# ERB Manpower Developer Award Scheme 2017 - 18

## Benchmarking Report for Manpower Developer - Non-SME

**<u>Preamble</u>**

This report consolidated selected information submitted by all new Manpower Developers of Non-SME category in 2017-18.

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).

## 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 2017-18** |
|---|---|
| **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 | 100% |
| 1.2  Establish and participate in the management committee (or units of similar nature) with T&D matters regularly on the agenda | 90% |
| 1.3  Provide guidance and advice on the T&D policy and strategy | 100% |
| 1.4  Review and endorse T&D strategies and budgets | 100% |
| 1.5  Participate in T&D events as speaker or instructor | 94% |
| 1.6  Include employee T&D as one of the performance goals for top management | 90% |

## 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 Non-SME MDs in 2017-18 | |
|---|---|---|
| **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) | 3 | 3 |
| 2.  Average number of internal trainers under line function | 26 | 11 |
| 3.  Ratio of internal trainers (both in training function & line function) to full-time employees | 1 to 52 | 1 to 15 |
| 4.  Average proportion of the organisation's total direct expenditure on T&D compared with the total payroll | **2.98%** | **1.50%** |
|  | **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 Non-SME MDs in 2017-18 |
|---|---|
| **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 | 98% |
| 1.3  Bridging performance gaps | 96% |
| 1.4  Enriching employee skills | 100% |
| 1.5  Enhancing employee satisfaction | 96% |
| 1.6  Individual development needs | 94% |
| **B.   Delivery Mode and Training Output** | |
| **2.   Delivery mode of training activities** | **Percentage indicating "Yes"** |
| 2.1  Classroom training | 100% |
| 2.2  Outdoor training | 82% |
| 2.3  Traditional self-learning kit (e.g. training note, reference book) | 92% |
| 2.4  Electronic self-learning platform (e.g. intranet, internet, mobile apps) | 88% |
| 2.5  Social media (e.g. Facebook, Twitter) | 39% |
| 2.6  Structured coaching / mentoring programme | 84% |
| 2.7  Structured on-the-job training / rotation programme | 90% |

<Cont>

| | Performance of Non-SME MDs in 2017-18 |
|---|---|
| **B.  Delivery Mode and Training Output** | |
| **3.  Average number of training hour offered to a full-time employee for all training programmes** | **Average*** |
| | 33.2 |

*Remarks:

- For item 3, the 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 hours offered to a full-time employee is 40.3 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 2017-18 |
|---|---|
| **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) | 88% |
| 1.2 Participant narrative feedbacks | 100% |
| 1.3 Employee turnover rate | 86% |
| 1.4 Employee satisfaction level regarding the T&D plan and activities | 94% |
| 1.5 Customer satisfaction level regarding frontline employee performance | 82% |
| 1.6 Change of revenue | 73% |