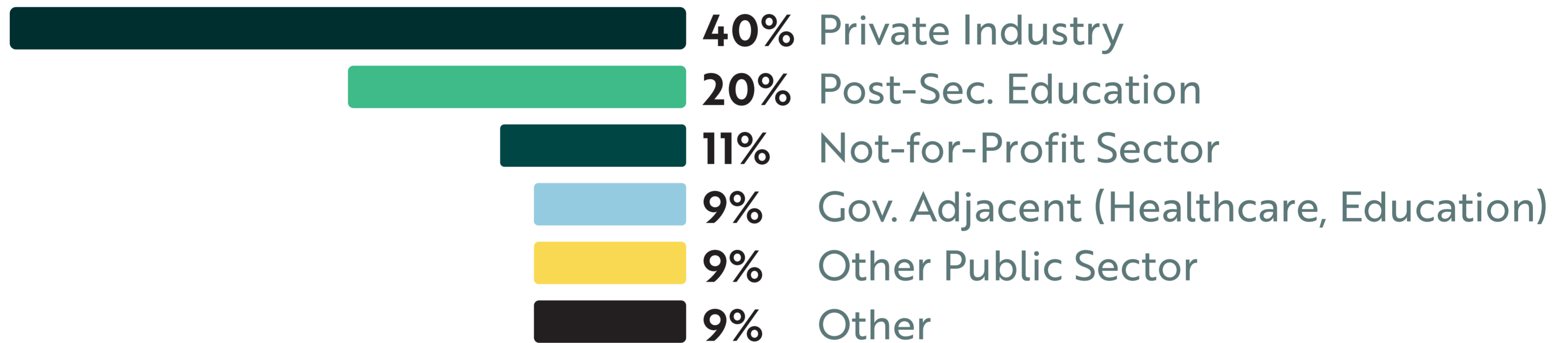
**60%** who came through a co-op position have stayed in the sector for **11+ years.**

# 31%

of respondents heard about their jobs through family or friends.

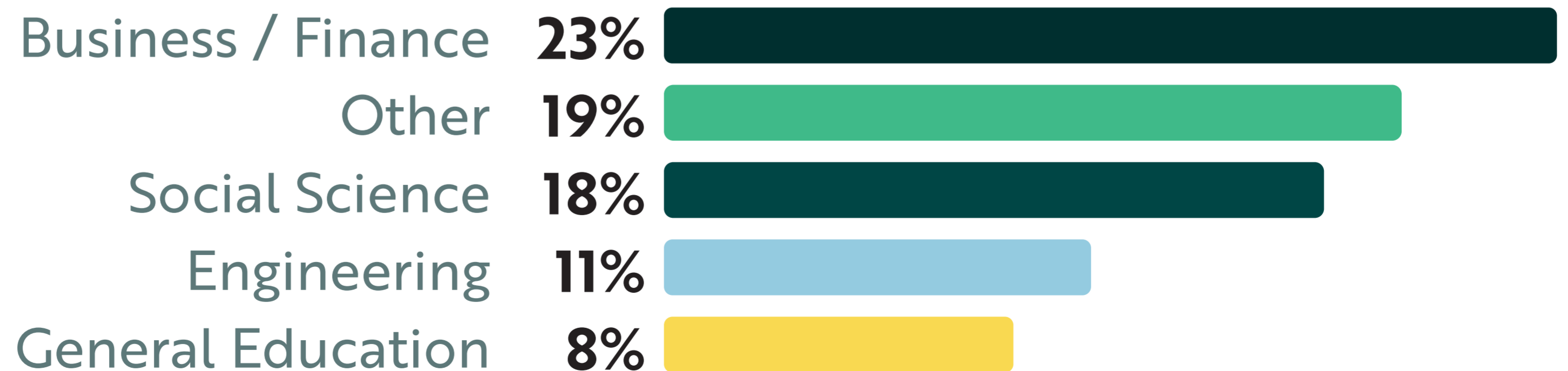
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## Before they joined the sector, municipal employees were in...



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## and studied...

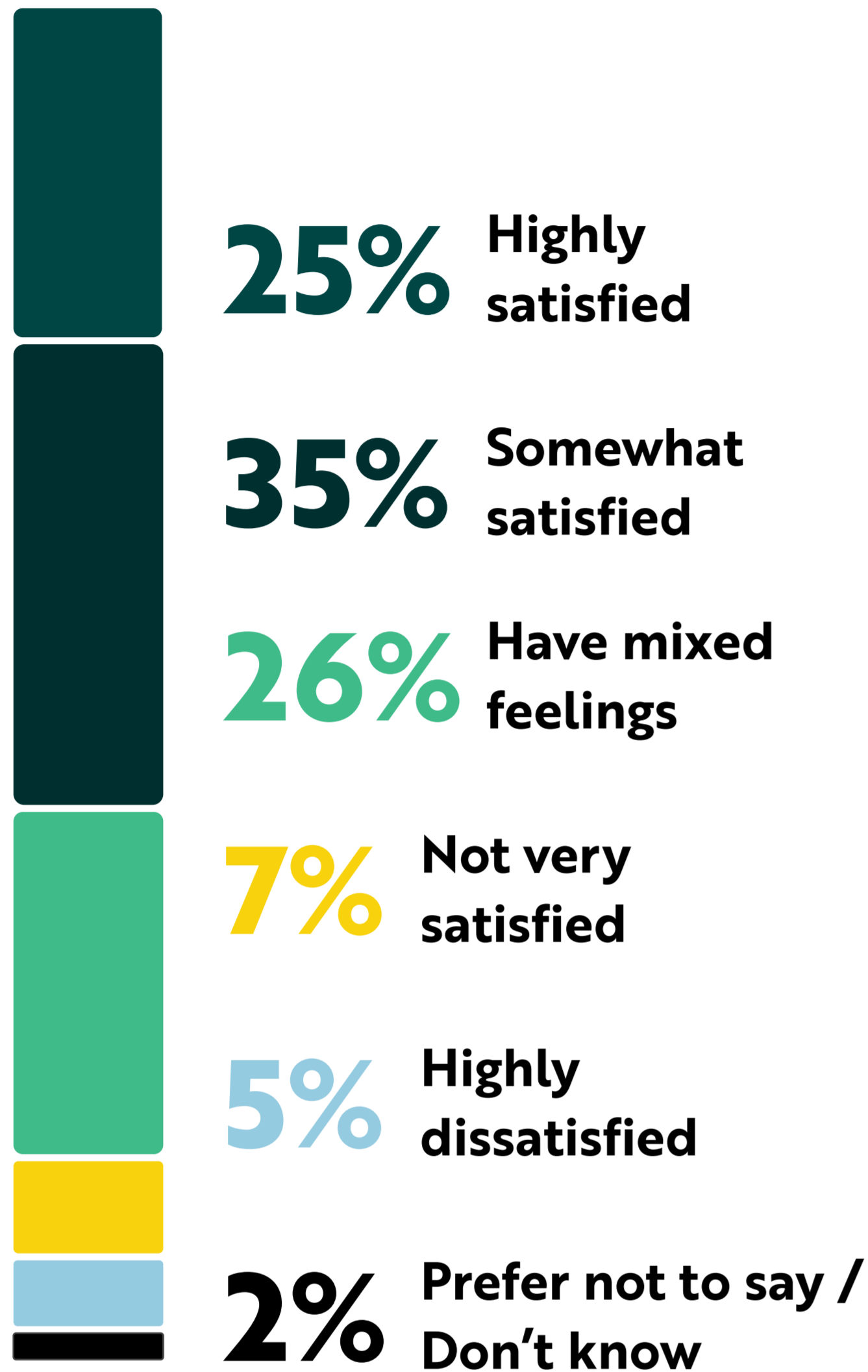




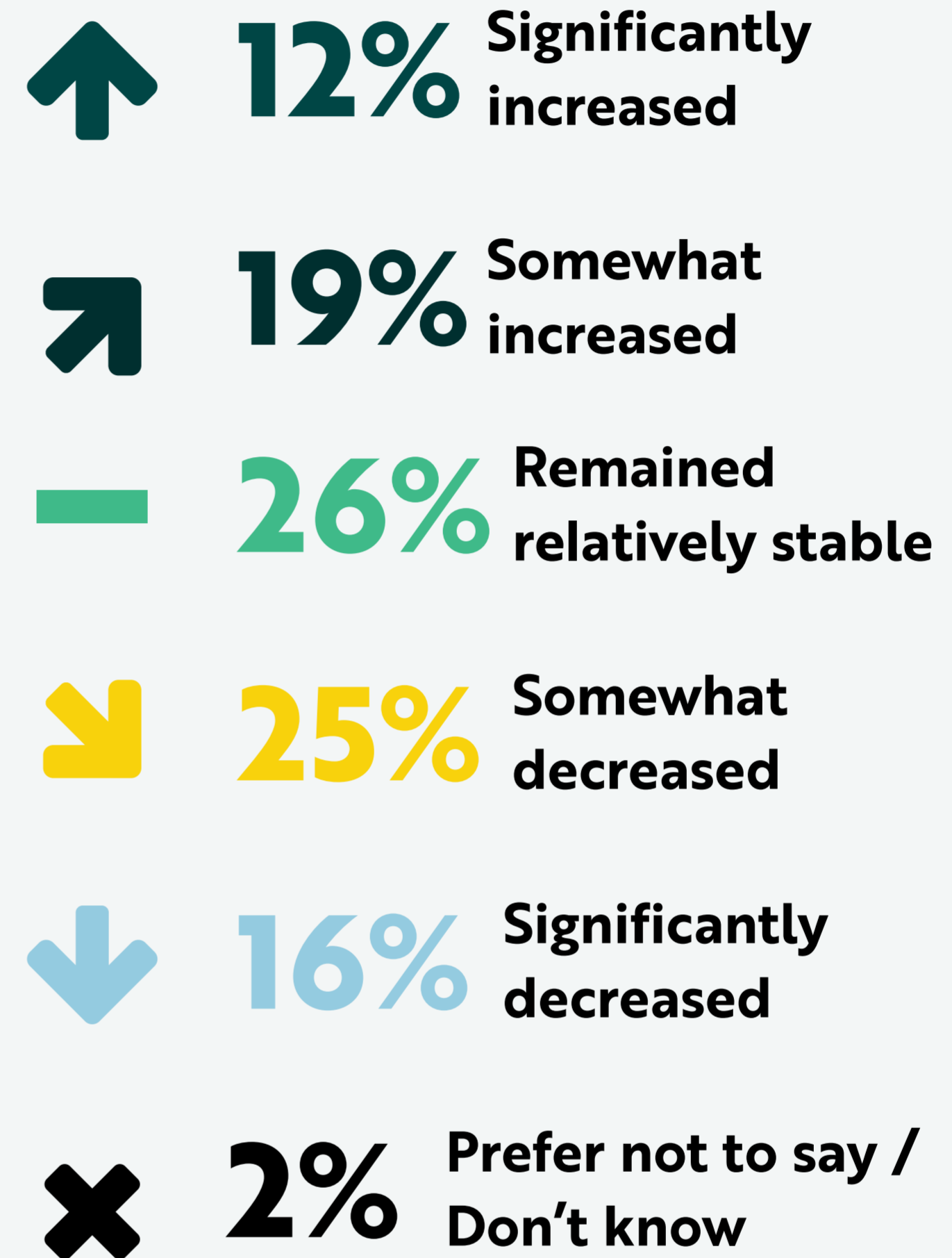


# Employee satisfaction

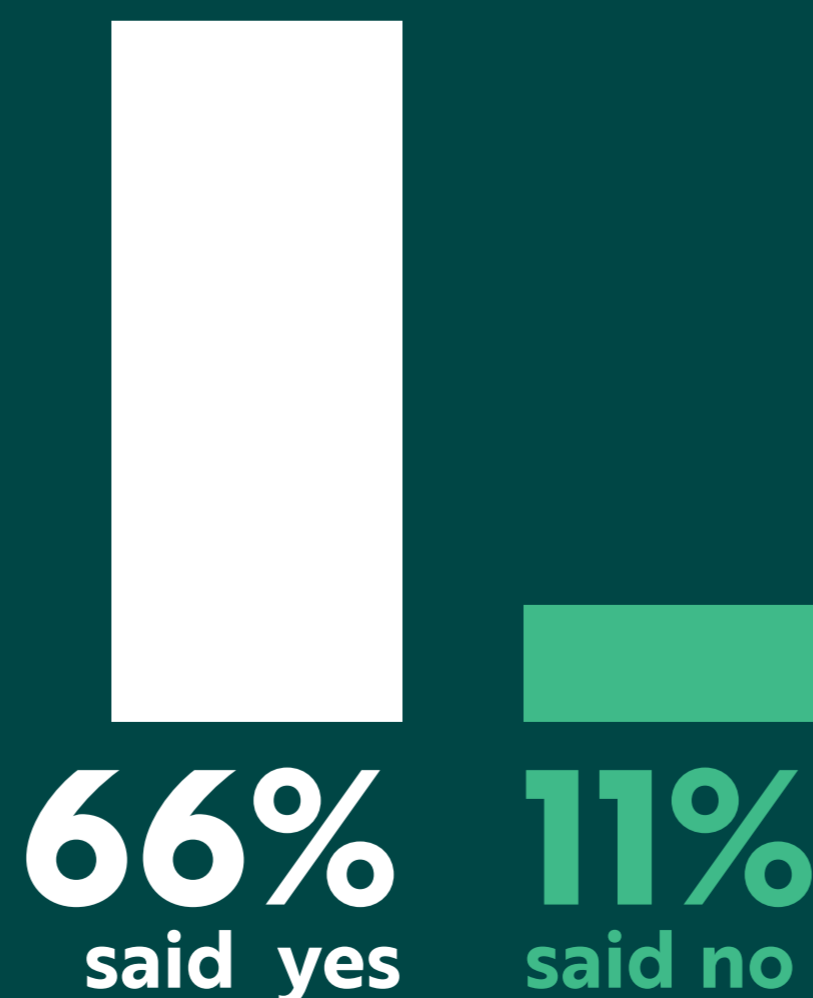
## Overall job satisfaction



## Since beginning to work in the municipal sector, job satisfaction has...



**When asked if they see themselves working at their current municipality in two years, respondents...**



Of the people that said "no", many cited retirement as the reason why.

# What do employees like most about their job?



**43%**

Pension and benefits



**33%**

Job stability and security



**32%**

It is close to where I live



**32%**

I find my work interesting



**25%**

The opportunity to make a difference in the community

**4/5** of these factors are the same factors that attracted employees to their current municipality.

Work-life balance is an important factor for young employees.

**26%** of those aged 18-29 listed it as one of the top 3 aspects they like most about their jobs.



# Opportunities for improvement

# What could be improved?



**43%**

**Base salary  
or wage**



**30%**

**Effective  
leadership**



**29%**

**Feeling that their  
work is recognized  
and valued**



**24%**

**Workplace  
culture and  
team dynamics**



**21%**

**Workplace flexibility  
(e.g., remote / hybrid  
work policies)**

*"In my opinion, Council behaviour makes or breaks a municipality."*

**-Survey respondent**



**16% of respondents selected "Council-staff relations" as an area requiring attention.**

*"The workload of municipal staff has significantly increased over the last few years, and a lot of us are feeling burnt out and overworked. An increase in staff is necessary to promote a healthy work-life balance and to help with staff mental health."*

**-Survey respondent**