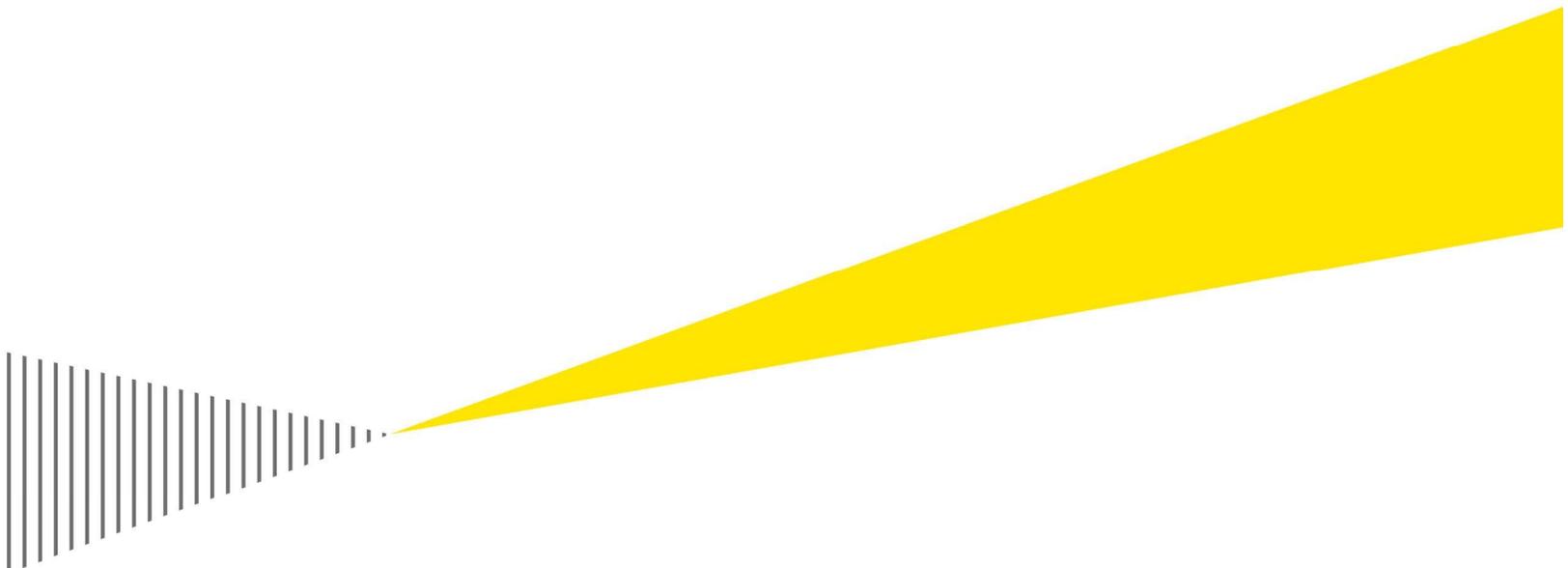


Estimating Labor and Non-Labor Costs Associated with Common Human Resources (HR) Functions/Tasks

November 2018



Building a better
working world

Executive summary

This report estimates the labor and non-labor costs associated with the completion of common Human Resources (HR) tasks.

To derive these estimates, EY surveyed 504 individuals who work:

- . at companies headquartered in the United States,
- . for companies who employ between 250 and 4,999 total employees
- . with either the HR department or executive management/senior leadership
- . in a supervisory role

Survey respondents answered questions on their organization's approach to the completion of common HR tasks under the following everyday scenarios.

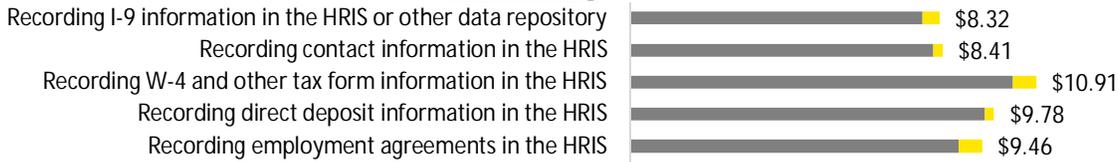
1. Onboarding new employees
2. Benefits enrollment
3. Learning management (training)
4. Expense management
5. Time management
6. Performance management
7. Employee separation from the organization

The goal of the study was to estimate the total costs (both labor and non-labor) associated with completing tasks pertaining to these scenarios, and ultimately determining the average cost of a single data entry associated with these tasks. In particular, we were interested in the costs when the company does not use a fully-automated self-service Human Capital Management (HCM) software solution. Figure ES-1 below displays the estimated total labor and non-labor costs associated with the selected tasks in each scenario. A few things stand out from these results:

- . Labor costs constitute nearly all of the total costs related to all of these tasks – this suggests that an ability to reduce or eliminate the time associated with performing these tasks could result in significant cost savings
- . The area with the most potential cost savings is benefits enrollment, particularly around tasks related to providing plan information to employees, whether to inform them about plan changes or providing data to facilitate comparisons between plans
- . Interestingly, onboarding tasks are generally less expensive than tasks related to employee separation

Figure ES-1. Estimated Total Labor and Non-Labor Costs By HR Task

Onboarding



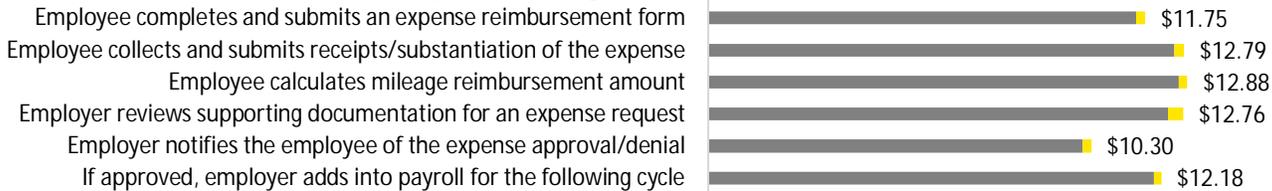
Benefits enrollment



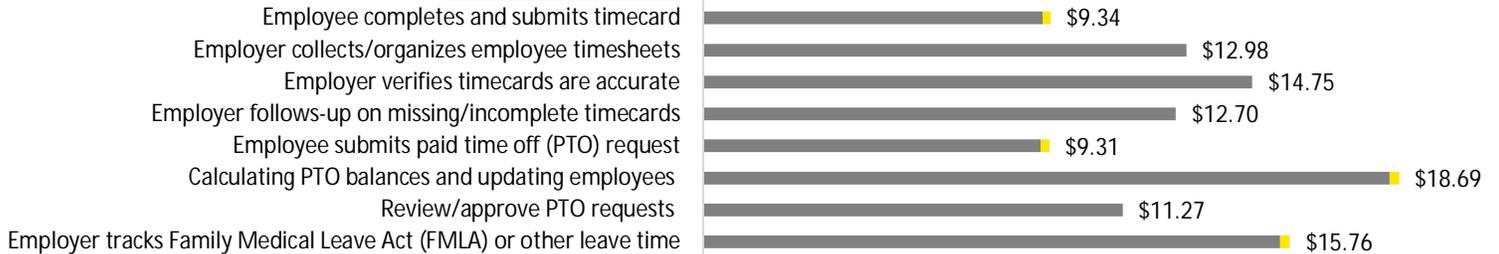
Training



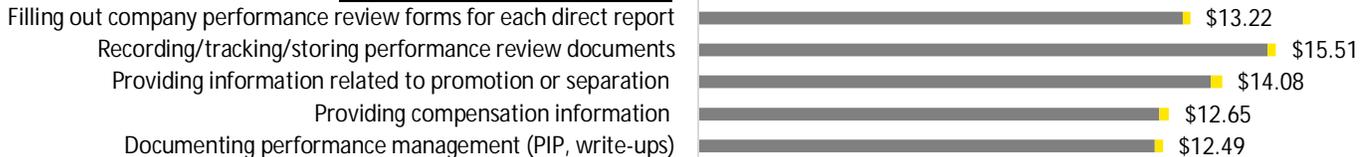
Expense management



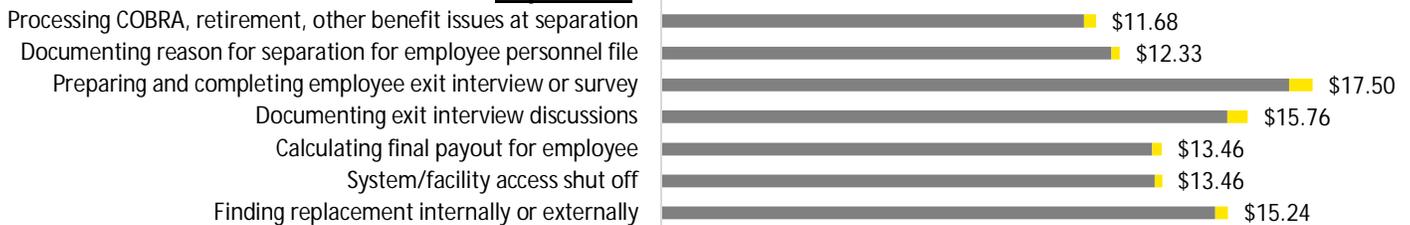
Time management



Performance management



Separation



■ Total Labor Cost ■ Total Non-Labor Cost

Source: EY analysis

Contents

I. Introduction 1

II. HRIS Information Collection Scenarios 2

III. Metrics and Results..... 4

Appendix A – Methodology and Demographics..... 7

Appendix B – Detailed Data Tables..... 12

Estimating Labor and Non-Labor Costs Associated with Common HR Functions/Tasks

I. Introduction

The field of Human Resources (HR) primarily concerns the management of people within organizations, focusing on policies and systems. HR departments are responsible for overseeing many different aspects of an organization's workforce spanning the entire employee lifecycle from employee onboarding to eventual employee separation from the company.

There is wide variation amongst companies in their approach to managing people and completing associated HR tasks. Some employers may decide to make an investment in a full-service Human Capital Management (HCM) software solution. Such systems enable employees to carry out many basic HR functions and tasks independently (e.g., recording their own contact information in an HR system) and can save organizations time and money by freeing up other resources within the organization to focus on more value-added tasks. Implementing HCM software helps automate processes and tasks to the extent possible, and can also reduce error rates by enabling employees to control much of their own HR data/information.

Despite the existence of self-service HCM software, many organizations still manage common HR functions through manual processes and/or require the time and effort of individuals within the organization other than the employee. The goal of this research was to estimate the labor and non-labor costs associated with the management and completion of common HR functions/tasks, and ultimately determining the average cost of a single data input associated with those tasks, when employers do not use self-service HCM software. To accomplish this purpose, we conducted a survey of individuals in HR and/or supervisory roles. In particular, EY surveyed 504 individuals who work:

- . at companies headquartered in the United States,
- . for companies who employ between 250 and 4,999 total employees
- . with either the HR department or executive management/senior leadership
- . in a supervisory role

Survey respondents answered questions on their organization's approach to the completion of common HR tasks under the following everyday scenarios:

1. Onboarding new employees
2. Benefits enrollment
3. Learning management (training)
4. Expense management
5. Time management
6. Performance management
7. Employee separation from the organization

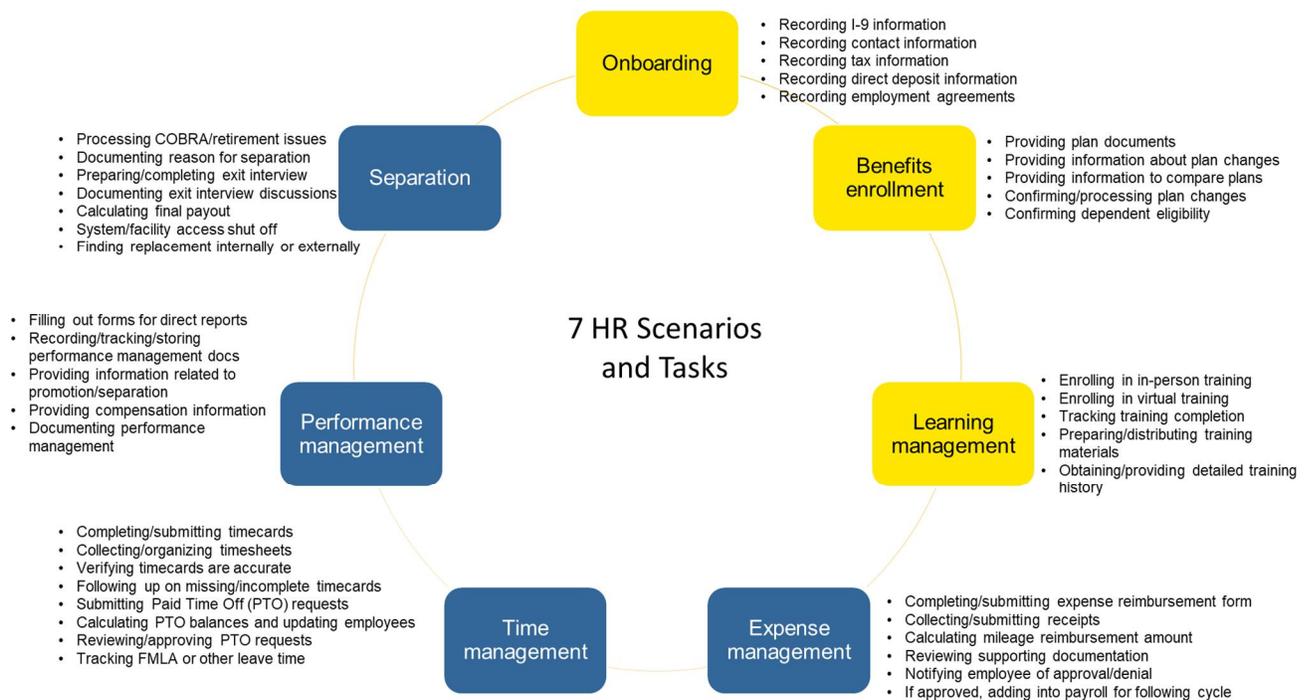
II. HRIS Information Collection Scenarios

Figure 1 shows typical scenarios within the lifecycle of an employee and lists common tasks associated with each scenario. Broadly, our survey asked respondents to provide:

- the time required to complete these tasks
- the hourly wage rate of individuals performing the tasks
- the % of records that have errors requiring re-work and the associated re-work time, and
- non-labor costs associated with the tasks

EY used this information to calculate the total costs associated with each task, as described in the next section of this report.

Figure 1. HR stages and associated tasks



The three scenarios in the yellow boxes (onboarding, benefits enrollment, and learning management) include tasks that an employee can perform independently when a company effectively uses a full-service HCM solution. In the absence of such a solution, a company must involve other personnel to help employees complete the task. For example, when completing the I-9 employee verification form at the onboarding stage, an HR employee may need to:

- print/copy the form
- share the form with the employee
- check the accuracy of the reported information and remedy any errors, and
- transfer the completed information into an HR information system (HRIS)

When using a full-service HCM solution, employees can accomplish these tasks independently without intervention from supervisors and/or HR personnel. For this reason, respondents reported only the time associated with tasks for which an employee *does not* perform the task independently using a full-service HCM solution.

For tasks associated with scenarios in the blue boxes (expense management, time management, performance management, and separation) the issue is not so much if an employee can perform the task independently. Rather, the issue is if the company uses a fully automated process to complete the task. For example, under the performance management scenario, documenting performance management is certainly not a task that an employee can perform independently. However a full-service HCM solution can still save companies significant time by obviating the need to transfer the data from printed forms to an electronic system, for example. Similarly, respondents reported only the time associated with tasks that are not fully automated using a full-service HCM solution.

III. Metrics and Results

Next, we proceeded to calculate the total cost of the tasks listed in Figure 1 absent the use of a self-service HCM solution. The total cost includes:

- labor costs,
- non-labor costs, such as printing, copying and postage, and
- costs to identify and remedy data entry errors – in most cases, the use of a self-service HCM solution can significantly reduce or even eliminate such errors.

Labor Costs for Each Task – Input and Corrections

To estimate the labor costs for each task, we multiplied the average time spent to perform a task by the average hourly rate of the individual performing it. As noted above, survey respondents provided this information for tasks that employees do not perform independently or which are not fully automated. Returning to the I-9 example from the preceding section of this report, respondents reported taking approximately 18 minutes on average to record I-9 information in an HRIS system. They also reported that the average hourly rate for the person who typically performs this task is \$24/hour. Multiplying the two, we calculate that the labor cost typically required to record I-9 information for a single employee into an HRIS system is \$7.08. Please see appendix A for detailed information about the methodology used for this and other calculations.

Besides costs required to perform the task, there are also costs associated with correcting errors arising from completion of the task. We asked respondents to provide the percentage of records in which errors occurred, as well as the time spent to correct any errors. We estimated the costs associated with correcting errors by multiplying the percentage of tasks with errors by the average time spent correcting errors and then by the average hourly rate of the individual performing the task. Again returning to the I-9 example, survey respondents reported an average of 12% of I-9 records that include errors. These errors take an average of 17 minutes to correct – again the average hourly wage for those correcting the errors was \$24/hour. Multiplying these three numbers together, the labor cost required to correct erroneous I-9 records was calculated to be \$0.77. Adding this to the cost of inputting the I-9 records yields a total labor cost of \$7.85. Please see Table B-1 in the Appendix for a detailed breakdown of the labor costs for each task in our HR scenarios.

Non-Labor Costs for Each Task

To estimate the non-labor costs for each task, we asked respondents to report whether the task included printing, copying and/or postage costs. We made an assumption on the costs associated with each of these non-labor components:

- Printing costs – 9 cents per page
- Copying costs – 13 cents per page
- Postage costs – 53 cents per envelope

For the printing and copying costs, we made an assumption on the total number of pages associated with the completion of a given task. Continuing to consider the I-9 as an example,

respondents reported printing forms 57% of the time, copying 50% of the time and using postage 23% of the time. Multiplying these percentage by the costs suggests that the total non-labor costs for the typical I-9 form is 47 cents. Adding this to the labor costs above yields an average total cost of \$8.32 for each I-9 form that employees do not complete independently. Please see Table B-2 in the Appendix for a detailed breakdown of the non-labor costs for each task in our HR scenarios.

Data Entries for Each Task

Besides understanding the total cost for each task, we also wanted to estimate the costs on a per data entry item basis. For example, examination of the I-9 form reveals 49 pieces of information requiring data entry. Dividing the \$8.32 cost for a typical I-9 form by 49 pieces of information yields an average cost of 17 cents for an I-9 form on a per data entry item basis. Because the number of data entry items may be hard for respondents to estimate depending on the task, we used professional judgment to estimate the average number of data entry fields per task. To help provide these estimates, we relied on internal research and consultation with EY's People Advisory Services (PAS) practice.

Table 1 below summarizes the average labor costs, non-labor costs, total costs, number of data entries and total cost per data entry for each task within our seven scenarios. Here we can see data entries and cost per data entry as described in the preceding paragraph for the typical I-9 record. The table also includes each cost component for the I-9 as derived above - \$7.85 for labor costs and \$0.47 for non-labor costs yielding a total cost of \$8.32 for the typical I-9 record.

A few observations stand out from the results summarized in this table:

- . Labor costs constitute nearly all of the total costs related to all of these tasks – this suggests that an ability to reduce or eliminate the time associated with performing these tasks could result in significant cost savings
- . The area with the most potential cost savings is benefits enrollment, particularly around tasks related to providing plan information to employees, whether to inform them about plan changes or providing data to facilitate comparisons between plans
- . Interestingly, onboarding tasks are generally less expensive than tasks related to employee separation
- . Across all 41 tasks, the average cost per data entry is \$4.39.

Table 1. Average costs by task

	Labor costs	Non-Labor costs	Total costs	Data entries	Cost per data entry
Onboarding new employees					
Recording I-9 information in the HRIS or other data repository	\$7.85	\$0.47	\$8.32	49	\$0.17
Recording contact information in the HRIS	\$8.16	\$0.25	\$8.41	11	\$0.76
Recording W-4 and other tax form information in the HRIS	\$10.29	\$0.63	\$10.91	40	\$0.27
Recording direct deposit information in the HRIS	\$9.54	\$0.24	\$9.78	18	\$0.54
Recording employment agreements in the HRIS	\$8.84	\$0.63	\$9.46	17	\$0.56
Benefits enrollment					
Obtaining or providing plan documents and summaries for employees	\$12.07	\$1.72	\$13.79	1	\$13.79
Obtaining/providing information about benefit plans changes	\$16.81	\$1.66	\$18.47	1	\$18.47
Obtaining/providing information to compare benefit plans	\$15.95	\$3.06	\$19.01	2	\$9.51
Confirming and processing plan changes for employees	\$16.09	\$0.26	\$16.36	7	\$2.34
Confirming dependent eligibility for coverage for employees	\$10.95	\$0.26	\$11.20	5	\$2.24
Training					
Enrolling employees in any in-person training sessions	\$11.53	\$0.32	\$11.85	27	\$0.44
Enrolling employees in any virtual training sessions	\$12.49	\$0.30	\$12.79	27	\$0.47
Tracking completion of required training courses for employees	\$14.01	\$0.22	\$14.24	4	\$3.56
Preparing and distributing training materials for employees	\$17.24	\$0.64	\$17.89	1	\$17.89
Obtaining/providing detailed training history	\$12.02	\$0.24	\$12.26	4	\$3.07
Expense management					
Employee completes and submits an expense reimbursement form	\$11.50	\$0.24	\$11.75	17	\$0.69
Employee collects and submits receipts/substantiation of the expense	\$12.53	\$0.25	\$12.79	1	\$12.79
Employee calculates mileage reimbursement amount	\$12.64	\$0.23	\$12.88	11	\$1.17
Employer reviews supporting documentation for an expense request	\$12.35	\$0.41	\$12.76	29	\$0.44
Employer notifies the employee of the expense approval/denial	\$10.07	\$0.23	\$10.30	1	\$10.30
If approved, employer adds into payroll for the following cycle	\$11.98	\$0.20	\$12.18	4	\$3.04
Time management					
Employee completes and submits timecard	\$9.12	\$0.22	\$9.34	42	\$0.22
Employer collects/organizes employee timesheets	\$12.98	\$0.00	\$12.98	1	\$12.98
Employer verifies timecards are accurate	\$14.75	\$0.00	\$14.75	42	\$0.35
Employer follows-up on missing/incomplete timecards	\$12.70	\$0.00	\$12.70	1	\$12.70
Employee submits paid time off (PTO) request	\$9.07	\$0.23	\$9.31	11	\$0.85
Calculating PTO balances and updating employees	\$18.45	\$0.24	\$18.69	4	\$4.67
Review/approve PTO requests	\$11.27	\$0.00	\$11.27	4	\$2.82
Employer tracks Family Medical Leave Act (FMLA) or other leave time	\$15.50	\$0.27	\$15.76	5	\$3.15
Performance management					
Filling out company performance review forms for each direct report	\$13.02	\$0.20	\$13.22	30	\$0.44
Recording/tracking/storing performance review documents	\$15.29	\$0.22	\$15.51	30	\$0.52
Providing information related to promotion or separation	\$13.78	\$0.29	\$14.08	4	\$3.52
Providing compensation information	\$12.39	\$0.26	\$12.65	4	\$3.16
Documenting performance management (PIP, write-ups)	\$12.26	\$0.22	\$12.49	30	\$0.42
Separation					
Processing COBRA, retirement, other benefit issues at separation	\$11.36	\$0.32	\$11.68	17	\$0.69
Documenting reason for separation for employee personnel file	\$12.10	\$0.22	\$12.33	1	\$12.33
Preparing and completing employee exit interview or survey	\$16.86	\$0.64	\$17.50	38	\$0.46
Documenting exit interview discussions	\$15.20	\$0.56	\$15.76	38	\$0.41
Calculating final payout for employee	\$13.19	\$0.26	\$13.46	6	\$2.24
System/facility access shut off	\$13.26	\$0.20	\$13.46	1	\$13.46
Finding replacement internally or externally	\$14.89	\$0.34	\$15.24	8	\$1.90
Average	\$12.74	\$0.42	\$13.16	14	\$4.39

Appendix A – Methodology and Demographics

Methodology

We consider two main types of error in survey research; variable and systematic errors. Variable errors are the cumulative effect of the total error for a particular observation, either positive or negative. When the frequency of variable error is high, the data are often referred to as ‘noisy’, since variable error limits our ability to understand what the data are telling us. Systematic errors arise from faults in the measurement process; these errors lead to bias.

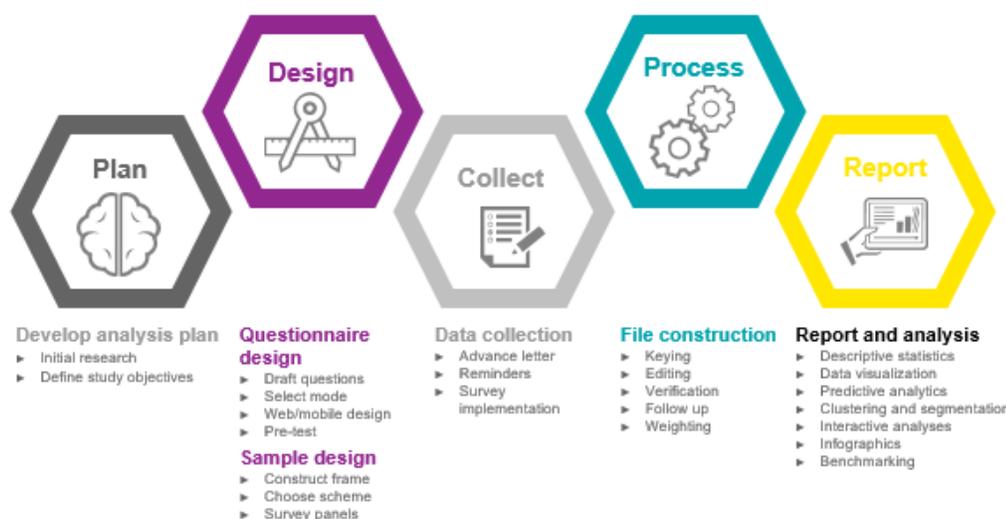
Variable errors are unavoidable, but can be reduced using appropriate techniques of statistical inference. Systematic errors can be reduced by making improvements to the survey process – these errors are the chief focus of our survey quality process.

Survey error can also be classified by its two main sources – sampling error and non-sampling error. Sampling error arises from basing an estimate for the population value on a sample rather than the entire population. In general, sampling error contributes to increased variability in the data. It is measurable and often can be reduced by increasing the sample size or using more sophisticated sample designs.

Non-sampling errors are those arising from sources other than sampling. They tend to contribute to the systematic errors which can be mitigated through good survey practice.

For this project, we took steps to mitigate survey error at each of the five stages of the project outlined in Figure A-1 below.

Figure A-1. 5 Survey Stages



The following steps were taken at each stage of the survey process to mitigate survey error:

Stage 1: Plan

- Conducted kickoff meeting to align survey objectives
- Consulted with EY's People Advisory Services (PAS) practice for human resource perspective
- Developed analysis plan that would facilitate calculation of final metrics of interest

Stage 2: Design

- Programmed custom web survey with review of questions from survey methodological perspective
- Extensive testing of survey instrument by EY staff
- Finalized sampling criteria to facilitate the development of screener criteria for survey respondents

Stage 3: Collect

- Employed a panel of survey respondents to facilitate data collection (see demographics section below for detailed information about this panel)
- Soft launched survey and reviewed preliminary data prior to full launch
- Tracked demographic characteristics of respondents to ensure robust distribution of responses across variables of interest

Stage 4: Process

- Reviewed responses to flag outliers as needed
- To address the effect of outliers in our survey, we use 95% trimmed means for average
- Compared distribution of hourly wage data collected in the survey to an external Bureau of Labor Statistics (BLS) data source to confirm accuracy

Stage 5: Report

- Independently verified all calculations with two EY staff

Demographics

To estimate the costs associated with completing various HR tasks absent the use of a self-service HCM system, our EY team fielded a survey targeting 500 supervisors and above of U.S.-headquartered companies. Specifically, survey respondents qualified for the survey if they met the following criteria:

1. Their organization was headquartered in the United States
2. They reported their department or current functional role at work to be either “Executive management/senior leadership” or “Human resources”
3. They reported their business title as one of the following:
 - a. C-Level Executive
 - b. EVP/SVP
 - c. VP
 - d. Director
 - e. Manager
 - f. Supervisor
4. They reported that their organization had anywhere between 250 and 4,999 employees

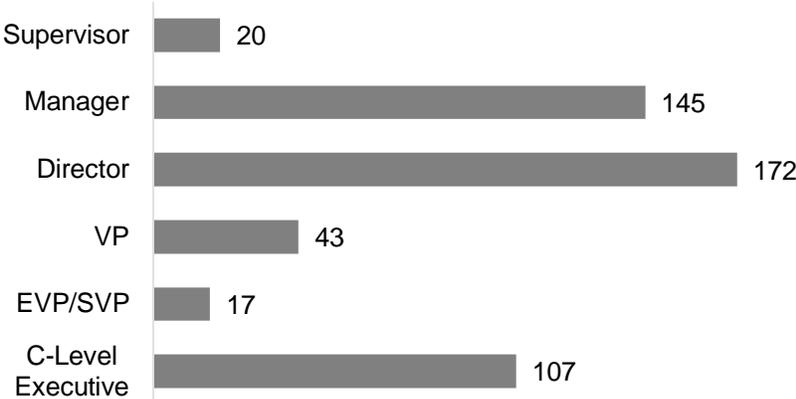
We partnered with Research Now SSI to obtain the panel for this study. Research Now SSI has been ranked #1 in Quality Deliverables for five years running by marketresearchcareers.com, owing to a relentless focus on panel quality and management, all the way from panelist recruitment to in-field data cleaning and analysis. Research Now SSI’s Total Research Quality® (or TRQ) system is a comprehensive integrated system of tools, metrics, procedures, and policies that operates throughout the entire lifecycle of each panelist across every project to ensure clients are receiving the highest quality data available. Achieving quality in survey responses requires a unique understanding of what constitutes good and bad quality and through specific process behavior, pattern analysis, statistics, and algorithms, the experts at Research Now SSI can ensure top quality data and stop fraudulent activity in its tracks. The Total Research Quality system validates the accuracy, consistency, and reliability of data collected to ensure that Research Now SSI provides the best panel available for one’s research needs.

In addition to the above screening criteria, respondents only qualified for the survey if they expressed a certain level of confidence in answering the types of detailed questions found in the core portion of our survey instrument. This additional qualification process was accomplished through two stages. First, survey respondents were asked to indicate their general level of familiarity with their organization’s processes and procedures related to a variety of HR topics (i.e. onboarding new employees, benefits enrollment, learning management, etc.). For those topics for which respondents indicated they were at least somewhat familiar with their organization’s associated processes and procedures, a secondary question was then asked of respondents to indicate their level of confidence in answering detailed questions about each topic. Only respondents that indicated they were at least somewhat confident to answer questions for a particular topic were then presented those questions.

Finally, only those survey respondents who indicated being at least “somewhat confident” to answer questions for at least 4 of the topics of interest were determined to qualify for the survey. This final screening logic check was implemented to enable our EY team to gather a sufficient amount of data from each respondent. In other words, we wanted to be able to screen out those individuals who might have felt confident about one or two particular topics (i.e. onboarding new employees) but not the majority of them. As a result, respondents only qualified for the survey if they indicated a minimum level of confidence for at least 4 of the 7 topics.

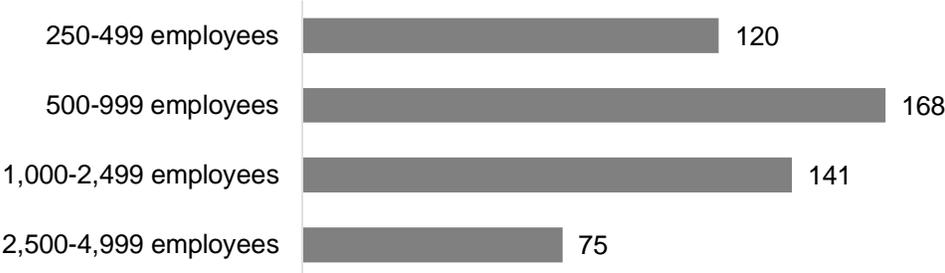
Data collection took place from October 16, 2018 through October 22nd, 2018. 504 total survey respondents qualified for the survey. Figure A-2 below displays the job title of the respondents who qualified for the survey while Figure A-3 indicates the size of their organization by number of employees.

Figure A-2. Number of Responses By Business Title



Source: EY analysis.

Figure A-3. Number of Responses By Organization Size (Number of Employees)



Source: EY analysis.

Table A-1 below displays the number of survey respondents that were asked questions about each different topic in the survey. As mentioned above, only those respondents that indicated being either “somewhat confident”, “very confident”, or “extremely confident” in their ability to report specific details regarding their organization’s approach to said topics were directed to those questions pertaining to the applicable topic.

Table A-1. Number of Respondents By Topic

Topics	Total
Onboarding new employees	496
Benefits enrollment	487
Learning management	493
Time management	478
Expense Management	478
Performance management	502
Employee separation from the firm	480

As one can see from the above table, we had very good representation across all topics.

Appendix B – Detailed Data Tables

Table B-1. Labor Costs by Task

	Average time to complete	Average error rate	Average time to correct errors	Hourly rate	Total Labor Costs
Onboarding new employees					
Recording I-9 information in the HRIS or other data repository	18 min	12%	17 min	\$24/hr	\$7.85
Recording contact information in the HRIS	16 min	12%	16 min	\$28/hr	\$8.16
Recording W-4 and other tax form information in the HRIS	19 min	13%	18 min	\$29/hr	\$10.29
Recording direct deposit information in the HRIS	17 min	12%	16 min	\$29/hr	\$9.54
Recording employment agreements in the HRIS	18 min	11%	18 min	\$26/hr	\$8.84
Benefits enrollment					
Obtaining or providing plan documents and summaries for employees	28 min	11%	19 min	\$24/hr	\$12.07
Obtaining/providing information about benefit plans changes	30 min	12%	21 min	\$31/hr	\$16.81
Obtaining/providing information to compare benefit plans	29 min	13%	22 min	\$30/hr	\$15.95
Confirming and processing plan changes for employees	28 min	14%	22 min	\$31/hr	\$16.09
Confirming dependent eligibility for coverage for employees	24 min	13%	22 min	\$24/hr	\$10.95
Training					
Enrolling employees in any in-person training sessions	24 min	12%	17 min	\$26/hr	\$11.53
Enrolling employees in any virtual training sessions	22 min	12%	19 min	\$31/hr	\$12.49
Tracking completion of required training courses for employees	26 min	13%	19 min	\$29/hr	\$14.01
Preparing and distributing training materials for employees	31 min	12%	21 min	\$31/hr	\$17.24
Obtaining/providing detailed training history	24 min	13%	19 min	\$28/hr	\$12.02
Expense management					
Employee completes and submits an expense reimbursement form	25 min	25%	28 min	\$22/hr	\$11.50
Employee collects and submits receipts/substantiation of the expense	25 min	0%	0 min	\$30/hr	\$12.53
Employee calculates mileage reimbursement amount	23 min	0%	0 min	\$33/hr	\$12.64
Employer reviews supporting documentation for an expense request	23 min	0%	0 min	\$32/hr	\$12.35
Employer notifies the employee of the expense approval/denial	19 min	0%	0 min	\$31/hr	\$10.07
If approved, employer adds into payroll for the following cycle	20 min	0%	0 min	\$36/hr	\$11.98
Time management					
Employee completes and submits timecard	21 min	16%	23 min	\$22/hr	\$9.12
Employer collects/organizes employee timesheets	27 min	0%	0 min	\$29/hr	\$12.98
Employer verifies timecards are accurate	29 min	0%	0 min	\$31/hr	\$14.75
Employer follows-up on missing/incomplete timecards	26 min	0%	0 min	\$30/hr	\$12.70
Employee submits paid time off (PTO) request	20 min	14%	21 min	\$24/hr	\$9.07
Calculating PTO balances and updating employees	25 min	16%	22 min	\$39/hr	\$18.45
Review/approve PTO requests	21 min	0%	0 min	\$32/hr	\$11.27
Employer tracks Family Medical Leave Act (FMLA) or other leave time	25 min	15%	23 min	\$33/hr	\$15.50
Performance management					
Filling out company performance review forms for each direct report	31 min	10%	22 min	\$23/hr	\$13.02
Recording/tracking/storing performance review documents	28 min	15%	20 min	\$29/hr	\$15.29
Providing information related to promotion or separation	25 min	12%	20 min	\$31/hr	\$13.78
Providing compensation information	23 min	12%	20 min	\$29/hr	\$12.39
Documenting performance management (PIP, write-ups)	27 min	12%	21 min	\$25/hr	\$12.26
Separation					
Processing COBRA, retirement, other benefit issues at separation	26 min	10%	20 min	\$25/hr	\$11.36
Documenting reason for separation for employee personnel file	22 min	12%	22 min	\$29/hr	\$12.10
Preparing and completing employee exit interview or survey	29 min	12%	23 min	\$32/hr	\$16.86
Documenting exit interview discussions	25 min	12%	22 min	\$32/hr	\$15.20
Calculating final payout for employee	23 min	14%	22 min	\$31/hr	\$13.19
System/facility access shut off	20 min	14%	22 min	\$34/hr	\$13.26
Finding replacement internally or externally	31 min	12%	24 min	\$26/hr	\$14.89

Table B-2. Non-labor costs by task

Task Description	% of cases requiring printing	Cost of printing (per page)	% of cases requiring postage	Cost of postage (per envelope)	% of cases requiring copying	Cost of copying (per page)	# of pages per task	Total Non-labor Cost
Onboarding new employees								
Recording I-9 information in the HRIS or other data repository	57%	\$0.09	23%	\$0.53	50%	\$0.13	3	\$0.47
Recording contact information in the HRIS	47%	\$0.09	27%	\$0.53	47%	\$0.13	1	\$0.25
Recording W-4 and other tax form information in the HRIS	53%	\$0.09	32%	\$0.53	51%	\$0.13	4	\$0.63
Recording direct deposit information in the HRIS	47%	\$0.09	24%	\$0.53	55%	\$0.13	1	\$0.24
Recording employment agreements in the HRIS	58%	\$0.09	25%	\$0.53	55%	\$0.13	4	\$0.63
Benefits enrollment								
Obtaining or providing plan documents and summaries for employees	66%	\$0.09	28%	\$0.53	55%	\$0.13	12	\$1.72
Obtaining/providing information about benefit plans changes	62%	\$0.09	29%	\$0.53	53%	\$0.13	12	\$1.66
Obtaining/providing information to compare benefit plans	58%	\$0.09	32%	\$0.53	52%	\$0.13	24	\$3.06
Confirming and processing plan changes for employees	57%	\$0.09	27%	\$0.53	54%	\$0.13	1	\$0.26
Confirming dependent eligibility for coverage for employees	54%	\$0.09	27%	\$0.53	51%	\$0.13	1	\$0.26
Training								
Enrolling employees in any in-person training sessions	54%	\$0.09	20%	\$0.53	43%	\$0.13	2	\$0.32
Enrolling employees in any virtual training sessions	45%	\$0.09	23%	\$0.53	38%	\$0.13	2	\$0.30
Tracking completion of required training courses for employees	49%	\$0.09	23%	\$0.53	42%	\$0.13	1	\$0.22
Preparing and distributing training materials for employees	60%	\$0.09	24%	\$0.53	57%	\$0.13	4	\$0.64
Obtaining/providing detailed training history	58%	\$0.09	23%	\$0.53	48%	\$0.13	1	\$0.24
Expense management								
Employee completes and submits an expense reimbursement form	63%	\$0.09	21%	\$0.53	56%	\$0.13	1	\$0.24
Employee collects and submits receipts/substantiation of the expense	58%	\$0.09	24%	\$0.53	55%	\$0.13	1	\$0.25
Employee calculates mileage reimbursement amount	42%	\$0.09	26%	\$0.53	44%	\$0.13	1	\$0.23
Employer reviews supporting documentation for an expense request	41%	\$0.09	21%	\$0.53	48%	\$0.13	3	\$0.41
Employer notifies the employee of the expense approval/denial	42%	\$0.09	26%	\$0.53	39%	\$0.13	1	\$0.23
If approved, employer adds into payroll for the following cycle	43%	\$0.09	21%	\$0.53	42%	\$0.13	1	\$0.20
Time management								
Employee completes and submits timecard	50%	\$0.09	21%	\$0.53	46%	\$0.13	1	\$0.22
Employer collects/organizes employee timesheets	0%	\$0.09	0%	\$0.53	0%	\$0.13	1	\$0.00
Employer verifies timecards are accurate	0%	\$0.09	0%	\$0.53	0%	\$0.13	1	\$0.00
Employer follows-up on missing/incomplete timecards	0%	\$0.09	0%	\$0.53	0%	\$0.13	1	\$0.00
Employee submits paid time off (PTO) request	53%	\$0.09	23%	\$0.53	49%	\$0.13	1	\$0.23
Calculating PTO balances and updating employees	52%	\$0.09	26%	\$0.53	45%	\$0.13	1	\$0.24
Review/approve PTO requests	0%	\$0.09	0%	\$0.53	0%	\$0.13	1	\$0.00
Employer tracks Family Medical Leave Act (FMLA) or other leave time	51%	\$0.09	30%	\$0.53	47%	\$0.13	1	\$0.27
Performance management								
Filling out company performance review forms for each direct report	60%	\$0.09	14%	\$0.53	56%	\$0.13	1	\$0.20
Recording/tracking/storing performance review documents	52%	\$0.09	23%	\$0.53	44%	\$0.13	1	\$0.22
Providing information related to promotion or separation	59%	\$0.09	32%	\$0.53	53%	\$0.13	1	\$0.29
Providing compensation information	52%	\$0.09	29%	\$0.53	49%	\$0.13	1	\$0.26
Documenting performance management (PIP, write-ups)	54%	\$0.09	20%	\$0.53	52%	\$0.13	1	\$0.22
Separation								
Processing COBRA, retirement, other benefit issues at separation	63%	\$0.09	36%	\$0.53	56%	\$0.13	1	\$0.32
Documenting reason for separation for employee personnel file	62%	\$0.09	20%	\$0.53	48%	\$0.13	1	\$0.22
Preparing and completing employee exit interview or survey	56%	\$0.09	29%	\$0.53	54%	\$0.13	4	\$0.64
Documenting exit interview discussions	46%	\$0.09	25%	\$0.53	50%	\$0.13	4	\$0.56
Calculating final payout for employee	48%	\$0.09	31%	\$0.53	44%	\$0.13	1	\$0.26
System/facility access shut off	40%	\$0.09	22%	\$0.53	38%	\$0.13	1	\$0.20
Finding replacement internally or externally	47%	\$0.09	27%	\$0.53	45%	\$0.13	2	\$0.34