

***Targeted Benchmarking on
LATAM HR***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



Project Purpose: Benchmark HR organizational design metrics across large multinational companies

Benchmarks Targeted: HR/Employee Ratio, HR Cost/Employee, HR Cost/Revenue

Benchmark Companies: Professional Services, Conglomerate, Aerospace, Heavy Equipment

Company 1: HR is structured geographically, with 1 HR regional leader responsible for all HR activities, inclusive of service delivery, COEs, and business partnership.

1. HR/Employee Ratio: 1:100 (fully loaded), 1:300 (Business Partners)
2. HR Cost/Employee: Not provided
3. HR Cost/Revenue: Not provided

Company 2: HR is structured in a hybrid model, with geographic reporting for much of the business partnership, and global reporting for COEs.

1. HR/Employee Ratio: 1:100 (fully loaded), 1:350 (Business Partners)
2. HR Cost/Employee: Not provided
3. HR Cost/Revenue: Not provided

Company 3: HR is strongly centralized, with most transactional and strategic work managed from global centers. Geographic HR support is limited and driven by unique regional regulations

1. HR/Employee Ratio: 1:150 (fully loaded), 1:400 (Business Partners)
2. HR Cost/Employee: Not provided
3. HR Cost/Revenue: Not provided

Company 4: LATAM HR support is very limited and managed from the US exclusively

1. HR/Employee Ratio: Not Applicable (Fraction of 1 US employees time)
2. HR Cost/Employee: Not provided
3. HR Cost/Revenue: Not provided