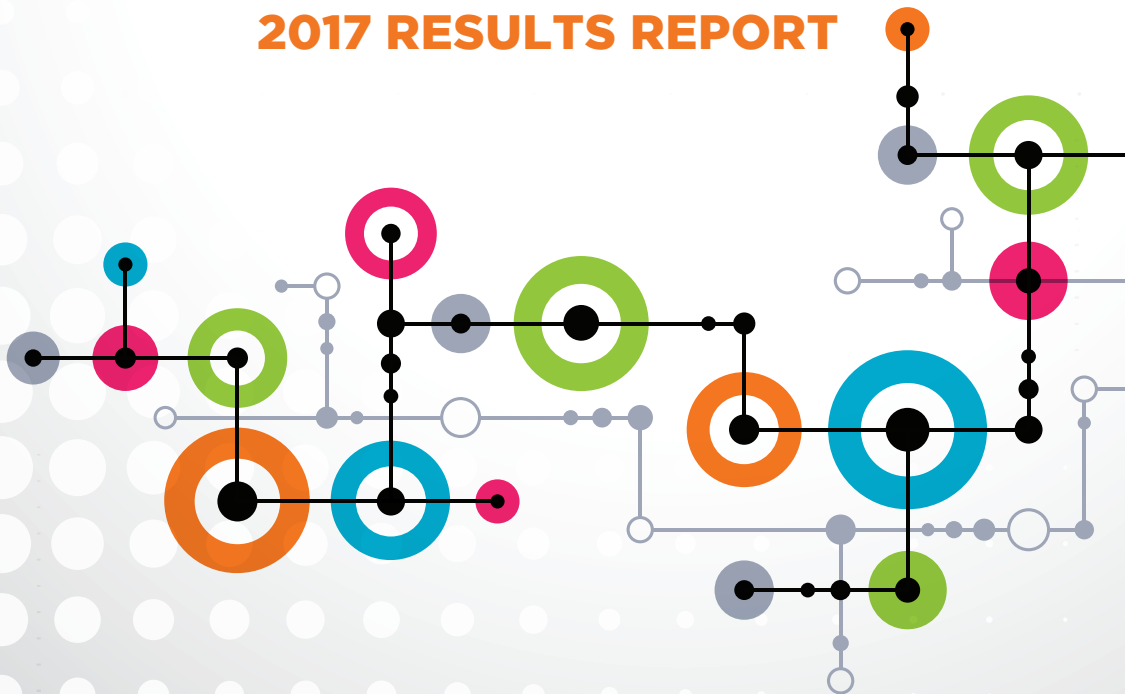


Survey of Salaries

& THE PAYROLL PROFESSION

2017 RESULTS REPORT



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Executive Summary

- Some of the study highlights are summarized in this Executive Summary to provide a synopsis, but there is much more information covered later in this report, including detailed comparisons between the 2017, 2015, and 2013 surveys.

SALARIES

- In Section II of this report, the average *current* salary, average *starting* salary, and average starting salary *for CPP* are shown for 2017, 2015, and 2013 for a number of different payroll job classifications. Here, a brief summary observation is that the average current salary in 2017 was higher than the average current salary in 2015 for the majority of the job classifications.
 - On the one hand, it is not surprising that average salaries for the majority of job classifications are up in 2017, as there has been some inflation over the past two years, and employees typically look for pay raises to at least keep pace with inflation. Moreover, the unemployment rate has been declining over the past several years, and this might have put some upward pressure on salaries. On the other hand, increases in average salaries are by no means guaranteed, especially given how competitive the job market can be, and it is good news for professionals working in the payroll industry that the current report shows higher average current salaries for many job classifications.
 - For job classifications with at least 30 salaries reported and that did not have a higher result in 2017 than in 2015, three out of four of them had results that were close each year. The largest decline (again among those with at least 30 salaries reported) was for Payroll Accountant / Payroll Analyst, with an average current salary of \$59,944 in 2017 vs. \$62,043 in 2015. However, the average current salary for this job classification was noticeably lower in 2013 (\$51,552), and the 2017 average is a substantial increase over 2013.
 - For job classifications with at least 30 salaries reported in 2017, the average increase across classifications was 4% over 2015. The average increase between 2013 and 2015 was 10%, which was fairly large. Perhaps, after increasing 10% over one two-year time period, it is not surprising that salary growth would moderate (i.e., to 4%) in the subsequent two years.
 - Another interesting observation is that the starting salary for those who have the Certified Payroll Professional (CPP) certification was higher than the starting salary in general for the majority of the job classifications. This is not surprising, but it is encouraging for those who have or intend to pursue CPP certification. When the average starting salary for CPP was not higher, the results were based on a fairly small number of salaries reported. (Note that the number of respondents reporting a starting salary in general was higher than the



number reporting a starting salary for CPP. Thus, a lower average for CPP than in general does *not* imply that having CPP certification reduces a person's starting salary.)

ORGANIZATION CHARACTERISTICS

- The 2017 survey included payroll professionals from a diverse mix of organizations. For example, more than one-fourth (28.7%) reported that their organization has annual gross revenue of less than \$50 million, while nearly one-fourth (24.0%) work at an organization with more than \$1 billion in annual gross revenue.
 - Many different industries were represented in the survey, with the largest general categories being services (29.4%), manufacturing (15.5%), education (9.6%), government (9.5%), finance (8.2%), and retail trade (4.6%).
 - Approximately one-third (33.1%) reported that their organization has 1,500 or more full-time employees.
- Slightly more than one-fourth (27.3%) reported that their organization has been involved in a merger, acquisition, or divestiture in the last two years.
 - Among those experiencing such a change, 69.2% reported that the payroll department is now paying more employees as a result.
 - For 17.8% of those experiencing such a change, the payroll staff has increased, while 10.2% reported a reduction in payroll staff. This leaves the majority (72.0%) reporting no change in the payroll staff resulting from their organization being involved in a merger, acquisition, or divestiture in the last two years.

PAYROLL STAFF

- Approximately one-third (33.4%) reported that their payroll department provides payroll functions at more than one job site.
- Nearly three-fourths (73.0%) reported that at least two people are employed full-time in their payroll department. Slightly more than one-fourth (26.1%) reported having six or more full-time employees in their payroll department.
- Approximately two-thirds (67.2%) have at least one employee in their payroll department who is a Certified Payroll Professional (CPP). Approximately one-in-five (20.2%) have at least one employee in their payroll department who has a Fundamental Payroll Certification (FPC).



- Slightly more than half (51.2%) reported at least some hours of professional development on payroll-related issues being offered each year to *senior-level* staff. Among organizations offering professional development hours, the median was 25 hours for senior-level staff.
- Approximately half (50.7%) reported at least some hours of professional development on payroll-related issues being offered each year to *intermediate-level* staff. Among organizations offering professional development hours, the median was 20 hours for intermediate-level staff.
- Nearly four-in-ten (38.3%) reported at least some hours of professional development on payroll-related issues being offered each year to *entry-level* staff. Among organizations offering professional development hours, the median was 16 hours for entry-level staff.
- More than half (55.8%) reported at least some hours of professional development on payroll-related issues being offered each year to *certified* staff. Among organizations offering professional development hours, the median was 30 hours for certified staff.
- Approximately two-thirds (67.5%) reported that their organization allocates some money for training and education of payroll staff. Among these organizations, the median amount budgeted was \$4,000 in the current fiscal year for training and education of payroll staff.

PAYROLL PROCESSING / PAYROLL FUNCTIONS

- More than half (57.9%) indicated that payroll is a unit within an accounting or finance department, while more than one-fourth (28.5%) indicated that payroll is a unit within a human resources department.
- Several different methods are in common use for inputting payroll data, such as batch input by payroll (55.6%), system input by payroll (45.1%), file transfers by payroll (40.6%), web-based input by employees (34.1%), file transfers from internal systems (33.2%), web-based input by payroll (32.9%), file transfers from external systems (28.0%), and web-based input by managers (25.4%).
- More than half (63.9%) reported that their largest payroll is biweekly, although sizable proportions reported that their largest payroll is semimonthly (18.3%) or weekly (10.8%).
- On average, 7.0% of payroll is delivered by paper paycheck, while 90.8% is delivered by direct deposit.
- On average, 22.9% of pay statements are delivered by paper, while 65.0% are delivered by self-service posting, and 9.5% are delivered by e-mail.



- More than half (55.6%) reported delivering W-2s to at least some employees *electronically*.
- More than four-in-ten (44.4%) handled 26 or fewer regularly scheduled paydays in 2016, while slightly more than one-third (36.0%) handled 52 or more.
- The median number of paychecks, direct deposits of pay, and/or paycard transactions processed by payroll staff in 2016 was 20,900.
- Approximately one-third (33.7%) reported a total payroll operating budget for 2017 of \$500,000 or more. (This includes only payroll staff salaries, benefits, and other direct costs related to payroll processing.) Nearly one-third (32.5%) reported a total payroll operating budget between \$150,000 and \$499,999, while approximately one-third (33.8%) reported a total payroll operating budget under \$150,000.
- Slightly more than one-fourth (27.0%) of the organizations represented in the survey pay and report employee wages in one state, while nearly one-third (30.5%) pay and report employee wages in 20 or more states.
- Approximately one-in-six organizations (16.8%) pay expatriate employees in at least one foreign country, while 8.3% pay local national employees in at least one foreign country.
- Nearly one-third (31.4%) reported paying nonresident alien employees in the U.S.
- On average, 25.0% of nonexempt employees report their time manually vs. 75.0% who report their time using an automated method.
- On average, 33.0% of exempt employees report their time worked.
- From a long list of possible functions, the five that were selected most often as being performed by the organization's payroll staff were W-2 reprints (90.1%), employee inquiries (89.8%), employee time processing (86.6%), time and attendance (85.8%), and deduction processing (83.2%).
- Aside from handling wage and salary payments, sizable proportions reported other types of payments being made through the payroll system, such as relocation expenses (65.1%), commission payments (50.5%), tuition reimbursements (48.4%), business expense reimbursements (32.6%), and travel reimbursements (31.3%).
- Fewer than one-in-ten (6.6%) organizations collect a fee from employees who request replacement Forms W-2 and 1095-C. The median fee was \$10.
- Slightly more than nine-in-ten organizations (91.4%) have at least some employees who require payroll deductions for child support orders. Other types of special deductions



required for at least some employees were creditor garnishments (66.7%), student loan garnishments (57.2%), federal tax levies (55.9%), state tax levies (49.9%) and bankruptcy orders (49.4%).

- Approximately three-fourths (75.5%) reported that their largest payroll is integrated with a Human Resource Information System (HRIS).
- More than half (57.3%) reported that the payroll staff at their organization handles less than 15% of their organization's employee benefits record keeping. On the other end of the spectrum, approximately one-fifth (20.5%) reported that 85% or more of their organization's employee benefits recordkeeping is handled by payroll staff.
- More than half (52.3%) indicated that someone in the payroll department would be called upon to recommend or approve payroll processing software.

IN-HOUSE PROCESSING VS. SERVICE PROVIDER

- Slightly more than half (52.4%) indicated that their organization's payroll processing is handled all in-house, while slightly more than one-third (34.1%) indicated that all payroll processing is handled by a service provider. (Others use a mixture of in-house and service provider processing.)
- Among organizations handling payroll processing in-house, 6.0% plan to outsource all or part of their payroll processing in the future.
- Also among organizations handling payroll processing in-house, 18.9% plan to purchase or license new payroll-related software in the future.
- Among those using a service provider for payroll processing, 4.3% plan to bring all or part of their payroll processing in-house in the future.

CHANGES FROM YEAR TO YEAR

- Changes between 2013, 2015, and 2017 are covered in detail later in this report. Most of these changes (except those related to salaries) were not noted above to keep this Executive Summary concise. However, a change worth highlighting here is that the proportion with at least one employee in the payroll department with Fundamental Payroll Certification (FPC) increased significantly from 13.3% in 2015 to 20.2% in 2017.



I. Introduction



Study Methodology

The **American Payroll Association (APA)** commissioned **Amplitude Research, Inc.** to conduct a survey of its members in order to find out more about their organizations, their payroll staff, and the current salaries of personnel employed in the payroll department.

A web survey methodology was utilized in 2017. APA selected a sample of 5,995 members to be invited to take the survey. Amplitude Research sent an e-mail invitation to each of these members on May 2, 2017. (232 of the e-mail addresses were undeliverable, so the net send was 5,763.) The e-mail included a link that the member could click on to begin the survey. However, before the e-mail invitation was sent, an advance notice e-mail was sent by APA to alert members that a survey invitation would be coming. To encourage response, the following statement was made in the e-mail invitation: “As a token of our appreciation, the first 500 members who complete the survey will each receive a \$5 Starbucks Card. (You may decline this complimentary gift, if you prefer, at the end of the survey.)”

Reminder e-mails were sent to members who had not already completed the survey on May 8, May 17, and May 23. The last reminder e-mail stated that the survey would be closed at the end of the day on May 30. In the end, 1,372 members participated in the survey. Of these participants, 593 went all the way to the end of the survey (“full completes”), while 779 members stopped partway through the survey (“partial completes”). Although the latter did not answer many of the questions in the survey, the analysis of each question in this report is based on the respondents who answered it. The response rate including all participants was 24%, while the response rate including only full completes was 10%.

Surveys were conducted in 2015 and 2013 that included many of the same questions. Results from 2017 are compared to results from 2015 and 2013 where appropriate throughout this report. Having results from three different years provides a broader context and can help identify changes impacting the payroll profession and/or changes in APA membership. However, when thinking about changes between 2017 and previous years, it is worth keeping in mind that the APA membership base can change to at least some degree over time. Although a high degree of continuity can be expected, some new members have joined in the past two years, while others may have changed careers or retired. Thus, differences between 2017 and previous years can be due to changes in practices over time or due to changes in the membership or both.

Part of the sample selection process involved random selection, but there was also some targeting of particular types of members. One reason for targeting was to ensure that a sufficient number of larger companies were included in the survey. It is possible that collecting all of the information necessary to answer the questions in the survey would be more difficult for a person employed by a large company. For this reason, the response rate might not be as high among members from large companies. Targeting helps to ensure that larger companies are well represented in this study. Also, more active members were targeted in the hope that they would be the most willing to provide the extensive and detailed information requested in the survey. Targeting was used in previous years as well.

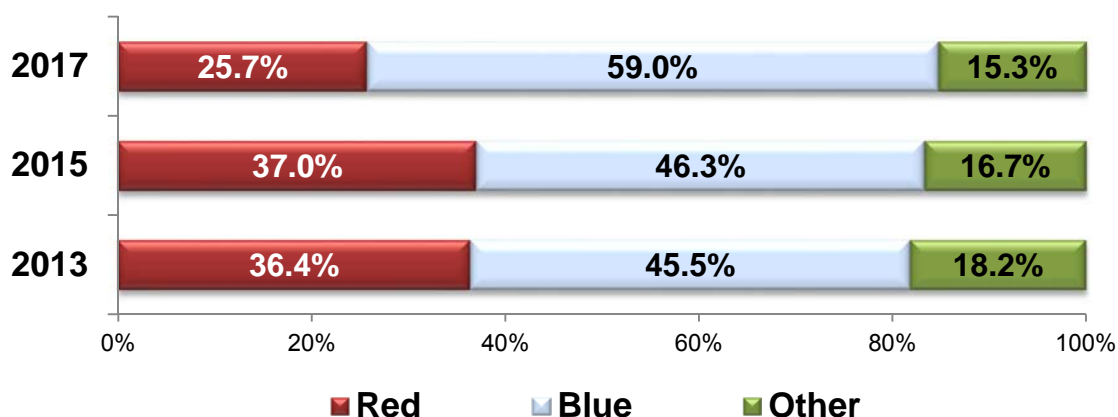
Interpretation of Tables & Charts in this Report

In many parts of the following report, a table is shown in the format below for the 2017 results. The actual wording of the question used in the survey is shown in dark red at the top. The table below shows fictitious results among 1,372 survey respondents who were asked about the color of their car. Each of the possible answers to the question is shown in a different row of the table. In this example, the respondents were asked to indicate if their car is red, blue, or some other color. That is, the “Valid” response options in the survey were “Red,” “Blue,” or “Other.”

Q5. What color is your car?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------------|-----------|---------|---------------|--------------------|
| Valid | Red | 251 | 18.3 | 25.7 | 25.7 |
| | Blue | 575 | 41.9 | 59.0 | 84.7 |
| | Other | 149 | 10.9 | 15.3 | 100.0 |
| | Total answering | 975 | 71.1 | 100.0 | |
| Missing | (No answer) | 397 | 28.9 | | |
| Total respondents | | 1372 | 100.0 | | |

To avoid the possibility of frustrating respondents, most of the questions in the survey did not “require” an answer before allowing the respondent to continue. As a result, not every respondent answered every question (even if they went all the way to the end of the survey). In some cases, this may have been accidental (e.g., the respondent planned to come back to it later but forgot). In other cases, the respondent may choose not to answer for various reasons, such as not having access to the information needed or being unsure about the correct answer. In the example above, 397 respondents did not provide an answer, and this is indicated in the row that begins with “Missing.” The column labeled “Percent” shows the percentages based on all 1,372 respondents, regardless of whether the respondent gave a valid answer or not. This shows that 28.9% did not answer the question. The column labeled “Valid Percent” shows the percentages based only on those who answered the question. For example, 25.7% of those who answered the question indicated that their car is red. Next, many parts of this report include a chart like the one below to compare the 2017 results to past results.



Interpretation of Tables & Charts (Continued)

An example of another type of table used in many parts of this report is shown below. This covers more than one question in the same table, and the percentages shown are based on the respondents who answered each question (i.e., the “Valid Percent”). Among other reasons, this type of table may be used when it is helpful to view the results for multiple questions together on the same page.

| | | 2017 | 2015 | 2013 |
|--|-------------|-------|-------|-------|
| Q10. Which of the following pay frequencies does your organization use? | Biweekly | 78.3% | 74.8% | 70.6% |
| | Semimonthly | 29.3% | 30.4% | 32.2% |
| | Weekly | 25.6% | 29.7% | 26.0% |
| | Monthly | 22.2% | 22.2% | 19.4% |
| | Other | 1.7% | 1.3% | 2.8% |
| Q11. What is the pay frequency of the <u>largest</u> payroll? | Biweekly | 63.9% | 60.5% | 61.1% |
| | Semimonthly | 18.3% | 18.9% | 22.2% |
| | Weekly | 10.8% | 13.9% | 11.5% |
| | Monthly | 6.9% | 6.2% | 4.5% |
| | Other | 0.2% | 0.5% | 0.7% |

There is one more type of table used in this report that appears in the next section. The tables in Section II show the average salary for a number of different payroll job classifications.

For questions that involve numeric entries (e.g., salaries, number of employees, amount budgeted for a department, etc.) two helpful measures for summarizing the results include the “**Mean**” (or “**Average**”) and the “**Median**.” Both measures are often used to represent a “typical” value. The median is the value such that approximately half of the respondents gave a lower value, and approximately half of the respondents gave a higher value than the median. (For example, if the median selling price of homes in a neighborhood is \$150,000, this means that half of the homes have been selling for less, and half of the homes have been selling for more than \$150,000.) In this report, sometimes the median is shown and sometimes the average is shown for numeric questions. The choice of which measure to show depends on the nature of the data. The median is more reliable and preferable when a very wide range of values is possible. For example, the number of employees working at an organization can range from 1 to more than 100,000. It is best to avoid relying on the average for this type of data (especially when comparing results from different years), because one or a few very high values can disproportionately impact the average, whereas the median is not unduly impacted by a small number of extreme values. However, for some types of questions, it is reasonable and customary to use the average. For example, it is common to report the average salary for a particular job classification.

Sampling Variability & Statistical Significance

While examining the survey findings, it is helpful to keep in mind that the results are based on a sample and are therefore subject to sampling variability, often referred to as “sampling error.” The degree of uncertainty for an estimate (e.g., a particular percentage from the survey) arising from sampling variability is represented through the use of a margin of error. A sampling margin of error at the “95% confidence level” can be interpreted roughly as providing a 95% probability that the interval created by the estimate plus and minus the margin of error contains the true value. (The “true” value would be known only if everyone in the target population was surveyed rather than just a sample.) In addition to sampling variability, results may be subject to various sources of non-sampling error (e.g., non-response bias, respondent misinterpretation of question wording, etc.). The degree of non-sampling error is not represented by the sampling margin of error and is usually unknown.

For a “sample size” of 1,372 survey respondents, as in the 2017 survey, the “maximum” margin of sampling error for percentages from the survey is +/- 2.6 percentage points at the 95% confidence level. (In 2015, the maximum margin of sampling error was +/- 2.7%.) Here, “maximum” refers to the margin of error being highest for proportions from the survey near 50%, while the margin of error declines as percentages get further from 50%. For example, given the same sample size of 1,372 respondents, a result from the survey near 10% or 90% would have a margin of sampling error of +/- 1.6 percentage points. The margin of sampling error increases as the sample size decreases. Thus, when examining results that apply to only a subgroup of respondents, the margin of sampling error will be larger than quoted above. For example, if a question was answered by 400 respondents, the maximum margin of sampling error would be +/- 4.9%.

This suggests that results from 2017, 2015, and 2013 can be considered “similar” when the differences between these years are small (i.e., small enough to be within the range of sampling error). Said another way, when comparing survey results from each year, the differences are impacted by sampling error. Intuitively, sometimes the difference between two years may be small enough to be explained merely by sampling error. Sometimes the difference is large enough to be confident that a true change has occurred – i.e., the difference in the survey results is not simply due to chance.

In layman's terms, a “statistically significant” difference means that the difference is large enough that one can be reasonably confident (i.e., at the “95% confidence level”) that the difference cannot be explained merely by sampling error. If a change is not statistically significant, then there is not enough evidence to be highly confident that a difference in the survey results between years implies a true change among the whole population of members. In this report, we minimize the use of technical / statistical terms. However, when a difference is referred to as “significant” – or if a 2017 result is referred to as “significantly” higher or lower than the result in 2015 – this is based on “statistical significance.” Essentially, a difference referred to as “statistically significant” or “significant” is worthy of attention, since sampling error alone is not likely to be the explanation for the magnitude of the difference observed in the survey results.



II. Payroll Staff Salaries

(See the Appendix for a detailed description of each job classification.)



Average Current Salaries

- The table below shows the average salary for each job classification in 2017, 2015, and 2013.

| | 2017 Number Of Current Base Salaries <u>Reported</u> | 2017 Avg. Current <u>Base Salary</u> | 2015 Avg. Current <u>Base Salary</u> | 2013 Avg. Current <u>Base Salary</u> |
|--|--|---|---|---|
| <i>Payroll Practitioner/Administrator</i> | | | | |
| Payroll Clerk/Assistant (A) | 103 | \$38,959 | \$37,525 | \$33,519 |
| Payroll Practitioner I (Entry-level) (B) | 92 | \$40,965 | \$40,423 | \$36,058 |
| Payroll Practitioner II (Intermediate) (C) | 169 | \$48,189 | \$45,885 | \$39,791 |
| Payroll Practitioner III (Senior) (D) | 181 | \$53,855 | \$50,272 | \$47,392 |
| Payroll Administrator (E) | 175 | \$57,417 | \$55,743 | \$51,342 |
| Lead Payroll Administrator (F) | 113 | \$64,451 | \$56,749 | \$54,253 |
| <i>Payroll Management</i> | | | | |
| Payroll Supervisor (G) | 102 | \$72,438 | \$72,522 | \$64,506 |
| Payroll Manager/Director (H) | 264 | \$94,551 | \$89,653 | \$82,560 |
| Director/Vice President of Payroll (I) | 53 | \$127,770 | \$116,773 | \$104,049 |
| <i>Technical/Professional Staff</i> | | | | |
| Accounting Clerk (J) | 27 | \$54,047 | \$45,738 | \$44,193 |
| Payroll Accountant/Payroll Analyst (K) | 109 | \$59,944 | \$62,043 | \$51,552 |
| Payroll Records/Benefits Administrator (L) | 17 | \$59,445 | \$49,689 | \$67,684 |
| Payroll Tax Administrator (M) | 40 | \$63,370 | \$64,093 | \$62,894 |
| <i>Payroll Systems/Information Technology</i> | | | | |
| Data Processing/Entry Operator (N) | 8 | \$42,289 | \$48,310 | * |
| Lead Operator (O) | 10 | \$52,978 | \$51,150 | * |
| Payroll Systems Coordinator (P) | 8 | \$63,897 | \$62,211 | \$48,961 |
| Payroll Systems Analyst (Q) | 41 | \$75,597 | \$75,823 | \$67,635 |

* Insufficient data

- For example, the average salary for a Payroll Practitioner II was \$48,189 based on the 2017 survey, \$45,885 based on the 2015 survey, and \$39,791 based on the 2013 survey. The average of \$48,189 in 2017 was based on 169 salaries reported in 2017.
 - As might be expected, the larger the number of salaries reported in the survey, the more confidence one can have that the average salary reported here represents a typical salary for this job classification. **Extra caution is recommended when interpreting averages based on fewer than 30 salaries reported.**
- For the majority of the job classifications above, the average salary in 2017 was higher than in both 2015 and 2013.



Average Starting Salaries

- The table below shows the average *starting* salary for each payroll job classification in 2017, 2015, and 2013 (when sufficient data was available).

| | 2017 Number Of Starting Salaries <u>Reported</u> | 2017 Avg. Starting <u>Base Salary</u> | 2015 Avg. Starting <u>Base Salary</u> | 2013 Avg. Starting <u>Base Salary</u> |
|--|--|--|--|--|
| <i>Payroll Practitioner/Administrator</i> | | | | |
| Payroll Clerk/Assistant (A) | 23 | \$30,369 | \$32,066 | \$29,787 |
| Payroll Practitioner I (Entry-level) (B) | 20 | \$35,590 | \$36,490 | \$34,310 |
| Payroll Practitioner II (Intermediate) (C) | 44 | \$41,442 | \$39,394 | \$35,685 |
| Payroll Practitioner III (Senior) (D) | 43 | \$43,681 | \$42,742 | \$39,666 |
| Payroll Administrator (E) | 59 | \$49,469 | \$46,312 | \$43,298 |
| Lead Payroll Administrator (F) | 39 | \$55,236 | \$47,764 | \$46,797 |
| <i>Payroll Management</i> | | | | |
| Payroll Supervisor (G) | 31 | \$62,861 | \$59,089 | \$56,423 |
| Payroll Manager/Director (H) | 83 | \$77,856 | \$73,805 | \$68,940 |
| Director/Vice President of Payroll (I) | 22 | \$102,667 | \$93,389 | \$84,773 |
| <i>Technical/Professional Staff</i> | | | | |
| Accounting Clerk (J) | 6 | \$44,279 | \$37,485 | \$38,547 |
| Payroll Accountant/Payroll Analyst (K) | 26 | \$53,153 | \$51,684 | \$49,629 |
| Payroll Records/Benefits Administrator (L) | 9 | \$41,358 | \$40,629 | * |
| Payroll Tax Administrator (M) | 11 | \$57,093 | \$60,055 | \$54,292 |
| <i>Payroll Systems/Information Technology</i> | | | | |
| Data Processing/Entry Operator (N) | 2 | \$31,310 | n/a | n/a |
| Lead Operator (O) | 3 | \$39,540 | * | n/a |
| Payroll Systems Coordinator (P) | 5 | \$53,388 | \$64,575 | \$44,202 |
| Payroll Systems Analyst (Q) | 10 | \$70,069 | \$67,587 | \$62,822 |

* Insufficient data

- For example, the average *starting* salary for a Payroll Practitioner II in 2017 was \$41,442, which was higher than in 2015 and 2013.
 - The average of \$41,442 in 2017 for classification C was based on 44 starting salaries reported in the 2017 survey. This is lower than the number of *current* salaries (as shown on the previous page) for this job classification, for at least two reasons. First, each respondent could report only one *starting* salary, whereas respondents could report multiple *current* salaries for the same job classification if multiple employees currently hold that job at the same organization. Second, some respondents might not know what their organization would use as a *starting* salary today, whereas *current* salaries at the organization are known.



Average Starting Salaries for CPP

- The table below shows the average *starting* salary for those who have a Certified Payroll Professional (CPP) certification.

| | 2017 Number Of Starting Salaries for CPP Reported | 2017 Avg. Starting Base Salary For CPP | 2015 Avg. Starting Base Salary For CPP | 2013 Avg. Starting Base Salary For CPP |
|---|--|---|---|---|
| Payroll Practitioner/Administrator | | | | |
| Payroll Clerk/Assistant (A) | 9 | \$36,025 | \$35,635 | \$32,000 |
| Payroll Practitioner I (Entry-level) (B) | 12 | \$36,340 | \$40,742 | \$35,554 |
| Payroll Practitioner II (Intermediate) (C) | 27 | \$46,220 | \$47,306 | \$36,438 |
| Payroll Practitioner III (Senior) (D) | 32 | \$51,875 | \$48,436 | \$39,739 |
| Payroll Administrator (E) | 47 | \$51,982 | \$51,871 | \$50,259 |
| Lead Payroll Administrator (F) | 39 | \$59,750 | \$55,662 | \$55,229 |
| Payroll Management | | | | |
| Payroll Supervisor (G) | 30 | \$68,826 | \$66,375 | \$58,364 |
| Payroll Manager/Director (H) | 80 | \$83,947 | \$80,180 | \$74,171 |
| Director/Vice President of Payroll (I) | 20 | \$110,019 | \$104,423 | \$87,164 |
| Technical/Professional Staff | | | | |
| Accounting Clerk (J) | 3 | \$43,000 | \$54,900 | n/a |
| Payroll Accountant/Payroll Analyst (K) | 24 | \$57,167 | \$61,802 | \$53,250 |
| Payroll Records/Benefits Administrator (L) | 5 | \$46,553 | * | n/a |
| Payroll Tax Administrator (M) | 10 | \$56,428 | \$64,969 | \$55,813 |
| Payroll Systems/Information Technology | | | | |
| Data Processing/Entry Operator (N) | 2 | \$33,810 | n/a | n/a |
| Lead Operator (O) | 4 | \$47,405 | n/a | n/a |
| Payroll Systems Coordinator (P) | 4 | \$51,735 | * | \$51,443 |
| Payroll Systems Analyst (Q) | 10 | \$70,824 | \$75,825 | \$69,707 |

* Insufficient data

- For example, the average *starting* salary for a Payroll Practitioner II with CPP certification was \$46,220 in 2017.
 - The average of \$46,220 in 2017 for classification C was based on 27 starting salaries for CPP reported in the 2017 survey. This number (27) is lower than the number of starting salaries without specifying CPP (as shown on the previous page) for this job classification. For most classifications, more respondents were able to provide an answer for the starting salary in general than were able to provide an answer for the starting salary for CPP.



Summary of Current & Starting Salaries

- The table below repeats information for 2017 that was shown on the previous three pages, but the format here facilitates comparisons between the average starting salary vs. the average starting salary for CPP vs. the average *current* salary.

| | 2017 Avg. Starting Base Salary | 2017 Avg. Starting Base Salary For CPP | 2017 Avg. Current Base Salary |
|---|---|---|--|
| Payroll Practitioner/Administrator | | | |
| Payroll Clerk/Assistant (A) | \$30,369 | \$36,025 | \$38,959 |
| Payroll Practitioner I (Entry-level) (B) | \$35,590 | \$36,340 | \$40,965 |
| Payroll Practitioner II (Intermediate) (C) | \$41,442 | \$46,220 | \$48,189 |
| Payroll Practitioner III (Senior) (D) | \$43,681 | \$51,875 | \$53,855 |
| Payroll Administrator (E) | \$49,469 | \$51,982 | \$57,417 |
| Lead Payroll Administrator (F) | \$55,236 | \$59,750 | \$64,451 |
| Payroll Management | | | |
| Payroll Supervisor (G) | \$62,861 | \$68,826 | \$72,438 |
| Payroll Manager/Director (H) | \$77,856 | \$83,947 | \$94,551 |
| Director/Vice President of Payroll (I) | \$102,667 | \$110,019 | \$127,770 |
| Technical/Professional Staff | | | |
| Accounting Clerk (J) | \$44,279 | \$43,000 | \$54,047 |
| Payroll Accountant/Payroll Analyst (K) | \$53,153 | \$57,167 | \$59,944 |
| Payroll Records/Benefits Administrator (L) | \$41,358 | \$46,553 | \$59,445 |
| Payroll Tax Administrator (M) | \$57,093 | \$56,428 | \$63,370 |
| Payroll Systems/Information Technology | | | |
| Data Processing/Entry Operator (N) | \$31,310 | \$33,810 | \$42,289 |
| Lead Operator (O) | \$39,540 | \$47,405 | \$52,978 |
| Payroll Systems Coordinator (P) | \$53,388 | \$51,735 | \$63,897 |
| Payroll Systems Analyst (Q) | \$70,069 | \$70,824 | \$75,597 |

- For example, the average *starting* salary in general for a Payroll Practitioner II was \$41,442, while the average starting salary for this classification for CPP was \$46,220. The average *current* salary for this classification was \$48,189.
- For each job classification, the average *current* salary is higher than the *starting* salary for CPP and starting salary in general. The average starting salary for CPP was typically higher than the average starting salary in general. When this was not the case, the results were based on a small number of salaries reported.

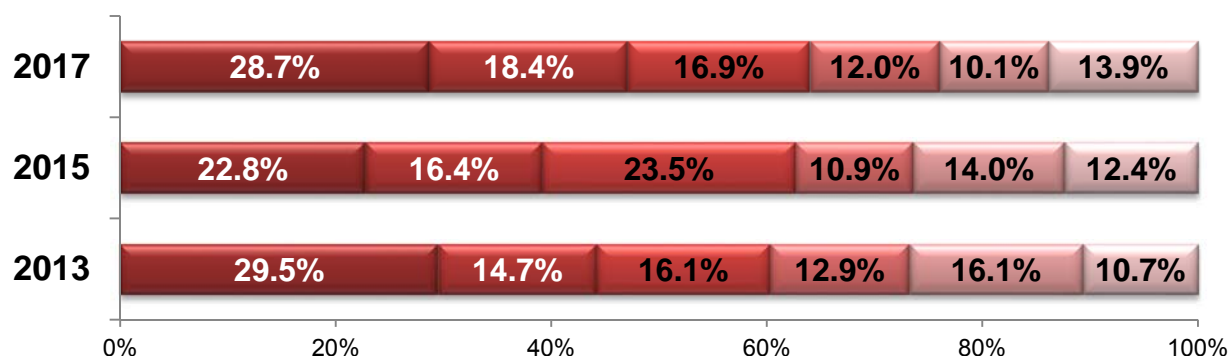


III. Organization Characteristics

Annual Gross Revenue

Q51. What was the annual gross revenue of your entire organization for the most recent year?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------------------------|-----------|---------|---------------|--------------------|
| Valid | < \$50 million | 134 | 9.8 | 28.7 | 28.7 |
| | \$50 million – \$100 million | 86 | 6.3 | 18.4 | 47.1 |
| | > \$100 million but < \$500 million | 79 | 5.8 | 16.9 | 64.0 |
| | \$500 million – \$1 billion | 56 | 4.1 | 12.0 | 76.0 |
| | > \$1 billion but < \$5 billion | 47 | 3.4 | 10.1 | 86.1 |
| | \$5 billion – \$10 billion | 28 | 2.0 | 6.0 | 92.1 |
| | > \$10 billion but < \$25 billion | 16 | 1.2 | 3.4 | 95.5 |
| | \$25 billion - \$50 billion | 10 | 0.7 | 2.1 | 97.6 |
| | More than \$50 billion | 11 | 0.8 | 2.4 | 100.0 |
| | Total | 467 | 34.0 | 100.0 | |
| Missing | (No answer) | 905 | 66.0 | | |
| Total | | 1372 | 100.0 | | |



- < \$50 million
- \$50 million – \$100 million
- > \$100 million but < \$500 million
- \$500 million – \$1 billion
- > \$1 billion but < \$5 billion
- \$5 billion or more

- Many different organization sizes, where company size is measured by annual gross revenue, were represented in the survey each year, as shown above.
- Some respondents did not go all the way to the end of the survey. Since the question above occurred late in the survey, some did not get to this question. However, even among those who proceeded beyond this question, some did not provide an answer. A likely reason was that annual revenue is not necessarily applicable to all organizations (e.g., government, education, non-profit).

Type of Organization

- The table below shows that a wide variety of industries were represented in the 2017 survey.

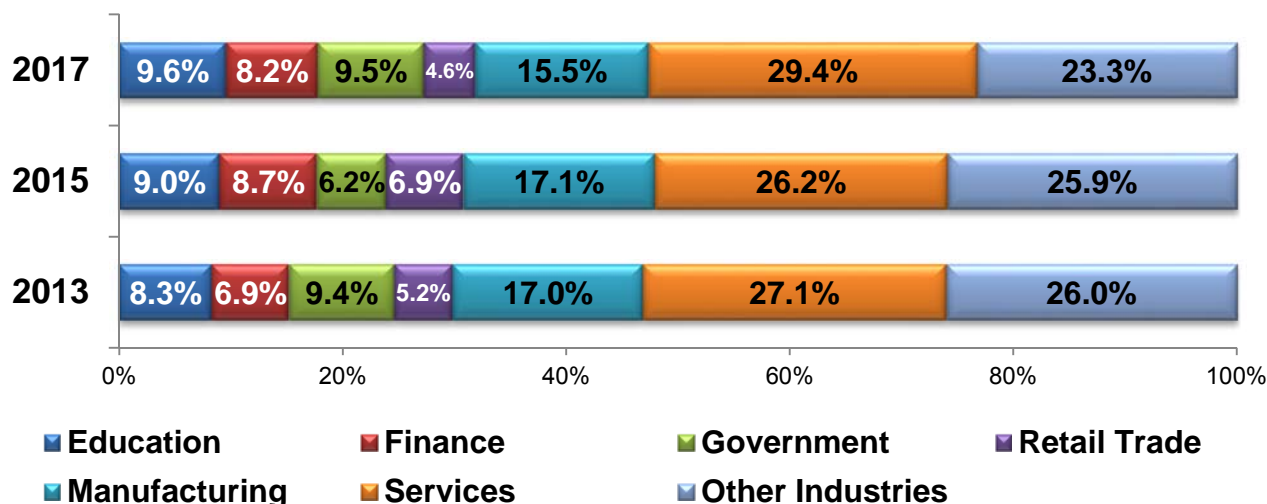
Q1. Which ONE of the following best describes your organization?

| | | Frequency | Valid Percent |
|-------|--|-----------|---------------|
| Valid | Education: Pre-K thru HS (public) | 30 | 2.2 |
| | Education: Pre-K thru HS (private) | 4 | .3 |
| | Education: Post-Secondary (public) | 59 | 4.3 |
| | Education: Post-Secondary (private) | 39 | 2.8 |
| | Finance: Banking & Credit Agencies | 35 | 2.6 |
| | Finance: Insurance | 44 | 3.2 |
| | Finance: Securities & Commodities Brokers | 2 | .2 |
| | Finance: All Other Finance | 31 | 2.3 |
| | Government: Federal | 6 | .4 |
| | Government: State (excluding Education) | 17 | 1.2 |
| | Government: Local (excluding Education) | 107 | 7.8 |
| | Retail Trade: Eating & Drinking | 13 | 1.0 |
| | Retail Trade: Food Stores | 7 | .5 |
| | Retail Trade: All Other Retail | 43 | 3.1 |
| | Manufacturing: Chemicals & Allied Products | 26 | 1.9 |
| | Manufacturing: Electric & Electronic | 17 | 1.2 |
| | Manufacturing: Food | 20 | 1.5 |
| | Manufacturing: Lumber & Wood Products | 12 | .9 |
| | Manufacturing: Machinery (except Electrical) | 16 | 1.2 |
| | Manufacturing: Metal Industries | 15 | 1.1 |
| | Manufacturing: Petroleum, Refining & Related | 2 | .2 |
| | Manufacturing: Printing, Publishing | 6 | .4 |
| | Manufacturing: Textiles | 3 | .2 |
| | Manufacturing: Transportation Equipment | 6 | .4 |
| | Manufacturing: All Other Manufacturing | 90 | 6.6 |
| | Services: Business Services | 144 | 10.5 |
| | Services: Health | 136 | 9.9 |
| | Services: Hotels | 14 | 1.0 |
| | Services: Legal Services | 17 | 1.2 |
| | Services: All Other Services | 92 | 6.7 |

(table continued on the next page)

| | Frequency | Valid Percent |
|---|-----------|---------------|
| Other Industries: Agriculture, Livestock, Fisheries | 13 | 1.0 |
| Other Industries: Communications | 8 | .6 |
| Other Industries: Construction | 34 | 2.5 |
| Other Industries: Consulting | 29 | 2.1 |
| Other Industries: Entertainment | 20 | 1.5 |
| Other Industries: Mining | 10 | .7 |
| Other Industries: Non-profit | 31 | 2.3 |
| Other Industries: Oil & Gas Extraction | 19 | 1.4 |
| Other Industries: Real estate / Property | 13 | 1.0 |
| Other Industries: Religious (except Schools) | 11 | .8 |
| Other Industries: Software | 15 | 1.1 |
| Other Industries: Transportation Service | 30 | 2.2 |
| Other Industries: Travel Industry | 8 | .6 |
| Other Industries: Utilities | 26 | 1.9 |
| Other Industries: Wholesale Sales | 24 | 1.8 |
| Other Industries: All Other | 28 | 2.0 |
| Total answering | 1372 | 100.0 |
| Missing (No answer) | 0 | .0 |
| Total respondents | 1372 | 100.0 |

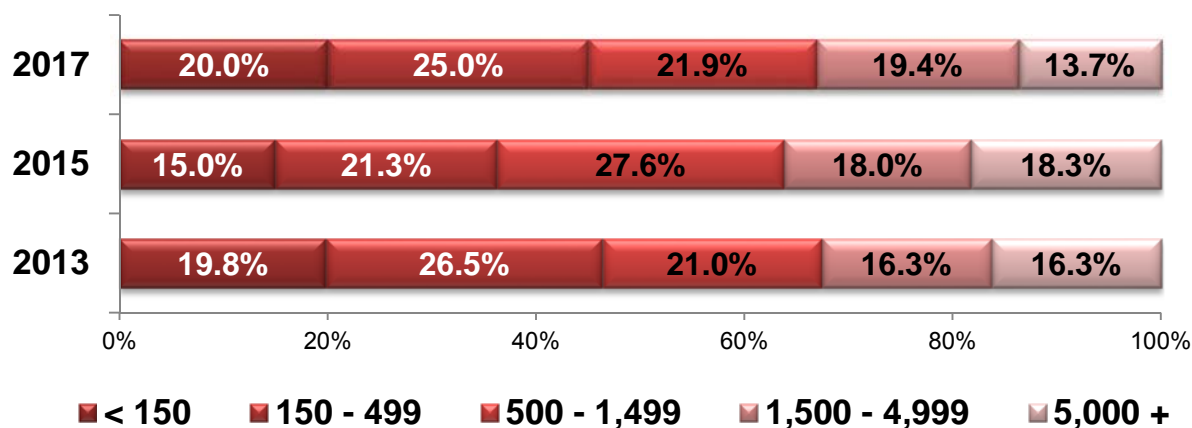
- All respondents answered the question above because it was the first question in the survey, and it was one of a minority of questions that was “required” in order to continue with the survey. The chart below shows the results grouped into broader categories, such as “Education” and “Finance.” For example, slightly more than one-fourth each year worked for an organization that can be classified as providing “Services.”



Number of Full-time Employees

Q49. How many people are employed full-time by your entire organization?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|---------------|-----------|---------|---------------|--------------------|
| Valid | < 150 | 105 | 7.7 | 20.0 | 20.0 |
| | 150 - 499 | 131 | 9.5 | 25.0 | 45.0 |
| | 500 - 1,499 | 115 | 8.4 | 21.9 | 66.9 |
| | 1,500 - 4,999 | 102 | 7.4 | 19.4 | 86.3 |
| | 5,000 + | 72 | 5.2 | 13.7 | 100.0 |
| | Total | 525 | 38.3 | 100.0 | |
| Missing | (No answer) | 847 | 61.7 | | |
| Total | | 1372 | 100.0 | | |

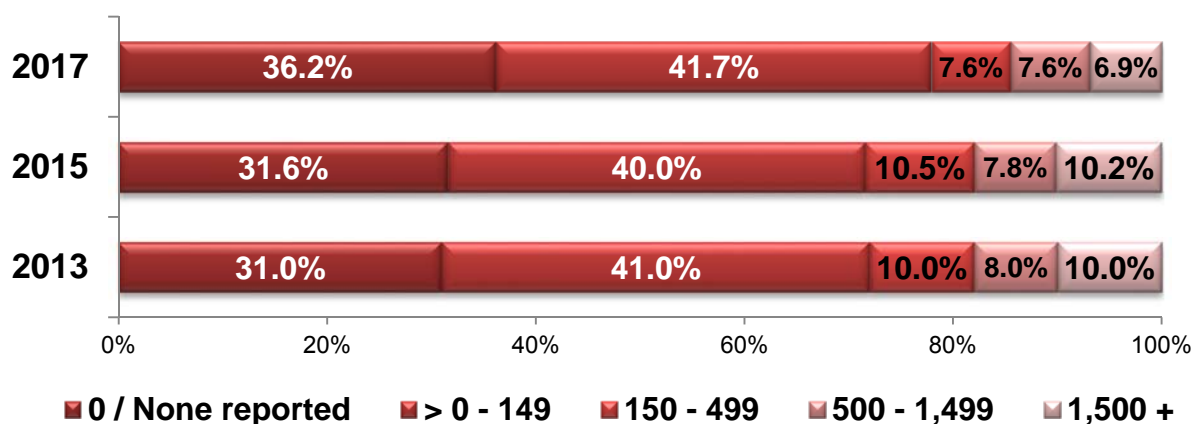


- The proportion reporting fewer than 150 employees was slightly higher in 2017 (20.0%), compared to 2015 (15.0%), but similar to 2013 (19.8%).
- On the other end of the spectrum, the proportion reporting 5,000 or more full-time employees at their organization in 2017 (13.7%) was lower than in previous years. However, the proportion reporting 1,500 to 4,999 full-time employees was slightly higher in 2017 (19.4%).
- Based on a separate calculation (not shown in the chart above), the median number of full-time employees was 650 in 2017, 800 in 2015, and 560 in 2013.

Number of Part-time Employees

Q49. How many people are employed part-time by your entire organization? (Convert part-time employees to full-time equivalents - FTE)

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------|-----------|---------|---------------|--------------------|
| Valid | 0 / None reported | 190 | 13.8 | 36.2 | 36.2 |
| | > 0 - 149 | 219 | 16.0 | 41.7 | 77.9 |
| | 150 - 499 | 40 | 2.9 | 7.6 | 85.5 |
| | 500 - 1,499 | 40 | 2.9 | 7.6 | 93.1 |
| | 1,500 + | 36 | 2.6 | 6.9 | 100.0 |
| | Total | 525 | 38.3 | 100.0 | |
| Missing | (No answer) | 847 | 61.7 | | |
| Total | | 1372 | 100.0 | | |

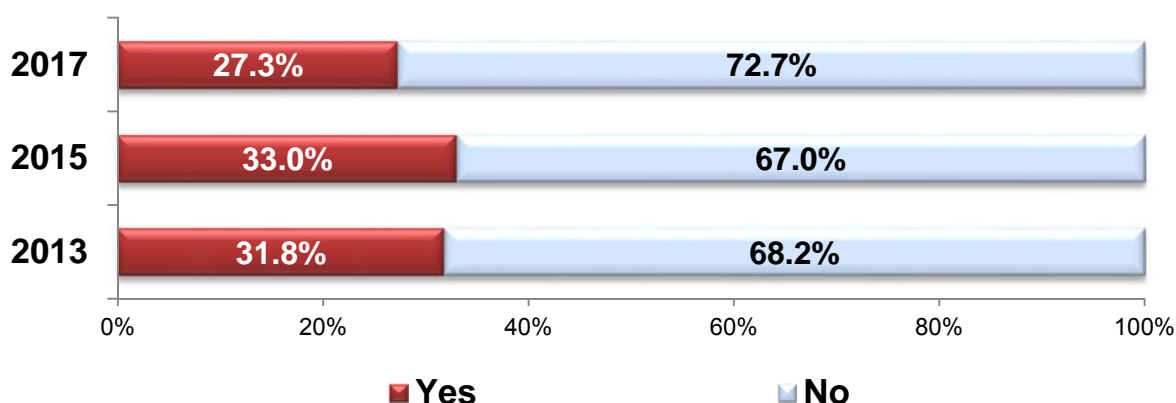


- Slightly more than one-third in 2017 (36.2%) did not have any part-time employees at their organization. Thus, nearly two-thirds had at least one part-time employee.
 - In some cases, the respondent specifically wrote in “0” for the number of part-time employees. In other cases, respondents did not provide an answer for the number of *part-time* employees even though they did provide an answer for the number of *full-time* employees. Because the places for entering the number of full-time and part-time employees were in the same part of the questionnaire, an answer for the number of full-time employees implies that the respondent did not skip this part of the survey entirely, and a non-response for part-time employees may mean zero part-time employees. Thus, the first response category above is labeled “0 / None reported,” as those who did not enter the number of part-time employees (but did enter the number of full-time employees) were treated as not having any part-time employees. This is a common approach when questions in a survey are not required and there is reason to believe that non-response actually means “None.” A similar approach was applied for some other questions in the survey where appropriate.

Merger, Acquisition, or Divestiture in Last 2 Years

Q52. Has your organization been involved in a merger, acquisition, or divestiture in the last two years?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------|-----------|---------|---------------|--------------------|
| Valid | Yes | 162 | 11.8 | 27.3 | 27.3 |
| | No | 431 | 31.4 | 72.7 | 100.0 |
| | Total | 593 | 43.2 | 100.0 | |
| Missing | (No answer) | 779 | 56.8 | | |
| Total | | 1372 | 100.0 | | |



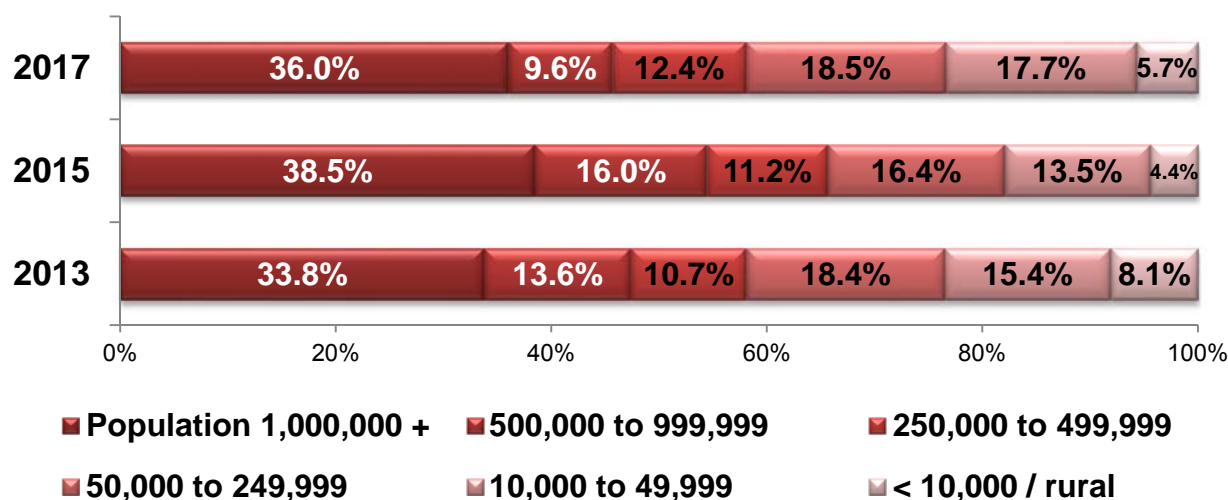
- As shown above, more than one-fourth each year indicated that their organization had been involved in a merger, acquisition, or divestiture in the last two years.
- As shown below, among those who were involved in such an event, the majority each year reported that they now pay more employees as a result, while the majority each year reported that the size of their payroll staff did not change. (In 2017 and 2015, this was asked as two questions, but it was asked as one question in 2013.)

| | | 2017 | 2015 | 2013 |
|--|------------------------------|-------|-------|-------|
| Q53. How did it affect your payroll operations? (Asked only if "Yes" to Q52 shown above) | Pay more employees now | 69.2% | 64.0% | 67.8% |
| | Pay fewer employees now | 9.0% | 14.2% | 12.6% |
| | Pay same number of employees | 21.8% | 21.8% | 6.9% |
| | Payroll staff has increased | 17.8% | 17.9% | 13.8% |
| | Payroll staff has decreased | 10.2% | 8.0% | 4.6% |
| | Payroll staff is unchanged | 72.0% | 74.1% | 64.4% |

Location of Payroll Jobs

Q50. What is the location of all or most of the payroll-related jobs listed in question 48?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|---|-----------|---------|---------------|--------------------|
| Valid | Metro area with population 1,000,000 or more | 195 | 14.2 | 36.0 | 36.0 |
| | Metro area with population 500,000 to 999,999 | 52 | 3.8 | 9.6 | 45.7 |
| | Metro area with population 250,000 to 499,999 | 67 | 4.9 | 12.4 | 58.0 |
| | Metro area with population 50,000 to 249,999 | 100 | 7.3 | 18.5 | 76.5 |
| | City of 10,000 to 49,999 | 96 | 7.0 | 17.7 | 94.3 |
| | Town of fewer than 10,000 / rural area | 31 | 2.3 | 5.7 | 100.0 |
| | Total | 541 | 39.4 | 100.0 | |
| Missing | (No answer) | 831 | 60.6 | | |
| Total | | 1372 | 100.0 | | |



- More than one-third each year indicated that all or most of the payroll-related jobs in their organization are located in a Metro Area with a population of 1,000,000 or more.
- Others reported a variety of settings, ranging from a Metro Area with under 1 million people to a small town or rural area.

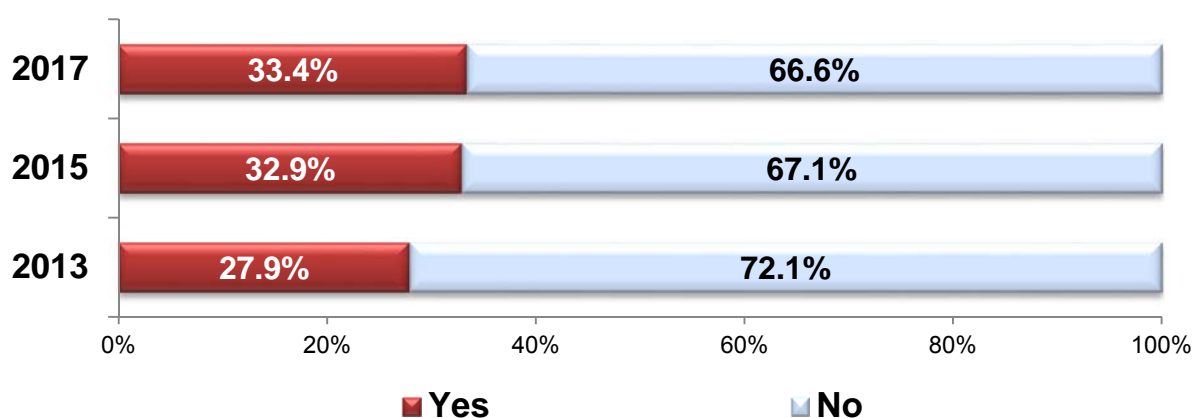


IV. Payroll Staff

Payroll Functions Provided at Multiple Sites

Q2. Does your payroll department provide payroll functions at more than one job site?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------|-----------|---------|---------------|--------------------|
| Valid | Yes | 457 | 33.3 | 33.4 | 33.4 |
| | No | 910 | 66.3 | 66.6 | 100.0 |
| | Total | 1367 | 99.6 | 100.0 | |
| Missing | (No answer) | 5 | 0.4 | | |
| Total | | 1372 | 100.0 | | |

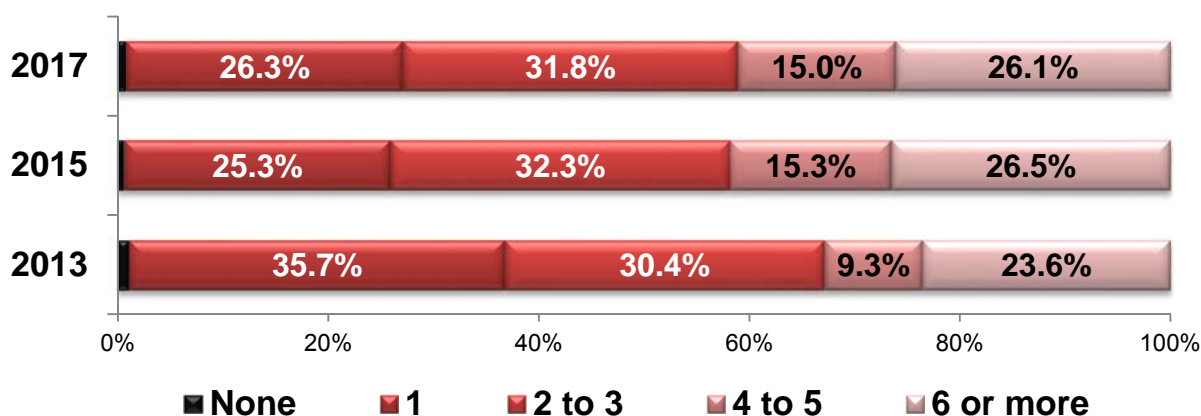


- Approximately one-third in 2017 (33.4%) and 2015 (32.9%) indicated that their payroll department provides payroll functions at more than one job site.
- Based on a separate question (Q2a, not shown above), among only those in departments providing payroll functions at more than one job site, 21.7% reported that payroll functions were performed at 2 job sites, 21.0% reported 3 or 4 sites, 18.4% reported 5 to 9 sites, 19.6% reported 10 to 29 sites, and 19.3% reported payroll functions being performed at 30 or more job sites.
 - Also, eight-in-ten (79.5%) of these respondents (i.e., those in departments providing payroll functions at more than one job site) indicated that they are reporting activities and salaries for all payroll sites in this survey (Q2c).
 - Among those in departments providing payroll functions at multiple sites (Q2b), 23.8% in 2017 indicated that one or more job sites included payroll department employees working from their homes as telecommuters. This was up from 18.7% in 2015 and 10.5% in 2013. Based on another question (second part of Q2b) in 2017, among those who have telecommuter payroll employees, 38.0% reported one such employee, 17.4% reported 2 or 3, 19.6% reported between 4 and 9, and 25.0% reported 10 or more.

Number Employed Full-time in Payroll Department

Q3. How many people are employed full-time in your payroll department?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------|-----------|---------|---------------|--------------------|
| Valid | 0 | 9 | 0.7 | 0.8 | 0.8 |
| | 1 | 302 | 22.0 | 26.3 | 27.0 |
| | 2 to 3 | 366 | 26.7 | 31.8 | 58.9 |
| | 4 to 5 | 173 | 12.6 | 15.0 | 73.9 |
| | 6 or more | 300 | 21.9 | 26.1 | 100.0 |
| | Total | 1150 | 83.8 | 100.0 | |
| Missing | (No answer) | 222 | 16.2 | | |
| Total | | 1372 | 100.0 | | |



- The proportion reporting only one full-time employee in their payroll department was similar in 2017 (26.3%) and 2015 (25.3%) but significantly lower than in 2013 (35.7%).
- On the other end of the spectrum, slightly more than one-fourth in 2017 and 2015 reported having 6 or more full-time employees in their payroll department.
- In a separate question (second part of Q3), 15.0% in 2017 reported having at least one *part-time* employee in the payroll department. This can be compared to 17.0% in 2015 and 16.8% in 2013.

Education & Certifications

- In the survey, respondents were asked “Q4. What is the highest level of education completed by each of the full-time employees in this payroll unit?” Based on the responses given, it was then possible to determine the proportion of payroll departments with at least one person at each level of educational attainment. For example, as shown in the table below, 22.7% in 2017 indicated that their payroll unit has at least one person with a Master's degree or higher, and this is up significantly from 2013.

| | | 2017 | 2015 | 2013 |
|--|--|-------|-------|-------|
| Q4: Have at least one full-time employee in payroll department with highest level of education completed: | High school or less | 58.9% | 66.4% | 59.3% |
| | Associate's degree | 44.6% | 45.8% | 44.5% |
| | Bachelor's degree | 64.5% | 59.4% | 54.8% |
| | Master's degree or higher | 22.7% | 18.7% | 14.2% |
| Q5: Have at least one employee in the payroll department with the following certification: | Certified Payroll Professional (CPP) | 67.2% | 69.9% | 56.0% |
| | Fundamental Payroll Certification (FPC) | 20.2% | 13.3% | 12.7% |
| | Certified Public Accountant (CPA) | 9.0% | 6.2% | 4.4% |
| | Professional in Human Resources (PHR) | 6.4% | 5.9% | 4.4% |
| | SHRM Certified Professional (SHRM-CP) | 3.9% | n/a | n/a |
| | Senior Professional in Human Resources (SPHR) | 1.9% | 3.2% | 2.0% |
| | SHRM Senior Certified Professional (SHRM-SCP) | 1.2% | n/a | n/a |
| | Certified Employee Benefit Specialist (CEBS) | 1.1% | 0.7% | 0.4% |
| | Certified Compensation Professional (CCP) | 0.7% | 0.7% | 0.8% |
| | Certified Accounts Payable Associate (CAPA) | 0.2% | 0.1% | 0.4% |
| | Certified Accounts Payable Professional (CAPP) | 0.0% | 0.3% | 0.0% |

- In addition to being asked about the educational level of people in their department, respondents were also asked about certifications held. As shown in the table above, approximately two-thirds in 2017 (67.2%) reported at least one person in their department had a Certified Payroll Professional (CPP) certification. Among those who had *at least* one CPP individual in their department, 67.0% reported exactly one, while 19.2% reported two CPP individuals, 7.6% reported three, and 6.2% reported four or more CPP individuals.
- The second most often reported certification was Fundamental Payroll Certification (FPC), with 20.2% in 2017 (up significantly from 2015 and 2013) reporting that at least one person in their department had this certification.

Hours of Professional Development

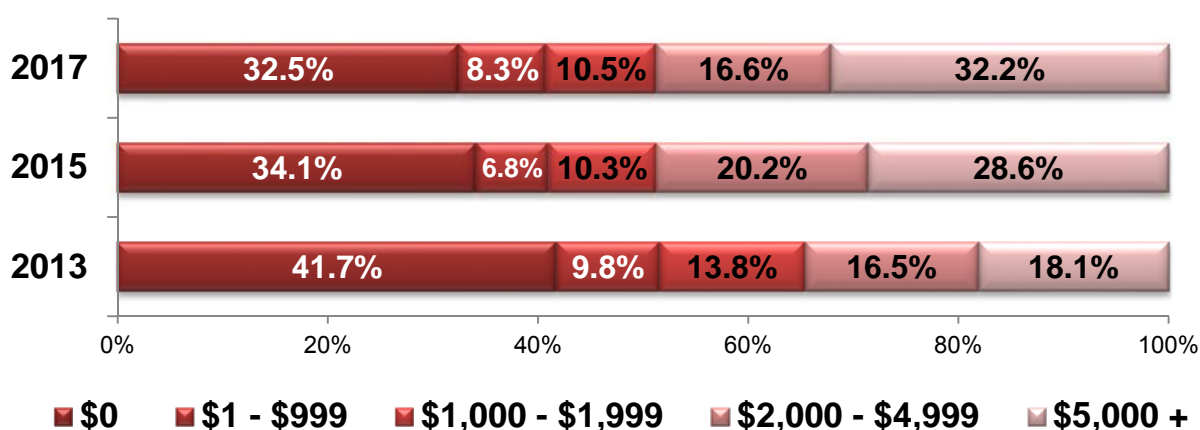
| | | 2017 | 2015 | 2013 |
|---|-------------------|---------|---------|---------|
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to <u>ENTRY-LEVEL</u> staff? | 0 / None reported | 61.7% | 56.4% | 70.0% |
| | 1 to 9 hours | 10.0% | 12.7% | 9.7% |
| | 10 to 19 hours | 9.2% | 10.5% | 7.9% |
| | 20 to 29 hours | 7.1% | 7.3% | 4.5% |
| | 30 to 49 hours | 8.2% | 9.8% | 5.2% |
| | 50 or more hours | 3.8% | 3.3% | 2.8% |
| | MEDIAN (IF > 0): | 16 hrs. | 16 hrs. | 12 hrs. |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to <u>INTERMEDIATE-LEVEL</u> staff? | 0 / None reported | 49.3% | 47.0% | 52.8% |
| | 1 to 9 hours | 11.2% | 13.6% | 12.4% |
| | 10 to 19 hours | 11.3% | 12.3% | 9.0% |
| | 20 to 29 hours | 10.4% | 9.4% | 10.7% |
| | 30 to 49 hours | 12.0% | 13.7% | 9.7% |
| | 50 or more hours | 5.8% | 4.0% | 5.5% |
| | MEDIAN (IF > 0): | 20 hrs. | 20 hrs. | 24 hrs. |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to <u>SENIOR-LEVEL</u> staff? | 0 / None reported | 48.8% | 46.4% | 44.5% |
| | 1 to 9 hours | 7.2% | 10.1% | 8.6% |
| | 10 to 19 hours | 9.5% | 10.9% | 10.7% |
| | 20 to 29 hours | 10.4% | 8.4% | 10.3% |
| | 30 to 49 hours | 15.2% | 15.4% | 17.9% |
| | 50 or more hours | 8.8% | 8.8% | 7.9% |
| | MEDIAN (IF > 0): | 25 hrs. | 24 hrs. | 20 hrs. |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to <u>CERTIFIED</u> staff? | 0 / None reported | 44.2% | 42.0% | n/a |
| | 1 to 9 hours | 3.0% | 3.7% | n/a |
| | 10 to 19 hours | 6.0% | 7.0% | n/a |
| | 20 to 29 hours | 14.8% | 14.3% | n/a |
| | 30 to 49 hours | 19.8% | 20.8% | n/a |
| | 50 or more hours | 12.2% | 12.3% | n/a |
| | MEDIAN (IF > 0): | 30 hrs. | 30 hrs. | n/a |

- In 2017, 61.7% did not report any hours of professional development on payroll-related issues being offered to entry-level staff, and this fell between the 2015 and 2013 result.
- For certified staff, the majority reported at least some hours of professional development on payroll-related issues. At organizations providing certified staff with at least some professional development, the median was 30 hours of professional development time.

Training Budget

Q7. What is your budget for training and education of payroll staff for the current fiscal year?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------|-----------|---------|---------------|--------------------|
| Valid | \$0 | 325 | 23.7 | 32.5 | 32.5 |
| | \$1 - \$999 | 83 | 6.0 | 8.3 | 40.8 |
| | \$1,000 - \$1,999 | 105 | 7.7 | 10.5 | 51.2 |
| | \$2,000 - \$4,999 | 166 | 12.1 | 16.6 | 67.8 |
| | \$5,000 - \$9,999 | 183 | 13.3 | 18.3 | 86.1 |
| | \$10,000 + | 139 | 10.1 | 13.9 | 100.0 |
| | Total | 1001 | 73.0 | 100.0 | |
| Missing | (No answer) | 371 | 27.0 | | |
| Total | | 1372 | 100.0 | | |



- The 2017 results were similar to the 2015 results for the question above, but the proportion with \$5,000 or more in their budget for training and education of payroll staff was significantly higher in 2017 (32.2%) compared to 2013 (18.1%).
- Among those who had at least some money budgeted, the median amount was \$4,000 in 2017, \$4,000 in 2015, and \$2,000 in 2013.

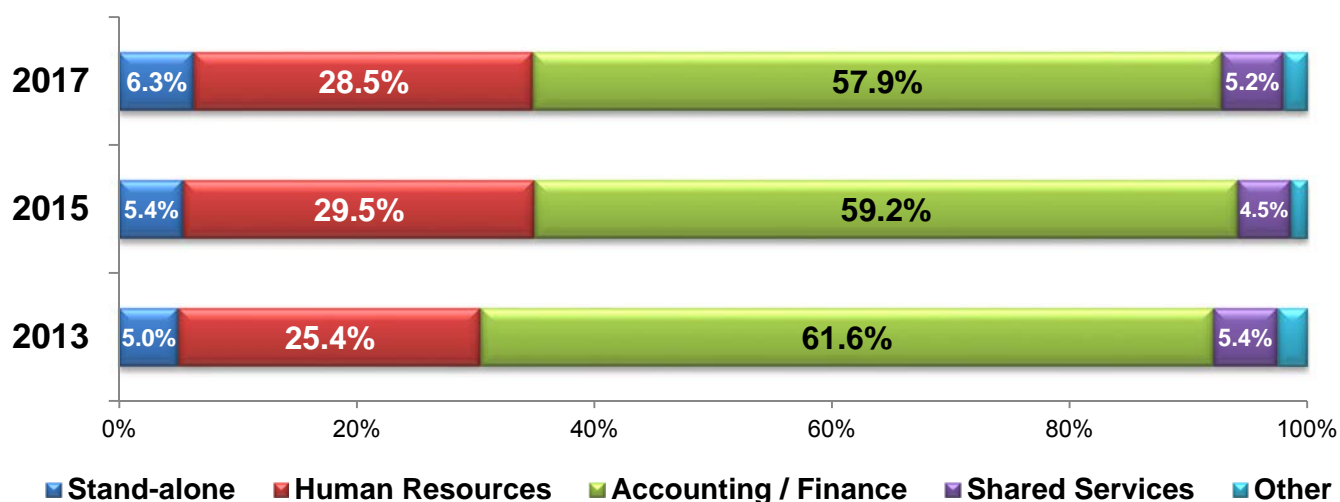


V. Payroll Processing

Department to Which Payroll Function Reports

Q8. Where does the payroll function report in your organization?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|---|-----------|---------|---------------|--------------------|
| Valid | Payroll is a stand-alone department | 65 | 4.7 | 6.3 | 6.3 |
| | Payroll is unit within the human resources dept. | 294 | 21.4 | 28.5 | 34.8 |
| | Payroll is unit within an accounting or finance dept. | 597 | 43.5 | 57.9 | 92.7 |
| | Payroll is unit within a shared services dept. | 54 | 3.9 | 5.2 | 98.0 |
| | Other | 21 | 1.5 | 2.0 | 100.0 |
| | Total | 1031 | 75.1 | 100.0 | |
| Missing | (No answer) | 341 | 24.9 | | |
| Total | | 1372 | 100.0 | | |



- The majority each year indicated that the payroll function in their organization reports to an accounting or finance department.
- The 2017 results above are similar to the 2015 results.

Methods Used to Input Payroll Data

- More than half of the respondents each year indicated that “Batch input by payroll” is used to input payroll data. This was the method selected by the highest proportion of respondents, although it is possible to use more than one method, and the table below shows that many different methods were selected by sizable proportions.

| | | 2017 | 2015 | 2013 |
|--|---|-------|-------|-------|
| Q9. Which methods are used to input payroll data? | Batch input by payroll | 55.6% | 57.5% | 55.6% |
| | Batch input by others | 14.9% | 14.6% | 9.9% |
| | System input by payroll | 45.1% | 46.1% | 41.5% |
| | System input by others | 18.2% | 20.4% | 16.2% |
| | File transfers by payroll | 40.6% | 47.1% | 40.5% |
| | File transfers from internal systems | 33.2% | 35.3% | 38.4% |
| | File transfers from external systems | 28.0% | 29.2% | 23.2% |
| | Web-based input by employees (self-service) | 34.1% | 35.8% | 33.5% |
| | Web-based input by payroll | 32.9% | 31.8% | 32.7% |
| | Web-based input by managers (self-service) | 25.4% | 26.0% | 19.0% |
| | Voice response by employees | 1.1% | 0.7% | 1.4% |
| | Other | 1.6% | 2.1% | 2.1% |

- The results in 2017 were similar to 2015, except for file transfers by payroll, but the 2017 result was similar to result in 2013 for that method.

Payroll Frequency

- More than three-fourths in 2017 (78.3%), up significantly from the 2013 result (70.6%), reported that their organization uses a biweekly payroll. This was the most common payroll frequency, although it is possible to have more than one payroll frequency used by an organization, and the table below shows that sizable proportions have semimonthly, weekly, and monthly payrolls.

| | | 2017 | 2015 | 2013 |
|--|-------------|-------|-------|-------|
| Q10. Which of the following pay frequencies does your organization use? | Biweekly | 78.3% | 74.8% | 70.6% |
| | Semimonthly | 29.3% | 30.4% | 32.2% |
| | Weekly | 25.6% | 29.7% | 26.0% |
| | Monthly | 22.2% | 22.2% | 19.4% |
| | Other | 1.7% | 1.3% | 2.8% |
| Q11. What is the pay frequency of the <u>largest</u> payroll? | Biweekly | 63.9% | 60.5% | 61.1% |
| | Semimonthly | 18.3% | 18.9% | 22.2% |
| | Weekly | 10.8% | 13.9% | 11.5% |
| | Monthly | 6.9% | 6.2% | 4.5% |
| | Other | 0.2% | 0.5% | 0.7% |

- The majority each year reported that their *largest* payroll was biweekly.
- Aside from the change between 2013 and 2017 in usage of a biweekly payroll, the other results shown above were similar each year.

Delivery Method for Payroll

| | | 2017 | 2015 | 2013 |
|--|------------------------|-------|-------|-------|
| Q12. Approximately what percentage of your organization's payroll is delivered by <u>paper paycheck</u>? | 0% | 27.3% | 22.0% | 24.8% |
| | 1% to 33% | 69.3% | 70.7% | 63.3% |
| | 34% to 66% | 2.6% | 4.5% | 5.0% |
| | 67% to 99% | 0.5% | 2.2% | 5.4% |
| | 100% | 0.3% | 0.6% | 1.4% |
| | AVERAGE (including 0): | 7.0% | 9.6% | 13.6% |
| Q12. Approximately what percentage of your organization's payroll is delivered by <u>direct deposit</u>? | 0% | 0.5% | 0.7% | 1.4% |
| | 1% to 33% | 0.6% | 2.3% | 6.0% |
| | 34% to 66% | 4.8% | 6.4% | 6.4% |
| | 67% to 99% | 72.9% | 75.9% | 68.7% |
| | 100% | 21.3% | 14.7% | 17.4% |
| | AVERAGE (including 0): | 90.8% | 88.4% | 84.9% |
| Q12. Approximately what percentage of your organization's payroll is delivered by <u>paycard</u>? | 0% | 78.2% | 75.7% | 82.4% |
| | 1% to 33% | 20.5% | 23.1% | 17.3% |
| | 34% to 66% | 1.1% | 1.1% | 0.0% |
| | 67% to 99% | 0.2% | 0.0% | 0.4% |
| | 100% | 0.0% | 0.0% | 0.0% |
| | AVERAGE (including 0): | 2.0% | 1.9% | 1.3% |
| Q12. Approximately what percentage of your organization's payroll is delivered by some <u>other</u> method? | 0% | 98.6% | 99.4% | 97.9% |
| | 1% to 33% | 1.3% | 0.6% | 1.8% |
| | 34% to 66% | 0.1% | 0.0% | 0.4% |
| | 67% to 99% | 0.0% | 0.0% | 0.0% |
| | 100% | 0.0% | 0.0% | 0.0% |
| | AVERAGE (including 0): | 0.1% | 0.2% | 0.2% |

- Most (96.6%) in 2017 reported that one-third or less of their payroll is delivered by paper paycheck.
- Around 99% each year have at least some of their payroll delivered by direct deposit. On average, 90.8% of payroll was delivered by direct deposit in 2017, and this is up slightly from 2015 (88.4%) and significantly from 2013 (84.9%).

Delivery Method for Pay Statements

| | | 2017 | 2015 | 2013 |
|---|------------------------|-------|-------|-------|
| Q13. Approximately what percentage of your organization's pay statements are delivered by <u>e-mail</u>? | 0% | 85.9% | 89.0% | 90.6% |
| | 1% to 33% | 4.1% | 3.5% | 4.2% |
| | 34% to 66% | 0.9% | 1.5% | 0.3% |
| | 67% to 99% | 5.5% | 4.2% | 3.1% |
| | 100% | 3.6% | 1.8% | 1.7% |
| | AVERAGE (including 0): | 9.5% | 6.7% | 5.3% |
| Q13. Approximately what percentage of your organization's pay statements are delivered by <u>self-service posting</u>? | 0% | 25.2% | 24.8% | 32.3% |
| | 1% to 33% | 5.6% | 6.6% | 8.4% |
| | 34% to 66% | 5.3% | 6.0% | 2.8% |
| | 67% to 99% | 26.4% | 26.6% | 17.2% |
| | 100% | 37.4% | 35.9% | 39.3% |
| | AVERAGE (including 0): | 65.0% | 64.6% | 57.8% |
| Q13. Approximately what percentage of your organization's pay statements are delivered by <u>paper pay statements</u>? | 0% | 44.7% | 42.0% | 37.2% |
| | 1% to 33% | 31.2% | 29.8% | 23.5% |
| | 34% to 66% | 5.9% | 6.8% | 3.9% |
| | 67% to 99% | 6.9% | 7.7% | 9.1% |
| | 100% | 11.4% | 13.7% | 26.3% |
| | AVERAGE (including 0): | 22.9% | 26.1% | 38.5% |
| Q13. Approximately what percentage of your organization's pay statements are delivered by <u>some other method</u>? | 0% | 94.8% | 94.8% | 98.3% |
| | 1% to 33% | 2.6% | 2.6% | 1.0% |
| | 34% to 66% | 0.3% | 0.3% | 0.0% |
| | 67% to 99% | 0.6% | 0.6% | 0.0% |
| | 100% | 1.7% | 1.6% | 0.7% |
| | AVERAGE (including 0): | 2.6% | 2.5% | 0.8% |

- The proportion delivering 100% of pay statements by paper dropped significantly between 2013 (26.3%) and 2015 (13.7%), and then slightly between 2015 and 2017 (11.4%).
- The results for self-service posting were similar in 2017 and 2015.

Regular Paydays, Paychecks, and Off-cycle Payments

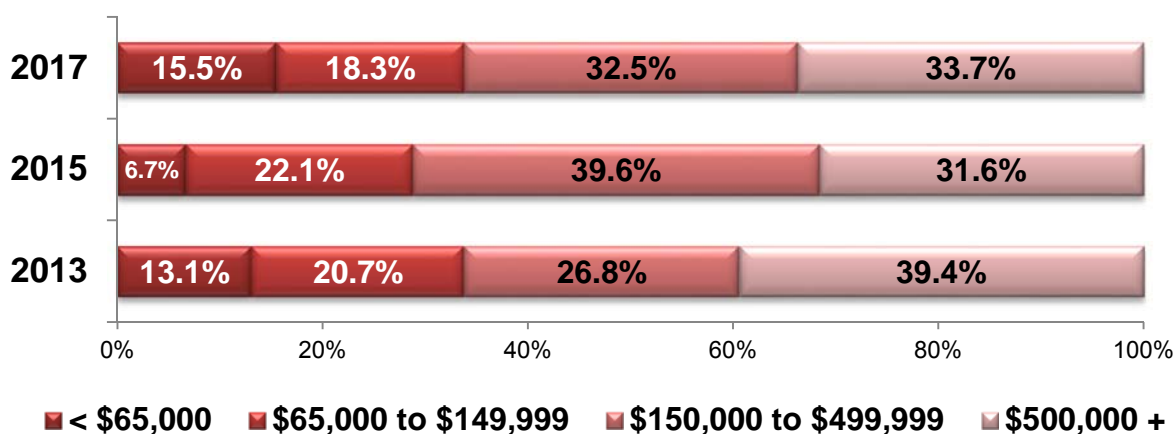
| | | 2017 | 2015 | 2013 |
|---|------------------|--------|--------|--------|
| Q14. How many <u>regularly scheduled paydays</u> were handled by payroll staff in 2016 (excluding off-cycle and special payrolls such as bonuses)? | 25 or fewer | 10.8% | 10.6% | 15.7% |
| | 26 | 33.6% | 30.0% | 34.6% |
| | 27 to 51 | 19.5% | 21.5% | 16.4% |
| | 52 | 6.5% | 7.6% | 7.0% |
| | 53 or more | 29.5% | 30.3% | 26.2% |
| | MEDIAN: | 28 | 35 | 26 |
| Q15. Approximately how many <u>paychecks, direct deposits of pay, and/or paycard transactions</u> were processed by payroll staff in 2016 (including off-cycle payments)? | < 7,500 | 31.2% | 25.0% | 29.9% |
| | 7,500 to 19,999 | 18.3% | 18.4% | 20.5% |
| | 20,000 to 74,999 | 23.2% | 27.2% | 24.5% |
| | 75,000 + | 27.3% | 29.4% | 25.2% |
| | MEDIAN: | 20,900 | 25,900 | 19,200 |
| Q16. Out of the total number of payments made to employees in 2016, how many of these were <u>off-cycle payments</u> (bonuses, manual checks, adjustments, corrections, etc.)? | < 50 | 35.3% | 24.2% | 32.6% |
| | 50 to 199 | 17.5% | 16.2% | 15.1% |
| | 200 to 999 | 20.0% | 25.2% | 21.1% |
| | 1,000 to 9,999 | 20.1% | 26.5% | 25.8% |
| | 10,000 + | 7.0% | 7.9% | 5.4% |
| | MEDIAN: | 143 | 350 | 200 |

- The median number of regularly scheduled paydays handled by payroll in 2017 (28) was lower than in 2015 (35) but higher than in 2013 (26). (Along with the question wording shown in the table above, the following additional information was shown on the survey to help clarify how to answer: “For example, a monthly payroll with 12 paydays plus a weekly payroll with 52 paydays equals a total of 64 paydays handled.”)
- The median number of paychecks, direct deposits of pay, and other payments was 20,900 in 2017, lower than in 2015 but higher than in 2013.
- Based on the third question shown in the table above, the median number of off-cycle payments was 143 in 2017, which is lower than in 2015 and 2013.
- When asked (Q17) how frequently they schedule off-cycle payments, 85.7% answered “As required,” while others do so daily (6.6%), every other day (1.4%), or weekly (6.3%).

Payroll Operating Budget

Q18. What is the approximate total payroll operating budget for 2017?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|------------------------|-----------|---------|---------------|--------------------|
| Valid | < \$65,000 | 95 | 6.9 | 15.5 | 15.5 |
| | \$65,000 to \$149,999 | 112 | 8.2 | 18.3 | 33.8 |
| | \$150,000 to \$499,999 | 199 | 14.5 | 32.5 | 66.3 |
| | \$500,000 + | 206 | 15.0 | 33.7 | 100.0 |
| | Total | 612 | 44.6 | 100.0 | |
| Missing | (No answer) | 760 | 55.4 | | |
| Total | | 1372 | 100.0 | | |

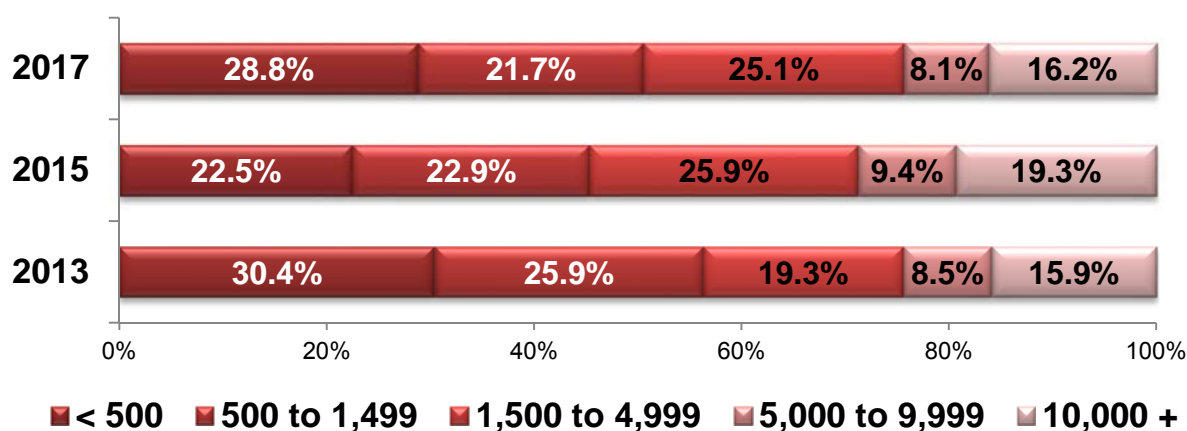


- The proportion reporting a payroll operating budget of \$500,000 or more in 2017 (33.7%) was similar to the result in 2015 (31.6%). The proportion with a payroll operating budget below \$65,000 was significantly higher in 2017 (15.5%) than in 2015 (6.7%), but the 2017 result was similar to the 2013 result (13.1%).
 - In the questionnaire each year, the following instruction was included for this question: “Include only payroll staff salaries, benefits, and all other direct costs related to payroll processing. Do not include costs that apply to the whole organization, such as employment taxes.”
- The median payroll operating budget was \$250,000 in 2017, \$260,000 in 2015, and \$250,000 in 2013.

Number of W-2s Issued for Past Year

Q19. Approximately how many W-2s did your organization issue for calendar year 2016?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------|-----------|---------|---------------|--------------------|
| Valid | < 500 | 231 | 16.8 | 28.8 | 28.8 |
| | 500 to 1,499 | 174 | 12.7 | 21.7 | 50.6 |
| | 1,500 to 4,999 | 201 | 14.7 | 25.1 | 75.7 |
| | 5,000 to 9,999 | 65 | 4.7 | 8.1 | 83.8 |
| | 10,000 + | 130 | 9.5 | 16.2 | 100.0 |
| | Total | 801 | 58.4 | 100.0 | |
| Missing | (No answer) | 571 | 41.6 | | |
| Total | | 1372 | 100.0 | | |

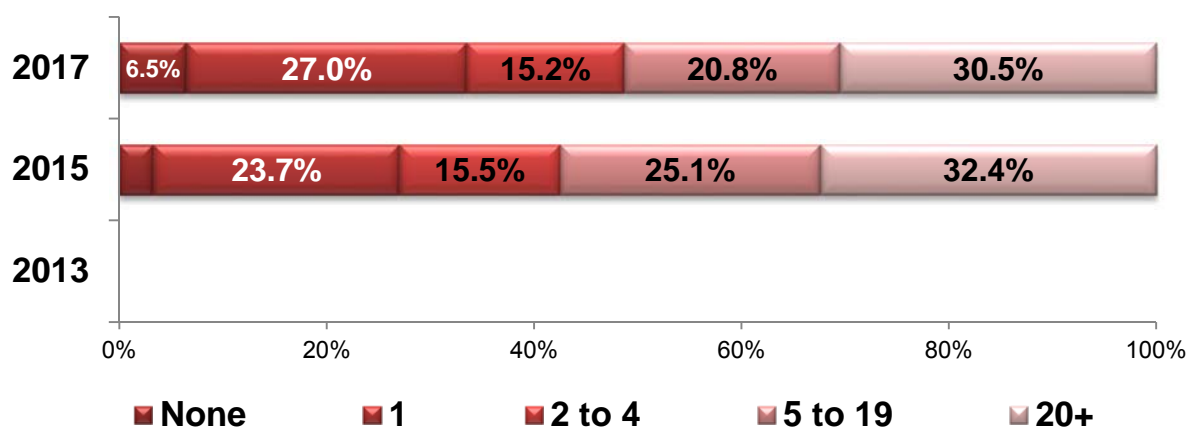


- The proportion issuing fewer than 500 W-2s for the prior calendar year was similar in 2017 and 2013, although the result in 2015 was significantly lower.
- The median number of W-2s issued was 1,420 in 2016, 1,800 in 2014, and 1,005 in 2012.
- In a separate question (Q20), respondents were asked what percentage of their W-2s were delivered to employees *electronically*. The proportion reporting that *none* of their W-2s are delivered electronically (44.4%) was slightly lower than in 2015 (47.1%) but significantly lower than in 2013 (55.9%). Among those delivering at least some W-2s electronically, the average percentage of W-2s delivered electronically was 71.8% in 2017, 72.8% in 2015, and 67.2% in 2013. The proportion reporting that 100% of their W-2s are delivered electronically was 22.4% in 2017, 22.9% in 2015, and 17.1% in 2013.

Number of U.S. States in Which Pay & Report Wages

Q21. In how many U.S. states or territories (including Washington, D.C., Puerto Rico, U.S. Virgin Islands, and Trust Territories) does your organization pay and report employee wages?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------|-----------|---------|---------------|--------------------|
| Valid | None | 53 | 3.9 | 6.5 | 6.5 |
| | 1 | 220 | 16.0 | 27.0 | 33.5 |
| | 2 to 4 | 124 | 9.0 | 15.2 | 48.7 |
| | 5 to 19 | 170 | 12.4 | 20.8 | 69.5 |
| | 20 + | 249 | 18.1 | 30.5 | 100.0 |
| | Total | 816 | 59.5 | 100.0 | |
| Missing | (No answer) | 556 | 40.5 | | |
| Total | | 1372 | 100.0 | | |



- A small proportion (3.3% in 2015 and 6.5% in 2017) reported that they did not pay and report employee wages in any states or territories. Around one-fourth reported paying and reporting employee wages in only one state or territory, while close to one-third reported paying and reporting employee wages in 20 or more states.
- The median number of states was 5 in 2017 and 7 in 2015.
- Although the question above had some similarities to a question from 2013, the 2017 and 2015 results are not comparable to the 2013 results, because the wording was changed in 2015 to refer to “pay and report employee wages” instead of the previous wording that referred to “pay state unemployment taxes.”

Involvement with Countries Outside the U.S.

| | | 2017 | 2015 | 2013 |
|---|------------------|--------------|--------------|--------------|
| Q22. In how many <u>foreign countries</u> does your organization pay expatriate employees? | None | 83.2% | 81.0% | 85.3% |
| | 1 to 4 | 12.0% | 11.6% | 12.6% |
| | 5 or more | 4.8% | 7.3% | 2.1% |
| | MEDIAN (IF > 0): | 3 countries | 3 countries | 2 countries |
| Q22. How many <u>expatriate employees</u> does your organization pay? | None | 82.6% | 80.5% | 84.3% |
| | 1 to 9 | 9.7% | 11.2% | 11.5% |
| | 10 or more | 7.7% | 8.3% | 4.2% |
| | MEDIAN (IF > 0): | 6 employees | 5 employees | 3 employees |
| Q23. In how many <u>foreign countries</u> does your organization pay local national employees? | None | 91.7% | 91.2% | 94.6% |
| | 1 to 4 | 5.0% | 6.2% | 3.9% |
| | 5 or more | 3.3% | 2.6% | 1.4% |
| | MEDIAN (IF > 0): | 3 countries | 3 countries | 2 countries |
| Q23. How many <u>local national employees</u> does your organization pay? | None | 90.6% | 90.4% | 92.9% |
| | 1 to 9 | 2.5% | 3.3% | 2.8% |
| | 10 or more | 6.9% | 6.2% | 4.3% |
| | MEDIAN (IF > 0): | 49 employees | 22 employees | 20 employees |
| Q25. How many <u>nonresident alien employees in the U.S.</u> does your organization pay? | None | 68.6% | 66.5% | 68.8% |
| | 1 to 9 | 12.1% | 14.7% | 12.0% |
| | 10 or more | 19.3% | 18.8% | 19.2% |
| | MEDIAN (IF > 0): | 10 employees | 10 employees | 12 employees |

- The table above summarizes the results from questions in the survey that each in some way involve countries outside the U.S. For example, Q22 asks about the number of foreign countries and number of *expatriate* employees paid in those countries. Q23 asks about the countries and number of *local national* employees paid in those countries. Although Q25 involves workers in the U.S., these employees are *nonresident aliens*.
- The median values shown for each question are based only on the non-zero responses. For example, the 2017 median in Q22 of 3 countries is based only on those who pay expatriate employees in a foreign country.
- The proportion saying “None” for foreign countries was slightly higher than the proportion saying “None” for expatriate employees. There was also a slight difference for local nationals and the foreign countries of the local nationals. However, the number of respondents answering each question was not the same.



Involvement with Countries Outside the U.S. (Continued)

- When survey respondents in 2017 were asked (Q24) to name up to 3 foreign countries where they pay the most employees (U.S. expatriates and local nationals), the following were each mentioned by at least two respondents:

| <u># of Mentions</u> | <u>Country</u> |
|----------------------|-----------------|
| 58 | Canada |
| 55 | U.K. |
| 46 | China |
| 31 | Germany |
| 23 | Mexico |
| 21 | Brazil |
| 17 | France |
| 15 | Japan |
| 13 | Singapore |
| 12 | India |
| 11 | The Netherlands |
| 10 | Australia |
| 7 | Switzerland |
| 5 | Ireland |
| 4 | Italy |
| 4 | Saudi Arabia |
| 3 | Belgium |
| 3 | Iraq |
| 3 | Spain |
| 2 | Afghanistan |
| 2 | Bermuda |
| 2 | Kenya |
| 2 | Malaysia |
| 2 | Qatar |
| 2 | Russia |
| 2 | Sweden |
| 2 | Thailand |

- When this question was asked in 2015, the countries in the top 5 in terms of how often they were mentioned were (in order) U.K., Canada, China, Mexico, and Germany.

Reporting Time Manually vs. Automated Method

| | | 2017 | 2015 | 2013 |
|---|----------------------------|-------|-------|-------|
| Q26b. What percentage of nonexempt employees report their time <u>manually</u> (for example, on a time sheet)? | 0% | 55.4% | 55.3% | 50.9% |
| | 1% to 33% | 19.1% | 24.5% | 23.4% |
| | 34% to 66% | 3.7% | 2.7% | 3.8% |
| | 67% to 99% | 3.9% | 4.7% | 5.3% |
| | 100% | 17.9% | 12.8% | 16.6% |
| | AVERAGE (including 0): | 25.0% | 20.3% | 25.3% |
| Q26b. What percentage of nonexempt employees report their time via an <u>automated</u> method? | 0% | 17.9% | 12.8% | 16.6% |
| | 1% to 33% | 3.9% | 4.7% | 5.3% |
| | 34% to 66% | 3.7% | 2.7% | 3.8% |
| | 67% to 99% | 19.1% | 24.5% | 23.4% |
| | 100% | 55.4% | 55.3% | 50.9% |
| | AVERAGE (including 0): | 75.0% | 79.7% | 74.7% |
| Q27. Which automated methods are used by nonexempt employees to report their time? (Among only those using automated method) | Web-based input | 78.2% | 79.9% | 70.5% |
| | Badge reader | 31.0% | 33.6% | 34.8% |
| | Biometric device | 20.7% | 17.0% | 22.9% |
| | Smart phone | 18.2% | n/a | n/a |
| | Interactive voice response | 4.5% | 5.4% | 6.7% |
| | Geolocation input | 1.4% | n/a | n/a |
| | Other | 7.9% | 7.5% | 11.4% |
| Q28. What percentage of exempt employees report their time worked? | 0% | 53.2% | 55.8% | 49.0% |
| | 1% to 33% | 12.4% | 8.4% | 7.8% |
| | 34% to 66% | 4.5% | 3.9% | 3.5% |
| | 67% to 99% | 4.3% | 5.9% | 6.2% |
| | 100% | 25.6% | 26.0% | 33.5% |
| | AVERAGE (including 0): | 33.0% | 33.9% | 41.5% |

- The questions above are about nonexempt and exempt employees. In the 2017 survey, before these questions were asked, respondents were asked what percentage of employees reporting to payroll are nonexempt. The proportion in 2017 reporting zero nonexempt employees was 11.4%, while 28.9% had between 1% and 33%, 27.0% had between 34% and 66%, 31.6% had between 67% and 99%, and 1.1% reported that 100% of their organization's employees were nonexempt. The average percentage of nonexempt employees was 45.0% (when including 0 in the calculation of the average).
 - In 2015, instead of the question discussed above, respondents were asked if their organization had any nonexempt employees, and 2.4% selected "No." That may seem low compared to the 11.4% in 2017 answering zero. However, the exact question wording in 2017 was "What percentage of nonexempt employees *reporting to payroll* are nonexempt?"



VI. Payroll Department Functions

Functions Performed by Payroll Staff

- The table below shows the proportion selecting each of 39 possible items when asked which functions are performed by their organization's payroll staff. The items are sorted in descending order by the 2017 results.

| | | 2017 | 2015 | 2013 |
|---|--|-------|-------|-------|
| Q29. Which functions are performed by your organization's payroll staff? | W-2 reprints | 90.1% | 90.3% | 89.9% |
| | Employee inquiries | 89.8% | 92.2% | 88.9% |
| | Employee time processing | 86.6% | 86.1% | 81.6% |
| | Time and attendance | 85.8% | 85.5% | 78.5% |
| | Deduction processing | 83.2% | 79.8% | 82.3% |
| | Year-end and period-end closing | 82.0% | 83.7% | 83.0% |
| | Check distribution | 74.3% | 73.8% | 77.8% |
| | Payroll tax disbursement / reporting | 71.0% | 70.3% | 69.4% |
| | Payroll accounting | 63.3% | 71.6% | 72.6% |
| | State and local tax filing | 62.5% | 62.8% | 62.2% |
| | Federal tax filing | 62.4% | 63.5% | 66.0% |
| | General ledger interface | 61.1% | 69.3% | 68.1% |
| | ACH processing and transfer | 59.4% | 69.3% | 71.2% |
| | Ad hoc reports | 57.2% | 69.9% | 59.4% |
| | Employee data management | 55.7% | 57.0% | 59.4% |
| | Employee services | 55.2% | 55.4% | 55.9% |
| | Document management | 46.0% | 44.3% | 41.7% |
| | General ledger reconciliation | 43.1% | 47.4% | 51.0% |
| | Training and development | 38.8% | 39.1% | 31.9% |
| | Personnel records administration | 34.5% | 35.2% | 38.5% |
| | ACA compliance | 31.6% | n/a | n/a |
| | Expense reimbursements | 31.3% | 29.8% | 35.1% |
| | Forms 1095-C and 1094-C | 29.8% | n/a | n/a |
| | IT liaison and testing | 29.1% | 36.7% | 40.6% |
| | Control validation | 28.6% | 21.8% | 17.0% |
| | Sarbanes-Oxley compliance | 28.2% | 35.3% | 33.3% |
| | Workers' compensation plan | 27.9% | 26.8% | 29.5% |
| | Bank account reconciliation | 24.9% | 23.7% | 26.0% |
| | Labor and cost accounting | 22.7% | 25.1% | 28.1% |
| | Nonresident alien processing | 22.6% | n/a | n/a |
| | Benefits program administration | 20.5% | 23.8% | 25.0% |
| | Transfer of info. to payroll card provider | 19.3% | 25.4% | 20.5% |
| | Benefits program management | 15.9% | 15.9% | 20.5% |
| | Expatriate employee processing | 15.7% | n/a | n/a |
| | Salary budgeting | 14.9% | 14.4% | 13.9% |
| | Accounts payable | 14.2% | 11.6% | 19.1% |
| | Compensation program management | 11.1% | 10.7% | 13.9% |
| | Independent contractor payments | 10.6% | 8.1% | 10.1% |
| | Local national employee processing | 7.4% | n/a | n/a |

Other Types of Payments Through Payroll

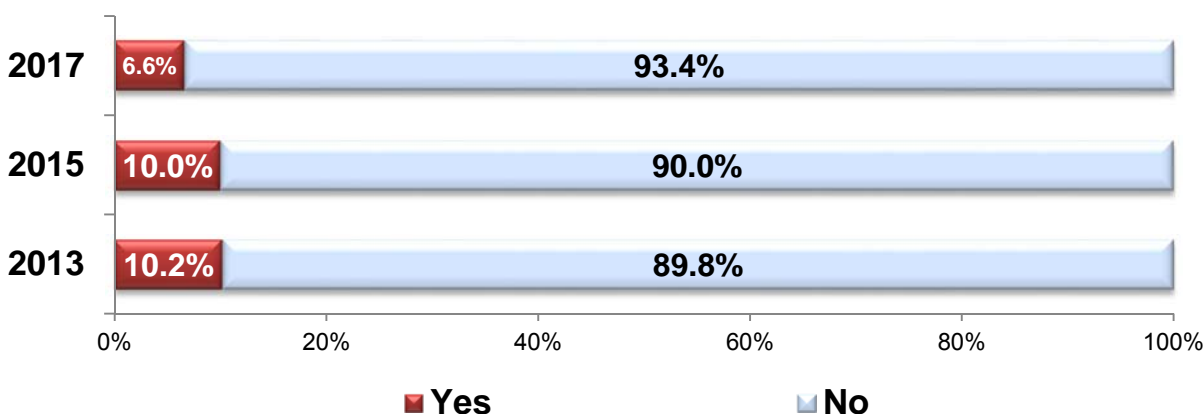
| | | 2017 | 2015 | 2013 |
|--|--------------------------------------|-------|-------|-------|
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? | Relocation (moving) expenses | 65.1% | 67.3% | 62.0% |
| | Commission payments | 50.5% | 51.5% | 48.9% |
| | Tuition reimbursements | 48.4% | 48.2% | 43.0% |
| | Business expense reimbursements | 32.6% | 31.7% | 38.0% |
| | Travel reimbursements | 31.3% | 33.3% | 34.2% |
| | Qualified transportation plan reimb. | 24.2% | n/a | n/a |
| | Stock purchase sales | 20.8% | 23.9% | 19.4% |
| | Pension payments | 16.3% | 13.1% | 14.3% |
| | Flexible spending account reimb. | 14.3% | n/a | n/a |
| | Petty cash | 2.9% | 1.9% | 2.5% |
| | Other | 9.9% | 13.2% | 14.8% |

- Two items were first added to the questionnaire in 2017 for the question above, and these were selected by noticeable proportions – i.e., “Qualified transportation plan reimbursements” was selected by 24.2%, and “Flexible spending account reimbursements” was selected by 14.3%.
- For items covered in both years, the results in 2017 were similar to the results in 2015.

Collect Fee for Replacement W-2 / 1095-C

Q31. Does your organization collect a fee from employees who request a replacement Forms W-2 and 1095-C?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------|-----------|---------|---------------|--------------------|
| Valid | Yes | 51 | 3.7 | 6.6 | 6.6 |
| | No | 717 | 52.3 | 93.4 | 100.0 |
| | Total | 768 | 56.0 | 100.0 | |
| Missing | (No answer) | 604 | 44.0 | | |
| Total | | 1372 | 100.0 | | |



- The proportion collecting a fee dropped to 6.6% in 2017 from 10.0% in 2015. Although the percentage point change might not seem large, this was large enough to be statistically significant.
- When those who charge a fee were asked (in the second part of Q31) what fee is charged for a replacement W-2 / 1095-C, the answers ranged from \$1 to \$35 in 2017. The median fee was \$10. The most common answers were \$5 (31.3%) and \$10 (31.3%).
- In a question (Q32) that was added in 2015, 69.2% in 2015 indicated that their organization provides replacement W-2 forms through self-service. This question (as well as the question in the table above) was updated in 2017 to include 1095-C forms, and 61.7% indicated that their organization provides Forms W-2 and 1095-C through self-service.

Payroll Deductions Required

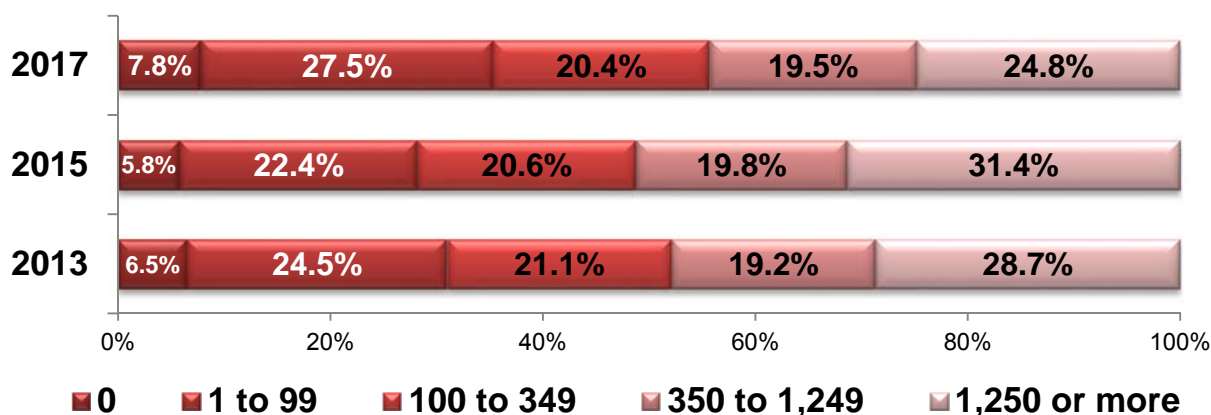
| | | 2017 | 2015 | 2013 |
|---|---------------------------|-------|-------|-------|
| Q33. What % of your organization's employees require payroll deductions for <u>child support orders</u>? | 0% / None reported | 8.6% | 6.0% | 10.3% |
| | Greater than 0%, up to 1% | 27.3% | 28.1% | 26.9% |
| | More than 1%, up to 3% | 18.7% | 20.2% | 22.8% |
| | More than 3%, up to 10% | 27.7% | 27.2% | 24.5% |
| | More than 10% | 17.8% | 18.4% | 15.5% |
| Q33. What % of your organization's employees require <u>student loan garnishments</u>? | 0% / None reported | 42.8% | 39.1% | 49.8% |
| | Greater than 0%, up to 1% | 32.4% | 36.3% | 37.7% |
| | More than 1%, up to 3% | 9.4% | 10.5% | 4.8% |
| | More than 3% | 15.6% | 14.1% | 7.6% |
| Q33. What % of your organization's employees require <u>state tax levies</u>? | 0% / None reported | 50.1% | 49.1% | 57.2% |
| | Greater than 0%, up to 1% | 27.8% | 30.6% | 29.3% |
| | More than 1%, up to 3% | 10.4% | 8.9% | 6.2% |
| | More than 3% | 11.7% | 11.4% | 7.2% |
| Q33. What % of your organization's employees require <u>federal tax levies</u>? | 0% / None reported | 44.1% | 36.5% | 40.3% |
| | Greater than 0%, up to 1% | 30.5% | 38.4% | 43.4% |
| | More than 1%, up to 3% | 10.3% | 11.7% | 8.6% |
| | More than 3% | 15.2% | 13.3% | 7.6% |
| Q33. What % of your organization's employees require <u>creditor garnishments</u>? | 0% / None reported | 33.3% | 32.0% | 34.8% |
| | Greater than 0%, up to 1% | 29.8% | 31.9% | 36.2% |
| | More than 1%, up to 3% | 12.6% | 13.3% | 13.8% |
| | More than 3% | 24.2% | 22.8% | 15.2% |
| Q33. What % of your organization's employees require payroll deductions for <u>bankruptcy orders</u>? | 0% / None reported | 50.6% | 45.9% | 51.7% |
| | Greater than 0%, up to 1% | 30.8% | 33.0% | 33.8% |
| | More than 1%, up to 3% | 9.3% | 10.1% | 8.6% |
| | More than 3% | 9.3% | 11.0% | 5.9% |

- The proportion indicating that none of their organization's employees required payroll deductions for child support orders in 2017 (8.6%) fell in between the result from 2015 (6.0%) and 2013 (10.3%).
- The proportion in 2017 reporting that more than 3% required student loan garnishments, federal tax levies, and creditor garnishments was significantly higher than in 2013 but only slightly higher than in 2015.

Number of Garnishments

Q34. Approximately how many garnishment payments of all types (both by check and electronic payments) did your organization make in 2016?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------|-----------|---------|---------------|--------------------|
| Valid | 0 | 53 | 3.9 | 7.8 | 7.8 |
| | 1 to 99 | 186 | 13.6 | 27.5 | 35.3 |
| | 100 to 349 | 138 | 10.1 | 20.4 | 55.7 |
| | 350 to 1,249 | 132 | 9.6 | 19.5 | 75.2 |
| | 1,250 to 4,999 | 89 | 6.5 | 13.1 | 88.3 |
| | 5,000 or more | 79 | 5.8 | 11.7 | 100.0 |
| | Total | 677 | 49.3 | 100.0 | |
| Missing | (No answer) | 695 | 50.7 | | |
| Total | | 1372 | 100.0 | | |

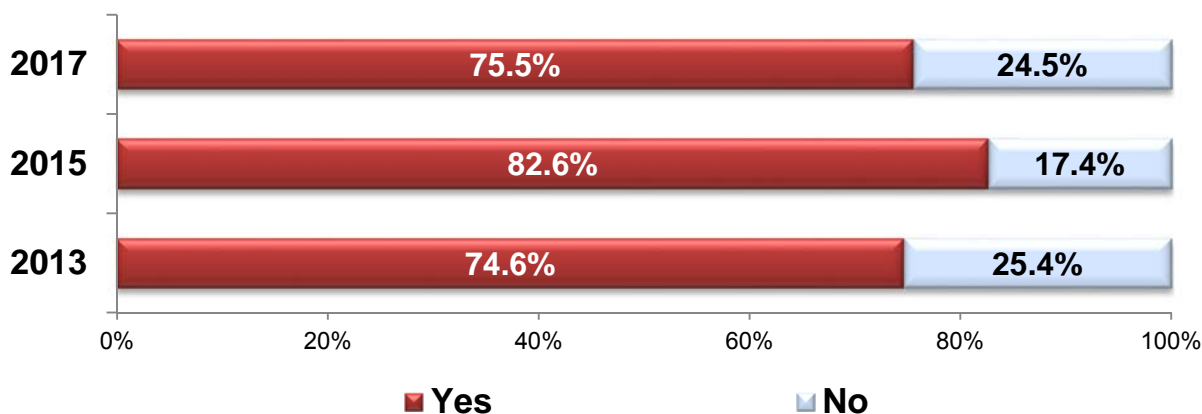


- The proportion making 1,250 or more garnishment payments was lower in 2017 (24.8%) than in both 2015 (31.4%) and 2013 (28.7%)
- The median number of garnishment payments was 250 in 2017, 360 in 2015, and 300 in 2013.
- In a separate question (Q35), the proportion collecting an administrative fee from employees whose earnings are subject to withholding for child support was 19.0% in 2017, compared to 23.6% in 2015 and 21.4% in 2013. The proportion collecting an administrative fee for creditor garnishments was 15.4% in 2017, compared to 17.6% in 2015 and 15.8% in 2013.

HRIS Integration

Q36. Is your largest payroll integrated with an HRIS (Human Resource Information System)?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------|-----------|---------|---------------|--------------------|
| Valid | Yes | 564 | 41.1 | 75.5 | 75.5 |
| | No | 183 | 13.3 | 24.5 | 100.0 |
| | Total | 747 | 54.4 | 100.0 | |
| Missing | (No answer) | 625 | 45.6 | | |
| Total | | 1372 | 100.0 | | |

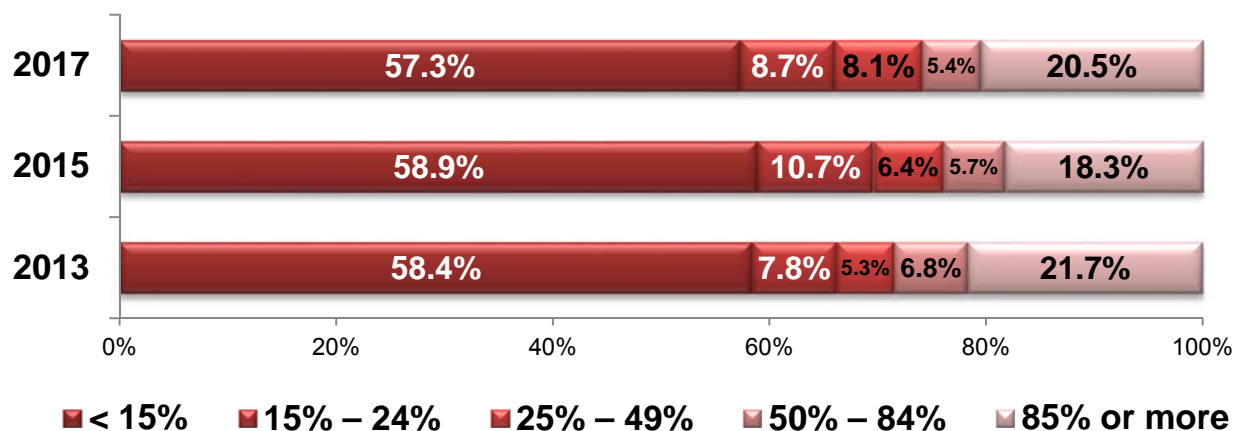


- The proportion in 2017 (75.5%) reporting that their largest payroll is integrated with an HRIS was significantly lower than in 2015 (82.6%) but similar to the result in 2013 (74.6%).
- In a separate question (second part of Q36) among just those who said “Yes” to the above question, 43.4% in 2017, 39.4% in 2015, and 43.5% in 2013 indicated that the payroll staff at their organization maintains the HRIS (for example, keeping benefits or personnel records up-to-date).

Employee Benefits Recordkeeping by Payroll Staff

Q37. Approximately what percentage of your organization's employee benefits recordkeeping (with or without an HRIS) is handled by payroll staff?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|---------------|-----------|---------|---------------|--------------------|
| Valid | Less than 15% | 416 | 30.3 | 57.3 | 57.3 |
| | 15% – 24% | 63 | 4.6 | 8.7 | 66.0 |
| | 25% – 49% | 59 | 4.3 | 8.1 | 74.1 |
| | 50% – 84% | 39 | 2.8 | 5.4 | 79.5 |
| | 85% or more | 149 | 10.9 | 20.5 | 100.0 |
| | Total | 726 | 52.9 | 100.0 | |
| Missing | (No answer) | 646 | 47.1 | | |
| Total | | 1372 | 100.0 | | |



- More than half each year reported that payroll staff handles less than 15% of their organization's employee benefits recordkeeping.
- Around one-fifth indicated that 85% or more of their organization's employee benefits recordkeeping is handled by payroll staff.

Products / Services Recommended by Payroll

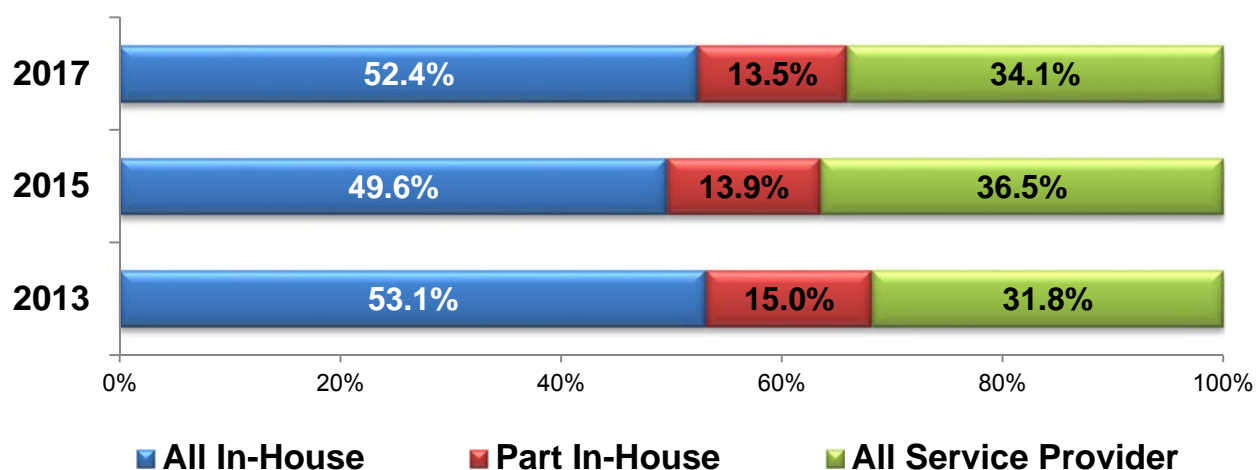
| | | 2017 | 2015 | 2013 |
|---|---|-------|-------|-------|
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? | Payroll processing software | 52.3% | 62.6% | 49.5% |
| | Training | 45.2% | 57.0% | 44.9% |
| | Other payroll technology | 36.3% | 45.9% | n/a |
| | Outsourcing vendors (e.g., service providers) | 32.4% | 44.0% | 35.5% |
| | Payroll processing hardware | 31.3% | 35.4% | 23.3% |
| | Paycards | 28.9% | 35.6% | 32.4% |
| | Unemployment insurance processing | 22.0% | 23.3% | 27.9% |
| | Other products / services | 1.1% | 3.7% | 5.6% |
| | No one in the payroll department recommends | 34.1% | 23.4% | 30.7% |

- The majority in 2017 (52.3%) indicated that someone in the payroll department may recommend or approve payroll processing software. This was down significantly from 2015 (62.6%) but similar to 2013 (49.5%).
- The result for payroll processing hardware in 2017 (31.3%) was significantly higher than in 2013 (23.3%) but slightly lower than in 2015 (35.4%).
- In a separate question (Q40) that was added in 2015, when asked how their payroll technology provides employee self-service, most selected personal computer (98.1% in 2017, 98.2% in 2015), while some selected smart phone (53.8% in 2017, 46.5% in 2015), tablet (42.0% in 2017, 42.5% in 2015), kiosk (26.7% in 2017, 30.6% in 2015), and a small proportion selected voice response (1.1% in 2017, 1.5% in 2015).

Payroll Processing In-House vs. Service Provider

Q39. How is your organization's payroll processing handled?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--|-----------|---------|---------------|--------------------|
| Valid | All in-house (company-developed system) | 70 | 5.1 | 9.5 | 9.5 |
| | All in-house (licensed system) | 314 | 22.9 | 42.8 | 52.4 |
| | All by a service provider outside the U.S. | 6 | 0.4 | 0.8 | 53.2 |
| | All by a service provider within the U.S. | 244 | 17.8 | 33.3 | 86.5 |
| | Part in-house, part by a service provider (in or outside the U.S.) | 99 | 7.2 | 13.5 | 100.0 |
| | Total | 733 | 53.4 | 100.0 | |
| Missing | (No answer) | 639 | 46.6 | | |
| Total | | 1372 | 100.0 | | |



- The mix of in-house vs. service provider handling of the organization's payroll was similar in 2017 to 2015 and 2013, as shown in the chart above.
- *The next section in this report covers questions that are relevant to organizations with in-house processing (all or part in-house), while the section after that covers questions that are relevant to organizations that outsource payroll processing (all or part) to a service provider.*

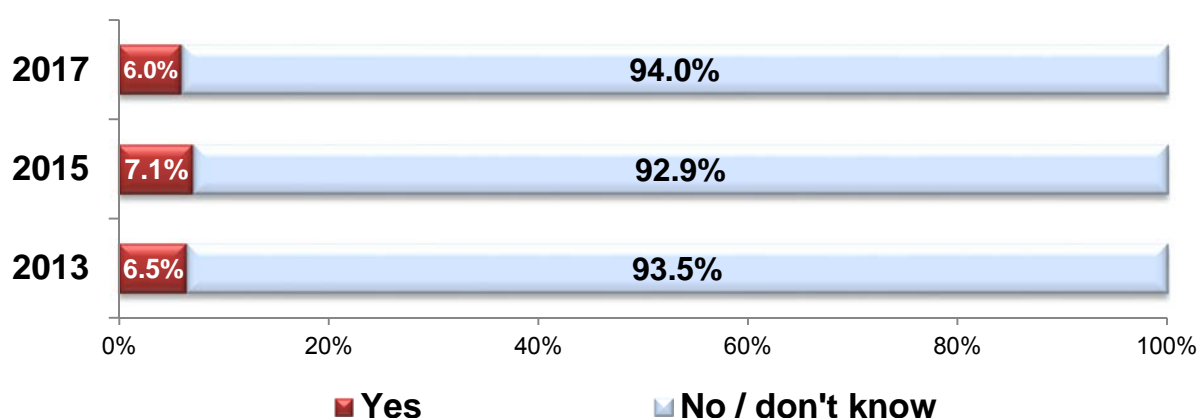


VII. In-House Payroll Processing Systems

Intention to Outsource Payroll Processing

Q41. Does your organization plan to outsource all or part of your payroll processing in the future?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------|-----------|---------|---------------|--------------------|
| Valid | Yes | 29 | 2.1 | 6.0 | 6.0 |
| | No / don't know | 454 | 33.1 | 94.0 | 100.0 |
| | Total | 483 | 35.2 | 100.0 | |
| Missing | (No answer) | 889 | 64.8 | | |
| Total | | 1372 | 100.0 | | |



- Respondents who reported currently having an in-house payroll processing system (all or part in-house) were asked the question above. Among those answering, 6.0% in 2017 indicated that their organization plans to outsource all or part of their payroll processing in the future.
- Two follow-up questions were asked of the 29 respondents who replied “Yes” to the above question. First, when asked (Q41a) when their organization plans to outsource their payroll processing, 37.9% selected 2017, 34.5% selected 2018, and 27.6% selected 2019 or later.
- Second, when asked (Q41b) why their organization plans to outsource payroll processing, 57.1% selected “Management decision,” 42.9% selected “Flexibility,” 32.1% selected “Cost,” and 21.4% selected “Customer service.”

In-House Payroll Processing Software

| | | 2017 | 2015 | 2013 |
|---|-------------------------|-----------|-----------|-----------|
| Q42. When was the last time your organization began using new payroll processing software? | In the last year | 12.2% | 10.7% | 10.8% |
| | 1 to < 2 years ago | 10.9% | 10.9% | 5.9% |
| | 2 to < 5 years ago | 18.3% | 17.5% | 15.1% |
| | 5 years ago or longer | 58.5% | 61.0% | 68.3% |
| Q43. What was the source of the last-installed payroll processing software? | In-house developed | 4.2% | n/a | 7.7% |
| | Purchased from a vendor | 37.3% | 42.4% | 39.9% |
| | Licensed from a vendor | 58.5% | 57.6% | 49.2% |
| | Not applicable | n/a | n/a | 3.3% |
| Q44. What was the approximate cost of building / acquiring and installing this last-installed payroll processing software? | Less than \$10,000 | 16.3% | 10.0% | 21.0% |
| | \$10,000 to \$99,999 | 30.6% | 29.4% | 27.4% |
| | \$100,000 to \$749,999 | 24.9% | 29.4% | 22.6% |
| | \$750,000 + | 28.2% | 31.2% | 29.0% |
| | MEDIAN: | \$100,000 | \$175,000 | \$150,000 |
| Q45. Does your organization plan to purchase / license new payroll-related software in the future? | Yes | 18.9% | 24.9% | 21.4% |
| | No / don't know | 81.1% | 75.1% | 78.6% |

- The above questions were about payroll processing software and were asked only of those who have an in-house payroll processing system. For example, 58.5% in 2017 indicated that the last time their department began using *new* payroll processing software was 5 or more years ago.
- Slightly fewer than one-in-five (18.9%) in 2017 indicated that their organization plans to purchase / license new payroll-related software in the future.
 - In a separate question (Q45a), among those reporting plans to purchase new payroll-related software, 13.5% indicated that their organization plans to implement the new payroll software in 2017, while 27.0% thought 2018 was more likely, and 59.6% thought that implementation would be in 2019 or later.
 - In another follow-up question (Q45b) for those who answered “Yes” to Q45, the median was \$200,000 when asked “What is the anticipated amount of the planned expense?” (However, this median amount is based on 44 respondents who answered the question.)

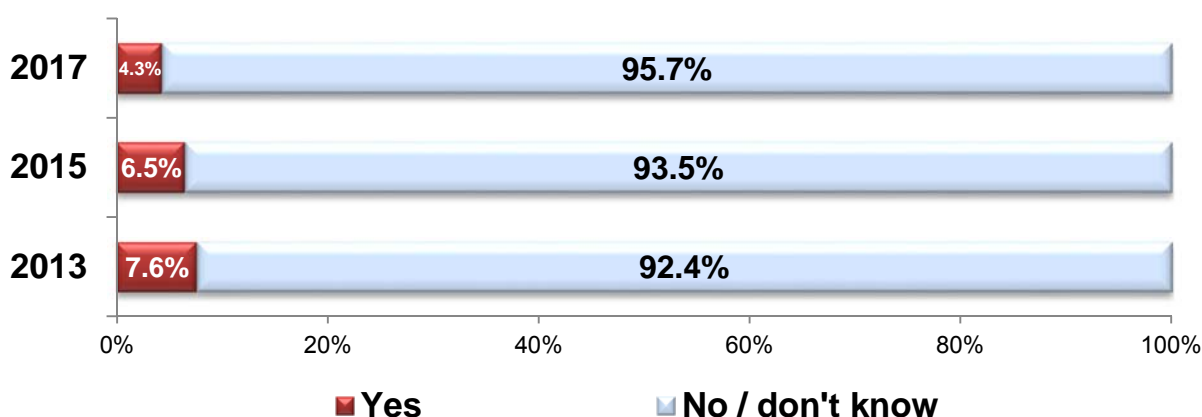


VIII. Outsourced Payroll Processing

Intention to Bring Payroll Processing In-House

Q47. Does your organization plan to bring all or part of your payroll processing in-house in the future?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------|-----------|---------|---------------|--------------------|
| Valid | Yes | 15 | 1.1 | 4.3 | 4.3 |
| | No / don't know | 332 | 24.2 | 95.7 | 100.0 |
| | Total | 347 | 25.3 | 100.0 | |
| Missing | (No answer) | 1025 | 74.7 | | |
| Total | | 1372 | 100.0 | | |



- Respondents who reported having all or part of their payroll processing handled by a service provider were asked the question above, and 4.3% in 2017 indicated that their organization plans to bring all or part of their payroll processing in-house in the future.
- Two follow-up questions were asked of the 15 respondents who replied “Yes” to the above question. First, when asked (Q47a) when their organization plans to bring all or part of their payroll processing in-house, 33.3% selected 2017, 40.0% selected 2018, and 26.7% selected 2019 or later.
- Second, when asked (Q47b) why their organization plans to bring payroll processing in-house, 66.7% selected “Cost,” 53.3% selected “Management decision,” 46.7% selected “Customer service,” 40.0% selected “Flexibility,” and 26.7% selected “System integration.”

Year Began Using Service Provider

- A wide range of answers surfaced when respondents were asked which year they began using a service provider, as shown below.

Q46. In what year did your organization begin using a payroll service provider?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------|-----------|---------|---------------|--------------------|
| Valid | Before 1980 | 10 | 0.7 | 3.2 | 3.2 |
| | 1980 - 1989 | 34 | 2.5 | 11.0 | 14.2 |
| | 1990 - 1999 | 75 | 5.5 | 24.3 | 38.5 |
| | 2000 - 2004 | 56 | 4.1 | 18.1 | 56.6 |
| | 2005 - 2009 | 56 | 4.1 | 18.1 | 74.8 |
| | 2010 | 9 | 0.7 | 2.9 | 77.7 |
| | 2011 | 4 | 0.3 | 1.3 | 79.0 |
| | 2012 | 11 | 0.8 | 3.6 | 82.5 |
| | 2013 | 11 | 0.8 | 3.6 | 86.1 |
| | 2014 | 13 | 0.9 | 4.2 | 90.3 |
| | 2015 | 8 | 0.6 | 2.6 | 92.9 |
| | 2016 | 15 | 1.1 | 4.9 | 97.7 |
| | 2017 | 7 | 0.5 | 2.3 | 100.0 |
| | Total | 309 | 22.5 | 100.0 | |
| Missing | (No answer) | 1063 | 77.5 | | |
| Total | | 1372 | 100.0 | | |

- In a separate question (Q47c), respondents were asked what the approximate cost was of the most recent payroll service provider implementation. The median response was \$10,000, but this question was answered by only five respondents.



IX. Cross-tabulations by Number of W-2s Issued for 2016

- The “cross-tabulations” below are shown for readers who may be interested in examining how the results differ by the number of W-2s an organization issued for 2016. For example, in the table below, 3.9% of the organizations that issued fewer than 500 W-2s were in the education sector. Among organizations that issued 5,000 or more W-2s, 15.4% were in the education sector. The difference between 3.9% and 15.4% here is statistically significant, and this is indicated in the table by assigning a different letter to each result (i.e., there is an “a” above 3.9% and a “c” above 15.4%). If two results have the same letter, this indicates that the difference between them is too small to be considered statistically significant. (However, keep in mind that statistical significance is a function of both the size of the difference between two results and the sample size in each subgroup. The lower the sample size, the larger the difference needs to be in order to be statistically significant.)
- Note that the total number of respondents included in each table is the number who answered the question that is being cross-tabulated by W-2s issued (but those who did not answer the question about W-2s have “n/a” in these tables). The table below includes 1,372 respondents because the first question in the survey was answered by all respondents. However, later tables have fewer than 1,372 respondents included.

**Q1. Which ONE of the following best describes your organization?
(Grouped into broad categories) * W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|------------------|-------|--------------------|-----------------------|-----------------------|--------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q1. Which ONE of the following best describes your organization? (Grouped into broad categories) | Education | Count | 9 _a | 16 _{b, c} | 23 _{b, c} | 30 _c | 54 _b | 132 |
| | | % | 3.9% | 9.2% | 11.4% | 15.4% | 9.5% | 9.6% |
| | Finance | Count | 26 _a | 15 _a | 16 _a | 14 _a | 41 _a | 112 |
| | | % | 11.3% | 8.6% | 8.0% | 7.2% | 7.2% | 8.2% |
| | Government | Count | 32 _a | 22 _{a, b} | 16 _{a, b, c} | 12 _c | 48 _{b, c} | 130 |
| | | % | 13.9% | 12.6% | 8.0% | 6.2% | 8.4% | 9.5% |
| | Retail Trade | Count | 7 _a | 3 _a | 9 _{a, b} | 18 _b | 26 _a | 63 |
| | | % | 3.0% | 1.7% | 4.5% | 9.2% | 4.6% | 4.6% |
| | Manufacturing | Count | 31 _{a, b} | 34 _{b, c} | 46 _c | 25 _{a, b} | 77 _a | 213 |
| | | % | 13.4% | 19.5% | 22.9% | 12.8% | 13.5% | 15.5% |
| | Services | Count | 58 _a | 43 _a | 50 _a | 65 _{a, b} | 187 _b | 403 |
| | | % | 25.1% | 24.7% | 24.9% | 33.3% | 32.7% | 29.4% |
| | Other Industries | Count | 68 _a | 41 _{a, b, c} | 41 _{b, c} | 31 _c | 138 _{a, b} | 319 |
| | | % | 29.4% | 23.6% | 20.4% | 15.9% | 24.2% | 23.3% |
| | Total | Count | 231 | 174 | 201 | 195 | 571 | 1372 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

NOTE: Results that have the same letter are *not* significantly different.



Q2. Does your payroll department provide payroll functions at more than one job site? * W-2s Crosstabulation

| | | W-2s | | | | | Total |
|---|-----|-------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | |
| Q2. Does your payroll department provide payroll functions at more than one job site? | Yes | Count | 32 _a | 47 _b | 78 _c | 77 _c | 457 |
| | | % | 13.9% | 27.0% | 38.8% | 39.5% | 33.4% |
| | No | Count | 199 _a | 127 _b | 123 _c | 118 _c | 910 |
| | | % | 86.1% | 73.0% | 61.2% | 60.5% | 66.6% |
| Total | | Count | 231 | 174 | 201 | 195 | 1367 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q3. How many people are employed full-time in your payroll department? * W-2s Crosstabulation

| | | W-2s | | | | | Total |
|--|-----------|-------|------------------|-------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | |
| Q3. How many people are employed full-time in your payroll department? | 0 | Count | 5 _a | 1 _{a, b} | 0 _b | 0 _b | 9 |
| | | % | 2.2% | 0.6% | 0.0% | 0.0% | 0.8% |
| | 1 | Count | 143 _a | 82 _b | 10 _c | 2 _d | 302 |
| | | % | 61.9% | 47.1% | 5.0% | 1.0% | 26.3% |
| | 2 to 3 | Count | 58 _a | 75 _b | 110 _c | 14 _d | 366 |
| | | % | 25.1% | 43.1% | 54.7% | 7.2% | 31.8% |
| | 4 to 5 | Count | 5 _a | 12 _b | 55 _c | 42 _{c, d} | 173 |
| | | % | 2.2% | 6.9% | 27.4% | 21.5% | 15.0% |
| | 6 or more | Count | 20 _a | 4 _b | 26 _a | 137 _c | 300 |
| | | % | 8.7% | 2.3% | 12.9% | 70.3% | 26.1% |
| Total | | Count | 231 | 174 | 201 | 195 | 1150 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q3. How many people are employed part-time in your payroll department? (Convert part-time employees to full-time equivalents - FTE) * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------------------|-------|--------------------|-------------------|--------------------|--------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q3. How many people are employed part-time in your payroll department? (Convert part-time employees to full-time equivalents - FTE) | 0 / None reported | Count | 200 _a | 145 _a | 165 _a | 163 _a | 305 _a | 978 |
| | | % | 86.6% | 83.3% | 82.1% | 83.6% | 87.4% | 85.0% |
| | 0.1 to 1 | Count | 21 _{a, b} | 23 _b | 20 _{a, b} | 21 _{a, b} | 24 _a | 109 |
| | | % | 9.1% | 13.2% | 10.0% | 10.8% | 6.9% | 9.5% |
| | 2 to 3 | Count | 6 _{a, b} | 4 _{a, b} | 10 _b | 5 _{a, b} | 6 _a | 31 |
| | | % | 2.6% | 2.3% | 5.0% | 2.6% | 1.7% | 2.7% |
| | 4 or more | Count | 4 _a | 2 _a | 6 _a | 6 _a | 14 _a | 32 |
| | | % | 1.7% | 1.1% | 3.0% | 3.1% | 4.0% | 2.8% |
| | Total | Count | 231 | 174 | 201 | 195 | 349 | 1150 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q4. The highest level of education completed is high school or less for at least one full-time employee in the payroll department * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|-----------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q4. The highest level of education completed is high school or less for at least one full-time employee in the payroll department | No | Count | 146 _a | 93 _b | 77 _c | 28 _d | 124 _c | 468 |
| | | % | 64.0% | 53.8% | 38.3% | 14.4% | 36.2% | 41.1% |
| | Yes | Count | 82 _a | 80 _b | 124 _c | 167 _d | 219 _c | 672 |
| | | % | 36.0% | 46.2% | 61.7% | 85.6% | 63.8% | 58.9% |
| | Total | Count | 228 | 173 | 201 | 195 | 343 | 1140 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q4. The highest level of education completed is an Associate's degree for at least one full-time employee in the payroll department * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q4. The highest level of education completed is an Associate's degree for at least one full-time employee in the payroll department | No | Count | 156 _a | 112 _a | 107 _b | 74 _c | 183 _b | 632 |
| | | % | 68.4% | 64.7% | 53.2% | 37.9% | 53.4% | 55.4% |
| | Yes | Count | 72 _a | 61 _a | 94 _b | 121 _c | 160 _b | 508 |
| | | % | 31.6% | 35.3% | 46.8% | 62.1% | 46.6% | 44.6% |
| Total | Count | | 228 | 173 | 201 | 195 | 343 | 1140 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q4. The highest level of education completed is a Bachelor's degree for at least one full-time employee in the payroll department * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|-----------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q4. The highest level of education completed is a Bachelor's degree for at least one full-time employee in the payroll department | No | Count | 112 _a | 81 _a | 63 _b | 27 _c | 122 _b | 405 |
| | | % | 49.1% | 46.8% | 31.3% | 13.8% | 35.6% | 35.5% |
| | Yes | Count | 116 _a | 92 _a | 138 _b | 168 _c | 221 _b | 735 |
| | | % | 50.9% | 53.2% | 68.7% | 86.2% | 64.4% | 64.5% |
| Total | Count | | 228 | 173 | 201 | 195 | 343 | 1140 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q4. The highest level of education completed is a Master's degree or higher for at least one full-time employee in the payroll department * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|---------------------|------------------|------------------|------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q4. The highest level of education completed is a Master's degree or higher for at least one full-time employee in the payroll department | No | Count | 189 _{a, b} | 153 _b | 150 _c | 124 _d | 265 _{a, c} | 881 |
| | | % | 82.9% | 88.4% | 74.6% | 63.6% | 77.3% | 77.3% |
| | Yes | Count | 39 _{a, b} | 20 _b | 51 _c | 71 _d | 78 _{a, c} | 259 |
| | | % | 17.1% | 11.6% | 25.4% | 36.4% | 22.7% | 22.7% |
| Total | Count | | 228 | 173 | 201 | 195 | 343 | 1140 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q5. At least one person in the department holds Certified Payroll Professional (CPP) certification
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|--|-----|-------|------------------|-----------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds Certified Payroll Professional (CPP) certification | No | Count | 84 _a | 66 _a | 42 _b | 30 _b | 86 _c | 308 |
| | | % | 43.8% | 46.8% | 24.4% | 16.2% | 34.5% | 32.8% |
| | Yes | Count | 108 _a | 75 _a | 130 _b | 155 _b | 163 _c | 631 |
| | | % | 56.3% | 53.2% | 75.6% | 83.8% | 65.5% | 67.2% |
| Total | | Count | 192 | 141 | 172 | 185 | 249 | 939 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Fundamental Payroll Certification (FPC) certification
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|------------------|---------------------|---------------------|------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds Fundamental Payroll Certification (FPC) certification | No | Count | 173 _a | 112 _{b, c} | 143 _{a, c} | 130 _d | 188 _{b, d} | 746 |
| | | % | 90.1% | 80.6% | 84.1% | 70.3% | 75.5% | 79.8% |
| | Yes | Count | 19 _a | 27 _{b, c} | 27 _{a, c} | 55 _d | 61 _{b, d} | 189 |
| | | % | 9.9% | 19.4% | 15.9% | 29.7% | 24.5% | 20.2% |
| Total | | Count | 192 | 139 | 170 | 185 | 249 | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Certified Public Accountant (CPA) certification
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|---------------------|------------------|---------------------|------------------|------------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds Certified Public Accountant (CPA) certification | No | Count | 172 _{a, b} | 133 _c | 159 _{b, c} | 161 _a | 226 _{a, b, c} | 851 |
| | | % | 89.6% | 95.7% | 93.5% | 87.0% | 90.8% | 91.0% |
| | Yes | Count | 20 _{a, b} | 6 _c | 11 _{b, c} | 24 _a | 23 _{a, b, c} | 84 |
| | | % | 10.4% | 4.3% | 6.5% | 13.0% | 9.2% | 9.0% |
| Total | | Count | 192 | 139 | 170 | 185 | 249 | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Certified Compensation Professional (CCP) certification
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds Certified Compensation Professional (CCP) certification | No | Count | 191 _a | 138 _a | 167 _a | 184 _a | 248 _a | 928 |
| | | % | 99.5% | 99.3% | 98.2% | 99.5% | 99.6% | 99.3% |
| | Yes | Count | 1 _a | 1 _a | 3 _a | 1 _a | 1 _a | 7 |
| | | % | 0.5% | 0.7% | 1.8% | 0.5% | 0.4% | 0.7% |
| Total | | Count | 192 | 139 | 170 | 185 | 249 | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Professional in Human Resources (PHR) certification
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|---------------------|---------------------|------------------|---------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds Professional in Human Resources (PHR) certification | No | Count | 180 _{a, b} | 132 _{a, b} | 164 _b | 171 _{a, b} | 228 _a | 875 |
| | | % | 93.8% | 95.0% | 96.5% | 92.4% | 91.6% | 93.6% |
| | Yes | Count | 12 _{a, b} | 7 _{a, b} | 6 _b | 14 _{a, b} | 21 _a | 60 |
| | | % | 6.3% | 5.0% | 3.5% | 7.6% | 8.4% | 6.4% |
| Total | | Count | 192 | 139 | 170 | 185 | 249 | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Senior Professional in Human Resources (SPHR) certification * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds Senior Professional in Human Resources (SPHR) certification | No | Count | 187 _a | 138 _a | 166 _a | 182 _a | 244 _a | 917 |
| | | % | 97.4% | 99.3% | 97.6% | 98.4% | 98.0% | 98.1% |
| | Yes | Count | 5 _a | 1 _a | 4 _a | 3 _a | 5 _a | 18 |
| | | % | 2.6% | 0.7% | 2.4% | 1.6% | 2.0% | 1.9% |
| Total | | Count | 192 | 139 | 170 | 185 | 249 | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q5. At least one person in the department holds Certified Employee Benefit Specialist (CEBS) certification * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds Certified Employee Benefit Specialist (CEBS) certification | No | Count | 190 _a | 139 _a | 167 _a | 182 _a | 247 _a | 925 |
| | | % | 99.0% | 100.0% | 98.2% | 98.4% | 99.2% | 98.9% |
| | Yes | Count | 2 _a | 0 _a | 3 _a | 3 _a | 2 _a | 10 |
| | | % | 1.0% | 0.0% | 1.8% | 1.6% | 0.8% | 1.1% |
| Total | | Count | 192 | 139 | 170 | 185 | 249 | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Certified Accounts Payable Professional (CAPP) certification * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds Certified Accounts Payable Professional (CAPP) certification | No | Count | 192 _a | 139 _a | 170 _a | 185 _a | 249 _a | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Total | | Count | 192 | 139 | 170 | 185 | 249 | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Certified Accounts Payable Associate (CAPA) certification * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds Certified Accounts Payable Associate (CAPA) certification | No | Count | 192 _a | 139 _a | 169 _a | 183 _a | 249 _a | 932 |
| | | % | 100.0% | 100.0% | 99.4% | 99.5% | 100.0% | 99.8% |
| | Yes | Count | 0 _a | 0 _a | 1 _a | 1 _a | 0 _a | 2 |
| | | % | 0.0% | 0.0% | 0.6% | 0.5% | 0.0% | 0.2% |
| Total | | Count | 192 | 139 | 170 | 184 | 249 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q5. At least one person in the department holds SHRM Certified Professional (SHRM-CP)
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds SHRM Certified Professional (SHRM-CP) | No | Count | 185 _a | 134 _a | 164 _a | 178 _a | 238 _a | 899 |
| | | % | 96.4% | 96.4% | 96.5% | 96.2% | 95.6% | 96.1% |
| | Yes | Count | 7 _a | 5 _a | 6 _a | 7 _a | 11 _a | 36 |
| | | % | 3.6% | 3.6% | 3.5% | 3.8% | 4.4% | 3.9% |
| Total | | Count | 192 | 139 | 170 | 185 | 249 | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds SHRM Senior Certified Professional (SHRM-SCP)
*** W-2s Crosstabulation**

| | | W-2s | | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q5. At least one person in the department holds SHRM Senior Certified Professional (SHRM-SCP) | No | Count | 188 _a | 138 _a | 167 _a | 184 _a | 247 _a | 924 |
| | | % | 97.9% | 99.3% | 98.2% | 99.5% | 99.2% | 98.8% |
| | Yes | Count | 4 _a | 1 _a | 3 _a | 1 _a | 2 _a | 11 |
| | | % | 2.1% | 0.7% | 1.8% | 0.5% | 0.8% | 1.2% |
| Total | | Count | 192 | 139 | 170 | 185 | 249 | 935 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q6. On average, how many hours of professional development on payroll-related issues are offered each year to ENTRY-LEVEL payroll staff? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-------------------|--------|------------------|-------------------|--------------------|-----------------|--------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to ENTRY-LEVEL payroll staff? | 0 / None reported | Count | 183 _a | 136 _a | 109 _b | 65 _c | 143 _b | 636 |
| | | % | 81.7% | 80.0% | 58.3% | 34.0% | 55.4% | 61.7% |
| | 1 to 9 hours | Count | 12 _a | 7 _a | 24 _b | 32 _b | 28 _b | 103 |
| | | % | 5.4% | 4.1% | 12.8% | 16.8% | 10.9% | 10.0% |
| | 10 to 19 hours | Count | 11 _a | 9 _{a, b} | 20 _{b, c} | 29 _c | 26 _{b, c} | 95 |
| | | % | 4.9% | 5.3% | 10.7% | 15.2% | 10.1% | 9.2% |
| | 20 to 29 hours | Count | 7 _a | 6 _a | 17 _{b, c} | 25 _c | 18 _{a, b} | 73 |
| | | % | 3.1% | 3.5% | 9.1% | 13.1% | 7.0% | 7.1% |
| | 30 to 49 hours | Count | 6 _a | 7 _{a, b} | 13 _{b, c} | 27 _d | 31 _{c, d} | 84 |
| | | % | 2.7% | 4.1% | 7.0% | 14.1% | 12.0% | 8.2% |
| | 50 or more hours | Count | 5 _a | 5 _{a, b} | 4 _a | 13 _b | 12 _{a, b} | 39 |
| | | % | 2.2% | 2.9% | 2.1% | 6.8% | 4.7% | 3.8% |
| Total | Count | 224 | 170 | 187 | 191 | 258 | 1030 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q6. On average, how many hours of professional development on payroll-related issues are offered each year to INTERMEDIATE-LEVEL payroll staff? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-------------------|--------|--------------------|----------------------|-----------------------|--------------------|--------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to INTERMEDIATE-LEVEL payroll staff? | 0 / None reported | Count | 151 _a | 111 _a | 85 _b | 42 _c | 119 _b | 508 |
| | | % | 67.4% | 65.3% | 45.5% | 22.0% | 46.1% | 49.3% |
| | 1 to 9 hours | Count | 17 _a | 12 _a | 25 _{a, b} | 35 _b | 26 _a | 115 |
| | | % | 7.6% | 7.1% | 13.4% | 18.3% | 10.1% | 11.2% |
| | 10 to 19 hours | Count | 13 _a | 11 _{a, b} | 27 _c | 34 _c | 31 _{b, c} | 116 |
| | | % | 5.8% | 6.5% | 14.4% | 17.8% | 12.0% | 11.3% |
| | 20 to 29 hours | Count | 13 _a | 16 _{a, b} | 23 _{b, c} | 33 _c | 22 _{a, b} | 107 |
| | | % | 5.8% | 9.4% | 12.3% | 17.3% | 8.5% | 10.4% |
| | 30 to 49 hours | Count | 21 _{a, b} | 12 _b | 21 _{a, b, c} | 30 _{a, c} | 40 _c | 124 |
| | | % | 9.4% | 7.1% | 11.2% | 15.7% | 15.5% | 12.0% |
| | 50 or more hours | Count | 9 _{a, b} | 8 _{a, b, c} | 6 _b | 17 _c | 20 _{a, c} | 60 |
| | | % | 4.0% | 4.7% | 3.2% | 8.9% | 7.8% | 5.8% |
| Total | Count | 224 | 170 | 187 | 191 | 258 | 1030 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q6. On average, how many hours of professional development on payroll-related issues are offered each year to SENIOR-LEVEL payroll staff? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-------------------|--------|--------------------|--------------------|--------------------|-----------------|-----------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to SENIOR-LEVEL payroll staff? | 0 / None reported | Count | 153 _a | 104 _a | 86 _b | 45 _c | 115 _b | 503 |
| | | % | 68.3% | 61.2% | 46.0% | 23.6% | 44.6% | 48.8% |
| | 1 to 9 hours | Count | 10 _a | 13 _a | 16 _a | 17 _a | 18 _a | 74 |
| | | % | 4.5% | 7.6% | 8.6% | 8.9% | 7.0% | 7.2% |
| | 10 to 19 hours | Count | 15 _{a, b} | 9 _b | 22 _{a, c} | 25 _c | 27 _{a, b, c} | 98 |
| | | % | 6.7% | 5.3% | 11.8% | 13.1% | 10.5% | 9.5% |
| | 20 to 29 hours | Count | 13 _a | 14 _{a, b} | 21 _{b, c} | 31 _c | 28 _{b, c} | 107 |
| | | % | 5.8% | 8.2% | 11.2% | 16.2% | 10.9% | 10.4% |
| | 30 to 49 hours | Count | 24 _a | 17 _a | 31 _{a, b} | 43 _b | 42 _{a, b} | 157 |
| | | % | 10.7% | 10.0% | 16.6% | 22.5% | 16.3% | 15.2% |
| | 50 or more hours | Count | 9 _a | 13 _{a, b} | 11 _{a, b} | 30 _c | 28 _{b, c} | 91 |
| | | % | 4.0% | 7.6% | 5.9% | 15.7% | 10.9% | 8.8% |
| Total | Count | 224 | 170 | 187 | 191 | 258 | 1030 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q6. On average, how many hours of professional development on payroll-related issues are offered each year to CERTIFIED payroll staff? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-------------------|--------|--------------------|--------------------|--------------------|-----------------|--------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to CERTIFIED payroll staff? | 0 / None reported | Count | 130 _a | 89 _{a, b} | 70 _c | 43 _d | 123 _b | 455 |
| | | % | 58.0% | 52.4% | 37.4% | 22.5% | 47.7% | 44.2% |
| | 1 to 9 hours | Count | 8 _a | 7 _a | 3 _a | 5 _a | 8 _a | 31 |
| | | % | 3.6% | 4.1% | 1.6% | 2.6% | 3.1% | 3.0% |
| | 10 to 19 hours | Count | 7 _a | 11 _{a, b} | 15 _b | 15 _b | 14 _{a, b} | 62 |
| | | % | 3.1% | 6.5% | 8.0% | 7.9% | 5.4% | 6.0% |
| | 20 to 29 hours | Count | 30 _a | 19 _a | 30 _a | 29 _a | 44 _a | 152 |
| | | % | 13.4% | 11.2% | 16.0% | 15.2% | 17.1% | 14.8% |
| | 30 to 49 hours | Count | 35 _{a, b} | 31 _{a, b} | 42 _{b, c} | 58 _c | 38 _a | 204 |
| | | % | 15.6% | 18.2% | 22.5% | 30.4% | 14.7% | 19.8% |
| | 50 or more hours | Count | 14 _a | 13 _{a, b} | 27 _{c, d} | 41 _d | 31 _{b, c} | 126 |
| | | % | 6.3% | 7.6% | 14.4% | 21.5% | 12.0% | 12.2% |
| Total | Count | 224 | 170 | 187 | 191 | 258 | 1030 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q7. What is your budget for training and education of payroll staff for the current fiscal year?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------------------|-------|-----------------|-----------------|--------------------|--------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q7. What is your budget for training and education of payroll staff for the current fiscal year? | \$0 | Count | 83 _a | 58 _a | 62 _a | 34 _b | 88 _a | 325 |
| | | % | 36.9% | 33.9% | 32.1% | 17.8% | 39.8% | 32.5% |
| | \$1 - \$999 | Count | 33 _a | 21 _a | 12 _b | 6 _b | 11 _b | 83 |
| | | % | 14.7% | 12.3% | 6.2% | 3.1% | 5.0% | 8.3% |
| | \$1,000 - \$1,999 | Count | 39 _a | 21 _a | 12 _{b, c} | 8 _c | 25 _{a, b} | 105 |
| | | % | 17.3% | 12.3% | 6.2% | 4.2% | 11.3% | 10.5% |
| | \$2,000 - \$4,999 | Count | 39 _a | 33 _a | 38 _a | 32 _{a, b} | 24 _b | 166 |
| | | % | 17.3% | 19.3% | 19.7% | 16.8% | 10.9% | 16.6% |
| | \$5,000 - \$9,999 | Count | 22 _a | 20 _a | 46 _{b, c} | 53 _c | 42 _b | 183 |
| | | % | 9.8% | 11.7% | 23.8% | 27.7% | 19.0% | 18.3% |
| | \$10,000 + | Count | 9 _a | 18 _b | 23 _b | 58 _c | 31 _b | 139 |
| | | % | 4.0% | 10.5% | 11.9% | 30.4% | 14.0% | 13.9% |
| Total | Count | | 225 | 171 | 193 | 191 | 221 | 1001 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q8. Where does the payroll function report in your organization? (Check only ONE) * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|--|--------|-----------------------|-----------------|-----------------------|------------------|--------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q8. Where does the payroll function report in your organization? (Check only ONE) | Payroll is a stand-alone department | Count | 19 _a | 7 _a | 9 _a | 17 _a | 13 _a | 65 |
| | | % | 8.3% | 4.0% | 4.5% | 8.7% | 5.6% | 6.3% |
| | Payroll is a unit within the human resources department | Count | 65 _{a, b, c} | 64 _c | 58 _{a, b, c} | 40 _b | 67 _{a, c} | 294 |
| | | % | 28.3% | 36.8% | 29.0% | 20.5% | 28.9% | 28.5% |
| | Payroll is a unit within an accounting or finance department | Count | 133 _a | 99 _a | 123 _a | 105 _a | 137 _a | 597 |
| | | % | 57.8% | 56.9% | 61.5% | 53.8% | 59.1% | 57.9% |
| | Payroll is a unit within a shared services department | Count | 6 _{a, b} | 2 _b | 7 _{a, b} | 27 _c | 12 _a | 54 |
| | | % | 2.6% | 1.1% | 3.5% | 13.8% | 5.2% | 5.2% |
| | Other | Count | 7 _a | 2 _a | 3 _a | 6 _a | 3 _a | 21 |
| | | % | 3.0% | 1.1% | 1.5% | 3.1% | 1.3% | 2.0% |
| Total | Count | 230 | 174 | 200 | 195 | 232 | 1031 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q9. Which methods are used to input payroll data? - Batch input by payroll * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|------------------|---------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q9. Which methods are used to input payroll data? - Batch input by payroll | No | Count | 126 _a | 62 _b | 72 _b | 85 _{b, c} | 113 _{a, c} | 458 |
| | | % | 54.5% | 35.6% | 36.0% | 43.6% | 48.9% | 44.4% |
| | Yes | Count | 105 _a | 112 _b | 128 _b | 110 _{b, c} | 118 _{a, c} | 573 |
| | | % | 45.5% | 64.4% | 64.0% | 56.4% | 51.1% | 55.6% |
| | Total | Count | 231 | 174 | 200 | 195 | 231 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - System input by payroll * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|---------------------|---------------------|------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q9. Which methods are used to input payroll data? - System input by payroll | No | Count | 157 _a | 107 _{a, b} | 95 _{c, d} | 80 _d | 127 _{b, c} | 566 |
| | | % | 68.0% | 61.5% | 47.5% | 41.0% | 55.0% | 54.9% |
| | Yes | Count | 74 _a | 67 _{a, b} | 105 _{c, d} | 115 _d | 104 _{b, c} | 465 |
| | | % | 32.0% | 38.5% | 52.5% | 59.0% | 45.0% | 45.1% |
| Total | | Count | 231 | 174 | 200 | 195 | 231 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Batch input by others * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q9. Which methods are used to input payroll data? - Batch input by others | No | Count | 228 _a | 145 _b | 171 _b | 140 _c | 193 _b | 877 |
| | | % | 98.7% | 83.3% | 85.5% | 71.8% | 83.5% | 85.1% |
| | Yes | Count | 3 _a | 29 _b | 29 _b | 55 _c | 38 _b | 154 |
| | | % | 1.3% | 16.7% | 14.5% | 28.2% | 16.5% | 14.9% |
| Total | | Count | 231 | 174 | 200 | 195 | 231 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - File transfers by payroll * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|-----------------------|------------------|------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q9. Which methods are used to input payroll data? - File transfers by payroll | No | Count | 170 _a | 95 _{b, c, d} | 113 _d | 87 _c | 147 _{b, d} | 612 |
| | | % | 73.6% | 54.6% | 56.5% | 44.6% | 63.6% | 59.4% |
| | Yes | Count | 61 _a | 79 _{b, c, d} | 87 _d | 108 _c | 84 _{b, d} | 419 |
| | | % | 26.4% | 45.4% | 43.5% | 55.4% | 36.4% | 40.6% |
| Total | | Count | 231 | 174 | 200 | 195 | 231 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - File transfers from internal systems
*** W-2s Crosstabulation**

| W-2s | | | | | | | | |
|--|-----|-------|------------------|------------------|------------------|------------------|---------------------|--------|
| | | | W-2s | | | | | |
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q9. Which methods are used to input payroll data? - File transfers from internal systems | No | Count | 196 _a | 127 _b | 123 _c | 85 _d | 158 _{b, c} | 689 |
| | | % | 84.8% | 73.0% | 61.5% | 43.6% | 68.4% | 66.8% |
| | Yes | Count | 35 _a | 47 _b | 77 _c | 110 _d | 73 _{b, c} | 342 |
| | | % | 15.2% | 27.0% | 38.5% | 56.4% | 31.6% | 33.2% |
| Total | | Count | 231 | 174 | 200 | 195 | 231 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - File transfers from external systems
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|--|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q9. Which methods are used to input payroll data? - File transfers from external systems | No | Count | 204 _a | 133 _b | 128 _c | 102 _d | 175 _b | 742 |
| | | % | 88.3% | 76.4% | 64.0% | 52.3% | 75.8% | 72.0% |
| | Yes | Count | 27 _a | 41 _b | 72 _c | 93 _d | 56 _b | 289 |
| | | % | 11.7% | 23.6% | 36.0% | 47.7% | 24.2% | 28.0% |
| Total | | Count | 231 | 174 | 200 | 195 | 231 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - System input by others * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q9. Which methods are used to input payroll data? - System input by others | No | Count | 212 _a | 152 _a | 155 _b | 141 _b | 183 _b | 843 |
| | | % | 91.8% | 87.4% | 77.5% | 72.3% | 79.2% | 81.8% |
| | Yes | Count | 19 _a | 22 _a | 45 _b | 54 _b | 48 _b | 188 |
| | | % | 8.2% | 12.6% | 22.5% | 27.7% | 20.8% | 18.2% |
| Total | | Count | 231 | 174 | 200 | 195 | 231 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Voice response by employees * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|---------------------|------------------|------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q9. Which methods are used to input payroll data? - Voice response by employees | No | Count | 230 _a | 172 _{a, b} | 200 _a | 189 _b | 229 _{a, b} | 1020 |
| | | % | 99.6% | 98.9% | 100.0% | 96.9% | 99.1% | 98.9% |
| | Yes | Count | 1 _a | 2 _{a, b} | 0 _a | 6 _b | 2 _{a, b} | 11 |
| | | % | 0.4% | 1.1% | 0.0% | 3.1% | 0.9% | 1.1% |
| Total | Count | | 231 | 174 | 200 | 195 | 231 | 1031 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Web-based input by payroll * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|---------------------|------------------|------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q9. Which methods are used to input payroll data? - Web-based input by payroll | No | Count | 145 _a | 121 _{a, b} | 145 _b | 120 _a | 161 _{a, b} | 692 |
| | | % | 62.8% | 69.5% | 72.5% | 61.5% | 69.7% | 67.1% |
| | Yes | Count | 86 _a | 53 _{a, b} | 55 _b | 75 _a | 70 _{a, b} | 339 |
| | | % | 37.2% | 30.5% | 27.5% | 38.5% | 30.3% | 32.9% |
| Total | Count | | 231 | 174 | 200 | 195 | 231 | 1031 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Web-based input by managers (self-service) * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|---------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q9. Which methods are used to input payroll data? - Web-based input by managers (self-service) | No | Count | 198 _a | 135 _b | 143 _{b, c} | 124 _c | 169 _b | 769 |
| | | % | 85.7% | 77.6% | 71.5% | 63.6% | 73.2% | 74.6% |
| | Yes | Count | 33 _a | 39 _b | 57 _{b, c} | 71 _c | 62 _b | 262 |
| | | % | 14.3% | 22.4% | 28.5% | 36.4% | 26.8% | 25.4% |
| Total | Count | | 231 | 174 | 200 | 195 | 231 | 1031 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

**Q9. Which methods are used to input payroll data? - Web-based input by employees (self-service)
* W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|------------------|---------------------|---------------------|------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q9. Which methods are used to input payroll data? - Web-based input by employees (self-service) | No | Count | 171 _a | 121 _{a, b} | 127 _{b, c} | 105 _c | 155 _{a, b} | 679 |
| | | % | 74.0% | 69.5% | 63.5% | 53.8% | 67.1% | 65.9% |
| | Yes | Count | 60 _a | 53 _{a, b} | 73 _{b, c} | 90 _c | 76 _{a, b} | 352 |
| | | % | 26.0% | 30.5% | 36.5% | 46.2% | 32.9% | 34.1% |
| Total | | Count | 231 | 174 | 200 | 195 | 231 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Other * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q9. Which methods are used to input payroll data? - Other | No | Count | 226 _a | 172 _a | 198 _a | 190 _a | 229 _a | 1015 |
| | | % | 97.8% | 98.9% | 99.0% | 97.4% | 99.1% | 98.4% |
| | Yes | Count | 5 _a | 2 _a | 2 _a | 5 _a | 2 _a | 16 |
| | | % | 2.2% | 1.1% | 1.0% | 2.6% | 0.9% | 1.6% |
| Total | | Count | 231 | 174 | 200 | 195 | 231 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q10. Which of the following pay frequencies does your organization use? - Weekly * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|------------------|---------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q10. Which of the following pay frequencies does your organization use? - Weekly | No | Count | 193 _a | 140 _{a, b} | 148 _b | 115 _c | 170 _b | 766 |
| | | % | 83.9% | 80.5% | 73.6% | 59.3% | 73.6% | 74.4% |
| | Yes | Count | 37 _a | 34 _{a, b} | 53 _b | 79 _c | 61 _b | 264 |
| | | % | 16.1% | 19.5% | 26.4% | 40.7% | 26.4% | 25.6% |
| Total | | Count | 230 | 174 | 201 | 194 | 231 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q10. Which of the following pay frequencies does your organization use? - Biweekly * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|---------------------|------------------|------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q10. Which of the following pay frequencies does your organization use? - Biweekly | No | Count | 75 _a | 48 _{a, b} | 28 _c | 26 _c | 47 _{b, c} | 224 |
| | | % | 32.6% | 27.6% | 13.9% | 13.4% | 20.3% | 21.7% |
| | Yes | Count | 155 _a | 126 _{a, b} | 173 _c | 168 _c | 184 _{b, c} | 806 |
| | | % | 67.4% | 72.4% | 86.1% | 86.6% | 79.7% | 78.3% |
| Total | Count | | 230 | 174 | 201 | 194 | 231 | 1030 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q10. Which of the following pay frequencies does your organization use? - Semimonthly * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|---------------------|------------------|------------------|---------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q10. Which of the following pay frequencies does your organization use? - Semimonthly | No | Count | 169 _{a, b} | 109 _c | 158 _b | 130 _{a, c} | 162 _{a, c} | 728 |
| | | % | 73.5% | 62.6% | 78.6% | 67.0% | 70.1% | 70.7% |
| | Yes | Count | 61 _{a, b} | 65 _c | 43 _b | 64 _{a, c} | 69 _{a, c} | 302 |
| | | % | 26.5% | 37.4% | 21.4% | 33.0% | 29.9% | 29.3% |
| Total | Count | | 230 | 174 | 201 | 194 | 231 | 1030 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q10. Which of the following pay frequencies does your organization use? - Monthly * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|---------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q10. Which of the following pay frequencies does your organization use? - Monthly | No | Count | 203 _a | 140 _b | 158 _b | 130 _c | 170 _{b, c} | 801 |
| | | % | 88.3% | 80.5% | 78.6% | 67.0% | 73.6% | 77.8% |
| | Yes | Count | 27 _a | 34 _b | 43 _b | 64 _c | 61 _{b, c} | 229 |
| | | % | 11.7% | 19.5% | 21.4% | 33.0% | 26.4% | 22.2% |
| Total | Count | | 230 | 174 | 201 | 194 | 231 | 1030 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q10. Which of the following pay frequencies does your organization use? - Other * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q10. Which of the following pay frequencies does your organization use? - Other | No | Count | 226 _a | 172 _a | 198 _a | 190 _a | 227 _a | 1013 |
| | | % | 98.3% | 98.9% | 98.5% | 97.9% | 98.3% | 98.3% |
| | Yes | Count | 4 _a | 2 _a | 3 _a | 4 _a | 4 _a | 17 |
| | | % | 1.7% | 1.1% | 1.5% | 2.1% | 1.7% | 1.7% |
| | Total | Count | 230 | 174 | 201 | 194 | 231 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q11. What is the pay frequency of the largest payroll? (Check only ONE) * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------------|-------|------------------------|------------------|------------------|---------------------|------------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q11. What is the pay frequency of the largest payroll? (Check only ONE) | Weekly | Count | 19 _a | 19 _a | 21 _a | 25 _a | 27 _a | 111 |
| | | % | 8.2% | 10.9% | 10.4% | 13.0% | 11.7% | 10.8% |
| | Biweekly | Count | 145 _{a, b, c} | 103 _c | 143 _b | 118 _{a, c} | 149 _{a, b, c} | 658 |
| | | % | 62.8% | 59.2% | 71.1% | 61.1% | 64.5% | 63.9% |
| | Semimonthly | Count | 54 _a | 42 _a | 20 _b | 34 _a | 38 _a | 188 |
| | | % | 23.4% | 24.1% | 10.0% | 17.6% | 16.5% | 18.3% |
| | Monthly | Count | 12 _a | 10 _a | 17 _a | 16 _a | 16 _a | 71 |
| | | % | 5.2% | 5.7% | 8.5% | 8.3% | 6.9% | 6.9% |
| | Other | Count | 1 _a | 0 _a | 0 _a | 0 _a | 1 _a | 2 |
| | | % | 0.4% | 0.0% | 0.0% | 0.0% | 0.4% | 0.2% |
| | Total | Count | 231 | 174 | 201 | 193 | 231 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q12. Approximately what percentage of your organization's payroll is delivered by direct deposit?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|------------|-------|------------------|------------------|--------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q12. Approximately what percentage of your organization's payroll is delivered by direct deposit? | 0% | Count | 3 _a | 0 _a | 0 _a | 2 _a | 0 _a | 5 |
| | | % | 1.3% | 0.0% | 0.0% | 1.0% | 0.0% | 0.5% |
| | 1% to 33% | Count | 1 _a | 2 _a | 1 _a | 1 _a | 1 _a | 6 |
| | | % | 0.4% | 1.1% | 0.5% | 0.5% | 0.4% | 0.6% |
| | 34% to 66% | Count | 0 _a | 5 _b | 15 _{c, d} | 20 _d | 9 _{b, c} | 49 |
| | | % | 0.0% | 2.9% | 7.5% | 10.3% | 3.9% | 4.8% |
| | 67% to 99% | Count | 112 _a | 130 _b | 165 _b | 161 _b | 182 _b | 750 |
| | | % | 48.5% | 74.7% | 82.1% | 82.6% | 79.8% | 72.9% |
| | 100% | Count | 115 _a | 37 _b | 20 _{c, d} | 11 _d | 36 _{b, c} | 219 |
| | | % | 49.8% | 21.3% | 10.0% | 5.6% | 15.8% | 21.3% |
| Total | Count | | 231 | 174 | 201 | 195 | 228 | 1029 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q12. Approximately what percentage of your organization's payroll is delivered by paper paycheck?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|------------|-------|------------------|-------------------|---------------------|-------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q12. Approximately what percentage of your organization's payroll is delivered by paper paycheck? | 0% | Count | 120 _a | 50 _b | 34 _{c, d} | 23 _d | 54 _{b, c} | 281 |
| | | % | 51.9% | 28.7% | 16.9% | 11.8% | 23.7% | 27.3% |
| | 1% to 33% | Count | 107 _a | 121 _b | 155 _{b, c} | 162 _c | 168 _b | 713 |
| | | % | 46.3% | 69.5% | 77.1% | 83.1% | 73.7% | 69.3% |
| | 34% to 66% | Count | 0 _a | 2 _{a, b} | 11 _c | 9 _{b, c} | 5 _{b, c} | 27 |
| | | % | 0.0% | 1.1% | 5.5% | 4.6% | 2.2% | 2.6% |
| | 67% to 99% | Count | 1 _a | 1 _a | 1 _a | 1 _a | 1 _a | 5 |
| | | % | 0.4% | 0.6% | 0.5% | 0.5% | 0.4% | 0.5% |
| | 100% | Count | 3 _a | 0 _a | 0 _a | 0 _a | 0 _a | 3 |
| | | % | 1.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.3% |
| Total | Count | | 231 | 174 | 201 | 195 | 228 | 1029 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q12. Approximately what percentage of your organization's payroll is delivered by paycard?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|------------|-------|------------------|-------------------|-------------------|------------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q12. Approximately what percentage of your organization's payroll is delivered by paycard? | 0% | Count | 222 _a | 148 _b | 148 _c | 114 _d | 173 _e | 805 |
| | | % | 96.1% | 85.1% | 73.6% | 58.5% | 75.9% | 78.2% |
| | 1% to 33% | Count | 9 _a | 25 _b | 51 _c | 73 _d | 53 _e | 211 |
| | | % | 3.9% | 14.4% | 25.4% | 37.4% | 23.2% | 20.5% |
| | 34% to 66% | Count | 0 _a | 1 _{a, b} | 2 _{a, b} | 6 _b | 2 _{a, b} | 11 |
| | | % | 0.0% | 0.6% | 1.0% | 3.1% | 0.9% | 1.1% |
| | 67% to 99% | Count | 0 _a | 0 _a | 0 _a | 2 _a | 0 _a | 2 |
| | | % | 0.0% | 0.0% | 0.0% | 1.0% | 0.0% | 0.2% |
| | Total | Count | 231 | 174 | 201 | 195 | 228 | 1029 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q12. Approximately what percentage of your organization's payroll is delivered by other?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|------------|-------|------------------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q12. Approximately what percentage of your organization's payroll is delivered by other? | 0% | Count | 230 _a | 172 _a | 199 _a | 191 _a | 223 _a | 1015 |
| | | % | 99.6% | 98.9% | 99.0% | 97.9% | 97.8% | 98.6% |
| | 1% to 33% | Count | 1 _a | 1 _a | 2 _a | 4 _a | 5 _a | 13 |
| | | % | 0.4% | 0.6% | 1.0% | 2.1% | 2.2% | 1.3% |
| | 34% to 66% | Count | 0 _a | 1 _a | 0 _a | 0 _a | 0 _a | 1 |
| | | % | 0.0% | 0.6% | 0.0% | 0.0% | 0.0% | 0.1% |
| | Total | Count | 231 | 174 | 201 | 195 | 228 | 1029 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q13. Approximately what percentage of your organization's pay statements are delivered by e-mail?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|------------|-------|--------------------|---------------------|------------------|-------------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q13. Approximately what percentage of your organization's pay statements are delivered by e-mail? | 0% | Count | 186 _a | 146 _{a, b} | 180 _b | 172 _b | 55 _b | 739 |
| | | % | 80.9% | 83.9% | 89.6% | 88.2% | 91.7% | 85.9% |
| | 1% to 33% | Count | 10 _a | 6 _a | 9 _a | 10 _a | 0 _a | 35 |
| | | % | 4.3% | 3.4% | 4.5% | 5.1% | 0.0% | 4.1% |
| | 34% to 66% | Count | 2 _a | 1 _a | 3 _a | 2 _a | 0 _a | 8 |
| | | % | 0.9% | 0.6% | 1.5% | 1.0% | 0.0% | 0.9% |
| | 67% to 99% | Count | 12 _{a, b} | 18 _b | 8 _a | 7 _a | 2 _{a, b} | 47 |
| | | % | 5.2% | 10.3% | 4.0% | 3.6% | 3.3% | 5.5% |
| | 100% | Count | 20 _a | 3 _{b, c} | 1 _c | 4 _{b, c} | 3 _{a, b} | 31 |
| | | % | 8.7% | 1.7% | 0.5% | 2.1% | 5.0% | 3.6% |
| Total | Count | | 230 | 174 | 201 | 195 | 60 | 860 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q13. Approximately what percentage of your organization's pay statements are delivered by self-service posting? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|------------|-------|------------------|--------------------|--------------------|--------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q13. Approximately what percentage of your organization's pay statements are delivered by self-service posting? | 0% | Count | 102 _a | 47 _b | 35 _c | 22 _c | 11 _{b, c} | 217 |
| | | % | 44.3% | 27.0% | 17.4% | 11.3% | 18.3% | 25.2% |
| | 1% to 33% | Count | 7 _a | 7 _a | 20 _b | 11 _{a, b} | 3 _{a, b} | 48 |
| | | % | 3.0% | 4.0% | 10.0% | 5.6% | 5.0% | 5.6% |
| | 34% to 66% | Count | 4 _a | 10 _b | 17 _b | 14 _b | 1 _{a, b} | 46 |
| | | % | 1.7% | 5.7% | 8.5% | 7.2% | 1.7% | 5.3% |
| | 67% to 99% | Count | 31 _a | 44 _b | 50 _b | 88 _c | 14 _{a, b} | 227 |
| | | % | 13.5% | 25.3% | 24.9% | 45.1% | 23.3% | 26.4% |
| | 100% | Count | 86 _a | 66 _{a, b} | 79 _{a, b} | 60 _a | 31 _b | 322 |
| | | % | 37.4% | 37.9% | 39.3% | 30.8% | 51.7% | 37.4% |
| Total | Count | | 230 | 174 | 201 | 195 | 60 | 860 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q13. Approximately what percentage of your organization's pay statements are delivered by paper pay statements? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|------------|-------|------------------|--------------------|-----------------|--------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q13. Approximately what percentage of your organization's pay statements are delivered by paper pay statements? | 0% | Count | 117 _a | 78 _{a, b} | 83 _b | 71 _b | 35 _a | 384 |
| | | % | 50.9% | 44.8% | 41.3% | 36.4% | 58.3% | 44.7% |
| | 1% to 33% | Count | 41 _a | 60 _b | 59 _b | 92 _c | 16 _{a, b} | 268 |
| | | % | 17.8% | 34.5% | 29.4% | 47.2% | 26.7% | 31.2% |
| | 34% to 66% | Count | 5 _a | 12 _{b, c} | 19 _c | 14 _{b, c} | 1 _{a, b} | 51 |
| | | % | 2.2% | 6.9% | 9.5% | 7.2% | 1.7% | 5.9% |
| | 67% to 99% | Count | 13 _a | 9 _a | 22 _b | 12 _{a, b} | 3 _{a, b} | 59 |
| | | % | 5.7% | 5.2% | 10.9% | 6.2% | 5.0% | 6.9% |
| | 100% | Count | 54 _a | 15 _b | 18 _b | 6 _c | 5 _{b, c} | 98 |
| | | % | 23.5% | 8.6% | 9.0% | 3.1% | 8.3% | 11.4% |
| Total | Count | | 230 | 174 | 201 | 195 | 60 | 860 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q13. Approximately what percentage of your organization's pay statements are delivered by other? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|------------|-------|------------------|-------------------|-------------------|------------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q13. Approximately what percentage of your organization's pay statements are delivered by other? | 0% | Count | 218 _a | 162 _a | 194 _a | 183 _a | 58 _a | 815 |
| | | % | 94.8% | 93.1% | 96.5% | 93.8% | 96.7% | 94.8% |
| | 1% to 33% | Count | 4 _a | 4 _a | 4 _a | 9 _a | 1 _a | 22 |
| | | % | 1.7% | 2.3% | 2.0% | 4.6% | 1.7% | 2.6% |
| | 34% to 66% | Count | 0 _a | 1 _a | 1 _a | 1 _a | 0 _a | 3 |
| | | % | 0.0% | 0.6% | 0.5% | 0.5% | 0.0% | 0.3% |
| | 67% to 99% | Count | 0 _a | 2 _a | 1 _a | 2 _a | 0 _a | 5 |
| | | % | 0.0% | 1.1% | 0.5% | 1.0% | 0.0% | 0.6% |
| | 100% | Count | 8 _a | 5 _{a, b} | 1 _{b, c} | 0 _c | 1 _{a, b, c} | 15 |
| | | % | 3.5% | 2.9% | 0.5% | 0.0% | 1.7% | 1.7% |
| Total | Count | | 230 | 174 | 201 | 195 | 60 | 860 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q14. How many regularly scheduled paydays were handled by payroll staff in 2016 (excluding off-cycle and special payrolls such as bonuses)? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-------------|--------|-----------------|--------------------|--------------------|-----------------|--------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q14. How many regularly scheduled paydays were handled by payroll staff in 2016 (excluding off-cycle and special payrolls such as bonuses)? | 25 or fewer | Count | 43 _a | 26 _{a, b} | 14 _c | 6 _c | 3 _{b, c} | 92 |
| | | % | 18.8% | 15.0% | 7.0% | 3.1% | 5.6% | 10.8% |
| | 26 | Count | 87 _a | 62 _a | 68 _{a, b} | 48 _b | 21 _a | 286 |
| | | % | 38.0% | 35.8% | 33.8% | 24.9% | 38.9% | 33.6% |
| | 27 to 51 | Count | 53 _a | 30 _a | 36 _a | 38 _a | 9 _a | 166 |
| | | % | 23.1% | 17.3% | 17.9% | 19.7% | 16.7% | 19.5% |
| | 52 | Count | 13 _a | 8 _a | 18 _a | 13 _a | 3 _a | 55 |
| | | % | 5.7% | 4.6% | 9.0% | 6.7% | 5.6% | 6.5% |
| | 53 or more | Count | 33 _a | 47 _b | 65 _b | 88 _c | 18 _{b, c} | 251 |
| | | % | 14.4% | 27.2% | 32.3% | 45.6% | 33.3% | 29.5% |
| Total | Count | 229 | 173 | 201 | 193 | 54 | 850 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q15. Approximately how many paychecks, direct deposits of pay, and/or payroll card transactions were processed by payroll staff in 2016 (include off-cycle payments)? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|------------------|--------|------------------|-----------------|------------------|------------------|-------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q15. Approximately how many paychecks, direct deposits of pay, and/or payroll card transactions were processed by payroll staff in 2016 (include off-cycle payments)? | < 7,500 | Count | 175 _a | 26 _b | 24 _b | 8 _c | 9 _d | 242 |
| | | % | 78.8% | 15.4% | 13.3% | 4.4% | 39.1% | 31.2% |
| | 7,500 to 19,999 | Count | 44 _a | 78 _b | 8 _c | 10 _c | 2 _{a, c} | 142 |
| | | % | 19.8% | 46.2% | 4.4% | 5.5% | 8.7% | 18.3% |
| | 20,000 to 74,999 | Count | 2 _a | 60 _b | 101 _c | 12 _d | 5 _b | 180 |
| | | % | 0.9% | 35.5% | 55.8% | 6.6% | 21.7% | 23.2% |
| | 75,000 + | Count | 1 _a | 5 _b | 48 _c | 151 _d | 7 _c | 212 |
| | | % | 0.5% | 3.0% | 26.5% | 83.4% | 30.4% | 27.3% |
| Total | Count | 222 | 169 | 181 | 181 | 23 | 776 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q16. Out of the total number of payments made to employees in 2016, how many of these were off-cycle payments (bonuses, manual checks, adjustments, corrections, etc.)? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|----------------|-------|------------------|-----------------|-----------------|-----------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q16. Out of the total number of payments made to employees in 2016, how many of these were off-cycle payments (bonuses, manual checks, adjustments, corrections, etc.)? | < 50 | Count | 145 _a | 64 _b | 42 _c | 17 _d | 8 _{b, c} | 276 |
| | | % | 63.9% | 37.9% | 22.7% | 9.5% | 38.1% | 35.3% |
| | 50 to 199 | Count | 40 _a | 43 _a | 39 _a | 12 _b | 3 _{a, b} | 137 |
| | | % | 17.6% | 25.4% | 21.1% | 6.7% | 14.3% | 17.5% |
| | 200 to 999 | Count | 38 _a | 32 _a | 42 _a | 40 _a | 4 _a | 156 |
| | | % | 16.7% | 18.9% | 22.7% | 22.3% | 19.0% | 20.0% |
| | 1,000 to 9,999 | Count | 4 _a | 26 _b | 52 _c | 69 _d | 6 _{b, c, d} | 157 |
| | | % | 1.8% | 15.4% | 28.1% | 38.5% | 28.6% | 20.1% |
| | 10,000 + | Count | 0 _a | 4 _b | 10 _b | 41 _c | 0 _{a, b} | 55 |
| | | % | 0.0% | 2.4% | 5.4% | 22.9% | 0.0% | 7.0% |
| | Total | Count | 227 | 169 | 185 | 179 | 21 | 781 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q17. How frequently do you schedule off-cycle payments? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-----------------|-------|------------------|-------------------|--------------------|------------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q17. How frequently do you schedule off-cycle payments? | Daily | Count | 1 _a | 2 _a | 5 _a | 42 _b | 5 _b | 55 |
| | | % | 0.4% | 1.2% | 2.5% | 21.5% | 10.6% | 6.6% |
| | Every other day | Count | 0 _a | 0 _{a, b} | 1 _{a, b} | 10 _c | 1 _{b, c} | 12 |
| | | % | 0.0% | 0.0% | 0.5% | 5.1% | 2.1% | 1.4% |
| | Weekly | Count | 4 _a | 4 _{a, b} | 13 _{b, c} | 26 _d | 6 _{c, d} | 53 |
| | | % | 1.8% | 2.3% | 6.6% | 13.3% | 12.8% | 6.3% |
| | As required | Count | 221 _a | 167 _a | 179 _b | 117 _c | 35 _c | 719 |
| | | % | 97.8% | 96.5% | 90.4% | 60.0% | 74.5% | 85.7% |
| | Total | Count | 226 | 173 | 198 | 195 | 47 | 839 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q18. What is the approximate total payroll operating budget for 2017? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|------------------------|-------|-----------------|-----------------|-----------------|-----------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q18. What is the approximate total payroll operating budget for 2017? | < \$65,000 | Count | 47 _a | 19 _b | 13 _b | 15 _b | 1 _{a, b} | 95 |
| | | % | 24.7% | 15.0% | 8.8% | 10.6% | 16.7% | 15.5% |
| | \$65,000 to \$149,999 | Count | 57 _a | 35 _a | 19 _b | 1 _c | 0 _{a, b, c} | 112 |
| | | % | 30.0% | 27.6% | 12.9% | 0.7% | 0.0% | 18.3% |
| | \$150,000 to \$499,999 | Count | 40 _a | 50 _b | 75 _b | 33 _a | 1 _{a, b} | 199 |
| | | % | 21.1% | 39.4% | 51.0% | 23.2% | 16.7% | 32.5% |
| | \$500,000 + | Count | 46 _a | 23 _a | 40 _a | 93 _b | 4 _b | 206 |
| | | % | 24.2% | 18.1% | 27.2% | 65.5% | 66.7% | 33.7% |
| | Total | Count | 190 | 127 | 147 | 142 | 6 | 612 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q19. Approximately how many W-2s did your organization issue for calendar year 2016? * W-2s Crosstabulation

| | | | W-2s | | | | Total |
|--|----------------|-------|------------------|------------------|------------------|------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | |
| Q19. Approximately how many W-2s did your organization issue for calendar year 2016? | < 500 | Count | 231 _a | 0 _b | 0 _b | 0 _b | 231 |
| | | % | 100.0% | 0.0% | 0.0% | 0.0% | 28.8% |
| | 500 to 1,499 | Count | 0 _a | 174 _b | 0 _a | 0 _a | 174 |
| | | % | 0.0% | 100.0% | 0.0% | 0.0% | 21.7% |
| | 1,500 to 4,999 | Count | 0 _a | 0 _a | 201 _b | 0 _a | 201 |
| | | % | 0.0% | 0.0% | 100.0% | 0.0% | 25.1% |
| | 5,000 to 9,999 | Count | 0 _a | 0 _a | 0 _a | 65 _b | 65 |
| | | % | 0.0% | 0.0% | 0.0% | 33.3% | 8.1% |
| | 10,000 + | Count | 0 _a | 0 _a | 0 _a | 130 _b | 130 |
| | | % | 0.0% | 0.0% | 0.0% | 66.7% | 16.2% |
| | Total | Count | 231 | 174 | 201 | 195 | 801 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q20. What percentage of your organization's 2016 W-2s was delivered to your employees electronically?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|------------|-------|------------------|--------------------|--------------------|-----------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q20. What percentage of your organization's 2016 W-2s was delivered to your employees electronically? | 0% | Count | 136 _a | 89 _a | 74 _b | 50 _c | 9 _{a, b} | 358 |
| | | % | 58.9% | 51.7% | 37.4% | 26.2% | 60.0% | 44.4% |
| | 1% to 33% | Count | 11 _a | 12 _a | 27 _b | 33 _b | 2 _{a, b} | 85 |
| | | % | 4.8% | 7.0% | 13.6% | 17.3% | 13.3% | 10.5% |
| | 34% to 66% | Count | 11 _a | 11 _a | 29 _b | 31 _b | 0 _{a, b} | 82 |
| | | % | 4.8% | 6.4% | 14.6% | 16.2% | 0.0% | 10.2% |
| | 67% to 99% | Count | 13 _a | 23 _b | 21 _{a, b} | 43 _c | 1 _{a, b, c} | 101 |
| | | % | 5.6% | 13.4% | 10.6% | 22.5% | 6.7% | 12.5% |
| | 100% | Count | 60 _a | 37 _{a, b} | 47 _{a, b} | 34 _b | 3 _{a, b} | 181 |
| | | % | 26.0% | 21.5% | 23.7% | 17.8% | 20.0% | 22.4% |
| Total | Count | | 231 | 172 | 198 | 191 | 15 | 807 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q21. In how many U.S. states or territories (including Washington, D.C., Puerto Rico, U.S. Virgin Islands, and Trust Territories) does your organization pay and report employee wages? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|---------|-------|--------------------|--------------------|--------------------|------------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q21. In how many U.S. states or territories (including Washington, D.C., Puerto Rico, U.S. Virgin Islands, and Trust Territories) does your organization pay and report employee wages? | None | Count | 18 _a | 12 _a | 15 _a | 7 _a | 1 _a | 53 |
| | | % | 7.8% | 7.0% | 7.6% | 3.6% | 4.2% | 6.5% |
| | 1 | Count | 94 _a | 51 _b | 38 _c | 31 _c | 6 _{a, b, c} | 220 |
| | | % | 40.9% | 29.8% | 19.3% | 16.0% | 25.0% | 27.0% |
| | 2 to 4 | Count | 44 _{a, b} | 24 _{b, c} | 30 _{b, c} | 18 _c | 8 _a | 124 |
| | | % | 19.1% | 14.0% | 15.2% | 9.3% | 33.3% | 15.2% |
| | 5 to 19 | Count | 60 _a | 36 _{a, b} | 44 _a | 27 _b | 3 _{a, b} | 170 |
| | | % | 26.1% | 21.1% | 22.3% | 13.9% | 12.5% | 20.8% |
| | 20 + | Count | 14 _a | 48 _b | 70 _b | 111 _c | 6 _b | 249 |
| | | % | 6.1% | 28.1% | 35.5% | 57.2% | 25.0% | 30.5% |
| | Total | Count | 230 | 171 | 197 | 194 | 24 | 816 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q22. How many expatriate employees do you pay? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|------------|-------|------------------|------------------|---------------------|--------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q22. How many expatriate employees do you pay? | None | Count | 219 _a | 144 _b | 153 _{b, c} | 141 _c | 31 _{b, c} | 688 |
| | | % | 94.8% | 83.7% | 76.5% | 73.4% | 81.6% | 82.6% |
| | 1 to 9 | Count | 11 _a | 20 _b | 29 _b | 17 _{a, b} | 4 _{a, b} | 81 |
| | | % | 4.8% | 11.6% | 14.5% | 8.9% | 10.5% | 9.7% |
| | 10 or more | Count | 1 _a | 8 _b | 18 _b | 34 _c | 3 _{b, c} | 64 |
| | | % | 0.4% | 4.7% | 9.0% | 17.7% | 7.9% | 7.7% |
| | Total | Count | 231 | 172 | 200 | 192 | 38 | 833 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q22. In how many foreign countries do you pay them? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----------|--------|------------------|-------------------|---------------------|------------------|--------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q22. In how many foreign countries do you pay them? | None | Count | 221 _a | 144 _b | 154 _{b, c} | 142 _c | 31 _{b, c} | 692 |
| | | % | 95.7% | 83.2% | 77.0% | 74.3% | 83.8% | 83.2% |
| | 1 to 4 | Count | 9 _a | 25 _b | 39 _b | 24 _b | 3 _{a, b} | 100 |
| | | % | 3.9% | 14.5% | 19.5% | 12.6% | 8.1% | 12.0% |
| | 5 or more | Count | 1 _a | 4 _{a, b} | 7 _b | 25 _c | 3 _{b, c} | 40 |
| | | % | 0.4% | 2.3% | 3.5% | 13.1% | 8.1% | 4.8% |
| Total | Count | 231 | 173 | 200 | 191 | 37 | 832 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q23. How many local national employees do you pay? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|------------|--------|------------------|--------------------|------------------|------------------|--------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q23. How many local national employees do you pay? | None | Count | 227 _a | 149 _b | 176 _b | 151 _c | 28 _{b, c} | 731 |
| | | % | 99.1% | 89.8% | 89.8% | 81.2% | 93.3% | 90.6% |
| | 1 to 9 | Count | 1 _a | 4 _{a, b} | 6 _b | 9 _b | 0 _{a, b} | 20 |
| | | % | 0.4% | 2.4% | 3.1% | 4.8% | 0.0% | 2.5% |
| | 10 or more | Count | 1 _a | 13 _{b, c} | 14 _c | 26 _b | 2 _{b, c} | 56 |
| | | % | 0.4% | 7.8% | 7.1% | 14.0% | 6.7% | 6.9% |
| Total | Count | 229 | 166 | 196 | 186 | 30 | 807 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q23. In how many foreign countries do you pay them? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----------|--------|------------------|-------------------|------------------|------------------|----------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q23. In how many foreign countries do you pay them? | None | Count | 228 _a | 151 _b | 180 _b | 154 _c | 28 _{b, c} | 741 |
| | | % | 99.6% | 91.0% | 91.4% | 82.8% | 93.3% | 91.7% |
| | 1 to 4 | Count | 1 _a | 9 _{b, c} | 9 _c | 20 _b | 1 _{a, b, c} | 40 |
| | | % | 0.4% | 5.4% | 4.6% | 10.8% | 3.3% | 5.0% |
| | 5 or more | Count | 0 _a | 6 _b | 8 _b | 12 _b | 1 _b | 27 |
| | | % | 0.0% | 3.6% | 4.1% | 6.5% | 3.3% | 3.3% |
| Total | Count | 229 | 166 | 197 | 186 | 30 | 808 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q25. How many nonresident alien employees in the U.S. does your organization pay? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|------------|--------|------------------|--------------------|------------------|-----------------|----------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q25. How many nonresident alien employees in the U.S. does your organization pay? | None | Count | 189 _a | 118 _b | 103 _c | 82 _c | 16 _{a, b} | 508 |
| | | % | 87.9% | 75.2% | 56.9% | 48.2% | 88.9% | 68.6% |
| | 1 to 9 | Count | 19 _a | 21 _{a, b} | 34 _b | 15 _a | 1 _{a, b} | 90 |
| | | % | 8.8% | 13.4% | 18.8% | 8.8% | 5.6% | 12.1% |
| | 10 or more | Count | 7 _a | 18 _b | 44 _c | 73 _d | 1 _{a, b, c} | 143 |
| | | % | 3.3% | 11.5% | 24.3% | 42.9% | 5.6% | 19.3% |
| Total | Count | 215 | 157 | 181 | 170 | 18 | 741 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q26. What percentage of employees reporting to payroll are nonexempt? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|------------|--------|-----------------|--------------------|--------------------|--------------------|-------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q26. What percentage of employees reporting to payroll are nonexempt? | 0% | Count | 35 _a | 20 _{a, b} | 17 _b | 11 _b | 2 _{a, b} | 85 |
| | | % | 16.0% | 12.5% | 9.3% | 6.5% | 15.4% | 11.4% |
| | 1% to 33% | Count | 70 _a | 41 _a | 54 _a | 46 _a | 4 _a | 215 |
| | | % | 32.0% | 25.6% | 29.7% | 27.1% | 30.8% | 28.9% |
| | 34% to 66% | Count | 48 _a | 50 _b | 55 _{a, b} | 43 _{a, b} | 5 _{a, b} | 201 |
| | | % | 21.9% | 31.3% | 30.2% | 25.3% | 38.5% | 27.0% |
| | 67% to 99% | Count | 61 _a | 48 _a | 55 _a | 69 _b | 2 _{a, b} | 235 |
| | | % | 27.9% | 30.0% | 30.2% | 40.6% | 15.4% | 31.6% |
| | 100% | Count | 5 _a | 1 _a | 1 _a | 1 _a | 0 _a | 8 |
| | | % | 2.3% | 0.6% | 0.5% | 0.6% | 0.0% | 1.1% |
| Total | Count | 219 | 160 | 182 | 170 | 13 | 744 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

**Q26b. What percentage of nonexempt employees report their time manually (for example, on a time sheet)?
* W-2s Crosstabulation**

| | | W-2s | | | | | | |
|---|------------|-------|------------------|--------------------|--------------------|--------------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q26b. What percentage of nonexempt employees report their time manually (for example, on a time sheet)? | 0% | Count | 112 _a | 94 _a | 99 _a | 102 _a | 10 _a | 417 |
| | | % | 50.5% | 60.3% | 53.8% | 57.6% | 71.4% | 55.4% |
| | 1% to 33% | Count | 27 _a | 24 _{a, b} | 49 _c | 42 _{b, c} | 2 _{a, b, c} | 144 |
| | | % | 12.2% | 15.4% | 26.6% | 23.7% | 14.3% | 19.1% |
| | 34% to 66% | Count | 2 _a | 6 _{a, b} | 12 _b | 8 _b | 0 _{a, b} | 28 |
| | | % | 0.9% | 3.8% | 6.5% | 4.5% | 0.0% | 3.7% |
| | 67% to 99% | Count | 7 _a | 6 _a | 6 _a | 9 _a | 1 _a | 29 |
| | | % | 3.2% | 3.8% | 3.3% | 5.1% | 7.1% | 3.9% |
| | 100% | Count | 74 _a | 26 _b | 18 _{b, c} | 16 _c | 1 _{b, c} | 135 |
| | | % | 33.3% | 16.7% | 9.8% | 9.0% | 7.1% | 17.9% |
| Total | | Count | 222 | 156 | 184 | 177 | 14 | 753 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q26b. What percentage of nonexempt employees report their time via an automated method?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|------------|-------|------------------|--------------------|--------------------|--------------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q26b. What percentage of nonexempt employees report their time via an automated method? | 0% | Count | 74 _a | 26 _b | 18 _{b, c} | 16 _c | 1 _{b, c} | 135 |
| | | % | 33.3% | 16.7% | 9.8% | 9.0% | 7.1% | 17.9% |
| | 1% to 33% | Count | 7 _a | 6 _a | 6 _a | 9 _a | 1 _a | 29 |
| | | % | 3.2% | 3.8% | 3.3% | 5.1% | 7.1% | 3.9% |
| | 34% to 66% | Count | 2 _a | 6 _{a, b} | 12 _b | 8 _b | 0 _{a, b} | 28 |
| | | % | 0.9% | 3.8% | 6.5% | 4.5% | 0.0% | 3.7% |
| | 67% to 99% | Count | 27 _a | 24 _{a, b} | 49 _c | 42 _{b, c} | 2 _{a, b, c} | 144 |
| | | % | 12.2% | 15.4% | 26.6% | 23.7% | 14.3% | 19.1% |
| | 100% | Count | 112 _a | 94 _a | 99 _a | 102 _a | 10 _a | 417 |
| | | % | 50.5% | 60.3% | 53.8% | 57.6% | 71.4% | 55.4% |
| Total | Count | | 222 | 156 | 184 | 177 | 14 | 753 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - Badge reader
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Badge reader | No | Count | 193 _a | 120 _b | 122 _c | 107 _c | 12 _{b, c} | 554 |
| | | % | 89.4% | 76.9% | 65.2% | 59.8% | 70.6% | 73.4% |
| | Yes | Count | 23 _a | 36 _b | 65 _c | 72 _c | 5 _{b, c} | 201 |
| | | % | 10.6% | 23.1% | 34.8% | 40.2% | 29.4% | 26.6% |
| Total | Count | | 216 | 156 | 187 | 179 | 17 | 755 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - Interactive voice response (telephone) * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Interactive voice response (telephone) | No | Count | 213 _a | 153 _a | 180 _a | 163 _b | 17 _{a, b} | 726 |
| | | % | 98.6% | 98.1% | 96.3% | 91.1% | 100.0% | 96.2% |
| | Yes | Count | 3 _a | 3 _a | 7 _a | 16 _b | 0 _{a, b} | 29 |
| | | % | 1.4% | 1.9% | 3.7% | 8.9% | 0.0% | 3.8% |
| Total | Count | | 216 | 156 | 187 | 179 | 17 | 755 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - Biometric device (hand reader; optical scan) * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|---------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Biometric device (hand reader; optical scan) | No | Count | 196 _a | 130 _b | 151 _{b, c} | 132 _c | 12 _{b, c} | 621 |
| | | % | 90.7% | 83.3% | 80.7% | 73.7% | 70.6% | 82.3% |
| | Yes | Count | 20 _a | 26 _b | 36 _{b, c} | 47 _c | 5 _{b, c} | 134 |
| | | % | 9.3% | 16.7% | 19.3% | 26.3% | 29.4% | 17.7% |
| Total | Count | | 216 | 156 | 187 | 179 | 17 | 755 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - Web-based input * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|---------------------|---------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Web-based input | No | Count | 86 _a | 51 _{a, b} | 60 _{a, b} | 49 _b | 2 _b | 248 |
| | | % | 39.8% | 32.7% | 32.1% | 27.4% | 11.8% | 32.8% |
| | Yes | Count | 130 _a | 105 _{a, b} | 127 _{a, b} | 130 _b | 15 _b | 507 |
| | | % | 60.2% | 67.3% | 67.9% | 72.6% | 88.2% | 67.2% |
| Total | Count | | 216 | 156 | 187 | 179 | 17 | 755 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q27. Which automated methods are used by nonexempt employees to report their time? - Geolocation input
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|---------------------|------------------|------------------|---------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Geolocation input | No | Count | 212 _{a, b} | 156 _b | 186 _b | 176 _{a, b} | 16 _a | 746 |
| | | % | 98.1% | 100.0% | 99.5% | 98.3% | 94.1% | 98.8% |
| | Yes | Count | 4 _{a, b} | 0 _b | 1 _b | 3 _{a, b} | 1 _a | 9 |
| | | % | 1.9% | 0.0% | 0.5% | 1.7% | 5.9% | 1.2% |
| Total | Count | | 216 | 156 | 187 | 179 | 17 | 755 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - Smart phone
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Smart phone | No | Count | 187 _a | 131 _a | 160 _a | 145 _a | 14 _a | 637 |
| | | % | 86.6% | 84.0% | 85.6% | 81.0% | 82.4% | 84.4% |
| | Yes | Count | 29 _a | 25 _a | 27 _a | 34 _a | 3 _a | 118 |
| | | % | 13.4% | 16.0% | 14.4% | 19.0% | 17.6% | 15.6% |
| Total | Count | | 216 | 156 | 187 | 179 | 17 | 755 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - None (no automated methods are used) * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q27. Which automated methods are used by nonexempt employees to report their time? - None (no automated methods are used) | No | Count | 162 _a | 135 _b | 168 _b | 166 _b | 17 _b | 648 |
| | | % | 75.0% | 86.5% | 89.8% | 92.7% | 100.0% | 85.8% |
| | Yes | Count | 54 _a | 21 _b | 19 _b | 13 _b | 0 _b | 107 |
| | | % | 25.0% | 13.5% | 10.2% | 7.3% | 0.0% | 14.2% |
| Total | Count | | 216 | 156 | 187 | 179 | 17 | 755 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q27. Which automated methods are used by nonexempt employees to report their time? - Other
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|--|-----|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Other | No | Count | 205 _a | 143 _a | 174 _a | 166 _a | 16 _a | 704 |
| | | % | 94.9% | 91.7% | 93.0% | 92.7% | 94.1% | 93.2% |
| | Yes | Count | 11 _a | 13 _a | 13 _a | 13 _a | 1 _a | 51 |
| | | % | 5.1% | 8.3% | 7.0% | 7.3% | 5.9% | 6.8% |
| Total | | Count | 216 | 156 | 187 | 179 | 17 | 755 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q28. What percentage of your exempt employees report their time worked? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|------------|--------|------------------|--------------------|---------------------|--------------------|----------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q28. What percentage of your exempt employees report their time worked? | 0% | Count | 115 _a | 75 _a | 102 _{a, b} | 94 _a | 13 _b | 399 |
| | | % | 52.3% | 47.8% | 56.0% | 53.7% | 81.3% | 53.2% |
| | 1% to 33% | Count | 12 _a | 25 _b | 27 _b | 28 _b | 1 _{a, b} | 93 |
| | | % | 5.5% | 15.9% | 14.8% | 16.0% | 6.3% | 12.4% |
| | 34% to 66% | Count | 8 _a | 7 _a | 13 _a | 6 _a | 0 _a | 34 |
| | | % | 3.6% | 4.5% | 7.1% | 3.4% | 0.0% | 4.5% |
| | 67% to 99% | Count | 9 _a | 5 _a | 6 _a | 12 _a | 0 _a | 32 |
| | | % | 4.1% | 3.2% | 3.3% | 6.9% | 0.0% | 4.3% |
| | 100% | Count | 76 _a | 45 _{a, b} | 34 _c | 35 _{b, c} | 2 _{a, b, c} | 192 |
| | | % | 34.5% | 28.7% | 18.7% | 20.0% | 12.5% | 25.6% |
| Total | Count | 220 | 157 | 182 | 175 | 16 | 750 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q29. Which functions are performed by your organization's payroll staff? - ACA compliance
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - ACA compliance | No | Count | 103 _a | 111 _b | 151 _c | 145 _c | 14 _{b, c} | 524 |
| | | % | 47.0% | 68.9% | 79.1% | 81.9% | 77.8% | 68.4% |
| | Yes | Count | 116 _a | 50 _b | 40 _c | 32 _c | 4 _{b, c} | 242 |
| | | % | 53.0% | 31.1% | 20.9% | 18.1% | 22.2% | 31.6% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Accounts payable
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Accounts payable | No | Count | 148 _a | 141 _b | 179 _c | 172 _c | 17 _{b, c} | 657 |
| | | % | 67.6% | 87.6% | 93.7% | 97.2% | 94.4% | 85.8% |
| | Yes | Count | 71 _a | 20 _b | 12 _c | 5 _c | 1 _{b, c} | 109 |
| | | % | 32.4% | 12.4% | 6.3% | 2.8% | 5.6% | 14.2% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - ACH processing and transfer
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|---------------------------|--------------------|---------------------|------------------|--------------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - ACH processing and transfer | No | Count | 86 _{a, b, c, d} | 75 _{c, d} | 82 _{b, d} | 58 _a | 10 _{a, b, c, d} | 311 |
| | | % | 39.3% | 46.6% | 42.9% | 32.8% | 55.6% | 40.6% |
| | Yes | Count | 133 _{a, b, c, d} | 86 _{c, d} | 109 _{b, d} | 119 _a | 8 _{a, b, c, d} | 455 |
| | | % | 60.7% | 53.4% | 57.1% | 67.2% | 44.4% | 59.4% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Ad hoc reports
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|-----------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Ad hoc reports | No | Count | 123 _a | 76 _a | 67 _b | 56 _b | 6 _{a, b} | 328 |
| | | % | 56.2% | 47.2% | 35.1% | 31.6% | 33.3% | 42.8% |
| | Yes | Count | 96 _a | 85 _a | 124 _b | 121 _b | 12 _{a, b} | 438 |
| | | % | 43.8% | 52.8% | 64.9% | 68.4% | 66.7% | 57.2% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Bank account reconciliation
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|---------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Bank account reconciliation | No | Count | 149 _a | 124 _{a, b} | 148 _b | 138 _b | 16 _{a, b} | 575 |
| | | % | 68.0% | 77.0% | 77.5% | 78.0% | 88.9% | 75.1% |
| | Yes | Count | 70 _a | 37 _{a, b} | 43 _b | 39 _b | 2 _{a, b} | 191 |
| | | % | 32.0% | 23.0% | 22.5% | 22.0% | 11.1% | 24.9% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Benefits program administration
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|---------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Benefits program administration | No | Count | 123 _a | 142 _{b, c} | 169 _c | 162 _c | 13 _{a, b} | 609 |
| | | % | 56.2% | 88.2% | 88.5% | 91.5% | 72.2% | 79.5% |
| | Yes | Count | 96 _a | 19 _{b, c} | 22 _c | 15 _c | 5 _{a, b} | 157 |
| | | % | 43.8% | 11.8% | 11.5% | 8.5% | 27.8% | 20.5% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Benefits program management * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Benefits program management | No | Count | 144 _a | 142 _b | 172 _b | 169 _c | 17 _{b, c} | 644 |
| | | % | 65.8% | 88.2% | 90.1% | 95.5% | 94.4% | 84.1% |
| | Yes | Count | 75 _a | 19 _b | 19 _b | 8 _c | 1 _{b, c} | 122 |
| | | % | 34.2% | 11.8% | 9.9% | 4.5% | 5.6% | 15.9% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Check distribution * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Check distribution | No | Count | 58 _a | 36 _a | 46 _a | 52 _a | 5 _a | 197 |
| | | % | 26.5% | 22.4% | 24.1% | 29.4% | 27.8% | 25.7% |
| | Yes | Count | 161 _a | 125 _a | 145 _a | 125 _a | 13 _a | 569 |
| | | % | 73.5% | 77.6% | 75.9% | 70.6% | 72.2% | 74.3% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Compensation program management * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|---------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Compensation program management | No | Count | 172 _a | 145 _b | 176 _{b, c} | 170 _c | 18 _{b, c} | 681 |
| | | % | 78.5% | 90.1% | 92.1% | 96.0% | 100.0% | 88.9% |
| | Yes | Count | 47 _a | 16 _b | 15 _{b, c} | 7 _c | 0 _{b, c} | 85 |
| | | % | 21.5% | 9.9% | 7.9% | 4.0% | 0.0% | 11.1% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Control validation
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|------------------|---------------------|------------------|---------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Control validation | No | Count | 168 _a | 118 _{a, b} | 129 _b | 121 _{a, b} | 11 _{a, b} | 547 |
| | | % | 76.7% | 73.3% | 67.5% | 68.4% | 61.1% | 71.4% |
| | Yes | Count | 51 _a | 43 _{a, b} | 62 _b | 56 _{a, b} | 7 _{a, b} | 219 |
| | | % | 23.3% | 26.7% | 32.5% | 31.6% | 38.9% | 28.6% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Deduction processing
*** W-2s Crosstabulation**

| | | W-2s | | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Deduction processing | No | Count | 35 _a | 29 _a | 28 _a | 35 _a | 2 _a | 129 |
| | | % | 16.0% | 18.0% | 14.7% | 19.8% | 11.1% | 16.8% |
| | Yes | Count | 184 _a | 132 _a | 163 _a | 142 _a | 16 _a | 637 |
| | | % | 84.0% | 82.0% | 85.3% | 80.2% | 88.9% | 83.2% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Document management
*** W-2s Crosstabulation**

| | | W-2s | | | | | | |
|--|-----|-------|------------------|-----------------|------------------|-----------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Document management | No | Count | 115 _a | 91 _a | 106 _a | 89 _a | 13 _a | 414 |
| | | % | 52.5% | 56.5% | 55.5% | 50.3% | 72.2% | 54.0% |
| | Yes | Count | 104 _a | 70 _a | 85 _a | 88 _a | 5 _a | 352 |
| | | % | 47.5% | 43.5% | 44.5% | 49.7% | 27.8% | 46.0% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Employee data management
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|-----------------|--------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Employee data management | No | Count | 61 _a | 66 _b | 95 _{b, c} | 106 _c | 11 _{b, c} | 339 |
| | | % | 27.9% | 41.0% | 49.7% | 59.9% | 61.1% | 44.3% |
| | Yes | Count | 158 _a | 95 _b | 96 _{b, c} | 71 _c | 7 _{b, c} | 427 |
| | | % | 72.1% | 59.0% | 50.3% | 40.1% | 38.9% | 55.7% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Employee inquiries
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Employee inquiries | No | Count | 28 _a | 10 _b | 13 _b | 24 _a | 3 _{a, b} | 78 |
| | | % | 12.8% | 6.2% | 6.8% | 13.6% | 16.7% | 10.2% |
| | Yes | Count | 191 _a | 151 _b | 178 _b | 153 _a | 15 _{a, b} | 688 |
| | | % | 87.2% | 93.8% | 93.2% | 86.4% | 83.3% | 89.8% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Employee services
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|-----------------|------------------|-----------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Employee services | No | Count | 93 _a | 67 _a | 78 _a | 96 _b | 9 _{a, b} | 343 |
| | | % | 42.5% | 41.6% | 40.8% | 54.2% | 50.0% | 44.8% |
| | Yes | Count | 126 _a | 94 _a | 113 _a | 81 _b | 9 _{a, b} | 423 |
| | | % | 57.5% | 58.4% | 59.2% | 45.8% | 50.0% | 55.2% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Employee time processing
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Employee time processing | No | Count | 32 _a | 21 _a | 27 _a | 20 _a | 3 _a | 103 |
| | | % | 14.6% | 13.0% | 14.1% | 11.3% | 16.7% | 13.4% |
| | Yes | Count | 187 _a | 140 _a | 164 _a | 157 _a | 15 _a | 663 |
| | | % | 85.4% | 87.0% | 85.9% | 88.7% | 83.3% | 86.6% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Expatriate employee processing
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Expatriate employee processing | No | Count | 207 _a | 136 _b | 149 _b | 140 _b | 14 _b | 646 |
| | | % | 94.5% | 84.5% | 78.0% | 79.1% | 77.8% | 84.3% |
| | Yes | Count | 12 _a | 25 _b | 42 _b | 37 _b | 4 _b | 120 |
| | | % | 5.5% | 15.5% | 22.0% | 20.9% | 22.2% | 15.7% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Expense reimbursements
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Expense reimbursements | No | Count | 118 _a | 122 _b | 145 _b | 127 _b | 14 _b | 526 |
| | | % | 53.9% | 75.8% | 75.9% | 71.8% | 77.8% | 68.7% |
| | Yes | Count | 101 _a | 39 _b | 46 _b | 50 _b | 4 _b | 240 |
| | | % | 46.1% | 24.2% | 24.1% | 28.2% | 22.2% | 31.3% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Federal tax filing
*** W-2s Crosstabulation**

| | | W-2s | | | | | | |
|---|-----|-------|------------------|--------------------|---------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Federal tax filing | No | Count | 95 _a | 65 _{a, b} | 65 _{a, b} | 55 _b | 8 _{a, b} | 288 |
| | | % | 43.4% | 40.4% | 34.0% | 31.1% | 44.4% | 37.6% |
| | Yes | Count | 124 _a | 96 _{a, b} | 126 _{a, b} | 122 _b | 10 _{a, b} | 478 |
| | | % | 56.6% | 59.6% | 66.0% | 68.9% | 55.6% | 62.4% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Forms 1095-C and 1094-C processing * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Forms 1095-C and 1094-C processing | No | Count | 111 _a | 106 _b | 151 _c | 156 _d | 14 _{b, c, d} | 538 |
| | | % | 50.7% | 65.8% | 79.1% | 88.1% | 77.8% | 70.2% |
| | Yes | Count | 108 _a | 55 _b | 40 _c | 21 _d | 4 _{b, c, d} | 228 |
| | | % | 49.3% | 34.2% | 20.9% | 11.9% | 22.2% | 29.8% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - General ledger interface
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|------------------|---------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - General ledger interface | No | Count | 94 _a | 58 _{a, b} | 62 _b | 77 _a | 7 _{a, b} | 298 |
| | | % | 42.9% | 36.0% | 32.5% | 43.5% | 38.9% | 38.9% |
| | Yes | Count | 125 _a | 103 _{a, b} | 129 _b | 100 _a | 11 _{a, b} | 468 |
| | | % | 57.1% | 64.0% | 67.5% | 56.5% | 61.1% | 61.1% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - General ledger reconciliation
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|--------------------|---------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - General ledger reconciliation | No | Count | 110 _a | 95 _{a, b} | 109 _{a, b} | 109 _b | 13 _{a, b} | 436 |
| | | % | 50.2% | 59.0% | 57.1% | 61.6% | 72.2% | 56.9% |
| | Yes | Count | 109 _a | 66 _{a, b} | 82 _{a, b} | 68 _b | 5 _{a, b} | 330 |
| | | % | 49.8% | 41.0% | 42.9% | 38.4% | 27.8% | 43.1% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Independent contractor payments
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Independent contractor payments | No | Count | 172 _a | 150 _b | 179 _b | 166 _b | 18 _b | 685 |
| | | % | 78.5% | 93.2% | 93.7% | 93.8% | 100.0% | 89.4% |
| | Yes | Count | 47 _a | 11 _b | 12 _b | 11 _b | 0 _b | 81 |
| | | % | 21.5% | 6.8% | 6.3% | 6.2% | 0.0% | 10.6% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - IT liaison and testing
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|-----------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - IT liaison and testing | No | Count | 182 _a | 120 _b | 130 _b | 99 _c | 12 _{a, b, c} | 543 |
| | | % | 83.1% | 74.5% | 68.1% | 55.9% | 66.7% | 70.9% |
| | Yes | Count | 37 _a | 41 _b | 61 _b | 78 _c | 6 _{a, b, c} | 223 |
| | | % | 16.9% | 25.5% | 31.9% | 44.1% | 33.3% | 29.1% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Labor and cost accounting
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Labor and cost accounting | No | Count | 163 _a | 129 _a | 148 _a | 136 _a | 16 _a | 592 |
| | | % | 74.4% | 80.1% | 77.5% | 76.8% | 88.9% | 77.3% |
| | Yes | Count | 56 _a | 32 _a | 43 _a | 41 _a | 2 _a | 174 |
| | | % | 25.6% | 19.9% | 22.5% | 23.2% | 11.1% | 22.7% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Local national employee processing
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|---------------------|---------------------|------------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Local national employee processing | No | Count | 214 _a | 153 _{a, b} | 174 _{b, c} | 151 _c | 17 _{a, b, c} | 709 |
| | | % | 97.7% | 95.0% | 91.1% | 85.3% | 94.4% | 92.6% |
| | Yes | Count | 5 _a | 8 _{a, b} | 17 _{b, c} | 26 _c | 1 _{a, b, c} | 57 |
| | | % | 2.3% | 5.0% | 8.9% | 14.7% | 5.6% | 7.4% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Nonresident alien processing
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|---------------------|------------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Nonresident alien processing | No | Count | 203 _a | 135 _b | 132 _{c, d} | 107 _d | 16 _{a, b, c} | 593 |
| | | % | 92.7% | 83.9% | 69.1% | 60.5% | 88.9% | 77.4% |
| | Yes | Count | 16 _a | 26 _b | 59 _{c, d} | 70 _d | 2 _{a, b, c} | 173 |
| | | % | 7.3% | 16.1% | 30.9% | 39.5% | 11.1% | 22.6% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Payroll accounting
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|------------------|---------------------|---------------------|-----------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Payroll accounting | No | Count | 60 _a | 58 _{a, b} | 69 _{a, b} | 81 _b | 13 _c | 281 |
| | | % | 27.4% | 36.0% | 36.1% | 45.8% | 72.2% | 36.7% |
| | Yes | Count | 159 _a | 103 _{a, b} | 122 _{a, b} | 96 _b | 5 _c | 485 |
| | | % | 72.6% | 64.0% | 63.9% | 54.2% | 27.8% | 63.3% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Payroll tax disbursement / reporting * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Payroll tax disbursement / reporting | No | Count | 76 _a | 56 _a | 42 _b | 39 _b | 9 _a | 222 |
| | | % | 34.7% | 34.8% | 22.0% | 22.0% | 50.0% | 29.0% |
| | Yes | Count | 143 _a | 105 _a | 149 _b | 138 _b | 9 _a | 544 |
| | | % | 65.3% | 65.2% | 78.0% | 78.0% | 50.0% | 71.0% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Personnel records administration
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Personnel records administration | No | Count | 103 _a | 106 _b | 136 _b | 143 _c | 14 _{b, c} | 502 |
| | | % | 47.0% | 65.8% | 71.2% | 80.8% | 77.8% | 65.5% |
| | Yes | Count | 116 _a | 55 _b | 55 _b | 34 _c | 4 _{b, c} | 264 |
| | | % | 53.0% | 34.2% | 28.8% | 19.2% | 22.2% | 34.5% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Salary budgeting
*** W-2s Crosstabulation**

| | | W-2s | | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Salary budgeting | No | Count | 172 _a | 140 _b | 170 _b | 156 _b | 14 _{a, b} | 652 |
| | | % | 78.5% | 87.0% | 89.0% | 88.1% | 77.8% | 85.1% |
| | Yes | Count | 47 _a | 21 _b | 21 _b | 21 _b | 4 _{a, b} | 114 |
| | | % | 21.5% | 13.0% | 11.0% | 11.9% | 22.2% | 14.9% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Sarbanes-Oxley compliance
*** W-2s Crosstabulation**

| | | W-2s | | | | | | |
|--|-----|-------|------------------|---------------------|---------------------|------------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Sarbanes-Oxley compliance | No | Count | 173 _a | 120 _{a, b} | 131 _{b, c} | 114 _c | 12 _{a, b, c} | 550 |
| | | % | 79.0% | 74.5% | 68.6% | 64.4% | 66.7% | 71.8% |
| | Yes | Count | 46 _a | 41 _{a, b} | 60 _{b, c} | 63 _c | 6 _{a, b, c} | 216 |
| | | % | 21.0% | 25.5% | 31.4% | 35.6% | 33.3% | 28.2% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - State and local tax filing
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|------------------|---------------------|---------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q29. Which functions are performed by your organization's payroll staff? - State and local tax filing | No | Count | 97 _a | 56 _{a, b} | 68 _{a, b} | 58 _b | 8 _{a, b} | 287 |
| | | % | 44.3% | 34.8% | 35.6% | 32.8% | 44.4% | 37.5% |
| | Yes | Count | 122 _a | 105 _{a, b} | 123 _{a, b} | 119 _b | 10 _{a, b} | 479 |
| | | % | 55.7% | 65.2% | 64.4% | 67.2% | 55.6% | 62.5% |
| Total | | Count | 219 | 161 | 191 | 177 | 18 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Time and attendance
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|---------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Time and attendance | No | Count | 27 _a | 20 _a | 33 _{a, b} | 23 _a | 6 _b | 109 |
| | | % | 12.3% | 12.4% | 17.3% | 13.0% | 33.3% | 14.2% |
| | Yes | Count | 192 _a | 141 _a | 158 _{a, b} | 154 _a | 12 _b | 657 |
| | | % | 87.7% | 87.6% | 82.7% | 87.0% | 66.7% | 85.8% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Training and development
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|---------------------|------------------|-----------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Training and development | No | Count | 149 _a | 101 _{a, b} | 112 _b | 94 _b | 13 _{a, b} | 469 |
| | | % | 68.0% | 62.7% | 58.6% | 53.1% | 72.2% | 61.2% |
| | Yes | Count | 70 _a | 60 _{a, b} | 79 _b | 83 _b | 5 _{a, b} | 297 |
| | | % | 32.0% | 37.3% | 41.4% | 46.9% | 27.8% | 38.8% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Transfer of information to payroll card provider * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Transfer of information to payroll card provider | No | Count | 196 _a | 145 _a | 147 _b | 116 _c | 14 _{a, b, c} | 618 |
| | | % | 89.5% | 90.1% | 77.0% | 65.5% | 77.8% | 80.7% |
| | Yes | Count | 23 _a | 16 _a | 44 _b | 61 _c | 4 _{a, b, c} | 148 |
| | | % | 10.5% | 9.9% | 23.0% | 34.5% | 22.2% | 19.3% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - W-2 reprints
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - W-2 reprints | No | Count | 24 _a | 15 _a | 16 _a | 17 _a | 4 _a | 76 |
| | | % | 11.0% | 9.3% | 8.4% | 9.6% | 22.2% | 9.9% |
| | Yes | Count | 195 _a | 146 _a | 175 _a | 160 _a | 14 _a | 690 |
| | | % | 89.0% | 90.7% | 91.6% | 90.4% | 77.8% | 90.1% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Workers' compensation plan
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|------------------|---------------------|------------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Workers' compensation plan | No | Count | 124 _a | 118 _b | 147 _{b, c} | 149 _c | 14 _{a, b, c} | 552 |
| | | % | 56.6% | 73.3% | 77.0% | 84.2% | 77.8% | 72.1% |
| | Yes | Count | 95 _a | 43 _b | 44 _{b, c} | 28 _c | 4 _{a, b, c} | 214 |
| | | % | 43.4% | 26.7% | 23.0% | 15.8% | 22.2% | 27.9% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Year-end and period-end closing *
W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|---------------------|------------------|---------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q29. Which functions are performed by your organization's payroll staff? - Year-end and period-end closing | No | Count | 44 _a | 31 _{a, b} | 24 _b | 35 _{a, b} | 4 _{a, b} | 138 |
| | | % | 20.1% | 19.3% | 12.6% | 19.8% | 22.2% | 18.0% |
| | Yes | Count | 175 _a | 130 _{a, b} | 167 _b | 142 _{a, b} | 14 _{a, b} | 628 |
| | | % | 79.9% | 80.7% | 87.4% | 80.2% | 77.8% | 82.0% |
| Total | Count | | 219 | 161 | 191 | 177 | 18 | 766 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Business expense reimbursements * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|--------------------|------------------|---------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Business expense reimbursements | No | Count | 103 _a | 89 _{a, b} | 127 _b | 106 _{a, b} | 10 _{a, b} | 435 |
| | | % | 59.9% | 66.9% | 76.0% | 66.7% | 71.4% | 67.4% |
| | Yes | Count | 69 _a | 44 _{a, b} | 40 _b | 53 _{a, b} | 4 _{a, b} | 210 |
| | | % | 40.1% | 33.1% | 24.0% | 33.3% | 28.6% | 32.6% |
| Total | Count | | 172 | 133 | 167 | 159 | 14 | 645 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Commission payments * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|-----------------|-----------------|--------------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Commission payments | No | Count | 101 _a | 63 _b | 70 _b | 78 _{a, b} | 7 _{a, b} | 319 |
| | | % | 58.7% | 47.4% | 41.9% | 49.1% | 50.0% | 49.5% |
| | Yes | Count | 71 _a | 70 _b | 97 _b | 81 _{a, b} | 7 _{a, b} | 326 |
| | | % | 41.3% | 52.6% | 58.1% | 50.9% | 50.0% | 50.5% |
| Total | Count | | 172 | 133 | 167 | 159 | 14 | 645 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Flexible spending account reimbursements * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Flexible spending account reimbursements | No | Count | 150 _a | 118 _a | 139 _a | 133 _a | 13 _a | 553 |
| | | % | 87.2% | 88.7% | 83.2% | 83.6% | 92.9% | 85.7% |
| | Yes | Count | 22 _a | 15 _a | 28 _a | 26 _a | 1 _a | 92 |
| | | % | 12.8% | 11.3% | 16.8% | 16.4% | 7.1% | 14.3% |
| Total | Count | | 172 | 133 | 167 | 159 | 14 | 645 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Pension payments * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|---------------------|---------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Pension payments | No | Count | 159 _a | 115 _{a, b} | 136 _{b, c} | 120 _c | 10 _{b, c} | 540 |
| | | % | 92.4% | 86.5% | 81.4% | 75.5% | 71.4% | 83.7% |
| | Yes | Count | 13 _a | 18 _{a, b} | 31 _{b, c} | 39 _c | 4 _{b, c} | 105 |
| | | % | 7.6% | 13.5% | 18.6% | 24.5% | 28.6% | 16.3% |
| Total | Count | | 172 | 133 | 167 | 159 | 14 | 645 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Petty cash * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Petty cash | No | Count | 158 _a | 133 _b | 165 _b | 156 _b | 14 _{a, b} | 626 |
| | | % | 91.9% | 100.0% | 98.8% | 98.1% | 100.0% | 97.1% |
| | Yes | Count | 14 _a | 0 _b | 2 _b | 3 _b | 0 _{a, b} | 19 |
| | | % | 8.1% | 0.0% | 1.2% | 1.9% | 0.0% | 2.9% |
| Total | | Count | 172 | 133 | 167 | 159 | 14 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Qualified transportation plan reimbursements * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|---------------------|---------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Qualified transportation plan reimbursements | No | Count | 140 _{a, b} | 111 _{a, b} | 124 _b | 100 _c | 14 _a | 489 |
| | | % | 81.4% | 83.5% | 74.3% | 62.9% | 100.0% | 75.8% |
| | Yes | Count | 32 _{a, b} | 22 _{a, b} | 43 _b | 59 _c | 0 _a | 156 |
| | | % | 18.6% | 16.5% | 25.7% | 37.1% | 0.0% | 24.2% |
| Total | | Count | 172 | 133 | 167 | 159 | 14 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Relocation (moving) expenses * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|-----------------|-----------------|------------------|------------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Relocation (moving) expenses | No | Count | 90 _a | 52 _b | 47 _c | 31 _c | 5 _{a, b, c} | 225 |
| | | % | 52.3% | 39.1% | 28.1% | 19.5% | 35.7% | 34.9% |
| | Yes | Count | 82 _a | 81 _b | 120 _c | 128 _c | 9 _{a, b, c} | 420 |
| | | % | 47.7% | 60.9% | 71.9% | 80.5% | 64.3% | 65.1% |
| Total | Count | | 172 | 133 | 167 | 159 | 14 | 645 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Stock purchase sales * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|---------------------|------------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Stock purchase sales | No | Count | 158 _a | 109 _b | 128 _{b, c} | 107 _c | 9 _{b, c} | 511 |
| | | % | 91.9% | 82.0% | 76.6% | 67.3% | 64.3% | 79.2% |
| | Yes | Count | 14 _a | 24 _b | 39 _{b, c} | 52 _c | 5 _{b, c} | 134 |
| | | % | 8.1% | 18.0% | 23.4% | 32.7% | 35.7% | 20.8% |
| Total | Count | | 172 | 133 | 167 | 159 | 14 | 645 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Travel reimbursements * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|-----------------|---------------------|-----------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Travel reimbursements | No | Count | 125 _a | 98 _a | 113 _{a, b} | 97 _b | 10 _{a, b} | 443 |
| | | % | 72.7% | 73.7% | 67.7% | 61.0% | 71.4% | 68.7% |
| | Yes | Count | 47 _a | 35 _a | 54 _{a, b} | 62 _b | 4 _{a, b} | 202 |
| | | % | 27.3% | 26.3% | 32.3% | 39.0% | 28.6% | 31.3% |
| Total | | Count | 172 | 133 | 167 | 159 | 14 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Tuition reimbursements * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|------------------|-----------------|--------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Tuition reimbursements | No | Count | 119 _a | 71 _b | 76 _{b, c} | 57 _c | 10 _{a, b} | 333 |
| | | % | 69.2% | 53.4% | 45.5% | 35.8% | 71.4% | 51.6% |
| | Yes | Count | 53 _a | 62 _b | 91 _{b, c} | 102 _c | 4 _{a, b} | 312 |
| | | % | 30.8% | 46.6% | 54.5% | 64.2% | 28.6% | 48.4% |
| Total | | Count | 172 | 133 | 167 | 159 | 14 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q31a. Does your organization collect a fee from employees who request a replacement Form W-2?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|---------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q31a. Does your organization collect a fee from employees who request a replacement Form W-2? | Yes | Count | 5 _{a, b} | 2 _b | 18 _c | 24 _c | 2 _{a, c} | 51 |
| | | % | 2.3% | 1.2% | 9.5% | 13.6% | 9.5% | 6.6% |
| | No | Count | 214 _{a, b} | 159 _b | 172 _c | 153 _c | 19 _{a, c} | 717 |
| | | % | 97.7% | 98.8% | 90.5% | 86.4% | 90.5% | 93.4% |
| Total | Count | | 219 | 161 | 190 | 177 | 21 | 768 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q32. Does your organization provide replacement Forms W-2 and 1095-C through self-service?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|---------------------|---------------------|------------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q32. Does your organization provide replacement Forms W-2 and 1095-C through self-service? | Yes | Count | 112 _a | 102 _{b, c} | 109 _{a, c} | 124 _b | 12 _{a, b, c} | 459 |
| | | % | 52.8% | 65.4% | 59.6% | 71.3% | 63.2% | 61.7% |
| | No | Count | 100 _a | 54 _{b, c} | 74 _{a, c} | 50 _b | 7 _{a, b, c} | 285 |
| | | % | 47.2% | 34.6% | 40.4% | 28.7% | 36.8% | 38.3% |
| Total | Count | | 212 | 156 | 183 | 174 | 19 | 744 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q33. Approximately what percentage of your organization's employees require child support orders?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|---------------------------|--------|--------------------|-------------------|--------------------|--------------------|----------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q33. Approximately what percentage of your organization's employees require child support orders? | 0% / None reported | Count | 51 _a | 3 _{b, c} | 4 _{b, c} | 1 _c | 1 _{a, b} | 60 |
| | | % | 24.3% | 2.0% | 2.3% | 0.6% | 11.1% | 8.6% |
| | Greater than 0%, up to 1% | Count | 65 _{a, b} | 53 _b | 39 _{a, c} | 30 _c | 3 _{a, b, c} | 190 |
| | | % | 31.0% | 35.1% | 22.5% | 19.5% | 33.3% | 27.3% |
| | More than 1%, up to 3% | Count | 38 _a | 25 _a | 33 _a | 33 _a | 1 _a | 130 |
| | | % | 18.1% | 16.6% | 19.1% | 21.4% | 11.1% | 18.7% |
| | More than 3%, up to 10% | Count | 44 _a | 47 _b | 57 _b | 43 _{a, b} | 2 _{a, b} | 193 |
| | | % | 21.0% | 31.1% | 32.9% | 27.9% | 22.2% | 27.7% |
| | More than 10% | Count | 12 _a | 23 _b | 40 _{b, c} | 47 _c | 2 _{b, c} | 124 |
| | | % | 5.7% | 15.2% | 23.1% | 30.5% | 22.2% | 17.8% |
| Total | Count | 210 | 151 | 173 | 154 | 9 | 697 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q33. Approximately what percentage of your organization's employees require federal tax levies?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|---------------------------|--------|------------------|--------------------|-----------------|-----------------|----------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q33. Approximately what percentage of your organization's employees require federal tax levies? | 0% / None reported | Count | 168 _a | 82 _b | 36 _c | 19 _d | 3 _{b, c, d} | 308 |
| | | % | 80.0% | 53.9% | 20.7% | 12.3% | 33.3% | 44.1% |
| | Greater than 0%, up to 1% | Count | 25 _a | 41 _b | 76 _c | 65 _c | 6 _c | 213 |
| | | % | 11.9% | 27.0% | 43.7% | 42.2% | 66.7% | 30.5% |
| | More than 1%, up to 3% | Count | 9 _a | 14 _{a, b} | 26 _b | 23 _b | 0 _{a, b} | 72 |
| | | % | 4.3% | 9.2% | 14.9% | 14.9% | 0.0% | 10.3% |
| | More than 3% | Count | 8 _a | 15 _b | 36 _c | 47 _d | 0 _{a, b, c} | 106 |
| | | % | 3.8% | 9.9% | 20.7% | 30.5% | 0.0% | 15.2% |
| Total | Count | 210 | 152 | 174 | 154 | 9 | 699 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q33. Approximately what percentage of your organization's employees require student loan garnishments? * W-2s Crosstabulation

| | | | W-2s | | | | | | |
|--|---------------------------|-------|------------------|-----------------|--------------------|-----------------|----------------------|--------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total | |
| Q33. Approximately what percentage of your organization's employees require student loan garnishments? | 0% / None reported | Count | 176 _a | 69 _b | 37 _c | 16 _d | 1 _{c, d} | 299 | |
| | | % | 83.8% | 45.7% | 21.3% | 10.4% | 11.1% | 42.8% | |
| | Greater than 0%, up to 1% | Count | 28 _a | 60 _b | 78 _b | 55 _b | 5 _b | 226 | |
| | | % | 13.3% | 39.7% | 44.8% | 35.7% | 55.6% | 32.4% | |
| | More than 1%, up to 3% | Count | 1 _a | 13 _b | 22 _{b, c} | 26 _c | 2 _{b, c} | 64 | |
| | | % | 0.5% | 8.6% | 12.6% | 16.9% | 22.2% | 9.2% | |
| | More than 3% | Count | 5 _a | 9 _a | 37 _b | 57 _c | 1 _{a, b, c} | 109 | |
| | | % | 2.4% | 6.0% | 21.3% | 37.0% | 11.1% | 15.6% | |
| | Total | | Count | 210 | 151 | 174 | 154 | 9 | 698 |
| | | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q33. Approximately what percentage of your organization's employees require creditor garnishments? * W-2s Crosstabulation

| | | | W-2s | | | | | | |
|--|---------------------------|-------|------------------|--------------------|--------------------|--------------------|----------------------|--------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total | |
| Q33. Approximately what percentage of your organization's employees require creditor garnishments? | 0% / None reported | Count | 129 _a | 51 _b | 31 _c | 19 _c | 2 _{b, c} | 232 | |
| | | % | 61.4% | 33.8% | 17.9% | 12.3% | 22.2% | 33.3% | |
| | Greater than 0%, up to 1% | Count | 44 _a | 58 _{b, c} | 56 _c | 44 _{a, c} | 6 _b | 208 | |
| | | % | 21.0% | 38.4% | 32.4% | 28.6% | 66.7% | 29.8% | |
| | More than 1%, up to 3% | Count | 16 _a | 16 _{a, b} | 26 _{b, c} | 30 _c | 0 _{a, b, c} | 88 | |
| | | % | 7.6% | 10.6% | 15.0% | 19.5% | 0.0% | 12.6% | |
| | More than 3% | Count | 21 _a | 26 _b | 60 _c | 61 _c | 1 _{a, b, c} | 169 | |
| | | % | 10.0% | 17.2% | 34.7% | 39.6% | 11.1% | 24.2% | |
| | Total | | Count | 210 | 151 | 173 | 154 | 9 | 697 |
| | | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q33. Approximately what percentage of your organization's employees require state tax levies?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|---------------------------|-------|------------------|-----------------|-----------------|-----------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q33. Approximately what percentage of your organization's employees require state tax levies? | 0% / None reported | Count | 160 _a | 91 _b | 62 _c | 35 _d | 2 _{c, d} | 350 |
| | | % | 76.2% | 59.9% | 35.6% | 22.7% | 22.2% | 50.1% |
| | Greater than 0%, up to 1% | Count | 33 _a | 33 _a | 61 _b | 60 _b | 7 _c | 194 |
| | | % | 15.7% | 21.7% | 35.1% | 39.0% | 77.8% | 27.8% |
| | More than 1%, up to 3% | Count | 9 _a | 18 _b | 23 _b | 23 _b | 0 _{a, b} | 73 |
| | | % | 4.3% | 11.8% | 13.2% | 14.9% | 0.0% | 10.4% |
| | More than 3% | Count | 8 _a | 10 _a | 28 _b | 36 _b | 0 _{a, b} | 82 |
| | | % | 3.8% | 6.6% | 16.1% | 23.4% | 0.0% | 11.7% |
| Total | Count | | 210 | 152 | 174 | 154 | 9 | 699 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q33. Approximately what percentage of your organization's employees require bankruptcy orders?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|---------------------------|-------|------------------|--------------------|-----------------|-----------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q33. Approximately what percentage of your organization's employees require bankruptcy orders? | 0% / None reported | Count | 166 _a | 87 _b | 65 _c | 30 _d | 6 _{a, b, c} | 354 |
| | | % | 79.0% | 57.2% | 37.4% | 19.5% | 66.7% | 50.6% |
| | Greater than 0%, up to 1% | Count | 31 _a | 44 _b | 70 _c | 67 _c | 3 _{a, b, c} | 215 |
| | | % | 14.8% | 28.9% | 40.2% | 43.5% | 33.3% | 30.8% |
| | More than 1%, up to 3% | Count | 9 _a | 14 _{a, b} | 19 _b | 23 _b | 0 _{a, b} | 65 |
| | | % | 4.3% | 9.2% | 10.9% | 14.9% | 0.0% | 9.3% |
| | More than 3% | Count | 4 _a | 7 _a | 20 _b | 34 _c | 0 _{a, b, c} | 65 |
| | | % | 1.9% | 4.6% | 11.5% | 22.1% | 0.0% | 9.3% |
| Total | Count | | 210 | 152 | 174 | 154 | 9 | 699 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q34. Approximately how many garnishment payments of all types (both by check and electronic payments) did your organization make in 2016? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|----------------|-------|------------------|--------------------|--------------------|-----------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q34. Approximately how many garnishment payments of all types (both by check and electronic payments) did your organization make in 2016? | 0 | Count | 42 _a | 1 _b | 6 _b | 4 _b | 0 _{a, b} | 53 |
| | | % | 20.2% | 0.7% | 3.5% | 2.8% | 0.0% | 7.8% |
| | 1 to 99 | Count | 114 _a | 46 _b | 15 _c | 10 _c | 1 _{a, b, c} | 186 |
| | | % | 54.8% | 31.3% | 8.7% | 6.9% | 20.0% | 27.5% |
| | 100 to 349 | Count | 34 _a | 47 _b | 45 _b | 11 _c | 1 _{a, b, c} | 138 |
| | | % | 16.3% | 32.0% | 26.2% | 7.6% | 20.0% | 20.4% |
| | 350 to 1,249 | Count | 17 _a | 35 _{b, c} | 51 _c | 27 _b | 2 _{b, c} | 132 |
| | | % | 8.2% | 23.8% | 29.7% | 18.6% | 40.0% | 19.5% |
| | 1,250 to 4,999 | Count | 1 _a | 14 _b | 43 _c | 31 _c | 0 _{a, b, c} | 89 |
| | | % | 0.5% | 9.5% | 25.0% | 21.4% | 0.0% | 13.1% |
| | 5,000 or more | Count | 0 _a | 4 _b | 12 _{b, c} | 62 _d | 1 _{c, d} | 79 |
| | | % | 0.0% | 2.7% | 7.0% | 42.8% | 20.0% | 11.7% |
| | Total | Count | 208 | 147 | 172 | 145 | 5 | 677 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q35. Does your organization collect an administrative fee from employees whose earnings are subject to: * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|------------------------------------|-------|------------------|------------------|--------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q35. Does your organization collect an administrative fee from employees whose earnings are subject to: | Withholding for child support | Count | 7 _a | 5 _a | 14 _{a, b} | 17 _b | 2 _{a, b} | 45 |
| | | % | 3.5% | 3.3% | 8.0% | 10.1% | 11.8% | 6.3% |
| | Creditor garnishments | Count | 6 _a | 2 _a | 5 _a | 6 _a | 0 _a | 19 |
| | | % | 3.0% | 1.3% | 2.9% | 3.6% | 0.0% | 2.7% |
| | Both | Count | 6 _a | 15 _b | 24 _b | 45 _c | 0 _{a, b} | 90 |
| | | % | 3.0% | 10.0% | 13.8% | 26.8% | 0.0% | 12.7% |
| | Neither / not allowed by state law | Count | 182 _a | 128 _a | 131 _b | 100 _c | 15 _{a, b} | 556 |
| | | % | 90.5% | 85.3% | 75.3% | 59.5% | 88.2% | 78.3% |
| | Total | Count | 201 | 150 | 174 | 168 | 17 | 710 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q36a. Is your largest payroll integrated with an HRIS (Human Resource Information System)?
*** W-2s Crosstabulation**

| | | W-2s | | | | | | |
|--|-----|-------|------------------|------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q36a. Is your largest payroll integrated with an HRIS (Human Resource Information System)? | Yes | Count | 132 _a | 113 _b | 150 _c | 152 _c | 17 _{b, c} | 564 |
| | | % | 61.4% | 72.4% | 82.4% | 87.4% | 85.0% | 75.5% |
| | No | Count | 83 _a | 43 _b | 32 _c | 22 _c | 3 _{b, c} | 183 |
| | | % | 38.6% | 27.6% | 17.6% | 12.6% | 15.0% | 24.5% |
| Total | | Count | 215 | 156 | 182 | 174 | 20 | 747 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q36b. Does payroll staff maintain the HRIS (for example, keeping benefits or personnel records up-to-date)?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|-----|-------|-----------------|-----------------|--------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q36b. Does payroll staff maintain the HRIS (for example, keeping benefits or personnel records up-to-date)? | Yes | Count | 88 _a | 54 _b | 57 _{b, c} | 38 _d | 2 _{c, d} | 239 |
| | | % | 67.7% | 47.8% | 38.8% | 26.0% | 13.3% | 43.4% |
| | No | Count | 42 _a | 59 _b | 90 _{b, c} | 108 _d | 13 _{c, d} | 312 |
| | | % | 32.3% | 52.2% | 61.2% | 74.0% | 86.7% | 56.6% |
| Total | | Count | 130 | 113 | 147 | 146 | 15 | 551 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q37. Approximately what percentage of your organization's employee benefits recordkeeping (with or without an HRIS) is handled by payroll staff? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|---------------|-------|--------------------|--------------------|--------------------|--------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q37. Approximately what percentage of your organization's employee benefits recordkeeping (with or without an HRIS) is handled by payroll staff? | Less than 15% | Count | 70 _a | 85 _b | 119 _c | 129 _d | 13 _{c, d} | 416 |
| | | % | 33.5% | 54.5% | 67.2% | 76.8% | 81.3% | 57.3% |
| | 15% – 24% | Count | 13 _a | 19 _b | 18 _{a, b} | 12 _{a, b} | 1 _{a, b} | 63 |
| | | % | 6.2% | 12.2% | 10.2% | 7.1% | 6.3% | 8.7% |
| | 25% – 49% | Count | 17 _{a, b} | 14 _{a, b} | 20 _b | 8 _a | 0 _{a, b} | 59 |
| | | % | 8.1% | 9.0% | 11.3% | 4.8% | 0.0% | 8.1% |
| | 50% – 84% | Count | 11 _a | 9 _a | 9 _a | 10 _a | 0 _a | 39 |
| | | % | 5.3% | 5.8% | 5.1% | 6.0% | 0.0% | 5.4% |
| | 85% or more | Count | 98 _a | 29 _b | 11 _c | 9 _c | 2 _{b, c} | 149 |
| | | % | 46.9% | 18.6% | 6.2% | 5.4% | 12.5% | 20.5% |
| | Total | Count | 209 | 156 | 177 | 168 | 16 | 726 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Payroll processing hardware * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|---------------------|------------------|---------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Payroll processing hardware | No | Count | 145 _{a, b} | 110 _b | 120 _{a, b} | 105 _a | 10 _{a, b} | 490 |
| | | % | 70.4% | 73.3% | 69.0% | 62.9% | 62.5% | 68.7% |
| | Yes | Count | 61 _{a, b} | 40 _b | 54 _{a, b} | 62 _a | 6 _{a, b} | 223 |
| | | % | 29.6% | 26.7% | 31.0% | 37.1% | 37.5% | 31.3% |
| | Total | Count | 206 | 150 | 174 | 167 | 16 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Payroll processing software * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|------------------|-----------------|-----------------|-----------------|----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Payroll processing software | No | Count | 99 _a | 75 _a | 87 _a | 72 _a | 7 _a | 340 |
| | | % | 48.1% | 50.0% | 50.0% | 43.1% | 43.8% | 47.7% |
| | Yes | Count | 107 _a | 75 _a | 87 _a | 95 _a | 9 _a | 373 |
| | | % | 51.9% | 50.0% | 50.0% | 56.9% | 56.3% | 52.3% |
| Total | | Count | 206 | 150 | 174 | 167 | 16 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Paycards * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|---------------------|------------------|-----------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Paycards | No | Count | 177 _a | 124 _{a, b} | 109 _c | 87 _d | 10 _{b, c, d} | 507 |
| | | % | 85.9% | 82.7% | 62.6% | 52.1% | 62.5% | 71.1% |
| | Yes | Count | 29 _a | 26 _{a, b} | 65 _c | 80 _d | 6 _{b, c, d} | 206 |
| | | % | 14.1% | 17.3% | 37.4% | 47.9% | 37.5% | 28.9% |
| Total | | Count | 206 | 150 | 174 | 167 | 16 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Training * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|--------------------|-----------------|-----------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Training | No | Count | 132 _a | 91 _{a, b} | 92 _b | 69 _c | 7 _{a, b, c} | 391 |
| | | % | 64.1% | 60.7% | 52.9% | 41.3% | 43.8% | 54.8% |
| | Yes | Count | 74 _a | 59 _{a, b} | 82 _b | 98 _c | 9 _{a, b, c} | 322 |
| | | % | 35.9% | 39.3% | 47.1% | 58.7% | 56.3% | 45.2% |
| Total | | Count | 206 | 150 | 174 | 167 | 16 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Other payroll technology * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|-----------------|------------------|-----------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Other payroll technology | No | Count | 138 _a | 97 _a | 111 _a | 96 _a | 12 _a | 454 |
| | | % | 67.0% | 64.7% | 63.8% | 57.5% | 75.0% | 63.7% |
| | Yes | Count | 68 _a | 53 _a | 63 _a | 71 _a | 4 _a | 259 |
| | | % | 33.0% | 35.3% | 36.2% | 42.5% | 25.0% | 36.3% |
| Total | | Count | 206 | 150 | 174 | 167 | 16 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Unemployment insurance processing

*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Unemployment insurance processing | No | Count | 161 _a | 123 _a | 136 _a | 123 _a | 13 _a | 556 |
| | | % | 78.2% | 82.0% | 78.2% | 73.7% | 81.3% | 78.0% |
| | Yes | Count | 45 _a | 27 _a | 38 _a | 44 _a | 3 _a | 157 |
| | | % | 21.8% | 18.0% | 21.8% | 26.3% | 18.8% | 22.0% |
| Total | Count | | 206 | 150 | 174 | 167 | 16 | 713 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Outsourcing vendors (for example, service providers)

*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|---|-------|-------|------------------|---------------------|------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Outsourcing vendors (for example, service providers) | No | Count | 150 _a | 107 _{a, b} | 110 _b | 104 _b | 11 _{a, b} | 482 |
| | | % | 72.8% | 71.3% | 63.2% | 62.3% | 68.8% | 67.6% |
| | Yes | Count | 56 _a | 43 _{a, b} | 64 _b | 63 _b | 5 _{a, b} | 231 |
| | | % | 27.2% | 28.7% | 36.8% | 37.7% | 31.3% | 32.4% |
| Total | Count | | 206 | 150 | 174 | 167 | 16 | 713 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - No one in the payroll department recommends or approves any acquisitions * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|-----------------|------------------|------------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - No one in the payroll department recommends or approves any acquisitions | No | Count | 126 _a | 95 _a | 111 _a | 129 _b | 9 _{a, b} | 470 |
| | | % | 61.2% | 63.3% | 63.8% | 77.2% | 56.3% | 65.9% |
| | Yes | Count | 80 _a | 55 _a | 63 _a | 38 _b | 7 _{a, b} | 243 |
| | | % | 38.8% | 36.7% | 36.2% | 22.8% | 43.8% | 34.1% |
| Total | | Count | 206 | 150 | 174 | 167 | 16 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Other products / services * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Other products / services | No | Count | 203 _a | 149 _a | 172 _a | 165 _a | 16 _a | 705 |
| | | % | 98.5% | 99.3% | 98.9% | 98.8% | 100.0% | 98.9% |
| | Yes | Count | 3 _a | 1 _a | 2 _a | 2 _a | 0 _a | 8 |
| | | % | 1.5% | 0.7% | 1.1% | 1.2% | 0.0% | 1.1% |
| Total | | Count | 206 | 150 | 174 | 167 | 16 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q39. How is your organization's payroll processing handled? (Check only ONE) * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|--|-------|--------------------|-----------------|-----------------|-----------------|----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q39. How is your organization's payroll processing handled? (Check only ONE) | All in-house (company-developed system) | Count | 17 _a | 14 _a | 19 _a | 18 _a | 2 _a | 70 |
| | | % | 8.1% | 9.1% | 10.6% | 10.5% | 11.1% | 9.5% |
| | All in-house (licensed system) | Count | 85 _{a, b} | 47 _b | 76 _a | 98 _c | 8 _{a, b, c} | 314 |
| | | % | 40.3% | 30.5% | 42.5% | 57.3% | 44.4% | 42.8% |
| | All by a service provider outside the U.S. | Count | 2 _a | 2 _a | 1 _a | 1 _a | 0 _a | 6 |
| | | % | 0.9% | 1.3% | 0.6% | 0.6% | 0.0% | 0.8% |
| | All by a service provider within the U.S. | Count | 81 _{a, b} | 74 _b | 57 _a | 27 _c | 5 _{a, b, c} | 244 |
| | | % | 38.4% | 48.1% | 31.8% | 15.8% | 27.8% | 33.3% |
| | Part in-house licensed system, part by a service provider (within or outside the U.S.) | Count | 26 _a | 17 _a | 26 _a | 27 _a | 3 _a | 99 |
| | | % | 12.3% | 11.0% | 14.5% | 15.8% | 16.7% | 13.5% |
| | Total | Count | 211 | 154 | 179 | 171 | 18 | 733 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q40. How does your payroll technology provide employee self-service? - Personal computer * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q40. How does your payroll technology provide employee self-service? - Personal computer | No | Count | 2 _a | 5 _a | 4 _a | 1 _a | 0 _a | 12 |
| | | % | 1.2% | 3.6% | 2.5% | 0.6% | 0.0% | 1.9% |
| | Yes | Count | 160 _a | 134 _a | 157 _a | 160 _a | 17 _a | 628 |
| | | % | 98.8% | 96.4% | 97.5% | 99.4% | 100.0% | 98.1% |
| | Total | Count | 162 | 139 | 161 | 161 | 17 | 640 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q40. How does your payroll technology provide employee self-service? - Kiosk * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|------------------|------------------|---------------------|------------------|-----------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q40. How does your payroll technology provide employee self-service? - Kiosk | No | Count | 142 _a | 104 _b | 108 _{b, c} | 102 _c | 13 _{a, b, c} | 469 |
| | | % | 87.7% | 74.8% | 67.1% | 63.4% | 76.5% | 73.3% |
| | Yes | Count | 20 _a | 35 _b | 53 _{b, c} | 59 _c | 4 _{a, b, c} | 171 |
| | | % | 12.3% | 25.2% | 32.9% | 36.6% | 23.5% | 26.7% |
| Total | | Count | 162 | 139 | 161 | 161 | 17 | 640 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q40. How does your payroll technology provide employee self-service? - Voice response * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q40. How does your payroll technology provide employee self-service? - Voice response | No | Count | 160 _a | 137 _a | 161 _a | 160 _a | 15 _b | 633 |
| | | % | 98.8% | 98.6% | 100.0% | 99.4% | 88.2% | 98.9% |
| | Yes | Count | 2 _a | 2 _a | 0 _a | 1 _a | 2 _b | 7 |
| | | % | 1.2% | 1.4% | 0.0% | 0.6% | 11.8% | 1.1% |
| Total | | Count | 162 | 139 | 161 | 161 | 17 | 640 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q40. How does your payroll technology provide employee self-service? - Smart phone * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|-----|-------|-----------------|-----------------|-----------------|-----------------|----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q40. How does your payroll technology provide employee self-service? - Smart phone | No | Count | 69 _a | 57 _a | 78 _a | 84 _a | 8 _a | 296 |
| | | % | 42.6% | 41.0% | 48.4% | 52.2% | 47.1% | 46.3% |
| | Yes | Count | 93 _a | 82 _a | 83 _a | 77 _a | 9 _a | 344 |
| | | % | 57.4% | 59.0% | 51.6% | 47.8% | 52.9% | 53.8% |
| Total | | Count | 162 | 139 | 161 | 161 | 17 | 640 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q40. How does your payroll technology provide employee self-service? - Tablet * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-------|-------|-----------------|-----------------|-----------------|-----------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q40. How does your payroll technology provide employee self-service? - Tablet | No | Count | 96 _a | 72 _a | 95 _a | 98 _a | 10 _a | 371 |
| | | % | 59.3% | 51.8% | 59.0% | 60.9% | 58.8% | 58.0% |
| | Yes | Count | 66 _a | 67 _a | 66 _a | 63 _a | 7 _a | 269 |
| | | % | 40.7% | 48.2% | 41.0% | 39.1% | 41.2% | 42.0% |
| Total | Count | | 162 | 139 | 161 | 161 | 17 | 640 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q41. Does your organization plan to outsource all or part of your payroll processing in the future? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|---|-----------------|-------|------------------|-----------------|------------------|------------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q41. Does your organization plan to outsource all or part of your payroll processing in the future? | Yes | Count | 7 _a | 3 _a | 5 _a | 13 _a | 1 _a | 29 |
| | | % | 5.5% | 3.8% | 4.1% | 9.1% | 7.7% | 6.0% |
| | No / don't know | Count | 121 _a | 75 _a | 116 _a | 130 _a | 12 _a | 454 |
| | | % | 94.5% | 96.2% | 95.9% | 90.9% | 92.3% | 94.0% |
| Total | Count | | 128 | 78 | 121 | 143 | 13 | 483 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q42. When was the last time your organization began using new payroll processing software? * W-2s Crosstabulation

| | | | W-2s | | | | | Total |
|--|-----------------------|-------|--------------------|--------------------|-----------------|-----------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q42. When was the last time your organization began using new payroll processing software? | In the last year | Count | 15 _{a, b} | 10 _{a, b} | 8 _b | 22 _a | 3 _a | 58 |
| | | % | 11.9% | 13.2% | 6.8% | 15.4% | 23.1% | 12.2% |
| | 1 to < 2 years ago | Count | 17 _{a, b} | 10 _{a, b} | 11 _b | 10 _b | 4 _a | 52 |
| | | % | 13.5% | 13.2% | 9.4% | 7.0% | 30.8% | 10.9% |
| | 2 to < 5 years ago | Count | 19 _{a, b} | 15 _{a, b} | 29 _b | 21 _a | 3 _{a, b} | 87 |
| | | % | 15.1% | 19.7% | 24.8% | 14.7% | 23.1% | 18.3% |
| | 5 years ago or longer | Count | 75 _a | 41 _a | 69 _a | 90 _a | 3 _b | 278 |
| | | % | 59.5% | 53.9% | 59.0% | 62.9% | 23.1% | 58.5% |
| Total | Count | | 126 | 76 | 117 | 143 | 13 | 475 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q43. What was the source of the last-installed payroll processing software? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|---|-------------------------|--------|-----------------|-----------------|-----------------|-----------------|----------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q43. What was the source of the last-installed payroll processing software? | Purchased from a vendor | Count | 45 _a | 28 _a | 42 _a | 54 _a | 7 _a | 176 |
| | | % | 36.0% | 36.8% | 36.2% | 38.0% | 53.8% | 37.3% |
| | Licensed from a vendor | Count | 77 _a | 45 _a | 70 _a | 78 _a | 6 _a | 276 |
| | | % | 61.6% | 59.2% | 60.3% | 54.9% | 46.2% | 58.5% |
| | In-house developed | Count | 3 _a | 3 _a | 4 _a | 10 _a | 0 _a | 20 |
| | | % | 2.4% | 3.9% | 3.4% | 7.0% | 0.0% | 4.2% |
| Total | Count | 125 | 76 | 116 | 142 | 13 | 472 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q45. Does your organization plan to purchase / license new payroll-related software in the future?
*** W-2s Crosstabulation**

| | | W-2s | | | | | | |
|--|-----------------|-------|------------------|-----------------|--------------------|------------------|--------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q45. Does your organization plan to purchase / license new payroll-related software in the future? | Yes | Count | 16 _a | 18 _b | 20 _{a, b} | 35 _b | 1 _{a, b} | 90 |
| | | % | 12.7% | 24.0% | 16.8% | 24.5% | 7.7% | 18.9% |
| | No / don't know | Count | 110 _a | 57 _b | 99 _{a, b} | 108 _b | 12 _{a, b} | 386 |
| | | % | 87.3% | 76.0% | 83.2% | 75.5% | 92.3% | 81.1% |
| Total | | Count | 126 | 75 | 119 | 143 | 13 | 476 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q47. Does your organization plan to bring all or part of your payroll processing in-house in the future?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|--|-----------------|-------|------------------|-----------------|-----------------|-----------------|----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q47. Does your organization plan to bring all or part of your payroll processing in-house in the future? | Yes | Count | 5 _a | 3 _a | 2 _a | 5 _a | 0 _a | 15 |
| | | % | 4.6% | 3.2% | 2.4% | 9.3% | 0.0% | 4.3% |
| | No / don't know | Count | 103 _a | 90 _a | 82 _a | 49 _a | 8 _a | 332 |
| | | % | 95.4% | 96.8% | 97.6% | 90.7% | 100.0% | 95.7% |
| Total | | Count | 108 | 93 | 84 | 54 | 8 | 347 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q49. How many people are employed full-time by your entire organization? * W-2s Crosstabulation

| | | W-2s | | | | | Total |
|--|---------------|-------|-----------------|-----------------|-----------------|-----------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | |
| Q49. How many people are employed full-time by your entire organization? | < 150 | Count | 84 _a | 7 _b | 6 _b | 8 _b | 105 |
| | | % | 49.7% | 5.8% | 4.6% | 7.8% | 20.0% |
| | 150 - 499 | Count | 82 _a | 35 _b | 11 _c | 3 _c | 131 |
| | | % | 48.5% | 29.2% | 8.4% | 2.9% | 25.0% |
| | 500 - 1,499 | Count | 2 _a | 71 _b | 39 _c | 3 _a | 115 |
| | | % | 1.2% | 59.2% | 29.8% | 2.9% | 21.9% |
| | 1,500 - 4,999 | Count | 0 _a | 6 _b | 72 _c | 22 _d | 102 |
| | | % | 0.0% | 5.0% | 55.0% | 21.4% | 19.4% |
| | 5,000 + | Count | 1 _a | 1 _a | 3 _a | 67 _b | 72 |
| | | % | 0.6% | 0.8% | 2.3% | 65.0% | 13.7% |
| | Total | Count | 169 | 120 | 131 | 103 | 525 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q49. How many people are employed part-time by your entire organization? (Convert part-time employees to full-time equivalents - FTE) * W-2s Crosstabulation

| | | W-2s | | | | | Total |
|---|-------------------|-------|-----------------|-----------------|-----------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | |
| Q49. How many people are employed part-time by your entire organization? (Convert part-time employees to full-time equivalents - FTE) | 0 / None reported | Count | 69 _a | 39 _a | 45 _a | 37 _a | 190 |
| | | % | 40.8% | 32.5% | 34.4% | 35.9% | 36.2% |
| | > 0 - 149 | Count | 96 _a | 67 _a | 40 _b | 14 _c | 219 |
| | | % | 56.8% | 55.8% | 30.5% | 13.6% | 41.7% |
| | 150 - 499 | Count | 3 _a | 10 _b | 22 _c | 5 _{a, b} | 40 |
| | | % | 1.8% | 8.3% | 16.8% | 4.9% | 7.6% |
| | 500 - 1,499 | Count | 1 _a | 4 _a | 19 _b | 16 _b | 40 |
| | | % | 0.6% | 3.3% | 14.5% | 15.5% | 7.6% |
| | 1,500 + | Count | 0 _a | 0 _a | 5 _b | 31 _c | 36 |
| | | % | 0.0% | 0.0% | 3.8% | 30.1% | 6.9% |
| | Total | Count | 169 | 120 | 131 | 103 | 525 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q50. What is the location of all or most of the payroll-related jobs listed in question 48?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|---|--|--------|-----------------|-----------------|-------------------|-----------------|-------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q50. What is the location of all or most of the payroll-related jobs listed in question 48? | Metro area with a population of 1,000,000 or more | Count | 52 _a | 45 _a | 52 _a | 43 _a | 3 _a | 195 |
| | | % | 30.8% | 37.5% | 39.4% | 37.4% | 60.0% | 36.0% |
| | Metro area with a population of 500,000 to 999,999 | Count | 12 _a | 9 _a | 15 _a | 15 _a | 1 _a | 52 |
| | | % | 7.1% | 7.5% | 11.4% | 13.0% | 20.0% | 9.6% |
| | Metro area with a population of 250,000 to 499,999 | Count | 19 _a | 12 _a | 16 _a | 20 _a | 0 _a | 67 |
| | | % | 11.2% | 10.0% | 12.1% | 17.4% | 0.0% | 12.4% |
| | Metro area with a population of 50,000 to 249,999 | Count | 30 _a | 24 _a | 21 _a | 25 _a | 0 _a | 100 |
| | | % | 17.8% | 20.0% | 15.9% | 21.7% | 0.0% | 18.5% |
| | City of 10,000 to 49,999 | Count | 41 _a | 21 _a | 23 _a | 10 _b | 1 _{a, b} | 96 |
| | | % | 24.3% | 17.5% | 17.4% | 8.7% | 20.0% | 17.7% |
| | Town of fewer than 10,000 / rural area | Count | 15 _a | 9 _a | 5 _{a, b} | 2 _b | 0 _{a, b} | 31 |
| | | % | 8.9% | 7.5% | 3.8% | 1.7% | 0.0% | 5.7% |
| Total | Count | 169 | 120 | 132 | 115 | 5 | 541 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q51. What was the annual gross revenue of your entire organization for the most recent year?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | |
|--|---|--------|--------------------|-------------------|--------------------|-----------------|----------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q51. What was the annual gross revenue of your entire organization for the most recent year? | Less than \$50 million | Count | 87 _a | 20 _b | 16 _b | 11 _b | 0 _{a, b} | 134 |
| | | % | 56.5% | 20.2% | 14.2% | 11.2% | 0.0% | 28.7% |
| | \$50 million – \$100 million | Count | 28 _a | 27 _a | 25 _a | 6 _b | 0 _{a, b} | 86 |
| | | % | 18.2% | 27.3% | 22.1% | 6.1% | 0.0% | 18.4% |
| | More than \$100 million – less than \$500 million | Count | 22 _{a, b} | 24 _c | 25 _{b, c} | 7 _a | 1 _{a, b, c} | 79 |
| | | % | 14.3% | 24.2% | 22.1% | 7.1% | 33.3% | 16.9% |
| | \$500 million – \$1 billion | Count | 6 _a | 13 _b | 21 _b | 16 _b | 0 _{a, b} | 56 |
| | | % | 3.9% | 13.1% | 18.6% | 16.3% | 0.0% | 12.0% |
| | More than \$1 billion – less than \$5 billion | Count | 6 _a | 8 _{a, b} | 17 _b | 14 _b | 2 _c | 47 |
| | | % | 3.9% | 8.1% | 15.0% | 14.3% | 66.7% | 10.1% |
| | \$5 billion – \$10 billion | Count | 1 _a | 4 _a | 3 _a | 20 _b | 0 _{a, b} | 28 |
| | | % | 0.6% | 4.0% | 2.7% | 20.4% | 0.0% | 6.0% |
| | More than \$10 billion - less than \$25 billion | Count | 2 _a | 1 _a | 3 _a | 10 _b | 0 _{a, b} | 16 |
| | | % | 1.3% | 1.0% | 2.7% | 10.2% | 0.0% | 3.4% |
| | \$25 billion - \$50 billion | Count | 1 _a | 2 _{a, b} | 2 _{a, b} | 5 _b | 0 _{a, b} | 10 |
| | | % | 0.6% | 2.0% | 1.8% | 5.1% | 0.0% | 2.1% |
| | More than \$50 billion | Count | 1 _a | 0 _a | 1 _a | 9 _b | 0 _{a, b} | 11 |
| | | % | 0.6% | 0.0% | 0.9% | 9.2% | 0.0% | 2.4% |
| Total | Count | 154 | 99 | 113 | 98 | 3 | 467 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q52. Has your organization been involved in a merger, acquisition, or divestiture in the last two years?
*** W-2s Crosstabulation**

| | | | W-2s | | | | | Total |
|--|-------|-------|------------------|-----------------|------------------|-----------------|-------------------|--------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | |
| Q52. Has your organization been involved in a merger, acquisition, or divestiture in the last two years? | Yes | Count | 16 _a | 39 _b | 47 _b | 57 _c | 3 _{b, c} | 162 |
| | | % | 8.8% | 30.7% | 32.0% | 44.2% | 33.3% | 27.3% |
| | No | Count | 165 _a | 88 _b | 100 _b | 72 _c | 6 _{b, c} | 431 |
| | | % | 91.2% | 69.3% | 68.0% | 55.8% | 66.7% | 72.7% |
| | Total | Count | 181 | 127 | 147 | 129 | 9 | 593 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q53a. How has the number of employees you pay at your organization been impacted by being involved in a merger, acquisition, or divestiture? * W-2s Crosstabulation

| | | | W-2s | | | | | |
|--|---|--------|-------------------|--------------------|-------------------|-----------------|-------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q53a. How has the number of employees you pay at your organization been impacted by being involved in a merger, acquisition, or divestiture? | We pay more employees now | Count | 7 _a | 24 _{a, b} | 33 _b | 42 _b | 2 _{a, b} | 108 |
| | | % | 43.8% | 61.5% | 73.3% | 79.2% | 66.7% | 69.2% |
| | We pay fewer employees now | Count | 5 _a | 2 _b | 3 _b | 4 _b | 0 _{a, b} | 14 |
| | | % | 31.3% | 5.1% | 6.7% | 7.5% | 0.0% | 9.0% |
| | We pay about the same number of employees now | Count | 4 _{a, b} | 13 _b | 9 _{a, b} | 7 _a | 1 _{a, b} | 34 |
| | | % | 25.0% | 33.3% | 20.0% | 13.2% | 33.3% | 21.8% |
| Total | Count | 16 | 39 | 45 | 53 | 3 | 156 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q53b. How has the payroll staff at your organization been impacted by being involved in a merger, acquisition, or divestiture? * W-2s Crosstabulation

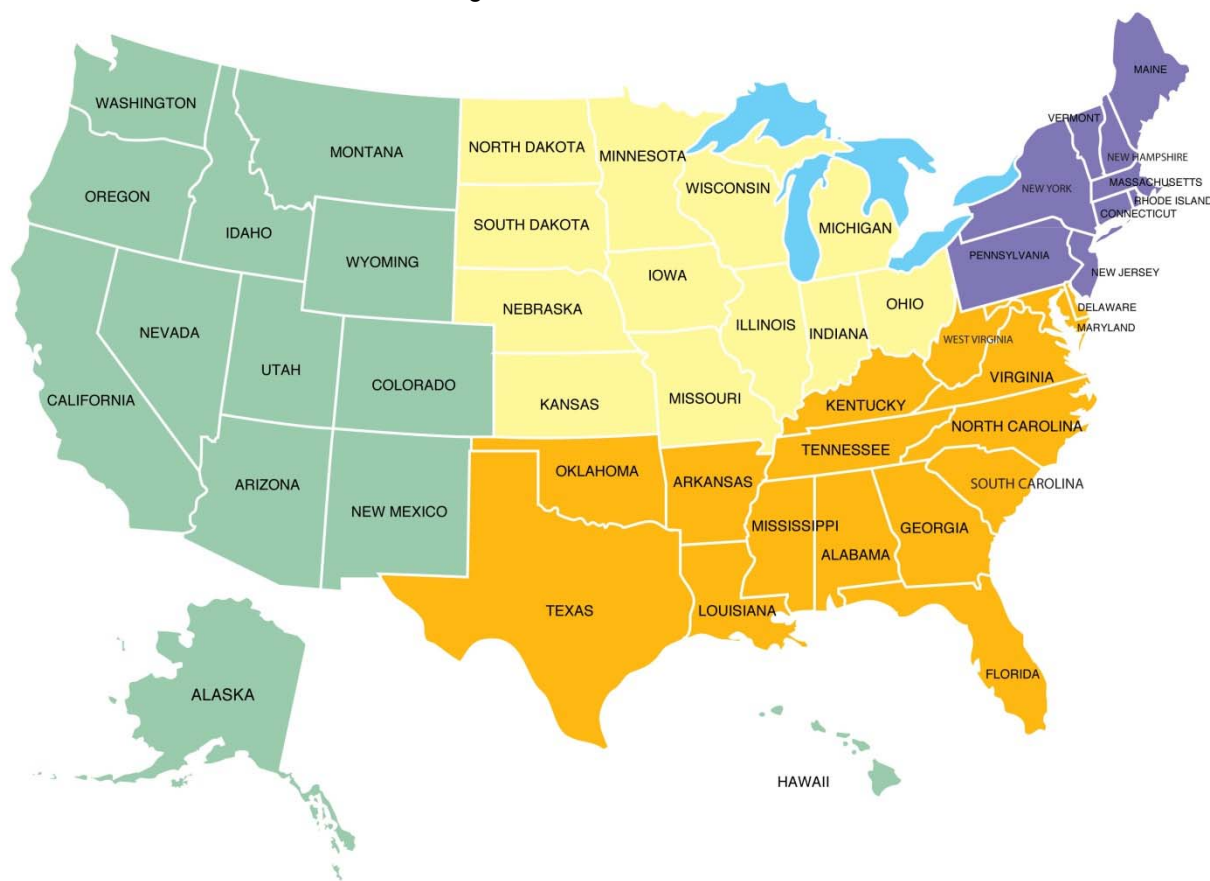
| | | | W-2s | | | | | |
|--|-----------------------------|--------|-----------------------|-----------------|--------------------|--------------------|-------------------|-------|
| | | | < 500 | 500 - 1,499 | 1,500 - 4,999 | 5,000 + | n/a | Total |
| Q53b. How has the payroll staff at your organization been impacted by being involved in a merger, acquisition, or divestiture? | Payroll staff has increased | Count | 2 _{a, b} | 1 _b | 6 _b | 17 _{a, c} | 2 _c | 28 |
| | | % | 12.5% | 2.6% | 13.3% | 31.5% | 66.7% | 17.8% |
| | Payroll staff has decreased | Count | 3 _a | 4 _a | 4 _a | 5 _a | 0 _a | 16 |
| | | % | 18.8% | 10.3% | 8.9% | 9.3% | 0.0% | 10.2% |
| | Payroll staff is unchanged | Count | 11 _{a, b, c} | 34 _c | 35 _{b, c} | 32 _a | 1 _{a, b} | 113 |
| | | % | 68.8% | 87.2% | 77.8% | 59.3% | 33.3% | 72.0% |
| Total | Count | 16 | 39 | 45 | 54 | 3 | 157 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



X. Cross-tabulations by Region

Cross-tabulations by region begin on the next page and are based on the state (re-coded into four regions) from membership records. The table below shows common definitions for 5 regions, however the West and Pacific regions were combined to get a larger subgroup sample size for analysis. There were 9 respondents from Canada, and these were grouped into region based on the closest U.S. region. Two respondents did not have a region (and appeared to be located outside of North America). These respondents are excluded from the cross-tabulations that follow. As a result, the counts and percentages in the total column of each table can differ slightly from results shown in the previous section and in the body of the report.

| <u>Northeast</u> | <u>South</u> | <u>Midwest</u> | <u>West / Pacific</u> |
|-------------------------|---------------------|-----------------------|------------------------------|
| Connecticut | Alabama | Illinois | Alaska |
| Maine | Arkansas | Indiana | Arizona |
| Massachusetts | Delaware | Iowa | California |
| New Hampshire | Florida | Kansas | Colorado |
| New Jersey | Georgia | Michigan | Hawaii |
| New York | Kentucky | Minnesota | Idaho |
| Pennsylvania | Louisiana | Missouri | Montana |
| Rhode Island | Maryland | Nebraska | Nevada |
| Vermont | Mississippi | North Dakota | New Mexico |
| | North Carolina | Ohio | Oregon |
| | Oklahoma | South Dakota | Utah |
| | South Carolina | Wisconsin | Washington |
| | Tennessee | | Wyoming |
| | Texas | | |
| | Virginia | | |
| | Washington, DC | | |
| | West Virginia | | |





Q1. Which ONE of the following best describes your organization? (Grouped into broad categories)
*** Region Crosstabulation**

| | | Region | | | | | |
|--|------------------|--------|-----------------------|--------------------|------------------|--------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q1. Which ONE of the following best describes your organization? (Grouped into broad categories) | Education | Count | 35 _a | 45 _{a, b} | 24 _b | 27 _b | 131 |
| | | % | 14.5% | 9.6% | 7.2% | 8.3% | 9.6% |
| | Finance | Count | 16 _a | 37 _a | 32 _a | 27 _a | 112 |
| | | % | 6.6% | 7.9% | 9.6% | 8.3% | 8.2% |
| | Government | Count | 6 _a | 57 _b | 27 _b | 40 _b | 130 |
| | | % | 2.5% | 12.1% | 8.1% | 12.3% | 9.5% |
| | Retail Trade | Count | 11 _a | 22 _a | 16 _a | 14 _a | 63 |
| | | % | 4.5% | 4.7% | 4.8% | 4.3% | 4.6% |
| | Manufacturing | Count | 38 _{a, b} | 52 _b | 71 _a | 52 _a | 213 |
| | | % | 15.7% | 11.1% | 21.4% | 16.0% | 15.5% |
| | Services | Count | 79 _a | 137 _a | 101 _a | 85 _a | 402 |
| | | % | 32.6% | 29.1% | 30.4% | 26.1% | 29.3% |
| | Other Industries | Count | 57 _{a, b, c} | 120 _c | 61 _b | 81 _{a, c} | 319 |
| | | % | 23.6% | 25.5% | 18.4% | 24.8% | 23.3% |
| Total | Count | 242 | 470 | 332 | 326 | 1370 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q2. Does your payroll department provide payroll functions at more than one job site?
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q2. Does your payroll department provide payroll functions at more than one job site? | Yes | Count | 86 _a | 161 _a | 112 _a | 96 _a | 455 |
| | | % | 35.7% | 34.3% | 33.8% | 29.6% | 33.3% |
| | No | Count | 155 _a | 308 _a | 219 _a | 228 _a | 910 |
| | | % | 64.3% | 65.7% | 66.2% | 70.4% | 66.7% |
| Total | | Count | 241 | 469 | 331 | 324 | 1365 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q3. How many people are employed full-time in your payroll department? * Region Crosstabulation

| | | Region | | | | | |
|--|-----------|--------|--------------------|------------------|--------------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q3. How many people are employed full-time in your payroll department? | 0 | Count | 1 _a | 3 _a | 2 _a | 3 _a | 9 |
| | | % | 0.5% | 0.7% | 0.7% | 1.1% | 0.8% |
| | 1 | Count | 56 _a | 83 _b | 86 _a | 77 _a | 302 |
| | | % | 28.9% | 20.7% | 30.7% | 28.1% | 26.3% |
| | 2 to 3 | Count | 68 _a | 121 _a | 92 _a | 85 _a | 366 |
| | | % | 35.1% | 30.2% | 32.9% | 31.0% | 31.9% |
| | 4 to 5 | Count | 23 _a | 73 _b | 41 _{a, b} | 36 _{a, b} | 173 |
| | | % | 11.9% | 18.2% | 14.6% | 13.1% | 15.1% |
| | 6 or more | Count | 46 _{a, b} | 121 _b | 59 _a | 73 _{a, b} | 299 |
| | | % | 23.7% | 30.2% | 21.1% | 26.6% | 26.0% |
| | Total | Count | 194 | 401 | 280 | 274 | 1149 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q3. How many people are employed part-time in your payroll department? (Convert part-time employees to full-time equivalents - FTE) * Region Crosstabulation

| | | Region | | | | | |
|---|-------------------|--------|---------------------|------------------|-------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q3. How many people are employed part-time in your payroll department? (Convert part-time employees to full-time equivalents - FTE) | 0 / None reported | Count | 163 _{a, b} | 354 _b | 230 _a | 230 _{a, b} | 977 |
| | | % | 84.0% | 88.3% | 82.1% | 83.9% | 85.0% |
| | 0.1 to 1 | Count | 14 _a | 29 _a | 36 _b | 30 _{a, b} | 109 |
| | | % | 7.2% | 7.2% | 12.9% | 10.9% | 9.5% |
| | 2 to 3 | Count | 10 _a | 8 _b | 7 _{a, b} | 6 _{a, b} | 31 |
| | | % | 5.2% | 2.0% | 2.5% | 2.2% | 2.7% |
| | 4 or more | Count | 7 _a | 10 _a | 7 _a | 8 _a | 32 |
| | | % | 3.6% | 2.5% | 2.5% | 2.9% | 2.8% |
| | Total | Count | 194 | 401 | 280 | 274 | 1149 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q4. The highest level of education completed is high school or less for at least one full-time employee in the payroll department * Region Crosstabulation

| | | | Region | | | | Total |
|---|-------|-------|------------------|------------------|------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q4. The highest level of education completed is high school or less for at least one full-time employee in the payroll department | No | Count | 92 _a | 138 _b | 124 _a | 113 _{a, b} | 467 |
| | | % | 47.7% | 34.6% | 44.8% | 41.9% | 41.0% |
| | Yes | Count | 101 _a | 261 _b | 153 _a | 157 _{a, b} | 672 |
| | | % | 52.3% | 65.4% | 55.2% | 58.1% | 59.0% |
| Total | Count | | 193 | 399 | 277 | 270 | 1139 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q4. The highest level of education completed is an Associate's degree for at least one full-time employee in the payroll department * Region Crosstabulation

| | | | Region | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q4. The highest level of education completed is an Associate's degree for at least one full-time employee in the payroll department | No | Count | 110 _a | 233 _a | 146 _a | 142 _a | 631 |
| | | % | 57.0% | 58.4% | 52.7% | 52.6% | 55.4% |
| | Yes | Count | 83 _a | 166 _a | 131 _a | 128 _a | 508 |
| | | % | 43.0% | 41.6% | 47.3% | 47.4% | 44.6% |
| Total | Count | | 193 | 399 | 277 | 270 | 1139 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q4. The highest level of education completed is a Bachelor's degree for at least one full-time employee in the payroll department * Region Crosstabulation

| | | | Region | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q4. The highest level of education completed is a Bachelor's degree for at least one full-time employee in the payroll department | No | Count | 73 _a | 147 _a | 96 _a | 89 _a | 405 |
| | | % | 37.8% | 36.8% | 34.7% | 33.0% | 35.6% |
| | Yes | Count | 120 _a | 252 _a | 181 _a | 181 _a | 734 |
| | | % | 62.2% | 63.2% | 65.3% | 67.0% | 64.4% |
| Total | Count | | 193 | 399 | 277 | 270 | 1139 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q4. The highest level of education completed is a Master's degree or higher for at least one full-time employee in the payroll department * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q4. The highest level of education completed is a Master's degree or higher for at least one full-time employee in the payroll department | No | Count | 152 _a | 293 _a | 219 _a | 216 _a | 880 |
| | | % | 78.8% | 73.4% | 79.1% | 80.0% | 77.3% |
| | Yes | Count | 41 _a | 106 _a | 58 _a | 54 _a | 259 |
| | | % | 21.2% | 26.6% | 20.9% | 20.0% | 22.7% |
| Total | | Count | 193 | 399 | 277 | 270 | 1139 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Certified Payroll Professional (CPP) certification * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds Certified Payroll Professional (CPP) certification | No | Count | 66 _a | 101 _b | 70 _b | 71 _b | 308 |
| | | % | 42.9% | 31.2% | 30.2% | 31.1% | 32.8% |
| | Yes | Count | 88 _a | 223 _b | 162 _b | 157 _b | 630 |
| | | % | 57.1% | 68.8% | 69.8% | 68.9% | 67.2% |
| Total | | Count | 154 | 324 | 232 | 228 | 938 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Fundamental Payroll Certification (FPC) certification * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds Fundamental Payroll Certification (FPC) certification | No | Count | 121 _a | 254 _a | 192 _a | 179 _a | 746 |
| | | % | 79.1% | 78.9% | 83.1% | 78.5% | 79.9% |
| | Yes | Count | 32 _a | 68 _a | 39 _a | 49 _a | 188 |
| | | % | 20.9% | 21.1% | 16.9% | 21.5% | 20.1% |
| Total | | Count | 153 | 322 | 231 | 228 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q5. At least one person in the department holds Certified Public Accountant (CPA) certification
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|---------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds Certified Public Accountant (CPA) certification | No | Count | 147 _a | 288 _b | 212 _{a, b} | 204 _b | 851 |
| | | % | 96.1% | 89.4% | 91.8% | 89.5% | 91.1% |
| | Yes | Count | 6 _a | 34 _b | 19 _{a, b} | 24 _b | 83 |
| | | % | 3.9% | 10.6% | 8.2% | 10.5% | 8.9% |
| Total | | Count | 153 | 322 | 231 | 228 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Certified Compensation Professional (CCP) certification
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds Certified Compensation Professional (CCP) certification | No | Count | 152 _a | 319 _a | 230 _a | 226 _a | 927 |
| | | % | 99.3% | 99.1% | 99.6% | 99.1% | 99.3% |
| | Yes | Count | 1 _a | 3 _a | 1 _a | 2 _a | 7 |
| | | % | 0.7% | 0.9% | 0.4% | 0.9% | 0.7% |
| Total | | Count | 153 | 322 | 231 | 228 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Professional in Human Resources (PHR) certification
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds Professional in Human Resources (PHR) certification | No | Count | 145 _a | 298 _a | 218 _a | 213 _a | 874 |
| | | % | 94.8% | 92.5% | 94.4% | 93.4% | 93.6% |
| | Yes | Count | 8 _a | 24 _a | 13 _a | 15 _a | 60 |
| | | % | 5.2% | 7.5% | 5.6% | 6.6% | 6.4% |
| Total | | Count | 153 | 322 | 231 | 228 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q5. At least one person in the department holds Senior Professional in Human Resources (SPHR) certification
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds Senior Professional in Human Resources (SPHR) certification | No | Count | 151 _a | 317 _a | 227 _a | 221 _a | 916 |
| | | % | 98.7% | 98.4% | 98.3% | 96.9% | 98.1% |
| | Yes | Count | 2 _a | 5 _a | 4 _a | 7 _a | 18 |
| | | % | 1.3% | 1.6% | 1.7% | 3.1% | 1.9% |
| Total | | Count | 153 | 322 | 231 | 228 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Certified Employee Benefit Specialist (CEBS) certification
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds Certified Employee Benefit Specialist (CEBS) certification | No | Count | 153 _a | 319 _a | 228 _a | 224 _a | 924 |
| | | % | 100.0% | 99.1% | 98.7% | 98.2% | 98.9% |
| | Yes | Count | 0 _a | 3 _a | 3 _a | 4 _a | 10 |
| | | % | 0.0% | 0.9% | 1.3% | 1.8% | 1.1% |
| Total | | Count | 153 | 322 | 231 | 228 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds Certified Accounts Payable Professional (CAPP) certification
*** Region Crosstabulation**

| | | Region | | | | | |
|--|----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds Certified Accounts Payable Professional (CAPP) certification | No | Count | 153 _a | 322 _a | 231 _a | 228 _a | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Total | | Count | 153 | 322 | 231 | 228 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q5. At least one person in the department holds Certified Accounts Payable Associate (CAPA) certification
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds Certified Accounts Payable Associate (CAPA) certification | No | Count | 152 _a | 321 _a | 230 _a | 228 _a | 931 |
| | | % | 99.3% | 99.7% | 100.0% | 100.0% | 99.8% |
| | Yes | Count | 1 _a | 1 _a | 0 _a | 0 _a | 2 |
| | | % | 0.7% | 0.3% | 0.0% | 0.0% | 0.2% |
| Total | | Count | 153 | 322 | 230 | 228 | 933 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds SHRM Certified Professional (SHRM-CP)
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds SHRM Certified Professional (SHRM-CP) | No | Count | 149 _a | 305 _a | 223 _a | 221 _a | 898 |
| | | % | 97.4% | 94.7% | 96.5% | 96.9% | 96.1% |
| | Yes | Count | 4 _a | 17 _a | 8 _a | 7 _a | 36 |
| | | % | 2.6% | 5.3% | 3.5% | 3.1% | 3.9% |
| Total | | Count | 153 | 322 | 231 | 228 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q5. At least one person in the department holds SHRM Senior Certified Professional (SHRM-SCP)
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q5. At least one person in the department holds SHRM Senior Certified Professional (SHRM-SCP) | No | Count | 151 _a | 316 _a | 230 _a | 226 _a | 923 |
| | | % | 98.7% | 98.1% | 99.6% | 99.1% | 98.8% |
| | Yes | Count | 2 _a | 6 _a | 1 _a | 2 _a | 11 |
| | | % | 1.3% | 1.9% | 0.4% | 0.9% | 1.2% |
| Total | | Count | 153 | 322 | 231 | 228 | 934 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q6. On average, how many hours of professional development on payroll-related issues are offered each year to ENTRY-LEVEL payroll staff? * Region Crosstabulation

| | | | Region | | | | Total |
|--|-------------------|-------|--------------------|--------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to ENTRY-LEVEL payroll staff? | 0 / None reported | Count | 111 _a | 220 _a | 150 _a | 155 _a | 636 |
| | | % | 62.4% | 62.3% | 60.2% | 62.0% | 61.7% |
| | 1 to 9 hours | Count | 19 _a | 29 _a | 25 _a | 30 _a | 103 |
| | | % | 10.7% | 8.2% | 10.0% | 12.0% | 10.0% |
| | 10 to 19 hours | Count | 16 _{a, b} | 35 _{a, b} | 29 _b | 15 _a | 95 |
| | | % | 9.0% | 9.9% | 11.6% | 6.0% | 9.2% |
| | 20 to 29 hours | Count | 13 _a | 28 _a | 17 _a | 15 _a | 73 |
| | | % | 7.3% | 7.9% | 6.8% | 6.0% | 7.1% |
| | 30 to 49 hours | Count | 10 _a | 34 _a | 17 _a | 23 _a | 84 |
| | | % | 5.6% | 9.6% | 6.8% | 9.2% | 8.2% |
| | 50 or more hours | Count | 9 _a | 7 _a | 11 _a | 12 _a | 39 |
| | | % | 5.1% | 2.0% | 4.4% | 4.8% | 3.8% |
| | Total | Count | 178 | 353 | 249 | 250 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q6. On average, how many hours of professional development on payroll-related issues are offered each year to INTERMEDIATE-LEVEL payroll staff? * Region Crosstabulation

| | | | Region | | | | Total |
|---|-------------------|-------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to INTERMEDIATE-LEVEL payroll staff? | 0 / None reported | Count | 94 _a | 179 _a | 117 _a | 118 _a | 508 |
| | | % | 52.8% | 50.7% | 47.0% | 47.2% | 49.3% |
| | 1 to 9 hours | Count | 21 _a | 32 _a | 28 _a | 34 _a | 115 |
| | | % | 11.8% | 9.1% | 11.2% | 13.6% | 11.2% |
| | 10 to 19 hours | Count | 17 _a | 37 _a | 35 _a | 27 _a | 116 |
| | | % | 9.6% | 10.5% | 14.1% | 10.8% | 11.3% |
| | 20 to 29 hours | Count | 16 _a | 43 _a | 27 _a | 21 _a | 107 |
| | | % | 9.0% | 12.2% | 10.8% | 8.4% | 10.4% |
| | 30 to 49 hours | Count | 16 _a | 44 _a | 28 _a | 36 _a | 124 |
| | | % | 9.0% | 12.5% | 11.2% | 14.4% | 12.0% |
| | 50 or more hours | Count | 14 _a | 18 _a | 14 _a | 14 _a | 60 |
| | | % | 7.9% | 5.1% | 5.6% | 5.6% | 5.8% |
| | Total | Count | 178 | 353 | 249 | 250 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q6. On average, how many hours of professional development on payroll-related issues are offered each year to SENIOR-LEVEL payroll staff? * Region Crosstabulation

| | | | Region | | | | Total |
|---|-------------------|-------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to SENIOR-LEVEL payroll staff? | 0 / None reported | Count | 95 _a | 158 _a | 123 _a | 127 _a | 503 |
| | | % | 53.4% | 44.8% | 49.4% | 50.8% | 48.8% |
| | 1 to 9 hours | Count | 16 _a | 27 _a | 13 _a | 18 _a | 74 |
| | | % | 9.0% | 7.6% | 5.2% | 7.2% | 7.2% |
| | 10 to 19 hours | Count | 14 _a | 39 _a | 27 _a | 18 _a | 98 |
| | | % | 7.9% | 11.0% | 10.8% | 7.2% | 9.5% |
| | 20 to 29 hours | Count | 13 _a | 45 _a | 25 _a | 24 _a | 107 |
| | | % | 7.3% | 12.7% | 10.0% | 9.6% | 10.4% |
| | 30 to 49 hours | Count | 21 _a | 53 _a | 45 _a | 38 _a | 157 |
| | | % | 11.8% | 15.0% | 18.1% | 15.2% | 15.2% |
| | 50 or more hours | Count | 19 _a | 31 _a | 16 _a | 25 _a | 91 |
| | | % | 10.7% | 8.8% | 6.4% | 10.0% | 8.8% |
| | Total | Count | 178 | 353 | 249 | 250 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q6. On average, how many hours of professional development on payroll-related issues are offered each year to CERTIFIED payroll staff? * Region Crosstabulation

| | | | Region | | | | Total |
|--|-------------------|-------|--------------------|--------------------|---------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q6. On average, how many hours of professional development on payroll-related issues are offered each year to CERTIFIED payroll staff? | 0 / None reported | Count | 91 _a | 143 _b | 110 _{a, b} | 111 _{a, b} | 455 |
| | | % | 51.1% | 40.5% | 44.2% | 44.4% | 44.2% |
| | 1 to 9 hours | Count | 6 _a | 8 _a | 6 _a | 11 _a | 31 |
| | | % | 3.4% | 2.3% | 2.4% | 4.4% | 3.0% |
| | 10 to 19 hours | Count | 14 _a | 21 _{a, b} | 20 _a | 7 _b | 62 |
| | | % | 7.9% | 5.9% | 8.0% | 2.8% | 6.0% |
| | 20 to 29 hours | Count | 22 _{a, b} | 65 _b | 34 _{a, b} | 31 _a | 152 |
| | | % | 12.4% | 18.4% | 13.7% | 12.4% | 14.8% |
| | 30 to 49 hours | Count | 25 _a | 72 _{a, b} | 51 _{a, b} | 56 _b | 204 |
| | | % | 14.0% | 20.4% | 20.5% | 22.4% | 19.8% |
| | 50 or more hours | Count | 20 _a | 44 _a | 28 _a | 34 _a | 126 |
| | | % | 11.2% | 12.5% | 11.2% | 13.6% | 12.2% |
| | Total | Count | 178 | 353 | 249 | 250 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q7. What is your budget for training and education of payroll staff for the current fiscal year?
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-------------------|--------|-----------------|--------------------|--------------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q7. What is your budget for training and education of payroll staff for the current fiscal year? | \$0 | Count | 67 _a | 105 _a | 80 _a | 73 _a | 325 |
| | | % | 38.7% | 30.2% | 33.6% | 30.2% | 32.5% |
| | \$1 - \$999 | Count | 15 _a | 27 _a | 23 _a | 18 _a | 83 |
| | | % | 8.7% | 7.8% | 9.7% | 7.4% | 8.3% |
| | \$1,000 - \$1,999 | Count | 18 _a | 37 _a | 25 _a | 25 _a | 105 |
| | | % | 10.4% | 10.6% | 10.5% | 10.3% | 10.5% |
| | \$2,000 - \$4,999 | Count | 22 _a | 52 _{a, b} | 41 _{a, b} | 51 _b | 166 |
| | | % | 12.7% | 14.9% | 17.2% | 21.1% | 16.6% |
| | \$5,000 - \$9,999 | Count | 30 _a | 74 _a | 38 _a | 41 _a | 183 |
| | | % | 17.3% | 21.3% | 16.0% | 16.9% | 18.3% |
| | \$10,000 + | Count | 21 _a | 53 _a | 31 _a | 34 _a | 139 |
| | | % | 12.1% | 15.2% | 13.0% | 14.0% | 13.9% |
| | Total | Count | 173 | 348 | 238 | 242 | 1001 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q8. Where does the payroll function report in your organization? (Check only ONE) * Region Crosstabulation

| | | Region | | | | | |
|---|--|--------|------------------|------------------|--------------------|--------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q8. Where does the payroll function report in your organization? (Check only ONE) | Payroll is a stand-alone department | Count | 10 _a | 27 _a | 11 _a | 17 _a | 65 |
| | | % | 5.5% | 7.7% | 4.4% | 6.9% | 6.3% |
| | Payroll is a unit within the human resources department | Count | 63 _a | 88 _b | 82 _{a, c} | 61 _{b, c} | 294 |
| | | % | 34.6% | 25.0% | 32.5% | 24.9% | 28.5% |
| | Payroll is a unit within an accounting or finance department | Count | 100 _a | 214 _a | 135 _a | 148 _a | 597 |
| | | % | 54.9% | 60.8% | 53.6% | 60.4% | 57.9% |
| | Payroll is a unit within a shared services department | Count | 6 _a | 13 _a | 21 _b | 14 _{a, b} | 54 |
| | | % | 3.3% | 3.7% | 8.3% | 5.7% | 5.2% |
| | Other | Count | 3 _a | 10 _a | 3 _a | 5 _a | 21 |
| | | % | 1.6% | 2.8% | 1.2% | 2.0% | 2.0% |
| Total | Count | 182 | 352 | 252 | 245 | 1031 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q9. Which methods are used to input payroll data? - Batch input by payroll * Region Crosstabulation

| | | | Region | | | | Total |
|--|-------|-------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q9. Which methods are used to input payroll data? - Batch input by payroll | No | Count | 77 _a | 169 _a | 104 _a | 108 _a | 458 |
| | | % | 42.5% | 47.9% | 41.4% | 43.9% | 44.4% |
| | Yes | Count | 104 _a | 184 _a | 147 _a | 138 _a | 573 |
| | | % | 57.5% | 52.1% | 58.6% | 56.1% | 55.6% |
| Total | Count | | 181 | 353 | 251 | 246 | 1031 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - System input by payroll * Region Crosstabulation

| | | | Region | | | | Total |
|---|-------|-------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q9. Which methods are used to input payroll data? - System input by payroll | No | Count | 90 _a | 196 _a | 141 _a | 139 _a | 566 |
| | | % | 49.7% | 55.5% | 56.2% | 56.5% | 54.9% |
| | Yes | Count | 91 _a | 157 _a | 110 _a | 107 _a | 465 |
| | | % | 50.3% | 44.5% | 43.8% | 43.5% | 45.1% |
| Total | Count | | 181 | 353 | 251 | 246 | 1031 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Batch input by others * Region Crosstabulation

| | | | Region | | | | Total |
|---|-------|-------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q9. Which methods are used to input payroll data? - Batch input by others | No | Count | 154 _a | 299 _a | 208 _a | 216 _a | 877 |
| | | % | 85.1% | 84.7% | 82.9% | 87.8% | 85.1% |
| | Yes | Count | 27 _a | 54 _a | 43 _a | 30 _a | 154 |
| | | % | 14.9% | 15.3% | 17.1% | 12.2% | 14.9% |
| Total | Count | | 181 | 353 | 251 | 246 | 1031 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - File transfers by payroll * Region Crosstabulation

| | | | Region | | | | |
|---|-------|-------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q9. Which methods are used to input payroll data? - File transfers by payroll | No | Count | 104 _a | 212 _a | 142 _a | 154 _a | 612 |
| | | % | 57.5% | 60.1% | 56.6% | 62.6% | 59.4% |
| | Yes | Count | 77 _a | 141 _a | 109 _a | 92 _a | 419 |
| | | % | 42.5% | 39.9% | 43.4% | 37.4% | 40.6% |
| Total | Count | | 181 | 353 | 251 | 246 | 1031 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - File transfers from internal systems * Region Crosstabulation

| | | | Region | | | | |
|--|-------|-------|------------------|---------------------|---------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q9. Which methods are used to input payroll data? - File transfers from internal systems | No | Count | 109 _a | 236 _{a, b} | 172 _{a, b} | 172 _b | 689 |
| | | % | 60.2% | 66.9% | 68.5% | 69.9% | 66.8% |
| | Yes | Count | 72 _a | 117 _{a, b} | 79 _{a, b} | 74 _b | 342 |
| | | % | 39.8% | 33.1% | 31.5% | 30.1% | 33.2% |
| Total | Count | | 181 | 353 | 251 | 246 | 1031 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - File transfers from external systems * Region Crosstabulation

| | | | Region | | | | |
|--|-------|-------|---------------------|------------------|---------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q9. Which methods are used to input payroll data? - File transfers from external systems | No | Count | 132 _{a, b} | 236 _b | 184 _{a, b} | 190 _a | 742 |
| | | % | 72.9% | 66.9% | 73.3% | 77.2% | 72.0% |
| | Yes | Count | 49 _{a, b} | 117 _b | 67 _{a, b} | 56 _a | 289 |
| | | % | 27.1% | 33.1% | 26.7% | 22.8% | 28.0% |
| Total | Count | | 181 | 353 | 251 | 246 | 1031 |
| | % | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - System input by others * Region Crosstabulation

| | | | Region | | | | |
|--|-----|-------|---------------------|------------------|------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q9. Which methods are used to input payroll data? - System input by others | No | Count | 152 _{a, b} | 277 _b | 214 _a | 200 _{a, b} | 843 |
| | | % | 84.0% | 78.5% | 85.3% | 81.3% | 81.8% |
| | Yes | Count | 29 _{a, b} | 76 _b | 37 _a | 46 _{a, b} | 188 |
| | | % | 16.0% | 21.5% | 14.7% | 18.7% | 18.2% |
| Total | | Count | 181 | 353 | 251 | 246 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Voice response by employees * Region Crosstabulation

| | | | Region | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q9. Which methods are used to input payroll data? - Voice response by employees | No | Count | 179 _a | 350 _a | 249 _a | 242 _a | 1020 |
| | | % | 98.9% | 99.2% | 99.2% | 98.4% | 98.9% |
| | Yes | Count | 2 _a | 3 _a | 2 _a | 4 _a | 11 |
| | | % | 1.1% | 0.8% | 0.8% | 1.6% | 1.1% |
| Total | | Count | 181 | 353 | 251 | 246 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Web-based input by payroll * Region Crosstabulation

| | | | Region | | | | |
|--|-----|-------|------------------|------------------|---------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q9. Which methods are used to input payroll data? - Web-based input by payroll | No | Count | 109 _a | 243 _b | 171 _{a, b} | 169 _{a, b} | 692 |
| | | % | 60.2% | 68.8% | 68.1% | 68.7% | 67.1% |
| | Yes | Count | 72 _a | 110 _b | 80 _{a, b} | 77 _{a, b} | 339 |
| | | % | 39.8% | 31.2% | 31.9% | 31.3% | 32.9% |
| Total | | Count | 181 | 353 | 251 | 246 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q9. Which methods are used to input payroll data? - Web-based input by managers (self-service)
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q9. Which methods are used to input payroll data? - Web-based input by managers (self-service) | No | Count | 133 _a | 251 _a | 193 _a | 192 _a | 769 |
| | | % | 73.5% | 71.1% | 76.9% | 78.0% | 74.6% |
| | Yes | Count | 48 _a | 102 _a | 58 _a | 54 _a | 262 |
| | | % | 26.5% | 28.9% | 23.1% | 22.0% | 25.4% |
| Total | | Count | 181 | 353 | 251 | 246 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Web-based input by employees (self-service)
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q9. Which methods are used to input payroll data? - Web-based input by employees (self-service) | No | Count | 120 _a | 237 _a | 164 _a | 158 _a | 679 |
| | | % | 66.3% | 67.1% | 65.3% | 64.2% | 65.9% |
| | Yes | Count | 61 _a | 116 _a | 87 _a | 88 _a | 352 |
| | | % | 33.7% | 32.9% | 34.7% | 35.8% | 34.1% |
| Total | | Count | 181 | 353 | 251 | 246 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q9. Which methods are used to input payroll data? - Other * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q9. Which methods are used to input payroll data? - Other | No | Count | 177 _a | 348 _a | 247 _a | 243 _a | 1015 |
| | | % | 97.8% | 98.6% | 98.4% | 98.8% | 98.4% |
| | Yes | Count | 4 _a | 5 _a | 4 _a | 3 _a | 16 |
| | | % | 2.2% | 1.4% | 1.6% | 1.2% | 1.6% |
| Total | | Count | 181 | 353 | 251 | 246 | 1031 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q10. Which of the following pay frequencies does your organization use? - Weekly * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|---------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q10. Which of the following pay frequencies does your organization use? - Weekly | No | Count | 126 _a | 265 _{a, b} | 177 _a | 198 _b | 766 |
| | | % | 69.2% | 75.5% | 70.5% | 80.5% | 74.4% |
| | Yes | Count | 56 _a | 86 _{a, b} | 74 _a | 48 _b | 264 |
| | | % | 30.8% | 24.5% | 29.5% | 19.5% | 25.6% |
| Total | | Count | 182 | 351 | 251 | 246 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q10. Which of the following pay frequencies does your organization use? - Biweekly * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q10. Which of the following pay frequencies does your organization use? - Biweekly | No | Count | 42 _a | 83 _a | 39 _b | 60 _a | 224 |
| | | % | 23.1% | 23.6% | 15.5% | 24.4% | 21.7% |
| | Yes | Count | 140 _a | 268 _a | 212 _b | 186 _a | 806 |
| | | % | 76.9% | 76.4% | 84.5% | 75.6% | 78.3% |
| Total | | Count | 182 | 351 | 251 | 246 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q10. Which of the following pay frequencies does your organization use? - Semimonthly * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q10. Which of the following pay frequencies does your organization use? - Semimonthly | No | Count | 128 _a | 241 _a | 184 _a | 175 _a | 728 |
| | | % | 70.3% | 68.7% | 73.3% | 71.1% | 70.7% |
| | Yes | Count | 54 _a | 110 _a | 67 _a | 71 _a | 302 |
| | | % | 29.7% | 31.3% | 26.7% | 28.9% | 29.3% |
| Total | | Count | 182 | 351 | 251 | 246 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q10. Which of the following pay frequencies does your organization use? - Monthly * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|---------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q10. Which of the following pay frequencies does your organization use? - Monthly | No | Count | 139 _{a, b} | 254 _b | 202 _a | 206 _a | 801 |
| | | % | 76.4% | 72.4% | 80.5% | 83.7% | 77.8% |
| | Yes | Count | 43 _{a, b} | 97 _b | 49 _a | 40 _a | 229 |
| | | % | 23.6% | 27.6% | 19.5% | 16.3% | 22.2% |
| Total | | Count | 182 | 351 | 251 | 246 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q10. Which of the following pay frequencies does your organization use? - Other * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|---------------------|------------------|------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q10. Which of the following pay frequencies does your organization use? - Other | No | Count | 180 _{a, b} | 349 _b | 243 _a | 241 _{a, b} | 1013 |
| | | % | 98.9% | 99.4% | 96.8% | 98.0% | 98.3% |
| | Yes | Count | 2 _{a, b} | 2 _b | 8 _a | 5 _{a, b} | 17 |
| | | % | 1.1% | 0.6% | 3.2% | 2.0% | 1.7% |
| Total | | Count | 182 | 351 | 251 | 246 | 1030 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q11. What is the pay frequency of the largest payroll? (Check only ONE) * Region Crosstabulation

| | | Region | | | | | Total |
|---|-------------|-----------|------------------|------------------|------------------|------------------|-------|
| | | Northeast | South | Midwest | West / Pacific | | |
| Q11. What is the pay frequency of the largest payroll? (Check only ONE) | Weekly | Count | 24 _a | 32 _a | 34 _a | 21 _a | 111 |
| | | % | 13.3% | 9.1% | 13.5% | 8.6% | 10.8% |
| | Biweekly | Count | 111 _a | 222 _a | 165 _a | 160 _a | 658 |
| | | % | 61.3% | 62.9% | 65.7% | 65.3% | 63.9% |
| | Semimonthly | Count | 32 _a | 72 _a | 37 _a | 47 _a | 188 |
| | | % | 17.7% | 20.4% | 14.7% | 19.2% | 18.3% |
| | Monthly | Count | 14 _a | 26 _a | 14 _a | 17 _a | 71 |
| | | % | 7.7% | 7.4% | 5.6% | 6.9% | 6.9% |
| | Other | Count | 0 _a | 1 _a | 1 _a | 0 _a | 2 |
| | | % | 0.0% | 0.3% | 0.4% | 0.0% | 0.2% |
| Total | Count | 181 | 353 | 251 | 245 | 1030 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q12. Approximately what percentage of your organization's payroll is delivered by direct deposit? * Region Crosstabulation

| | | Region | | | | | |
|---|------------|--------|-------------------|---------------------|------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q12. Approximately what percentage of your organization's payroll is delivered by direct deposit? | 0% | Count | 0 _a | 3 _a | 1 _a | 1 _a | 5 |
| | | % | 0.0% | 0.9% | 0.4% | 0.4% | 0.5% |
| | 1% to 33% | Count | 0 _{a, b} | 2 _{a, b} | 0 _b | 4 _a | 6 |
| | | % | 0.0% | 0.6% | 0.0% | 1.6% | 0.6% |
| | 34% to 66% | Count | 10 _a | 11 _a | 13 _a | 15 _a | 49 |
| | | % | 5.6% | 3.1% | 5.2% | 6.1% | 4.8% |
| | 67% to 99% | Count | 142 _a | 256 _{a, b} | 171 _b | 181 _{a, b} | 750 |
| | | % | 78.9% | 72.7% | 68.1% | 73.6% | 72.9% |
| | 100% | Count | 28 _a | 80 _{a, b} | 66 _b | 45 _a | 219 |
| | | % | 15.6% | 22.7% | 26.3% | 18.3% | 21.3% |
| | Total | Count | 180 | 352 | 251 | 246 | 1029 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q12. Approximately what percentage of your organization's payroll is delivered by paper paycheck?
*** Region Crosstabulation**

| | | Region | | | | | |
|---|------------|--------|-------------------|---------------------|------------------|---------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q12. Approximately what percentage of your organization's payroll is delivered by paper paycheck? | 0% | Count | 36 _a | 107 _b | 83 _b | 55 _a | 281 |
| | | % | 20.0% | 30.4% | 33.1% | 22.4% | 27.3% |
| | 1% to 33% | Count | 137 _a | 242 _{a, b} | 159 _b | 175 _{a, b} | 713 |
| | | % | 76.1% | 68.8% | 63.3% | 71.1% | 69.3% |
| | 34% to 66% | Count | 7 _a | 1 _b | 8 _a | 11 _a | 27 |
| | | % | 3.9% | 0.3% | 3.2% | 4.5% | 2.6% |
| | 67% to 99% | Count | 0 _{a, b} | 1 _{a, b} | 0 _b | 4 _a | 5 |
| | | % | 0.0% | 0.3% | 0.0% | 1.6% | 0.5% |
| | 100% | Count | 0 _a | 1 _a | 1 _a | 1 _a | 3 |
| | | % | 0.0% | 0.3% | 0.4% | 0.4% | 0.3% |
| Total | Count | 180 | 352 | 251 | 246 | 1029 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q12. Approximately what percentage of your organization's payroll is delivered by paycard?
*** Region Crosstabulation**

| | | Region | | | | | |
|--|------------|--------|------------------|------------------|------------------|---------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q12. Approximately what percentage of your organization's payroll is delivered by paycard? | 0% | Count | 156 _a | 260 _b | 192 _b | 197 _{a, b} | 805 |
| | | % | 86.7% | 73.9% | 76.5% | 80.1% | 78.2% |
| | 1% to 33% | Count | 24 _a | 83 _b | 56 _b | 48 _{a, b} | 211 |
| | | % | 13.3% | 23.6% | 22.3% | 19.5% | 20.5% |
| | 34% to 66% | Count | 0 _a | 7 _a | 3 _a | 1 _a | 11 |
| | | % | 0.0% | 2.0% | 1.2% | 0.4% | 1.1% |
| | 67% to 99% | Count | 0 _a | 2 _a | 0 _a | 0 _a | 2 |
| | | % | 0.0% | 0.6% | 0.0% | 0.0% | 0.2% |
| Total | Count | 180 | 352 | 251 | 246 | 1029 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q12. Approximately what percentage of your organization's payroll is delivered by other?
*** Region Crosstabulation**

| | | Region | | | | | |
|--|------------|--------|------------------|------------------|-------------------|-------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q12. Approximately what percentage of your organization's payroll is delivered by other? | 0% | Count | 175 _a | 349 _a | 249 _a | 242 _a | 1015 |
| | | % | 97.2% | 99.1% | 99.2% | 98.4% | 98.6% |
| | 1% to 33% | Count | 5 _a | 2 _b | 2 _{a, b} | 4 _{a, b} | 13 |
| | | % | 2.8% | 0.6% | 0.8% | 1.6% | 1.3% |
| | 34% to 66% | Count | 0 _a | 1 _a | 0 _a | 0 _a | 1 |
| | | % | 0.0% | 0.3% | 0.0% | 0.0% | 0.1% |
| Total | | Count | 180 | 352 | 251 | 246 | 1029 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q13. Approximately what percentage of your organization's pay statements are delivered by e-mail?
*** Region Crosstabulation**

| | | Region | | | | | |
|---|------------|--------|------------------|------------------|-------------------|-------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q13. Approximately what percentage of your organization's pay statements are delivered by e-mail? | 0% | Count | 132 _a | 248 _a | 184 _a | 175 _a | 739 |
| | | % | 85.2% | 87.3% | 85.2% | 85.4% | 85.9% |
| | 1% to 33% | Count | 10 _a | 7 _b | 9 _{a, b} | 9 _{a, b} | 35 |
| | | % | 6.5% | 2.5% | 4.2% | 4.4% | 4.1% |
| | 34% to 66% | Count | 2 _a | 3 _a | 2 _a | 1 _a | 8 |
| | | % | 1.3% | 1.1% | 0.9% | 0.5% | 0.9% |
| | 67% to 99% | Count | 7 _a | 13 _a | 14 _a | 13 _a | 47 |
| | | % | 4.5% | 4.6% | 6.5% | 6.3% | 5.5% |
| | 100% | Count | 4 _a | 13 _a | 7 _a | 7 _a | 31 |
| | | % | 2.6% | 4.6% | 3.2% | 3.4% | 3.6% |
| Total | Count | 155 | 284 | 216 | 205 | 860 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q13. Approximately what percentage of your organization's pay statements are delivered by self-service posting? * Region Crosstabulation

| | | Region | | | | | |
|---|------------|--------|--------------------|------------------|--------------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q13. Approximately what percentage of your organization's pay statements are delivered by self-service posting? | 0% | Count | 45 _a | 66 _a | 51 _a | 55 _a | 217 |
| | | % | 29.0% | 23.2% | 23.6% | 26.8% | 25.2% |
| | 1% to 33% | Count | 11 _{a, b} | 9 _b | 11 _{a, b} | 17 _a | 48 |
| | | % | 7.1% | 3.2% | 5.1% | 8.3% | 5.6% |
| | 34% to 66% | Count | 9 _a | 13 _a | 14 _a | 10 _a | 46 |
| | | % | 5.8% | 4.6% | 6.5% | 4.9% | 5.3% |
| | 67% to 99% | Count | 49 _a | 71 _a | 60 _a | 47 _a | 227 |
| | | % | 31.6% | 25.0% | 27.8% | 22.9% | 26.4% |
| | 100% | Count | 41 _a | 125 _b | 80 _b | 76 _b | 322 |
| | | % | 26.5% | 44.0% | 37.0% | 37.1% | 37.4% |
| Total | Count | 155 | 284 | 216 | 205 | 860 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q13. Approximately what percentage of your organization's pay statements are delivered by paper pay statements? * Region Crosstabulation

| | | Region | | | | | |
|---|------------|--------|-----------------|------------------|--------------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q13. Approximately what percentage of your organization's pay statements are delivered by paper pay statements? | 0% | Count | 51 _a | 147 _b | 97 _b | 89 _b | 384 |
| | | % | 32.9% | 51.8% | 44.9% | 43.4% | 44.7% |
| | 1% to 33% | Count | 55 _a | 84 _a | 70 _a | 59 _a | 268 |
| | | % | 35.5% | 29.6% | 32.4% | 28.8% | 31.2% |
| | 34% to 66% | Count | 12 _a | 14 _a | 15 _a | 10 _a | 51 |
| | | % | 7.7% | 4.9% | 6.9% | 4.9% | 5.9% |
| | 67% to 99% | Count | 14 _a | 11 _b | 14 _{a, b} | 20 _a | 59 |
| | | % | 9.0% | 3.9% | 6.5% | 9.8% | 6.9% |
| | 100% | Count | 23 _a | 28 _a | 20 _a | 27 _a | 98 |
| | | % | 14.8% | 9.9% | 9.3% | 13.2% | 11.4% |
| Total | Count | 155 | 284 | 216 | 205 | 860 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q13. Approximately what percentage of your organization's pay statements are delivered by other?
*** Region Crosstabulation**

| | | Region | | | | | |
|--|------------|--------|------------------|------------------|------------------|------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q13. Approximately what percentage of your organization's pay statements are delivered by other? | 0% | Count | 144 _a | 271 _a | 204 _a | 196 _a | 815 |
| | | % | 92.9% | 95.4% | 94.4% | 95.6% | 94.8% |
| | 1% to 33% | Count | 6 _a | 5 _a | 6 _a | 5 _a | 22 |
| | | % | 3.9% | 1.8% | 2.8% | 2.4% | 2.6% |
| | 34% to 66% | Count | 1 _a | 1 _a | 1 _a | 0 _a | 3 |
| | | % | 0.6% | 0.4% | 0.5% | 0.0% | 0.3% |
| | 67% to 99% | Count | 1 _a | 3 _a | 0 _a | 1 _a | 5 |
| | | % | 0.6% | 1.1% | 0.0% | 0.5% | 0.6% |
| | 100% | Count | 3 _a | 4 _a | 5 _a | 3 _a | 15 |
| | | % | 1.9% | 1.4% | 2.3% | 1.5% | 1.7% |
| Total | Count | 155 | 284 | 216 | 205 | 860 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q14. How many regularly scheduled paydays were handled by payroll staff in 2016 (excluding off-cycle and special payrolls such as bonuses)? * Region Crosstabulation

| | | Region | | | | | |
|---|-------------|--------|--------------------|--------------------|--------------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q14. How many regularly scheduled paydays were handled by payroll staff in 2016 (excluding off-cycle and special payrolls such as bonuses)? | 25 or fewer | Count | 12 _{a, b} | 34 _{b, c} | 13 _a | 33 _c | 92 |
| | | % | 7.8% | 12.1% | 6.1% | 16.3% | 10.8% |
| | 26 | Count | 49 _a | 90 _a | 73 _a | 74 _a | 286 |
| | | % | 32.0% | 32.0% | 34.3% | 36.5% | 33.6% |
| | 27 to 51 | Count | 22 _a | 48 _{a, b} | 48 _{a, b} | 48 _b | 166 |
| | | % | 14.4% | 17.1% | 22.5% | 23.6% | 19.5% |
| | 52 | Count | 16 _a | 15 _b | 13 _{a, b} | 11 _{a, b} | 55 |
| | | % | 10.5% | 5.3% | 6.1% | 5.4% | 6.5% |
| | 53 or more | Count | 54 _a | 94 _a | 66 _a | 37 _b | 251 |
| | | % | 35.3% | 33.5% | 31.0% | 18.2% | 29.5% |
| | Total | Count | 153 | 281 | 213 | 203 | 850 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q15. Approximately how many paychecks, direct deposits of pay, and/or payroll card transactions were processed by payroll staff in 2016 (include off-cycle payments)? * Region Crosstabulation

| | | | Region | | | | Total |
|---|------------------|-------|--------------------|-----------------|-----------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q15. Approximately how many paychecks, direct deposits of pay, and/or payroll card transactions were processed by payroll staff in 2016 (include off-cycle payments)? | < 7,500 | Count | 44 _a | 76 _a | 57 _a | 65 _a | 242 |
| | | % | 32.1% | 29.2% | 28.8% | 35.9% | 31.2% |
| | 7,500 to 19,999 | Count | 21 _a | 44 _a | 35 _a | 42 _a | 142 |
| | | % | 15.3% | 16.9% | 17.7% | 23.2% | 18.3% |
| | 20,000 to 74,999 | Count | 34 _a | 56 _a | 50 _a | 40 _a | 180 |
| | | % | 24.8% | 21.5% | 25.3% | 22.1% | 23.2% |
| | 75,000 + | Count | 38 _{a, b} | 84 _b | 56 _b | 34 _a | 212 |
| | | % | 27.7% | 32.3% | 28.3% | 18.8% | 27.3% |
| | Total | Count | 137 | 260 | 198 | 181 | 776 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q16. Out of the total number of payments made to employees in 2016, how many of these were off-cycle payments (bonuses, manual checks, adjustments, corrections, etc.)? * Region Crosstabulation

| | | | Region | | | | Total |
|---|----------------|-------|-----------------|-----------------|-----------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q16. Out of the total number of payments made to employees in 2016, how many of these were off-cycle payments (bonuses, manual checks, adjustments, corrections, etc.)? | < 50 | Count | 52 _a | 91 _a | 65 _a | 68 _a | 276 |
| | | % | 37.1% | 35.4% | 32.3% | 37.2% | 35.3% |
| | 50 to 199 | Count | 24 _a | 37 _a | 42 _a | 34 _a | 137 |
| | | % | 17.1% | 14.4% | 20.9% | 18.6% | 17.5% |
| | 200 to 999 | Count | 29 _a | 48 _a | 45 _a | 34 _a | 156 |
| | | % | 20.7% | 18.7% | 22.4% | 18.6% | 20.0% |
| | 1,000 to 9,999 | Count | 25 _a | 60 _a | 37 _a | 35 _a | 157 |
| | | % | 17.9% | 23.3% | 18.4% | 19.1% | 20.1% |
| | 10,000 + | Count | 10 _a | 21 _a | 12 _a | 12 _a | 55 |
| | | % | 7.1% | 8.2% | 6.0% | 6.6% | 7.0% |
| | Total | Count | 140 | 257 | 201 | 183 | 781 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q17. How frequently do you schedule off-cycle payments? * Region Crosstabulation

| | | Region | | | | | |
|---|-----------------|--------|------------------|-------------------|-------------------|------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q17. How frequently do you schedule off-cycle payments? | Daily | Count | 10 _a | 23 _a | 10 _a | 12 _a | 55 |
| | | % | 6.7% | 8.2% | 4.8% | 6.1% | 6.6% |
| | Every other day | Count | 0 _a | 5 _{a, b} | 2 _{a, b} | 5 _b | 12 |
| | | % | 0.0% | 1.8% | 1.0% | 2.5% | 1.4% |
| | Weekly | Count | 8 _a | 20 _a | 13 _a | 12 _a | 53 |
| | | % | 5.3% | 7.1% | 6.2% | 6.1% | 6.3% |
| | As required | Count | 132 _a | 234 _a | 184 _a | 169 _a | 719 |
| | | % | 88.0% | 83.0% | 88.0% | 85.4% | 85.7% |
| Total | Count | 150 | 282 | 209 | 198 | 839 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q18. What is the approximate total payroll operating budget for 2017? * Region Crosstabulation

| | | Region | | | | | |
|---|------------------------|--------|--------------------|-----------------|-----------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q18. What is the approximate total payroll operating budget for 2017? | < \$65,000 | Count | 16 _a | 30 _a | 29 _a | 20 _a | 95 |
| | | % | 15.5% | 14.7% | 18.1% | 13.8% | 15.5% |
| | \$65,000 to \$149,999 | Count | 24 _a | 25 _b | 33 _a | 30 _a | 112 |
| | | % | 23.3% | 12.3% | 20.6% | 20.7% | 18.3% |
| | \$150,000 to \$499,999 | Count | 31 _{a, b} | 75 _b | 43 _a | 50 _{a, b} | 199 |
| | | % | 30.1% | 36.8% | 26.9% | 34.5% | 32.5% |
| | \$500,000 + | Count | 32 _a | 74 _a | 55 _a | 45 _a | 206 |
| | | % | 31.1% | 36.3% | 34.4% | 31.0% | 33.7% |
| | Total | Count | 103 | 204 | 160 | 145 | 612 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q19. Approximately how many W-2s did your organization issue for calendar year 2016?
*** Region Crosstabulation**

| | | Region | | | | | |
|--|----------------|--------|--------------------|--------------------|--------------------|--------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q19. Approximately how many W-2s did your organization issue for calendar year 2016? | < 500 | Count | 36 _a | 68 _a | 57 _{a, b} | 70 _b | 231 |
| | | % | 25.2% | 26.1% | 27.7% | 36.6% | 28.8% |
| | 500 to 1,499 | Count | 38 _a | 53 _a | 41 _a | 42 _a | 174 |
| | | % | 26.6% | 20.3% | 19.9% | 22.0% | 21.7% |
| | 1,500 to 4,999 | Count | 39 _a | 65 _a | 53 _a | 44 _a | 201 |
| | | % | 27.3% | 24.9% | 25.7% | 23.0% | 25.1% |
| | 5,000 to 9,999 | Count | 7 _a | 21 _{a, b} | 23 _b | 14 _{a, b} | 65 |
| | | % | 4.9% | 8.0% | 11.2% | 7.3% | 8.1% |
| | 10,000 + | Count | 23 _{a, b} | 54 _b | 32 _{a, b} | 21 _a | 130 |
| | | % | 16.1% | 20.7% | 15.5% | 11.0% | 16.2% |
| Total | Count | 143 | 261 | 206 | 191 | 801 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q20. What percentage of your organization's 2016 W-2s was delivered to your employees electronically?
*** Region Crosstabulation**

| | | Region | | | | | |
|---|------------|--------|--------------------|------------------|--------------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q20. What percentage of your organization's 2016 W-2s was delivered to your employees electronically? | 0% | Count | 69 _{a, b} | 103 _b | 94 _{a, b} | 92 _a | 358 |
| | | % | 48.3% | 38.9% | 45.2% | 48.2% | 44.4% |
| | 1% to 33% | Count | 15 _a | 20 _a | 25 _a | 25 _a | 85 |
| | | % | 10.5% | 7.5% | 12.0% | 13.1% | 10.5% |
| | 34% to 66% | Count | 16 _a | 29 _a | 23 _a | 14 _a | 82 |
| | | % | 11.2% | 10.9% | 11.1% | 7.3% | 10.2% |
| | 67% to 99% | Count | 10 _a | 54 _b | 18 _a | 19 _a | 101 |
| | | % | 7.0% | 20.4% | 8.7% | 9.9% | 12.5% |
| | 100% | Count | 33 _a | 59 _a | 48 _a | 41 _a | 181 |
| | | % | 23.1% | 22.3% | 23.1% | 21.5% | 22.4% |
| Total | Count | 143 | 265 | 208 | 191 | 807 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q21. In how many U.S. states or territories (including Washington, D.C., Puerto Rico, U.S. Virgin Islands, and Trust Territories) does your organization pay and report employee wages? * Region Crosstabulation

| | | Region | | | | | |
|---|---------|--------|--------------------|--------------------|--------------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q21. In how many U.S. states or territories (including Washington, D.C., Puerto Rico, U.S. Virgin Islands, and Trust Territories) does your organization pay and report employee wages? | None | Count | 11 _a | 22 _a | 8 _a | 12 _a | 53 |
| | | % | 7.6% | 8.1% | 3.8% | 6.2% | 6.5% |
| | 1 | Count | 30 _a | 78 _{a, b} | 52 _{a, b} | 60 _b | 220 |
| | | % | 20.8% | 28.8% | 25.0% | 31.1% | 27.0% |
| | 2 to 4 | Count | 26 _a | 27 _b | 37 _a | 34 _a | 124 |
| | | % | 18.1% | 10.0% | 17.8% | 17.6% | 15.2% |
| | 5 to 19 | Count | 34 _a | 55 _a | 41 _a | 40 _a | 170 |
| | | % | 23.6% | 20.3% | 19.7% | 20.7% | 20.8% |
| | 20 + | Count | 43 _{a, b} | 89 _b | 70 _b | 47 _a | 249 |
| | | % | 29.9% | 32.8% | 33.7% | 24.4% | 30.5% |
| Total | Count | 144 | 271 | 208 | 193 | 816 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q22. How many expatriate employees do you pay? * Region Crosstabulation

| | | Region | | | | | |
|--|------------|--------|------------------|------------------|---------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q22. How many expatriate employees do you pay? | None | Count | 116 _a | 234 _b | 173 _{a, b} | 165 _{a, b} | 688 |
| | | % | 76.8% | 84.5% | 83.2% | 83.8% | 82.6% |
| | 1 to 9 | Count | 17 _a | 27 _a | 22 _a | 15 _a | 81 |
| | | % | 11.3% | 9.7% | 10.6% | 7.6% | 9.7% |
| | 10 or more | Count | 18 _a | 16 _b | 13 _{a, b} | 17 _{a, b} | 64 |
| | | % | 11.9% | 5.8% | 6.3% | 8.6% | 7.7% |
| | Total | Count | 151 | 277 | 208 | 197 | 833 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q22. In how many foreign countries do you pay them? * Region Crosstabulation

| | | Region | | | | | |
|---|-----------|--------|------------------|------------------|---------------------|---------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q22. In how many foreign countries do you pay them? | None | Count | 117 _a | 235 _b | 173 _{a, b} | 167 _{a, b} | 692 |
| | | % | 77.5% | 85.1% | 83.2% | 84.8% | 83.2% |
| | 1 to 4 | Count | 22 _a | 31 _a | 27 _a | 20 _a | 100 |
| | | % | 14.6% | 11.2% | 13.0% | 10.2% | 12.0% |
| | 5 or more | Count | 12 _a | 10 _a | 8 _a | 10 _a | 40 |
| | | % | 7.9% | 3.6% | 3.8% | 5.1% | 4.8% |
| Total | Count | 151 | 276 | 208 | 197 | 832 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q23. How many local national employees do you pay? * Region Crosstabulation

| | | | Region | | | | |
|--|------------|--------|------------------|--------------------|------------------|---------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q23. How many local national employees do you pay? | None | Count | 123 _a | 243 _b | 192 _b | 173 _{a, b} | 731 |
| | | % | 84.8% | 91.4% | 93.2% | 91.1% | 90.6% |
| | 1 to 9 | Count | 7 _a | 6 _a | 4 _a | 3 _a | 20 |
| | | % | 4.8% | 2.3% | 1.9% | 1.6% | 2.5% |
| | 10 or more | Count | 15 _a | 17 _{a, b} | 10 _b | 14 _{a, b} | 56 |
| | | % | 10.3% | 6.4% | 4.9% | 7.4% | 6.9% |
| Total | Count | 145 | 266 | 206 | 190 | 807 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q23. In how many foreign countries do you pay them? * Region Crosstabulation

| | | Region | | | | | |
|---|-----------|--------|------------------|---------------------|------------------|---------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q23. In how many foreign countries do you pay them? | None | Count | 126 _a | 246 _{a, b} | 194 _b | 175 _{a, b} | 741 |
| | | % | 86.9% | 92.5% | 94.2% | 91.6% | 91.7% |
| | 1 to 4 | Count | 11 _a | 13 _a | 7 _a | 9 _a | 40 |
| | | % | 7.6% | 4.9% | 3.4% | 4.7% | 5.0% |
| | 5 or more | Count | 8 _a | 7 _a | 5 _a | 7 _a | 27 |
| | | % | 5.5% | 2.6% | 2.4% | 3.7% | 3.3% |
| Total | Count | 145 | 266 | 206 | 191 | 808 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

**Q25. How many nonresident alien employees in the U.S. does your organization pay?
* Region Crosstabulation**

| | | Region | | | | | |
|---|------------|--------|-----------------|--------------------|--------------------|--------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q25. How many nonresident alien employees in the U.S. does your organization pay? | None | Count | 89 _a | 170 _a | 121 _a | 128 _a | 508 |
| | | % | 66.4% | 68.3% | 65.4% | 74.0% | 68.6% |
| | 1 to 9 | Count | 11 _a | 28 _{a, b} | 32 _b | 19 _{a, b} | 90 |
| | | % | 8.2% | 11.2% | 17.3% | 11.0% | 12.1% |
| | 10 or more | Count | 34 _a | 51 _{a, b} | 32 _{a, b} | 26 _b | 143 |
| | | % | 25.4% | 20.5% | 17.3% | 15.0% | 19.3% |
| Total | Count | 134 | 249 | 185 | 173 | 741 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q26. What percentage of employees reporting to payroll are nonexempt? * Region Crosstabulation

| | | Region | | | | | |
|---|------------|--------|--------------------|-----------------|-----------------|--------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q26. What percentage of employees reporting to payroll are nonexempt? | 0% | Count | 13 _a | 29 _a | 18 _a | 25 _a | 85 |
| | | % | 9.6% | 11.8% | 9.5% | 14.4% | 11.4% |
| | 1% to 33% | Count | 46 _a | 73 _a | 50 _a | 46 _a | 215 |
| | | % | 34.1% | 29.7% | 26.5% | 26.4% | 28.9% |
| | 34% to 66% | Count | 37 _{a, b} | 58 _b | 62 _a | 44 _{a, b} | 201 |
| | | % | 27.4% | 23.6% | 32.8% | 25.3% | 27.0% |
| | 67% to 99% | Count | 37 _a | 83 _a | 59 _a | 56 _a | 235 |
| | | % | 27.4% | 33.7% | 31.2% | 32.2% | 31.6% |
| | 100% | Count | 2 _a | 3 _a | 0 _a | 3 _a | 8 |
| | | % | 1.5% | 1.2% | 0.0% | 1.7% | 1.1% |
| Total | Count | 135 | 246 | 189 | 174 | 744 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q26b. What percentage of nonexempt employees report their time manually (for example, on a time sheet)? * Region Crosstabulation

| | | Region | | | | | |
|---|------------|--------|--------------------|--------------------|--------------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q26b. What percentage of nonexempt employees report their time manually (for example, on a time sheet)? | 0% | Count | 81 _{a, b} | 153 _b | 99 _{a, b} | 84 _a | 417 |
| | | % | 59.1% | 60.5% | 52.4% | 48.3% | 55.4% |
| | 1% to 33% | Count | 22 _a | 48 _a | 45 _a | 29 _a | 144 |
| | | % | 16.1% | 19.0% | 23.8% | 16.7% | 19.1% |
| | 34% to 66% | Count | 3 _{a, b} | 10 _{a, b} | 12 _b | 3 _a | 28 |
| | | % | 2.2% | 4.0% | 6.3% | 1.7% | 3.7% |
| | 67% to 99% | Count | 6 _{a, b} | 5 _b | 5 _b | 13 _a | 29 |
| | | % | 4.4% | 2.0% | 2.6% | 7.5% | 3.9% |
| | 100% | Count | 25 _{a, b} | 37 _b | 28 _b | 45 _a | 135 |
| | | % | 18.2% | 14.6% | 14.8% | 25.9% | 17.9% |
| Total | Count | 137 | 253 | 189 | 174 | 753 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q26b. What percentage of nonexempt employees report their time via an automated method?
*** Region Crosstabulation**

| | | Region | | | | | |
|---|------------|--------|--------------------|--------------------|--------------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q26b. What percentage of nonexempt employees report their time via an automated method? | 0% | Count | 25 _{a, b} | 37 _b | 28 _b | 45 _a | 135 |
| | | % | 18.2% | 14.6% | 14.8% | 25.9% | 17.9% |
| | 1% to 33% | Count | 6 _{a, b} | 5 _b | 5 _b | 13 _a | 29 |
| | | % | 4.4% | 2.0% | 2.6% | 7.5% | 3.9% |
| | 34% to 66% | Count | 3 _{a, b} | 10 _{a, b} | 12 _b | 3 _a | 28 |
| | | % | 2.2% | 4.0% | 6.3% | 1.7% | 3.7% |
| | 67% to 99% | Count | 22 _a | 48 _a | 45 _a | 29 _a | 144 |
| | | % | 16.1% | 19.0% | 23.8% | 16.7% | 19.1% |
| | 100% | Count | 81 _{a, b} | 153 _b | 99 _{a, b} | 84 _a | 417 |
| | | % | 59.1% | 60.5% | 52.4% | 48.3% | 55.4% |
| Total | Count | 137 | 253 | 189 | 174 | 753 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q27. Which automated methods are used by nonexempt employees to report their time? - Badge reader
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-------|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Badge reader | No | Count | 98 _a | 180 _a | 133 _a | 143 _b | 554 |
| | | % | 72.1% | 71.1% | 69.6% | 81.7% | 73.4% |
| | Yes | Count | 38 _a | 73 _a | 58 _a | 32 _b | 201 |
| | | % | 27.9% | 28.9% | 30.4% | 18.3% | 26.6% |
| | Total | Count | 136 | 253 | 191 | 175 | 755 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q27. Which automated methods are used by nonexempt employees to report their time? - Interactive voice response (telephone) * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Interactive voice response (telephone) | No | Count | 129 _a | 243 _a | 183 _a | 171 _a | 726 |
| | | % | 94.9% | 96.0% | 95.8% | 97.7% | 96.2% |
| | Yes | Count | 7 _a | 10 _a | 8 _a | 4 _a | 29 |
| | | % | 5.1% | 4.0% | 4.2% | 2.3% | 3.8% |
| Total | | Count | 136 | 253 | 191 | 175 | 755 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - Biometric device (hand reader; optical scan) * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Biometric device (hand reader; optical scan) | No | Count | 107 _a | 204 _a | 160 _a | 150 _a | 621 |
| | | % | 78.7% | 80.6% | 83.8% | 85.7% | 82.3% |
| | Yes | Count | 29 _a | 49 _a | 31 _a | 25 _a | 134 |
| | | % | 21.3% | 19.4% | 16.2% | 14.3% | 17.7% |
| Total | | Count | 136 | 253 | 191 | 175 | 755 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - Web-based input * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Web-based input | No | Count | 53 _a | 80 _a | 57 _a | 58 _a | 248 |
| | | % | 39.0% | 31.6% | 29.8% | 33.1% | 32.8% |
| | Yes | Count | 83 _a | 173 _a | 134 _a | 117 _a | 507 |
| | | % | 61.0% | 68.4% | 70.2% | 66.9% | 67.2% |
| Total | | Count | 136 | 253 | 191 | 175 | 755 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q27. Which automated methods are used by nonexempt employees to report their time? - Geolocation input
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Geolocation input | No | Count | 134 _a | 249 _a | 190 _a | 173 _a | 746 |
| | | % | 98.5% | 98.4% | 99.5% | 98.9% | 98.8% |
| | Yes | Count | 2 _a | 4 _a | 1 _a | 2 _a | 9 |
| | | % | 1.5% | 1.6% | 0.5% | 1.1% | 1.2% |
| Total | | Count | 136 | 253 | 191 | 175 | 755 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - Smart phone
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Smart phone | No | Count | 118 _a | 212 _a | 162 _a | 145 _a | 637 |
| | | % | 86.8% | 83.8% | 84.8% | 82.9% | 84.4% |
| | Yes | Count | 18 _a | 41 _a | 29 _a | 30 _a | 118 |
| | | % | 13.2% | 16.2% | 15.2% | 17.1% | 15.6% |
| Total | | Count | 136 | 253 | 191 | 175 | 755 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q27. Which automated methods are used by nonexempt employees to report their time? - None (no automated methods are used) * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q27. Which automated methods are used by nonexempt employees to report their time? - None (no automated methods are used) | No | Count | 117 _a | 223 _a | 161 _a | 147 _a | 648 |
| | | % | 86.0% | 88.1% | 84.3% | 84.0% | 85.8% |
| | Yes | Count | 19 _a | 30 _a | 30 _a | 28 _a | 107 |
| | | % | 14.0% | 11.9% | 15.7% | 16.0% | 14.2% |
| Total | | Count | 136 | 253 | 191 | 175 | 755 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q27. Which automated methods are used by nonexempt employees to report their time? - Other
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q27. Which automated methods are used by nonexempt employees to report their time? - Other | No | Count | 127 _a | 238 _a | 174 _a | 165 _a | 704 |
| | | % | 93.4% | 94.1% | 91.1% | 94.3% | 93.2% |
| | Yes | Count | 9 _a | 15 _a | 17 _a | 10 _a | 51 |
| | | % | 6.6% | 5.9% | 8.9% | 5.7% | 6.8% |
| Total | | Count | 136 | 253 | 191 | 175 | 755 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q28. What percentage of your exempt employees report their time worked? * Region Crosstabulation

| | | Region | | | | | |
|---|------------|--------|--------------------|---------------------|---------------------|--------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q28. What percentage of your exempt employees report their time worked? | 0% | Count | 83 _a | 126 _{a, b} | 107 _{a, b} | 83 _b | 399 |
| | | % | 60.1% | 50.8% | 56.6% | 47.4% | 53.2% |
| | 1% to 33% | Count | 11 _a | 37 _b | 23 _{a, b} | 22 _{a, b} | 93 |
| | | % | 8.0% | 14.9% | 12.2% | 12.6% | 12.4% |
| | 34% to 66% | Count | 4 _a | 14 _a | 9 _a | 7 _a | 34 |
| | | % | 2.9% | 5.6% | 4.8% | 4.0% | 4.5% |
| | 67% to 99% | Count | 6 _a | 7 _a | 10 _a | 9 _a | 32 |
| | | % | 4.3% | 2.8% | 5.3% | 5.1% | 4.3% |
| | 100% | Count | 34 _{a, b} | 64 _{a, b} | 40 _b | 54 _a | 192 |
| | | % | 24.6% | 25.8% | 21.2% | 30.9% | 25.6% |
| Total | Count | 138 | 248 | 189 | 175 | 750 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q29. Which functions are performed by your organization's payroll staff? - ACA compliance
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - ACA compliance | No | Count | 97 _a | 186 _a | 129 _a | 112 _a | 524 |
| | | % | 70.3% | 72.1% | 66.8% | 63.3% | 68.4% |
| | Yes | Count | 41 _a | 72 _a | 64 _a | 65 _a | 242 |
| | | % | 29.7% | 27.9% | 33.2% | 36.7% | 31.6% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Accounts payable
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Accounts payable | No | Count | 118 _a | 214 _a | 170 _a | 155 _a | 657 |
| | | % | 85.5% | 82.9% | 88.1% | 87.6% | 85.8% |
| | Yes | Count | 20 _a | 44 _a | 23 _a | 22 _a | 109 |
| | | % | 14.5% | 17.1% | 11.9% | 12.4% | 14.2% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - ACH processing and transfer
*** Region Crosstabulation**

| | | | Region | | | | |
|--|-----|-------|-----------------|---------------------|------------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - ACH processing and transfer | No | Count | 65 _a | 100 _{a, b} | 68 _b | 78 _{a, b} | 311 |
| | | % | 47.1% | 38.8% | 35.2% | 44.1% | 40.6% |
| | Yes | Count | 73 _a | 158 _{a, b} | 125 _b | 99 _{a, b} | 455 |
| | | % | 52.9% | 61.2% | 64.8% | 55.9% | 59.4% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Ad hoc reports
*** Region Crosstabulation**

| Region Crosstabulation | | | | | | | |
|---|-----|-------|-----------------|------------------|------------------|------------------|--------|
| | | | Region | | | | |
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Ad hoc reports | No | Count | 58 _a | 111 _a | 84 _a | 75 _a | 328 |
| | | % | 42.0% | 43.0% | 43.5% | 42.4% | 42.8% |
| | Yes | Count | 80 _a | 147 _a | 109 _a | 102 _a | 438 |
| | | % | 58.0% | 57.0% | 56.5% | 57.6% | 57.2% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Bank account reconciliation
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Bank account reconciliation | No | Count | 109 _a | 196 _a | 135 _a | 135 _a | 575 |
| | | % | 79.0% | 76.0% | 69.9% | 76.3% | 75.1% |
| | Yes | Count | 29 _a | 62 _a | 58 _a | 42 _a | 191 |
| | | % | 21.0% | 24.0% | 30.1% | 23.7% | 24.9% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Benefits program administration
*** Region Crosstabulation**

| | | | Region | | | | |
|--|-----|-------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Benefits program administration | No | Count | 113 _a | 208 _a | 150 _a | 138 _a | 609 |
| | | % | 81.9% | 80.6% | 77.7% | 78.0% | 79.5% |
| | Yes | Count | 25 _a | 50 _a | 43 _a | 39 _a | 157 |
| | | % | 18.1% | 19.4% | 22.3% | 22.0% | 20.5% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Benefits program management
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Benefits program management | No | Count | 115 _a | 222 _a | 161 _a | 146 _a | 644 |
| | | % | 83.3% | 86.0% | 83.4% | 82.5% | 84.1% |
| | Yes | Count | 23 _a | 36 _a | 32 _a | 31 _a | 122 |
| | | % | 16.7% | 14.0% | 16.6% | 17.5% | 15.9% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Check distribution
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Check distribution | No | Count | 26 _a | 74 _b | 63 _b | 34 _a | 197 |
| | | % | 18.8% | 28.7% | 32.6% | 19.2% | 25.7% |
| | Yes | Count | 112 _a | 184 _b | 130 _b | 143 _a | 569 |
| | | % | 81.2% | 71.3% | 67.4% | 80.8% | 74.3% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Compensation program management * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Compensation program management | No | Count | 124 _a | 232 _a | 165 _a | 160 _a | 681 |
| | | % | 89.9% | 89.9% | 85.5% | 90.4% | 88.9% |
| | Yes | Count | 14 _a | 26 _a | 28 _a | 17 _a | 85 |
| | | % | 10.1% | 10.1% | 14.5% | 9.6% | 11.1% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Control validation
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Control validation | No | Count | 97 _a | 174 _a | 142 _a | 134 _a | 547 |
| | | % | 70.3% | 67.4% | 73.6% | 75.7% | 71.4% |
| | Yes | Count | 41 _a | 84 _a | 51 _a | 43 _a | 219 |
| | | % | 29.7% | 32.6% | 26.4% | 24.3% | 28.6% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Deduction processing
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Deduction processing | No | Count | 19 _a | 48 _a | 28 _a | 34 _a | 129 |
| | | % | 13.8% | 18.6% | 14.5% | 19.2% | 16.8% |
| | Yes | Count | 119 _a | 210 _a | 165 _a | 143 _a | 637 |
| | | % | 86.2% | 81.4% | 85.5% | 80.8% | 83.2% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Document management
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|-----------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Document management | No | Count | 79 _a | 138 _a | 98 _a | 99 _a | 414 |
| | | % | 57.2% | 53.5% | 50.8% | 55.9% | 54.0% |
| | Yes | Count | 59 _a | 120 _a | 95 _a | 78 _a | 352 |
| | | % | 42.8% | 46.5% | 49.2% | 44.1% | 46.0% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Employee data management
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|------------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Employee data management | No | Count | 59 _a | 121 _a | 80 _a | 79 _a | 339 |
| | | % | 42.8% | 46.9% | 41.5% | 44.6% | 44.3% |
| | Yes | Count | 79 _a | 137 _a | 113 _a | 98 _a | 427 |
| | | % | 57.2% | 53.1% | 58.5% | 55.4% | 55.7% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Employee inquiries
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Employee inquiries | No | Count | 12 _a | 32 _a | 17 _a | 17 _a | 78 |
| | | % | 8.7% | 12.4% | 8.8% | 9.6% | 10.2% |
| | Yes | Count | 126 _a | 226 _a | 176 _a | 160 _a | 688 |
| | | % | 91.3% | 87.6% | 91.2% | 90.4% | 89.8% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Employee services
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Employee services | No | Count | 62 _a | 123 _a | 84 _a | 74 _a | 343 |
| | | % | 44.9% | 47.7% | 43.5% | 41.8% | 44.8% |
| | Yes | Count | 76 _a | 135 _a | 109 _a | 103 _a | 423 |
| | | % | 55.1% | 52.3% | 56.5% | 58.2% | 55.2% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Employee time processing * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Employee time processing | No | Count | 22 _a | 30 _a | 26 _a | 25 _a | 103 |
| | | % | 15.9% | 11.6% | 13.5% | 14.1% | 13.4% |
| | Yes | Count | 116 _a | 228 _a | 167 _a | 152 _a | 663 |
| | | % | 84.1% | 88.4% | 86.5% | 85.9% | 86.6% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Expatriate employee processing * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Expatriate employee processing | No | Count | 113 _a | 228 _a | 159 _a | 146 _a | 646 |
| | | % | 81.9% | 88.4% | 82.4% | 82.5% | 84.3% |
| | Yes | Count | 25 _a | 30 _a | 34 _a | 31 _a | 120 |
| | | % | 18.1% | 11.6% | 17.6% | 17.5% | 15.7% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Expense reimbursements * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Expense reimbursements | No | Count | 96 _a | 180 _a | 127 _a | 123 _a | 526 |
| | | % | 69.6% | 69.8% | 65.8% | 69.5% | 68.7% |
| | Yes | Count | 42 _a | 78 _a | 66 _a | 54 _a | 240 |
| | | % | 30.4% | 30.2% | 34.2% | 30.5% | 31.3% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Federal tax filing
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|---------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Federal tax filing | No | Count | 64 _a | 81 _b | 68 _{b, c} | 75 _{a, c} | 288 |
| | | % | 46.4% | 31.4% | 35.2% | 42.4% | 37.6% |
| | Yes | Count | 74 _a | 177 _b | 125 _{b, c} | 102 _{a, c} | 478 |
| | | % | 53.6% | 68.6% | 64.8% | 57.6% | 62.4% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Forms 1095-C and 1094-C processing * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Forms 1095-C and 1094-C processing | No | Count | 103 _a | 186 _a | 126 _a | 123 _a | 538 |
| | | % | 74.6% | 72.1% | 65.3% | 69.5% | 70.2% |
| | Yes | Count | 35 _a | 72 _a | 67 _a | 54 _a | 228 |
| | | % | 25.4% | 27.9% | 34.7% | 30.5% | 29.8% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - General ledger interface
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - General ledger interface | No | Count | 56 _a | 91 _a | 80 _a | 71 _a | 298 |
| | | % | 40.6% | 35.3% | 41.5% | 40.1% | 38.9% |
| | Yes | Count | 82 _a | 167 _a | 113 _a | 106 _a | 468 |
| | | % | 59.4% | 64.7% | 58.5% | 59.9% | 61.1% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - General ledger reconciliation * Region Crosstabulation

| | | | Region | | | | |
|---|-----|-------|-----------------|------------------|------------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - General ledger reconciliation | No | Count | 80 _a | 150 _a | 111 _a | 95 _a | 436 |
| | | % | 58.0% | 58.1% | 57.5% | 53.7% | 56.9% |
| | Yes | Count | 58 _a | 108 _a | 82 _a | 82 _a | 330 |
| | | % | 42.0% | 41.9% | 42.5% | 46.3% | 43.1% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Independent contractor payments * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Independent contractor payments | No | Count | 128 _a | 224 _a | 169 _a | 164 _a | 685 |
| | | % | 92.8% | 86.8% | 87.6% | 92.7% | 89.4% |
| | Yes | Count | 10 _a | 34 _a | 24 _a | 13 _a | 81 |
| | | % | 7.2% | 13.2% | 12.4% | 7.3% | 10.6% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - IT liaison and testing * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - IT liaison and testing | No | Count | 96 _a | 176 _a | 141 _a | 130 _a | 543 |
| | | % | 69.6% | 68.2% | 73.1% | 73.4% | 70.9% |
| | Yes | Count | 42 _a | 82 _a | 52 _a | 47 _a | 223 |
| | | % | 30.4% | 31.8% | 26.9% | 26.6% | 29.1% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Labor and cost accounting * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Labor and cost accounting | No | Count | 110 _a | 198 _a | 152 _a | 132 _a | 592 |
| | | % | 79.7% | 76.7% | 78.8% | 74.6% | 77.3% |
| | Yes | Count | 28 _a | 60 _a | 41 _a | 45 _a | 174 |
| | | % | 20.3% | 23.3% | 21.2% | 25.4% | 22.7% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Local national employee processing * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|---------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Local national employee processing | No | Count | 121 _a | 244 _b | 178 _{a, b} | 166 _{a, b} | 709 |
| | | % | 87.7% | 94.6% | 92.2% | 93.8% | 92.6% |
| | Yes | Count | 17 _a | 14 _b | 15 _{a, b} | 11 _{a, b} | 57 |
| | | % | 12.3% | 5.4% | 7.8% | 6.2% | 7.4% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Nonresident alien processing * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|---------------------|---------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Nonresident alien processing | No | Count | 104 _{a, b} | 205 _{b, c} | 134 _a | 150 _c | 593 |
| | | % | 75.4% | 79.5% | 69.4% | 84.7% | 77.4% |
| | Yes | Count | 34 _{a, b} | 53 _{b, c} | 59 _a | 27 _c | 173 |
| | | % | 24.6% | 20.5% | 30.6% | 15.3% | 22.6% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Payroll accounting
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Payroll accounting | No | Count | 58 _a | 90 _a | 72 _a | 61 _a | 281 |
| | | % | 42.0% | 34.9% | 37.3% | 34.5% | 36.7% |
| | Yes | Count | 80 _a | 168 _a | 121 _a | 116 _a | 485 |
| | | % | 58.0% | 65.1% | 62.7% | 65.5% | 63.3% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Payroll tax disbursement / reporting * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Payroll tax disbursement / reporting | No | Count | 52 _a | 64 _b | 53 _b | 53 _{a, b} | 222 |
| | | % | 37.7% | 24.8% | 27.5% | 29.9% | 29.0% |
| | Yes | Count | 86 _a | 194 _b | 140 _b | 124 _{a, b} | 544 |
| | | % | 62.3% | 75.2% | 72.5% | 70.1% | 71.0% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Personnel records administration
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Personnel records administration | No | Count | 98 _a | 176 _a | 118 _a | 110 _a | 502 |
| | | % | 71.0% | 68.2% | 61.1% | 62.1% | 65.5% |
| | Yes | Count | 40 _a | 82 _a | 75 _a | 67 _a | 264 |
| | | % | 29.0% | 31.8% | 38.9% | 37.9% | 34.5% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Salary budgeting
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Salary budgeting | No | Count | 121 _a | 218 _a | 161 _a | 152 _a | 652 |
| | | % | 87.7% | 84.5% | 83.4% | 85.9% | 85.1% |
| | Yes | Count | 17 _a | 40 _a | 32 _a | 25 _a | 114 |
| | | % | 12.3% | 15.5% | 16.6% | 14.1% | 14.9% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Sarbanes-Oxley compliance
*** Region Crosstabulation**

| | | | Region | | | | |
|--|-----|-------|-----------------|------------------|---------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Sarbanes-Oxley compliance | No | Count | 94 _a | 172 _a | 144 _{a, b} | 140 _b | 550 |
| | | % | 68.1% | 66.7% | 74.6% | 79.1% | 71.8% |
| | Yes | Count | 44 _a | 86 _a | 49 _{a, b} | 37 _b | 216 |
| | | % | 31.9% | 33.3% | 25.4% | 20.9% | 28.2% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - State and local tax filing
*** Region Crosstabulation**

| | | | Region | | | | |
|--|-----|-------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - State and local tax filing | No | Count | 57 _a | 103 _a | 61 _a | 66 _a | 287 |
| | | % | 41.3% | 39.9% | 31.6% | 37.3% | 37.5% |
| | Yes | Count | 81 _a | 155 _a | 132 _a | 111 _a | 479 |
| | | % | 58.7% | 60.1% | 68.4% | 62.7% | 62.5% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - Time and attendance
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Time and attendance | No | Count | 25 _a | 31 _a | 31 _a | 22 _a | 109 |
| | | % | 18.1% | 12.0% | 16.1% | 12.4% | 14.2% |
| | Yes | Count | 113 _a | 227 _a | 162 _a | 155 _a | 657 |
| | | % | 81.9% | 88.0% | 83.9% | 87.6% | 85.8% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Training and development
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Training and development | No | Count | 84 _a | 152 _a | 123 _a | 110 _a | 469 |
| | | % | 60.9% | 58.9% | 63.7% | 62.1% | 61.2% |
| | Yes | Count | 54 _a | 106 _a | 70 _a | 67 _a | 297 |
| | | % | 39.1% | 41.1% | 36.3% | 37.9% | 38.8% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Transfer of information to payroll card provider * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Transfer of information to payroll card provider | No | Count | 119 _a | 202 _a | 155 _a | 142 _a | 618 |
| | | % | 86.2% | 78.3% | 80.3% | 80.2% | 80.7% |
| | Yes | Count | 19 _a | 56 _a | 38 _a | 35 _a | 148 |
| | | % | 13.8% | 21.7% | 19.7% | 19.8% | 19.3% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q29. Which functions are performed by your organization's payroll staff? - W-2 reprints
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - W-2 reprints | No | Count | 12 _a | 28 _a | 20 _a | 16 _a | 76 |
| | | % | 8.7% | 10.9% | 10.4% | 9.0% | 9.9% |
| | Yes | Count | 126 _a | 230 _a | 173 _a | 161 _a | 690 |
| | | % | 91.3% | 89.1% | 89.6% | 91.0% | 90.1% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Workers' compensation plan
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Workers' compensation plan | No | Count | 106 _a | 187 _a | 138 _a | 121 _a | 552 |
| | | % | 76.8% | 72.5% | 71.5% | 68.4% | 72.1% |
| | Yes | Count | 32 _a | 71 _a | 55 _a | 56 _a | 214 |
| | | % | 23.2% | 27.5% | 28.5% | 31.6% | 27.9% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q29. Which functions are performed by your organization's payroll staff? - Year-end and period-end closing
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q29. Which functions are performed by your organization's payroll staff? - Year-end and period-end closing | No | Count | 27 _a | 38 _a | 39 _a | 34 _a | 138 |
| | | % | 19.6% | 14.7% | 20.2% | 19.2% | 18.0% |
| | Yes | Count | 111 _a | 220 _a | 154 _a | 143 _a | 628 |
| | | % | 80.4% | 85.3% | 79.8% | 80.8% | 82.0% |
| Total | | Count | 138 | 258 | 193 | 177 | 766 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Business expense reimbursements * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|-----------------|---------------------|-----------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Business expense reimbursements | No | Count | 77 _a | 145 _{a, b} | 97 _a | 116 _b | 435 |
| | | % | 63.6% | 68.7% | 61.0% | 75.3% | 67.4% |
| | Yes | Count | 44 _a | 66 _{a, b} | 62 _a | 38 _b | 210 |
| | | % | 36.4% | 31.3% | 39.0% | 24.7% | 32.6% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Commission payments * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|-----------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Commission payments | No | Count | 58 _a | 107 _a | 71 _a | 83 _a | 319 |
| | | % | 47.9% | 50.7% | 44.7% | 53.9% | 49.5% |
| | Yes | Count | 63 _a | 104 _a | 88 _a | 71 _a | 326 |
| | | % | 52.1% | 49.3% | 55.3% | 46.1% | 50.5% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Flexible spending account reimbursements * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Flexible spending account reimbursements | No | Count | 104 _a | 182 _a | 138 _a | 129 _a | 553 |
| | | % | 86.0% | 86.3% | 86.8% | 83.8% | 85.7% |
| | Yes | Count | 17 _a | 29 _a | 21 _a | 25 _a | 92 |
| | | % | 14.0% | 13.7% | 13.2% | 16.2% | 14.3% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Pension payments * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Pension payments | No | Count | 100 _a | 171 _a | 135 _a | 134 _a | 540 |
| | | % | 82.6% | 81.0% | 84.9% | 87.0% | 83.7% |
| | Yes | Count | 21 _a | 40 _a | 24 _a | 20 _a | 105 |
| | | % | 17.4% | 19.0% | 15.1% | 13.0% | 16.3% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Petty cash * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Petty cash | No | Count | 118 _a | 206 _a | 153 _a | 149 _a | 626 |
| | | % | 97.5% | 97.6% | 96.2% | 96.8% | 97.1% |
| | Yes | Count | 3 _a | 5 _a | 6 _a | 5 _a | 19 |
| | | % | 2.5% | 2.4% | 3.8% | 3.2% | 2.9% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Qualified transportation plan reimbursements * Region Crosstabulation

| | | | Region | | | | |
|--|-----|-------|-----------------|------------------|---------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Qualified transportation plan reimbursements | No | Count | 83 _a | 167 _b | 122 _{a, b} | 117 _{a, b} | 489 |
| | | % | 68.6% | 79.1% | 76.7% | 76.0% | 75.8% |
| | Yes | Count | 38 _a | 44 _b | 37 _{a, b} | 37 _{a, b} | 156 |
| | | % | 31.4% | 20.9% | 23.3% | 24.0% | 24.2% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Relocation (moving) expenses * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|-----------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Relocation (moving) expenses | No | Count | 47 _a | 71 _a | 62 _a | 45 _a | 225 |
| | | % | 38.8% | 33.6% | 39.0% | 29.2% | 34.9% |
| | Yes | Count | 74 _a | 140 _a | 97 _a | 109 _a | 420 |
| | | % | 61.2% | 66.4% | 61.0% | 70.8% | 65.1% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Stock purchase sales * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|--------------------|------------------|------------------|---------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Stock purchase sales | No | Count | 94 _{a, b} | 160 _b | 134 _a | 123 _{a, b} | 511 |
| | | % | 77.7% | 75.8% | 84.3% | 79.9% | 79.2% |
| | Yes | Count | 27 _{a, b} | 51 _b | 25 _a | 31 _{a, b} | 134 |
| | | % | 22.3% | 24.2% | 15.7% | 20.1% | 20.8% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Travel reimbursements * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Travel reimbursements | No | Count | 81 _a | 150 _a | 101 _a | 111 _a | 443 |
| | | % | 66.9% | 71.1% | 63.5% | 72.1% | 68.7% |
| | Yes | Count | 40 _a | 61 _a | 58 _a | 43 _a | 202 |
| | | % | 33.1% | 28.9% | 36.5% | 27.9% | 31.3% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Tuition reimbursements * Region Crosstabulation

| | | | Region | | | | |
|--|-----|-------|-----------------|------------------|-----------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? - Tuition reimbursements | No | Count | 57 _a | 102 _a | 74 _a | 100 _b | 333 |
| | | % | 47.1% | 48.3% | 46.5% | 64.9% | 51.6% |
| | Yes | Count | 64 _a | 109 _a | 85 _a | 54 _b | 312 |
| | | % | 52.9% | 51.7% | 53.5% | 35.1% | 48.4% |
| Total | | Count | 121 | 211 | 159 | 154 | 645 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q31a. Does your organization collect a fee from employees who request a replacement Form W-2?
*** Region Crosstabulation**

| | | Region | | | | | |
|---|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q31a. Does your organization collect a fee from employees who request a replacement Form W-2? | Yes | Count | 8 _a | 18 _a | 17 _a | 8 _a | 51 |
| | | % | 5.8% | 7.0% | 8.7% | 4.5% | 6.6% |
| | No | Count | 131 _a | 239 _a | 178 _a | 169 _a | 717 |
| | | % | 94.2% | 93.0% | 91.3% | 95.5% | 93.4% |
| Total | | Count | 139 | 257 | 195 | 177 | 768 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q32. Does your organization provide replacement Forms W-2 and 1095-C through self-service?
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q32. Does your organization provide replacement Forms W-2 and 1095-C through self-service? | Yes | Count | 77 _a | 164 _a | 115 _a | 103 _a | 459 |
| | | % | 57.5% | 65.1% | 61.8% | 59.9% | 61.7% |
| | No | Count | 57 _a | 88 _a | 71 _a | 69 _a | 285 |
| | | % | 42.5% | 34.9% | 38.2% | 40.1% | 38.3% |
| Total | | Count | 134 | 252 | 186 | 172 | 744 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q33. Approximately what percentage of your organization's employees require child support orders?
*** Region Crosstabulation**

| | | | Region | | | | Total |
|---|---------------------------|-------|-------------------|--------------------|-----------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q33. Approximately what percentage of your organization's employees require child support orders? | 0% / None reported | Count | 7 _{a, b} | 24 _{a, b} | 9 _b | 20 _a | 60 |
| | | % | 5.5% | 10.3% | 5.3% | 12.0% | 8.6% |
| | Greater than 0%, up to 1% | Count | 46 _a | 53 _b | 42 _b | 49 _{a, b} | 190 |
| | | % | 36.2% | 22.7% | 24.7% | 29.3% | 27.3% |
| | More than 1%, up to 3% | Count | 17 _a | 45 _{a, b} | 38 _b | 30 _{a, b} | 130 |
| | | % | 13.4% | 19.3% | 22.4% | 18.0% | 18.7% |
| | More than 3%, up to 10% | Count | 37 _a | 67 _a | 44 _a | 45 _a | 193 |
| | | % | 29.1% | 28.8% | 25.9% | 26.9% | 27.7% |
| | More than 10% | Count | 20 _a | 44 _a | 37 _a | 23 _a | 124 |
| | | % | 15.7% | 18.9% | 21.8% | 13.8% | 17.8% |
| | Total | Count | 127 | 233 | 170 | 167 | 697 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q33. Approximately what percentage of your organization's employees require federal tax levies?
*** Region Crosstabulation**

| | | | Region | | | | Total |
|---|---------------------------|-------|-----------------|-----------------|-----------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q33. Approximately what percentage of your organization's employees require federal tax levies? | 0% / None reported | Count | 54 _a | 97 _a | 80 _a | 77 _a | 308 |
| | | % | 42.5% | 41.5% | 46.8% | 46.1% | 44.1% |
| | Greater than 0%, up to 1% | Count | 40 _a | 76 _a | 56 _a | 41 _a | 213 |
| | | % | 31.5% | 32.5% | 32.7% | 24.6% | 30.5% |
| | More than 1%, up to 3% | Count | 17 _a | 24 _a | 12 _a | 19 _a | 72 |
| | | % | 13.4% | 10.3% | 7.0% | 11.4% | 10.3% |
| | More than 3% | Count | 16 _a | 37 _a | 23 _a | 30 _a | 106 |
| | | % | 12.6% | 15.8% | 13.5% | 18.0% | 15.2% |
| | Total | Count | 127 | 234 | 171 | 167 | 699 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q33. Approximately what percentage of your organization's employees require student loan garnishments? * Region Crosstabulation

| | | Region | | | | | | |
|--|---------------------------|--------|--------------------|--------------------|--------------------|-----------------|--------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total | |
| Q33. Approximately what percentage of your organization's employees require student loan garnishments? | 0% / None reported | Count | 52 _a | 89 _a | 66 _a | 92 _b | 299 | |
| | | % | 40.9% | 38.2% | 38.6% | 55.1% | 42.8% | |
| | Greater than 0%, up to 1% | Count | 41 _{a, b} | 75 _{a, b} | 65 _b | 45 _a | 226 | |
| | | % | 32.3% | 32.2% | 38.0% | 26.9% | 32.4% | |
| | More than 1%, up to 3% | Count | 8 _a | 27 _a | 14 _a | 15 _a | 64 | |
| | | % | 6.3% | 11.6% | 8.2% | 9.0% | 9.2% | |
| | More than 3% | Count | 26 _a | 42 _a | 26 _{a, b} | 15 _b | 109 | |
| | | % | 20.5% | 18.0% | 15.2% | 9.0% | 15.6% | |
| | Total | | Count | 127 | 233 | 171 | 167 | 698 |
| | | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q33. Approximately what percentage of your organization's employees require creditor garnishments? * Region Crosstabulation

| | | Region | | | | | | |
|--|---------------------------|--------|-----------------|-----------------|-----------------|-----------------|--------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total | |
| Q33. Approximately what percentage of your organization's employees require creditor garnishments? | 0% / None reported | Count | 53 _a | 78 _a | 40 _b | 61 _a | 232 | |
| | | % | 41.7% | 33.5% | 23.5% | 36.5% | 33.3% | |
| | Greater than 0%, up to 1% | Count | 34 _a | 70 _a | 49 _a | 55 _a | 208 | |
| | | % | 26.8% | 30.0% | 28.8% | 32.9% | 29.8% | |
| | More than 1%, up to 3% | Count | 14 _a | 29 _a | 25 _a | 20 _a | 88 | |
| | | % | 11.0% | 12.4% | 14.7% | 12.0% | 12.6% | |
| | More than 3% | Count | 26 _a | 56 _a | 56 _b | 31 _a | 169 | |
| | | % | 20.5% | 24.0% | 32.9% | 18.6% | 24.2% | |
| | Total | | Count | 127 | 233 | 170 | 167 | 697 |
| | | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q33. Approximately what percentage of your organization's employees require state tax levies?
*** Region Crosstabulation**

| | | Region | | | | | |
|---|---------------------------|--------|--------------------|--------------------|--------------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q33. Approximately what percentage of your organization's employees require state tax levies? | 0% / None reported | Count | 67 _{a, b} | 127 _b | 87 _{a, b} | 69 _a | 350 |
| | | % | 52.8% | 54.3% | 50.9% | 41.3% | 50.1% |
| | Greater than 0%, up to 1% | Count | 36 _a | 56 _a | 52 _a | 50 _a | 194 |
| | | % | 28.3% | 23.9% | 30.4% | 29.9% | 27.8% |
| | More than 1%, up to 3% | Count | 11 _{a, b} | 22 _{a, b} | 14 _b | 26 _a | 73 |
| | | % | 8.7% | 9.4% | 8.2% | 15.6% | 10.4% |
| | More than 3% | Count | 13 _a | 29 _a | 18 _a | 22 _a | 82 |
| | | % | 10.2% | 12.4% | 10.5% | 13.2% | 11.7% |
| | Total | Count | 127 | 234 | 171 | 167 | 699 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q33. Approximately what percentage of your organization's employees require bankruptcy orders?
*** Region Crosstabulation**

| | | Region | | | | | |
|--|---------------------------|--------|--------------------|--------------------|--------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q33. Approximately what percentage of your organization's employees require bankruptcy orders? | 0% / None reported | Count | 71 _a | 93 _b | 72 _b | 118 _c | 354 |
| | | % | 55.9% | 39.7% | 42.1% | 70.7% | 50.6% |
| | Greater than 0%, up to 1% | Count | 33 _{a, b} | 83 _{b, c} | 66 _c | 33 _a | 215 |
| | | % | 26.0% | 35.5% | 38.6% | 19.8% | 30.8% |
| | More than 1%, up to 3% | Count | 10 _{a, b} | 28 _b | 18 _{a, b} | 9 _a | 65 |
| | | % | 7.9% | 12.0% | 10.5% | 5.4% | 9.3% |
| | More than 3% | Count | 13 _a | 30 _a | 15 _{a, b} | 7 _b | 65 |
| | | % | 10.2% | 12.8% | 8.8% | 4.2% | 9.3% |
| | Total | Count | 127 | 234 | 171 | 167 | 699 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q34. Approximately how many garnishment payments of all types (both by check and electronic payments) did your organization make in 2016? * Region Crosstabulation

| | | Region | | | | | |
|---|----------------|--------|--------------------|--------------------|--------------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q34. Approximately how many garnishment payments of all types (both by check and electronic payments) did your organization make in 2016? | 0 | Count | 4 _a | 20 _{a, b} | 12 _{a, b} | 17 _b | 53 |
| | | % | 3.3% | 8.8% | 7.2% | 10.6% | 7.8% |
| | 1 to 99 | Count | 39 _a | 54 _a | 46 _a | 47 _a | 186 |
| | | % | 32.0% | 23.7% | 27.7% | 29.2% | 27.5% |
| | 100 to 349 | Count | 22 _a | 44 _a | 34 _a | 38 _a | 138 |
| | | % | 18.0% | 19.3% | 20.5% | 23.6% | 20.4% |
| | 350 to 1,249 | Count | 30 _a | 42 _a | 29 _a | 31 _a | 132 |
| | | % | 24.6% | 18.4% | 17.5% | 19.3% | 19.5% |
| | 1,250 to 4,999 | Count | 16 _a | 30 _a | 23 _a | 20 _a | 89 |
| | | % | 13.1% | 13.2% | 13.9% | 12.4% | 13.1% |
| | 5,000 or more | Count | 11 _{a, b} | 38 _c | 22 _{b, c} | 8 _a | 79 |
| | | % | 9.0% | 16.7% | 13.3% | 5.0% | 11.7% |
| | Total | Count | 122 | 228 | 166 | 161 | 677 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q35. Does your organization collect an administrative fee from employees whose earnings are subject to: * Region Crosstabulation

| | | Region | | | | | |
|---|------------------------------------|--------|------------------|--------------------|------------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q35. Does your organization collect an administrative fee from employees whose earnings are subject to: | Withholding for child support | Count | 4 _a | 29 _b | 6 _a | 6 _a | 45 |
| | | % | 3.2% | 12.1% | 3.3% | 3.7% | 6.3% |
| | Creditor garnishments | Count | 3 _a | 4 _a | 6 _a | 6 _a | 19 |
| | | % | 2.4% | 1.7% | 3.3% | 3.7% | 2.7% |
| | Both | Count | 8 _a | 34 _{b, c} | 35 _c | 13 _{a, b} | 90 |
| | | % | 6.4% | 14.2% | 19.2% | 8.0% | 12.7% |
| | Neither / not allowed by state law | Count | 110 _a | 173 _b | 135 _b | 138 _a | 556 |
| | | % | 88.0% | 72.1% | 74.2% | 84.7% | 78.3% |
| | Total | Count | 125 | 240 | 182 | 163 | 710 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q36a. Is your largest payroll integrated with an HRIS (Human Resource Information System)?
*** Region Crosstabulation**

| | | | Region | | | | Total |
|--|-----|-------|------------------|------------------|---------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q36a. Is your largest payroll integrated with an HRIS (Human Resource Information System)? | Yes | Count | 110 _a | 198 _a | 135 _{a, b} | 121 _b | 564 |
| | | % | 81.5% | 78.6% | 72.2% | 69.9% | 75.5% |
| | No | Count | 25 _a | 54 _a | 52 _{a, b} | 52 _b | 183 |
| | | % | 18.5% | 21.4% | 27.8% | 30.1% | 24.5% |
| Total | | Count | 135 | 252 | 187 | 173 | 747 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q36b. Does payroll staff maintain the HRIS (for example, keeping benefits or personnel records up-to-date)?
*** Region Crosstabulation**

| | | | Region | | | | |
|---|-----|-------|-----------------|---------------------|-----------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q36b. Does payroll staff maintain the HRIS (for example, keeping benefits or personnel records up-to-date)? | Yes | Count | 39 _a | 82 _{a, b} | 65 _b | 53 _{a, b} | 239 |
| | | % | 36.1% | 42.3% | 49.6% | 44.9% | 43.4% |
| | No | Count | 69 _a | 112 _{a, b} | 66 _b | 65 _{a, b} | 312 |
| | | % | 63.9% | 57.7% | 50.4% | 55.1% | 56.6% |
| Total | | Count | 108 | 194 | 131 | 118 | 551 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q37. Approximately what percentage of your organization's employee benefits recordkeeping (with or without an HRIS) is handled by payroll staff? * Region Crosstabulation

| | | | Region | | | | Total |
|--|---------------|-------|-----------------|------------------|-----------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q37. Approximately what percentage of your organization's employee benefits recordkeeping (with or without an HRIS) is handled by payroll staff? | Less than 15% | Count | 81 _a | 143 _a | 93 _a | 99 _a | 416 |
| | | % | 60.9% | 57.9% | 51.1% | 60.4% | 57.3% |
| | 15% – 24% | Count | 10 _a | 25 _a | 18 _a | 10 _a | 63 |
| | | % | 7.5% | 10.1% | 9.9% | 6.1% | 8.7% |
| | 25% – 49% | Count | 15 _a | 13 _b | 20 _a | 11 _{a, b} | 59 |
| | | % | 11.3% | 5.3% | 11.0% | 6.7% | 8.1% |
| | 50% – 84% | Count | 5 _a | 15 _a | 13 _a | 6 _a | 39 |
| | | % | 3.8% | 6.1% | 7.1% | 3.7% | 5.4% |
| | 85% or more | Count | 22 _a | 51 _a | 38 _a | 38 _a | 149 |
| | | % | 16.5% | 20.6% | 20.9% | 23.2% | 20.5% |
| | Total | Count | 133 | 247 | 182 | 164 | 726 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Payroll processing hardware * Region Crosstabulation

| | | | Region | | | | Total |
|--|-------|-------|--------------------|------------------|---------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Payroll processing hardware | No | Count | 93 _{a, b} | 152 _b | 121 _{a, b} | 124 _a | 490 |
| | | % | 71.5% | 63.3% | 67.2% | 76.1% | 68.7% |
| | Yes | Count | 37 _{a, b} | 88 _b | 59 _{a, b} | 39 _a | 223 |
| | | % | 28.5% | 36.7% | 32.8% | 23.9% | 31.3% |
| | Total | Count | 130 | 240 | 180 | 163 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Payroll processing software * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|-----------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Payroll processing software | No | Count | 55 _a | 111 _a | 81 _a | 93 _b | 340 |
| | | % | 42.3% | 46.3% | 45.0% | 57.1% | 47.7% |
| | Yes | Count | 75 _a | 129 _a | 99 _a | 70 _b | 373 |
| | | % | 57.7% | 53.8% | 55.0% | 42.9% | 52.3% |
| Total | | Count | 130 | 240 | 180 | 163 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Paycards * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|--------------------|------------------|---------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Paycards | No | Count | 91 _{a, b} | 162 _b | 126 _{a, b} | 128 _a | 507 |
| | | % | 70.0% | 67.5% | 70.0% | 78.5% | 71.1% |
| | Yes | Count | 39 _{a, b} | 78 _b | 54 _{a, b} | 35 _a | 206 |
| | | % | 30.0% | 32.5% | 30.0% | 21.5% | 28.9% |
| Total | | Count | 130 | 240 | 180 | 163 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Training * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|-----------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Training | No | Count | 68 _a | 127 _a | 95 _a | 101 _a | 391 |
| | | % | 52.3% | 52.9% | 52.8% | 62.0% | 54.8% |
| | Yes | Count | 62 _a | 113 _a | 85 _a | 62 _a | 322 |
| | | % | 47.7% | 47.1% | 47.2% | 38.0% | 45.2% |
| Total | | Count | 130 | 240 | 180 | 163 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Other payroll technology * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Other payroll technology | No | Count | 78 _a | 147 _a | 120 _a | 109 _a | 454 |
| | | % | 60.0% | 61.3% | 66.7% | 66.9% | 63.7% |
| | Yes | Count | 52 _a | 93 _a | 60 _a | 54 _a | 259 |
| | | % | 40.0% | 38.8% | 33.3% | 33.1% | 36.3% |
| Total | | Count | 130 | 240 | 180 | 163 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Unemployment insurance processing

*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|---------------------|---------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Unemployment insurance processing | No | Count | 100 _{a, b} | 187 _{a, b} | 133 _b | 136 _a | 556 |
| | | % | 76.9% | 77.9% | 73.9% | 83.4% | 78.0% |
| | Yes | Count | 30 _{a, b} | 53 _{a, b} | 47 _b | 27 _a | 157 |
| | | % | 23.1% | 22.1% | 26.1% | 16.6% | 22.0% |
| Total | | Count | 130 | 240 | 180 | 163 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Outsourcing vendors (for example, service providers)

*** Region Crosstabulation**

| | | | Region | | | | |
|---|-----|-------|--------------------|------------------|---------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Outsourcing vendors (for example, service providers) | No | Count | 88 _{a, b} | 151 _b | 123 _{a, b} | 120 _a | 482 |
| | | % | 67.7% | 62.9% | 68.3% | 73.6% | 67.6% |
| | Yes | Count | 42 _{a, b} | 89 _b | 57 _{a, b} | 43 _a | 231 |
| | | % | 32.3% | 37.1% | 31.7% | 26.4% | 32.4% |
| Total | | Count | 130 | 240 | 180 | 163 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - No one in the payroll department recommends or approves any acquisitions * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|------------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - No one in the payroll department recommends or approves any acquisitions | No | Count | 96 _a | 160 _a | 122 _a | 92 _b | 470 |
| | | % | 73.8% | 66.7% | 67.8% | 56.4% | 65.9% |
| | Yes | Count | 34 _a | 80 _a | 58 _a | 71 _b | 243 |
| | | % | 26.2% | 33.3% | 32.2% | 43.6% | 34.1% |
| Total | | Count | 130 | 240 | 180 | 163 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Other products / services * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? - Other products / services | No | Count | 127 _a | 237 _a | 179 _a | 162 _a | 705 |
| | | % | 97.7% | 98.8% | 99.4% | 99.4% | 98.9% |
| | Yes | Count | 3 _a | 3 _a | 1 _a | 1 _a | 8 |
| | | % | 2.3% | 1.3% | 0.6% | 0.6% | 1.1% |
| Total | | Count | 130 | 240 | 180 | 163 | 713 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q39. How is your organization's payroll processing handled? (Check only ONE) * Region Crosstabulation

| | | Region | | | | | |
|--|--|--------|--------------------|------------------|--------------------|--------------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q39. How is your organization's payroll processing handled? (Check only ONE) | All in-house (company-developed system) | Count | 13 _a | 27 _a | 14 _a | 16 _a | 70 |
| | | % | 9.7% | 10.9% | 7.6% | 9.6% | 9.5% |
| | All in-house (licensed system) | Count | 44 _a | 113 _b | 87 _b | 70 _{a, b} | 314 |
| | | % | 32.8% | 45.6% | 47.3% | 41.9% | 42.8% |
| | All by a service provider outside the U.S. | Count | 0 _a | 2 _a | 3 _a | 1 _a | 6 |
| | | % | 0.0% | 0.8% | 1.6% | 0.6% | 0.8% |
| | All by a service provider within the U.S. | Count | 62 _a | 65 _b | 53 _{b, c} | 64 _{a, c} | 244 |
| | | % | 46.3% | 26.2% | 28.8% | 38.3% | 33.3% |
| | Part in-house licensed system, part by a service provider (within or outside the U.S.) | Count | 15 _{a, b} | 41 _b | 27 _{a, b} | 16 _a | 99 |
| | | % | 11.2% | 16.5% | 14.7% | 9.6% | 13.5% |
| Total | Count | 134 | 248 | 184 | 167 | 733 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q40. How does your payroll technology provide employee self-service? - Personal computer * Region Crosstabulation

| | | Region | | | | | |
|--|-------|--------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q40. How does your payroll technology provide employee self-service? - Personal computer | No | Count | 2 _a | 3 _a | 3 _a | 4 _a | 12 |
| | | % | 1.7% | 1.4% | 1.9% | 2.8% | 1.9% |
| | Yes | Count | 115 _a | 215 _a | 159 _a | 139 _a | 628 |
| | | % | 98.3% | 98.6% | 98.1% | 97.2% | 98.1% |
| | Total | Count | 117 | 218 | 162 | 143 | 640 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q40. How does your payroll technology provide employee self-service? - Kiosk * Region Crosstabulation

| | | | Region | | | | |
|--|-----|-------|-----------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q40. How does your payroll technology provide employee self-service? - Kiosk | No | Count | 83 _a | 160 _a | 117 _a | 109 _a | 469 |
| | | % | 70.9% | 73.4% | 72.2% | 76.2% | 73.3% |
| | Yes | Count | 34 _a | 58 _a | 45 _a | 34 _a | 171 |
| | | % | 29.1% | 26.6% | 27.8% | 23.8% | 26.7% |
| Total | | Count | 117 | 218 | 162 | 143 | 640 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q40. How does your payroll technology provide employee self-service? - Voice response * Region Crosstabulation

| | | | Region | | | | |
|---|-----|-------|------------------|------------------|------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q40. How does your payroll technology provide employee self-service? - Voice response | No | Count | 116 _a | 216 _a | 160 _a | 141 _a | 633 |
| | | % | 99.1% | 99.1% | 98.8% | 98.6% | 98.9% |
| | Yes | Count | 1 _a | 2 _a | 2 _a | 2 _a | 7 |
| | | % | 0.9% | 0.9% | 1.2% | 1.4% | 1.1% |
| Total | | Count | 117 | 218 | 162 | 143 | 640 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q40. How does your payroll technology provide employee self-service? - Smart phone * Region Crosstabulation

| | | Region | | | | | |
|--|-----|--------|-----------------|------------------|--------------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q40. How does your payroll technology provide employee self-service? - Smart phone | No | Count | 64 _a | 89 _b | 72 _{a, b} | 71 _{a, b} | 296 |
| | | % | 54.7% | 40.8% | 44.4% | 49.7% | 46.3% |
| | Yes | Count | 53 _a | 129 _b | 90 _{a, b} | 72 _{a, b} | 344 |
| | | % | 45.3% | 59.2% | 55.6% | 50.3% | 53.8% |
| Total | | Count | 117 | 218 | 162 | 143 | 640 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q40. How does your payroll technology provide employee self-service? - Tablet * Region Crosstabulation

| | | Region | | | | | |
|---|-----|--------|-----------------|------------------|-----------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q40. How does your payroll technology provide employee self-service? - Tablet | No | Count | 70 _a | 118 _a | 91 _a | 92 _a | 371 |
| | | % | 59.8% | 54.1% | 56.2% | 64.3% | 58.0% |
| | Yes | Count | 47 _a | 100 _a | 71 _a | 51 _a | 269 |
| | | % | 40.2% | 45.9% | 43.8% | 35.7% | 42.0% |
| Total | | Count | 117 | 218 | 162 | 143 | 640 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

**Q41. Does your organization plan to outsource all or part of your payroll processing in the future?
* Region Crosstabulation**

| | | Region | | | | | |
|---|-----------------|--------|-----------------|------------------|------------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q41. Does your organization plan to outsource all or part of your payroll processing in the future? | Yes | Count | 3 _a | 11 _a | 9 _a | 6 _a | 29 |
| | | % | 4.2% | 6.1% | 7.0% | 5.9% | 6.0% |
| | No / don't know | Count | 69 _a | 170 _a | 119 _a | 96 _a | 454 |
| | | % | 95.8% | 93.9% | 93.0% | 94.1% | 94.0% |
| Total | | Count | 72 | 181 | 128 | 102 | 483 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

**Q42. When was the last time your organization began using new payroll processing software?
* Region Crosstabulation**

| | | Region | | | | | |
|--|-----------------------|--------|-----------------|------------------|-----------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q42. When was the last time your organization began using new payroll processing software? | In the last year | Count | 8 _a | 22 _a | 17 _a | 11 _a | 58 |
| | | % | 11.3% | 12.4% | 13.5% | 11.0% | 12.2% |
| | 1 to < 2 years ago | Count | 8 _a | 18 _a | 15 _a | 11 _a | 52 |
| | | % | 11.3% | 10.1% | 11.9% | 11.0% | 10.9% |
| | 2 to < 5 years ago | Count | 12 _a | 37 _a | 25 _a | 13 _a | 87 |
| | | % | 16.9% | 20.8% | 19.8% | 13.0% | 18.3% |
| | 5 years ago or longer | Count | 43 _a | 101 _a | 69 _a | 65 _a | 278 |
| | | % | 60.6% | 56.7% | 54.8% | 65.0% | 58.5% |
| Total | Count | 71 | 178 | 126 | 100 | 475 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q43. What was the source of the last-installed payroll processing software? * Region Crosstabulation

| | | Region | | | | | |
|---|-------------------------|--------|-----------------|------------------|-------------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q43. What was the source of the last-installed payroll processing software? | Purchased from a vendor | Count | 25 _a | 61 _a | 51 _a | 39 _a | 176 |
| | | % | 35.7% | 34.7% | 40.2% | 39.4% | 37.3% |
| | Licensed from a vendor | Count | 40 _a | 104 _a | 72 _a | 60 _a | 276 |
| | | % | 57.1% | 59.1% | 56.7% | 60.6% | 58.5% |
| | In-house developed | Count | 5 _a | 11 _a | 4 _{a, b} | 0 _b | 20 |
| | | % | 7.1% | 6.3% | 3.1% | 0.0% | 4.2% |
| Total | Count | 70 | 176 | 127 | 99 | 472 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |

Q45. Does your organization plan to purchase / license new payroll-related software in the future? * Region Crosstabulation

| | | Region | | | | | | |
|--|-----------------|--------|-----------------|------------------|------------------|-----------------|--------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total | |
| Q45. Does your organization plan to purchase / license new payroll-related software in the future? | Yes | Count | 19 _a | 31 _a | 23 _a | 17 _a | 90 | |
| | | % | 26.8% | 17.3% | 18.1% | 17.2% | 18.9% | |
| | No / don't know | Count | 52 _a | 148 _a | 104 _a | 82 _a | 386 | |
| | | % | 73.2% | 82.7% | 81.9% | 82.8% | 81.1% | |
| | Total | | Count | 71 | 179 | 127 | 99 | 476 |
| | | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q47. Does your organization plan to bring all or part of your payroll processing in-house in the future? * Region Crosstabulation

| | | Region | | | | | | |
|--|-----------------|--------|-----------------|------------------|-----------------|-----------------|--------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total | |
| Q47. Does your organization plan to bring all or part of your payroll processing in-house in the future? | Yes | Count | 1 _a | 6 _a | 2 _a | 6 _a | 15 | |
| | | % | 1.3% | 5.6% | 2.4% | 7.4% | 4.3% | |
| | No / don't know | Count | 75 _a | 101 _a | 81 _a | 75 _a | 332 | |
| | | % | 98.7% | 94.4% | 97.6% | 92.6% | 95.7% | |
| | Total | | Count | 76 | 107 | 83 | 81 | 347 |
| | | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q49. How many people are employed full-time by your entire organization? * Region Crosstabulation

| | | | Region | | | | Total |
|--|---------------|-------|--------------------|--------------------|--------------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q49. How many people are employed full-time by your entire organization? | < 150 | Count | 13 _a | 33 _{a, b} | 25 _{a, b} | 34 _b | 105 |
| | | % | 14.4% | 19.8% | 17.6% | 27.0% | 20.0% |
| | 150 - 499 | Count | 25 _{a, b} | 33 _b | 32 _{a, b} | 41 _a | 131 |
| | | % | 27.8% | 19.8% | 22.5% | 32.5% | 25.0% |
| | 500 - 1,499 | Count | 25 _a | 35 _{a, b} | 35 _{a, b} | 20 _b | 115 |
| | | % | 27.8% | 21.0% | 24.6% | 15.9% | 21.9% |
| | 1,500 - 4,999 | Count | 15 _a | 38 _a | 27 _a | 22 _a | 102 |
| | | % | 16.7% | 22.8% | 19.0% | 17.5% | 19.4% |
| | 5,000 + | Count | 12 _{a, b} | 28 _b | 23 _b | 9 _a | 72 |
| | | % | 13.3% | 16.8% | 16.2% | 7.1% | 13.7% |
| | Total | Count | 90 | 167 | 142 | 126 | 525 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q49. How many people are employed part-time by your entire organization? (Convert part-time employees to full-time equivalents - FTE) * Region Crosstabulation

| | | | Region | | | | Total |
|---|-------------------|-------|--------------------|--------------------|-----------------|-----------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q49. How many people are employed part-time by your entire organization? (Convert part-time employees to full-time equivalents - FTE) | 0 / None reported | Count | 31 _{a, b} | 62 _{a, b} | 43 _b | 54 _a | 190 |
| | | % | 34.4% | 37.1% | 30.3% | 42.9% | 36.2% |
| | > 0 - 149 | Count | 35 _a | 68 _a | 68 _a | 48 _a | 219 |
| | | % | 38.9% | 40.7% | 47.9% | 38.1% | 41.7% |
| | 150 - 499 | Count | 10 _a | 12 _a | 12 _a | 6 _a | 40 |
| | | % | 11.1% | 7.2% | 8.5% | 4.8% | 7.6% |
| | 500 - 1,499 | Count | 9 _{a, b} | 11 _{a, b} | 6 _b | 14 _a | 40 |
| | | % | 10.0% | 6.6% | 4.2% | 11.1% | 7.6% |
| | 1,500 + | Count | 5 _{a, b} | 14 _{a, b} | 13 _b | 4 _a | 36 |
| | | % | 5.6% | 8.4% | 9.2% | 3.2% | 6.9% |
| | Total | Count | 90 | 167 | 142 | 126 | 525 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q50. What is the location of all or most of the payroll-related jobs listed in question 48?
*** Region Crosstabulation**

| | | | Region | | | | Total |
|---|--|-------|--------------------|--------------------|--------------------|--------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | |
| Q50. What is the location of all or most of the payroll-related jobs listed in question 48? | Metro area with a population of 1,000,000 or more | Count | 28 _{a, b} | 71 _b | 43 _a | 53 _{a, b} | 195 |
| | | % | 30.1% | 41.0% | 29.9% | 40.5% | 36.0% |
| | Metro area with a population of 500,000 to 999,999 | Count | 7 _a | 20 _a | 13 _a | 12 _a | 52 |
| | | % | 7.5% | 11.6% | 9.0% | 9.2% | 9.6% |
| | Metro area with a population of 250,000 to 499,999 | Count | 13 _a | 23 _a | 13 _a | 18 _a | 67 |
| | | % | 14.0% | 13.3% | 9.0% | 13.7% | 12.4% |
| | Metro area with a population of 50,000 to 249,999 | Count | 12 _a | 27 _a | 32 _a | 29 _a | 100 |
| | | % | 12.9% | 15.6% | 22.2% | 22.1% | 18.5% |
| | City of 10,000 to 49,999 | Count | 25 _a | 25 _{b, c} | 32 _{a, c} | 14 _b | 96 |
| | | % | 26.9% | 14.5% | 22.2% | 10.7% | 17.7% |
| | Town of fewer than 10,000 / rural area | Count | 8 _a | 7 _a | 11 _a | 5 _a | 31 |
| | | % | 8.6% | 4.0% | 7.6% | 3.8% | 5.7% |
| | Total | Count | 93 | 173 | 144 | 131 | 541 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |



Q51. What was the annual gross revenue of your entire organization for the most recent year?
*** Region Crosstabulation**

| | | Region | | | | | Total |
|--|---|-----------|-------------------|-------------------|-----------------|-------------------|-------|
| | | Northeast | South | Midwest | West / Pacific | | |
| Q51. What was the annual gross revenue of your entire organization for the most recent year? | Less than \$50 million | Count | 21 _a | 46 _a | 35 _a | 32 _a | 134 |
| | | % | 26.9% | 30.1% | 29.7% | 27.1% | 28.7% |
| | \$50 million – \$100 million | Count | 11 _a | 28 _a | 22 _a | 25 _a | 86 |
| | | % | 14.1% | 18.3% | 18.6% | 21.2% | 18.4% |
| | More than \$100 million – less than \$500 million | Count | 15 _a | 22 _a | 19 _a | 23 _a | 79 |
| | | % | 19.2% | 14.4% | 16.1% | 19.5% | 16.9% |
| | \$500 million – \$1 billion | Count | 11 _a | 16 _a | 17 _a | 12 _a | 56 |
| | | % | 14.1% | 10.5% | 14.4% | 10.2% | 12.0% |
| | More than \$1 billion – less than \$5 billion | Count | 10 _a | 15 _a | 9 _a | 13 _a | 47 |
| | | % | 12.8% | 9.8% | 7.6% | 11.0% | 10.1% |
| | \$5 billion – \$10 billion | Count | 4 _a | 11 _a | 8 _a | 5 _a | 28 |
| | | % | 5.1% | 7.2% | 6.8% | 4.2% | 6.0% |
| | More than \$10 billion - less than \$25 billion | Count | 4 _{a, b} | 4 _{a, b} | 7 _b | 1 _a | 16 |
| | | % | 5.1% | 2.6% | 5.9% | 0.8% | 3.4% |
| | \$25 billion - \$50 billion | Count | 1 _{a, b} | 6 _b | 0 _a | 3 _{a, b} | 10 |
| | | % | 1.3% | 3.9% | 0.0% | 2.5% | 2.1% |
| | More than \$50 billion | Count | 1 _a | 5 _a | 1 _a | 4 _a | 11 |
| | | % | 1.3% | 3.3% | 0.8% | 3.4% | 2.4% |
| Total | Count | 78 | 153 | 118 | 118 | 467 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q52. Has your organization been involved in a merger, acquisition, or divestiture in the last two years?
*** Region Crosstabulation**

| | | Region | | | | | |
|--|-----|--------|--------------------|------------------|---------------------|------------------|--------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q52. Has your organization been involved in a merger, acquisition, or divestiture in the last two years? | Yes | Count | 31 _{a, b} | 60 _b | 41 _{a, b} | 30 _a | 162 |
| | | % | 29.2% | 31.6% | 26.6% | 21.0% | 27.3% |
| | No | Count | 75 _{a, b} | 130 _b | 113 _{a, b} | 113 _a | 431 |
| | | % | 70.8% | 68.4% | 73.4% | 79.0% | 72.7% |
| Total | | Count | 106 | 190 | 154 | 143 | 593 |
| | | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Q53a. How has the number of employees you pay at your organization been impacted by being involved in a merger, acquisition, or divestiture? * Region Crosstabulation

| | | Region | | | | | |
|--|---|--------|-----------------|-----------------|-----------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q53a. How has the number of employees you pay at your organization been impacted by being involved in a merger, acquisition, or divestiture? | We pay more employees now | Count | 23 _a | 39 _a | 28 _a | 18 _a | 108 |
| | | % | 74.2% | 67.2% | 70.0% | 66.7% | 69.2% |
| | We pay fewer employees now | Count | 2 _a | 5 _a | 5 _a | 2 _a | 14 |
| | | % | 6.5% | 8.6% | 12.5% | 7.4% | 9.0% |
| | We pay about the same number of employees now | Count | 6 _a | 14 _a | 7 _a | 7 _a | 34 |
| | | % | 19.4% | 24.1% | 17.5% | 25.9% | 21.8% |
| Total | Count | 31 | 58 | 40 | 27 | 156 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



Q53b. How has the payroll staff at your organization been impacted by being involved in a merger, acquisition, or divestiture? * Region Crosstabulation

| | | Region | | | | | |
|--|-----------------------------|--------|-----------------|-----------------|-----------------|-----------------|-------|
| | | | Northeast | South | Midwest | West / Pacific | Total |
| Q53b. How has the payroll staff at your organization been impacted by being involved in a merger, acquisition, or divestiture? | Payroll staff has increased | Count | 5 _a | 14 _a | 5 _a | 4 _a | 28 |
| | | % | 16.1% | 23.7% | 12.5% | 14.8% | 17.8% |
| | Payroll staff has decreased | Count | 1 _a | 6 _a | 6 _a | 3 _a | 16 |
| | | % | 3.2% | 10.2% | 15.0% | 11.1% | 10.2% |
| | Payroll staff is unchanged | Count | 25 _a | 39 _a | 29 _a | 20 _a | 113 |
| | | % | 80.6% | 66.1% | 72.5% | 74.1% | 72.0% |
| Total | Count | 31 | 59 | 40 | 27 | 157 | |
| | % | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | |



The next two tables show the average current base salary by region for categories that had at least 50 salaries reported in total. However, caution is recommended when examining these results because some of the regional results are based on a small number of salaries reported (the column with “N” indicates the number reported).

2017 Current Base Salary (\$)

| | | N | Mean | Minimum | Maximum |
|--|----------------|-----|--------|---------|---------|
| Payroll Clerk/Assistant (A) | Northeast | 22 | 38,017 | 20,618 | 62,108 |
| | South | 37 | 35,424 | 13,000 | 50,000 |
| | Midwest | 20 | 40,615 | 27,000 | 70,402 |
| | West / Pacific | 24 | 43,892 | 16,000 | 75,000 |
| | Total | 103 | 38,959 | 13,000 | 75,000 |
| Payroll Practitioner I (Entry-level) (B) | Northeast | 17 | 44,964 | 34,000 | 60,000 |
| | South | 23 | 36,313 | 24,000 | 50,000 |
| | Midwest | 31 | 42,334 | 23,000 | 110,000 |
| | West / Pacific | 21 | 40,800 | 21,000 | 80,000 |
| | Total | 92 | 40,965 | 21,000 | 110,000 |
| Payroll Practitioner II (Intermediate) (C) | Northeast | 18 | 58,301 | 42,000 | 109,420 |
| | South | 67 | 43,551 | 27,500 | 67,000 |
| | Midwest | 34 | 46,694 | 30,000 | 74,584 |
| | West / Pacific | 50 | 51,779 | 30,000 | 83,000 |
| | Total | 169 | 48,189 | 27,500 | 109,420 |
| Payroll Practitioner III (Senior) (D) | Northeast | 17 | 57,174 | 35,000 | 76,900 |
| | South | 83 | 51,075 | 33,500 | 123,000 |
| | Midwest | 53 | 55,630 | 27,750 | 180,000 |
| | West / Pacific | 28 | 56,717 | 40,000 | 86,800 |
| | Total | 181 | 53,855 | 27,750 | 180,000 |
| Payroll Administrator (E) | Northeast | 40 | 61,289 | 41,600 | 95,000 |
| | South | 51 | 54,933 | 33,280 | 102,000 |
| | Midwest | 48 | 54,251 | 27,000 | 75,000 |
| | West / Pacific | 36 | 60,852 | 42,500 | 110,171 |
| | Total | 175 | 57,417 | 27,000 | 110,171 |



2017 Current Base Salary (\$)

| | | N | Mean | Minimum | Maximum |
|--|----------------|-----|---------|---------|---------|
| Lead Payroll Administrator (F) | Northeast | 21 | 72,655 | 53,000 | 100,000 |
| | South | 40 | 62,688 | 37,400 | 141,000 |
| | Midwest | 36 | 57,790 | 30,000 | 80,000 |
| | West / Pacific | 16 | 73,081 | 32,000 | 115,000 |
| | Total | 113 | 64,451 | 30,000 | 141,000 |
| Payroll Supervisor (G) | Northeast | 17 | 85,039 | 52,000 | 144,000 |
| | South | 33 | 67,296 | 42,000 | 125,000 |
| | Midwest | 26 | 67,282 | 46,120 | 85,000 |
| | West / Pacific | 26 | 75,881 | 45,000 | 102,000 |
| | Total | 102 | 72,438 | 42,000 | 144,000 |
| Payroll Manager/Director (H) | Northeast | 52 | 106,471 | 41,600 | 165,000 |
| | South | 95 | 87,210 | 34,000 | 189,000 |
| | Midwest | 63 | 90,619 | 40,000 | 167,000 |
| | West / Pacific | 54 | 100,575 | 40,000 | 180,000 |
| | Total | 264 | 94,551 | 34,000 | 189,000 |
| Director/Vice President of Payroll (I) | Northeast | 10 | 134,220 | 85,000 | 220,000 |
| | South | 26 | 121,385 | 65,520 | 195,000 |
| | Midwest | 11 | 127,934 | 99,500 | 150,000 |
| | West / Pacific | 6 | 144,388 | 90,000 | 170,157 |
| | Total | 53 | 127,770 | 65,520 | 220,000 |
| Payroll Accountant/ Payroll Analyst (K) | Northeast | 13 | 58,222 | 27,300 | 93,000 |
| | South | 47 | 59,558 | 25,000 | 109,200 |
| | Midwest | 18 | 59,701 | 45,000 | 100,000 |
| | West / Pacific | 31 | 61,392 | 42,000 | 86,508 |
| | Total | 109 | 59,944 | 25,000 | 109,200 |



XI. Appendix



2017 Survey of Salaries and the Payroll Profession

About Your Organization

1. Which ONE of the following best describes your organization? (Check only **ONE**)

Education

- ☐ Pre-K thru HS (public)
- ☐ Pre-K thru HS (private)
- ☐ Post-Secondary (public)
- ☐ Post-Secondary (private)

Finance

- ☐ Banking & Credit Agencies
- ☐ Insurance
- ☐ Securities & Commodities
- ☐ All Other Finance

Government

- ☐ Federal
- ☐ State (excluding Education)
- ☐ Local (excluding Education)

Retail Trade

- ☐ Eating & Drinking
- ☐ Food Stores
- ☐ All Other Retail

Manufacturing

- ☐ Chemicals & Allied Products
- ☐ Electric & Electronic
- ☐ Food
- ☐ Lumber & Wood Products
- ☐ Machinery (except Electrical)
- ☐ Metal Industries
- ☐ Petroleum, Refining & Related
- ☐ Printing, Publishing
- ☐ Textiles
- ☐ Transportation Equipment
- ☐ All Other Manufacturing

Services

- ☐ Business services
- ☐ Health
- ☐ Hotels
- ☐ Legal Services
- ☐ All Other Services

Other Industries

- ☐ Agriculture, Livestock, Fisheries
- ☐ Communications
- ☐ Construction
- ☐ Consulting
- ☐ Entertainment
- ☐ Mining
- ☐ Oil & Gas Extraction
- ☐ Religious (except Schools)
- ☐ Transportation Service
- ☐ Travel Industry
- ☐ Utilities
- ☐ Wholesale Sales
- ☐ Other (specify) _____

About Your Payroll Staff

2. Does your payroll department provide payroll functions at more than one job site? ☐ Yes ☐ No

If Yes: a. At how many job sites are payroll functions performed? #_____ job sites

b. Do any of these job sites include payroll department employees working from their homes as telecommuters? ☐ Yes ☐ No

If Yes: How many telecommuter job sites? #_____ telecommuter job sites

c. Are you reporting activities and salaries for all payroll sites in this survey? ☐ Yes ☐ No

If No: Which payroll jobs are being reported? _____

3. How many people are employed in your payroll department? Please convert part-time employees to full-time equivalents. (Use 2,080 hours per year for conversion of part-time to FTE; give answer for each; if none, write "0")

#_____ full-time #_____ FTE part-time

4. What is the highest level of education completed by each of the **full-time** employees in this payroll unit? Please write the number of full-time payroll employees at each level. (Give answer for each; if none, write "0")

#_____ High school diploma or lower

#_____ Associate's degree

#_____ Bachelor's degree

#_____ Master's degree or higher

(Total should equal answer given in question 3 for full-time)

5. Which of the following certifications are held by employees in this department? Please write the number of employees (full-time and/or part-time) holding each certification. If any employees hold more than one certification, include the employees in each certification they hold. (Give answer for each; if none, write "0")

#_____ Certified Payroll Professional (CPP)

#_____ Senior Professional in Human Resources (SPHR)

#_____ Fundamental Payroll Certification (FPC)

#_____ Certified Employee Benefit Specialist (CEBS)

#_____ Certified Public Accountant (CPA)

#_____ Certified Accounts Payable Professional (CAPP)

#_____ Certified Compensation Professional (CCP)

#_____ Certified Accounts Payable Associate (CAPA)

#_____ Professional in Human Resources (PHR)

#_____ SHRM Senior Certified Professional (SHRM-SCP)

#_____ SHRM Certified Professional (SHRM-CP)



6. On average, how many hours of professional development on payroll-related issues are offered each year to payroll staff?

_____ Average hours for entry-level staff # _____ Average hours for senior-level staff
_____ Average hours for intermediate-level staff # _____ Average hours for certified staff
(Give answer for each; if none, write "0")

7. What is your budget for training and education of payroll staff for the current fiscal year? (If none, write "0")

\$ _____

Payroll Processing

8. Where does the payroll function report in your organization? (Check only **ONE**)

- ☐ Payroll is a stand-alone department ☐ Payroll is a unit within an accounting or finance department
☐ Payroll is a unit within the human resources department ☐ Payroll is a unit within a shared services department
☐ Other (specify) _____

9. Which methods are used to input payroll data? (Check **all that apply**)

- ☐ Batch input by payroll ☐ File transfers from internal systems ☐ Web-based input by payroll
☐ System input by payroll ☐ File transfers from external systems ☐ Web-based input by managers (self-service)
☐ Batch input by others ☐ System input by others ☐ Web-based input by employees (self-service)
☐ File transfers by payroll ☐ Voice response by employees ☐ Other (specify) _____

10. Which of the following pay frequencies does your organization use? (Check **all that apply**)

- ☐ Weekly ☐ Semimonthly ☐ Other (specify) _____
☐ Biweekly ☐ Monthly

11. What is the pay frequency of the largest payroll? (Check only **ONE**)

- ☐ Weekly ☐ Semimonthly ☐ Other (specify) _____
☐ Biweekly ☐ Monthly

12. Approximately what percentage of your organization's payroll is delivered by: (Give answer for each; if none, write "0")
_____ % direct deposit _____ % paper paycheck _____ % paycard _____ % other

13. Approximately what percentage of your organization's pay statements are delivered by: (Answer each; if none, write "0")
_____ % email _____ % self-service posting _____ % paper pay statements _____ % other

14. How many regularly scheduled paydays were handled by payroll staff in 2016 (excluding off-cycle and special payrolls such as bonuses)? For example, a monthly payroll with 12 paydays plus a weekly payroll with 52 paydays equals a total of 64 paydays handled.

_____ paydays handled in 2016

15. Approximately how many paychecks, direct deposits of pay, and/or paycard transactions were processed by payroll staff in 2016 (include off-cycle payments; only count an employee once if they receive a paycheck and direct deposit)?

_____ paychecks, direct deposits of pay, and/or paycard transactions processed in 2016

16. Out of the total number of payments made to employees in 2016 (your answer to the previous question), approximately how many of these were off-cycle payments (bonuses, manual checks, adjustments, corrections, etc.)?

_____ off-cycle payments in 2016

17. How frequently do you schedule off-cycle payments?

- ☐ Daily ☐ Every other day ☐ Weekly ☐ As required

18. What is the approximate total payroll operating budget for 2017? Include only payroll staff salaries, benefits, and all other direct costs related to payroll processing. Do not include costs that apply to the whole organization, such as employment taxes.
\$ _____ payroll operating budget in 2017

19. Approximately how many W-2s did your organization issue for calendar year 2016? # _____ W-2s issued for 2016

20. What percentage of your organization's 2016 W-2s was delivered to your employees electronically? (If none, write "0")

_____ % electronic W-2s issued for 2016



21. In how many U.S. states or territories (including Washington, D.C., Puerto Rico, U.S. Virgin Islands, and Trust Territories) does your organization pay and report employee wages?

_____ U.S. states / territories

22. Does your organization pay expatriate employees? ☐ Yes ☐ No

If Yes: a. How many expatriate employees do you pay? # _____ expatriate employees

b. In how many foreign countries do you pay them? # _____ foreign countries

23. Does your organization pay local national employees? ☐ Yes ☐ No

If Yes: a. How many local national employees do you pay? # _____ local national employees

b. In how many foreign countries do you pay them? # _____ foreign countries

24. Name the three foreign countries where you pay the most employees outside the U.S. (U.S. expatriates and local nationals).

#1 _____ #2 _____ #3 _____ (If none, write "0")

25. How many nonresident alien employees in the U.S. does your organization pay? (If none, write "0")

_____ nonresident alien employees in the U.S.

26a. What percentage of employees reporting to payroll are nonexempt? _____ % nonexempt employees report to payroll

26b. What percentage of nonexempt employees report their time manually (for example, on a time sheet) and what percentage report via an automated method? (Give answer for each; total should equal 100%; if none, write "0")

_____ % report time manually _____ % report time via an automated method

27. Which automated methods are used by nonexempt employees to report their time? (Check **all** that apply)

- | | |
|---|---|
| <input type="checkbox"/> Badge reader | <input type="checkbox"/> Web-based input |
| <input type="checkbox"/> Interactive voice response (telephone) | <input type="checkbox"/> Smart phone |
| <input type="checkbox"/> Biometric device (hand reader; optical scan) | <input type="checkbox"/> Other (specify) _____ |
| <input type="checkbox"/> Geolocation input | <input type="checkbox"/> None (no automated methods are used) |

28. What percentage of your exempt employees report their time worked? _____ % report time worked

Payroll Department Functions

29. Which functions are performed by your organization's payroll staff? (Check **all** that apply)

- | | | |
|--|---|---|
| <input type="checkbox"/> ACA compliance | <input type="checkbox"/> Employee inquiries | <input type="checkbox"/> Nonresident alien processing |
| <input type="checkbox"/> Accounts payable | <input type="checkbox"/> Employee services | <input type="checkbox"/> Payroll accounting |
| <input type="checkbox"/> ACH processing and transfer | <input type="checkbox"/> Employee time processing | <input type="checkbox"/> Payroll tax disbursement / reporting |
| <input type="checkbox"/> Ad hoc reports | <input type="checkbox"/> Expatriate employee processing | <input type="checkbox"/> Personnel records administration |
| <input type="checkbox"/> Bank account reconciliation | <input type="checkbox"/> Expense reimbursements | <input type="checkbox"/> Salary budgeting |
| <input type="checkbox"/> Benefits program administration | <input type="checkbox"/> Federal tax filing | <input type="checkbox"/> Sarbanes-Oxley compliance |
| <input type="checkbox"/> Benefits program management | <input type="checkbox"/> Forms 1095-C and 1094-C | <input type="checkbox"/> State and local tax filing |
| <input type="checkbox"/> Check distribution | <input type="checkbox"/> General ledger interface | <input type="checkbox"/> Time and attendance |
| <input type="checkbox"/> Compensation program management | <input type="checkbox"/> General ledger reconciliation | <input type="checkbox"/> Training and development |
| <input type="checkbox"/> Control validation | <input type="checkbox"/> Independent contractor payments | <input type="checkbox"/> Transfer of information to payroll card provider |
| <input type="checkbox"/> Deduction processing | <input type="checkbox"/> IT liaison and testing | <input type="checkbox"/> W-2 reprints |
| <input type="checkbox"/> Document management | <input type="checkbox"/> Labor and cost accounting | <input type="checkbox"/> Workers' compensation plan |
| <input type="checkbox"/> Employee data management | <input type="checkbox"/> Local national employee processing | <input type="checkbox"/> Year-end and period-end closing |



30. Which types of payments, other than wage, salary, and overtime payments, are made to employees through the payroll system? (*Check **all** that apply*)
- | | | |
|---|---|---|
| <input type="checkbox"/> Business expense reimbursements | <input type="checkbox"/> Petty cash | <input type="checkbox"/> Travel reimbursements |
| <input type="checkbox"/> Commission payments | <input type="checkbox"/> Relocation (moving) expenses | <input type="checkbox"/> Tuition reimbursements |
| <input type="checkbox"/> Pension payments | <input type="checkbox"/> Stock purchase sales | <input type="checkbox"/> Other (<i>specify</i>) _____ |
| <input type="checkbox"/> Flexible spending account reimbursements | <input type="checkbox"/> Qualified transportation plan reimbursements | |
31. Does your organization collect a fee from employees who request replacement Forms W-2 and 1095-C?
- ☐ Yes ☐ No
- If Yes: What is the fee for replacement Forms W-2 and 1095-C? \$_____
32. Does your organization provide replacement Forms W-2 and 1095-C through self-service?
- ☐ Yes ☐ No
33. Approximately what percentage of your organization's employees require the following payroll deductions? (*Give answer for each; if none, write "0"*)
- | | | |
|------------------------------|-----------------------------------|---------------------------|
| _____ % child support orders | _____ % student loan garnishments | _____ % state tax levies |
| _____ % federal tax levies | _____ % creditor garnishments | _____ % bankruptcy orders |
34. Approximately how many garnishment payments of all types (both by check and electronic payments) did your organization make in 2016? (*If none, write "0"*)
- #_____ garnishment payments in 2016
35. Does your organization collect an administrative fee from employees whose earnings are subject to:
- | | |
|--|---|
| <input type="checkbox"/> Withholding for child support | <input type="checkbox"/> Creditor garnishments |
| <input type="checkbox"/> Both | <input type="checkbox"/> Neither / Not allowed by state law |
36. Is your largest payroll integrated with an HRIS (Human Resource Information System)? ☐ Yes ☐ No
- If Yes: Does payroll staff maintain the HRIS (for example, keeping benefits or personnel records up-to-date)?
- ☐ Yes ☐ No
37. Approximately what percentage of your organization's employee benefits recordkeeping (with or without an HRIS) is handled by payroll staff?
- ☐ Less than 15% ☐ 15% – 24% ☐ 25% – 49% ☐ 50% – 84% ☐ 85% or more
38. For which of the following types of payroll-related products / services does someone in the payroll department recommend or approve acquisitions? (*Check **all** that apply*)
- | | |
|--|---|
| <input type="checkbox"/> Payroll processing hardware | <input type="checkbox"/> Unemployment insurance processing |
| <input type="checkbox"/> Payroll processing software | <input type="checkbox"/> Outsourcing vendors (for example, service providers) |
| <input type="checkbox"/> Paycards | <input type="checkbox"/> Other products / services (<i>specify</i>) _____ |
| <input type="checkbox"/> Training | <input type="checkbox"/> No one in the payroll department recommends or approves any acquisitions |
| <input type="checkbox"/> Other payroll technology | |
39. How is your organization's payroll processing handled? (*Check only **ONE***)
- | | |
|---|---|
| <input type="checkbox"/> All in-house (company-developed system) | <input type="checkbox"/> All by a service provider outside the U.S. |
| <input type="checkbox"/> All in-house (licensed system) | <input type="checkbox"/> All by a service provider within the U.S. |
| <input type="checkbox"/> Part in-house licensed system, part by a service provider (within or outside the U.S.) | |
40. How does your payroll technology provide employee self-service? (*Check all that apply*)
- ☐ Personal computer ☐ Kiosk ☐ Voice response ☐ Smart phone ☐ Tablet



In-House Payroll Processing Systems (Answer questions 41 through 45 if payroll processing is all or part in-house)

41. Does your organization plan to outsource all or part of your payroll processing in the future?

☐ Yes ☐ No / don't know

If Yes: a. When does your organization plan to begin outsourcing all or part of your payroll processing?

☐ 2017 ☐ 2018 ☐ 2019 or later

b. Why does your organization plan to outsource all or part of your payroll processing? (Check **all** that apply)

☐ Cost ☐ Flexibility ☐ Other (specify) _____

☐ Customer service ☐ Management decision

42. When was the last time your organization began using new payroll processing software?

☐ In the last year ☐ 1 to < 2 years ago ☐ 2 to < 5 years ago ☐ 5 years ago or longer

43. What was the source of the last-installed payroll processing software?

☐ Purchased from a vendor ☐ Licensed from a vendor ☐ In-house developed

44. What was the approximate cost of building / acquiring and installing this last-installed payroll processing software?

\$ _____

45. Does your organization plan to purchase / license new payroll-related software in the future?

☐ Yes ☐ No / don't know

If Yes: a. When does your organization plan to implement the new payroll software?

☐ 2017 ☐ 2018 ☐ 2019 or later

b. What is the anticipated amount of the planned expense? \$ _____

If all or part of the payroll is processed by a service provider, answer questions 46 & 47.

If none of the payroll is processed by a service provider, go to question 48.

Outsourced Payroll Processing

46. In what year did your organization begin using a payroll service provider? _____

47. Does your organization plan to bring all or part of your payroll processing in-house in the future?

☐ Yes ☐ No (if No, skip to question 48)

If Yes: a. When does your organization plan to bring all or part of your payroll processing in-house?

☐ 2017 ☐ 2018 ☐ 2019 or later

b. Why does your organization plan to bring payroll processing in-house? (Check **all** that apply)

☐ Cost ☐ Flexibility ☐ System integration

☐ Customer service ☐ Management decision ☐ Other (specify) _____

c. What was the approximate cost of the most recent payroll service provider implementation? \$ _____

Payroll Staff Salaries (Enter on Next Page)

48. Please refer to the "Position Descriptors" document accessible by using a link in the web survey.

On the next page, for each listed position that matches a full-time job in your organization, please record:

a. column: The number of employees who hold that job.

b. columns: Employees' current annual base salaries (excluding benefits and other compensation). You may list up to four employees holding the same position.

c. columns: The starting base salary for each job and the starting base salary if the employee is a CPP.



| | (a.) | (b.) | | | | (c.) | |
|---|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------|------------------------------------|
| | # of FT employees in this job | Annual base salary #1 | Annual base salary #2 | Annual base salary #3 | Annual base salary #4 | Starting base salary | Starting base salary for CPP |
| Payroll Practitioner / Administrator | | | | | | | |
| Payroll Clerk / Assistant (A) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Practitioner I (Entry-level) (B) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Practitioner II (Intermediate) (C) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Practitioner III (Senior) (D) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Administrator (E) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Lead Payroll Administrator (F) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Management | | | | | | | |
| Payroll Supervisor (G) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Manager / Director (H) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Director / Vice President of Payroll (I) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Technical / Professional Staff | | | | | | | |
| Accounting Clerk (J) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Accountant / Payroll Analyst (K) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Records / Benefits Administrator (L) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Tax Administrator (M) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Systems / Information Technology | | | | | | | |
| Data Processing / Entry Operator (N) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Lead Operator (O) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Systems Coordinator (P) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |
| Payroll Systems Analyst (Q) | #_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ | \$_____ |

49. How many people are employed by your entire organization? Please convert part-time employees to full-time equivalents (FTE). (Use 2,080 hours per year for conversion of part-time to FTE; give answer for each; if none, write "0")

#_____ full-time #_____ FTE part-time

50. What is the location of all or most of the payroll-related jobs listed in question 48?

- | | |
|---|--|
| <input type="checkbox"/> Metro area with a population of 1,000,000 or more | <input type="checkbox"/> Metro area with a population of 50,000 to 249,999 |
| <input type="checkbox"/> Metro area with a population of 500,000 to 999,999 | <input type="checkbox"/> City of 10,000 to 49,999 |
| <input type="checkbox"/> Metro area with a population of 250,000 to 499,999 | <input type="checkbox"/> Town of fewer than 10,000 / rural area |

51. What was the annual gross revenue of your entire organization for the most recent year?

- | | |
|--|--|
| <input type="checkbox"/> Less than \$50 million | <input type="checkbox"/> More than \$1 billion – less than \$5 billion |
| <input type="checkbox"/> \$50 million – \$100 million | <input type="checkbox"/> \$5 billion – \$10 billion |
| <input type="checkbox"/> More than \$100 million – less than \$500 million | <input type="checkbox"/> More than \$10 billion – less than \$25 billion |
| <input type="checkbox"/> \$500 million – \$1 billion | <input type="checkbox"/> \$25 billion – \$50 billion |
| | <input type="checkbox"/> More than \$50 billion |

52. Has your organization been involved in a merger, acquisition, or divestiture in the last two years? ☐ Yes ☐ No

If Yes: 53a. How has the number of employees you pay at your organization been impacted by being involved in a merger, acquisition, or divestiture?

- ☐ Pay more employees now ☐ Pay fewer employees now ☐ Pay same number of employees now

53b. How has the payroll staff at your organization been impacted by being involved in a merger, acquisition, or divestiture?

- ☐ Payroll staff has increased ☐ Payroll staff has decreased ☐ Payroll staff is unchanged



APA Position Descriptors

A job title alone is not sufficient in determining which payroll position best fits the job duties. Please carefully study all position descriptors to determine the survey position that best matches the duties and responsibilities of your job and other payroll-related jobs at your organization. If your organization has payroll positions that do not match any of the jobs in this survey, please submit the job descriptions for such positions to certification@americanpayroll.org so these positions may be considered for future surveys.

Payroll Practitioner/Administrator

A. Payroll Clerk/Assistant

Performs a variety of routine office/clerical duties such as filing, coding, posting, and typing. May require keyboard skills and elementary knowledge of word processing, spreadsheet, or database programs. Generally requires 6 months to 1 year of office experience. Does not require payroll or accounting knowledge. Works under close supervision.

B. Payroll Practitioner I (Entry-level)

Performs tasks to establish and maintain employee/payroll records. Duties may include checking and auditing timekeeping records for compliance with established standards, maintaining time and attendance records, entering new hires into the payroll system, posting changes in pay and tax status, and miscellaneous changes. Tasks are generally routine and require little or no deviation from established procedures. Works under close supervision. Usually requires a high school diploma or equivalent and a good math/accounting aptitude. This entry-level position requires office experience plus knowledge of calculator and word processing and spreadsheet programs. This position is generally found only in payroll departments of 3 or more people. FPC designation preferred.

C. Payroll Practitioner II (Intermediate)

Performs a wide variety of record keeping and payroll processing activities, including computing wage and overtime payments, calculating and recording payroll deductions, processing requests for paycheck advances, and processing terminations. Operates all departmental equipment. Although duties normally follow established procedures, responsibilities may include routine, minor corrections to make documents acceptable for processing. Works under general supervision. Requires 1 to 2 years of related experience and normally requires specific bookkeeping/accounting/payroll training. FPC designation preferred.

D. Payroll Practitioner III (Senior)

Performs all duties of Payroll Practitioner I and II and other duties including balancing and controlling earnings and deduction totals, calculating and preparing general ledger entries, inspecting automated system output such as registers and standard reports, determining and correcting out-of-balance conditions, preparing and filing tax reports, gathering payroll data for inclusion in financial statements, and researching and preparing special reports for management, calculating military and jury duty pay, and processing garnishments and levies. May train less experienced payroll practitioners and direct their daily work. Requires 2 to 4 years of payroll experience and may require experience with a specific payroll system. May require an associate's degree or equivalent experience. FPC or CPP designation preferred.

E. Payroll Administrator (1-Person Payroll Department)

Performs all activities necessary to process 1 or more payrolls, including maintaining related records, filing tax reports and voluntary deduction reports, processing involuntary deductions such as levies and garnishments, preparing accounting transactions and documents, documenting and updating procedures, and preparing special reports for management. As the highest-ranking employee whose primary responsibility is payroll, incumbent is solely responsible for all payroll and related activities. Responsibilities generally encompass a single payroll for a smaller organization. Typically requires 3 to 5 years of payroll experience and may require an associate's degree or equivalent training and education beyond high school. CPP designation preferred. Title of this position is irrelevant so long as the position is the only payroll position in an organization.



F. Lead Payroll Administrator (2- or 3-Person Unit)

Performs and supervises all activities necessary to process 1 or more payrolls, including maintaining related records, filing tax reports and voluntary deduction reports, processing involuntary deductions such as levies and garnishments, preparing accounting transactions and documents, documenting and updating procedures, and preparing special reports for senior management. Supervises or leads a team of 1 or 2 Payroll Practitioners or assistants. Usually requires 3 to 5 years of payroll experience and typically requires an associate's degree or equivalent training and education beyond high school. CPP designation preferred. This is typically a "working supervisor" who spends more than 50% of time personally performing payroll processing and related activities. If incumbent spends more than 50% of time planning, coordinating, and supervising, match the position to one of the payroll management positions.

Payroll Management

G. Payroll Supervisor

Supervises 2 or more Payroll Practitioners in carrying out responsibility for payroll preparation/production in the payroll department. Reports to the top payroll position or to a Payroll Manager. Typically requires 3 to 5 years of payroll experience and an associate's degree or equivalent training and education. This is a unit supervisor in a department where one unit is responsible for payroll preparation/processing and one or more other units are responsible for tax reporting/records and benefits administration/payroll systems. CPP designation preferred. This is not the most senior payroll position.

H. Payroll Manager/Director

Manages the activities of 2 or more units within a large centralized payroll department in carrying out responsibility for payroll preparation/processing and one or more related responsibilities such as tax reporting, benefits-records administration, or payroll systems maintenance. Generally will have one or more Payroll Supervisors as direct reports. Alternately, this employee may manage a regional or sectional payroll and related activities in an organization that has multiple stand-alone payrolls reporting to a centralized payroll authority. Generally requires 5 or more years of payroll or closely related experience. May require a bachelor's degree in accounting, business, or a related field. CPP designation preferred. This position reports to the most senior payroll position. If this employee spends more than 50% of time personally performing payroll processing and related activities, match the position to Lead Payroll Administrator.

I. Director/Vice President of Payroll

As the most senior person in the organization whose primary responsibility is payroll and related activities, incumbent directs the activities of the senior payroll management team and respective staff members. Incumbent develops and controls all tasks necessary to accomplish the organization's payroll processing objectives, including relationships with internal and external auditors and state and federal agencies. More than 50% of incumbent's time is spent on corporate payroll strategy, planning, communications, and marketing the payroll function and related services. Generally requires 5 to 7 years of payroll or closely related experience. May require a bachelor's degree in accounting, business, or a related field. CPP designation preferred. Regardless of title, this is the most senior payroll position in the organization; the primary task is managing and directing the activities of others.

Technical/Professional Staff

J. Accounting Clerk

Performs a variety of accounting clerical tasks involving the preparation and maintenance of financial and related records. Duties may include auditing and reconciling bank statements, clearing payroll accounts and maintaining payroll general ledger accounts, and remitting taxes, levies, and garnishments. This is generally an intermediate position requiring knowledge of accounting terminology and methods, standard office procedures, and 1 to 2 years of related experience.

K. Payroll Accountant/Payroll Analyst

Maintains payroll-related accounts and is responsible for the reconciliation and accuracy of one or more accounts within a complex accounting system. Prepares various accounting papers, schedules, exhibits, and summaries. Determines the need for new accounts and revisions in the account structure. Researches and advises payroll staff concerning the accounting treatment of complex transactions. May perform periodic internal audits of various payroll areas and prepare materials for external or internal auditors. Generally requires a bachelor's degree in accounting and 2 to 4 years of related experience. FPC or CPP designation preferred. This is the most senior position in which the incumbent's primary responsibility is payroll accounting.

L. Payroll Records/Benefits Administrator

Maintains payroll and related records recording the accumulation and use of vacations, holidays, sick days, and miscellaneous leaves of absence. May calculate deductions for group health, life, and disability insurance premiums and communicate to employees and payroll staff. May prepare premium reports and



communicate with insurance carriers and other program vendors. May administer a variety of voluntary deductions such as United Way contributions, U.S. government bond purchases, and stock purchase plans. May administer pension benefits, retirement programs, 401(k) plan contributions and disbursements, and contributions to various thrift plans. This is the most senior position in which the primary responsibility is payroll-related leave and benefit records administration. Generally requires 2 to 4 years of related experience. May require a related degree or equivalent technical training. FPC or CPP designation preferred.

M. Payroll Tax Administrator

Responsible for all payroll tax activities, including compliance with local, state, and federal regulations and filing local, state, and federal payroll tax returns. May supervise 1 or more subordinates in the calculation and reporting of tax liabilities, in responding to questions and special requests from employees and regulatory agencies, in researching laws and regulations regarding taxes and payroll withholding procedures, and in preparing budgets, projections, and special reports for senior management. This is the most senior position in which the incumbent's primary responsibility is payroll taxes. Generally requires 2 to 4 years of related experience. May require supervisory experience. May require a bachelor's degree in accounting or equivalent technical training. CPP designation preferred.

Payroll Systems/Information Technology

N. Data Processing/Entry Operator

Uses computer terminal to input payroll data. Deciphers, translates, and codes complex alpha numeric payroll data and verifies input for accuracy and completeness. Does not require knowledge of payroll processing. Generally requires 1 to 2 years of related data entry experience.

O. Lead Operator

In addition to coding complex alpha numeric payroll data and verifying data input, may direct the work of subordinate or less experienced operators. Follows standard procedures to balance and control payroll system input and output. May set up coding procedures or format source documents for coding. Generally requires 2 to 3 years of related experience.

P. Payroll Systems Coordinator

Acts as liaison between payroll department and data processing, systems, or Information Systems department to ensure payroll staff understanding and implementation of payroll system requirements and revisions. Works closely with payroll staff in identifying need for system revisions, formulating system requests and recommendations, and analyzing post-implementation results of system changes. Keeps payroll staff informed of easier, quicker methods available for their use. Requires 3 to 5 years of experience with automated payroll systems and extensive knowledge of specific payroll systems. Generally requires excellent written and oral communications skills. FPC or CPP designation preferred.

Q. Payroll Systems Analyst

Prepares detailed design and program specifications for automated payroll systems. Verifies and evaluates payroll program specifications created by programmers. May provide work direction to programmers. Implements and maintains payroll systems developed in-house. May implement and maintain payroll systems purchased from outside vendors. Prepares feasibility studies of potential systems modifications and changes. May act as liaison between payroll and systems to ensure documentation of system functions and capabilities and to facilitate the training of payroll staff in the use of the automated system. Generally requires 3 to 4 years of related experience as a systems analyst and may require specific training in payroll and accounting systems. FPC or CPP designation preferred.