



## Human Capital Management: Recruit, Source, and Select 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](mailto: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](mailto:osbc@apqc.org).

**Survey Scope**

This survey is designed to be modular in nature. The following processes and activities associated with the process group "Recruit, source, and select employees" are addressed by this survey:

- **6.2** Recruit, source, and select employees
  - **6.2.1** Create and develop employee requisitions
    - **6.2.1.1** Develop and open job requisition
    - **6.2.1.2** Develop a job description
    - **6.2.1.3** Post requisition
    - **6.2.1.4** Manage internal/external job posting Web sites
    - **6.2.1.5** Change/update requisition
    - **6.2.1.6** Notify hiring manager
    - **6.2.1.7** Manage requisition date
  - **6.2.2** Recruit candidates
    - **6.2.2.1** Determine recruitment methods
    - **6.2.2.2** Perform recruiting activities/events
    - **6.2.2.3** Manage recruitment vendors
  - **6.2.3** Screen and select candidates
    - **6.2.3.1** Identify and deploy candidate selection tools
    - **6.2.3.2** Interview candidates
    - **6.2.3.3** Test candidates
    - **6.2.3.4** Select and reject candidates
  - **6.2.4** Manage preplacement verification
    - **6.2.4.1** Complete candidate background information
    - **6.2.4.2** Conduct background checks
    - **6.2.4.3** Recommend/not recommend candidate
  - **6.2.5** Manage new hire/re-hire
    - **6.2.5.1** Draw up and make offer
    - **6.2.5.2** Negotiate offer
    - **6.2.5.3** Hire candidate
  - **6.2.6** Track candidates
    - **6.2.6.1** Create applicant record
    - **6.2.6.2** Manage/track applicant data
    - **6.2.6.3** Archive and retain records of non-hires

**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).

203.0010 What do you believe are the three most important factors that help to attract employees? (*Select your top three*)

Ability to balance work and life demands

Clear career growth opportunities

Company has a track record of transforming itself and continuing its success in the market

Compensation and benefits equal to, or greater than, industry and/or local expectations or standards

Performance based rewards and remuneration opportunities

- Company values are aligned with personal values
- Educational opportunities (formal, qualifications based learning and/or internal onsite learning)
- New or challenging responsibilities
- Opportunity to build specific skills
- Opportunity to work with a specific manager or set of peers
- Positive corporate reputation

Other? Please describe.

203.0020 Of your business entity's total number of HR [FTEs](#), what was the number of full-time equivalents (*FTEs*) employed to perform the "[recruit, source, and select](#)" process group for your business entity? (*Fill in for each column; use decimals if needed.*)

Staff Level	Number of FTEs
a. <a href="#">Senior management/executives</a>	
b. <a href="#">Middle management/specialists</a>	
c. <a href="#">Operational workers/office staff</a>	
d. Total (sum of a through c)	

203.0030 Of your business entity's total number of FTEs for the "recruit, source and select employees" process group, what percentage are employed to perform each of the following processes? (*Must total 100%.*)

a. Create and develop employee requisitions	%
b. Recruit/Source candidates	%
c. Screen and select candidates	%
d. Manage pre-placement verification	%
e. Manage new hire/re-hire	%
f. Track candidates	%
g. Total	%

203.0040 Of the total annual cost of your business entity's HR function, what costs are associated with the "[recruit, source, and select](#)" process group?

Cost table	Cost
a. <a href="#">Internal costs</a> ( <i>includes agency and advertising costs</i> )	
b. <a href="#">Outsourced costs</a>	
c. Total	

203.0050 For the "[recruit, source, and select](#)" process group, what was the approximate percent allocation of total annual internal costs (*question 203.0040a*) across the following cost categories? (*Must total 100%*)

*Provide percentages as whole numbers between 0 and 100.*

Cost Categories	Percentage
a. <a href="#">Annual personnel costs</a>	%
b. <a href="#">Annual systems costs</a>	%
c. <a href="#">Annual overhead costs</a>	%
d. <a href="#">Annual other costs</a>	%

e. Total (Must equal 100%)	%
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203.0060 For the process group "recruit, source and select employees," 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

203.0070 What is the percentage split of how "[recruit, source, and select](#)" services are delivered to the business by the following? (Must total 100%.)

Services delivery means	% Split
a. <a href="#">Shared service center/centralized processing unit</a>	%
b. <a href="#">Third-party provider</a> (outsourced)	%
c. Business-based HR roles	%
d. Corporate HR	%
e. Line managers	%
f. Total (Must equal 100%)	%

203.0080 Which, if any, self-service models have been implemented by your business entity for the "[recruit, source, and select](#)" process group? (Select all that apply.)

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

203.0090 Which of the following systems does your business entity utilize to support the process group "[recruit, source, and select](#)"? (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
- Taleo
- Internally developed
- Spreadsheets (Excel or equivalent)
- Outsourced to external vendor
- Other

If you selected "Other," please specify.

203.0100 How does HR ensure that its recruiting and staffing efforts for the business entity link to business management's talent needs? (Select all that apply.)

- Formal needs assessment with business management
- Performance evaluation after placement
- Collection and analysis of HR metrics such as turnover and retention in the business units
- Informal conversations with business management

- Surveys of business management's recruiting and staffing needs
- Work force or HR planning
- Other

If you selected "Other," please specify.

203.0110 To what extent is your business entity able to quickly and effectively modify staffing levels to meet changing business demand? *(Select only one.)*

- Our entity is limited in its ability to modify staffing levels.
- Our entity has some flexibility to modify staffing levels.
- Our entity proactively anticipates and modifies staffing levels ahead of market demand.

203.0120 Which of the following sourcing channels does your business entity use to source candidates? *(Select all that apply.)*

- Job boards
- Employee referrals
- Search firms/recruitment outsourcers
- Internal recruiters
- Contract recruiters
- Internet recruiting
- College/university recruiting
- Technical schools/technical colleges
- Labor unions
- Trade and professional associations
- Private employment agencies
- Temporary agencies
- Job fairs/open houses/hospitality suites
- Other

If you selected "Other," please specify.

203.0130 What is the annual number of approved job requisitions for your business entity?

a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	

203.0140 What is the average number hours invested by the hiring manager per new hire?

a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	

203.0150 What was the number of new hires for your business entity?

Staff Level	Number of new hires
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	
d. Total number of new hires (sum of a through c)	

203.0160 What percentage of new hires were recruited from the following geographic areas? *(Must total 100%)*

Geographic areas	% of new hires
a. Within your own country	%
b. Outside of your own country but within the geographic region within which you operate	%
c. Beyond the geographic region in which you operate	%
d. Total <i>(Must equal 100%)</i>	%

203.0170 For the past three years, please estimate the average percentage of management positions filled by internal promotion versus external recruitment at your business entity.

Staff Level	% of Management Positions Filled by Internal Promotions
a. Senior management/executives	%
b. Middle management/specialists	%
c. Operational workers/office staff	%

203.0180 What is your business entity's average cycle time in days for the following sourcing processes? *(If you do not track a sourcing process, leave the field blank.)*

Sourcing processes	Cycle time (days)
a. From identifying the need to hire a new employee to approval of the <a href="#">job requisition</a> ? Cycle time (days)	
b. From approval of job requisition to acceptance of job offer? Cycle time (days)	
c. From job offer acceptance until new hire begins in the agreed position, including time for orientation and initial set-up? Cycle time (days)	
d. Total average cycle time (days)	

203.0190 Which of the following formal programs has your business entity implemented to accelerate the inclusion and organizational effectiveness of new hires? *(Select all that apply.)*

- Onboarding
- Mentoring
- Coaching
- Other

If you selected "Other," please specify.

203.0200 Of all senior management/executive employees who joined your business entity in the 12 month period for which you are providing data, what percentage are still within the business entity?

Percentage of employees  
%

203.0210 Of all middle management/specialist employees who joined your business entity in the 12 month period for which you are providing data, what percentage are still within the business entity?

Percentage of employees  
%

203.0220 Of all operational worker/office staff employees who joined your business entity in the 12 month period for which you are providing data, what percentage are still within the business entity?

Percentage of employees  
%

203.0230 Which of the following measures do you use for evaluating your recruitment and selection process? *(Select all that apply.)*

- Quality of new hires
- Candidates by source
- Cycle time
- Voluntary turnover of new hires

- Online application rate
- Number of candidates per position
- Cost per hire
- Other
- Do not evaluate

If you selected "Other," please specify.

203.0240 Which of the following does your business entity use for evaluating the quality of a new hire? *(Select all that apply.)*

- Hiring manager surveys
- Performance reviews
- Employee surveys
- Time to contribution
- Workload per employee
- Turnover
- Number of training hours per employee
- Other
- Do not evaluate the quality of new hires

If you selected "Other," please specify.

203.0250 What percentage of new hires originated from internal employee referrals?

Percentage of new hires  
%

203.0260 How many [routine inquiries](#) do you receive each month for the process group "[recruit, source, and select](#)" employees?

Number of routine inquiries

203.0270 How many [non-routine inquiries](#) do you receive each month for the process group "[recruit, source, and select](#)" employees?

Number of non-routine inquiries

203.0280 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	%

203.0290 What is the average response time *(in hours)* for a routine inquiry regarding the process group "[recruit, source, and select](#)"? *(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

203.0300 What is the average response time *(in hours)* for a non-routine inquiry regarding the process group "[recruit, source, and select](#)"? *(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

203.0310 Thinking about your entire "[recruit, source, and select](#)" 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.)*

203.0320 What additional "[recruit, source, and select](#)" measures would you like to see included in future reports? *(For a list of current measures, click [here](#).)*

203.0330 Please indicate whether your organization would like to discuss the benchmarking results to learn more about reasons for possible performance gaps.

Yes

No

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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.