

Metric Name	Metric Description	Formula
Productivity		
Revenue per FTE	The number of dollars of revenue from operations generated per FTE.	Revenue/FTE
Profit per FTE	The number of dollars of profit generated per FTE. (Based on pre-tax profit)	$(\text{Revenue} - \text{Operating Cost}) / \text{Total FTE}$
Human Capital Return on Investment	The rate of return for each dollar invested in employee pay and benefits. (Based on pre-tax profit)	$\{(\text{Revenue} - (\text{Operating Cost} - \text{Labour Cost})) / \text{Labour Cost}\} - 1$
Absenteeism Rate	The number of work days missed due to illness per FTE.	Sick Days/FTE
Overtime per Individual Contributor Headcount	The average number of overtime hours worked by each Individual Contributor. (Based on headcount)	Overtime Hours/Individual Contributor Headcount

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

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

Metric Name	Metric Description	Formula
Recruitment continued		
Female Hire Ratio	The percentage of employees hired externally and who are female.	New Hires who are female/New Hires Total
Under 25 Years Hire Ratio	The percentage of employees hired externally who are under the age of 25.	New Hires who are under 25/New Hires Total
25-29 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 25 and 29.	New Hires who are between 25-29 Years old/ New Hires Total
30-34 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 30 and 34.	New Hires who are between 30-34 Years old/ New Hires Total
35-39 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 35 and 39.	New Hires who are between 35-39 Years old/ New Hires Total
40-44 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 40 and 44.	New Hires who are between 40-44 Years old/ New Hires Total
45-49 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 45 and 49.	New Hires who are between 45-49 Years old/ New Hires Total
50-54 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 50 and 54.	New Hires who are between 50-54 Years old/ New Hires Total
55-59 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 55 and 59.	New Hires who are between 55-59 Years old/ New Hires Total
60-64 Years Hire Ratio	The percentage of employees hired externally who are between the ages of 60 and 64.	New Hires who are between 60-64 Years/ New Hires Total
65 Years or Older Hire Ratio	The percentage of employees hired externally who are between the ages of 65 and older.	New Hires who are between 65 Years or older/ New Hires Total
External Time-to-Fill	The average number of calendar days taken to fill a position from outside the organization.	External Days to Fill/External Recruits

Metric Name	Metric Description	Formula
Recruitment continued		
External Time-to-Fill Executive Level Positions	The average number of calendar days taken to fill an Executive position from outside the organization.	External Days to Fill Executive Level Positions/Executive Level External Recruits
External Time-to-Fill Management Level Positions	The average number of calendar days taken to fill a Manager position from outside the organization.	External Days to Fill Management Level Positions/Management Level External Recruits
External Time-to-Fill Individual Contributor Level Positions	The average number of calendar days taken to fill an Individual Contributor position from outside the organization.	External Days to Fill Individual Contributor Level Positions/Individual Contributor Level External Recruits
External Cost per Hire	The average direct costs for external hiring per external hire.	Total External Hiring Costs/External Recruits
External Offer Acceptance Rate	External people accepting positions as a percentage of total external job offers.	External Recruits/Total External Job Offers Extended

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

Metric Name	Metric Description	Formula
Retention continued		
First Two Years of Service Resignation Rate	The percentage of employees with less than two years of service who resigned.	Resignations within 0-2 years of service/Headcount 0-2 Year of Service
Two to Three Years of Service Resignation Rate	The percentage of employees with between two and three years of service who resigned.	Resignations within 2-3 years of service/Headcount 2-3 Year of Service
Three to Five Years of Service Resignation Rate	The percentage of employees with between three and five years service who resigned.	Resignations within 3-5 years of service/Headcount 3-5 Year of Service
Five to Ten Years of Service Resignation Rate	The percentage of employees with between five to ten years of service who resigned.	Resignations within 5-10 years of service/Headcount 5-10 Year of Service
More than Ten Years of Service Resignation Rate	The percentage of employees with more than ten years of service who resigned.	Resignations with more than 10 years of service/Headcount 10 Years or more of Service
Under 25 years Resignation Rate	The percentage of employees under 25 years of age who resigned.	Resignations of employees 25 years and under/Headcount of employees 25 years and under
25-29 Years Resignation Rate	The percentage of employees between the ages of 25 to 29 who resigned.	Resignations of employees between 25-29 years/Headcount of employees between 25-29 years
30-34 Years Resignation Rate	The percentage of employees between the ages of 30 to 34 who resigned.	Resignations of employees between 30-34 years/Headcount of employees between 30-34 years
35-39 Years Resignation Rate	The percentage of employees between the ages of 35 to 39 who resigned.	Resignations of employees between 35-39 years/Headcount of employees between 35-39 years
40-44 Years Resignation Rate	The percentage of employees between the ages of 40 to 44 who resigned.	Resignations of employees between 40-44 years/Headcount of employees between 40-44 years
45-49 Years Resignation Rate	The percentage of employees between the ages of 45 to 49 who resigned.	Resignations of employees between 45-49 years/Headcount of employees between 45-49 years
50-54 Years Resignation Rate	The percentage of employees between the ages of 50 to 54 who resigned.	Resignations of employees between 50-54 years/Headcount of employees between 50-54 years
55-59 Years Resignation Rate	The percentage of employees between the ages of 55 to 59 who resigned.	Resignations of employees between 55-59 years/Headcount of employees between 55-59 years

Metric Name	Metric Description	Formula
Retention continued		
60-64 Years Resignation Rate	The percentage of employees between the ages of 60 to 64 who resigned.	Resignations of employees 60-64 years/Headcount of employees 60-64 years
65 Years or Older Resignation Rate	The percentage of employees aged 65 or older who resigned.	Resignations of employees 65 years or older/Headcount of employees 65 years or older
Retirement Rate	Employees who retired as a percentage of headcount.	Retirements/Headcount
Average Retirement Age	Average age of employees who retired.	Total Retirements Age/Retirements

Metric Name	Metric Description	Formula
HR Efficiency		
HR FTE Ratio	The number of FTE per individual HR FTE.	FTE/HR FTE
HR Headcount Ratio	The number of staff per individual HR staff person.	Headcount/HR Headcount
HR Costs per Employee	The cost HR for each staff member. (Based on headcount)	HR Costs/Headcount
HR Costs per FTE	The cost of HR for each FTE. (Based on FTE)	HR Costs/FTE
HR Turnover	The number of HR staff leaving as a percentage of all HR staff.	HR Terminations/HR Headcount

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

Metric Name	Metric Description	Formula
Workforce Demographics		
Promotion Rate	Employees promoted as a percentage of headcount.	Promotions/Headcount
Career Path Ratio	Employees moving upward in the organization as a percentage of all employee movement.	Promotions/(Promotions + Transfers)
Churnover	Rate of internal movement by employees as percentage of headcount.	(Promotions + Demotions + Transfers)/Headcount
Union Percentage	Employees belonging to a union as a percentage of headcount.	Union Headcount/Headcount
Female Percent	Employees who are female as a percentage of headcount.	Female Employees/Headcount
Percentage Female at Executive Level	Executives who are female as a percentage of Executive headcount.	Female Executive Level Employees/Executive Level Headcount
Percentage Female at Management Level	Managers who are female as a percentage of Manager headcount.	Female Management Level Employees/Management Level Headcount
Percentage Female at Individual Contributor Level	Individual Contributors who are female as a percentage of Individual Contributor headcount.	Female Individual Contributor Level Employees/Individual Contributor Level Headcount
Diversity Percentage (Visible Minorities, Aboriginal Persons, Disabled Persons)	Employees who identify in a diversity category as a percentage of headcount.	(Employees who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority)/Headcount
Percentage Diversity at Executive Level	Executive who identify in a diversity category as a percentage of Executive headcount.	(Executive Level employees who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority)/Total Executive Headcount
Percentage Diversity at Management Level	Managers who identify in a diversity category as a percentage of Manager headcount.	(Management Level employees who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority)/Total Management Headcount
Percentage Diversity at Individual Contributor Level	Individual Contributors who identify in a diversity category as a percentage of Individual Contributor headcount.	(Individual Contributor Level employees who self-identify as an Aboriginal Person, Person with a Disability, or Member of a Visible Minority)/Total Individual Contributor Headcount
Management Span of Control	Average number of employees per Manager /Executive.	Headcount/(Management Level Headcount + Executive Level Headcount)

Metric Name	Metric Description	Formula
Workforce Demographics continued		
Average Age	Average age of organizations' total employee population.	Total Age of Employees/Headcount
Average Length of Service	Average length of employee service. (Based on headcount)	Total Length of Service/Headcount
Part-time Percent	Permanent employees who work part-time as a percentage of headcount.	Part-time Employees/Headcount
Temporary Staff Percentage	Non-permanent employees as a percentage of headcount.	$(\text{Non-permanent employees} + \text{Headcount}) / \text{Headcount}$