



Financial Management: Payroll

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. 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.

Survey Scope

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

- **8.5** Process payroll
 - **8.5.1** Report time
 - **8.5.2** Manage pay
 - **8.5.3** Process payroll taxes

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

General Background

*220.0010 Please indicate the currency (e.g. US Dollar, Euro, Japanese Yen, etc.) used for monetary responses provided in this survey. *This question must be answered in order to proceed to the next page.*

Currency

220.0020 Provide the end date of the twelve-month period for which your [business entity](#) will be providing all 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.)*

Period end date

a. Year	b. Month
* <input type="text" value="Choose one"/>	* <input type="text" value="Choose one"/>

220.0030 What is the number of all employees ([temporary](#), [part-time](#), and [full-time](#)) at your business entity?

Number of employees (headcount)

220.0040 What is the total number of [FTEs](#) at your business entity?

Number of FTEs

220.0050 What is the [total annual revenue](#) for your business entity? 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.

*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).*

Total annual revenue

220.0060 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, supplies, maintenance time and expenses, subscriptions, publications, and related costs.

Total annual SG&A cost

220.0070 What is the [total annual cost of continuing operations](#) incurred by your business entity? (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

220.0080 What is the [total annual revenue](#) of your [entire organization](#)? (Note that this question refers to the entire organization rather than the business entity defined for purposes of this survey effort.)

220.0090 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](#)

220.0100 Which of the following functions 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](#)

220.0110 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

220.0120 Does your organization use an [enterprise resource planning \(ERP\) system](#) to coordinate key business information, resources, and activities across the value chain?

- Yes
- No

220.0130 What is your assessment of your business's overall performance relative to industry peers?

- Top Quartile
- Middle Half
- Bottom Quartile

220.0140 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.

220.0150 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.

220.0160 Which of the following tools are utilized by your business entity to enable employee/manager self-service for the payroll and HR-related activities? (Select all that apply.)

- [Web portal](#)
- [ERP](#) system with self-service capability
- Other

If you selected "Other," please specify.

220.0170 Number of [full-time equivalents \(FTEs\)](#) employed during the year to perform each respective process (Use a decimal if needed.).

Process	FTE
a. Report time	<input type="text"/>
b. Manage pay	<input type="text"/>
c. Process payroll taxes	<input type="text"/>

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

Proceed to the next page to begin the **report time** component of the survey. Processes and activities included in this component of the survey include:

- **8.5** Process payroll
 - **8.5.1** Report time
 - **8.5.1.1** Establish policies and procedures
 - **8.5.1.2** Collect and record employee time worked
 - **8.5.1.3** Analyze and report paid and unpaid leave
 - **8.5.1.4** Monitor regular, overtime, and other hours
 - **8.5.1.5** Analyze and report employee utilization

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

Section I Activity Profile

220.0180 For the process "[report time](#)," 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.
 - [Outsourced](#) to third party
-

Section II System Profile

Complete the series of questions below relating to the systems your business entity uses for each of the processes indicated. In situations where more than one response type may appear applicable, choose the single response that is overall most appropriate for the respective process.

220.0190 Which of the following best describes the system used in the process "[report time](#)"? (*Select only one.*)

- Manual/Spreadsheet
- Internally developed
- SAP
- Oracle (includes PeopleSoft, J.D. Edwards and other Oracle products)
- Kronos
- Ceridian
- Not applicable/no system used for this process
- Don't know
- Other

If you selected "Other," please specify.

Section III Instructions for Cost and Data Element Sections

In sections IV and V you will be asked to provide cost and data element information. The performance metrics your business entity will receive will be largely based on the completion of this information.

Section IV Cost Tables

Complete the cost tables below for each business process.

Please provide your cost 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).

220.0200 What is your business entity's total annual cost for the process "report time"?

Please include all personnel, systems, overhead and other costs for both internal resources (within your enterprise or parent organization) and external resources (such as third party organizations) that perform the process for your business entity.

220.0210 For the "report time" process, what was the approximate percent allocation of the **total** annual cost across the following cost categories? *Must total 100%*

Total Cost Category	Allocation
a. Annual internal costs percentage	<input type="text"/>
b. Annual external (e.g. outsourced) costs percentage	<input type="text"/>
c. Total (must equal 100%)	<input type="text"/>

220.0220 For the "report time" process, what was the approximate percent allocation of the annual **internal** costs (question 220.0210a) across the following **internal** cost categories? *Must total 100%*

Internal Cost Category	Allocation
a. Annual personnel costs percentage (compensation and benefits) for those classified as FTEs in question 220.0170a	<input type="text"/>
b. Annual systems costs percentage (direct and/or allocated to the business entity)	<input type="text"/>
c. Annual overhead and other costs percentage (direct and/or allocated to the business entity)	<input type="text"/>
d. Total (must equal 100%)	<input type="text"/>

Page Break

Section V Data Elements

The data elements gathered in this section will be used to form the performance metrics for this module.

220.0230 What is the total number of [time records](#) processed annually by your business entity? (Count each time record as a single line item. For example, a timesheet may have one or multiple time records.)

Number of time records

220.0240 Of the total number of time records processed annually (question 220.0230), how many are returned to the field/employee for validation and/or correction?

Number of time records returned to field

220.0250 Of the total number of time records processed annually (question 220.0230), how many are processed error-free the first time by your business entity?

Number processed error-free

220.0260 Of your total number of time records in question 220.0230, what percentage is submitted electronically (such as internet, intranet, email, or other electronic direct connection)? These are time records that are not initially submitted by the employee via paper, fax or telephone or other non-electronic submission method. Time records that are submitted via paper/fax or phone and then converted to an electronic submission should not be included in this percentage.

Percentage submitted electronically

220.0270 Of your total number of time records in question 220.0230, what percentage must be entered manually into the payroll system? This should include time records that are originally submitted by employees via electronic means but must then be entered again manually into the payroll system.

Percentage entered manually into the payroll system

220.0280 What is the average [cycle time](#) in business days between receiving the time record from the employee and entering the data into the payroll system?

Business days

220.0290 What is the cycle time, in business days, between the time period cut-off for employees and the payroll transmit date for those specific hours? For example, if an employee reports 10 hours of overtime on the first of the month, when is the overtime pay transmitted for those 10 hours specifically?

Business days

220.0300 Thinking about your entire **report time** operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any?

This concludes the **report time** component of the survey.

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

- **8.5** Process payroll
 - **8.5.2** Manage pay
 - **8.5.2.1** Enter employee time worked into payroll system
 - **8.5.2.2** Maintain and administer employee earnings information
 - **8.5.2.3** Maintain and administer applicable deductions
 - **8.5.2.4** Monitor changes in tax status of employees
 - **8.5.2.5** Process and distribute payments
 - **8.5.2.6** Process and distribute manual checks
 - **8.5.2.7** Process period end adjustments
 - **8.5.2.8** Respond to employee payroll inquiries

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

Section I Activity Profile

220.0310 For the process "[Manage pay](#)," 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
- [Outsourced](#) to third party

Section II System Profile

Complete the series of questions below relating to the systems your business entity uses for each of the processes indicated. In situations where more than one response type may appear applicable, choose the single response that is overall most appropriate for the respective process.

220.0320 Which of the following best describes the system used in the process "[Manage pay](#)"? (*Select only one system.*)

- Manual/Spreadsheet
- Internally developed
- SAP
- Oracle (includes PeopleSoft, J.D. Edwards and other Oracle products)
- Kronos
- Ceridian
- ADP
- Not applicable/no system used for this process
- Don't know
- Other

If you selected "Other," please specify.

Section III Instructions for Cost and Data Element Sections

In Sections IV and V you will be asked to provide cost and data element information. The performance metrics your business entity will receive will be largely based on the completion of this information.

Section IV Cost Tables

Complete the cost tables below for each business process.

Please provide your cost 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).

220.0330 What is your business entity's total annual cost for the process "manage pay"?

Please include all personnel, systems, overhead and other costs for both internal resources (within your enterprise or parent organization) and external resources (such as third party organizations) that perform the process for your business entity.

220.0340 For the "manage pay" process, what was the approximate percent allocation of the **total** annual cost across the following cost categories? *Must total 100%*

Total Cost Category	Allocation
a. Annual internal costs percentage	<input type="text"/>
b. Annual external (e.g. outsourced) costs percentage	<input type="text"/>
c. Total (must equal 100%)	<input type="text"/>

220.0350 For the "manage pay" process, what was the approximate percent allocation of the annual **internal** costs (question 220.0340a) across the following **internal** cost categories? *Must total 100%*

Internal Cost Category	Allocation
a. Annual personnel costs percentage (compensation and benefits) for those classified as FTEs in question 220.0170b	<input type="text"/>
b. Annual systems costs percentage (direct and/or allocated to the business entity)	<input type="text"/>
c. Annual overhead and other costs percentage (direct and/or allocated to the business entity)	<input type="text"/>
d. Total (must equal 100%)	<input type="text"/>

Page Break

Section V Data Elements

The data elements gathered in this section will be used to form the performance metrics for this module.

220.0360 During a normal payroll period, how many business days is the HR/benefits system open for employee data changes, new hires and terminations?

Business days

220.0370 What is the average cycle time in business days for the payroll processing cycle between the HR/benefits system cut-off and the payroll transmit date?

Business days

220.0380 What is the average cycle time in business days between the [HR/benefits system cut-off](#) date and the payroll system cut-off date?

Business days

220.0390 What is the average cycle time in business days between the payroll system cut-off date and the payroll transmit date?

Business days

220.0400 What is the total number of payroll disbursements (e.g., pay checks, [direct deposit](#), manual checks, etc.) produced annually by your business entity?

Number of payroll disbursements

220.0410 What is the total number of employees paid each year by your business entity?

Number of employees paid each year

220.0420 Of the total number of employees paid each year (question 220.0410), how many are in each of the following categories? (Enter a zero if no employees are in a category.)

Category	Number of employees
a. Salaried (exempt) employees	<input type="text"/>
b. Hourly (non-exempt) employees	<input type="text"/>
c. Retired employees receiving payments from payroll	<input type="text"/>
d. Total number of employees paid each year by your business entity (sum of a through c)	<input type="text"/>

220.0430 Of the total number of employees paid each year by your business entity, what percentage participates in [direct deposit](#)?

Percentage of employees participating in direct deposit

220.0440 Using the total number of employees paid from question 220.0410, please allocate that number among the following categories of pay frequency: (Enter a zero if no employees are in a category.)

Categories of Pay Frequency	Allocation
a. Weekly	<input type="text"/>
b. Bi-weekly (every two weeks)	<input type="text"/>
c. Semi-monthly (twice per month)	<input type="text"/>
d. Monthly	<input type="text"/>
e. Other	<input type="text"/>
f. Total number of employees paid each year by your business entity (sum of a through e)	<input type="text"/>

Page Break

220.0450 Of the total number of annual payroll disbursements, from question 220.0400, how many were manual checks? (Manual checks are off-system checks produced and signed manually to correct a payroll system irregularity.)

Number of manual checks

220.0460 Of the total number of annual payroll disbursements, from question 220.0400, how many were for retroactive pay adjustments or included retroactive pay adjustments?

Number of retroactive adjustments

220.0470 Of the total number of annual payroll disbursements, from question 220.0400, how many had errors that were identified after distribution? (Only include errors that were identified after payments were disbursed. Do not include errors identified prior to payroll distribution through normal reconciliation procedures.)

Number of disbursements with errors

220.0480 How many checks/payments did your business entity void during the year?

Number of voided checks/payments

220.0490 Of the total number of annual payroll disbursements, from question 220.0400, how many included garnished wages?

Number of payroll disbursements with garnished wages

220.0500 What is the average cycle time in business days from notification of a required garnishment to the time the garnishment is processed in the payroll system and scheduled for withholding?

Business days

220.0510 What is the total number of payroll inquiries received annually?

Number of payroll inquiries

220.0520 What percentage of the total number of payroll inquiries received annually is resolved during the initial contact?

Percentage of payroll inquiries

220.0530 What is the average cycle time in business days from the time when an error is identified/reported to the time it is fully resolved and reflected in the accounting records?

Business days

220.0540 What is the average cycle time in business days from the effective date of hire for a new employee until they are included in the payroll system?

Business days

220.0550 What is the average cycle time in business days from the effective date an employee is terminated until they are removed from the payroll system?

Business days

220.0560 Thinking about your entire **manage pay** operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any?

This concludes the **manage pay** survey component of the survey.

Proceed to the next page to begin the **process payroll taxes** component of the survey. Processes and activities included in this component of the survey include:

- **8.5** Process payroll
 - **8.5.3** Process payroll taxes
 - **8.5.3.1** Calculate and pay applicable payroll taxes
 - **8.5.3.2** Produce and distribute employee annual tax statements
 - **8.5.3.3** File regulatory payroll tax forms

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

Section I Activity Profile

220.0570 For the process "[process payroll taxes](#)," 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
- [Outsourced](#) to third party

Section II System Profile

Complete the series of questions below relating to the systems your business entity uses for each of the processes indicated. In situations where more than one response type may appear applicable, choose the single response that is overall most appropriate for the respective process.

220.0580 Which of the following best describes the system used in the process "[process payroll taxes](#)"? (Select only one.)

- Manual/Spreadsheet
- Internally developed
- SAP
- Oracle (includes PeopleSoft, J.D. Edwards and other Oracle products)
- Kronos
- Ceridian
- ADP
- Not applicable/no system used for this process
- Don't know
- Other

If you selected "Other," please specify.

Section III Instructions for Cost and Data Element Sections

In Sections IV and V you will be asked to provide cost and data element information. The performance metrics your business entity will receive will be largely based on the completion of this information.

Section IV Cost Tables

Complete the cost tables below for each business process.

220.0590 What is your business entity's total annual cost for the process "process payroll taxes"?

Please include all personnel, systems, overhead and other costs for both internal resources (within your enterprise or parent organization) and external resources (such as third party organizations) that perform the process for your business entity.

220.0600 For the "process payroll taxes" process, what was the approximate percent allocation of the *total* annual cost across the following cost categories? *Must total 100%*

Total Cost Category	Allocation
a. Annual internal costs percentage	<input style="width: 100%; height: 20px;" type="text"/>
b. Annual external (e.g. outsourced) costs percentage	<input style="width: 100%; height: 20px;" type="text"/>
c. Total (must equal 100%)	<input style="width: 100%; height: 20px;" type="text"/>

220.0610 For the "process payroll taxes" process, what was the approximate percent allocation of the annual *internal* costs (question 220.0600a) across the following *internal* cost categories? *Must total 100%*

Internal Cost Category	Allocation
a. Annual personnel costs percentage (compensation and benefits) for those classified as FTEs in question 220.0170c	<input type="text"/>
b. Annual systems costs percentage (direct and/or allocated to the business entity)	<input type="text"/>
c. Annual overhead and other costs percentage (direct and/or allocated to the business entity)	<input type="text"/>
d. Total (must equal 100%)	<input type="text"/>

Page Break

220.0620 Is your payroll system automatically updated to reflect changes in the employee information systems?

- Yes
 No

220.0630 Thinking about your entire **process payroll taxes** operation, what do you see as the key operational processes or management techniques that contribute to your organization's success, if any?

220.0640 What additional **Payroll** measures would you like to see included in future reports? For a list of current measures, click [here](#).

220.0650 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.

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 e-mail the OSBC Helpdesk at [OSBC Helpdesk](#).