

HR Metrics Report

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Reporting Period 2009 Q4 - October 1 to December 31, 2009

Comparison Group

Province: All	Industry: All	Workforce Change: All
Region: All	Size: All	Geographic Range: All
Sector: All	Income Change: All	HR Budget: All
		HR Top Positions: All

SAMPLE

This report is provided by the HR Metrics Service, a shared service offering from BC HRMA, HRMAM and HRP. It is organized into three main sections. The introduction, advice on interpreting your results and the tables of your results against your comparison group organized by the metrics categories.

Should you have any questions regarding this report please contact support@hrmetricservice.org

Introduction

This report provides a detailed view of key HR metrics relating to your organization. These numbers have been calculated through a carefully managed process to ensure that any comparison made is as accurate as possible. Included in the report is the name of the specific HR metric and a description of what has been measured and reported. Further details of the exact ways in which the data components, which lead to these metrics, are gathered can be found in the HR Metrics Standards & Glossary.

The numbers presented are aggregated numbers and therefore do not represent any single organization. Great care has been taken to ensure that the aggregated results are reported as accurately as possible and that rounding or averaging errors are kept to a minimum. The benchmarks are reported as the mean (or average), median, and the range to provide enough data to allow for meaningful comparison. Where it is appropriate a performance mark is shown to indicate whether being above or below the median score can be considered good or bad. In instances where being above or below the median can be considered neither good nor bad the mark n/a is shown.

The information is arranged in categories for ease of interpretation. Each category is tabulated and shown in a separate section. If you are not a contributor to the survey then organization column on each table of the report will be blank. We only report metrics where we have at least 5 comparison numbers. If a field is blank or says n/a this means there is insufficient data to report.

Interpreting Your Results

The usefulness of the data presented is tightly connected to the approach you use to interpreting this information. In many instances the number itself is interesting, however it is more important to consider what this number tells you about your organization, the environment you are working in and whether or not action is required. For example you may notice that your External Time-to-Fill is increasing. However if the average External Time-to-Fill is also increasing then you are looking at a change in the dynamics of the recruitment market. A sign of success is that your score grows more slowly than the overall average, not that your score does not change. Each metric should be considered in this way relating your score to the changes to the average and the range. Further information on interpreting your scores is provided in the HR Metrics Interpretation Guide.

Where it is appropriate we have included marks to indicate whether or not your scores, relative to the median are good or bad. If your scores are good relative to the median you will see a + sign. If they are bad relative to the median you will see a – sign. If they are neutral you will see an = sign. These marks are in the last column called - / = / +. In instances where no such interpretation is possible we have placed the mark n/a.

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HR Metrics By Category

Metric Category: Productivity	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
Revenue per FTE The number of dollars of revenue from operations generated per FTE.		\$104,956	\$18,759	\$39,673	\$65,206	\$104,814	\$154,093	30	
Profit per FTE The number of dollars of profit generated per FTE. (Based on pre-tax profit).		\$75,832	\$1,512	\$10,181	\$14,482	\$54,013	\$103,814	24	
Human Capital Return on Investment The rate of return for each dollar invested in employee pay and benefits. (Based on pre-tax profit.)		520.9%	11%	42.4%	83.7%	336.6%	1001.1%	24	
Absenteeism Rate The number of work days missed due to illness per FTE.		1.8	0.3	1.0	1.4	1.8	2.5	30	
Overtime per Individual Contributor Headcount The average number of overtime hours worked by each Individual Contributor. (Based on headcount.)		13.7	0.4	2.0	10.5	26.7	41.7	16	

HR Metrics Service - Detailed Report

Metric Category: Compensation	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
Labour Cost per FTE The average labour cost to the organization for each FTE.		\$14,653	\$10,534	\$15,828	\$19,536	\$23,531	\$30,673	30	
Labour Cost Revenue Percent The total labour costs as a percentage of organizational revenue.		14%	9.3%	17.6%	27.6%	42.9%	66.8%	30	
Labour Cost Expense Percent The total labour costs as a percentage of total expenses.		43.2%	25.2%	28.4%	44.9%	59.6%	65.8%	30	
Benefits as Percentage of Total Compensation The total cost of benefits as a percentage of the total compensation costs.		12.2%	7.5%	9.7%	11.6%	14.6%	15.9%	20	

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HR Metrics Service - Detailed Report

Metric Category: Recruitment	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
Vacancy Rate The percentage of positions being actively recruited for at the end of the reporting period.		1.3%	0%	0.4%	1.2%	2.8%	3.7%	30	
90 Day Turnover Rate The percentage of new employees leaving the organization within 90 days of starting their employment.		11.9%	0%	0%	0%	6.8%	12.6%	19	
90 Day Voluntary Turnover Rate The percentage of new employees leaving the organization on a voluntary basis within 90 days of starting their employment.		13.5%	0%	0%	0%	4.8%	14.1%	21	
90 Day Involuntary Turnover Rate The percentage of new employees leaving the organization on an involuntary basis within 90 days of starting their employment.		4%	0%	0%	0%	0%	5.2%	19	
1st Year Turnover Rate The percentage of employees with less than 1 year of service who left the organization.		2.5%	0%	0%	0.6%	5%	10.2%	20	
1st Year Resignation Rate Percentage of employees with less than 1 year of service who resigned.		8.2%	0%	0%	1.6%	4.2%	7.7%	30	
1st Year Involuntary Turnover Rate The percentage of employees with less than 1 year of service who left the organization involuntarily.		0.8%	0%	0%	0%	0.5%	3.3%	20	

HR Metrics Service - Detailed Report

Metric Category: Recruitment	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
External Hire Rate People hired externally as a percentage of headcount.		1.9%	0.7%	1.2%	1.4%	2.3%	4.6%	20	
External Hire Rate Executive Level Executives hired externally as a percentage of Executive headcount.		1.6%	0%	0%	0%	0%	4%	19	
External Hire Rate Management Level Managers hired externally as a percentage of Manager headcount.		0.8%	0%	0%	0%	0.8%	2.6%	19	
External Hire Rate Individual Contributor Level Individual Contributors hired externally as a percentage of Individual Contributor headcount.		2%	0.6%	1.1%	1.7%	2.7%	6%	19	
Female Hire Ratio The percentage of employees hired externally and who are female.		53.6%	0%	33.3%	55.7%	72.8%	100%	20	
Under 25 Years Hire Ratio The percentage of employees hired externally who are under the age of 25.		15.1%	0%	0%	0%	10.8%	46.8%	18	
25-29 Years Hire Ratio The percentage of employees hired externally who are between the ages of 25 and 29.		19.2%	0%	0%	19.2%	22.1%	28.5%	18	
30-34 Years Hire Ratio The percentage of employees hired externally who are between the ages of 30 and 34.		19.9%	0%	0%	18.8%	22.2%	40%	18	

HR Metrics Service - Detailed Report

Metric Category: Recruitment	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
35-39 Years Hire Ratio The percentage of employees hired externally who are between the ages of 35 and 39.		15.1%	0%	0%	9.9%	20%	25.6%	18	
40-44 Years Hire Ratio The percentage of employees hired externally who are between the ages of 40 and 44.		8.5%	0%	0%	1.5%	10.9%	20%	18	
45-49 Years Hire Ratio The percentage of employees hired externally who are between the ages of 45 and 49.		9.6%	0%	0%	0%	6%	30.6%	18	
50-54 Years Hire Ratio The percentage of employees hired externally who are between the ages of 50 and 54.		6.3%	0%	0%	0%	7.2%	13.8%	18	
55-59 Years Hire Ratio The percentage of employees hired externally who are between the ages of 55 and 59.		5.2%	0%	0%	0%	0%	8.2%	18	
60-64 Years Hire Ratio The percentage of employees hired externally who are between the ages of 60 and 64.		1.1%	0%	0%	0%	0%	0.9%	18	
65 Years or Older Hire Ratio The percentage of employees hired externally who are between the ages of 65 and older.		0%	0%	0%	0%	0%	0%	18	
External Time-to-Fill The average number of calendar days taken to fill a position from outside the organization.		39.0	10.9	16.3	22.0	44.3	85.0	8	

HR Metrics Service - Detailed Report

Metric Category: Recruitment	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
External Time-to-Fill Executive Level Positions The average number of calendar days taken to fill an Executive position from outside the organization.		0.0	0.0	0.0	0.0	0.0	0.0	7	
External Time-to-Fill Management Level Positions The average number of calendar days taken to fill a Manager position from outside the organization.		94.2	0.0	0.0	0.0	19.3	100.7	7	
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.		48.1	0.0	1.3	25.0	43.8	66.5	7	
External Cost per Hire The average direct costs for external hiring per external hire.		\$2,661	\$213	\$900	\$3,038	\$3,930	\$4,280	6	
External Offer Acceptance Rate External people accepting positions as a percentage of total external job offers.		92.4%	47%	85.7%	100%	100%	100%	13	

HR Metrics Service - Detailed Report

Metric Category: Retention	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
Turnover Employees who left the organization, either voluntarily or involuntarily, as a percentage of headcount.		6.1%	0%	0.8%	1.4%	3.6%	5.7%	30	
Voluntary Turnover Rate Employees who left the organization voluntarily as a percentage of headcount.		4.6%	0%	0.3%	1.1%	2%	4%	30	
Executive Voluntary Turnover Rate Executives who voluntarily left the organization as a percentage of Executive headcount.		1%	0%	0%	0%	0%	1.9%	17	
Management Voluntary Turnover Rate Managers who voluntarily left the organization as a percentage of Management headcount.		0.8%	0%	0%	0%	1.5%	2.9%	17	
Individual Contributor Voluntary Turnover Rate Individual Contributors who voluntarily left the organization as a percentage of Individual Contributor headcount.		0.9%	0%	0%	0.6%	2%	2.7%	17	
Cost of Voluntary Turnover The average cost to replace each employee who left voluntarily.		\$26,950	\$30,058	\$41,262	\$59,687	\$92,113	\$107,556	23	
Involuntary Turnover Rate Employees who left the organization involuntarily as a percentage of headcount.		1.6%	0%	0%	0.4%	1.2%	2.5%	30	
Executive Involuntary Turnover Rate Executives who left the organization involuntarily as a percentage of Executive headcount.		1.3%	0%	0%	0%	0%	3.8%	19	

HR Metrics Service - Detailed Report

Metric Category: Retention	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
Management Involuntary Turnover Rate Managers who left the organization involuntarily as a percentage of Manager headcount.		1.2%	0%	0%	0%	1.8%	4.8%	19	
Individual Contributor Involuntary Turnover Rate Individual Contributors who left the organization involuntarily as a percentage of Individual Contributor headcount.		0.6%	0%	0%	0.4%	1.5%	2.5%	19	
Succession Planning Rate The percentage of Executive roles for which there is a succession candidate.		31.7%	0%	12.5%	77.1%	100%	101.7%	10	
Resignation Rate Employees who resigned from the organization as a percentage of headcount.		4.4%	0%	0%	0.6%	1.8%	4%	30	
First Two Years of Service Resignation Rate The percentage of employees with less than two years of service who resigned.		9%	0%	0%	0.4%	1.9%	5.6%	21	
Two to Three Years of Service Resignation Rate The percentage of employees with between two and three years of service who resigned.		4.4%	0%	0%	0.6%	4.8%	9.7%	21	
Three to Five Years of Service Resignation Rate The percentage of employees with between three and five years service who resigned.		3.2%	0%	0%	0%	1.9%	6.1%	21	
Five to Ten Years of Service Resignation Rate The percentage of employees with between five to ten years of service who resigned.		1.9%	0%	0%	0%	0.2%	1.9%	21	

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Metric Category: Retention	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
More than Ten Years of Service Resignation Rate The percentage of employees with more than ten years of service who resigned.		0.3%	0%	0%	0%	0.1%	0.5%	21	
Under 25 years Resignation Rate The percentage of employees under 25 years of age who resigned.		3.1%	0%	0%	0%	0%	5.6%	19	
25-29 Years Resignation Rate The percentage of employees between the ages of 25 to 29 who resigned.		2%	0%	0%	0%	3.2%	10.9%	19	
30-34 Years Resignation Rate The percentage of employees between the ages of 30 to 34 who resigned.		1.8%	0%	0%	0%	1.7%	3.7%	19	
35-39 Years Resignation Rate The percentage of employees between the ages of 35 to 39 who resigned.		1%	0%	0%	0%	2.2%	3.8%	19	
40-44 Years Resignation Rate The percentage of employees between the ages of 40 to 44 who resigned.		1.2%	0%	0%	0%	0.6%	2.8%	19	
45-49 Years Resignation Rate The percentage of employees between the ages of 45 to 49 who resigned.		0.6%	0%	0%	0%	0.6%	2.6%	19	
50-54 Years Resignation Rate The percentage of employees between the ages of 50 to 54 who resigned.		0.9%	0%	0%	0%	0.5%	7.5%	19	

HR Metrics Service - Detailed Report

Metric Category: Retention		Your Results							
		Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
55-59 Years Resignation Rate The percentage of employees between the ages of 55 to 59 who resigned.		0.3%	0%	0%	0%	0%	0.9%	19	
60-64 Years Resignation Rate The percentage of employees between the ages of 60 to 64 who resigned.		0.4%	0%	0%	0%	0%	0%	19	
65 Years or Older Resignation Rate The percentage of employees aged 65 or older who resigned.		0.8%	0%	0%	0%	0%	0%	19	
Retirement Rate Employees who retired as a percentage of headcount.		0.2%	0%	0%	0%	0.3%	0.5%	30	
Average Retirement Age Average age of employees who retired.		59.1	56.2	57.9	59.0	60.0	64.8	13	

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Metric Category: HR Efficiency		Your Results								Date Range: 2009 Q4 - October 1 to December 31, 2009	
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +		
HR FTE Ratio The number of FTE per individual HR FTE.		85.4	34.7	37.3	49.6	81.8	125.1	29			
HR Headcount Ratio The number of staff per individual HR staff person.		95.6	28.3	39.2	45.4	76.4	140.6	22			
HR Costs per Employee The HR cost for each employee. (Based on headcount.)		\$432	\$164	\$292	\$574	\$1,172	\$1,732	30			
HR Costs per FTE The cost of HR for each FTE. (Based on FTE.)		\$487	\$153	\$305	\$588	\$1,148	\$1,780	30			
HR Turnover The number of HR staff leaving as a percentage of all HR staff.		4.7%	0%	0%	0%	6.9%	19.4%	22			

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Metric Category: Learning & Development		Your Results								Date Range: 2009 Q4 - October 1 to December 31, 2009	
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +		
Learning & Development Investment per FTE The number of dollars invested in learning and development per FTE.		\$154	\$16	\$116	\$184	\$244	\$372	12			
Learning & Development Cost Revenue Percentage The total costs of learning and development as a percentage of the total revenue from operations.		0.1%	0%	0.1%	0.3%	0.7%	1%	12			
Learning & Development Cost Payroll Percentage The total costs of learning and development as a percentage of the total labour costs.		0.9%	0.1%	0.7%	1%	1.2%	1.9%	12			
Learning & Development Hours per FTE The numbers of hours spent on learning per FTE.		3.7	0.0	2.6	2.7	3.9	10.0	9			
Learning & Development FTE Ratio The number of FTE for each FTE working in learning and development.		132.8	77.9	102.8	125.0	160.4	360.7	8			

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HR Metrics Service - Detailed Report

Metric Category: Workforce Demographics	Your Results	Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
Promotion Rate Employees promoted as a percentage of headcount.		2.1%	0%	0%	0.6%	1.5%	2.7%	30	
Career Path Ratio Employees moving upward in the organization as a percentage of all employee movement.		33.8%	0%	5.6%	50%	87.5%	100%	19	
Churnover Rate of internal movement by employees as percentage of headcount.		4.8%	0%	0.4%	1.6%	4%	4.8%	19	
Union Percentage Employees belonging to a union as a percentage of headcount.		25.3%	0%	0%	0%	56.1%	84.7%	30	
Female Percent Employees who are female as a percentage of headcount.		41.5%	29%	41%	50.6%	69.1%	75.7%	19	
Percentage Female at Executive Level Executives who are female as a percentage of Executive headcount.		31.9%	13.8%	18.1%	33.3%	37.2%	41.4%	18	
Percentage Female at Management Level Managers who are female as a percentage of Manager headcount.		49.3%	20.2%	32.8%	48.9%	65.8%	71.7%	18	
Percentage Female at Individual Contributor Level Individual Contributors who are female as a percentage of Individual Contributor headcount.		40.6%	28%	37.2%	51%	71.6%	80.1%	18	

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Metric Category: Workforce Demographics		Your Results							
		Date Range: 2009 Q4 - October 1 to December 31, 2009							
Metric Name	Score	Average	10th	25th	Median	75th	90th	n	- / = / +
Management Span of Control Average number of employees per Manager /Executive.		8.5	3.9	4.3	5.4	6.8	9.1	20	
Average Age Average age of organizations' total employee population.		35.7	37.5	39.8	42.4	44.8	45.7	30	
Average Length of Service Average length of employee service. (Based on headcount.)		6.2	3.4	5.8	8.7	10.6	11.7	30	
Part-time Percent Permanent employees who work part-time as a percentage of headcount.		30.9%	1.3%	2.6%	3.6%	16.9%	27.2%	24	
Temporary Staff Percentage Non-permanent employees as a percentage of headcount.		24.5%	1.7%	4.8%	8.1%	13.2%	32.7%	24	

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About this Information

This information is provided as is. It is provided for the purposes of monitoring and improving organizational performance. While every effort is made to ensure and maintain the accuracy of our information we rely on input from others and therefore cannot guarantee that the information presented is definitive.

The HR Metrics Service (HRMS) is the provider of the information. We in no way intend to shape or influence decisions that individuals or organizations may take based on this information. The HR Metrics Service will not be responsible for how this information is used or for any loss or damage caused through the interpretation and use of this information.

The information is provided in good faith on the understanding that the recipients have the knowledge, skills, judgment and controls to make effective use of this information for their organization. Although this information is intended to support individuals and organizations to improve their performance, as the provider of this information HRMS is not responsible for any failure to improve, business loss or damage that comes about through the use of this information.

Questions

Any question about this report or the information presented within it should be directed to:

The HR Metrics Team

E: support@hrmetricservice.org

P: 604 684 7228