



Human Capital Management: Reward and Retain Employees

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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. The following processes and activities associated with the process group "Reward and retain employees" are addressed by this survey:

- **6.4** Reward and retain employees
 - **6.4.1** Develop and manage reward, recognition, and motivation programs
 - **6.4.1.1** Develop salary/compensation structure and plan
 - **6.4.1.2** Develop benefits and reward plan
 - **6.4.1.3** Perform competitive analysis of benefit and rewards
 - **6.4.1.4** Identify compensation requirements based on financial, benefits, and HR policies
 - **6.4.1.5** Administer compensation and rewards to employees
 - **6.4.1.6** Reward and motivate employees
 - **6.4.2** Manage and administer benefits
 - **6.4.2.1** Deliver employee benefits program
 - **6.4.2.2** Administer benefit enrollment
 - **6.4.2.3** Process claims
 - **6.4.2.4** Perform benefit reconciliation
 - **6.4.3** Manage employee assistance and retention
 - **6.4.3.1** Deliver programs to support work/life balance for employees
 - **6.4.3.2** Develop family support systems

- 6.4.3.3 Review retention and motivation indicators
 - 6.4.3.4 Review compensation plan
- 6.4.4 Payroll administration

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).

205.0010 What do you believe are the three most important factors that help to retain 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 norms
- 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.

205.0020 Of your business entity's total number of HR [FTEs](#), what was the number of full-time equivalents (*FTEs*) employed to perform the "reward and retain employees" process group for your business entity? *(Fill in for each column; use decimals if needed.)*

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>reward and retain employees</i> (sum of a through c)	

205.0030 Of your business entity's total number of FTEs for the "reward and retain employees" process group, what percentage are employed to perform each of the following processes? (Must total 100%.)

a. Develop and manage reward, recognition, and motivation programs	%
b. Manage and administer benefits	%
c. Manage employee assistance and retention	%
d. Administer Payroll	%
e. Total	%

205.0040 Of the total annual cost of your business entity's HR function, what costs are associated with "reward and retain employees"?

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

205.0050 For the "reward and retain employees" process group, what was the approximate percent allocation of total annual internal costs (question 205.0040a) 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 (Must equal 100%)	%

205.0060 For the process group "reward and retain 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

205.0070 What is the percentage split of how "reward and retain employees" services are delivered to the business by the following? (Must total 100%.)

Services delivered	% 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 (Must equal 100%)	%

205.0080 Which, if any, self-service models have been implemented by your business entity for the "reward and retain employees" process group? (Select all that apply.)

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

205.0090 Which of the following systems does your business entity utilize to support the process group "reward and retain 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
- SuccessFactors
- Internally developed
- Spreadsheets (*Excel or equivalent*)
- Outsourced to external vendor
- Other

If you selected "Other," please specify.

205.0100 Which of the following salary systems are applied at your business entity? (*Select all that apply.*)

- Competency-based pay
- Open salary scales
- Individual arrangements
- Salary scales with fixed increments
- Broad banding
- Performance-based pay
- Other

If you selected "Other," please specify.

205.0110 How many of your business entity's employees are in each staff category listed below?

Staff Category	Number of Employees
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	
d. Total	

Page Break

205.0120. Using the total personnel costs for all employees, please allocate those costs among the following types of pay.

Staff Category	Cost
a. Senior management or executive (Total Base Pay)	
b. Senior management or executive (Total Overtime Pay)	
c. Senior management or executive (Total Variable Pay)	
d. Senior management or executive (Total Cost of Benefits)	
e. Senior management or executive (Total Pay)	

f. Middle management or specialist (Total Base Pay)	
g. Middle management or specialist (Total Overtime Pay)	
h. Middle management or specialist (Total Variable Pay)	
i. Middle management or specialist (Total Cost of Benefits)	
j. Middle management or specialist (Total Pay)	
k. Operational workers or office staff (Total Base Pay)	
l. Operational workers or office staff (Total Overtime Pay)	
m. Operational workers or office staff (Total Variable Pay)	
n. Operational workers or office staff (Total Cost of Benefits)	
o. Operational workers or office staff (Total Pay)	

205.0130 How does your organization determine competitive total compensation? *(Select all that apply.)*

- Internal benchmarking
- External benchmarking *(performed in-house)*
- External benchmarking outsourced *(performed by outside vendor)*
- Other

If you selected "Other," please specify.

205.0140 What is your compensation/benefits strategy? *(Select only one.)*

- Lag competition
- Match competition
- Lead competition
- Other
- We have not formally determined compensation/benefits strategy

If you selected "Other," please specify.

205.0150 How often does your organization review/revisit compensation strategy? *(Select only one.)*

- Once per year
- More than once per year
- Ad hoc
- As required by market demands/conditions/external events

Other

If you selected "Other," please specify.

205.0160 What benefits does your organization offer? *(Select all that apply.)*

- Medical
- Dental
- Vision
- Stock options
- Pensions
- Short- and long-term disability
- Paid maternity/paternity leave
- Paid personal leave
- Flexible spending account
- Childcare
- Elder care
- Employee assistance program (EAP)
- Flexible work arrangement policy
- Family and medical leave
- Other

If you selected "Other," please specify.

205.0170 Does your organization differentiate employee benefits packages based on the following? *(Select all that apply.)*

- Tenure
- Seniority
- Full time/part time
- Age
- Other

If you selected "Other," please specify.

205.0180 Do your organization's employees have the option to select or tailor their own benefits packages?

- Yes
- No

205.0190 How often does your organization review/revisit employee benefits packages? *(Select only one.)*

- Once per year
- More than once per year
- Ad hoc
- As required by market demands/conditions/external events
- Other

If you selected "Other," please specify.

205.0200 Does your business entity formally track the reasons for unwanted turnover?

Yes

No

205.0210 If yes, what are the top three reasons for unwanted turnover? *(Select three.)*

Poor current working relationship with superiors/coworkers

Higher compensation elsewhere

Opportunity to relocate to more attractive location

Opportunity to work with more attractive technology

Better benefits elsewhere

More prestigious position elsewhere

More thorough and effective new employee orientation or assimilation process elsewhere

Opportunity to work on more challenging projects

Opportunity to learn new technical skills through training

Opportunity for more/better professional development through training

Quality of management/leadership elsewhere

Negative current work environment

Better balance between work and personal life—more opportunity to telecommute elsewhere

Better balance between work and personal life—more flexible work schedules elsewhere

Better balance between work and personal life—more non-cash perks elsewhere

Better opportunity to advance in career

Opportunity to be certified in a certain skill elsewhere

More coaching and mentoring opportunities elsewhere

Potential to earn more through project- or team-based performance incentives elsewhere

More non-monetary recognition for contribution to business success elsewhere

Potential to earn more through skill-based incentives (e.g., "hot skills bonus") elsewhere

Other

If you selected "Other," please specify.

205.0220 To what extent has your business entity identified and made provisions to retain people with key capabilities? *(Select only one.)*

Our entity has not identified individuals with key capabilities.

Our entity has identified individuals with key capabilities, but does not have a strategy to retain them.

Our entity has identified individuals with key capabilities and has clearly articulated retention plans in place.

205.0230 What is the average number of vacation days per year, per employee, provided by your business entity's policies?

Average number of vacation days

205.0240 Which of the following programs does your business entity offer to support work/life balance? *(Select all that apply.)*

Relaxed dress code

Reduced overtime

Home services at work

Child-friendly policies

Flexible hours

- Telecommuting/work-at-home
- Reduction in company travel
- Other
- None of these programs apply

If you selected "Other," please specify.

205.0250 What was the average number of days absence due to sickness, maternity, and paternity leave per employee?

	Days of absence annually
a. Including maternity and paternity leave	
b. Excluding maternity and paternity leave	

Page Break

205.0260 Which of the following people/HR metrics are built into the compensation plan for the leadership team at your business entity?
(*Select all that apply.*)

- Employee satisfaction (*climate/culture survey*)
- Attrition/retention of key staff
- Growth of key staff (*promotions, developmental opportunities provided*)
- Number of available positions filled internally
- Staff training completed in comparison to learning goals
- Diversity
- Other
- No people metrics built into compensation plans for leadership

If you selected "Other," please specify.

205.0270 Is the performance of the HR function, as measured by your HR customer satisfaction survey, tied to rewards for HR staff and/or management? (*Select all that apply.*)

- Yes, for HR senior management/executives
- Yes, for HR middle management/specialists
- Yes, for HR operational workers/office staff
- No, HR rewards are not tied to results of HR customer satisfaction survey
- We do not conduct an HR customer satisfaction survey

205.0280 Does your organization conduct exit interviews?

- Yes
- No

205.0290 If yes, please indicate how this information is used within the organization. (*Select only one in each category.*)

- 205.0290a. Communicated to senior leadership for use in organizational strategy setting
- Positive findings

Negative findings
 Both positive and negative findings
 Not communicated

205.0290b. Process improvement

Positive findings
 Negative findings
 Both positive and negative findings
 Not used for process improvement

205.0290c. Managerial coaching/inclusion in relevant manager performance review

Positive findings
 Negative findings
 Both positive and negative findings
 Not used for managerial coaching/inclusion in relevant manager performance review

205.0290d. Informal benchmarking

Positive findings
 Negative findings
 Both positive and negative findings
 Not used for informal benchmarking

205.0300 How does your business entity maintain links with leaders who have left?

	Formally tracked by HR	Formally tracked by relevant business manager	Informally tracked	Other	Not applicable - little or no contact is routinely kept
a. Selected subset of leaders					
b. All leaders					

205.0310 Does your business entity deploy the following formal recognition programs? *(Select all that apply.)*

Employee of the month or similar
 Featuring employees in publications
 Sales recognition
 Customer service recognition
 Recognition for high tenure
 Recognition for low absenteeism
 Other

If you selected "Other," please specify.

205.0320 How many [routine inquiries](#) do you receive each month for the process group "reward and retain employees"?

Number of routine inquiries

205.0330 How many [non-routine inquiries](#) do you receive each month for the process group "reward and retain employees"?

Number of non-routine inquiries

203.0340 What is the percentage split of how "reward and retain employees" inquiries are received for the following communication channels? (Must total 100%.)

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

205.0350 What is the average response time (*in hours*) for a routine inquiry regarding the process group "reward and retain employees"? (*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

205.0360 What is the average response time (*in hours*) for a non-routine inquiry regarding the process group "reward and retain employees"? (*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

205.0370 Thinking about your entire "reward and retain 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.*)

205.0380 What additional "reward and retain employees" measures would you like to see included in future reports? For a list of current measures, click [here](#).

205.0390 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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