

# Survey Data and Information Summary

## HR Shared Services Benchmarking 2023

This document provides an overview of the information and data that will be requested as you complete the benchmarking study. Please review this so that you can collect the necessary inputs and information needed before starting the survey.

The survey is focused on companies headquartered in North America with at least \$500 million in revenue. Participants must have an HR shared services organization with at least one service center in North America.

### General Company Data

- Indicate if publicly held company
- Data period reporting
- Currency used
- Global region of headquarters
- Number of countries in which operate
- Business entity type
- Total annual revenue of entire organization
- Total annual revenue of business entity
- Total number of all employees
- Percent of employees that are contingent
- Total number of full-time equivalents (FTEs)

### Overall HR Organization Data

- Total HR FTEs
- Total cost of the HR function
- Field HR FTEs by role and total
  - HR administrators
  - HR generalists
  - HR business partners
  - Total field HR

### HR Technology

- HRIS FTEs
- Distribution of HR Technology responsibilities across different organizations
- Nature of global HRIS support

## **Other Roles in HR**

- Continuous improvement FTEs
- Project management FTEs
- Change management/training FTEs
- Payroll processing FTEs
- Organizational location of payroll

## **Automation**

- Use of intelligent automation
- Use of process automation
- Use of conversational solutions (chatbots, virtual agents, digital assistants)

## **Self Service**

- Availability and scope of manager self service
- Availability and scope of employee self service
- Use of/nature of employee portal

## **Overall HR Shared Services Organization**

- Years in operation
- Governance model/reporting relationship
- Number of HR shared services centers
- Total employee FTEs served by entire HR shared services organization
- Total retirees served by entire HR shared services organization
- Total HR shared services organization FTEs
- Global geographic scope
- Geographic model used
- Use of tiered service center staffing model
- Use of centers of expertise (COEs)
- COE FTEs by type:
  - Talent management COE
  - Talent acquisition COE
  - Compensation COE
  - Benefits COE
  - Employee and labor relations COE
  - Payroll COE
- Standardization of technology by category
- Percent of virtual workforce by category

## **Service Centers by Region**

This section allows respondents to submit data for up to 7 service centers within their overall HR shared services organization.

- Geographic region
- City and country
- Global regions served by center
- Total service center FTEs
- Number of organization employees served by center
- Number of organization retirees served by center
- Scope of services for the center
- Annual calls/inquiries received
- Annual transactions processed
- Self-service transactions processed
- Tier 1 data (if tiered model used)
  - Tier 1 representative FTEs
  - Manager/supervisor FTEs
  - Annual transaction volume
  - Annual call/inquiry volume
- Tier 2 data (if tiered model used)
  - Tier 2 representative FTEs
  - Manager/supervisor FTEs
  - Annual transaction volume
  - Annual call/inquiry volume

## **Entire HR Shared Services Organization**

- Total annual transactions processed
- Total annual calls/inquiries received
- Total annual self-service transactions
- Total tier 1 employee FTEs
- Total tier 1 manager/supervisor FTEs
- Total annual tier 1 transactions
- Total annual tier 1 calls/inquiries
- Total tier 2 employee FTEs
- Total tier 2 manager/supervisor FTEs
- Total annual tier 2 transactions
- Total annual tier 2 calls/inquiries

## **North American Shared Services Center (for primary/largest North American center)**

- Location
- Total in-house operating cost
- Total outsourcing cost
- Average speed to answer
- First contact resolution
- Total annual portal hits
- Total annual job requisitions handled by SSO
- Total annual hires handled by SSO
- Service center employee turnover rate
- Total annual transactions processed
- Total annual calls/inquiries received
- Tier 2/specialist FTEs by type:
  - Recruiting/staffing
  - Workforce administration
  - Training administration
  - Leave of absence administration
  - Employee relations
  - Benefits administration
- Customer satisfaction – overall percent of customers satisfied