

# The HR function: responsibilities and reward for HR professionals

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This report has been produced by Incomes Data Research Limited and is based on data collected directly from reward professionals and HR managers – whom we would like to thank for their help with the research.

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# Executive summary

The 2018 survey on responsibilities and reward for HR professionals received responses from 79 organisations, employing 720,238 employees in total. The research covers mostly large and medium-sized employers in the private sector. The report provides an overview of the HR function, focussing on the staffing and structures of typical HR departments, pay for HR professionals and the current trends shaping HR strategies. The key findings are as follows:

## Key focus for HR strategies in 2018

- Employee engagement is the top HR priority for organisations over the next 12 months with over half of respondents to the IDR survey listed employee engagement as either their first or second HR priority
- Other key priorities are talent management (20% of respondents ranked this as their second priority) and employee health and wellbeing (28% of respondents listed this as their third priority).

## Size of HR departments and budgets

- Almost a third of organisations reported an increase in the size of their HR department over the last 12 months (32% of respondents). Almost three-quarters of respondents (72%) said this was due to an increase in HR's workload. Meanwhile three-fifths of respondents (60%) attributed the increase to the organisation growing
- At close to three-fifths of organisations in the survey (57%), said the number of HR staff has remained unchanged, while just over a tenth (11%) said the HR team had shrunk
- For smaller organisations, those employing less than 500 employees, the average HR budget for 2018 is £323,400, this equates to around £1,400 per employee on average
- Meanwhile, this year's average HR budget for medium-sized organisations (those employing between 500 to less than 5,000 employees) was just over £2 million, equating to £1,065 per employee.

## The HR model – staffing and structure

- The most popular type of HR structure is one single central HR team (in use at 58% of organisations). This type of structure is most common in smaller organisations employing less than 500 employees
- Larger organisations, with over 5,000 employees, are more likely to have more complex structures with a central HR team, a HR service centre and local HR teams
- Of the 70% of organisations in the survey sample that have a Director of HR (or an equivalent job title), three-fifths also have a Head of HR in place (59%) (or equivalent job title))

- 
- Some 31% of organisations in the survey have a HR structure where there is no HR Director or equivalent (22 organisations in the sample) and the Head of HR level is the most senior member in the HR team structure
  - Just under half of organisations said that the most senior HR role in their organisation has a place on the executive board (47%). However, this is mostly the case in small to medium-sized organisations
  - Almost two-fifths of respondents (38%) have HR teams at local or regional sites in addition to a central HR function. These regional teams are most likely to be made up of HR generalists or business partners and HR administrators that can offer a complete HR service.

### **HR service centres and centres of excellence**

- Just under a quarter of organisations with an HR shared service centre said this service was combined with other functions (23% of survey respondents). In most cases the service centre combined the HR and finance functions (38% of those with a shared service centre).
- In many cases, organisations with shared service centres also operate centres of excellence (CoEs). The most popular centres of excellence deal with compensation and benefits (established in 63% of companies using this type of model) and learning and development (56% of companies)
- Most shared service centres operated by the organisations in the survey are based in the UK (77% of organisations).

### **Line managers' role in people management**

- Just over three-fifths of organisations (63%) said that performance management is the responsibility of line managers
- All organisations in the IDR sample expect line managers to deal with absence management as part of their role, some 15% of respondents said line managers had 'full responsibility' for managing absence while a further 49% said this was the 'main responsibility' of line managers
- Areas that tend to be shared between line managers and HR equally are recruitment and selection processes (39% of organisations said that this was a shared responsibility), disciplinary and grievance matters (43%) and absence management (28%)
- Over half of organisations (53%) felt that line managers are taking on more HR-related duties than they used to and most regarded this as a positive development for the HR function (90% of the 53% of respondents).

### **Pay for HR professionals**

- The median midpoint salary for HR directors is £100,773 and the average midpoint salary is £107,575

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- Heads of roles showed a median midpoint salary of £78,450, some 28% below the median midpoint salary for HR directors
  - The median midpoint salary for HR managers is £53,042. Other than generalist HR managers, examples of roles at this level are HR business partner, learning and development manager and reward manager
  - The median midpoint salary for a senior HR professional/specialist is £43,000. Typical roles at this level are Senior HR advisor and HR officer
  - The median midpoint salary for a HR professional/specialist is £36,500. Typical roles at this level are HR advisor, HR officer and HR co-ordinator
  - HR administrators/ assistants have a median midpoint salary of £24,000
  - The median salary for HR graduates in the first year of employment is £25,000. After three years, graduates typically earn around £33,000 at the median, and after five years the median salary is £40,000.

### **Outsourcing HR**

- Some 80% of organisations responding to the survey outsource at least one aspect of the HR function. The three areas most likely to be outsourced are pensions administration (58% of respondents), health and wellbeing (including occupational health) (48%) and payroll (38%)
- Over two-thirds of the organisations that outsource at least a part of their HR function (68%) said they have found this to be more cost-effective than handling these activities in-house.

### **Technology**

- The survey showed that most organisations are using technology to manage the administration of key HR activities including training (79% of respondents), pensions and sickness absence (72% of respondents respectively).

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## About this report

The survey of HR responsibilities and reward received responses from 79 organisations, employing 720,238 employees in total. The research covers mainly large and medium-sized employers in the private sector.

### Distribution of the sample by employee numbers

Sub-sector	Count
Less than 100 employees	13
Between 100 and 499 employees	24
Between 500 and 999 employees	12
Between 1,000 and 4,999 employees	19
5,000 employees or more	9

### Distribution of the sample by major sector

Sector	Count
Manufacturing and primary	22
Private services	36
Public sector/not-for-profit	21

### Distribution of the sample by sub-sector

Sub-sector	Count
Business and professional services	11
Finance	5
Manufacturing	22
Public/not-for-profit	21
Retail	6
Transport, distribution and leisure	13
Publishing	1

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# Contributors

Bombardier Transportation	Institution of Mechanical Engineers
Albert Bartlett & Sons	Isle of Man Steam Packet Company
Allianz Insurance	James Cropper
Altro	JTL
Apollo Fire Detectors	Knorr-Bremse
Apple Blossoms Nursery	Leeds Federated Housing Association
Arqiva	Leonardo Helicopters
Babcock Rail	Martell's International Removers
Baxter Healthcare	Mass Consultants
Baxters Food Group	MB Aerospace
Bidfood	Next Distribution
Bird & Bird	NG Bailey
Briggs Equipment	NH Private Equity
British Ceramic Tile	Ocado
British Medical Journal	Pinnacle
Capita	Port of Tyne
Castle Leisure	Qantas Airways
CB&I	Queens Cross Housing Association
Chelsea Physic Garden	Reliance Life
Claims Consortium	RGP
Compass	RMBI Care
CPI Card	Scottish Opera
Crossrail	Speedy Hire
Defaqto	States of Guernsey
Dewhurst	Stonehaven Healthcare
Dutton Gregory	Sue Ryder
ECITB	The Abbeyfield Maidenhead Society
Epson	The Institution of Engineering & Technology
Eurotunnel	The Lawn Tennis Association
Eurovia	The Royal Star & Garter Homes
Extracare Charitable Trust	The Scottish Salmon Company
Fidessa	Tom French & Associates
GAP	Travis Perkins
Grand Union Housing	TUI
GulfMark	UK Power Networks
H&R ChemPharm	UniCarriers
Harrod Sport	Virgin Atlantic Airways
Historic Royal Palaces	Wales & West Housing
Hitachi Automotive Systems	Yorkshire Housing



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## Introduction

Employee engagement is the main priority for HR departments and professionals, according to our survey. At the same time, the survey results also show that more than half of the organisations – including most of the larger organisations – cannot find a place on their board for HR. This presents an apparent paradox for HR and the organisations for whom they work. While employers often want to place their people at the centre of their HR strategy, the department responsible for people is not necessarily itself regarded as strategic. These findings may indicate that the ‘Ulrich model’ of HR – which recommended that the partnership between HR and the line managers should be realised ultimately at board level – has been implemented only in a piecemeal fashion in the UK, with large firms picking and choosing those recommendations which suit them, rather than adopting the model wholesale.

One aspect of the Ulrich model that does seem to have been embedded into the HR model is the partnership between HR and line managers and the continuing devolution of HR activities to line managers. Over half of organisations responding to the IDR survey felt that line managers have taken on more HR-related duties than they used to and most regarded this as a positive development for the HR function. For example, performance management is one area where organisations place the responsibility in the hands of line managers (almost two-thirds of organisations in the IDR survey), and disciplinary and grievance matters are another common area where responsibilities are likely to be shared between HR and line managers. The involvement of line managers in the delivery of HR activities not only creates efficiencies within the organisation but also demonstrates the importance of line managers’ role in implementing HR practices.

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# Analysis

## Employee engagement tops the HR agenda

Employee engagement is the top HR priority for organisations over the next 12 months, according to our survey of HR activities and practice. Over half of respondents to the IDR survey listed employee engagement as either their first or second HR priority. Also ranking highly on the HR agenda are talent management (20% of respondents ranked this as their second priority) and employee health and wellbeing (28% of respondents listed this as their third priority). In respect of the key focus for HR strategies, organisations were most likely to cite employee engagement and retention, while also focussing on recruitment and future talent management.

One of the biggest challenges facing HR is the recruitment of specialist staff coupled with concerns about the impact of aging workforces whereby the skills of retirees are not being easily replaced. Organisations needing to recruit employees with specialist skills include engineering and construction company NG Bailey and online retailer Ocado. Meanwhile those concerned about an aging workforce included Leonardo Helicopters and braking systems manufacturer Knorr-Bremse. Widescale organisational change, creating leaner workforces, cultural change and the use of technology to drive efficiencies are all identified as key challenges faced by HR functions in the IDR survey sample. However, as pointed out by one responding company, the creation of leaner business structures and overhead cost reduction need to be finely balanced with the requirement to engage employees in a productive way.

GDPR compliance, the regulation of the processing of personal data, was another key challenge being addressed by HR functions represented in the IDR survey. The deadline for compliance with the new regulations in this area was 25 May 2018. However, organisations must deal with the ongoing impact of the regulations, including the redefining of processes to keep employee data safe and secure. Failure to comply with, or breaching the GDPR legislation, can lead to fines of up to 4% of annual global turnover.

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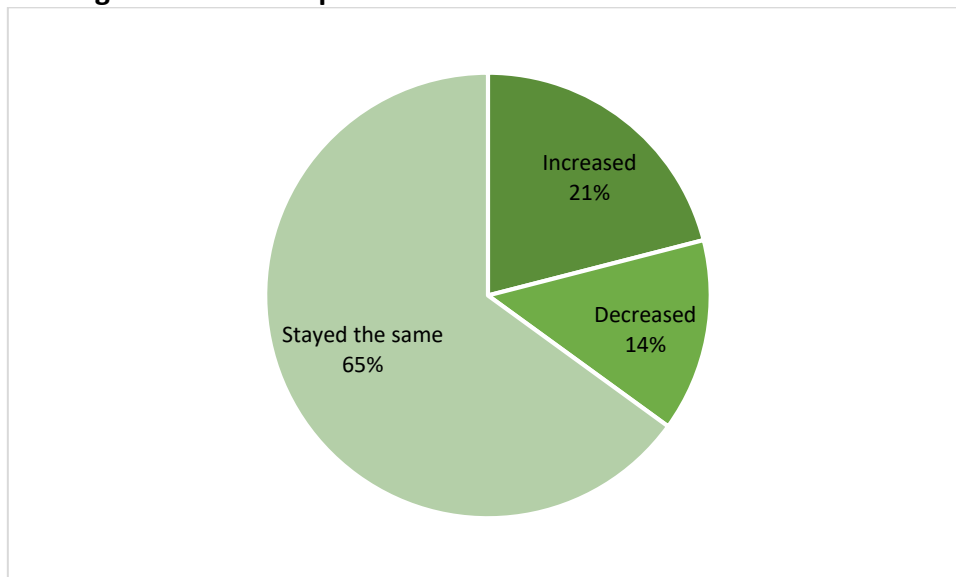
## Size of HR departments

Almost a third of organisations reported an increase in the size of their HR department over the last 12 months (32% of respondents). At close to three-fifths of organisations in the survey (57%), the number of HR staff has remained unchanged, while just over a tenth (11%) said the HR team had shrunk. Almost three-quarters of respondents (72%) that reported an increase in the number of HR staff said this was due to an increase in HR's workload. Meanwhile three-fifths of respondents (60%) attributed the increase to the organisation growing. Of the nine companies that reported a decrease in the number of HR staff since last year, five said this was due to redundancies within the HR department and two respondents said it was due to organisational restructuring.

## HR budgets

For smaller organisations, those employing less than 500 employees, the average HR budget for 2018 is £323,400, this equates to around £1,400 per employee on average. Meanwhile, this year's average HR budget for medium-sized organisations (those employing between 500 to less than 5,000 employees) was just over £2 million, equating to £1,065 per employee. Most larger organisations with 5,000 or more employees were unable to share the size of their 2018 HR budgets. Most organisations' HR budgets for 2018 have remained unchanged from the previous year (see chart 1).

**Chart 1: HR budgets in 2018 compared with 2017**

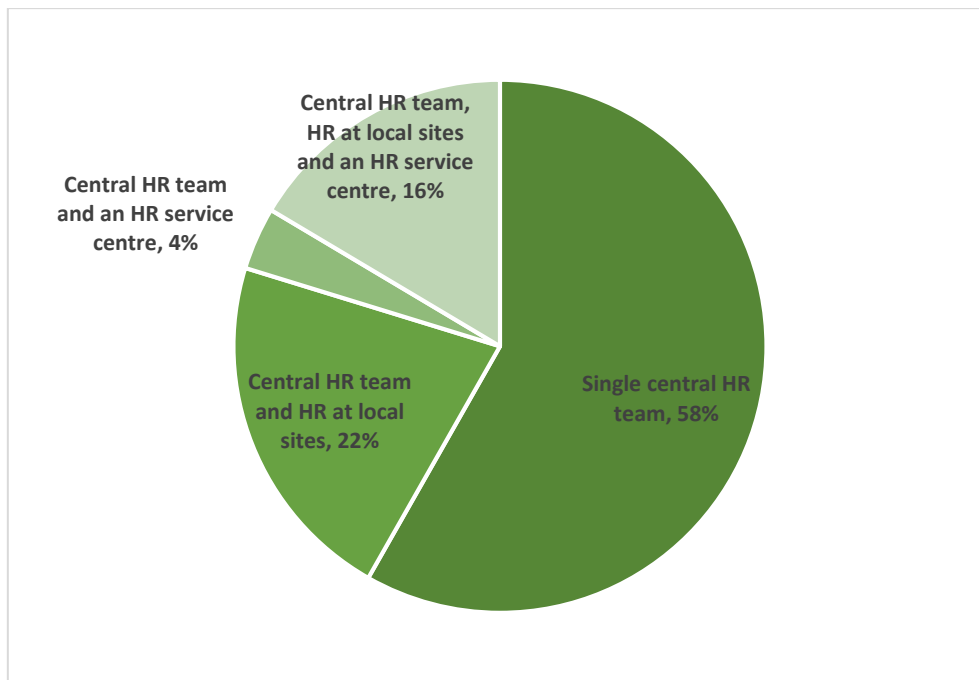


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## The HR model – staffing and structure

The most popular type of HR structure, according to the IDR survey, is to have one single central HR team within the organisation (in use at 58% of organisations). This type of structure is most common in smaller organisations employing less than 500 employees while larger organisations, with over 5,000 employees, are more likely to have more complex structures with a central HR team, a HR service centre and local HR teams. Almost two-fifths of respondents (38%) have HR teams at local or regional sites as well as a central HR function.

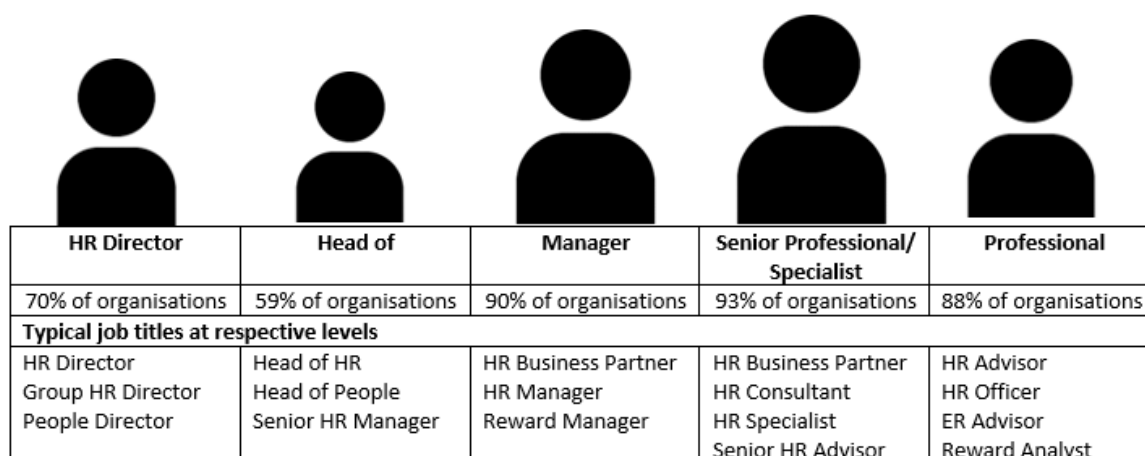
**Chart 2: HR structures**



## Team structure

Most organisations have a traditional hierarchical HR team structure with a Director leading the department, followed by a Head of HR, a HR Manager, a Senior Professional and a Professional (see figure 1 below). Of the 70% of organisations in the survey sample that have a Director of HR (or an equivalent job title), three-fifths also have a Head of HR in place (59%). HR Advisor, Assistant and Administrator roles are also likely to make up the HR team, with these roles included in 63% of responding organisations' HR team structures.

**Figure 1: Most common HR team structure**



In HR structures where there is no HR Director or equivalent (22 organisations in the sample), the Head of HR level is the most senior member in the HR team structure. This is the case at some 31% of organisations in the survey. Just under half of organisations said that the most senior HR role in their organisation has a place on the executive board (47%). However, this is mostly the case in small to medium-sized organisations (see table 1 below). This may indicate that for these companies, HR and people management more broadly is valued as a strategic partner in the formulation and implementation of business strategy, while for larger companies, this is much less the case, with HR viewed mainly as an administrative support activity that is directed from the centre.<sup>1</sup>

**Table 1: HR roles on executive boards**

Size of organisation	% with senior HR position on board
Less than 500	42%
Between 500 and less than 5,000	42%
5,000+	16%

### Central HR teams

The following charts show the typical roles included in a central HR team model, by size of organisation. Larger organisations are far more likely to have a greater range of specialist-type roles in their structure, including compensation and benefits, employee relations and recruitment specialists (78% of organisations with 5,000 or more employees have these roles in their central HR team). Subsequently, larger organisations are likely to have fewer HR generalist roles compared to small or medium-sized organisations.

<sup>1</sup> The potentially strategic role of HR has been theorised most extensively by David Ulrich. The findings here suggest that if the so-called 'Ulrich model' has been adopted in the UK, then it may have been adopted in different ways in different circumstances. However our research did not specifically examine whether organisations were making use of Ulrich's ideas.

**Chart 3: Central HR team roles (%) – by number of employees**

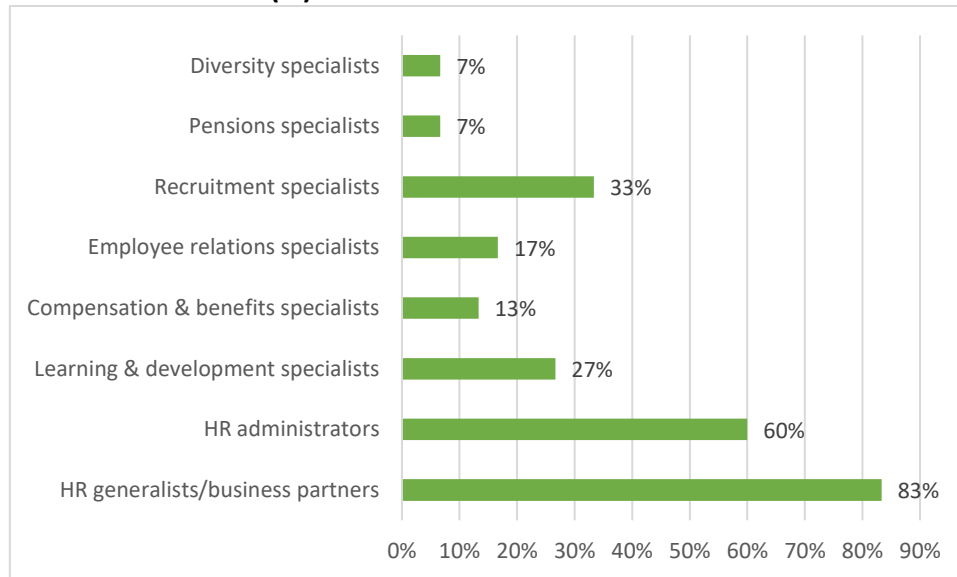


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## Local HR teams

Almost two-fifths of respondents (38%) have HR teams at local or regional sites in addition to a central HR function. Chart 6 below shows how these regional teams are most likely to be made up of HR generalists or business partners and HR administrators that can offer a complete HR service with specialist queries directed to the relevant roles in the central HR team (for example questions related to compensation and benefits).

**Chart 6: Local HR team roles (%)**

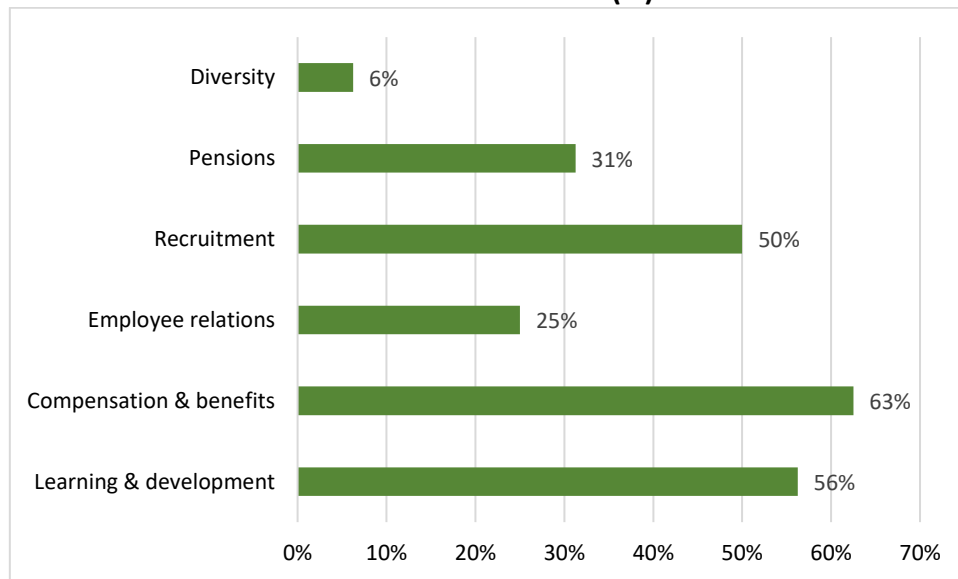


## HR service centres and centres of excellence

Just under a quarter of organisations with a HR shared service centre said this service was combined with other functions (23% of survey respondents). In most cases the service centre combined the HR and finance functions (38% of those with a shared service centre). In many cases, organisations with shared service centres also operate centres of excellence (CoEs) within these CoEs which are aimed at providing assistance with specific issues such as reward and talent management. CoEs spread in the wake of recommendations made by academic David Ulrich about HR could become more 'strategic'. As one of the key components of the so-called 'Ulrich model', they are usually created so that companies can escalate issues for assistance and resolution from within the shared service to the CoEs who then use their staff's specialist knowledge to respond to business changes and establish new policies and processes. Chart 7 below shows the key specialisms created at CoEs as part of the HR model at the organisations in the survey sample. The main issues dealt with by centres of excellence according to the IDR survey are compensation and benefits (63% of companies using this type of model) and learning and development (56% of companies).

Most shared service centres operated by the organisations in the survey are based in the UK (77% of organisations) with almost a fifth of these centres (19%) covering employees outside the UK. Meanwhile almost a quarter of organisations (23%) have shared services centres based outside the UK but covering UK-based employees. Bombardier Transportation, for example, operates a service centre that combines HR, finance and procurement functions. This centre is based in Romania and covers all the company's sites across Europe, and increasingly in North America and the Asia-Pacific region.

**Chart 7: HR activities included in centres of excellence (%)**



### Line managers' role in people management

As HR functions consistently look at ways to streamline and automate people management processes, particularly through the use of integrated HR and IT (HRIS) systems, some of the responsibilities that have traditionally been the preserve of HR are now being shared or devolved to line managers. Performance management has been one of the main responsibilities of line managers for some time, and this is borne out by the survey results (just over three-fifths of organisations (63%) said that performance management is the responsibility of line managers). All organisations in the IDR sample expect line managers to deal with absence management as part of their role, some 15% of respondents said line managers had 'full responsibility' for managing absence while a further 49% said this was the 'main responsibility' of line managers. Just over a quarter of organisations (28%) said that absence management was an equal responsibility of both line managers and HR. Areas that tend to be shared between line managers and HR equally are recruitment and selection processes (39% of organisations said that this was a shared responsibility) and disciplinary and grievance matters (43% said this was a shared responsibility). One of the areas in which line managers are less likely to get involved is compensation and benefits: some 29% of organisations said managers have no responsibility in these decisions and a further 37% said managers only have 'some responsibility'. The former is likely to be reflective of organisations where pay increases are either decided or negotiated centrally and most

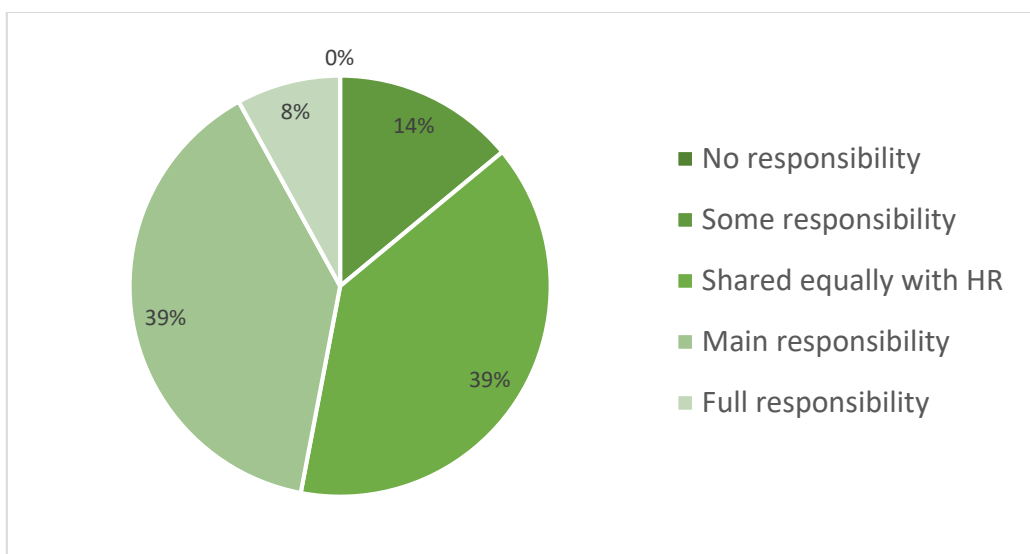


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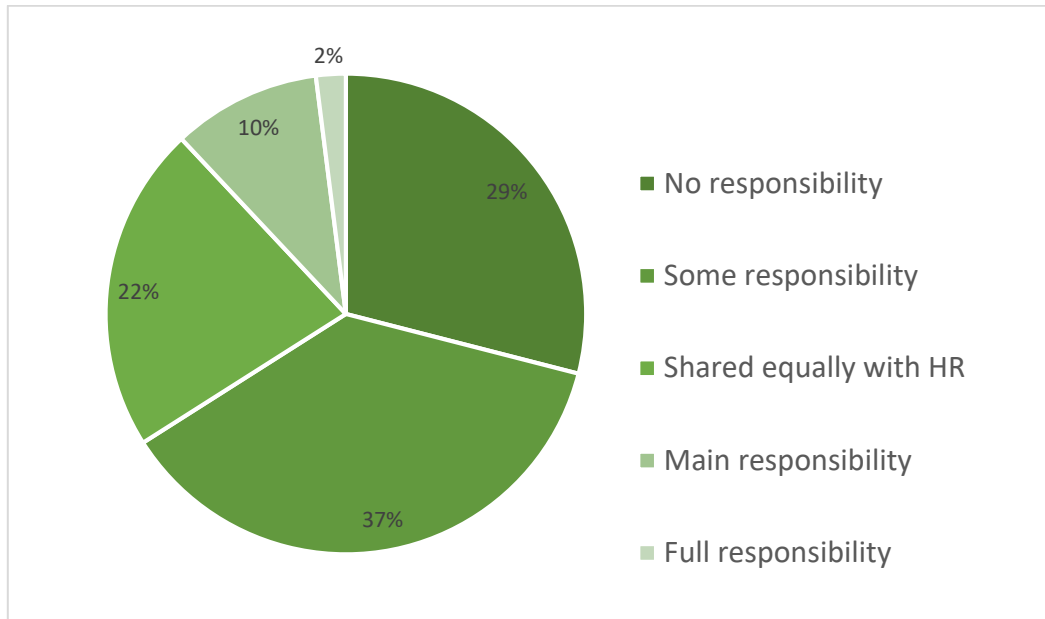
likely general, i.e. not based on performance assessments. The latter is probably linked to merit-based pay systems, under which managers are at least expected to report appraisal outcomes or scores. In the remaining 34% of cases, pay decisions are likely to be devolved to line managers, though in many instances budgets may still be set centrally.

Over half of organisations (53%) felt that line managers are taking on more HR-related duties than they used to and most regarded this as a positive development for the HR function (90% of the 53% of respondents).

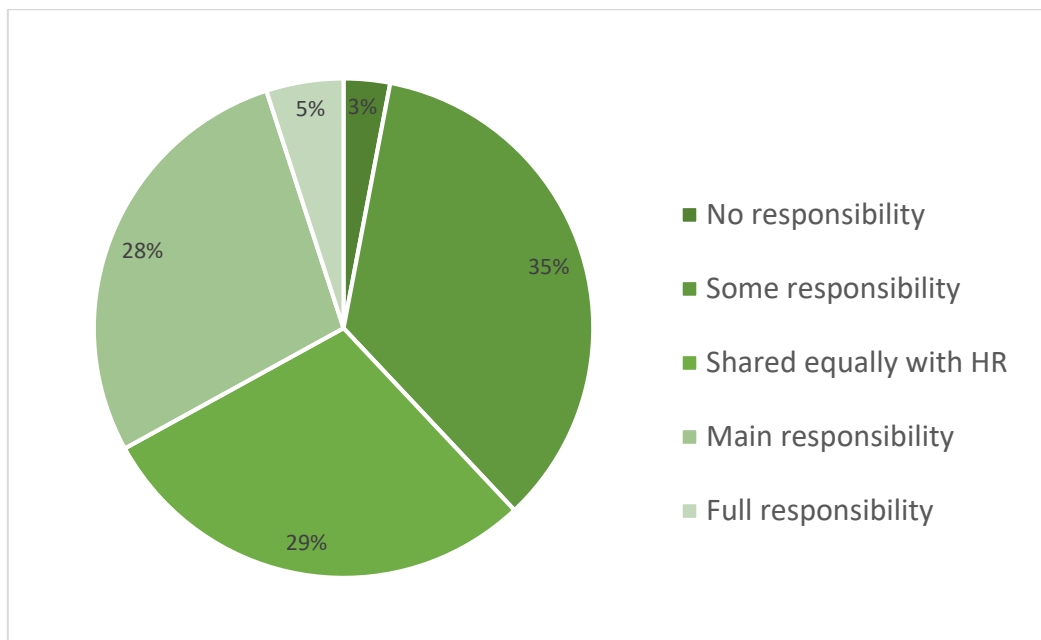
**Chart 8: How much responsibility do line managers have for recruitment and retention?**



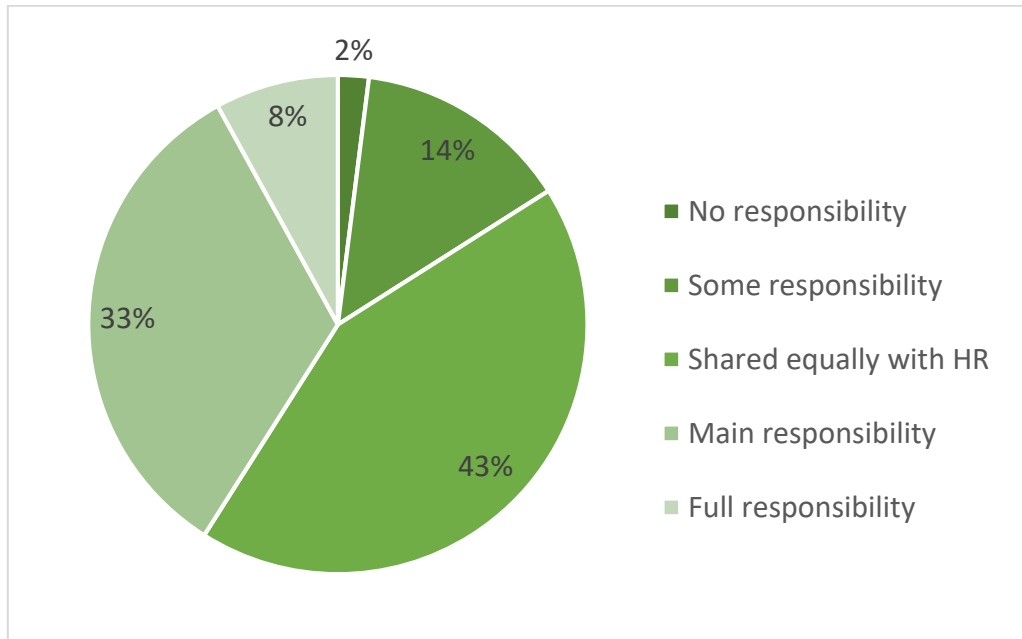
**Chart 9: How much responsibility do line managers have for compensation and benefits?**



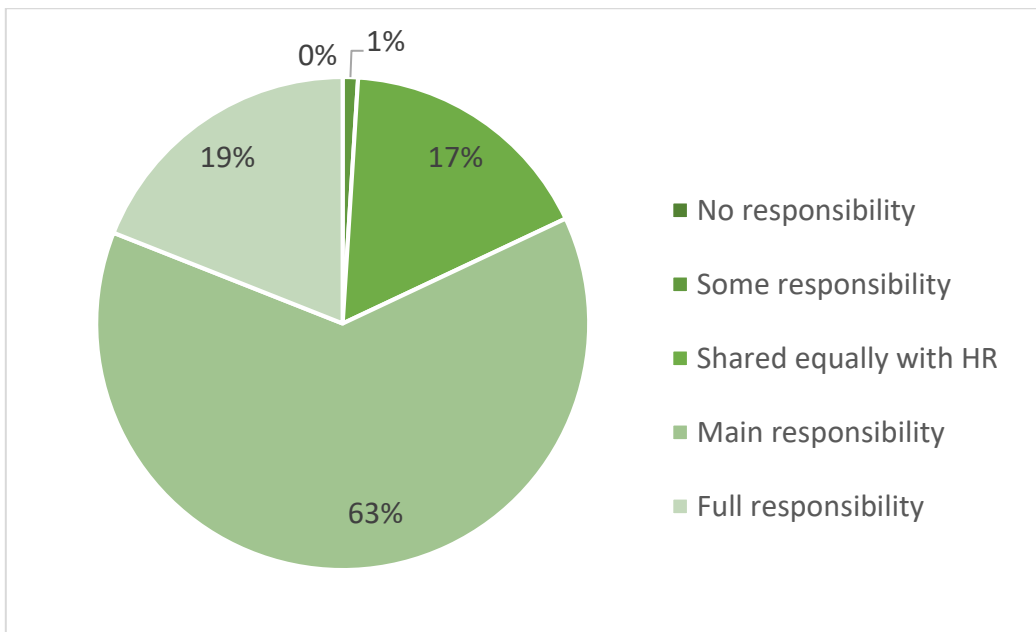
**Chart 10: How much responsibility do line managers have for learning and development?**



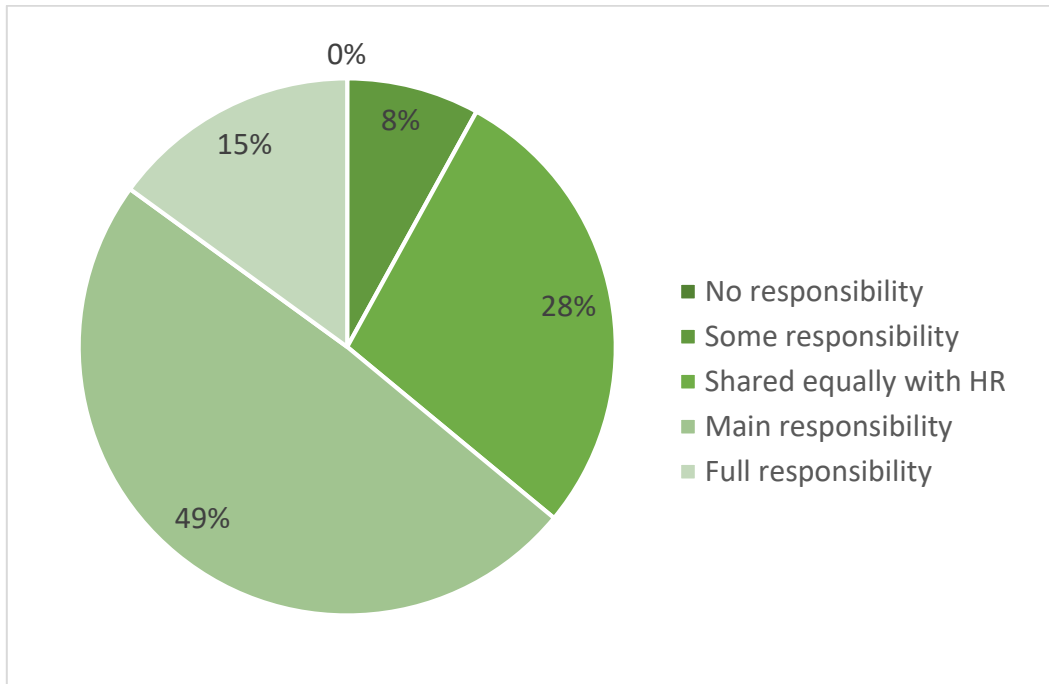
**Chart 11: How much responsibility do line managers have for discipline and grievance?**



**Chart 12: How much responsibility do line managers have for performance management?**



**Chart 13: How much responsibility do line managers have for absence management?**



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## Pay for HR professionals

The survey collected data on the minimum, midpoint, maximum and average/typical salaries paid to key positions in the HR function. The results are summarised in the tables below.

According to the survey, HR directors have a median midpoint salary of £100,773 and an average midpoint salary of £107,575 a year. Heads of roles showed a median midpoint salary of £78,450, some 28% below the median midpoint salary for HR directors.

The median midpoint salary for HR managers is £53,042. Other than generalist HR managers, examples of roles at this level are HR business partner, learning and development manager and reward manager.

### Job titles used in the survey

**HR director:** Has overall responsibility for the development and implementation of strategy. Reports to CEO in small/medium-sized organisations or to a main board director in a large company. Able to provide input into the wider strategy of the organisation. Typically, FCIPD-qualified.

**Head of HR:** Leads on the implementation and development of HR strategy in one or more practice areas. Able to provide high-level expert advice on complex and sensitive issues.

**HR manager:** Has day-to-day responsibility for HR systems – including resourcing – for a large site, division or small company, including termination of contracts. Manages a team providing HR advice to line managers, and responsible for co-ordinating, developing and reviewing HR systems/processes. Where relevant, negotiates with employee representatives on a broad range of issues. Has substantial knowledge/experience of the area.

**HR senior professional/specialist:** Provides a specialist professional advisory service to line managers and staff across a range of areas and undertakes complex casework. CIPD member, typically with five years' experience.

**HR professional:** Assists in the implementation of HR policies; liaises with external agencies and with line managers on areas such as resourcing and training. Works on individual projects as directed by the HR manager. Typically studying towards or recently successfully completed CIPD examinations.

**HR assistant/administrator:** Oversees the maintenance of up-to-date policy and procedure documents. Administers the recruitment and selection process. Maintains employee records. Other job titles include HR advisor, HR service centre advisor

**Table 2: Salary statistics for HR directors**

	Minimum (£pa)	Midpoint (£pa)	Maximum (£pa)	Average/typical (£pa)
Lower quartile	£70,000	£95,000	£90,000	£81,675
Median	£88,000	£100,773	£107,832	£95,000
Average	£80,733	£107,575	£111,482	£104,144
Upper quartile	£97,817	£120,000	£135,360	£117,500
Count	19	14	17	26

**Table 3: Salary statistics for Heads of HR**

	Minimum (£pa)	Midpoint (£pa)	Maximum (£pa)	Average/typical (£pa)
Lower quartile	£56,715	£67,250	£66,250	£60,000
Median	£63,300	£78,450	£82,537	£65,000
Average	£61,948	£77,733	£87,199	£72,380
Upper quartile	£73,740	£93,150	£106,181	£88,031
Count	14	12	14	29

**Table 4: Salary statistics for HR managers**

	Minimum (£pa)	Midpoint (£pa)	Maximum (£pa)	Average/typical (£pa)
Lower quartile	£40,000	£45,000	£49,500	£44,833
Median	£44,085	£53,042	£55,714	£50,000
Average	£46,561	£76,614	£60,332	£51,825
Upper quartile	£51,793	£71,250	£69,289	£57,214
Count	26	20	28	35

**Table 5: Salary statistics for senior HR professional/specialists**

	Minimum (£pa)	Midpoint (£pa)	Maximum (£pa)	Average/typical (£pa)
Lower quartile	£30,575	£35,750	£40,000	£36,750
Median	£40,000	£43,000	£55,000	£42,000
Average	£40,860	£47,906	£53,925	£45,301
Upper quartile	£46,125	£58,565	£60,600	£48,413
Count	22	19	25	34

**Table 6: Salary statistics for HR professionals**

	Minimum (£pa)	Midpoint (£pa)	Maximum (£pa)	Average/typical (£pa)
Lower quartile	£24,995	£28,500	£30,000	£28,000
Median	£30,500	£36,500	£40,000	£31,422
Average	£32,144	£37,972	£42,161	£33,164
Upper quartile	£35,000	£41,975	£48,000	£36,500
Count	26	22	29	40

**Table 7: Salary statistics for HR administrators/assistants**

	Minimum (£pa)	Midpoint (£pa)	Maximum (£pa)	Average/typical (£pa)
Lower quartile	£18,375	£20,521	£22,015	£20,000
Median	£19,844	£24,000	£25,000	£22,500
Average	£22,553	£26,987	£29,362	£22,773
Upper quartile	£25,808	£28,000	£34,250	£25,000
Count	16	13	18	25

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## HR graduates

It is relatively uncommon for organisations to offer a graduate scheme that either focusses on the HR function solely or as part of a rotation. Of the nine organisations that operate a HR graduate scheme, six have schemes that include HR as one of several rotations undertaken, usually for six months over the course of a two-year scheme. Mostly these were organisations with 5,000 or more employees and therefore with larger HR departments and often operating with regional HR teams as well as a central HR function.

The median salary for HR graduates in the first year of employment is £25,000. This is a little above the salaries paid for the role of HR administrators/assistants where the median midpoint salary is £24,000. After three years, graduates typically earn around £33,000 at the median, and after five years the median salary is £40,000. These salaries are similar to those for the HR professionals (HR adviser or HR business partner roles) where median salaries range between £30,500 (minimum) and £40,000 (maximum). At HR professional level, graduates may have begun studying for or have completed CIPD examinations.

**Table 8: Typical salaries for HR graduates**

	On employment	After 3 years	After 5 years
<b>Lower quartile</b>	£23,000	£27,000	£33,000
<b>Median</b>	£25,000	£32,989	£40,000
<b>Average</b>	£24,600	£30,998	£38,967
<b>Upper quartile</b>	£26,000	£35,000	£44,000

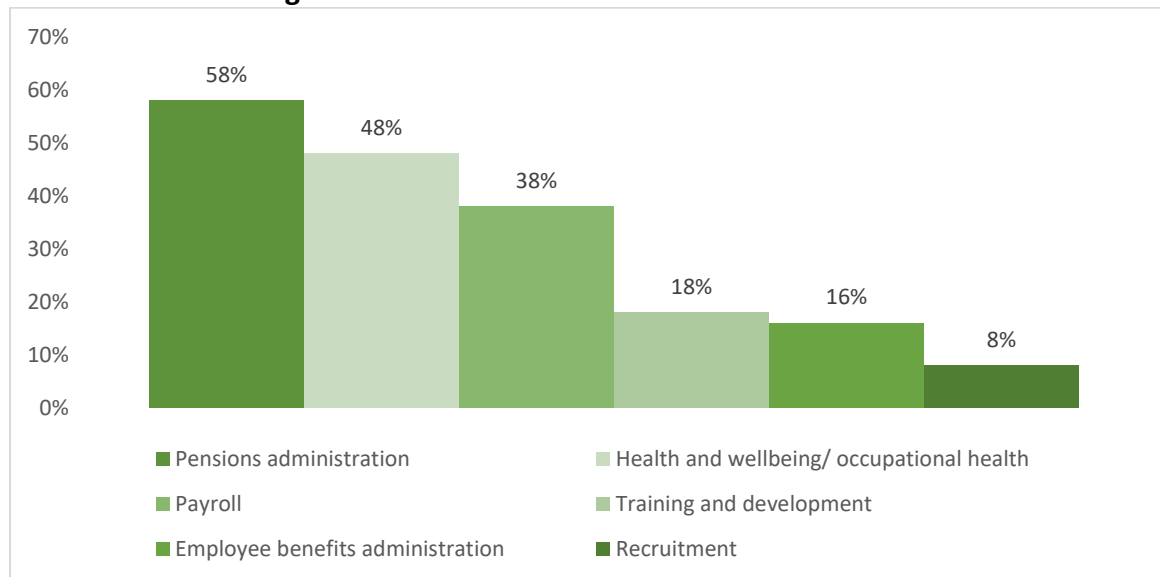
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## Outsourcing HR

Some 80% of organisations responding to the survey outsource at least one aspect of the HR function. The three areas most likely to be outsourced are pensions administration (58% of respondents), health and wellbeing (including occupational health) (48%) and payroll (38%). Other areas that are often outsourced include training and development (18%) and employee benefits administration (16%). The main reason organisations outsource key HR activities is due a to lack of required skills available in-house. This is particularly the case for health and wellbeing or occupational health activities (59% of respondents), payroll (41%) and pensions administration (38%). Improving the quality of service is also another key reason for outsourcing, particularly for payroll (31% of respondents), pensions administration (26%) and employee benefits administration (24%).

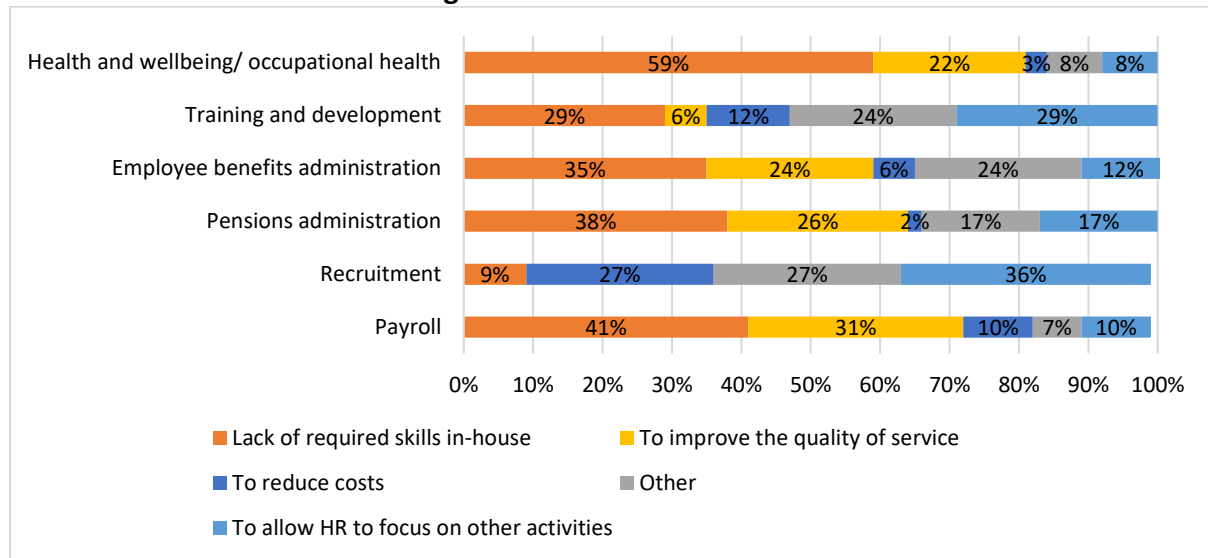
Over two-thirds of the organisations that outsource at least a part of their HR function (68%) said they have found this to be more cost-effective than handling these activities in-house. However, in respect of one particular area - pensions administration - almost a quarter of organisations said they had not found outsourcing to be cost-effective.

**Chart 14: Outsourcing HR activities**





**Chart 15: Reasons for outsourcing HR activities**

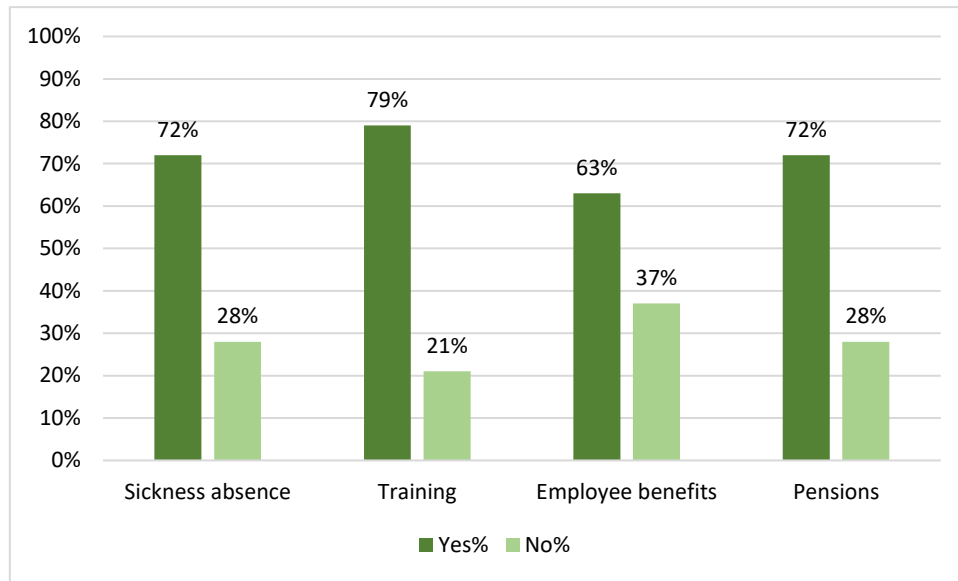


## Technology

Many organisations are committed to transforming their HR systems and technology is being increasingly used to improve and streamline business processes and reduce costs. The survey showed that most organisations are using technology to manage the administration of key HR activities including training (79% of respondents), pensions and sickness absence (72% of respondents respectively) (see chart 2).

A number of specific or branded HR technologies were mentioned by organisations as having a significant impact on the way their HR departments now function. Nearly all are technologies that have provided organisations with the ability to automate and streamline processes and produce effective reports, such as cloud-based applicant tracking systems to assist with recruitment, specific HR and payroll software and employee self-service portals. Our survey asked what new piece of HR technology organisations are most excited about to which a third of respondents said the introduction or upgrade of a HR/HRIS system; over a tenth of respondents (12%) said the introduction of on-boarding or recruitment systems; and just under a tenth of respondents (9%) cited the launch of a new online benefits portal.

**Chart 16: Proportion of respondents using technology to manage HR administration**



### Social media platforms in use by organisations



Most organisations now use social media for recruitment campaigns and recruitment screening, although interestingly the survey revealed that as many as 17% of respondents are not utilising social media for these purposes. Services such as Twitter are becoming increasingly popular as a media platform for organisations to ensure current job vacancies have exposure to a wider audience (and particularly a younger demographic) and services such as LinkedIn and Facebook remain popular as social media platforms including for internal communications (45% of organisations).