



ERB Manpower Developer Award Scheme 2012 - 13

Benchmarking Report for Manpower Developer - Non-SME

Preamble

This report consolidated selected information submitted by all new and renewing Manpower Developers of non-SME category in 2012-13.

The actual period of reported financial year varies from organisations.

In case you have any questions or queries regarding this benchmarking report, please feel free to submit it to the ERB by email (md@erb.org).

Category 1: Leading a Learning Culture

This section examines the commitment of senior management to manpower training and development, and the effectiveness in fostering a learning culture.

Performance of
Non-SME MDs in
2012-13

A. Management's Commitment to Training and Development (T&D)	
1. Senior management's support in promoting a learning culture in the following areas	Percentage indicating "Yes"
1.1 Establish vision / mission statement, core values or organisation competencies that promote T&D	95%
1.2 Establish and participate in the management committee (or units of similar nature) with regular agenda on T&D matters	91%
1.3 Provide guidance and advice on the T&D strategies and policies	99%
1.4 Review and endorse T&D plans and budgets	99%
1.5 Participate in T&D events as speaker or instructor	93%
1.6 Include T&D as one of the performance goals for top management	87%

Category 2: Resources Planning

This section examines how important manpower training and development is regarded in the organisation and the commitment of resources and outcomes in building a working environment that promotes continuous learning.

Performance of Non-SME MDs in 2012-13

A. Resources Investment on Training and Development (T&D)		
	Average	Median
1. Average number of internal trainers under training function (which may be a training department, training centre, training academy or institute)	10	3
2. Average number of internal trainers under line function	19	7
3. Ratio of internal trainers (both in training function & line function) to employees	1 to 158	1 to 83
4. Average proportion of the organisation's total direct expenditure on T&D compared with the total payroll	Current financial year	
	Average	Median
	2.89%	1.50%
5. Usage of external training resources	Percentage indicating "Yes"	
5.1 Education Institute	78%	
5.2 Training Firm	96%	
5.3 Consultancy Firm	77%	

<Cont>

**Performance of Non-SME
MDs in 2012-13**

B. Resources Investment on Training and Development (T&D)	
6. Importance of factors in T&D resources planning	Most Selected Ranking#
6.1 Organisational change and development (e.g. restructuring, revised operation model)	1
6.2 Change in manpower level	5
6.3 Employee turnover	4
6.4 Employee satisfaction	5
6.5 Budget approved by management	6
6.6 Launch of new products / services	4
6.7 Development of new markets	4
6.8 Regulatory / licensing requirements	1

#Remarks:

- 'Most Selected Ranking' refers to the most frequent ranking selected by all new and renewing MDs from Non-SME category in 2012-13 for each individual factor/item.

Category 3: Training and Development System

This section examines how effective is the training and development system in developing staff with potential and in meeting organisational business objectives.

Performance of
Non-SME MDs in
2012-13

A. Training Needs Analysis	
1. Importance of factors affecting the design of training plan	Most Selected Ranking#
1.1 Fulfilling corporate vision	1
1.2 Driving behavioural change to align with corporate culture	2
1.3 Bridging performance gaps	2
1.4 Enriching employee skills	1
1.5 Enhancing employee satisfaction	6
1.6 Individual development needs	5
B. Delivery Mode and Training Output	
2. The delivery mode usually used in conducting training activities	Most Selected Ranking
2.1 Classroom training	1
2.2 Outdoor training	6
2.3 Traditional self-learning kit (e.g. training note, reference book)	5
2.4 Electronic self-learning platform (e.g. intranet, internet)	4
2.5 Social media (e.g. facebook, mobile apps)	7
2.6 Structured coaching / mentoring programme	3
2.7 Structured on-the-job training / rotation programme	2

<Cont>

		Performance of Non-SME MDs in 2012-13
B. Delivery Mode and Training Output		
3. Average training hours offered for a full-time employee in each of the training topic below	Average	
3.1 Corporate culture training	2.5	
3.2 Executive development	1.5	
3.3 Talent development programme	1.6	
3.4 Management trainee programme	5.8	
3.5 Sales / customer service training	5.1	
3.6 Generic soft skill training	1.7	
3.7 Profession / industry-specific training	24.5	
3.8 IT / systems training / desktop application	2.1	
3.9 Language training	1.7	
3.10 Occupational safety and health training	1.7	
3.11 Job enrichment / rotation programme	3.8	
3.12 Orientation / familiarisation programme for new employees	10.7	
3.13 Emotion management (e.g. work-life balance, stress management)	1.1	
4. Average training hour offered for a full-time employee for all the training topics above	Average*	
	32.2	

*Remarks:

- Average training hour offered for a full-time employee is calculated excluding outliers (2 standard deviations +/- mean). If outliers are included, the average training hours for a full-time employee is 56.7 hours.

Category 4: Performance Management

This section examines the training and development performance and its linkage with the overall performance of the organisation.

Performance of Non-SME MDs in 2012-13	
A. Performance Measurement on Training and Development (T&D)	
1. Importance of different forms of feedback in reviewing the performance of T&D activities or functions	Most Selected Ranking#
1.1 Quantifiable evaluation (e.g. course evaluation form)	1
1.2 Participant narrative feedbacks	2
1.3 Employee turnover rate	5
1.4 Employee satisfaction level regarding the T&D plan and activities	2
1.5 Customer satisfaction level regarding frontline employee performance	1
1.6 Sales / revenue change	5
2. Importance of factors in reviewing resources allocation	Most Selected Ranking#
2.1 Utilisation of training budget	3
2.2 Achievement of training hours	2
2.3 Engagement of employees	1

<Cont>

**Performance of
Non-SME MDs in
2012-13**

B. Result Generated by Training and Development (T&D)	
3. Importance of the following results generated by T&D activities	Most Selected Ranking#
3.1 Better understanding of corporate mission / strategic direction	1
3.2 Establishment of succession plan / mechanism	4
3.3 Strengthening of employee bonding	5
3.4 Encouraging sharing among colleagues	4
3.5 Enhancement of overall competitiveness	2
3.6 Enhancement of work quality and efficiency	1
3.7 Improvement of staff retention	7

Category 5: Corporate Social Responsibility in Manpower Development

This section examines the commitment of the organisation to corporate social responsibility in manpower development.

Performance of Non-SME MDs in 2012-13	
A. Corporate Social Responsibility in Manpower Development	
	Percentage indicating "Yes"
1. Participation in internship programme / work experience programme (Institution / University / Training Body)	88%
2. Provision of T&D programmes for under-privileged groups (e.g. ethnic minorities, new arrivals, disabled, or rehabilitated offenders)	56%
3. Participation in survey(s) in relation to training and development	55%