

HR metrics SERVICE

HR Annual Metrics Report

Reporting Period 2012

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

This report is provided by the HR Metrics Service (HRMS), owned and operated by the British Columbia Human Resources Management Association (BC HRMA). The HRMS is a shared service offering with the Human Resources Management Association of Manitoba (HRMAM), the Human Resources Institute of Alberta (HRIA) and the Saskatchewan Association of Human Resource Professionals (SAHRP).

About the Report

Your report is organized into three main sections: an About the Report / Interpreting your Results section, the tables of your results against your comparison group organized by metrics categories, and a listing of the organizations that make up your comparator group.

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. The aggregated results are reported as accurately as possible and rounding or averaging errors are kept to a minimum. The benchmarks are reported as the 10th, 25th, 50th (median), 75th and 90th percentiles, as well as the mean (or average) to provide enough data to allow for meaningful comparison.

The metrics are arranged in categories for ease of interpretation. Each category is tabulated and shown in a separate section. If you have not provided data for a particular metric, the metric will not appear on your report. HRMS only produces a report where there is a minimum sample size of five organizations.

Interpreting Your Results

The usefulness of the data presented is tightly connected to the approach you use to interpret 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. If the median/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 perspective by relating your score to the changes to the range.

Further information on interpreting your scores is provided in the HR Metrics Interpretation Guide.

Should you have any questions regarding this report please contact the HR Metrics team @ support@hrmetricsservice.org

HR Metrics Service - Annual Detailed Report

Metric Category: Productivity	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Revenue per FTE The number of dollars of revenue from operations generated per FTE.		\$128,722	\$160,189	\$203,631	\$312,258	\$920,371	\$347,044	65
Profit per FTE The number of dollars of profit generated per FTE. (Based on pre-tax profit).		\$2,397	\$27,693	\$46,081	\$81,448	\$239,477	\$133,779	38
Human Capital Return on Investment The rate of return for each dollar invested in employee pay and benefits. (Based on pre-tax profit.)		3.8%	33.6%	67.7%	92.5%	306%	149.7%	38
Absenteeism Rate The number of work days missed due to illness per FTE.		4.3	5.3	6.9	9.7	11.3	7.4	41
Total Average Direct Cost of Absenteeism per FTE The average total direct labour costs per FTE for time not worked due to illness.		\$5,466	\$7,156	\$9,923	\$14,073	\$18,793	\$11,100	41

HR Metrics Service - Annual Detailed Report

Metric Category: Productivity	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Overtime per Individual Contributor Headcount The average number of overtime hours worked by each Individual Contributor. (Based on headcount.)		5.5	7.5	10.6	37.8	45.6	23.7	23

Sample

HR Metrics Service - Annual Detailed Report

Metric Category: Compensation	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Labour Cost per FTE The average labour cost to the organization for each FTE.		\$64,420	\$73,833	\$84,809	\$98,120	\$112,910	\$86,260	65
Labour Cost Revenue Percent The total labour costs as a percentage of organizational revenue.		10.5%	25.1%	41.1%	51.4%	70.2%	49.3%	65
Labour Cost Expense Percent The total labour costs as a percentage of total expenses.		25.7%	34.3%	49.3%	61.3%	69.9%	48.4%	65
Benefits as Percentage of Labour Costs The total cost of benefits as a percentage of the total Labour Costs.		8.1%	13.4%	15.5%	17.3%	20.8%	15.1%	38

HR Metrics Service - Annual Detailed Report

Metric Category: Recruitment	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Vacancy Rate The percentage of positions being actively recruited for at the end of the reporting period.		1.3%	1.6%	2.9%	5%	7.5%	3.8%	65
90 Day Turnover Rate The percentage of new employees leaving the organization within 90 days of starting their employment.		0%	3.5%	19.2%	38.8%	58.8%	25.7%	34
90 Day Resignation Rate The percentage of new employees who resigned within 90 days of starting their employment.		0%	0%	9%	18.9%	34.5%	12.9%	40
90 Day Involuntary Turnover Rate The percentage of new employees leaving the organization on an involuntary basis within 90 days of starting their employment.		0%	0%	8.1%	17.8%	30.6%	11.1%	34
1st Year Turnover Rate The percentage of employees with less than 1 year of service who left the organization.		4.2%	11.5%	18.2%	26%	45.1%	20.6%	36

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Metric Category: Recruitment	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
1st Year Resignation Rate Percentage of employees with less than 1 year of service who resigned.		0.3%	7.9%	11.4%	22.1%	33.7%	15%	65
1st Year Involuntary Turnover Rate The percentage of employees with less than 1 year of service who left the organization involuntarily.		0%	1.5%	4.8%	8.8%	13.5%	6%	36
External Hire Rate People hired externally as a percentage of headcount.		5.2%	7.3%	10.4%	15.1%	20.9%	11.8%	31
External Hire Rate Executive Level Executives hired externally as a percentage of Executive headcount.		0%	0%	0%	7%	15.8%	5.6%	27
External Hire Rate Management Level Managers hired externally as a percentage of Manager headcount.		0%	1.8%	5.8%	8%	13%	6%	27

HR Metrics Service - Annual Detailed Report

Metric Category: Recruitment	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
External Hire Rate Individual Contributor Level Individual Contributors hired externally as a percentage of Individual Contributor headcount.		7.2%	9%	12.3%	16.5%	21.9%	13.6%	27
Female Hire Ratio The percentage of employees hired externally and who are female.		38.8%	49.7%	56.3%	70%	74.9%	57.8%	25
Under 25 Years Hire Ratio The percentage of employees hired externally who are under the age of 25.		3.9%	5.7%	11.9%	22.7%	34.5%	15.8%	26
25-29 Years Hire Ratio The percentage of employees hired externally who are between the ages of 25 and 29.		4.8%	14.9%	19.3%	26.1%	27.2%	18.4%	26
30-34 Years Hire Ratio The percentage of employees hired externally who are between the ages of 30 and 34.		9.5%	11.2%	15.5%	18.2%	22.3%	15.3%	26

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Metric Category: Recruitment	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
35-39 Years Hire Ratio The percentage of employees hired externally who are between the ages of 35 and 39.		6%	7.7%	13.2%	16.7%	21.7%	13.4%	26
40-44 Years Hire Ratio The percentage of employees hired externally who are between the ages of 40 and 44.		5.6%	8.8%	12.8%	17.5%	23.6%	14.3%	26
45-49 Years Hire Ratio The percentage of employees hired externally who are between the ages of 45 and 49.		4.2%	5.7%	9.6%	14.3%	22.2%	10.6%	26
50-54 Years Hire Ratio The percentage of employees hired externally who are between the ages of 50 and 54.		2.9%	3.7%	4.8%	7.5%	13.2%	6.1%	26
55-59 Years Hire Ratio The percentage of employees hired externally who are between the ages of 55 and 59.		0.5%	2%	2.8%	5.1%	8.7%	4.3%	26

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Metric Category: Recruitment	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
60-64 Years Hire Ratio The percentage of employees hired externally who are between the ages of 60 and 64.		0%	0%	0.3%	1.6%	3.3%	1.4%	26
65 Years or Older Hire Ratio The percentage of employees hired externally who are between the ages of 65 and older.		0%	0%	0%	0.4%	0.6%	0.4%	26
External Time-to-Fill The average number of calendar days taken to fill a position from outside the organization.		15.9	35.9	52.1	57.5	62.0	44.3	9
External Cost per Hire The average direct costs for external hiring per external hire.		\$802	\$1,317	\$1,458	\$4,091	\$6,000	\$2,635	11
External Offer Acceptance Rate External people accepting positions as a percentage of total external job offers.		88.1%	90.9%	95.8%	100%	100%	95.3%	11

Metric Category: Retention	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Turnover Employees who left the organization, either voluntarily or involuntarily, as a percentage of headcount.		5%	6.5%	11.3%	16.5%	21.9%	12.7%	63
Voluntary Turnover Rate Employees who left the organization voluntarily as a percentage of headcount.		3.8%	5.6%	8.9%	11.8%	15.8%	9.6%	63
Executive Voluntary Turnover Rate Executives who voluntarily left the organization as a percentage of Executive headcount.		0%	0%	3.4%	12.6%	18.2%	6.9%	18
Management Voluntary Turnover Rate Managers who voluntarily left the organization as a percentage of Management headcount.		3.5%	4%	5%	11.7%	13%	7%	18
Individual Contributor Voluntary Turnover Rate Individual Contributors who voluntarily left the organization as a percentage of Individual Contributor headcount.		3.6%	5.9%	8.8%	12.1%	12.8%	8.7%	18

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Metric Category: Retention	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Cost of Voluntary Turnover The average cost to replace each employee who left voluntarily.		\$33,679	\$47,107	\$61,622	\$77,438	\$94,666	\$62,384	58
Involuntary Turnover Rate Employees who left the organization involuntarily as a percentage of headcount.		0.6%	1.2%	2.2%	4.4%	6.6%	3.1%	65
Executive Involuntary Turnover Rate Executives who left the organization involuntarily as a percentage of Executive headcount.		0%	0%	0%	4.9%	13.1%	3.6%	27
Management Involuntary Turnover Rate Managers who left the organization involuntarily as a percentage of Manager headcount.		0%	0.3%	2.2%	3.7%	7.7%	3%	27
Individual Contributor Involuntary Turnover Rate Individual Contributors who left the organization involuntarily as a percentage of Individual Contributor headcount.		1.2%	1.6%	3%	4.9%	7.8%	3.7%	27

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Metric Category: Retention	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Succession Planning Rate The percentage of Executive roles for which there is a succession candidate.		21.3%	60.9%	100%	105.9%	211.2%	123.2%	9
Resignation Rate Employees who resigned from the organization as a percentage of headcount.		1.7%	3.1%	6.3%	11.2%	13.4%	7.9%	65
First Two Years of Service Resignation Rate The percentage of employees with less than two years of service who resigned.		4.2%	7%	11.2%	15.5%	25.7%	13%	40
Two to Three Years of Service Resignation Rate The percentage of employees with between two and three years of service who resigned.		0%	3.4%	7.3%	18.4%	23.6%	10.5%	40
Three to Five Years of Service Resignation Rate The percentage of employees with between three and five years service who resigned.		2.6%	4.4%	9.5%	14.1%	20.5%	11%	40

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Metric Category: Retention	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Five to Ten Years of Service Resignation Rate The percentage of employees with between five to ten years of service who resigned.		1%	2.1%	4%	7.2%	11.3%	5.3%	40
More than Ten Years of Service Resignation Rate The percentage of employees with more than ten years of service who resigned.		0%	0.6%	1.2%	3.3%	5.4%	2.1%	40
Under 25 years Resignation Rate The percentage of employees under 25 years of age who resigned.		0%	0%	10.1%	23.3%	38.5%	14.5%	38
25-29 Years Resignation Rate The percentage of employees between the ages of 25 to 29 who resigned.		0%	3.9%	12.6%	22.7%	36.6%	14.8%	38
30-34 Years Resignation Rate The percentage of employees between the ages of 30 to 34 who resigned.		0.4%	3.9%	8.4%	13.8%	23.1%	10%	38

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Metric Category: Retention	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
35-39 Years Resignation Rate The percentage of employees between the ages of 35 to 39 who resigned.		0.8%	3.6%	7%	11.1%	14.4%	8%	38
40-44 Years Resignation Rate The percentage of employees between the ages of 40 to 44 who resigned.		1.3%	2.3%	5.7%	7.9%	16.6%	6.9%	38
45-49 Years Resignation Rate The percentage of employees between the ages of 45 to 49 who resigned.		0.2%	1.8%	3.7%	7.1%	12.7%	5.4%	38
50-54 Years Resignation Rate The percentage of employees between the ages of 50 to 54 who resigned.		0%	1.3%	3%	5.9%	7.6%	4.1%	38
55-59 Years Resignation Rate The percentage of employees between the ages of 55 to 59 who resigned.		0%	0.3%	2%	4.2%	7.6%	3%	38

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Metric Category: Retention	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
60-64 Years Resignation Rate The percentage of employees between the ages of 60 to 64 who resigned.		0%	0%	0.5%	2.7%	6.4%	2.1%	38
65 Years or Older Resignation Rate The percentage of employees aged 65 or older who resigned.		0%	0%	0%	2.9%	10.4%	3.6%	38
Retirement Rate Employees who retired as a percentage of headcount.		0.2%	0.7%	1.5%	2.3%	3.6%	1.7%	63
Average Retirement Age Average age of employees who retired.		56.7	59.1	60.3	62.4	63.3	60.4	30

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Metric Category: Labour Relations	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Union Percentage Employees belonging to a union as a percentage of headcount.		0%	0%	24.9%	81%	87.9%	39.6%	65

Sample

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Metric Category: HR Efficiency	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
HR FTE Ratio The number of FTE per individual HR FTE.		31.6	45.9	57.7	76.7	125.4	68.5	65
HR Headcount Ratio The number of staff per individual HR staff person.		32.1	44.2	58.8	72.7	86.1	66.6	42
HR Costs per Employee The HR cost for each employee. (Based on headcount.)		\$926	\$1,697	\$2,436	\$3,411	\$4,886	\$2,694	65
HR Costs per FTE The cost of HR for each FTE. (Based on FTE.)		\$1,100	\$1,908	\$2,622	\$3,389	\$5,227	\$2,862	65
Total HR Costs as a % of overall Operating Costs The total cost of HR as a percentage of the total operating costs.		0.5%	0.9%	1.5%	2.2%	2.8%	1.6%	65

HR Metrics Service - Annual Detailed Report

Metric Category: HR Efficiency	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Total HR Costs as a % of overall Labour Costs The total cost of HR as a percentage of total Labour Costs		1.5%	2.1%	3.1%	4.3%	5.7%	3.4%	65
HR Turnover The number of HR staff leaving as a percentage of all HR staff.		0%	0%	11.4%	24.4%	40.9%	16.4%	39

Sample

HR Metrics Service - Annual Detailed Report

Metric Category: HR Efficiency – Non Permanent / Combined Permanent & Non Permanent	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Total HR Costs per Employee <i>Permanent & Non Permanent Employees</i> The cost of HR for each employee.		\$431	\$656	\$1,660	\$2,629	\$3,838	\$1,852	38

Sample

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Metric Category: Learning & Development	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Learning & Development Investment per FTE The number of dollars invested in learning and development per FTE.		\$316	\$578	\$1,102	\$1,563	\$1,833	\$1,071	20
Learning & Development Cost Revenue Percentage The total costs of learning and development as a percentage of the total revenue from operations.		0.1%	0.2%	0.5%	0.8%	1.2%	0.5%	20
Learning & Development Cost Payroll Percentage The total costs of learning and development as a percentage of the total labour costs.		0.4%	0.6%	1.2%	2%	2.2%	1.4%	20
Learning & Development Hours per FTE The numbers of hours spent on learning per FTE.		5.4	10.2	18.1	27.9	35.9	21.0	17
Learning & Development FTE Ratio The number of FTE for each FTE working in learning and development.		60.7	71.1	136.9	275.6	520.2	239.3	20

Metric Category: Workforce Demographics	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Promotion Rate Employees promoted as a percentage of headcount.		2.7%	3.6%	6.2%	10.6%	15.1%	7.5%	65
Career Path Ratio Employees moving upward in the organization as a percentage of all employee movement.		19.5%	25%	41.1%	65.8%	78.5%	46.9%	29
Churnover Rate of internal movement by employees as percentage of headcount.		4.7%	11%	18.7%	24.1%	34%	19.6%	27
Female Percent Employees who are female as a percentage of headcount.		32.8%	45.9%	69.8%	77.4%	84.8%	62.9%	30
Percentage Female at Executive Level Executives who are female as a percentage of Executive headcount.		16.4%	25.7%	39.6%	47.6%	53.4%	37.2%	27

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Metric Category: Workforce Demographics	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Percentage Female at Management Level Managers who are female as a percentage of Manager headcount.		37.6%	48.5%	58.9%	66.6%	72.4%	56.9%	27
Percentage Female at Individual Contributor Level Individual Contributors who are female as a percentage of Individual Contributor headcount.		37.1%	58.9%	72.7%	80.2%	91.9%	67.6%	27
Management Span of Control Average number of employees per Manager /Executive.		3.3	4.3	5.7	8.8	19.1	8.7	33
Average Age Average age of organizations' total employee population.		38.6	41.4	44.3	45.8	47.1	43.4	65
Average Length of Service Average length of employee service. (Based on headcount.)		5.2	7.4	9.0	10.9	12.5	8.9	65

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Metric Category: Workforce Demographics	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Part-time Percent Permanent employees who work part-time as a percentage of headcount.		1.3%	3.1%	11.5%	21.4%	44.5%	17%	39

Sample

HR Metrics Service - Annual Detailed Report

Metric Category: Workforce Demographics – Non Permanent / Combined Permanent & Non Permanent	Your Results	Date Range: 2012						
Metric Name	Score	10th	25th	Median	75th	90th	Average	n
Non Permanent Employee Percentage Non-permanent employees as a percentage of headcount.		7.6%	22.1%	39.1%	83.1%	213.1%	83%	38

Sample

Sample

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 the information, HRMS relies on quality data input from all organizations and therefore cannot guarantee that the information presented is definitive.

HRMS is the provider of the information and does not intend to shape or influence decisions that individuals or organizations may make based on this information. HRMS 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

Should you have any questions regarding this report please contact the HR Metrics team support@hrmetricservice.org

Participating Organizations

The following organizations created the benchmark for this report:

Organization Name	Province	Sector	Industry
BDO Canada LLP	Ontario	Business - privately owned	Accounting/Bookkeeping
Eminata Group	British Columbia	Business - privately owned	Education - Post Secondary/Trade/Support Services
Golder Associates Ltd	Ontario	Business - privately owned	Engineering/Architectural/Related Services
Family Insurance Solutions	British Columbia	Business - privately owned	Finance/Insurance
Moneris Solutions Corp	Ontario	Business - privately owned	Finance/Insurance
LifeLabs	Ontario	Business - privately owned	Healthcare - Other
Samuel, Son & Co., Limited	Ontario	Business - privately owned	Manufacturing - Metal/Petroleum/Chemicals/Plastics
Aquatera Utilities	Alberta	Business - privately owned	Utilities
Morneau Shepell Inc	Ontario	Business - publicly owned	Business Service Industries
Andrew Peller Limited	Ontario	Business - publicly owned	Manufacturing - Food/Beverage
Marquis Alliance Energy Group Inc	Alberta	Business - publicly owned	Mining/Quarrying/Oil & Gas Extraction
Secure Energy Services	Alberta	Business - publicly owned	Mining/Quarrying/Oil & Gas Extraction
MDA Systems Ltd.	British Columbia	Business - publicly owned	Technology Services
BlueShore Financial	British Columbia	Cooperative	Finance/Insurance
Coast Capital Savings Credit Union	British Columbia	Cooperative	Finance/Insurance
Coastal Community Credit Union	British Columbia	Cooperative	Finance/Insurance
First Calgary Financial	Alberta	Cooperative	Finance/Insurance

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Organization Name	Province	Sector	Industry
First Ontario Credit Union	Ontario	Cooperative	Finance/Insurance
First West Credit Union	British Columbia	Cooperative	Finance/Insurance
G & F Financial Group	British Columbia	Cooperative	Finance/Insurance
Interior Savings Credit Union	British Columbia	Cooperative	Finance/Insurance
Kootenay Savings Credit Union	British Columbia	Cooperative	Finance/Insurance
Northern Credit Union	Ontario	Cooperative	Finance/Insurance
Northern Savings Credit Union	British Columbia	Cooperative	Finance/Insurance
Prospera Credit Union	British Columbia	Cooperative	Finance/Insurance
Salmon Arm Savings & Credit Union	British Columbia	Cooperative	Finance/Insurance
The Commonwell Mutual Insurance Group	Ontario	Cooperative	Finance/Insurance
Vancouver City Savings Credit Union	British Columbia	Cooperative	Finance/Insurance
Westminster Savings Credit Union	British Columbia	Cooperative	Finance/Insurance
Williams Lake & District Credit Union	British Columbia	Cooperative	Finance/Insurance
Agriculture Financial Services Corporation	Alberta	Crown Corporation	Finance/Insurance
ATB Financial	Alberta	Crown Corporation	Finance/Insurance
BC Pension Corporation	British Columbia	Crown Corporation	Finance/Insurance
BC Securities Commission	British Columbia	Crown Corporation	Finance/Insurance
Workplace Safety & Insurance Board	Ontario	Crown Corporation	Government/Government Affiliate
BC Oil and Gas Commission	British Columbia	Crown Corporation	Mining/Quarrying/Oil & Gas Extraction
BC Transit	British Columbia	Crown Corporation	Transportation/Warehousing
Metrolinx	Ontario	Crown Corporation	Transportation/Warehousing
Calgary Police Service	Alberta	Government	Government/Government Affiliate

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Organization Name	Province	Sector	Industry
Capital Regional District	British Columbia	Government	Government/Government Affiliate
City of Brandon	Manitoba	Government	Government/Government Affiliate
City of Calgary	Alberta	Government	Government/Government Affiliate
City of Edmonton	Alberta	Government	Government/Government Affiliate
City of North Vancouver	British Columbia	Government	Government/Government Affiliate
City of Ottawa	Ontario	Government	Government/Government Affiliate
City of Port Moody	British Columbia	Government	Government/Government Affiliate
City of Vancouver	British Columbia	Government	Government/Government Affiliate
Ontario Arts Council	Ontario	Government	Government/Government Affiliate
The Corporation of the City of Vaughan	Ontario	Government	Government/Government Affiliate
Town of Canmore	Alberta	Government	Government/Government Affiliate
Thames Valley District School Board	Ontario	Institution	Education - Elementary/Secondary
Lethbridge College	Alberta	Institution	Education - Post Secondary/Trade/Support Services
Northern Ontario School of Medicine	Ontario	Institution	Education - Post Secondary/Trade/Support Services
Alberta Health Services	Alberta	Institution	Healthcare - Hospitals
Riverview Health Centre	Manitoba	Institution	Healthcare - Hospitals
Northlands	Alberta	Not-for-Profit	Arts/Entertainment/Recreation

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Organization Name	Province	Sector	Industry
CGA - Canada	British Columbia	Not-for-Profit	Association/Professional Organization
Mitacs Inc	British Columbia	Not-for-Profit	Education - Post Secondary/Trade/Support Services
CAA South Central Ontario	Ontario	Not-for-Profit	Finance/Insurance
Property Valuation Services Corporation (PVSC)	Nova Scotia	Not-for-Profit	Government/Government Affiliate
Bethany Care Society	Alberta	Not-for-Profit	Healthcare - Other
Canadian Blood Services	Ontario	Not-for-Profit	Healthcare - Other
College of Registered Nurses of BC	British Columbia	Not-for-Profit	Healthcare - Other
Ontario Hospital Association	Ontario	Not-for-Profit	Healthcare - Other
BC Safety Authority	British Columbia	Not-for-Profit	Other

Sample