

Publisher's Note

2018 — Release 2

Previous release was 2018-1

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BEST PRACTICES: HR BENCHMARKING

Enclosed please find your second update of 2018 to *Best Practices: Benchmarking in Human Resources*, by Colin Dawes.

Included in this update:

- Results for several key metrics from the 2018 Human Resources Benchmarking Network Annual Benchmarking Survey.

In **Appendix 2: Human Resources Indicators:** *Salary to Operating Expense; Benefits to Total Compensation Expense; Benefits Cost Per Participating Employee; Distribution of Grievance Resolution "Points"; HR "Legal" Cost Per Employee; "Modified Work Accommodations" Rate; Percentage of Employees Attending Workplace Competency Training; and HR Expense as a Percentage of Operating Expense, Employees Per HR "FTE"*.

In **Appendix 3: Human Asset Indicators:** *Average Employee Service Level; Management Salary Expense as a Percentage of Overall Salary Expense; Ratio of Management and Supervisors to Staff; "First Step" and "Final Step" Grievance Rates; Paid Sick Hours Per Eligible Employee; and Ratio of Internal "Hires" to Total Hires*.

We hope you will find this new material a useful addition to your copy of *Best Practices: Benchmarking in Human Resources*. As always, your satisfaction with Thomson Reuters Canada products is guaranteed. If you are not completely satisfied with any Thomson Reuters Canada product, simply return it within 30 days of receipt, along with the invoice marked "cancelled."

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