



ERB Manpower Developer Award Scheme

2015 - 16

Benchmarking Report for Manpower Developer - Non-SME

This report extracted and consolidated information submitted by all new Manpower Developers of Non-SME category in 2015-16.

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

In case you have any questions or queries regarding the report, please feel free to contact us by email (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 Non-SME MDs in 2015-16
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 Provide guidance and advice on the T&D policy and strategy	100%	
1.2 Review and endorse T&D strategies and budgets	98%	
1.3 Participate in T&D events as speaker or instructor	98%	
1.4 Include employee T&D as one of the performance goals for top management	88%	

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 a working environment conducive to continuous learning and the outcomes.

Performance of Non-SME MDs in 2015-16		
A. Resources Investment in 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)	4	3
2. Average number of internal trainers under line function	12	6
3. Ratio of internal trainers (both in training function & line function) to full-time employees	1 to 68	1 to 34
4. Average proportion of the organisation's total direct expenditure on T&D compared with the total payroll	3.74%	2.00%
	Percentage indicating "Yes"	
5. Use of external training resources	98%	

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 Non-SME MDs in 2015-16
A. Training Needs Analysis		
1. Factors considered in designing the training plan		Percentage indicating "Yes"
1.1 Fulfilling corporate vision		100%
1.2 Driving behavioural change to align with corporate culture		93%
1.3 Bridging performance gaps		98%
1.4 Enriching employee skills		98%
1.5 Enhancing employee satisfaction		98%
1.6 Individual development needs		100%
B. Delivery Mode and Training Output		
2. Delivery modes of training activities		Percentage indicating "Yes"
2.1 Classroom training		100%
2.2 Outdoor training		83%
2.3 Traditional self-learning kit (e.g. training note, reference book)		93%
2.4 Electronic self-learning platform (e.g. intranet, internet, mobile apps)		81%
2.5 Social media (e.g. Facebook, Twitter)		33%
2.6 Structured coaching / mentoring programme		93%
2.7 Structured on-the-job training / rotation programme		95%

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		Performance of Non-SME MDs in 2015-16
B. Delivery Mode and Training Output		
3. Average number of training hour offered to a full-time employee for all training programmes in the year		Average*
		32.1

*Remarks:

- For item 3, average number of training hour offered to a full-time employee is calculated excluding outliers (mean +/- 2 standard deviations). If outliers are included, the average number of training hour to a full-time employee is 39.6 hours.

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
 Non-SME MDs
 in 2015-16

A. Performance Measurement of 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)	90%
1.2 Participant's narrative feedbacks	98%
1.3 Employee turnover rate	76%
1.4 Employee satisfaction level regarding the T&D plan and activities	86%
1.5 Customer satisfaction level regarding frontline employee performance	76%
1.6 Change of revenue	60%