KPI – Number of New Students

Purpose of the KPI

To measure the number of new students who registered with CIMA in a reporting period.

Description of how the KPI is calculated

- The daily KPI count is performed by the overnight Extract and Transformation and Loading (ETL) process which looks for any contacts on Siebel (Customer Relationship Management system (CRM)) who have registered as students that day.
- Student registration is done
    - o Online by the student via the automated registration process https://secure.cimaglobal.com/Starting-CIMA/Starting-CIMA/Registration/Student-Registration/
    - o Alternatively, a student can be registered via an internal bulk upload process completed by the Data Management team who own this process. The bulk upload process is followed when an organization wishes to pay for and register a group of students at the same time.

A 'new student' is:

- A record in CIMA CRM, generated by the automated online registration process, with the contact type of 'Student' and a contact status of 'Active'.
- A record in CIMA CRM is generated by the automated bulk upload process, with the contact type of 'Student' and a contact status of 'Active'.
- A new registration, via the online registration process or the automated bulk upload process, on one of CIMA's non-core qualifications by a contact who is not already a CIMA Member or Student. These non-Core qualifications are in the areas of Performance Management, Global Business Services and Islamic Finance.
- The Student is given a unique record identifier [INTEGRATION_ID] in CIMA CRM.
- A student's relationship with CIMA will change over time and their record will be updated accordingly. This could occur within the same reporting period as their new student record has been accounted for, however this change does not affect their record being included in the annual KPI.
- Non-core qualifications students are counted as new students acquired for this KPI.

Core qualification

- When a new student registers on the CIMA core qualification, a record will be created in CIMA CRM (via a bulk or web based process) with a Contact Type of 'Student' and a Contact Status of 'Active'.
- The combination of Contact Type 'Student' and Contact Status 'Active' triggers an addition to the KPI count vi the overnight ETL process.
- The table in the data warehouse [SIEBEL_WC_PERSON_SCD], captures any change in contact type by INTEGRATION_ID which is the unique record identifier in CIMA CRM.
- In the case of a new core qualification student above the SIEBEL_WC_PERSON_SCD table will look for any INTEGRATION_ID that has a new line in the table on that day (a new line on that day indicates a change somewhere on the contact record).
- It will then look at the 'contact type' on this new line. Where the new contact type is 'Student' but on the previous line it was 'Prospect' this is the condition that signals to the KPI table to record a new student for that day.
- When this condition is true a new line is entered in the KPI table (SIEBEL_WC_KPI_DAILY_F) to count a new student for that day.

Non-Core qualifications

- A new registration on a non-core qualification is identified as follows: a contact on CRM, who is not already a CIMA member or student (this is identified by the contact type) who has registered by the automated online/bulk process to study one of our non-core qualifications. They will have a qualification status of 'Studying' on one of the following qualifications:

  Performance Management
  - Diploma in performance management.
  - Certificate in performance management.

  Islamic Finance (IF)
  - Advanced diploma IF - Structures and Strategy.
  - Diploma in Islamic finance.
  - Gateway to advanced diploma in IF.
  - Certificate IF - Accounting for Islamic financial institutions.
  - Certificate IF - Islamic capital markets and instruments.
  - Certificate IF - Islamic commercial law.
  - Certificate IF - Banking and Takaful.

  Global Business Services
  - Advanced Diploma in Global Business Services.
  - Diploma in Global Business Services.
  - Certificate in Global Business Services.
  - Certificate in Shared Services.
- The process for identifying these students in the data tables is similar to the process for new students above except that we use the SIEBEL.WC_CIMAQUAL_SCD table to identify them as a new enrolment on the qualification.

Source of the data used to calculate the KPI

- Siebel – CIMA CRM system. Access to CIMA CRM is controlled by the IT Siebel team.
- Each individual user of the CIMA CRM system has a unique username and password with a security setting that restricts access to amend records according to the job role.
- All amendments by users are recorded within CIMA CRM system.

Details of any data that is excluded from the calculation

- Any records marked as 'Test' – these are CRM records created for internal CIMA process testing.
- They are identified within Siebel using the field 'TEST_RECORD_FLAG' set to 'Y'.
- Only authorized users, controlled via their account security, are used for testing internal CIMA processes.

Period over which the KPI is generated

- The KPI is generated daily by the overnight extract and transformation loading process.
- The figure reported at year-end is for all new students between 1st January and 31st December inclusive.

Definition of key words

- A CIMA Core qualification student member is a contact on CRM with a 'contact type' of 'Student'.

Key individuals involved in the generation of the KPI

- The Information Solutions team provide the KPI figure to finance for reporting purposes at month-end. The daily KPI figure is also visible on Business Intelligence (BI) dashboards.

Key systems used in the generation of the KPI

- CIMA CRM system – this system is used to hold details of all contacts who have a relationship with CIMA.

- Oracle BI – this system reads the data from CIMA CRM and is a reporting tool.

Procedures for verifying the completeness and accuracy of the data

- End of year published results are matched to individual students admitted into CIMA throughout the year to ensure the published position matches the unique records in Siebel system.
- Results are shared daily and available via self-serve to regional and country heads to enable KPI owners to track that progress of their metrics and that reported position is in line with the expectations of the pipeline.

Key reports and the parameters used to generate the reports

- New student KPI figure is available on Oracle BI dashboards and within the monthly MI.
- The parameter used to produce these reports is always a date range.

  For example, in the November Management Information report, presented to the Senior Leadership Team in December, the date range would be between 1st January and 30th November inclusive.

KPI – Number of New Members

Purpose of the KPI

To measure the number of new members being admitted to CIMA.

Description of how the KPI is calculated

- The KPI for new members is composed of two elements:
    - A count of the number of CIMA students who progress to membership
    - A count of the number of new members we obtain from our mutual recognition agreements - these are known internally as CPA Candidates and CMA Candidates.
- When a candidate is awarded membership their contact type on CRM, denoting their student status, will be changed to either 'Associate' or 'Fellow'. The contact status is "Active" and remains "Active" throughout this process. The process for this is as follows:
- Each application for membership is recorded in MAP/MAT, the online membership application system held within CRM.
- In order for an application to be approved, two membership assessors need to approve the membership application.
- Once two approvals have been received, the status of the application changes automatically to 'Approved'.
- The details of all approved applications are downloaded from Oracle Business Intelligence (BI) into Excel every Wednesday and this Excel file is sent out to the membership panel for approval.
- The membership panel is comprised of nine CIMA members.
- At least three approvals are required from the panel of nine, one of which has to be from the Chair.
- The panel emails back that to the Membership Applications (MA) team their approval of the candidates on the list.
- On the Thursday a different member of the MA team will change the contact type from 'Student TOC' to either associate or fellow according to the application type. TOC refers to "Test of Competence" as per the 2010 CIMA syllabus revision.
- This change in contact type triggers the KPI count within the overnight Extract and Transformation Loading (ETL) process. A slowly changing dimension table in the BI warehouse, SIEBEL_WC_PERSON_SCD, captures any change in contact type by INTEGRATION_ID which is the unique record identifier in CIMA CRM.
- In the case of new members above the SIEBEL_WC_PERSON_SCD table will look for any INTEGRATION_ID that has a new line in the table (a new line on that day indicates a change somewhere on the contact record).
- The BI warehouse will then look at the 'contact type' on this new line. Where the new contact type is either 'Associate' or 'Fellow' but on the previous line it was 'Student TOC', 'CPA Candidate' or 'CMA Candidate' this is the condition that signals to the KPI table to record a new member for that day.
- If the condition is true, a new line is entered in the KPI table (SIEBEL_WC_KPI_DAILY_F) to count a new member for that day.

Source of the data used to calculate the KPI

- Siebel – CIMA CRM system.
- Access to CIMA CRM is controlled by the CIMA Information Technology Siebel team.
- Each individual user of the CIMA CRM has a separate username and password with a security setting that restricts access to amend records according to the job role.
- All amendments by users are recorded within Siebel CRM.

Details of any data that is excluded from the calculation

- Any records marked as 'Test' – these are CRM records created for internal CIMA process testing. They are identified within Siebel using the field 'TEST_RECORD_FLAG' set to 'Y'. The KPI calculations run as part of the daily ETL routines remove records flagged as Test. Only authorized system users, restricted by their account security profile, are used for testing internal CIMA processes.

Period over which the KPI is generated

- The KPI is calculated daily throughout the year.
- The figure reported at year-end is for all members elected between 1st January and 31st December inclusive.

Definition of key words e.g. employer, member, key staff

- A CIMA Member is a contact on CRM with a 'contact type' of either 'Associate' or 'Fellow' and a 'contact status' of 'Active' or 'Retired'.
- A 'Retired' contact status indicates the Member has been a CIMA member for at least 20 years and has notified CIMA that they are no longer professionally active. When doing so they have two options:
    - To pay a small fee and continue receiving the magazine; or
    - To pay nothing and not receive the magazine.
- A CIMA student is a contact on CRM with a contact type of 'Student' or 'Student TOC' and a contact status of 'Active'
- An applicant from a mutual recognition agreement is recorded in CRM and identified by a 'contact type' of either 'CMA Applicant' or 'CPA Applicant'.

  Note a record on CRM can only have one contact type and status associated with it at any one time.

Key individuals involved in the generation of the KPI

- The membership applications team process the applications and elect the new members within CIMA CRM. The process for this is detailed above.

Key systems used in the generation of the KPI

- CIMA CRM system (Siebel) – this system is used to hold details of all contacts who have a relationship with CIMA.
- Oracle Business Intelligence – this system reads the data from CIMA CRM and is a reporting tool.

Procedures for verifying the completeness and accuracy of the data

- Elections to membership occur once a week. A list of those to be admitted for membership is sent to the membership panel each Wednesday to be verified prior to the contact status being changed in CRM. Further details above.

Key reports and the parameters used to generate the reports

- The New member KPI figure is available on Oracle Business Intelligence dashboards and within the monthly management information.
- The parameter used to produce these reports is always a date range. For example, in the November MI the date range would be between 1 January and 30 November inclusive.

KPI - Total CGMA and Student Population

Purpose of the KPI

- To measure CGMA and Student population at year-end.

Description of how the KPI is calculated

- The member population is comprised of all records on CRM with a contact type of 'Associate' or 'Fellow' and a contact status of 'Active' or 'Retired'.
- The student population is comprised of all records on CRM with a contact type of 'Student' or 'Student TOC' and a contact status of 'Active'.
- The AICPA provides the data, which identifies the AICPA CPA members who have the CGMA designation in January, for the previous year covering the period 1st January – 31st December, to the Business Intelligence Team in January to include in the KPI.
- These Member and Student populations are added together to provide the total population figure as at year-end.
- Unlike the new member and student KPIs, the population KPI is not 'calculated' it is simply a snapshot of CIMA's active and retired population as at the first of each month.
- The end of year KPI is the snapshot on the 1st January, following the period being reported on. The query is run to provide the snapshot of the population at that time. This provides the year-end population.
- To capture the snapshot, a query is run in Oracle BI, by the Information Solutions Analyst (Business Intelligence Team), with the below criteria to provide the Active Student and Active and Retired Member populations in Siebel CRM.
    - *Contact Type = Associate or Fellow or Student*
    - *Contact Status = Active or Retired*
    - *Test record flag = N*

Source of the data used to calculate the KPI

- Siebel – CIMA CRM system.
- Access to CIMA CRM is controlled by the CIMA Information Technology Siebel team.
- Each individual has a separate username and password with a security setting that restricts access to amend records according to the job role.
- All amendments by users are recorded within Siebel CRM.

Details of any data that is excluded from the calculation

- Any records marked as 'Test' – these are CRM records created for internal CIMA process testing. They are identified within Siebel using the field 'TEST_RECORD_FLAG' set to 'Y'. Only certain users, again restricted by their account security, are used for testing internal CIMA processes.

Period over which the KPI is generated

- The year-end figure is run on 1st January following the period being reported (1st January – 31st December) using Oracle BI.

Definition of key words e.g. employer, member, key staff

- A CIMA Member is a contact on CRM with a 'contact type' of either 'Associate' or 'Fellow' and a 'contact status' of 'Active' or 'Retired'.
- A 'Retired' contact status indicates the Member has been a CIMA member for at least 20 years and has notified CIMA that they are no longer professionally active.

- When the member notifies CIMA they are retired, they have two options:
    - To pay a small fee and continue receiving the magazine; or
    - To pay nothing and not receive the magazine.
- A CIMA student is a contact on CRM with a contact type of ‘Student’ or ‘Student TOC’ and a contact status of ‘Active’.
- A Student TOC is someone who is eligible to apply for Test of Competence having studied the 2010 syllabus. The 2015 syllabus and the associated on-demand testing has removed this requirement. This is a legacy status.

Key individuals involved in the generation of the KPI

- The Information Solutions team are responsible for running the above query and providing the population figure to finance for reporting purposes at year-end.

Key systems used in the generation of the KPI

- CIMA CRM system – this system is used to hold details of all contacts who have a relationship with CIMA.
- Oracle BI – this system reads the data from CIMA CRM and is a reporting tool.

Procedures for verifying the completeness and accuracy of the data

- The data is checked for the inclusion of all member and student types and status and that is in line with expected results based on historical trends.

Key reports and the parameters used to generate the reports

- Student and Member population figures are displayed on Oracle BI dashboards daily.
- For the Monthly Management Information, a month-end population figure is included which is run (as detailed above) on the first of each month.

KPI – Member Satisfaction Rate

Purpose of the KPI

- To measure CIMA member overall satisfaction with CIMA as their membership body.

Description of how the KPI is calculated

- An online satisfaction survey is emailed to all active CIMA members globally listed on the CRM system twice a year (mid-year and end year). The email has a live link to the survey. Members click on the link and then enter their CIMA contact ID to complete the survey.
- To calculate the 2016 KPI, member feedback was captured from the online survey during summer. A second survey was run during the end of the year. The data from the second survey was not used in calculating the metric as the survey fell over the New Year (2017).
- Active CIMA members are defined by having paid their membership fee and having provided a valid registered email address.
- Once members have reached the end of the online survey they have to click the submit button to ensure their complete responses are fed back into the system.
- The survey is left open for three weeks and a reminder email is sent to non-respondents half way through.
- The question asked, to generate the KPI metric, in the survey is:
    - Overall, how satisfied are you with CIMA as your membership body?
        - Extremely Dissatisfied
        - Dissatisfied
        - Neutral
        - Satisfied
        - Extremely Satisfied
- Note: Other questions are asked to provide detailed information on member satisfaction on a range of topics. The answers to these questions are not used to generate the KPI metric.
- The survey software, Qualtrics, then automatically calculates the stats per option for the satisfaction question and produces a table showing the exact numbers of members who have answered the question and percentages per option.
- In order to work out the KPI, the satisfied and extremely satisfied percentages are added together and then rounded up or down to the nearest whole number. The responses are not weighted.

Source of the data used to calculate the KPI

- Member feedback from online survey.

Assumptions used in calculating the KPI

- No assumptions used.

Details of any data that is excluded from the calculation

- Any duplicate entries, removed manually by the Survey Project Manager.
- If there is a duplicate entry, the respondent's first completed response is selected.
- Any partial responses i.e. those who have not completed the survey and pressed submit at end are not included in the analysis of the KPI.
- Data from the Survey run at the end of the year.

Period over which the KPI is generated

- The survey was open for a three-week period during the summer.

Definition of key words e.g. employer, member, key staff

- A member from CIMA's CRM database – defined by being 'active' on the CRM database i.e. subscription paid and with a valid email address.
- CIMA contact ID is their unique CIMA membership number

Key individuals involved in the generation of the KPI

- Research & Customer Intelligence Team

Key systems used in the generation of the KPI

- Qualtrics – survey software
- Microsoft Excel.
- Excel is used to manually calculate the KPI to double check that Qualtrics has calculated the percentages correctly.

Procedures for verifying the completeness and accuracy of the data

- A manual check of this percentage is also calculated, by the survey project manager, exporting the raw data into Excel and manually calculating the answers for this specific question in order to double check that the Qualtrics software has calculated the percentages correctly.

Key reports and the parameters used to generate the reports

- Reports are collated from full survey results for the Senior Leadership Team, CIMA Committees and Regional Directors/Offices.

KPI – Employer Satisfaction Rate

Purpose of the KPI

- To measure employer's overall satisfaction with CIMA as their membership body.
- Employers are defined by key account contacts that both the Global Corporate Relations (GCR) and UK Business Development (UK BDM) teams have contact with.

Description of how the KPI is calculated

- The respondent's latest completed response is selected in order to calculate the KPI.
- Previous responses or partial response are excluded from the analysis.
- An online satisfaction survey is distributed to those contacts who GCR and BDM account managers are engaging with and whose staff account managers are enrolling on the CIMA qualification.
- The survey is distributed by the GCR and UK BDM contacts after a meeting with an employer to encourage participation. A link to the survey is included in the footer of the account manager's signature and the account manager proactively reminds the employer to complete the survey.
- Employers click on the link and enter their email address, name, and company and job title. They then complete the survey.
- Once they have reached the end of the online survey, they click the submit button to ensure their complete responses are fed back into the Qualtrics system.
- The cut-off date for the survey is 31st December.
- The question asked to generate the KPI metric in the survey is:
    - In your capacity as an employer, how satisfied are you with the products and services offered by CIMA?
        - Extremely Dissatisfied
        - Dissatisfied
        - Neutral
        - Satisfied
        - Extremely Satisfied
- The survey software, Qualtrics, then automatically calculates the stats per question and produces a table showing the base numbers and percentages.
- To work out the KPI, the satisfied and extremely satisfied percentages are added together and then rounded up or down to the nearest whole number. The responses are not weighted.
- A manual check of this percentage is also calculated by exporting the raw data to excel and manually calculating the answers for this specific question in order to double check that the score is correct.

Source of the data used to calculate the KPI

- Employer feedback from online survey.

Assumptions used in calculating the KPI

- No assumptions used.

Details of any data that is excluded from the calculation

- Any duplicate entries, removed manually by the Survey Project Manager.
- If there is a duplicate entry, the respondent's first completed response is selected.
- Any partial responses i.e. those who have not completed the survey and pressed submit at the end are not included in the analysis of the KPI.

Period over which the KPI is generated

- The Employer Feedback survey is open all year.
- The cut-off date is 31st December.

Definition of key words e.g. employer, member, key staff

- GCR (Global Corporate Relations) Team
- UK BDM (UK Business Development Managers)
- Employer is organisation which employs CIMA students or members or is an aspirational brand we want to work for, whom the BDMs engage with.
- Key account contact at external organisation is the individual the BDMs engage with.

Key individuals involved in the generation of the KPI

- Research & Customer Intelligence team.

Key systems used in the generation of the KPI

- Qualtrics – survey software
- Microsoft Excel.
- Excel is used to manually calculate the KPI to double check that Qualtrics has calculated the percentages correctly.

Procedures for verifying the completeness and accuracy of the data

- A manual check of this percentage is also calculated, by the survey project manager, exporting the raw data into Excel and manually calculating the answers for this specific question in order to double check that the Qualtrics software has calculated the percentages correctly.

Key reports and the parameters used to generate the reports

- Report collated from full survey results for GCR team, Senior Leadership Team and other committees.

KPI – Staff Retention Rate

Purpose of the KPI

- To measure the percentage of staff remaining voluntarily with the organisation on a global basis.

Description of how the KPI is calculated

- Using CIMA's HR system (Cascade), a report of the number of leavers over the 1st January – 31st December period is generated.
- The leavers report is then cross referenced against the list of voluntary leaver reasons to identify the voluntary leavers within the period.
- The known list of voluntary leavers is maintained by the by HR and Payroll Executive.
- A Full Time Equivalent (FTE) Headcount report is exported from Cascade and produced on a monthly basis. This report details the employee name, employee ID number, location, department and directorate, FTE count and full headcount. This report is extracted into Excel by the HR Shared Services Manager.
- The KPI percentage is calculated by:
    - Dividing the number of voluntary leavers by the average number of employees.
    - The average number of employees is calculated by taking the total number of employees from the FTE Headcount report during the period 1st January to 31st December and dividing by the 12 months. This number is multiplied by 100.
    - The resulting figure is then taken away from 100 to produce a percentage figure to the nearest whole number.

Source of the data used to calculate the KPI

- Cascade – the global HR database.

Assumptions used in calculating the KPI

- No assumptions used.

Details of any data that is excluded from the calculation

- Any personnel records marked as 'Test'.
    - Test records exist as dummy data and are not included in the Leavers report.
    - Test records are created and marked 'Test' by the HR Shared Services Manager
- Third party contractors and agency staff are also excluded. These are clearly marked on Cascade in the 'Contract Type' field being set to 'Contractor'. These fields are manually deleted from the Leavers report.

Period over which the KPI is generated

- The KPI is calculated for the period 1st January – 31st December.

Definition of key words e.g. employer, member, key staff

- Employee; an individual employed by CIMA via a contract of employment anywhere in the world.
- Voluntary; Resignation of their own volition and not as a result of management intervention, such as dismissal, performance improvement process, end of fixed-term contract, restructure, redundancy and / or retirement.
- List of reasons for voluntary leaving are:
    - Resignation – Career Change.
    - Resignation – Career Progression.
    - Resignation – Carer Responsibilities.
    - Resignation – Childcare.
    - Resignation – Distance.
    - Resignation – Following Performance Management.

- Resignation – Following Ill health.
- Resignation – Job Content.
- Resignation – Management.
- Resignation – More Pay.
- Resignation – Moved Away.
- Resignation – Other.
- Resignation – Permanent Job/Longer Contract.
- Resignation – Studying.
- Resignation – Time for a change/Length of Service.
- Resignation – Travelling.
- Compromise – Agreed Reference on file (Dependent on reason for leaving).
- Retirement (only for countries without a fixed retirement age).

Key individuals involved in the generation of the KPI

- The HR & Payroll Executive and the HR Shared Services Manager.
- Activities that occur across the business to drive up retention of employees is managed by the HR Business Partner in conjunction with their line manager partners.

Key systems used in the generation of the KPI

- Cascade and Microsoft Excel.

Procedures for verifying the completeness and accuracy of the data

- The HR & Payroll Executive prepares the report.
- This is then checked for accuracy by the HR Shared Services Manager and submitted to the Senior Manager, HR Business Partnering and Recruitment.

Key reports and the parameters used to generate the reports

- **FTE headcount report (monthly)** – Information drawn from Cascade and then exported into Excel.
- **Leavers report (monthly)** – Information drawn from Cascade and then exported into Excel.
- **The leavers report covering the 12-month period** (1st January – 31st December) – Information drawn from Cascade and then exported into an Excel.