

# SHERLOCK BENCHMARKS

*Larger Plans Edition*



# SHERLOCK BENCHMARKS

## Larger Plans Edition - 2017

### *Volume II: Operational Metrics*



SHERLOCK COMPANY

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August 2017

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Metric	Page	Definition	Calculation
--------	------	------------	-------------

#### Provider Relations Service Metrics:

This sub-function responds to inquiries from providers.

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## Provider Network Management and Services

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This sub-function recruits and credentials providers such as physicians and hospitals.

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Enrollment / Membership / Billing processes group and membership transactions, processes invoices and maintains population demographics.

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=		Costs per FTE.....	<a href="#">121</a>
x		FTEs per 10,000 Members.....	<a href="#">121</a>
=		Costs per Member per Month.....	<a href="#">121</a>
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x		FTEs per 10,000 Members.....	<a href="#">121</a>
=		Costs per Member per Month.....	<a href="#">121</a>
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=		Enrollment Total Costs per Total FTE.....	<a href="#">121</a>
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		Renewal/Maintenance.....	<a href="#">122</a>
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<u>Group Transactions per Group</u>			
		New Group Transactions per New Group.....	<a href="#">123</a>
		Renewal/Maintenance Transactions per Renewal Group.....	<a href="#">124</a>
		Total Group.....	<a href="#">124</a>
		Note: Total Enrollment Transactions per Group per Year.....	<a href="#">125</a>



**Enrollment / Membership / Billing**

Metric	Page	Definition	Calculation
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New Group.....	<a href="#">125</a>		
Renewal/Maintenance.....	<a href="#">126</a>		
Total Group.....	<a href="#">126</a>		
<u>Member Transactions per Member</u>			
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Electronic Transactions Requiring Manual Intervention.....	<a href="#">127</a>		
All Other Manual.....	<a href="#">127</a>		
Total Manual Transactions.....	<a href="#">128</a>		
Automated			
Direct to System.....	<a href="#">128</a>		
Other.....	<a href="#">129</a>		
Total Automated Electronic.....	<a href="#">129</a>		
Total Member Transactions.....	<a href="#">130</a>		
Note: Total Enrollment Transactions per Member per Year.....	<a href="#">130</a>		
<u>Composition of Total Member Transactions</u>			
Manual			
Electronic Transactions Requiring Manual Intervention.....	<a href="#">131</a>		
All Other Manual.....	<a href="#">131</a>		
Total Manual Transactions.....	<a href="#">132</a>		
Automated			
Direct to System.....	<a href="#">132</a>		
Other.....	<a href="#">133</a>		
Total Automated Electronic.....	<a href="#">133</a>		
Total Member Transactions.....	<a href="#">134</a>		
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<b>Average Enrollment Processing Days</b>			
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Groups.....	<a href="#">136</a>		
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**Enrollment / Membership / Billing**

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30 - 34.....	<a href="#">140</a>	
35 - 39.....	<a href="#">140</a>	
40 - 44.....	<a href="#">140</a>	
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45 - 49.....	<a href="#">140</a>	
50 - 54.....	<a href="#">140</a>	
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> 65.....	<a href="#">140</a>	
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## Tab 6

### Customer Services

The Customer Services function responds to customer inquiries and coordinates appeals.

Metric	Page	Definition	Calculation
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Manual Inquiries per Member.....	<a href="#">149</a>		
x Members per FTE.....	<a href="#">149</a>		
= Manual Inquiries per FTE per Year.....	<a href="#">149</a>		
x Customer Service Cost per Manual Inquiry.....	<a href="#">149</a>		
= Costs per FTE.....	<a href="#">149</a>		
x FTEs per 10,000 Members.....	<a href="#">149</a>		
= Costs per Member per Month.....	<a href="#">149</a>		
<u>Staffing vs. Non-Labor</u>			
Customer Services Total Non-Staffing Costs per Total FTE.....	<a href="#">149</a>		
+ Customer Services Total Staffing Costs per Total FTE.....	<a href="#">149</a>		
= Customer Services Total Costs per Total FTE.....	<a href="#">149</a>		
x Customer Services Total FTEs per 10,000 Members.....	<a href="#">149</a>		
= Customer Services Cost per Member per Month.....	<a href="#">149</a>		
Percent of Customer Services Costs that are Staffing.....	<a href="#">149</a>		
Percent of Customer Services Costs that are Non-Staffing.....	<a href="#">149</a>		
Percent of Customer Services Costs that are Outsourced.....	<a href="#">149</a>		
Percent of Customer Services Staffing that is Outsourced.....	<a href="#">149</a>		
<b>Inquiries</b>			
<u>Inquiries per Member per Year, by Mode and Product</u>			
Manual			
Manual Calls.....	<a href="#">150</a>		
Paper/Written Inquiries.....	<a href="#">150</a>		
Manual Electronic Inquiries.....	<a href="#">151</a>		
Total Manual Inquiries.....	<a href="#">151</a>		
Automated Calls.....	<a href="#">152</a>		
Total Member Inquiries.....	<a href="#">152</a>		
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**Customer Services**

Metric	Page	Definition	Calculation
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Manual			
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Paper/Written Inquiries .....	<a href="#">154</a>		
Manual Electronic Inquiries.....	<a href="#">155</a>		
Total Manual Inquiries.....	<a href="#">155</a>		
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Total Member Inquiries .....	<a href="#">156</a>		
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<u>Product Mix of Inquiries</u>			
Manual			
Manual Calls.....	<a href="#">158</a>		
Paper/Written Inquiries .....	<a href="#">158</a>		
Manual Electronic Inquiries.....	<a href="#">159</a>		
Total Manual Inquiries.....	<a href="#">159</a>		
Automated Calls.....	<a href="#">160</a>		
Total Member Inquiries .....	<a href="#">160</a>		
<u>Reasons for Inquiries Per Member Per Year, by Product</u>			
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Eligibility.....	<a href="#">161</a>		
Claims Status.....	<a href="#">162</a>		
Provider Check.....	<a href="#">162</a>		
Billing.....	<a href="#">163</a>		
Complaints / Grievances.....	<a href="#">163</a>		
Financial Information.....	<a href="#">164</a>		
Other.....	<a href="#">164</a>		
Total Inquiries.....	<a href="#">165</a>		
<u>Reasons for Inquiries as a Percent of Total Inquiries</u>			
Benefit Lookup.....	<a href="#">166</a>		
Eligibility.....	<a href="#">166</a>		
Claims Status.....	<a href="#">167</a>		
Provider Check.....	<a href="#">167</a>		
Billing.....	<a href="#">168</a>		
Complaints / Grievances.....	<a href="#">168</a>		
Financial Information.....	<a href="#">169</a>		
Other.....	<a href="#">169</a>		
Total Inquiries.....	<a href="#">170</a>		

## Customer Services

Metric	Page	Definition	Calculation
<b>Call Center</b>			
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Percent Busy.....	<a href="#">172</a>		
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Percent of Calls Blocked.....	<a href="#">173</a>		
Customer Service Inquiry Accuracy.....	<a href="#">174</a>		
Percent of Members Satisfied.....	<a href="#">174</a>		
<b>Email Response Time</b>			
Response Time - Days.....	<a href="#">175</a>		
Percent of Responses Within Two Business Days.....	<a href="#">175</a>		
<b>Timeliness of Customer Services Response</b>			
Days to Resolve Inquiries.....	<a href="#">176</a>		
Percent of Total Inquiries Resolved in Seven Days.....	<a href="#">176</a>		
First Call Resolution Rate.....	<a href="#">177</a>		
<b>Member Appeals</b>			
Percent of Appeals Overturned.....	<a href="#">178</a>		
Percent of Appeals Upheld.....	<a href="#">178</a>		
Appeals per 10,000 Members.....	<a href="#">179</a>		

Tab 7

Claim and Encounter Capture and Adjudication

Metric	Page	Definition	Calculation
<b>Claims Cost Summary</b>			
<u>Suspended Claims</u>			
	185		
x	185		
=	185		
x	185		
=	185		
x	185		
=	185		
<u>Total Claims</u>			
x	185		
=	185		
x	185		
=	185		
x	185		
=	185		
<u>Staffing vs. Non-Labor</u>			
	185		
+	185		
=	185		
x	185		
=	185		
	185		
	185		
	185		
	185		
<b>Volume of Claims</b>			
<u>Receipts</u>			
	186		
	186		
	187		

**Claim and Encounter Capture and Adjudication (continued)**

Metric	Page	Definition Calculation
<b>Volume of Claims (continued)</b>		
<u>Processed Claims</u>		
Paper Claims Processed Per Member Per Year.....	<a href="#">188</a>	
Paper Claims Processed as a Percent of Total Claims.....	<a href="#">188</a>	
Electronic Claims Processed Per Member Per Year.....	<a href="#">189</a>	
Electronic Claims Processed as a Percent of Total Claims.....	<a href="#">189</a>	
Total Claims Processed Per Member Per Year.....	<a href="#">190</a>	
Total Claims Processed as a Percent of Total Receipts.....	<a href="#">190</a>	
Cost per Processed Claim.....	<a href="#">191</a>	
<u>Autoadjudicated Claims</u>		
Paper Claims Autoadjudicated Per Member Per Year.....	<a href="#">192</a>	
Paper Auto-Adjudication Rate.....	<a href="#">192</a>	
Paper Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	<a href="#">193</a>	
Electronic Claims Autoadjudicated Per Member Per Year.....	<a href="#">193</a>	
Electronic Autoadjudication Rate.....	<a href="#">194</a>	
Electronic Claims Autoadjudicated as Percent of Total Claims Autoadjudicated.....	<a href="#">194</a>	
Total Claims Autoadjudicated Per Member Per Year.....	<a href="#">195</a>	
Total Claims Auto-Adjudication Rate.....	<a href="#">195</a>	
<u>Suspended Claims (Claims Requiring Manual Intervention)</u>		
Paper Claims Suspended Per Member Per Year.....	<a href="#">196</a>	
Paper Suspension Rate.....	<a href="#">196</a>	
Electronic Claims Suspended Per Member Per Year.....	<a href="#">197</a>	
Electronic Suspension Rate.....	<a href="#">197</a>	
Total Claims Suspended Per Member Per Year.....	<a href="#">198</a>	
Total Suspension Rate.....	<a href="#">198</a>	
Cost per Suspended Claim.....	<a href="#">199</a>	
<u>Adjusted Claims</u>		
Total Claims Adjusted Per Member Per Year.....	<a href="#">200</a>	
Total Adjustment Rate.....	<a href="#">200</a>	
<u>Denials</u>		
Denied Claims Per Member Per Year.....	<a href="#">201</a>	
Denied Claims Rate.....	<a href="#">201</a>	
Paid Claims Per Member Per Year.....	<a href="#">202</a>	
Paid Claims Rate.....	<a href="#">202</a>	

## Claim and Encounter Capture and Adjudication (continued)

Metric	Page	Definition	Calculation
<b>Volume of Claims (continued)</b>			
<u>Percent of Claims by Business Line</u>			
Local.....	<a href="#">203</a>		
BlueCard Host.....	<a href="#">203</a>		
NASCO.....	<a href="#">204</a>		
FEP.....	<a href="#">204</a>		
Government / Public.....	<a href="#">205</a>		
Total Claims Processed.....	<a href="#">205</a>		
<b>Speed of Processing</b>			
Average Payment Period in Days.....	<a href="#">206</a>		
Average Inventory in Days.....	<a href="#">206</a>		
Average Claims Inventory as a Percent of Total Claims Processed.....	<a href="#">207</a>		
<b>Percent of Claims Processed Within the Following Days of Receipt:</b>			
0 - 14 days.....	<a href="#">207</a>		
15 - 30 days.....	<a href="#">207</a>		
31 - 60 days.....	<a href="#">207</a>		
> 60 days.....	<a href="#">207</a>		
Total.....	<a href="#">207</a>		
<b>Timing of Claims Payment</b>			
Average Days Incurred to Receipt of Claim.....	<a href="#">208</a>		
Average Days Receipt of Claim to Payment Approved.....	<a href="#">208</a>		
Average Days Payment Approved to Payment.....	<a href="#">208</a>		
Average Days Incurred to Payment.....	<a href="#">208</a>		
Claims Turn Around Time (TAT).....	<a href="#">208</a>		
<b>Quality</b>			
Dollar Accuracy Percent.....	<a href="#">208</a>		
Frequency Accuracy Percent.....	<a href="#">208</a>		
Interest Paid per Claim Processed.....	<a href="#">209</a>		
Interest Paid as a Percent of Total Health Benefits.....	<a href="#">209</a>		
<b>COB and Subrogation</b>			
COB and Subrogation Recoveries Per Dollar of COB Cost.....	<a href="#">210</a>		
COB and Subrogation Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">210</a>		
Net Recoveries as a Percent of Health Benefits, Plus Recoveries.....	<a href="#">211</a>		



**Tab 8**  
**Information Systems**

<b>Metric</b>	<b>Page</b>	<b>Definition</b>	<b>Calculation</b>
<b>Information Systems Cost Summary</b>			
Total FTEs per IS FTE.....	<a href="#">217</a>		
x IS Costs per Total FTE.....	<a href="#">217</a>		
= IS Costs per IS FTE.....	<a href="#">217</a>		
x IS FTEs per 10,000 Members.....	<a href="#">217</a>		
= Cost per Member per Month.....	<a href="#">217</a>		
<b>Effect of IS Allocated by Supported Functional Area</b>			
IS After Allocation as a Percent of Total IS.....	<a href="#">217</a>		
x Total IS PMPM.....	<a href="#">217</a>		
= IS Costs PMPM, After Allocation.....	<a href="#">217</a>		
x Non-IS Costs PMPM, After Allocation.....	<a href="#">217</a>		
= Total Administrative Cost PMPM.....	<a href="#">217</a>		
<b>Internal vs. Outsourced FTE Costs</b>			
Internal IS Expenses per Internal FTE.....	<a href="#">218</a>		
Outsourced IS Expenses per Outsourced FTE.....	<a href="#">218</a>		
<b>Staffing vs. Non-Labor</b>			
Information Systems Total Non-Staffing Costs per Total FTE.....	<a href="#">218</a>		
+ Information Systems Total Staffing Costs per Total FTE.....	<a href="#">218</a>		
= Information Systems Total Costs per Total FTE.....	<a href="#">218</a>		
x Information Systems Total FTEs per 10,000 Members.....	<a href="#">218</a>		
= Information Systems Cost per Member per Month.....	<a href="#">218</a>		
Percent of Information Systems Costs that are Staffing.....	<a href="#">218</a>		
Percent of Information Systems Costs that are Non-Staffing.....	<a href="#">218</a>		
Percent of Information Systems Costs that are Outsourced.....	<a href="#">218</a>		
Percent of Information Systems Staffing that is Outsourced.....	<a href="#">218</a>		
<b>Total Information Systems Costs, Natural Accounting Categories</b>			
<u>Per Member Per Month</u>			
(a) Internal Personnel, Including Travel and Training.....	<a href="#">219</a>		
(b) Outsourced Employees and Contractors.....	<a href="#">219</a>		
(c) Consultants.....	<a href="#">219</a>		
(d) Hardware Depreciation and Maintenance.....	<a href="#">219</a>		
(e) Software Amortization and Maintenance.....	<a href="#">219</a>		
(f) Other Information Systems.....	<a href="#">219</a>		
Total Information Systems Expenses.....	<a href="#">219</a>		
<u>Percent of Premium Equivalents</u>			
(a) Internal Personnel, Including Travel and Training.....	<a href="#">219</a>		
(b) Outsourced Employees and Contractors.....	<a href="#">219</a>		
(c) Consultants.....	<a href="#">219</a>		
(d) Hardware Depreciation and Maintenance.....	<a href="#">219</a>		
(e) Software Amortization and Maintenance.....	<a href="#">219</a>		
(f) Other Information Systems.....	<a href="#">219</a>		
Total Information Systems Expenses.....	<a href="#">219</a>		

**Information Systems**

Metric	Page	Definition	Calculation
<b>Total Information Systems Costs, Natural Accounting Categories (continued)</b>			
<u>Percent of Total Information Systems Costs</u>			
(a) Internal Personnel, Including Travel and Training.....	219		
(b) Outsourced Employees and Contractors.....	219		
(c) Consultants.....	219		
(d) Hardware Depreciation and Maintenance.....	219		
(e) Software Amortization and Maintenance.....	219		
(f) Other Information Systems.....	219		
Total Information Systems Expenses.....	219		
<b>Total Information Systems Costs, Functional Areas</b>			
<u>Per Member Per Month</u>			
11 (a) Operations and Support.....	220		
(1) Voice and Data Network.....	220		
(2) Data Center.....	220		
(3) Engineering.....	220		
(4) Desktop Services.....	220		
(5) Help Desk.....	220		
(6) Storage and Capacity Management.....	220		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	220		
(8) Other.....	220		
11 (b) Applications Maintenance.....	220		
11 (c) Applications Acquisition and Development.....	220		
(1) Project Management Office and Support (PMO).....	220		
(2) Other.....	220		
11 (d) Security Administration and Enforcement.....	220		
Total Information Systems Expenses.....	220		
<u>Percent of Premium Equivalents</u>			
11 (a) Operations and Support.....	220		
(1) Voice and Data Network.....	220		
(2) Data Center.....	220		
(3) Engineering.....	220		
(4) Desktop Services.....	220		
(5) Help Desk.....	220		
(6) Storage and Capacity Management.....	220		
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	220		
(8) Other.....	220		
11 (b) Applications Maintenance.....	220		
11 (c) Applications Acquisition and Development.....	220		
(1) Project Management Office and Support (PMO).....	220		
(2) Other.....	220		
11 (d) Security Administration and Enforcement.....	220		
Total Information Systems Expenses.....	220		

**Information Systems**

Metric	Page	Definition Calculation
<b>Total Information Systems Costs, Functional Areas (continued)</b>		
<u>Percent of Total Information Systems Costs</u>		
11 (a) Operations and Support.....	<a href="#">221</a>	
(1) Voice and Data Network.....	<a href="#">221</a>	
(2) Data Center.....	<a href="#">221</a>	
(3) Engineering.....	<a href="#">221</a>	
(4) Desktop Services.....	<a href="#">221</a>	
(5) Help Desk.....	<a href="#">221</a>	
(6) Storage and Capacity Management.....	<a href="#">221</a>	
(7) Business Continuity Planning (BCP) and Disaster Recovery (DR).....	<a href="#">221</a>	
(8) Other.....	<a href="#">221</a>	
11 (b) Applications Maintenance.....	<a href="#">221</a>	
11 (c) Applications Acquisition and Development.....	<a href="#">221</a>	
(1) Project Management Office and Support (PMO).....	<a href="#">221</a>	
(2) Other.....	<a href="#">221</a>	
11 (d) Security Administration and Enforcement.....	<a href="#">221</a>	
Total Information Systems Expenses.....	<a href="#">221</a>	
<b>Capabilities of Hardware</b>		
<u>Utilization</u>		
Average Utilization for Processors, 24/7 Capacity.....	<a href="#">222</a>	
Average Utilization for Processors, Prime Shift.....	<a href="#">222</a>	
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<u>Data Center Storage Capacity</u>		
Total Terabytes.....	<a href="#">222</a>	
Terabytes per 10,000 Members.....	<a href="#">222</a>	
<b>Internal Help Desk</b>		
Average Speed to Answer, Seconds.....	<a href="#">222</a>	
Call Abandonment Rate.....	<a href="#">222</a>	
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First Call Resolution Rate.....	<a href="#">222</a>	
Satisfaction, Scale of 1 to 10.....	<a href="#">222</a>	
Number of Calls per Helpdesk FTE per Year.....	<a href="#">222</a>	
Number of Calls per Total FTE per Year.....	<a href="#">222</a>	
Number of Calls as a Percent of All Inquiries (Calls plus Online).....	<a href="#">222</a>	
Total FTEs per Helpdesk FTE.....	<a href="#">222</a>	
Number of Tickets Opened Online per Helpdesk FTE per Year.....	<a href="#">222</a>	
Number of Tickets Opened Online per Total FTE per Year.....	<a href="#">222</a>	
Number of Tickets Opened Online as a Percent of All Inquiries (Calls plus Online).....	<a href="#">222</a>	
Desktop Management Software and Vendors.....	<a href="#">222</a>	

**Information Systems**

Metric	Page	Definition	Calculation
<b>Core Systems</b>			
<u>Availability</u>			
System Availability - 24 / 7 Average.....	<a href="#">224</a>		
Time to Resolve Critical Outage, Hours.....	<a href="#">224</a>		
<b>Production Job Cost Summary</b>			
Production Jobs per 1,000 Members.....	<a href="#">225</a>		
x Members per IS FTE.....	<a href="#">225</a>		
= Daily Production Jobs per IS FTE.....	<a href="#">225</a>		
x IS Cost per Production Job.....	<a href="#">225</a>		
= IS Cost per IS FTE.....	<a href="#">225</a>		
x IS FTEs per 10,000 Members.....	<a href="#">225</a>		
= IS Costs per Member per Month.....	<a href="#">225</a>		
<u>Production and Test Jobs</u>			
Daily Production Jobs per 10,000 Members.....	<a href="#">226</a>		
Yearly Claims Processed per Daily Production Job.....	<a href="#">226</a>		
Yearly Enrollment Transactions Processed per Daily Production Job.....	<a href="#">226</a>		
Yearly Member and Provider Inquiries Processed per Daily Production Job.....	<a href="#">226</a>		
Percent of Total Production Jobs Run Daily.....	<a href="#">226</a>		
Production Jobs as a Percent of Total Jobs.....	<a href="#">226</a>		
Daily Test Jobs per 10,000 members.....	<a href="#">226</a>		
Percent of Total Test Jobs Run Daily.....	<a href="#">226</a>		
Test Jobs as a Percent of Total Jobs.....	<a href="#">226</a>		

## Tab 9

### Corporate Services Cluster

The Corporate Services Cluster is comprised of the functions of Finance and Accounting, Actuarial, Corporate Executive and Governance and the Corporate Services function. The Corporate Services function includes subfunctions like Facilities, Mailroom, Legal and Human Resources. This tab includes metrics of these subfunctions plus those of Finance and Accounting.

Metric	Page	Definition	Calculation
<b>Corporate Services Function</b>			
<u>Corporate Services Cost Summary</u>			
		Total FTEs per Corporate Service FTEs.....	<a href="#">233</a>
x		Corporate Services Costs per Total FTE.....	<a href="#">233</a>
=		Cost of Corporate Services per FTE.....	<a href="#">233</a>
x		Corporate Services FTEs per 10,000 Members.....	<a href="#">233</a>
=		Corporate Services Cost per Member per Month.....	<a href="#">233</a>
<u>Staffing vs. Non-Labor</u>			
		Corporate Services Function Total Non-Labor Cost per Total FTE.....	<a href="#">233</a>
+		Corporate Services Function Total Staffing Costs per Total FTE.....	<a href="#">233</a>
=		Corporate Services Function Total Costs per Total FTE.....	<a href="#">233</a>
x		Corporate Services Function Total FTEs per 10,000 Members.....	<a href="#">233</a>
=		Corporate Services Function Cost per Member per Month.....	<a href="#">233</a>
		Percent of Corporate Services Function Costs that are Staffing.....	<a href="#">233</a>
		Percent of Corporate Services Function Costs that are Non-Labor.....	<a href="#">233</a>
		Percent of Corporate Services Function Costs that are Outsourced.....	<a href="#">233</a>
		Percent of Corporate Services Function Staffing that is Outsourced.....	<a href="#">233</a>
<b>Human Resources</b>			
<u>Span of Control</u>			
		Middle Management to Top Management.....	<a href="#">234</a>
		Managers to Middle Management.....	<a href="#">234</a>
		Supervisors to Managers.....	<a href="#">234</a>
		Staff to Supervisors.....	<a href="#">234</a>
		Total Employees to Top Management.....	<a href="#">234</a>
		Employees Other than Top Management to Top Management.....	<a href="#">234</a>
		Middle Management, Managers and Supervisors to Top.....	<a href="#">234</a>
		Staff to Middle Management, Managers and Supervisors.....	<a href="#">234</a>

**Corporate Services Cluster**

Metric	Page	Definition	Calculation
<b>Human Resources, continued</b>			
<u>EEO-1 Job Categories as a Percent of Total Employees</u>			
Managerial.....	<a href="#">234</a>		
Professional.....	<a href="#">234</a>		
Clerical.....	<a href="#">234</a>		
Technical.....	<a href="#">234</a>		
Sales Worker.....	<a href="#">234</a>		
Service Worker.....	<a href="#">234</a>		
Laborer.....	<a href="#">234</a>		
Craft Worker.....	<a href="#">234</a>		
Operatives Worker.....	<a href="#">234</a>		
Total Employees.....	<a href="#">234</a>		
<u>Turnover</u>			
Recruitment Costs and Frequencies			
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# SHERLOCK BENCHMARKS

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