

HR Transformation 2006

A global view

Conducted by HROA

in association with ADP

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Introduction



Marc Bruzzo

Welcome to the 2006 edition of the HR Transformation Survey in which we hope you find ways to better understand market changes.

In last year's publication, the first objective was to get a clear overview of the challenges facing the HR function and, then, to be able to separate reality from hype when every quarter sees a new prediction for the future of human resources.

Here's what this year's survey tells us.

First, with a nearly 10% increase over the number of responses received in 2005, interest in HR transformation is demonstrably high.

We can also note that the HR transformation objectives haven't changed. The aim is still to have HR play a more strategic role in the organisation.

But as you will see, what is new is that transformation is no longer presented as an easy step, as was said a few years ago. People and organisations are now undergoing transformation or have identified the need for transformation. They have gained maturity but also still face challenges.

The truth is transformation is not so easy. On the one hand, experience and maturity pave the way for more consistent change management approaches. But on the other, some questions are still pending. How can the skill level of the existing HR staff be adapted to the new organisation? How can a justifiable business case be built? What is to be kept in-house and what outsourced and when?

HR transformation is a step-by-step journey. In this context, two parties have a major role to play. Organisations need to go through their internal revolution and identify the changes that have to be made. External providers need to understand that change occurs over time and partnering with their clients is a long-term process. These are, to me, the imperative conditions for successful transformation.

Enjoy your reading,

Marc Bruzzo

Vice President

ADP Employer Services Europe



Deborah Kops

The more things change, the more things stay the same.....

With pressures on the cost and quality of non core processes, pundits have been forecasting a breakthrough in the pace, scope and velocity of human resources transformation for several years. Yet companies planning or in the process of transforming HR are not yet embracing radical change in organization, structure, or delivery.

This year's view of global human resources transformation gives us several insights into the reasons why. And the barriers to radical change can be viewed as simple and understandable.

First, most organizations tend to walk before they can run. Transforming highly transactional processes is a logical first step; generally, in-house HR staff have the bandwidth and expertise to isolate tasks in scope, dimension a solution, and compare in-house to market based solutions quickly and efficiently.

Second, consolidating processes, or "fixing and dropping" through some semblance of shared services is an accepted corporate services concept for many. Aggregating processes in fewer, better practice locations for scale and ease of transformation is a cautious approach to transformation. Introducing the concept of outsourcing or "lifting and shifting," or outsourcing end-to-end HR processes without first going through an intermediate step results in commercial, program and change complexity that few organizations are equipped to manage successfully.

Third, and most importantly, the capability of the existing HR staff to design and implement major change programs is the largest impediment to radical change and should be of great concern to top corporate management. HR transformation is not just about leadership – or blessing and observing from the sidelines; it is about having the capability to design, dimension, cost, manage and drive a program with sustainable benefit that touches every stakeholder. Organizations tend to underestimate the extent to which transformation is a contact sport, requiring the orchestration of a complicated set of activities which require deep capabilities in change, risk, performance management, people, governance and sourcing.

Respondents to this survey are rightfully concerned about the lack of capability to transform. Only capable clients – whether they are optimizing processes internally or buying services – gain sustainable benefit from transformation. Until HR staff gain the skills necessary – whether through training, engaging outside resource, or borrowing skills from other parts of the organization – transformation can continue to be seen as a tale of caution ... and capability.

Deborah Kops

Head of Program Planning and Development, HROA

ABOUT THE SURVEY

Our third annual Human Resources (HR) Transformation Survey again takes the pulse of the global ranks of HR executives. The survey examines where respondents are today in the transformation journey in order to compare and contrast those experiences with one another as well as to compare to last year's results.

This year's report focuses on four broad areas:

- **Reasons organizations transform**

Why and how are organizations transforming HR? Who is driving key transformation decisions?

- **What and how organizations transform**

How are organizations currently delivering HR processes? By what means are they transforming those processes? What are the anticipated and actual timing and cost of transformation?

- **Transformation barriers**

What are the challenges to successful transformation?

- **Resourcing transformation**

How and when are organizations using service providers? What criteria are key to their selection?

The survey was developed by ADP and the Human Resources Outsourcing Association (HROA) Europe and was administered by the HROA research team to a targeted list of 2,800 HR professionals between July and September 2006. The survey received 195 responses from executives around the globe.

EXECUTIVE SUMMARY

Interest in HR transformation remains high. The survey response rate, the broad composition of participants around the globe, the wide variety of organizations, and the range of management levels within those organizations all indicate a continuing high level of interest in this topic.

Organizations yet again cite a desire to free HR to become more strategic as the main reason for embarking on HR transformation. More effectively addressing the HR implications of organizational change, and improving service to employees continue to rank high this year.

Focusing resources and time on the strategic aspects of HR remains the most important reason organizations invest in transformation. Regardless of where they are in their transformation journey – planning to transform or deep into transformation – organizations transform first and foremost to reduce the transactional burden on HR staff, with the expectation that they will then be able to focus on strategic issues. Respondents also cite the need to respond to organizational changes and the desire to improve service. Those planning to transform also cite a wish to reduce cost.

Top HR leadership remains the decision-maker. The decision to transform HR is most often made by HR leadership roles (HR Vice President, Chief HR Officer, and HR Director), or the CEO. The research does not indicate a correlation between the position of the executive who makes the transformation within an organization, and organization size – either in number of employees or sales.

Executive championship is surely growing ... but at the same time lack of visible support from the top continues to be perceived as a barrier to success. CEO/executive board support for HR transformation appears to be growing, with an increase in those fully or rather supportive of outsourcing from 54% in 2005 to 64% in 2006. At the same time, almost a third of respondents cite lack of support at the top levels as a barrier to HR transformation.

Payroll transformation remains first on the agenda, demonstrating a continued focus on a tactical approach to HR transformation. When dissecting the continuing trend toward transforming distinct processes, payroll remains the number one process under consideration for improvement, with 83% of respondents asserting that they are or plan to transform it in some way, followed by HRIS, recruitment/selection, and training and development. Transactional processes are more commonly targets for transformation than strategic processes. Additionally, transactional processes (such as payroll and benefits administration) and those processes that might benefit from specific expertise (such as HRIS and recruitment) are much more likely to be outsourced or centralized in a shared services center than strategic processes (such as employee communication) that have direct impact on employees.

Consolidating processes into an internal shared services center (SSC) is preferred to “lifting and dropping” to an outsource provider. A belief in the benefits of scale still dominates the respondents’ approach to HR transformation. Consolidating processes in a SSC is cited as the most common transformation strategy in aggregate across all processes and all respondents, with transforming internally following, and outsourcing least likely.

CEO/executive board support for HR transformation appears to be growing

Expectations about savings are reasonable. HR transformation cost savings are most commonly reported to range from 5% to 25%, with a close correlation between forecast and actual savings, indicating that organizations planning HR transformation are setting reasonable expectations.

However, expectations about transformation timing are not realistic. While actual transformation timing often meets expectations, the research indicates that those transforming HR processes are not accurately anticipating the time to realize benefits. The research indicates that HR transformation generally requires six months to three years. More than a quarter of the time (28%), however, respondents say that transformation took more than a year longer than anticipated, often as a result of project planning or resource issues.

Availability of talent is cited as the biggest impediment to transformation. The skill level of existing HR staff continues to be cited as the biggest impediment to HR transformation. Following on, and as a distinct result of the first impediment, is the inability to build a viable business case to support HR transformation. Given the hurdles presented by the perceived capabilities of HR staff, organizations planning to transform clearly need to identify new strategies to train existing staff, and/or develop an alternative resourcing plan drawing on skills in the advisory community or bringing in new talent.

Yet there is still a tendency to “go it alone”. Many of those planning to transform HR report that they do not anticipate using outside resources (42%) to assist in the process. And the outside resource they say they are least likely to engage is an implementation consultant (11%). To compare, among those who are in the process of transforming or who have completed the process, the most commonly engaged outside resources are organizational consultants (32%), sourcing advisors (20%), and implementation consultants (20%).

Cost is not expressed as the top criterion when selecting an outsourcing provider. The top two outsourcing partner selection criteria reported are functional coverage and expertise, and proven capability to deliver agreed service levels. Also worth noting is that cultural fit – widely accepted as key to a successful long-term buyer/provider relationship – ranks very low.

Outsourcing initiatives are still relatively small in scale. The majority (75%) of those currently outsourcing HR report an annual HR outsourcing spend of \$10 million or less. More than half of respondents (54%) anticipate an increase in the budget over the next three years; 32% anticipate a decrease, and the remaining 14% expect the budget to remain the same. This suggests that the opportunity to outsource all HR processes “end to end” has not yet been embraced by the respondents.

Looking at these trends in aggregate, the story is a tale of consolidation, caution and capability. Consolidation continues to be the safe first step in transformation given concerns about existing HR staff capability and C-suite support. Breakthroughs in HR process delivery will occur when the HR team is comfortable that they have their hands firmly on the throttle of implementation.

**Consolidation
continues to
be the safe first
step in transfor-
mation**

FINDINGS

REASONS ORGANIZATIONS TRANSFORM

In order to understand and interpret variations in their responses, we first asked respondents to tell us where they are in the HR transformation process: (1) planning to transform; (2) in the transformation process or completed; or, (3) not planning to transform. Our responses represent a bell curve with 21% planning to transform, 54% currently in the transformation process or completed, and the remaining 25% having no plans to transform.

Organizations are most commonly investing in transformation in order to make HR more strategic

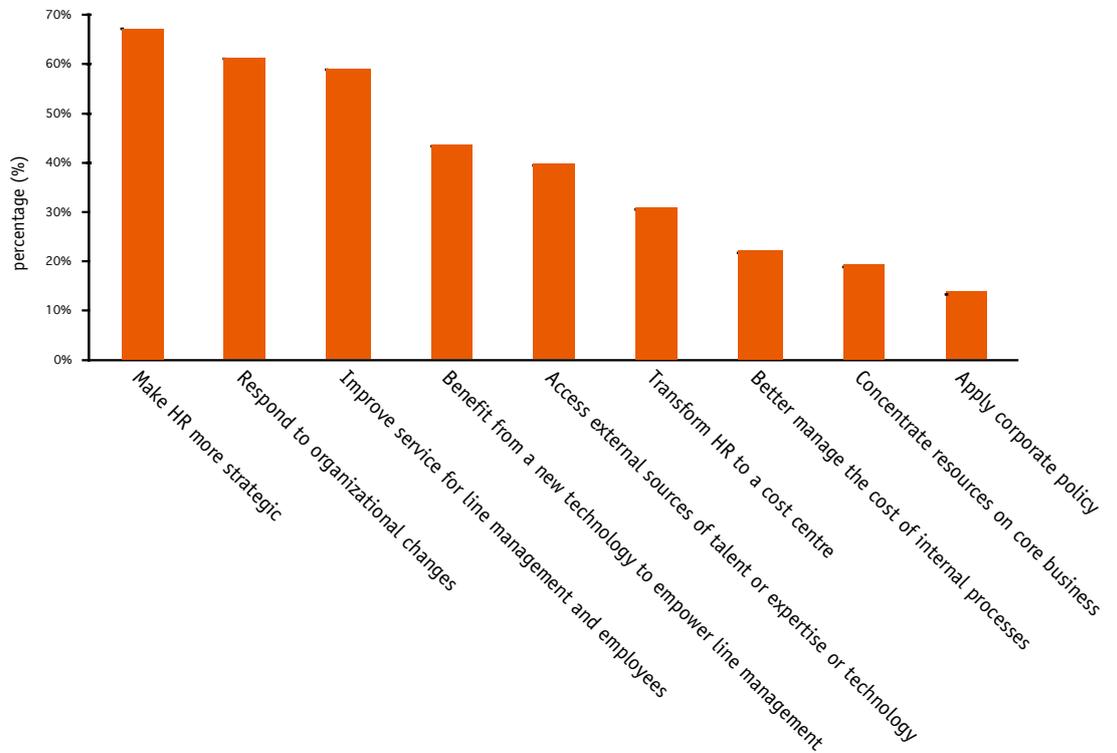
Why Transform?

There are a number of reasons organizations seek to transform their HR processes, including: to create resources and time to focus on more strategic aspects of HR; to improve efficiency and/or service; or to have access to new sources of talent or technology. And although the responses are widely distributed across a range of rationales, across all respondents, regardless of where they are in the transformation process, organizations are most commonly investing in transformation in order to make HR a more strategic corporate function (67%). Next most common, again across all respondents, is responding to organizational changes (61%) and improving service (59%). While there is no difference between those planning to transform and those already transforming in the top 3 reasons to transform, those planning to transform rank reduction in cost and improved HR resource management higher than those who have already transformed.

TOP REASONS ORGANIZATIONS TRANSFORM HR

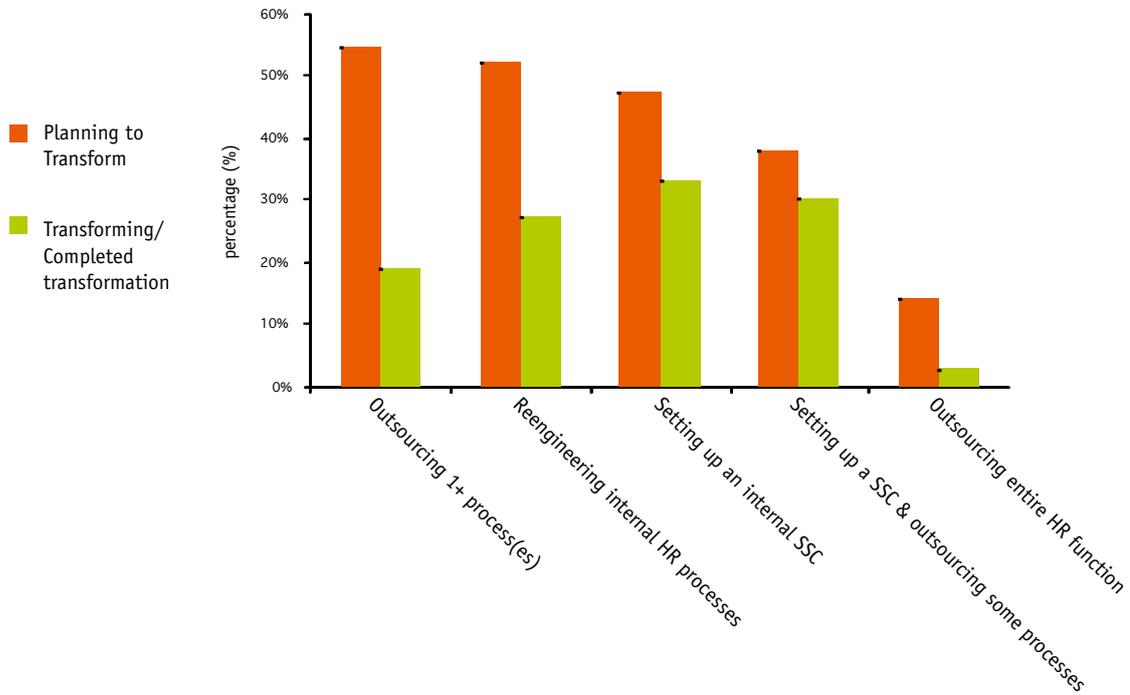
- Make HR more strategic (67%)
- Respond more readily to organizational changes (61%)
- Improve service for line management and employees (59%)
- Benefit from a new technology (44%)
- Access external sources of talent, expertise or technology (39%)

In last year's survey, making HR more strategic was also the top reason organizations said they endeavor to transform HR. However, this statement begs the question: once HR departments initiate transformation, are they implementing the scope and breadth of change necessary to achieve their end state? Do respondents understand that true transformation is not "playing around the edges" by sourcing commodity processes, but rather an investment in what constitutes a major change program, with the concomitant commitment of resources necessary to achieve a step change from transactional to strategic HR.

RATIONALE FOR HR TRANSFORMATION**Transformation Strategies**

There is a discernable difference in transformation strategy depending on the demographics of the respondents. Those who are in the transformation planning stages are more likely to be considering outsourcing discrete processes or reengineering processes internally, while those already transforming are most commonly consolidating processes in internal shared services centres (SSCs) with some degree of “onsourcing” or outsourcing of discrete processes as a next stage in the transformation process. This may be due to the need to first aggregate transactions to achieve benefits of scale, then source those processes.

TRANSFORMATION STRATEGIES



These strategies suggest that respondents walk first, then run. Relatively easier point service outsourcing and internal process optimization is the modus operandi of beginners. Once staff capabilities are developed, or the benefits of initial transformation are proven, an inverse correlation is apparent as the population moves to transformation on a broader scale, implementing shared services operations, then moving additional processes out.

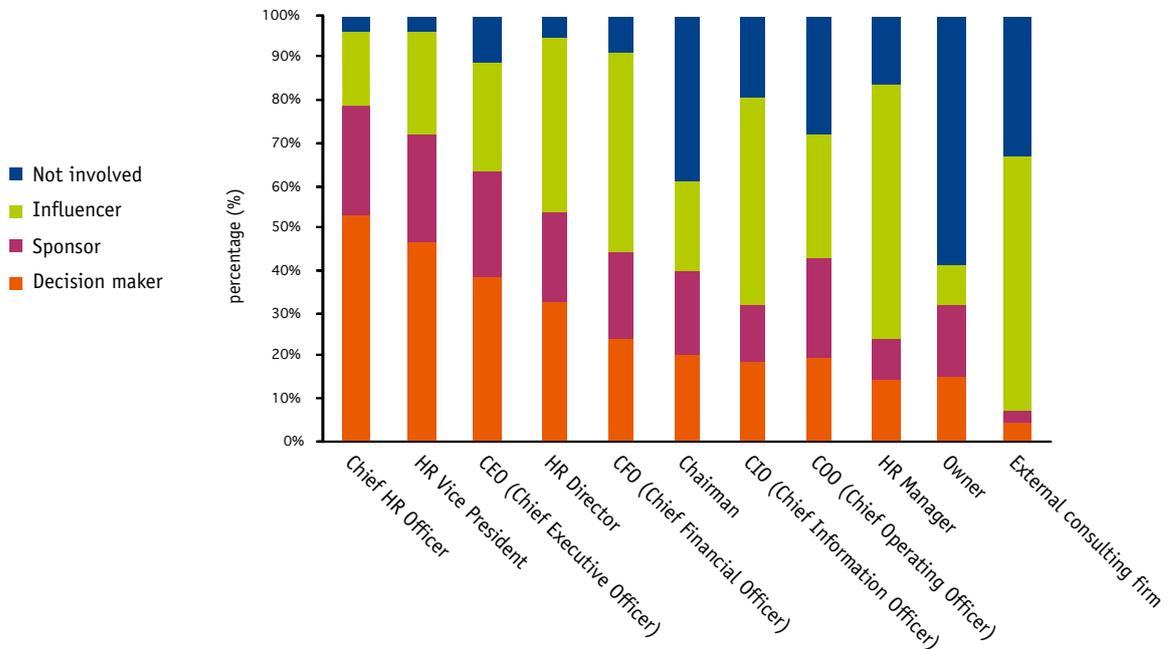
Notably, in both categories – planning to transform and currently transforming – outsourcing the entirety of HR processes is cited as the least likely transformation method. These data suggest that the “golden age” of end to end HR outsourcing is not yet upon us; fix and (partially) drop is definitively the strategy of choice.

Transformation Decision-making

The typical HR leadership positions (Chief HR Officer, HR Vice President, and HR Director), and the CEO are cited as the most likely transformation decision maker. This indicates virtually no change in the key decision maker role since last year’s survey. Most likely to influence the decision are HR managers, followed by C-suite members and external consultants. Owners and chairmen are likely not to be involved in the decision to outsource HR.

Our current research indicates that neither an organization’s revenue nor its number of employees have implications for the transformation decision-making role. CEOs, chairmen and owners are no more likely to be decision makers at smaller organizations than larger; these senior leaders are just as likely to stay removed from the decision making role at smaller companies as they are at larger companies. Additionally, there is no correlation between the size of the organization and decision-making authority the of the HR leader.

ORGANIZATIONAL ROLE IN TRANSFORMATION DECISION MAKING



Support amongst CEOs and executive boards for HR transformation – outsourcing in particular – is reported by the respondents to be relatively high and is continuing to grow, with 64% in favor or fully in favor of outsourcing (versus 54% in 2005). Yet, while there is progress, the executive suite is not yet fully aboard the outsourcing bandwagon, with 9% still against outsourcing (versus 12% in 2005).

The decisions driving transformation are clearly within the purview of HR leadership. While executive management plays a role in driving HR transformation, the call to arms emanates from within the function. HR management are enabled to drive change; the question is the extent to which they will take advantage of the opportunity to achieve broad-based change.

WHAT AND HOW ORGANIZATIONS TRANSFORM

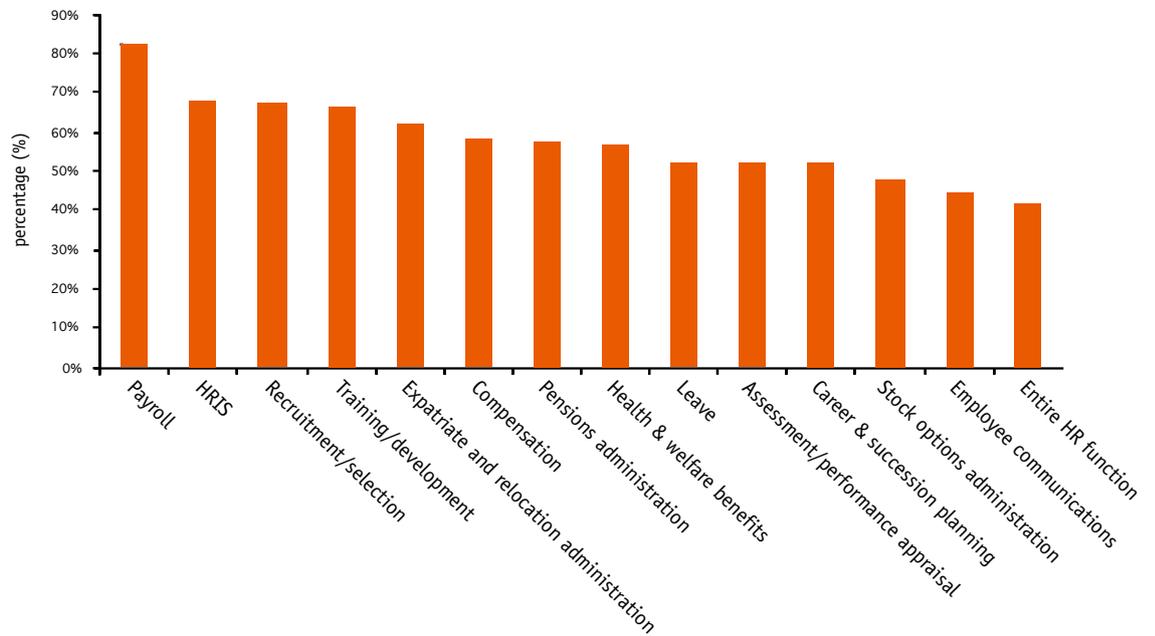
Processes Organizations Are Comfortable Transforming

It comes as no surprise that respondents are still conservative in their approach to HR transformation. Organizations are most likely to transform processes that are either highly transactional and leverageable (such as payroll and administrative functions) or best delivered by those providers with specialized skills (such as HRIS or recruitment).

Processes that have a higher impact on employees and/or may be considered more strategic in nature (career and succession planning, assessment, communications) are much less likely to be the focus of respondents' transformation programs at this point in time. When those processes are targeted, transformation is more likely to be implemented by process optimization/reengineering or internal consolidation rather than outsourced.

It remains to be seen if more strategic, higher impact processes will increasingly be the targets of transformation as respondents become more capable of outsourcing or more comfortable moving up the sourcing value chain.

PROCESSES ORGANIZATIONS ARE TRANSFORMING



Methods by which Organizations Are Transforming

For those respondents who are currently in or have completed transformation, consolidating HR transaction processes in a SSC is the respondents’ preferred transformation strategy, with process reengineering /optimization *in situ* a second option. Outsourcing discrete processes as a strategy is least favored amongst respondents.

METHODS ORGANIZATIONS ARE USING TO TRANSFORM

	MOST LIKELY TO BE TRANSFORMED ...		
	Internal Process Reengineering	By Consolidation in a SSC	By Outsourcing
Payroll		1	1
Stock options administration			5
Compensation			
Leave			
Training/development	2	4	
Employee communications			
Pensions administration			2
Health & welfare benefits			4
Career & succession planning	1		
Recruitment/selection	4	5	
Assessment/performance appraisal	5		
Expatriate and relocation administration		2	3
HRIS		3	
Entire HR function	3		

Results indicate that organizations are more comfortable with outsourcing commodity processes, while the higher value chain processes are retained in house.

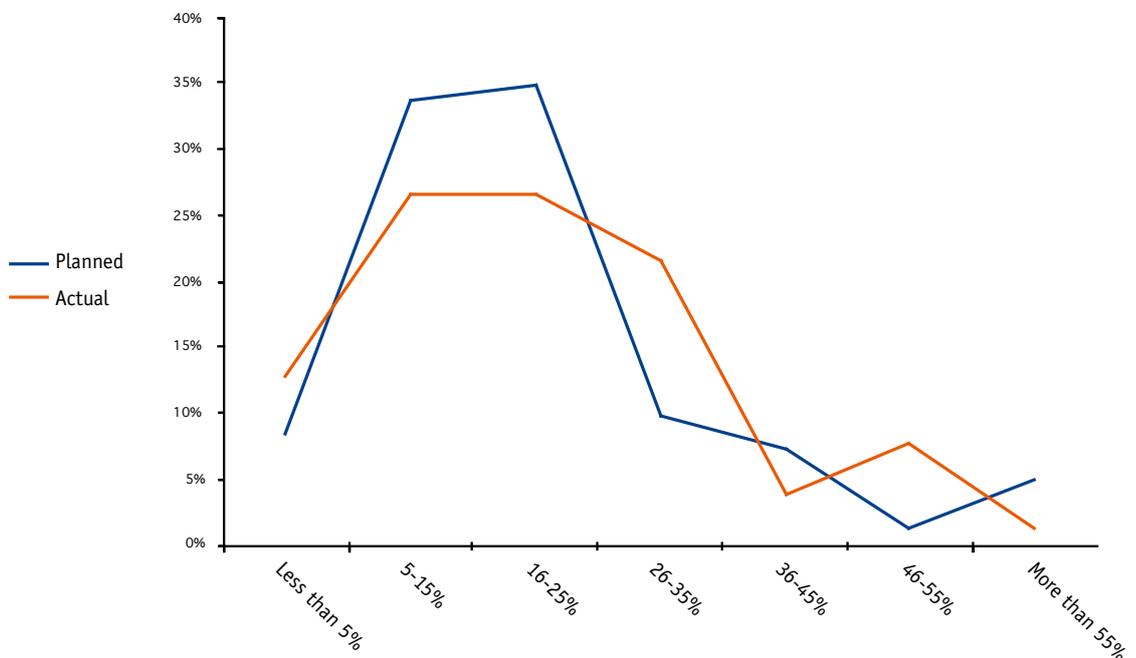
While there is movement in the scope (size) and type (processes involved) of HR transformation programs, it is not a groundswell. Respondents are split: some are avoiding the risks associated with implementing end-to-end delivery, while others say they are jumping in with both feet and undertaking high value, full function transformation.

Transformation Cost Reduction

While the ability to achieve cost reduction is not cited as the compelling reason for transformation, it is, nonetheless, the *raison d'être* and necessary justification for the transformation business case. Transformation is expensive; the need to achieve tangible benefit is taken as a given.

Both anticipated and actual cost savings are most often reported in the 5%-25% range, although more respondents budget that level of savings than actually achieve it. One bit of good news is that 23% of respondents planned to realize savings of 26%+, while 34% actually achieved that level of savings. On the other hand 5% of respondents anticipated savings at the highest level of 55%+, but only 1% actually achieved savings in that range.

ANTICIPATED VERSUS ACTUAL COST SAVINGS



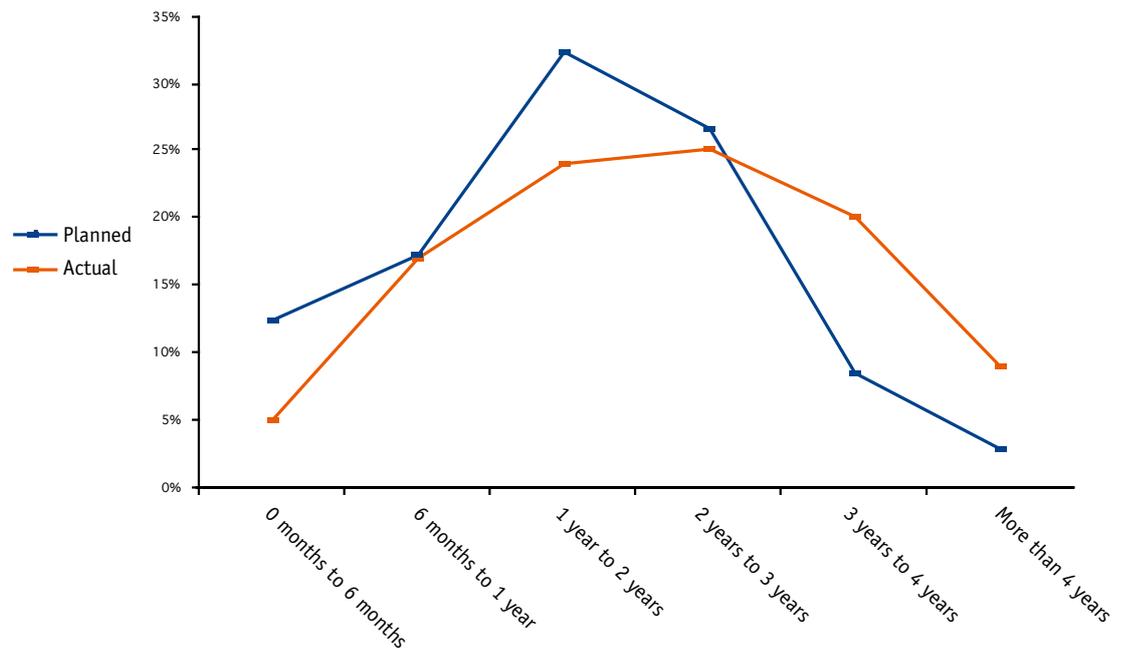
Notably, respondents are realistic about the level of cost reduction they can achieve through HR transformation. Planned and actual cost savings tend to follow similar curves, which indicates that organizations' savings expectations are fairly realistic, or that the business case was on target.

Time to the Transformed State

Those who plan to implement transformation programs are sometimes unrealistic about the elapsed time required to achieve desired benefits; a full 28% of respondents said that transformation took more than one year longer than anticipated. While expectations and reality correlate well in the middle of the range (anywhere from six months to three years), 12% of respondents expect to complete the transformation process in less than six months, while only 5% actually do; at the same time, only 12% plan to take more than three years to complete their transformation, while 29% report actually taking more than three years.

Research indicates that organizations planning to transform business processes should expect transformation to take anywhere from one to three years in duration, depending on scope and breadth. Industry “smart practice” suggests that speed to discernable benefit is critical. The duration of the entire program is less of an issue than the ability to demonstrate value at measured intervals.

ANTICIPATED VERSUS ACTUAL TIME TO TRANSFORMED STATE



As stated, nearly 28% of respondents who are transforming or have completed transformation report that the process took more than a year longer than planned. According to respondents, transformation is typically delayed by the following factors:

- **The miasma of project complexity/bureaucracy/political issues**

Respondents most often cite the complexity of decision-making and execution across many departments and levels (“enormous number of relevant stakeholders”) and across geographies (“changes that affect payroll activities around the globe,” “large number of countries involved”). Internal politics, and their impact on ability to gain buy-in, are also regularly cited.

“The skill level of existing HR staff is, by far, the most commonly cited impediment to HR transformation.”

- **Competing business priorities**

The HR transformation process is often derailed by competing organizational priorities which consume HR attention, such as merger and acquisition activity and seemingly perpetual reorganizations.

- **Inability to gain buy-in for transformation**

Respondents cite two issues affecting inability to gain buy-in: difficulty in gaining buy-in across geographies and problems in gaining senior-level support.

- **Cost and return**

Various cost, return on investment (ROI), and resource issues lead to delays in transformation, including high technology costs and an inability to obtain a targeted return on those costs.

- **Resource constraints**

Limited HR resources available to devote to transformation in light of the need to maintain current HR operations is regularly cited as a delaying factor in HR transformation.

- **Technology issues**

Gaps in available technologies, internal difficulties in sourcing the right technology, and the challenges of supporting global operations during the implementation of a common platform all cause delays in transformation.

Several other issues were cited, although less frequently: organizational resistance to change, lack of necessary HR skills/competencies to transform, and failure of providers/partners to fulfill their commitments.

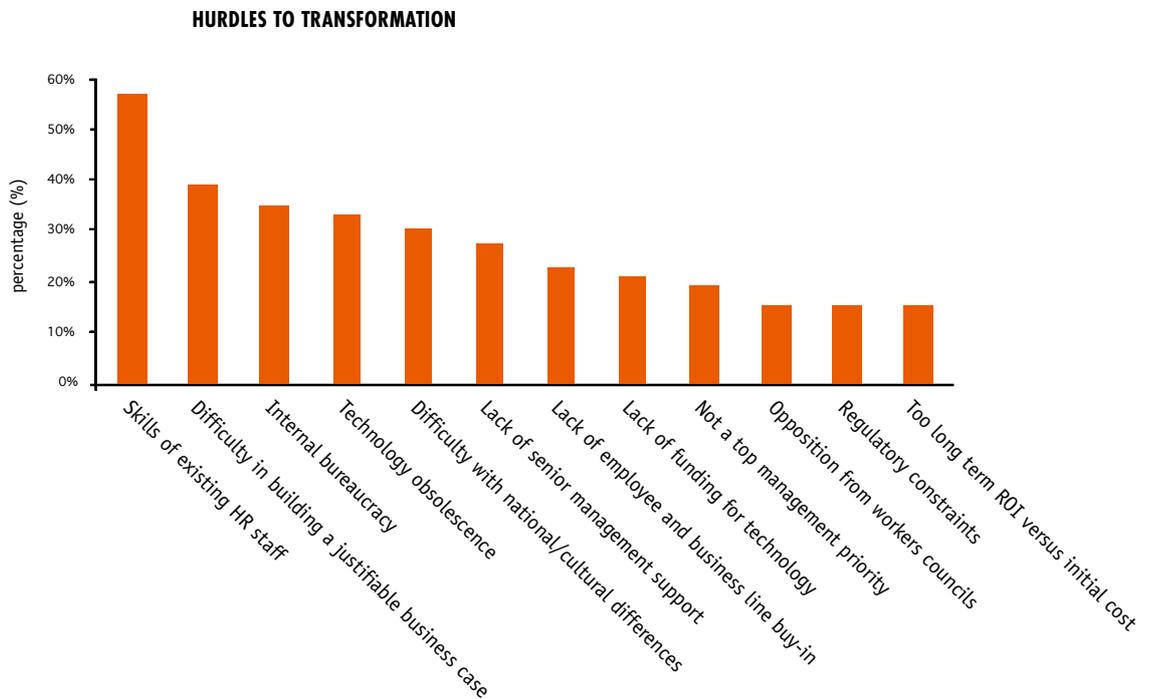
The more things change, the more they stay the same. The factors that cause delays are classic to all business process transformation – inability to deal with bureaucracy, resource constraints, competing priorities. HR professionals, despite assumed organizational acumen, appear to be no better equipped to deal with change than other business units.

TRANSFORMATION BARRIERS

The skill level of existing HR staff is, by far, the most commonly cited impediment to HR transformation. This finding is consistent with last year's, suggesting that there has been no real improvement in this area. Clearly, HR organizations must first identify the skills they require for successful transformation, and strategies to acquire those skills, whether by reskilling existing staff, bringing in new talent, or supplementing a core team with external resources.

Another barrier cited is the difficulty in building a justifiable business case. The absolute ranking of this barrier has risen significantly over last year, when its rank was more than half-way down the list. This issue may correlate to the first hurdle – paucity of HR transformation skill – and must be addressed as part of training in preparation for transformation. HR staff have historically not been trained to, nor have they focused their efforts on, strategic business management issues. This most likely inhibits their ability to develop a compelling business case.

Notably, inability to deal with workers council/labor relations issues/regulatory did not rank high.



The theme suggested by the data is obvious: lack of transformation capabilities. Inability to drive change, to develop solutions, to build business cases, to manage through new processes appears to cripple, or at least limit, both scope and success of transformation.

RESOURCING TRANSFORMATION

Use of Outside Resources to Support Transformation

Although respondents cite the lack of internal skills as a barrier to transformation, a substantial percentage (42%) of those planning to transform do not plan to engage outside resources or expertise. Given the hurdles and delaying factors cited by the respondents, this can be termed a surprising response. Those who anticipate using outside resources are not unilateral in their use of external expertise.

ANTICIPATED USE OF RESOURCES

- Use internal resources only (42%)
- Recruit a consultant to build a business case (18%)
- Recruit a consultant to conduct an RFP (16%)
- Recruit a consultant to help determine transformation needs (13%)
- Recruit a consultant for implementation (11%)

Among those in the process of transforming or who have fully transformed, the most commonly externally hired consultants are organizational consultants (32%) followed by sourcing advisors (20%) and implementation consultants (20%).

ACTUAL ENGAGEMENT OF OUTSIDE CONSULTANTS

- Organizational consultant (32%)
- Sourcing advisory (20%)
- Implementation assistance (20%)
- Program management (16%)
- Tax advice (11%)
- Accounting advice (3%)

The analysis of the data surfaces a contradiction: the key barrier to transformation is capability of the existing HR team, yet HR departments are very reluctant to engage the help they need to bring transformation projects over the goal line.

Outsourcing Partner Selection

The three criteria cited most often – by a significant margin – as important when selecting an outsourcing partner are: functional coverage and expertise (92%); proven ability to meet service levels (85%); and guaranteed cost savings (61%). No other criteria come close to being considered by the respondents as important as these top three.

As reported in last year's survey, the perceived cultural match between buyer and provider continues to rank very low on the scale despite the fact that research in the HRO industry regularly highlights the importance of cultural fit.

Perceived importance of cultural match between buyer and provider continues to rank low

OUTSOURCING PARTNER SELECTION CRITERIA (in rank order)

- Functional coverage and expertise
- Proven ability to meet service levels
- Guaranteed cost savings
- Multi-country capabilities
- Price
- Existing relationship
- Provider focus (i.e. consulting, implementation, processing)
- References/reputation
- Cultural match
- Specialization in the relevant functions
- One stop shop (functions other than HR)
- Financial capability
- Flexible contract terms
- Size and market position

Respondents cite a strong preference (47%) for outsourcing providers with a global delivery footprint, while 24% of respondents prefer their providers to have a regional focus, 18% look for those providing services domestically, and 11% claim no preference.

Global
capability
appears to
be a “nice to
have”

Preference for provider footprint does not correlate with contract. Global capability appears to be a “nice to have,” yet respondents still buy their services from regional or locally based providers. The expressed preference may reflect the interest of transnational or global firms to grow geographical scope over time.

Outsourcing Budget

The majority of those currently outsourcing HR processes (75%) declare an annual HR outsourcing budget of \$10 million or less. On the opposite end of the scale, 13% of respondents have an annual budget of more than \$50 million. The remaining 11% have budgets between \$11 million and \$30 million. All respondents who have budgets of \$50 million have sales of \$11 billion or more.

More than half of respondents (54%) anticipate an increase in the budget over the next three years, but 32% anticipate a decrease, and the remaining 14% expect the budget not to change.

These budgets reflect the preferred scope of transformation through outsourcing. Since most of the processes outsourced are highly commoditized and transactional in nature, the average size of the annual outsourcing budget is not surprising.

Anticipated increases in budget suggest two trends: first, expectations relative to year on year savings, and second, increases in scope or geography over time.

About the participants

A total of 195 respondents completed our 2006 HR transformation survey, representing a broad, global spectrum of organizations and industries. Among respondents, 21% are planning to transform their HR function, 54% are in the process or have completed transformation, with the remaining 25% having no plans to transform.

By design, the majority of respondents are based in EMEA (58%), with strong representation from the Americas (30%), and the remainder (12%) emanating from the Asia Pacific region.

ORGANIZATIONAL DEMOGRAPHICS

- **Global:** 70% operate in 10+ countries
- **High revenue:** 68% have revenues of US\$1B or more
- **Substantial number of employees:** 60% have 10,000+ employees
- **Diverse industries:** Survey respondents reflect an industry distribution as follows: 30% manufacturing; 23% services industries; 10% finance, insurance and real estate, 8% transportation, communication, electric, gas & sanitary services, and the remaining 30% in construction, mining, retail trade, public administration, or nonclassifiable industries

RESPONDENT DEMOGRAPHICS

- 47% work within the HR function as broadly defined to include strategy and process
- 21% work within HR shared services operations
- 6% are at the owner/CEO/president level
- 29% are at the VP/director level
- 42% are at the managerial level

About the HROA



WHO WE ARE

HROA Europe, the European arm of the HR Outsourcing Association (HROA), is the only professional membership association committed to promoting the advancement of human resources transformation in complex organizations. Membership in HROA Europe provides you with access to the largest Pan-European network of HR executives and experts who are pioneering the transformation of their organizations and creating HR's new future.

WHAT WE DO

Events

HROA Europe produces a variety of strategic, highly interactive events – delivered by globally-recognized peers and industry experts – for executives, managers and practitioners in the HR transformation, shared services and process outsourcing communities. It also partners with other leading conference organizers around the world to ensure its members are aware of other knowledge-based, thought-provoking events.

Training

The HROA Europe transformation training series helps HR executives and managers put the transformation puzzle pieces together by providing the “how-to” tools, knowledge and insights necessary to direct, control and manage the entire transformation process.

The training series harnesses the talents of the world's foremost experts – consultants, advisers, lawyers and corporate leaders – in all aspects of business process transformation. And all courses focus on making transformation leaders smarter, increasing their ability to achieve successful, sustainable change.

Research

HROA Europe carries out annual market reviews, benchmarking surveys, and customized research projects for HR-related for shared services and outsourcing initiatives. The results are used in the development and fine-tuning of business process delivery to ensure the most value possible is gained from transformation initiatives.

MEMBERSHIP BENEFITS

If you are involved in transforming HR, membership in HROA Europe is a must. You'll not only become part of the largest community dedicated to HR transformation, you'll also enjoy all the benefits associated with HROA Europe membership. Membership in HROA Europe gives you access to a worldwide network of HR experts and peers, all of whom share one common goal – HR transformation. Several membership levels and types are available; please visit us at www.hroaeurope.com for more information.

About ADP



Automatic Data Processing, Inc. (NYSE:ADP), with \$8.9 billion in revenues and approximately 600,000 clients worldwide, is one of the largest providers of a broad range of premier, mission-critical, cost-effective transaction processing and information-based business solutions.

ADP Employer Services, part of ADP, Inc., serves clients in more than 30 countries worldwide. As a leading provider of HR services, ADP Employer Services' offerings – from basic payroll processing to being your payroll and personnel administration department – are fully compliant with languages, currencies, social regulations, and adapt seamlessly to companies' structural and business needs.

With ADP® GlobalViewSM, the HR & Payroll service solution based on mySAP™ Enterprise Resource Planning (ERP) Human Capital Management (HCM) platform, ADP is well positioned to serve the needs of multi-national companies that are looking for an outsourced solution based on a common HRIS and common processes defined at a regional or global level.

GlobalViewSM includes HR, Payroll, Time Management as well as Employee and Manager Self Service.

Additional information on ADP at:

**<http://www.adp.com>
and www.europe.adp.com
or call +33 1 55 63 51 83**

For further information
on ADP® GlobalViewSM, go to:
<http://www.globalview.adp.com>

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