



Aberdeen *Group*



The HR Executive's Agenda

The 2005 Benchmark Report

September 2005

Executive Summary

Human resources executives are caught between the proverbial rock and a hard place. They face strategic challenges, such as ensuring a talented workforce for tomorrow, while trying to align the workforce with upper management's goals. They face economic challenges, such as optimizing benefits dollars, balancing compensation with performance results, and the growing dilemma of healthcare costs for their employees. And each day they face a plethora of tactical issues, often stemming from laws and government regulations and how they apply to the workforce. There is an abundance of questions on family leave, overtime payments, COBRA, compliance issues, ADA, and many other issues in which interpretation of federal and state rules is not easy.

Yet some HR executives are balancing these challenges better than others are. Aberdeen's most recent human capital research, which reviews and analyzes HR executives' data on business pressures, technology directions, use of outsourcing, and future plans, distinguishes the differences between workforce management strategies and the success of those strategies.

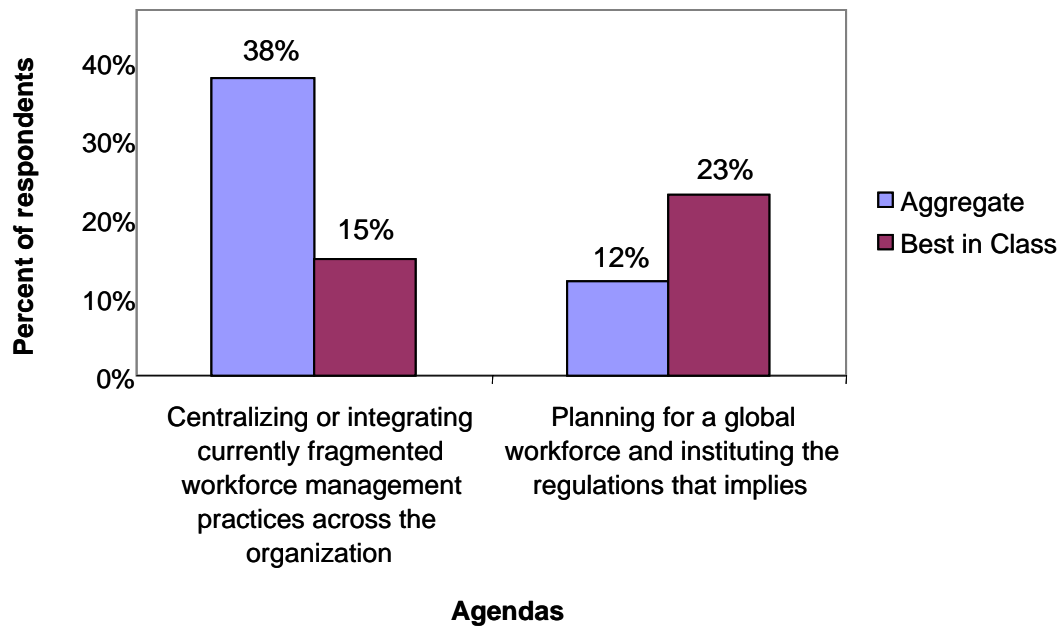
The data in this report is derived from an online survey of the Human Capital Institute's global online community, as well as interviews with senior executives in human capital management across North America. A total of 98 HR executives responded to the survey.

Key Business Value Findings

Companies today are driven by the fear of competition. Yet, significantly, it's not the competition created for their products or services, but for their labor force. The single greatest challenge in workforce management HR executives reported is creating or maintaining the companies' ability to compete for top talent. And getting those "A" players is not enough; companies want to ensure they can retain them once they find and hire them.

HR executives' strategies are directed at workforce acquisition and retention. The top-ranking strategies for this year include optimizing the current workforce through better performance management. (This is a more significant initiative among companies Aberdeen rates as best in class.) Creating a plan for the future is also key, such as developing a five-year staffing plan that includes succession planning. While these strategies were important to all respondents, best-in-class companies have different agendas than those of the average company. These executives see their strategies less in "fix-up" mode and more in anticipation mode (Figure 1). While the majority of respondents focus their strategies on integrating their workforce management practices, the best in class are planning for the globalized workforce.

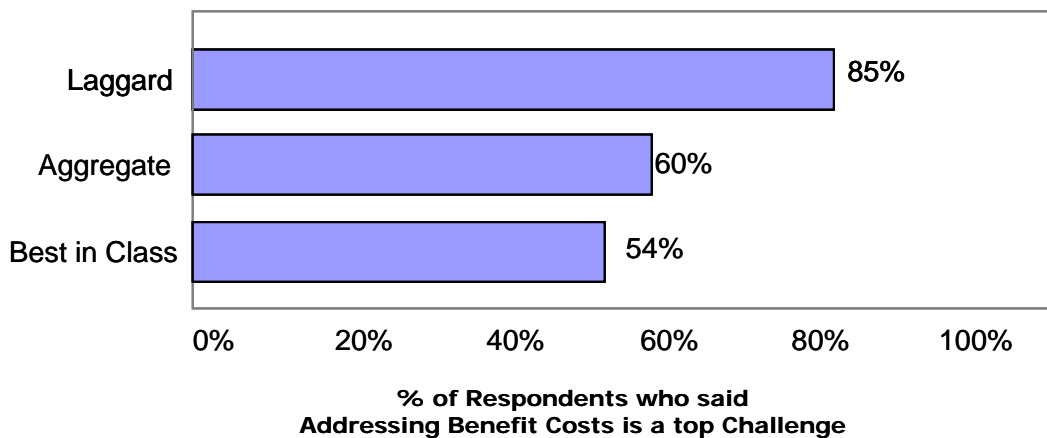
Figure 1: Agendas Differ for Best-in-Class Companies



Source: [AberdeenGroup](#), September 2005

And the economics of workforce management continually pressure those responsible for managing the workforce. Addressing benefits costs is HR executives' second greatest challenge. While that's a challenge for everyone, it's clearly an area in which Laggard companies need to make progress. Fully 88% of Laggards fear being unable to compete for talent, and 85% are challenged in managing benefits costs. Addressing the costs and provisioning of benefits is key to maintaining competitiveness as employers weigh future hires against their added benefits costs, and prospective employees look very seriously at benefits as an indicator of which company they would like to work for (Figure 2).

Figure 2: The Second Greatest Challenge — Addressing Benefits Costs

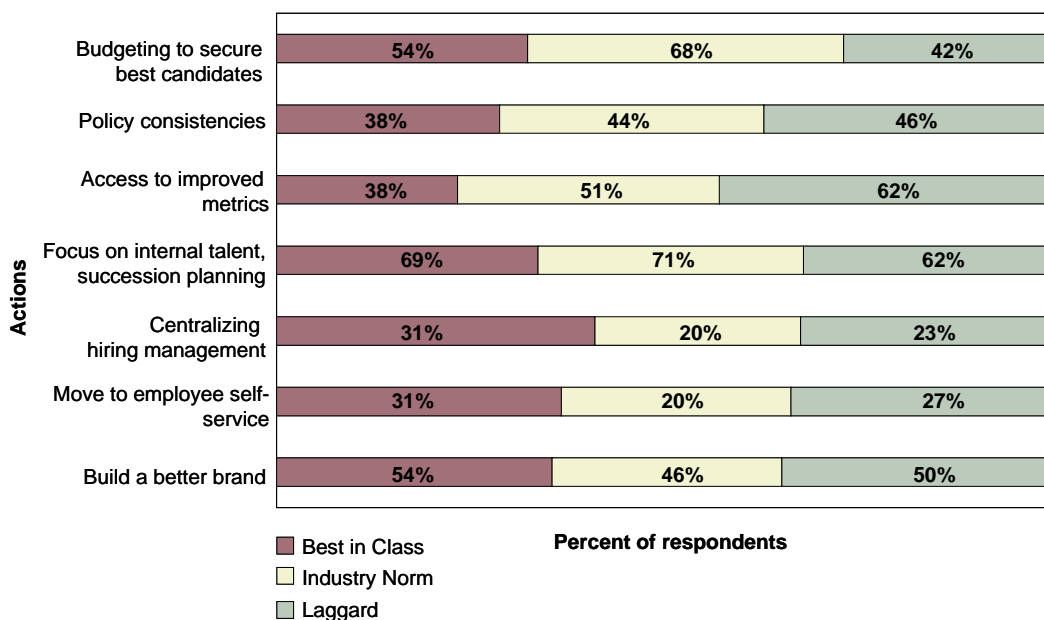


Source: [AberdeenGroup](#), September 2005

Implications and Analysis

Defining the balance between service level and the cost of benefits and services for employees is a driving force for HR executives today. The ongoing need to streamline costs, driven from the top, has these executives looking at options such as outsourcing and on-demand solutions. (More than 45% of best-in-class companies plan to increase their use of externally hosted applications.) The executives in this study emphasize strategic, longer-term workforce planning, and the actions they're planning to address this (Figure 3) demonstrate that best-in-class companies are looking at improved analytics and reporting metrics across the workforce. They're also aiming for enterprise-wide consistency in policies and procedures as the foundation for the future.

Figure 3: The HR Executive's Plan — The Competitive Framework



Source: AberdeenGroup, September 2005

Recommendations for Action

In addition to adopting actions of the best in class, companies should evaluate their processes to ensure they effectively accomplish the following:

- **Become proactive.** Too often, HR is a reactive organization. Collect data and analyze it to better articulate workforce trends in the organization.
- **Eliminate fragmented, incomplete HCM solutions.** Look for integrated employee lifecycle management applications that support the employee's total tenure with the organization.
- **Research and document criteria for employee satisfaction** in terms of working conditions, rewards, compensation, and health and other benefits. Benchmark the costs of the various options to provide the best services required.

- ***Measure success on benchmarked return on HR investment.*** Invest where it matters to the corporation rather than solely to ease the job of HR.
- ***Foster a corporate culture and business processes*** oriented around a high-performance organization.
- ***Eliminate paper- and spreadsheet-based processes in favor of automation.*** Antiquated processes lead to inefficiencies, inaccuracies, and the inability to respond in a timely manner.
- ***Investigate all options:*** Can you provide the same services at the same or less cost than a third party can? Know when it makes good business sense to change.
- ***Know the competitors for your workforce:*** what they pay, their benefits, their policies.

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Preface

Hiring and retaining top talent is the driving concern of human capital management (HCM) professionals today. This research report, *The HR Executive's Agenda*, is the latest in Aberdeen's continuing study of workforce management and the business processes involved in the employee lifecycle. The report explores the key issues of concern for those charged with management of the corporate workforce, as it answers the question "What keeps HR executives awake at night?"

The data in this report is derived from a survey of 98 executives who are members of the Human Capital Institute's global online community, plus interviews with senior executives in human capital management across North America.

Chapter One: Issue at Hand

Key Takeaways

- HR executives are concerned about their companies' ability to compete for and retain top talent. (Hiring and retention itself is the executives' number one concern.)
- Addressing the growing costs of benefits is a constant concern.
- Defining the balance between desired and required service levels, and the costs of benefits and services for employees is the third biggest challenge.

HR executives face challenges internal and external to the organization: creating an image of the corporation as a good place to work while serving the current workforce, and retaining and rewarding star performers while keeping the HR cost per employee as low as possible. These challenges keep these professionals awake at night.

This report analyzes the challenges they face and how they plan to address them in the next 12 months. Aberdeen reviews not only the drivers for action, but the views these executives have toward their human capital management solutions and other technology options — including replacing or outsourcing them — and their perceived viability with these executives.

The HR executives' dilemma is summarized in Figure 4. They are tasked with competing for talent and staffing their company for the future, keeping the talent they have today, and managing costs of benefits and other services. They are also torn between lowering the cost of managing their human capital and simply maintaining the costs they face.

Competitive Framework Key

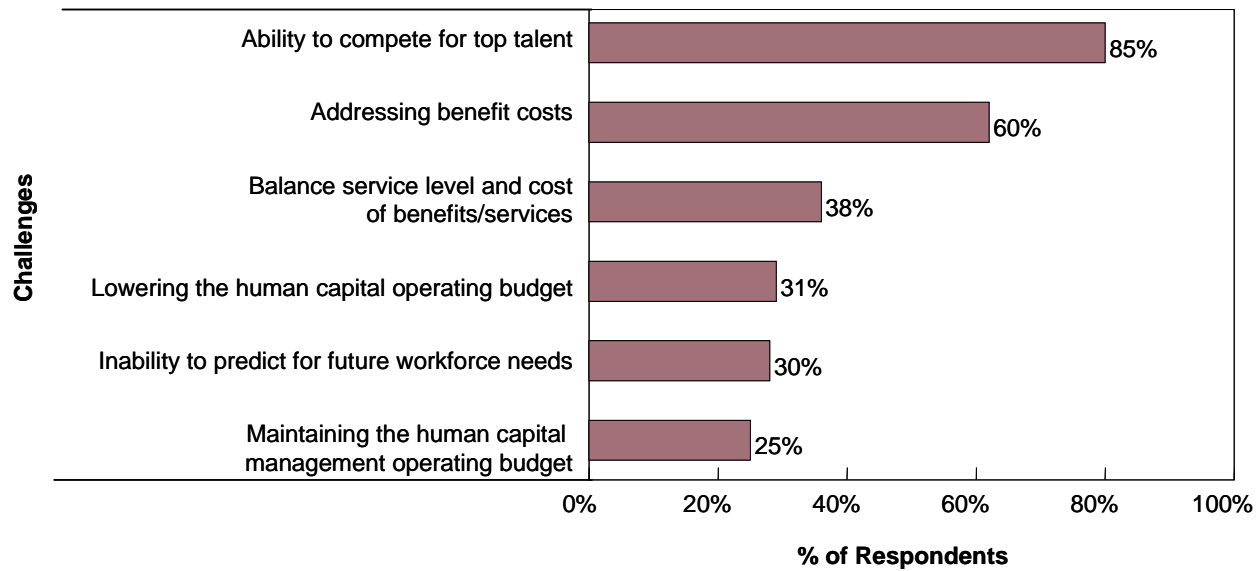
The Aberdeen Competitive Framework defines enterprises as falling into one of three levels of practices and performance:

Laggards (13%) —practices that are significantly behind the average of the industry

Industry average (60%) — practices that represent the average or norm

Best in class (27%) —practices that are the best currently being employed and significantly superior to the industry norm

Figure 4: Top Challenges Designated by HR Executives



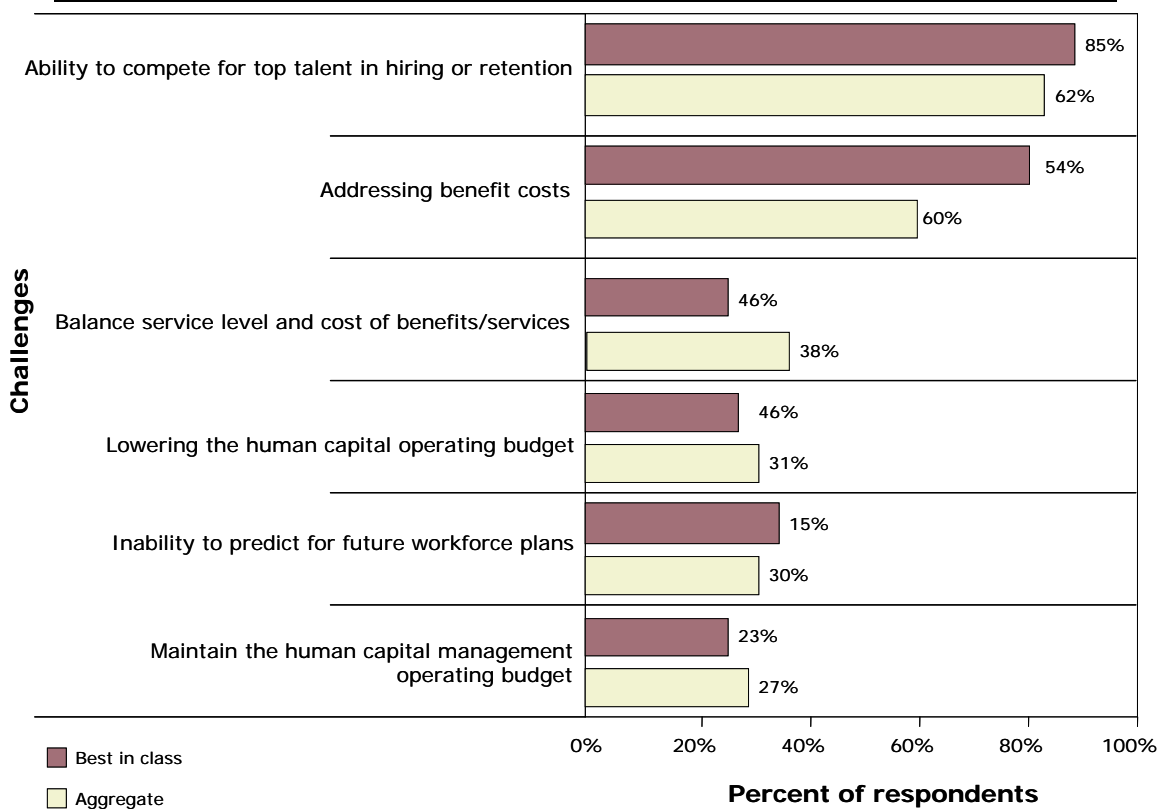
Source: [AberdeenGroup](#), September 2005

Yet all HR executives do not think the same way: managers at best-in-class companies in this study demonstrated a slightly differing focus in many of their concerns (Figure 5).

HR executives at best-in-class companies are:

- Less concerned about recruiting tomorrow's talent;
- Less concerned about addressing benefit costs;
- More concerned about defining the balance between level of service, cost of benefits, and lowering the overall HCM budget (though not much more concerned than the aggregate); and
- More concerned about staying compliant with "legs and regs" (laws and regulations).

Figure 5: Best-in-Class vs. Aggregate Challenges



Source: [AberdeenGroup](#), September 2005

Best-in-class companies may well have achieved a competitive brand in the market, and through reputation and provision of competitive benefits (hence a lesser concern about benefits currently), and feel more confident in attracting the talent they need for the future. However, they're more concerned than all companies represented in the survey with lowering the cost of HR in their organizations (Figure 5).

The top three responses to the challenges HR executives identified were:

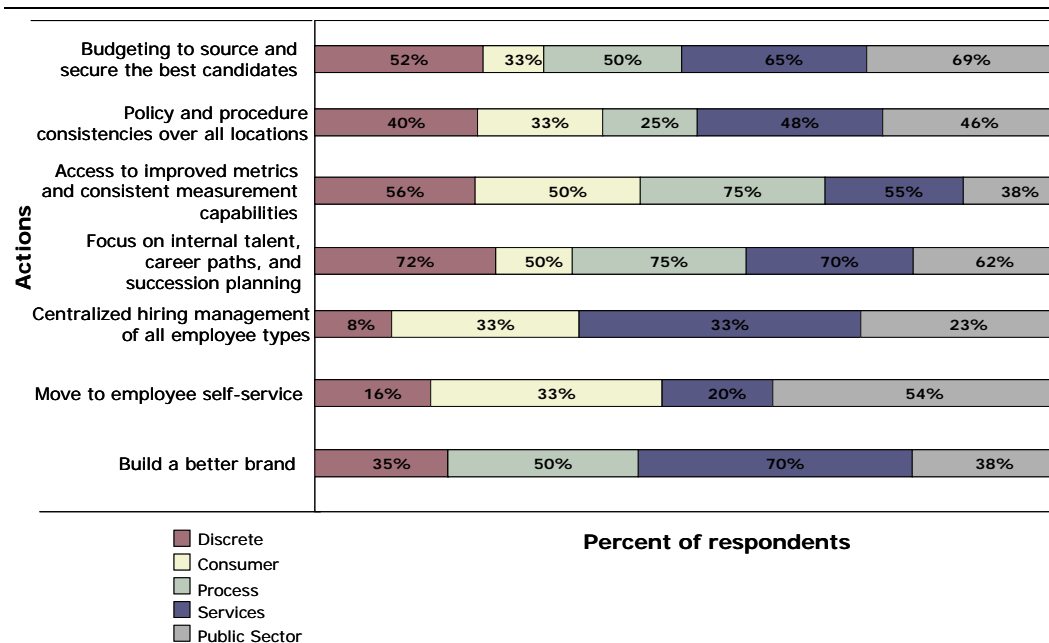
- ***Emphasizing strategic, longer-term workforce planning.*** Executives interviewed expressed concern about their workforces — particularly about the workforce of the future. Companies felt they needed to better plan for the future.
- ***Improve the company brand as a good, viable place to work.*** This was the second most common response from HR executives. This step covers many components, from improving the company's recruiting website to improving the benefits the company offers to attract new employees.
- ***Update human capital management technology.*** 59% of HR executives identify the improvement of their HCM technology as a key response to their business challenges. (Chapter Two looks at executives' plans for technology change and their choices of solutions).

The HR Executive's Action Plan

What actions will HR executives take to execute their 2005 strategies? Companies determined the importance of a series of tactics. Securing budget to source and secure the best candidates was the primary tactic – with 98% of HR executives across all industries identifying it as important. Other tactics identified include focusing on internal talent, career paths, and succession planning (96%), and building a brand to attract new employees (89% of all respondents have this on their “to do” list).

The results are shown here by industry sectors to illustrate differences among them as companies address their agendas (Figure 6).

Figure 6: The HR Plan of Attack for 2005-2006 by Industry Type



Source: AberdeenGroup, September 2005

Chapter Two: Key Business Value Findings

Key Takeaways

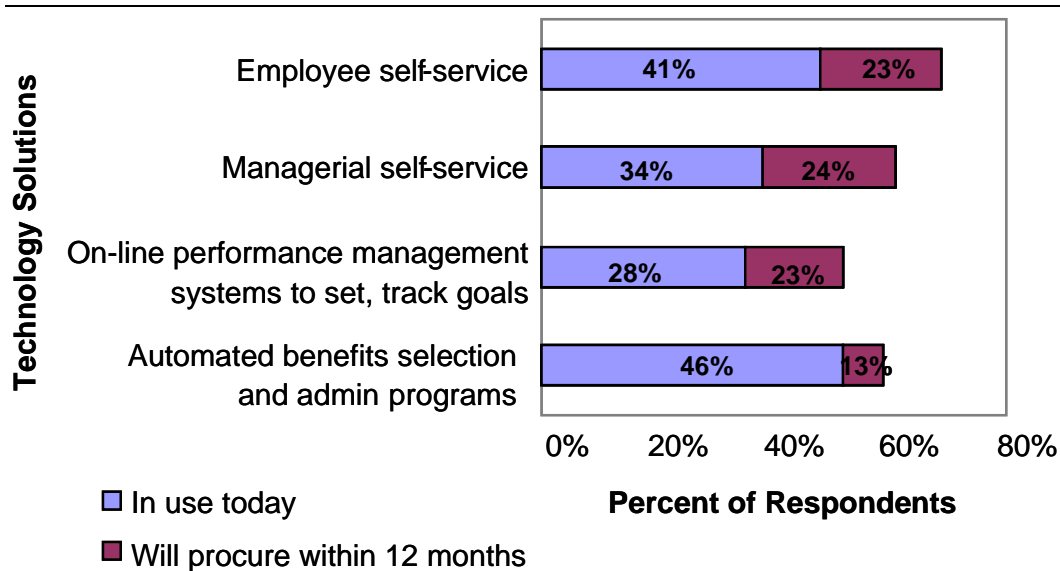
- 22% of HR executives will purchase employee and managerial self-service applications within the next months.
- 96% outsource some portion of their HR solutions today (38% use ADP; 21% Ceridian).
- 40% manage their HR departments with ERP solutions (Oracle, SAP, PeopleSoft, or JD Edwards).

Today's HR executives see the value in HCM technology. They have added in-house software and third-party, hosted solutions in the recent past. Meanwhile, many have moved non-core functions to third parties. They also have plans for the future, looking to add to their HCM technology arsenals over the next 12 months. Among all survey respondents, automated benefits selection and administration programs for HR administrators are the most prevalent in use (46% of companies surveyed) followed by in-house or externally hosted hiring management systems (41%). Service industries lead in the use of benefits selection tools (cited by 53% of all services respondents). Meanwhile, performance systems (online rather than paper) are the leading planned expenditure.

Managing Human Capital: Tools

HCM applications can be split into three groups: those used by HR professionals and administrators, those used by employees, and those used by several parties, such as online performance management programs useful to both line managers and HR personnel. Employee self-service (ESS) and managerial self-service, two growing areas of application use, allow employees to have more direct control over their data, and more ready access to information when they need it. In general, these programs improve "customer service" (with the employee as the customer) and increase data accuracy and timeliness. Figure 7 summarizes several of the applications used for workforce management today and companies' procurement plans for the immediate future.

Figure 7: Current Use and Procurement Plans for HCM Applications

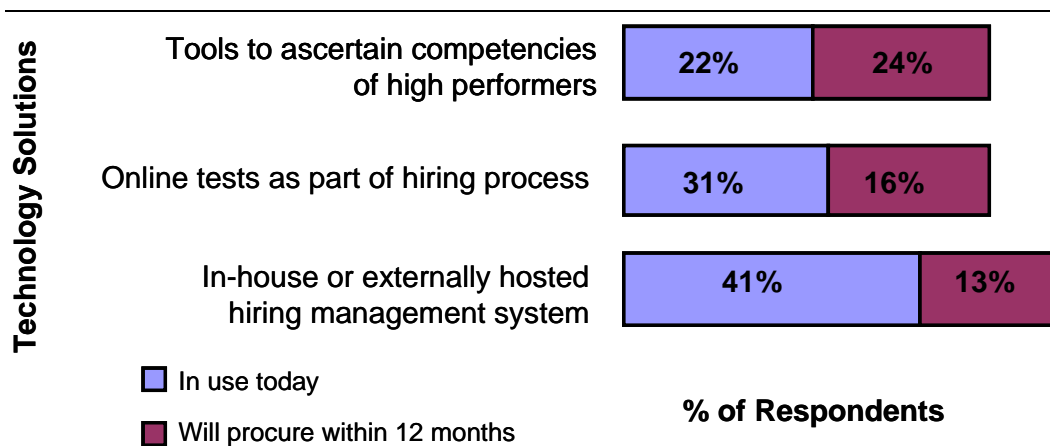


Source: AberdeenGroup, September 2005

Hiring Management

Given the interest in recruiting and hiring a competitive workforce, the growing interest in adding hiring management solutions is hardly surprising. Companies continue to invest in automated hiring management systems, adding to significant growth in that area over the past year. Figure 8 also illustrates planned growth in two other areas relevant to hiring: software that can help identify candidates that are like the “A” players currently employed, and a planned increase in the use of pre-employment assessment and testing solutions.

Figure 8: HR Executives’ Use and Intent to Purchase Hiring Management Solutions

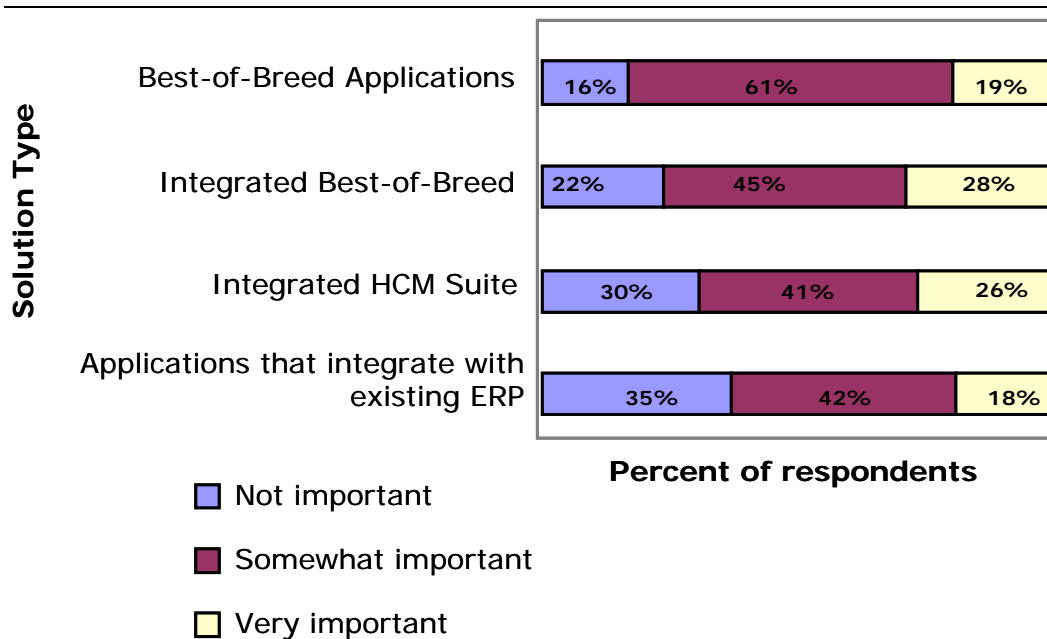


Source: AberdeenGroup, September 2005

Integration is Important

In considering technology, HR executives say they're interested in providing required functionality and the ability to deliver services (the application method was less important), as long as the solution is integrated (Figure 9). They're concerned with the best functionality first and foremost, but with preferences for either an integrated suite of applications or stand-alone “best of breed” software if it can be integrated.

Figure 9: Integration Important to HR Executives



Source: [AberdeenGroup](#), September 2005

HCM Solution Delivery

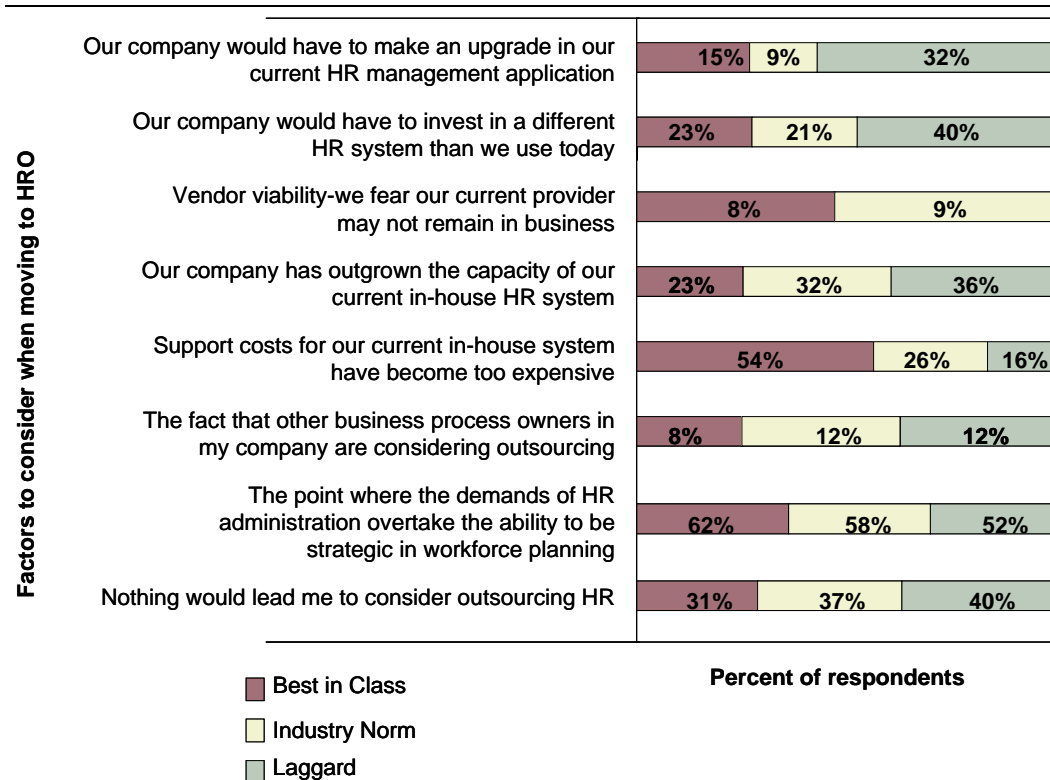
HR executives today have more options for workforce management and service delivery than ever before. They report that the specific delivery method — in-house software, stand-alone applications, an integrated ERP suite, third-party hosted solutions, or outsourced delivery of services — was generally only somewhat important. Thus, the ability to provide the function was more important than how it should be delivered.

HRO: The Solution They Love to Hate

Even though the vast majority (96%) outsource some of their human capital activities, ranging from employee assistance programs (EAP) to hiring management, the HR executives surveyed were not aficionados of HR outsourcing — with 37% saying that nothing would lead them to consider it. A move to HRO is clearly a job-changing event for an HR executive: responsibilities change from staff management to vendor management. The criteria for choosing among options, including HRO, often extend beyond HR itself, yet HR executives can articulate the “tipping points” at which their in-house activities would be outsourced. Fifty-seven percent noted that the point at which the demands of HR administration overtake the ability to be strategic in workforce planning is a trigger for moving to HRO. A second trigger: the current in-house HR system reaching capacity (36%).

The criteria for deciding to outsource also differed according to placement within Aberdeen's competitive framework (Figure 10).

Figure 10: Triggers for a Move to HRO

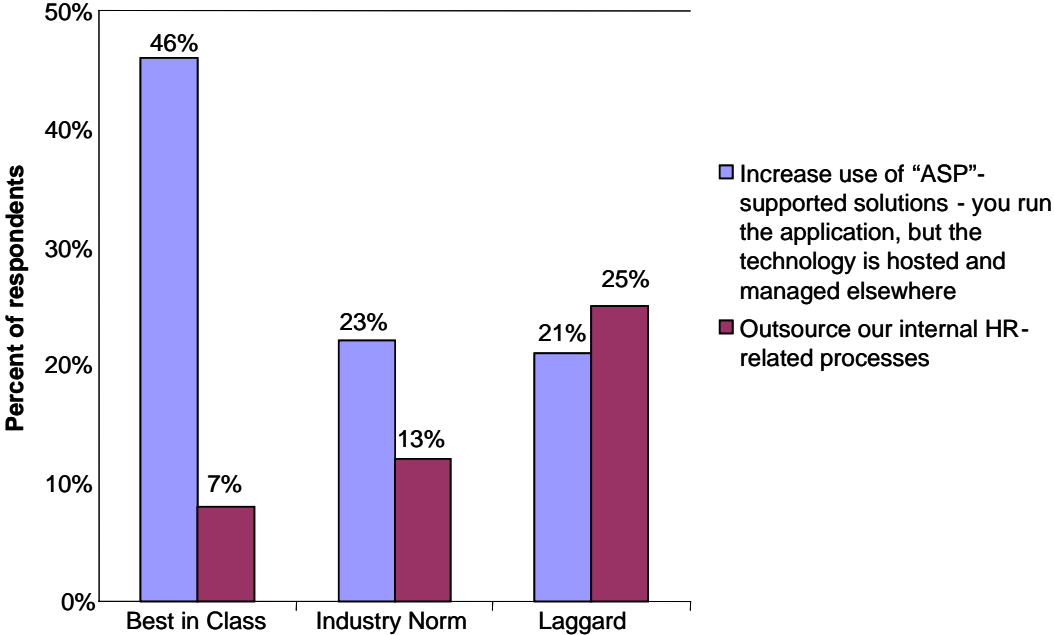


Source: AberdeenGroup, September 2005

Many companies in all three competitive classifications don't foresee moves to HRO in their futures. Yet, only a small percentage of respondents failed to outsource some part of their HR activities. Outgrowing current HRMS capacity or the need for a potentially costly upgrade would motivate best-in-class companies to investigate an HR outsourcing move. Only the best in class noted that an acquisition of a current provider by another company might push them to outsource. On the other hand, laggards are more driven by internal costs of support. Vendors can best reach out to laggards by showing an ROI benchmark that proves the cost savings of converting to outsourcing.

There is also a difference among the three groups in their views toward hosted solutions for human capital management: The best in class exhibited far more support for hosted or on-demand applications, including fully hosted HR (Figure 11).

Figure 11: Views Toward Externally Hosted Solutions and HR Outsourcing



Source: AberdeenGroup, September 2005

Respondents indicated that they outsource business operations to companies that included Accenture, ADP, Aon, Ceridian, Fidelity, Genesys, Gervity, Hewitt, HR Xcel, IBM Global, Mellon, Mercer, Spherion, and Ultimate.

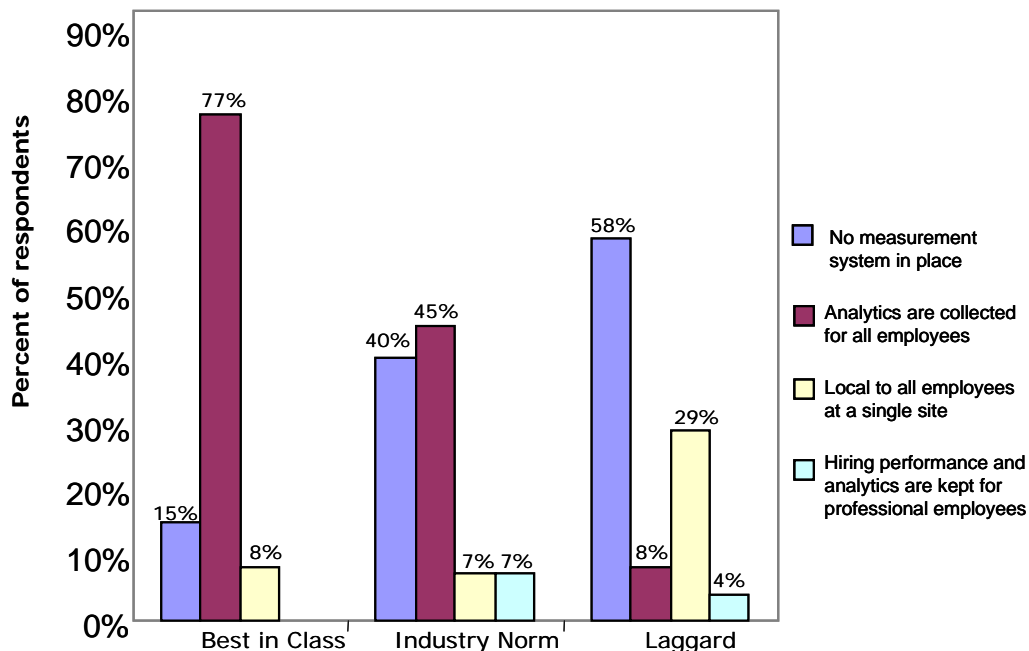
Chapter Three: Implications & Analysis

Key Takeaways

- 39% of companies surveyed average between \$2,500 and \$5,000 in HR costs per employee per year.
- 47% are beginning to explore changing demographics in the labor force as a threat or challenge to future business staffing.
- 39% describe their workforce management business practices as reactive and emergency-driven.

Best-in-class companies collect analytics for all employees in all parts of their organizations, whereas the industry norms and laggards collect hiring, performance, and other analytics only for professional employees or collect only local metrics (Figure 12).

Figure 12: Scope of Workforce Analytics by Competitive Position

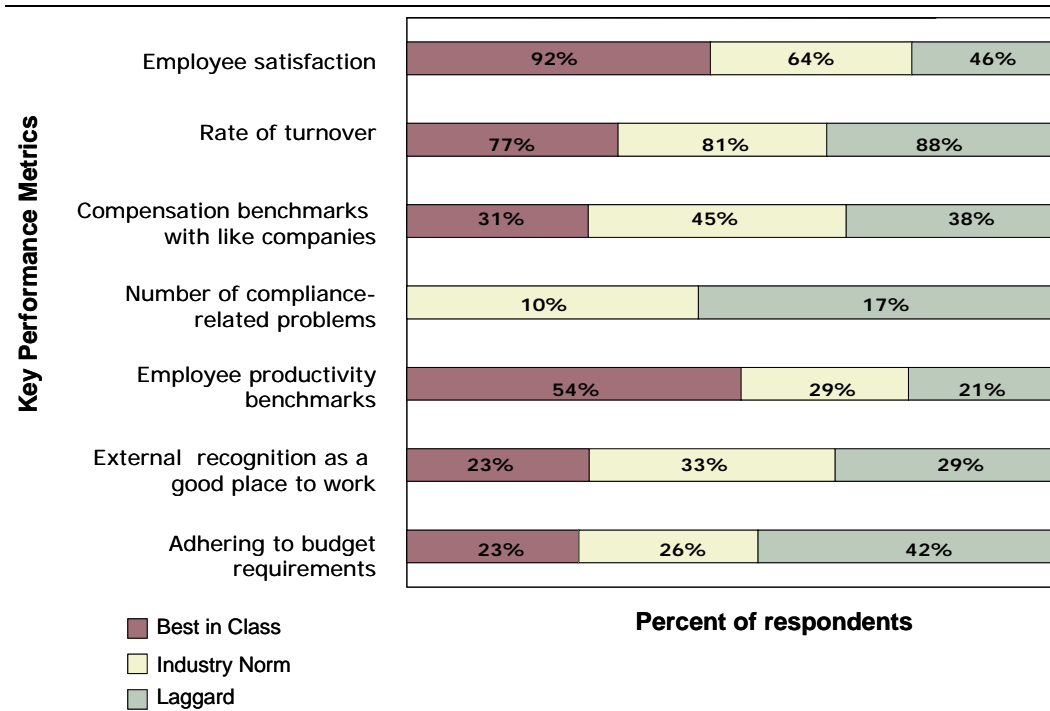


Source: [AberdeenGroup](#), September 2005

In addition to different breadths of metric collection, best-in-class companies measure other factors than laggards and industry norm companies do. The best in class are significantly more interested in employee satisfaction than retention — the most commonly used metric among all three groups. Best-in-class companies also have a significant lead in measuring employee productivity as a means of determining the success of their human capital initiatives. On the other hand, laggards measure success by adhering to budget requirements and avoiding compliance-related problems or lawsuits,

and they do that at a rate greater than that of industry norm companies. None of the best-in-class companies measure compliance issues as a success metric (Figure 13).

Figure 13: Metrics of Success by Competitive Framework

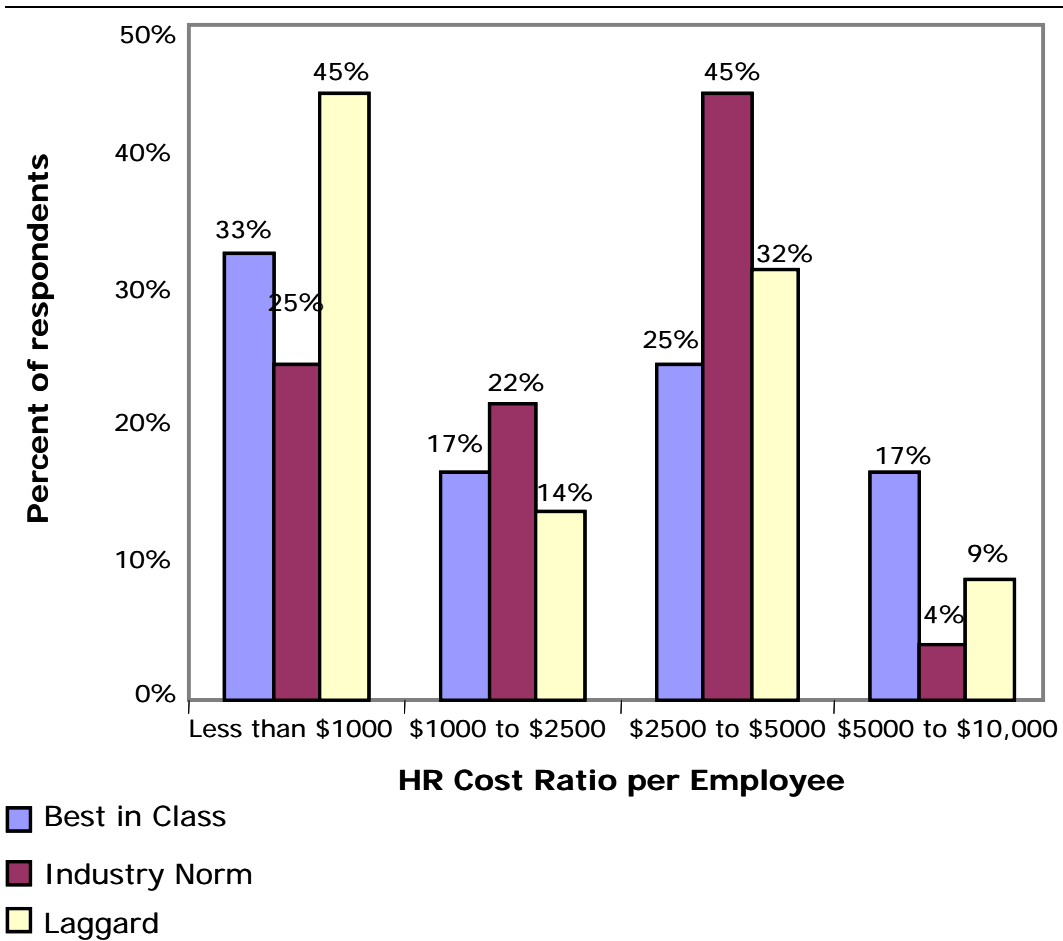


Source: AberdeenGroup, September 2005

What Does HR Cost Per Employee Today?

Executives surveyed in this study also provided figures on what they believe sums up the cost of HR per employee in their corporations (Figure 14). Industry norms are right in the middle, with laggards leading at the low end. However, unlike the bell curve that might be expected, these results show an ESS curve, which probably reflects the demographics of the particular distribution studied.

Figure 14: Variance in HR Cost Ratio per Employee



Source: AberdeenGroup, September 2005

Aberdeen Competitive Framework

Survey respondents fell into one of three categories – Laggard, Industry Average, or Best in Class — based on their characteristics in four key categories (Table 1):

- **Process:** workforce management business processes, of which hiring management is a significant example;
- **Workforce management strategy:** consistent across the organization, with repeated or repeatable policies;
- **Knowledge:** completeness, currency, and accuracy of data; and
- **Technology:** scope of human capital management automation.

Table 1: Human Capital Management Competitive Framework

	Laggards	Industry Average	Best in Class
Process	Reactive, emergency-driven; no long-term staffing planning	Annual staffing plan for anticipated workforce needs only	Yearly hiring management plan covers all hiring levels; includes contingent plans for unanticipated hiring
Workforce Management Strategy	Localized, with little consistency from site to site or division to division	Somewhat standardized in management strategies, but varies by location or hiring division	Centralized and consistent across the enterprise
Knowledge	Employee data is collected and stored locally by site	Employee data from time of application is online, but not integrated with the HR system of record	Integrated system is in place to manage all employee data for all levels of employees throughout the enterprise
Technology	Technology use is fragmented; consistent data is not kept for different levels of hires	There may be different applications used at different locations across the company or different applications used with different levels of employees	One employee system of record and most other employee-related applications feed data into it

Source: [AberdeenGroup](#), September 2005

Pressures, Actions, Capabilities, Enablers (PACE)

What keeps HR execs awake at night? Ensuring the company has the workforce it needs. This concern is twofold: providing workers now and for the future. Straddling the balance between long-term planning and the activities that implies — and confronting today's employee issues — HR executives want to plan more strategically, but are often stymied by the issues today. Enterprises ranked ensuring a qualified workforce for the future as the strongest driving pressure as shown in the context of Aberdeen's PACE (pressures, actions, capabilities, enablers) analytical framework (Tables 2 and 3). In fact, 96% of firms classified this pressure as a top priority.

In response to these forces, companies are setting strategies and taking actions to better prepare their current personnel to be the workforces of the future. Improving workforce performance management with an eye toward improving employee productivity and performance is both a short term goal and a long term strategy as executives seek to retain their best talent and plan for job succession throughout the corporation.

Table 2: PACE Framework

Aberdeen applies a methodology to benchmark research that evaluates the business pressures, actions, capabilities, and enablers (PACE) that indicate corporate behavior in specific business processes. These terms are defined as follows:

Pressures — external forces that impact an organization's market position, competitiveness, or business operations

Actions — the strategic approaches that an organization takes in response to industry pressures

Capabilities — the business process competencies required to execute corporate strategy

Enablers — the key functionality of technology solutions required to support the organization's enabling business practices

Table 3: PACE (Pressures, Actions, Capabilities, Enablers)

Priorities	Prioritized Pressures	Prioritized Actions	Prioritized Capabilities	Prioritized Enablers
1	Ensuring a qualified workforce for the future	Budget to source and secure the best candidates	Optimizing the current workforce through improved performance management	Best-of-breed applications in each area of human capital
2	Pressure from executives to review all possibilities to cut costs	Maintain executive involvement and support for the HR agenda	Creation of a long-term (5-year) plan for staffing, including succession planning	Best-in-class applications that must be integrated with each other
3	Pressure to increase customer satisfaction and revenue creation through planned workforce growth and development	Update or add new applications to the existing workforce management applications installed today	Centralizing or integrating currently fragmented workforce management practices across the organization	A single integrated, inclusive workforce management solution

Source: [AberdeenGroup](#), September 2005

Chapter Four: Recommendations for Action

Key Takeaways

- Companies with fewer than 100 employees worry slightly less (61%) about their ability to compete for talent than companies with 100 to 1,000 employees (95%) and companies with more than 1,000 employees (87%) do.
- Executives in 92% of companies with more than 1,000 employees feel top-down pressure to create a more productive workforce.
- More respondents from companies of more than 1,000 employees are in the laggard category, with the highest percentage of them having reactive, emergency-driven business practices.

Customer satisfaction in human resource divisions refers to the employees, the “customers” of the HR department. Like other divisions in the corporation, HR executives need to optimize the dollars they spend for each employee and learn how to weigh the value of that expenditure to the organization as a whole. Past Aberdeen research demonstrated a tendency in some companies for HR executives to purchase solutions with the sole purpose of making HR easier for HR. The majority in this study displayed a more business-like concern for the goals of the organization as a whole. Executives interviewed cited the role of HR in the equation between the employee, revenue generation and sustaining, profitability and customer satisfaction. They also clearly articulated the issues of cost of turnover to the corporation, not just in terms of dollars, but lost productivity that may never be regained, along with customer dissatisfaction. A customer lost can rarely be regained.

Whether a company is trying to move its organization from “Laggard” to “Industry Average,” or “Industry Average” to “Best in Class,” the following actions will help spur the necessary performance improvements:

Laggard Steps to Success

1. *Engage the rest of the corporate leadership early and often.*

Executives don't like to be surprised. Work with them continually so they know your goals and strategies to reach them. You are more likely to get the funding you need when you have early buy-in to your ideas.

2. *Evaluate your current use of technology.*

Do you iteratively enter employee data? Do you have stove piped applications that cannot be integrated? Do you have staff entering data that employees and managers could do themselves?

3. *Eliminate paper- and spreadsheet-based processes, and automate employee-related business processes.*

Antiquated processes lead to inefficiencies, inaccuracies, and the inability for timely responsiveness.

Industry Norm Steps to Success

1. *Become more proactive.*
Too often, HR is a reactive organization; collect data and analyze it to better articulate the workforce trends in your organization.
2. *Eliminate fragmented, incomplete HCM solutions.*
Look for integrated employee lifecycle management applications that support the employee's total tenure with the organization.
3. *Investigate all options.*
Can you provide the same services at the same or less cost than a third party can? Know when it makes good business sense to make a change.
4. *Get more competitive.*
Know the competitors for your workforce: what they pay, their benefits, their policies.
5. *Quantify ROI.*
Measure success on benchmarked return on HR investment; invest where it matters to the corporation rather than solely to ease the job of HR.

Best in Class Next Steps

1. *Foster a high-performance corporate culture.*
Develop business processes oriented around performance, and reward workers for good performance. Recognizing work that's well done is key to retaining employees.
2. *Do your homework.*
Research and document criteria for employee satisfaction in terms of working conditions, reward, compensation, and health and other benefits. Benchmark the costs of the various options to provide the best services required.
3. *Find the talent of the future.*
Competition for talent will get more intense, but you, as an executive at a best-in-class company already know that and are planning for it. Create your long-term talent acquisition strategy now by considering these steps:
 - a. Identify the skills and attributes you think you will need in your employees of the future.
 - b. Ascertain where the best candidates for the needed talent will come from — which colleges, universities, locations, countries.
 - c. Prepare your recruiting program for the future through college job fairs, internships, and “try-buy” internship programs. You will need it.

Author Profile

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Katherine Jones is responsible for human capital management research at AberdeenGroup. In this role, she provides analysis and assessment of software and services that automate and streamline the sourcing, lifecycle performance management, and succession of a productive workforce at all levels.

Jones focuses on the fundamental processes of business operations and strategy as well as the effects of technological change and innovation of these processes within the global organization. In addition to focusing on traditional enterprise environments, such as business, industry, and manufacturing, Jones addresses the application of enterprise solutions in education, the public sector, and the federal government. She consults with early implementers of these applications to identify world-class management strategies and determine strengths and weaknesses of competing technology solutions and services in this market.

Her current research includes the ROI of electronic-driven recruiting. Upcoming research will focus on human resources outsourcing (HRO) in the middle market; performance management for aligned, performance-driven workforces; and planning for workforce mobility as changing demographics, an aging workforce, global sourcing for new workforce members, and a potentially improved hiring climate affect current working environments.

Appendix A: Research Methodology

In August 2005, **AberdeenGroup** and the Human Capital Institute, a Washington-based provider of educational programs for human capital practitioners, talent managers, and executives who recognize the critical importance of human capital, examined the question of what keeps human capital executives awake at night through a survey entitled The HR Executive's Agenda.

Aberdeen supplemented this online survey effort with personal interviews of human capital executives, gathering additional information to the 98 completed survey responses.

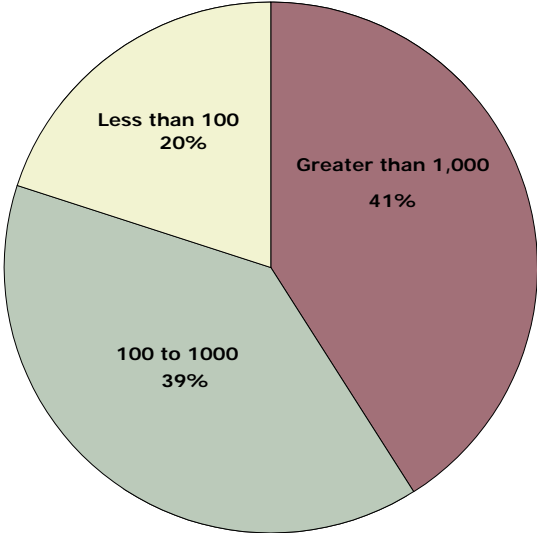
Demographics of the Surveyed Population

Responding enterprises included the following:

Job title/function: The research sample consisted of respondents with the following job titles: 52% were HR directors, 17% were VP-level managers, 16% were executive management, 13% senior management, and 2% from other areas, including administrators and a recruiter.

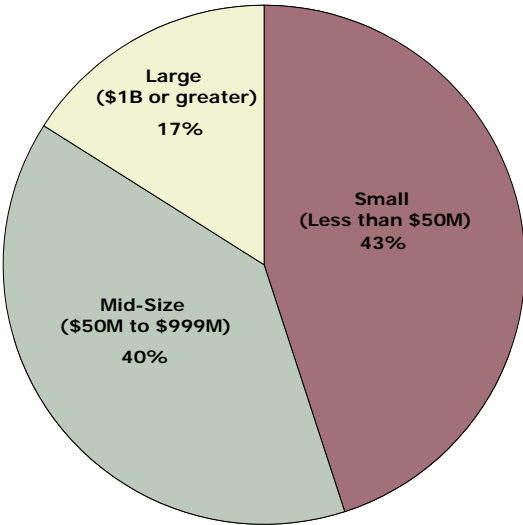
- **Industry:** The research sample included respondents from a wide variety of industries. Twenty-two percent were from healthcare-related services and industries; 14% represented high-tech companies; 11% education; 9% finance/banking/accounting; and 8% insurance, real estate, or legal professionals. In all, 19 industries were represented.
- **Geography:** Ninety-four of the respondents were from North America; the rest were from South America, Asia/Pacific, and EMEA.
- **Company size:** Employee headcount in participating companies is shown in Figure 15: The greatest numbers of respondents were from mid-market companies. Company size by revenue is shown in Figure 16.

Figure 15: Respondent Company Size by Headcount



Source: AberdeenGroup, September 2005

Figure 16: Respondents' Company Size by Annual Revenue



Source: AberdeenGroup, September 2005

Appendix B: Research Methodology

Table 4: Competitive Framework

Competitive Framework Key
<p>The Aberdeen Competitive Framework defines enterprises as falling into one of three levels of human capital management practices and performance:</p> <p><i>Laggards</i> — human capital management practices that are significantly behind the average of the industry, and result in below-average performance</p> <p><i>Industry norm</i> — human capital management practices that represent the average or norm, and result in average industry performance.</p> <p><i>Best in class</i> — human capital management practices that are the best being employed and significantly superior to the industry norm resulting in the top industry performance.</p>

Appendix C: Related Aberdeen Research & Tools

Related Aberdeen research that forms a companion or reference to this report includes:

- [*Future Shock: Tomorrow's Workforce, Today's Challenge*](#) (May 2005)
- [*Management Technology: High Growth, High Value*](#) (May 2005)
- [*A Key to Mid-Market Success: Creating a Brand of Workforce Talent*](#) (May 2005)
- [*Market Alert: Taleo Heads to the Middle Market, Expands Customer Reach with Recruitforce Acquisition*](#) (April 2005)
- [*The Technology Foundation for Hiring Management: Market Requirements*](#) (May 2005)
- [*Enterprise Talent Management: Hiring Smart, Hiring Right*](#) (March 2005).
- [*The E-recruiting Payoff: The ROI of Online Hiring Management Systems*](#) (September 2004)
- [*Managing the Hourly Workforce: Hiring, Retention, and Performance Management*](#) (June 2004)
- [*Hourly Hiring in Retail: The Flight from Crisis Management*](#) (June 2004)
- [*Business at Risk: Is Performance Management the Antidote?*](#) (March 2004)
- [*The Growth of an Industry: Enterprise Talent Management 2003*](#) (September 2003)
- [*Enterprise Incentive Compensation 2003: Buyers' Guide for Variable and Total Compensation*](#) (November 2003)
- [*Hourly Hiring Management Systems: Improving the Bottom Line for Hourly Worker-Centric Enterprises*](#) (June 2002)

Information on these and any other Aberdeen publications can be found at www.Aberdeen.com.

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To be the trusted advisor and business value research destination of choice for the Global Business Executive.

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Aberdeen delivers unbiased, primary research that helps enterprises derive tangible business value from technology-enabled solutions. Through continuous benchmarking and analysis of value chain practices, Aberdeen offers a unique mix of research, tools, and services to help Global Business Executives accomplish the following:

- IMPROVE the financial and competitive position of their business now
- PRIORITIZE operational improvement areas to drive immediate, tangible value to their business
- LEVERAGE information technology for tangible business value.

Aberdeen also offers selected solution providers fact-based tools and services to empower and equip them to accomplish the following:

- CREATE DEMAND, by reaching the right level of executives in companies where their solutions can deliver differentiated results
- ACCELERATE SALES, by accessing executive decision-makers who need a solution and arming the sales team with fact-based differentiation around business impact
- EXPAND CUSTOMERS, by fortifying their value proposition with independent fact-based research and demonstrating installed base proof points

Our History of Integrity

Aberdeen was founded in 1988 to conduct fact-based, unbiased research that delivers tangible value to executives trying to advance their businesses with technology-enabled solutions.

Aberdeen's integrity has always been and always will be beyond reproach. We provide independent research and analysis of the dynamics underlying specific technology-enabled business strategies, market trends, and technology solutions. While some reports or portions of reports may be underwritten by corporate sponsors, Aberdeen's research findings are not influenced by sponsors.



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