Introduction
Findley Davies is evaluating how organizations deliver HR services and we would like your input on a few critical benchmarks.
In return, you will receive a summary of the survey results which can be used to gain insight into how other organizations are delivering HR services. This information will be helpful if you are considering a shift in service delivery or are simply interested in comparing what your organization is doing to what other organizations are doing.
Please take 15-20 minutes to complete this survey and know that your individual responses will remain confidential. Please note, you can begin the survey and re-enter at any time before June 12 to update your responses. We would like all responses by Friday, June 12, 2015.
Thank you for your time to advance the excellence of the HR function. If you have any questions about this survey, please contact Lisa Kay at 216-875-1946 or lkay@findleydavies.com.

1. Name (optional)  2. Title  3. Organization (optional)  4. Email Address (required to receive survey results)  *5. Industry      Health care     Manufacturing      Financial      Education      Professional Services      Government      Non-Froit.      Other  *6. How many FTEs in your organization?	Demographics
3. Organization (optional)  4. Email Address (required to receive survey results)  *5. Industry  Health care  Manufacturing  Financial  Education  Professional Services  Government  Non-Profit  Other	1. Name (optional)
4. Email Address (required to receive survey results)  * 5. Industry      Health care      Manufacturing      Financial      Education      Professional Services      Government      Non-Profit      Other	2. Title
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Other Other	© Government
	O Non-Profit
*6. How many FTEs in your organization?	Other
	*6. How many FTEs in your organization?

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# of Generalists	ort		
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# of Analysts	ort		
	ort		
of Coordinators	ort		
# Administrative support			
Other			

## **Technology**

10. What is the primary software application that you use for each of the following HR processes? For example, if you use Taleo for performance management, Taleo would go in the box next to Performance Management. If you use an Excel spreadsheet to manage your learning and development initiatives, then Excel would go in the box for Learning and Development. If you don't use any software to enable you to manage a process, enter the word None.

word None.	
Workforce Planning (Developing and executing people strategies for the future)	
Organizational Development (Organization wide initiatives (e.g., culture, M&A, restructuring)	
Recruitment and Selection (Filling today's open positions (includes relocation efforts))	
Onboarding	
Performance Management	
Learning & Development	
Succession Planning & Leadership Development	
Employee & Labor Relations (Answering policy questions, negotiating contracts and handling employee issues/complaints)	
Exit Management (Managing voluntary and involuntary separations)	
Retirement (Strategy & administration of all benefit programs excluding H&W)	
Compensation (Strategy & administration of all compensation plans)	
Information Management (Strategy & administration of HRIS)	
Payroll and Time Collection (Strategy & administration of payroll and time and attendance)	
Compliance & Risk Management (Administration of all Federal, State, and local reporting)	
Other (Software used by HR staff members outside of these processes)	
11. Do you have plans to implement or upgra	de to new HR technology?
C Yes, in the next 0 - 1 years	
C Yes, in the next 2 - 3 years	
Yes, in the next 4 - 5 years	
No, we have no plans to implement or upgrade	
Please explain	

Centralized or Single HR Function  Decentralized or Separate HR Function by business unit with corporate oversight  Decentralized or Separate HR Function by geography with corporate oversight  Shared Services environment with HR Centers of Expertise and HR business partner  Hybrid  If Hybrid, please explain  Workforce Planning (Developing and executing people strategies for the future)  Organizational Development (Organization wide initiatives (e.g., culture, M&A, restructuring)  Recruitment and Selection (Filling today's open positions; includes relocation efforts)  Onboarding  Performance Management  Learning & Development  Succession Planning & Leadership Development  Employee & Labor Relations (Answering Policy Questions, Negotiating Contracts and Handling Employee Issues/Complaints)  Exit Management (Managing Voluntary and Involuntary Separations		S are being Center of Expertise?	Serviced.  How is the process sourced?
C Decentralized or Separate HR Function by geography with corporate oversight C Shared Services environment with HR Centers of Expertise and HR business partner C Hybrid  If Hybrid, please explain  13. Based on your model, please choose how each of the Workforce Planning (Developing and executing people strategies for the future) Organizational Development (Organization wide initiatives (e.g., culture, M&A, restructuring) Recruitment and Selection (Filling today's open positions; includes relocation efforts) Onboarding Performance Management Learning & Development Succession Planning & Leadership Development Employee & Labor Relations (Answering Policy Questions, Negotiating Contracts and Handling Employee Issues/Complaints)	ese activities	Center of	How is the
C Shared Services environment with HR Centers of Expertise and HR business partner C Hybrid  If Hybrid, please explain  13. Based on your model, please choose how each of the Workforce Planning (Developing and executing people strategies for the future) Organizational Development (Organization wide initiatives (e.g., culture, M&A, restructuring) Recruitment and Selection (Filling today's open positions; includes relocation efforts) Onboarding Performance Management Learning & Development Succession Planning & Leadership Development Employee & Labor Relations (Answering Policy Questions, Negotiating Contracts and Handling Employee Issues/Complaints)	ese activities	Center of	How is the
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Organizational Development (Organization wide initiatives (e.g., culture, M&A, restructuring)  Recruitment and Selection (Filling today's open positions; includes relocation efforts)  Onboarding  Performance Management  Learning & Development  Succession Planning & Leadership Development  Employee & Labor Relations (Answering Policy Questions, Negotiating Contracts and Handling Employee Issues/Complaints)			
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Performance Management  Learning & Development  Succession Planning & Leadership Development  Employee & Labor Relations (Answering Policy Questions, Negotiating Contracts and Handling Employee Issues/Complaints)			
Learning & Development  Succession Planning & Leadership Development  Employee & Labor Relations (Answering Policy Questions, Negotiating Contracts and Handling Employee Issues/Complaints)			
Succession Planning & Leadership Development  Employee & Labor Relations (Answering Policy Questions, Negotiating Contracts and Handling Employee Issues/Complaints)			
Employee & Labor Relations (Answering Policy Questions, Negotiating Contracts and Handling Employee Issues/Complaints)			
Handling Employee Issues/Complaints)			
Exit Management (Managing Voluntary and Involuntary Separations			
Health and Welfare (Strategy & Administration of all H&W programs)			
Retirement (Strategy & Administration of all Benefit Programs excluding H&W)			
Compensation (Strategy & Administration of all Compensation Plans)			
Information Management (Strategy & Administration of HRIS)			
Payroll and Time Collection (Strategy & Administration of Payroll and Time and Attendance)			
Compliance & Risk Management (Administration of All Federal, State, and local reporting)			
Other (Software used by HR Staff members outside of these processes)			

rocesses				
14. Over the course of a tyresources (number of staffees, and general administration ext to each process. Your R Strategy R Talent Management R Transactions and Administration	f, percent of time and trative fees )? Please	d costs (e.g. insert perc	., technology fees,	outsourcing
15. Over the course of a ty resources (number of staffees, and general administ next to each process. You	f, percent of time and trative fees )? Please	d costs (e.g. insert perc	., technology fees,	outsourcing
HR Strategy				
HR Talent Management				
HR Transactions and Administration				
16. Rate the importance o	f the following compo	etencies in	each of your HR te	am members  Not Necessary
Change Agent	0	O	O	0
Culture Shaper	O	0	O	0
Leadership	O	0	0	0
Relationship Management	O	0	0	0
Self-Awareness	O	0	0	0
Project Management	0	0	0	0
Business Literacy	O	0	0	0
Strategic Thinker	O	0	0	0
HR Functional Knowledge	O	0	O	0
Technology	O	O	0	0
Financial Acumen	0	0	O	0
Are there additional HR competencies im	portant to your organization?			

8. What are the critical few metrics that you use to measure the effectiveness and/or fficiency of your HR organization?  9. Please comment on any planned future service delivery changes and the impetus femange (e.g., desire for greater efficiency, improve operations, capture synergies across	Cul Lea	ulture Shaper	
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trategy, business reorganization)	roce	esses and investments, improve quality	