


## SHARED SERVICES TEAM

Document Name: Shared Services Benchmarking - KPI Database

### Usage Guidance

Toolkit materials should only be used with due consideration to the context and requirements of the programme in question. Materials should not be directly applied 'off the shelf.'

### CATEGORY DESCRIPTION

<p>1. <i>Example material</i> –The tool has been provided by a single public or private sector organisation, or an external forum that has not been moderated by the Shared Services Team. It represents one possible approach to a given shared service activity, and can be used by Toolkit users as an example / reference aid.</p>	
<p>2. <i>Co-developed material</i> – The tool has been produced through the collaboration of the Shared Services Team and one or more public sector organisations and / or private sector organisations. This tool Provides a jointly developed approach to a given shared services activity, and can be used by Toolkit users as an example / reference aid.</p>	
<p>3. <i>Output Templates</i> – These set out what is typically included in an output of this name. They have been created as part of the development of the toolkit based on experience and best practice from other programmes and project methodologies. However, your organisation may already have a set format and template for you to use.</p>	

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Shared Service Team  
Benchmarking Special Interest Group (SIG) Deliverable

## Shared Service Benchmarking - KPI Database

**Version:**

Version	Date	Notes
V0.1 Draft	06/12/2005	Final draft circulated to SIG participants
V1.0 Toolkit Positioning	15/12/2005	Updated draft to be posted on SST website

**Notes:**

This document provides an example listing HR and Finance benchmarking KPIs.  
Please refer to the 'Shared Service Benchmarking' guidelines for more information

This material has been developed to reflect a shared understanding of good practice in areas the specified.  
It is intended to provide guidance to Public Sector shared service practitioners, rather than to document formal government policy.  
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**Shared Service Benchmarking - KPI Database**

Filter on Column D to see Critical Shortlist

Process	Ref	Level?	Critical?	Benchmarking KPI	Benchmark Data [to be collated]	SLA x-ref	Detailed Definition [to be collated]					
<b>1.0 Finance – High Level</b>												
	1.0.1	Functional level	y	Cost of finance as a % of operational expenditure, budget and/or administrative budget								
	1.0.2	Functional level	y	Ratio of finance FTE to overall FTE								
	1.0.3	Functional level	y	Cost of FTEs involved in transaction processing as % of operational budget								
	1.0.4	Functional level	y	Ratio of decision support/ control/ reporting FTE to transaction processing FTE in Finance team								
	1.0.5	Functional level		Percentage of business site finance function personnel cost to total business site finance function cost.								
	1.0.6	Functional level		Percentage of business site finance function systems cost to total business site finance function cost								
	1.0.7	Functional level		Distribution of the total cost of the finance function by individual cost element								
<b>1.1 Finance – Accounts Payable [HIGH LEVEL AND DETAILED METRICS]</b>												
	1.1.1	Process level	y	Invoices processed per AP FTE								
	1.1.2	Process level	y	Cost per AP invoice								
	1.1.3	Process level		% of invoices with Purchase Order								
	1.1.4	Process level		% of invoices paid within agreed payment terms		Fin2.2g						
	1.1.5	Process level		Average personnel cost per FTE for the process "process accounts payable."								
	1.1.6	Process level		No of FTE in AP process per total FTEs								
	1.1.7	Process level		Total cost of the process "process accounts payable" per £1,000 revenue.								
	1.1.8	Process level		Number of FTEs for the process "process accounts payable" per £1 billion revenue.								
	1.1.9	Process level		Total cost of the AP process "process accounts payable" per £1,000 purchases								
	1.1.10	Operational Level		Total number of active vendors in the master file per £1 million purchases.								
	1.1.11	Operational Level		% of invoices under query		Fin2.2c / d						
	1.1.12	Operational Level		% of low value invoices (under £ x)								
	1.1.13	Operational Level		Invoice cycle time – invoice receipt to scheduled for payment								
	1.1.14	Operational Level		% of purchases (by value) made from contract/ framework agreements								
	1.1.15	Operational Level		# invoices disbursed electronically								
	1.1.16	Operational Level		Percentage of invoice line items that are matched the first time.		Fin2.2f						
	1.1.17	Operational Level		Percentage of disbursements that are first time error free.		Fin2.2g						
	1.1.18	Operational Level		% of Invoices received electronically								
	1.1.19	Operational Level		Percentage of disbursements by method of disbursement.								
	1.1.20	Operational Level		% of invoices requiring special payment								
	1.1.21	Operational Level		Average no of lines per invoice								
	1.1.22	Operational Level		Cycle time in hours to enter invoice data onto the system.		Fin2.2e						

	1.1.23	Operational Level		Number of approvals required for checks with values between £1,001 - £10,000								
	1.1.24	Operational Level		Percentage of annual purchases by method of submission for purchase order line items to vendors.								
	1.1.25	Operational Level		Value of purchases (in millions) per "process accounts payable" FTE.								
	1.1.26	Operational Level		Total cost of the process "process accounts payable" per disbursement/payment.								
	1.1.27	Operational Level		Percentage of discounts available that are taken.								
	1.1.28	Operational Level		Number of disbursements per "process accounts payable" FTE.								
	1.1.29	Operational Level		Cycle time in days to resolve an invoice error		Fin2.2f						
	1.1.30	Operational Level		Percentage of invoice line items by method of approval.								
	1.1.31	Operational Level		Distribution of the total cost of the process "process accounts payable" by individual cost element.								
	1.1.32	Operational Level		Value analysis of FTE activity for the process "process accounts payable."								
	1.1.33	Operational Level		% of time spent on AP queries								
<b>1.2 Finance – Procurement [Processes following ordering]</b>												
	1.2.1	Process level	y	Proportion of purchases made from contracts/frameworks								
	1.2.2	Process level	y	Total cost of the procurement cycle per £1,000 purchases								
	1.2.3	Process level		Suppliers used/ not used in last 12 months								
	1.2.4	Process level		Number of duplicate vendor accounts as % supplier base								
	1.2.5	Process level		Cost to maintain vendor master data		Fin2.2a						
	1.2.6	Process level		Number of catalogues maintained								
	1.2.7	Operational Level		Average supplier lead time in days								
	1.2.8	Operational Level		% of supplier orders delivered on time								
	1.2.9	Operational Level		Percentage of purchases via electronic marketplace								
	1.2.10	Operational Level		Percentage of annual purchases value from certified vendors								
	1.2.11	Operational Level		Percentage of annual value of purchased materials that is supplier certified								
<b>1.3 Finance – Invoice to cash / Accounts receivable</b>												
	1.3.1	Process level	y	Invoices per AR FTE per annum								
	1.3.2	Process level	y	Cost per Accounts Receivable invoice								
	1.3.3	Process level	y	Outstanding payment days as a proportion of standard payment days		Fin1.6a / b						
	1.3.4	Process level		Total cost of the revenue cycle per £1,000 cost of continuing operations								
	1.3.5	Process level		Personnel cost (including benefits) of the revenue cycle per £1,000 cost of continuing operations								
	1.3.6	Process level		Number of FTEs for the revenue cycle per £1 billion cost of continuing operations								
	1.3.7	Process level		Cost per sales order/ invoice issued								
	1.3.8	Process level		Sales orders per FTE								
	1.3.9	Operational Level		% of invoices billed on time		Fin1.1a						
	1.3.10	Operational Level		% invoice line items paid in full the first time								

	1.3.11	Operational Level		% of total receipts that are processed error free the first time		Fin1.1b						
	1.3.12	Operational Level		% Unallocated cash against cash received		Fin 1.7c						
	1.3.13	Operational Level		% of invoices disputed								
	1.3.14	Operational Level		Time to produce an invoice								
	1.3.15	Operational Level		Cycle time in days between transmission of invoice and shipment of goods or delivery of services								
	1.3.16	Operational Level		Cycle time in days from transmission of invoice until receipt of payment								
	1.3.17	Operational Level		Average time from cash receipt to cash application		Fin1.7a						
	1.3.18	Operational Level		% invoices issued electronically								
	1.3.19	Operational Level		Cost per credit control / collection								
	1.3.20	Operational Level		% of bad debts against invoiced revenue								
	1.3.21	Operational Level		Total systems cost of the revenue cycle per £100,000 cost of continuing operations								
	1.3.22	Operational level		% of invoice line items processed error free the first time								
	1.3.23	Operational level		% of invoiced line items that are adjusted by the customer prior to payment								
	1.3.24	Operational level		% of receipts automatically matched to open items in the accounts receivable sub ledger								
	1.3.25	Operational level		Cycle time in days to resolve adjustments								
<b>1.4 Finance – Record to Report</b>												
	1.4.1	Process level	y	Cycle time in days to perform monthly/ quarterly / annual close at site level		Fin4.3a						
	1.4.2	Process level	y	Number of cost centres per FTE								
	1.4.3	Process level	y	No of FTE in R2R process per £1 billion cost of continuing operations								
	1.4.4	Process level		Total cost of the Record to Report process								
	1.4.5	Process level		Total personnel cost (including benefits) of the general accounting and reporting cycle per £1,000 cost of continuing operations								
	1.4.6	Process level		FTEs for the Record to Report process								
	1.4.7	Process level		Time for Monthly Management Report production								
	1.4.8	Process level		Management reports issued on time								
	1.4.9	Operational Level		% first time journal entries that are error free first time		Fin4.2a						
	1.4.10	Operational Level		% of manual journal entries								
	1.4.11	Operational Level		% of Journal lines with Value < £100								
	1.4.12	Operational Level		Number of journal entry line items per "perform general accounting" FTE								
	1.4.13	Operational Level		% of cost centres with throughput under £5k annually								
	1.4.14	Operational Level		Total systems cost of the general accounting and reporting cycle per £100,000 cost of continuing operations								
<b>1.5 Finance – Invest to Refresh (Asset Management)</b>												
	1.5.1	Process level	y	Number of FTEs for the process "perform fixed asset accounting" per £1 billion cost of continuing operations								
	1.5.2	Process level		Total cost of the process "perform fixed asset accounting" per £1,000 cost of continuing operations								



	1.8.4	Operational level		Total personnel cost (including benefits) of the process "process expense reimbursements" per £1,000 cost of continuing operations								
	1.8.5	Operational level		Total systems cost of the process "process expense reimbursements" per £100,000 cost of continuing operations								
	1.8.6	Operational level		Cycle time in days to approve and schedule reimbursement								
	1.8.7	Operational level		Number of expense report line items processed annually per "process expense reimbursement" FTE								
	1.8.8	Operational level		% of expense report exception line items								
	1.8.9	Operational level		% of T&E expenditures using cash advances								
<b>2.0 HR Function – High Level HR Organization</b>												
	2.0.1	Functional level	y	HR costs per FTE								
	2.0.2	Functional level	y	# FTEs per HR FTE								
	2.0.3	Functional level	y	Allocation of HR time: (a) Decision support, control and reporting; (b) transaction processing								
	2.0.4	Functional level	y	Total personnel costs of the HR function as % of cost of continuing operations								
	2.0.5	Functional level		Total systems costs of the HR function per £1,000 cost of continuing operations								
	2.0.6	Functional level		% of senior management/executives; middle management/professionals; operational works/staff (FTE) as a percentage of employees								
	2.0.7	Functional level		Total internal costs of HR administration per £1,000 cost of continuing operations								
	2.0.8	Functional level		Total number of FTEs for the HR administration per £1,000 cost of continuing operations								
<b>2.1 HR Function – Starting Work (recruiting, transfer, workforce planning, induction)</b>												
	2.1.1	Process Level	y	Cost per placement								
	2.1.2	Process Level	y	Total cost of the process "source, recruit and select employees" per £1,000 cost of continuing operations								
	2.1.3	Process Level	y	Average time take to recruit an employee								
	2.1.4	Process Level		Number of FTEs for the process "source, recruit and select employees" per £1,000 cost of continuing operations								
	2.1.5	Process Level		Number of employees per "source, recruit, and select employees" FTE								
	2.1.6	Process Level		Total internal personnel cost of the process "source, recruit and select employees" per £1,000 cost of continuing operations								
	2.1.7	Operational Level		Number of new employees annually as a percentage of average headcount								
	2.1.8	Operational Level		Job offer acceptance rate for senior management/ executives; middle management/professionals; operational works/staff								
	2.1.9	Operational Level		Cycle time in days from identifying the need to hire a new employee to approval of the job requisition			HR1.1d					
	2.1.10	Operational Level		Cycle time in days from approval of job requisition to acceptance of offer			HR1.1f					
	2.1.11	Operational Level		Cycle time in days from job acceptance to beginning of new hire in agreed position								

	2.1.12	Operational Level		Cycle time in days from transfer request to transfer completion								
	2.1.13	Operational Level		% of internal vacancies filled by senior management/ executives; middle management/professionals; operational works/staff as percentage of senior management/ executives; middle management/professionals; operational works/staff respectively								
	2.1.14	Operational Level		% senior management/ executives; middle management/professionals; operational works/staff for which formal succession planning process is in place								
<b>2.2 HR Function – At Work (attendance, employee relations, data management)</b>												
	2.2.1	Process Level	y	Number of FTEs for the process "manage information" per £1,000 cost of continuing operations								
	2.2.2	Process Level	y	Number of employees per "manage information" FTE								
	2.2.3	Process Level		Total cost of the process "manage information" per £1,000 cost of continuing operations								
	2.2.4	Process Level		Total internal personnel cost of the process "manage information" per £1,000 cost of continuing operations								
	2.2.5	Process Level		Total cost of the process "develop & counsel – performance & employee (EE) relations" per £1,000 cost of continuing operations								
	2.2.6	Process Level		Total internal personnel cost of the process "develop & counsel – performance & employee (EE) relations" per £1,000 cost of continuing operations								
	2.2.7	Process Level		Number of FTEs for the process "develop & counsel – performance & employee (EE) relations" per £1,000 cost of continuing operations								
	2.2.8	Process Level		Number of employees per "develop & counsel – performance & employee (EE) relations" FTE								
<b>2.3 HR Function – Increasing Capability (performance management, learning, development)</b>												
	2.3.1	Process Level	y	Number of FTEs for the process "develop & counsel – learning only" per £1,000 cost of continuing operations								
	2.3.2	Process Level	y	Number of employees per "develop & counsel – learning only" FTE								
	2.3.3	Process Level		Total cost of the process "develop & counsel – learning only" per £1,000 cost of continuing operations								
	2.3.4	Process Level		Total internal personnel cost of the process "develop & counsel – learning only" per £1,000 cost of continuing operations								
	2.3.5	Operational level		Training Cost per FTE								
	2.3.6	Operational level		Average number of learning days per employee								
	2.3.7	Operational level		% senior management/ executives; middle management/professionals; operational works/staff that receives a performance review								
	2.3.8	Operational level		% senior management/ executives; middle management/professionals; operational works/staff that attend management development programs		HR3.1a						
<b>2.4 HR Function – Reward and Recognition</b>												
	2.4.1	Process level	y	Number of FTEs for the process "payroll administration" per £1,000 cost of continuing operations								
	2.4.2	Process level	y	Number of employees per "payroll administration" FTE								



	2.6.4	Process Level		Total internal personnel cost of the process "redeploy & retire" per £1,000 cost of continuing operations								
	2.6.5	Operational level		Number of total leavers annually as a percentage of average headcount								