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A Benchmarking Tool for Global Best Practices

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EXCELLENCE
RESEARCH**

1/ Explanation

2/ Demonstration

Origins

A university research project

New Zealand Benchmarking Club

Rapidly expanded

10,000 users

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Self-assessment

Implement strategies, tools, or techniques within your organisation

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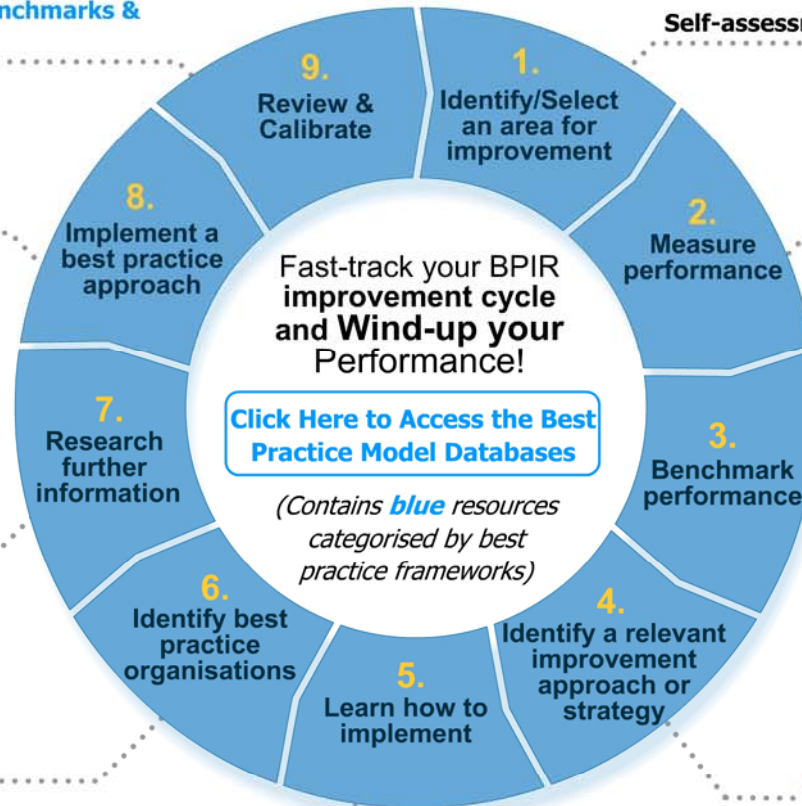
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Website Reviews
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Measures, Benchmarks & Trends
Competitor Analysis

Award Winners

Strategies, Tools & Techniques

Strategies, Tools & Techniques
Expert Opinion
Best Practice Case Studies
Management Brief



BPIR Cycle

1 – 3

Identify areas needing attention, set up measurement mechanisms, and compare benchmarks

4 – 6

Select best practice methodologies used by successful orgs

Validate approaches by reviewing associated research

Learn from best practice case studies and from the advice of experts

Incorporate - becoming quickly and broadly through Management Brief report

Choose potential benchmarking partners

7 – 9

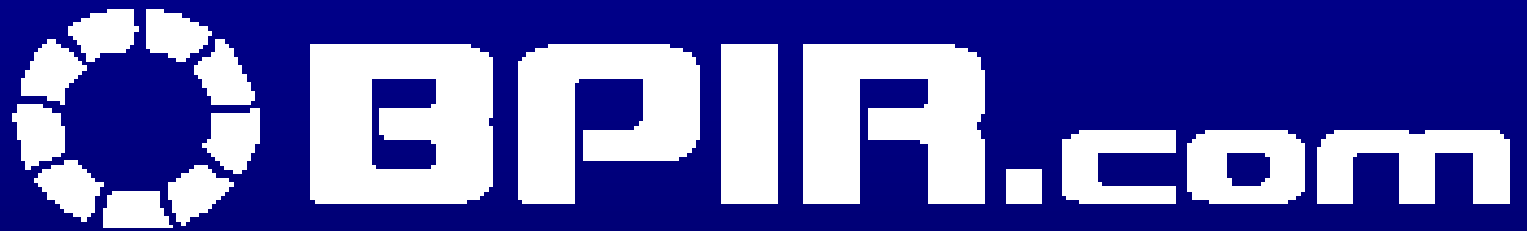
Further detailed research opportunities

Implementation, and

Review

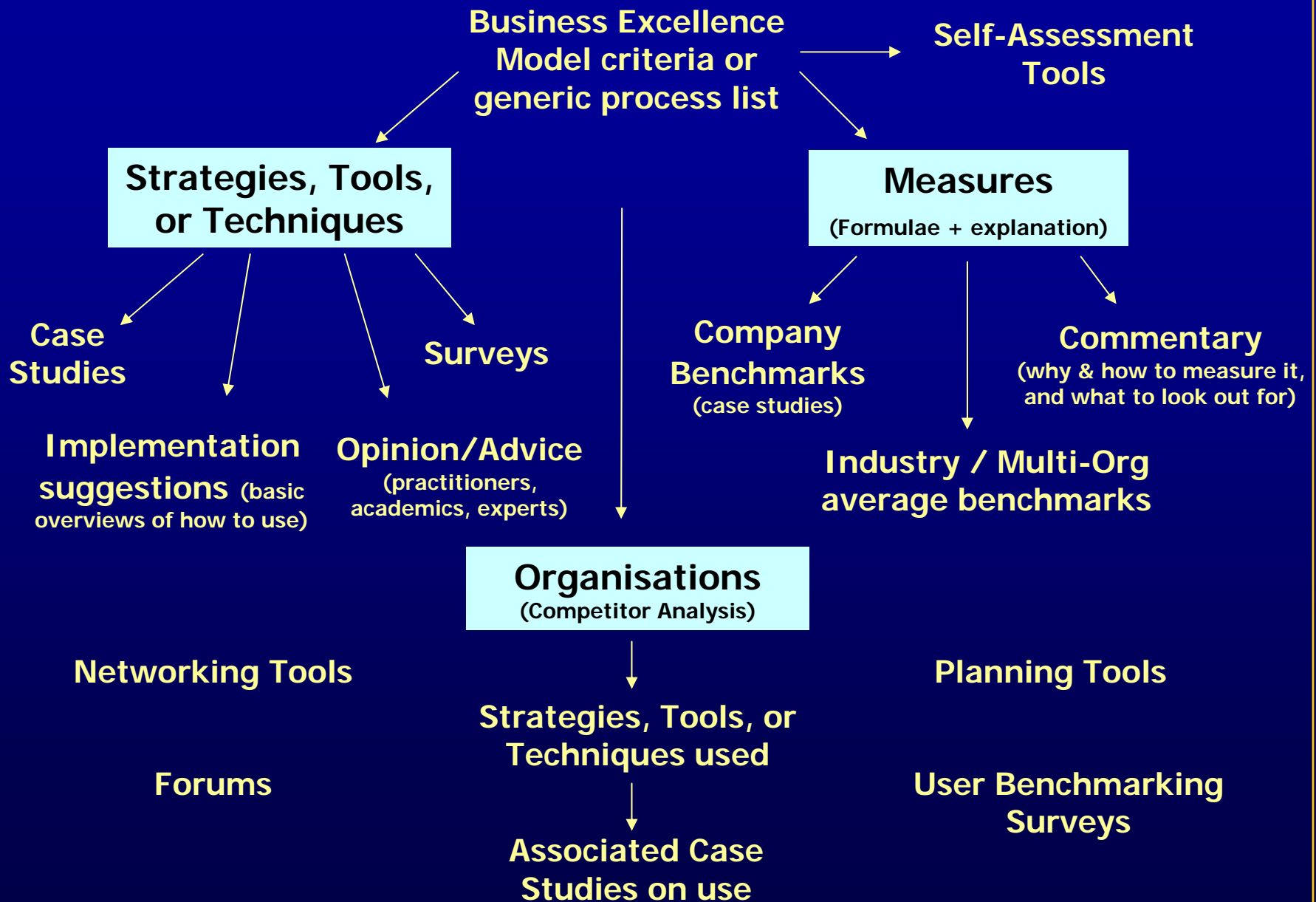
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**BPIR Improvement
Cycle**



Centre for Organisational Excellence Research

Core Databases



Launching soon in 2008

1. Advanced Forums

2. Journey Website Integration

a/ Diagnostic

b/ Planning

c/ Performance Management

d/ Strategy

Communication/Deployment

3. User Community Support Tools

4. Online Benchmarking Surveys

5. Partner Admin & Integration

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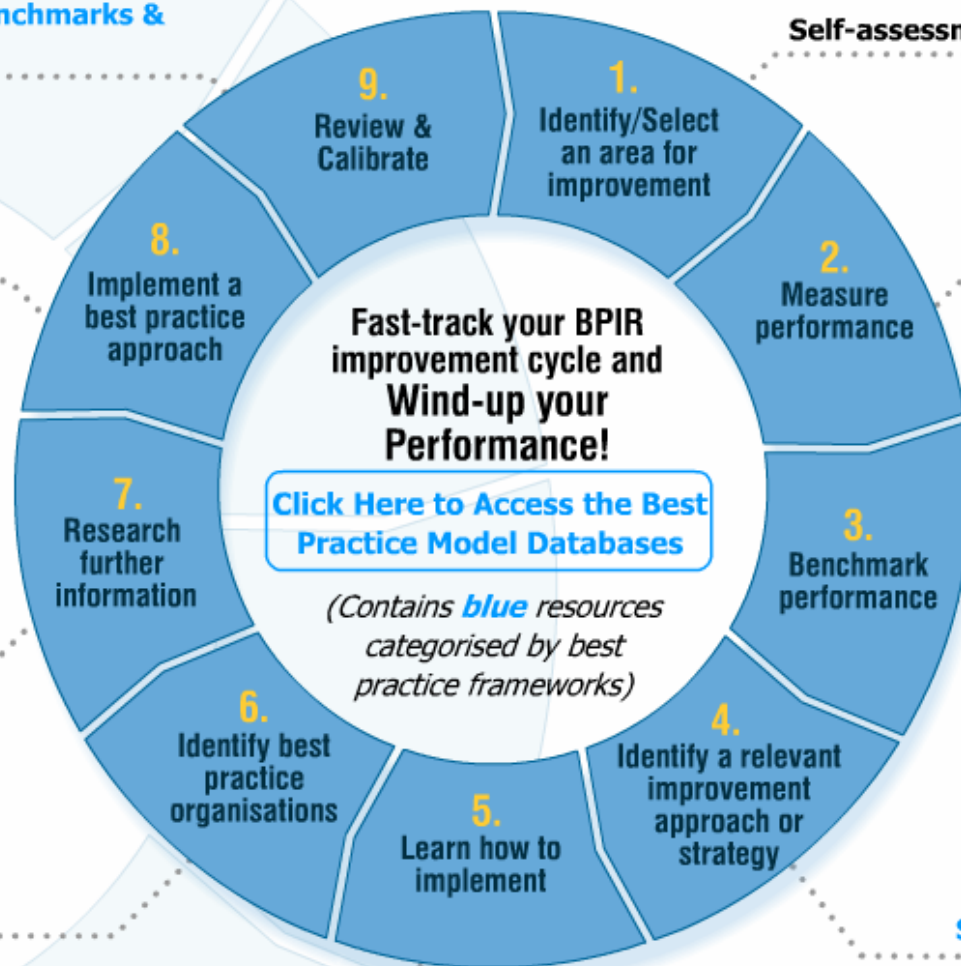
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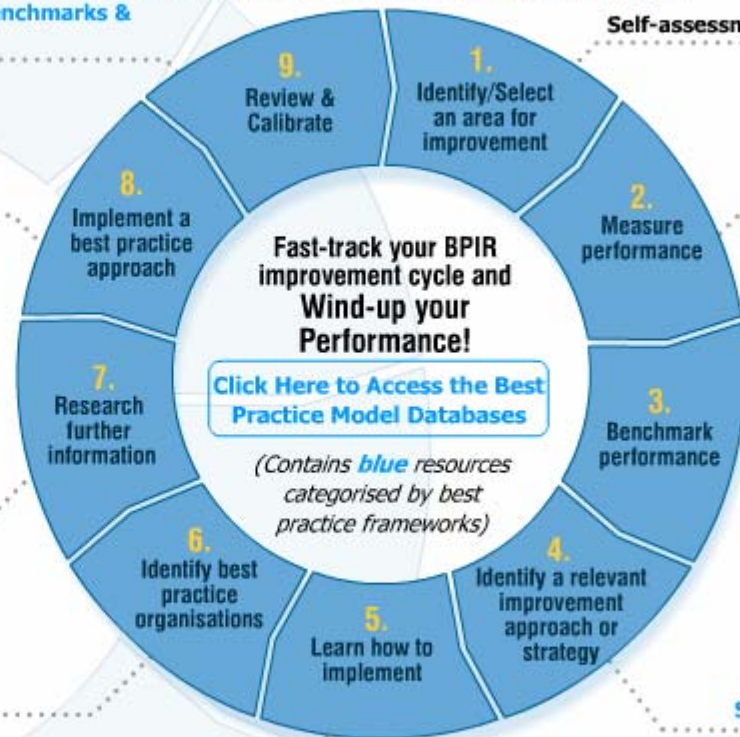
Measures, Benchmarks &
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THE BPIR IMPROVEMENT CYCLE

Implement strategies,
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Award Winners



Self-assessment

Measures, Benchmarks &
Trends

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Competitor Analysis

Strategies, Tools & Techniques

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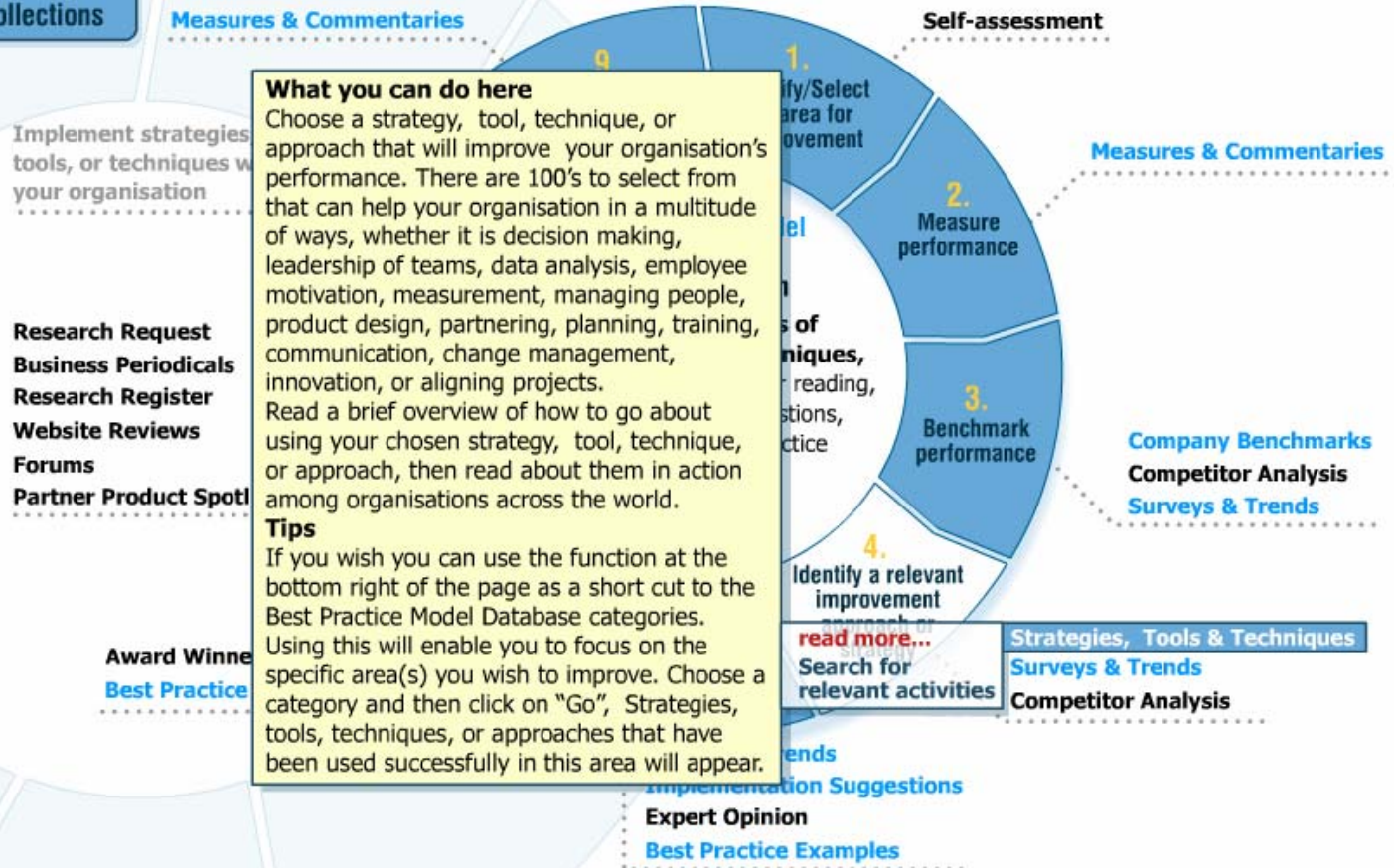
What you can do here

Choose a strategy, tool, technique, or approach that will improve your organisation's performance. There are 100's to select from that can help your organisation in a multitude of ways, whether it is decision making, leadership of teams, data analysis, employee motivation, measurement, managing people, product design, partnering, planning, training, communication, change management, innovation, or aligning projects. Read a brief overview of how to go about using your chosen strategy, tool, technique, or approach, then read about them in action among organisations across the world.

Tips

If you wish you can use the function at the bottom right of the page as a short cut to the Best Practice Model Database categories. Using this will enable you to focus on the specific area(s) you wish to improve. Choose a category and then click on "Go". Strategies, tools, techniques, or approaches that have been used successfully in this area will appear.

THE BPIR IMPROVEMENT CYCLE

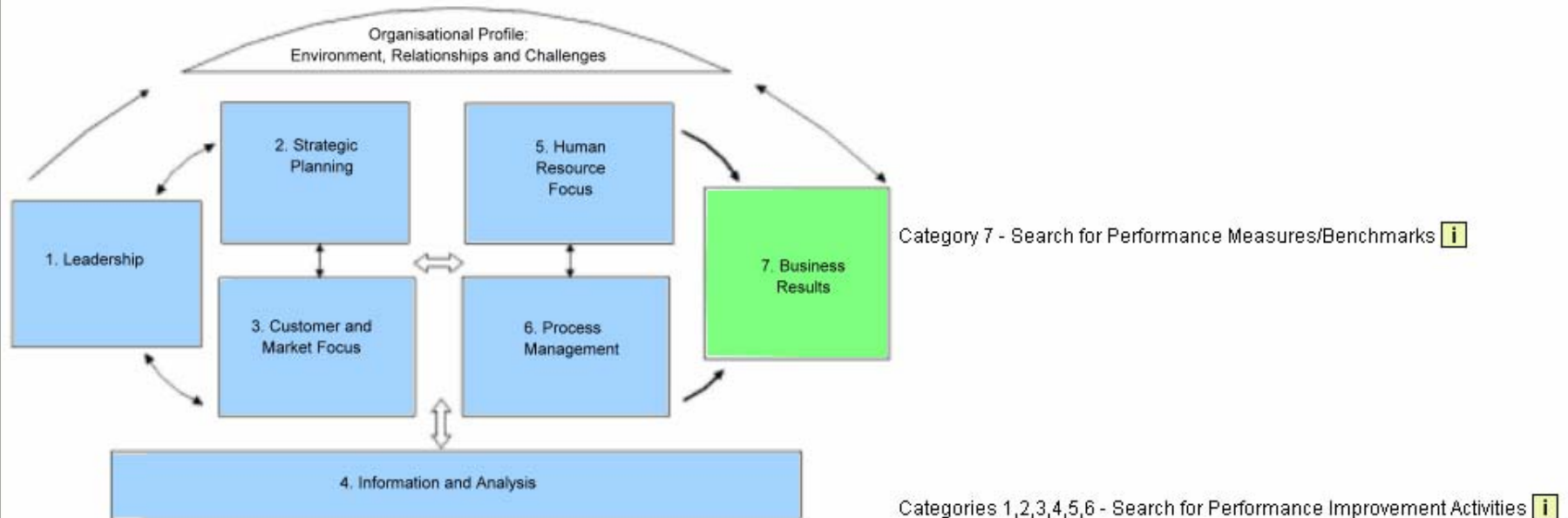


Choosing among the BPIR's choice of categorisation models

Baldrige Criteria for Performance Excellence

[Malcolm Baldrige Model](#) / [EFQM Excellence Model](#) / [BPIR model](#) / [Overview of Models](#) [Help](#)

Select a main category from the Malcolm Baldrige Model Diagram, choose a sub-category from the box beneath if required, then click on the datatype of your choice.



1.2.a.3 Ethical business practices [i](#)

After choosing a category from the choice above, click on the icon representing the information type you desire to search

Measures / Benchmarks Activities Case Study / Survey Snippets

Choosing among the BPIR's choice of categorisation models

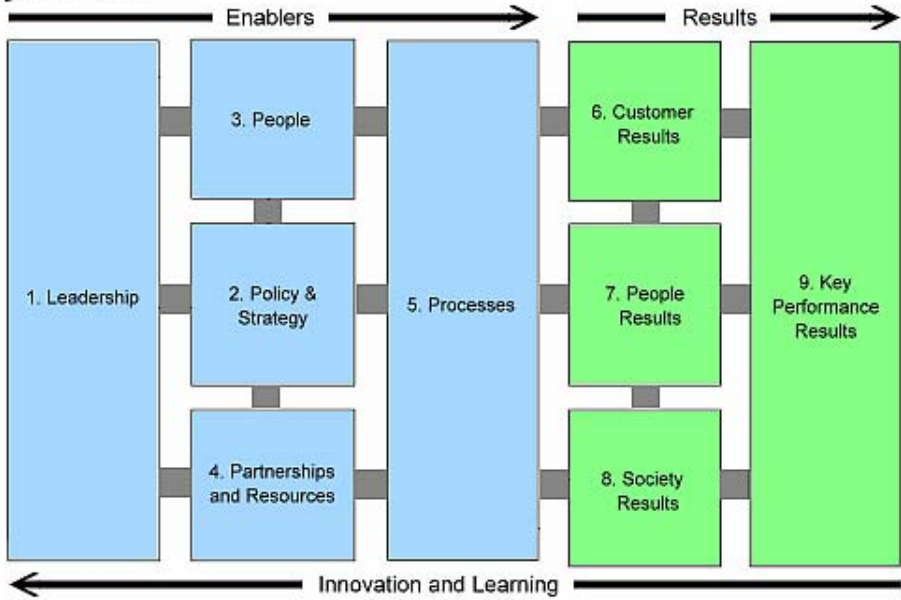
EFQM Excellence Model

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EFQM EXCELLENCE MODEL / [Malcolm Baldrige Model](#) / [BPIR Model](#) / [Overview of Models](#) [Help](#)

Select a main category from the EFQM Excellence Model Diagram, choose a sub-category from the box beneath if required, then click on the datatype of your choice.



The diagram illustrates the EFQM Excellence Model as a process flow. It is divided into two main sections: 'Enablers' (left) and 'Results' (right), connected by a central arrow. The 'Enablers' section includes three boxes: '1. Leadership', '2. Policy & Strategy', and '4. Partnerships and Resources'. The 'Results' section includes three boxes: '6. Customer Results', '7. People Results', and '8. Society Results'. A large box labeled '5. Processes' is positioned between the two sections. A large box labeled '9. Key Performance Results' is positioned to the right of the 'Results' section. Arrows indicate a flow from 'Enablers' to 'Processes' and from 'Processes' to 'Results'. A bottom arrow labeled 'Innovation and Learning' points from right to left. To the right of the diagram, there are two search prompts: 'Categories 1,2,3,4,5 - Search for Performance Improvement Activities' and 'Categories 6,7,8,9 - Search for Performance Measures/Benchmarks', each with an information icon.

Categories 1,2,3,4,5 - Search for Performance Improvement Activities [i](#)

Categories 6,7,8,9 - Search for Performance Measures/Benchmarks [i](#)

3c People are involved & empowered [i](#)

After choosing a category from the choice above, click on the icon representing the information type you desire to search

[Measures / Benchmarks](#) [Activities](#) [Case Study / Survey Snippets](#)

EFQM Excellence Model © EFQM

Choosing among the BPIR's choice of categorisation models

BPIR Model

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Select a main category from the BPIR Model Diagram, choose a sub-category from the box beneath if required, then click on the datatype of your choice.

OPERATING PROCESSES

```
graph LR; 1[1. Understand markets and customers] --> 2[2. Develop vision and strategy]; 2 --> 3[3. Design products, processes and services]; 3 --> 4[4. Market and sell]; 4 --> 5[5. Produce & deliver for manufacturing organisations]; 4 --> 6[6. Produce & deliver for service organisations]; 5 --> 7[7. Invoice and service customers]; 6 --> 7;
```

MANAGING AND SUPPORT PROCESSES

- 8. Deliver Leadership
- 9. Develop and manage human resources
- 10. Manage information and knowledge
- 11. Manage financial and physical resources
- 12. Execute environmental management program
- 13. Manage external relationships
- 14. Manage improvement and change

MEASURE AND MONITOR PERFORMANCE

- 15. Measures of organisational performance

Search for Performance Improvement Activities [i](#)

Search for Performance Measures/Benchmarks [i](#)

9 Develop and manage human resources [v](#) [i](#)

After choosing a category from the choice above, click on the icon representing the information type you desire to search

Measures / Benchmarks Activities Case Study / Survey Snippets Expert Opinions

Measures and Benchmarks

Individual
Benchmarks

Multi
organisation
averages

Measure
Commentary

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Help Performance Measures / Benchmarks By Category BPIR 15.4.1 - Employee satisfaction/dissatisfaction

Benchmark Data

Case	Survey	Comments	Title	Formula Suggestions / Explanation
13	1		Employee - Turnover (churn-rate)	<p>Formula : No of employees resigning as a % of total no of employees</p> <p>Explanation : This measure provides an obvious indication of employee satisfaction. A high employee turnover is often linked to low employee productivity and usually results in high costs due to the requirement for training new employees. A very low turn-over may inhibit innovation and creativity, and also lead to succession issues due to age groups moving up the organisation structure.</p>
9	1		Training - Hours or days	<p>Formula : Average no. of hours or days training per employee.</p> <p>Explanation : This measure assesses the amount of training given to employees. The measure can be tailored to assess the training given to new starters, existing employees and specific employee groups. The type of training given could also be segmented. For instance, on the job training Vs classroom style training.</p>
3			Employee recruitment - Internal Promotion	<p>Formula : % employees promoted from within the company, or % of vacant positions filled by internal promotion</p> <p>Explanation : A measure that provides an indication of the focus on employee development and the effectiveness of succession planning. This can be used to encourage internal promotions, career progression, and employee loyalty.</p>
2			Employee absenteeism - Total	<p>Formula : The total number of working days lost due to absenteeism as % of maximum number of working days available, or, The total number of working days lost due to absenteeism as % of number of employees or, Employees absent as a % of total no of employees available</p> <p>Explanation : A measure of absenteeism that includes both authorised and unauthorised absence from work.</p>
2	1		Employee satisfaction index	<p>Formula : Calculate from a series of appropriate weighted employee measures or indicators</p> <p>Explanation : The index, an overall indicator, can be calculated from measures or surveys of related indicators eg., morale, retention, absenteeism, transfer requests, complaints, hours worked, it may also include measures from other indexes. It is important to ensure that all measures included are linked to goals and strategies ie., there must be an agreed reason to measure them.</p> <p>One of the key benefits of the employee satisfaction index is that if a standard model is used derive its value, it represents a uniform and comparable system of measurement. Values derived from standard models are frequently published in a number of popular magazines and journals. This facilitates systematic and meaningful benchmarking over time against other organisations by highlighting their success at what is a critical success factor common in every organisation.</p>
2	3		Employee satisfaction - Leadership	<p>Formula : Employee survey satisfaction results</p> <p>Explanation : A measure of the satisfaction of employees relating to the performance of the organisation's leaders.</p>
2			Employee attendance	<p>Formula : Average attendance rate as a %</p> <p>Explanation : A measure of the average attendance rates among employees. This is an indicator of employee satisfaction</p>
2			Employee survey - Response	<p>Formula : No. of employee surveys returned as a % of total surveys sent out</p>

Help Performance Measures / Benchmarks By Category BPIR 15.4.1 - Employee satisfaction/dissatisfaction

Measures classified by results category : 15.4.1 - Employee satisfaction/dissatisfaction

Key measure commentaries: Innovation - Idea conversion rate

Idea Conversion Rate

Why should we measure it?

The idea conversion rate measures the rate at which new ideas are assessed and implemented successfully through improvement initiatives or directly at the point of operations.

It is important that organisations proactively seek feedback and suggestions in order to improve performance. The Develop Products and Services process and the Fulfil Demand process should both include mechanisms to encourage and facilitate the provision of ideas and feedback from all possible sources.

New ideas might relate to new products and services, improvement of current products or services, or improvement of processes.

The measure assesses the quality of ideas that are generated, measuring whether idea generation within the Develop Products & Services and Fulfil Demand processes is effective. The measure also assesses the quality of the ideas generated by the organisation's stakeholders and hence their contribution. As such it is strongly linked to the measures of 'Feedback and Suggestions' from each of the stakeholders.

To be most effective this measure should be part of evolving measurement which is linked to the measure of idea generation and implementation. Measurement of the number of ideas / suggestions should encourage increased volume of ideas and suggestions. Once the volume of ideas and suggestions has increased the sophistication of the measure should be increased to encourage implementation of ideas and suggestions and their positive impact.

How do we measure it?


- Number of ideas / suggestions implemented in a given period
- % of ideas / suggestions that are implemented / acted upon
- Average value of ideas / suggestions implemented
- Average lead time to respond to ideas / suggestions

What do we need to consider when defining the measure?

Suggestions / feedback - are contributions made with the objective of improving the operations of the organisation.

Value of suggestions / feedback - is the value of implemented ideas or suggestions to the organisation. This may be realised through increased competitive advantage (resulting in increased sales) or improved operating efficiency or effectiveness (resulting in reduced cost). It may be possible to measure the value of improvements, although it may be necessary to make a subjective assessment of the value.

Strategies, tools, techniques and supporting case studies, expert opinion, and research

















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[Help](#) **Improvement Activity - All Records**

Case	Survey	Exp Op	Title	Type
 36	 43	 60	Balanced Scorecard (BSC)	Strategic Planning
Definition : Balanced Scorecard (BSC) is a high level tool for assisting managers to integrate business activities into alignment with organisational strategic intentions, and for monitoring business performance achievements. Description : Balanced scorecard (BSC) is a measurement tool that is used to evaluate organisational performance in a balanced way. BSC is both a performance measurement tool, and a strategic management system, which translates organisational goals into a balanced set of performance measures integrated with business activities. An important part of the BSC system is to discover and implement business, or process performance improvement opportunities. The BSC system addresses both short and long term company goals and in its basic form focuses				
 29	 3	 28	Six Sigma	Process Management & Improvement
Definition : A strategic, disciplined, and systematic data driven methodology used to support a project-based improvement programme Description : Six-Sigma is a tool that organisations use to improve process quality from 99 percent good (3.8 sigma) to 99.99966 percent (6 sigma). Six-Sigma enables a company to take a proactive, measured and fact-based approach to improving activities, and so massively reduce the total cost of quality, and increase productivity and customer satisfaction. Traditional Six-Sigma may incorporate some 141 statistical tools and concepts, and the process follows a consistent path commonly known by the acronym DMAIC: Define the problem; Measure the problem; Analyse the data; Improve the system; Control and sustain the improvement.				
 27	 35	 15	Total Quality Management (TQM)	Organisational Wide Control & Improvement
Definition : A management philosophy and operating approach that is totally committed to quality as defined by the customer. Description : Total Quality Management (TQM) is a management philosophy and operating approach based upon producing quality services and products as defined by the customer. TQM has a number of core principles. It is quality-centred, customer-focused, fact-based, team-driven, and senior-management-led. As an operating approach it aims to achieve an organisation's strategic goals through continuous process improvement. The word 'total' in TQM identifies that everyone in the organisation must be involved in the continuous improvement effort. 'Quality' shows a concern for customer satisfaction, and 'management' refers to the people and processes needed to achieve the quality. TQM may also be known as Total Quality Improvement (TQI), Continuous Quality Improvement (CQI), Total Service Quality (TSQ), Total Quality Leadership (TQL) and World Class Quality. In the last decade the principles of TQM have been incorporated and expanded into a new term, 'Business Excellence'.				
 21	 1	 7	Market Research	Customer & Market
Definition : Research involving data collection and analysis to provide information about customers and competitors. Description : Market research typically investigates the demand for a product/service and the requirements of customers. It can include experiments, surveys, product tests, advertising tests, promotion tests, motivational research, strategy research, customer-satisfaction monitoring and many other techniques.				
 20	 3	 43	Change Management (incl Transformational Change)	Leadership
Definition : Change management is a process whereby management supports people and organisations during a period of transition.				

[Help](#) **Improvement Activity - All Records**

Performance Improvement Activities used : All records

Case studies and research for Strategies, Tools, Techniques

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Help Case Study / Survey Data for Activity : Balanced Scorecard (BSC)

Case Studies

Year	Org Name	Country	Size	Ind	
1995	Cigna Property & Casualty	US	??	FIR	<input type="checkbox"/> +
<p>Balanced scorecard (BSC) implementation sees a profit turnaround in three years</p> <p>This snippet and its associated article report on the use of the balanced scorecard (BSC) to turn loss into profit. After implementation of its BSC, CIGNA Property & Casualty, a US based life, accident, and disability insurer, turned a 1993 \$400 million loss into profit with an accompanying 80% stock value increase by 1995.</p> <p>Article R5117 Outcome Implementation</p>					
2001	Global Vacuum Forming Limited	GB	??	MFG	<input type="checkbox"/> +
<p>Balanced Scorecard - the importance of the vital few rule</p> <p>This snippet and its associated article discuss the experiences of a packaging manufacturer in introducing a Balanced Scorecard.</p> <p>At Global Vacuum Forming Limited, a UK supplier of packaging and display products, the first attempt at a Balanced Scorecard covered five categories with 38 measures: Order fulfillment (10 measures), New Product Development (9), People/Continuous Improvement (5), Suppliers (11), and Financial (3). The wading through a lot of points at reviews, to say nothing of the work involved in collecting the information, resulted in labourious, unproductive and unenjoyable meetings. Unfortunately the card had not been aligned to the business plan, which already contained targets and measures, and the card was seen as an extra rather than using it to enhance existing criteria. The Scorecard was getting to be something that risked spoiling the enthusiasm with which the company had embraced a Lean Philosophy. The company went back to basics and started again, adopting the forgotten rule - 'the vital few.' The revised Scorecard covered four areas aligned with the way the business operates: Sales; Purchasing & Supply; Operations; and Infrastructure. The Scorecard was established as a fully accepted component of the company's Lean Manufacturing philosophy.</p> <p>Article R5068 Outcome Implementation</p>					
2002	Dell Computer Corporation	US	??	MFG	<input type="checkbox"/> +
<p>Balanced scorecard measures selected using the value dynamics framework approach</p> <p>This snippet and its associated article identify how the use of the value dynamic framework approach helped identify balanced scorecard measures.</p> <p>Dell Computer Corporation, number 4 on the Fortune 500 list, used the Value Dynamic Framework approach to select strategy-focused, asset-based balanced scorecard measures that supported their customer intimacy and loyalty programme.</p> <p>Article R5092 Outcome Implementation</p>					
2002	Alabama Department of Mental Health and Mental Retardation	US	VL	GOV	<input type="checkbox"/> +

Survey Data

Balanced Scorecard (BSC) rarely implemented without top management support

This snippet and its associated article report among other things that the balanced scorecard (BSC) is rarely implemented without top management support.

Results of the Cost Management Group's 2000 Performance Measurement Survey showed:

- 1) The BSC is rarely implemented without top management support;
- 2) There had been some success in linking the BSC to managers' performance evaluations and compensation;
- 3) There had been some success in identifying new key performance measures.

In detail, respondents to the survey indicated their agreement or disagreement to the following statements using a five point scale:

- 1) 'Managers' performance evaluations are linked to performance on the BSC.'

Results: 45.9% agreed; 35.1% disagreed; 18.9% were neutral

- 2) 'Managers' compensation is linked to performance on the BSC.'

Results: 37.8% agreed; 29.7% disagreed; 32.4% were neutral.

- 3) 'Use of the BSC approach helped identify new key performance measures.'

Results: 44.1% agreed; 20.6% disagreed; 35.3% were neutral.

- 4) 'Use of the BSC approach resulted in fewer measures being used in the PM system.'

Results: 21.2% agreed; 42.5% disagreed; 36.4% were neutral.

- 5) 'Top management actively supports the balanced scorecard approach.'

Results: 64.7% agreed; 5.8% disagreed; 29.4% were neutral.

[Article R5119](#) [Outcome](#) [Implementation](#)

Balanced scorecard widely used in Europe

This snippet and its associated article report on the use of the Balanced Scorecard in Europe.

Research conducted by Bain & Company, a UK based Global Business Consultancy, suggested that 50% of the Fortune 1,000 and 40% to 45% of larger companies in Europe use the balanced scorecard. Many more companies, large and small, were reported as likely to implement the balanced scorecard in the near future.

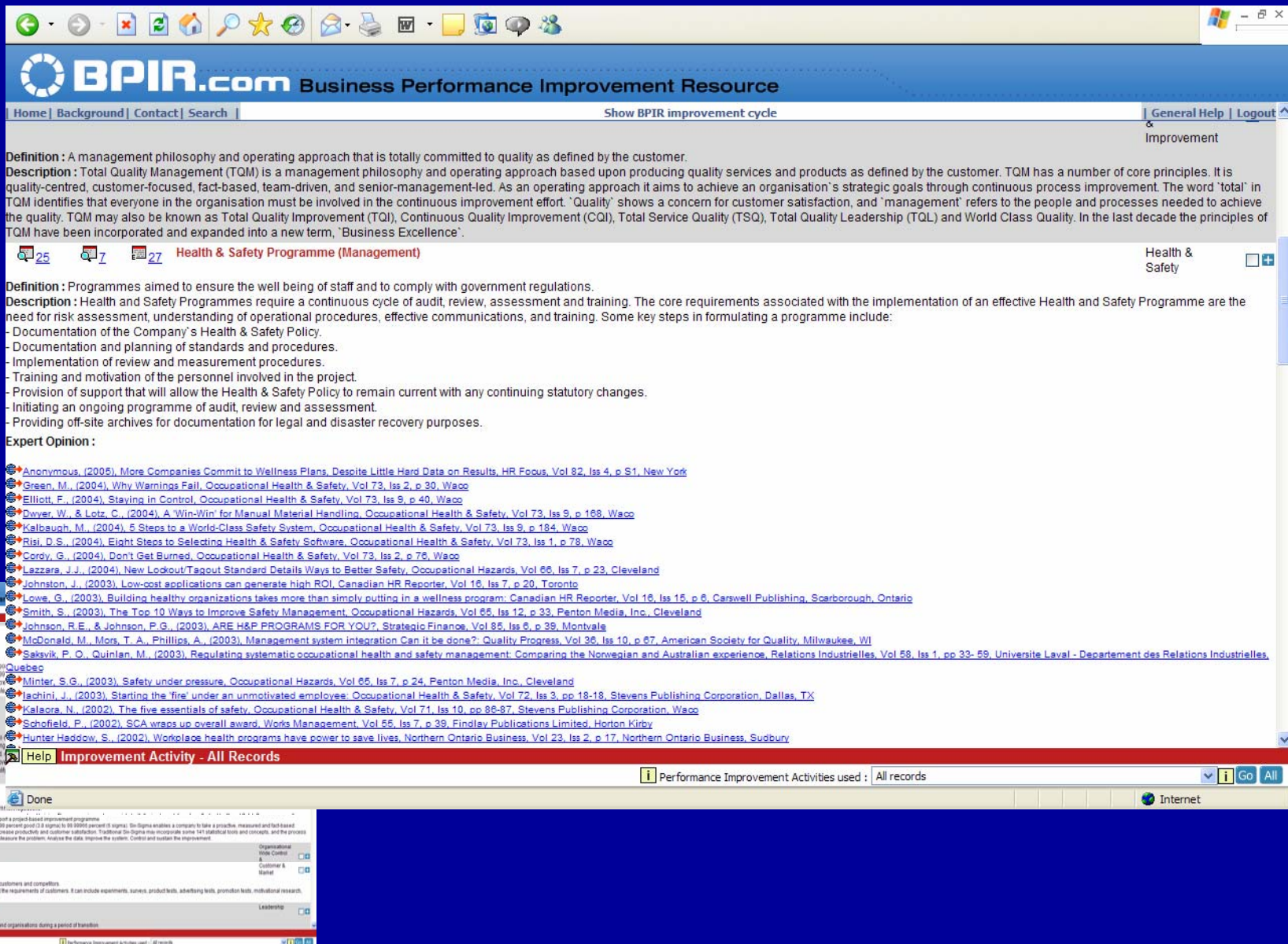
[Article R5092](#) [Outcome](#) [Implementation](#)

Balanced scorecard implementations have only a 20%

Error on page.

Internet

Expert opinion for Strategies, Tools, Techniques



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Improvement

Health & Safety

Definition : A management philosophy and operating approach that is totally committed to quality as defined by the customer.

Description : Total Quality Management (TQM) is a management philosophy and operating approach based upon producing quality services and products as defined by the customer. TQM has a number of core principles. It is quality-centred, customer-focused, fact-based, team-driven, and senior-management-led. As an operating approach it aims to achieve an organisation's strategic goals through continuous process improvement. The word 'total' in TQM identifies that everyone in the organisation must be involved in the continuous improvement effort. 'Quality' shows a concern for customer satisfaction, and 'management' refers to the people and processes needed to achieve the quality. TQM may also be known as Total Quality Improvement (TQI), Continuous Quality Improvement (CQI), Total Service Quality (TSQ), Total Quality Leadership (TQL) and World Class Quality. In the last decade the principles of TQM have been incorporated and expanded into a new term, 'Business Excellence'.

Health & Safety Programme (Management)

Definition : Programmes aimed to ensure the well being of staff and to comply with government regulations.

Description : Health and Safety Programmes require a continuous cycle of audit, review, assessment and training. The core requirements associated with the implementation of an effective Health and Safety Programme are the need for risk assessment, understanding of operational procedures, effective communications, and training. Some key steps in formulating a programme include:

- Documentation of the Company's Health & Safety Policy.
- Documentation and planning of standards and procedures.
- Implementation of review and measurement procedures.
- Training and motivation of the personnel involved in the project.
- Provision of support that will allow the Health & Safety Policy to remain current with any continuing statutory changes.
- Initiating an ongoing programme of audit, review and assessment.
- Providing off-site archives for documentation for legal and disaster recovery purposes.

Expert Opinion :

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Help | Improvement Activity - All Records

Performance Improvement Activities used : All records


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
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
Expert opinion articles/reports on general topics and individual strategies, tools, techniques


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
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 **Help** Improvement Activity By Category BPIR 3.2 - Develop new product/process/service concept & plans


 3 Design products, processes and services


 3.1 Establish a design process


 3.1.1 Establish a design process


 3.2 Develop new product/process/service concept & plans


 3.2.1 Translate customer needs into product requirements


 3.2.2 Develop product lifecycle & development timing target


 3.2.3 Develop & integrate leading technology into concept


 3.2.4 Develop design plans


 3.3 Build & evaluate prototype products/process


 3.3.1 Obtain necessary materials & equipment


 3.3.3 Develop prototypes


 3.3.4 Document design specifications


 3.3.5 Apply for patents


 3.4 Refine existing products/processes/services


 3.4.1 Design product/process/service enhancements

 3.4.2 Eliminate outdated products/processes/services

 3.5 Test effectiveness of new/revised product/process

 3.5.1 Test effectiveness of new/revised products/process

 3.6 Manage product/process/service development process


 3.6.1 Manage product/process/service development


Expert Opinions

+ Affinity Diagram (Structured Brainstorming, KJ Method))

+ Brainstorming (BS)

- Critical Chain Project Management (CCPM)

 [Raz, T., Barnes, R., Dvir, D., \(2004\), A Critical Look At Critical Chain Project Management: Project Management Journal, Vol 34, Iss 4, p 24, Project Management Institute, Sylva, NC](#)

 [Cohen, I., Mandelbaum, A., Shtub, A., \(2004\), Multi-Project Scheduling And Control: A Process-Based Comparative Study Of The Critical Chain Methodology And Some Alternatives, Project Management Journal, Vol 35, Iss 2, pp 39-51, Project Management Institute](#)

+ Design for Manufacturability (DFM)

+ Electronic Brainstorming (EBS)

+ Function Analysis System Technique (FAST)

+ Gantt Chart

+ Marketing - Triggered E-mail

+ New Product Development (NPD) - Critical Success Model

+ Product Life Cycle Management (LCM)

+ Quality Function Deployment (QFD), House of Quality


+ Radical Innovation (RI) - (Innovation Management)




+ Robust Products, Robust Design

+ SCAMPER - Checklist

+ System Dynamics Modeling - (Management Flight Simulator,

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 **Expert Opinion By Category BPIR 3.2 - Develop new product/process/service concept & plans**

Expert Opinion's related to : 3.2 - Develop new product/process/service concept & plans   

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Studying the history of use and application of strategies, tools, or techniques used by specific organisations

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Organisation Activity (tool / technique) Usage

Name

Activities

Industry

Size

Country

Clarke American Checks

13

Manufacturing

??

US

Eastman Chemical Company

12

Manufacturing

??

US

STMicrotronics Incorporated - Region Americas

10

Manufacturing

VL

US

BI

10

Service

L

US

IBM - Corporate HQ

9

Manufacturing

??

US

3M Dental Products Division

8

Manufacturing

M

US

Federal Express

8

Transportation, Communications, and Utilities

??

US

Proctor and Gamble (P&G)

7

Manufacturing

VL

US

KARLEE Company, Inc.

7

Manufacturing

??

US

Custom Research (CRI)

7

Service

??

US

Dana Corporation-Spicer Driveshaft Division

6

Manufacturing

L

US

Solar Turbines, Division of Caterpillar

6

Manufacturing

??

US

Armstrong World Industries Building Products Operations (BPO)

6

Manufacturing

??

US

The Ritz-Carlton Hotel Company, L.L.C. (Now a division of Marriott International)

6

Service

??

US

Granite Rock

6

Retail Trade

??

US

Milliken

6

Manufacturing

??

US

Anonymous - Integrated Circuits (IC) Assembly Plant

5

Manufacturing

??

HK

Corning Incorporated

5

Manufacturing

VL

US

Design Mobil (NZ) Ltd

5

Manufacturing

S

NZ

Hewlett-Packard

5

Service

??

US

Toshiba Consumer Products (Thailand) Co. Ltd (TPT)

4

Manufacturing

L

TH

DuPont

4

Manufacturing

??

US

Xerox BP&S

4

Manufacturing

??

US

ADAC Laboratories

4

Manufacturing

??

US

Texas Instruments Incorporated Defense Systems & Electronics Group (Now Raytheon TI Systems)

4

Manufacturing

??

US

Global Vacuum Forming Limited

4

Manufacturing

??

GB

Internet

The BPIR 'snippet' approach to providing quick access to particular issues within case studies and surveys – leading into the full article



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Case Studies

Year	Org Name	Country	Size	Ind	
1997	Forte Hotels	GB	L	SVC	<input type="checkbox"/> +

i Investors In People at a UK hotel chain

This snippet and its associated article provide information on implementing the Investors in People (IIP) standard in a hotel chain organisation. Forte Hotels (UK) have run a series of employee attitude bi-annual surveys since 1990. The proportion of staff who rate morale positively has risen from 41% in 1990 to 78% in 1996. This increase reflects the level of commitment shown by Forte towards the development of their staff members. Implementation of National Vocation Qualifications (NVQs), as well as the Investors in People (IIP) standard, has clearly demonstrated the company's commitment to the development of their workforce. Forte have also outsourced a series of parallel surveys on customer satisfaction since 1995. Overall guest satisfaction with the London hotels has seen an increase from 55% in 1995 to 66% in 1996. This increase was primarily due to improvements in service delivery, rather than substantial investments made in the improvement of facilities and decoration in hotels.

[Article R964.pdf](#)

1999	RHP Bearing Blackburn	GB	S	MFG	<input type="checkbox"/> +
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i Employee Surveys feedback provides valuable input into policy and strategy development

This snippet and its associated article provide information on the use of employee surveys in a manufacturing organisation. RHP Bearing Blackburn plant (UK) was purchased by NSK of Japan in 1990, and in 1997 RHP won the North West Quality Award and achieved ISO14001 accreditation. In 1992, with labour costs comprising over 50% of the total product cost it started a journey of change led by an outsourced and Japanese-trained works manager. In 1994 the site was handed back to the Blackburn management team.. The first site-wide employee satisfaction survey was held in 1995 by a third party to gather feedback from employees over short-term issues and site issues. This was to provide valuable input to RHP's policy and strategy development and the total management process. The survey also formed the basis for other future surveys when RHP started to carry out their own six-monthly site-wide internal surveys. The changes have helped improve productivity levels by 130 % between 1995 and 1998.

[Article R780.pdf](#)

1996	RHP Bearing Blackburn	GB	S	MFG	<input type="checkbox"/> +
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i Investors In People with personnel development review leads to significant improvement

This snippet and its associated article provide information on implementing the Investors in People (IIP) standard in a manufacturing organisation. RHP Bearing Blackburn plant (UK) was purchased by NSK of Japan in 1990, and in 1997 RHP won the North West Quality Award and achieved ISO14001 accreditation. In 1992, with labour costs comprising over 50% of the total product cost it started a journey of change led by an outsourced and Japanese-trained works manager. In 1994 the site was handed back to the Blackburn management team. IIP was introduced. In May 1996, the site was recognised as IIP. The personnel development review (PDR) cycle provided the cornerstone for its success. In the PDR cycle individuals are appraised on their performance against set criteria, areas for

Survey Data

Title	
-------	--

i Phased retirement - retaining key retirement age employees saves recruitment and training costs

This snippet and its associated article indicate that retraining and retaining retirement age workers benefits both worker and employer.

Recent AARP/Roper and the US Bureau of Labour Statistics reports found that most of the baby boomer generation do not want to completely retire but would accept semi-retirement. The studies found that:

- 1) 80% of baby boomers plan to work at least part time during their retirement;
- 2) Only 16% say they won't work at all;
- 3) 35%, say they will be working part time but mainly for the sake of interest and enjoyment;
- 4) 23%, say they will work part time mainly for the income;
- 5) 16.36% of the workforce will be workers aged 55 and older by 2008;
- 6) Retaining and retraining key mature employees, or former employees will avoid some of the cost of recruiting and training new people;
- 7) Organisational knowledge and loyalty, most often held by older workers, will be retained.

[Article R5156](#)

i Balanced scorecard (BSC) - Companies enthusiastic about using it

This snippet and its associated article report that companies are enthusiastic about using the balanced scorecard (BSC) in their HR programmes.

In a 1999 survey of 214 large and mid-sized US employers by William M. Mercer Inc., 88% reported enthusiasm for the use of the BSC approach in their human resources programmes.

[Article R5120](#)

i Human Resources (HR) best practice use a leading indicator of increased shareholder value

This snippet and its associated article report that the use of superior HR practices is a leading indicator of increased shareholder value.

Watson Wyatt's 2001 'Human Capital Index (HCI)' study, based on a comprehensive survey of HR practices at 750 North American and European companies with a track record of at least three years of total returns to shareholders (TRS), 1,000 or more employees, and a minimum of \$100 million in revenues or market value, showed that superior HR practices were, in fact, a leading indicator of increased shareholder value. The study over 12 months reported that companies with the best HR practices provided a 64% TRS over a five-year period - more than three times the 21 % of the TRS for companies with the weakest HR practices.

[Article R5066](#)

i Employee productivity (profit) enhanced by Progressive Human Resource best practices

This snippet and its associated article reports that progressive human resource best practices impact positively on profits per employee.

In a 2000 study of 297 employers in the UK, average profit per employee was plotted against employers' use of progressive human resource practices: among companies using up to 5 such practices, profit per employee was below 2,000 pounds; among firms using more than 11 such practices, profit per employee was more than


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