



Human Capital Management: Develop and Counsel Employees

There is a fee associated with participation in APQC's Open Standards Research. If you have any questions about the fee, please contact the APQC helpdesk for more information.

This document should be used as a guide in the offline collection of data. APQC cannot accept submissions using this file. Please contact the APQC helpdesk on helpdesk@apqc.org for more information about offline submission.

OSBC DATABASE PRIVACY AND PROTECTION OF PERSONAL INFORMATION

Please refer to APQC's [privacy statement](#) for disclosures relating to the collection and use of your personal information.

Instructions

Research project structure

APQC OSBC research projects are designed to collect a wide variety of information about your entire organization, with a specific emphasis on the particular business entity for which the research is being collected.

Each survey is divided into a number of sections, separated by a block of introductory text. The first section contains questions about your organization as a whole. The second section contains general questions about your particular business entity. Each of the subsequent sections of the research project presents questions about specific processes and activities in your business entity. Each of these process-specific sections corresponds to APQC's [Process Classification Framework](#).

Before each section containing process-specific questions, you are presented with a list of components of the PCF. This list identifies which components of the PCF are addressed by this particular section of the research project. The numbers in the list correspond to the PCF's unique numbering scheme. Questions within the section will address specific activities for the stated component of the PCF.

Navigation, saving results, and submitting a survey

The survey is presented in pages. Each page has at least one question on it. Each question on each page should be answered. A survey may also have a question that must be answered in order to proceed. Required questions are identified by the word "Required" in red letters.

Use the buttons at the bottom of each page to navigate throughout the survey. To avoid data loss, do not use the browser "Back" and "Forward" buttons to navigate through the survey. As you navigate through the survey using the "Back" and "Forward" buttons, your data are saved to APQC's secure servers.

The progress indicator at the bottom of each page displays a bar graph and a percentage that indicate your progress in navigating through the survey. The progress indicator does not account for completed questions, only for your relative position in the survey.

To exit the survey before you have completed all questions, click the "Save" button at the bottom of the survey page, then close your browser. The system will present you a link to your particular instance of the survey. Use that link to return to the survey at any time.

Once you have completed the survey, click the "Submit" button on the last survey page. By submitting your survey results, you will notify APQC that your data are ready for validation. You will not be able to create, review, update or delete your answers after you have submitted the survey, so ensure that you have accurately documented your answers before you submit.

Cookies, one browser

The APQC OSBC survey tool uses a "cookie" to associate you to a particular survey instance. Your cookie is unique to the computer you used to start the survey and is the only key that you have to access your data. Should you lose your cookie, you will be unable to complete the survey and will need special assistance from APQC. Do not delete your APQC cookies until after you have submitted your survey data.

Because this cookie is unique to the computer you used to start the survey, other users will be unable to contribute results and data to the survey unless they have physical access to the browser you used to start the survey.

Visit the [Browser Setup](#) page for more information about configuring your browser to use cookies.

JavaScript

The APQC survey application uses JavaScript for enhanced validation and usability features. In order to complete these surveys, you must use a browser that supports JavaScript, and you must have JavaScript enabled. Visit the [Browser Setup](#) page for more information.

Printing

To print a copy of the entire survey, you should use the "Preview" version of the survey. This view consolidates all of the questions associated with the particular survey onto a single printable browser page. No answers or personal data are contained on the "Preview" version of the survey.

As you navigate through the survey, you may print each page to record your answers. There is no facility to review all of your answers on one page.

Definitions

Each survey has a set of definitions associated with it that are unique to the process grouping covered by the survey. Throughout the

survey, questions may have links to survey definitions.

Accurate results depend on a common understanding of the terminology used across survey respondents, so take special care to review the definitions in the glossary thoroughly. Common terms may be defined differently than you expect. When in doubt, contact APQC for guidance.

Reasonable numbers

The survey asks for a number of detailed pieces of information. If you do not have the exact information that a question asks for, please provide a reasonable approximation. If you cannot provide a reasonable approximation, please leave the answer blank. If you are not sure, contact APQC for guidance.

Reporting period

All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk. (Contact information is provided below.)

Question numbers may skip

Occasional changes to the survey may result in the addition or removal of questions. Due to this activity, the question numbers in the survey may occasionally skip one or more numbers. Furthermore, some surveys will hide questions depending upon answers to previous questions. If you have any questions about the order of questions in the survey, please contact the OSBC help desk.

Contacting APQC with questions

For any questions regarding the survey mechanics, the survey content, or general survey inquiries, please contact the OSBC help desk via telephone at +1.800.776.9676 (toll free, U.S. only) or +1.713.681.4020, or via e-mail at osbc@apqc.org.

Survey Scope

This survey is designed to be modular in nature. For the purpose of this module, the process group "develop and counsel - performance and employee relations" will be used inclusively to denote the following associated processes and activities:

- **6.3.1** Manage employee orientation and deployment
 - **6.3.1.1** Create/maintain employee induction program
 - **6.3.1.2** Introduce new employees to managers
 - **6.3.1.3** Introduce workplace
- **6.3.2** Manage employee performance
 - **6.3.2.1** Define performance objectives
 - **6.3.2.2** Review, appraise, and manage employee performance
 - **6.3.2.3** Evaluate and review performance program
- **6.3.3** Manage employee relations
 - **6.3.3.1** Manage health and safety
 - **6.3.3.2** Manage labor relations
 - **6.3.3.3** Manage collective bargaining process
 - **6.3.3.4** Manage labor management partnerships

Reminder: Please answer all questions consistently from the perspective of the business entity respondent and from the same time period (the 12-month period for which your business entity will be providing data in this survey).

204.0010 Of your business entity's total number of HR [FTEs](#), what was the number of full-time equivalents (*FTEs*) employed to perform the "develop and counsel - performance and employee relations" process group for your business entity?

Staff Category	Number of FTEs
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	
d. Total FTEs employed to perform the process <i>develop and counsel - performance and employee relations</i> (sum of a through c)	

204.0020 Of the total annual cost of your business entity's HR function, what costs are associated with the process group "develop and counsel - performance and employee relations"?

Cost Category	Cost
a. Internal costs	
b. Outsourced costs	
c. Total cost (sum of a through b)	

204.0030 For the "develop and counsel - performance and employee relations" process group, what was the approximate percent allocation of total annual internal costs (*question 204.0020a*) across the following cost categories? (*Must total 100%*)

Provide percentages as whole numbers between 0 and 100.

Cost Categories	Percentage
a. Annual personnel costs	%
b. Annual systems costs	%
c. Annual overhead costs	%
d. Annual other costs	%
e. Total internal cost (<i>Must equal 100%</i>)	%

204.0040 For the process group "develop and counsel - performance and employee relations," which of the following best describes your business entity's role? (Select only one.)

- Self supporting; performs most aspects of process on other business units for the process
- Relies on shared services center for the process
- Serves as a shared services center for the process
- Outsourced to third party

204.0050 What is the percentage split of how "develop and counsel - performance and employee relations" services are delivered to the business by the following? (*Must total 100%.*)

Services delivered	Percentage split
a. Shared service center /centralized processing unit	%
b. Third-party provider (outsourced)	%
c. Business-based HR roles	%
d. Corporate HR	%
e. Line managers	%
f. Total (<i>Must equal 100%</i>)	%

Page Break

204.0060 Which, if any, self-service models have been implemented by your business entity for the "develop and counsel - performance and employee relations" process group? (*Select all that apply.*)

- [Employee Self-Service \(ESS\)](#)
- [Manager Self-Service \(MSS\)](#)
- No self-service model

204.0070 For each of the staff categories below, what percentage of your work force receives a formal performance review?

Staff Categories	Percentage
a. Senior management/executives	%
b. Middle management/specialists	%
c. Operational workers/office staff	%

204.0080 Which of the following employee aspects are reviewed during performance reviews? (*Select all that apply.*)

- Responsibilities taken
- Results achieved (targets fulfilled)
- Professional/technical competencies
- Personal characteristics
- Individual learning and development
- Living up to company values
- Other
- Not applicable

If you selected "Other," please specify.

204.0090 For each of the staff categories below, what is the total cycle time in days for the formal performance review process from start to finish?

Staff Category	Cycle Time
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	

204.0100 Which of the following performance management approaches is part of any management development programs at your business entity? (Select all that apply.)

- Performance appraisal feedback
- 360-degree feedback
- Training in people skills
- Mentoring
- On-the-job experience
- Self-based training
- Peer feedback
- Personal development workshops
- Training in leadership styles
- One-to-one coaching
- No management development programs

204.0110 To what extent does the business entity's management development program meet the current needs of the organization? (Select only one.)

- Addresses all key organizational people manager development needs
- Adequate, but omits some areas of developmental need
- Does not adequately develop people managers for organization's needs
- No management development program available

204.0120 Thinking about your entire "develop and counsel employees - performance and employee relations" operation, what do you see as the key operational practices or management techniques that contribute to your organization's success, if any? (Please list the top three.)

This concludes the *performance and employee relations* portion of the survey.

Proceed to the next question to begin the next module. Please direct all survey-related questions to the OSBC Helpdesk at (800) 776-9676 or osbc@apqc.org.

For the purposes of the following module, the process group "develop and counsel-learning ONLY" will be used inclusively to denote the following associated processes and activities.:

6.3.4 Manage employee development

- **6.3.4.1** Develop competency management plans
- **6.3.4.2** Develop employee career plans
- **6.3.4.3** Manage employee skills development

6.3.5 Develop and train employees

- **6.3.5.1** Align employee and organization development needs
- **6.3.5.2** Develop functional/process competencies
- **6.3.5.3** Establish training needs by analysis of required and available skills
- **6.3.5.4** Develop, conduct, and manage employee and/or management training programs

6.3.6 Manage employee talent

- **6.3.6.1** Match resources to requirements

204.0130 Of your business entity's total number of HR FTEs, what was the number of full-time equivalents (FTEs) employed to perform the "develop and counsel-learning ONLY" process group for your business entity?

(Fill in for each column; use decimals if needed.)

Staff Categories	Number of FTEs
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	
d. Total FTEs employed to perform the process <i>develop and counsel-learning ONLY</i> (sum of a through c)	

204.0140 Of the total annual cost of your business entity's HR function, what costs are associated with "develop and counsel-learning ONLY"?

Cost Category	Cost
a. Internal costs	
b. Outsourced costs	
c. Total cost (sum of a through b)	

204.0150 For the "develop and counsel - learning ONLY" process group, what was the approximate percent allocation of total annual internal costs (*question 204.0130a*) across the following cost categories? (*Must total 100%*)

Provide percentages as whole numbers between 0 and 100.

Cost Categories	Percentage
a. Annual personnel costs	%
b. Annual systems costs	%
c. Annual overhead costs	%
d. Annual other costs	%
e. Total internal cost (<i>Must equal 100%</i>)	%

204.0160 For the process group "develop and counsel – learning only," which of the following best describes your business entity's role? (Select only one.)

- Self supporting; performs most aspects of process
- Relies on other business units for the process
- Relies on shared services center for the process
- Serves as a shared services center for the process
- Outsourced to third party

204.0170 What is the percentage split of how "develop and counsel - learning ONLY" services are delivered to the business by the following? (*Must total 100%*.)

Services delivered	Percentage
a. Shared services center/centralized processing unit	%
b. Third-party provider (<i>outsourced</i>)	%
c. Business-based HR roles	%
d. Corporate HR	%
e. Line managers	%
f. Total (<i>Must equal 100%</i>)	%

Page Break

204.0180 Which, if any, self-service models have been implemented by your business entity for the "develop and counsel - learning ONLY" process group? (*Select all that apply.*)

- Employee Self-Service (*ESS*)
- Manager Self-Service (*MSS*)
- No self-service model

204.0190 Which of the following best describes your Learning Management System (*LMS*)? (*Select only one.*)

- Saba
- Lotus
- Plateau
- KnowledgePlanet
- Docent
- Outsourced to external vendor
- SumTotal
- SuccessFactors
- Internally developed
- Spreadsheets (*Excel or equivalent*)
- Other
- Our organization does not use an LMS

If you selected "Other," please specify.

204.0200 How much annual labor was required to maintain and support your Learning Management System (*LMS*)?

Employee Category	(i). Number (<i>headcount</i>)
a. Full- or part-time:	
b. Temporary or contract staff:	

204.0210 For the process group "develop and counsel - learning ONLY", what is the budget allocated to learning for the 12-month period for which you are providing data?

204.0220 Does your organization use e-learning?

- Yes
- No

204.0230 What was the total number of hours spent developing e-learning training?

Total number of hours

204.0240 What was the total number of hours spent developing classroom training?

Total number of hours

204.0250 What was the total number of employees who attended e-learning training?

Total number of employees

204.0260 What was the total number of employees who attended classroom training?

Total number of employees

204.0270 Does your organization include learning measures in overall business performance measurement?

- Yes
- No

204.0280 Which of the following best describes your business entity's learning strategy?

- Parent organization has enterprise learning strategy to which we align
- Our business entity has its own learning strategy
- No learning strategy in place

204.0290 Is your learning strategy aligned with your business objectives?

- Strongly aligned
- Somewhat aligned
- Not aligned
- No learning strategy

204.0300 Does your organization use a blended learning (*e-learning and classroom*) approach?

- Yes
- No

204.0310 For each of the following staff categories, what was the average number of days per employee that were dedicated to learning? (Include all formal learning.)

Staff Categories	Average number of days
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	
d. Average (<i>all staff categories</i>)	

204.0320 What is the average time in days to close an identified skill or capability gap through training?

Staff Category	Average Time
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	

204.0330 What percentage of your business entity's on-site training is conducted by the following?

	Percentage
a. In-house subject matter experts	%
b. Line managers/supervisors	%
c. External subject matter experts	%
d. Other	%

If you selected "Other," please specify.

204.0340 What percentage of your business entity's training programs are developed through the following channels?

	Percentage
a. Internally	%
b. Externally	%
c. Through partnerships with external specialists	%
d. Other	%

If you selected "Other," please specify.

204.0350 How does your business entity evaluate training opportunities during implementation? (*Select all that apply.*)

- Number of courses offered
- Number of courses completed per employee
- Formative assessments of content knowledge
- Attitudinal surveys

- Expenditure reports
- Customer feedback/assessments
- Number of hours of professional development per employee

204.0360 How does your business entity measure effectiveness of learning? *(Select all that apply.)*

	Self-Assessment	Observations	Interviews	Report by managers/administrators	Focus Groups	Other	Not measured
204.0360a. How does your business entity measure effectiveness of learning with respect to "Participant reactions and satisfaction <i>(measures initial reactions to training)</i> "							
204.0360b. How does your business entity measure effectiveness of learning with respect to "Participant learning <i>(measures skills, knowledge, or attitude change)</i> "							
204.0360c. How does your business entity measure effectiveness of learning with respect to "Participant application and implementation <i>(measures changes in behaviors)</i> "							
204.0360d. How does your business entity measure effectiveness of learning with respect to "Business impact <i>(measures business impact changes)</i> "							
204.0360e. How does your							

business entity measure effectiveness of learning with respect to "Return on investment (measures actual impact of changes in relation to cost and effort)"						
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If you selected "Other", please describe.

204.0370 Of the average number of per-employee learning days for your business entity (question 204.0290), what percentage was delivered using each of the following training methods? (Allocate to 100 percent.)

Training method	Percentage
a. Computer-based training (self-instruction) installed from CD-rom	%
b. Computer-based training (self-instruction) delivered over the Web (either directly or downloaded)	%
c. Streaming video	%
d. Virtual, classroom-based training delivered online	%
e. Correspondence courses	%
f. E-learning (interactive)	%
g. Classroom instruction provided by your organization	%
h. External classroom instruction	%
i. On-the-job training	%
j. Other	%
k. Total (Must equal 100%)	%

If you selected "Other," please specify.

204.0380 For each of the staff categories below, what percentage of your business entity's employees attended management development programs?

Staff Categories	Percentage
a. Senior management/executives	%
b. Middle management/specialists	%
c. Operational workers/office staff	%

204.0390 Approximately what percentage of their overall time does your organization's CEO and senior leaders typically spend on leadership development?

Percentage of overall time
%

204.0400 To what extent are employees at your business entity able to rapidly and effectively develop their skills and capabilities?

Our entity has a number of training programs available for employees.

Our entity has training curriculum that are linked to job roles and employee promotion qualifications.

Employees are able to easily access formal and informal learning objects and experiences that are tailored to their specific job-related needs.

204.0410 Does your organization have a formal competency model?

Yes

No

204.0420 Does your organization use its competency model in the following activities? *(Select all that apply.)*

- Recruiting
- Staffing
- Employee development
- Management education
- Retention programs
- Work force planning
- Talent gap analysis
- Succession planning
- Talent reviews
- Mentoring
- Evaluation of talent management program
- Performance management

204.0430 How many [routine inquiries](#) do you receive each month for the entire "develop and counsel" process group?

Number of routine inquiries

204.0440 How many [non-routine inquiries](#) do you receive each month for the entire "develop and counsel" process group?

Number of non-routine inquiries

204.0450 What is the percentage split of how "recruit, source and select employees" inquiries are received for the following communication channels? (Must total 100%.)

a. Digital	%
b. Non-digital	%
c. Total	%

204.0460 What is the average response time *(in hours)* for a routine inquiry regarding the "develop and counsel employees" process group? *This time should represent the time taken from the point at which the inquiry is received to the point at which the inquiry is responded to (beyond auto-responder, an actual answer) and not the actual time spent by an individual working on the inquiry.*

Average response time

204.0470 What is the average response time *(in hours)* for a non-routine inquiry regarding the "develop and counsel employees" process group? *This time should represent the time taken from the point at which the inquiry is received to the point at which the inquiry is responded to (beyond auto-responder, an actual answer) and not the actual time spent by an individual working on the inquiry.*

Average response time

204.0480 Thinking about your entire "develop and counsel - learning ONLY" operation, what do you see as the key operational practices or management techniques that contribute to your organization's success, if any? Please list the top three.

204.0490 What additional "develop and counsel" measures would you like to see included in future reports? *(For a list of current measures, click [here](#).)*

204.0500 Please indicate whether your organization would like to discuss the benchmarking results to learn more about reasons for possible performance gaps.

Yes

No

You have reached the end of the survey. You can use the **previous** button to review your answers for accuracy and reasonableness. After pressing the **submit** button, you will no longer be able to directly edit your data in this survey form.

In order to obtain a printed version of your completed survey, you will need to print each page before submitting your responses. After you select **submit**, you will be unable to print your completed survey.

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