



## Human Capital Management: Recruit, Source, and Select Employees

This document should be used as a guide in the offline collection of data. APQC cannot accept submissions using this file. Please contact the APQC helpdesk on [helpdesk@apqc.org](mailto:helpdesk@apqc.org) for more information about offline submission.

### OSBC DATABASE PRIVACY AND PROTECTION OF PERSONAL INFORMATION

Please refer to APQC's [privacy statement](#) for disclosures relating to the collection and use of your personal information.

### Instructions

#### Research project structure

APQC OSBC research projects are designed to collect a wide variety of information about your entire organization, with a specific emphasis on the particular business entity for which the research is being collected.

Each survey is divided into a number of sections, separated by a block of introductory text. The first section contains questions about your organization as a whole. The second section contains general questions about your particular business entity. Each of the subsequent sections of the research project presents questions about specific processes and activities in your business entity. Each of these process-specific sections corresponds to APQC's [Process Classification Framework](#).

Before each section containing process-specific questions, you are presented with a list of components of the PCF. This list identifies which components of the PCF are addressed by this particular section of the research project. The numbers in the list correspond to the PCF's unique numbering scheme. Questions within the section will address specific activities for the stated component of the PCF.

#### Navigation, saving results, and submitting a survey

The survey is presented in pages. Each page has at least one question on it. Each question on each page should be answered. A survey may also have a question that must be answered in order to proceed. Required questions are identified by the word "Required" in red letters.

Use the buttons at the bottom of each page to navigate throughout the survey. To avoid data loss, do not use the browser "Back" and "Forward" buttons to navigate through the survey. As you navigate through the survey using the "Back" and "Forward" buttons, your data are saved to APQC's secure servers.

The progress indicator at the bottom of each page displays a bar graph and a percentage that indicate your progress in navigating through the survey. The progress indicator does not account for completed questions, only for your relative position in the survey.

To exit the survey before you have completed all questions, click the "Save" button at the bottom of the survey page, then close your browser. The system will present you a link to your particular instance of the survey. Use that link to return to the survey at any time.

Once you have completed the survey, click the "Submit" button on the last survey page. By submitting your survey results, you will notify APQC that your data are ready for validation. You will not be able to create, review, update or delete your answers after you have submitted the survey, so ensure that you have accurately documented your answers before you submit.

#### Cookies, one browser

The APQC OSBC survey tool uses a "cookie" to associate you to a particular survey instance. Your cookie is unique to the computer you used to start the survey and is the only key that you have to access your data. Should you lose your cookie, you will be unable to complete the survey and will need special assistance from APQC. Do not delete your APQC cookies until after you have submitted your survey data.

Because this cookie is unique to the computer you used to start the survey, other users will be unable to contribute results and data to the survey unless they have physical access to the browser you used to start the survey.

Visit the [Browser Setup](#) page for more information about configuring your browser to use cookies.

#### JavaScript

The APQC survey application uses JavaScript for enhanced validation and usability features. In order to complete these surveys, you must use a browser that supports JavaScript, and you must have JavaScript enabled. Visit the [Browser Setup](#) page for more information.

#### Printing

To print a copy of the entire survey, you should use the "Preview" version of the survey. This view consolidates all of the questions associated with the particular survey onto a single printable browser page. No answers or personal data are contained on the "Preview" version of the survey.

As you navigate through the survey, you may print each page to record your answers. There is no facility to review all of your answers on one page.

#### Definitions

Each survey has a set of definitions associated with it that are unique to the process grouping covered by the survey. Throughout the

survey, questions may have links to survey definitions.

Accurate results depend on a common understanding of the terminology used across survey respondents, so take special care to review the definitions in the glossary thoroughly. Common terms may be defined differently than you expect. When in doubt, contact APQC for guidance.

### Reasonable numbers

The survey asks for a number of detailed pieces of information. If you do not have the exact information that a question asks for, please provide a reasonable approximation. If you cannot provide a reasonable approximation, please leave the answer blank. If you are not sure, contact APQC for guidance.

### Reporting period

All questions in the survey, unless expressed otherwise, request data from the last complete fiscal year of your organization's or business entity's operations. Please be sure to provide the end-date of the fiscal year for which you are providing data. If you have any questions about the reporting period, please contact the OSBC help desk. (Contact information is provided below.)

### Question numbers may skip

Occasional changes to the survey may result in the addition or removal of questions. Due to this activity, the question numbers in the survey may occasionally skip one or more numbers. Furthermore, some surveys will hide questions depending upon answers to previous questions. If you have any questions about the order of questions in the survey, please contact the OSBC help desk.

### Contacting APQC with questions

For any questions regarding the survey mechanics, the survey content, or general survey inquiries, please contact the OSBC help desk via telephone at +1.800.776.9676 (toll free, U.S. only) or +1.713.681.4020, or via e-mail at [osbc@apqc.org](mailto:osbc@apqc.org).

### 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).

\*200.0010 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

200.0020 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.)

### 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).

200.0030 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

200.0040 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

a.Year	b.Month
* Choose one	* Choose one

200.0050 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. (Government/public sector respondents, please use budget authority, fees and other funding directly associated with the delivery of services under your mission, excluding from revenue funds that are not retained within your organization for internal use, i.e., "pass through" funds such as grants; benefit payments; and royalties, fees, and debt collections.)*

Total annual revenue

200.0060 What is the total annual [cost of continuing operations](#) incurred by your business entity?

Total annual cost of continuing operations:

200.0070 What is the total annual [selling, general and administrative \(SG&A\) costs](#) incurred by your business entity? For purposes of this question, SG&A costs include all compensation and benefits (excluding incentive compensation), direct operating costs, supplies, maintenance time and expenses, subscriptions, publications, and related costs.

Total annual selling, general and administrative (SG&A) costs:

200.0080 What is your business entity's total annual [cost of goods sold \(COGS\)](#)?

Total annual cost of goods sold (COGS):

200.0090 In how many countries, including your own, does your business entity operate?

Total Number of Countries:

200.0100 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

200.0110 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](#)

200.0120 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

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200.0130 Which of the following best describes how your organization analyzes the behaviors of its key customers (eg. hiring managers, candidates, active employees retires)? (Options are listed in increasing order of maturity. Please select the highest level of maturity that your organization has achieved. Select only one.)

Segmentation (when done) is against a single variable. Most behavior analysis is based on internal experience and knowledge of past patterns.

Business units develop segmentation models and simple patterns of behavior based on account history and demographics.

Enterprise segmentation models are based on multiple variables; some predictive modeling is used.

We have a holistic view of data with robust micro-segmentation and models to predict behavior patterns, which are shared across the enterprise.

We use advanced multidimensional segmentation to identify customer value (e.g. satisfaction ratings, retention), while real-time self-adjusting algorithms drive insights into response patterns.

200.0140 How are customer (eg. hiring managers, candidates, active employees, retirees) interactions tracked, monitored and measured? (Options are listed in increasing order of maturity. Please select the highest level of maturity that your organization has achieved. Select only one.)

Some efforts are made to track customer interactions and understand pain points. Customer activities are logged by channel. Departments or business units are responsible for broad tracking and analysis of customer interactions.

We have an enterprise-wide program to track interactions and evaluate outcomes. We are able to understand all customer activities across channels in a single view.

Enterprise wide, we track customer interactions across channels, and we use this as an input to continuous improvement. Customer activities on one channel are visible to all channels in a timely manner.

All activity details and communications, including teaming with external partners, are available across and between all channels, such that we can seamlessly monitor customer interactions across our entire enterprise.

200.0150 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

200.0160 Does your organization use an [enterprise resource planning \(ERP\) system](#) to coordinate key business information, resources, and activities across the value chain?

- Yes
- No

200.0170 Real-time data is integrated and organized so internal users can access consistent applicable real-time information.

	1 - Strongly disagree	2	3	4	5 - Strongly agree	6 - Do no know
Real time data integration						

200.0180 Please provide the following demographic information for the workforce at your business entity.

- **a. Total 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. Total number of FTEs** at your business entity. If your business entity is a support unit such as a shared services center, please include FTEs for the areas you support.
- **c. Total personnel cost of FTEs** employed by your business entity for the 12-month period for which you are providing data. (Use a decimal if needed.)

Demographic	Value
a. Total Number of Employees	
b. Total Number of FTEs	
c. Total Personnel Cost of FTEs	

200.0190 How many of your business entity's employees in question 200.0160a are in each staff category listed below?

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

200.0200 What is your assessment of your business entity's overall performance relative to industry peers?

- Top Quartile
- Middle Half
- Bottom Quartile

200.0210 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.

## This concludes the background and demographic component survey.

### Survey Scope

This survey is designed to be modular in nature. The following processes and activities associated with the process group "Recruit, source, and select employees" are addressed by this survey:

- **6.2** Recruit, source, and select employees
  - **6.2.1** Create and develop employee requisitions
    - **6.2.1.1** Develop and open job requisition
    - **6.2.1.2** Develop a job description
    - **6.2.1.3** Post requisition
    - **6.2.1.4** Manage internal/external job posting Web sites
    - **6.2.1.5** Change/update requisition
    - **6.2.1.6** Notify hiring manager
    - **6.2.1.7** Manage requisition date
  - **6.2.2** Recruit candidates
    - **6.2.2.1** Determine recruitment methods
    - **6.2.2.2** Perform recruiting activities/events
    - **6.2.2.3** Manage recruitment vendors
  - **6.2.3** Screen and select candidates
    - **6.2.3.1** Identify and deploy candidate selection tools
    - **6.2.3.2** Interview candidates
    - **6.2.3.3** Test candidates
    - **6.2.3.4** Select and reject candidates
  - **6.2.4** Manage preplacement verification
    - **6.2.4.1** Complete candidate background information
    - **6.2.4.2** Conduct background checks
    - **6.2.4.3** Recommend/not recommend candidate
  - **6.2.5** Manage new hire/re-hire
    - **6.2.5.1** Draw up and make offer
    - **6.2.5.2** Negotiate offer
    - **6.2.5.3** Hire candidate
  - **6.2.6** Track candidates
    - **6.2.6.1** Create applicant record
    - **6.2.6.2** Manage/track applicant data
    - **6.2.6.3** Archive and retain records of non-hires

**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).

203.0010 What do you believe are the three most important factors that help to attract employees? (*Select your top three*)

Ability to balance work and life demands

Clear career growth opportunities

Company has a track record of transforming itself and continuing its success in the market

Compensation and benefits equal to, or greater than, industry and/or local expectations or standards

Performance based rewards and remuneration opportunities

Company values are aligned with personal values

Educational opportunities (formal, qualifications based learning and/or internal onsite learning)

New or challenging responsibilities

Opportunity to build specific skills

Opportunity to work with a specific manager or set of peers

Positive corporate reputation

Other? Please describe.

203.0020 Of your business entity's total number of HR [FTEs](#), what was the number of full-time equivalents (*FTEs*) employed to perform the "[recruit, source, and select](#)" process group for your business entity? (*Fill in for each column; use decimals if needed.*)

Staff Level	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 (sum of a through c)	

203.0030 Of your business entity's total number of FTEs for the "recruit, source and select employees" process group, what percentage are employed to perform each of the following processes? (*Must total 100%.*)

a. Create and develop employee requisitions	%
b. Recruit/Source candidates	%
c. Screen and select candidates	%
d. Manage pre-placement verification	%
e. Manage new hire/re-hire	%
f. Track candidates	%
g. Total	%

203.0040 Of the total annual cost of your business entity's HR function, what costs are associated with the "[recruit, source, and select](#)" process group?

Cost table	Cost
a. <a href="#">Internal costs</a> ( <i>includes agency and advertising costs</i> )	
b. <a href="#">Outsourced costs</a>	
c. Total	

203.0050 For the "[recruit, source, and select](#)" process group, what was the approximate percent allocation of total annual internal costs (*question 203.0040a*) across the following cost categories? (*Must total 100%*)

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

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

203.0060 For the process group "recruit, source and select employees," which of the following best describes your business entity's role? (Select only one.)

- Self supporting; performs most aspects of process
- Relies on other business units for the process
- Relies on shared services center for the process
- Serves as a shared services center for the process
- Outsourced to third party

203.0070 What is the percentage split of how "[recruit, source, and select](#)" services are delivered to the business by the following? (*Must total 100%.*)

Services delivery means	% Split
a. <a href="#">Shared service center/centralized processing unit</a>	%
b. <a href="#">Third-party provider</a> (outsourced)	%
c. Business-based HR roles	%
d. Corporate HR	%
e. Line managers	%
f. Total (Must equal 100%)	%

203.0080 Which, if any, self-service models have been implemented by your business entity for the "[recruit, source, and select](#)" process group? (Select all that apply.)

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

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

No self-service model implemented

203.0090 Which of the following systems does your business entity utilize to support the process group "[recruit, source, and select](#)"? (Select all that apply.)

Meta4/Cyborg

HR Access

SAP

Rebus/Peterborough

Lawson

Oracle (includes Peoplesoft, J.D. Edwards and other Oracle products)

CHRIS

Micropay/Ingenuity

Taleo

Internally developed

Spreadsheets (Excel or equivalent)

Outsourced to external vendor

Other

If you selected "Other," please specify.

203.0100 How does HR ensure that its recruiting and staffing efforts for the business entity link to business management's talent needs? (Select all that apply.)

Formal needs assessment with business management

Performance evaluation after placement

Collection and analysis of HR metrics such as turnover and retention in the business units

Informal conversations with business management

Surveys of business management's recruiting and staffing needs

Work force or HR planning

Other

If you selected "Other," please specify.

203.0110 To what extent is your business entity able to quickly and effectively modify staffing levels to meet changing business demand? (Select only one.)

Our entity is limited in its ability to modify staffing levels.

Our entity has some flexibility to modify staffing levels.

Our entity proactively anticipates and modifies staffing levels ahead of market demand.

203.0120 Which of the following sourcing channels does your business entity use to source candidates? (Select all that apply.)

Job boards

Employee referrals

Search firms/recruitment outsourcers

Internal recruiters

Contract recruiters

Internet recruiting

College/university recruiting

- Technical schools/technical colleges
- Labor unions
- Trade and professional associations
- Private employment agencies
- Temporary agencies
- Job fairs/open houses/hospitality suites
- Other

If you selected "Other," please specify.

203.0130 What is the annual number of approved job requisitions for your business entity?

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

203.0140 What is the average number hours invested by the hiring manager per new hire?

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

203.0150 What was the number of new hires for your business entity?

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

203.0160 What percentage of new hires were recruited from the following geographic areas? (Must total 100%)

Geographic areas	% of new hires
a. Within your own country	%
b. Outside of your own country but within the geographic region within which you operate	%
c. Beyond the geographic region in which you operate	%
d. Total (Must equal 100%)	%

203.0170 For the past three years, please estimate the average percentage of management positions filled by internal promotion versus external recruitment at your business entity.

Staff Level	% of Management Positions Filled by Internal Promotions
a. Senior management/executives	%
b. Middle management/specialists	%
c. Operational workers/office staff	%



203.0180 What is your business entity's average cycle time in days for the following sourcing processes? (If you do not track a sourcing process, leave the field blank.)

Sourcing processes	Cycle time (days)
a. From identifying the need to hire a new employee to approval of the <a href="#">job requisition</a> ? Cycle time (days)	
b. From approval of job requisition to acceptance of job offer? Cycle time (days)	
c. From job offer acceptance until new hire begins in the agreed position, including time for orientation and initial set-up? Cycle time (days)	
d. Total average cycle time (days)	

203.0190 Which of the following formal programs has your business entity implemented to accelerate the inclusion and organizational effectiveness of new hires? (Select all that apply.)

- Onboarding
- Mentoring
- Coaching
- Other

If you selected "Other," please specify.

203.0200 Of all senior management/executive employees who joined your business entity in the 12 month period for which you are providing data, what percentage are still within the business entity?

Percentage of employees  
%

203.0210 Of all middle management/specialist employees who joined your business entity in the 12 month period for which you are providing data, what percentage are still within the business entity?

Percentage of employees  
%

203.0220 Of all operational worker/office staff employees who joined your business entity in the 12 month period for which you are providing data, what percentage are still within the business entity?

Percentage of employees  
%

203.0230 Which of the following measures do you use for evaluating your recruitment and selection process? (Select all that apply.)

- Quality of new hires
- Candidates by source
- Cycle time
- Voluntary turnover of new hires
- Online application rate
- Number of candidates per position
- Cost per hire
- Other
- Do not evaluate

If you selected "Other," please specify.

203.0240 Which of the following does your business entity use for evaluating the quality of a new hire? (Select all that apply.)

- Hiring manager surveys
- Performance reviews
- Employee surveys
- Time to contribution
- Workload per employee
- Turnover
- Number of training hours per employee
- Other

Do not evaluate the quality of new hires

If you selected "Other," please specify.

203.0250 What percentage of new hires originated from internal employee referrals?

Percentage of new hires

%

203.0260 How many [routine inquiries](#) do you receive each month for the process group "[recruit, source, and select](#)" employees?

Number of routine inquiries

203.0270 How many [non-routine inquiries](#) do you receive each month for the process group "[recruit, source, and select](#)" employees?

Number of non-routine inquiries

203.0280 What is the percentage split of how "recruit, source and select employees" inquiries are received for the following communication channels? (Must total 100%.)

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

203.0290 What is the average response time (*in hours*) for a routine inquiry regarding the process group "[recruit, source, and select](#)"? (*This time should represent the time taken from the point at which the inquiry is received to the point at which the inquiry is responded to (beyond auto-responder, an actual answer) and not the actual time spent by an individual working on the inquiry.*)

Average response time

203.0300 What is the average response time (*in hours*) for a non-routine inquiry regarding the process group "[recruit, source, and select](#)"? (*This time should represent the time taken from the point at which the inquiry is received to the point at which the inquiry is responded to (beyond auto-responder, an actual answer) and not the actual time spent by an individual working on the inquiry.*)

Average response time

203.0310 Thinking about your entire "[recruit, source, and select](#)" 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.*)

203.0320 What additional "[recruit, source, and select](#)" measures would you like to see included in future reports? (*For a list of current measures, click [here](#).*)

203.0330 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.

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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