

## The Conference Board® Human Capital Benchmarking Service

### Category: HR Technology & Operations

Here is a sample of the kind of questions we will ask in in this category. This survey should be completed from the viewpoint of the head of the HR Technology and/or Operations function. Please address all questions from that viewpoint. For each category, we will ask you to share:

- Demographic information (your contact information; the company location/revenue size/employee count/HQ location/primary business; legal structure (state-owned, publicly traded, etc.); distribution of employees around the globe) and briefly describe (100 words or less) what products or services your organization provides and, if applicable, to whom
- Staffing distribution and budget data for the function
- Top issues you are facing
- Innovative approaches to solving business challenges following this format:
  - What people-related business challenge were you trying to solve? (200 word max)
  - What specifically did you do to address the challenge? (250 word max)
  - What specifically was innovative about the approach? (100 word max)
  - What were the positive business outcomes from your actions? (250 word max)
  - If applicable, what was the ROI for this initiative? (500 word max)
- Why should your organization be honored for excellence in this category? (1000 word max)

Here are a few sample questions from this category:

1. When considering adoption of new HR technology, your organization is: A first mover (on the cutting of technology adoption); Early adopters (willing to try new technology to meet goals without a body of proof from peers); etc.
2. Which of the following factors describe your HR Technology eco-system? (Select all that apply: We are full cloud-enabled; We are on our way to the cloud; etc.)
3. Does your company have a Chief Digital Officer, or similar position focused on the digital transformation of your company? (Other than your CIO or CTO)
4. To what extent do you agree with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Digital transformation is a top management priority at my organization.					
Funding digital initiatives is a significant challenge that affects my organization's digital efforts.					
We have a comprehensive plan within HR to address the digital future of our organization.					
My organization is effectively developing the types of leaders who have the capabilities necessary to lead the organization in a digital environment.					
Funding HR's digital initiatives is a significant challenge.					

5. How would you describe your current HR technology ecosystem?
6. Which HR areas for your technology investment priorities this fiscal year? Please select your top five.
7. Do the mobile apps you have deployed have multi-function capabilities?
8. What are the biggest barriers to implementing modern HR technology?