

## **APPENDIX L**

### **Human Resources Metrics**

#### **HR Department Metrics**

Total HR Staff

HR-to-Employee Ratio (FTE)

Percentage of HR staff in Supervisory Roles

Percentage of HR staff in Administrative Roles

Positions reporting to head HR person

Areas of HR outsourcing

Total Expense Per employee

Tuition revenue per employee

#### **HR Expense Data**

HR Expenses to Operating Expense Ratio

HR Expense to FTE Ratio

HR Department Expense per Company Employee

#### **Compensation Data**

Annual Salary Increase

Salaries as a percent of operating expense

Benefit Cost as a Percent of Operating Expenses

Benefits Cost as a Percent of Cash Compensation

**Tuition and Education Data**

Maximum Reimbursement Allowed for Tuition/Education Expenses per Year

Percentage of Employees Participating In Tuition/Educations Reimbursement Program

Average number of training hours per year

Satisfaction of training participants

**Employment Data**

Number of Positions filled

Time-to-Fill

Cost-Per-Hire

Annual Overall turnover rate

Annual Voluntary turnover Rate

Annual Involuntary Turnover Rate