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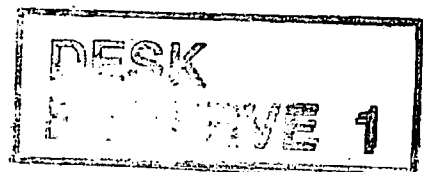
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The value of Outsourcing
the '*non value add*' activities
of the Human Resources Function

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BA (Hons) in Human Resource Management

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The value of Outsourcing
the '*non value add*' activities
of the Human Resources Function

By Angela O'Grady

A dissertation submitted in partial fulfilment for a BA (Hons) in
Human Resource Management

National College of Ireland
2008

Declaration

I hereby certify that this material, which I now submit for assessment of the programme of study leading to the award of B.A (Hons.) in Human Resource Management is entirely my own work and has not been taken from the work of others save and to the extent that such work has been cited and acknowledged within the text of my work.

Signed:

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Chapter 1: Introduction to Literature Review

1.1 Title

The working title of the research is drafted as – The value of Outsourcing the ‘non value add’ activities of the HR Function.

1.2 Rationale for the Study

The rationale for the research was to conduct an exploratory analysis into the growth of organisations outsourcing some or all of their HR administration activities and the cost savings, both tangible and intangible associated with this.

HR administration can be as tedious if not challenging to the majority of the organisations. Considered to be non-value add to organisations, still HR administration requires competence, expertise and diligence to handle. Modern organisations jump into the bandwagon of HR off shoring. The global trend nowadays is to outsource, or to establish on-site outsourcing, non-core HR activities, mostly HR functions, into vendors or service providers, which are either generalists or specialists. The shift that the global HR management experience is from being tactical, administrative functions towards strategic and consultative.

Why outsource? Answers to the question will generally direct to acquiring the competitive advantage. In gaining the speed and flexibility needed to compete in the global business environment, companies are obliged to reduce large capital expenditures on non-core functions and leave them to vendors. As such, the companies need not to invest capital in maintaining and upgrading their HR administration systems and infrastructure. Outsourcing non-core functions also frees the HR professionals to focus on more strategic, higher-value activities.

1.3 Statement of the Problem

The problem that will be addressed is how outsourcing non-value activities can free up HR professionals to do more value-adding works. The basic services that organisations outsource include HR system administration such as overseeing organisational structure and staffing requirements and tracking department objectives,

goals and strategies; recruiting, training and development for employees and managers and employee orientation programs and compensation and benefits management. How the process of outsourcing of these basic functions optimizes the strategic role of the HR professionals will be addressed as well. The study will answer the following:

- 1) How the outsourcing initiative can help the companies reduce costs and provide high-quality products and services when HR staff are freed to focus on strategic activities?
- 2) How non-core functions outsourcing contribute in gaining access to outside and maximizing HR expertise for HR professionals?
- 3) How the outsourcing initiative contributes in achieving HR administration excellence?

1.4 Objective of the Study

The aim of the study is to explore the rationale behind optimization of HR professionals' strategic role through transferring the non-core HR functions to HR business process outsourcing firms. The following specific objectives will be addressed:

- 1) To investigate how HR administration outsourcing could result in improved organisational performance and greater profitability
- 2) To determine how HR administration outsourcing could deliver competitive advantage
- 3) To analyse how HR administration outsourcing could contribute in optimizing strategic and higher-value activities
- 4) To investigate how HR administration outsourcing could maximise the performance, competence and expertise of HR professionals

1.5 Research Plan

Primary and secondary research will be conducted in the study. In primary research, the study will survey HR professionals regarding the outsourcing endeavour. A semi-structured questionnaire will be developed and it will be used as the survey tool for the study. It is planned that the questionnaire will have ranking questions. A secondary research will also be conducted in the study. Sources in secondary research will include previous research reports, newspaper, magazine and journal content,

organisation statistics, etc. Sometimes, secondary research is required in the preliminary stages of research to determine what is known already and what new data are required, or to inform research design. In this paper, existing findings on journals and existing knowledge on books will be used as secondary research. Types of research journals chosen are all related to issues on Human Resource, Human Resources administration and Human Resource outsourcing. Interpretation will be conducted which can account as qualitative and quantitative in nature.

1.6 Overview of the Dissertation Chapters

The research is divided into 5 Chapters as follows:

Chapter 1 – Introduction

In this chapter the researcher provides an overview of the content of the dissertation. Specifically it outlines a brief introduction into the area of HR administration outsourcing and the rationale and background to the study. An overview of all the chapters in the dissertation is given.

Chapter 2 – Research Issues – Literature review

In this chapter the researcher introduces the reader to the body of the literature research on the value of HR administration outsourcing, which underpins this study. A number of signification grown/evolution models are then described including Peter Bendor-Samuel model of 'Turning Lead into Gold' (2000) and Mary F. Cook 'Strategies for providing enhanced HR services at lower cost (1999). The researcher explains the rationale for this choice as well as providing their own 'hands on' experience of this model.

Chapter 3 – Research Methodology

In this chapter the researcher outlines the research process followed which was through questionnaires, the methodology used, the methods that were used to collect the data and the methods of analysis that were applied.

Chapter 4 – Analysis of Results

In this chapter the researcher presents the results and analysis of both the qualitative and quantitative data collected from the questionnaires.

Chapter 5 – Conclusions and Recommendations

In this chapter the researcher presents the recommendations and conclusions that emerge from the study.

Chapter 2: Literature Review

2.1 Introduction

In this chapter the researcher will describe the outsourcing arena, its effectiveness and how it works and more so how the outsourcing of non-core HR administration tasks will change the face and name of Human Resources and earn it a reputation second to none. The researcher will investigate HR administration outsourcing in both the private and public sectors in Ireland and partly Europe and the US.

2.2 What is driving HR Administration Outsourcing – HR Focus on strategy and outsource the practice

The changing HR function: The key questions, a CIPD report outlined a range of ideas in relation to the role of HR. Its findings demonstrated how many organisations have been concerned to increase the value HR offers its business customers and to enable HR to become more strategic and business focused. They have tried to achieve this by using a variety of means, especially through structural change, e-HR, outsourcing non-core activities, the standardisation of policies and processes, and the devolution of people management responsibilities to the line. The aim of these developments has been to shift HR from playing the 'clerk of the works' role to one in which it is perceived as a 'strategic architect' (Tyson and Fell, 1986). Another point of debate has been to what extent HR should fulfil, and is fulfilling, all four of the quadrants in Ulrich's 1997 description of the role of HR (see Figure 1): strategic partner, change agent, employee champion, and administrative expert (Ulrich, 1997).

Figure 1: Ulrich's Model of HR's roles

Strategic Partner	Change Agent
Employee Champion	Administrative Expert

Usually, at least in the past, HR has had the misfortune of being considered as a necessary, but yet unessential or unproductive department in an organisation. It was considered an administrative doer rather than a strategic partner and catalyst. HR in that context merely meant regular administrative & record-keeping functionalities. This perspective though, is increasingly changing in today's knowledge era.

Well, what made the perspective change? Just as every era had a primary source of wealth creation, as in land in agrarian era; the primary source for wealth creation in the knowledge era is Human capital. Although technology and other resources have dramatically changed the way business is conducted; it is, nevertheless, the people who utilise it, that make all the difference.

According to the American Society for Training and Development (ASTD): "A high-knowledge, multi-skilled workforce is the most important competitive resource available to organisations today. Instead of an economy organised around mass production, recent years have witnessed the rise of an economy dominated by technology and service industries that emphasize innovation, speed, cross-functionality, and strong customer relations."

The above quote is a reflection of what we are seeing in today's highly volatile and competitive business environment; where technology, trends and consequently workforces are in a state of constant flux. It is in this light that HR is being perceived

differently and is being elevated to a leadership role & that of a key business partner, however to achieve this status HR functions need to analyse and outsource some or all of their HR non value add activities in order to achieve this reputation.

2.3 The changing face of HR

In this new model, HR assumes a more strategic role. It contributes towards the planning, formulation and accomplishment of organisation objectives. It then creates it's own objectives in line with the overall business objectives, thereby impacting every aspect of its services.

One of the synonyms of this knowledge era is change and consequently unpredictability. Here, HR plays a key and pivotal role in identifying the capability gaps that consequently arise. A capability gap is the difference between the ability of existing systems to meet operational requirements and of what's expected of it. It's the lack of knowledge, skills and abilities in the current system to meet set organisational/individual goals or expected capability.

It identifies these gaps and works closely with the management to fill these gaps by obtaining the appropriate resources, training available resources and through other means. Successful organisations are those that are flexible and are quick to adapt; needless to say the HR department plays a crucial role in this process of adapting.

As a link between the employee and the employer, the HR manager, plays a key role in advocating cordial relations between the two. The professional is required to have a deep understanding of people and of their roles, so as to create a work environment that's friendly, motivating and productive.

The HR advocates the objectives of one group to the other. As an advocate of the employee, the professional creates development and growth opportunities, benefit plans, assistance programs etc for the benefit of the employee. He/She is also expected to develop strong employee relations, to not just spot problems early, but also to work collectively and solve them.

On the flip side, as the employer's advocate, it is his/her responsibility to build a spirit of employee ownership of the organisation, create a sense of responsibility and urgency and set goals, which are in line with the organisations objectives. Once this is done, he/she is to measure and maintain these and ensure that the organisation is on its way to achieve its objectives.

It is also the responsibility of the HR to champion change in the organisation, as and when required. It's up to the HR to bring about the changes with the least amount of employee dissatisfaction including outsourcing of non-value add activities and managing the outsource vendor.

For all of the above to happen, he/she is to work closely with each and every department of the organisation and for that, it is pivotal to have a strong understanding of the different departmental functionalities and stays up-to-date with each of these. It is also pivotal that he/she develops strong consultative skills, to keep the communication flowing between the departments and the management.

Now, although some of these duties have always been performed by the HR department, it's in the increasingly consultative & strategic partnership role that we find the new and changing role of the HR.

2.4 Is HR able to scale up to this challenge?

While HR is required to scale up to meet this challenge, it is constantly deterred by the usual, time-consuming & complex administrative functions. Added to this, are several other concerns like, managing an HR department that spans across geographical boundaries and others. It is this deterrence that prevents it from performing the role that it has to. While this is the case, it has become pivotal & necessary for HR to focus on key strategic issues.

A non-core process is a necessary component of an organisation. We cannot do without such processes as human resources, accounting or information technology. If we are to stay in business and prosper, they must be done extremely well, however, because a process is important does not make it core. Core competencies are the 'soul of the company', according to CK Prahalad, a professor at the University of Michigan Business School, who coined the term in 1990. They include the skills and technology unique to an organisation. They create the strengths that pay the bills and position a company to attack new markets. Outsourcing has become an accepted business tool because companies of all sizes and shapes have recognised that they can become more profitable and stay on the cutting edge of change by turning over those other tasks to companies that consider them their core competencies.

2.5 So, what can be done to deal with the deterrence?

Several companies have tried outsourcing several or all of their administrative HR functionalities. Having done so, these companies have reported being able to free themselves from these time-consuming tasks and have been able to direct their focus to key strategic human capital issues. This way, HR has been able to scale up and play the role of a strategic business partner.

Outsourcing HR non-value activities brings along with it **several other benefits**, such as:

- Increased efficiency & decreased cost
- Workforce capability and efficiency can be fully optimized
- HR infrastructure can be streamlined
- Diverse HR services can be offered
- Quality of HR services offered will be enhanced
- HR staff will have access to subject-matter expertise which was previously not available in-house, allowing for collaboration of ideas
- Benchmarked data can be easily generated, enabling management to make smart decisions
- Overcome inhibitions like lack of time and expertise in keeping pace with ever changing legislation & details
- Ensure legal compliance and avoid penalties
- Enable decision making that is independent of employee factions and loyalties
- Manage transformation or change easily in case of a spin-offs or acquisitions, with the additional and ready resources offered by 3rd party providers
- Ensure usage of best practice processes and technologies. Get over with usage of outdated technologies and practices
- Better employee services, leading to improved employee satisfaction and consequently, retention
- Cut costs of non-strategic activities
- Reduce internal administrative effort
- Reduce the capital expenditures required to upgrade and maintain HR systems
- Ensure highly secure back-up facility for data security

- Cut costs on training and on staying up-to-date on non-core business activities
- Reduce employer risk, by ensuring that no HR work is left undone
- Save time and money that may have been spent on correcting HR errors and dealing with disciplinary problems
- Increased service levels
- Improvement of internal processes
- Consolidation of business processes across divisions
- Avoid lack of capabilities

2.6 Outsourcing concerns

Fears associated with outsourcing are bound to arise, which is only natural and hence, understanding the factors that are associated with outsourcing need to be carefully considered before any decision is made.

Total Outsourcing HR does have a few drawbacks. There is nothing like having an HR professional in-house “in the flesh”. This professional can be the interface between the employer and employee, furthering each other’s cause simultaneously. In particular, she could build employee relations, identify and work to solve problems, address their concerns (someone they could turn to for help), create benefit plans and give out compensation perks etc; in essence, play the consultants role, of which we spoke earlier. An organisation requires an internal staff/capability to address these concerns and is therefore highly recommended.

Other outsourcing concerns include:

- Security of critical data, employee privacy and of transactions
- Resistance from within the organisation
- Lack of knowledge on vendors end
- Issues with cultural mis-match
- Having to manage a difficult relationship with a vendor etc

Nevertheless, it is a myth that none of these concerns can't be resolved at all. It is important therefore, that care be taken at the point of choosing a vendor, to choose one that addresses all of these concerns.

Good quality vendors on their part, ensure that each of these concerns is addressed. Some of the ways they do so are by offering a highly secure back-up facility to protect

data and to retrieve data in case of system crash, keeping themselves up-to-date with new developments, prepare themselves to be culturally compatible etc.

2.7 Preparing for Human Resources business transformation outsourcing

Outsourcing HR activities is one approach that Directors of Human Resource DHRs are considering to meet the demands of delivering both strategic and administrative excellence. DHRs are attracted to the idea of being able to deliver quality HR administration through a specialized partner, potentially at a lower cost, while focusing internal resources on more strategic efforts. At the same time, however, DHRs recognize that there are many challenges inherent in pursuing this delivery strategy. For example, a recent study by the Society for Human Resources Management indicates that 64 percent of organisations surveyed were concerned that outsourcing efforts would affect client service, 51 percent indicated they were fearful about a loss of control and 33 percent indicated they were worried about the effect of outsourcing on the corporate culture. Therefore, companies need to carefully consider the range of choices and decisions that need to be made as they consider the opportunities presented by outsourcing.

In this section the researcher will highlight questions that organisations need to answer, and key decisions that need to be made during the early stages of what we call HR Business Transformation Outsourcing (HR BTO). Rather than simply handing a process over to an outside firm to operate, HR BTO focuses on transforming HR activities to improve efficiency and effectiveness, and create business value. Based on secondary research, and interviews with outsourcing providers, academics, consultants and individuals responsible for outsourcing arrangements, the researcher will outline practical guidance for organisations investigating the potential for HR BTO.

2.8 Key questions associated with outsourcing Human Resource processes

Based on the research and discussions, the researcher identified seven important questions that companies should focus on as they decide whether to outsource some or all of their human resource processes:

1. What are the *external forces* that are driving the company to examine the opportunities for outsourcing HR activities?
2. What are the *internal drivers* that make HR BTO an attractive proposition?
3. How should the company *identify potential processes* to be outsourced?
4. Who should be *involved in making the decision* to outsource HR processes?
5. How should the company *evaluate potential* vendors?
6. How should the company *begin to prepare itself* for HR BTO?
7. How should the HR Director *scale up his/her HR Team* to become HR Champions?

What are the external forces that are driving the company to examine the opportunities for outsourcing HR activities?

1. External forces

Globalization, restructuring, increased administration complexity and cost pressures are all driving companies to consider the use of HR BTO. As companies begin to operate in more countries, they are finding it increasingly difficult and costly to keep track of, and manage, the variety of benefits and regulatory requirements in each area. For example, a multinational organisation that has been built over time from a series of acquisitions and buyouts can find itself with a bewildering mix of compensation packages, pension plans, human resource management (HRM) systems, hiring guidelines and HR contact centres. Further, as compliance directives and legal regulations change in each of the countries in which the company operates, the company's ability to stay current becomes more difficult and costly as extensive resources are required to maintain and apply this knowledge. Allowing an outside party that has already built existing capabilities in these areas to manage the process becomes an increasingly attractive proposition. As companies spawn new businesses, these new organisations need to rapidly establish an HR infrastructure without raiding the talent of their parent organisations. Outsourcing provides these newly founded companies with existing resources, processes and technology that they can quickly adopt as they are ramping up their new operations.

Finally, overall cost pressures are forcing companies to identify new methods for cutting administrative expenses. A number of recent studies suggest that

reducing costs is the primary benefit that companies seek when outsourcing HR processes. As new competitors enter the market, particularly those with lower labour costs, many companies' profit margins are put at risk, prompting them to examine closely all activities where cost reduction is possible. Outsourcing provides an opportunity for companies to leverage the cost base and experience of an outside provider, which can potentially lower the cost of delivering HR services, while maintaining or improving service levels.

What are the internal drivers that make HR BTO an attractive proposition?

2. Internal drivers

A number of internal drivers are also pushing firms to investigate HR BTO. For example, some companies see it as a means of controlling the cost and effort associated with operating their HRM systems. After evaluating the total cost associated with upgrading and maintaining these systems, companies are increasingly turning to outside providers to manage their HRM systems and take responsibility for upgrades and system availability. Companies are also recognizing that they are unable or unwilling to bear the cost of developing employee or managerial self-service tools; they would prefer to "rent" these applications from outsourcing providers who have already invested in development, have the ability to keep up with the latest technology solutions and can provide best-in-class tool sets. Also, the level of complexity involved in administering complicated programs and processes in multiple regulatory environments and managing data across borders often requires sophisticated expertise, which many companies may not have in-house. Sourcing this capability from a vendor could offer lower costs and a higher likelihood of staying current on recent developments. Third, companies want to reduce the risks associated with business volatility. Having gone through numerous hiring/layoff cycles, they are looking to increase process capacity without commensurate increases in full-time headcount. For example, companies need to increase their ability to recruit without having to bring on a number of full-time recruiters (because, typically, recruiters are the first people exposed to layoffs during a business slowdown). Another example might be providing HR support for mergers and acquisitions. At companies where mergers or acquisitions are made infrequently, it may not be feasible to maintain in-house HR skills that can support activities such as benefit plan reconciliation, outplacement assistance and

HRM systems integration. A vendor can more efficiently maintain these skills and provide them only when they are required by the company. Fourth, as organisations try to shift resources from administrative to more strategic activities, outsourcing offers one way to build a new sense of focus within HR organisations. Many HR organisations believe being able to reengineer their internal processes *and* deliver strategic HR services is simply too much for one organisation to undertake at the same time. However, by allowing a vendor to manage many of the administrative processes that take time and energy away from HR organisations, the internal HR organisation can focus its limited resources on delivering the services that truly provide strategic benefits to the entire company. Lastly, for many organisations, outsourcing serves as a catalyst for change. Implementing and maintaining a client service orientation and metrics-driven approach are difficult for most HR functions to achieve on their own. In an outsourced environment, these skills are critical in determining the success or failure of the arrangement. Therefore, outsourcing efforts can be used as motivation to move HR service delivery toward a more accountable, results-oriented focus.

Selecting the right processes - How should the company identify potential processes to be outsourced?

Determining the scope of the outsourcing effort is among the most important and difficult decisions companies make. Recently, several studies have indicated that the processes most likely to be outsourced are retirement program administration (including defined benefit, defined contribution and retiree services) and health and welfare administration (including flexible spending and COBRA administration in the U.S.). Further, these studies found that HR processes closely associated with employee evaluation and communication are the least likely to be outsourced. To make the right decisions on which processes to outsource at a particular company, it is helpful to establish a formal set of evaluation criteria. Paul Adler, a management professor at the University of Southern California, suggests six dimensions an organisation can use to evaluate HR processes when identifying their potential for outsourcing:

- a) **Dependency** – are there specific assets that require dedicated facilities, equipment, capacity, training or investments?

- b) *Spillover* – is there confidential information or sources of advantage that could be leaked to competitors?
- c) *Trust* – is there a positive relationship between the two organisations that could reduce transaction costs associated with contracting and monitoring?
- d) *Competence* – can greater vendor capability in process execution lead to improved results?
- e) *Core capability* – is this process viewed as a differentiator for the organisation in the marketplace?
- f) *Commitment/flexibility* – is the process stable enough so that changes in capacity/ technology are not required on a frequent basis?

In addition to the criteria that Adler has developed, our discussions with outsourcing practitioners suggest a seventh dimension that should also be considered:

- g) *Need for physical presence* – does the process require regular assistance from a local onsite presence (i.e., it cannot be provided remotely)?

Getting the right people involved

During my research, I explored the key individuals who need to be involved in the HR BTO decision. Three sets of participants became apparent:

- *Decision-makers*. My research viewed four individuals from three different functional units as integral in making the decision to outsource an HR process or processes. Within the HR organisation, the DHR (or equivalent title in the organisation) usually plays an active role in making the outsourcing decision. Ultimately, it is the DHR's responsibility to determine whether the outsourcing arrangement will enable the HR organisation to provide cost-effective, quality service to its internal clients, while, at the same time, support the organisation's larger strategic objectives. In addition to the DHR, the *HR Operations Leader* (a direct report to the DHR) is often involved in developing the specifications of the outsourcing arrangement. While the HR function clearly has primary responsibility in this area, two other individuals play important roles in the outsourcing decision.



Who should be involved in making the decision to outsource HR processes?

The *Chief Financial Officer* often participates in the decision-making process, as entering into a long-term contract with an outsourcing vendor can have potentially significant financial ramifications for the corporation. In addition, the *Procurement Manager* assumes a prominent role during the vendor selection, negotiation and contracting process, leveraging experience in developing terms and conditions that are favourable to the organisation.

- **Influencers.** Two groups of individuals were seen as influencing, if not directly participating in, the HR BTO decision. Given the importance of integrating HRM systems with various vendor-driven applications, the *Information Technology (IT) organisation* should have input in the HR BTO decision process. IT must determine how the outsourcing arrangement will impact current and future technology investments and plans. Also, the *leaders of the various business units* supported by HR usually provide input into the decision, as their employees are the ones most likely to be impacted by changes in processes and service levels.

- **Approvers.** Typically, the CEO and the Board of Directors are responsible for final approval of the decision to outsource HR processes. This is particularly true if a significant number of processes are involved, if the outsourcing arrangement will impact a large number of jobs throughout the organisation or if the arrangement will require communication with important external stakeholders such as industry analysts and financial markets. A significant outsourcing deal can signal changes not only in overall strategy and approach to managing human capital, but also efforts to cut costs, focus on core competencies and mitigate risks. Further, a decision to outsource components of the human resources organisation may be perceived by the others in the organisation as the first step toward outsourcing other non-core processes. Given

the impact of these types of arrangements, the CEO and Board of Directors need to understand *and* articulate the rationale for the decision.

Selecting the right vendor - How should the company evaluate potential vendors?

Once the right individuals have been identified to make the outsourcing decision, the next major step in the process involves selecting an appropriate vendor. A number of recent studies have highlighted three primary criteria that companies use to evaluate vendors. These include: the vendor's track record for delivering service, the costs associated with the outsourcing service and the willingness of the vendor to guarantee service levels. Other criteria highlighted by these studies included: the vendor's technological capability and competence, process expertise, flexible contracting, recommendations from other companies, relevant industry experience, the ability to manage transition risk and client experience. To evaluate vendor capabilities in these areas, companies need to undertake a host of activities including:

• *Distributing experience questionnaires.*

As part of this activity, a company develops a standard experience questionnaire that it sends to multiple vendors early in the evaluation process to obtain initial insights and compare vendors' capabilities. Information that is usually collected as part of this process includes understanding the vendors' areas of expertise, client experience, approach to contract development, service level creation and how they address changes in project scope. There are a number of third-party consultants who, having participated in many vendor selection efforts, have developed and refined these types of questionnaires to quickly ascertain a vendor's particular level of experience.

• *Conducting a financial and credit review of the vendor.*

Companies undertake this activity to determine whether the vendor has the financial resources to maintain appropriate service levels throughout the lifespan of the contract. During this review, the potential client examines the vendor's history of fiscal responsibility and regulatory compliance, its credit rating and analysts' predictions of ongoing viability. Companies are also looking for signs that the vendor is a potential takeover candidate, as an acquisition can often redirect senior management attention and increase the complexity of the ongoing relationship.

- ***Conducting a security and compliance review.***

Given the sensitivity of the employee data associated with an HR BTO relationship, and the governmental/ industry regulations and standards associated with the privacy of employee data, companies should conduct a review of the vendor's security and compliance policies and procedures. As part of this assessment, companies should investigate whether a vendor has a demonstrated knowledge of, and is in compliance with, the regulatory requirements of each of the countries in which it operates. They also should determine if the vendor has been fined as a result of non compliance and if the vendor has access to regulatory and legal specialists on staff or on retainer.

- ***Conducting reference checks/site visits to other clients.***

Organisations considering outsourcing often speak with or visit current clients of vendors under consideration. This allows them the opportunity to validate other clients' experiences and identify potential issues in working with the vendor. During these meetings, evaluators can get a sense from their counterparts at those other firms as to the vendor's flexibility, willingness to support new client programs, ease of partnership and whether the vendor has met the client's overall expectations.

- ***Visiting processing/contact centres.***

Many companies find it quite useful to visit the actual locations where the vendor is answering employee calls and processing documents (if the service is conducted 'out of house'). This gives the prospective client a sense for how the vendor is organized and what technology is being used. This first-hand view can be coupled with assessments of the attrition rates at the centre and how service centre staff are trained, evaluated and given feedback to continually improve their performance. These visits also provide potential clients a glimpse at the level of professionalism and service that their internal clients will likely receive and the level of investment the vendor is putting into its own staff and operations.

- ***Meeting potential delivery team leaders.***

Given the importance of personal relationships between client and vendor, potential clients should meet the individuals who will be responsible for both service delivery and the overall account relationship.

These face-to-face meetings can help potential clients understand the managerial style of their counterparts and the extent to which specific individuals have authority to act on behalf of the vendor in addressing client concerns. Further, should the potential client decide to engage the vendor, these initial face-to-face meetings can begin to lay the groundwork for the type of trust building that is critical during the transition phase and subsequent ongoing operations.

The organisation needs to establish the following during the decision making process:

- Determining requirements
- Developing bid process and evaluation criteria
- Developing the request for proposal
- Determining which vendors will receive the request for proposal
- Evaluating submissions and determining the short list of potential candidates
- Conducting screening interviews and site visits
- Assisting in the due diligence process
- Developing service level agreements
- Assisting with contract development and negotiation



- *Agreeing a price and Signing the deal*

Agreeing on a fair price is usually the focus of the slow mating dance referred to as the request for proposal (RFP) and negotiation process. Although establishing a fair and advantageous prices is extremely important, it is neither as easy nor as sustainable as it might at first appear! Once this has been achieved, contracts need to be drafted, and signed. The contract should be very specific to the task, timelines, duration and KPI's involved. A flexible clause should be included, which provide for flexibility as circumstances and requirements of the organisation changes. Defining the elements of the outsourced process and the metrics used to measure them, together with constructing an adequate contract, all work together in creating a titanium container (Peter Bendor-Samuel. (2000) *Turning Lead into Gold : The Demystification of Outsourcing*).



- ***Measuring performance***

Regular reviews are critical for the ongoing success of the vendor relationship. To ensure this is the case, it is critical that KPI's (Key Performance Indicators) are set and reviewed initially on a monthly basis and thereafter on a quarterly basis.

- ***Preparing the organisation, how should the organisation begin to prepare itself for HR BTO?***

As executives get closer to making the decision to outsource HR processes, they need to pay special attention to preparing the organisation for the eventual transfer of people, processes and/or technologies to the vendor.

- ***Assembling the team that will lead the outsourcing effort.***

Once the decision to outsource as been agreed upon, the organisation needs to identify and select individuals to lead the transition and ongoing management of the outsourcing arrangement. Initially, the organisation needs to identify the roles and skills that will be required to transfer the outsourced activities to the vendor and oversee the vendor relationship. Finding these individuals can be a time-consuming effort, as they often have other significant responsibilities and need to be made available to work on the outsourcing effort. Therefore, it is beneficial for the organisation to obtain the time and commitment of these individuals and their managers early in the process, rather than waiting for the final contract to be signed.

- ***Communicating the effort throughout the HR organisation and the lines of business.***

Many organisations fall into the trap of developing their communication strategy after the outsourcing agreement is put into action. However, effective companies start executing a tailored communication plan far earlier in the process, as they recognize that rumours will likely surface long before any formal discussions are in process. Organisations need to develop formal mechanisms for communicating to HR leaders and staff during the early stages of an outsourcing effort since these individuals may be called upon to provide data or reallocate their time to work on outsourcing related tasks. Further, organisations need to listen closely to informal influencers within the HR organisation and business units, as they may have insight into potential areas of resistance and concern that can have a negative impact on the outsourcing effort.

- ***Gathering data on the current state of the HR organisation.***

To develop a compelling business case for HR BTO, organisations often need to obtain a clearer understanding of their current spending for HR activities and measure levels of operational effectiveness. Also, many organisations do not have a strong sense for the industry and competitive benchmarks that are useful in comparing HR cost and performance across companies. Collecting this data can be a time and labour intensive process that often must be accomplished in a relatively short amount of time. While outside resources can be used to facilitate this collection, both internal HR process experts and individuals with experience in obtaining information from HRM systems need to be involved. Dedicating these scarce resources is well worth the effort, as it can help ensure that the organisation is entering into a financially beneficial arrangement.

- ***Scaling up HR consultants to become HR champions***

Finally and extremely important, now that the non core activities have been successfully outsourced, HR Generalists (who used to own and carry out administrative duties) need to step into the role of HR champions they need to become strategic partners, this is very much supported by Ulrich who states, '*becoming a strategic partner requires both fortitude and discipline*'. To become a strategic partner requires overcoming five challenges:

1. Avoid Strategic Plans on Top Shelf
2. Create a balanced scorecard
3. Align HR plan to business plans
4. Watch out for quick fixes
5. Create a capability focus within the group/organisation

In addition to the above HR Consultants need to 'scale up' in order to be respected at the 'top table'. Specialised coaching and training needs to be delivered to HR Consultants, B2E Ltd have a specialised programme to cater for this.

Summary

Overall, there are a number of questions that decision-makers should consider as they determine whether outsourcing HR processes is the right opportunity for their organisations. These include:

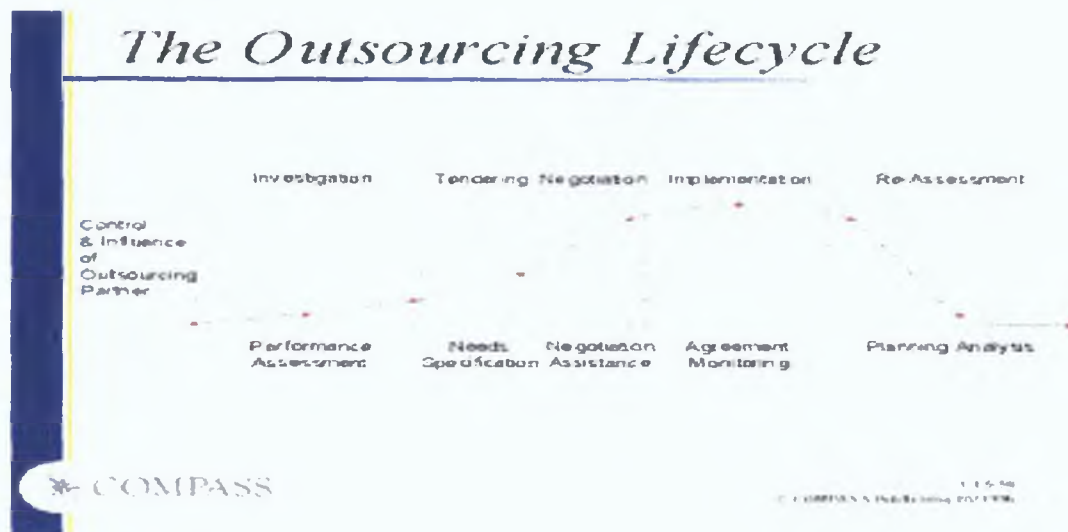
- Has the complexity of global operations made it more difficult to manage the organisation's HR programs, in terms of the number of programs and the associated regulations?
- Is the organisation's HR cost structure out of line with other competitors in the industry? If so, has the company determined if this is the result of higher labour, process or technology costs?
- Does the HR organisation have the capacity and capability to integrate recent acquisitions or provide HR services for newly created businesses?
- To what extent does the organisation believe that the HR department should focus on more strategic activities, such as talent and performance management?
- In what ways is the HR organisation being asked to increase its scope and capabilities without increasing its overall headcount?
- Does the organisation want to invest in upgrading its HRM system capability without assuming the risks and responsibilities of a major systems upgrade?
- What factors are limiting the HR organisation's ability to transform to meet the needs of its internal clients (e.g., limited resources, inadequate skill sets, small time horizon)?

- Has the organisation conducted an analysis of its processes and sub processes to determine what activities are candidates for outsourcing?
- Does the company have a sense of what percentage of HR activities are performed by the HR organisations versus the business units themselves?
- Has the company identified the synergies associated with outsourcing multiple processes?
- Who are the key stakeholders that need to be involved in making HR BTO decisions?
- What level of involvement is required from the various functional departments participating in the outsourcing decision process?
- Has the company identified the appropriate organisations and individuals to be involved in vendor selection and have their roles and responsibilities been clarified?
- Has a standard set of evaluation criteria been developed for potential vendors?
- How is the organisation planning to undertake due diligence for each of the potential outsourcing vendors?
- To what extent has the use of a third-party consultant been considered to help with the decision making process? If using one, what sort of process and deliverables are expected?
- Does the company have a sense for who needs to be involved in leading the outsourcing effort and how and when these individuals will be released from their current responsibilities?
- Has the organisation developed a communication strategy that addresses issues and concerns prior to the formal start of the outsourcing arrangement?
- Has the company developed a strategy for formulating a business case for outsourcing, including a plan for collecting the necessary data?

2.9 Conclusion

HR BTO has the potential to benefit organisations that want to transform their ability to manage human capital. Outsourcing relationships can provide the right blend of cost, service levels, experience and economies of scale that allow companies, and specifically HR organisations, to move away from administrative activities and focus on more strategic issues. In evaluating options, organisations should consider their

motivations, the desired scope of their outsourcing activities, the appropriate level of decision-makers to involve and the fit between vendor capabilities and organisational needs. These thorough assessments can set the groundwork for a strong relationship between client and vendor and smooth the transition process as the outsourcing arrangement moves forward. See below the different stages of an outsourcing lifecycle.



Chapter 3: Research methodology

3.1 Introduction

This chapter outlines the research process followed by the researcher. The methodology used will be explained, describing the sources that provided the data, the methods that were used to collect the data and the methods of analysis that were applied.

The objective of this research was to investigate if organisations would outsource some or all of their HR non-core activities.

A combination of approaches was used which included both a qualitative aligned with a quantitative approach albeit primarily quantitative.

'Not only is it perfectly possible to combine approaches within the same piece of research, but in our experience it is often advantageous to do so' (Saunders et al 2003)

I choose a cross section of HR professionals across small and large organisations within the Private and Public sectors in Ireland.

3.2 Research design

The two research design approaches normally used in research are described as being inductive or deductive (Saunders et al 2003). A deductive approach starts with theory in order to test it or solve theoretical contradiction, and an inductive approach is closing with theoretical contradictions drawn from observations (Blumberg et al 2005).

Saunders et al (2003) outlines the major differences between deductive and inductive approaches as outlined below in Table 1:

Deduction emphasises

- ✦ Scientific principles
- ✦ Moving from theory to data
- ✦ The need to explain casual relationships between variables
- ✦ The collection of quantitative data
- ✦ The application of controls to ensure validity of data
- ✦ The operationalisation of concepts to ensure clarity of definition
- ✦ A highly structured approach
- ✦ Researcher independence of what is being researched
- ✦ The necessity to select samples of sufficient size in order to generalise conclusions

Induction emphasises

- ✦ Gaining an understanding of the meanings humans attach to events
- ✦ A close understanding of the research context
- ✦ The collection of qualitative data
- ✦ A more flexible structure to permit changes of research emphasis as the research progresses
- ✦ A realisation that the researcher is part of the research process
- ✦ Less concern with the need to generalise

The characteristics of the research topic under investigation determine the choice of research design approach. Where the topic is new and there is little existing literature typically it lends itself to an inductive approach i.e it may be more suitable to generate the data, analyse and reflect on theoretical themes the data are suggesting (Saunders et al, 2003). If there were a wealth of literature available on the research topic this would typically lend itself to a deductive approach. This clearly supports the deductive approach taken by the researcher for this study as there is substantial literature available on the outsourcing of non-value add HR activities.

The need for flexibility in the researchers approach was apparent in the quantitative questions. *A quote from Saunders et al (2003) demonstrates that:*

'If you are conducting exploratory research you must be willing to change your directions as a result of new data that appears and new insights that occur. Its great advantage is that it is flexible and adaptable to change' (Saunders et al 2003)

3.3 Research Strategy

The research strategy is a 'general plan of how you will go about answering the research question(s) you have set' (Saunders et al, 2003). What is important is not the name that is attached to a particular strategy, but whether is it suitable for the particular research question and objectives (Saunders et al 2003). A case study strategy of both the private and public sectors has been adopted for this research as the primary research strategy.

Case study approach

The case study approach is used for explanatory, descriptive and exploratory research (Blumberg et al 2005).

It is described as 'a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence as cited in Saunders et al 2003. Saunders et al (2003) identifies the case study as having great ability to generate answers to the questions 'Why'? as well as the 'What'? and 'How'?, but mostly the 'Why'?

question. Blumberg et al (2005) agrees that the case study approach is best used to generate answers to 'when' and 'how' however, unlike Saunders (2003) he does not differentiate between 'why' and 'how'.

The approach used for this study was primarily the distribution of questionnaires distributed via email using '*Monkey Survey*'. Also there were some observations made during the time the researcher asked the recipients to participate in the questionnaires.

The review of the documentary documents and studies carried out by various groups on 'Outsourcing of HR administration or non value add activities', enabled the researcher to determine appropriate questions and rationale used to generate the questionnaires.

3.4 Case Study Selection

The case study was carried out across various organisation of both the private and public sectors within Ireland.

3.5 Data Collection

The dissertation is informed by both primary data, which was gathered through distributed questionnaires of 19 questions. The secondary data was gathered through an in-depth literature review and gathering of documents and reports.

3.6 Seeking permission of the HR professional to complete the questionnaires

Once the individuals were selected by the researcher, they were phoned and emailed by the researcher in order to brief them on the initiative. This initial contact by the researcher with the individuals was the start of the relationship building with them. At this initial contact the researcher spoke about the intent of the questionnaires, asked for permission to publish the detail, explaining the rationale for this and agreed a time to submit the questionnaire with an agreed returned response date also. On a note of publishing, some of the recipients requested their responses to be anonymous.

Submitting the questionnaire:

On the researchers email to each recipient the researcher repositioned the objective of the purpose of the questionnaire, the approximate duration to complete and deadline and requested that they contact the researcher via phone or email with regard to any clarification required.

The advantages and disadvantages of questionnaires:

Advantages:

Moderate cost, faster completion, the researcher never need leave the office, easier accessibility irrespective of location, bias can be reduced ie bias can be caused by visual aspects such as physical appearance, dress, facial expressions and gestures.

Disadvantages:

No visual cues – cannot gather non verbal data as cannot see the respondent, there can be less involvement and less motivation to complete the questionnaire, can affect the researchers power and control.

Questionnaires:

The researcher used primarily quantitative methods in designing the questionnaires for the collection of data. The quantitative type questions, which made up the major part of the questionnaire, were in the form of multiple-choice answers with the option of giving some qualitative comment(s) at the end. The reason for using this approach was as a result of the output received from the recipients when requesting permission, their preference was to have a multiple choice style questionnaire of the subject involved.

The technique the researcher used to design the questionnaire was based on studies reviewed using the 'Outsourcing Centre.com'

- (a) investigated the model in depth and broke the data down into factors

(b) utilised this data to develop statistics

The questionnaire process using 'monkey survey' was pre-tested with a source prior to the official questionnaire being emailed. The source chosen to pre-test the questionnaire was an entrepreneur who owns and runs a number of extremely profitable businesses. Adjustments were made to the questionnaire based on his feedback.

A copy of the questionnaire can be viewed in the appendices.

3.7 Quantitative data analysis

Virtually all research will involve some numerical data or contain data that could usefully be quantified to help you answer your research question(s) and to meet your objectives (Saunders et al 2003).

The quantitative data entailed multiple-choice answers. To analyse the scores from the data collected the researcher used 'money survey' for this task, which downloaded to excel. The researcher depicted this data using graph format on excel.

3.8 Ethics

As outlined by Blumberg et al (2005), all parties in research should demonstrate ethical behaviour, the same as in other aspects of business, as stated by Blumberg et al:

'Ethics is the study of the 'right behaviour' and addresses the question of how to conduct research in a moral and responsible way. Thus, ethics addresses not the question of how to use methodology in a proper way to conduct sound research, but the question of how the available methodology may be used in the 'right' way. (Blumberg et al 2005).

Also, as cited by Saunders et al (2003) ethics is the appropriateness of the researcher's behaviour in relation to the respondents, or those who are affected by it (Saunders et al 2003).

Prior to sending out the questionnaire

Blumberg et al (2005) outlines three guidelines to ensure that participants are treated in an ethical way and do not suffer physical harm, discomfort, pain, embarrassment or loss of privacy, as follows:

1. Explain the benefits of the study

Whenever contact is made with a participant, the researcher should explain the intent and benefits of the study. By informing the participant why there are being surveyed improves cooperation through honest disclosure of purpose (Blumberg et al 2005). The researcher on the outset of submitting the questionnaire clearly outlined the intent of the survey.

2. Explain the participants rights and protection

All of the participants were informed at the outset of the submission of the survey that it was acceptable if there were any questions that they were unable or wishes not to answer.

3. Obtain informed consent

The researcher agreed upfront with the respondent that all the data collected was in the strictest of confidence; this was confirmed by email also. Consent was agreed with the participants for the researcher to publish the findings, however all were told that it could be anonymous.

The researcher should disclose in full the procedures of the proposed survey before requesting permission to proceed with the study (Blumberg et al 2005). The researcher at two different stages disclosed in full the procedure of the proposed questionnaire, this was done as follows:

- ✿ First time, via initial contact over the phone and in some cases face to face
- ✿ Secondly, through the body of the email when sending the questionnaire.

4. Ethical issues during data collection stage

In order to ensure to maintain objectivity during the data collection stage, the researcher needed to ensure that the data is collected accurately and fully and stay away from subjectivity selectivity. This is a general principle of ethical behaviour when carrying out research and the importance of this action related to the validity and reliability of the researchers work. To ensure objectivity during the data collection stage the researcher transcribed all of the recorded interviews as they were stated by the respondent without making any changes to the data.

5. Ethical issues during the analysis and reporting stages

It is the responsibility of the researcher to represent the data honestly and objectively, which extends to both the analysis and reporting stage of the research. At this stage lack of objectivity would clearly misrepresent the researcher's conclusions and any course of action that appears to materialise as a result of the researchers work. It would be clearly a major ethical issue if these issues highlighted were open to question as a great deal of trust is placed in each researcher's integrity (Saunders et al 2003).

3.9 Research limitations

Although this piece of research was undertaken by the researcher with optimum validity and reliability as a precondition, the researcher does acknowledge that the methods employed may have some possible short comings and limitations and the following conditions as outlined by Blumberg et al' (2005) (should be adhered to in revealing those limitations.

Blumberg et al (2005) states that:

- ✦ All studies including case studies should freely disclose their limitations, ie whether procedures desired from a methodological viewpoint could really be followed during the research, whether the researchers were able to fully obtain all information they required e.g have access to all written

documents, could they interview all persons that they needed to meet the research objectives etc?

- ✦ Furthermore, the researcher is required to report and discuss any doubts they have concerning the reliability and quality of their information, for example, if suspect that a certain piece of information has been distorted or an important piece of information is unavailable for any reason.
- ✦ Limitations also refer to the general applicability of the study. Although studies do no endeavour to give a representative picture of an issue, they will endeavour to reveal certain effects or mechanisms that are likely to occur in other similar settings. For this reason a researcher needs to make sure that findings are not based just on the idiosyncrasies of a specific case.
- ✦ Also informing and discussing limitations is not the same thing as undermining the results of a study, rather, it should reinforce the reader's confidence in the study (Blumberg et al 2005).

The research itself, analysis and finding should be considered in terms of these limitations. A lot of care and precaution was taken at all times to ensure that the influence of any such limitations would be negligible from the perspective of this piece of research.

4.0 Conclusion

In this chapter the methodology and methods of research used in this chapter were portrayed. The sources of information were listed in detail and the process of data collection outlined. Ethical considerations and limitations were covered. Reliability and validity are acknowledged as limitations in this kind of case study.

Chapter 4 – Analysis of Results

4.1 Introduction

In this chapter the researcher will present the results and analysis of the 'quantitative data collected from the surveyed participants, which will be supported by secondary data collected during the investigation of the literature on this research topic. The researcher would like to take this opportunity to thank those sincerely for taking the time to complete the questionnaire.

4.2 Quantitative analysis and results

The objective of the quantitative questionnaire carried out was to gather and analyse data to enable the researcher : *To conduct an analysis of the likely hood of organisations to outsource their non-value add HR activities to a third party expert.*

4.3 Profile of the respondent

The profile of the 44 surveyed consisted of people from both the private and public sectors all at which are at management level. 42 responded.

4.4 Actual questions designed

Questions:

Q1. Please specify your name?

Q2. Please specify your organisations name?

Q3. Please specify your organisation type?

Q4. How many employees does your organisation employ in Ireland?

Q5. Do you have a HR Department?

Q6. If so, how many employees? (approx will suffice)

Q7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Q8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Q9. If so which of the following would you consider outsourcing?

- Upkeep and ongoing maintenance of your HR Management system (HRMS) which would include analysing your data and report writing of same.
- Training administration
- Compensation & Benefits administration
- Recruitment administration
- Web page administration and upkeep
- Call centre service (incoming administration queries to HR from employees) ie I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

Q10. What do you see as the advantages of outsourcing some or all of the non-value add activities?

- Free up HR time to concentrate on more value add activities
- Opportunity to promote your HR administrator(s) into mainstream HR
- Significant cost saving to your organisation
- A dedicated vendor who has the expertise
- 24 / 7 cover by the vendor

Q11. What would you consider some of the roadblocks to outsourcing?

- Spending time in finding the right vendor
- Potential to loose some control
- Union negotiation
- Managing the vendor

Q12. Do you know of any outsourcing vendor/company who provides HR administration services?

- Yes
- No

Q13. If so specify the name

Q14. Should your organisation decide to outsource any of its HR non-value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

- Proven track record in its field
- Validating the vendor before entering an arrangement ie reference checks
- Clear specifications as to what activities they carry out
- Regular reviews and feedback

Q15. Would it be important for you to have the outsourcing vendor on site or off site?

- On site – Yes
- Off site – Yes
- No preference

Q16. Do you know of any organisation that outsource their HR back office / non-value add activities?

Q17. Is your organisation unionised?

Q18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non-value add activities:

- Confident that I would, given the right reasons/logic
- Very difficult, but perhaps in time
- An absolute non runner

Q19. What is your view on this question: Outsourcing is overwhelmingly successful?

- Highly successful
- Moderately successful

- Moderately disappointing
- Highly disappointing

Q20. What in your view is the most likely reason for an organisation to outsource some or all of its HR non-value add activities?

- Service levels in house are not reliable
- Not a core competence
- Cost
- Opportunity to promote HR administrators
- High turnover of HR administrators as the 'non value add tasks' are mundane
- Control
- Other

Q21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

- Yes
- No
- Maybe

Q. 22 General comments (optional)

4.5 – Analysis of results

The following data are the actual responses from the 42 surveyed. Some of the participants did not wish to be named.

HR Outsourcing is a very sensitive topic among HR professionals, for that reason when the researcher decided to examine this practice in the market place, the researcher felt it appropriate to get a broad representation as possible. It would have been easier for the researcher to have concentrated on the high tech multi-national sector which is very open to the concept of outsourcing. They have a very simple view of what is core HR activity v's non-core services. In figure 2 below, you will

see that I have covered quite a diverse range of industry types and narrowed the focus of High Tech organisations to 26%. The researcher was very pleased with the very high response rate, this was achieved by getting their 'buy-in' at the early stages and also through constant monitoring of the response rates. The figures are self explanatory but the researcher feels it appropriate to give additional information under the category 'other' which shows a 23.8% response, this category includes private practices, small businesses and those that wish to remain anonymous.

HR Administration Outsourcing		
Please specify your organisations type?		
Answer Options	Response Percent	Response Count
High Tech	26.2%	11
Manufacturing	4.8%	2
Public Sector	16.7%	7
Pharmaceutical	2.4%	1
Education	9.5%	4
Airline	0.0%	0
Banking	2.4%	1
Event management	0.0%	0
Healthcare	4.8%	2
Construction	4.8%	2
Marketing	7.1%	3
Retail	2.4%	1
Other	23.8%	10
<i>answered question</i>		42
<i>skipped question</i>		0

Figure 2

Of the 42 respondents, the researcher was initially surprised to discover that there was quite a proportion of HR administration activities currently being outsourced as depicted in Figure 3 below. However, on further examination and follow up phone calls to 30% of those that responded, the researcher discovered that it was primarily payroll that these organisations had outsourced. Therefore the figure of 75% is slightly misleading when you view HR administration outsourcing strictly. Nonetheless, there is a growing trend to outsource more and more of those non-core HR administration activities.

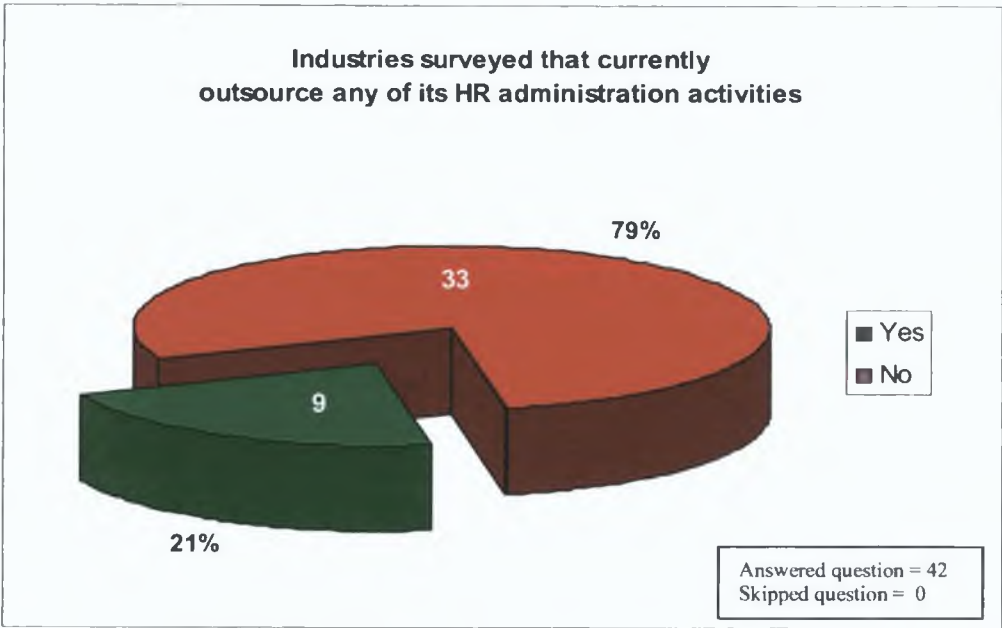


Figure 3

As dictated in figure 3 above, 25% do not currently outsource any of their HR administration activities, but when asked if they would consider this into the future, figure 4 below demonstrates that they all would consider outsourcing at some point. The researcher believes from their initial findings that there is a growing trend towards outsourcing some or all of their HR administration activities which is supported by a trend which started in the US and written by 'Outsourcing HR Function' by Mary F. Cook where the writer focuses on 'strategies for providing enhance HR services at lower costs'.

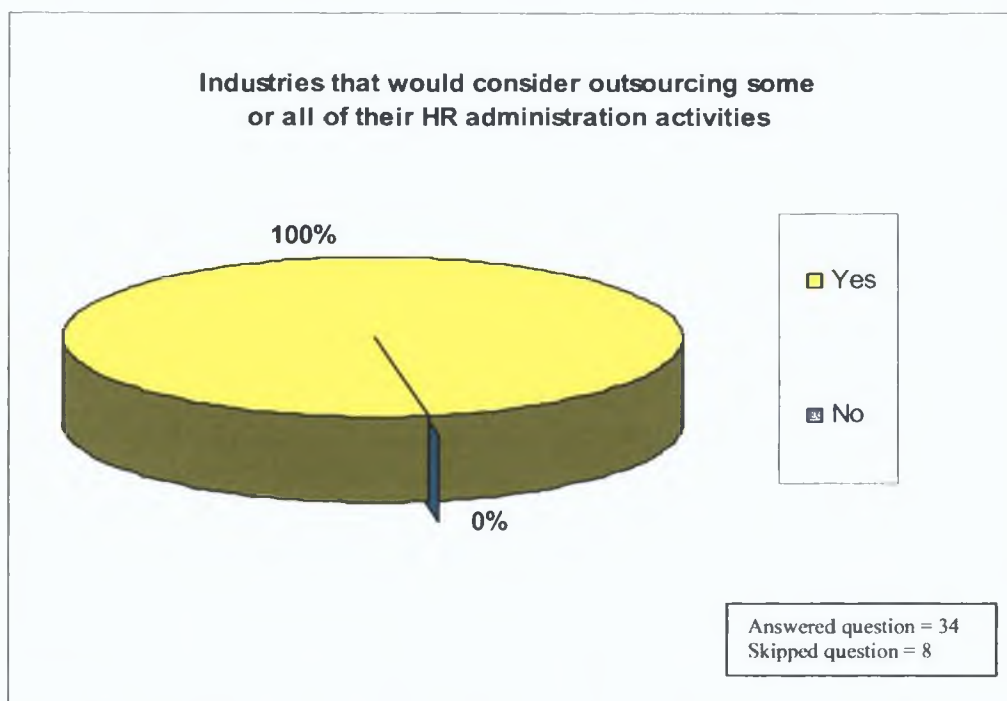


Figure 4

Figure 5 focuses on categories of activities within HR that the respondents consider appropriate for outsourcing. 84% of all respondents have the viewpoint that there are many areas with HR that added no core benefit to the services they provide, but recognise that they must happen. Figure 5 demonstrates that all administrative activities within HR could be outsourced without having a preference. When you view the figures closely, you can see that training and recruitment administration are high on their list. Today these core activities are well supported through external recruitment and hiring agencies and a high proportion of organisation training and development companies offering training solutions. However, compensation and benefits which is marginally the highest service area that could be outsourced, this the researcher believes is as a result of the competency level within the HR Departments and its aptitude for mathematical calculations and figure management is a weakness which currently exists within HR Departments.

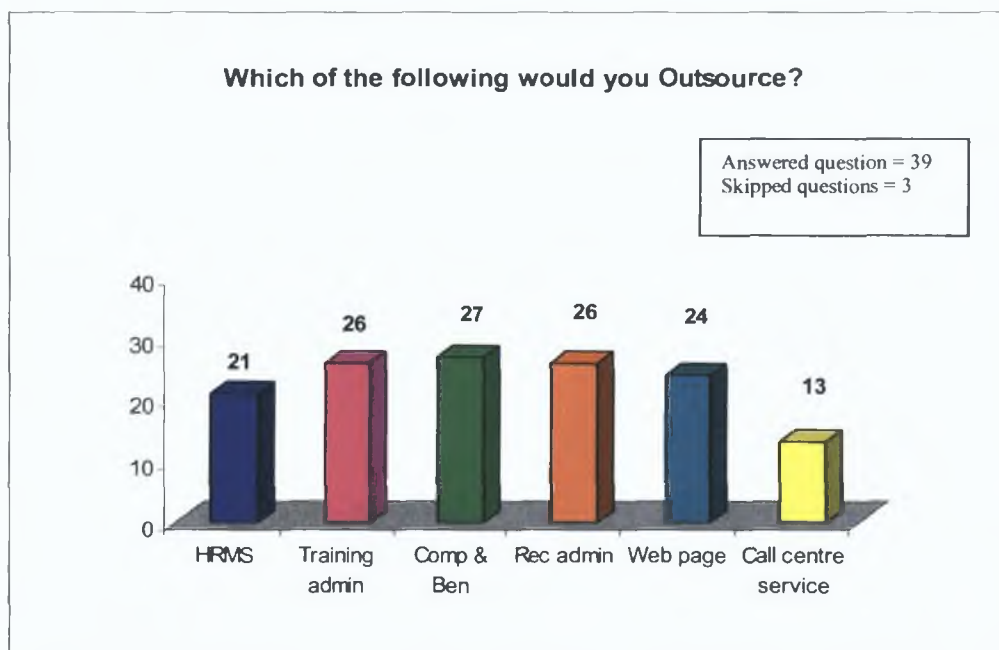


Figure 5

The researcher from experience knows from research carried out in the US that there are many advantages to outsource non-core activities within HR, which is supported in figure 6 below. The researcher has learnt over the years that there is a need for HR to partner closely with its clients rather than performing administrative activities. It is more valuable and a better use of their professional time and experience. In figure 6 and 7 below the key advantages are listed and the primary drivers are 'freeing up HR time and 'not a core competency. All these provide a catalyst for enabling a HR business partnering model.

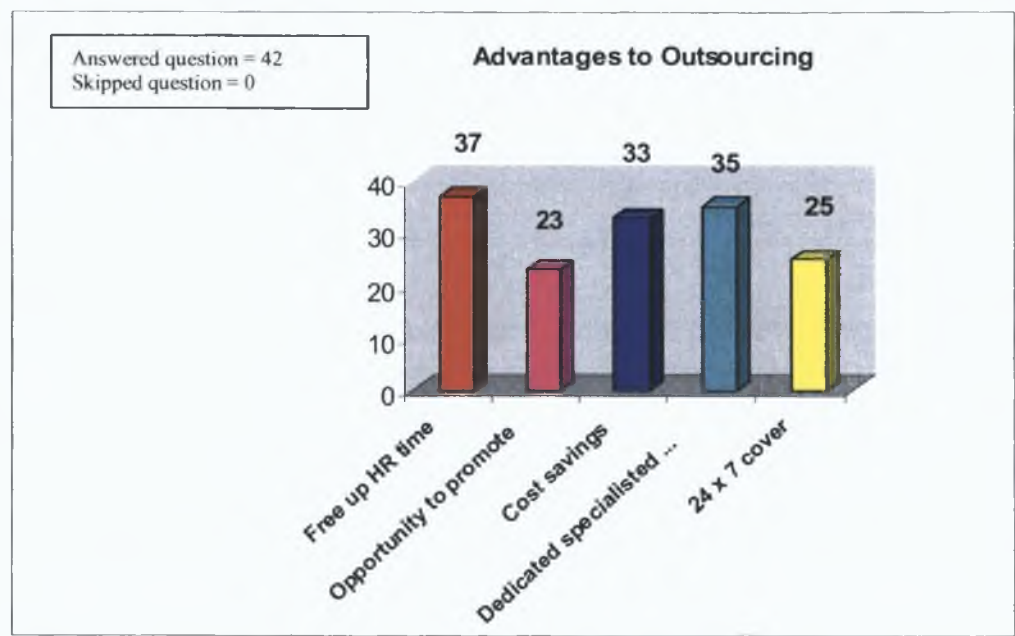


Figure 6

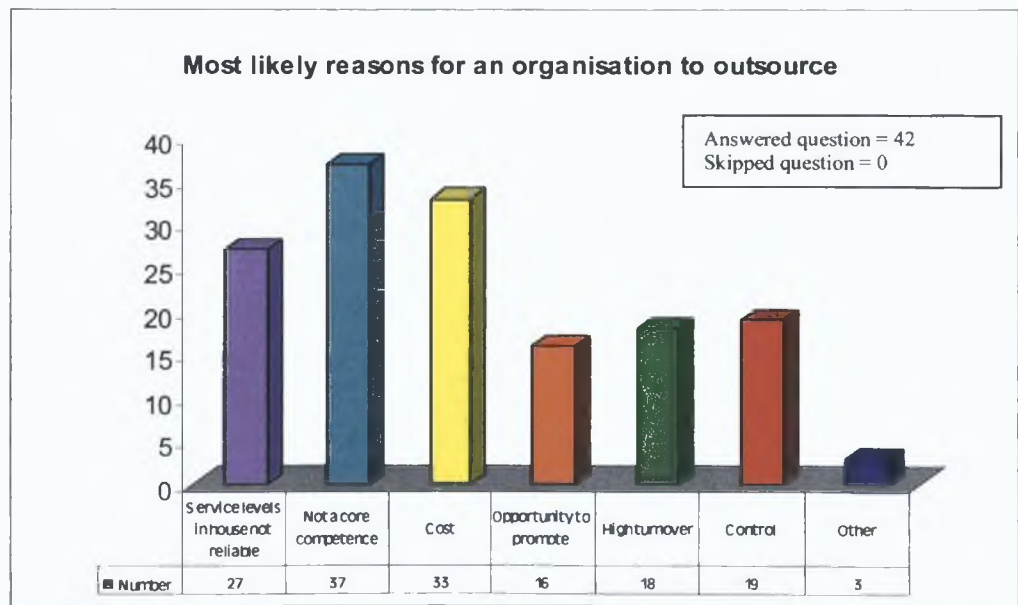


Figure 7

Outsourcing is not a walk in the park, if it was everyone would be doing it and the experiences of organisations that have outsourced has not always been positive. Figure 8 below helps us understand what some of the roadblocks might have been and the learning's to date. Organisations have learnt from bitter experience that some of the providers promise more than what they deliver which has left a poor impression and experience of the outsourcing concept. Outsource providers have evolved from other businesses and as such it was never their core activity but they saw it as a revenue stream, such providers in the past would have been recruitment agencies, accountancy firms and some of the big 4 consultancy firms, as this was never their core competency, they never devoted enough of time to ensure that customer service and delivery was key to success. You can see from figure 8 below that the single biggest roadblock factor was finding the correct vendor. This however is changing as outsource providers are more aware of recent failings and are addressing the issues.

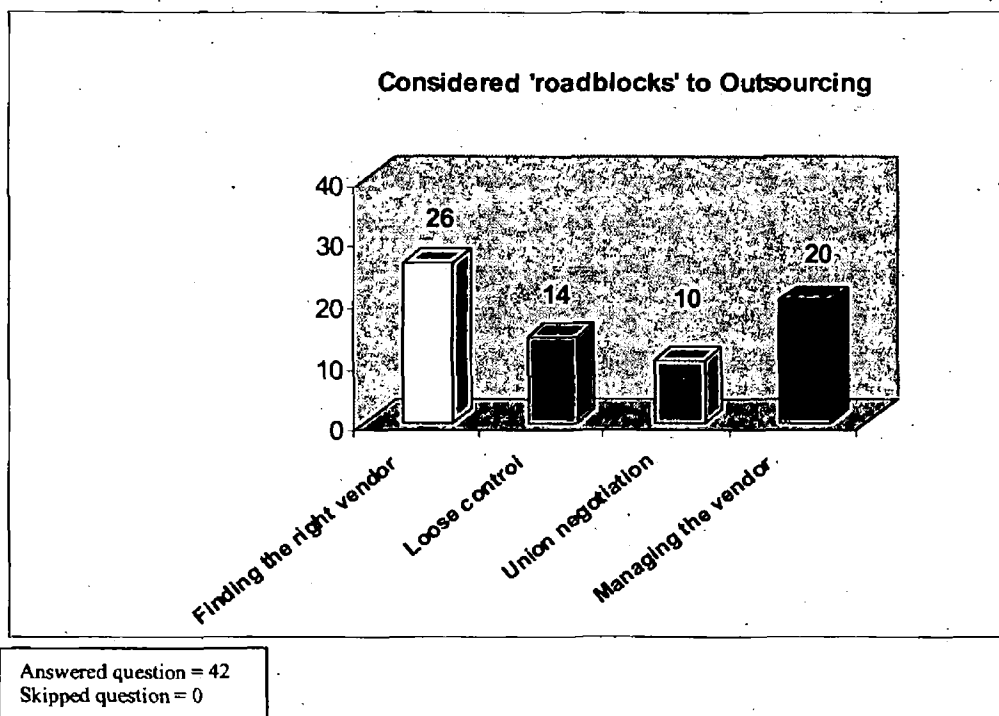
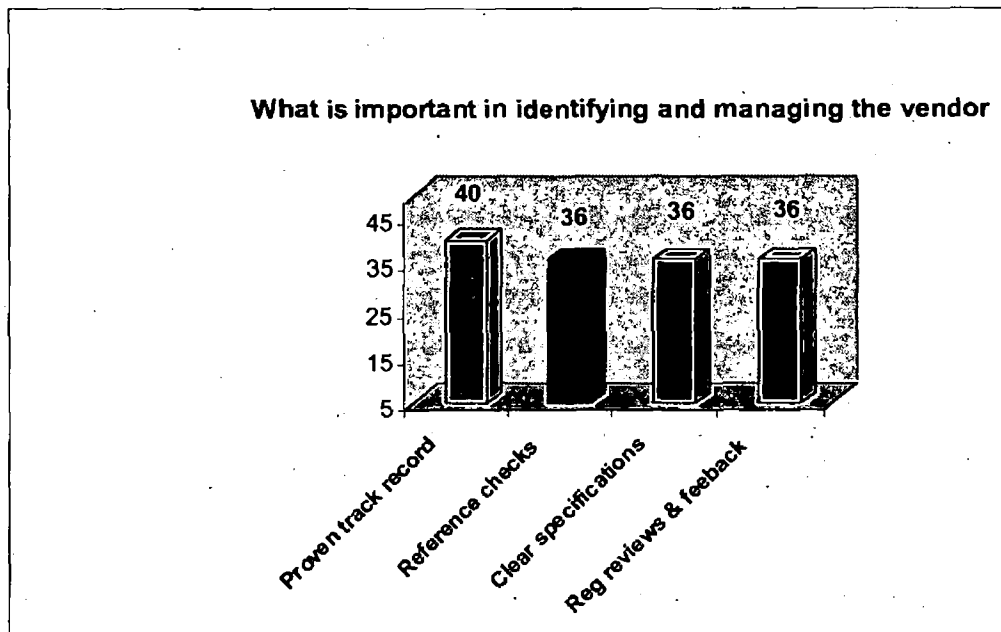


Figure 8

The researcher discussed in the paragraph above the importance of finding the correct outsource partner, in figure 9 below there are 4 primary drivers, which are key to a successful outsourcing partnership. This may sound easy in principle, but in practice it can be a lot more difficult. In the interest of winning the business, some outsource providers will make unrealistic promises. Organisations needs a very good procurement and vetting process to ensure the correct vendor is selected specifying in detail its expectations, this is outlined in more detail in Chapter 5.



Answered question = 42
Skipped question = 0

Figure 9

Organisations have outsourced a significant proportion of their businesses and HR related activities in the past, such outsourcing would have been pension administration, payroll processing, recruitment and selection and training and development programmes and these all tend to be managed by external companies remotely. When it comes to outsourcing their back office HR administration, organisations tend to prefer an in-house solution, which is supported by the results in figure 10. The argument they put forward for this in house solution is confidentiality and control, however this is a mis nomer as through their outsourcing practices in the past they have given up these two principles.

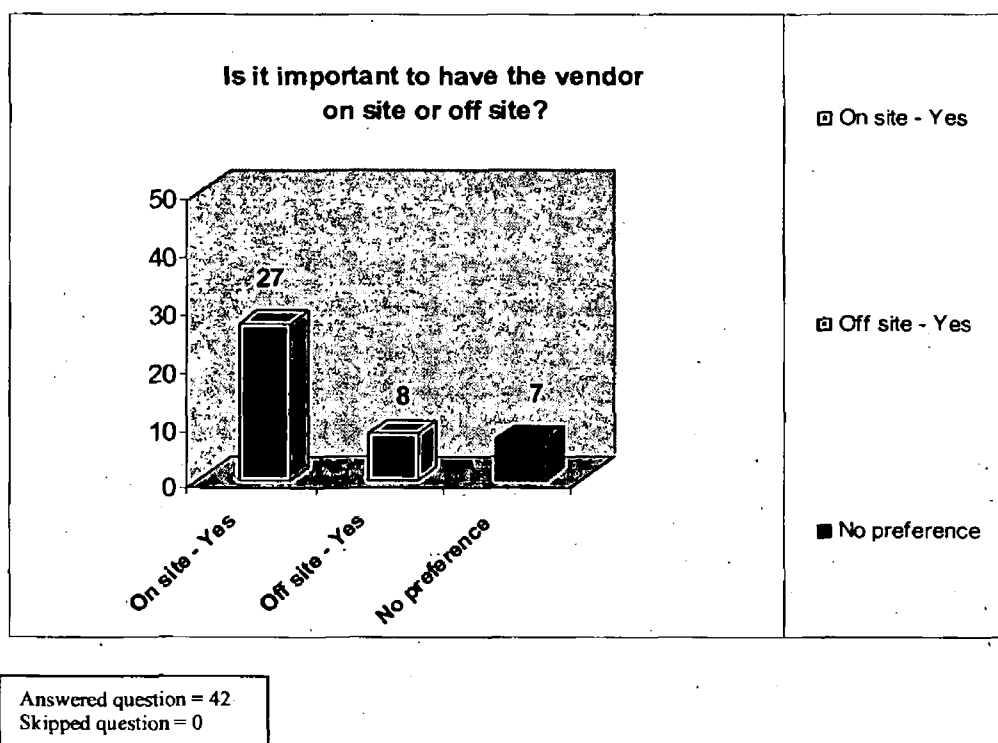


Figure 10

As the researcher discussed previously they know that there is a significant body of work that is and can be outsourced successfully. Figure 11 below supports the researcher findings and shows that 62% of all those researched are familiar with outsourcing vendors and partners. The researcher believes this is a very high proportion and demonstrates that this is a growing business, seven years ago this figure would have been as low as 15% of HR professional being aware of outsource providers.

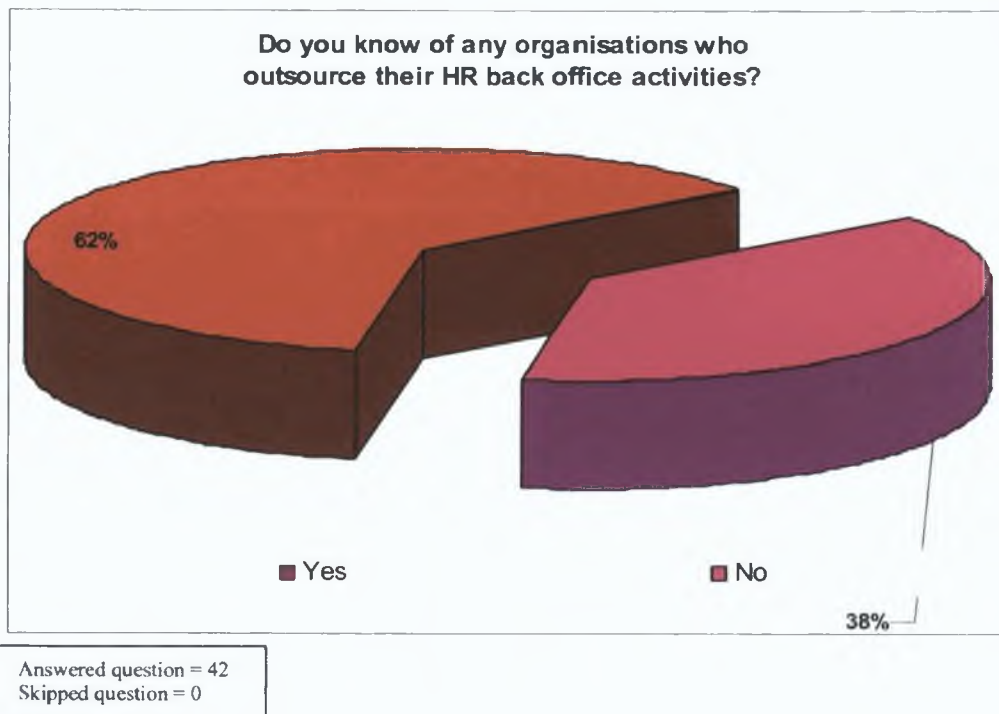


Figure 11

The question of unionisation is very important, especially if the organisation is considering an outsource option. Union fear this activity as they believe it may affect the employment position and conditions of their members, they resist outsourcing as a viable efficient solution for an organisation. They should realise that they have nothing to fear as they are covered under 'TUPE' arrangements. Figure 12 below demonstrates that 22% of the organisations surveyed do have a union somewhere in its organisation. The researcher believes from the survey material and from their own personal experiences that outsourcing some of these HR activities in these organisations will take time but will happen.

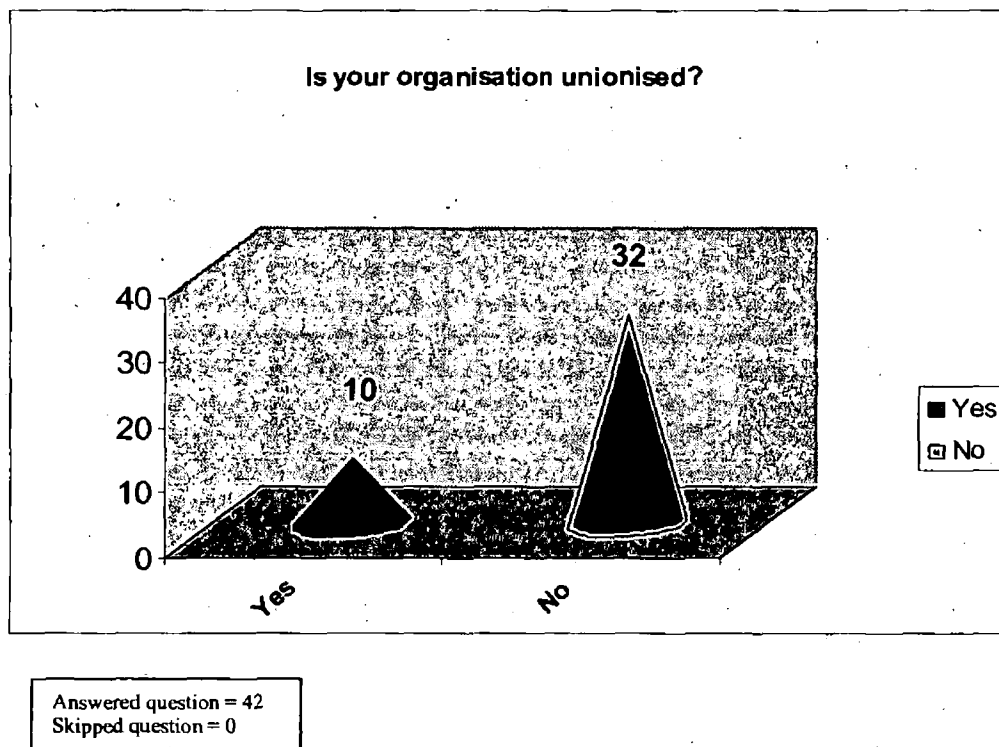


Figure 12

In section 4.5, paragraph 7, page 49, the researcher discussed the obstacles and roadblocks to a successful outsourcing partnership and arrangement. In figure 13 below, it would suggest that these findings are conflicting with each other, however at closer examination and also as discussed in section 4.5, paragraph 9, page 51 where the researcher quotes 'Organisations have outsourced a significant proportion of their businesses and HR related activities in the past, such outsourcing would have been pension administration, payroll processing, recruitment and selection and training and development programmes and these all tend to be managed by external companies remotely'. Figure 13 demonstrates their experiences have been successful and positive.

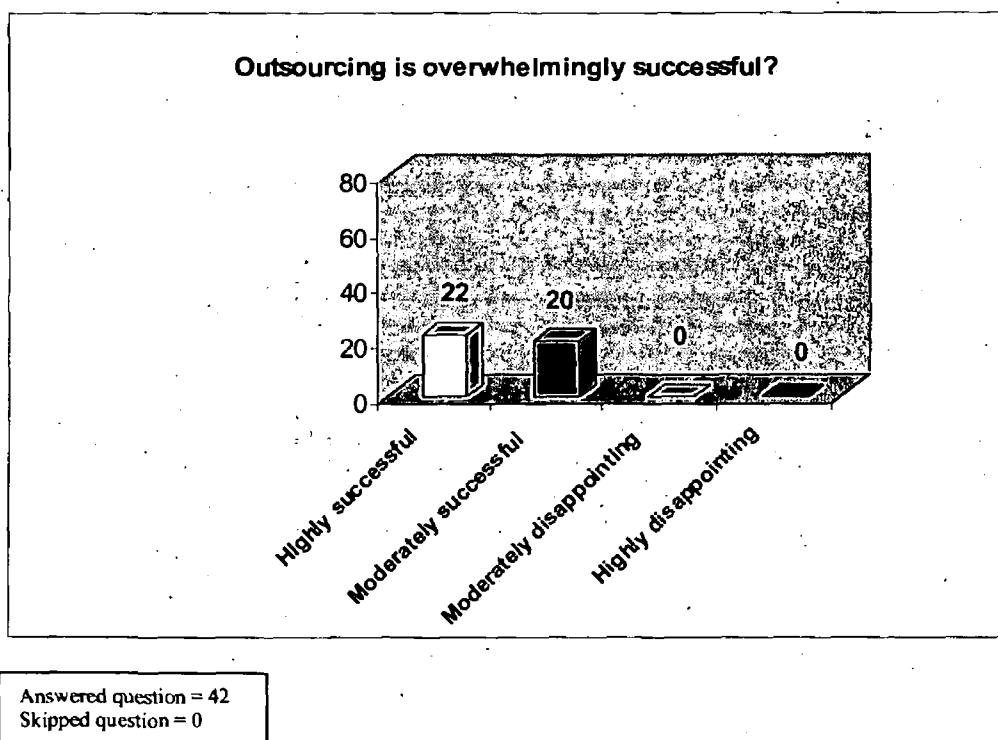
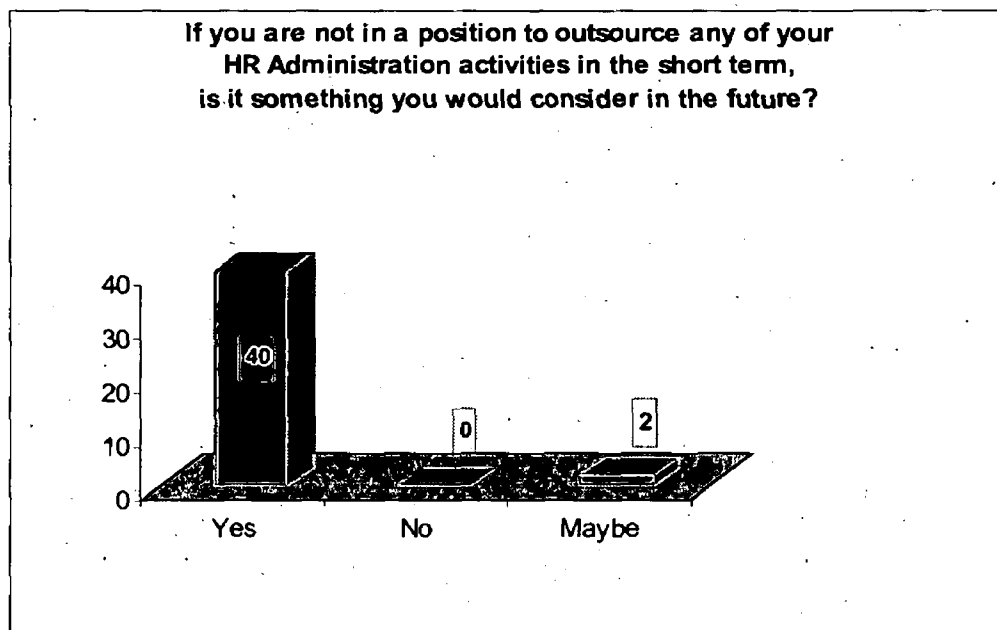


Figure 13

The researcher knows from the research carried out that there is a significant amount of outsourcing currently taking place in the HR arena even though it may not be described as such. The researcher also knows and is supported in figure 14 below that there is an appetite for outsourcing HR administration activities and that it is something that they are going to be faced with if not immediately certainly in the future. The researcher also knows that there is a need for HR to change how they deliver their services to their clients and that the current practice of just delivering administrative tasks will no longer satisfy business needs. Businesses want more and they want the HR team to play a more strategic role.



Answered question = 42
Skipped question = 0

Figure 14

4.6 Conclusion

This chapter outlined in detail the results and analysis of the output of the comprehensive questionnaires held with the participants.

In the next chapter the researcher will discuss in detail the conclusions drawn.

Chapter 5 – Conclusions and Recommendations

5.1 Introduction

This study set out to examine the value of outsourcing HR non value add activities to a third party and whether or not organisations would be willing to do this.

In this chapter the researcher will deal with the conclusions drawn from the research findings and make a number of recommendations.

5.2 Recommendations

The following are recommendations that the researcher will make for any organisation that plans to partake in an outsourcing arrangement with a third party vendor:

General:

Outsourcing has become a topic of growing heat within the HR community in recent years. Outsourcing non-core activities of Human Resources is smart management practice. That is why so many companies - large and small, established and emerging - embrace the concept of human resources outsourcing. The advantages are clear and compelling: improved business focus, more productive use of time and resources, and guidance from experts from across the business spectrum.

The researcher would advise any organisation to ask themselves these questions before embarking on outsourcing:

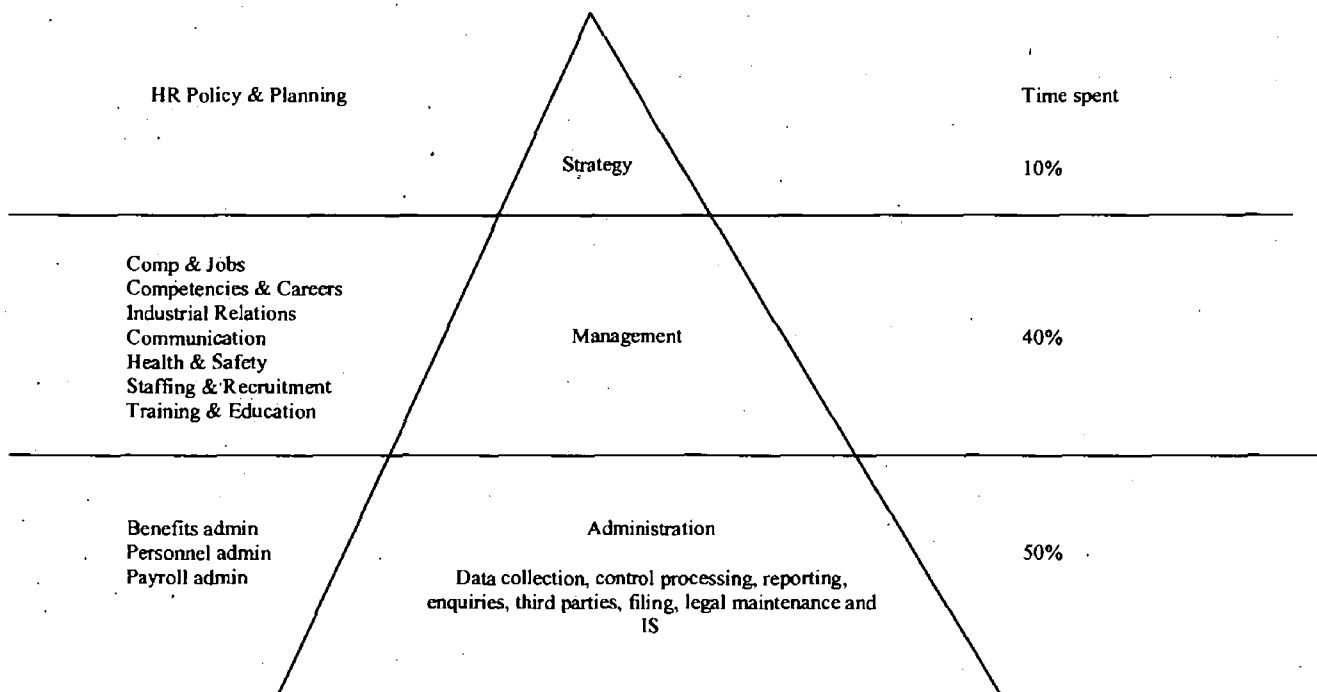
- What is HRO?
- How does it vary - by type or provider offering?
- What are the strategic factors driving HRO?
- How do HR directors make decisions on whether to use HRO and on which HR activities to outsource?
- How is HRO implementation best managed - both in the transition of HR administration services to a provider and going forward?

- How can HRO performance be evaluated for the more efficient and effective delivery of HR administration services - and for its contribution to business transformation provided by the HR function?
- What in HR can be outsourced? What must be retained?

Firstly the following core functions must be retained:

- People or human capital strategy.
- Organisational policies.
- Recruitment and selection decisions.
- Employee relations.
- Pay and bargaining decisions.
- Talent management.
- Exit decisions.

The following graph will help HR executives locate value in the HR Function



The thinking here is straightforward. Outsourcing the administrative tasks of the HR function releases crucial resources, it supports the researchers argument through this

dissertation that it enables these to be used for more strategic and more value add activities.

The following tasks are classed as administration/transaction services within any HR function:

- HR management system (HRMS) processing and maintenance
- Compensation and benefits administration
- Recruitment administration
- Training administration
- Web site maintenance
- Employee call centre

Strategy formulation

Strategy formulation is a complex process. Attention should be given to the following:

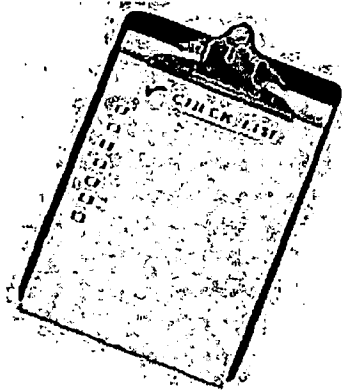
- Absolute clarity surrounding the decision to outsource. This includes what - and what not – to outsource, why and how. This is the client's responsibility not the provider's, who will inflate HRO costs for such an additional service. Your HRO provider cannot give you the precise service you want unless you know precisely what it is you want delivering.
- There is a commercial risk connected with a weakly articulated HRO strategy. The decision to use HRO must be accompanied by a clear statement advising investors how it will drive enterprise performance.
- Senior management buy-in should be ensured from the start - this may be the first driver of HRO.
- End-to-end performance management is crucial. Be clear on the expected performance gains, how they will be delivered and, ultimately, how performance will be measured.
- An appropriate governance system should be used which sets the parameters for responsibility at senior levels in an HRO relationship.

- Communicate with employees at the outset concerning any HR outsourcing decisions. This applies not just to those working inside the function but also to its end users.

Manage expectations:

A key to developing any HRO strategy or business model is to manage expectations. It is not uncommon to hear of executives keen to ensure a smooth ride for their HRO plans who overstate cost savings or value added. Information vacuums are filled by others' expectations - and thus render a successful HRO strategy delivery a 'failure' because of stakeholders' inflated expectations.

Crucial here are four considerations.



- **HRO objectives:** clearly state these and how they are to be achieved and measured. There should be no 'sacred cows'. All aspects of non-core HR activities should be included until reasons emerge to remove them from the list to outsource.
- **Delivery proposition:** identify the critical capabilities required to achieve the HRO strategy and meet stakeholder expectations - while simultaneously rolling out services consistently and profitably.
- **The business case:** tightly quantify the business case for the HRO intervention, making clear any cost-savings or windfalls expected - and the anticipated avenues for re-investment within HR and/or across the business.
- **The performance case:** keep in mind that HR's future performance will be more important than lower function headcounts or lower costs.

Identify critical stakeholders

Stakeholders must be considered. These may include

- customers
- employees
- line managers
- senior management
- and possibly others - suppliers, for example.

Sourcing their views will help your organisation establish just how good, or otherwise, HR administration is. For many, HRO effectively acts as a 'truth serum' for establishing the benchmark performance or current 'as is' state of HR administration. The support of stakeholders should not be taken for granted. For example, sponsorship from senior executives is essential for HRO success.

Yet, research from the Economist Intelligence Unit suggests that an overwhelming majority of global CEO's think their HR functions are underperforming. This may be construed as evidence for major change interventions.

Transparency for stakeholders

Communication should be both relevant and accurate. This may sound obvious, but it is not uncommon for executives to avoid sensitive issues or to be conservative with the truth at key stages. It is better to deal with difficult issues at the outset to avoid uncomfortable situations that may damage the project. Consider buying advice from experts. Think carefully about the content of messages and how they will be delivered and received. Across the organisation, champion the business case by explaining why HR administration is being outsourced and what it means for the business, both in the short and mid-term. Apart from senior executives, managers, employees and representative committees as internal stakeholders unions need to be involved in negotiations surrounding TUPE issues. This process need not always be adversarial - although it often is - if unions are invited for discussions at the earliest stage possible.

Employees, too, are key stakeholders in success, as are line managers. An experienced HRO adviser commented: "Executives are very enthusiastic about the people

(stakeholder) issues in HRO strategies until it gets closer to the announcement – and then they begin to soften the strategy."

The message then, is as follows, for stakeholder management.

- Clearly set out your strategy and stick to it.
- Define the role each stakeholder will play, especially at the top.
- Think about the HRO implications for all stakeholders.
- Be transparent about the possible benefits and wider implications of the HRO deal for all stakeholders.
- Seek the buy-in and input to the HRO strategy from all stakeholders. Road shows and focus groups are useful approaches to consider. Finally, it is crucial to set the key performance indicators that will measure HRO providers against the current in-house HR administration service offering.

Other methods of assessment can be used - activity value analysis and activity based costing to map and evaluate different process costs, for example.

You should evaluate:

- Service levels: existing level, service level needed and what the business expects from insourcing and outsourcing.
- Service cost: 'as is' costs need mapping against expected costs, including any future costs of human capital.
- Human capital assets: compiling an inventory of the competencies of HR employees. You will need to keep them informed as to why the inventory is taking place, how it will be used and the timelines for decisions.

External benchmarking

If establishing your 'as is' costs is your compass point, externally benchmarking them against other organisations is where 'True North' lies. Without this yardstick, it is virtually impossible to accurately decide whether your current services - be they internal or external - are doing well or poorly.

Ensuring a return on investment

HR directors and colleagues need to consider the following.

- **Full costs:** the dangers here are failing to recognise the requirements of investment, the time involved in standardisation and the additional costs of choices - these hidden costs can erode expected cost savings.
- **Governance costs:** managing the client-provider relationship drives up costs.
- **The choice process:** costs involved in arriving at a decision can be prohibitive in opportunity costs alone. Also factored into this should be the costs of external advisers - and, it does not pay to cut corners on advice.
- **Transition costs:** these can drive up the costs of contracts and include service interruptions and decreases in quality resulting in underperformance, training and knowledge transfer.
- **Transfer costs:** costs are also attached to physical assets (property, leases, etc), people – movements to new centres, for example - or the transfer of contractual arrangements to new providers.

Financing the deal

In the words of Dick Brown, chief executive at EDS, "If you pay for a Vauxhall, don't expect a Bentley". Too many organisations start with the intention of reducing their costs, and translate downward pressure on finances into their original financing of the HRO proposition. This is dangerous, as cutting corners in the short term almost inevitably leads to additional costs in the mid to long term.

People strategies for HRO

The aim here is simplicity itself, described by Accenture's Jane Linder, as "giving people the means to make their own choices". However, the people issues inside HRO deals are complex - and if the HR function cannot manage its own HRO, the irony will not be lost on senior executives, managers and employees.

These considerations should be part of any transition plan.

- **View employee anxiety as a given:** some employees may lose their jobs, others will see their work change beyond recognition and some maybe promoted or/and relocated.
- **Clear people plans:** such anxieties need to be efficiently planned for and dealt with. People will respond to HRO announcements or rumours by asking, "What does this mean for me?" Answers need to be in place. All people implications, such as promotions, redundancies, pensions, relocation packages, Transfer of Undertakings Protection of Employment (TUPE) conditions and career progression must be planned carefully before the announcement of an HRO deal. Horror stories abound in which employees have been outsourced with just one year to run before triggering their pensions - and companies not being ready with answers as to how such issues should be dealt with. If you drop this ball, employees will not forgive you.

Managing your HR talent

A crucial decision in any HRO intervention to scale up your HR officers into the role of employee champions.

Philip Carney of B2E Ltd 'The HR Company' comments on the issues facing HRO transition. "Change requires real HR leadership and the ability to implement strategy. It calls for the total support of executive management, employee buy-in, sound technology, solid governance and education. Education? Yes. HR transformation and operating in this new environment demands new skills. A lack of skills in HR is the biggest hurdle to HR transformation and these must be re-learned."

What the new HR function will look like

The transformation plan should precede the plan to outsource, and shape the latter, to avoid the accusation "we've got the solution; now what's the question?" Where a significant outsourcing is undertaken, time in modelling the new HR function and understanding how it will work best should be invested. Success will likely depend on having really capable people in key positions. Attitudes and behaviours will need to adapt, within HR and among its customers. Time will be spent more on shaping policy and influencing leadership, as day-to-day administration will be available from

the supplier. The latter should, of course, be endeavouring to ensure that its service feels as 'internal' to the customer as possible, and can be measured on this.

In the new HR function, top management will have support from HR's strategic and business partners, preferably as full participants of the management team.

Strategic partners - the HR director or equivalent - must ensure that the whole HR architecture delivers value. All in all, it is critical for both organisational leaders and HR to be clear about the essential core competencies to enable the effective management of human capital.

5.4 Conclusion:

Is HR outsourcing a healthy development? The researcher would definitely say yes, overall, but with these cautionary notes.

- Clients need to be wise and well prepared
- Providers need to be collectively careful that the reputation of the new HRO industry does not become tarnished.
- Internal customers need to be communicated with continuously from start to finish about what will happen, what has been achieved and why what has occurred is better. They need to feel supported, not taken for granted.

Top ten recommendations for HR outsourcing

Before an organisation embarks on outsourcing its HR non-core activities, it should have:

- identified how outsourcing fits with strategic objectives
- agreed which core strategic competencies must be kept in-house and what can safely be outsourced
- identified a complete view of internal HR service delivery costs, the main cost drivers and the potential savings and investment
- identified the technological challenges and solutions around outsourcing - have the costs of running and retiring legacy systems been calculated accurately
- developed a clear view of the capabilities and reputation of each of the main outsourcing providers

- standardised and simplified processes and procedures prior to considering outsourcing
- discussed in detail the concept of outsourcing with customers (employees and business managers) and other key stakeholders in the organisation
- defined the key success measures that will be used to judge the performance of the outsource provider and the structure of the deal
- considered the history of the organisation in terms of managing complex transition processes - is there the organisational will to see an outsourcing initiative through to completion

The way businesses operate have changed tremendously over the past few years and consequently, the role of the HR department. In such a scenario, HR professionals are required to quickly scale up and the department, as a whole needs to make the transition from that of a mere administrative 'doer' to that of a 'strategic business partner'. This process of transition is unfortunately slowed down by many of HR's own problems. This not surprisingly, is always the case when a change takes place. But thankfully, along with the problem, comes the solution too. In this case, it is HR outsourcing. HR outsourcing is a widely accepted practice and has come to stay. Companies are increasingly realizing the benefits of outsourcing, how it helps in utilizing resources and staying ahead of competition. Outsourcing can now help organisations leverage technology and expertise to draw value of their non-strategic processes. Times change and new trends come in, the same has happened with the erstwhile era and now with the change, trends like outsourcing have come in. Organisations now need to decide not whether they will outsource or not, **but rather, when and how they will outsource.**

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University of Michigan Business School.

Paul Adler management professor at the University of Southern California.

Chapter 7 – Appendices

Appendix 1 – Positioning email to questionnaire recipient

(Date)

(Dear recipients name),

I really appreciate you taking the time to complete the attached questionnaire for me. Without your support it would be very difficult for me to carry out my research on the **‘Value of Outsourcing non core HR administration activities’**. As you know, I am currently completing my honours Degree in the National College of Ireland.

I would like to confirm that all data will be held in the strictest of confidence. As I explained should you not wish to disclose your name or company name, please mark those 2 questions with ‘Private’.

The deadline for submission is close of business on the xx/xx/xxxx.

Should you have any queries, please do not hesitate to contact me.

Thank you.

Kind regards,
Angela
(Angela’s mobile no)

Appendix 2

Blank questionnaire

Copies of returned questionnaires

Summary of analysis

HR Administration Outsourcing

1. Default Section

*** 1. Please specify your name?**

*** 2. Please specify your organisations name?**

*** 3. Please specify your organisations type?**

- ☐ High Tech
- ☐ Manufacturing
- ☐ Public Sector
- ☐ Pharmaceutical
- ☐ Education
- ☐ Airline
- ☐ Banking
- ☐ Event management
- ☐ Healthcare
- ☐ Construction
- ☐ Marketing
- ☐ Retail
- ☐ Other

4. How many employees does your organisation employ in Ireland?

*** 5. Do you have a HR Department?**

- ☐ Yes
- ☐ No

*** 6. If so how many employees? (approx will suffice)**

*** 7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?**

- ☐ Yes
- ☐ No

HR Administration Outsourcing

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

☐ Yes

☐ No

9. If so which of the following would you consider outsourcing?

☐ Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

☐ Training administration

☐ Compensation & Benefits administration

☐ Recruitment administration

☐ Web page administration and upkeep

☐ Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

*** 10. What do you see as the advantages of outsourcing some or all of the non value activities?**

☐ Free up HR time to concentrate on more value add activities

☐ Opportunity to promote your HR administrator(s) into mainstream HR

☐ Significant cost savings to your organisation

☐ A dedicated vendor who has the expertise

☐ 24 x 7 cover by the vendor

*** 11. What would you consider some of the roadblocks to outsourcing?**

☐ Spending time in finding the right vendor

☐ Potential to loose some control

☐ Union negotiation

☐ Managing the vendor

*** 12. Do you know of any outsourcing vendor/company who provides HR administration services?**

☐ Yes

☐ No

13. If so please specify the company name

HR Administration Outsourcing

*** 14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).**

- ☐ Proven track record in its field
- ☐ Validating the vendor before entering an arrangement ie reference checks
- ☐ Clear specifications as to what activities they carry out
- ☐ Regular reviews and feedback

*** 15. Would it be important for you to have the outsourcing vendor on site or off site?**

- ☐ On site - Yes
- ☐ Off site - Yes
- ☐ No preference

*** 16. Do you know of any organisations who outsource their HR back office / non value add activities?**

- ☐ Yes
- ☐ No

*** 17. Is your organisation unionised?**

- ☐ Yes
- ☐ No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

- ☐ Confident that I would, given the right reasons/logic
- ☐ Very difficult, but perhaps in time
- ☐ An absolute non runner

*** 19. What is your view on this question:
Outsourcing is overwhelmingly successful?**

- ☐ Highly successful
- ☐ Moderately successful
- ☐ Moderately disappointing
- ☐ Highly disappointing

HR Administration Outsourcing

*** 20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?**

- ☐ Service levels in-house are not reliable
- ☐ Not a core competence
- ☐ Cost
- ☐ Opportunity to promote HR Administrators
- ☐ High Turnover of HR Administrators as the 'non value add tasks' are mundane
- ☐ Control
- ☐ Other

*** 21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?**

- ☐ Yes.
- ☐ No
- ☐ Maybe

22. General comments (optional).

HR Administration Outsourcing	
Please specify your name? <input type="checkbox"/>	
Answer Options	Response Count
	42
<i>answered question</i>	42
<i>skipped question</i>	0

HR Administration Outsourcing

Please specify your organisations name?

Answer Options	Response Count
	42
<i>answered question</i>	42
<i>skipped question</i>	0

HR Administration Outsourcing

Please specify your organisations type?

Answer Options	Response Percent	Response Count
High Tech	26.2%	11
Manufacturing	4.8%	2
Public Sector	16.7%	7
Pharmaceutical	2.4%	1
Education	9.5%	4
Airline	0.0%	0
Banking	2.4%	1
Event management	0.0%	0
Healthcare	4.8%	2
Construction	4.8%	2
Marketing	7.1%	3
Retail	2.4%	1
Other	23.8%	10
answered question		42
skipped question		0

HR Administration Outsourcing

How many employees does your organisation employ in Ireland?

Answer Options	Response Count
	42
<i>answered question</i>	42
<i>skipped question</i>	0

HR Administration Outsourcing

Do you have a HR Department?

Answer Options	Response Percent	Response Count
Yes	90.5%	38
No	9.5%	4
<i>answered question</i>		42
<i>skipped question</i>		0

HR Administration Outsourcing

If so how many employees? (approx will suffice)

Answer Options	Response Count
	42
<i>answered question</i>	42
<i>skipped question</i>	0

HR Administration Outsourcing

Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Answer Options	Response Percent	Response Count
Yes	21.4%	9
No	78.6%	33
<i>answered question</i>		42
<i>skipped question</i>		0

HR Administration Outsourcing

If no, would you consider outsourcing any of your HR 'non value add' activities?

Answer Options	Response Percent	Response Count
Yes	100.0%	34
No	0.0%	0
answered question		34
skipped question		8

HR Administration Outsourcing

If so which of the following would you consider outsourcing?

Answer Options	Response Percent	Response Count
Upkeep and ongoing maintenance of your HR	53.8%	21
Training administration	66.7%	26
Compensation & Benefits administration	69.2%	27
Recruitment administration	66.7%	26
Web page administration and upkeep	61.5%	24
Call centre service (incoming administration queries to	33.3%	13
answered question		39
skipped question		3

HR Administration Outsourcing

What do you see as the advantages of outsourcing some or all of the non value activities?

Answer Options	Response Percent	Response Count
Free up HR time to concentrate on more value add	88.1%	37
Opportunity to promote your HR administrator(s) into	54.8%	23
Significant cost savings to your organisation	78.6%	33
A dedicated vendor who has the expertise	83.3%	35
24 x 7 cover by the vendor	59.5%	25
answered question		42
skipped question		0

HR Administration Outsourcing

What would you consider some of the roadblocks to outsourcing?

Answer Options	Response Percent	Response Count
Spending time in finding the right vendor	61.9%	26
Potential to loose some control	33.3%	14
Union negotiation	23.8%	10
Managing the vendor	47.6%	20
<i>answered question</i>		42
<i>skipped question</i>		0

HR Administration Outsourcing

Do you know of any outsourcing vendor/company who provides HR administration services?

Answer Options	Response Percent	Response Count
Yes	73.8%	31
No	26.2%	11
answered question		42
skipped question		0

HR Administration Outsourcing

If so please specify the company name

Answer Options	Response Count
	34
<i>answered question</i>	34
<i>skipped question</i>	8

HR Administration Outsourcing

Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the

Answer Options	Response Percent	Response Count
Proven track record in its field	95.2%	40
Validating the vendor before entering an arrangement ie	85.7%	36
Clear specifications as to what activities they carry out	85.7%	36
Regular reviews and feedback	85.7%	36
answered question		42
skipped question		0

HR Administration Outsourcing

Would it be important for you to have the outsourcing vendor on site or off site?

Answer Options	Response Percent	Response Count
On site - Yes	64.3%	27
Off site - Yes	19.0%	8
No preference	16.7%	7
<i>answered question</i>		42
<i>skipped question</i>		0



HR Administration Outsourcing

Do you know of any organisations who outsource their HR back office / non value add activities?

Answer Options	Response Percent	Response Count
Yes	61.9%	26
No	38.1%	16
<i>answered question</i>		42
<i>skipped question</i>		0

HR Administration Outsourcing

Is your organisation unionised?

Answer Options	Response Percent	Response Count
Yes	23.8%	10
No	76.2%	32
answered question		42
skipped question		0

HR Administration Outsourcing

If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Answer Options	Response Percent	Response Count
Confident that I would, given the right reasons/logic	36.4%	4
Very difficult, but perhaps in time	63.6%	7
An absolute non runner	0.0%	0
<i>answered question</i>		11
<i>skipped question</i>		31

HR Administration Outsourcing

What is your view on this question: ☐
Outsourcing is overwhelmingly successful?

Answer Options	Response Percent	Response Count
Highly successful	52.4%	22
Moderately successful	47.6%	20
Moderately disappointing	0.0%	0
Highly disappointing	0.0%	0
answered question		42
skipped question		0

HR Administration Outsourcing

What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Answer Options	Response Percent	Response Count
Service levels in-house are not reliable	64.3%	27
Not a core competence	88.1%	37
Cost	78.6%	33
Opportunity to promote HR Administrators	38.1%	16
High Turnover of HR Administrators as the 'non value	42.9%	18
Control	45.2%	19
Other	7.1%	3
answered question		42
skipped question		0

HR Administration Outsourcing

If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Answer Options	Response Percent	Response Count
Yes	95.2%	40
No	0.0%	0
Maybe	4.8%	2
answered question		42
skipped question		0

HR Administration Outsourcing

General comments (optional).

Answer Options	Response Count
	5
<i>answered question</i>	5
<i>skipped question</i>	37

survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 1 of 42 respondents

Response Type: Normal Response

Collector: Dave Fahy (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Wed, 7/2/08 11:10:16 AM

Response Modified: Wed, 7/2/08 11:12:18 AM

1. Please specify your name?

David Fahy

2. Please specify your organisations name?

I do not wish to state

3. Please specify your organisations type?

High Tech

4. How many employees does your organisation employ in Ireland?

300

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

5

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Confident that I would, given the right reasons/logic

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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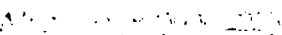
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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 3 of 42 respondents

Response Type: Normal Response

Collector: 

Custom Value: empty

IP Address: 192.198.151.129

Response Started: Wed, 7/2/08 12:09:01 PM

Response Modified: Wed, 7/2/08 5:07:22 PM

1. Please specify your name?**2. Please specify your organisations name?**

Innovation delivery

3. Please specify your organisations type?

High Tech

4. How many employees does your organisation employ in Ireland?

5500

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

30

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Yes

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

No Response

9. If so which of the following would you consider outsourcing?

No Response

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities
Significant cost savings to your organisation
A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor
Potential to loose some control
Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

b2b

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field
Validating the vendor before entering an arrangement ie reference checks
Clear specifications as to what activities they carry out
Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

No preference

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR

non value add activities?

Not a core competence

Cost

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report**

Displaying 4 of 42 respondents

Response Type: Normal Response**Collector:** Mary Stewart (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Wed, 7/2/08 12:10:21 PM**Response Modified:** Wed, 7/2/08 12:13:03 PM**1. Please specify your name?**

Mary Stewart

2. Please specify your organisations name?

St. Pius School

3. Please specify your organisations type?

Education

4. How many employees does your organisation employ in Ireland?

40

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

2

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Recruitment administration

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

15. Would it be important for you to have the outsourcing vendor on site or off site?

No preference

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ▼

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Response Type: Normal Response

Collector: [View Collector](#) (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Wed, 7/2/08 12:27:13 PM

Response Modified: Wed, 7/2/08 12:28:52 PM

1. Please specify your name?**2. Please specify your organisations name?**

Confidential

3. Please specify your organisations type?

Marketing

4. How many employees does your organisation employ in Ireland?

250

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

6

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Potential to loose some control

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

PWC

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

High Turnover of HR Administrators as the 'non value add tasks' are mundane

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ☒

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Response Type: Normal Response**Collector:****Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Wed, 7/2/08 12:29:19 PM**Response Modified:** Wed, 7/2/08 12:30:40 PM**1. Please specify your name?****2. Please specify your organisations name?**

Confidential

3. Please specify your organisations type?

High Tech

4. How many employees does your organisation employ in Ireland?

20

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

1

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

No

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

15. Would it be important for you to have the outsourcing vendor on site or off site?

Off site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report**

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Response Type: Normal Response**Collector:** Leo Donoghue (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Wed, 7/2/08 12:31:09 PM**Response Modified:** Wed, 7/2/08 12:33:02 PM**1. Please specify your name?**

Leo Donoghue

2. Please specify your organisations name?

National School

3. Please specify your organisations type?

Education

4. How many employees does your organisation employ in Ireland?

25

5. Do you have a HR Department?

No

6. If so how many employees? (approx will suffice)

0 carried out by Principal

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

Don't know

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

15. Would it be important for you to have the outsourcing vendor on site or off site?

Off site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**

current report: **Default Report** ▼

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Response Type: Normal Response

Collector: Norrie Stewart (Web Link)

Custom Value: *empty*

IP Address: 213.94.210.30

Response Started: Wed, 7/2/08 12:33:54 PM

Response Modified: Wed, 7/2/08 12:35:40 PM

1. Please specify your name?

Norrie Stewart

2. Please specify your organisations name?

Public Sector

3. Please specify your organisations type?

Public Sector

4. How many employees does your organisation employ in Ireland?

approx 4000

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

50 plus

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Union negotiation

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Very difficult, but perhaps in time

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

Other

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ☒

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Response Type: Normal Response**Collector:** [View Details](#) (Web Link)**Custom Value:** empty**IP Address:** 193.1.30.27**Response Started:** Wed, 7/2/08 12:53:03 PM**Response Modified:** Wed, 7/2/08 1:04:36 PM**1. Please specify your name?**

Liam Brennan

2. Please specify your organisations name?

Athlone of Institute of Technology

3. Please specify your organisations type?

Education

4. How many employees does your organisation employ in Ireland?

700

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

8

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Compensation & Benefits administration

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

11. What would you consider some of the roadblocks to outsourcing?

Union negotiation

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

N/A

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

Off site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Confident that I would, given the right reasons/logic

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Not a core competence

Cost

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Maybe

22. General comments (optional).

My understanding from colleagues in the private sector is that outsourcing hasn't been as successful as anticipated by the corporations who engage in this practice

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 10 of 42 respondents

Response Type: Normal Response**Collector:** Unknown (Web Link)**Custom Value:** empty**IP Address:** 137.191.225.226**Response Started:** Wed, 7/2/08 1:48:19 PM**Response Modified:** Wed, 7/2/08 1:54:19 PM**1. Please specify your name?**

Martina Colville

2. Please specify your organisations name?

Department of Justice, Equality & Law Reform

3. Please specify your organisations type?

Public Sector

4. How many employees does your organisation employ in Ireland?

2,300

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

40

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the

process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

11. What would you consider some of the roadblocks to outsourcing?

Union negotiation

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Very difficult, but perhaps in time

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR

non value add activities?

Service levels in-house are not reliable

High Turnover of HR Administrators as the 'non value add tasks' are mundane

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 11 of 42 respondents

Response Type: Normal Response**Collector:** Peter O'Grady (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Wed, 7/2/08 2:16:50 PM**Response Modified:** Wed, 7/2/08 2:19:14 PM**1. Please specify your name?**

Peter O'Grady

2. Please specify your organisations name?

O'Grady Oil Ltd

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

8

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

1

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

Off site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes


22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 12 of 42 respondents

Response Type: Normal Response

Collector: (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Wed, 7/2/08 2:53:48 PM

Response Modified: Wed, 7/2/08 2:55:53 PM

1. Please specify your name?

Do not wish to specify

2. Please specify your organisations name?

Do not wish to specify

3. Please specify your organisations type?

Healthcare

4. How many employees does your organisation employ in Ireland?

4,000

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

150

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Potential to lose some control

Union negotiation

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

n/a

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Confident that I would, given the right reasons/logic

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes


22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 13 of 42 respondents

Response Type: Normal Response

Collector: (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Wed, 7/2/08 2:56:00 PM

Response Modified: Wed, 7/2/08 2:57:14 PM

1. Please specify your name?

Do not wish to specify

2. Please specify your organisations name?

Do no wish to specify

3. Please specify your organisations type?

Healthcare

4. How many employees does your organisation employ in Ireland?

4,000

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

150

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration
Recruitment administration
Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities
Opportunity to promote your HR administrator(s) into mainstream HR
Significant cost savings to your organisation
A dedicated vendor who has the expertise
24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor
Union negotiation

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

PWC

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field
Validating the vendor before entering an arrangement ie reference checks
Clear specifications as to what activities they carry out
Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Confident that I would, given the right reasons/logic

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High-Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 14 of 42 respondents

Response Type: Normal Response

Collector: C... (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Wed, 7/2/08 4:09:49 PM

Response Modified: Wed, 7/2/08 4:11:38 PM

1. Please specify your name?

Do not wish to state

2. Please specify your organisations name?

N/a

3. Please specify your organisations type?

High Tech

4. How many employees does your organisation employ in Ireland?

2.5k

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

100 approx

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Yes

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

No Response

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration
Recruitment administration
Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities
Opportunity to promote your HR administrator(s) into mainstream HR
Significant cost savings to your organisation
A dedicated vendor who has the expertise
24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor
Potential to loose some control
Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

Kelly Suppliers. B2E

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field
Validating the vendor before entering an arrangement ie reference checks
Clear specifications as to what activities they carry out
Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of

your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Not a core competence

Cost

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 15 of 42 respondents

Response Type: Normal Response**Collector:** (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Wed, 7/2/08 4:15:46 PM**Response Modified:** Wed, 7/2/08 4:17:07 PM**1. Please specify your name?**

Do not wish to specify

2. Please specify your organisations name?

N/A

3. Please specify your organisations type?

High Tech

4. How many employees does your organisation employ in Ireland?

80

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

1

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Potential to loose some control

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

Off site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Not a core competence

Cost

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 16 of 42 respondents

Response Type: Normal Response**Collector:** D. Keaveney (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Wed, 7/2/08 4:17:14 PM**Response Modified:** Wed, 7/2/08 4:19:21 PM**1. Please specify your name?**

D. Kevaney

2. Please specify your organisations name?

Confidential

3. Please specify your organisations type?

High Tech.

4. How many employees does your organisation employ in Ireland?

1500

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

250

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration

Recruitment administration

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Potential to lose some control

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ▼

Displaying 17 of 42 respondents

Response Type: Normal Response**Collector:** Sarah Treacy (Web Link)**Custom Value:** empty**IP Address:** 84.203.176.163**Response Started:** Wed, 7/2/08 11:41:14 PM**Response Modified:** Wed, 7/2/08 11:46:58 PM**1. Please specify your name?**

Sarah Treacy

2. Please specify your organisations name?

Intec

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

120

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

2

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Yes

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

No Response

9. If so which of the following would you consider outsourcing?

No Response

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities
Significant cost savings to your organisation

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor
Potential to loose some control

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

No Response

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field
Validating the vendor before entering an arrangement ie reference checks
Clear specifications as to what activities they carry out
Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

No preference

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report**

Displaying 18 of 42 respondents

Response Type: Normal Response

Collector: [Collector](#) (Web Link)

Custom Value: empty

IP Address: 80.93.2.34

Response Started: Thu, 7/3/08 12:18:56 AM

Response Modified: Thu, 7/3/08 12:44:52 AM

1. Please specify your name?

Joe Treacy

2. Please specify your organisations name?

Alienware Ltd

3. Please specify your organisations type?

High Tech

Manufacturing

4. How many employees does your organisation employ in Ireland?

100

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

2

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Yes

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

No Response

9. If so which of the following would you consider outsourcing?

Compensation & Benefits administration

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

Softworks workforce solutions

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Cost

Other

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ☒

Displaying 19 of 42 respondents

Response Type: Normal Response**Collector:** Mandy Watters (Web Link)**Custom Value:** empty**IP Address:** 137.191.225.226**Response Started:** Thu, 7/3/08 3:20:46 PM**Response Modified:** Thu, 7/3/08 3:27:37 PM**1. Please specify your name?**

Do not wish to state

2. Please specify your organisations name?

Do not wish to state

3. Please specify your organisations type?

Marketing

4. How many employees does your organisation employ in Ireland?

44

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

2

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Potential to loose some control

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

No Response

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Not a core competence

High Turnover of HR Administrators as the 'non value add tasks' are mundane

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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
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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ▼

Displaying 20 of 42 respondents

Response Type: Normal Response

Collector:  (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Thu, 7/3/08 3:27:53 PM

Response Modified: Thu, 7/3/08 3:29:32 PM

1. Please specify your name?

SurveyMonkey

2. Please specify your organisations name?

Private practice

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

4

5. Do you have a HR Department?

No

6. If so how many employees? (approx will suffice)

n/a

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

SurveyMonkey Survey Results

Page 2 of 3

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities
Opportunity to promote your HR administrator(s) into mainstream HR
Significant cost savings to your organisation
A dedicated vendor who has the expertise
24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

No Response

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field
Validating the vendor before entering an arrangement ie reference checks
Clear specifications as to what activities they carry out
Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

No preference

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Not a core competence

Cost

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**

current report: **Default Report**

Displaying 22 of 42 respondents

Response Type: Normal Response

Collector: (Web Link)

Custom Value: empty

IP Address: 79.97.20.49

Response Started: Thu, 7/3/08 4:51:44 PM

Response Modified: Thu, 7/3/08 5:06:29 PM

1. Please specify your name?

Confidential

2. Please specify your organisations name?

Confidential

3. Please specify your organisations type?

Construction

4. How many employees does your organisation employ in Ireland?

14

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

1

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Yes

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

No Response

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Recruitment administration

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Potential to loose some control

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

No Response

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

No preference

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR

non value add activities?

Not a core competence

Cost

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

HR becoming more complex and legally orientated and requires specialist knowledge/training which small firms may require to outsource as small firms may not require or have sufficient work for full time In-house HR Employee

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 23 of 42 respondents

Response Type: Normal Response**Collector:** Ann Maher (Web Link)**Custom Value:** empty**IP Address:** 137.191.225.226**Response Started:** Fri, 7/4/08 9:55:45 AM**Response Modified:** Fri, 7/4/08 10:11:05 AM**1. Please specify your name?**

Anne Maher

2. Please specify your organisations name?

Dept. of Justice, Equality and Law Reform

3. Please specify your organisations type?

Public Sector

4. How many employees does your organisation employ in Ireland?

Approx. 2,500

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

40

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Union negotiation

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Very difficult, but perhaps in time

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

High Turnover of HR Administrators as the 'non value add tasks' are mundane

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 24 of 42 respondents

Response Type: Normal Response**Collector:** Joe Treacy (Web Link)**Custom Value:** empty**IP Address:** 87.192.142.245**Response Started:** Fri, 7/4/08 10:53:09 AM**Response Modified:** Fri, 7/4/08 11:01:02 AM**1. Please specify your name?**

Joe Treacy

2. Please specify your organisations name?

Alienware Ltd

3. Please specify your organisations type?

High Tech

Manufacturing

4. How many employees does your organisation employ in Ireland?

100

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

2

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Yes

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

No Response

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Significant cost savings to your organisation

A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

Softworks

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

No preference

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Not a core competence

Cost

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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
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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 25 of 42 respondents

Response Type: Normal Response

Collector:  (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Fri, 7/4/08 2:33:28 PM

Response Modified: Fri, 7/4/08 2:46:29 PM

1. Please specify your name?

Confidential

2. Please specify your organisations name?

Confidential

3. Please specify your organisations type?

Retail

4. How many employees does your organisation employ in Ireland?

200

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

7

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E 'The HR Company'

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

High Turnover of HR Administrators as the 'non value add tasks' are mundane

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

Staff turnover is generally quite high in the Retail Industry. I feel that by outsourcing the 'non value add tasks' the HR team would have more time to focus their efforts on strategic HR and reducing the level of turnover.

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ▼

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Response Type: Normal Response

Collector: (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Mon, 7/7/08 9:38:02 AM

Response Modified: Mon, 7/7/08 9:39:56 AM

1. Please specify your name?

2. Please specify your organisations name?

Solicitor Firm

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

5

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

1

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Compensation & Benefits administration

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Significant cost savings to your organisation

A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E Ltd. Accenture

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

Off site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

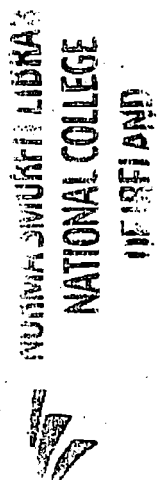
Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 27 of 42 respondents

Response Type: Normal Response**Collector:** (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Mon, 7/7/08 9:43:38 AM**Response Modified:** Mon, 7/7/08 9:45:36 AM**1. Please specify your name?**

Wish to remain private

2. Please specify your organisations name?

Private

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

25

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

1

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities
Opportunity to promote your HR administrator(s) into mainstream HR
Significant cost savings to your organisation
A dedicated vendor who has the expertise
24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Potential to loose some control

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

Kelly Ltd.

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field
Validating the vendor before entering an arrangement ie reference checks
Clear specifications as to what activities they carry out
Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report**

Displaying 28 of 42 respondents

Response Type: Normal Response

Collector: (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Mon, 7/7/08 11:13:22 AM

Response Modified: Mon, 7/7/08 11:15:10 AM

1. Please specify your name?

Do not wish to state

2. Please specify your organisations name?

Do not wish to state

3. Please specify your organisations type?

Banking

4. How many employees does your organisation employ in Ireland?

3,000

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

50 plus

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

KPMG

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:
**HR Administration
Outsourcing**

current report: **Default Report** 

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Response Type: Normal Response

Collector: Petrina (Web Link)

Custom Value: empty.

IP Address: 213.94.210.30

Response Started: Mon, 7/7/08 11:15:18 AM

Response Modified: Mon, 7/7/08 11:17:06 AM

1. Please specify your name?

Petrina O'Grady

2. Please specify your organisations name?

Education

3. Please specify your organisations type?

Education

4. How many employees does your organisation employ in Ireland?

10

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

1

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Potential to loose some control

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 30 of 42 respondents

Response Type: Normal Response**Collector:** Adi (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Mon, 7/7/08 11:17:14 AM**Response Modified:** Mon, 7/7/08 11:18:26 AM**1. Please specify your name?**

Adi McGennis

2. Please specify your organisations name?

Sigmar

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

45

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

4

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

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Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Potential to loose some control

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**

current report: **Default Report** ▼

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Response Type: Normal Response

Collector: Katie (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Mon, 7/7/08 11:18:39 AM

Response Modified: Mon, 7/7/08 11:20:06 AM

1. Please specify your name?

Katie Gibbons

2. Please specify your organisations name?

Wish to remain confidential

3. Please specify your organisations type?

Pharmaceutical

4. How many employees does your organisation employ in Ireland?

1,500

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

18

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration

Recruitment administration

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

PWC. Accenture. B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

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Response Type: Normal Response

Collector: *Apple iPhone* (Web Link)Custom Value: *empty*

IP Address: 213.94.210.30

Response Started: Mon, 7/7/08 11:20:16 AM

Response Modified: Mon, 7/7/08 11:21:25 AM

1. Please specify your name?

Anne Burke

2. Please specify your organisations name?

Do not wish to state.

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

15

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

1

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

Accenture

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

SurveyMonkey Survey Results Page 5 of 5

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**

current report: **Default Report** ☒

Displaying 33 of 42 respondents

Response Type: Normal Response

Collector: (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Mon, 7/7/08 11:21:45 AM

Response Modified: Mon, 7/7/08 11:26:14 AM

1. Please specify your name?

Confidential

2. Please specify your organisations name?

Confidential

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

1

5. Do you have a HR Department?

No

6. If so how many employees? (approx will suffice)

n/a

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E Ltd. KPMG

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response


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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 34 of 42 respondents

Response Type: Normal Response**Collector:**  (Oir) (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Mon, 7/7/08 11:26:26 AM**Response Modified:** Mon, 7/7/08 11:27:56 AM**1. Please specify your name?**

Private

2. Please specify your organisations name?

Wish to remain confidential

3. Please specify your organisations type?

Public Sector

4. How many employees does your organisation employ in Ireland?

1,200

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

15

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Web page administration and upkeep

SurveyMonkey.com My Survey Results Page 2 of 3

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Union negotiation

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Very difficult, but perhaps in time

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Not a core competence

Cost

Opportunity to promote HR Administrators

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:
**HR Administration
Outsourcing**

current report: **Default Report** 

Displaying 35 of 42 respondents

Response Type: Normal Response

Collector: (Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Mon, 7/7/08 11:28:06 AM

Response Modified: Mon, 7/7/08 11:29:37 AM

1. Please specify your name?

2. Please specify your organisations name?

Private

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

12

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

1

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Significant cost savings to your organisation

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

No Response

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR

NATIONAL COLLEGE
THE IRISH ARMY

non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 36 of 42 respondents

Response Type: Normal Response

Collector:  Web Link)

Custom Value: empty

IP Address: 213.94.210.30

Response Started: Mon, 7/7/08 11:48:52 AM

Response Modified: Mon, 7/7/08 11:50:19 AM

1. Please specify your name?

Private

2. Please specify your organisations name?

Private

3. Please specify your organisations type?

High Tech

4. How many employees does your organisation employ in Ireland?

1,500

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

12

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

PWC and B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

No

your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 37 of 42 respondents

Response Type: Normal Response**Collector:** (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Mon, 7/7/08 2:31:06 PM**Response Modified:** Mon, 7/7/08 2:36:16 PM**1. Please specify your name?**

Do not wish to state

2. Please specify your organisations name?

Confidential

3. Please specify your organisations type?

Marketing

4. How many employees does your organisation employ in Ireland?

80

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

3

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

10. What do you see as the advantages of outsourcing some or all of the non value activities?

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11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

No Response

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

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Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ▼

Displaying 38 of 42 respondents

Response Type: Normal Response**Collector:** (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Thu, 7/10/08 4:28:23 PM**Response Modified:** Thu, 7/10/08 4:29:33 PM**1. Please specify your name?**

Confidential

2. Please specify your organisations name?

Confidential

3. Please specify your organisations type?

High Tech

4. How many employees does your organisation employ in Ireland?

200

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

3

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

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Significant cost savings to your organisation

A dedicated vendor who has the expertise

24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

Off site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ▼

Displaying 39 of 42 respondents

Response Type: Normal Response**Collector:** Anonymous (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Thu, 7/10/08 4:29:41 PM**Response Modified:** Thu, 7/10/08 4:30:45 PM**1. Please specify your name?**

Private

2. Please specify your organisations name?

Private

3. Please specify your organisations type?

Other

4. How many employees does your organisation employ in Ireland?

450

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

8

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Training administration

Compensation & Benefits administration

Recruitment administration

Web page administration and upkeep

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

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Opportunity to promote your HR administrator(s) into mainstream HR

Significant cost savings to your organisation

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11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

PWC B2E Ltd

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Highly successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

Opportunity to promote HR Administrators

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

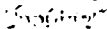
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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 40 of 42 respondents

Response Type: Normal Response**Collector:**  (Web Link)**Custom Value:** empty**IP Address:** 213.94.210.30**Response Started:** Thu, 7/10/08 4:30:53 PM**Response Modified:** Thu, 7/10/08 4:32:25 PM**1. Please specify your name?**

Confidential

2. Please specify your organisations name?

Confidential

3. Please specify your organisations type?

Public Sector

4. How many employees does your organisation employ in Ireland?

1220

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

15

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

No

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities
Opportunity to promote your HR administrator(s) into mainstream HR
Significant cost savings to your organisation
A dedicated vendor who has the expertise
24 x 7 cover by the vendor

11. What would you consider some of the roadblocks to outsourcing?

Union negotiation
Managing the vendor

12. Do you know of any outsourcing vendor/company who provides HR administration services?

No

13. If so please specify the company name

No Response

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field
Validating the vendor before entering an arrangement ie reference checks
Clear specifications as to what activities they carry out
Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Very difficult, but perhaps in time

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

Cost

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 41 of 42 respondents

Response Type: Normal Response**Collector:** Corinne (Web Link)**Custom Value:** empty**IP Address:** 137.191.225.226**Response Started:** Thu, 7/10/08 5:36:25 PM**Response Modified:** Thu, 7/10/08 5:47:11 PM**1. Please specify your name?**

Corinne Walsh

2. Please specify your organisations name?

Dept. of Justice, Equality & Law Reform, HR Division

3. Please specify your organisations type?

Public Sector

4. How many employees does your organisation employ in Ireland?

2,500

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

40

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Yes

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

No Response

9. If so which of the following would you consider outsourcing?

No Response

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

A dedicated vendor who has the expertise

11. What would you consider some of the roadblocks to outsourcing?

Union negotiation

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

B2E

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Very difficult, but perhaps in time

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Not a core competence

something you would consider in the future?

Yes

22. General comments (optional).

My experience with the outsourcing company who worked in our organisation was very positive. They were able to bring an expertise to the job that the employees did not have at the time.

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** 

Displaying 42 of 42 respondents

Response Type: Normal Response**Collector:** Morgan McKnight (Web Link)**Custom Value:** empty**IP Address:** 137.191.225.226**Response Started:** Thu, 7/10/08 5:56:03 PM**Response Modified:** Thu, 7/10/08 6:18:52 PM**1. Please specify your name?**

Morgan Mc Knight

2. Please specify your organisations name?

Dept of Justice Equality and Law Reform

3. Please specify your organisations type?

Public Sector

4. How many employees does your organisation employ in Ireland?

2500

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

40

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Yes

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

Yes

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Recruitment administration

Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

11. What would you consider some of the roadblocks to outsourcing?

Potential to loose some control

Union negotiation

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

No Response

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Validating the vendor before entering an arrangement ie reference checks

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

On site - Yes

16. Do you know of any organisations who outsource their HR back office / non value add activities?

No

17. Is your organisation unionised?

Yes

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

Very difficult, but perhaps in time

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR

non value add activities?

Not a core competence

Opportunity to promote HR Administrators

Other

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Maybe

22. General comments (optional).

No Response

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survey title:

**HR Administration
Outsourcing**current report: **Default Report** ☒

Displaying 2 of 42 respondents

Response Type: Normal Response**Collector:** P Carney (Web Link)**Custom Value:** empty**IP Address:** 62.231.41.38**Response Started:** Wed, 7/2/08 11:17:55 AM**Response Modified:** Wed, 7/2/08 11:22:45 AM**1. Please specify your name?**

Philip Carney

2. Please specify your organisations name?

B2E Ltd

3. Please specify your organisations type?

High Tech

4. How many employees does your organisation employ in Ireland?

1700

5. Do you have a HR Department?

Yes

6. If so how many employees? (approx will suffice)

23

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

Yes

8. If no, would you consider outsourcing any of your HR 'non value add' activities?

No Response

9. If so which of the following would you consider outsourcing?

Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.

Training administration

Compensation & Benefits administration

Recruitment administration

10. What do you see as the advantages of outsourcing some or all of the non value activities?

Free up HR time to concentrate on more value add activities

Significant cost savings to your organisation

11. What would you consider some of the roadblocks to outsourcing?

Spending time in finding the right vendor

Potential to loose some control

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes

13. If so please specify the company name

PwC, B2E, KPMG

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field

Clear specifications as to what activities they carry out

Regular reviews and feedback

15. Would it be important for you to have the outsourcing vendor on site or off site?

No preference

16. Do you know of any organisations who outsource their HR back office / non value add activities?

Yes

17. Is your organisation unionised?

No

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

No Response

19. What is your view on this question: Outsourcing is overwhelmingly successful?

Moderately successful

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

Service levels in-house are not reliable

Not a core competence

High Turnover of HR Administrators as the 'non value add tasks' are mundane

Control

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

Yes

22. General comments (optional).

This is the way to go, non value add activities should be taken out on the business

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HR Administration Outsourcing

1. Please specify your name?		
		Response Count
		42
	answered question	42
	skipped question	0

2. Please specify your organisations name?		
		Response Count
		42
	answered question	42
	skipped question	0

3. Please specify your organisations type?		
	Response Percent	Response Count
High Tech	26.2%	11
Manufacturing	4.8%	2
Public Sector	16.7%	7
Pharmaceutical	2.4%	1
Education	9.5%	4
Airline	0.0%	0
Banking	2.4%	1
Event management	0.0%	0
Healthcare	4.8%	2
Construction	4.8%	2
Marketing	7.1%	3
Retail	2.4%	1

Other

23.8%

10

answered question

42

skipped question

0

4. How many employees does your organisation employ in Ireland?

Response
Count

42

answered question

42

skipped question

0

5. Do you have a HR Department?

Response
Percent

Response
Count

Yes

90.5%

38

No

9.5%

4

answered question

42

skipped question

0

6. If so how many employees? (approx will suffice)

Response
Count

42



answered question

42

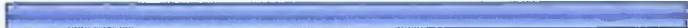
skipped question

0

7. Does your organisation currently outsource any of its HR administration activities ie 'non value add' tasks?

	Response Percent	Response Count
Yes 	21.4%	9
No 	78.6%	33
answered question		42
skipped question		0






8. if no, would you consider outsourcing any of your HR 'non value add' activities?

	Response Percent	Response Count
Yes 	100.0%	34
No 	0.0%	0
answered question		34
skipped question		8





9. If so which of the following would you consider outsourcing?

	Response Percent	Response Count
Upkeep and ongoing maintenance of your HR Management System (HRMS) which would include analysing your data and report writing of same.	53.8%	21
Training administration	66.7%	26
Compensation & Benefits administration	69.2%	27
Recruitment administration	66.7%	26
Web page administration and upkeep	61.5%	24
Call centre service (incoming administration queries to HR from employees) ie. I wish to add my child to my healthcare, how do I do this? How do I apply for an internal post? I wish to apply for a career break, what is the process etc?	33.3%	13
answered question		39
skipped question		3

10. What do you see as the advantages of outsourcing some or all of the non value activities?

		Response Percent	Response Count
Free up HR time to concentrate on more value add activities		88.1%	37
Opportunity to promote your HR administrator(s) into mainstream HR		54.8%	23
Significant cost savings to your organisation		78.6%	33
A dedicated vendor who has the expertise		83.3%	35
24 x 7 cover by the vendor		59.5%	25
answered question			42
skipped question			0

11. What would you consider some of the roadblocks to outsourcing?

		Response Percent	Response Count
Spending time in finding the right vendor		61.9%	26
Potential to loose some control		33.3%	14
Union negotiation		23.8%	10
Managing the vendor		47.6%	20
answered question			42
skipped question			0

12. Do you know of any outsourcing vendor/company who provides HR administration services?

Yes



Response
Percent

Response
Count

73.8%

31

No



26.2%

11

answered question

42

skipped question

0

13. If so please specify the company name

Response
Count

34

answered question

34

skipped question

8

14. Should your organisation decide to outsource any of its HR non value add activities, what would you think as important in identifying and managing the vendor? (please tick as many as you feel necessary).

Proven track record in its field



Response
Percent

Response
Count

95.2%

40

Validating the vendor before entering an arrangement ie reference checks



85.7%

36

Clear specifications as to what activities they carry out



85.7%

36

Regular reviews and feedback



85.7%

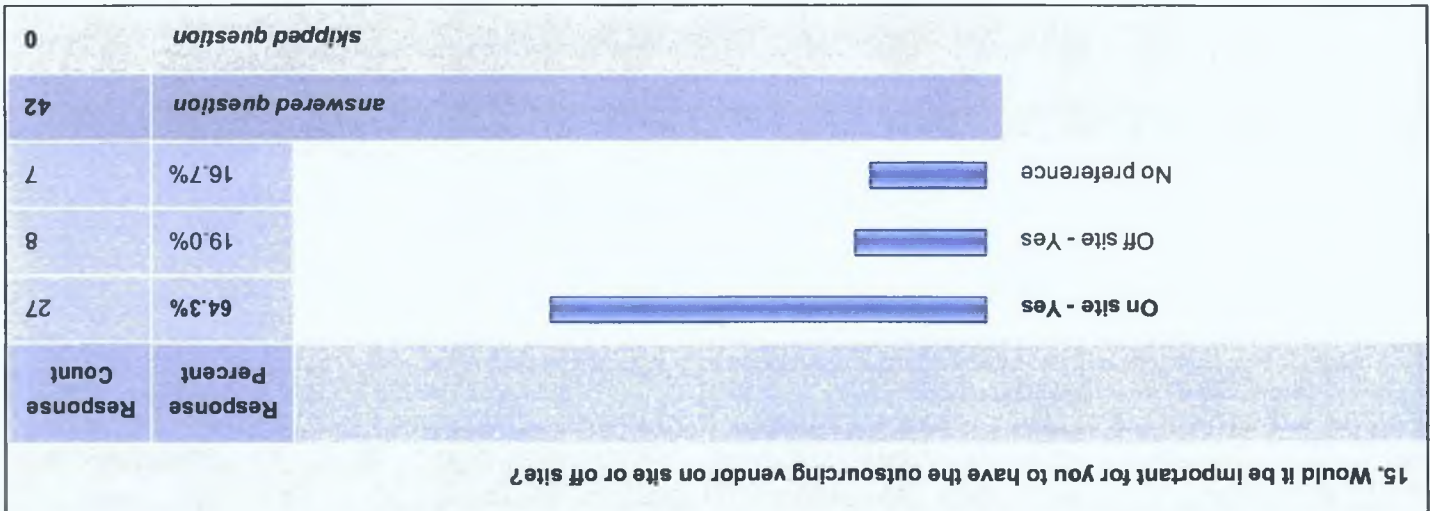
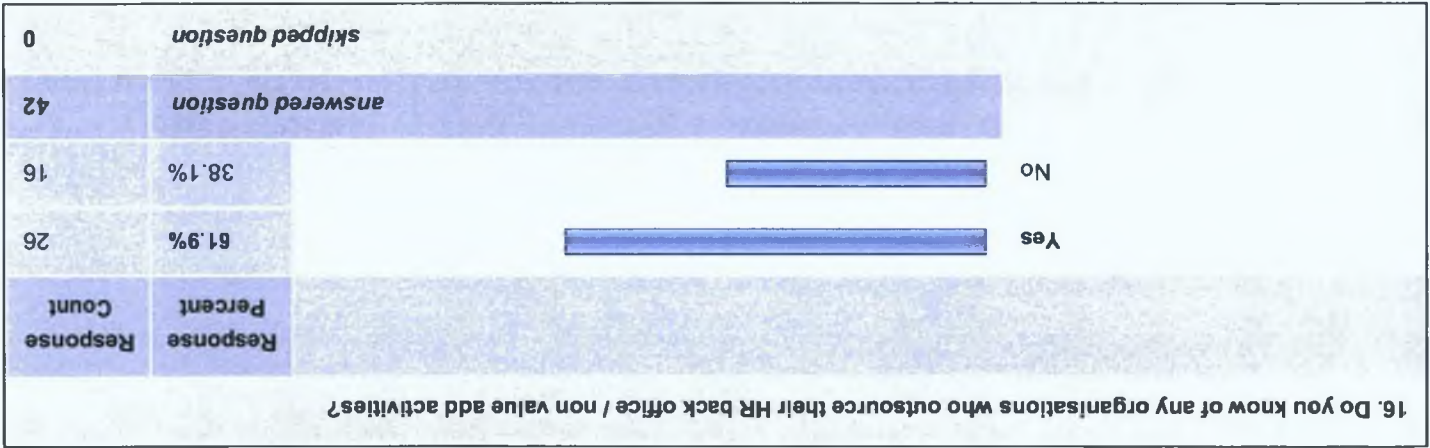
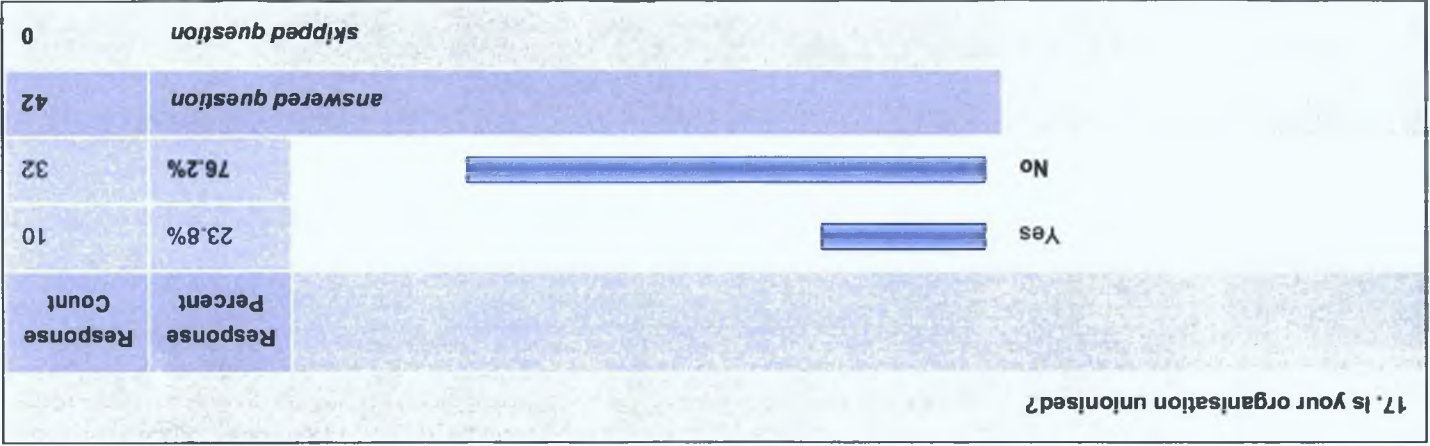
36

answered question



42

skipped question



0








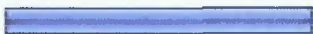

18. If yes, do you believe it would be difficult to get 'buy in' from the Union to outsource some or all of your HR non value add activities?

	Response Percent	Response Count
Confident that I would, given the right reasons/logic 	36.4%	4
Very difficult, but perhaps in time 	63.6%	7
An absolute non runner	0.0%	0
answered question		11
skipped question		31

19. What is your view on this question: Outsourcing is overwhelmingly successful?

	Response Percent	Response Count
Highly successful 	52.4%	22
Moderately successful 	47.6%	20
Moderately disappointing	0.0%	0
Highly disappointing	0.0%	0
answered question		42
skipped question		0

20. What in your view are the most likely reason for an organisation to outsource some or all of its HR non value add activities?

		Response Percent	Response Count
Service levels in-house are not reliable		64.3%	27
Not a core competence		88.1%	37
Cost		78.6%	33
Opportunity to promote HR Administrators		38.1%	16
High Turnover of HR Administrators as the 'non value add tasks' are mundane		42.9%	18
Control		45.2%	19
Other		7.1%	3
answered question			42
skipped question			0

21. If you are not in a position to outsource any of your HR administration activities in the short term, is it something you would consider in the future?

		Response Percent	Response Count
Yes		95.2%	40
No		0.0%	0
Maybe		4.8%	2
answered question			42
skipped question			0

22. General comments (optional).

Response
Count

5

answered question

5

skipped question

37