

ABOUT APQC's OPEN STANDARDS BENCHMARKING MEASURE LIST

The APQC Open Standards Benchmarking measure list concisely lists all of the measures currently available for a specific survey. These measures are organized by research area (A), the survey name (B), and finally by category of measure (C). The list identifies each measure's "metric group ID" number (D), the measure name (E), the formula in English as APQC computes it (F), the formula in question numbers specific to this survey (G), and whether or not the measure is a key performance indicator for its associated process (H).

ID #	NAME	FORMULA	KPI
FINANCIAL MANAGEMENT (FM) (A)			
FINANCE ORGANIZATION (93 MEASURES) (B)			
COST EFFECTIVENESS (7 MEASURES) (C)			
102860 (D)	Personnel cost to perform finance function per finance function FTE (E)	Personnel cost perform the function "manage financial resources" / Number of FTEs who perform the function "manage financial resources" (F) 208.0330a / 208.0310aa (G)	✓ (H)
103538	Total cost to perform the finance function as a percentage of revenue	(Total finance function cost / Total business entity revenue) * 100 (208.0330f / 208.0190) * 100	✓
101666	Overhead cost of the finance function per \$100,000 revenue	Overhead cost to perform the function "manage financial resources" / (Total business entity revenue * .00001) 208.0330c / (208.0190 * .00001)	
102857	Personnel cost to perform the finance function per \$1,000	Personnel cost perform the function "manage financial resources" / (Total business entity revenue * .00001)	

For more information about APQC's Open Standards Benchmarking, please contact us directly on +1-713-681-4020 or visit the APQC Open Standards Benchmarking website on www.apqc.org/osb.

OPEN STANDARDS BENCHMARKINGSM

DEVELOP, TRAIN, AND COUNSEL EMPLOYEES

MEASURE LIST



ID #	NAME	FORMULA	KPI
HUMAN CAPITAL MANAGEMENT (HCM)			
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (19 MEASURES)			
COST EFFECTIVENESS (5 MEASURES)			
103623	Total cost to perform the process group "develop and counsel employees" per \$1,000 revenue	(Total cost to perform the process group "develop and counsel-performance and employee relations" + Total internal cost to perform the process group "develop and counsel-learning only") / (Total business entity revenue * 0.0010) $(168.0080 + 168.0090) / (168.0030 * 0.0010)$	✓
103624	Total cost to perform the processes "manage employee development" and "develop and train employees" per \$1,000 revenue	Total internal cost to perform the process group "develop and counsel-learning only" / (Total business entity revenue * 0.0010) $168.0090 / (168.0030 * 0.0010)$	✓
103630	Total cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per \$1,000 revenue	Total cost to perform the process group "develop and counsel-performance and employee relations" / (Total business entity revenue * 0.0010) $168.0080 / (168.0030 * 0.0010)$	✓
104049	Personnel cost to perform the processes "manage employee development" and "develop and train employees" per \$1,000 revenue	Percentage of internal cost to perform the process "develop and counsel-learning only" allocated to personnel / (Total business entity revenue * 0.0010) $168.0170 / (168.0030 * 0.0010)$	
104054	Personnel cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per \$1,000 revenue	Personnel cost to perform the process group "develop and counsel-performance and employee relations" / (Total business entity revenue * 0.0010) $168.0210 / (168.0030 * 0.0010)$	
CYCLE TIME (2 MEASURES)			
100293	Response time in hours for non-routine "develop and counsel employees" inquiries	Response time in hours for a non-routine inquiry for the process group "develop and counsel employees" 168.0200	
100295	Response time in hours for routine "develop and counsel employees" inquiries	Response time in hours for a routine inquiry for the process group "develop and counsel employees" 168.0220	

OPEN STANDARDS BENCHMARKINGSM DEVELOP, TRAIN, AND COUNSEL EMPLOYEES MEASURE LIST



HUMAN CAPITAL MANAGEMENT (HCM) DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (19 MEASURES)

PROCESS EFFICIENCY (3 MEASURES)

100999	Number of FTEs that perform process group "develop and counsel employees" per \$1 billion revenue	(Number of FTEs who perform the process group "develop and counsel-performance and employee relations" + Number of FTEs who perform the process group "develop and counsel-learning only") / (Total business entity revenue * 0.000000001) (168.0060 + 168.0070) / (168.0030 * 0.000000001)	✓
101000	Number of FTEs that perform processes "manage employee development" and "develop and train employees" per \$1 billion revenue	Number of FTEs who perform the process group "develop and counsel-learning only" / (Total business entity revenue * 0.000000001) 168.0070 / (168.0030 * 0.000000001)	✓
101004	Number of FTEs that perform processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per \$1 billion revenue	Number of FTEs who perform the process group "develop and counsel-performance and employee relations" / (Total business entity revenue * 0.000000001) 168.0060 / (168.0030 * 0.000000001)	✓

SUPPLEMENTAL INFORMATION (9 MEASURES)

100218	Number of learning days per employee	Number of days dedicated to formal learning per employee 168.0160	✓
101778	Percentage of "develop and counsel employees" inquiries received via channels other than e-mail, phone, and face-to-face	Percentage of inquiries received monthly for the process group "develop and counsel employees" via channels other than e-mail, phone, and face-to-face interaction 168.0230	
101780	Percentage of "develop and counsel employees" inquiries received via e-mail	Percentage of inquiries received monthly for the process group "develop and counsel" via e-mail 168.0240	
101781	Percentage of "develop and counsel employees" inquiries received via face-to-face	Percentage of inquiries received monthly for the process group "develop and counsel employees" via face-to-face interaction 168.0180	
101783	Percentage of "develop and counsel employees" inquiries received via phone	Percentage of inquiries received monthly for the process group "develop and counsel" via phone 168.0190	

**HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (19 MEASURES)**

SUPPLEMENTAL INFORMATION (9 MEASURES)

102780	Percentage of training programs developed externally	Percentage of training programs developed externally 168.0130	
102783	Percentage of training programs developed internally	Percentage of training programs developed internally 168.0120	
102786	Percentage of training programs developed through other channels	Percentage of training programs developed through other channels 168.0150	
102789	Percentage of training programs developed through partnerships with external specialists	Percentage of training programs developed through partnerships with external specialists 168.0140	

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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