



ERB Manpower Developer Award Scheme 2017 - 18

Benchmarking Report for Manpower Developer - SME

Preamble

This report consolidated selected information submitted by all new Manpower Developers of 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 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 Provide direction on T&D in alignment with the business development needs	100%	
1.2 Review and endorse T&D plans and budgets	91%	
1.3 Participate in T&D events (e.g. acted as speaker)	94%	

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 SME MDs in 2017-18	
A. Resources Investment on Training and Development (T&D)	
	Percentage indicating "Yes"
1. Existence of an employee (either of a designated or concurrent nature) responsible for handling training matters	97%
2. Maintenance of training plan and budget	73%
3. Provision of training sponsorship to employees	91%

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 SME MDs in 2017-18
A. Training Needs Analysis		
1. Information collected in drawing up the training plan	Percentage indicating "Yes"	
1.1 Job requirements	97%	
1.2 Views of employees	97%	
1.3 Views of senior management	100%	
1.4 Performance appraisal results	88%	
B. Delivery Mode and Training Output		
2. Delivery mode of training activities	Percentage indicating "Yes"	
2.1 Classroom training	97%	
2.2 Outdoor training	70%	
2.3 Traditional self-learning kit (e.g. training note, reference book)	94%	
2.4 Electronic self-learning platform (e.g. intranet, internet, mobile apps)	73%	
2.5 Structured coaching / mentoring programme	73%	
2.6 Structured on-the-job training / rotation programme	79%	

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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 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)	52%
1.2 Participant narrative feedbacks	100%
1.3 Employee turnover rate	67%
1.4 Employee satisfaction level regarding the T&D plan and activities	88%
1.5 Customer satisfaction level regarding frontline employee performance	91%
1.6 Change of revenue	79%