Open Standards Benchmarking Measure List
Develop and Counsel

Cost Effectiveness				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100823	Learning budget per business entity employee	204.0210/200.0180a	a	10473
103623	Total cost to perform the process group "develop and counsel employees" per $1,000 revenue	(204.0150c + 204.0020c) / (200.0050 * .001)	a	10411
103624	Total cost to perform the processes "manage employee development" and "develop and train employees" per $1,000 revenue	204.0150c / (200.0050 * .001)	a	10411
103628	Total cost to perform the processes "manage employee development" and "develop and train employees" per business entity employee	204.0020c / 200.0180a	a	10411
103630	Total cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per $1,000 revenue	204.0020c / (200.0050 * .001)	a	10411
103634	Total cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per business entity employee	204.0020c / 200.0180a	a	10411
103935	Total cost to perform the process group "develop and counsel employees" per business entity employee	(204.0150c + 204.0020c) / 200.0180a	a	10411
104049	Personnel cost to perform the processes "manage employee development" and "develop and train employees" per $1,000 revenue	((204.0160a/100) * 204.0150a) / (200.0050 * .001)		10411
104052	Personnel cost to perform the processes "manage employee development" and "develop and train employees" per business entity employee	((204.0160a/100) * 204.0150a) / 200.0180a		10411
104054	Personnel cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per $1,000 revenue	((204.0030a/100) * 204.0020a) / (200.0050 * .001)		10411

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Cost Effectiveness				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
104057	Personnel cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per business entity employee	((204.0030a/100) * 204.0020a) / 200.0180a		10411

Process Efficiency				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100999	Number of FTEs that perform process group "develop and counsel employees" per $1 billion revenue	(204.0010d + 204.0140d) / (200.0050 * .000000001)	a	10411
101000	Number of FTEs that perform processes "manage employee development" and "develop and train employees" per $1 billion revenue	204.0140d / (200.0050 * .000000001)	a	10411
101004	Number of FTEs that perform processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per $1 billion revenue	204.0010d / (200.0050 * .000000001)	a	10411
101904	Percentage of CEO and senior leadership time spent on leadership development	204.0390	a	10473
102302	Percentage of middle management/specialists that receive a formal performance review	204.0070b	a	10470
102331	Percentage of operational workers/office staff that receive a formal performance review	204.0070c	a	10470
102619	Percentage of senior management/executives that receive a formal performance review	204.0070a	a	10470
102304	Percentage of middle management/specialists who attended management development programs	204.0380b		10473
102315	Percentage of operational staff/office staff who attended management development programs	204.0380c		10473
102621	Percentage of senior management/executives who attended management development programs	204.0380a		10473
103478	Hours spent developing new classroom training content per trainee	204.0240 / 204.0260		10473
103480	Hours spent developing new e-learning training content per trainee	204.0230 / 204.0250		10473

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Cycle Time				
Metric Group ID	**Metric Name**	**Metric Formula**	**KPI Flag**	**PCF ID**
104029	Cycle time in days for the formal performance review process from start to finish for middle management/specialists	204.0090b	a	10470
104031	Cycle time in days for the formal performance review process from start to finish for Operational workers/office staff	204.0090c	a	10470
104033	Cycle time in days for the formal performance review process from start to finish for senior management/executives	204.0090a	a	10470
100293	Response time in hours for non-routine "develop and counsel employees" inquiries	204.0470		10411
100295	Response time in hours for routine "develop and counsel employees" inquiries	204.0460		10411
100326	Average time in days to close an identified skill or capability gap through training for an operational workers/office staff employee	204.0320c		10473
100328	Average time in days to close an identified skill or capability gap through training for a middle management/specialists employee	204.0320b		10473
100330	Average time in days to close an identified skill or capability gap through training for a senior management/executives employee	204.0320a		10473

Staff Productivity				
Metric Group ID	**Metric Name**	**Metric Formula**	**KPI Flag**	**PCF ID**
100484	Number of business entity employees per "develop and counsel business entity employees" FTE	200.0180a / (204.0010d + 204.0140d)	a	10411
100485	Number of business entity employees per "manage employee development" and "develop and train business entity employees" FTE	200.0180a / 204.0140d	a	10411
100486	Number of business entity employees per "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" FTE	200.0180a / 204.0010d	a	10411
101363	Number of non-routine "develop and counsel employees" inquiries per business entity employee	204.0440 / 200.0180a		10411

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Staff Productivity				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
101399	Number of routine "develop and counsel employees" inquiries per business entity employee	204.0430 / 200.0180a		10411

Supplemental Information				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100218	Number of learning days per employee	204.0310d	a	10473
100031	Other cost to perform the processes "manage employee development" and "develop and train employees" as a percentage of total cost to perform the processes	(204.0160d*204.0150a)/204.0150c		10411
100037	Other cost of the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of total cost to perform the processes	(204.0030d*204.0020a)/204.0020c		10411
100048	Overhead cost to perform the processes "manage employee development" and "develop and train employees" as a percentage of the total cost to perform the processes	(204.0160c*204.0150a)/204.0150c		10411
100050	Overhead cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of the total cost to perform the processes	(204.0030c*204.0020a)/204.0020c		10411
100064	Personnel cost to perform the processes "manage employee development" and "develop and train employees" as a percentage of the total cost to perform the processes	(204.0160a*204.0150a)/204.0150c		10411
100068	Personnel cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of the total cost to perform the processes	(204.0030a*204.0020a)/204.0020c		10411

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Supplemental Information				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100085	Systems cost to perform the processes "manage employee development" and "develop and train employees" as a percentage of the total cost to perform the processes	(204.0160b*204.0150a)/204.0150c		10411
100087	Systems cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of the total cost to perform the processes	(204.0030b*204.0020a)/204.0020c		10411
100224	Number of learning days per middle management/specialists employee	204.0310b		10473
100226	Number of learning days per operational workers/office staff employee	204.0310b		10473
100228	Number of learning days per senior management/executive employee	204.0310a		10473
101644	Outsourced cost of the processes "manage employee development" and "develop and train employees" as a percentage of the total cost to perform the processes	(204.0150b/204.0150c)*100		10411
101646	Outsourced cost of the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of the total cost to perform the processes	(204.0020b/204.0020c)*100		10411
101777	Percentage of "develop and counsel employees" inquiries received that are routine	204.0430/(204.0430+204.0440)*100		10411
101779	Percentage of "develop and counsel employees" inquiries received via digital communication channels	204.0450a		10411
101782	Percentage of "develop and counsel employees" inquiries received via non-digital communication channels	204.0450b		10411
101784	Percentage of "develop and counsel employees" inquiries received that are non-routine	204.0440/(204.0430+204.0440)*100		10411
102245	Percentage of learning days delivered using classroom instruction provided by your organization	204.0370g		10493

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Supplemental Information				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
102246	Percentage of learning days delivered using computer-based training (self-instruction) installed from CD-ROM	204.0370a		10493
102247	Percentage of learning days delivered using computer-based training (self-instruction) delivered over the Web (either directly or downloaded)	204.0370b		10493
102248	Percentage of learning days delivered using correspondence courses	204.0370e		10493
102249	Percentage of learning days delivered using e-learning (interactive)	204.0370f		10493
102250	Percentage of learning days delivered using external classroom instruction	204.0370h		10493
102251	Percentage of learning days delivered using on-the-job training	204.0370i		10493
102252	Percentage of learning days delivered using other	204.0370j		10493
102253	Percentage of learning days delivered using streaming video	204.0370c		10493
102254	Percentage of learning days delivered using virtual, classroom-based training delivered online	204.0370d		10493
102780	Percentage of training programs developed externally	204.0340b		10493
102783	Percentage of training programs developed internally	204.0340a		10493
102786	Percentage of training programs developed through other channels	204.0340d		10493
102789	Percentage of training programs developed through partnerships with external specialists	204.0340c		10493

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