

# HR **metrics** SERVICE

Standards & Glossary

Version 9.5 / November 2018

## 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

Each metric in the chart below indicates the formula used for calculation. The formula includes the data points the participating organization needs to submit to receive that metric back in their reports. A survey worksheet tool will be provided to each participating organization upon signup to assist in the collection and submission of their data each quarter.

Metrics highlighted in grey are for Non Permanent Employees and Combination of Permanent and Non Permanent Employees.

Metrics highlighted in blue are for the Education Industry only.

### Definitions

The metrics standards are complemented by a glossary (starting page 27) which provides a definition for each data point, including specific details on what should be counted in or out of these data points.

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

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

Metric Name	Metric Description	Formula
<b>Compensation</b>		
Labour Cost per FTE	The average labour cost to the organization for each permanent FTE.	Labour Cost / Permanent 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
<b>Recruitment</b>		
Vacancy Rate	The percentage of permanent positions being actively recruited for at the end of the reporting period.	Permanent Vacant Positions / Permanent Headcount
Non Permanent Vacancy Rate <i>Non Permanent EEs 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 &amp; Non Permanent EEs</i>	The percentage of positions being actively recruited for at the end of the reporting period.	(Permanent Vacant Positions + Non Permanent Vacant Positions) / (Permanent Headcount + Non Permanent Headcount)
Vacancy Rate - Faculty	The number of permanent faculty positions being actively recruited for as a percentage of permanent headcount.	Permanent Vacant Faculty Positions / Permanent Headcount
Vacancy Rate - Staff	The number of permanent staff positions being actively recruited for as a percentage of permanent headcount.	Permanent Vacant Staff Positions / Permanent Headcount
Faculty Vacancy Rate	The number of permanent faculty positions being actively recruited for as a percentage of permanent faculty headcount.	Permanent Vacant Faculty Positions / Permanent Faculty Headcount
Staff Vacancy Rate	The number of permanent staff positions being actively recruited for as a percentage of permanent staff headcount.	Permanent Vacant Staff Positions / Permanent Staff Headcount
90 Day Turnover Rate	The percentage of permanent employees leaving the organization within 90 days of starting their employment.	Permanent (Resignations + Retirements + Involuntary Terminations) within 0-90 Days of Service / Permanent Headcount within 90 Days of Service
Non Permanent 90 Day Turnover Rate <i>Non Permanent EEs Only</i>	The percentage of non permanent employees leaving the organization within 90 days of starting their employment.	Non Permanent (Resignations + Involuntary Terminations) within 0-90 Days of Service / Non Permanent Headcount within 90 Days of Service
Total 90 Day Turnover Rate <i>Permanent &amp; Non Permanent EEs</i>	The percentage of employees leaving the organization within 90 days of starting their employment.	Permanent + Non Permanent (Resignations + Involuntary Terminations) within 0-90 Days of Service / Permanent + Non Permanent (Headcount within 90 Days of Service)

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

Metric Name	Metric Description	Formula
<b>Recruitment continued</b>		
1 <sup>st</sup> Year Turnover Rate – Faculty	Permanent faculty employees with less than 1 year of service who left the organization, either voluntarily or involuntarily, as a percentage of permanent headcount.	Permanent Faculty (Resignations + Involuntary Terminations) within 0-1 Year of Service / Permanent Headcount within 0-1 Year of Service
1 <sup>st</sup> Year Turnover Rate – Staff	Permanent staff employees with less than 1 year of service who left the organization, either voluntarily or involuntarily, as a percentage of permanent headcount.	Permanent Staff (Resignations + Involuntary Terminations) within 0-1 Year of Service / Permanent Headcount within 0-1 Year of Service
Faculty 1 <sup>st</sup> Year Turnover Rate	Permanent faculty employees with less than 1 year of service who left the organization, either voluntarily or involuntarily, as a percentage of permanent faculty headcount.	Permanent Faculty (Resignations + Involuntary Terminations) within 0-1 Year of Service / Permanent Faculty Headcount within 0-1 Year of Service
Staff 1 <sup>st</sup> Year Turnover Rate	Permanent staff employees with less than 1 year of service who left the organization, either voluntarily or involuntarily, as a percentage of permanent staff headcount.	Permanent Staff (Resignations + Involuntary Terminations) within 0-1 Year of Service / Permanent Staff Headcount within 0-1 Year of Service
1 <sup>st</sup> Year Resignation Rate	The percentage of permanent employees with less than 1 year of service who resigned.	Permanent Resignations within 0-1 Year of Service / Permanent Headcount within 0-1 Year of Service
Non Permanent 1 <sup>st</sup> Year Resignation Rate <i>Non Permanent EEs 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 1 <sup>st</sup> Year Resignation Rate <i>Permanent &amp; Non Permanent EEs</i>	The percentage of employees with less than 1 year of service who resigned.	Permanent + Non Permanent Resignations within 0-1 Year of Service / Permanent + Non Permanent Headcount within 0-1 Year of Service

Metric Name	Metric Description	Formula
<b>Recruitment continued</b>		
1 <sup>st</sup> Year Resignation Rate – Faculty	Permanent faculty employees with less than 1 year of service who resigned, as a percentage of permanent headcount with less than 1 year of service.	Permanent Faculty Resignations within 0-1 Year of Service / Permanent Headcount within 0-1 Year of Service
1 <sup>st</sup> Year Resignation Rate – Staff	Permanent staff employees with less than 1 year of service who resigned, as a percentage of permanent headcount with less than 1 year of service.	Permanent Staff Resignations within 0-1 Year of Service / Permanent Headcount within 0-1 Year of Service
Faculty 1 <sup>st</sup> Year Resignation Rate	Permanent faculty employees with less than 1 year of service who resigned, as a percentage of permanent faculty headcount with less than 1 year of service.	Permanent Faculty Resignations within 0-1 Year of Service / Permanent Faculty Headcount within 0-1 Year of Service
Staff 1 <sup>st</sup> Year Resignation Rate	Permanent staff employees with less than 1 year of service who resigned, as a percentage of permanent staff headcount with less than 1 year of service.	Permanent Staff Resignations within 0-1 Year of Service / Permanent Staff Headcount within 0-1 Year of Service
1 <sup>st</sup> Year Involuntary Turnover Rate	The percentage of permanent employees with less than 1 year of service who left the organization involuntarily.	Permanent Involuntary Terminations within 0-1 Year of Service / Permanent Headcount within 0-1 Year of Service
Non Permanent 1 <sup>st</sup> Year Involuntary Turnover Rate <i>Non Permanent EEs 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 1 <sup>st</sup> Year Involuntary Turnover Rate <i>Permanent &amp; Non Permanent EEs</i>	The percentage of employees with less than 1 year of service who left the organization involuntarily.	Permanent + Non Permanent Involuntary Terminations within 0-1 Year of Service / Permanent + Non Permanent Headcount within 0-1 Year of Service



Metric Name	Metric Description	Formula
<b>Recruitment continued</b>		
1 <sup>st</sup> Year Involuntary Turnover Rate – Faculty	Permanent faculty employees with less than 1 year of service who left the organization involuntarily as a percentage of permanent headcount.	Permanent Faculty Involuntary Terminations within 0-1 Year of Service / Permanent Headcount within 0-1 Year of Service
1 <sup>st</sup> Year Involuntary Turnover Rate – Staff	Permanent staff employees with less than 1 year of service who left the organization involuntarily as a percentage of permanent headcount.	Permanent Staff Involuntary Terminations within 0-1 Year of Service / Permanent Headcount 0-1 within Year of Service
Faculty 1 <sup>st</sup> Year Involuntary Turnover Rate	Permanent faculty employees with less than 1 year of service who left the organization involuntarily as a percentage of faculty permanent headcount.	Permanent Faculty Involuntary Terminations within 0-1 Year of Service / Permanent Faculty Headcount within 0-1 Year of Service
Staff 1 <sup>st</sup> Year Involuntary Turnover Rate	Permanent staff employees with less than 1 year of service who left the organization involuntarily as a percentage of permanent staff headcount.	Permanent Staff Involuntary Terminations within 0-1 Year of Service / Permanent Staff Headcount within 0-1 Year of Service
External Hire Rate	Employees hired externally as a percentage of permanent headcount.	External Recruits / Permanent Headcount
External Hire Rate - Faculty	Permanent faculty employees hired externally as a percentage of permanent headcount.	Permanent Faculty External Recruits / Permanent Headcount
External Hire Rate - Staff	Permanent staff employees hired externally as a percentage of permanent headcount.	Permanent Staff External Recruits / Permanent Headcount
Faculty External Hire Rate	Permanent faculty employees hired externally as a percentage of permanent faculty headcount.	Permanent Faculty External Recruits / Permanent Faculty Headcount
Staff External Hire Rate	Permanent staff employees hired externally as a percentage of permanent staff headcount.	Permanent Staff External Recruits / Permanent Staff Headcount

Metric Name	Metric Description	Formula
<b>Recruitment continued</b>		
External Hire Rate Executive Level	Executives hired externally as a percentage of permanent executive headcount.	Executive Level External Recruits /Permanent Executive Level Headcount
External Hire Rate Management Level	Managers hired externally as a percentage of permanent manager headcount.	Management Level External Recruits / Permanent Management Level Headcount
External Hire Rate Individual Contributor Level	Individual Contributors hired externally as a percentage of permanent individual contributor headcount.	Individual Contributor Level External Recruits / Permanent Individual Contributor Level Headcount

Diversity Hire Ratio	The percentage of new hires who self-identify as an aboriginal person, a person with a disability, or a member of a visible minority.	New Hires who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority / New Hires
Aboriginal Hire Ratio	The percentage of new hires who self-identify as aboriginal persons.	New Hires who self-identify as Aboriginal Persons / New Hires
Disability Hire Ratio	The percentage of new hires who self-identify as disabled persons.	New Hires who self-identify as Disabled Persons / New Hires
Visible Minority Hire Ratio	The percentage of new hires who self-identify as visible minority persons.	New Hires who self-identify as Visible Minority Persons / New Hires
Female Hire Ratio	The percentage of new hires who are female.	New Hires who are Female / New Hires

Metric Name	Metric Description	Formula
<b>Recruitment continued</b>		
Under 25 Years Hire Ratio	The percentage of new hires under the age of 25.	New Hires Under 25 Years Old / New Hires
25-29 Years Hire Ratio	The percentage of new hires between the ages of 25 and 29.	New Hires Between 25-29 Years Old / New Hires
30-34 Years Hire Ratio	The percentage of new hires between the ages of 30 and 34.	New Hires Between 30-34 Years Old / New Hires
35-39 Years Hire Ratio	The percentage of new hires between the ages of 35 and 39.	New Hires Between 35-39 Years Old / New Hires
40-44 Years Hire Ratio	The percentage of new hires between the ages of 40 and 44.	New Hires Between 40-44 Years Old / New Hires
45-49 Years Hire Ratio	The percentage of new hires between the ages of 45 and 49.	New Hires Between 45-49 Years Old / New Hires
50-54 Years Hire Ratio	The percentage of new hires between the ages of 50 and 54.	New Hires Between 50-54 Years Old / New Hires
55-59 Years Hire Ratio	The percentage of new hires between the ages of 55 and 59.	New Hires Between 55-59 Years Old / New Hires
60-64 Years Hire Ratio	The percentage of new hires between the ages of 60 and 64.	New Hires Between 60-64 Years Old / New Hires
65 Years or Older Hire Ratio	The percentage of new hires age of 65 or older.	New Hires 65 Years or Older / New Hires

Metric Name	Metric Description	Formula
<b>Recruitment continued</b>		
External Time-to-Fill	The average number of calendar days taken to fill permanent positions externally.	External Days to Fill / Permanent External Recruits
External Time-to-Fill - Faculty	The average number of calendar days taken to fill permanent faculty positions externally.	External Days to Fill – Faculty / Permanent Faculty External Recruits
External Time-to-Fill – Staff	The average number of calendar days taken to fill permanent staff positions externally.	External Days to Fill - Staff / Permanent Staff External Recruits
External Time-to-Fill Executive Level Positions	The average number of calendar days taken to fill a permanent executive position externally.	External Days to Fill Permanent Executive Level Positions / Permanent Executive Level External Recruits
External Time-to-Fill Management Level Positions	The average number of calendar days taken to fill a permanent manager position externally.	External Days to Fill Permanent Management Level Positions / Permanent Management Level External Recruits
External Time-to-Fill Individual Contributor Level Positions	The average number of calendar days taken to fill a permanent individual contributor position externally.	External Days to Fill Permanent Individual Contributor Level Positions / Permanent Individual Contributor Level External Recruits

External Cost per Hire	The average direct recruitment costs per permanent external hire.	Recruitment Costs / Permanent External Recruits
External Offer Acceptance Rate	External recruits accepting positions as a percentage of permanent external job offers.	Permanent External Recruits / Permanent Job Offers to External Candidates

Metric Name	Metric Description	Formula
<b>Retention</b>		
Turnover Rate	Permanent employees who left the organization, either voluntarily or involuntarily, as a percentage of permanent headcount.	Permanent (Resignation + Retirements + Involuntary Terminations) / Permanent Headcount
Turnover Rate <i>Non Permanent EEs Only</i>	Non permanent employees who left the organization, either voluntarily or involuntarily, as a percentage of non permanent headcount.	Non Permanent (Resignation + Retirements + Involuntary Terminations) / Non Permanent Headcount
Total Turnover Rate <i>Permanent &amp; Non Permanent EEs</i>	Employees who left the organization, either voluntarily or involuntarily, as a percentage of headcount.	Permanent + Non Permanent (Resignation + Retirements + Involuntary Terminations) / Permanent + Non Permanent Headcount
Turnover Rate – Faculty	Permanent faculty employees who left the organization, either voluntarily or involuntarily, as a percentage of permanent headcount.	Permanent Faculty (Resignations + Retirements + Involuntary Terminations) / Permanent Headcount
Turnover Rate – Staff	Permanent staff employees who left the organization, either voluntarily or involuntarily, as a percentage of permanent headcount.	Permanent Staff (Resignations + Retirements + Involuntary Terminations) / Permanent Headcount
Faculty Turnover Rate	Permanent faculty employees who left the organization, either voluntarily or involuntarily, as a percentage of permanent faculty headcount.	Permanent Faculty (Resignations + Retirements + Involuntary Terminations) / Permanent Faculty Headcount
Staff Turnover Rate	Permanent staff employees who left the organization, either voluntarily or involuntarily, as a percentage of permanent staff headcount.	Permanent Staff (Resignations + Retirements + Involuntary Terminations) / Permanent Staff Headcount
Voluntary Turnover Rate	Permanent employees who left the organization voluntarily as a percentage of permanent headcount.	Permanent Employee (Resignations + Retirements) / Permanent Headcount
Non Permanent Voluntary Turnover Rate <i>Non Permanent EEs Only</i>	Non permanent employees who left the organization voluntarily as a percentage of non permanent headcount.	Non Permanent (Resignations + Retirements) / Non Permanent Headcount
Total Voluntary Turnover Rate <i>Permanent &amp; Non Permanent EEs</i>	Employees who left the organization voluntarily as a percentage of headcount.	Permanent + Non Permanent (Resignations + Retirements) / Permanent + Non Permanent Headcount

Metric Name	Metric Description	Formula
<b>Retention continued</b>		
Voluntary Turnover Rate – Faculty	Permanent faculty employees who left the organization voluntarily as a percentage of permanent headcount.	Permanent Faculty (Resignations + Retirements) / Permanent Headcount
Voluntary Turnover Rate – Staff	Permanent staff employees who left the organization voluntarily as a percentage of permanent headcount.	Permanent Staff (Resignations + Retirements) / Permanent Headcount
Faculty Voluntary Turnover Rate	Permanent faculty employees who left the organization voluntarily as a percentage of permanent faculty headcount.	Permanent Faculty (Resignations + Retirements) / Permanent Faculty Headcount
Staff Voluntary Turnover Rate	Permanent staff employees who left the organization voluntarily as a percentage of permanent staff headcount.	Permanent Staff (Resignation + Retirements) / Permanent Staff Headcount
Executive Voluntary Turnover Rate	Permanent executive level employees who voluntarily left the organization as a percentage of permanent executive level headcount.	Permanent Executive Level (Resignations + Retirements) / Permanent Executive Level Headcount
Management Voluntary Turnover Rate	Permanent manager level employees who voluntarily left the organization as a percentage of permanent management level headcount.	Permanent Management Level (Resignations + Retirements) / Permanent Management Level Headcount
Individual Contributor Voluntary Turnover Rate	Permanent individual contributor level employees who voluntarily left the organization as a percentage of permanent individual contributor level headcount.	Permanent Individual Contributor Level (Resignations + Retirements) / Permanent Individual Contributor Level Headcount
Cost of Voluntary Turnover	The average cost to replace each permanent employee who left voluntarily.	Permanent Employee Projected Annual Base Compensation Cost / Permanent (Resignations + Retirements)
Non Permanent Cost of Voluntary Turnover <i>Non Permanent EEs Only</i>	The average cost to replace each non permanent employee who left voluntarily.	Non Permanent Employee Projected Annual Base Compensation Cost / Non Permanent (Resignations + Retirements)
Total Cost of Voluntary Turnover <i>Permanent &amp; Non Permanent EEs</i>	The average cost to replace each employee who left voluntarily.	Permanent + Non Permanent Employee Projected Annual Base Compensation Cost / Permanent + Non Permanent (Resignations + Retirements)

Metric Name	Metric Description	Formula
Retention continued		
Involuntary Turnover Rate	Permanent employees who left the organization involuntarily as a percentage of permanent headcount.	Permanent Involuntary Terminations / Permanent Headcount
Non Permanent Involuntary Turnover Rate <i>Non Permanent EEs Only</i>	Non permanent employees who left the organization involuntarily as a percentage of non permanent headcount.	Non Permanent Involuntary Terminations / Non Permanent Headcount
Total Involuntary Turnover Rate <i>Permanent &amp; Non Permanent EEs</i>	Employees who left the organization involuntarily as a percentage of headcount.	Permanent Involuntary + Non Permanent Involuntary Terminations / Permanent + Non Permanent Headcount
Involuntary Turnover Rate – Faculty	Permanent faculty employees who left the organization involuntarily as a percentage of permanent headcount.	Permanent Faculty Involuntary Terminations / Permanent Headcount
Involuntary Turnover Rate – Staff	Permanent staff employees who left the organization involuntarily as a percentage of permanent headcount.	Permanent Staff Involuntary Terminations / Permanent Headcount
Faculty Involuntary Turnover Rate	Permanent faculty employees who left the organization involuntarily as a percentage of permanent faculty headcount.	Permanent Faculty Involuntary Terminations / Permanent Faculty Headcount
Staff Involuntary Turnover Rate	Permanent staff employees who left the organization involuntarily as a percentage of permanent staff headcount.	Permanent Staff Involuntary Terminations / Permanent Staff Headcount
Executive Involuntary Turnover Rate	Permanent executive level employees who left the organization involuntarily as a percentage of permanent executive level headcount.	Permanent Executive Level Involuntary Terminations / Permanent Executive Level Headcount
Management Involuntary Turnover Rate	Permanent manager level employees who left the organization involuntarily as a percentage of permanent manager level headcount.	Permanent Manager Level Involuntary Terminations / Permanent Manager Level Headcount
Individual Contributor Involuntary Turnover Rate	Permanent individual contributor level employees who left the organization involuntarily as a percentage of permanent individual contributor level headcount.	Permanent Individual Contributor Level Involuntary Terminations / Permanent Individual Contributor Level Headcount

Metric Name	Metric Description	Formula
Retention continued		
Resignation Rate	Permanent employees who resigned from the organization as a percentage of permanent headcount.	Permanent Resignations / Permanent Headcount
Non Permanent Resignation Rate <i>Non Permanent EEs 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 &amp; Non Permanent EEs</i>	Employees who resigned from the organization as a percentage of headcount.	(Permanent Resignations + Non Permanent Resignations) / Permanent + Non Permanent Headcount
Resignation Rate – Faculty	Permanent faculty employees who resigned from the organization as a percentage of permanent headcount.	Permanent Faculty Resignations / Permanent Headcount
Resignation Rate – Staff	Permanent staff employees who resigned from the organization as a percentage of permanent headcount.	Permanent Staff Resignations / Permanent Headcount
Faculty Resignation Rate	Permanent faculty employees who resigned from the organization as a percentage of permanent faculty headcount.	Permanent Faculty Resignations / Permanent Faculty Headcount
Staff Resignation Rate	Permanent staff employees who resigned from the organization as a percentage of permanent staff headcount.	Permanent Staff Resignations / Permanent Staff Headcount
Total Top Quartile Performer Resignation Rate	Permanent employees who resigned and were within the top quartile of performers, as a percentage of permanent headcount.	Permanent Resignations in the Top Quartile of Performance / Permanent Headcount
Total Bottom Quartile Performer Resignation Rate	Permanent employees who resigned and were within the bottom quartile of performers, as a percentage of permanent headcount.	Permanent Resignations in the Bottom Quartile of Performance / Permanent Headcount



Metric Name	Metric Description	Formula
Retention continued		
First Two Years of Service Resignation Rate	The percentage of permanent employees with less than 2 years of service who resigned.	Permanent Resignations within 0-2 Years of Service / Permanent Headcount within 0-2 Year of Service
Two to Three Years of Service Resignation Rate	The percentage of permanent employees with between 2-3 years of service who resigned.	Permanent Resignations within 2-3 Years of Service / Permanent Headcount within 2-3 Year of Service
Three to Five Years of Service Resignation Rate	The percentage of permanent employees with between 3-5 years of service who resigned.	Permanent Resignations within 3-5 Years of Service / Permanent Headcount within 3-5 Year of Service
Five to Ten Years of Service Resignation Rate	The percentage of permanent employees with between 5-10 years of service who resigned.	Permanent Resignations within 5-10 Years of Service / Permanent Headcount within 5-10 Year of Service
More than Ten Years of Service Resignation Rate	The percentage of permanent employees with more than 10 years of service who resigned.	Permanent Resignations with more than 10 Years of Service / Permanent Headcount 10 Years or more of Service

Under 25 years Resignation Rate	The percentage of employees under 25 years of age who resigned.	Permanent Resignations Under Age 25 / Permanent Headcount Under Age 25
25-29 Years Resignation Rate	The percentage of permanent employees between the ages of 25 to 29 who resigned.	Permanent Resignations Between Ages 25-29 Years / Permanent Headcount Between Ages 25-29 Years
30-34 Years Resignation Rate	The percentage of permanent employees between the ages of 30 to 34 who resigned.	Permanent Resignations Between Ages 30-34 Years / Permanent Headcount Between Ages 30-34 Years
35-39 Years Resignation Rate	The percentage of permanent employees between the ages of 35 to 39 who resigned.	Permanent Resignations Between Ages 35-39 Years / Permanent Headcount Between Ages 35-39 Years
40-44 Years Resignation Rate	The percentage of permanent employees between the ages of 40 to 44 who resigned.	Permanent Resignations Between Ages 40-44 Years / Permanent Headcount Between Ages 40-44 Years

Metric Name	Metric Description	Formula
Retention continued		
40-44 Years Resignation Rate	The percentage of permanent employees between the ages of 40 to 44 who resigned.	Permanent Resignations Between Ages 40-44 Years / Permanent Headcount Between Ages 40-44 Years
45-49 Years Resignation Rate	The percentage of permanent employees between the ages of 45 to 49 who resigned.	Permanent Resignations Between Ages 45-49 Years / Permanent Headcount Between Ages 45-49 Years
50-54 Years Resignation Rate	The percentage of permanent employees between the ages of 50 to 54 who resigned.	Permanent Resignations Between Ages 50-54 Years / Permanent Headcount Between Ages 50-54 Years
55-59 Years Resignation Rate	The percentage of permanent employees between the ages of 55 to 59 who resigned.	Permanent Resignations Between Ages 55-59 Years / Permanent Headcount Between Ages 55-59 Years
60-64 Years Resignation Rate	The percentage of permanent employees between the ages of 60 to 64 who resigned.	Permanent Resignations Between Ages 60-64 Years / Permanent Headcount Between Ages 60-64 Years
65 Years or Older Resignation Rate	The percentage of permanent employees aged 65 or older who resigned.	Permanent Resignations Age 65 Years or Older / Permanent Headcount Age 65 Years or Older
Retirement Rate	Permanent employees who retired as a percentage of permanent headcount.	Permanent Retirements / Permanent Headcount
Total Retirement Rate <i>Permanent &amp; Non Permanent EEs</i>	Employees who retired as a percentage of headcount.	Permanent + Non Permanent Retirements / Permanent + Non Permanent Headcount
Retirement Rate – Faculty	Permanent faculty employees who retired as a percentage of permanent headcount.	Permanent Faculty Retirements / Permanent Headcount
Retirement Rate – Staff	Permanent staff employees who retired as a percentage of permanent headcount.	Permanent Staff Retirements / Permanent Headcount
Faculty Retirement Rate	Permanent faculty employees who retired as a percentage of permanent faculty headcount.	Permanent Faculty Retirements / Permanent Faculty Headcount
Staff Retirement Rate	Permanent staff employees who retired as a percentage of permanent staff headcount.	Permanent Staff Retirements / Permanent Staff Headcount

Metric Name	Metric Description	Formula
Retention continued		
Average Retirement Age	Average age of permanent employees who retired.	Permanent Retirees Total Age / Permanent Retirements
Average Retirement Age - Faculty	Average age of permanent faculty employees who retired.	Permanent Faculty Retirees Total Age / Permanent Faculty Retirements
Average Retirement Age - Staff	Average age of permanent staff employees who retired.	Permanent Staff Retirees Total Age / Permanent Staff Retirements
Succession Planning Rate	The percentage of permanent executive roles for which there is a succession candidate.	Executive Candidates / Permanent Executive Level Headcount

Metric Name	Metric Description	Formula
<b>Labour Relations</b>		
Grievances as a % of Unionized Headcount	The number of open grievances from permanent employees as a percentage of permanent employee unionized headcount.	Open Permanent Employee Grievances / Permanent Unionized Headcount
Grievances as a % of Unionized Headcount <i>Non Permanent EEs Only</i>	The number of open non permanent employee grievances as a percentage of non permanent unionized headcount.	Open Non Permanent Employee Grievances / Non Permanent Union Headcount
Total Grievances as a % of Total Unionized Headcount <i>Permanent &amp; Non Permanent EEs</i>	The number of open grievances as a percentage of unionized headcount.	Open Permanent + Non Permanent Employee Grievances / Permanent + Non Permanent Union Headcount
Faculty Grievances as a % of Unionized Headcount	The number of open permanent faculty grievances as a percentage of permanent unionized headcount.	Open Permanent Faculty Grievances / Permanent Union Headcount
Faculty Grievances as a % of Unionized Headcount <i>Non Permanent EEs Only</i>	The number of open non permanent faculty grievances as a percentage of non permanent unionized headcount.	Open Non Permanent Faculty Grievances / Non Permanent Union Headcount
Total Faculty Grievances as a % of Total Unionized Headcount <i>Permanent &amp; Non Permanent EEs</i>	The total number of open faculty grievances as a percentage of total unionized headcount.	Open Permanent + Non Permanent Faculty Grievances / Permanent + Non Permanent Union Headcount)
Staff Grievances as a % of Unionized Headcount	The number of open permanent staff grievances as a percentage of permanent unionized staff headcount.	Open Permanent Staff Grievances / Permanent Staff Union Headcount
Staff Grievances as a % of Unionized Headcount <i>Non Permanent EEs Only</i>	The number of open non permanent staff grievances as a percentage of non permanent unionized headcount.	Open Non Permanent Staff Grievances / Non Permanent Union Headcount
Total Staff Grievances as a % of Total Unionized Headcount <i>Permanent &amp; Non Permanent EEs</i>	The number of open staff grievances as a percentage of unionized headcount.	Open Permanent + Non Permanent Staff Grievances / Permanent + Non Permanent Union Headcount

Metric Name	Metric Description	Formula
<b>Labour Relations continued</b>		
Faculty Grievances as a % of Faculty Unionized Headcount	The number of open permanent faculty grievances as a percentage of permanent unionized faculty headcount.	Open Permanent Faculty Grievances / Permanent Faculty Union Headcount
Faculty Grievances as a % of Faculty Unionized Headcount <i>Non Permanent EEs Only</i>	The number of open non permanent faculty grievances as a percentage of non permanent unionized faculty headcount.	Open Non Permanent Faculty Grievances / Non Permanent Faculty Union Headcount
Total Faculty Grievances as a % of Total Faculty Unionized Headcount <i>Permanent &amp; Non Permanent EEs</i>	The number of open faculty grievances as a percentage of unionized faculty headcount.	Open Permanent + Non Permanent Faculty Grievances / Permanent + Non Permanent Faculty Union Headcount
Staff Grievances as a % of Staff Unionized Headcount	The number of open permanent staff grievances as a percentage of permanent unionized staff headcount.	Open Permanent Staff Grievances / Permanent Staff Union Headcount
Staff Grievances as a % of Staff Unionized Headcount <i>Non Permanent EEs Only</i>	The number of open non permanent staff grievances as a percentage of non permanent unionized staff headcount.	Open Non Permanent Staff Grievances / Non Permanent Staff Union Headcount
Total Staff Grievances as a % of Total Staff Unionized Headcount <i>Permanent &amp; Non Permanent EEs</i>	The number of open staff grievances as a percentage of unionized staff headcount.	Open Permanent + Non Permanent Staff Grievances / Permanent + Non Permanent Staff Union Headcount
New Grievances as a % of Unionized Headcount	The number of new opened permanent employee grievances as a percentage of permanent unionized headcount.	New Open Permanent Employee Grievances / Permanent Union Headcount
New Grievances as a % of Unionized Headcount <i>Non Permanent EEs Only</i>	The number of new opened non permanent employee grievances as a percentage of non permanent unionized headcount.	New Open Non Permanent Employee Grievances / Non Permanent Union Headcount
New Grievances as a % of Unionized Headcount <i>Permanent &amp; Non Permanent EEs</i>	The total number of new opened grievances as a percentage of total unionized headcount.	New Open Permanent + Non Permanent Grievances / Permanent + Non Permanent Union Headcount

Metric Name	Metric Description	Formula
<b>Labour Relations continued</b>		
Grievances – Time to First Contact	The average number of days until first contact with permanent employee who filed the grievance.	Total Number of Days to First Contact – Permanent Employees / Number of First Contacts – Permanent Employees
Non Permanent Grievances – Time to First Contact <i>Non Permanent EEs Only</i>	The average number of days until first contact with non permanent employee who filed the grievance.	Total Number of Days to First Contact – Non Permanent Employees / Number of First Contacts – Non Permanent Employees
Total Employee Grievances – Time to First Contact <i>Permanent &amp; Non Permanent EEs</i>	The average number of days until first contact with employee who filed the grievance.	Total Number of Days to First Contact (Permanent + Non Permanent Employees) / Number of First Contacts (Permanent + Non Permanent Employees)
Arbitrated Grievances as a % of Grievances Open	The number of permanent employee grievances gone to arbitration as a percentage of permanent employee grievances open.	Number of Permanent Employee Grievances Gone to Arbitration / Number of Open Permanent Employee Grievances
Non Permanent Arbitrated Grievances as a % of Non Permanent Employee Grievances Open <i>Non Permanent EEs Only</i>	The number of non permanent employee grievances gone to arbitration as a percentage of non permanent employee grievances open.	Number of Non Permanent Employee Grievances Gone to Arbitration / Number of Open Non Permanent Employee Grievances
Total Arbitrated Grievances as a % of Total Grievances Open <i>Permanent &amp; Non Permanent EEs</i>	The number of grievances gone to arbitration as a percentage of grievances open.	Permanent + Non Permanent Number of Grievances Gone to Arbitration / Permanent + Non Permanent Number of Open Grievances
% of Grievances Closed	Permanent employee grievances closed as a percentage of open permanent employee grievances.	Number of Permanent Employee Grievances Closed / Number of Open Permanent Employee Grievances
% of Non Permanent Employee Grievances Closed <i>Non Permanent EEs Only</i>	Non permanent employee grievances closed as a percentage of open non permanent employee grievances.	Number of Non Permanent Employee Grievances Closed / Number of Open Non Permanent Employee Grievances
Total % of Grievances Closed <i>Permanent &amp; Non Permanent EEs</i>	Grievances closed as a percentage of open grievances.	Permanent + Non Permanent Number of Grievances Closed / Permanent + Non Permanent Number of Open Grievances

Metric Name	Metric Description	Formula
<b>Labour Relations continued</b>		
Union Percentage	Permanent employees belonging to a union as a percentage of permanent headcount.	Permanent Union Headcount / Permanent Headcount
Non Permanent Union Percentage <i>Non Permanent EEs Only</i>	Non permanent employees belonging to a union as a percentage of non permanent headcount.	Non Permanent Union Headcount / Non Permanent Headcount
Total Union Percentage <i>Permanent &amp; Non Permanent EEs</i>	The number of employees belonging to a union as a percentage of headcount.	Permanent + Non Permanent Union Headcount / Permanent + Non Permanent Headcount
Union Percentage – Permanent Faculty	Permanent faculty employees belonging to a union as a percentage of permanent headcount.	Permanent Faculty Union Headcount / Permanent Headcount
Union Percentage – Non Permanent Faculty <i>Non Permanent EEs Only</i>	Non permanent faculty employees belonging to a union as a percentage of non permanent headcount.	Non Permanent Faculty Union Headcount / Non Permanent Headcount
Union Percentage – Total Faculty <i>Permanent &amp; Non Permanent EEs</i>	Faculty employees belonging to a union as a percentage of headcount.	Permanent + Non Permanent Faculty Union Headcount / Permanent + Non Permanent Headcount
Union Percentage – Permanent Staff	Permanent staff employees belonging to a union as a percentage of permanent headcount.	Permanent Staff Union Headcount / Permanent Headcount
Union Percentage – Non Permanent Staff <i>Non Permanent EEs Only</i>	Non permanent staff employees belonging to a union as a percentage of non permanent headcount.	Non Permanent Staff Union Headcount / Non Permanent Headcount
Union Percentage – Total Staff <i>Permanent &amp; Non Permanent EEs</i>	Staff employees belonging to a union as a percentage of headcount.	Permanent + Non Permanent Staff Union Headcount / Permanent + Non Permanent Headcount

Metric Name	Metric Description	Formula
<b>Labour Relations continued</b>		
Permanent Faculty Union Percentage	Permanent faculty employees belonging to a union as a percentage of permanent faculty headcount.	Permanent Faculty Union Headcount / Permanent Faculty Headcount
Non Permanent Faculty Union Percentage <i>Non Permanent EEs Only</i>	Non permanent faculty employees belonging to a union as a percentage of non permanent faculty headcount.	Non Permanent Faculty Union Headcount / Non Permanent Faculty Headcount
Total Faculty Union Percentage <i>Permanent &amp; Non Permanent EEs</i>	Faculty employees belonging to a union as a percentage of faculty headcount.	Permanent + Non Permanent Faculty Union Headcount / Permanent + Non Permanent Faculty Headcount
Permanent Staff Union Percentage	Permanent staff employees belonging to a union as a percentage of permanent staff headcount.	Permanent Staff Union Headcount / Permanent Staff Headcount
Non Permanent Staff Union Percentage <i>Non Permanent EEs Only</i>	Non permanent staff employees belonging to a union as a percentage of non permanent staff headcount.	Non Permanent Staff Union Headcount / Non Permanent Staff Headcount
Total Staff Union Percentage <i>Permanent &amp; Non Permanent EEs</i>	Staff employees belonging to a union as a percentage of staff headcount.	Permanent + Non Permanent Staff Union Headcount / Permanent + Non Permanent Staff Headcount



Metric Name	Metric Description	Formula
<b>HR Efficiency</b>		
HR FTE Ratio	The number of permanent FTE per individual permanent HR FTE.	Permanent FTE / Permanent HR FTE
Total HR FTE Ratio <i>Permanent &amp; Non Permanent EEs</i>	The number of FTE per individual HR FTE.	Permanent + Non Permanent FTE / Permanent + Non Permanent HR FTE
HR Headcount Ratio	The number of permanent employees per individual permanent HR employee.	Permanent Headcount / Permanent HR Headcount
Total HR Headcount Ratio <i>Permanent &amp; Non Permanent EEs</i>	The number of employees per individual HR employee.	Permanent + Non Permanent Headcount / Permanent + Non Permanent HR Headcount
HR Costs per Employee	The HR cost for each permanent employee.	HR Costs / Permanent Headcount
Total HR Costs per Employee <i>Permanent &amp; Non Permanent EEs</i>	The HR cost for each employee.	HR Costs / Permanent + Non Permanent Headcount
HR Costs per FTE	The HR cost for each permanent FTE.	HR Costs / Permanent FTE
Total HR Costs per FTE <i>Permanent &amp; Non Permanent EEs</i>	The HR cost for each FTE.	HR Costs / Permanent + Non Permanent FTE
HR Costs as a % of Operating Costs	The HR cost as a percentage of operating costs.	HR Costs / Operating Costs
HR Costs as a % of Labour Costs	The HR cost as a percentage of labour costs.	HR Costs / Labour Costs
HR Turnover	The number of permanent HR employees leaving HR as a percentage of permanent HR employees.	Permanent HR Employee Terminations / Permanent HR Headcount

Metric Name	Metric Description	Formula
<b>Learning &amp; Development</b>		
Learning & Development Investment per FTE	The number of dollars invested in learning and development per permanent FTE.	Learning & Development Cost / Permanent FTE
Learning & Development Cost Revenue Percentage	The learning and development cost as a percentage of revenue.	Learning & Development Cost / Revenue
Learning & Development Cost Payroll Percentage	The learning and development cost as a percentage of labour cost.	Learning & Development Cost / Labour Cost
Learning & Development Hours per FTE	The numbers of hours spent on learning per permanent FTE.	Learning & Development Hours / Permanent FTE
Learning & Development FTE Ratio	The number of permanent FTE for each permanent FTE working in learning and development.	Permanent FTE / Permanent Learning & Development FTE

Metric Name	Metric Description	Formula
<b>Workforce Demographics</b>		
Promotion Rate	Permanent employees promoted as a percentage of permanent headcount.	Permanent Promotions / Permanent Headcount
Promotion Rate - to Executive Level	Permanent employees promoted to a permanent executive level position as a percentage of all promotions.	Permanent Executive Level Promotions / Permanent Promotions
Promotion Rate - to Management Level	Permanent employees promoted to a permanent management level position as a percentage of all promotions.	Permanent Management Level Promotions / Permanent Promotions
Executive Level Promotion Rate	Permanent employees promoted to a permanent executive level position as a percentage of all permanent executive headcount.	Permanent Executive Level Promotions / Permanent Executive Level Headcount
Management Level Promotion Rate	Permanent employees promoted to a permanent management level position as a percentage of all permanent management headcount.	Permanent Management Level Promotions / Permanent Management Level Headcount
Career Path Ratio	Permanent employees moving upward in the organization as a percentage of all permanent employee movement.	Permanent Promotions / Permanent (Promotions + Transfers)
Churnover	Rate of internal movement by permanent employees as percentage of permanent headcount.	Permanent (Promotions + Demotions + Transfers) / Permanent Headcount
Non Permanent Churnover <i>Non Permanent EEs Only</i>	Rate of internal movement by non permanent employees as percentage of non permanent headcount.	Non Permanent (Promotions + Transfers) / Non Permanent Headcount
Total Churnover <i>Permanent &amp; Non Permanent EEs</i>	Rate of internal movement by employees as percentage of headcount.	Permanent + Non Permanent (Promotions + Demotions + Transfers) / Permanent + Non Permanent Headcount

Metric Name	Metric Description	Formula
<b>Workforce Demographics continued</b>		
Female Percent	Permanent employees who are female as a percentage of permanent headcount.	Permanent Female Employees / Permanent Headcount
Female Percent - Faculty	Permanent faculty employees who are female as a percentage of permanent headcount.	Permanent Female Faculty Employees / Permanent Headcount
Female Percent - Staff	Permanent staff employees who are female as a percentage of permanent headcount.	Permanent Female Staff Employees / Permanent Headcount
Faculty Female Percent	Permanent faculty employees who are female as a percentage of permanent faculty headcount.	Permanent Female Faculty Employees / Permanent Faculty Headcount
Staff Female Percent	Permanent staff employees who are female as a percentage of permanent staff headcount.	Permanent Female Staff Employees / Permanent Staff Headcount
Female Percent - Faculty/Female Headcount	Permanent faculty employees who are female as a percentage of permanent female headcount.	Permanent Female Faculty Employees / Permanent Female Headcount
Female Percent - Staff/Female Headcount	Permanent staff employees who are female as a percentage of permanent female headcount.	Permanent Female Staff Employees / Permanent Female Headcount
Female Percentage at Executive Level	Permanent executives level employees who are female as a percentage of permanent executive headcount.	Permanent Female Executive Level Employees / Permanent Executive Level Headcount
Female Percentage at Management Level	Permanent manager level employees who are female as a percentage of permanent manager level headcount.	Permanent Female Management Level Employees / Permanent Management Level Headcount
Female Percentage at Individual Contributor Level	Permanent individual contributor level employees who are female as a percentage of individual contributor level headcount.	Permanent Female Individual Contributor Level Employees / Permanent Individual Contributor Level Headcount

Metric Name	Metric Description	Formula
<b>Workforce Demographics continued</b>		
Diversity Percentage (Visible Minorities, Aboriginal Persons, Disabled Persons)	Permanent employees who identify as an aboriginal person, a person with a disability, or a member of a visible minority as a percentage of permanent headcount.	Permanent Employees who Self-Identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority / Permanent Headcount
Diversity Percentage at Executive Level	Permanent executive level employees who identify as an aboriginal person, a person with a disability or a member of a visible minority as a percentage of permanent executive headcount.	Permanent Executive Level Employees who Self-Identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority) / Permanent Executive Headcount
Diversity Percentage at Management Level	Permanent manager level employees who identify as an aboriginal person, a person with a disability or a member of a visible minority as a percentage of permanent executive headcount.	Permanent Manager Level Employees who Self-Identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority) / Permanent Manager Headcount
Diversity Percentage at Individual Contributor Level	Permanent individual contributor level employees who identify as an aboriginal person, a person with a disability or a member of a visible minority as a percentage of permanent individual contributor headcount.	Permanent Individual Contributor Level Employees who Self-Identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority) / Permanent Individual Contributor Headcount
Aboriginal Percent	Permanent employees who identify as an aboriginal person as a percentage of permanent headcount.	Permanent Employees who Self-Identify as Aboriginal Persons / Permanent Headcount
Disabled Percent	Permanent employees who identify as a person with a disability as a percentage of permanent headcount.	Permanent Employees who Self-Identify as Persons with a Disability / Permanent Headcount
Visible Minority Percent	Permanent employees who identify as a member of a visible minority as a percentage of permanent headcount.	Permanent Employees who Self-Identify as Members of a Visible Minority / Permanent Headcount
Management Span of Control	Average number of permanent employees per permanent manager level employee / executive level employee.	Permanent Headcount / Permanent (Management + Executive Level Headcount)

Metric Name	Metric Description	Formula
<b>Workforce Demographics continued</b>		
Average Age	Average age of permanent employees.	Permanent Employees Total Age / Permanent Headcount
Non Permanent Average Age <i>Non Permanent EEs Only</i>	Average age of non permanent employees.	Non Permanent Employees Total Age / Non Permanent Headcount
Total Average Age <i>Permanent &amp; Non Permanent EEs</i>	Average age of employees.	Employees Total Age / Headcount
Average Age – Faculty	Average age of permanent faculty employees.	Permanent Faculty Total Age / Permanent Faculty Headcount
Average Age – Staff	Average age of permanent staff employees.	Permanent Staff Total Age / Permanent Staff Headcount
Average Length of Service	Average length of permanent employee service.	Permanent Employee Total Length of Service / Permanent Headcount
Average Length of Service – Faculty	Average length of permanent faculty employee service.	Total Permanent Faculty Length of Service / Permanent Faculty Headcount
Average Length of Service – Staff	Average length of permanent staff employee service.	Total Permanent Staff Length of Service / Permanent Staff Headcount
Part-time Percent	Permanent employees who work part-time as a percentage of permanent headcount.	Permanent Part-Time Employees / Permanent Headcount
Total Headcount to FTE Ratio <i>Permanent &amp; Non Permanent EEs</i>	The number of employees for each FTE.	Permanent + Non Permanent Headcount / Permanent + Non Permanent FTE
Non Permanent Employee Percentage	Non permanent employees as a percentage of permanent headcount.	Non Permanent Headcount / Permanent Headcount
Non Permanent to Permanent Percentage	The number of non permanent employees who moved to a permanent position as a percentage of permanent headcount.	Non Permanent Employee to Permanent Employee / Permanent Headcount

## HR Metrics Glossary

Text highlighted in blue is for the Education Industry only.

### **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 paycheque 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 end 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.

### Education Industry Only

For clarity of application for post secondary comparison, permanent employees should be interpreted to include:

- recurring term contracts - include contracts that are anticipated to be renewed
  - do not include maternity replacements
- 4 year term contracts

Exclude all clinical faculty

### 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.

See Appendix A for Education Industry examples

## 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.

## Faculty

### Education Industry Only

An employee is considered to be 'faculty' when at least one of the following conditions apply:

- Those in academic roles that are in a "research and teaching" stream, including those with a commitment to spend 40% of their time on research, 40% on teaching, and 20% on community engagement.
- Those in academic roles in the teaching stream, that spend the majority of their time teaching for-credit courses leading to a degree program. This includes instructors, sessionals, and 12-month lecturers.
- Paid visiting academic individuals
- Professional librarians, regardless of bargaining unit.

Exclude

- All clinical faculty
- Unpaid positions including visitors
- Student employees that are not in a teaching-support role

### 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 of 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.

**Group Grievance** – count once / count as permanent or non permanent depending on the status of the majority of employees involved in grievance – if an even split, count as permanent

**Policy Grievance** – count once / count as permanent or non permanent depending on which employees the policy issue affects – if an even split or unknown, count as permanent

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

The Human Resources function should not include:

- learning and development
- payroll
- corporate events
- security
- health and safety
- travel function
- child care centres
- 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 services. This does not apply if HR costs are allocated to other departments as a general administrative practice.

### Inactive employee

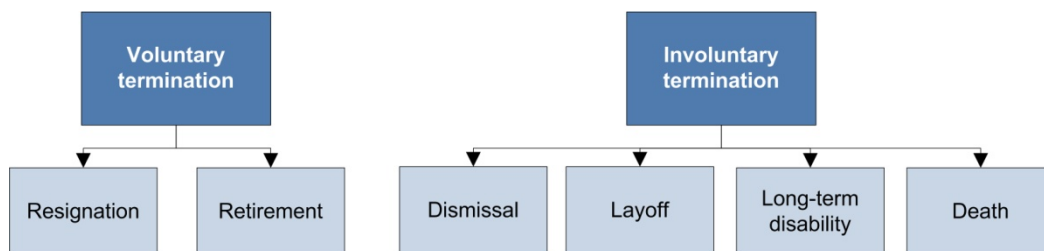
An employee can either be active or inactive. An inactive employee is one who is on a leave of absence (short-term disability, maternity leave, jury duty, etc.). An employee on Long-term Disability is not considered to be an employee until they return to work.

### 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.

See Appendix A for Education Industry examples

**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**

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 **\$208,650**

**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 hierarchical 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. Exclude income from investments that are not part of operational activities

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.



### **Financial industry only**

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.

### **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
- Include employees on WCB leave

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

## Staff

### Education Industry Only

An employee is considered to be 'staff' when at least one of the following conditions apply:

- Those instructors providing non-credit instruction in continuing studies or non-credit vocational programs (e.g. non-credit food, language, career-preparation, and software courses)
- Administrators solely responsible for university administration, i.e., president, vice president, registrar, comptroller, etc., regardless of whether they have a concurrent and inactive academic appointment
- Administrative assistants within faculties
- Library technicians
- Non-academic support staff both in faculties and other university departments, including those with advanced degrees supporting research from a project-management and facilities-management perspective
- Markers, demonstrators, lab assistants, etc.
- Graduate teaching assistants
- Postdoctoral fellows
- Research Associates and other academic staff who have been hired as researchers without any teaching responsibility
- All other employees that are not faculty.....

#### Exclude

- All clinical faculty
- Unpaid positions including visitors
- Student employees that are not in a teaching-support role

## 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 An HR employee that leaves the organization or moves permanently 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
- recall from layoff

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.

## Union

An organization of employees that has been certified by their provincial/territorial labour board or legislative body as the exclusive bargaining agent of said employees. The union has the right to bargain on behalf of their employees for the purposes of reaching a collective agreement which outlines pay, benefits and specific working conditions. The union also has the right to file grievances and arbitrate grievances that are not resolved.

An Employee Association that has not be certified or recognized by their provincial/territorial labour board or legislative body is not a Union and therefore should not be used in any metrics that call for unionized employee or grievance data.

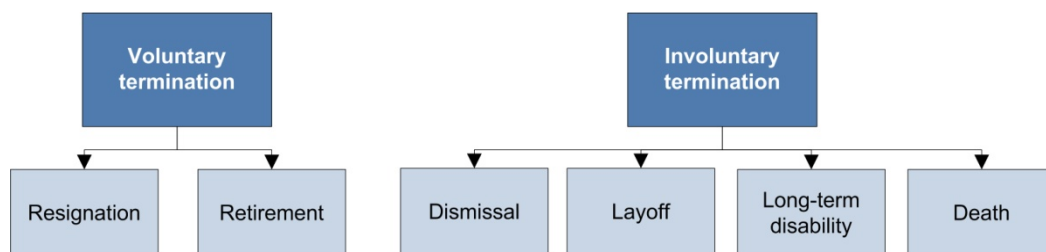
## Vacant position

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.

## **Appendix A**

### **Examples of Executive and Management Headcount – Education Industry Only**

#### **Executive**

President  
Vice President  
Associate Vice President  
Assistant Vice President  
Dean  
Provost  
Vice Provost  
Chief Information Officer

#### **Management**

Associate Dean  
University Librarian  
Executive Director  
Senior Director  
Managing Director  
Director  
Associate Director  
Registrar  
Associate Registrar  
Assistant Registrar  
Manager  
Chair  
Head