



## Human Capital Management: Redeploy and Retire 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 "Redeploy and retire employees" are addressed by this survey:

- **6.5 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

**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).

206.0010 Of your business entity's total number of HR [FTEs](#), what was the number of full-time equivalents (*FTEs*) employed to perform the "redeploy and retire employees" process group for your business entity? (*Fill in for each column; use decimals if needed.*)

Staff Category	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 FTEs employed to perform the process <i>re-deploy and retire employees</i> (sum of a through c)	

206.0020 Of your business entity's total number of FTEs for the "redeploy and retire employees" process group, what percentage are employed to perform each of the following processes? (Must total 100%.)

a. Manage promotion and demotion process	%
b. Manage separation	%
c. Manage retirement	%
d. Manage leave of absence	%
e. Develop and implement employee outplacement	%
f. Manage deployment of personnel	%

g. Relocate employees and manage assignments	%
h. Manage employment reduction and retirement	%
i. Manage expatriates	%
j. Total	%

206.0030 Of the total annual cost of your business entity's HR function, what costs are associated with "redeploy and retire employees"?

	<b>Cost</b>
a. <a href="#">Internal costs</a>	
b. <a href="#">Outsourced costs</a>	
c. Total cost (sum of a through b)	

206.0040 For the "redeploy and retire employees" process group, what was the approximate percent allocation of total annual internal costs (*question 206.0030a*) across the following cost categories? (*Must total 100%*)

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

<b>Cost categories</b>	<b>Percentage</b>
a. Annual <a href="#">personnel costs</a>	%
b. Annual <a href="#">systems costs</a>	%
c. Annual <a href="#">overhead costs</a>	%
d. Annual <a href="#">other costs</a>	%
e. Total internal cost ( <i>Must total 100%</i> )	%

206.0050 For the process group "redeploy and retire 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

206.0060 What is the percentage split of how "redeploy and retire employees" services are delivered to the business by the following? (*Must total 100%.*)

<b>Services delivered</b>	<b>Percentage</b>
a. <a href="#">Shared service center</a> /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> )	%

206.0070 Which of the following systems does your business entity utilize to support the process group "redeploy and retire employees"?

(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)
- Outsourced to external vendor
- Other

If you selected "Other," please specify.

206.0080 Which, if any, self-service models have been implemented by your business entity for the "redeploy and retire employees" process group? (Select all that apply.)

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

206.0090 What is your business entity's average cycle time (in days) for processing an employee's retirement (i.e., moving the employee and payroll onto the pension list)?

Average cycle time

206.0100 Does your business entity have a knowledge transfer plan in place for employees approaching retirement?

- Yes
- No

206.0110 What options does your business entity offer to employees with regard to employees approaching retirement? (Select all that apply.)

- Flexible work schedule
- Phased retirement
- Alternative career paths
- Other

If you selected "Other," please specify.

206.0120 What is your business entity's average cycle time (in days) from request for leave of absence to confirmation of absence to employee?

206.0130 For the following staff categories, what was the number of vacancies at your business entity filled by internal candidates?

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

206.0140 What is your business entity's average cycle time (in days) for the internal transfer process? (From request for internal transfer to completion of transfer)

Average cycle time

206.0150 What percentage of employees at your business entity were redeployed for reasons other than filling a vacancy?

Percentage of employees

%

206.0160 For the following staff categories, how many voluntary employee terminations were there at your business entity?

Staff Category	Number of voluntary terminations
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	
d. Total number of voluntary employee terminations (sum of a through c)	

206.0170 What were the reasons for redeployment at your business entity? *(Select all that apply.)*

- Promotion
- Organization restructuring
- Meet changing business priorities
- Position elimination/Right Sizing
- Employee request (internal transfer request)
- Poor fit in current position
- Other

If you selected "Other," please specify.

206.0180 For the following staff categories, how many involuntary (*i.e., permanent layoff, redundancy, termination for cause, etc.*) employee terminations were there at your business entity?

Staff Category	Number of involuntary terminations
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	
d. Total number of involuntary employee terminations (sum of a through c)	

206.0190 What was the total number of employees your business entity relocated within your country?

Total number of employees

206.0200 What was the total cost of relocation expenses paid by your business entity to employees?

Total cost

206.0210 What percentage of your business entity's work force were expatriates?

Percentage of work force

%

206.0220 What was your business entity's total expenditure for repatriation?

Total expenditure

206.0230 What was your business entity's total expenditure for expatriation?

Total expenditure

206.0240 How many [routine inquiries](#) do you receive each month for the process group "redeploy and retire employees"?

Number of routine inquiries

206.0250 How many [non-routine inquiries](#) do you receive each month for the process group "redeploy and retire employees"?

Number of non-routine inquiries

206.0260 What is the percentage split of how "redeploy and retire employees" inquiries are received for the following communication channels? (Must total 100%.)

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

206.0270 What is the average response time (*in hours*) for a routine inquiry regarding the "redeploy and retire" 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

206.0280 What is the average response time (*in hours*) for a non-routine inquiry regarding the "redeploy and retire" 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

206.0290 Thinking about your entire "redeploy and retire employees" 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.)*

206.0300 What additional "redeploy and retire employees" measures would you like to see included in future reports? For a list of current measures, click [here](#).

206.0310 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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