

HR Metrics Standards & Glossary

Version 7.3 / August 2014



**HUMAN RESOURCES
MANAGEMENT ASSOCIATION**

The Voice of the HR Profession

HR Metrics Standards and Glossary

The purpose of this document is to allow HR practitioners to quickly and easily review a common set of HR metrics and choose those that best fit their organization. Alongside the listing of metrics, we are providing a common standard for measurement that allows organizations to compare their scores with others using the same standards.

This document contains the following two sections:

Metrics

The metrics have been arranged in a series of categories for ease of reference.

- Productivity
- Compensation
- Recruitment
- Retention
- Labour Relations
- HR Efficiency
- Learning and Development
- Workforce Demographics

Definitions

The metrics standards are complemented by a glossary which provides a definition for each data point, including specific details on what should be counted in or out of these data points.

These standards are open. The HRMA gives permission for people to communicate and share these standards with anyone they wish. We ask that the standards are not changed and that HRMA is referenced as the source of the material whenever they are used.

Metric Name	Metric Description	Formula
Productivity		
Revenue per FTE	The number of dollars of revenue from operations generated per FTE.	Revenue/FTE
Profit per FTE	The number of dollars of profit generated per FTE. (Based on pre-tax profit)	(Revenue-Operating Cost)/Total FTE
Human Capital Return on Investment	The rate of return for each dollar invested in employee pay and benefits. (Based on pre-tax profit)	{(Revenue - (Operating Cost - Labour Cost))/Labour Cost} - 1
Absenteeism Rate	The number of work days missed due to illness per FTE.	Sick Days/FTE
Total Average Direct Cost of Absenteeism per FTE	The average total direct labour costs per FTE for time not worked due to illness.	(Labour Cost/Total FTE)/60 ₁ *Sick Days Total/FTE <small>₁Average number of days in a quarter</small>
Overtime per Individual Contributor Headcount	The average number of overtime hours worked by each Individual Contributor. (Based on headcount)	Overtime Hours/Individual Contributor Headcount

Metric Name	Metric Description	Formula
Compensation		
Labour Cost per FTE	The average labour cost to the organization for each FTE.	Labour Cost/FTE
Labour Cost Revenue Percent	The total labour costs as a percentage of organizational revenue.	Labour Costs/Revenue
Labour Cost Expense Percent	The total labour costs as a percentage of total expenses.	Labour Cost/Operating Cost
Benefits as Percentage of Labour Costs	The total cost of benefits as a percentage of the total Labour Costs.	Benefits/Labour Costs

Metric Name	Metric Description	Formula
Recruitment		
Vacancy Rate	The percentage of positions being actively recruited for at the end of the reporting period.	Count of Vacant Positions/Headcount
90 Day Turnover Rate	The percentage of new employees leaving the organization within 90 days of starting their employment.	(Resignations + Retirements + Involuntary terminations) within 0-90 Days of Service / Headcount 90 Days of Service
90 Day Resignation Rate	The percentage of new employees who resigned within 90 days of starting their employment.	Resignations within 0-90 Days of Service/ Headcount 90 Days of Service
90 Day Involuntary Turnover Rate	The percentage of new employees leaving the organization on an involuntary basis within 90 days of starting their employment.	Involuntary terminations within 0-90 Days of Service/ Headcount 90 Days of Service
1st Year Turnover Rate	The percentage of employees with less than 1 year of service who left the organization.	(Resignations + Involuntary terminations) within 0-1 Year of Service /Headcount 0-1 Year of Service
1st Year Resignation Rate	The percentage of employees with less than 1 year of service who resigned.	Resignations within 0-1 Year of Service/Headcount 0-1 Year of Service
1st Year Involuntary Turnover Rate	The percentage of employees with less than 1 year of service who left the organization involuntarily.	Involuntary terminations within 0-1 Year of Service/Headcount 0-1 Year of Service
External Hire Rate	People hired externally as a percentage of headcount.	New Hire Total/Headcount
External Hire Rate Executive Level	Executives hired externally as a percentage of Executive headcount.	New Hire Executive Level Total/Executive Level Headcount
External Hire Rate Management Level	Managers hired externally as a percentage of Manager headcount.	New Hire Management Level Total/Management Level Headcount
External Hire Rate Individual Contributor Level	Individual Contributors hired externally as a percentage of Individual Contributor headcount.	New Hire Individual Contributor Level Total/Individual Contributor Headcount

Metric Name	Metric Description	Formula
Recruitment continued		
Diversity Hire Ratio	The percentage of people hired externally who self-identify as coming from a diversity category.	$(\text{New Hires who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority}) / \text{Total New Hires}$
Female Hire Ratio	The percentage of employees hired externally and who are female.	$\text{New Hires who are female} / \text{New Hires Total}$
Under 25 Years Hire Ratio	The percentage of employees hired externally who are under the age of 25.	$\text{New Hires who are under 25} / \text{New Hires Total}$
25-29 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 25 and 29.	$\text{New Hires who are between 25-29 Years old} / \text{New Hires Total}$
30-34 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 30 and 34.	$\text{New Hires who are between 30-34 Years old} / \text{New Hires Total}$
35-39 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 35 and 39.	$\text{New Hires who are between 35-39 Years old} / \text{New Hires Total}$
40-44 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 40 and 44.	$\text{New Hires who are between 40-44 Years old} / \text{New Hires Total}$
45-49 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 45 and 49.	$\text{New Hires who are between 45-49 Years old} / \text{New Hires Total}$
50-54 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 50 and 54.	$\text{New Hires who are between 50-54 Years old} / \text{New Hires Total}$
55-59 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 55 and 59.	$\text{New Hires who are between 55-59 Years old} / \text{New Hires Total}$
60-64 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 60 and 64.	$\text{New Hires who are between 60-64 Years} / \text{New Hires Total}$
65 Years or Older Hire Ratio	The percentage of employees hired externally who are between the ages of 65 and older.	$\text{New Hires who are between 65 Years or older} / \text{New Hires Total}$

Metric Name	Metric Description	Formula
Recruitment continued		
External Time-to-Fill	The average number of calendar days taken to fill a position from outside the organization.	External Days to Fill/External Recruits
External Time-to-Fill Executive Level Positions	The average number of calendar days taken to fill an Executive position from outside the organization.	External Days to Fill Executive Level Positions/Executive Level External Recruits
External Time-to-Fill Management Level Positions	The average number of calendar days taken to fill a Manager position from outside the organization.	External Days to Fill Management Level Positions/Management Level External Recruits
External Time-to-Fill Individual Contributor Level Positions	The average number of calendar days taken to fill an Individual Contributor position from outside the organization.	External Days to Fill Individual Contributor Level Positions/Individual Contributor Level External Recruits
External Cost per Hire	The average direct costs for external hiring per external hire.	Total External Hiring Costs/External Recruits
External Offer Acceptance Rate	External people accepting positions as a percentage of total external job offers.	External Recruits/Total External Job Offers Extended
Recruitment – Non Permanent / Combined Permanent & Non Permanent		
Non Permanent Vacancy Rate <i>Non Permanent Employees Only</i>	The percentage of non permanent positions being actively recruited for at the end of the reporting period.	Non Permanent Vacant Positions/Non Permanent Headcount
Total Vacancy Rate <i>Permanent & Non Permanent Employees</i>	The percentage of positions being actively recruited for at the end of the reporting period.	(Permanent + Non Permanent Vacant Positions)/(Permanent + Non Permanent Headcount)
Non Permanent 90 Day Turnover Rate <i>Non Permanent Employees Only</i>	The percentage of new non permanent employees leaving the organization within 90 days of starting their employment.	(Non Permanent Resignations + Non Permanent Retirements + Non Permanent Involuntary Terminations) within 0-90 Days of Service / Non Permanent Headcount 90 Days of Service
Total 90 Day Turnover Rate <i>Permanent & Non Permanent Employees</i>	The percentage of employees leaving the organization within 90 days of starting their employment.	((Permanent + Non Permanent Resignations) + (Permanent + Non Permanent Involuntary Terminations)) within 0-90 Days of Service / (Permanent + Non Permanent Headcount 90 Days of Service)

Metric Name	Metric Description	Formula
Recruitment continued – Non Permanent / Combined Permanent & Non Permanent		
Non Permanent 90 Day Resignation Rate <i>Non Permanent Employees Only</i>	The percentage of new non permanent employees who resigned within 90 days of starting their employment.	Non Permanent Resignations within 0-90 Days of Service/ Non Permanent Headcount 90 Days of Service
Total 90 Day Resignation Rate <i>Permanent & Non Permanent Employees</i>	The percentage of employees who resigned within 90 days of starting their employment.	(Permanent Resignations + Non Permanent Resignations) within 0-90 Days of Service/ (Permanent Headcount + Non Permanent Headcount) within 90 Days of Service
Non Permanent 90 Day Involuntary Turnover Rate <i>Non Permanent Employees Only</i>	The percentage of new non permanent employees leaving the organization on an involuntary basis within 90 days of starting their employment.	Non Permanent Involuntary Terminations within 0-90 Days of Service/ Non Permanent Headcount within 90 Days of Service
Total 90 Day Involuntary Turnover Rate <i>Permanent & Non Permanent Employees</i>	The percentage of new employees leaving the organization on an involuntary basis within 90 days of starting their employment.	(Permanent Involuntary Terminations + Non Permanent Involuntary Terminations) within 0-90 Days of Service/ (Permanent Headcount + Non Permanent Headcount) within 90 Days of Service)
Non Permanent 1st Year Turnover Rate <i>Non Permanent Employees Only</i>	The percentage of non permanent employees with less than 1 year of service who left the organization.	(Non Permanent Resignations + Non Permanent Involuntary Terminations) within 0-1 Year of Service /Non Permanent Headcount within 0-1 Year of Service
Total 1st Year Turnover Rate <i>Permanent & Non Permanent Employees</i>	The percentage of employees with less than 1 year of service who left the organization.	(Permanent Resignations + Non Permanent Resignations + Permanent Involuntary Terminations + Non Permanent Involuntary Terminations) within 0-1 Year of Service / (Permanent Headcount + Non Permanent Headcount) within 0-1 Year of Service

Metric Name	Metric Description	Formula
Recruitment continued – Non Permanent / Combined Permanent & Non Permanent		
Non Permanent 1st Year Resignation Rate <i>Non Permanent Employees Only</i>	The percentage of non permanent employees with less than 1 year of service who resigned.	Non Permanent Resignations Within 0-1 Year of Service/Non Permanent Headcount within 0-1 Year of Service
Total 1st Year Resignation Rate <i>Permanent & Non Permanent Employees</i>	The percentage of employees with less than 1 year of service who resigned.	(Permanent Resignations + Non Permanent Resignations) within 0-1 Year of Service/(Permanent Headcount + Non Permanent Headcount) within 0-1 Year of Service
Recruitment continued – Non Permanent / Combined Permanent & Non Permanent		
Non Permanent 1st Year Involuntary Turnover Rate <i>Non Permanent Employees Only</i>	The percentage of non permanent employees with less than 1 year of service who left the organization involuntarily.	Non Permanent Involuntary Terminations within 0-1 Year of Service/Non Permanent Headcount within 0-1 Year of Service
Total 1st Year Involuntary Turnover Rate <i>Permanent & Non Permanent Employees</i>	The percentage of employees with less than 1 year of service who left the organization involuntarily.	(Permanent Involuntary Terminations + Non Permanent Involuntary Terminations) within 0-1 Year of Service/(Permanent Headcount + Non Permanent Headcount) within 0-1 Year of Service

Metric Name	Metric Description	Formula
Retention		
Turnover	Employees who left the organization, either voluntarily or involuntarily, as a percentage of headcount.	$(\text{Resignation} + \text{Retirements} + \text{Involuntary Terminations}) / \text{Headcount}$
Voluntary Turnover Rate	Employees who left the organization voluntarily as a percentage of headcount.	$(\text{Resignations} + \text{Retirements}) / \text{Headcount}$
Executive Voluntary Turnover Rate	Executives who voluntarily left the organization as a percentage of Executive headcount.	$(\text{Executive Resignations} + \text{Executive Retirements}) / \text{Executive Headcount}$
Management Voluntary Turnover Rate	Managers who voluntarily left the organization as a percentage of Management headcount.	$(\text{Management Resignations} + \text{Management Retirements}) / \text{Management Headcount}$
Individual Contributor Voluntary Turnover Rate	Individual Contributors who voluntarily left the organization as a percentage of Individual Contributor headcount.	$(\text{Individual Contributor Resignations} + \text{Individual Contributor Retirements}) / \text{Individual Contributor Headcount}$
Cost of Voluntary Turnover	The average cost to replace each employee who left voluntarily.	$\text{Projected annual base compensation cost} / (\text{Resignations} + \text{Retirements})$
Involuntary Turnover Rate	Employees who left the organization involuntarily as a percentage of headcount.	$\text{Involuntary Terminations} / \text{Headcount}$
Executive Involuntary Turnover Rate	Executives who left the organization involuntarily as a percentage of Executive headcount.	$\text{Executive Involuntary Terminations} / \text{Executive Headcount}$
Management Involuntary Turnover Rate	Managers who left the organization involuntarily as a percentage of Manager headcount.	$\text{Management Involuntary Terminations} / \text{Management Headcount}$
Individual Contributor Involuntary Turnover Rate	Individual Contributors who left the organization involuntarily as a percentage of Individual Contributor headcount.	$\text{Individual Contributor Involuntary Terminations} / \text{Individual Contributor Headcount}$
Succession Planning Rate	The percentage of Executive roles for which there is a succession candidate.	$\text{Number of Succession Planning Candidates} / \text{Executive Level Headcount}$

Metric Name	Metric Description	Formula
Retention continued		
Resignation Rate	Employees who resigned from the organization as a percentage of headcount.	Resignations/Headcount
Total Top Quartile Performer Resignation Rate	Employees who voluntarily left the organization and were within the top quartile of performers, as a percentage of headcount.	Resignations in the Top Quartile/Headcount
Total Bottom Quartile Performer Resignation Rate	Employees who voluntarily left the organization and were within the bottom quartile of performers, as a percentage of headcount.	Resignations in the Bottom Quartile/Headcount
First Two Years of Service Resignation Rate	The percentage of employees with less than two years of service who resigned.	Resignations within 0-2 years of service/Headcount 0-2 Year of Service
Two to Three Years of Service Resignation Rate	The percentage of employees with between two and three years of service who resigned.	Resignations within 2-3 years of service/Headcount 2-3 Year of Service
Three to Five Years of Service Resignation Rate	The percentage of employees with between three and five years service who resigned.	Resignations within 3-5 years of service/Headcount 3-5 Year of Service
Five to Ten Years of Service Resignation Rate	The percentage of employees with between five to ten years of service who resigned.	Resignations within 5-10 years of service/Headcount 5-10 Year of Service
More than Ten Years of Service Resignation Rate	The percentage of employees with more than ten years of service who resigned.	Resignations with more than 10 years of service/Headcount 10 Years or more of Service
Under 25 years Resignation Rate	The percentage of employees under 25 years of age who resigned.	Resignations of employees 25 years and under/Headcount of employees 25 years and under
25-29 Years Resignation Rate	The percentage of employees between the ages of 25 to 29 who resigned.	Resignations of employees between 25-29 years/Headcount of employees between 25-29 years
30-34 Years Resignation Rate	The percentage of employees between the ages of 30 to 34 who resigned.	Resignations of employees between 30-34 years/Headcount of employees between 30-34 years

Metric Name	Metric Description	Formula
Retention continued		
35-39 Years Resignation Rate	The percentage of employees between the ages of 35 to 39 who resigned.	Resignations of employees between 35-39 years/Headcount of employees between 35-39 years
40-44 Years Resignation Rate	The percentage of employees between the ages of 40 to 44 who resigned.	Resignations of employees between 40-44 years/Headcount of employees between 40-44 years
45-49 Years Resignation Rate	The percentage of employees between the ages of 45 to 49 who resigned.	Resignations of employees between 45-49 years/Headcount of employees between 45-49 years
50-54 Years Resignation Rate	The percentage of employees between the ages of 50 to 54 who resigned.	Resignations of employees between 50-54 years/Headcount of employees between 50-54 years
55-59 Years Resignation Rate	The percentage of employees between the ages of 55 to 59 who resigned.	Resignations of employees between 55-59 years/Headcount of employees between 55-59 years
60-64 Years Resignation Rate	The percentage of employees between the ages of 60 to 64 who resigned.	Resignations of employees 60-64 years/Headcount of employees 60-64 years
65 Years or Older Resignation Rate	The percentage of employees aged 65 or older who resigned.	Resignations of employees 65 years or older/Headcount of employees 65 years or older

Retirement Rate	Employees who retired as a percentage of headcount.	Retirements/Headcount
Average Retirement Age	Average age of employees who retired.	Total Retirements Age/Retirements

Retention – Non Permanent / Combined Permanent & Non Permanent		
Non Permanent Cost of Voluntary Turnover <i>Non Permanent Employees Only</i>	The average cost to replace each non permanent employee who left voluntarily.	Non Permanent Projected Annual Base Compensation Cost / (Non Permanent Resignations + Non Permanent Retirements)
Total Cost of Voluntary Turnover <i>Permanent & Non Permanent Employees</i>	The average cost to replace each employee who left voluntarily.	(Permanent Projected Annual Base Compensation Costs + Non Permanent Projected Annual Base Compensation Cost) / (Permanent Resignations + Non Permanent Resignations + Permanent Retirements + Non Permanent Retirements)

Metric Name	Metric Description	Formula
Retention continued – Non Permanent / Combined Permanent & Non Permanent		
Non Permanent Resignation Rate <i>Non Permanent Employees Only</i>	Non permanent employees who resigned from the organization as a percentage of non permanent headcount.	Non Permanent Resignations/Non Permanent Headcount
Total Resignation Rate <i>Permanent & Non Permanent Employees</i>	Employees who resigned from the organization as a percentage of headcount.	$(\text{Permanent Resignations} + \text{Non Permanent Resignations}) / (\text{Permanent Headcount} + \text{Non Permanent Headcount})$
Total Retirement Rate <i>Permanent & Non Permanent Employees</i>	Employees who retired as a percentage of headcount.	$(\text{Permanent Retirements} + \text{Non Permanent Retirements}) / (\text{Permanent Headcount} + \text{Non Permanent Headcount})$

Metric Name	Metric Description	Formula
Labour Relations		
Grievances as a % of Unionized Headcount	The total number of new opened grievances as a percentage of total unionized headcount.	$\text{Number of New Opened Grievances} / \text{Unionized Headcount}$
Grievances - Time to First Contact	The average number of days until first contact with employee who filed the grievance.	$\text{Total Number of Days to First Contact} / \text{Number of First Contacts}$
Arbitrated Grievances as a % of Grievances Open	The total number of grievances gone to arbitration as a percentage of grievances open.	$\text{Number of Grievances Gone to Arbitration} / \text{Number of Open Grievances}$
% of Grievances Closed	Grievances closed as a percentage of open grievances.	$\text{Number of Grievances Closed} / \text{Number of Open Grievances}$
Union Percentage	Employees belonging to a union as a percentage of headcount.	$\text{Union Headcount} / \text{Headcount}$

Metric Name	Metric Description	Formula
HR Efficiency		
HR FTE Ratio	The number of FTE per individual HR FTE.	FTE/HR FTE
HR Headcount Ratio	The number of staff per individual HR staff person.	Headcount/HR Headcount

HR Costs per Employee	The cost HR for each staff member. (Based on headcount)	HR Costs/Headcount
HR Costs per FTE	The cost of HR for each FTE. (Based on FTE)	HR Costs/FTE
Total HR Costs as a % of overall Operating Costs	The total cost of HR as a percentage of the total operating costs.	HR Costs / Operating Costs
Total HR Costs as a % of overall Labour Costs	The total cost of HR as a percentage of total Labour Costs	HR Costs / Labour Costs

HR Turnover	The number of HR staff leaving as a percentage of all HR staff.	HR Terminations/HR Headcount
-------------	---	------------------------------

HR Efficiency – Non Permanent / Combined Permanent & Non Permanent		
Total HR FTE Ratio <i>Permanent & Non Permanent Employees</i>	The number of FTE per individual HR FTE.	(Permanent FTE + Non Permanent FTE)/ (Permanent HR FTE + Non Permanent HR FTE)
Total HR Headcount Ratio <i>Permanent & Non Permanent Employees</i>	The number of employees per individual HR employee.	(Permanent Headcount + Non Permanent Headcount)/ (Permanent HR Headcount + Non Permanent HR Headcount)

Total HR Costs per Employee <i>Permanent & Non Permanent Employees</i>	The cost of HR for each employee.	HR Costs/ (Permanent Headcount + Non Permanent Headcount)
Total HR Costs per FTE <i>Permanent & Non Permanent Employees</i>	The cost of HR for each FTE.	HR Costs/ (Permanent FTE + Non Permanent FTE)

Metric Name	Metric Description	Formula
Learning & Development		
Learning & Development Investment per FTE	The number of dollars invested in learning and development per FTE.	Learning & Development Cost/FTE
Learning & Development Cost Revenue Percentage	The total costs of learning and development as a percentage of the total revenue from operations.	Learning & Development Cost/Revenue
Learning & Development Cost Payroll Percentage	The total costs of learning and development as a percentage of the total labour costs.	Learning & Development Cost/Labour Costs
Learning & Development Hours per FTE	The numbers of hours spent on learning per FTE.	Learning & Development Hours/FTE
Learning & Development FTE Ratio	The number of FTE for each FTE working in learning and development.	FTE/Learning & Development FTE

Metric Name	Metric Description	Formula
Workforce Demographics		
Promotion Rate	Employees promoted as a percentage of headcount.	Promotions/Headcount
Career Path Ratio	Employees moving upward in the organization as a percentage of all employee movement.	Promotions/(Promotions + Transfers)
Churnover	Rate of internal movement by employees as percentage of headcount.	(Promotions + Demotions + Transfers)/Headcount

Female Percent	Employees who are female as a percentage of headcount.	Female Employees/Headcount
Percentage Female at Executive Level	Executives who are female as a percentage of Executive headcount.	Female Executive Level Employees/Executive Level Headcount
Percentage Female at Management Level	Managers who are female as a percentage of Manager headcount.	Female Management Level Employees/Management Level Headcount
Percentage Female at Individual Contributor Level	Individual Contributors who are female as a percentage of Individual Contributor headcount.	Female Individual Contributor Level Employees/Individual Contributor Level Headcount

Diversity Percentage (Visible Minorities, Aboriginal Persons, Disabled Persons)	Employees who identify in a diversity category as a percentage of headcount.	(Employees who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority)/Headcount
Percentage Diversity at Executive Level	Executive who identify in a diversity category as a percentage of Executive headcount.	(Executive Level employees who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority)/Total Executive Headcount
Percentage Diversity at Management Level	Managers who identify in a diversity category as a percentage of Manager headcount.	(Management Level employees who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority)/Total Management Headcount
Percentage Diversity at Individual Contributor Level	Individual Contributors who identify in a diversity category as a percentage of Individual Contributor headcount.	(Individual Contributor Level employees who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority)/Total Individual Contributor Headcount

Metric Name	Metric Description	Formula
Workforce Demographics continued		
Management Span of Control	Average number of employees per Manager /Executive.	Headcount/(Management Level Headcount + Executive Level Headcount)
Average Age	Average age of organizations' total employee population.	Total Age of Employees/Headcount
Average Length of Service	Average length of employee service. (Based on headcount)	Total Length of Service/Headcount
Part-time Percent	Permanent employees who work part-time as a percentage of headcount.	Part-time Headcount/Headcount

Workforce Demographics – Non Permanent / Combined Permanent & Non Permanent		
Non Permanent Churnover <i>Non Permanent Employees Only</i>	Rate of internal movement by non permanent employees as percentage of non permanent headcount.	(Non Permanent Promotions + Non Permanent Transfers)/Non Permanent Headcount
Total Churnover <i>Permanent & Non Permanent Employees</i>	Rate of internal movement by employees as percentage of headcount.	(Permanent Promotions + Non Permanent Promotions + Permanent Demotions + Permanent Transfers + Non Permanent Transfers)/(Permanent Headcount + Non Permanent Headcount)

Non Permanent Average Age <i>Non Permanent Employees Only</i>	Average age of organizations' total non permanent employee population.	Total Age of Non Permanent Employees/ Non Permanent Headcount
Total Average Age <i>Permanent & Non Permanent Employees</i>	Average age of organizations' total employee population.	Total Age of Permanent + Non Permanent Headcount/ (Permanent Headcount + Non Permanent Headcount)

Total Headcount to FTE Ratio <i>Permanent & Non Permanent Employees</i>	The number of employees for each FTE.	(Permanent Headcount + Non Permanent Headcount)/(Permanent FTE + Non Permanent FTE)
Non Permanent Employee Percentage	Non-permanent employees as a percentage of headcount.	Non Permanent Headcount / Permanent Headcount

HR Metrics Glossary

Aboriginal person

For the purposes of employment equity, “aboriginal peoples” means persons who are Indian, Inuit or Métis.

(From Employment Equity Act, Section 3)

Active employee

An employee can either be active or inactive. An active employee is one who is not on any leave of absence (short-term disability, maternity leave, jury duty, etc.)

Age group

This demographic category is used to identify patterns and trends. The age groups are:

- Under 25 years
- 25-29 years
- 30-34 years
- 35-39 years
- 40-44 years
- 45-49 years
- 50-54 years
- 55-59 years
- 60-64 years
- 65 years or older

Count to be taken using the employee’s age on the last day of the quarter

Benefit cost

Benefit cost includes: employer-paid life and health insurance costs, employer-paid provincial health care plan premium (i.e. MSP/Health Insurance BC or AHCIP), employer-paid pension plan or RRSP payments, retirement payouts, maternity leave top-ups, EAP costs, employee gifts (i.e. years of service), and perquisites (i.e. club or professional membership dues, parking or car allowance).

Do not include any stock payouts.

Demotion

A type of internal employee movement in which there is an act of lowering in rank or position regardless of reason. May include a decrease in pay or responsibilities.

Diversity group

This demographic category is used to identify patterns and trends. The diversity groups are the four designated group members under the Employment Equity Act (Section 3):

- Aboriginal peoples
- Persons with disabilities
- Members of visible minorities
- Females

Employee

Any individual with an employment contract with the organization who receives a paycheck from payroll and a T4. Include those employees on a leave of absence, paid or unpaid.

Permanent Employee

An employee is considered to have a permanent status with the organization when their contract has no specified end date and the organization is required to provide notice or pay in lieu of notice. A permanent employee typically has a specified number of work hours in their contract, and is entitled to most benefits available to an employee. The employment relationship can only be ended when the organization gives notice to terminate (involuntary exit) or the employee gives notice to break their contract (resignation or voluntary exit).

A key test for permanent employment status is that if either party breaks the contract they have a clear liability to the other party to either give reasonable notice or pay in lieu of notice. Where this liability exists an employee should be considered permanent irrespective of the number of hours they work or the label applied to their role.

Non Permanent Employee

An employee is considered to be non permanent when they either have a fixed term to their contract with the organization or the organization is not legally required to provide any notice or pay in lieu of notice should they choose to stop working with the individual. Typically these types of employees would be considered temporary, casual or contract workers, however these are not synonymous with non permanent status.

It is common for non-permanent staff not to receive full organizational benefits or they may have no guaranteed hours of work.

A key test for non permanent status is that the individual's employment contract either has a specified end date or the organization has no legal liability should it choose to stop working with the individual.

An 'employee' does not include:

- external consultants who receive payment from Accounts Payable, and
- employees on a long-term disability.

Executive

The job level used to describe employees who are in a director position or above.

External Days to Fill

The total calendar days between when the requisition was approved to the date the offer is accepted. Calculate External Days to Fill for External Recruits only.

Example:

2 employees were hired as follows:

Hire #1

- Requisition Approved: January 2
- Job Offer Accepted: January 30
- Time to Fill for Hire #1: 28 days (includes weekends)

Hire #2

- Requisition Approved: December 24, 2007
- Job Offer Accepted: January 30, 2008
- Time to Fill for Hire #2: 36 days (includes weekends, Christmas, and New Year's stat holidays)

Total Days to Fill: 28 + 36 = 64 days

External recruit

An external recruit is a person who has accepted a job offer but may or may not have started their first day of employment during the reporting period. The recruit is hired from outside the organization but not as a result of a merger or acquisition.

Full-time Equivalent (FTE)

The percentage of time an employee worked, represented as a decimal. FTE is different from headcount – it is a standard measure of work contribution based on time worked.

This figure is the total number of hours worked during the reporting period by all permanent staff who receive a T4 directly from the organization, divided by the total number of hours worked by the standard work hours per quarter at the organization. Generally, a full-time employee is 1.0 FTE and a part-time employee is 0.5 FTE.

For example, if the reporting period is a quarter:

If standard work week is:	... then standard work hours per quarter is:
35 hours	455 hours
37.5 hours	487.5 hours
40 hours	520 hours

- The figure does not include hours worked by independent contractors or casual/temporary/non permanent employees unless otherwise indicated.
- Include employees on a leave of absence if they continue to receive a form of payment from the organization (e.g. short-term disability, paid time off for jury duty, etc.).
- Do not include employees who are on long-term disability.
- Include payments for time worked (regular and overtime hours) and time not worked (vacation or paid sick days).

Example 1:

1 full-time employee is scheduled for a 35 hour work week, the standard for the entire organization. The employee had the following hours recorded during the quarter:

420 hours worked

35 hours paid vacation time (1 week off)

$$\text{FTE} = (420 + 35) / 455$$

$$= 1.0$$

Example 2:

1 part-time employee is scheduled for a 22.5 hour work week in which they work 3 days a week, 7.5 hours a day. The standard work week for the organization is 37.5 hours. The employee had the following hours recorded during the quarter:

247.5 hours worked

45 hours unpaid vacation time (2 weeks off)

4 hours paid overtime

$$\text{FTE} = (247.5 + 4) / 487.5$$

$$= 0.52$$

Geographic range

Describes the geographic area covered by an organization's operations. Organizations can operate in six possible geographic ranges:

Local

Within a city, town or distinct urban area, i.e. Metro Vancouver, Greater Toronto Area or Calgary.

Provincial

Throughout the province where the organization is based.

Interprovincial

Operates in up to 3 provinces.

National

Operates in 4 or more provinces.

Multinational

Operates in up to 4 countries.

Global

Operates within 5 or more countries on at least 2 continents.

Grievance

A formal complaint filed by an employee for any work-related dispute arising out of the interpretation, application, administration or alleged violation of the specific terms of a collective agreement.

- **First Contact** - The initial point of contact by a Labour Relations representative from the organization with the employee who filed the grievance.
Note: This is a count of all days from the day of filing grievance to first contact added together. Do not average the days. This is not limited to employees that filed a grievance in the quarter.
- **New Filed Grievance** - The initial filing of a grievance as per the grievance filing process outlined in the collective agreement – count is a total for the quarter
- **Open Grievance** - A grievance that has been filed and has not yet been closed – count is taken at the end of quarter
- **Closed Grievance** - A grievance that has been resolved and closed as per the grievance procedure outlined in the collective agreement.
- **Arbitration** - Arbitration is a quasi-judicial process in which a third-party hears evidence presented by both the union and the employer on issues in dispute, and hands down a binding decision.

Headcount

The number of employees in an organization who receive a T4 directly from the organization.

- Include employees on a leave of absence, paid or unpaid.
- Do not include independent contractors.
- Do not include employees who are on long-term disability.

Please note whether the count is for permanent or non permanent employees, count is to be taken on the last day of the quarter.

Hire date

The employee's start date as a permanent employee with an organization. If an employee started as a casual, on-call, or contract staff and later became a permanent employee, the date the employee became permanent is considered the hire date.

Human Resources

For the purposes of this survey and to ensure comparability across organizations, the Human Resources function includes:

- | | |
|------------------------|---------------------------------------|
| • Benefits | • HRIS and database administration |
| • Compensation | • employee data and personnel records |
| • employee relations | • organization development |
| • employee call centre | • recruitment and retention |

The Human Resources function should not include:

- | | |
|----------------------------|----------------------|
| • learning and development | • health and safety |
| • payroll | • travel function |
| • corporate events | • child care centres |
| • security | • cafeteria |

Human Resource cost

All internal and external costs charged directly to the Human Resources budget.

- Include costs incurred for the following activities: benefits administration, compensation administration, employee relations, employee call centre, HRIS and database administration (including regular HRIS licensing costs), employee data and personnel records, organization development, recruitment and retention.
- Include cost of external service providers (e.g. consultants).
- Include the salary and benefits of all employees, permanent and non-permanent, supporting the HR function.
- Exclude costs included in any of the following *functions*: learning and development, payroll, corporate events, security, health and safety, travel (but include travel costs associated with the HR function), child care centres and cafeteria.
- Exclude any specific costs charged to the Human Resources budget which are back charged to other departments directly for HR actions . This does not apply if HR costs are allocated to other departments as a general administrative practice.

Inactive employee

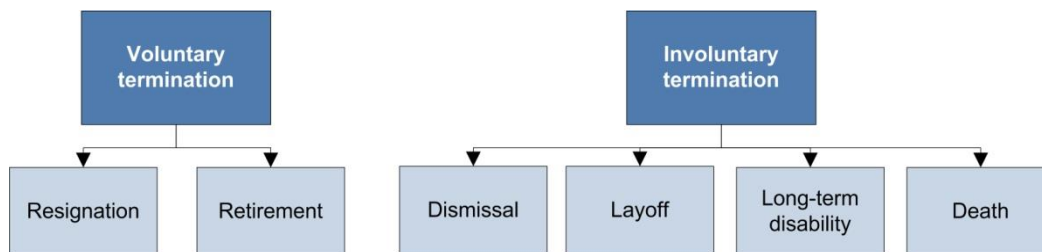
An employee can either be active or inactive. An inactive employee is one who is on a leave of absence (short-term disability, maternity leave, jury duty, etc.). An employee on Long-term Disability is not considered to be an employee until they return to work.

Individual Contributor

The job level used to describe employees who do not have direct reports (employees who they manage) and are not Executives.

Involuntary termination

An employee termination can either be voluntary or involuntary. Involuntary termination is an employer-initiated termination of employment contract by dismissal or layoff. It also includes termination as a result of employee long-term disability or death.



An involuntary termination for a non permanent employee is only to be counted if the non permanent employment contract is severed due to dismissal, layoff, long-term disability or death before the employment contract time period has ended.

Students completing their contracted employment term and returning to school should not be included in involuntary termination.

Job level

This demographic category is used to identify patterns and trends. The job levels are:

- Executive level
- Management level
- Individual Contributor level

Labour costs

Total payroll and benefit costs for all employees (permanent and non-permanent) who receive a T4 directly from the organization.

- Payroll cost should include all employee-taxable income such as: base pay, overtime and shift differential, pay for time not worked, legally required payments (ie CPP, EI, severance), performance-based pay such as bonuses, commissions, profit sharing, and signing and referral bonuses.
- Benefit cost should include: employer-paid life and health insurance costs, employer-paid provincial health care plan premium (i.e. MSP/Health Insurance BC or AHCIP), employer-paid pension plan or RRSP payments, retirement payouts, maternity leave top-ups, EAP costs and perquisites (i.e. club or professional membership dues, parking or car allowance).
- Do not include any stock payouts.

Learning & Development cost

Costs incurred and charged directly to the Learning & Development budget to design and administer training such as: labour cost of those who report directly to the Learning & Development function, external vendors, travel costs, etc.

- Include all training mediums such as: instructor-led, computer-based training, conferences and courses offered by educational institutions in which the organization covers the cost.
- Include internal and external training costs charged directly to the Learning & Development budget.

Learning & Development function

The total number of hours worked by all permanent staff who report to the Learning & Development function who receive a T4 directly from the organization.

- Include employees who report to the Learning & Development function and any other dedicated L&D staff in other business units.
- Do not include independent contractors or casual/temporary staff.
- Include employees on a leave of absence (e.g. maternity leave, short-term disability, jury duty, etc.).
- Do not include employees who are on long-term disability.

Management

The job level used to describe employees who have direct reports (employees who they manage) and are not Executives.

Member of a visible minority

For the purposes of employment equity, “members of visible minorities” means persons, other than aboriginal peoples, who are non-Caucasian in race or non-white in colour.

(From Employment Equity Act, Section 3)

New hire

An employee who is hired by the organization on a permanent basis. An individual is considered a new hire when they accept a job offer and have reported for their first day of work. An employee who is hired externally or is moving from a non-permanent to a permanent status is considered a new hire.

Operating cost

Total gross operating cost incurred during the quarter as reported on the Income Statement.

- State your operating cost in accordance to GAAP or IFRS.
- Exclude one-time charges, depreciation, taxes, and other extraordinary expenses.
- Include costs incurred by Canadian operations only.

Overtime

Note: Include overtime hours which were paid, taken, or banked as time off in lieu. Do not include overtime for employees who are exempt and do not qualify for overtime pay. Include overtime for Individual Contributors only.

Performance by Quartile**Bottom Quartile Performers**

Total number of employees that were categorized as being in the bottom 25% of the organization’s performance rating scale.

Top Quartile Performers

Total number of employees that are categorized as being in the top 25% of the organization’s performance rating scale.

Top/Bottom Quartile Performer Resignations – count should be based on their performance level as of the last time their performance was rated.

Person with a disability

For the purposes of employment equity, “persons with disabilities” means persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who (a) consider themselves to be disadvantaged in employment by reason of that impairment, or (b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

(From Employment Equity Act, Section 3)

Projected annual base compensation cost

An employee’s estimated salary for the year if they had voluntarily terminated their employment, multiplied by a specific factor.

For a salaried employee, their projected annual base compensation cost is their annual salary, multiplied by 1.5.

For hourly paid employees, their projected annual base compensation cost is their base compensation, multiplied by 0.5.

Note that the projected annual base compensation cost is only calculated for voluntary terminations.

Total projected annual base compensation cost is derived by identifying all those employees who terminated during the quarter, calculating what their base salary or pay would be for the year, multiplying this by the relevant factor (either 1.5 or 0.5) and adding all of these figures together.

For example, if three people voluntarily left your organization in the quarter, with two people salaried and one person hourly paid then the calculation would look like this:

Person 1: Annual Salary	$\$70,000 * 1.5 = \$105,000$
Person 2: Annual Salary	$\$60,000 * 1.5 = \$90,000$
Person 3: Hourly rate \$15 (35 hour/ week)	$(\$15 * 35 * 52) * 0.5 = \$13,650$
Total projected base annual compensation	<u>\$208,650</u>

Promotion

A type of internal employee movement in which there is an advancement of rank or position in an organizational hierarchy system; usually includes an increase in pay and responsibilities.

This can include situations when a job re-classification has resulted in a higher pay grade.

A non permanent employee promotion is only counted if the non permanent employee moved from a non permanent position to another non permanent position at a higher level within the organization’s hierarchial system. *If the non permanent employee moved from a non permanent position to a permanent position, this is to be counted as a new hire.*

Recruitment cost

The cost of hiring externally or moving non-permanent staff into a permanent status. This figure should include all the direct costs associated with the recruitment process for example: advertising, agency, travel, relocation, referral bonus, and recruiter costs (including recruiter salary).

Include the cost at the time it is paid.

Region

Provinces are divided into economic regions as developed by Statistics Canada:

Resignation

The official process by which an employee quits their position and leaves the organization or moves from a permanent to a non-permanent position within the same organization. Resignations do not include retirements.

Retirement

The point in time in which a person stops employment completely or begins collecting retirement benefits from the employer and continues to work out of choice.

A retirement for a non permanent employee is only to be counted if the non permanent employment contract is severed due to retirement before the employment contract time period has ended.

Revenue

Total gross revenue from operations during the quarter.

Non-financial industry organizations

- exclude income from investments that are not part of operational activities

Financial industry organizations

Revenue = Financial Margin PLUS

- Non - interest income (eg loan processing fees, safety deposit box rental, other income generating programs) without including any associated expenses that result from obtaining the non-interest income
- Investment income that is part of operational activities

Financial Margin = Interest revenue (includes LOC, Mortgages, Cash. Loans, other investments and other interest income) minus interest expense (term, demand, retirement plans (tfsa, rrsp,rif, etc) , interest on borrowings

Revenue should be stated in accordance to GAAP or IFRS and reported in Canadian Dollars.

Include revenue only for the operating business for which you are reporting your people data. The revenue reported should be that which is directly attributable to the combined efforts of the workforce whose headcount, absences, resignations etc are being reported. For example, revenue from other business units outside of Canada should not be included if the headcount numbers are not being included. Revenue from outside of Canada can be included if it can be attributed to the work of the people in Canada and / or the people outside of Canada are also included in the other data you are reporting. For example you include the headcount of your sales group in the US who sell a product made in Canada.

Government and other Public Sector organizations should report the operating budget that was projected for the quarter.

Self-identification

Only those employees who identify themselves to an employer, or agree to be identified by an employer, as aboriginal peoples, members of visible minorities or persons with disabilities are to be counted as members of those designated groups.

(From the Employment Equity Act, Section 9(2))

Sick days

Work days that an employee is absent from work due to illness, either paid or unpaid.

- Do not include paid time off for absences other than illness, such as vacation days.
- Include days taken on short-term disability
- Include time taken to provide care for a child or elderly parent
- Count work days only, not calendar days or weekends.
- Do not include employees who are on long-term disability.

If an employee has terminated their employment within the reporting period, include their sick days when calculating Absenteeism Rate.

Termination

The severing of an employment contract with an employee, initiated by either employer or employee.

Termination of a non permanent employment contract with an employee does not include the conclusion of their contract. Only situations when the employment contract was severed before the end of the contract time period.

For HR Terminations only: Any HR employee that moves out of HR to another department in the organization is to be counted as an HR Termination.

Training hours

The total number of training hours delivered directly by the Learning & Development function to permanent employees

- Include all training mediums such as: instructor-led and computer-based training.
- Include both internal and external training.
- Include formal training; do not include informal on-the-job training or coaching.

Transfer

A type of internal employee movement in which there is a lateral move between jobs classified at a similar level. Also describes moves which cannot be considered a promotion, demotion, job reclassification, or restructure. Includes:

- a change in work location or department
- a job change to a contract position, including an acting or interim position with a set end date
- movement to or from a permanent part-time or full-time position
- return from LTD

Do not include movement between non-permanent to permanent status (this scenario is considered to be either a termination or new hire).

Each instance of employee movement should be counted.

Vacant position

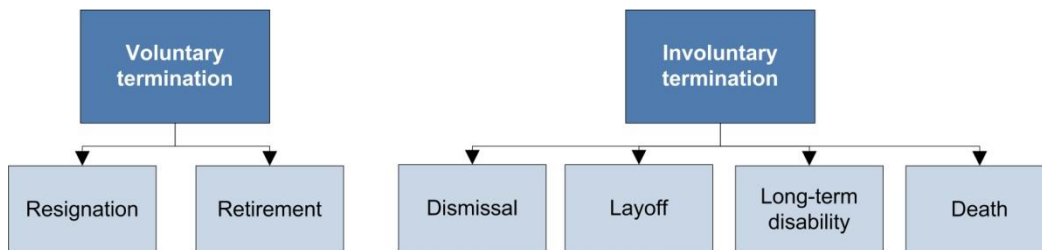
A position is considered vacant when it is unoccupied and a job requisition has been approved to begin the recruitment process. The position is no longer vacant when the job offer has been accepted by a candidate.

All vacancies for permanent employment are counted, regardless if the application process is open to internal or external applicants.

Count is to be taken on the last day of the quarter.

Voluntary termination

An employee termination can either be voluntary or involuntary. Voluntary termination is an employee-initiated termination of employment contract either by *resignation* or *retirement*.



A voluntary termination for a non permanent employee is only to be counted if the non permanent employment contract is severed due to resignation or retirement before the employment contract time period has ended.

Students completing their contracted employment term and returning to school should not be included in involuntary termination.

Years of service

Years of service is the length of employment with an organization, calculated from the hire date. The term can also be referred to as tenure. The term should not be confused with seniority date, which is determined by an organization's HR policy or union collective agreement.

If an employee previously worked for the organization and has been rehired, use the most recent hire date to calculate years of service.

Note: For 'less than 1 year of service' count – the number of employees with less than 1 year of service should include employees with less than 90 days service.