



ERB Manpower Developer Award Scheme 2013 - 14

Benchmarking Report for Manpower Developer - SME

Preamble

This report consolidated selected information submitted by all new and renewing Manpower Developers of SME category in 2013-14.

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 &

Category 2: Resources Planning

This category examines the commitment of senior management to manpower training and development, and the effectiveness in fostering a learning culture. It also examines the level of importance accorded to manpower training and development by the organisation and the commitment of resources in building up a working environment conducive to continuous learning and the outcome.

		Performance of SME MDs in 2013-14	
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 Regularly express management’s support to T&D at employee communication sessions		100%	
1.2 Review and endorse T&D plans and budgets		100%	
1.3 Participate in T&D events as speaker or instructor		97%	
B. Resources Investment			
		Results (%)	
2. Existence of an appointed employee responsible for handling training matters		97%	
3. Average proportion of the organisation's total direct expenditure on T&D compared with the total payroll		Current financial year	
		Average 7%	Median 4%

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		Performance of SME MDs in 2013-14
B. Resources Investment		
4. Usage of external training resources		Percentage indicating "Yes"
4.1 Education Institute		50%
4.2 Training Firm		83%
4.3 Consultancy Firm		53%
5. Importance of factors in T&D resources planning		Most Selected Ranking#
5.1 Employee turnover rate		4
5.2 Employee satisfaction		2
5.3 Budget approved by management		4
5.4 Launch of new products / services		5
5.5 Regulatory / licensing requirements		1
5.6 Development of new markets		6

#Remarks:

- 'Most Selected Ranking' refers to the most frequent ranking selected by all new and renewing MDs from SME category in 2013-14 for each individual factor / item.

**Category 3: Training and Development System &
Category 4: Performance Management**

This category examines how effective is the training and development system in stimulating the potentials of employees and in meeting business objectives. It also examines the effectiveness of work pertaining to training and development and its linkage with the overall performance of the organisation.

**Performance of SME
MDs in 2013-14**

A. Training Needs Analysis	
1. Importance of factors affecting the design of training plan	Most Selected Ranking#
1.1 Fulfilling organisation vision	1
1.2 Developing future market competence needs	4
1.3 Bridging performance gaps	3
1.4 Enhancing employee satisfaction	2
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	3
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	2
2.7 Structured on-the-job training / rotation programme	1

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		Performance of SME MDs in 2013-14
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 Executive development	7.8	
3.2 Sales / customer service training	18.4	
3.3 Generic soft skill training	7.1	
3.4 Profession / industry-specific training	17.8	
3.5 IT / systems training / desktop application	9.9	
3.6 Language training	2.3	
3.7 Orientation / familiarisation programme for new employees	5.1	
3.8 Emotion management (e.g. work-life balance, stress management)	2.6	
3.9 Other training	5.2	
4. Average training hour offered for a full-time employee for all the training topics above	Average*	
	59.6	

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*Remarks:

- For item 4, average training hour offered for a full-time employee is calculated excluding outliers (mean +/- 2 standard deviations). If outliers are included, the average training hours for a full-time employee is 76.2 hours.

**Performance of SME
MDs in 2013-14**

C. Performance Measurement on Training and Development (T&D)

5. Importance of different forms of feedback in reviewing the performance of T&D activities or functions	Most Selected Ranking#
5.1 Quantifiable evaluation (e.g. course evaluation form)	2
5.2 Participant narrative feedbacks	2
5.3 Employee turnover rate	3
5.4 Employee satisfaction level regarding the T&D plan and activities	1
5.5 Customer satisfaction level regarding frontline employee performance	4
5.6 Revenue change	7
5.7 Utilisation of training budget	7

D. Result Generated by Training and Development (T&D)

6. Importance of the following results generated by T&D activities	Most Selected Ranking#
6.1 Better understanding of corporate mission / strategic direction	4
6.2 Establishment of succession plan/ mechanism	7
6.3 Strengthening of employee bonding	4
6.4 Encouraging sharing among colleagues	5
6.5 Enhancement of overall competitiveness	2
6.6 Enhancement of work quality and efficiency	1
6.7 Improvement of staff retention	6

Category 5: Corporate Social Responsibility in Manpower Development

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

Performance of SME MDs in 2013-14	
A. Corporate Social Responsibility in Manpower Development	
	Percentage indicating "Yes"
1. Participation in internship programme / work experience programme (Institution / University / Training Body)	77%
2. Provision of T&D programmes for under-privileged groups (e.g. ethnic minorities, new arrivals, disabled, or rehabilitated offenders)	40%
3. Participation in survey(s) in relation to training and development	40%