

## Open Standards Benchmarking Measure List

### Reward and Retain

Cost Effectiveness				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
103894	Total cost to perform the process group "reward and retain employees" per \$1,000 revenue	$205.0040c / (200.0050 * .001)$	a	10412
103966	Total cost to perform the process group "reward and retain employees" per business entity employee	$205.0040c / 200.0180a$	a	10412
100115	Base pay per middle management or specialist employee	$205.0120b(i) / 200.0190b$		10412
100118	Base pay per operational worker or office staff employee	$205.0120c(i) / 200.0190c$		10412
100121	Base pay per senior management or executive employee	$205.0120a(i) / 200.0190a$		10412
100311	Average salary including base, overtime, and variable pay for middle management or specialists	$(205.0120b(i) + 205.0120b(ii) + 205.0120b(iii)) / 200.0190b$		10412
100314	Average salary including base, overtime, and variable pay for operational workers or office staff	$(205.0120c(i) + 205.0120c(ii) + 205.0120c(iii)) / 200.0190c$		10412
100317	Average salary including base, overtime, and variable pay for senior management or executives	$(205.0120a(i) + 205.0120a(ii) + 205.0120a(iii)) / 200.0190a$		10412
104062	Personnel cost to perform the process group "reward and retain employees" per business entity employee	$((205.0050a * 205.0040a) / 100) / 200.0180a$		10412
104077	Personnel cost to perform the process group "reward and retain employees" per \$1,000 revenue	$((205.0050a * 205.0040a) / 100) / (200.0050 * .001)$		10412
Process Efficiency				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
101137	Number of FTEs that perform process group "reward and retain employees" per \$1 billion revenue	$205.0020d / (200.0050 * .000000001)$	a	10412
Cycle Time				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100299	Response time in hours for non-routine "reward and retain employees" inquiries	205.0360		10412
100302	Response time in hours for routine "reward and retain employees" inquiries	205.0350		10412

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Staff Productivity				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100492	Number of business entity employees per "reward and retain business entity employees" FTE	$200.0180a / 205.0020d$	a	10412
101367	Number of non-routine "reward and retain employees" inquiries per business entity employee	$205.0330 / 200.0180a$		10412
101403	Number of routine "reward and retain employees" inquiries per business entity employee	$205.0320 / 200.0180a$		10412
Supplemental Information				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100033	Other cost to perform the process group "reward and retain employees" as a percentage of total cost to perform the process	$(205.0050d * 205.0040a) / 205.0040c$		10412
100052	Overhead cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	$(205.0050d * 205.0040a) / 205.0040c$		10412
100074	Personnel cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	$(205.0050a * 205.0040a) / 205.0040c$		10412
100089	Systems cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	$(205.0050b * 205.0040a) / 205.0040c$		10412
100233	Number of vacation days per year per employee	205.0230		10412
100907	Number of days absent per employee excluding maternity and paternity leave	205.0250b		10412
100909	Number of days absent per employee including maternity and paternity leave	205.0250a		10412
101648	Outsourced cost of the process group "reward and retain employees" as a percentage of the total cost to perform the process group	$205.0040b / 205.0040c * 100$		10412
101817	Percentage of "reward and retain employees" inquiries received that are non-routine	$205.0330 / (205.0320 + 205.0330) * 100$		10412

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Supplemental Information				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
101818	Percentage of "reward and retain employees" inquiries received that are routine	$205.0320 / (205.0320 + 205.0330) * 100$		10412
101821	Percentage of "reward and retain employees" inquiries received via digital communication channels	205.0340a		10410
101824	Percentage of "reward and retain employees" inquiries received via non-digital communication channels	205.0340b		10410

### About APQC's Open Standards Benchmarking

- APQC is the steward of the open standard benchmarking content. Content is developed and reviewed by various subject matter experts.
- Participation in APQC's Open Standards Benchmarking is complimentary for APQC Enterprise Members. APQC Functional Members can benchmark in their functional membership at no cost.
- By participating, you will receive a detailed table comparing your responses with those of your peers. In essence, you'll get a row-by-row comparison of your responses versus those of your peers. The data tables will feature your answers as well as indicate the high, median and low performance ranges.
- Past participants have used open standards benchmarking research reports to set baselines for process improvement projects, to build a business case for new initiatives, to prioritize high-impact opportunities, and even to validate success or return on investment from efforts.

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