



# **ERB Manpower Developer Award Scheme 2023 - 24**

## **Benchmarking Report for Manpower Developer – Government Department, Public Body and NGO**

## **Preamble**

This report consolidated selected information submitted by all new Manpower Developers of “Government Department, Public Body and NGO” category (GPN) in 2023-24.

The period of financial year under reporting may vary between organisations.

In case you have any questions or queries regarding this benchmarking report, please feel free to contact ERB by email ([md@erb.org](mailto:md@erb.org)).

### Category 1: Leading a Learning Culture

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

Performance of GPN MDs in 2023-24	
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	83%
1.2 Establish and participate in the management committee (or units of similar nature) with T&D matters regularly on the agenda	83%
1.3 Provide guidance and advice on the T&D policy and strategy	83%
1.4 Review and endorse T&D strategies and budgets	100%
1.5 Participate in T&D events as speaker or instructor	83%
1.6 Include employee T&D as one of the performance goals for top management	83%

## Category 2: Resources Planning

This category 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 outcomes.

Performance of GPN MDs in 2023-24		
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	7
2. Average number of internal trainers under line function	26	0
3. Ratio of internal trainers (both in training function & line function) to full-time employees	1 to 113	1 to 22
4. Average proportion of the organisation's total direct expenditure on T&D compared with the total payroll	2.06%	1.52%
	Percentage indicating "Yes"	
5. Usage of external training resources	100%	

### Category 3: Training and Development System

This category examines how effective is the training and development system in unleashing the potentials of employees and in meeting business objectives.

Performance of GPN MDs in 2023-24	
<b>A. Training Needs Analysis</b>	
<b>1. Factors considered in designing the training plan</b>	<b>Percentage indicating "Yes"</b>
1.1 Fulfilling corporate vision	100%
1.2 Driving behavioural change to align with corporate culture	83%
1.3 Bridging performance gaps	83%
1.4 Enriching employee skills	100%
1.5 Enhancing employee satisfaction	100%
1.6 Individual development needs	100%
1.7 Accelerating digital transformation	83%
<b>B. Delivery Mode and Training Output</b>	
<b>2. Delivery modes of training activities</b>	<b>Percentage indicating "Yes"</b>
2.1 Classroom training	100%
2.2 Outdoor training	67%
2.3 Traditional self-learning kit (e.g. training note, reference book)	83%
2.4 Electronic self-learning platform (e.g. intranet, internet, mobile apps)	100%
2.5 Social media (e.g. Facebook, Twitter)	33%
2.6 Structured coaching / mentoring programme	50%
2.7 Structured on-the-job training / rotation	67%

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Performance of GPN MDs in 2023-24	
B. Delivery Mode and Training Output	
3. Average number of training hour offered to a full-time employee for all training programmes	Average
	31.0

#### Category 4: Performance Management

This category examines the effectiveness of work pertaining to training and development and its linkage with the overall performance of the organisation.

Performance of GPN MDs in 2023-24	
A. Performance Measurement for Training and Development (T&D)	
1. Forms of feedback applied in reviewing the performance of T&D activities or functions	Percentage indicating "Yes"
1.1 Quantifiable evaluation (e.g. course evaluation form)	100%
1.2 Participant narrative feedbacks	83%
1.3 Employee turnover rate	33%
1.4 Employee satisfaction level regarding the T&D plan and activities	100%
1.5 Customer satisfaction level regarding frontline employee performance	67%
1.6 Change of revenue	17%