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	

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HUMAN CAPITAL MANAGEMENT
HCM TALENT MANAGEMENT (104 MEASURES)
COST EFFECTIVENESS (29 MEASURES)

ID #	NAME	FORMULA	KPI
100823	Learning budget per business entity employee	Budget for learning/Number of business entity employees 290.1060/290.0100	✔
104570	Total cost to perform the process "develop and train employees" per $1,000 revenue	Total cost to perform the process "Develop and train employees" / (Total business entity revenue * 0.001) 290.0710 / (290.0070 * 0.001)	✔
104569	Total cost to perform the process "manage employee development" per $1,000 revenue	Total cost to perform the process "manage employee development" / (Total business entity revenue * 0.001) 290.0700 / (290.0070 * 0.001)	✔
104566	Total cost to perform the process "manage employee orientation and deployment" per $1,000 revenue	Total annual cost for the process "manage employee orientation and deployment" / (Total business entity revenue * 0.001) 290.0680 / (290.0070 * 0.001)	✔
104567	Total cost to perform the process "manage employee performance" per $1,000 revenue	Total annual cost to perform the process "manage employee performance" / (Total business entity revenue * 0.001) 290.0690 / (290.0070 * 0.001)	✔
106172	Total cost to perform the process group "manage employee on-boarding, development, and training" per $1,000 revenue	Total cost to perform the process group "manage employee on-boarding, development, and training" / (Total business entity revenue * 0.001) 290.0620 / (290.0070 * 0.001)	✔
106173	Total cost to perform the process group "manage employee on-boarding, development, and training" per business entity employee	Total cost to perform the process group "manage employee on-boarding, development, and training" / Number of business entity employees 290.0620 / 290.0100	✔
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 * 0.001) 290.1370 / (290.0070 * 0.001)	✔
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 290.1370 / 290.0100	✔

104583	Personnel cost to perform the process "develop and train employees" per $1,000 revenue	Internal personnel cost (including compensation and benefits) to perform the process "develop and train employees" / (Total business entity revenue * 0.001) 290.0720 / (290.0070 * 0.001)	
104584	Personnel cost to perform the process "develop and train employees" per business entity employee	Internal personnel cost (including compensation and benefits) to perform the process "develop and train employees" / Number of business entity employees 290.0720 / 290.0100	
106211	Personnel cost to perform the process "develop and train employees" per process FTE	Internal personnel cost (including compensation and benefits) to perform the process "develop and train employees" / Number of FTEs that perform the process "develop and train employees" 290.0720 / 290.0760	
106178	Personnel cost to perform the process group "manage employee on-boarding, development, and training" per $1,000 revenue	Personnel cost to perform the process group "manage employee on-boarding, development, and training" / (Total business entity revenue * 0.001) 290.0630 / (290.0070 * 0.001)	
106179	Personnel cost to perform the process group "manage employee on-boarding, development, and training" per business entity employee	Personnel cost to perform the process group "manage employee on-boarding, development, and training" / Number of business entity employees 290.0630 / 290.0100	
106212	Personnel cost to perform the process group "manage employee on-boarding, development, and training" per process group FTE	Personnel cost to perform the process group "manage employee on-boarding, development, and training" / Number of FTEs that perform the process group "manage employee on-boarding, development, and training" 290.0630 / 290.0580	
104077	Personnel cost to perform the process group "reward and retain employees" per $1,000 revenue	Personnel cost to perform the process group "reward and retain employees" / (Total business entity revenue * 0.001) 290.1380 / (290.0070 * 0.001)	
104062	Personnel cost to perform the process group "reward and retain employees" per business entity employee	Personnel cost to perform the process group "reward and retain employees" / Number of business entity employees 290.1380 / 290.0100	
106210	Personnel cost to perform the process group "reward and retain employees" per process group FTE	Personnel cost to perform the process group "reward and retain employees" / Number of FTEs who perform the process group "reward and retain employees" 290.1380 / 290.1330	

104464	Selling, general, and administrative (SGA) costs as a percentage of business entity revenue	(Total SG&A costs / Total business entity revenue) * 100 (290.0080 / 290.0070) * 100	
104575	Total cost to perform the process "develop and train employees" per business entity employee	Total cost to perform the process "Develop and train employees" / Number of business entity employees 290.0710 / 290.0100	
106209	Total cost to perform the process "develop and train employees" per process FTE	Total cost to perform the process "Develop and train employees" / Number of FTEs that perform the process "develop and train employees" 290.0710 / 290.0760	
104574	Total cost to perform the process "manage employee development" per business entity employee	Total cost to perform the process "manage employee development" / Number of business entity employees 290.0700 / 290.0100	
104571	Total cost to perform the process "manage employee orientation and deployment" per business entity employee	Total annual cost for the process "manage employee orientation and deployment" / Number of business entity employees 290.0680 / 290.0100	
104572	Total cost to perform the process "manage employee performance" per business entity employee	Total annual cost to perform the process "manage employee performance" / Number of business entity employees 290.0690 / 290.0100	
106185	Total cost to perform the process group "manage employee on-boarding, development, and training" as a percentage of selling, general, and administrative (SGA) costs	(Total cost to perform the process group "manage employee on-boarding, development, and training" / Total SG&A costs) * 100 (290.0620 / 290.0080) * 100	
106184	Total cost to perform the process group "manage employee on-boarding, development, and training" per process group FTE	Total cost to perform the process group "manage employee on-boarding, development, and training" / Number of FTEs that perform the process group "manage employee on-boarding, development, and training" 290.0620 / 290.0580	
106186	Total cost to perform the process group "reward and retain employees" as a percentage of selling, general, and administrative (SGA) costs	(Total cost to perform the process group "reward and retain employees" / Total SG&A costs) * 100 (290.1370 / 290.0080) * 100	
106208	Total cost to perform the process group "reward and retain employees" per process group FTE	Total cost to perform the process group "reward and retain employees" / Number of FTEs who perform the process group "reward and retain employees" 290.1370 / 290.1330	

HUMAN CAPITAL MANAGEMENT
HCM TALENT MANAGEMENT (104 MEASURES)

COST EFFECTIVENESS (29 MEASURES)

106187	Total personnel cost per business entity FTE	Personnel cost of business entity FTEs / Number of business entity FTEs 290.0160 / 290.0110	

CYCLE TIME (6 MEASURES)

104029	Cycle time in days for the formal performance review process from start to finish for middle management/specialists	Cycle time in days from start to finish for a formal performance review for a middle management/specialist employee 290.0840	✔
104031	Cycle time in days for the formal performance review process from start to finish for Operational workers/office staff	Cycle time in days from start to finish for a formal performance review for an operational worker/office staff employee 290.0850	✔
104033	Cycle time in days for the formal performance review process from start to finish for senior management/executives	Cycle time in days from start to finish for a formal performance review for a senior management/executive employee 290.0830	✔
104595	Average time in days to close an identified skill or capability gap through training for an employee	Number of calendar days per employee to close an identified skill or capability gap through training 290.1100	
100299	Response time in hours for non-routine "reward and retain employees" inquiries	Response time in hours for a non-routine inquiry for the process group "reward and retain employees" 290.1700	
100302	Response time in hours for routine "reward and retain employees" inquiries	Response time in hours for a routine inquiry for the process group "reward and retain employees" 290.1690	

PROCESS EFFICIENCY (10 MEASURES)

103116	Employee turnover rate	((Number of voluntary employee terminations + Number of involuntary employee terminations) / Number of business entity employees) * 100 ((290.0210 + 290.0220) / 290.0100) * 100	✔
101293	Involuntary terminations as a percentage of total business entity employees	(Number of involuntary employee terminations / Number of business entity employees) * 100 (290.0220 / 290.0100) * 100	✔
104586	Number of FTEs that perform the process "develop and train employees" per $1 billion revenue	Number of FTEs that perform the process "develop and train employees" / (Total business entity revenue * 0.000000001) 290.0760 / (290.0070 * 0.000000001)	✔

HUMAN CAPITAL MANAGEMENT
HCM TALENT MANAGEMENT (104 MEASURES)

PROCESS EFFICIENCY (10 MEASURES)

106171	Number of FTEs that perform the process group "manage employee on-boarding, development, and training" per $1 billion revenue	Number of FTEs that perform the process group "manage employee on-boarding, development, and training" / (Total business entity revenue * 0.000000001) 290.0580 / (290.0070 * 0.000000001)	✔
101137	Number of FTEs that perform the process group "reward and retain employees" per $1 billion revenue	Number of FTEs who perform the process group "reward and retain employees" / (Total business entity revenue * .000000001) 290.1330 / (290.0070 * .000000001)	✔
102821	Percentage of employees who attend management development programs	Percentage of employees that have attended management development programs 290.1280	✔
102302	Percentage of middle management/specialists that receive a formal performance review	Percentage of middle management/specialist employees who receive a formal performance review 290.0800	✔
102331	Percentage of operational workers/office staff that receive a formal performance review	Percentage of operational worker/office staff employees who receive a formal performance review 290.0810	✔
102619	Percentage of senior management/executives that receive a formal performance review	Percentage of senior management/executive employees who receive a formal performance review 290.0790	✔
101431	Voluntary terminations as a percentage of total business entity employees	(Number of voluntary employee terminations / Number of business entity employees) * 100 (290.0210 / 290.0100) * 100	✔

STAFF PRODUCTIVITY (9 MEASURES)

104585	Number of business entity employees per "develop and train employees" FTE	Number of business entity employees / Number of FTEs that perform the process "develop and train employees" 290.0100 / 290.0760	✔
106170	Number of business entity employees per FTE that performs the process group "manage employee on-boarding, development, and training"	Number of business entity employees / Number of FTEs that perform the process group "manage employee on-boarding, development, and training" 290.0100 / 290.0580	✔
100492	Number of business entity employees per FTE that performs the process group "reward and retain employees"	Number of business entity employees / Number of FTEs who perform the process group "reward and retain employees" 290.0100 / 290.1330	✔

HUMAN CAPITAL MANAGEMENT
HCM TALENT MANAGEMENT (104 MEASURES)

STAFF PRODUCTIVITY (9 MEASURES)

106206	Number of monthly non-routine "reward and retain employees" inquiries per process group FTE	Number of non-routine inquiries received monthly for the process group "reward and retain employees" / Number of FTEs who perform the process group "reward and retain employees" 290.1680 / 290.1330	
106205	Number of monthly routine "reward and retain employees" inquiries per process group FTE	Number of routine inquiries received monthly for the process group "reward and retain employees" / Number of FTEs who perform the process group "reward and retain employees" 290.1670 / 290.1330	
106203	Number of remote business entity employees per FTE that performs the process "develop and train employees"	(Percentage of total employees who are remote employees * Number of business entity employees * 0.01) / Number of FTEs that perform the process "develop and train employees" (290.0200 * 290.0100 * 0.01) / 290.0760	
106201	Number of remote business entity employees per FTE that performs the process group "manage employee on-boarding, development, and training"	(Percentage of total employees who are remote employees * Number of business entity employees * 0.01) / Number of FTEs that perform the process group "manage employee on-boarding, development, and training" (290.0200 * 290.0100 * 0.01) / 290.0580	
106202	Number of remote business entity employees per FTE that performs the process group "reward and retain employees"	(Percentage of total employees who are remote employees * Number of business entity employees * 0.01) / Number of FTEs who perform the process group "reward and retain employees" (290.0200 * 290.0100 * 0.01) / 290.1330	
106207	Number of total monthly "reward and retain employees" inquiries per process group FTE	(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") / Number of FTEs who perform the process group "reward and retain employees" (290.1670 + 290.1680) / 290.1330	

SUPPLEMENTAL INFORMATION (50 MEASURES)

100907	Number of days absent per employee excluding maternity and paternity leave	Number of days absent due to sickness excluding maternity and paternity leave per employee 290.1630	✔
100218	Number of learning days per employee	Number of days dedicated to formal learning per employee 290.1090	✔

106245	Involuntary terminations as a percentage of total business entity employee turnover	(Number of involuntary employee terminations / (Number of voluntary employee terminations + Number of involuntary employee terminations)) * 100 (290.0220 / (290.0210 + 290.0220)) * 100	
100861	Middle management/specialists as a percentage of total business entity employees	(Number of middle management/specialist employees / Number of business entity employees) * 100 (290.0180 / 290.0100) * 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 290.1620	
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 290.1680 / 290.0100	
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 290.1670 / 290.0100	
106204	Number of total monthly "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 non-routine inquiries received monthly for the process group "reward and retain employees") / Number of business entity employees (290.1670 + 290.1680) / 290.0100	
100233	Number of vacation days per year per employee	Number of vacation days per year per employee 290.1590	
101441	Operational workers/office staff as a percentage of total business entity employees	(Number of operational worker/office staff employees / Number of business entity employees) * 100 (290.0190 / 290.0100) * 100	
104594	Outsourced cost of the process "Develop and train employees" as a percentage of the total cost to perform the process	(External cost (e.g., outsourced) to perform the process "develop and train employees" / Total cost to perform the process "Develop and train employees") * 100 (290.0750 / 290.0710) * 100	

106183	Outsourced cost of the process group "manage employee on-boarding, development, and training" as a percentage of the total cost to perform the process group	(Outsourced cost to perform the process group "manage employee on-boarding, development, and training" / Total cost to perform the process group "manage employee on-boarding, development, and training") * 100 (290.0660 / 290.0620) * 100	
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 (290.1410 / 290.1370) * 100	
104603	Overhead and other costs of the process group "reward and retain employees" as a percentage of the total cost to perform the process group	(Internal overhead and other cost (direct and/or allocated to the business entity) to perform the process group "reward and retain employees" / Total cost to perform the process group "reward and retain employees") * 100 (290.1400 / 290.1370) * 100	
104593	Overhead and other costs to perform the process "Develop and train employees" as a percentage of the total cost to perform the process	(Internal overhead and other cost (direct and/or allocated to the business entity) to perform the process "develop and train employees" / Total cost to perform the process "Develop and train employees") * 100 (290.0740 / 290.0710) * 100	
106182	Overhead and other costs to perform the process group "manage employee on-boarding, development, and training" as a percentage of the total cost to perform the process group	(Overhead and other cost to perform the process group "manage employee on-boarding, development, and training" / Total cost to perform the process group "manage employee on-boarding, development, and training") * 100 (290.0650 / 290.0620) * 100	
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") * 100 290.1680 / (290.1670 + 290.1680) * 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") * 100 290.1670 / (290.1670 + 290.1680) * 100
106195	Percentage of computer based training content delivered via mobile devices	Percentage of computer based training (training primarily conducted by the employee on a computer with no live in-person component) content delivered via mobile devices 290.1230
106194	Percentage of computer based training content developed via mobile devices	Percentage of computer based training (training primarily conducted by the employee on a computer with no live in-person component) content developed via mobile devices 290.1220
106189	Percentage of FTEs that perform the process group "manage employee on-boarding, development, and training" that are middle management/specialists	(Allocation of FTEs for the process group "manage employee on-boarding, development, and training" from the middle management/specialist level / Number of FTEs that perform the process group "manage employee on-boarding, development, and training") * 100 (290.0600 / 290.0580) * 100
106190	Percentage of FTEs that perform the process group "manage employee on-boarding, development, and training" that are Operational workers/office staff	(Allocation of FTEs for the process group "manage employee on-boarding, development, and training" from the operational workers/office staff level / Number of FTEs that perform the process group "manage employee on-boarding, development, and training") * 100 (290.0610 / 290.0580) * 100
106188	Percentage of FTEs that perform the process group "manage employee on-boarding, development, and training" that are senior management / executive level	(Allocation of FTEs for the process group "manage employee on-boarding, development, and training" from the senior management/executive level / Number of FTEs that perform the process group "manage employee on-boarding, development, and training") * 100 (290.0590 / 290.0580) * 100

106199	Percentage of FTEs that perform the process group "reward and retain employees" that are middle management/specialists	(Number of middle management/specialist FTEs who perform the process group "reward and retain employees" / Number of FTEs who perform the process group "reward and retain employees") * 100 (290.1350 / 290.1330) * 100	
106200	Percentage of FTEs that perform the process group "reward and retain employees" that are operational workers/office staff	(Number of operational worker/office staff FTEs who perform the process group "reward and retain employees" / Number of FTEs who perform the process group "reward and retain employees") * 100 (290.1360 / 290.1330) * 100	
106198	Percentage of FTEs that perform the process group "reward and retain employees" that are senior management / executive level	(Number of senior management/executive FTEs who perform the process group "reward and retain employees" / Number of FTEs who perform the process group "reward and retain employees") * 100 (290.1340 / 290.1330) * 100	
106193	Percentage of learning days delivered through the use of external partners such as vendors and universities	Percentage of per-employee learning days for the business entity delivered by external partners (e.g. vendors, universities etc.) 290.1140	
102245	Percentage of learning days delivered using classroom instruction provided by your organization	Percentage of learning days delivered through classroom instruction provided by your organization 290.1170	
104597	Percentage of learning days delivered using computer based training	Percentage of per-employee learning days delivered using computer based training 290.1150	
104598	Percentage of learning days delivered using correspondence courses and virtual, instructor-led classroom-based training delivered online	Percentage of per-employee learning days delivered using correspondence courses and or virtual, instructor-led classroom-based training delivered online 290.1160	
102250	Percentage of learning days delivered using external classroom instruction	Percentage of learning days delivered through external classroom instruction 290.1180	
102251	Percentage of learning days delivered using on-the-job training	Percentage of learning days delivered through on-the-job training 290.1190	

102252	Percentage of learning days delivered using other methods	Percentage of learning days delivered through training methods other than computer based training, correspondence courses, virtual instructor led courses, internal and external classroom instruction, and on-the-job training 290.1200	
106192	Percentage of time spent by FTEs performing the process "develop and train employees" to deploying/delivering learning content	Percentage of time spent by FTEs performing the process "develop and train employees" to deploying/delivering learning content 290.0780	
106191	Percentage of time spent by FTEs performing the process "develop and train employees" to developing learning content	Percentage of time spent by FTEs performing the process "develop and train employees" to developing learning content 290.0770	
104562	Percentage of total employees who are remote employees	Percentage of total employees who are remote employees 290.0200	
106197	Percentage of virtual, instructor-led classroom-based training content delivered via mobile devices	Percentage of virtual, instructor-led classroom-based training content is delivered via mobile devices 290.1250	
106196	Percentage of virtual, instructor-led classroom-based training content developed via mobile devices	Percentage of virtual, instructor-led classroom-based training content developed via mobile devices 290.1240	
104591	Personnel cost to perform the process "Develop and train employees" as a percentage of the total cost to perform the process	(Internal personnel cost (including compensation and benefits) to perform the process "develop and train employees" / Total cost to perform the process "Develop and train employees") * 100 (290.0720 / 290.0710) * 100	
106180	Personnel cost to perform the process group "manage employee on-boarding, development, and training" as a percentage of the total cost to perform the process group	(Personnel cost to perform the process group "manage employee on-boarding, development, and training" / Total cost to perform the process group "manage employee on-boarding, development, and training") * 100 (290.0630 / 290.0620) * 100	
100074	Personnel cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	(Personnel cost to perform the process group "reward and retain employees" / Total cost to perform the process group "reward and retain employees") * 100 (290.1380 / 290.1370) * 100	

SUPPLEMENTAL INFORMATION (50 MEASURES)

103176	Senior management/executives as a percentage of total business entity employees	(Number of senior management/executive employees / Number of business entity employees) * 100 (290.0170 / 290.0100) * 100	
104592	Systems cost to perform the process "Develop and train employees" as a percentage of the total cost to perform the process	(Internal systems cost (direct and/or allocated to the business entity) to perform the process "develop and train employees" / Total cost to perform the process "Develop and train employees") * 100 (290.0730 / 290.0710) * 100	
106181	Systems cost to perform the process group "manage employee on-boarding, development, and training" as a percentage of the total cost to perform the process group	(Systems cost to perform process group "manage employee on-boarding, development, and training" / Total cost to perform the process group "manage employee on-boarding, development, and training") * 100 (290.0640 / 290.0620) * 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	(Systems cost to perform the process group "reward and retain employees" / Total cost to perform the process group "reward and retain employees") * 100 (290.1390 / 290.1370) * 100	
106177	Total cost to perform the process "develop and train employees" as a percentage of the total cost to perform the process group "manage employee on-boarding, development, and training"	(Total cost to perform the process "Develop and train employees" / Total cost to perform the process group "manage employee on-boarding, development, and training") * 100 (290.0710 / 290.0620) * 100	
106176	Total cost to perform the process "manage employee development" as a percentage of the total cost to perform the process group "manage employee on-boarding, development, and training"	(Total cost to perform the process "manage employee development" / Total cost to perform the process group "manage employee on-boarding, development, and training") * 100 (290.0700 / 290.0620) * 100	
106174	Total cost to perform the process "manage employee orientation and deployment" as a percentage of the total cost to perform the process group "manage employee on-boarding, development, and training"	(Total annual cost for the process "manage employee orientation and deployment" / Total cost to perform the process group "manage employee on-boarding, development, and training") * 100 (290.0680 / 290.0620) * 100	
106175	Total cost to perform the process "manage employee performance" as a percentage of the total cost to perform the process group "manage employee on-boarding, development, and training"	(Total annual cost to perform the process "manage employee performance" / Total cost to perform the process group "manage employee on-boarding, development, and training") * 100 (290.0690 / 290.0620) * 100	

106244	Voluntary terminations as a percentage of total business entity employee turnover	(Number of voluntary employee terminations / (Number of voluntary employee terminations + Number of involuntary employee terminations)) * 100 (290.0210 / (290.0210 + 290.0220)) * 100	

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.

For more information, call +1-713-681-4020 or visit www.apqc.org/osb.