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## Human Capital Management (HCM) Background and Demographic

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## OSBC DATABASE PRIVACY AND PROTECTION OF PERSONAL INFORMATION

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## Instructions

### Research project structure

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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.

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delete your answers after you have submitted the survey, so ensure that you have accurately documented your answers before you submit.

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### **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**

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### **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.)

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### General Background Questions

*Regarding your entire organization*

The questions on this page should be answered for the entire organization, including **all business entities** as well as the corporate headquarters.

Please provide your value responses with no currency marks, thousands separator, or other formatting. Also, a period should be used for a decimal mark, not a comma (e.g. **1325.23**, not \$1,325.23).

60.0010 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.*

60.0020 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.)

Total annual revenue

### General Background Questions

*Regarding the specific business entity completing the survey*

Questions in the remainder of this survey should be answered for the **business entity completing this survey**.

Please provide your value responses with no currency marks, thousands separator, or other formatting. Also, a period should be used for a decimal mark, not a comma (e.g. **1325.23** not \$1,325.23).

60.0030 Which of the following statements best describes the role that your business entity performs in the corporate organization? (Select only one.)

An independent operation

Headquarters for global operation

[Manufacturing/operating unit](#)

A [subsidiary](#) of a parent company based in your country

A subsidiary of a parent company based in another country

[Shared services center](#)/centralized processing unit

60.0050 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

60.0060 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

60.0070 In how many countries, including your own, does your business entity operate?

60.0080 In what region(s) do your business entity's customers live? (Select all that apply.)

- Africa and Middle East
- Asia-Pacific
- Central and South America
- Europe
- U.S. and Canada

60.0090 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](#)

60.0100 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

60.0110 Which of the following does your business entity regard as its top three business objectives? (Select up to three.)

- Increased profitability
- Reduced cost
- Improved quality
- Innovation
- Increased revenue
- Increased unit volume
- Reduced cycle time
- Increased customer responsiveness/service

60.0111 Does your organization use an [enterprise resource planning \(ERP\) system](#) to coordinate key business information, resources, and activities across the value chain?

- Yes
- No

60.0112 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:*

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60.0120 Please provide the following demographic information for the work force at your business entity. (*FTE number includes full-time and part-time employees as well as temporary staff/contractors. See glossary. Headcount number is the actual number of employees only.*)

- a. Average number of employees (temporary, part-time, and full-time headcount) employed by your business entity for the 12-month period for which you are providing data
- b. Average number of [FTEs](#) employed by your business entity for the 12-month period for which you are providing data
- c. Total labor cost of FTEs employed by your business entity for the 12-month period for which you are providing data

**This concludes the background and demographic component survey. Please proceed to the process-specific component survey by clicking on Submit and continuing with the next page.**

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

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## Human Capital Management: Develop and Counsel Employees

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## Survey Scope

This survey is designed to be modular in nature. For the purpose of this module, the process group "develop and counsel - performance and employee relations" will be used inclusively to denote the following associated processes and activities:

- **6.3.1** Manage employee orientation and deployment
  - **6.3.1.1** Create/maintain employee induction program
  - **6.3.1.2** Introduce new employees to managers
  - **6.3.1.3** Introduce workplace
  
- **6.3.2** Manage employee performance
  - **6.3.2.1** Define performance objectives
  - **6.3.2.2** Review, appraise, and manage employee performance



- o **6.3.2.3** Evaluate and review performance program
  
- **6.3.3** Manage employee relations
  - o **6.3.3.1** Manage health and safety
  - o **6.3.3.2** Manage labor relations
  - o **6.3.3.3** Manage collective bargaining process
  - o **6.3.3.4** Manage labor management partnerships

**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).

62.0010 Of your business entity's total number of HR [FTEs](#), what was the number of full-time equivalents (*FTEs*) employed to perform the "develop and counsel - performance and employee relations" process group for your business entity?

*(Fill in for each column; use decimals if needed.)*

	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 ( <i>a. through c.</i> )	

62.0020 Of the total annual cost of your business entity's HR function, what costs are associated with the process group "develop and counsel - performance and employee relations"?

	Cost
a. <a href="#">Internal costs</a>	
b. <a href="#">Outsourced costs</a>	
c. Total	

62.0030 For the "develop and counsel - performance and employee relations" process group, what was the approximate allocation of total annual internal costs (*question 62.0020a*) across the following cost categories?

	Cost
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>	

62.0040 What is the percentage split of how "develop and counsel - performance and employee relations" services are delivered to the business by the following? (Must total 100%.)

	Percentage
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	%

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62.0050 Which, if any, self-service models have been implemented by your business entity for the "develop and counsel - performance and employee relations" process group? (Select all that apply.)

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

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

No self-service model implemented

62.0060 For each of the staff categories below, what percentage of your work force receives a formal performance review?

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

62.0070 Which of the following employee aspects are reviewed during performance reviews? *(Select all that apply.)*

- Responsibilities taken
- Results achieved (targets fulfilled)
- Professional/technical competencies
- Personal characteristics
- Individual learning and development
- Living up to company values
- Other
- Not applicable

If you selected "Other," please specify.

62.0075 For each of the staff categories below, what is the total cycle time in days for the formal performance review process from start to finish?

Staff Category	Cycle Time
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	

62.0080 Which of the following performance management approaches are part of any management development programs at your business entity? *(Select all that apply.)*

- Performance appraisal feedback
- 360-degree feedback
- Training in people skills
- Mentoring

On-the-job experience

Self-based training

Peer feedback

Personal development workshops

Training in leadership styles

One-to-one coaching

No management development programs

62.0090 To what extent does the business entity's management development program meet the current needs of the organization? (*Select only one.*)

Addresses all key organizational people manager development needs

Adequate, but omits some areas of developmental need

Does not adequately develop people managers for organization's needs

No management development program available

62.0100 Thinking about your entire "develop and counsel employees - performance and employee relations" 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.

This concludes the *performance and employee relations portion of the survey.*

*Proceed to the next question to begin the next module. Please direct all survey-related questions to the OSBC Helpdesk at (800) 776-9676 or [osbc@apqc.org](mailto:osbc@apqc.org).*

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For the purposes of the following module, the process group "develop and counsel-learning ONLY" will be used inclusively to denote the following processes:

#### 6.3.4 Manage employee development

- 6.3.4.1 Develop competency management plans
- 6.3.4.2 Develop employee career plans
- 6.3.4.3 Manage employee skills development

#### 6.3.5 Develop and train employees

- 6.3.5.1 Align employee and organization development needs
- 6.3.5.2 Develop functional/process competencies
- 6.3.5.3 Establish training needs by analysis of required and available skills
- 6.3.5.4 Develop, conduct, and manage employee and/or management training programs

#### 6.3.6 Manage employee talent

- 6.3.6.1 Match resources to requirements

62.0110 Of your business entity's total number of HR FTEs, what was the number of full-time equivalents (FTEs) employed to perform the "develop and counsel-learning ONLY" process group for your business entity?

*(Fill in for each column; use decimals if needed.)*

	Number of FTEs
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	
d. Total (a. through c.)	

62.0120 Of the total annual cost of your business entity's HR function, what costs are associated with "develop and counsel-learning ONLY"?

	Cost
a. Internal costs	
b. Outsourced costs	
c. Total	

62.0130 For the "develop and counsel - learning ONLY" process group, what was the approximate allocation of total annual internal costs (question 62.0120a) across the following cost categories?

	Cost
a. Annual personnel costs	
b. Annual systems costs	
c. Annual overhead costs	
d. Annual other costs	

62.0140 What is the percentage split of how "develop and counsel - learning ONLY" services are delivered to the business by the following? (Must total 100%.)

	Percentage
a. Shared services center/centralized processing unit	%
b. Third-party provider (outsourced)	%
c. Business-based HR roles	%
d. Corporate HR	%
e. Line managers	%
f. Total	%

62.0150 Which, if any, self-service models have been implemented by your business entity for the "develop and counsel - learning ONLY" process group? (Select all that apply.)

Employee Self-Service (*ESS*)

Manager Self-Service (*MSS*)

No self-service model implemented

62.0160 Which of the following best describes your Learning Management System (*LMS*)? (*Select only one.*)

Saba

Lotus

Plateau

KnowledgePlanet

Docent

Outsourced to external vendor

SumTotal

SuccessFactors

Internally developed

Spreadsheets (*Excel or equivalent*)

Other

Our organization does not use an LMS

If you selected "Other," please specify.

62.0170 How much annual labor was required to maintain and support your Learning Management System (*LMS*)?

Employee Category	i. Number ( <i>headcount</i> )	ii. Total annual labor cost
a. Full or part-time employees		
b. Temporary or contract staff		

62.0180 What is the annual hardware cost associated with ownership for your *LMS*?

62.0190 What is the annual software cost associated with ownership for your *LMS*?

62.0200 What is the annual upgrade and maintenance cost associated with ownership for your [LMS](#)?

62.0210 What is the annual consultancy/third-party cost associated with ownership for your [LMS](#)?

62.0220 For the process group "develop and counsel - learning ONLY", what is the budget allocated to learning for the 12-month period for which you are providing data?

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62.0230 Does your organization use e-learning?

Yes

No

62.0240 What was the total number of hours spent developing e-learning training?

62.0250 What was the total number of hours spent developing classroom training?

62.0260 What was the total number of employees who attended e-learning training?

62.0270 What was the total number of employees who attended classroom training?

62.0280 Does your organization include learning measures in overall business performance measurement?

Yes

No

62.0290 Which of the following best describes your business entity's learning strategy?

Parent organization has enterprise learning strategy to which we align

Our business entity has its own learning strategy

No learning strategy in place

62.0300 Is your learning strategy aligned with your business objectives?

Strongly aligned



Somewhat aligned

Not aligned

No learning strategy

62.0310 Does your organization use a blended learning (*e-learning and classroom*) approach?

Yes

No

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62.0320 For each of the following staff categories, what was the average number of days per employee that were dedicated to learning? (*Include all formal learning.*)

	Average number of days
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	
d. Average ( <i>all staff categories</i> )	

62.0325 What is the average time in days to close an identified skill or capability gap through training?

Staff Category	Average Time
a. Senior management/executives	
b. Middle management/specialists	
c. Operational workers/office staff	

62.0330 What percentage of your business entity's on-site training is conducted by the following?

	Percentage
a. In-house subject matter experts	%
b. Line managers/supervisors	%
c. External subject matter experts	%
d. Other	%

If you selected "Other," please specify.

62.0340 What percentage of your business entity's training programs are developed through the following channels?

	Percentage
a. Internally	%
b. Externally	%
c. Through partnerships with external specialists	%
d. Other	%

If you selected "Other," please specify.

62.0350 How does your business entity evaluate training opportunities during implementation? *(Select all that apply.)*

- Number of courses offered
- Number of courses completed per employee
- Formative assessments of content knowledge
- Attitudinal surveys
- Expenditure reports
- Customer feedback/assessments
- Number of hours of professional development per employee

62.0360 How does your business entity measure effectiveness of learning? *(Select all that apply.)*

	Self-Assessment	Observations	Interviews	Report by managers/administrators	Focus Groups	Other	Not measured
62.0360a. How does your business entity measure effectiveness of learning with respect to "Participant reactions and satisfaction <i>(measures initial reactions to training)</i> "							
62.0360b. How does your business entity measure effectiveness of learning with respect to "Participant learning <i>(measures skills, knowledge, or attitude change)</i> "							
62.0360c. How does your business entity measure effectiveness of learning with respect to "Participant application and implementation <i>(measures changes in behaviors)</i> "							

62.0360d. How does your business entity measure effectiveness of learning with respect to "Business impact (measures business impact changes)"							
62.0360e. How does your business entity measure effectiveness of learning with respect to "Return on investment (measures actual impact of changes in relation to cost and effort)"							

If you selected "Other", please describe.

62.0370 Of the average number of per-employee learning days for your business entity (question 62.0320), what percentage was delivered using each of the following training methods? (Allocate to 100 percent.)

Training method	Percentage
a. Computer-based training ( <i>self-instruction</i> ) installed from CD-rom	%
b. Computer-based training ( <i>self-instruction</i> ) delivered over the Web ( <i>either directly or downloaded</i> )	%
c. Streaming video	%
d. Virtual, classroom-based training delivered online	%
e. Correspondence courses	%
f. E-learning ( <i>interactive</i> )	%
g. Classroom instruction provided by your organization	%
h. External classroom instruction	%
i. On-the-job training	%
j. Other	%
k. Total ( <i>sum of a through j</i> )	%

If you selected "Other," please specify.

62.0380 For each of the staff categories below, what percentage of your business entity's employees attended management development programs?

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

62.0390 Approximately what percentage of their overall time does your organization's CEO and senior leaders typically spend on leadership development?

%

62.0400 To what extent are employees at your business entity able to rapidly and effectively develop their skills and capabilities?

Our entity has a number of training programs available for employees.

Our entity has training curriculum that are linked to job roles and employee promotion qualifications.

Employees are able to easily access formal and informal learning objects and experiences that are tailored to their specific job-related needs.

62.0410 Does your organization have a formal competency model?

Yes

No

62.0420 Does your organization use its competency model in the following activities? *(Select all that apply.)*

Recruiting

Staffing

Employee development

Management education

Retention programs

Work force planning

Talent gap analysis

Succession planning

Talent reviews

Mentoring

Evaluation of talent management program

Performance management

62.0430 How many [routine inquiries](#) do you receive each month for the entire "develop and counsel" process group?

62.0440 How many [non-routine inquiries](#) do you receive each month for the entire "develop and counsel" process group?

62.0450 For the inquiries you receive each month (*questions 62.0440 and 62.0430*), what percentage are received via e-mail?

%

62.0460 For the inquiries you receive each month (*questions 62.0440 and 62.0430*), what percentage are received via phone?

%

62.0470 For the inquiries you receive each month (*questions 62.0440 and 62.0430*), what percentage are received via face-to-face?

%

62.0480 For the inquiries you receive each month (*questions 62.0440 and 62.0430*), what percentage are received via channels other than e-mail, phone and face-to-face interaction?

%

62.0490 What is the average response time (*in hours*) for a routine inquiry regarding the "develop and counsel employees" 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.*

62.0500 What is the average response time (*in hours*) for a non-routine inquiry regarding the "develop and counsel employees" 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.*

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62.0510 Thinking about your entire "develop and counsel - learning ONLY" 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.

62.0520 What additional "develop and counsel" measures would you like to see included in future reports? For a list of current measures, click [here](#).

62.0530 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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Page Break

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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