

Table of Contents

Introduction	2
Participant Demographics	3
Key Highlights	4
Report Overview	9
Index to Tabular Results	
Table 1 WW HR Organization Size	10
Table 2 HR U.S. Organization Size	13
Table 3 Company Employment per HR Employee	16
Table 4 HR Organization Demographics	19
Table 5 Top HR Titles and Reporting Relationships	22
Table 6 Executive Titles for Human Resources	25
Table 7 HR Headcount by Function	28
Table 8 Headcount by Function / Outsourcing: Generalist	31
Table 9 Headcount by Function / Outsourcing: Benefits	34
Table 10 Headcount by Function / Outsourcing: Compensation	37
Table 11 Headcount by Function / Outsourcing: Org & Empl Development	40
Table 12 Headcount by Function / Outsourcing: Staffing	43
Table 13 Headcount by Function / Outsourcing: Other Specialty HR Functions	46
Table 14 Projected HR U.S. Headcount Changes	49
Table 15 Outsourcing: Generalist Function	55
Table 16 Outsourcing: Benefits	58
Table 17 Outsourcing: Compensation	67
Table 18 Outsourcing: Staffing	73
Table 19 Outsourcing: Organization and Employee Development	76
Table 20 Outsourcing: Other HR Functions	82
Table 21 HR Programs and Employee Surveys	91
Table 22 Employee Perquisites	94
Table 23 Employee Communication	97
Table 24 HR Mission and Priorities	103
Table 25 HR Benchmarking Metrics	106
Table 26 Hiring and Turnover	112
Table 27 Demographics	115
Participant Listing	118
About Pearl Meyer & Partners	122