

OPEN STANDARDS BENCHMARKINGSM

REWARD AND RETAIN EMPLOYEES MEASURE LIST



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)	

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ID #	NAME	FORMULA	KPI
HUMAN CAPITAL MANAGEMENT (HCM)			
REWARD AND RETAIN EMPLOYEES (31 MEASURES)			
COST EFFECTIVENESS (7 MEASURES)			
103894	Total cost to perform the process group "reward and retain employees" per \$1,000 revenue	Total cost to perform the process group "reward and retain employees" / (Total business entity revenue * .001) 205.0050c / (200.0050 * .001)	✓
103966	Total cost to perform the process group "reward and retain employees" per business entity employee	Total cost to perform the process group "reward and retain employees" / Number of business entity employees 205.0050c / 200.0180a	✓
100311	Average salary including base, overtime, and variable pay for middle management or specialists	(Total base pay for middle management/specialist employees + Total overtime pay for middle management/specialist employees + Total variable pay for middle management/specialist employees) / Number of middle management/specialist employees (205.0150b(i) + 205.0150b(ii) + 205.0150b(iii)) / 200.0190b	
100314	Average salary including base, overtime, and variable pay for operational workers or office staff	(Total base pay for operational worker/office staff employees + Total overtime pay for operational worker/office staff employees + Total variable pay for operational worker/office staff employees) / Number of operational worker/office staff employees (205.0150c(i) + 205.0150c(ii) + 205.0150c(iii)) / 200.0190c	
100317	Average salary including base, overtime, and variable pay for senior management or executives	(Total base pay for senior management/executive employees + Total overtime pay for senior management/executive employees + Total variable pay for senior management/executive employees) / Number of senior management/executive employees (205.0150a(i) + 205.0150a(ii) + 205.0150a(iii)) / 200.0190a	
104077	Personnel cost to perform the process group "reward and retain employees" per \$1,000 revenue	((Percentage of internal cost to perform the process group "reward and retain employees" allocated to personnel * Internal cost to perform the process group "reward and retain employees") / 100) / (Total business entity revenue * .001) ((205.0060a * 205.0050a) / 100) / (200.0050 * .001)	

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HUMAN CAPITAL MANAGEMENT (HCM) REWARD AND RETAIN EMPLOYEES (31 MEASURES)

COST EFFECTIVENESS (7 MEASURES)

104062	Personnel cost to perform the process group "reward and retain employees" per business entity employee	<p>((Percentage of internal cost to perform the process group "reward and retain employees" allocated to personnel * Internal cost to perform the process group "reward and retain employees") / 100) / Number of business entity employees</p> <p>$(205.0060a * 205.0050a) / 100 / 200.0180a$</p>	
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CYCLE TIME (2 MEASURES)

100299	Response time in hours for non-routine "reward and retain employees" inquiries	<p>Response time in hours for a non-routine inquiry for the process group "reward and retain employees"</p> <p>205.0490</p>	
100302	Response time in hours for routine "reward and retain employees" inquiries	<p>Response time in hours for a routine inquiry for the process group "reward and retain employees"</p> <p>205.0480</p>	

PROCESS EFFICIENCY (1 MEASURES)

101137	Number of FTEs that perform process group "Reward and retain employees" per \$1 billion revenue	<p>Number of FTEs who perform the process group "reward and retain employees" / (Total business entity revenue * .000000001)</p> <p>$205.0030d / (200.0050 * .000000001)$</p>	✓
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STAFF PRODUCTIVITY (1 MEASURES)

100492	Number of business entity employees per FTE that performs the process group "Reward and retain employees"	<p>Number of business entity employees / Number of FTEs who perform the process group "reward and retain employees"</p> <p>$200.0180a / 205.0030d$</p>	✓
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SUPPLEMENTAL INFORMATION (20 MEASURES)

100907	Number of days absent per employee excluding maternity and paternity leave	<p>Number of days absent due to sickness excluding maternity and paternity leave per employee</p> <p>205.0360b</p>	✓
100115	Base pay per middle management or specialist employee	<p>Total base pay for middle management/specialist employees / Number of middle management/specialist employees</p> <p>$205.0150b(i) / 200.0190b$</p>	
100118	Base pay per operational worker or office staff employee	<p>Total base pay for operational worker/office staff employees / Number of operational worker/office staff employees</p> <p>$205.0150c(i) / 200.0190c$</p>	

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HUMAN CAPITAL MANAGEMENT (HCM) REWARD AND RETAIN EMPLOYEES (31 MEASURES)

SUPPLEMENTAL INFORMATION (20 MEASURES)

100121	Base pay per senior management or executive employee	Total base pay for senior management/executive employees / Number of senior management/executive employees 205.0150a(i) / 200.0190a	
104629	Middle management or specialist overtime pay as a percentage of total pay (including cost of benefits)	(Total overtime pay for middle management/specialist employees/Total pay for middle management/specialist employees) *100 (205.0150b(ii)/205.0150b(v))*100	
100909	Number of days absent per employee including maternity and paternity leave	Number of days absent due to sickness, maternity, and paternity leave per employee 205.0360a	
101367	Number of monthly non-routine "reward and retain employees" inquiries per business entity employee	Number of non-routine inquiries received monthly for the process group "reward and retain employees" / Number of business entity employees 205.0460 / 200.0180a	
101403	Number of monthly routine "reward and retain employees" inquiries per business entity employee	Number of routine inquiries received monthly for the process group "reward and retain employees" / Number of business entity employees 205.0450 / 200.0180a	
100233	Number of vacation days per year per employee	Number of vacation days per year per employee 205.0330	
104630	Operational workers or office staff overtime pay as a percentage of total pay (including cost of benefits)	(Total overtime pay for operational worker/office staff employees/Total pay for operational worker/office staff employees)*100 (205.0150c(ii)/205.0150c(v))*100	
100033	Other cost to perform the process group "reward and retain employees" as a percentage of total cost to perform the process	(Percentage of internal cost to perform the process group "reward and retain employees" allocated to costs other than personnel, systems, and overhead*Internal cost to perform the process group "reward and retain employees")/Total cost to perform the process group "reward and retain employees" (205.0060d*205.0050a)/205.0050c	

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HUMAN CAPITAL MANAGEMENT (HCM) REWARD AND RETAIN EMPLOYEES (31 MEASURES)

SUPPLEMENTAL INFORMATION (20 MEASURES)

101648	Outsourced cost of the process group "reward and retain employees" as a percentage of the total cost to perform the process group	Outsourced cost to perform the process group "reward and retain employees"/Total cost to perform the process group "reward and retain employees"*100 205.0050b/205.0050c*100	
100052	Overhead cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	(Percentage of internal cost to perform the process group "reward and retain employees" allocated to overhead*Internal cost to perform the process group "reward and retain employees")/Total cost to perform the process group "reward and retain employees" (205.0060d*205.0050a)/205.0050c	
101817	Percentage of "reward and retain employees" inquiries received that are non-routine	Number of non-routine inquiries received monthly for the process group "reward and retain employees"/(Number of routine inquiries received monthly for the process group "reward and retain employees"+Number of non-routine inquiries received monthly for the process group "reward and retain employees")*100 205.0460/(205.0450+205.0460)*100	
101818	Percentage of "reward and retain employees" inquiries received that are routine	Number of routine inquiries received monthly for the process group "reward and retain employees"/(Number of routine inquiries received monthly for the process group "reward and retain employees"+Number of non-routine inquiries received monthly for the process group "reward and retain employees")*100 205.0450/(205.0450+205.0460)*100	
101821	Percentage of "reward and retain employees" inquiries received via digital communication channels	Percentage of inquiries received for the process group "reward and retain employees" through digital communication channels 205.0470a	
101824	Percentage of "reward and retain employees" inquiries received via non-digital communication channels	Percentage of inquiries received for the process group "reward and retain employees" through non-digital communication channels 205.0470b	
100074	Personnel cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	(Percentage of internal cost to perform the process group "reward and retain employees" allocated to personnel*Internal cost to perform the process group "reward and retain employees")/Total cost to perform the process group "reward and retain employees" (205.0060a*205.0050a)/205.0050c	

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HUMAN CAPITAL MANAGEMENT (HCM) REWARD AND RETAIN EMPLOYEES (31 MEASURES)

SUPPLEMENTAL INFORMATION (20 MEASURES)

104628	Senior management or executive overtime pay as a percentage of total pay	(Total overtime pay for senior management/executive employees/Total pay for senior management/executive employees) *100 (205.0150a(ii)/205.0150a(v))*100	
100089	Systems cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	(Percentage of internal cost to perform the process group "reward and retain employees" allocated to systems*Internal cost to perform the process group "reward and retain employees")/Total cost to perform the process group "reward and retain employees" (205.0060b*205.0050a)/205.0050c	

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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