



**QUESTIONNAIRE ON INFORMATION ABOUT HRD/HRM CURRENT AND FUTURE  
NEEDS AND PRIORITIES IN A CONVERGED, COMPETITIVE  
TELECOMMUNICATION / ICT ENVIRONMENT**

Please note that you can also complete this questionnaire online at: [www.itu.int/ITU-D/hrd/WGHRD/Questionnaire](http://www.itu.int/ITU-D/hrd/WGHRD/Questionnaire).

Respondent's information

Name: .....

Title: .....

Organization: .....

Organization website (URL): .....

Organization type (please tick one):

Policy-maker  Regulator  Sector member

Address: .....

Country: .....

Telephone: .....

Fax: .....

E-Mail: .....

**Part 1 About your organization and HR function**

1. Approximately how many people are employed by your organization?

In total \_\_\_\_\_ Male \_\_\_\_\_ Female \_\_\_\_\_

2. Approximately how many people are employed in your HR function by your organization?

In total \_\_\_\_\_ Male \_\_\_\_\_ Female \_\_\_\_\_

3. Has your HR function increased in scope and responsibilities in the last three years?

- a.  Yes                      b.  No

If Yes, please specify: .....

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4. Has your HR function changed its structure over the last three years?

- a.  Yes                      b.  No

If Yes,

Has your HR function been restructured to centres of expertise, shared services and business partners (like to “Ulrich model”)?

- a.  Yes                      b.  No                      c.  Don't know

5. Does your organization have a:

	YES	NO	Don't know
Mission statement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HRM/HRD Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate in the table below when each of these was: Formulated and/or Last revised		
	Formulated (yyyy)	Revised (yyyy)
Mission statement		
Business strategy		
HRM/HRD Strategy		

6. If your organization has a business strategy, and at what stage the HR function is involved in its development (please tick only one)?

- a.  From the outset, participates in the strategy formulation  
 b.  Through subsequent consultation  
 c.  On implementation, as Key Leader

d.  Does not participate

7. Is your organization part of a larger Group of companies/institutions (the question only for sector members)?

- a.  Yes
- b.  No,

If yes, please indicate where policies on the following issues are mainly determined?		
	<b>Headquarters</b>	<b>Local</b>
Pay and Benefits		
Recruitment and selection		
Training and Development		
Career Planning		
Performance Management		
Other, please specify		

**Part 2 HR’s role and new challenges**

8. What is the primary role of HR in your organization?

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9. What do you consider the three major challenges for HR in your organization today and to be over the next 3 years (please indicate in order of perceived importance with 1 as most important)?

<b>Challenges</b>	<b>Today</b>	<b>Next 3 years</b>
Managing Changes	<input type="checkbox"/>	<input type="checkbox"/>
Talent Management	<input type="checkbox"/>	<input type="checkbox"/>
Training and Development	<input type="checkbox"/>	<input type="checkbox"/>
Organizational Development	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Development	<input type="checkbox"/>	<input type="checkbox"/>
Organizational Performance	<input type="checkbox"/>	<input type="checkbox"/>
Employee Engagement	<input type="checkbox"/>	<input type="checkbox"/>
Creativity and Innovation	<input type="checkbox"/>	<input type="checkbox"/>
HR Measurement & Benchmarking	<input type="checkbox"/>	<input type="checkbox"/>
Compensation	<input type="checkbox"/>	<input type="checkbox"/>
Employee Retention	<input type="checkbox"/>	<input type="checkbox"/>
If other, please specify		

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10. What do you foresee you would need to meet these challenges? (Please tick a maximum of three and in order of perceived importance):

- a.  Training
  - b.  Tools
  - c.  HR measures
  - d.  Best practises
  - e.  Consulting
  - f.  Other, please specify:
- .....

11. Approximately what percentage of employees has received training within the last year?

- a. External            \_\_\_%
- b. Internal            \_\_\_%
- c. Both                \_\_\_%

12. Approximately what proportion of the annual payroll costs is currently spent on training?

- a. \_\_\_\_\_%
- b.  Don't know

13. Which are the most important areas of HR training need for your organization over the next three years (please tick a maximum of four and indicate in order of importance with 1 as most important)?

	<b>More Imp.</b>	<b>Imp.</b>	<b>Less Imp.</b>
Strategic Management			
Strategic Human Resources Management			
Management of Talent and Competencies			
Performance Improvement			
Reengineering the Human Resources Function			
Performance Management and Pay Policy			
Knowledge Management			
Competencies for Competitiveness			
Career Management			
Information Systems and Business management			
Managing Diversity			
Reward Strategies			
Effective communication in C-Suite			
If other, please specify			

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**Part 3 Human Capital Development**

14. How does the HR function in your organization contribute to Human Capital Development?

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15. Please mention the priorities in your organization for Human Capital Development (please tick all that apply and indicate in order of importance with 1 as most important):

- a.  Strategic Skills/Competencies
- b.  Leadership
- c.  Culture/Strategic Awareness
- d.  Strategic Alignment
- e.  Strategic Integration
- a.  Other, please specify:

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16. Please mention 4-5 Strategic Skills/Competencies challenges, facing the ICT sector today (the managerial skills in competitive environment of accelerated convergence, the Policy and Regulatory, Introduction of new services, Marketing and Customer orientation, ICT Applications, Technology Trends, Strategic HR Management, etc).

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17. In the context of your organisation strategy, which are the necessary ICT professional skills for the strategy implementation?

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18. Are you gathering and analysing information about ICT skills?

- a.  supply and demand of ICT skills
- b.  ICT skills gap/ mismatches / shortages
- c.  future needs of ICT skills

19. Which are the main ICT skills gaps in your organisation?

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20. How are you closing any Strategic HR Readiness gap (please tick all that apply)?

- a.  Internal courses
- b.  External courses
- c.  Recruitment
- d.  Conferences
- e.  ITU courses
- f.  Other, please specify:

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21. Please mention the difficulties, which the organisation had in previous year in recruiting personnel with ICT professional skills.

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22. Do you think that the polarization exists between traditional public/institutional education and contemporary ICT needs?

- a.  Yes
- b.  No
- c.  Don't know

23. Please list the vendor based/organizational ICT certifications, which are more valuable for your organisation.

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24. Please list the academic institutions' ICT certifications, which are more valuable for your organisation.

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25. Have your country national strategy for ICT skills development?

- a.  Yes
- b.  No
- c.  Don't know

If Yes, please provide the title and source of relevant documentation (e.g. website)

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26. Have your country national mechanisms or institutions supporting the development and implementation of a long-term and consistent ICT skills agenda in close co-operation between the public and private sectors?

- a.  Yes                      b.  No                      c.  Don't know

If Yes, please provide the title and source of relevant documentation (e.g. website)

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27. Are you participating in multi stakeholder partnerships, in cooperation with all relevant stakeholders, such as institutional & organizational, for ICT skills development and certification?

- a.  Yes                      b.  No

If Yes, please provide the title and source of relevant documentation (e.g. website)

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**Part 4 Building the Information Society**

28. Does your country already have a strategy for coordinating World Summit on the Information Society (WSIS) Implementation at the national level?

- a.  Yes                      b.  No                      c.  Don't know

Is there a national e-strategy?

- a.  Yes                      b.  No                      c.  Don't know

If Yes,

a. please provide the title and source of relevant documentation (e.g. website)

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b. How does your organization contribute to national e-strategy implementation?  
Please specify (targets, activities): .....

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c. How does your HR function in your organization contribute to national e-strategy implementation? Please specify (targets, activities): .....

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29. Please indicate which of the WSIS action lines and themes are relevant to the above mentioned activities:

1. The role of governments and all stakeholders in

- the promotion of ICTs for development.
- 2. Information and communication infrastructure.
- 3. Access to information and knowledge.
- 4. Capacity building.
- 5. Building confidence and security in use of ICTs.
- 6. Enabling environment.
- 7. ICT applications: benefits in all aspects of life.
  - E-government
  - E-business
  - E-learning
  - E-health
  - E-employment
  - E-environment
  - E-agriculture
  - E-science
- 8. Cultural diversity and identity, linguistic diversity and local content.
- 9. Media.
- 10. Ethical dimensions of the Information Society.
- 11. International and regional cooperation.

30. How can ITU-D/HCB(Human Capacity Building) assist your organization HCD to the contribution of national e-strategy implementation.

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**Part 5 ITU-D Human Capacity Building**

31. Please tick the areas where ITU-D/HCB contribution has been valuable for your organization to meet Human Capital Development needs:

- a.  Spectrum Management
- b.  Regulatory Issues
- c.  Technology Awareness
- d.  Rural Connectivity
- e.  IP Awareness
- f.  E-Services
- g.  Business Management
- h.  HR Management
- i.  Bridging the ICT standardization gap
- j.  Emergency Telecommunications
- k.  Cybersecurity and Countering Spam
- l.  Economics and finance
- m.  Other, please specify: .....

32. Please list the areas where ITU-D/HCB contribution could be valuable to meet your organization HCD needs.

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33. Do you have access to the ITU-D Human Capacity Building Web site?

- a.  Yes
- b.  No

34. Are you acquainted with ITU-D Human Capacity Building 5 major tasks (please tick all that apply)?

- n.  Transfer of knowledge
- o.  Sharing experience and know-how
- p.  Assistance to strengthen the human resource and training functions
- q.  Dissemination of information
- r.  Human capacity building special initiatives

35. Are you acquainted with Human capacity building special initiatives using the Blended Learning Approach (please ticks all that apply)?

- a.  CoE - Centres of Excellence
- b.  TOT - Technical Assistance Program for developing countries
- c.  ITCI – Internet Training Centres Initiative
- d.  e-Community Learning & Information Centres
- e.  ITU e-Learning Platform

If acquainted,

A. Please specify, which ones you participated or used the last three years (please specify approximate how much times and how many participants from your organization)?

	Number of times	Number of participants
a. <input type="checkbox"/> CoE	-----	-----
b. <input type="checkbox"/> TOT	-----	-----
c. <input type="checkbox"/> ITCI	-----	-----
d. <input type="checkbox"/> e-Community Centres	-----	-----
e. <input type="checkbox"/> ITU e-Learning Platform	-----	-----

B. If you have participated in ITU-D on-line workshops, please indicate which ones:

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C. If you have not participated in ITU-D on-line workshops, please indicate the reason:

- a.  Lack of internet access
- b.  Lack of interest
- c.  Other, please specify): .....

D. How can the Network of Excellence benefit your organization? How can your organization contribute?

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E. What key priority areas should the Center of Excellence focus on with regards to capacity building (please tick a maximum of three)?

- b.  Training
- c.  Workshops
- d.  Consultancy
- e.  Research
- f.  Other, please specify): .....

F. Can the Network of Excellence create business possibility for your training institution?

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G. What form of support would you expect from ITU-D, in order to help you participate in on-line activities?

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36. What form of support would you expect from ITU-D in order to achieve your HRD/HRM goals?

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37. What is your opinion about the establishment of the regional network of HR managers to better respond to the evolving Human Capacity Development trends and discuss common-interest topics?

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38. Any further comments or preferences?

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**Thank you for completing this questionnaire.**

