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# HR TRENDS SURVEY **2018**



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## PREFACE

The HRPA Resource Centre often receives requests from members seeking up-to-date benchmarking data to help them make informed HR decisions. Until recent years there were no sources within our collection that satisfied this need. In order to fill this gap in our knowledge, and to help us provide a better service to our members, the Resource Centre created a survey to gather information on as many different employment topics as possible.

A total of 1,212 HRPA members took part in our survey during October & November of 2018. The collected data was submitted via an anonymous survey that went out to all HRPA members. In order to cut down on erroneous responses, there was an "I don't know" option for each survey question that respondents could choose. The major sections of the surveys reflect the most popular benchmarking requests we receive at the

Resource Centre: compensation practices, benefits, time off, recruitment, learning and turnover. A miscellaneous section containing a variety of data that doesn't quite fit into the major themes is also included at the end of the report.

Unless otherwise specified, the data is presented as a percentage, and has been rounded up to the first decimal point. For the highlight sections, percentages have been rounded up to the closest whole number. The symbol "n" appears frequently, and refers to how many responses were received for the corresponding survey question. The symbol "-" appears within tables when not enough data was available to provide accurate benchmarks. Data is broken down by industries and organization size only when enough responses were available, and their titles have been abbreviated in order to save space. The following map provides the full titles for the industry abbreviations, along with a few other relevant definitions:

## MAP

**All** = All responses

**Private** = Private Sector

**Public** = Public Sector

**Manu** = Manufacturing

**NFP** = Not for Profit

**WR** = Whole/Retail Distribution

**BFPI** = Banking, Finance, Pension Funds & Insurance

**GPC** = Government / Public Commissions

**HSS** = Health & Social Service

**APREE** = Agriculture, Primary Resources (Mining, Forestry), Engineering & Energy

**Const** = Construction

**IT** = Information Technology

**Edu** = Educational Institutions & Services

**n** = Total number of responses for a particular data set

**Mode** = Most frequent response within the data set

**Median** = Middle value of data after it has been ranked in order of highest to lowest

**Mean** = Average taken from all data

**1-49, 50-250, 251-1000, 1001-5000, 5001+** = Organization size

**0-5, 6-10, 11-15, 16-20** = Years of experience



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**TABLE 1**

NEW EMPLOYEE VACATION ENTITLEMENTS (NUMBER OF DAYS PER YEAR)

Contributor					Manager				
	Mean	Median	Mode	n		Mean	Median	Mode	n
All	11	15	15	298	All	15.5	15	15	159
Private	12.9	14	10	176	Private	14.6	15	15	105
Public	14.8	15	15	122	Public	17.3	15	15	54
Manu	11.3	10	10	31	Manu	15.4	15	15	23
NFP	14.2	15	15	17	NFP	15.4	15	20	13
WR	11.5	10	10	16	WR	15.5	15	15	14
BFPI	15.5	15	15	26	BFPI	18.9	16	20	15
GPC	15.5	15	15	36	GPC	NA	NA	NA	NA
HSS	14.2	15	15	35	HSS	16.6	15	15	16
APREE	13.9	10	15	16	APREE	NA	NA	NA	NA
Const	12.2	10	10	13	Const	NA	NA	NA	NA
IT	14.4	15	15	17	IT	NA	NA	NA	NA
Edu	14.2	15	15	25	Edu	NA	NA	NA	NA
1 - 49	13.1	10	10	32	1 - 49	14	15	15	20
50 - 250	12.3	10	10	76	50 - 250	14.5	15	15	54
251 - 1000	13.8	15	15	72	251 - 1000	15.6	15	15	30
1001 - 5000	14.6	15	15	54	1001 - 5000	16.9	15	15	26
5001 +	14.8	15	15	64	5001 +	17	15	15	28

Note: Contributor includes coordinators, assistants, specialists, generalists, analysts, or any role below the supervisor level.



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**TABLE 1**

(CONT'D)

**Director**

	Mean	Median	Mode	n
All	16.7	15	15	156
Private	16.1	15	15	109
Public	18	15	20	47
Manu	14	15	15	23
NFP	16	15	15	22
WR	NA	NA	NA	NA
BFPI	NA	NA	NA	NA
GPC	20.8	20	20	16
HSS	18.6	20	20	18
APREE	NA	NA	NA	NA
Const	NA	NA	NA	NA
IT	NA	NA	NA	NA
Edu	NA	NA	NA	NA
1 - 49	16.6	15	20	22
50 - 250	17.9	20	20	60
251 - 1000	18.6	20	15	33
1001 - 5000	19.1	20	20	23
5001 +	17.7	18	20	18

**TABLE 2**

WHEN VACATION ALLOTMENTS RESET

	End of Calendar Year	Employee Hire Date	Days are Accrued Each Month	n
All	76.2	7.4	16.4	840
Private	80.2	6.4	13.4	581
Public	67.2	8.8	24	259



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**TABLE 3**

PAID SICK DAY ENTITLEMENTS (NUMBER OF DAYS PER YEAR)

	Mean	Median	Mode	n
All	6.5	6	5	653
Private	6.2	5	5	438
Public	10.4	10	10	215
Manu	2.5	5	5	70
NFP	11.1	10	10	68
WR	3.2	5	5	43
BFPI	7.8	5	5	50
GPC	10.7	8	15	63
HSS	5.8	10	12	67
APREE	7.2	5	6	21
Const	6.6	6	3	17
IT	6.1	5	5	31
Edu	9.3	10	11	33
1 - 49	6.9	5	5	93
50 - 250	5.9	6	5	234
251 - 1000	7.4	6	5	155
1001 - 5000	8.1	6	5	82
5001 +	8.7	8	5	78

**TABLE 4**

WHEN SICK DAY ALLOTMENTS RESET

	End of Calendar Year	Employee Hire Date	Days are Accrued Each Month	n
All	78.8	2.7	18.5	738
Private	82.3	1.9	15.8	525
Public	70.4	4.7	24.9	213

**TABLE 5**

ABLE TO USE VACATION/SICK DAYS INTERCHANGEABLY

	Yes	No	n
All	45.4	54.6	927
Private	52.4	47.6	612
Public	31.7	68.3	315



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**TABLE 6**

TYPES OF MEDICAL/DENTAL BENEFITS PROVIDED TO EMPLOYEES

	All	Private	Public	Manu	NFP	BFPI	GPC	HSS	Edu
Dental coverage	95.5	95	95	97.1	87.9	96.2	97.5	92.6	90.5
Prescription drug plan	95.4	94.9	96.6	96.4	90.1	94.9	95.1	94.9	95.2
Life insurance	90.8	90.5	91.3	92.8	83.5	88.6	96.3	94.9	84.1
Chiropractor treatments	89.4	88.3	91.6	92	83.5	92.4	91.5	88.7	82.5
Accidental death & dismemberment insurance (AD&D)	88.2	87.3	90.1	87.7	79.1	88.5	91.5	89.9	87.3
Bereavement leave	87.8	86	91.6	92	82.4	89.9	95.1	93.9	79.4
Physiotherapist services	175.2	85.7	89.5	90.6	79.1	93.7	91.5	89.7	81
Psychologist services	86.9	83	87	84.1	72.5	93.6	91.5	88.7	77.8
Travel insurance	82.7	82.8	82.4	89.1	73.6	85.9	80.5	80.6	76.2
Vision coverage	86.8	82.3	94.4	85.5	78	87.2	96.3	89.9	85.7
Semi-private hospital room	75.9	74.7	78.3	76.8	57.1	83.3	87.8	82.6	74.6
Employer funded long-term disability leave	59.9	54.9	70	61.6	52.7	57.7	73.2	69.4	71.4
Orthodontic coverage	58.3	53.9	67.5	59.4	39.5	71.8	76.8	55.1	73
Employer funded short-term disability leave	60.4	53.1	75.2	63	52.7	73.1	82.9	67.3	73
Smoking cessation assistance	47.9	46.5	50.7	54.3	33	55.1	54.9	50	47.6
Critical illness insurance	42	40.8	44.6	42	29.7	58.9	47.6	30.6	53.9
Dietitian consultations	42.5	40.5	46.7	33.3	39.6	57.7	47.6	46.9	46
Private hospital room	24.1	21.1	30.3	24.6	8.8	25.6	26.8	30.6	31.7
n	987	664	323	138	91	78	82	98	63



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**TABLE 7**

EMPLOYER CONTRIBUTES TO A RRSP PLAN

	Yes	No	n
All	43.4	56.6	1097
Private	48	52	733
Public	34.1	65.9	364
Manu	52	48	146
NFP	47.8	52.2	90
WR	50	50	64
BFPI	54	46	87
GPC	22.5	77.5	93
HSS	36	64	111
APREE	49	51	51
Const	45.7	54.3	35
IT	50.9	49.1	51
Edu	33.7	66.3	77
1 - 45	29.8	70.2	151
50 - 250	45.4	54.6	353
251 - 1000	45.3	54.7	238
1001 - 5000	41.1	58.9	180
5000+	51.8	48.2	168

**TABLE 8**

EMPLOYER RRSP CONTRIBUTIONS (% OF SALARY EMPLOYER WILL MATCH)

	Mean	Median	Mode	n
All	4.4	4	4	293
Private	4	4	4	235
Public	5.9	4	4	58
Manu	3.9	4	4	59
NFP	5.3	4	4	33
WR	3.7	3	3	24
BFPI	4.5	4	5	28
GPC	NA	NA	NA	NA
HSS	4.9	5	5	20
APREE	5.1	5	5	22
Const	3.9	3	5	19
IT	NA	NA	NA	NA
Edu	NA	NA	NA	NA
1 - 49	4.4	4	5	26
50 - 250	4.1	4	4	110
251 - 1000	4.3	4	4	80
1001 - 5000	4.9	4	4	47
5001 +	4.5	4	4	31





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**TABLE 9**

EMPLOYER CONTRIBUTES TO A RRP PLAN

	Yes	No	n
<b>All</b>	46.7	53.3	1037
<b>Private</b>	35.6	64.4	697
<b>Public</b>	69.7	30.3	340
<b>Manu</b>	47.5	52.5	141
<b>NFP</b>	49.4	50.6	87
<b>WR</b>	24.6	75.4	61
<b>BFPI</b>	44.4	55.6	81
<b>GPC</b>	88.6	11.4	88
<b>HSS</b>	56.7	43.3	104
<b>APREE</b>	58	42	50
<b>Const</b>	31.4	68.6	35
<b>IT</b>	18.3	81.7	49
<b>Edu</b>	65.7	34.3	70
<b>1 - 45</b>	21.3	78.7	145
<b>50 - 250</b>	38.3	61.7	342
<b>251 - 1000</b>	50.2	49.8	225
<b>1001 - 5000</b>	63.3	36.7	169
<b>5000+</b>	66.9	33.1	148

**TABLE 10**

EMPLOYER RRP CONTRIBUTIONS (% OF SALARY EMPLOYER WILL MATCH)

	Mean	Median	Mode	n
<b>All</b>	5.8	5	5	243
<b>Private</b>	4.6	4.5	5	150
<b>Public</b>	7.6	8	9	93
<b>Manu</b>	4.2	3	3	44
<b>NFP</b>	6.4	5	5	24
<b>WR</b>	NA	NA	NA	NA
<b>BFPI</b>	4.9	4.5	5	21
<b>GPC</b>	8.1	9	9	28
<b>HSS</b>	5.5	4.5	6	27
<b>APREE</b>	NA	NA	NA	NA
<b>Const</b>	NA	NA	NA	NA
<b>IT</b>	NA	NA	NA	NA
<b>Edu</b>	7.6	7.5	7.5	23
<b>1 - 49</b>	6.3	5	5	20
<b>50 - 250</b>	5.3	5	5	78
<b>251 - 1000</b>	5.4	4.5	6	50
<b>1001 - 5000</b>	5.8	5	6	53
<b>5001 +</b>	6.2	5	5	41



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**TABLE 11**

WORKPLACE PAYS FOR CHILDREN WHEN AN EMPLOYEE TRAVELS FOR WORK

	Yes	No	n
All	2.5	97.5	947
Private	1.8	98.1	638
Public	3.8	96.2	309

**TABLE 12**

WRITTEN PERSONAL EMPLOYEE VEHICLE POLICY IN PLACE

	Yes	No	n
All	71.6	28.4	1042
Private	73.1	26.9	699
Public	68.8	31.2	343

**TABLE 13**

EPIPEN KEPT ON-SITE

	Yes In Case of an Emergency	Yes As Part of an Employee Accommodation	No	n
All	14.3	5.2	80.5	779
Private	12.9	6.1	81	539
Public	17.5	3.5	79	240

**TABLE 14**

PROVIDE TRAINING AND DEVELOPMENT OPPORTUNITIES

	Yes	No	n
All	91	9	1058
Private	89.8	10.2	696
Public	93.4	6.6	362

**TABLE 15**

LEARNING & DEVELOPMENT BUDGET

	All	Private	Public	n
Contributors	2028.2	2297.8	1640.6	78
Managers	2548.7	2458.7	2728.6	126
Senior Management	2657.8	2604.5	2755.5	102



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**TABLE 16**

USED SOCIAL MEDIA FOR RECRUITMENT PURPOSES

	Yes	No	n
All	83.9	16.1	868
Private	84.1	15.9	576
Public	82.2	17.8	292
Manu	84.5	15.5	123
NFP	73.1	26.9	82
WR	84.3	15.7	51
BFPI	90	10	60
GPC	85.1	14.9	74
HSS	83.3	16.7	90
APREE	84.2	15.8	38
Const	77	23	27
IT	94.2	5.8	35
Edu	81	19	58

**TABLE 17**

SOCIAL MEDIA SITES USED FOR RECRUITMENT

	LinkedIn	Facebook	Twitter	Glassdoor	Instagram	n
All	656	431	258	167	124	1636
Private	455	277	146	144	86	1108
Public	201	154	112	23	38	528

Note: Respondents were able to select multiple responses.



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**TABLE 18**

CHECKED CANDIDATES SOCIAL MEDIA ACCOUNTS FOR RED FLAGS / ASSESS CANDIDACY

	Yes	No	n
<b>All</b>	61	39	942
<b>Private</b>	63.9	36.1	626
<b>Public</b>	55.3	44.7	316
<b>Manu</b>	66.4	33.6	134
<b>NFP</b>	61.9	38.1	84
<b>WR</b>	57.4	42.6	54
<b>BFPI</b>	70.8	29.2	72
<b>GPC</b>	48.7	51.3	82
<b>HSS</b>	55.6	44.4	97
<b>APREE</b>	57.1	42.9	42
<b>Const</b>	68.7	31.3	32
<b>IT</b>	56.4	43.6	39
<b>Edu</b>	46	54	63

**TABLE 19**

REJECTED CANDIDATE BASED ON THEIR SOCIAL MEDIA ACCOUNT

	Yes	No	n
<b>All</b>	25.9	74.1	570
<b>Private</b>	25.9	74.1	397
<b>Public</b>	26	74	173



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**TABLE 20**

TYPES OF PRE-EMPLOYMENT BACKGROUND CHECKS CONDUCTED

	Reference Check	Criminal Check	Education Check	Credit Check	Other	Do not Perform Any Background Checks	n
All	37.5	29.6	16.7	11	3.75	1.3	2207
Private	37.5	28.3	16.7	12.3	3.3	1.8	1440
Public	37.4	33.1	17	8.6	4.6	0.4	767
Manu	39.4	24.1	18.2	12.8	3.7	1.7	297
NFP	41.2	35.4	12	6.3	4.7	0.5	192
WR	39.3	27.4	14.5	13.7	2.6	2.6	117
BFPI	30	29.5	16.6	21.8	2.1	0	193
GPC	35.6	32.4	17.8	10.1	3.7	0.5	219
HSS	37.1	35	16.9	5.9	5.1	0	237
APREE	34	28	22	10	3	3	100
Const	43.3	23.3	13.3	8.3	11.7	0	60
IT	37.7	30	18.9	8.9	2.2	2.2	90
Edu	38.7	30.6	20.4	5.1	4.4	0.7	137
1-49	45.2	24.7	14.7	7.3	5.2	2.6	230
50-250	39.8	29.6	14.6	10.1	3.9	1.7	738
251-1000	37.5	29.1	16.5	12.4	3.9	0.6	509
1001-5000	33.7	31.3	17.6	12.9	4.2	0.3	380
5001+	31.6	31.6	22.3	10.8	3.5	0	341

**TABLE 21**

KEEP DO-NOT-HIRE LIST

	Yes	No	n
All	83.9	16.1	868
Private	84.1	15.9	576
Public	82.2	17.8	292



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**TABLE 22**

TURNOVER RATES

	Involuntary	Voluntary
All	5.2	10.8
Private	5.8	11.1
Public	3.2	9.8
Manu	5.3	8.9
NFP	4.6	12.8
WR	5.5	17.6
BFPI	5.7	11.1
GPC	2.1	7.4
HSS	2.6	10
APREE	5.2	9
IT	8.6	15.7
Edu	3.4	11.4
n	511	523