## Open Standards Benchmarking Measure List

## Payroll

| Cost Effectiveness |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Metric Group ID | Metric Name | Metric Formula | KPI Flag | $\begin{aligned} & \text { PCF } \\ & \hline \text { ID } \end{aligned}$ |
| 100464 | Total cost to perform the process group "process payroll" as a percentage of revenue | $\begin{aligned} & ((181.0280 f+181.0400 f+181.0640 f) / \\ & 181.0050) * 100 \end{aligned}$ | a | 10732 |
| 102848 | Personnel cost to perform the process group "process payroll" per $\$ 1,000$ revenue | $\begin{aligned} & (181.0280 a+181.0400 a+181.0640 a) / \\ & (181.0050 * .001) \end{aligned}$ | a | 10732 |
| 103736 | Total cost to perform the process "manage pay" per $\$ 1,000$ revenue | 181.0400f / (181.0050 * 0.001) | a | 10754 |
| 103739 | Total cost to perform the process "manage pay" per employee paid | 181.0400f / 181.0470 | a | 10754 |
| 103741 | Total cost to perform the process "manage pay" per payroll disbursement | 181.0400f / 181.0460 | a | 10754 |
| 103883 | Total cost to perform the process "process payroll taxes" per $\$ 1,000$ revenue | 181.0640f / (181.0050 * 0.001) | a | 10755 |
| 103885 | Total cost to perform the process "process payroll taxes" per employee paid | 181.064Of / 181.0470 | a | 10755 |
| 103887 | Total cost to perform the process "report time" per $\$ 1,000$ revenue | 181.0280f / (181.0050 * 0.001) | a | 10753 |
| 103890 | Total cost to perform the process "report time" per employee paid | 181.0280f / 181.0470 | a | 10753 |
| 103892 | Total cost to perform the process "report time" per time record processed | 181.0280f / 181.0300 | a | 10753 |
| 103945 | Total cost to perform the process group "process payroll" per \$1,000 revenue | $\begin{aligned} & (181.0280 f+181.0400 f+181.0640 f) / \\ & (181.0050 * 0.001) \end{aligned}$ | a | 10732 |
| 103948 | Total cost to perform the process group "process payroll" per disbursement | ```(181.0280f+181.0400f+181.0640f)/181.04 6 0``` | a | 10732 |
| 103950 | Total cost to perform the process group "process payroll" per employee paid | $\begin{aligned} & (181.0280 f+181.0400 f+181.0640 f) / \\ & 181.0470 \end{aligned}$ | a | 10732 |
| 103951 | Total cost to perform the process group "process payroll" per manual cheque/payment | $\begin{aligned} & (181.0280 f+181.0400 f+181.0640 f) / \\ & 181.0510 \end{aligned}$ | a | 10732 |
| 103952 | Total cost to perform the process group "process payroll" per payroll FTE | $\begin{aligned} & (181.0280 f+181.0400 f+181.0640 f) / \\ & (181.0200 a+181.0200 b+181.0200 \mathrm{c}) \end{aligned}$ | a | 10732 |
| 101602 | Outsourced cost to perform the process "manage pay" per \$1,000 revenue | 181.0400e / (181.0050 *.0010) |  | 10754 |
| 101604 | Outsourced cost to perform the process "report time" per \$1,000 revenue | 181.0280e / (181.0050 *.0010) |  | 10753 |
| 101605 | Outsourced cost to perform the process "process payroll taxes" per $\$ 1,000$ revenue | 181.0640e / (181.0050 *.0010) |  | 10755 |
| 102720 | Total cost the process group "process payroll" as a percentage of cost of continuing operations | $\begin{aligned} & ((181.0280 f+181.0400 f+181.0640 f) / \\ & 181.0080) * 100 \end{aligned}$ |  | 10732 |

## AP\&C

## Open Standards Benchmarking Measure List Payroll

| Cost Effectiveness |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Metric Group ID | Metric Name | Metric Formula | KPI Flag | PCF |
| 102956 | Personnel cost to perform the process "manage pay" per $\$ 1,000$ revenue | 181.0400a / (181.0050 *.0010) |  | 10754 |
| 102957 | Personnel cost to perform the process "manage pay" per employee paid | 181.0400a / 181.0470 |  | 10754 |
| 103019 | Personnel cost to perform the process "process payroll taxes" per \$1,000 revenue | 181.0640a / (181.0050 *.0010) |  | 10755 |
| 103020 | Personnel cost to perform the process "process payroll taxes" per employee paid | 181.0640a / 181.0470 |  | 10755 |
| 103022 | Personnel cost to perform the process "report time" per \$1,000 revenue | 181.0280a / (181.0050 *.0010) |  | 10753 |
| 103023 | Personnel cost to perform the process "report time" per employee paid | 181.0280a / 181.0470 |  | 10753 |
| 103304 | Systems cost to perform the process "manage pay" per employee paid | 181.0400b / 181.0470 |  | 10754 |
| 103349 | Systems cost to perform the process "process payroll taxes" per employee paid | 181.0640b / 181.0470 |  | 10755 |
| 103351 | Systems cost to perform the process "report time" per employee paid | 181.0280b / 181.0470 |  | 10753 |
| 103953 | Total cost to perform the process group "process payroll" per payroll inquiry | $\begin{aligned} & (181.0280 f+181.0400 f+181.0640 f) / \\ & 181.0570 \end{aligned}$ |  | 10732 |
| 104464 | Selling, general, and administrative (SGA) expenses as a percentage of business entity revenue | $(181.0060 / 181.0050) * 100$ |  | 10009 |
| Process Efficiency |  |  |  |  |
| Metric Group I D | Metric Name | Metric Formula | KPI Flag | PCF |
| 101061 | Number of FTEs for the process "manage pay" per 1,000 employees paid | 181.0200b / (181.0470 * 0.001) | a | 10754 |
| 101106 | Number of FTEs for the process group "process payroll" per $\$ 1$ billion revenue | $\begin{aligned} & (181.0200 a+181.0200 b+181.0200 c) / \\ & (181.0050 * 0.000000001) \end{aligned}$ | a | 10732 |
| 101958 | Percentage of employees receiving payroll disbursements via direct deposit | 181.0490a | a | 10754 |
| 101057 | Number of FTEs for the process "manage pay" per $\$ 1$ billion revenue | 181.0200b / (181.0050 * 0.000000001) |  | 10754 |
| 101120 | Number of FTEs for the process "process payroll taxes" per $\$ 1$ billion revenue | 181.0200c / (181.0050 * 0.000000001 ) |  | 10755 |
| 101128 | Number of FTEs for the process "process payroll taxes" per 1,000 employees paid | 181.0200c / (181.0470 * 0.001) |  | 10755 |

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| Process Efficiency |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Metric Group ID | Metric Name | Metric Formula | KPI Flag | $\stackrel{\text { PCF }}{\text { PID }}$ |
| 101130 | Number of FTEs for the process "report time" per $\$ 1$ billion revenue | 181.0200a / (181.0050 * 0.000000001 ) |  | 10753 |
| 101134 | Number of FTEs for the process "report time" per 1,000 employees paid | 181.0200a / (181.0470 * 0.001) |  | 10753 |
| 101184 | Number of FTEs for the process group "process payroll" per 1,000 employees paid | $\begin{aligned} & (181.0200 a+181.0200 b+181.0200 c) / \\ & (181.0470 * 0.001) \end{aligned}$ |  | 10732 |
| 101373 | Number of payroll-related inquiries as a percentage of payroll disbursements | $(181.0570 / 181.0460) * 100$ |  | 10754 |
| 101429 | Number of voided cheques as a percentage of payroll disbursements | $(181.0540 / 181.0460) * 100$ |  | 10754 |
| 101739 | Payment errors as a percentage of total payroll disbursements | $(181.0530 / 181.0460) * 100$ |  | 10754 |
| 102380 | Percentage of payroll disbursements that are manual cheques | $(181.0510 / 181.0460) * 100$ |  | 10754 |
| 102383 | Percentage of payroll disbursements that include retroactive pay adjustments | $(181.0520 / 181.0460) * 100$ |  | 10754 |
| 102696 | Percentage of time records that are processed first time error free | $(181.0320 / 181.0300) * 100$ |  | 10753 |
| 102698 | Percentage of time records that are returned to the employee/field for validation and/or correction | $(181.0310 / 181.0300) * 100$ |  | 10753 |
| Cycle Time |  |  |  |  |
| Metric Group I D | Metric Name | Metric Formula | KPI Flag | $\begin{aligned} & \mathrm{PCF} \\ & \mathrm{ID} \end{aligned}$ |
| 100152 | Cycle time in business days to process the payroll | 181.0430 | a | 10732 |
| 100529 | Cycle time in business days between the time period cut-off for employees and the payroll transmit date | 181.0360 |  | 10754 |
| 100532 | Cycle time in business days from HR/benefits system cut-off until payroll system cut-off date | 181.0440 |  | 10754 |
| 100534 | Cycle time in business days from notification of required wage garnishment until scheduled for withholding in the payroll system | 181.0560 |  | 10755 |
| 100536 | Cycle time in business days from the payroll system cut-off date until payments are made | 181.0450 |  | 10754 |
| 100540 | Cycle time in business days to process time record data and enter into payroll system | 181.0350 |  | 10753 |

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## Payroll

Cycle Time

| Metric Group ID | Metric Name | Metric Formula | KPl Flag | $\left\lvert\, \begin{aligned} & \text { PCF } \\ & \text { ID } \end{aligned}\right.$ |
| :---: | :---: | :---: | :---: | :---: |
| 100543 | Cycle time in business days to reflect a new employee in the payroll system | 181.0590 |  | 10754 |
| 100546 | Cycle time in business days to remove a terminated employee from the payroll system | 181.0600 |  | 10754 |
| 100549 | Cycle time in business days to resolve a payroll error | 181.0580 |  | 10754 |
| Staff Productivity |  |  |  |  |
| Metric Group ID | Metric Name | Metric Formula | KPI Flag | PCF |
| 100920 | Number of employees paid per "process payroll" FTE | $\begin{aligned} & 181.0470 /(181.0200 a+181.0200 b+ \\ & 181.0200 \mathrm{c}) \end{aligned}$ | a | 10732 |
| 101370 | Number of payroll disbursements processed per "manage pay" FTE | 181.0460 / 181.0200b | a | 10754 |
| 101422 | Number of time records processed per "report time" FTE | 181.0300 / 181.0200a | a | 10753 |
| 101334 | Number of manual cheques per "process payroll" FTE | $\begin{aligned} & 181.0510 /(181.0200 a+181.0200 b+ \\ & 181.0200 c) \end{aligned}$ |  | 10754 |
| 101372 | Number of payroll inquiries per "process payroll" FTE | $\begin{aligned} & 181.0570 /(181.0200 a+181.0200 b+ \\ & 181.0200 \mathrm{c}) \end{aligned}$ |  | 10732 |
| Supplemental Information |  |  |  |  |
| Metric Group I D | Metric Name | Metric Formula | KPl Flag | $\left\lvert\, \begin{aligned} & \text { PCF } \\ & \text { ID } \end{aligned}\right.$ |
| 100390 | Business days the HR/Benefits system is open for employee data changes, new hires and termination during payroll period | 181.0420 |  | 10754 |
| 102385 | Percentage of total payroll FTEs performing the "manage pay" process | $\begin{aligned} & (181.0200 \mathrm{~b} / \\ & (181.0200 \mathrm{a}+181.0200 \mathrm{~b}+181.0200 \mathrm{c})) * 100 \end{aligned}$ |  | 10754 |
| 102387 | Percentage of total payroll FTEs performing the "process payroll taxes" process | $\begin{aligned} & (181.0200 \mathrm{c} / \\ & (181.0200 a+181.0200 \mathrm{~b}+181.0200 \mathrm{c})) * 100 \end{aligned}$ |  | 10755 |
| 102389 | Percentage of total payroll FTEs performing the "report time" process | $\begin{aligned} & (181.0200 a / \\ & (181.0200 a+181.0200 b+181.0200 c)) \text { * } \\ & 100 \end{aligned}$ |  | 10753 |
| 103053 | Personnel cost of the process group "process payroll" as a percentage of the total cost to perform the process group | $\begin{aligned} & ((181.0280 \mathrm{a}+181.0400 \mathrm{a}+181.0640 \mathrm{a}) / \\ & (181.0280 \mathrm{f}+181.0400 \mathrm{f}+181.0640 \mathrm{f})) * \\ & 100 \end{aligned}$ |  | 10732 |
| 103379 | Systems cost to perform the process group "process payroll" as a percentage of the total cost of the process | $\begin{aligned} & ((181.0280 \mathrm{~b}+181.0400 \mathrm{~b}+181.0640 \mathrm{~b}) / \\ & (181.0280 f+181.0400 f+181.0640 \mathrm{f})) \\ & 100 \end{aligned}$ |  | 10732 |

## APSC

## About APQC's Open Standards Benchmarking

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- 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.
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