



ERB Manpower Developer Award Scheme 2023 - 24

Benchmarking Report for Manpower Developer – General Enterprise (Non-SME)

Preamble

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

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 2023-24	
A.	
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	89%
1.2 Establish and participate in the management committee (or units of similar nature) with T&D matters regularly on the agenda	72%
1.3 Provide guidance and advice on the T&D policy and strategy	91%
1.4 Review and endorse T&D strategies and budgets	87%
1.5 Participate in T&D events as speaker or instructor	85%
1.6 Include employee T&D as one of the performance goals for top management	80%

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 2023-24		
A.		
	Average	Median
1. Average number of internal trainers under training function (which may be a training department, training centre, training academy or institute)	3	2.5
2. Average number of internal trainers under line function	11	8
3. Ratio of internal trainers (both in training function & line function) to full-time employees	1 to 45	1 to 19
4. Average proportion of the organisation's total direct expenditure on T&D compared with the total payroll	28.21%	3.2%
	Percentage indicating "Yes"	
5. Usage of external training resources	89%	

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 2023-24	
A.	
1. Factors considered in designing the training plan	Percentage indicating "Yes"
1.1 Fulfilling corporate vision	93%
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	98%
1.6 Individual development needs	98%
1.7 Accelerating digital transformation	89%
B.	
2. Delivery mode of training activities	Percentage indicating "Yes"
2.1 Classroom training	96%
2.2 Outdoor training	59%
2.3 Traditional self-learning kit (e.g. training note, reference book)	80%
2.4 Electronic self-learning platform (e.g. intranet, internet, mobile apps)	91%
2.5 Social media (e.g. Facebook, Twitter)	20%
2.6 Structured coaching / mentoring programme	67%
2.7 Structured on-the-job training / rotation programme	89%

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Performance of Non-SME MDs in 2023-24	
B.	
3. Average number of training hour offered to a full-time employee for all training programmes	Average*
	29.0

*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 36.1 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 2023-24	
A.	
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)	85%
1.2 Participant narrative feedbacks	98%
1.3 Employee turnover rate	67%
1.4 Employee satisfaction level regarding the T&D plan and activities	85%
1.5 Customer satisfaction level regarding frontline employee performance	76%
1.6 Change of revenue	67%