

Study on HR Organization Structure

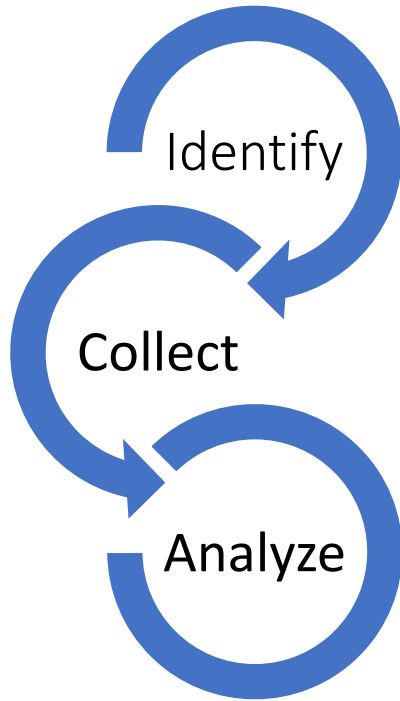
February 2021

WorldatWork[®]
Total Rewards Association

Content Directory

Methodology.....	2
Key Findings.....	3
Department Sizing.....	9
Job Responsibilities.....	16
Impact Areas.....	38
Respondent Profile.....	41
Title Definitions.....	45
Topline Results.....	49
Contact Us.....	52

Methodology



WorldatWork invited its broader membership and customer base to participate in an electronic survey on HR organization sizing and structure. Email invitations were sent directly to participants on 11/20/2020 and results were collected over a 27-day period.

A total of 892 responses were received, representing organizations of different sizes and across multiple industries. The survey has a 3% overall margin of error at a confidence level of 95%. Sample sizes vary by question.



Key Findings

WorldatWork[®]
Total Rewards Association



Recruiting Dominates

For organizations of all sizes, the bucket of activity with the highest count of employees spending at least a few hours of their weekly time is recruiting, sourcing, and selection.

Companies with fewer than 500 employees are likely to have 1.8 people spending at least a few hours of their time on recruiting/sourcing/selection, while organizations with 10,000+ employees are likely to have more than 29 people spending a few hours a week supporting the effort.



Personal Well-Being Needs Support

Of all the HR roles/responsibilities measured, there was only one function that doesn't scale up to the level others do as organizations increase in size: personal well-being.

While nearly all functions are likely to have five times the amount of people spending at least a few hours a week supporting the effort at larger organizations (or more), personal well-being is likely to only have 1-2 people supporting the need, regardless of organization size.

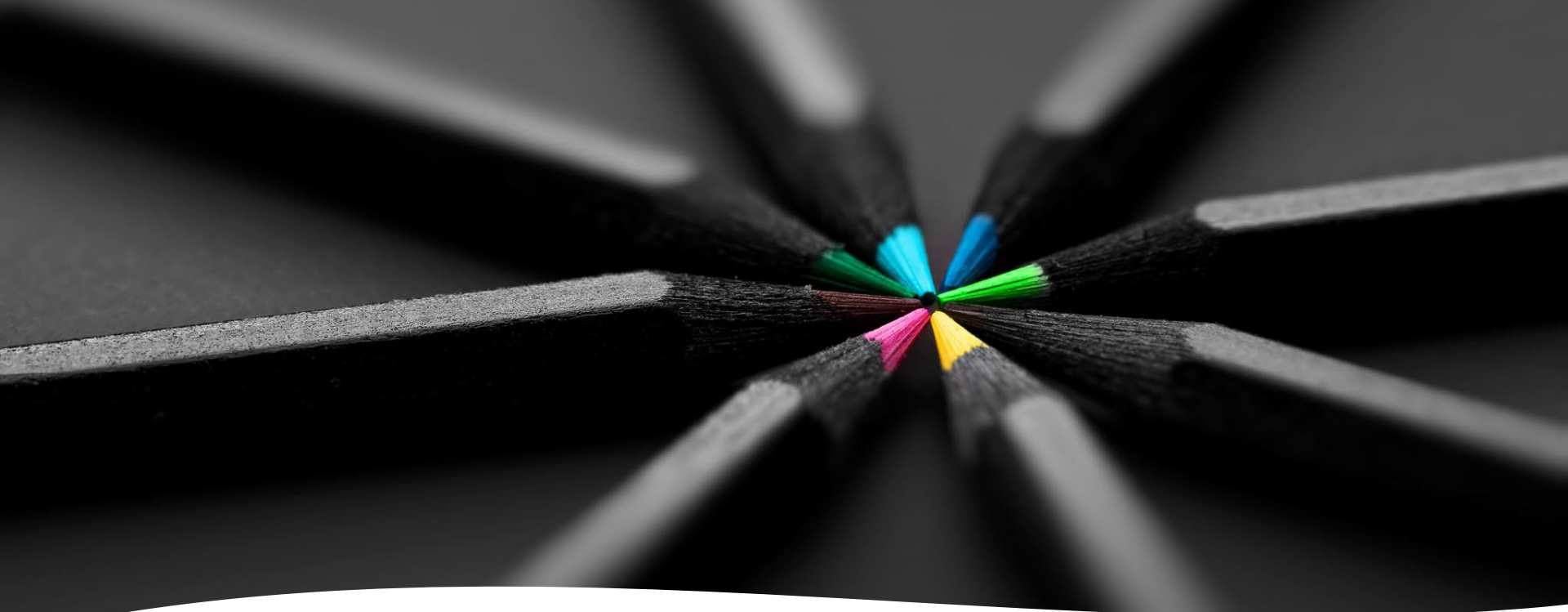


People Analytics Limited Support

WorldatWork
Total Rewards Association

HR analytics is becoming a hot role in the HR field, and many companies are beginning to adopt sophisticated platforms for conducting analytics and generating insights.

Despite the growth in demand and usage, the people analytic function has one of the lowest counts of people spending at least a few hours per week of their time to support the effort (only ~5 on average for organizations with 10,000+ employees).



TR Professionals Have a Broad Focus

Of all the “specialist” titles analyzed, total rewards professionals are least likely to focus on a single function. The role demands attention on many of the functions within an HR department, with the exceptions of recruiting and training.



Recruiting and Career Planning Scale Up the Most

WorldatWork
Total Rewards Association

When looking at the counts of HR professionals supporting each function by company size, two areas scale up the most from small to large organizations: recruiting and career planning.

These areas have 16 times more employees spending at least a few hours per week to support them at organizations with 10,000+ employees vs. those with less than 500 employees.

Department Sizing

WorldatWork[®]
Total Rewards Association

Snapshot of the HR Department

How many people in your HR department can be classified as:

	Less than 500	500 – 2,499	2,500 – 9,999	10,000 or more
Full-time equivalent employees	9.7	35.2	84.5	126.7
People leaders	2.1	7.2	13.1	32.0
Function leaders (who do not lead people)	1.3	2.8	7.4	8.2
	n = 170	n = 225	n = 129	n = 68

HR Job Titles (similar titles combined)

Job Title	Number of Titles	Frequency
HR Manager/Director	846	17%
HR Specialist/Coordinator	735	15%
HR Generalist/HRBP	527	11%
HR Executive/VP	424	9%
Talent Acquisition Specialist	377	8%
Benefits Specialist	272	6%
Talent Acquisition Manager/Director	230	5%
HRIS/Payroll Specialist	224	5%
Development or Training Specialist	181	4%
Compensation Specialist	154	3%
Benefits Manager/Director	147	3%
Business Operations Role	138	3%
Development or Training Manager/Director	121	2%
Compensation Manager/Director	116	2%
HRIS/Payroll Manager/Director	111	2%
Total Rewards Manager/Director	70	1%
Compensation & Benefits Manager/Director	65	1%
Total Rewards Specialist	63	1%
Workplace Safety Manager/Director	37	1%
DE&I Manager/Director	29	1%
Compensation & Benefits Specialist	27	1%

Average headcount supporting HR duties by organizations with fewer than 500 employees

Please indicate how many people in your HR department spend at least a few hours of their time per week on the following duties.



Average headcount supporting HR duties by organizations with 500-2,499 employees

Please indicate how many people in your HR department spend at least a few hours of their time per week on the following duties.



Average headcount supporting HR duties by organizations with 2,500-9,999 employees

Please indicate how many people in your HR department spend at least a few hours of their time per week on the following duties.



Average headcount supporting HR duties by organizations with 10,000 employees or more

Please indicate how many people in your HR department spend at least a few hours of their time per week on the following duties.

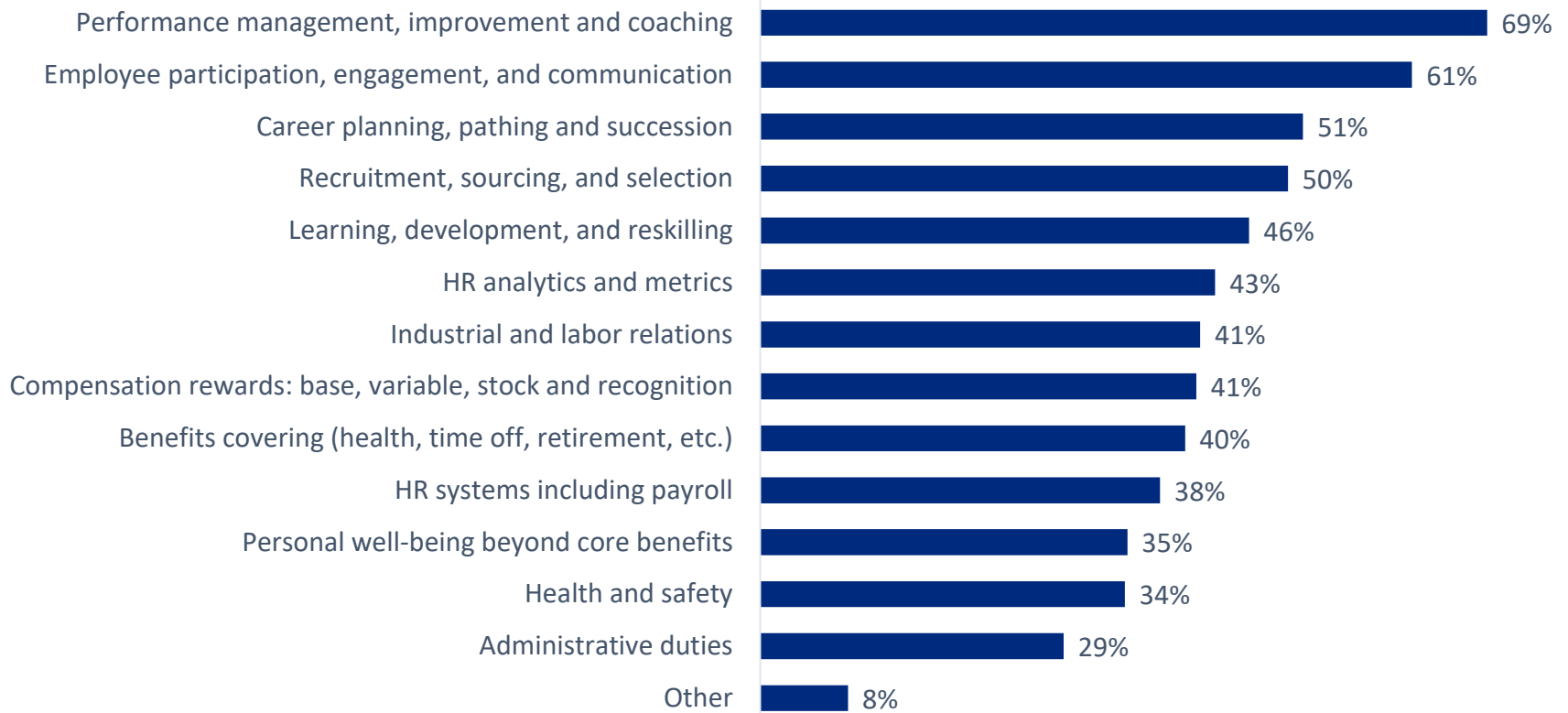


Job Responsibilities by Title

WorldatWork[®]
Total Rewards Association

HR Manager/Director

Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 846

HR Specialist/Coordinator

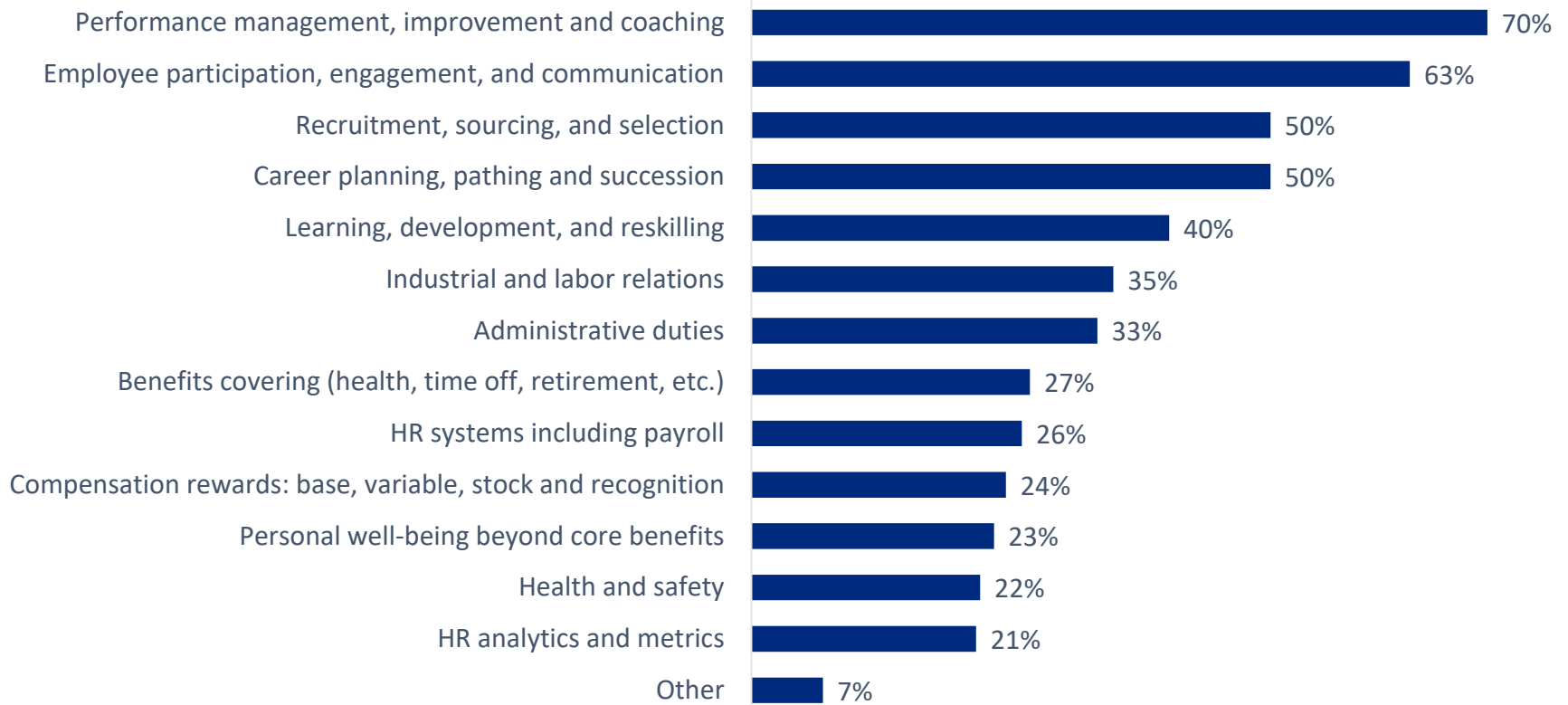
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 735

HR Generalist/HRBP

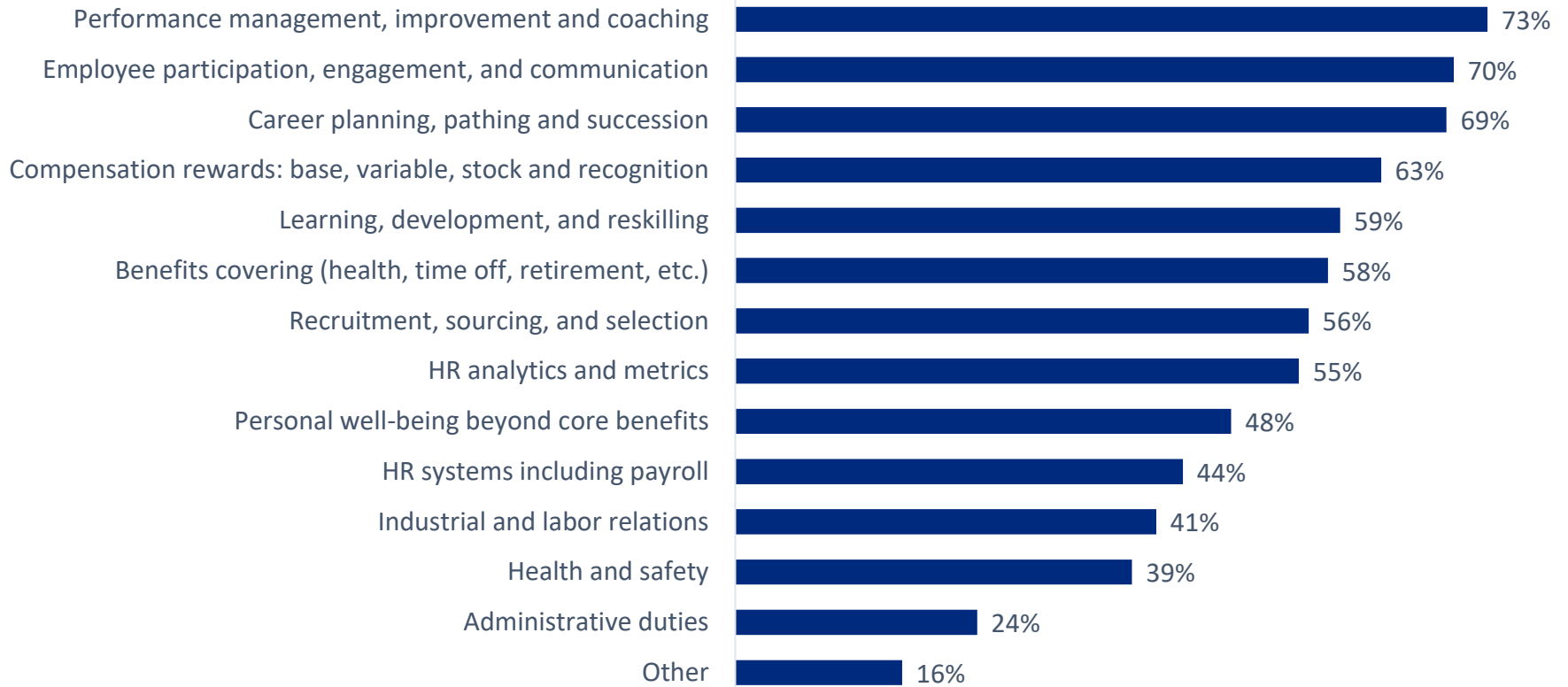
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 527

HR Executive/VP

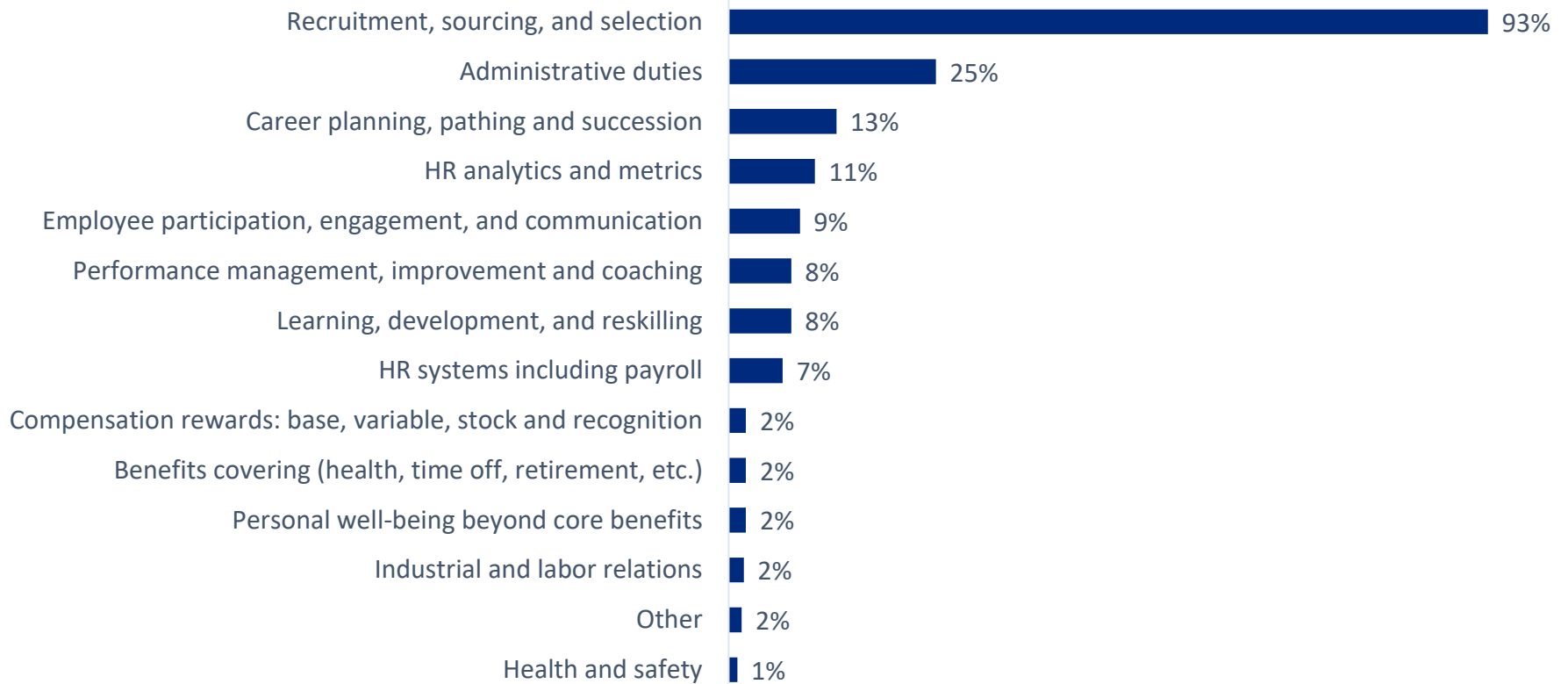
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 424

Talent Acquisition Specialist

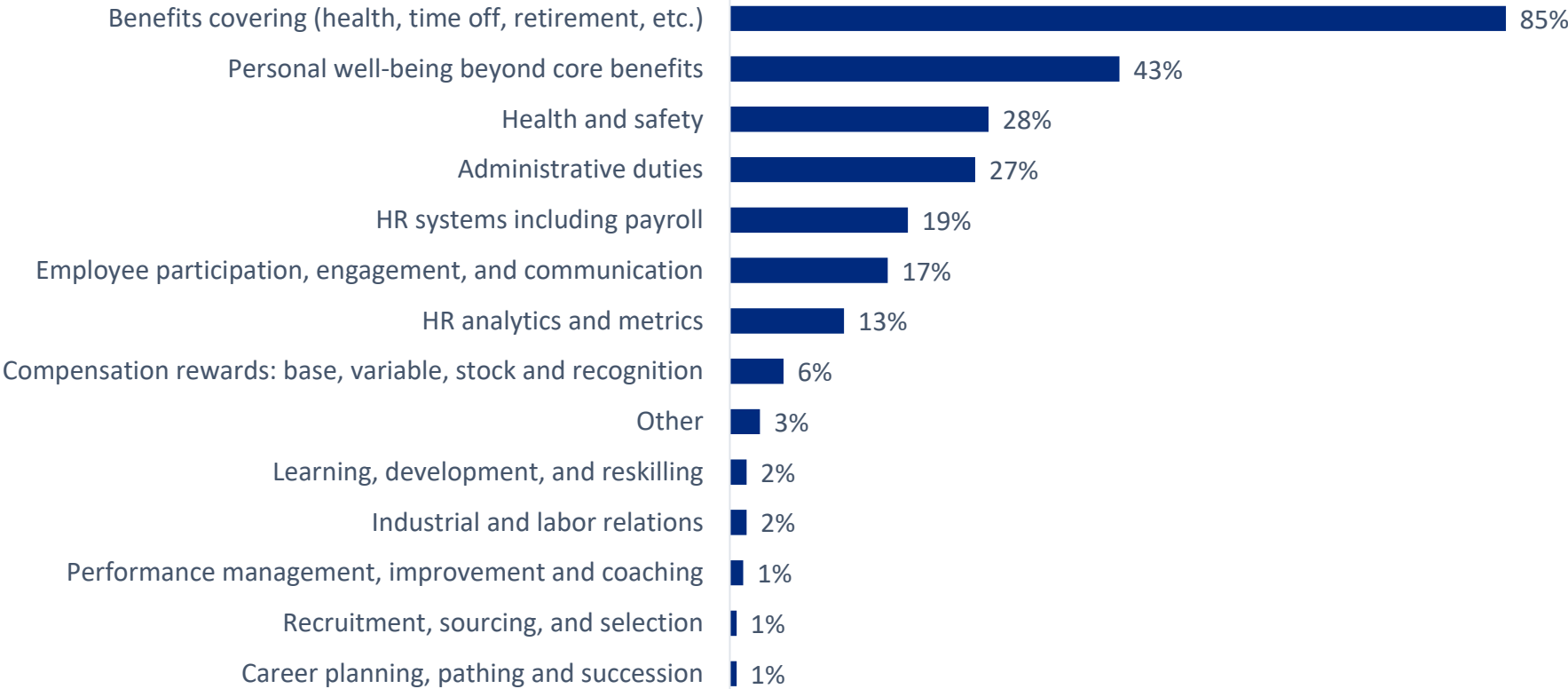
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 377

Benefits Specialist

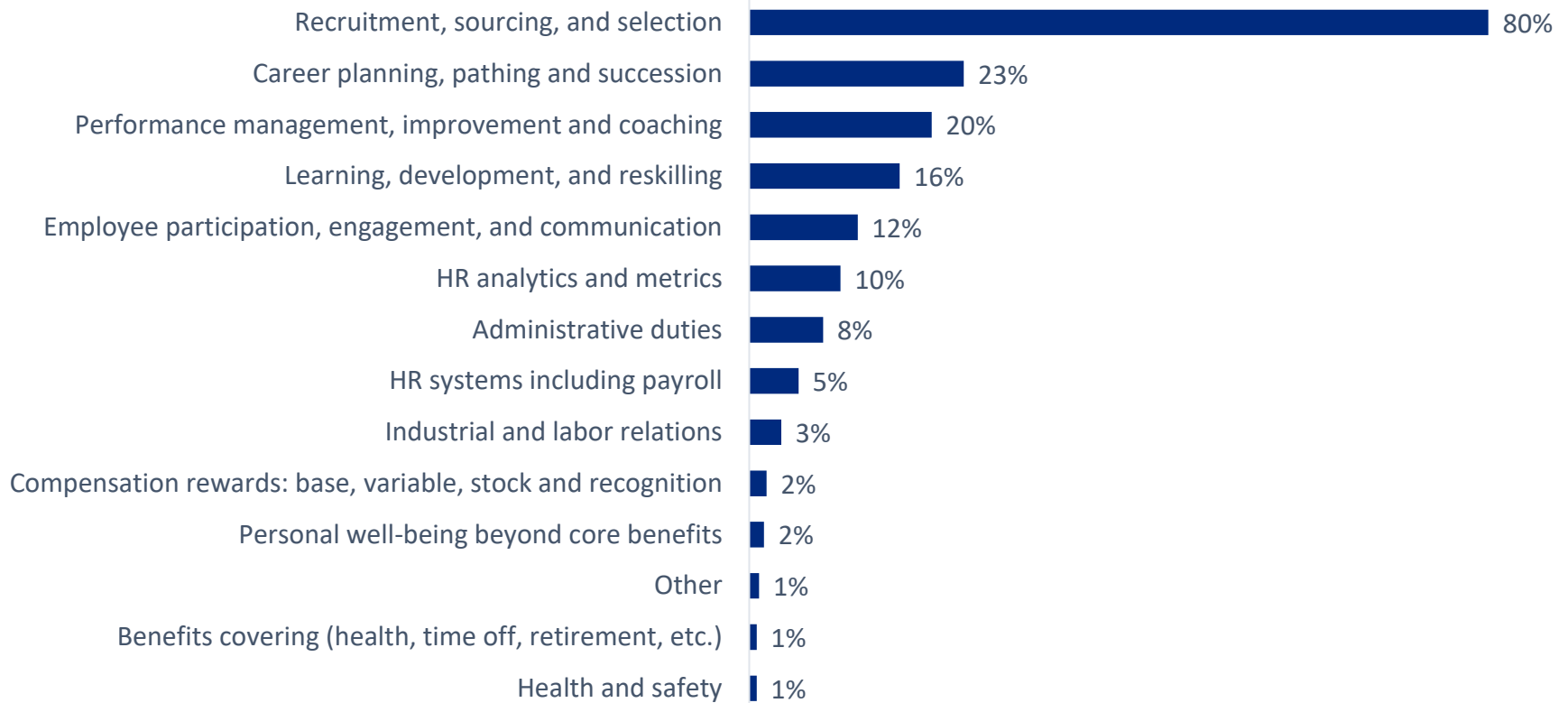
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 272

Talent Acquisition Manager/Director

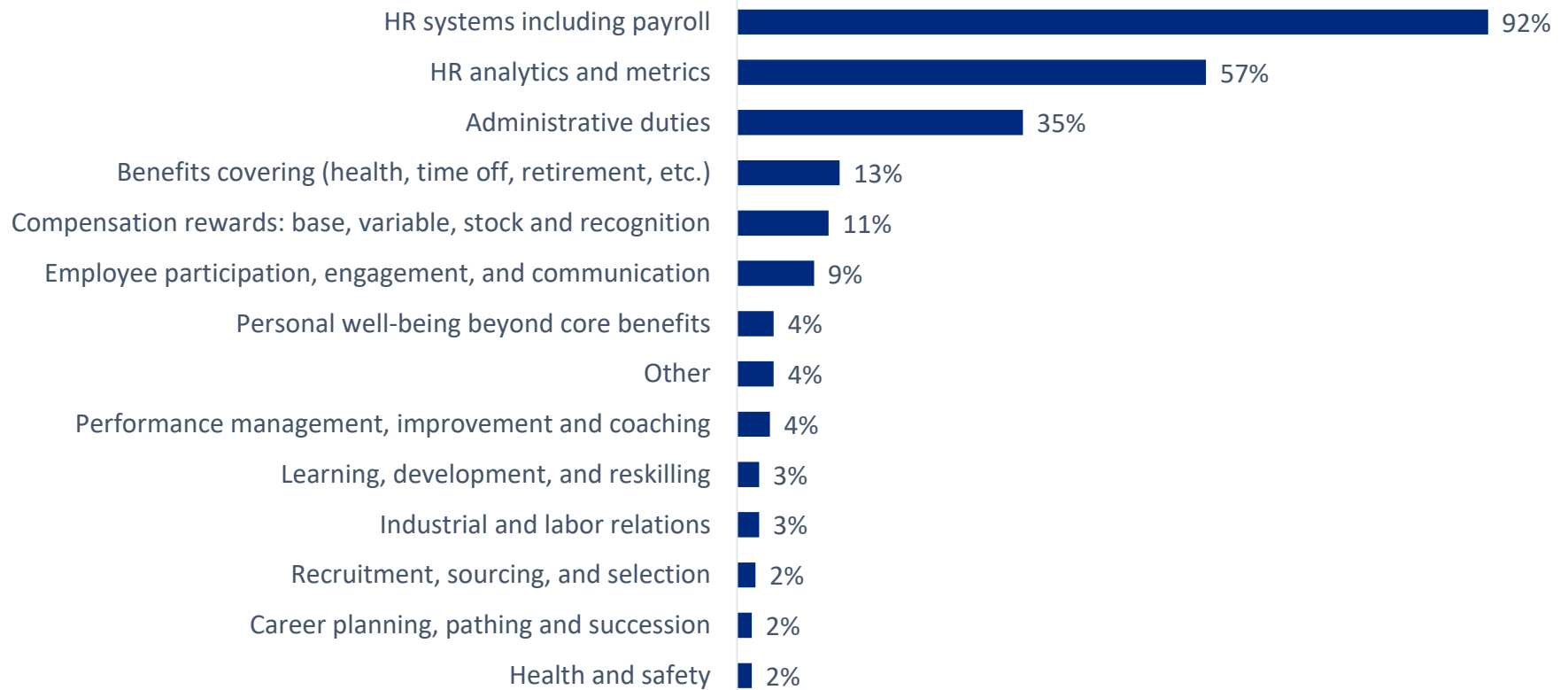
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 230

HRIS/Payroll Specialist

Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 224

Development or Training Specialist

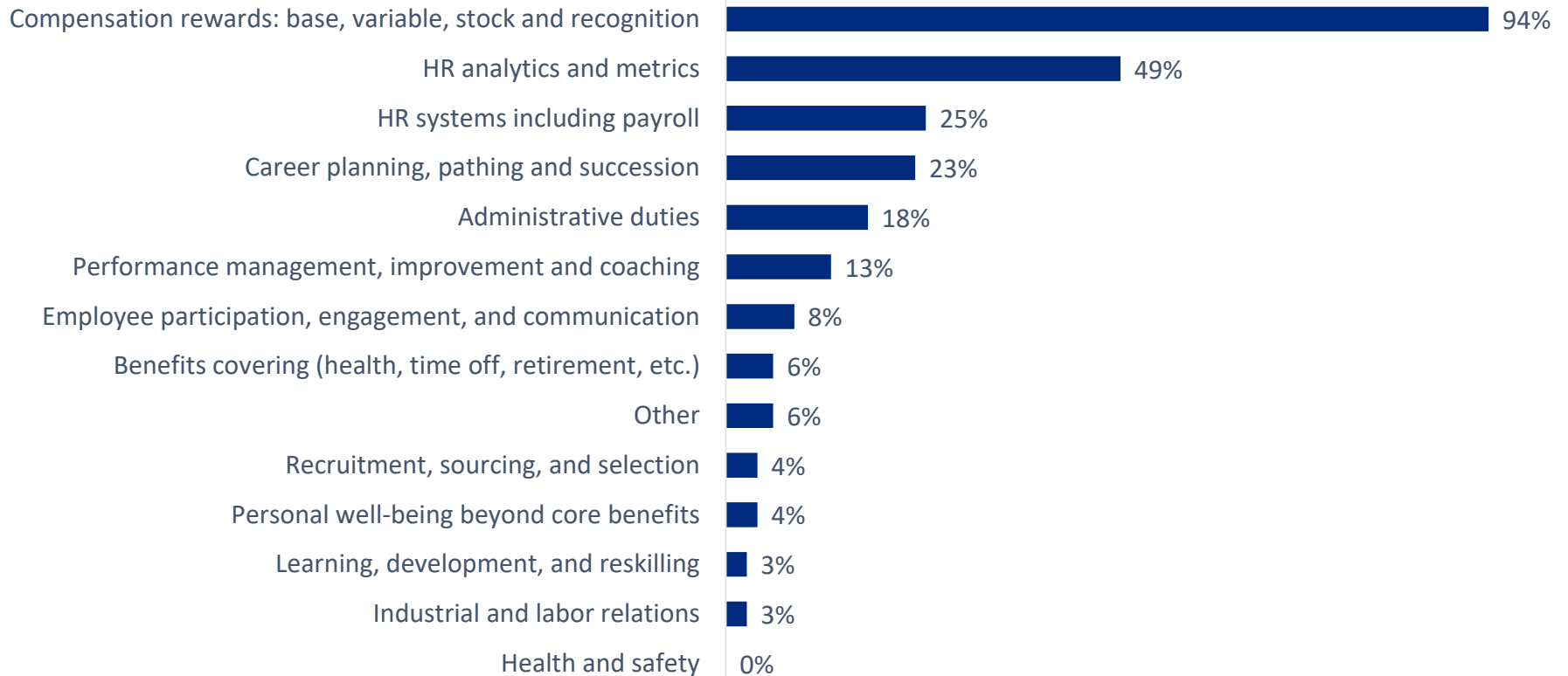
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 181

Compensation Specialist

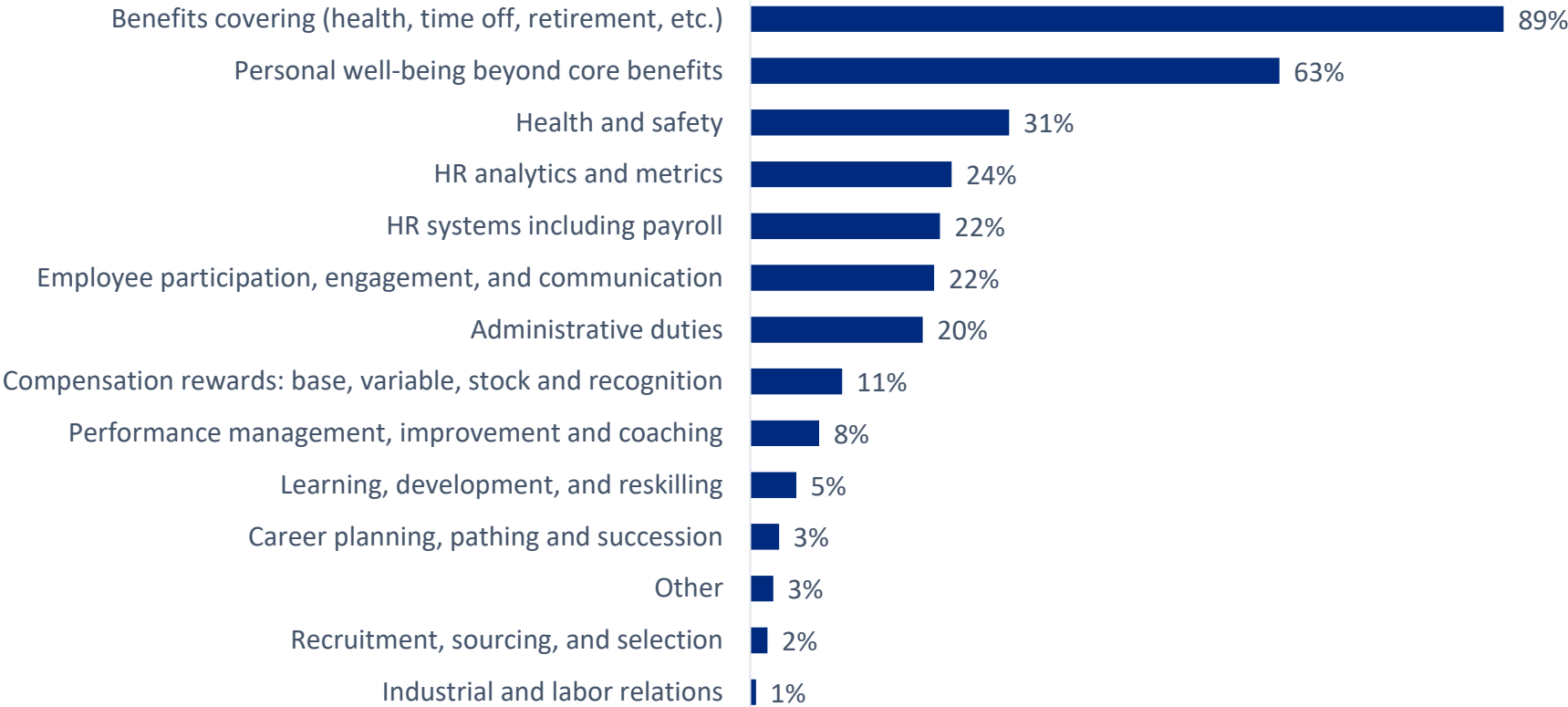
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 154

Benefits Manager/Director

Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 147

Business Operations Role

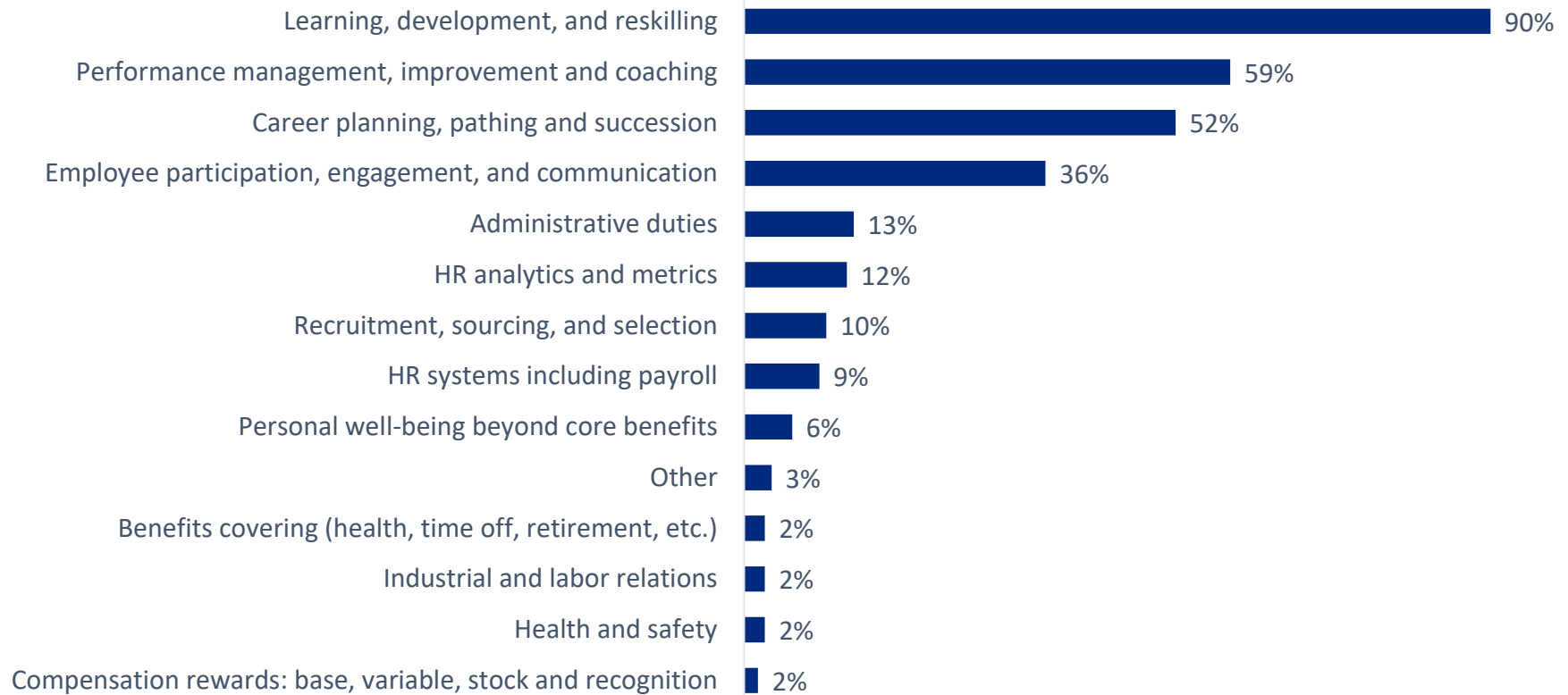
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 138

Development or Training Manager/Director

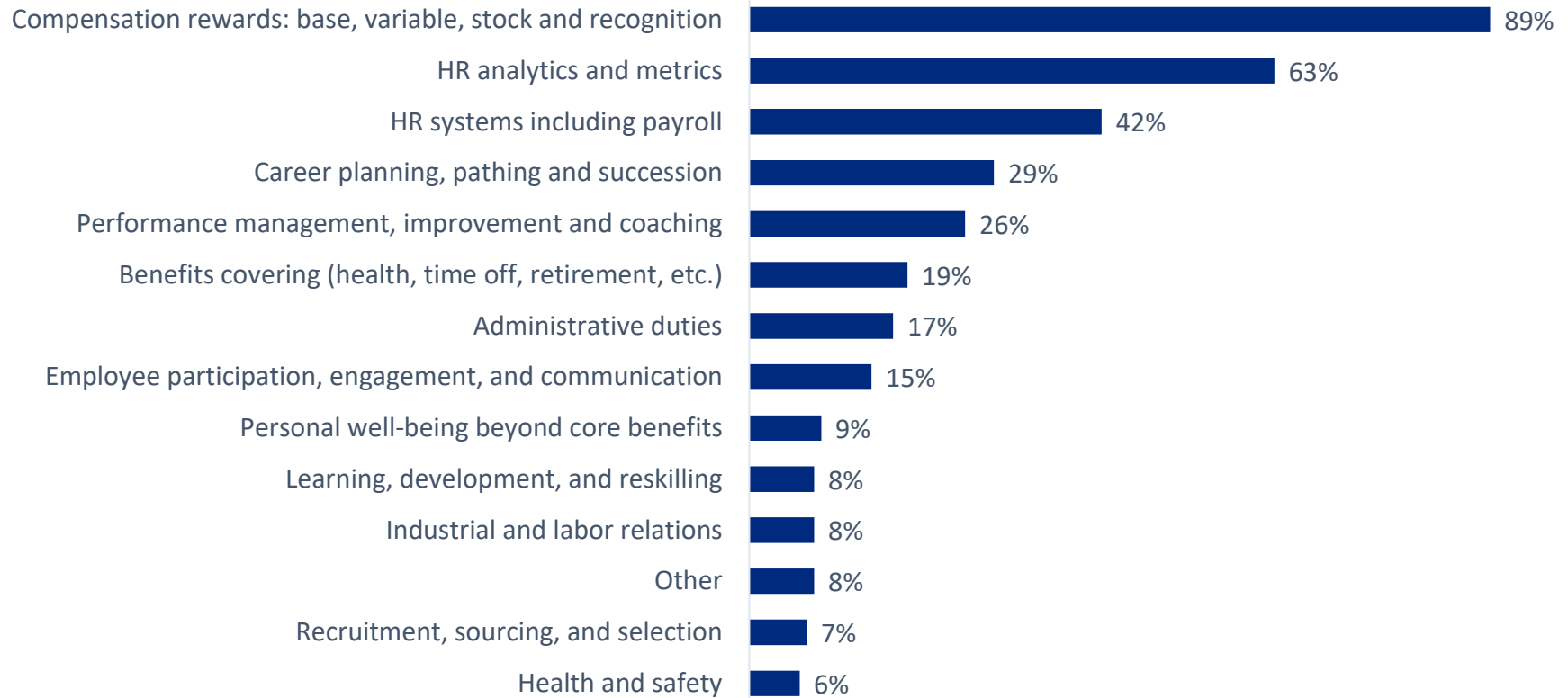
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 121

Compensation Manager/Director

Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 116

HRIS/Payroll Manager/Director

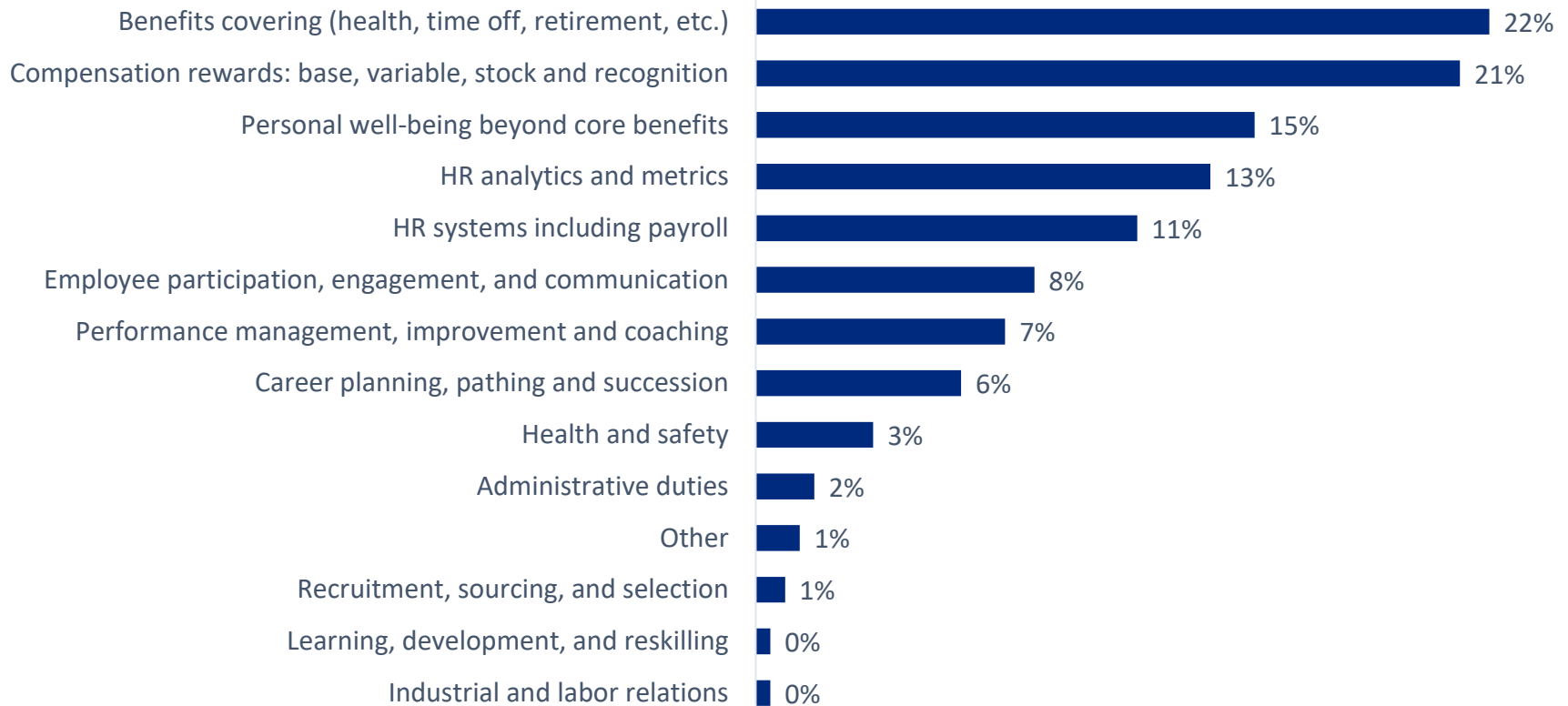
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 111

Total Rewards Manager/Director

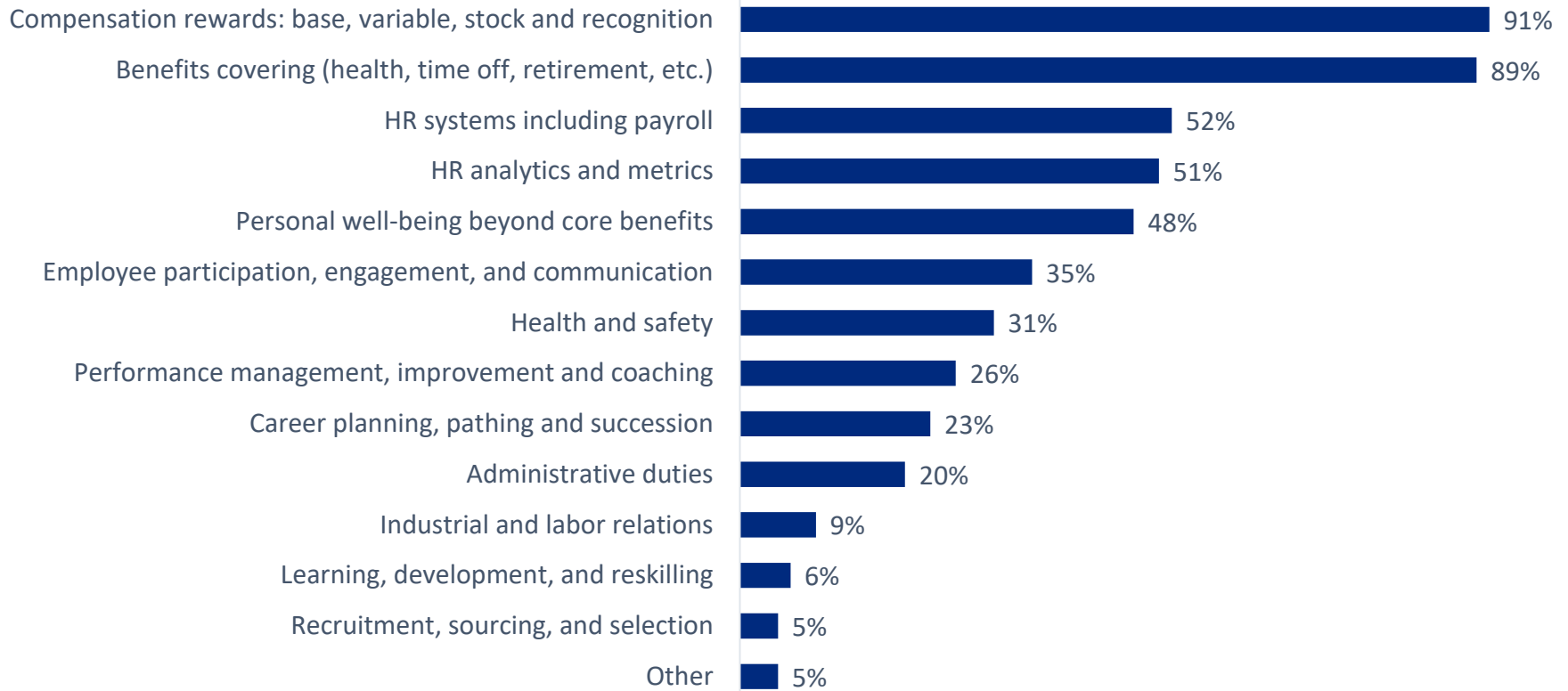
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 70

Compensation & Benefits Manager/Director

Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 65

Total Rewards Specialist

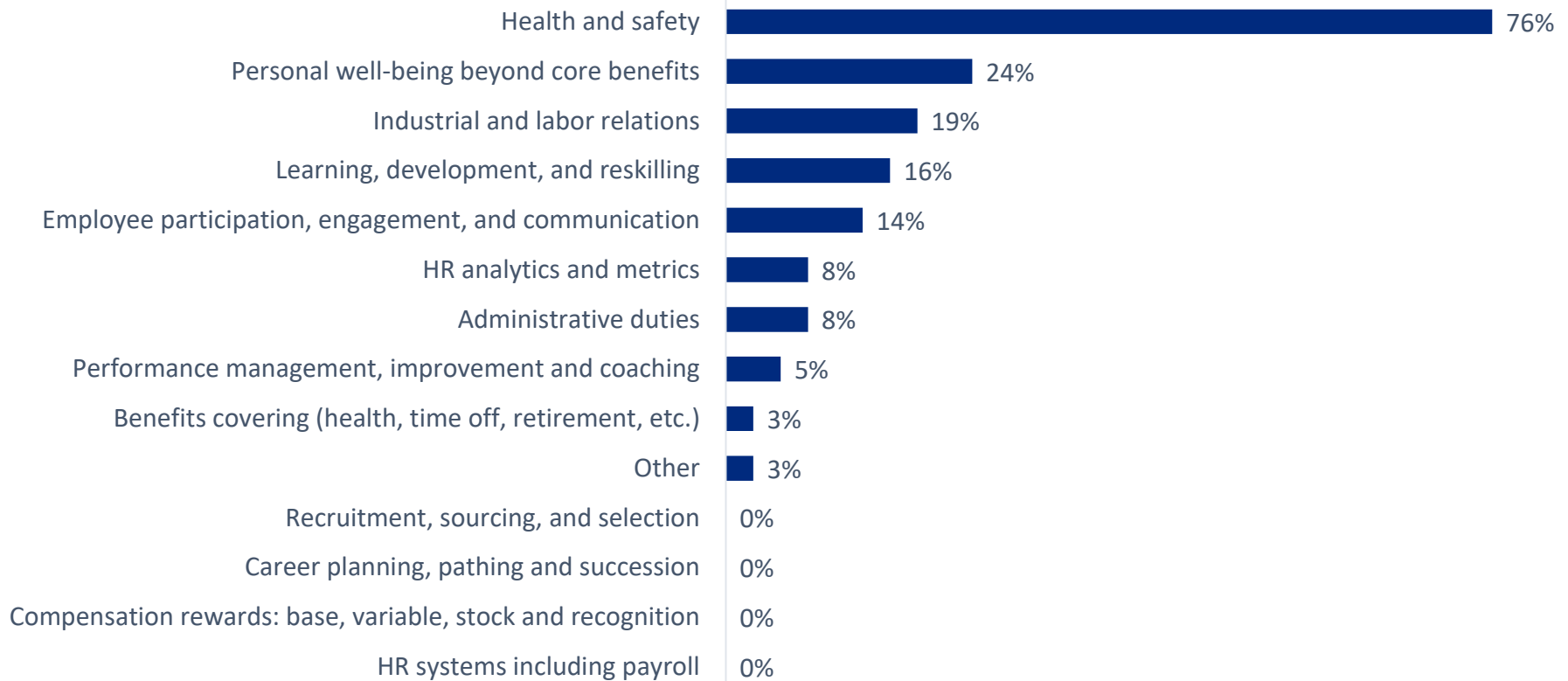
Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 63

Workplace Safety Manager/Director

Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.

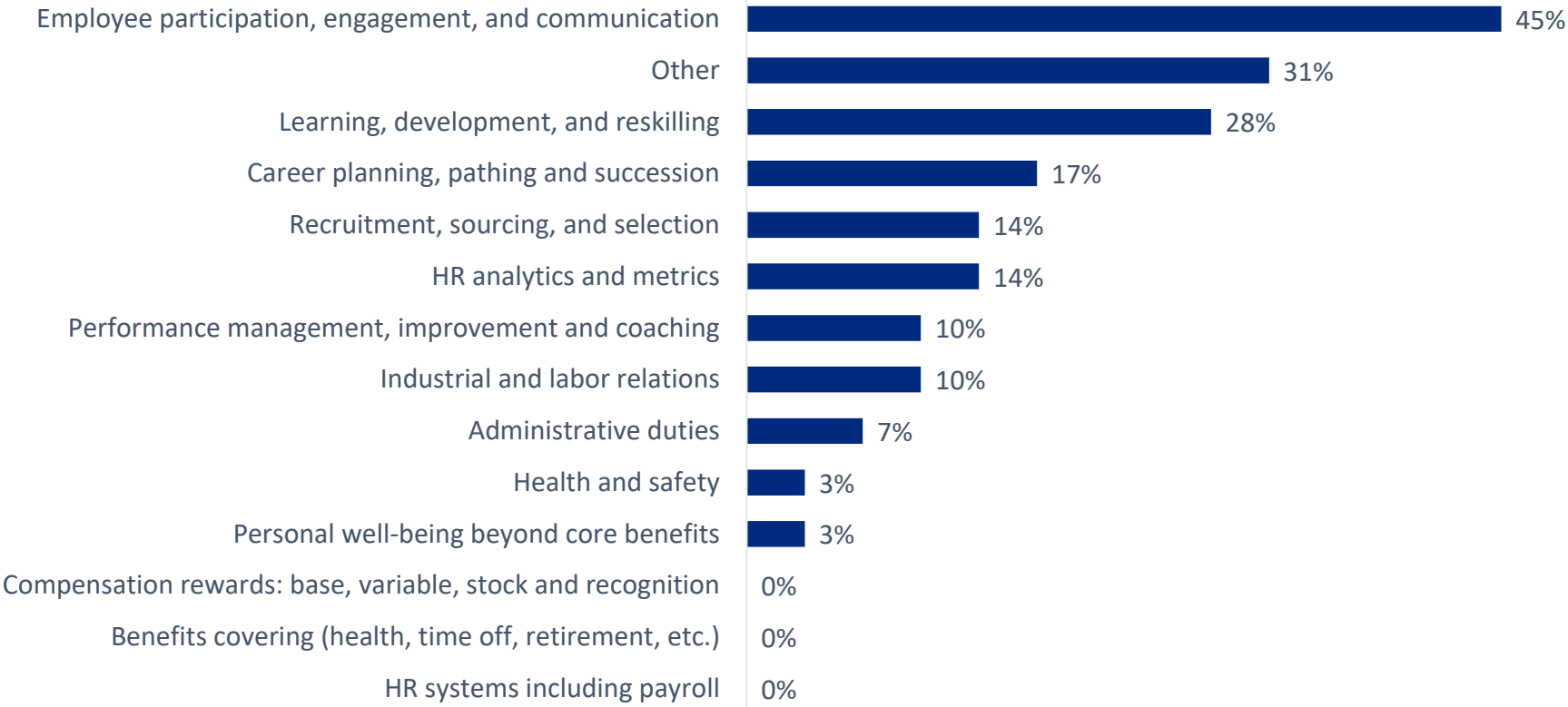


n = 37*

*Small sample size

DE&I Manager/Director

Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.

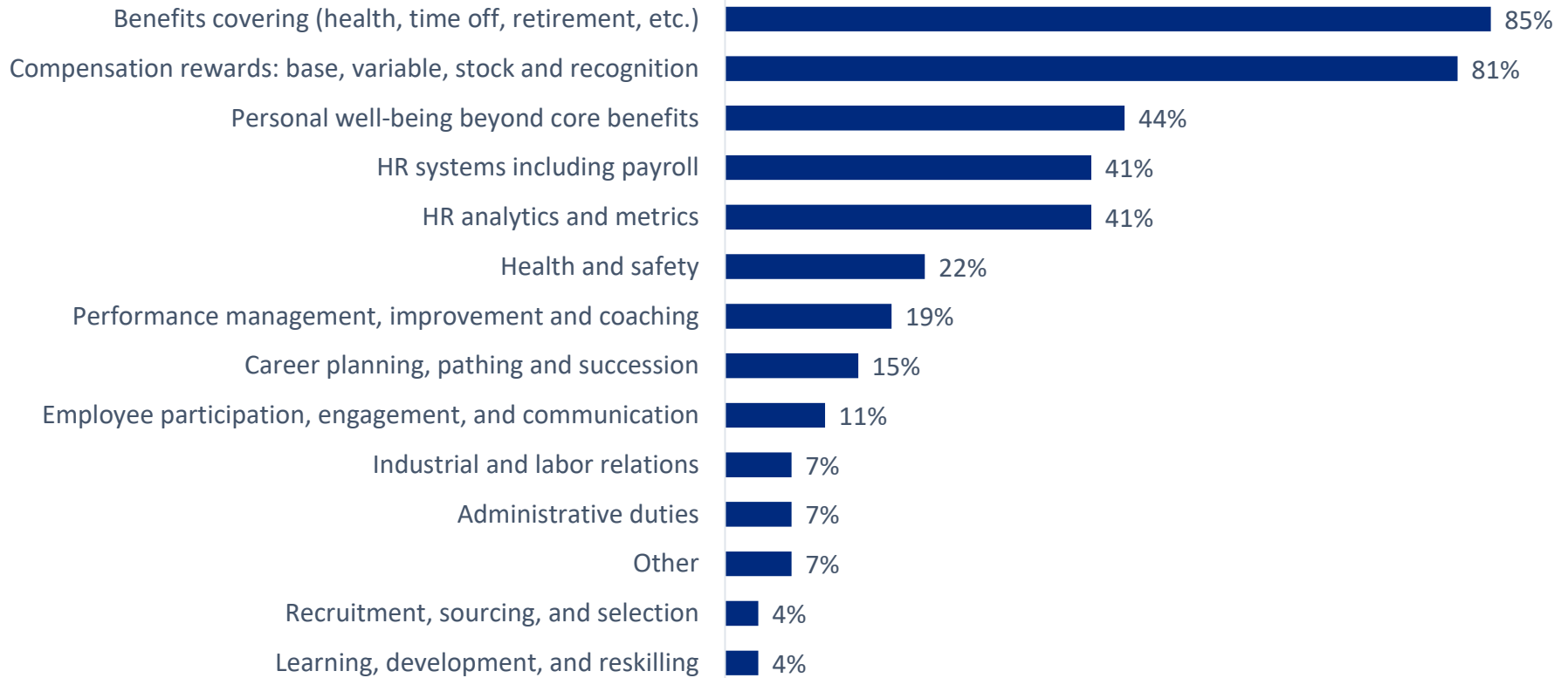


n = 29*

*Small sample size

Compensation & Benefits Specialist

Thinking about your role, which of the following are part of your job responsibilities? Please select all that apply.



n = 27*

*Small sample size

A network diagram consisting of numerous interconnected circles (nodes) of varying sizes, arranged in a complex, non-linear pattern across the entire blue background. The circles are connected by thin, light-colored lines, creating a web-like structure.

Impact Areas

WorldatWork[®]
Total Rewards Association

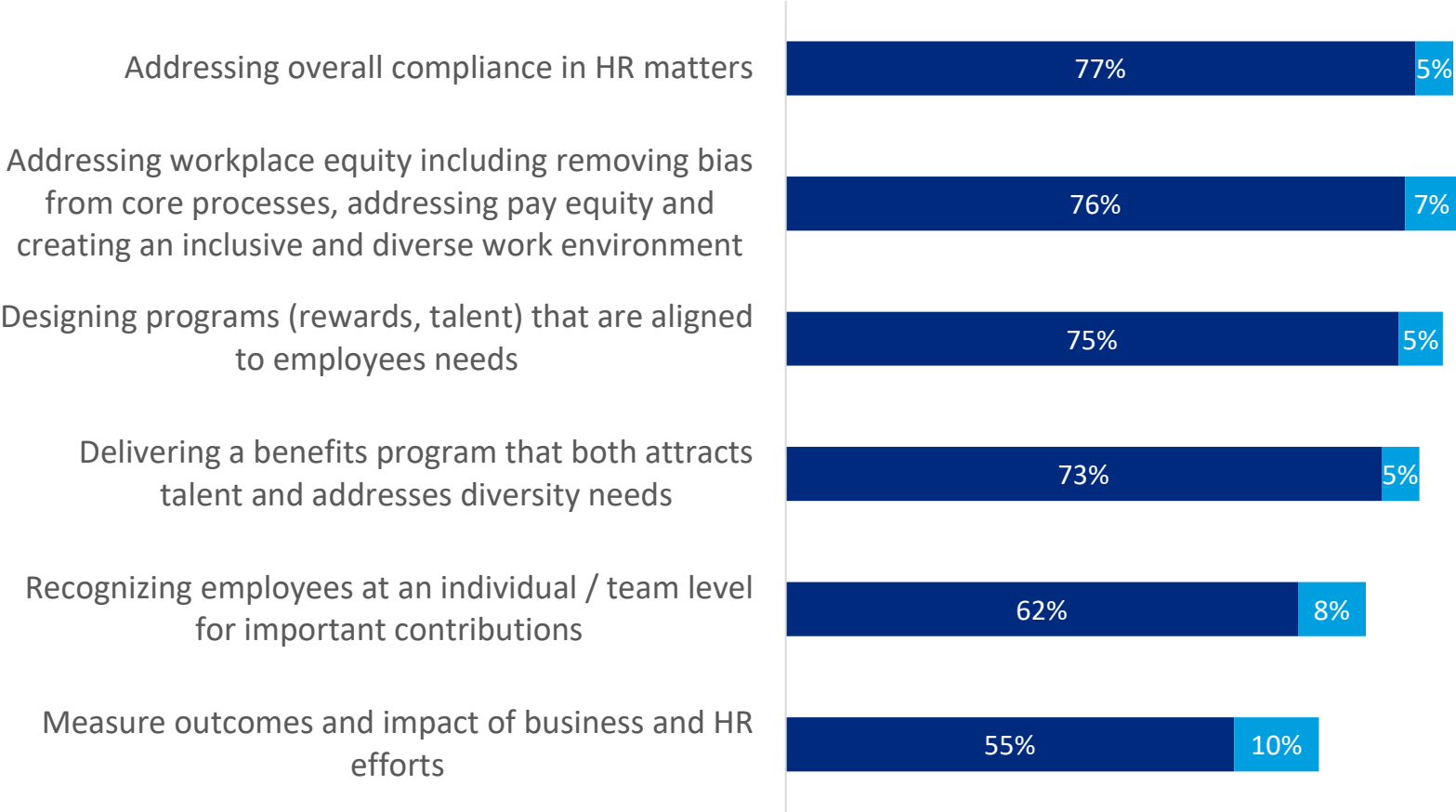
Impact Areas

How is your organization doing in these HR impact areas?



Priority Level

Please indicate the priority level of the following impact areas at your organization.



■ %Very High Priority/High Priority

■ %Low Priority/Not a Priority at All

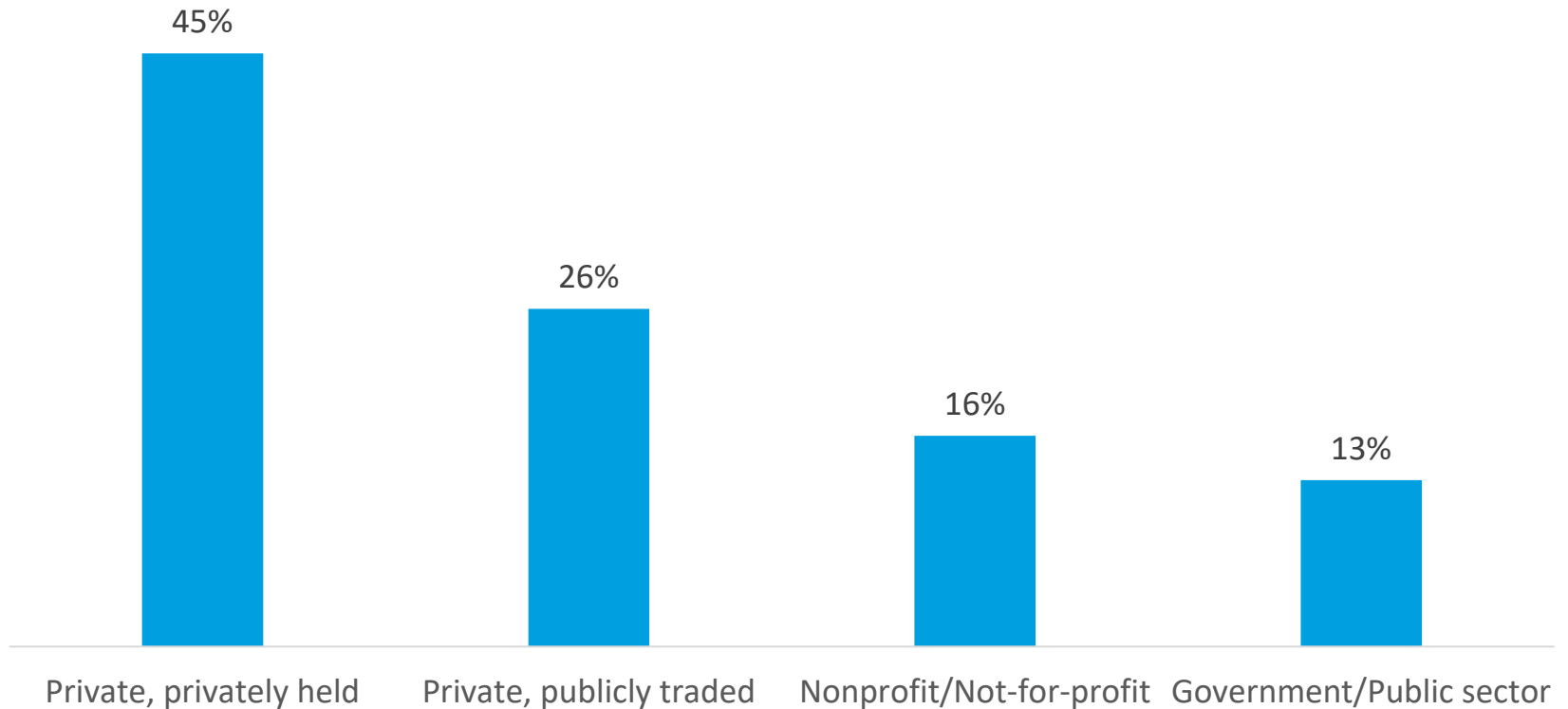
n = 629

Respondent Profile

WorldatWork[®]
Total Rewards Association

Organization Type

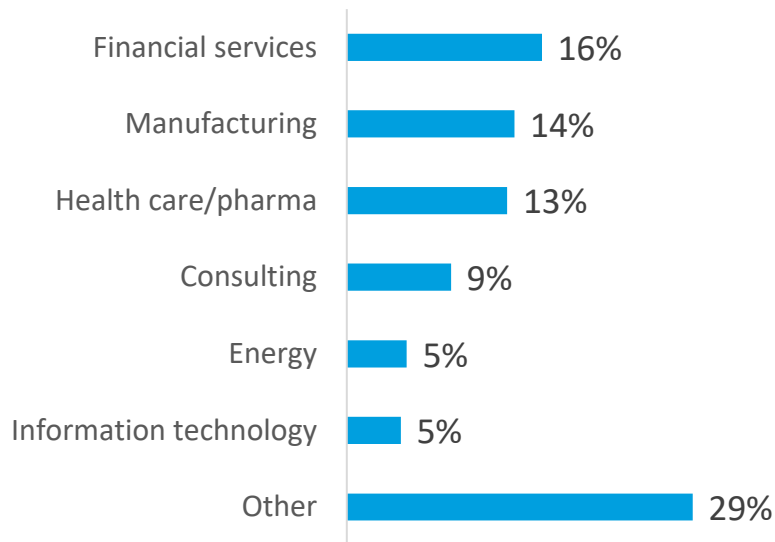
Your organization is:



n = 620

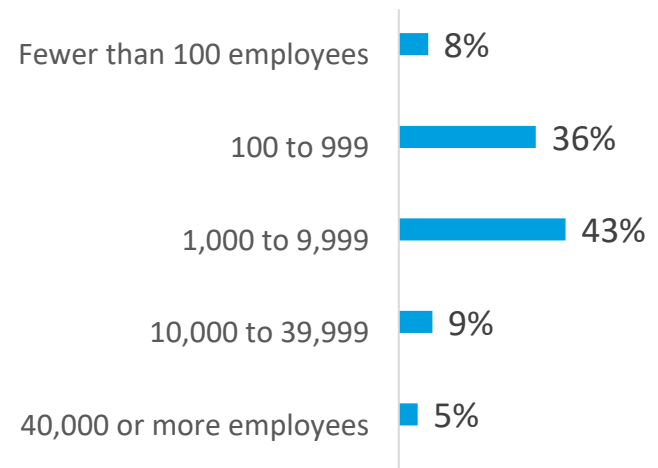
Organization Industry and Size

Under which industry does your organization fall?



Only industries with at least 5% of responding organizations are listed here. n = 620

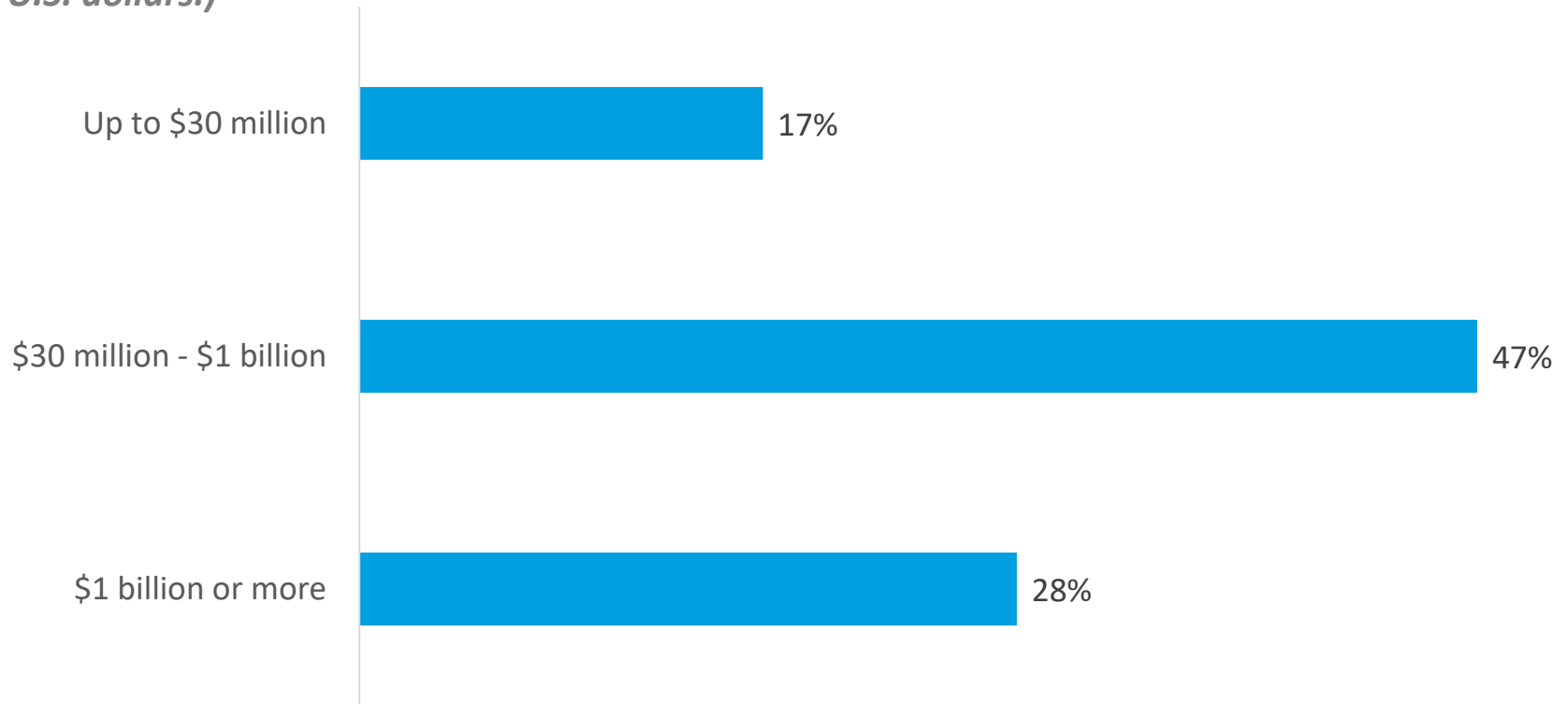
How many full-time equivalent (FTE) employees does your organization have?



n = 620

Organization Revenue

What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2019? (Please report in U.S. dollars.)



n = 643

Title Definitions

WorldatWork[®]
Total Rewards Association

Title Definitions

HR

HR
Specialist/Coordinator

“HR Service Specialist”

“HR Compliance Specialist”

“HR Representative”

HR Generalist/HRBP

“HR Consultant”

“Human Resources Business Partner”

HR Manager/Director

“Manager of HR”

“HR Director”

“HR Deputy Director”

HR Executive/VP

“VP of HR”

“Vice President of Compensation and Benefits”

“Vice President Talent Management and Talent Acquisition”

Title Definitions

Compensation & Benefits	Compensation & Benefits Specialist	"Senior Benefits and Compensation Specialist"
		"Benefits and Compensation Analyst"
	Compensation & Benefits Manager/Director	"Benefits and Compensation Manager"
		"Compensation and Benefits Director"
		"Compensation and Payroll Manager"
Total Rewards	Total Rewards Specialist	"Total Rewards Analyst"
		"Total Rewards Specialist"
	Total Rewards Manager/Director	"Total Rewards Manager"
		"Director of Total Rewards"
Compensation	Compensation Specialist	"Compensation Consultant"
		"Compensation Analyst"
		"Compensation Advisor"
	Compensation Manager/Director	"Global Compensation Manager"
		"Director of Compensation Services"
Benefits	Benefits Specialist	"Benefits Administrator"
		"Benefits Analyst III"
	Benefits Manager/Director	"Benefits Manager"
		"Benefits Supervisor"

Title Definitions

Talent Acquisition	Talent Acquisition Specialist	“Senior Recruiter”
	Talent Acquisition Manager/Director	“Talent Acquisition Associate” “Senior Director of Talent Acquisition” “Recruiting Manager”
Development or Training	Development or Training Specialist	“Learning and Development Consultant” “Learning and Development Specialist”
	Development or Training Manager/Director	“Manager of Training and Development” “Director of Learning and Development”
HRIS/Payroll	HRIS/Payroll Specialist	“Senior Payroll Administrator” “HRIS Administrator”
	HRIS/Payroll Manager/Director	“HRIS Manager” “Payroll Supervisor”
DE&I	DE&I Manager/Director	“Senior Director of Diversity and Inclusion”
		“Diversity Manager”
Workplace Safety	Workplace Safety Manager/Director	“Occupational Health and Safety Manager” “Safety Director”
		OHS Consultant/Specialist
	Business Operations Role	“Travel Program Director” “Senior Staff Assistant”

Topline Results

WorldatWork[®]
Total Rewards Association

Impact Areas

How is your organization doing in these HR impact areas?

	Very Poor	Poor	Neither Poor nor Good	Good	Very Good
Addressing overall compliance in HR matters	0%	2%	8%	44%	46%
Measure outcomes and impact of business and HR efforts	3%	16%	32%	41%	9%
Designing programs (rewards, talent) that are aligned to employees' needs	1%	7%	20%	54%	18%
Recognizing employees at an individual/team level for important contributions	1%	11%	25%	48%	15%
Delivering a benefits program that both attracts talent and addresses diversity needs	1%	3%	16%	44%	35%
Addressing workplace equity including removing bias from core processes, addressing pay equity and creating an inclusive and diverse work environment	1%	7%	30%	44%	18%

n = 602

Priority Areas

Please indicate the priority level of the following impact areas at your organization.

	Not a priority at all	Low	Moderate	High	Very High
Addressing overall compliance in HR matters	0%	5%	18%	37%	40%
Measure outcomes and impact of business and HR efforts	2%	9%	35%	35%	19%
Designing programs (rewards, talent) that are aligned to employees' needs	1%	5%	19%	48%	29%
Recognizing employees at an individual/team level for important contributions	1%	8%	29%	45%	18%
Delivering a benefits program that both attracts talent and addresses diversity needs	2%	3%	22%	42%	31%
Addressing workplace equity including removing bias from core processes, addressing pay equity and creating an inclusive and diverse work environment	2%	5%	17%	37%	39%

n = 596



Contact Us

WorldatWork[®]
Total Rewards Association

Contact Us

WorldatWork Headquarters

14040 N. Northsight Blvd.
Scottsdale, AZ 85260

Telephone

877-951-9191 (United States and Canada)
+1 480-922-2020 (other countries)

Fax

480-483-8352

Email

surveypanel@worldatwork.org

Website

worldatwork.org

Tell us what you think of this report!

As researchers, we love gathering feedback and your opinions are extremely valuable for helping us provide the research you want to see. Please take a couple minutes to complete a short survey. Thank you in advance for participating!

[Click here to begin.](#)

Sincerely,

The WorldatWork Research Team