

Survey Data and Information Summary

HR Shared Services Benchmarking 2025

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 supporting employees 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
- Percent of employees that are unionized
- Total number of full-time equivalents (FTEs)

Overall HR Organization Data

- Total HR FTEs
- Total cost of the HR function
- FTEs by process:
 - Recruit, source, and select employees
 - Manage onboarding, development, and training
 - Reward and retain employees
 - Process payroll
- 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
- Organizational location of payroll

Overall HR Shared Services Organization

- Years in operation
- Governance model/reporting relationship
- Total cost of the HR shared services organization
- Number of HR shared services centers
- Total employees served (headcount and FTEs) by entire HR shared services organization, both overall and in North America
- Total retirees served by entire HR shared services organization, both overall and in North America
- Global geographic scope
- Geographic model used
- Support for countries with a small number of employees
- Scope of services for the service centers
- Total in-house operating cost for service centers
- Total outsourcing cost for service centers

HR Shared Services Staffing

- Total HR shared services organization FTEs
- 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
- Total service center FTEs
- Tier 1 data (if tiered model used) – both overall and serving North America
 - Tier 1 representative FTEs
 - Manager/supervisor FTEs
- Tier 2 data (if tiered model used) – both overall and serving North America
 - Tier 2 representative FTEs
 - Manager/supervisor FTEs
- Tier 2/specialist FTEs by type:
 - Recruiting/staffing

- Workforce administration
- Training administration
- Leave of absence administration
- Employee relations
- Benefits administration
- Payroll
- Days per week in office expectations

Productivity and Performance

- Total annual transactions processed
- Total annual calls/inquiries received
- Total self-service transactions processed
- Total annual tier 1 transactions
- Total annual tier 1 calls/inquiries
- Total annual tier 2 transactions
- Total annual tier 2 calls/inquiries
- Total annual job requisitions handled by SSO
- Total annual hires handled by SSO
- Total annual number of leave of absence requests handled by SSO
- Total number of employee relations cases handled by SSO
- Total number of training enrollments processed by SSO
- Total number of employee data changes processed by SSO
- Average cycle time for the payroll processing cycle
- Percentage of payroll errors
- Live chat:
 - Transactions handled via live chat (not a virtual agent)
 - Inquiries handled via live chat
 - Average length/duration of live chat
 - Average wait time for live chat
 - Agent FTEs dedicated to live chat
- Average speed to answer
- First contact resolution
- Total annual portal hits
- Service center employee turnover rate
- Customer satisfaction – overall percent of customers satisfied

Shared Services Technology

- Use of intelligent automation
- Nature of use of chatbots/virtual agents
- Use of conversational solutions (chatbots, virtual agents, digital assistants)
- Percent of cases resolved by chatbot/virtual agent
- Implemented use cases for intelligent automation
- Self-service:
 - Availability and scope of manager self service

- Availability and scope of employee self service
 - Use of/nature of employee portal
- Standardization of technology by category