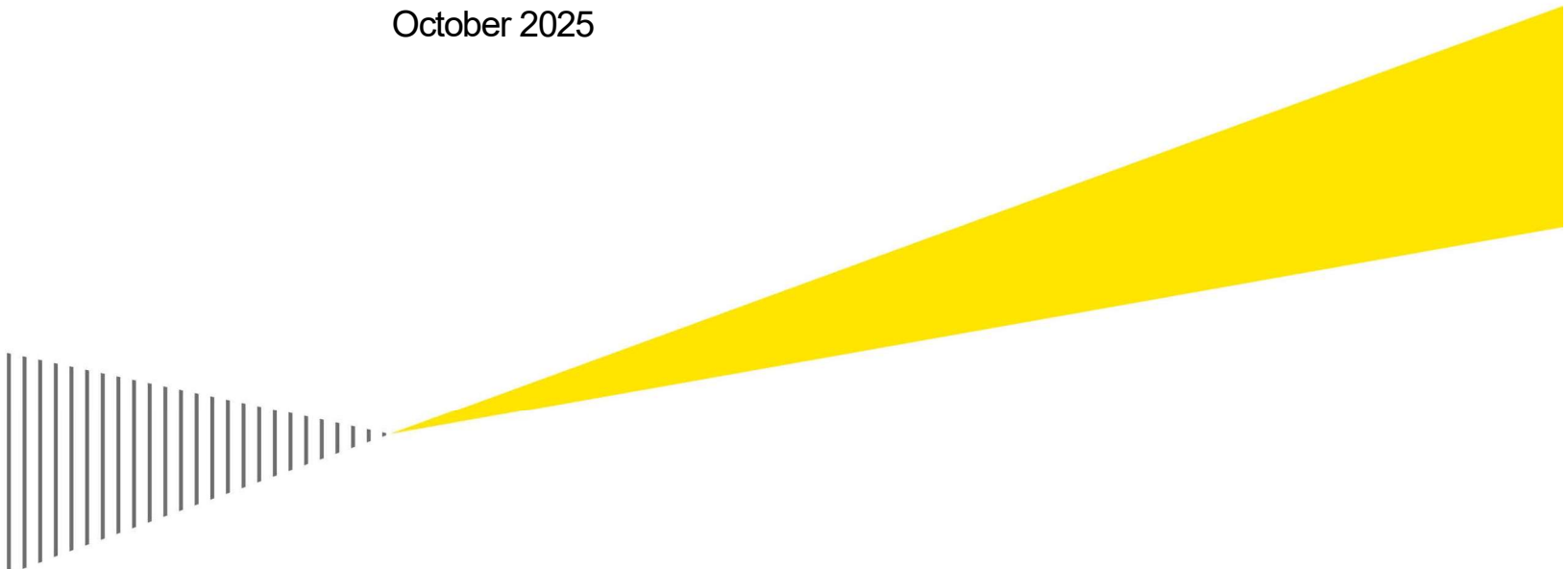


# **Estimating Labor and Non-Labor Costs Associated with Common Human Resources (HR) Functions/Tasks Cost Update 2025**

October 2025





## Executive summary

This report estimates the labor and non-labor costs associated with the completion of common human resources (HR) tasks. Results are presented for a 2025 survey, providing the most recent update for a report first published in 2018.<sup>1</sup>

For the original 2018 report, 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

In the 2025 update, EY surveyed 500 individuals from companies employing between 250 and 4,999 employees – the respondent population on which the main report focuses. EY also extended the survey to an additional 250 respondents who employ between 5,000 to 10,000 employees. This extension was first introduced in the 2023 survey iteration.

Survey respondents answered questions on their organization’s approach to the completion of common HR tasks under the following everyday scenarios. The 2025 survey added a ninth section for AI-assisted search-related tasks.

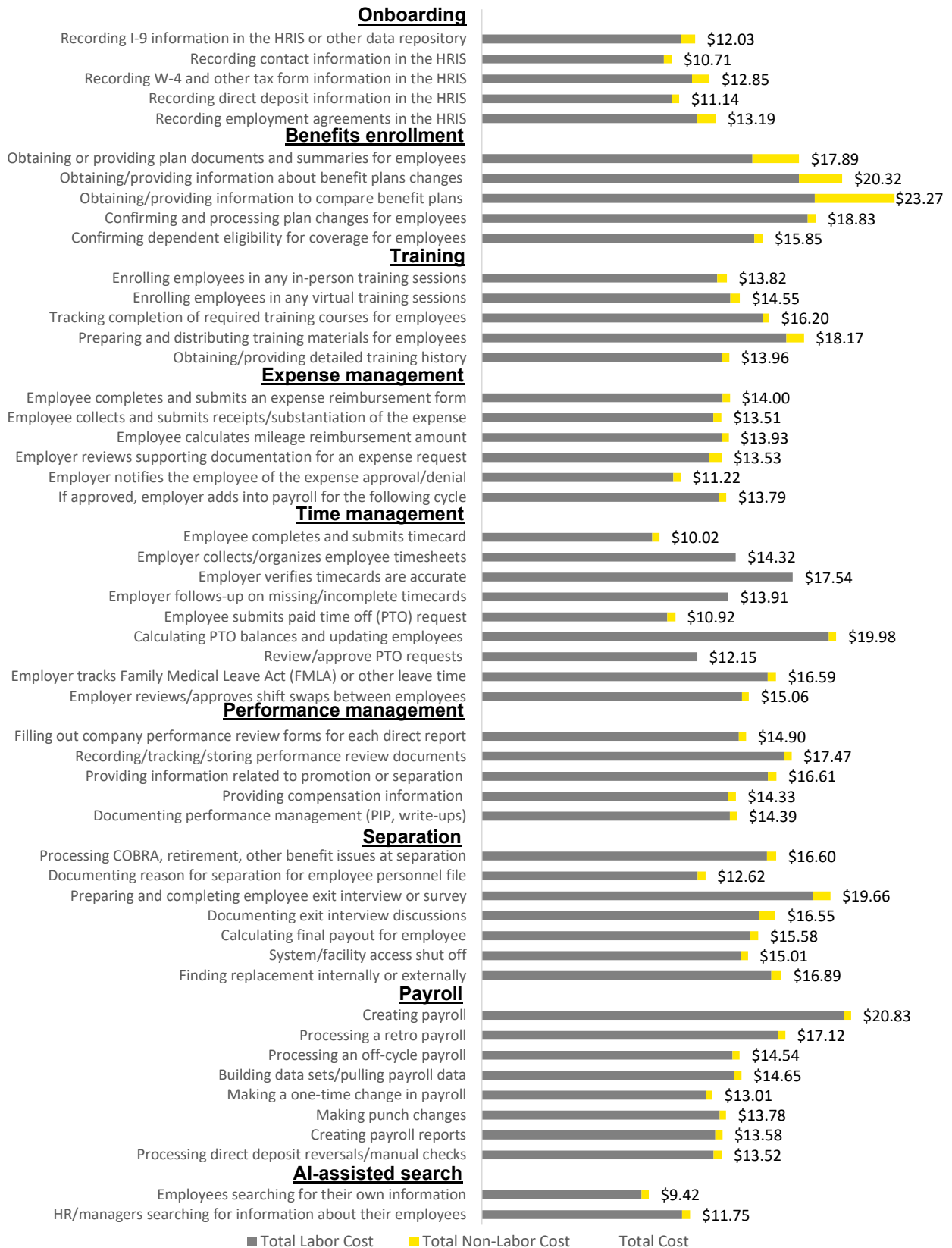
1. Onboarding new employees
2. Benefits enrollment
3. Learning management (training)
4. Expense management
5. Time management
6. Performance management
7. Employee separation from the organization
8. Payroll-related activities (introduced in 2023 survey iteration)
9. AI-assisted search activities (introduced in 2025 survey iteration)

The goal of the study is to estimate the total costs (both labor and non-labor) associated with completing tasks pertaining to these scenarios, and ultimately, determine the average cost of a single data entry associated with these tasks. In particular, we are 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 updated for 2025.

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<sup>1</sup> The 2025 survey includes a new AI-assisted search activities section not included in the 2018 survey. It replicates the 2023 survey changes including a new payroll-related tasks section and an extension of the survey to companies with 5,000 to 10,000 employees.

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



A few things stand out from survey results in Figure ES-1:

- Labor costs continue to constitute nearly all the total costs related to all 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 obtaining and providing information about benefit plan changes, though costs are also high to obtain or provide initial plan documents and summaries for employees and to confirm and process plan changes. Not only are labor costs generally higher for these tasks, but non-labor costs are notably highest here as well.
- Consistent with past findings, onboarding tasks are generally less expensive than tasks related to employee separation.

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# 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, determine 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, in 2018 we conducted a survey of individuals in HR and/or supervisory roles. We have reissued this report several times to update the original 2018 survey results. In our latest 2025 iteration, EY surveyed 500 individuals who work:

- at companies headquartered in the United States,
- for companies who employ between 250 and 4,999 total employees<sup>2</sup>
- 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

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<sup>2</sup> In 2025, EY also collected information from an additional group of 250 individuals working for companies who employ 5,000 to 10,000 total employees. Aside from size, the respondents otherwise meet all of the same criteria as the original survey group. The results for employees working at these larger companies are provided in Appendix D.

6. Performance management
7. Employee separation from the organization
8. Payroll-related activities (introduced in 2023 survey iteration)
9. AI-assisted search activities (introduced in 2025 survey iteration)

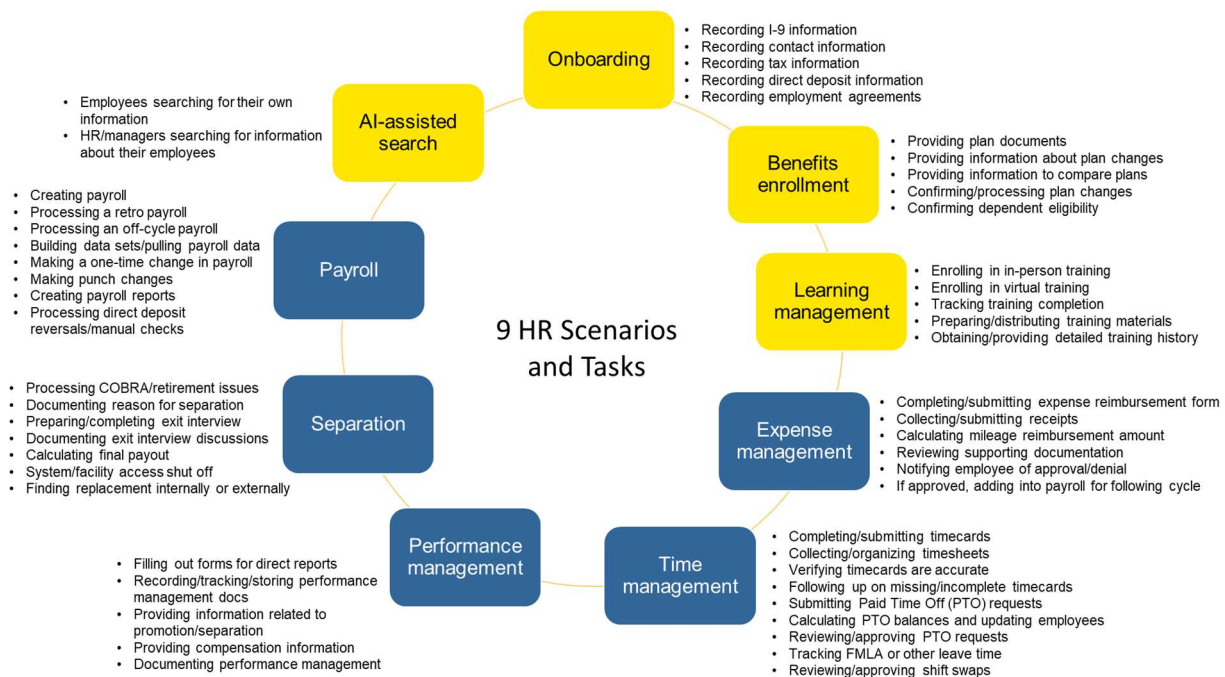
## II. HRIS Information Collection Scenarios

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**



Note: The 2025 survey iteration introduced a ninth scenario covering responsibilities related to AI-assisted search.

The four scenarios in the yellow boxes (onboarding, benefits enrollment, and learning management, and AI-assisted search) 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, separation, and payroll) 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. Again, 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 to the 2025 survey reported taking approximately 19 minutes on average to record I-9 information in an HRIS system. Respondents also reported that the average hourly rate for the person who typically performs this task is \$32/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 \$10.01 in 2025.

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 in 2025 reported an average of 14% 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 \$32/hour. Multiplying these three numbers together, we calculated the labor cost required to correct erroneous I-9 records as \$1.22. Adding this to the cost of inputting the I-9 records yields a total update labor cost of \$11.23 for 2025. Please see Table C-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 assumed the following costs associated with each of these non-labor components:

- Printing costs – 12 cents per page
- Copying costs – 17 cents per page
- Postage costs – 78 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. We then applied an inflation cost factor related to printing and copying (0.8% percent) to calculate an updated cost for 2025 from the 2023 report.

Continuing to consider the I-9 as an example, respondents reported printing forms 63% of the time, copying 60% of the time and using postage 35% of the time. Multiplying these percentage by the costs and applying the inflation factor suggests that the total non-labor costs for the typical I-9 form is 80 cents in 2025. Adding this to the labor costs above yields an average total cost of \$12.03 for each I-9 form that employees do not complete independently. Please see Table C-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 \$12.03 cost for a typical I-9 form by 49 pieces of information yields an average cost of 25 cents for an I-9 form on a per data entry item basis in 2025. 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 - \$11.23 for labor costs and \$0.80 for non-labor costs yielding a total cost of \$12.03 for the typical I-9 record.

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

- Labor costs continue to constitute nearly all the total costs related to all 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 obtaining and providing information about benefit plan changes, though costs are also high to obtain or provide initial plan documents and summaries for employees and to confirm and process plan changes. Not only are labor costs generally higher for these tasks, but non-labor costs are notably highest here as well.
- While interesting, consistent with past findings, onboarding tasks are generally less expensive than tasks related to employee separation.
- Across all 49 tasks, the average cost per data entry is \$5.68<sup>3</sup>.

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<sup>3</sup> Excluding the new AI-assisted search tasks, the average cost per data entry is \$5.48. Excluding both the new AI-assisted search tasks and recently added Payroll tasks, the average cost per data entry is \$4.86.

**Table 1. Average Costs by Task**

	<b>Labor costs</b>	<b>Non-Labor costs</b>	<b>Total costs</b>	<b>Data entries</b>	<b>Cost per data entry</b>
<b>Onboarding new employees</b>					
Recording I-9 information in the HRIS or other data repository	\$11.23	\$0.80	\$12.03	49	<b>\$0.25</b>
Recording contact information in the HRIS	\$10.28	\$0.44	\$10.71	11	<b>\$0.97</b>
Recording W-4 and other tax form information in the HRIS	\$11.86	\$0.99	\$12.85	40	<b>\$0.32</b>
Recording direct deposit information in the HRIS	\$10.72	\$0.42	\$11.14	18	<b>\$0.62</b>
Recording employment agreements in the HRIS	\$12.16	\$1.03	\$13.19	17	<b>\$0.78</b>
<b>Benefits enrollment</b>					
Obtaining or providing plan documents and summaries for employees	\$15.27	\$2.62	\$17.89	1	<b>\$17.89</b>
Obtaining/providing information about benefit plans changes	\$17.89	\$2.43	\$20.32	1	<b>\$20.32</b>
Obtaining/providing information to compare benefit plans	\$18.78	\$4.49	\$23.27	2	<b>\$11.63</b>
Confirming and processing plan changes for employees	\$18.38	\$0.45	\$18.83	7	<b>\$2.69</b>
Confirming dependent eligibility for coverage for employees	\$15.37	\$0.47	\$15.85	5	<b>\$3.17</b>
<b>Training</b>					
Enrolling employees in any in-person training sessions	\$13.28	\$0.54	\$13.82	27	<b>\$0.51</b>
Enrolling employees in any virtual training sessions	\$14.02	\$0.53	\$14.55	27	<b>\$0.54</b>
Tracking completion of required training courses for employees	\$15.84	\$0.36	\$16.20	4	<b>\$4.05</b>
Preparing and distributing training materials for employees	\$17.18	\$0.99	\$18.17	1	<b>\$18.17</b>
Obtaining/providing detailed training history	\$13.52	\$0.44	\$13.96	4	<b>\$3.49</b>
<b>Expense management</b>					
Employee completes and submits an expense reimbursement form	\$13.58	\$0.42	\$14.00	17	<b>\$0.82</b>
Employee collects and submits receipts/substantiation of the expense	\$13.06	\$0.45	\$13.51	1	<b>\$13.51</b>
Employee calculates mileage reimbursement amount	\$13.56	\$0.37	\$13.93	11	<b>\$1.27</b>
Employer reviews supporting documentation for an expense request	\$12.83	\$0.70	\$13.53	29	<b>\$0.47</b>
Employer notifies the employee of the expense approval/denial	\$10.80	\$0.42	\$11.22	1	<b>\$11.22</b>
If approved, employer adds into payroll for the following cycle	\$13.38	\$0.41	\$13.79	4	<b>\$3.45</b>
<b>Time management</b>					
Employee completes and submits timecard	\$9.62	\$0.41	\$10.02	42	<b>\$0.24</b>
Employer collects/organizes employee timesheets	\$14.32	\$0.00	\$14.32	1	<b>\$14.32</b>
Employer verifies timecards are accurate	\$17.54	\$0.00	\$17.54	42	<b>\$0.42</b>
Employer follows-up on missing/incomplete timecards	\$13.91	\$0.00	\$13.91	1	<b>\$13.91</b>
Employee submits paid time off (PTO) request	\$10.46	\$0.46	\$10.92	11	<b>\$0.99</b>
Calculating PTO balances and updating employees	\$19.56	\$0.42	\$19.98	4	<b>\$5.00</b>
Review/approve PTO requests	\$12.15	\$0.00	\$12.15	4	<b>\$3.04</b>
Employer tracks Family Medical Leave Act (FMLA) or other leave time	\$16.12	\$0.47	\$16.59	5	<b>\$3.32</b>
Employer reviews/approves shift swaps between employees	\$14.67	\$0.39	\$15.06	5	<b>\$3.01</b>
<b>Performance management</b>					
Filling out company performance review forms for each direct report	\$14.50	\$0.40	\$14.90	30	<b>\$0.50</b>
Recording/tracking/storing performance review documents	\$17.03	\$0.44	\$17.47	30	<b>\$0.58</b>
Providing information related to promotion or separation	\$16.13	\$0.48	\$16.61	4	<b>\$4.15</b>
Providing compensation information	\$13.89	\$0.44	\$14.33	4	<b>\$3.58</b>
Documenting performance management (PIP, write-ups)	\$14.00	\$0.39	\$14.39	30	<b>\$0.48</b>
<b>Separation</b>					
Processing COBRA, retirement, other benefit issues at separation	\$16.08	\$0.52	\$16.60	17	<b>\$0.98</b>
Documenting reason for separation for employee personnel file	\$12.17	\$0.44	\$12.62	1	<b>\$12.62</b>
Preparing and completing employee exit interview or survey	\$18.68	\$0.98	\$19.66	38	<b>\$0.52</b>
Documenting exit interview discussions	\$15.63	\$0.92	\$16.55	38	<b>\$0.44</b>
Calculating final payout for employee	\$15.13	\$0.45	\$15.58	6	<b>\$2.60</b>
System/facility access shut off	\$14.60	\$0.41	\$15.01	1	<b>\$15.01</b>
Finding replacement internally or externally	\$16.33	\$0.56	\$16.89	8	<b>\$2.11</b>
<b>Payroll</b>					
Creating payroll	\$20.41	\$0.41	\$20.83	5	<b>\$4.17</b>
Processing a retro payroll	\$16.70	\$0.42	\$17.12	5	<b>\$3.42</b>
Processing an off-cycle payroll	\$14.14	\$0.40	\$14.54	5	<b>\$2.91</b>
Building data sets/pulling payroll data	\$14.25	\$0.40	\$14.65	1	<b>\$14.65</b>
Making a one-time change in payroll	\$12.63	\$0.37	\$13.01	1	<b>\$13.01</b>
Making punch changes	\$13.42	\$0.35	\$13.78	1	<b>\$13.78</b>
Creating payroll reports	\$13.17	\$0.41	\$13.58	1	<b>\$13.58</b>
Processing direct deposit reversals/manual checks	\$13.07	\$0.45	\$13.52	3	<b>\$4.51</b>
<b>AI-assisted search</b>					
Employees searching for their own information	\$9.02	\$0.40	\$9.42	1	<b>\$9.42</b>
HR/managers searching for information about their employees	\$11.29	\$0.46	\$11.75	1	<b>\$11.75</b>
<b>Average</b>	<b>\$14.30</b>	<b>\$0.62</b>	<b>\$14.92</b>	<b>12</b>	<b>\$5.68</b>

## Appendix A – Questionnaire

### Human Resources (HR) Task Questionnaire

Thank you for participating in our survey. Before we begin, we would like to ask a few questions to learn more about your organization and your role within it.

#### Screener/Demographic Questions

##### **D1. Where is your organization headquartered?**

- United States [QUALIFY]
- Canada
- United Kingdom
- Australia
- New Zealand
- None of the above

##### **D2. Which of the following best describes your department or current functional role at work?**

- Accounting / Finance
- Design / Engineering
- Executive management/senior leadership [QUALIFY]
- Human Resources [QUALIFY]
- Information Technology
- Infrastructure (Non-IT)
- Legal Professional
- Manufacturing
- Marketing / Advertising
- Procurement / Purchasing
- Sales / Business Development
- Supply Chain / Demand Management
- Warehouse / Transportation / Shipping
- Other

##### **D3. Which of the following best describes your business title?**

- C-Level Executive [QUALIFY]
- EVP/SVP [QUALIFY]
- VP [QUALIFY]
- Director [QUALIFY]
- Manager [QUALIFY]
- Supervisor [QUALIFY]
- Individual Contributor
- Other (Please Specify)

##### **D4 How many total employees work for your organization?**

- Less than 250 [SCREEN OUT]
- 250-499
- 500-999
- 1,000-2,499
- 2,500-4,999
- 5,000-10,000 [SEPARATE ANALYSIS – SEE APPENDIX D]
- 10,000 or more [SCREEN OUT]

**D5. Which best describes the industry you work in?**

- Energy
- Advanced manufacturing & mobility
- Consumer products/retail
- Technology, media and telecommunications
- Health sciences
- Financial services
- Smart infrastructure
- Private equity
- Other (specify): \_\_\_\_

**D6. How many different physical office locations does your organization have?**

- 0 – we have no physical office locations [Go to D8]
- 1 physical office location [Go to D8]
- 2-4 physical office locations [Go to D7]
- 5-9 physical office locations [Go to D7]
- 10-20 physical office locations [Go to D7]
- More than 20 physical office locations [Go to D7]

**D7. In how many different states does your organization have physical office locations?**

- 1 state
- 2 states
- 3-5 states
- 6-10 states
- 11-25 states
- 26-49 states
- All 50 states
- I don't know

**D8. Please indicate your general level of familiarity with your organization’s processes and procedures related to each of the following topics.**

	<b>Not familiar at all</b>	<b>Not very familiar</b>	<b>Somewhat familiar</b>	<b>Very familiar</b>	<b>Extremely familiar</b>
Onboarding new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits enrollment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learning management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time and expense management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Secure document destruction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee separation from the firm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ordering employee office equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sending mass emails to employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Payroll-related tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General company/employee information/policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If at least 4 of “Onboarding new employees”, “Benefits enrollment”, “Learning management”, “Time and expense management”, “Performance management” or “Employee separation from the firm” = “Somewhat familiar, very familiar, extremely familiar”, Go to D9

[Else screen out]

**D9. How confident are you in your ability to report specific details regarding how your organization carries out common tasks associated with the following topics? By “specific details”, we mean items such as identifying the individuals responsible for completing various tasks, estimating the time it takes to complete the tasks, and the error rates associated with them.**

	<b>Not confident at all</b>	<b>Not very confident</b>	<b>Somewhat confident</b>	<b>Very confident</b>	<b>Extremely confident</b>
Onboarding new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits enrollment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learning management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time and expense management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee separation from the firm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Payroll-related tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General company/employee information/policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[PN: Show **only** the 4-6 rows selected from D8 in D9] [If at least 4 of responses are “somewhat/very/extremely confident”, go to those sections

Else screen out]

**Scenario Questions**

This survey focuses on the approach your organization uses to complete tasks associated with various HR functions. We will describe a few different scenarios and will ask you a variety of questions regarding each one. [RN programmers – please put this text on its own page. Then have a page break before the rest of the section.]

Please think about the process your organization uses when onboarding a new employee.

**Scenario #1 (Onboarding new employees)**

[PN: Show Scenario #1 **only** if D9a = “Somewhat confident”, ”very confident” or “extremely confident”]

**Q1.1. Who in your organization is primarily responsible for recording the following information for a new employee? By “recording”, we mean actually inputting the necessary information into your organization’s formal Human Resources Information System (HRIS) or equivalent repository.**

	The employee himself/herself	The employee’s supervisor	An HR employee	Other (specify):
Recording I-9 information in the HRIS or other data repository	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recording contact information in the HRIS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recording W-4 and other tax form information in the HRIS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recording direct deposit information in the HRIS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recording employment agreements in the HRIS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If All= “The employee himself/herself”, go to Scenario 2

Else go to Q1.2 for those tasks where Q1.1 = “The employee’s supervisor, an HR employee, or Other”]

**Q1.2 How much time do you think the average individual responsible for each task typically spends recording the following information into the HRIS?**

[List only those tasks that were selected in Q1.1 = The employee’s supervisor, An HR employee, or Other]

Task	Minutes
Recording I-9 information in the HRIS or other data repository	
Recording contact information in the HRIS	
Recording W-4 and other tax form information in the HRIS	
Recording direct deposit information in the HRIS	
Recording employment agreements in the HRIS	

**Q1.3 Approximately what percentage of the following types of records require corrections due to errors and/or omissions and how much time is typically spent correcting such errors?**

**[List only those tasks that were selected in Q1.1 = The employee’s supervisor, An HR employee, or Other]**

<b>Task</b>	<b>% of cases with errors and/or omissions</b>	<b>Average time spent correcting errors (in minutes)</b>
I-9 information		
Contact information		
W-4 and other tax form information		
Direct deposit information		
Employment agreements		

**Q1.4 What is the average hourly rate (including benefits) for employees in your organization that are primarily responsible for carrying out these tasks?**

**[List only those tasks that were selected in Q1.1 = The employee’s supervisor, An HR employee, or Other]**

<b>Task</b>	<b>Average hourly rate (including benefits)</b>
Recording I-9 information in the HRIS or other data repository	
Recording contact information in the HRIS	
Recording W-4 and other tax form information in the HRIS	
Recording direct deposit information in the HRIS	
Recording employment agreements in the HRIS	

**Q1.5 Please think about any non-labor expenses that may be associated with recording the following information in the HRIS. Please indicate which non-labor expenses are associated with each task.**

**[List only those tasks that were selected in Q1.1 = The employee’s supervisor, An HR employee, or Other]**

<b>Task</b>	<b>Printing</b>	<b>Postage</b>	<b>Copying</b>	<b>None</b>
Recording I-9 information in the HRIS or other data repository	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Recording contact information in the HRIS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Recording W-4 and other tax form information in the HRIS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Recording direct deposit information in the HRIS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Recording employment agreements in the HRIS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

**Scenario #2 (Open enrollment)**

[PN: Show Scenario #2 **only** if D9b = “Somewhat confident”, “very confident” or “extremely confident”]

Let’s consider a scenario in which it is open enrollment season and an employee wants to make changes to his or her benefits.

**Q2.1. Who in your organization is primarily responsible for completing the following open enrollment tasks for an employee?**

	The employee himself/herself	The employee’s supervisor	An HR employee	Other (specify):
Obtaining or providing plan documents and summaries for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtaining or providing information about changes to benefit plans for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtaining or providing information to compare aspects of different benefit plans for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confirming and processing plan changes for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confirming dependent eligibility for coverage for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If all= “The employee himself/herself”, go to Scenario 3

Else go to Q2.2 for those tasks where Q2.1 = “The employee’s supervisor, an HR employee, other”]

**Q2.2 How much time do you think the average responsible individual typically spends completing each of the following open enrollment tasks?**

[List only those tasks that were selected in Q2.1 = The employee’s supervisor, An HR employee, or Other]

Task	Minutes
Obtaining or providing plan documents and summaries for employees	
Obtaining or providing information about changes to benefits plans for employees	
Obtaining or providing information to compare aspects of different benefit plans for employees	
Confirming and processing plan changes for employees	
Confirming dependent eligibility for coverage for employees	

**Q2.3 Approximately what percentage of the following open enrollment records require corrections due to errors and/or omissions and how much time is typically spent correcting such errors?**

[List only those tasks that were selected in Q2.1 = The employee’s supervisor, An HR employee, or Other]

Task	% of cases with errors and/or omissions	Average time to correct errors (in minutes)
Obtaining or providing plan documents and summaries for employees		
Obtaining or providing information about changes to benefits plans for employees		
Obtaining or providing information to compare aspects of different benefit plans for employees		
Confirming and processing plan changes for employees		
Confirming dependent eligibility for coverage for employees		

**Q2.4 What is the average hourly rate (including benefits) for employees in your organization that are primarily responsible for carrying out these tasks related to open enrollment?**

[List only those tasks that were selected in Q2.1 = The employee’s supervisor, An HR employee, or Other]

Task	Average hourly rate (including benefits)
Obtaining or providing plan documents and summaries for employees	
Obtaining or providing information about changes to benefits plans for employees	
Obtaining or providing information to compare aspects of different benefit plans for employees	
Confirming and processing plan changes for employees	
Confirming dependent eligibility for coverage for employees	

**Q2.5 Please think about any non-labor expenses that may be associated with the following open enrollment tasks. Please indicate which expenses are associated with each task.**

[List only those tasks that were selected in Q2.1 = The employee’s supervisor, An HR employee, or Other]

Task	Printing	Postage	Copying	None
Obtaining or providing plan documents and summaries for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

Obtaining or providing information about changes to benefits plans for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Obtaining or providing information to compare aspects of different benefit plans for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Confirming and processing plan changes for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Confirming dependent eligibility for coverage for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

**Scenario #3: Learning management**

[PN: Show Scenario #3 **only** if D9c = “Somewhat confident”, “very confident” or “extremely confident”]

Let’s think about how learning management (i.e. training) is handled within your organization.

**Q3.1. Who in your organization is primarily responsible for completing the following learning management tasks for an employee?**

	The employee himself/herself	The employee’s supervisor	An HR employee	Other (specify):
Enrolling employees in any in-person training sessions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enrolling employees in any virtual training sessions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tracking completion of required training courses for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preparing and distributing training materials for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtaining or providing employees with a detailed list of their training history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If All= “The employee himself/herself”, go to Scenario 4

Else go to Q3.2 for those tasks where Q3.1 = “the employee’s supervisor, an HR employee, or Other”]

**Q3.2 How much time do you think the average individual responsible for learning management typically spends on each of the following tasks?**

[List only those tasks that were selected in Q3.1 = The employee’s supervisor, An HR employee, or Other]

Task	Minutes
Enrolling employees in any in-person training sessions	
Enrolling employees in any virtual training sessions	
Tracking completion of required training courses for employees	
Preparing and distributing training materials for employees	
Obtaining or providing employees with a detailed list of their training history	

**Q3.3 Approximately what percentage of learning management records require corrections due to errors and/or omissions and how much time is typically spent correcting such errors?**

**[List only those tasks that were selected in Q3.1 = The employee’s supervisor, An HR employee, or Other]**

<b>Task</b>	<b>% of cases with errors and/or omissions</b>	<b>Average time to correct errors (in minutes)</b>
Enrolling employees in any in-person training sessions		
Enrolling employees in any virtual training sessions		
Tracking completion of required training courses for employees		
Preparing and distributing training materials for employees		
Obtaining or providing employees with a detailed list of their training history		

**Q3.4 What is the average hourly rate (including benefits) for employees in your organization that are primarily responsible for carrying out the following learning management tasks?**

**[List only those tasks that were selected in Q3.1 = The employee’s supervisor, An HR employee, or Other]**

<b>Task</b>	<b>Average hourly rate (including benefits)</b>
Enrolling employees in any in-person training sessions	
Enrolling employees in any virtual training sessions	
Tracking completion of required training courses for employees	
Preparing and distributing training materials for employees	
Obtaining or providing employees with a detailed list of their training history	

**Q3.5 Please think about any non-labor expenses that may be associated with each of the following learning management tasks. Please indicate which non-labor expenses are associated with each task.**

**[List only those tasks that were selected in Q3.1 = The employee’s supervisor, An HR employee, or Other]**

<b>Task</b>	<b>Printing</b>	<b>Postage</b>	<b>Copying</b>	<b>None</b>
Enrolling employees in any in-person training sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Enrolling employees in any virtual training sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Tracking completion of required training courses for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Preparing and distributing training materials for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Obtaining or providing employees with a detailed list of their training history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

**Scenario #4 – Expense Management**

[PN: Show Scenario #4 **only** if D9d = “Somewhat confident”, “very confident” or “extremely confident”]

Let’s consider a scenario in which an employee goes on a business trip and must then submit their travel expenses for reimbursement.

**Q4.1 How are the following expense management tasks completed within your organization? Does your organization employ a 100% fully automated process, a semi-automated process or a primarily manual process?**

	Using a 100% fully automated process	Using a semi-automated process	Using a primarily manual process
Employee completes and submits an expense reimbursement form	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee collects and submits receipts/substantiation of the expense	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee calculates mileage reimbursement amount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer reviews supporting documentation for an expense request	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer notifies the employee of the expense approval/denial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If approved, employer adds into payroll for the following cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If All= “using a 100% fully automated process”, go to Scenario 5

Else go to Q4.2a or Q4.2b for those tasks where Q4.1 = “Using a semi-automated process” or “Using a primarily manual process”]

**Q4.2a. How much time do you think the average employee typically spends on each expense management task?**

[List only those tasks that were selected in Q4.1=Semi automated or manual]

Task	Minutes
Completing and submitting an expense reimbursement form	
Collecting and submitting receipts/substantiation of the expense	
Calculating mileage reimbursement amount	

**Q4.2b How much time do you think the average individual responsible for reviewing expense management documents typically spends on the following tasks?**

[List only those tasks that were selected in Q4.1=Semi-automated or manual]

Task	Minutes
Reviewing supporting documentation for an expense request	
Notifying the employee of the expense approval/denial	
If approved, adding into payroll for the following cycle	

**Q4.3 Approximately what percentage of the expense reports that employees submit have errors and require modification prior to re-submittal?**

\_\_\_%

**Q4.4 Approximately how long does it take employees on average to correct these errors and re-submit the report?**

\_\_\_minutes

**Q4.5 What is the average hourly rate (including benefits) for employees in your organization carrying out these tasks?**

[List only those tasks that were selected in Q4.1=Semi-automated or manual]

Task	Average hourly rate (including benefits)
Completing and submitting an expense reimbursement form	
Collecting and submitting receipts/substantiation of the expense	
Calculating mileage reimbursement amount	
Reviewing supporting documentation for an expense request	
Notifying the employee of the expense approval/denial	
If approved, adding into payroll for the following cycle	

**Q4.6 Please think about any non-labor expenses that may be associated with the following expense management tasks. Please indicate which non-labor expenses are associated with each task.**

[List only those tasks that were selected in Q4.1=Semi-automated or manual]

Task	Printing	Postage	Copying	None
Completing and submitting an expense reimbursement form	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Collecting and submitting receipts/substantiation of the expense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Calculating mileage reimbursement amount	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

Reviewing supporting documentation for an expense request	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Notifying the employee of the expense approval/denial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
If approved, adding into payroll for the following cycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

**Scenario #5: Time Management**

[PN: Show Scenario #5 **only** if D9d = “Somewhat confident”, “very confident” or “extremely confident”]

Let’s think about how your organization handles time management.

**Q5.1 How are the following time management tasks completed within your organization? Does your organization employ a 100% fully automated process, a semi-automated process or a primarily manual process?**

	Using a 100% fully automated process	Using a semi-automated process	Using a primarily manual process
Employee completes and submits timecard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer collects/organizes employee timesheets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer verifies timecards are accurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer follows-up on missing/incomplete timecards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee submits paid time off (PTO) request	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer calculates PTO balances and provides updates to employees on remaining time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer reviews PTO requests and communicates with employees if approved or denied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer tracks Family Medical Leave Act (FMLA) or other leave time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer reviews/approves shift swaps between employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If All= “using a 100% fully automated process”, go to Scenario 6

Else go to Q5.2a or Q5.2b for those tasks where Q5.1 = “Using a semi-automated process” or “Using a primarily manual process”]

**Q5.2a. How much time do you think the average employee typically spends on each of the following time management tasks?**

[List only those tasks that were selected in Q5.1=Semi automated or manual]

Task	Minutes
Employee completes and submits timecard	
Employee submits PTO request	

**Q5.2b How much time do you think the average individual responsible for reviewing employee timesheets and PTO requests typically spends on each of the following time management tasks?**

**[List only those tasks that were selected in Q5.1=Semi-automated or manual]**

<b>Task</b>	<b>Minutes</b>
Employer collects/organizes employee timesheets	
Employer verifies timecards are accurate	
Employer follows-up on missing/incomplete timecards	
Employer calculates PTO balances and provides updates to employees on remaining time	
Employer reviews PTO requests and communicates with employees if approved or denied	
Employer tracks FMLA or other leave time	
Employer reviews/approves shift swaps between employees	

**Q5.3 Approximately what percentage of the following time management records require corrections due to errors and/or omissions and how much time is typically spent correcting such errors?**

**[List only those tasks that were selected in Q5.1=Semi automated or manual]**

<b>Task</b>	<b>% of cases with errors and/or omissions</b>	<b>Average time to correct errors (in minutes)</b>
Completed and submitted timecards		
Submitted PTO requests		
PTO balances and information		
FMLA or other leave time		

**Q5.4 What is the average hourly rate (including benefits) for employees in your organization carrying out these tasks?**

**[List only those tasks that were selected in Q5.1=Semi automated or manual]**

<b>Task</b>	<b>Average hourly rate (including benefits)</b>
Employee completes and submits timecard	
Employer collects/organizes employee timesheets	
Employer verifies timecards are accurate	
Employer follows-up on missing/incomplete timecards	
Employee submits paid time off (PTO) request	
Employer calculates PTO balances and provides updates to employees on remaining time	
Employer reviews PTO requests and communicates with employees if approved or denied	
Employer tracks Family Medical Leave Act (FMLA) or other leave time	
Employer reviews/approves shift swaps between employees	

**Q5.5 Please think about any non-labor expenses that may be associated with each of the following tasks. Please select whether the following types of expenses are likely to be associated with each task.**

**[List only those tasks that were selected in Q5.1=Semi automated or manual]**

<b>Task</b>	<b>Printing</b>	<b>Postage</b>	<b>Copying</b>	<b>None</b>
Completed and submitted timecards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Submitted PTO requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
PTO balances and information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
FMLA or other leave time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Employer reviews/approves shift swaps between employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

**Scenario #6: Performance Management**

[PN: Show Scenario #6 **only** if D9e = “Somewhat confident”, “very confident” or “extremely confident”]

Let’s think about how performance management is typically managed within your organization.

**Q6.1 How are the following performance management tasks completed within your organization? Does your organization employ a 100% fully automated process, a semi-automated process or a primarily manual process?**

	Using a 100% fully automated process	Using a semi-automated process	Using a primarily manual process
Filling out company performance review forms for each direct report	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recording, tracking completion and storing performance through performance review documents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing employees with information related to promotion or separation of employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing employees with information pertaining to their compensation (base salary, bonuses, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processing changes and updating records for performance management (PIP, write-ups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If All= “using a 100% fully automated process”, go to Scenario 7

Else go to Q6.2 for those tasks where Q6.1 = “Using a semi-automated process” or “Using a primarily manual process”]

**Q6.2 How much time do you think the average individual responsible typically spends on the following performance management tasks?**

[List only those tasks that were selected in Q6.1=Semi-automated or manual]

Task	Minutes
Filling out company performance review forms for each direct report	
Recording, tracking completion and storing performance through performance review documents	
Providing employees with information related to promotion or separation of employment	
Providing employees with information pertaining to their compensation (base salary, bonuses, etc.)	
Processing changes and updating records for performance management (PIP, write-ups)	

**Q6.3 Approximately what percentage of performance management records require corrections due to errors and/or omissions and how much time is typically spent correcting such errors?**

**[List only those tasks that were selected in Q6.1=Semi-automated or manual]**

<b>Task</b>	<b>% of cases with errors and/or omissions</b>	<b>Average time to correct errors (in minutes)</b>
Filling out company performance review forms for each direct report		
Recording, tracking completion and storing performance through performance review documents		
Providing employees with information related to promotion or separation of employment		
Providing employees with information pertaining to their compensation (base salary, bonuses, etc.)		
Processing changes and updating records for performance management (PIP, write-ups)		

**Q6.4 What is the average hourly rate (including benefits) for employees in your organization carrying out these tasks?**

**[List only those tasks that were selected in Q6.1=Semi-automated or manual]**

<b>Task</b>	<b>Average hourly rate (including benefits)</b>
Filling out company performance review forms for each direct report	
Recording, tracking completion and storing performance through performance review documents	
Providing employees with information related to promotion or separation of employment	
Providing employees with information pertaining to their compensation (base salary, bonuses, etc.)	
Processing changes and updating records for performance management (PIP, write-ups)	

**Q6.5 Please think about any non-labor expenses that may be associated with each of the following performance management tasks. Please indicate which non-labor expenses are associated with each task.**

**[List only those tasks that were selected in Q6.1=Semi-automated or manual]**

<b>Task</b>	<b>Printing</b>	<b>Postage</b>	<b>Copying</b>	<b>None</b>
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Filling out company performance review forms for each direct report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Recording, tracking completion and storing performance through performance review documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Providing employees with information related to promotion or separation of employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Providing employees with information pertaining to their compensation (base salary, bonuses, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Processing changes and updating records for performance management (PIP, write-ups)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

**Scenario #7: Separation from your organization**

[PN: Show Scenario #7 **only** if D9f = “Somewhat confident”, ”very confident” or “extremely confident”]

**Let’s think about how your organization approaches separation with an employee, via retirement, transition or termination.**

**Q7.1 How are the following tasks completed within your organization? Does your organization employ a 100% fully automated process, a semi-automated process or a primarily manual process?**

	<b>Using a 100% fully automated process</b>	<b>Using a semi-automated process</b>	<b>Using a primarily manual process</b>
Processing COBRA, retirement, other benefit issues at separation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Documenting reason for separation for employee personnel file	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preparing and completing employee exit interview or survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Documenting exit interview discussions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Calculating final payout for employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
System/facility access shut off	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with recruiting/new job posting for replacement or promoting/transferring employee into open spot	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If All= “using a 100% fully automated process”, go to END

Else go to Q7.2 for those tasks where Q7.1 = “Using a semi-automated process” or “Using a primarily manual process”]

**Q7.2 How much time do you think the average individual responsible typically spends on the following employee separation tasks ?**

**[List only those tasks that were selected in Q7.1=Semi-automated or manual]**

<b>Task</b>	<b>Minutes</b>
Processing COBRA, retirement, other benefit issues at separation	
Documenting reason for separation for employee personnel file	
Preparing and completing employee exit interview or survey	
Documenting exit interview discussions	
Calculating final payout for employee	

System/facility access shut off	
Working with recruiting/new job posting for replacement or promoting/transferring employee into open spot	

**Q7.3 Approximately what percentage of employee separation records require corrections due to errors and/or omissions and how much time is typically spent correcting such errors?**

**[List only those tasks that were selected in Q7.1=Semi-automated or manual]**

<b>Task</b>	<b>% of cases with errors and/or omissions</b>	<b>Average time to correct errors (in minutes)</b>
Processing COBRA, retirement, other benefit issues at separation		
Documenting reason for separation for employee personnel file		
Preparing and completing employee exit interview or survey		
Documenting exit interview discussions		
Calculating final payout for employee		
System/facility access shut off		
Working with recruiting/new job posting for replacement or promoting/transferring employee into open spot		

**Q7.4 What is the average hourly rate (including benefits) for employees in your organization carrying out the following employee separation tasks?**

**[List only those tasks that were selected in Q7.1=Semi-automated or manual]**

<b>Task</b>	<b>Average hourly rate (including benefits)</b>
Processing COBRA, retirement, other benefit issues at separation	
Documenting reason for separation for employee personnel file	
Preparing and completing employee exit interview or survey	
Documenting exit interview discussions	
Calculating final payout for employee	
System/facility access shut off	
Working with recruiting/new job posting for replacement or promoting/transferring employee into open spot	

**Q7.5 Please think about any non-labor expenses that may be associated with each of the following employee separation tasks. Please indicate whether the following non-labor expenses are associated with each task.**

**[List only those tasks that were selected in Q7.1=Semi-automated or manual]**

<b>Task</b>	<b>Printing</b>	<b>Postage</b>	<b>Copying</b>	<b>None</b>
Processing COBRA, retirement, other benefit issues at separation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Documenting reason for separation for employee personnel file	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Preparing and completing employee exit interview or survey	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Documenting exit interview discussions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Calculating final payout for employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
System/facility access shut off	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Working with recruiting/new job posting for replacement or promoting/transferring employee into open spot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

**Scenario #8: Payroll**

[PN: Show Scenario #8 **only** if D8f = “Somewhat confident”, ”very confident” or “extremely confident”]

Let’s think about how your organization approaches payroll.

**Q8.1 How are the following tasks completed within your organization? Does your organization employ a 100% fully automated process, a semi-automated process or a primarily manual process?**

	Using a 100% fully automated process	Using a semi-automated process	Using a primarily manual process
Creating payroll	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processing a retro payroll	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processing an off-cycle payroll	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building data sets/pulling payroll data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making a one-time change in payroll	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making punch changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating payroll reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processing deposit reversals/manual checks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If All= “using a 100% fully automated process”, go to END

Else go to Q8.2 for those tasks where Q7.1 = “Using a semi-automated process” or “Using a primarily manual process”]

**Q8.2 How much time do you think the average individual responsible typically spends on the following payroll tasks ?**

[List only those tasks that were selected in Q7.1=Semi-automated or manual]

Task	Minutes
Creating payroll	
Processing a retro payroll	
Processing an off-cycle payroll	
Building data sets/pulling payroll data	
Making a one-time change in payroll	
Making punch changes	
Creating payroll reports	
Processing deposit reversals/manual checks	

**Q8.3 Approximately what percentage of payroll records require corrections due to errors and/or omissions and how much time is typically spent correcting such errors?**

**[List only those tasks that were selected in Q8.1=Semi-automated or manual]**

<b>Task</b>	<b>% of cases with errors and/or omissions</b>	<b>Average time to correct errors (in minutes)</b>
Creating payroll		
Processing a retro payroll		
Processing an off-cycle payroll		
Building data sets/pulling payroll data		
Making a one-time change in payroll		
Making punch changes		
Creating payroll reports		
Processing deposit reversals/manual checks		

**Q8.4 What is the average hourly rate (including benefits) for employees in your organization carrying out the following payroll tasks?**

**[List only those tasks that were selected in Q8.1=Semi-automated or manual]**

<b>Task</b>	<b>Average hourly rate (including benefits)</b>
Creating payroll	
Processing a retro payroll	
Processing an off-cycle payroll	
Building data sets/pulling payroll data	
Making a one-time change in payroll	
Making punch changes	
Creating payroll reports	
Processing deposit reversals/manual checks	

**Q8.5 Please think about any non-labor expenses that may be associated with each of the following payroll tasks. Please indicate whether the following non-labor expenses are associated with each task.**

**[List only those tasks that were selected in 87.1=Semi-automated or manual]**

<b>Task</b>	<b>Printing</b>	<b>Postage</b>	<b>Copying</b>	<b>None</b>
Creating payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Processing a retro payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Processing an off-cycle payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Building data sets/pulling payroll data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

Making a one-time change in payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Making punch changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Creating payroll reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Processing deposit reversals/manual checks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

**Scenario #9: General Company Information/Policies**

[PN: Show Scenario #9 **only** if D8h = “Somewhat confident”, “very confident” or “extremely confident”]

Let’s think about how your organization approaches providing information on general company policies.

**Q9.1 How are the following tasks completed within your organization? Does your organization employ a 100% fully automated/AI process, a semi-automated process or a primarily manual process (e.g., asking for assistance/information)?**

	Using a 100% fully automated/AI process	Using a semi-automated process	Using a primarily manual process
<b>Employees searching for their own information</b> they’d typically have to ask HR/managers for (time-off balances, schedules, benefits, company policies, employee handbook).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>HR/managers searching for information about their employees</b> (who’s off, performance reviews, personnel info like start date) as well as for workforce data from dashboards and reports (turnover, head count, labor distribution).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If All= “using a 100% fully automated process”, go to END

Else go to Q9.2 for those tasks where Q9.1 = “Using a semi-automated process” or “Using a primarily manual process”]

**Q9.2 How much time do you think the average individual responsible typically spends on the following information research tasks?**

[List only those tasks that were selected in Q9.1=Semi-automated or manual]

Task	Minutes
<b>Employees searching for their own information</b> they’d typically have to ask HR/managers for (time-off balances, schedules, benefits, company policies, employee handbook	
<b>HR/managers searching for information about their employees</b> (who’s off, performance reviews, personnel info like start date) as well as for workforce data from dashboards and reports (turnover, head count, labor distribution)	

**Q9.4 What is the average hourly rate (including benefits) for employees in your organization carrying out the following information research tasks?**

[List only those tasks that were selected in Q9.1=Semi-automated or manual]

Task	Average hourly rate (including benefits)
<b>Employees searching for their own information</b> they'd typically have to ask HR/managers for (time-off balances, schedules, benefits, company policies, employee handbook)	
<b>HR/managers searching for information about their employees</b> (who's off, performance reviews, personnel info like start date) as well as for workforce data from dashboards and reports (turnover, head count, labor distribution)	

**Q9.5 Please think about any non-labor expenses that may be associated with each of the following information research tasks. Please indicate whether the following non-labor expenses are associated with each task. For example, are employees provided with printed employee handbooks to look for policies?**

[List only those tasks that were selected in 9.1=Semi-automated or manual]

Task	Printing	Postage	Copying	None
<b>Employees searching for their own information</b> they'd typically have to ask HR/managers for (time-off balances, schedules, benefits, company policies, employee handbook)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
<b>HR/managers searching for information about their employees</b> (who's off, performance reviews, personnel info like start date) as well as for workforce data from dashboards and reports (turnover, head count, labor distribution)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

**END. Thank you for your time.**

## Appendix B – 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 B-1 below.

**Figure B-1. 5 Survey Stages**



The following steps were taken at each stage of the 2018 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

## **2025 Update Methodology**

To update the costs for 2025, we started with the base survey instrument from 2018 and most recent update that occurred in 2023. Utilizing the same methodology as 2018, we surveyed 500 HR professionals from companies with employee sizes from 250-4,999 and 250 HR professionals from companies with employee sizes 5,000 to 10,000 employees. The details of the demographics and process are included below. Labor costs were determined based on the survey results. Non-labor costs were calculated using the survey results, multiplied by the appropriate printing and postage costs from BLS data. To update non-labor costs, we:

- updated the postage to reflect the 2025 cost of 78 cents<sup>4</sup>, and
- adjusted the printing and copying costs using an inflation factor developed from the Bureau of Labor and Statistics Producer Price Index by Industry: Commercial Printing, Except Screen and Books: Advertising Printing,<sup>5</sup> which was reported as an increase of 0.8 percent from June 2025 to July 2025.

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<sup>4</sup> USPS Mailing & Shipping Prices for 2025 <https://www.usps.com/business/prices.htm>

<sup>5</sup> U.S. Bureau of Labor Statistics, Producer Price Index by Industry: Commercial Printing, Except Screen and Books: Advertising Printing, Federal Reserve Bank of St. Louis <https://fred.stlouisfed.org/series/PCU32311K32311K09>

## **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 in 2025 targeting 500 supervisors and above of U.S.-headquartered companies of employee size 250-4,999 and 250 companies of employee size 5,000 to 10,000. 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 10,000 employees

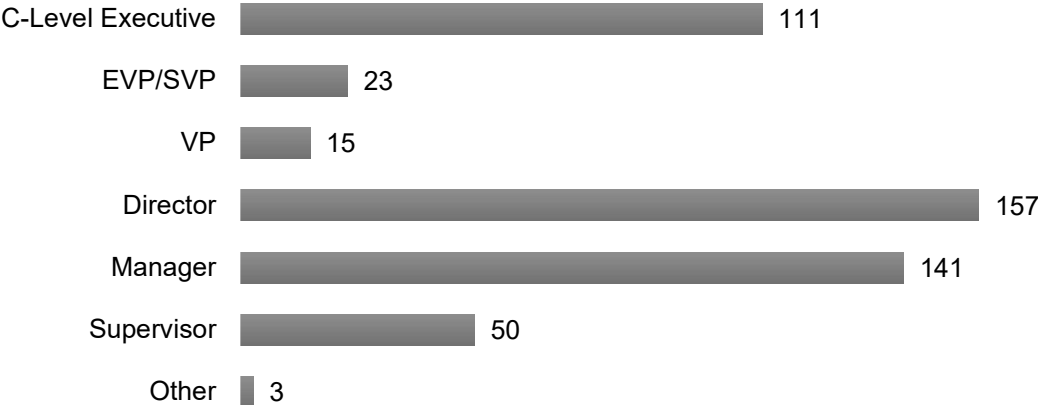
We partnered with Sparks Research to obtain the panel for this study. Sparks Research services a client base that includes Fortune 100 global brands, along with leadership companies in such industries as financial services, retail, automotive, healthcare, professional services, utilities, consumer packaged goods and manufacturing.

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 enough 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 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 9 topics.

Data collection took place from July 22, 2025 through August 5, 2025. There were 500 total survey respondents qualified for the survey of companies with 250-4,999 employees.<sup>6</sup> Figure B-3 below displays the job title of the respondents who qualified for the survey while Figure B-4 indicates the size of their organization by number of employees.

**Figure B-3. Number of Responses by Business Title**



Source: EY analysis.

**Figure B-4. Number of Responses by Organization Size (Number of Employees)**



Source: EY analysis.

Table B-5 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.

<sup>6</sup> In 2025, EY also collected information from an additional group of 250 individuals working for companies who employ 5,000 to 10,000 total employees, and aside from size, otherwise meet all of the same criteria. The results for employees working at these larger companies are provided in Appendix D.

**Table B-5. Number of Respondents by Topic**

<b>Topics</b>	<b>Total</b>
Onboarding new employees	467
Benefits enrollment	443
Learning management	447
Time management	430
Expense management	430
Performance management	434
Employee separation from the firm	406
Payroll related tasks	418
AI-assisted search	467

Source: EY analysis.

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

## Appendix C – Detailed Data Tables, Companies with 250-4,999 Employees

**Table C-1. Labor Costs by Task, Companies with 250-4,999 Employees**

	Avg. time to complete	Avg. error rate	Avg. time to correct errors	Hourly rate	Total Labor Costs
<b>Onboarding new employees</b>					
Recording I-9 information in the HRIS or other data repository	19 min	14%	17 min	\$32/hr	\$11.23
Recording contact information in the HRIS	18 min	14%	16 min	\$30/hr	\$10.28
Recording W-4 and other tax form information in the HRIS	20 min	15%	16 min	\$32/hr	\$11.86
Recording direct deposit information in the HRIS	19 min	15%	16 min	\$31/hr	\$10.72
Recording employment agreements in the HRIS	19 min	20%	16 min	\$33/hr	\$12.16
<b>Benefits enrollment</b>					
Obtaining or providing plan documents and summaries for employees	25 min	13%	16 min	\$33/hr	\$15.27
Obtaining/providing information about benefit plans changes	29 min	14%	21 min	\$33/hr	\$17.89
Obtaining/providing information to compare benefit plans	30 min	15%	21 min	\$34/hr	\$18.78
Confirming and processing plan changes for employees	30 min	15%	20 min	\$34/hr	\$18.38
Confirming dependent eligibility for coverage for employees	26 min	15%	20 min	\$31/hr	\$15.37
<b>Training</b>					
Enrolling employees in any in-person training sessions	25 min	14%	14 min	\$30/hr	\$13.28
Enrolling employees in any virtual training sessions	23 min	20%	14 min	\$33/hr	\$14.02
Tracking completion of required training courses for employees	29 min	15%	15 min	\$30/hr	\$15.84
Preparing and distributing training materials for employees	30 min	20%	16 min	\$31/hr	\$17.18
Obtaining/providing detailed training history	26 min	18%	15 min	\$29/hr	\$13.52
<b>Expense management</b>					
Employee completes and submits an expense reimbursement form	23 min	26%	21 min	\$29/hr	\$13.58
Employee collects and submits receipts/substantiation of the expense	24 min	0%	0 min	\$33/hr	\$13.06
Employee calculates mileage reimbursement amount	22 min	0%	0 min	\$37/hr	\$13.56
Employer reviews supporting documentation for an expense request	22 min	0%	0 min	\$35/hr	\$12.83
Employer notifies the employee of the expense approval/denial	19 min	0%	0 min	\$35/hr	\$10.80
If approved, employer adds into payroll for the following cycle	21 min	0%	0 min	\$38/hr	\$13.38
<b>Time management</b>					
Employee completes and submits timecard	19 min	19%	16 min	\$27/hr	\$9.62
Employer collects/organizes employee timesheets	27 min	0%	0 min	\$32/hr	\$14.32
Employer verifies timecards are accurate	28 min	0%	0 min	\$37/hr	\$17.54
Employer follows-up on missing/incomplete timecards	26 min	0%	0 min	\$32/hr	\$13.91
Employee submits paid time off (PTO) request	19 min	16%	16 min	\$29/hr	\$10.46
Calculating PTO balances and updating employees	26 min	18%	16 min	\$41/hr	\$19.56
Review/approve PTO requests	20 min	0%	0 min	\$36/hr	\$12.15
Employer tracks Family Medical Leave Act (FMLA) or other leave time	24 min	19%	16 min	\$36/hr	\$16.12
Employer reviews/approves shift swaps between employees	23 min	0%	0 min	\$38/hr	\$14.67
<b>Performance management</b>					
Filling out company performance review forms for each direct report	28 min	14%	15 min	\$29/hr	\$14.50
Recording/tracking/storing performance review documents	30 min	17%	16 min	\$31/hr	\$17.03
Providing information related to promotion or separation	26 min	15%	16 min	\$34/hr	\$16.13
Providing compensation information	23 min	15%	17 min	\$33/hr	\$13.89
Documenting performance management (PIP, write-ups)	24 min	16%	16 min	\$32/hr	\$14.00
<b>Separation</b>					
Processing COBRA, retirement, other benefit issues at separation	27 min	20%	20 min	\$31/hr	\$16.08
Documenting reason for separation for employee personnel file	20 min	16%	20 min	\$32/hr	\$12.17
Preparing and completing employee exit interview or survey	30 min	16%	20 min	\$34/hr	\$18.68
Documenting exit interview discussions	23 min	19%	21 min	\$35/hr	\$15.63
Calculating final payout for employee	23 min	17%	21 min	\$34/hr	\$15.13
System/facility access shut off	20 min	18%	17 min	\$37/hr	\$14.60
Finding replacement internally or externally	25 min	16%	17 min	\$35/hr	\$16.33
<b>Payroll</b>					
Creating payroll	29 min	21%	24 min	\$36/hr	\$20.41
Processing a retro payroll	24 min	21%	25 min	\$34/hr	\$16.70
Processing an off-cycle payroll	21 min	20%	23 min	\$33/hr	\$14.14
Building data sets/pulling payroll data	21 min	19%	20 min	\$34/hr	\$14.25
Making a one-time change in payroll	20 min	20%	20 min	\$32/hr	\$12.63
Making punch changes	20 min	15%	20 min	\$34/hr	\$13.42
Creating payroll reports	21 min	16%	18 min	\$33/hr	\$13.17
Processing direct deposit reversals/manual checks	22 min	12%	20 min	\$32/hr	\$13.07
<b>AI-assisted search</b>					
Employees searching for their own information	20 min	0%	0 min	\$27/hr	\$9.02
HR/managers searching for information about their employees	21 min	0%	0 min	\$32/hr	\$11.29

**Table C-2. Non-labor Costs by Task, Companies with 250-4,999 Employees**

<b>Task Description</b>	<b>% of cases requiring printing</b>	<b>Cost of printing (per page)</b>	<b>% of cases requiring postage</b>	<b>Cost of postage (per envelope)</b>	<b>% of cases requiring copying</b>	<b>Cost of copying (per page)</b>	<b># of pages per task</b>	<b>Total Non-labor Cost</b>
<b>Onboarding new employees</b>								
Recording I-9 information in the HRIS or other data repository	63%	\$0.12	35%	\$0.78	60%	\$0.17	3	\$0.80
Recording contact information in the HRIS	51%	\$0.12	37%	\$0.78	53%	\$0.17	1	\$0.44
Recording W-4 and other tax form information in the HRIS	56%	\$0.12	38%	\$0.78	63%	\$0.17	4	\$0.99
Recording direct deposit information in the HRIS	55%	\$0.12	32%	\$0.78	57%	\$0.17	1	\$0.42
Recording employment agreements in the HRIS	66%	\$0.12	38%	\$0.78	62%	\$0.17	4	\$1.03
<b>Benefits enrollment</b>								
Obtaining or providing plan documents and summaries for employees	75%	\$0.12	37%	\$0.78	61%	\$0.17	12	\$2.62
Obtaining/providing information about benefit plans changes	61%	\$0.12	40%	\$0.78	60%	\$0.17	12	\$2.43
Obtaining/providing information to compare benefit plans	61%	\$0.12	36%	\$0.78	60%	\$0.17	24	\$4.49
Confirming and processing plan changes for employees	58%	\$0.12	37%	\$0.78	56%	\$0.17	1	\$0.45
Confirming dependent eligibility for coverage for employees	58%	\$0.12	40%	\$0.78	56%	\$0.17	1	\$0.47
<b>Training</b>								
Enrolling employees in any in-person training sessions	63%	\$0.12	28%	\$0.78	50%	\$0.17	2	\$0.54
Enrolling employees in any virtual training sessions	46%	\$0.12	34%	\$0.78	46%	\$0.17	2	\$0.53
Tracking completion of required training courses for employees	50%	\$0.12	28%	\$0.78	49%	\$0.17	1	\$0.36
Preparing and distributing training materials for employees	66%	\$0.12	35%	\$0.78	58%	\$0.17	4	\$0.99
Obtaining/providing detailed training history	58%	\$0.12	35%	\$0.78	53%	\$0.17	1	\$0.44
<b>Expense management</b>								
Employee completes and submits an expense reimbursement form	66%	\$0.12	32%	\$0.78	56%	\$0.17	1	\$0.42
Employee collects and submits receipts/substantiation of the expense	60%	\$0.12	36%	\$0.78	57%	\$0.17	1	\$0.45
Employee calculates mileage reimbursement amount	48%	\$0.12	28%	\$0.78	56%	\$0.17	1	\$0.37
Employer reviews supporting documentation for an expense request	53%	\$0.12	29%	\$0.78	56%	\$0.17	3	\$0.70
Employer notifies the employee of the expense approval/denial	53%	\$0.12	35%	\$0.78	50%	\$0.17	1	\$0.42
If approved, employer adds into payroll for the following cycle	55%	\$0.12	32%	\$0.78	55%	\$0.17	1	\$0.41
<b>Time management</b>								
Employee completes and submits timecard	59%	\$0.12	32%	\$0.78	51%	\$0.17	1	\$0.41
Employer collects/organizes employee timesheets	0%	\$0.12	0%	\$0.78	0%	\$0.17	1	\$0.00
Employer verifies timecards are accurate	0%	\$0.12	0%	\$0.78	0%	\$0.17	1	\$0.00
Employer follows-up on missing/incomplete timecards	0%	\$0.12	0%	\$0.78	0%	\$0.17	1	\$0.00
Employee submits paid time off (PTO) request	65%	\$0.12	36%	\$0.78	59%	\$0.17	1	\$0.46
Calculating PTO balances and updating employees	53%	\$0.12	34%	\$0.78	54%	\$0.17	1	\$0.42
Review/approve PTO requests	0%	\$0.12	0%	\$0.78	0%	\$0.17	1	\$0.00
Employer tracks Family Medical Leave Act (FMLA) or other leave time	59%	\$0.12	39%	\$0.78	55%	\$0.17	1	\$0.47
Employer reviews/approves shift swaps between employees	50%	\$0.12	31%	\$0.78	50%	\$0.17	1	\$0.39
<b>Performance management</b>								
Filling out company performance review forms for each direct report	67%	\$0.12	29%	\$0.78	55%	\$0.17	1	\$0.40
Recording/tracking/storing performance review documents	60%	\$0.12	35%	\$0.78	53%	\$0.17	1	\$0.44
Providing information related to promotion or separation	64%	\$0.12	39%	\$0.78	59%	\$0.17	1	\$0.48
Providing compensation information	63%	\$0.12	35%	\$0.78	53%	\$0.17	1	\$0.44
Documenting performance management (PIP, write-ups)	55%	\$0.12	29%	\$0.78	56%	\$0.17	1	\$0.39
<b>Separation</b>								
Processing COBRA, retirement, other benefit issues at separation	66%	\$0.12	45%	\$0.78	54%	\$0.17	1	\$0.52
Documenting reason for separation for employee personnel file	61%	\$0.12	35%	\$0.78	56%	\$0.17	1	\$0.44
Preparing and completing employee exit interview or survey	61%	\$0.12	35%	\$0.78	60%	\$0.17	4	\$0.98
Documenting exit interview discussions	54%	\$0.12	32%	\$0.78	59%	\$0.17	4	\$0.92
Calculating final payout for employee	54%	\$0.12	38%	\$0.78	53%	\$0.17	1	\$0.45
System/facility access shut off	46%	\$0.12	36%	\$0.78	48%	\$0.17	1	\$0.41
Finding replacement internally or externally	56%	\$0.12	32%	\$0.78	52%	\$0.17	2	\$0.56
<b>Payroll</b>								
Creating payroll	58%	\$0.12	35%	\$0.78	43%	\$0.17	1	\$0.41
Processing a retro payroll	51%	\$0.12	35%	\$0.78	46%	\$0.17	1	\$0.42
Processing an off-cycle payroll	51%	\$0.12	33%	\$0.78	46%	\$0.17	1	\$0.40
Building data sets/pulling payroll data	45%	\$0.12	33%	\$0.78	49%	\$0.17	1	\$0.40
Making a one-time change in payroll	47%	\$0.12	31%	\$0.78	45%	\$0.17	1	\$0.37
Making punch changes	48%	\$0.12	28%	\$0.78	45%	\$0.17	1	\$0.35
Creating payroll reports	51%	\$0.12	33%	\$0.78	52%	\$0.17	1	\$0.41
Processing direct deposit reversals/manual checks	48%	\$0.12	41%	\$0.78	45%	\$0.17	1	\$0.45
<b>AI-assisted search</b>								
Employees searching for their own information	57%	\$0.12	34%	\$0.78	42%	\$0.17	1	\$0.40
HR/managers searching for information about their employees	55%	\$0.12	38%	\$0.78	54%	\$0.17	1	\$0.46

## Appendix D – Results for Companies with 5,000-10,000 Employees

In 2025, EY also collected information from an additional group of 250 individuals working for companies who employ 5,000 to 10,000 total employees. Aside from the size of the companies where these individuals worked, they met the same criteria for individuals:

- at companies headquartered in the United States,
- with either the HR department or executive management/senior leadership
- in a supervisory role

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

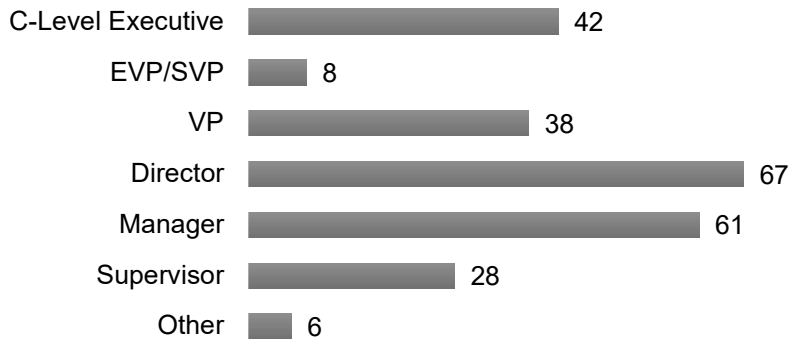
1. Onboarding new employees
2. Benefits enrollment
3. Learning management (training)
4. Expense management
5. Time management
6. Performance management
7. Employee separation from the organization
8. Payroll-related activities (introduced in 2023 survey iteration)
9. AI-assisted search activities (introduced in 2025 survey iteration)

Some key findings are highlighted below:

- Larger companies tend to pay a slightly higher hourly rate (averaging to about \$2 more per hour) for each employee hired to complete each activity. At the same time, employees at the larger companies spend an average of two minutes fewer on each task and even less time correcting errors – an average of four fewer minutes per task.
- There are a couple places where larger companies spend more time:
  - employees completing timecards
  - performance review tasks
  - payroll-related activities
- Overall, the efficiencies in time to complete tasks tend to outweigh the higher hourly rates. The larger companies with 5,000-10,000 employees pay labor costs of \$13.40 per task on average, \$0.90 less than the \$14.30 labor cost for tasks for the companies with 250-4,999 employees.

The following charts and tables in Appendix D summarize results for the respondents working at the larger companies with 5,000-10,000 employees.

**Figure D-1. Number of Responses by Business Title, Companies with 5,000-10,000 Employees**



Source: EY analysis.

**Figure D-2 Number of Responses by Organization Size (Number of Employees), Companies with 5,000-10,000 Employees**



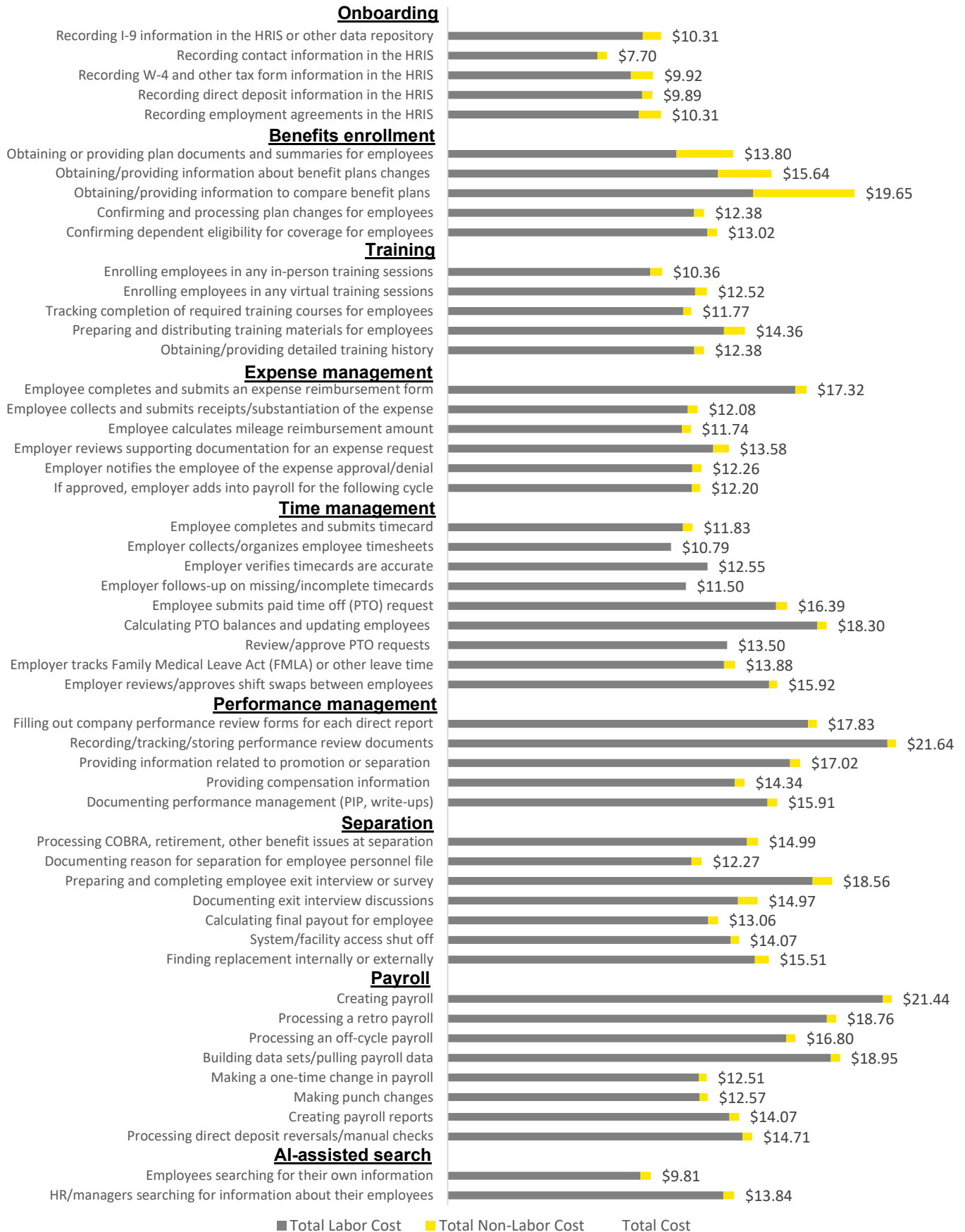
Source: EY analysis.

**Table D-1 Number of Respondents by Topic, Companies with 5,000-10,000 Employees**

<u>Topics</u>	<u>Total</u>
Onboarding new employees	217
Benefits enrollment	219
Learning management	205
Time management	202
Expense management	202
Performance management	218
Employee separation from the firm	203
Payroll related tasks	204
AI-assisted search	224

Source: EY analysis.

**Figure D-3. Estimated Total Labor and Non-Labor Costs by HR Task, Companies with 5,000-10,000 Employees**



**Table D-2. Average Costs by Task, Companies with 5,000-10,000 Employees**

	Labor costs	Non-Labor costs	Total costs	Data entries	Cost per data entry
<b>Onboarding new employees</b>					
Recording I-9 information in the HRIS or other data repository	\$9.43	\$0.88	\$10.31	49	\$0.21
Recording contact information in the HRIS	\$7.23	\$0.48	\$7.70	11	\$0.70
Recording W-4 and other tax form information in the HRIS	\$8.86	\$1.06	\$9.92	40	\$0.25
Recording direct deposit information in the HRIS	\$9.39	\$0.49	\$9.89	18	\$0.55
Recording employment agreements in the HRIS	\$9.24	\$1.08	\$10.31	17	\$0.61
<b>Benefits enrollment</b>					
Obtaining or providing plan documents and summaries for employees	\$11.05	\$2.75	\$13.80	1	\$13.80
Obtaining/providing information about benefit plans changes	\$13.05	\$2.59	\$15.64	1	\$15.64
Obtaining/providing information to compare benefit plans	\$14.76	\$4.89	\$19.65	2	\$9.82
Confirming and processing plan changes for employees	\$11.90	\$0.48	\$12.38	7	\$1.77
Confirming dependent eligibility for coverage for employees	\$12.54	\$0.47	\$13.02	5	\$2.60
<b>Training</b>					
Enrolling employees in any in-person training sessions	\$9.78	\$0.58	\$10.36	27	\$0.38
Enrolling employees in any virtual training sessions	\$11.95	\$0.57	\$12.52	27	\$0.46
Tracking completion of required training courses for employees	\$11.37	\$0.40	\$11.77	4	\$2.94
Preparing and distributing training materials for employees	\$13.35	\$1.02	\$14.36	1	\$14.36
Obtaining/providing detailed training history	\$11.91	\$0.47	\$12.38	4	\$3.09
<b>Expense management</b>					
Employee completes and submits an expense reimbursement form	\$16.79	\$0.53	\$17.32	17	\$1.02
Employee collects and submits receipts/substantiation of the expense	\$11.60	\$0.48	\$12.08	1	\$12.08
Employee calculates mileage reimbursement amount	\$11.31	\$0.43	\$11.74	11	\$1.07
Employer reviews supporting documentation for an expense request	\$12.82	\$0.77	\$13.58	29	\$0.47
Employer notifies the employee of the expense approval/denial	\$11.82	\$0.44	\$12.26	1	\$12.26
If approved, employer adds into payroll for the following cycle	\$11.79	\$0.41	\$12.20	4	\$3.05
<b>Time management</b>					
Employee completes and submits timecard	\$11.36	\$0.47	\$11.83	42	\$0.28
Employer collects/organizes employee timesheets	\$10.79	\$0.00	\$10.79	1	\$10.79
Employer verifies timecards are accurate	\$12.55	\$0.00	\$12.55	42	\$0.30
Employer follows-up on missing/incomplete timecards	\$11.50	\$0.00	\$11.50	1	\$11.50
Employee submits paid time off (PTO) request	\$15.86	\$0.53	\$16.39	11	\$1.49
Calculating PTO balances and updating employees	\$17.84	\$0.45	\$18.30	4	\$4.57
Review/approve PTO requests	\$13.50	\$0.00	\$13.50	4	\$3.37
Employer tracks Family Medical Leave Act (FMLA) or other leave time	\$13.35	\$0.53	\$13.88	5	\$2.78
Employer reviews/approves shift swaps between employees	\$15.52	\$0.40	\$15.92	5	\$3.18
<b>Performance management</b>					
Filling out company performance review forms for each direct report	\$17.41	\$0.42	\$17.83	30	\$0.59
Recording/tracking/storing performance review documents	\$21.24	\$0.41	\$21.64	30	\$0.72
Providing information related to promotion or separation	\$16.53	\$0.49	\$17.02	4	\$4.26
Providing compensation information	\$13.87	\$0.47	\$14.34	4	\$3.58
Documenting performance management (PIP, write-ups)	\$15.45	\$0.47	\$15.91	30	\$0.53
<b>Separation</b>					
Processing COBRA, retirement, other benefit issues at separation	\$14.46	\$0.53	\$14.99	17	\$0.88
Documenting reason for separation for employee personnel file	\$11.78	\$0.49	\$12.27	1	\$12.27
Preparing and completing employee exit interview or survey	\$17.62	\$0.94	\$18.56	38	\$0.49
Documenting exit interview discussions	\$14.02	\$0.95	\$14.97	38	\$0.39
Calculating final payout for employee	\$12.59	\$0.47	\$13.06	6	\$2.18
System/facility access shut off	\$13.67	\$0.40	\$14.07	1	\$14.07
Finding replacement internally or externally	\$14.84	\$0.67	\$15.51	8	\$1.94
<b>Payroll</b>					
Creating payroll	\$21.02	\$0.42	\$21.44	5	\$4.29
Processing a retro payroll	\$18.31	\$0.45	\$18.76	5	\$3.75
Processing an off-cycle payroll	\$16.35	\$0.44	\$16.80	5	\$3.36
Building data sets/pulling payroll data	\$18.51	\$0.44	\$18.95	1	\$18.95
Making a one-time change in payroll	\$12.13	\$0.38	\$12.51	1	\$12.51
Making punch changes	\$12.17	\$0.39	\$12.57	1	\$12.57
Creating payroll reports	\$13.60	\$0.47	\$14.07	1	\$14.07
Processing direct deposit reversals/manual checks	\$14.24	\$0.47	\$14.71	3	\$4.90
<b>AI-assisted search</b>					
Employees searching for their own information	\$9.31	\$0.50	\$9.81	1	\$9.81
HR/managers searching for information about their employees	\$13.32	\$0.52	\$13.84	1	\$13.84
Average	\$13.40	\$0.67	\$14.07	12	\$5.30

**Table D-3. Labor Costs by Task, Companies with 5,000-10,000 Employees**

	<b>Avg. time to complete</b>	<b>Avg. error rate</b>	<b>Avg. time to correct errors</b>	<b>Hourly rate</b>	<b>Total Labor Costs</b>
<b>Onboarding new employees</b>					
Recording I-9 information in the HRIS or other data repository	15 min	13%	8 min	\$36/hr	<b>\$9.43</b>
Recording contact information in the HRIS	13 min	11%	9 min	\$31/hr	<b>\$7.23</b>
Recording W-4 and other tax form information in the HRIS	15 min	11%	9 min	\$32/hr	<b>\$8.86</b>
Recording direct deposit information in the HRIS	16 min	11%	8 min	\$34/hr	<b>\$9.39</b>
Recording employment agreements in the HRIS	16 min	12%	10 min	\$33/hr	<b>\$9.24</b>
<b>Benefits enrollment</b>					
Obtaining or providing plan documents and summaries for employees	18 min	8%	12 min	\$35/hr	<b>\$11.05</b>
Obtaining/providing information about benefit plans changes	20 min	11%	14 min	\$36/hr	<b>\$13.05</b>
Obtaining/providing information to compare benefit plans	22 min	12%	14 min	\$37/hr	<b>\$14.76</b>
Confirming and processing plan changes for employees	20 min	11%	16 min	\$33/hr	<b>\$11.90</b>
Confirming dependent eligibility for coverage for employees	18 min	11%	16 min	\$37/hr	<b>\$12.54</b>
<b>Training</b>					
Enrolling employees in any in-person training sessions	18 min	9%	9 min	\$31/hr	<b>\$9.78</b>
Enrolling employees in any virtual training sessions	20 min	11%	8 min	\$35/hr	<b>\$11.95</b>
Tracking completion of required training courses for employees	20 min	10%	7 min	\$32/hr	<b>\$11.37</b>
Preparing and distributing training materials for employees	22 min	11%	9 min	\$34/hr	<b>\$13.35</b>
Obtaining/providing detailed training history	21 min	11%	8 min	\$32/hr	<b>\$11.91</b>
<b>Expense management</b>					
Employee completes and submits an expense reimbursement form	24 min	27%	18 min	\$35/hr	<b>\$16.79</b>
Employee collects and submits receipts/substantiation of the expense	20 min	0%	0 min	\$35/hr	<b>\$11.60</b>
Employee calculates mileage reimbursement amount	19 min	0%	0 min	\$37/hr	<b>\$11.31</b>
Employer reviews supporting documentation for an expense request	19 min	0%	0 min	\$40/hr	<b>\$12.82</b>
Employer notifies the employee of the expense approval/denial	18 min	0%	0 min	\$40/hr	<b>\$11.82</b>
If approved, employer adds into payroll for the following cycle	18 min	0%	0 min	\$39/hr	<b>\$11.79</b>
<b>Time management</b>					
Employee completes and submits timecard	24 min	13%	10 min	\$27/hr	<b>\$11.36</b>
Employer collects/organizes employee timesheets	18 min	0%	0 min	\$37/hr	<b>\$10.79</b>
Employer verifies timecards are accurate	21 min	0%	0 min	\$37/hr	<b>\$12.55</b>
Employer follows-up on missing/incomplete timecards	20 min	0%	0 min	\$35/hr	<b>\$11.50</b>
Employee submits paid time off (PTO) request	25 min	12%	12 min	\$37/hr	<b>\$15.86</b>
Calculating PTO balances and updating employees	24 min	13%	9 min	\$43/hr	<b>\$17.84</b>
Review/approve PTO requests	21 min	0%	0 min	\$39/hr	<b>\$13.50</b>
Employer tracks Family Medical Leave Act (FMLA) or other leave time	20 min	12%	10 min	\$37/hr	<b>\$13.35</b>
Employer reviews/approves shift swaps between employees	25 min	0%	0 min	\$38/hr	<b>\$15.52</b>
<b>Performance management</b>					
Filling out company performance review forms for each direct report	32 min	10%	10 min	\$32/hr	<b>\$17.41</b>
Recording/tracking/storing performance review documents	32 min	13%	12 min	\$38/hr	<b>\$21.24</b>
Providing information related to promotion or separation	25 min	12%	11 min	\$38/hr	<b>\$16.53</b>
Providing compensation information	22 min	11%	14 min	\$35/hr	<b>\$13.87</b>
Documenting performance management (PIP, write-ups)	25 min	12%	12 min	\$35/hr	<b>\$15.45</b>
<b>Separation</b>					
Processing COBRA, retirement, other benefit issues at separation	25 min	9%	9 min	\$34/hr	<b>\$14.46</b>
Documenting reason for separation for employee personnel file	21 min	9%	10 min	\$33/hr	<b>\$11.78</b>
Preparing and completing employee exit interview or survey	26 min	9%	9 min	\$39/hr	<b>\$17.62</b>
Documenting exit interview discussions	23 min	9%	10 min	\$36/hr	<b>\$14.02</b>
Calculating final payout for employee	22 min	8%	10 min	\$33/hr	<b>\$12.59</b>
System/facility access shut off	21 min	9%	10 min	\$38/hr	<b>\$13.67</b>
Finding replacement internally or externally	24 min	8%	11 min	\$36/hr	<b>\$14.84</b>
<b>Payroll</b>					
Creating payroll	30 min	22%	27 min	\$35/hr	<b>\$21.02</b>
Processing a retro payroll	24 min	22%	27 min	\$37/hr	<b>\$18.31</b>
Processing an off-cycle payroll	21 min	21%	25 min	\$37/hr	<b>\$16.35</b>
Building data sets/pulling payroll data	23 min	21%	22 min	\$40/hr	<b>\$18.51</b>
Making a one-time change in payroll	20 min	19%	20 min	\$31/hr	<b>\$12.13</b>
Making punch changes	19 min	17%	21 min	\$32/hr	<b>\$12.17</b>
Creating payroll reports	23 min	18%	20 min	\$31/hr	<b>\$13.60</b>
Processing direct deposit reversals/manual checks	22 min	14%	23 min	\$34/hr	<b>\$14.24</b>
<b>AI-assisted search</b>					
Employees searching for their own information	20 min	0%	0 min	\$28/hr	<b>\$9.31</b>
HR/managers searching for information about their employees	23 min	0%	0 min	\$34/hr	<b>\$13.32</b>

**Table D-4. Non-labor Costs by Task, Companies with 5,000-10,000 Employees**

<b>Task Description</b>	<b>% of cases requiring printing</b>	<b>Cost of printing (per page)</b>	<b>% of cases requiring postage</b>	<b>Cost of postage (per envelope)</b>	<b>% of cases requiring copying</b>	<b>Cost of copying (per page)</b>	<b># of pages per task</b>	<b>Total Non-labor Cost</b>
<b>Onboarding new employees</b>								
Recording I-9 information in the HRIS or other data repository	76%	\$0.12	33%	\$0.78	67%	\$0.17	3	\$0.88
Recording contact information in the HRIS	51%	\$0.12	40%	\$0.78	60%	\$0.17	1	\$0.48
Recording W-4 and other tax form information in the HRIS	64%	\$0.12	43%	\$0.78	61%	\$0.17	4	\$1.06
Recording direct deposit information in the HRIS	59%	\$0.12	41%	\$0.78	61%	\$0.17	1	\$0.49
Recording employment agreements in the HRIS	65%	\$0.12	41%	\$0.78	65%	\$0.17	4	\$1.08
<b>Benefits enrollment</b>								
Obtaining or providing plan documents and summaries for employees	79%	\$0.12	41%	\$0.78	63%	\$0.17	12	\$2.75
Obtaining/providing information about benefit plans changes	63%	\$0.12	45%	\$0.78	65%	\$0.17	12	\$2.59
Obtaining/providing information to compare benefit plans	70%	\$0.12	41%	\$0.78	62%	\$0.17	24	\$4.89
Confirming and processing plan changes for employees	60%	\$0.12	39%	\$0.78	60%	\$0.17	1	\$0.48
Confirming dependent eligibility for coverage for employees	64%	\$0.12	39%	\$0.78	56%	\$0.17	1	\$0.47
<b>Training</b>								
Enrolling employees in any in-person training sessions	65%	\$0.12	32%	\$0.78	50%	\$0.17	2	\$0.58
Enrolling employees in any virtual training sessions	46%	\$0.12	39%	\$0.78	46%	\$0.17	2	\$0.57
Tracking completion of required training courses for employees	52%	\$0.12	31%	\$0.78	54%	\$0.17	1	\$0.40
Preparing and distributing training materials for employees	67%	\$0.12	35%	\$0.78	62%	\$0.17	4	\$1.02
Obtaining/providing detailed training history	64%	\$0.12	38%	\$0.78	55%	\$0.17	1	\$0.47
<b>Expense management</b>								
Employee completes and submits an expense reimbursement form	69%	\$0.12	45%	\$0.78	56%	\$0.17	1	\$0.53
Employee collects and submits receipts/substantiation of the expense	63%	\$0.12	37%	\$0.78	69%	\$0.17	1	\$0.48
Employee calculates mileage reimbursement amount	55%	\$0.12	36%	\$0.78	50%	\$0.17	1	\$0.43
Employer reviews supporting documentation for an expense request	54%	\$0.12	33%	\$0.78	62%	\$0.17	3	\$0.77
Employer notifies the employee of the expense approval/denial	49%	\$0.12	38%	\$0.78	53%	\$0.17	1	\$0.44
If approved, employer adds into payroll for the following cycle	54%	\$0.12	33%	\$0.78	53%	\$0.17	1	\$0.41
<b>Time management</b>								
Employee completes and submits timecard	68%	\$0.12	38%	\$0.78	50%	\$0.17	1	\$0.47
Employer collects/organizes employee timesheets	0%	\$0.12	0%	\$0.78	0%	\$0.17	1	\$0.00
Employer verifies timecards are accurate	0%	\$0.12	0%	\$0.78	0%	\$0.17	1	\$0.00
Employer follows-up on missing/incomplete timecards	0%	\$0.12	0%	\$0.78	0%	\$0.17	1	\$0.00
Employee submits paid time off (PTO) request	73%	\$0.12	44%	\$0.78	57%	\$0.17	1	\$0.53
Calculating PTO balances and updating employees	57%	\$0.12	37%	\$0.78	58%	\$0.17	1	\$0.45
Review/approve PTO requests	0%	\$0.12	0%	\$0.78	0%	\$0.17	1	\$0.00
Employer tracks Family Medical Leave Act (FMLA) or other leave time	58%	\$0.12	46%	\$0.78	61%	\$0.17	1	\$0.53
Employer reviews/approves shift swaps between employees	56%	\$0.12	30%	\$0.78	56%	\$0.17	1	\$0.40
<b>Performance management</b>								
Filling out company performance review forms for each direct report	72%	\$0.12	30%	\$0.78	57%	\$0.17	1	\$0.42
Recording/tracking/storing performance review documents	64%	\$0.12	30%	\$0.78	55%	\$0.17	1	\$0.41
Providing information related to promotion or separation	60%	\$0.12	40%	\$0.78	61%	\$0.17	1	\$0.49
Providing compensation information	68%	\$0.12	37%	\$0.78	56%	\$0.17	1	\$0.47
Documenting performance management (PIP, write-ups)	63%	\$0.12	36%	\$0.78	64%	\$0.17	1	\$0.47
<b>Separation</b>								
Processing COBRA, retirement, other benefit issues at separation	74%	\$0.12	42%	\$0.78	64%	\$0.17	1	\$0.53
Documenting reason for separation for employee personnel file	70%	\$0.12	40%	\$0.78	56%	\$0.17	1	\$0.49
Preparing and completing employee exit interview or survey	65%	\$0.12	39%	\$0.78	48%	\$0.17	4	\$0.94
Documenting exit interview discussions	53%	\$0.12	40%	\$0.78	55%	\$0.17	4	\$0.95
Calculating final payout for employee	53%	\$0.12	42%	\$0.78	49%	\$0.17	1	\$0.47
System/facility access shut off	49%	\$0.12	35%	\$0.78	40%	\$0.17	1	\$0.40
Finding replacement internally or externally	64%	\$0.12	44%	\$0.78	52%	\$0.17	2	\$0.67
<b>Payroll</b>								
Creating payroll	62%	\$0.12	33%	\$0.78	52%	\$0.17	1	\$0.42
Processing a retro payroll	67%	\$0.12	37%	\$0.78	49%	\$0.17	1	\$0.45
Processing an off-cycle payroll	53%	\$0.12	38%	\$0.78	52%	\$0.17	1	\$0.44
Building data sets/pulling payroll data	58%	\$0.12	38%	\$0.78	44%	\$0.17	1	\$0.44
Making a one-time change in payroll	48%	\$0.12	31%	\$0.78	50%	\$0.17	1	\$0.38
Making punch changes	48%	\$0.12	33%	\$0.78	45%	\$0.17	1	\$0.39
Creating payroll reports	57%	\$0.12	38%	\$0.78	59%	\$0.17	1	\$0.47
Processing direct deposit reversals/manual checks	57%	\$0.12	39%	\$0.78	54%	\$0.17	1	\$0.47
<b>AI-assisted search</b>								
Employees searching for their own information	60%	\$0.12	43%	\$0.78	53%	\$0.17	1	\$0.50
HR/managers searching for information about their employees	68%	\$0.12	43%	\$0.78	63%	\$0.17	1	\$0.52