



## Financial Management: General Accounting and Reporting

**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 and 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 it.

#### 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 helpdesk via telephone at +1.800.776.9676 (toll free, US only) or +1.713.681.4020, or via email at [osbc@apqc.org](mailto:osbc@apqc.org).

## Survey Scope

This survey is designed to be modular in nature. The following processes are addressed by this survey:

- **8.3** Perform general accounting and reporting
  - **8.3.1** Manage policies and procedures
  - **8.3.2** Perform general accounting
  - **8.3.3** Perform fixed asset accounting
  - **8.3.4** Perform financial reporting
- **8.4** Manage fixed assets
  - **8.4.2** Perform capital project accounting

The survey contains a general background section followed by a number of process specific sections. The process specific sections contain questions addressing the PCF components identified above.

\*209.0010 Please indicate the currency (e.g. U.S. Dollar, Euro, Japanese Yen, etc.) used for monetary responses in this survey. *This question must be answered in order to proceed to the next page.*

Choose one

209.0020 Provide the end date of the twelve-month period for which your [business entity](#) will be providing data. *(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. Pro-rata data are not acceptable, only actual data should be submitted. 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 on [osbc@apqc.org](mailto:osbc@apqc.org).)*

Period end date

Year	Month
* Choose one	* Choose one

209.0030 What is the total number of employees (temporary, part-time, and full-time) at your business entity?

Number of employees (headcount)

209.0040 What is your entire organization's [total annual revenue](#)? *(Note that this question refers to the entire organization rather than the business entity defined for purposes of this survey effort. For example, the surveyed business entity could be a business unit of a publicly traded company, in which case this question should be answered as the corporate parent's total annual revenue.)*

No corporate parent / independently owned facility

Less than \$100 million US Dollars

\$100 million to \$499 million US Dollars

\$500 million to \$999 million US Dollars

\$1 billion to \$5 billion US Dollars

\$6 billion to \$10 billion US Dollars

More than \$10 billion US Dollars

209.0050 What is the highest level of process ownership within your organization for the general accounting and reporting processes?  
(Select only one.)

- Global
- Regional
- Business unit or some similar division such as product lines

Activity	1 - Strongly disagree	2	3	4	5 - Strongly agree	6 - Don't know
210.0060 Is internal and external structured and unstructured data integrated into an enterprise analytic warehouse in a timely manner?						
210.0070 Is real-time data integrated and organized so internal users can access consistent applicable real-time information?						
210.0080 Is there a robust enterprise-wide strategy championed by a data czar, who defines priorities for data acquisition, availability and analytics?						
209.0090 Does a comprehensive federated metadata system ensure all data is consistently defined across the enterprise?						

Activity	1 - No Enterprise-wide standards – left to business unit's discretion to maximize performance	2 - Enterprise-wide standards are recommended but left to business unit's discretion	3 - Enterprise-wide standards are mandated for all business units and enforced	4 - We don't see any value in enterprise-wide standards
210.0100 What is your corporate philosophy on information standards (i.e., does the enterprise beyond Finance believe in one version of the truth) <b>today</b> ?				
210.0110 What is your corporate philosophy on information standards (i.e., does the enterprise beyond Finance believe in one version of the truth) <b>in three years</b> ?				

Activity	1 - No plans to adopt	2 - Started (<25%)	3 - Partially achieved (25-50%)	4 - Partially achieved (51-75%)	5 - Enterprise-wide (>75%)
210.0120 Does your organization adhere strictly to common finance data definitions and data governance?					
210.0130 Has your organization implemented a standard financial chart of accounts?					
210.0140 Does your organization use standard / common finance processes (e.g., standard way of doing accounts payable)?					
210.0150 Does your organization adhere strictly to process ownership (e.g., individual process strategies led by a single owner)?					

Activity	1 - ineffective	2	3	4	5 - very effective
210.0160 How effectively do you think your finance organization has addressed and improved developing your people in the finance organization?					
210.0170 How effectively do you think your finance organization has addressed and improved operational planning and forecasting (e.g., customer opportunity pipeline, customer order)?					
210.0180 How effectively do you think your finance organization has addressed and improved <b>implementing</b> a common reporting platform?					
210.0190 How effectively do you think your finance organization has addressed and improved <b>deploying</b>					

a common reporting platform?							
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209.0200 What is your business entity's [total annual revenue](#)? (If your business entity is a support unit such as a [shared services center](#) and therefore does not directly generate revenue, then provide the revenue amount for the units/business entities you support.)

Total annual revenue

209.0210 What is the total annual selling, general, and administrative (SG&A) costs incurred by your business entity? Include all compensation and benefits (excluding incentive compensation), direct operating costs, research and development costs, supplies, maintenance time and expenses, subscriptions, publications, and related costs.

Total annual SG&A costs

209.0220 What is your business entity's [total annual cost of continuing operations](#)? (If your business entity is a support unit such as a shared services center, then include the costs for the units/business entities you support.)

Total annual cost of continuing operations

209.0230 Approximately in how many countries, including your own, does your business entity operate?

Number of countries

209.0240 Which of the following best describes the customer strategy for your business entity? (Select only one.)

- [Cost leadership](#)
- [Product/service differentiation](#)
- [Focus on the customer](#)

209.0250 Which of the following statements best describes the role your business entity performs in the corporate organization? (Select only one.)

- [Headquarters](#)
- [Shared services center/centralized processing center](#)
- [Manufacturing, operating, or business unit](#)

209.0260 Which of the following terms best describes the market conditions in which your business entity mainly operates? (Select only one.)

- Relatively new emerging market
- Growth market
- Mature market
- Generally in decline

209.0270 What is your assessment of your business entity's overall performance relative to industry peers?

- Top quartile
  - Middle half
  - Bottom quartile
- 

209.0280 Which of the following best describes your organization's maturity with regards to information availability and analysis capabilities? (Options are listed in increasing order of maturity; select the option that best describes your organization's maturity.)

We don't have regular access to data beyond basic transactions. Data is stored in spreadsheets or system extracts. Analysis is not

performed on a regular basis and decisions are based on instinct or anecdote.

Data is in department or line-of-business silos. Insight generation is only performed on an ad hoc or periodic basis. Decisions may be supported by data, but are primarily based on past experience.

Structured operational data is available and may include some basic external data. Insights are generated at department or line-of-business level. Decision making is focused on analyzing past actions and consequences.

Traditional and unstructured data is integrated and available from enterprise sources as well as some external data. While data is available to many people based on their roles and needs, using it might require some technical assistance. Decision making involves historic analysis and predictive algorithms.

Real-time, internal and external data is readily accessible across the enterprise based on need. Information is shared extensively across the enterprise. The data is integrated real-time and users can access, manipulate and visualize data on demand. Data-driven decision making is part of the organization's culture.

209.0290 Which of the following best describes the maturity with regards to information availability and analysis capabilities, that you think your organization SHOULD have in order to be competitive / on par with peers? (*Options are listed in increasing order of maturity. This question is intended as a subjective measure of the level of analytics maturity required to compete within the industry.*)

We don't have regular access to data beyond basic transactions. Data is stored in spreadsheets or system extracts. Analysis is not performed on a regular basis and decisions are based on instinct or anecdote.

Data is in department or line-of-business silos. Insight generation is only performed on an ad hoc or periodic basis. Decisions may be supported by data, but are primarily based on past experience.

Structured operational data is available and may include some basic external data. Insights are generated at department or line-of-business level. Decision making is focused on analyzing past actions and consequences.

Traditional and unstructured data is integrated and available from enterprise sources as well as some external data. While data is available to many people based on their roles and needs, using it might require some technical assistance. Decision making involves historic analysis and predictive algorithms.

Real-time, internal and external data is readily accessible across the enterprise based on need. Information is shared extensively across the enterprise. The data is integrated real-time and users can access, manipulate and visualize data on demand. Data-driven decision making is part of the organization's culture.

209.0300 Does your organization use an [enterprise resource planning \(ERP\) system](#) to coordinate key business information, resources, and activities across the value chain?

Yes

No

209.0310 Which of the following best describes your business entity's compliance with currently accepted accounting standards? (*Please contact your company's financial reporting department for guidance in answering this question if needed.*)(*Please select only one option.*)

My business entity is currently compliant with the [International Financial Reporting Standards \(IFRS\)](#).

My business entity is currently compliant with [United States Generally Accepted Accounting Principles \(US GAAP\)](#).

My business entity is currently converting from United States or local Generally Accepted Accounting Principles (GAAP) to the International Financial Reporting Standards (IFRS).

My business entity is currently compliant with local Generally Accepted Accounting Principles (GAAP) other than US GAAP and IFRS.

*If you selected other please specify with which standard your business entity is compliant:*

This concludes the **general background** component of the survey.

Proceed to the next page to begin the *manage policies and procedures* component of the survey. Processes and activities included in this component of the survey include:

- **8.3** Perform general accounting and reporting
  - **8.3.1** Manage policies and procedures
    - **8.3.1.1** Negotiate service level agreements
    - **8.3.1.2** Establish [accounting policies](#)
    - **8.3.1.3** Set and enforce [approval](#) limits
    - **8.3.1.4** Establish common financial systems

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

209.0320 For the process [manage policies and procedures](#), which of the following best describes your business entity's role? (*Select only one.*)

Self-supporting; performs most aspects of this process

Relies on other [business units](#) for this process

Relies on a [shared services center](#) for the process  
 Serves as a shared services center for the process  
[Outsources](#) to third party

209.0330 How many [full-time equivalents \(FTEs\)](#) were employed during the year to perform the process *manage policies and procedures*?  
 (Use up to two decimal places if needed.)

Number of FTEs

209.0340 Using the total annual cost for the process *manage policies and procedures*, please allocate that cost into the following cost categories.

Cost Category	Cost
a. Annual <a href="#">personnel cost</a> (compensation and benefits for those classified as FTEs in question 209.0330)	
b. Annual <a href="#">systems cost</a> (direct and/or allocated to the business entity)	
c. Annual <a href="#">overhead cost</a> (direct and/or allocated to the business entity)	
d. Annual <a href="#">other costs</a>	
e. Annual <a href="#">outsourced cost</a>	
f. Total cost of the process <i>manage policies and procedures</i>	

209.0350 Using the total number of FTEs from question 209.0330 for the process *manage policies and procedures*, please allocate those FTEs among the following activities. (Use a decimal if needed, and use a zero if no FTEs perform this activity.)

Activity	FTEs
a. Management activities	
b. Negotiate <a href="#">service level agreements</a>	
c. Establish accounting policies	
d. Publish accounting policies	
e. Set up and enforce approval limits	
f. Establish common financial systems	
g. Total FTEs for the process <i>manage policies and procedures</i> (must equal answer from 209.0330)	

209.0360 To what extent does your business entity establish [service level agreements](#) with internal (within your corporate organization) service providers of finance activities? (Select only one.)

- Never do this
- Sometimes do this
- Typically do this

209.0370 To what extent does your business entity establish service level agreements with external service providers of finance activities? (Select only one.)

- Never do this
- Sometimes do this
- Typically do this

209.0380 Thinking about your entire *process manage policies and procedures* operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any? (Please list the top three.)

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This concludes the *manage policies and procedures* component of the survey.

Proceed to the next page to begin the [perform general accounting](#) component of the survey. Processes and activities included in this component of the survey include:

- **8.3** Perform general accounting and reporting
  - **8.3.2** Perform general accounting
    - **8.3.2.1** Maintain [chart of accounts](#)
    - **8.3.2.2** Process [journal entries](#)
    - **8.3.2.3** Process allocations
    - **8.3.2.4** Process period end [adjustments](#) (e.g., [accruals](#), currency conversions, etc.)
    - **8.3.2.5** Post and reconcile [intercompany transactions](#)
    - **8.3.2.6** Reconcile GL accounts
    - **8.3.2.7** Perform [consolidations](#) and process eliminations
    - **8.3.2.8** Prepare trial balance
    - **8.3.2.9** Prepare and post management adjustments

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

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209.0390 For the process [perform general accounting](#), which of the following best describes your business entity's role? (*Select only one.*)

Self-supporting; performs most aspects of this process

Relies on other [business units](#) for this process

Relies on [shared services center](#) for the process

Serves as a shared services center for the process

[Outsources](#) to third party

209.0400 Does your business entity consolidate two or more entities for reporting purposes?

Yes

No

209.0410 Which of the following best describes the system used in the process [perform general accounting](#)? (*Select only one system.*)

Manual/Spreadsheet

Internally developed technology

SAP

Oracle (Includes PeopleSoft, and J.D. Edwards, or other Oracle products)

Infor (Includes GEAC and Baan)

FiServ

Lawson

Other general accounting system

Not applicable / no system used for this process

If you selected "Other," please specify.

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209.0420 How many full-time equivalents (FTEs) were employed during the year to perform the process *perform general accounting*? (*Use up to two decimal places if needed.*)

Number of FTEs

209.0430 Using the total annual cost for the process *perform general accounting*, please allocate that cost into the following cost categories. (Use a decimal if needed.)

Cost Category	Cost
a. Annual <a href="#">personnel cost</a> (compensation and benefits for those classified as FTEs in 209.0420)	
b. Annual <a href="#">systems cost</a> (direct and/or allocated to the business entity)	
c. Annual <a href="#">overhead cost</a> (direct and/or allocated to the business entity)	
d. Annual <a href="#">other costs</a>	
e. Annual <a href="#">outsourced cost</a>	
f. Total cost of the process <i>perform general accounting</i>	

209.0440 Using the total number of FTEs from question 209.0420 for the process *perform general accounting*, please allocate those FTEs among the following activities. (Use a decimal if needed, and use a zero if no FTEs perform this activity.)

Activity	FTEs
a. Management activities	
b. Maintain chart of accounts	
c. Process journal entries	
d. Process allocations	
e. Process period end adjustments (tax, currencies, and accruals)	
f. Post and reconcile intercompany transactions	
g. Reconcile <a href="#">general ledger</a> accounts	
h. Perform consolidations (process eliminations)	
i. Prepare <a href="#">trial balance</a>	
j. Prepare and post management adjustments	
k. Total FTEs for the process <i>perform general accounting</i> (must equal answer from 209.0420)	

209.0450 What is the total number of accounts in your business entity's [chart of accounts](#)?

Number of accounts

209.0460 What is the total number of [journal entry line items](#) processed at your business entity annually?

Number of journal entry line items

209.0470 What percentage of your total number of journal entry line items, from question 209.0460, is processed error-free the first time by your business entity?

Percentage error-free

%

209.0480 Allocate to 100 percent your business entity's total annual number of journal entry line items from question 209.0460 among the following journal entry sources.

Journal entry sources	Percentage of total journal entry line items
a. <a href="#">Direct link from an internal/external system</a>	
b. <a href="#">Automated recurring</a>	

c. <a href="#">Manual recurring</a>	
d. <a href="#">Manual non-recurring</a>	
e. Other <i>(Please specify.)</i>	
f. Total (must equal 100%)	

If you selected "Other," please specify.

209.0490 Allocate to 100 percent your business entity's total annual number of journal entry line items from question 209.0460 among the following types of journal entries.

Types of journal entries	Percentage of total journal entry line items
a. Intercompany	
b. <a href="#">Corrective/adjusting</a>	
c. First time/originating	
d. Other <i>(Please specify.)</i>	
e. Total (must equal answer from 100%)	

If you selected "Other," please specify.

209.0500 What is the average [cycle time](#) in calendar days (including weekends) between running the initial *monthly* business entity [trial balance](#) and completing the agreed upon *monthly* business entity [consolidated financial statements](#)?

Number of days

209.0510 What is the average cycle time in calendar days (including weekends) between running the initial *annual* business entity trial balance and completing the agreed upon *annual* business entity consolidated financial statements?

Number of days

209.0520 What is the average cycle time in calendar days (including weekends) between producing the initial *monthly* [flash reports](#) for management and completing the agreed upon *monthly* business entity consolidated financial statements?

Number of days

209.0530 What is the average cycle time in calendar days (including weekends) between producing the initial *annual* flash reports for management and completing the agreed upon *annual* business entity consolidated financial statements?

Number of days

209.0540 What is the average cycle time in calendar days (including weekends) between running the initial business entity trial balance and completing the period-end management report for senior management?

Number of days

209.0550 Does your business entity perform pre-close activities before the accounting period end?

- Yes
- No

209.0560 What type of close does your business entity perform in months when no financial statements are prepared? *(Select only one)*

- [Hard close](#) *(In a hard close journal entries are not allowed to be posted to the period considered hard closed.)*
- [Soft close](#) *(In a soft close journal entries are allowed to be posted to a period previously considered closed.)*
- [Virtual close](#)

209.0570 What is the number of business entities for which your business entity processes [intercompany transactions](#)?

Number of business entities

209.0580 What percentage of your business entity's intercompany transactions are processed by the following methods? *(Allocate to 100 percent.)*

Processing methods	Percentage of transactions
a. <a href="#">Automated (system generated)</a>	
b. <a href="#">Manual (input by employee)</a>	
c. Hybrid <a href="#">(partially system, partially manual)</a>	
d. Total (Allocate to 100 percent)	

209.0590 What is the established level of materiality (based in U.S. dollars) for which intercompany transaction errors must be corrected? *(Select only one.)*

- Less than \$50,000
- \$50,001 to \$250,000
- \$250,001 to \$500,000
- \$500,001 to \$1,000,000
- Greater than \$1,000,000

209.0600 What percentages of your business entity's total accruals are generated by the following methods? *(Allocate to 100%.)*

Processing methods	Percentage of accruals
a. Automated (system generated)	
b. Manual (input by employee)	
c. Hybrid (partially system, partially manual)	
d. Total (Allocate to 100 percent)	

209.0610 Thinking about your entire process *perform general accounting* operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any? *(Please list the top three.)*

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This concludes the *perform general accounting* survey component of the survey.

Proceed to the next page to begin the *perform financial reporting* component of the survey. Processes and activities included in this component of the survey include:

- **8.3** Perform general accounting and reporting
  - **8.3.4** Perform financial reporting
    - **8.3.4.1** Prepare business unit financial statements
    - **8.3.4.2** Prepare consolidated financial statements
    - **8.3.4.3** Perform business unit reporting/review management reports
    - **8.3.4.4** Perform consolidated reporting/review of cost management reports
    - **8.3.4.5** Prepare statements for board review
    - **8.3.4.6** Produce quarterly/annual filings and [shareholder](#) reports
    - **8.3.4.7** Produce [regulatory reports](#)

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

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209.0620 For the process [perform financial reporting](#), which of the following best describes your business entity's role? (*Select only one.*)

- Self-supporting; performs most aspects of this 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

209.0630 Which of the following best describes the system used in the process *perform financial reporting*? (*Select only one system.*)

- Manual/Spreadsheet
- Internally developed technology
- SAP
- Oracle (incl. PeopleSoft, J.D. Edwards, etc.)
- Infor (Includes GEAC and Baan)
- Lawson Software
- Other general accounting system
- Not applicable / no system used

If you selected **other** above, please specify.

209.0640 If your business entity extracts data from your accounting system for reporting in another software package, which software do you use? (*Select only one*)

- SAP (incl. Business Objects)
- Oracle (incl. Hyperion)
- Cognos
- Microsoft Access
- Other software package
- Not applicable/do not extract data

If you selected **other** above, please specify.

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209.0650 How many [full-time equivalents \(FTEs\)](#) were employed during the year to perform the process *perform financial reporting*? (*Use up to two decimal places if needed.*)

Number of FTEs

209.0660 Using the total annual cost for the process *perform financial reporting*, please allocate that cost into the following cost categories.

Cost category	Cost
a. Annual <a href="#">personnel costs</a> (compensation and benefits for those classified as FTEs in question 209.0650)	
b. Annual <a href="#">systems costs</a> (direct and/or allocated to the business entity)	
c. Annual <a href="#">overhead costs</a> (direct and/or allocated to the business entity)	
d. Annual <a href="#">other costs</a>	
e. Annual <a href="#">outsourced costs</a>	
f. Total cost of the process <i>perform financial reporting</i>	

209.0670 Using the total number of FTEs from question 209.0650 for the process *perform financial reporting*, please allocate those FTEs among the following activities. (Use a decimal if needed, and use a zero if no FTEs perform this activity.)

Activity	FTEs
a. Management activities	
b. Prepare business entity financial statements	
c. Prepare consolidated financial statements	
d. Perform business entity management reporting	
e. Perform consolidated management reporting	
f. Prepare statements for board	
g. Produce quarterly/annual shareholder financial report	
h. Produce regulatory reports	
i. Total (must equal answer from 209.0650)	

209.0680 What is the average cycle time in calendar days (including weekends) from the completion of the quarterly consolidated business entity financial statements to the release of [earnings per share](#)?

Number of days

209.0690 What is the average cycle time in calendar days (including weekends) from the completion of the annual consolidated business entity financial statements to the release of the earnings per share?

Number of days

209.0700 Thinking about your entire process *perform financial reporting* operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any? (Please list the top three.)

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This concludes the *perform financial reporting* component of the survey.

Proceed to the next page to begin the *perform fixed asset accounting* component of the survey. Processes and activities included in this component of the survey include:

- **8.3** Perform general accounting and reporting
  - **8.3.3** Perform fixed asset accounting
    - **8.3.3.1** Establish fixed asset policies and procedures
    - **8.3.3.2** Maintain fixed asset master data files
    - **8.3.3.3** Process and record fixed asset additions and retires
    - **8.3.3.4** Process and record fixed asset adjustments, enhancements, revaluations, and transfers
    - **8.3.3.5** Process and record fixed asset maintenance and repair expenses
    - **8.3.3.6** Calculate and record depreciation expense
    - **8.3.3.7** Reconcile fixed asset ledger
    - **8.3.3.8** Track fixed assets including physical inventory
    - **8.3.3.9** Provide fixed asset data to support tax, statutory, and regulatory reporting
- **8.4** Manage fixed assets
  - **8.4.2** Perform capital project accounting
    - **8.4.2.1** Create project account codes
    - **8.4.2.2** Record project-related transactions
    - **8.4.2.3** Monitor and track capital projects and budget spending
    - **8.4.2.3** Monitor and track capital projects and budget spending
    - **8.4.2.4** Close/capitalize projects
    - **8.4.2.5** Measure financial returns on completed capital projects

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

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209.0710 Which of the following best describes the system used in the process "perform capital project accounting"? (*Select only one system.*)

- Manual/spreadsheet
- Internally developed technology
- SAP
- Oracle (incl. PeopleSoft, J.D. Edwards, etc.)
- Infor (includes GEAC and Baan)
- Lawson Software
- Other general accounting system
- Not applicable / no system used

If you selected **other** above, please specify.

209.0720 How many [full-time equivalents \(FTEs\)](#) were employed during the year to perform the process *perform capital project accounting*? (*Use up to two decimal places if needed.*)

Number of FTEs

209.0730 What was the annual [personnel costs](#) (*compensation and benefits*) for those classified as FTEs in question 209.0720?

Personnel cost

209.0740 Which of the following best describes the system used in the process "perform fixed asset accounting"? (*Select only one system.*)

- Manual/spreadsheet
- Internally developed technology
- SAP

- Oracle (incl. PeopleSoft, J.D. Edwards, etc.)
- Infor (includes GEAC and Baan)
- Lawson Software
- Other general accounting system
- Not applicable / no system used

If you selected **other** above, please specify.

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209.0750 How many full-time equivalents (FTEs) were employed during the year to perform the process *perform fixed asset accounting*? (Use up to two decimal places if needed.)

Number of FTEs

209.0760 What were the annual personnel costs for the process *perform fixed asset accounting* (compensation and benefits) for those classified as FTEs in question 209.0750?

209.0770 What is the total number of fixed asset transactions processed annually by your business entity? (For purposes of this question, a fixed asset transaction would include additions, retirements, adjustments, transfers and other entries such as depreciation recorded to the fixed asset subledger.)

Number of transactions processed

209.0780 What is the average cycle time in calendar days (including weekends) to capitalize a fixed asset purchase once a purchased asset is deemed productive? (For purposes of this survey, a purchased asset is a one-time acquisition and not a purchase as part of a capital project. A "productive" asset is one that has been placed into service and is deemed ready for use.)

Calendar days

209.0790 Which of the following best describes the role your business entity's [finance function](#) plays in the physical inventory of fixed assets? (Select only one.)

- Finance has full responsibility for physical inventory.
- Finance has some responsibility for physical inventory.
- Finance has no responsibility for physical inventory other than adjustments.

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209.0800 Does your business entity perform a physical count of each fixed asset at least once a year?

- Yes
- No

209.0810 Which of the following methods for tracking assets does your business entity use? (Select all that apply.)

- [Bar coding](#)
- [Visual tagging](#)
- Original manufacturer's serial number
- Other (describe in comments box below)

If you selected "Other," please specify.

209.0820 Thinking about your entire process *perform fixed asset accounting* operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any? (Please list the top three.)

209.0830 What additional **general accounting and reporting** measures would you like to see included in future reports? For a list of current measures, click [here](#).

209.0840 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.

The next step will be review and validation of your responses. APQC will contact you to conduct a final review of your responses and verify that your responses were as you intended.

Please click the **Submit** button to complete the survey and transmit your data.

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.

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