



Human Capital Management (HCM) Organization

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.

The following questions collect data about the entire human capital management operation at your organization and your particular [business entity](#) in alignment with Process Classification Framework (PCF) category 6.0, Human Capital Management. The scope of PCF 6.0 (and thus the scope of this survey) is comprised of six process groupings:

Develop and Manage HR Planning, Policies, and Strategies

- **6.1.1** Manage/align/deliver human resources strategy
- **6.1.2** Develop and implement HR plans
- **6.1.3** Monitor and update plans

Source, Recruit, and Select Employees

- **6.2.1** Create and develop employee requisitions
- **6.2.2** Recruit candidates
- **6.2.3** Screen and select candidates
- **6.2.4** Manage preplacement verification
- **6.2.5** Manage new hire/re-hire
- **6.2.6** Track candidates

Develop and Counsel Employees

- **6.3.1** Manage employee orientation and deployment
- **6.3.2** Manage employee performance
- **6.3.3** Manage employee relations
- **6.3.4** Manage employee development
- **6.3.5** Develop and train employees
- **6.3.6** Manage employee talent

Reward and Retain Employees

- **6.4.1** Develop and manage reward, recognition, and motivation programs
- **6.4.2** Manage and administer benefits
- **6.4.3** Manage employee assistance and retention
- **6.4.4** Payroll administration

Redeploy and Retire Employees

- **6.5.1** Manage promotion and demotion process
- **6.5.2** Manage separation
- **6.5.3** Manage retirement
- **6.5.4** Manage leave of absence

- **6.5.5** Develop and implement employee outplacement
- **6.5.6** Manage deployment of personnel
- **6.5.7** Relocate employees and manage assignments
- **6.5.8** Manage employment reduction and retirement
- **6.5.9** Manage expatriates
- **6.5.10** Manage employee relocation process

Manage Employee Information

- **6.6.1** Manage reporting processes
 - **6.6.2** Manage employee inquiry process
 - **6.6.3** Manage and maintain employee data
 - **6.6.4** Manage human resource information systems (HRIS)
 - **6.6.5** Develop and manage employee metrics
 - **6.6.6** Develop and manage time and attendance
 - **6.6.7** Manage employee communication
-

200.0010 Does your organization perform a formal satisfaction survey of its employees at least once a year? *(By formal surveys, we mean detailed written questionnaires conducted by internal staff or third parties [e.g., a marketing research firm] and used to draw general conclusions about your employees' satisfaction.)*

Yes
No

201.0020 Which of the following best describes the current structure of your HR organization? *(Select only one.)*

Completely decentralized
Moving toward a decentralized structure
Mix of decentralized and centralized structure
Moving toward a centralized structure
Completely centralized

201.0030 To whom does your highest ranking corporate HR executive report? *(Select only one.)*

[Chief executive officer \(CEO\)](#)
Chief administrative officer (CAO)
Chief finance officer (CFO)
[President](#)
Chief operations officer (COO)
Other

If you selected "Other," please specify.

201.0040 Does your organization have a standard set of metrics for measuring HR performance that are aligned with its strategic objectives?

Yes
No

201.0050 Does your HR function have tangible performance goals on which its success is measured?

Yes
No

201.0060 Do you include people/HR measures in performance assessments at each level of your organization? *(Select up to three.)*

Yes for [senior management/executives](#)
Yes for [middle management/specialists](#)
Yes for [operational workers/office staff](#)
No for all

201.0070 What percentage of senior management/executive performance ratings relate to people/HR measures?

<25%
25 to 50%
51 to 75%

>75%

201.0080 What percentage of middle management/specialist performance ratings relate to people/HR measures?

- <25%
- 25 to 50%
- 51 to 75%
- >75%

201.0090 What percentage of operational worker/office staff performance ratings relate to people/HR measures?

- <25%
- 25 to 50%
- 51 to 75%
- >75%

201.0100 What was your business entity's annual HR budget?

(Reminder: this information should be for the same 12-month period for which your business entity will be providing data in this survey.)

Annual HR budget

201.0110 What was your business entity's total cost for the HR processes included in the scope of this survey? *(Total HR cost should equal the sum of the total annual cost of your business entities HR cost categories outlined in question 182.0330. Exclude all benefit program costs and include all outsourcing and third party costs.)*

Total HR cost

201.0120 For each of the following human resource process groups within your business entity, how many full time equivalents (FTEs) are employed to perform the processes in each process group? *(Note: this question is asking for FTEs, not total employees.)*

Human Resource Process Groups	FTE
a. Create and manage human resources (HR) planning, policies, and strategies	
b. Recruit, source, and select employees	
c. Develop and counsel employees	
d. Reward and retain employees	
e. Re-deploy and retire employees	
f. Manage employee information	
g. Total	

201.0130 What percentage of the total FTEs in question 201.0120g do not directly report to the human resources organization?

Percentage of the total FTEs

%

201.0140 Of the total number of FTEs employed in question 201.0130g, how many are dedicated to administrative activities? *(Exclude the activities for processing and distributing payments. Fill in for each column using decimals if needed.)*

FTE Category	i. HR administration	ii. Payroll administration	iii. Learning administration
a. Senior management/executives			
b. Middle management/specialists			

c. Operational workers/office staff			
d. Total			

201.0150 How many temporary staff/contractors are typically employed by your business entity?

Number of temporary staff/contractors

201.0160 What is the approximate personnel cost of temporary staff/contractors employed by your business entity?

Personnel cost

201.0170 How many of your business entity's employees are either male/ female?

Employee Category	i. Male	ii. Female
a. Senior management/executives		
b. Middle management/specialists		
c. Operational workers/office staff		

Page Break

201.0180 What is the total annual cost of your business entity's HR function for each of the following cost categories?

Cost Categories	Cost
a. Annual personnel cost (compensation and benefits)	
b. Annual systems cost (direct and/or allocated to the entity)	
c. Annual overhead cost (direct and/or allocated to the entity)	
d. Annual other cost	
e. Annual outsourced cost	
f. Total cost of business entity's HR function (sum of a through e)	

201.0190 Of your business entity's total annual internal costs (Question 201.0180 a-d), what costs are associated with performing administrative activities for HR, payroll, and learning?

	Cost
a. HR administration	
b. Payroll administration	
c. Learning administration	

201.0200 What is the percentage split of how the following administrative activities are delivered to the business? (Must total 100% for each process).

Process	i. Shared service center/centralized processing unit	ii. Third-party provider (outsourced)	iii. Business-based HR roles	iv. Corporate HR	v. Line managers	vi. Total
a. HR administration						
b. Payroll						

administration						
c. Maintain and support HR information systems						

201.0210 Which, if any, self-service models have been implemented by your business entity for the process "payroll administration"? (Select all that apply.)

[Employee Self-Service \(ESS\)](#)

[Manager Self-Service \(MSS\)](#)

No self-service implemented

201.0220 Which of the following systems do you use to support the process "payroll administration"? (Select all that apply.)

Meta4/Cyborg

HR Access

SAP

Rebus/Peterborough

Lawson

Oracle (includes Peoplesoft, J.D. Edwards and other Oracle products)

CHRIS

Micropay/Ingenuity

Internally developed

Spreadsheets (Excel or equivalent)

Other

201.0220 If you selected "Other," please specify.

201.0230 Which of the following best describes the system you use for [ESS/MSS](#)? (Select only one.)

SAP

Oracle (includes Peoplesoft, J.D. Edwards and other Oracle products)

WebSphere

Corporate intranet

Outsourcer application

Internally developed

Spreadsheets (Excel or equivalent)

Other

201.0230 If you selected "Other," please specify.

201.240 What percentage of employees have access to ESS?

Percentage of employees

%

201.250 What percentage of managers have access to MSS?

Percentage of managers

%

201.260 How does your infrastructure support the use of MSS technologies? *(Select all that apply.)*

- Service delivery channels have been redesigned to promote use of MSS
- Usage measure built into performance evaluations of managers
- Evaluation of business results includes information on MSS usage
- Other
- Not applicable, no MSS technologies in use

If you selected "Other", please specify.

201.0270 Which of the following best describes your Human Resources Information System (HRIS)? *(Select only one.)*

- Meta4/Cyborg
- HR Access
- SAP
- Rebus/Peterborough
- Lawson
- Oracle *(includes Peoplesoft, J.D. Edwards and other Oracle products)*
- CHRIS
- Micropay/Ingenuity
- Internally developed
- Spreadsheets *(Excel or equivalent)*
- Other

201.0270 If you selected "Other", please specify.

201.0280 What is the average time in days it takes your HR function to fulfill an ad hoc information request (everything that is not reported on a regular basis)?

201.0290 How many voluntary and involuntary *(i.e., permanent layoff, redundancy, termination for cause, etc.)* employee terminations were there at your business entity?

Termination Type	Number of Terminations
a. Voluntary	
b. Involuntary	

Page Break

201.0300 What are the total personnel costs, including benefits, for all employees in your business entity for each of the following staff levels?

Staff Level	Costs
a. Senior management or executive	
b. Middle management or specialist	
c. Operational workers or office staff	
d. Total	

201.0310 For each of the staff categories below, what percentage of total salaries is performance-related pay?

Staff Level	Percent Of Total Salaries
a. Senior management or executive	
b. Middle management or specialist	
c. Operational workers or office staff	

201.0320 Thinking about your entire *human capital management* 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.)*

201.0330 What additional human capital management organizational level measures would you like to see included in future reports? For a list of current measures, [click here](#).

201.0340 Please indicate whether your organization would like to discuss the benchmarking results to learn more about reasons for possible performance gaps.

Yes

No

Thank you for your time to complete the HR Organization survey. This concludes the HR Organization survey module. We encourage you to consider completing our other human capital research modules: Create and Manage HR Planning, Policy, and Strategies; Recruit, Source, and Select; Develop and Counsel Employees (includes Training); Reward and Retain Employees; Payroll; Re-deploy and Retire Employees; and Manage Employee Information. Completing multiple survey modules will provide you with a comprehensive picture of your business entity's practices and key performance indicators across the entire human capital management lifecycle.

Please direct all survey-related questions to the OSBC Helpdesk at (800) 776-9676 or e-mail the [OSBC Helpdesk](#).

Copyright ©1994-2010 APQC. All rights reserved. Read our [User Privacy Policy](#).