Human-Capital Strategies in a Slow Recovery

THE FINANCE PERSPECTIVE ON WORKFORCE MANAGEMENT

A report prepared by CFO Research
in collaboration with Paychex

CFO research

PAYCHEX®

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About this report

In July 2012, CFO Research conducted a survey among senior finance executives at midsize U.S. companies to examine their views on the challenges of maximizing workforce productivity—both now and in the future. We sought to gauge how companies are planning to improve their ability to manage their workforce, as well as find out more about how their human-capital strategies will take shape over the next two years.

We gathered a total of 164 complete survey responses. Respondents represent a broad range of company segments, as follows:

Annual revenue

Less than $100 million	57%
$100 million–$500 million	32%
$500 million–$1 billion	6%
$1 billion–$2 billion	3%
$2 billion–$5 billion	1%
$5 billion–$10 billion	0%
$10 billion or more	1%

Number of employees

50–250 employees	50%
250–500 employees	27%
500–1,000 employees	23%

Titles

Chief financial officer	60%
Controller	18%
Director of finance	10%
VP of finance	6%
EVP or SVP of finance	4%
Treasurer	1%
Other	2%

Note: Percentages may not total 100%, due to rounding.

Respondents work for companies in nearly every industry. The manufacturing sector (including industrial manufacturing and auto) and nonprofit industries (including education, religious, community services, and government) are particularly well represented.

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A solid majority of senior finance executives (64%) say that their companies are planning to ramp up hiring over the next two years.

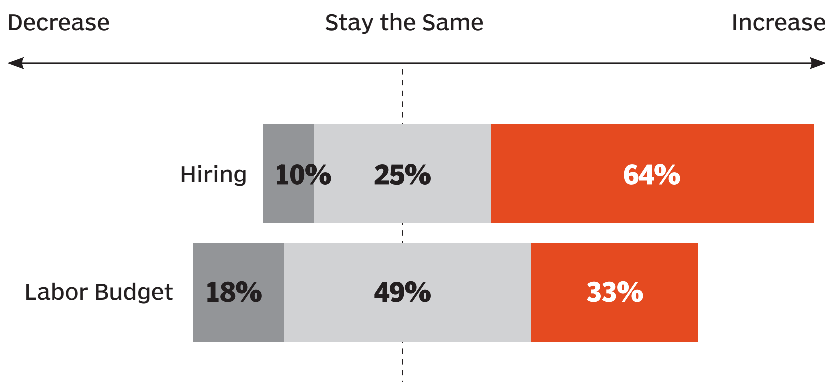
Rising stakes for workforce management

After an economic near-collapse, a tepid recovery, and persistent uncertainty throughout the world, no one could blame a CFO for feeling like nothing ever gets *less* difficult but *more* important. For companies in this economic environment, the most important tasks seem only to become more difficult. This is certainly true for workforce management—the processes, practices, and technologies that companies use to build their teams of employees into powerhouses of productivity. Our survey of 164 senior finance executives at midsize U.S. companies suggests that the stakes for developing and executing effective human-capital strategy are rising—and quickly. The finance executives responding to our survey point out that companies will need to continue to do more with less over the next two years. As the difficulty of maximizing employee productivity rises along with its importance, finance teams may be called upon to become especially involved in workforce management, working to fine-tune the increasingly critical balance between helping employees do more and carefully managing a small, precious pool of resources.

Companies' workforces are growing, and the need to extract greater value from that investment in human capital is growing with them. Most companies are planning to increase the pace of hiring over the next two years—even as the average labor budget (measured as a percentage of operating budget) remains somewhat steady, according to our research. A solid majority of senior finance executives (64%) say that their companies are planning to ramp up hiring over the next two years. (See Figure 1.) Only a quarter of companies (25%) will keep the pace of hiring steady, and very few (10%) plan to decrease hiring. At the same time, two-thirds of senior finance executives (67%) say that their companies will be working with either the same (49%) or lower (18%) levels of resource allocation to labor over the next two years, compared with today. (See Figure 1.)

Figure 1. Companies' Labor Plans Over the Next Two Years

Survey results suggest that most companies plan to increase the pace of hiring without increasing the share of resources allocated to labor.



From these results, it's clear that companies will face a substantial internal labor challenge over the next two years, as they strive to position their employees in a way that maximizes their contribution to the business. But the mounting labor-strategy challenge doesn't end at a company's four walls, survey results indicate: companies will have to work harder not only to manage their existing workforce, but also to wrestle with their competitors for qualified employees. For example, several finance executives working at nonprofit/education companies say that their companies have to spend more per employee than their competitors "to attract and retain top talent" and "to be competitive in the marketplace." The CEO of one nonprofit/education company went so far as to declare "an unwritten rule as of now not to cut benefits," according to the company's CFO.

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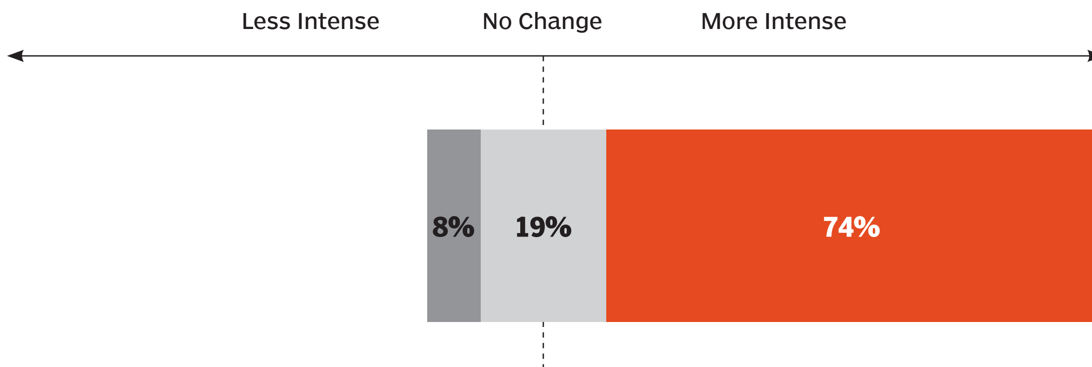
Figure 2. Competition for Qualified Employees Over the Next Two Years

Competition in the labor market will become more intense over the next two years, say finance executives.



Currently, most companies (55%) say that they are facing moderate competition for qualified employees, and an additional 24% say that competition for qualified employees is intense. Despite persistently high unemployment, finding the right people is a challenge, say finance executives. "We find it difficult to find highly skilled people with the combination of the exact skill set and experience that we are looking for," says the CFO of a midsize hospitality/leisure company, adding that the problem is "probably not unique to us."

Of course, hiring challenges tend to be closely tied with company location, as respondents observe in open-response questions. Salary expectations vary by region, for example. "Most of our competitors are located in southern states and they do not pay anywhere near what we have to pay in the Midwest to retain good talent," says the CFO of a midsize food/beverages/consumer packaged goods company. Many other respondents—both those in higher-salary regions and those in lower-salary regions—confirm this point. The advantages of being based in a lower-salary region are not without drawbacks, however, as companies in these areas often struggle to find high-skill employees. "It is difficult to bring skilled/specialized employees to a small rural community," says the director of finance at a midsize agriculture company. Companies based in or near cities tend to face the opposite trade-off: greater access to highly qualified employees at the cost of greater competition for labor and higher salary expectations. Although the specific barriers to effective hiring and employee retention vary by region, no region is without its challenges.

For most companies, attracting the right people is already tough—and it will only become tougher in the years ahead, say senior finance executives. Survey results suggest that the battle in the labor market is poised to become increasingly fierce over the next two years: 74% of senior finance executives say that competition for qualified employees is likely to become more intense, and only 8% see it becoming at all easier. (See Figure 2 on page 3.) In open-response questions, survey respondents reference the

74% of senior finance executives say that competition for qualified employees is likely to become more intense over the next two years.

two dimensions of this rising competition for labor—greater demand and shrinking supply—and offer explanations for both.

Greater demand for labor. "As the economy improves and companies start to hire, it will be more of a challenge to find good people," says the CFO of a midsize banking services firm. Other respondents express similar views, and in many cases they indicate that greater demand for highly skilled workers, in particular, will pose the greatest challenge. According to survey data, most companies (55%) will primarily hire high-skill workers over the next two years; only 21% will hire primarily low-skill workers. Two major trends underpin these results: first, persistent interest in automating or outsourcing production processes, and second, the need to direct labor resources to the technical workers, knowledge workers, and managers who they deem likely to produce the greatest gains in overall workforce productivity. "We are developing new strategic products requiring highly experienced employees," says the CFO of a pharmaceutical/biotechnology company.

Survey respondents also observe that finding employees to fill specialized roles often proves to be more of a challenge than filling roles that require fewer qualifications. "To date, we have not had an issue hiring the production staff," says one controller at a midsize manufacturing company. "Our issues arise when it comes to hiring a more skilled worker/manager." Such observations may become more common over the next few years, suggests the VP of finance at an entertainment/leisure company: "Competition for [technical] employees will continue to increase as the economy improves."

Shrinking pool of qualified applicants. Some respondents express concerns that the number of qualified potential employees in their subset of the labor market may be on the decline. Opinions on the causes of the shrinking labor supply vary, with respondents offering explanations related to their industry, the region in which their company is based, and the aging workforce. Although some causes of the labor shortage may be more and more localized than others (one CFO at a manufacturing company, for example, points to an ongoing "workforce exodus" from the state in which the company is based), finance executives have their eye on longer-term trends as well. The CFO of a midsize banking services firm predicts, "As the workforce ages we will see some of the people who are qualified leave the workforce—and I fear they will be difficult to replace."

In order to stay competitive, companies may need to push back against both short- and long-term trends. Doing more to find and develop the right people isn't a task that companies can afford to bow out of. A solid majority of respondents agree that "Over the next two years, our ability to attract, develop, and retain qualified employees will be an important source of competitive advantage for my company." Almost half (48%) agree *strongly* that their companies will seek to derive a great deal of competitive advantage from their human-capital strategy, and an additional 38% agree to at least some extent.

THE BOTTOM LINE Finding the right people—and keeping them—will become substantially more difficult over the next two years, survey results suggest. At the same time, the share of resources that companies allocate to labor is likely to remain steady. This adds up to an all-too-familiar imperative: continue to do more with less.

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After cost control, building a better workforce

HOW WILL COMPANIES APPROACH THE LABOR challenges that lie ahead? Although our research confirms that companies plan to catch these challenges in a classic pincer—working to reduce labor costs on one side and maximize workforce output on the other—deeper analysis of the data suggests a more nuanced story. Finance executives suggest that workforce management starts with developing robust systems and processes for managing labor costs. The next step—the step that most companies will focus on over the next few years, according to finance executives—involves working to improve employee performance, training, and development.

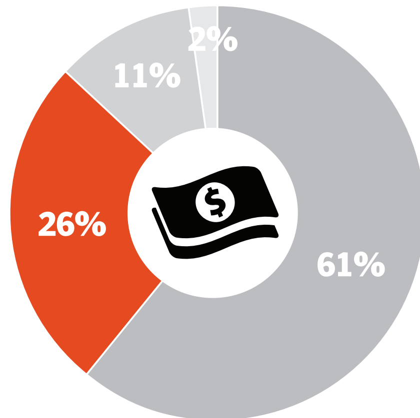
In our survey, we presented senior finance executives with two broad strategies for maximizing workforce productivity: maximizing *output* and minimizing *input*. These two strategies are, of course, anything but mutually exclusive; they represent two sides of a single mission, and neither one could be effective without the other. With this in mind, however, we set out to determine which of the two strategies companies are most likely to focus on over the next two years. According to our research, most companies (61%) will focus primarily on maximizing the output of their workforce: improving their ability to recruit, retain, train, and develop employees. (See Figure 3.) Few (26%) will focus primarily on minimizing the cost of their workforce, which includes improving their ability to manage employee time and attendance, benefits costs, expenses, and labor-related taxes.

Although companies are, of course, interested in both increasing labor output and decreasing labor input, our data suggests that improvement efforts will center on the output side of

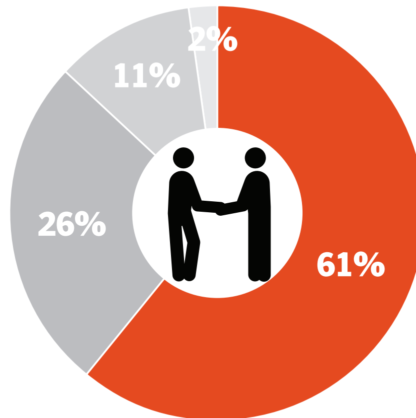
Most companies (61%) will primarily focus on maximizing the output of their workforce: improving their ability to recruit, retain, train, and develop employees.

Figure 3. Which strategy for maximizing workforce productivity will your company focus on over the next two years?

Minimizing Workforce Cost...
Improving ability to manage employee time and attendance, benefits costs, expenses, and/or labor-related taxes



...Or Maximizing Workforce Output?
Improving ability to recruit, retain, train, and/or develop employees



Note: 11% of respondents chose, “Neither of these statements describes our approach,” and 2% answered, “Not sure.”

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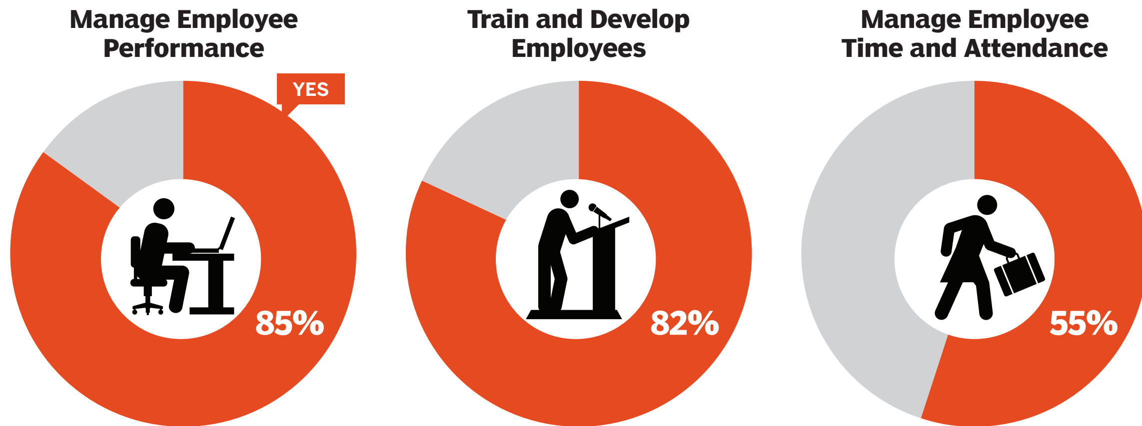
Figure 4. Over the next two years, will your company work to improve its ability to ______________?

Although companies will work to improve multiple aspects of workforce management, survey results suggest that they will prioritize maximizing employee output by managing performance and promoting training and development.



Controlling costs is step one; everything else is step two.

the equation. Asked about their companies' plans for each component of these strategies for workforce management, finance executives confirm that their companies will take on the task of maximizing workforce productivity from multiple directions. In particular, finance executives say their companies will seek to boost output by improving both their ability to manage employee performance and to train and develop employees (85% and 82% of respondents, respectively). At the same time, more than half of respondents (55%) say their companies will move to control labor costs by improving their time and attendance management. (See Figure 4.) Taken together, these results confirm that labor cost-control remains important—but senior finance executives also recognize its limits.

The rationale behind this arrangement of labor priorities varies by company and industry, but the explanations offered by senior finance executives in open-response questions tend to support the idea that building robust processes for managing employee time and attendance forms the foundation to support other aspects of workforce management. Simply put, controlling costs is step one; everything else is step two. Many respondents indicate that their companies have already implemented new systems and practices for managing employee time and attendance—in some cases very recently. "We just implemented [new systems] six months ago," says the CFO of a warehousing/transportation company. Other respondents offer similar responses, saying that they "have already taken steps to do this" and "already use new software to manage employee time and attendance." Among the companies that are not planning to further improve their ability to manage time and attendance, many may have spent the last several years focusing intently on the cost dimension of workforce productivity. "With several years of the Great Recession behind us, we have squeezed about all the juice we're going to get from that orange," says a controller at a midsize construction company.

Nonetheless, some companies are still catching up on time-and-attendance management. For example, the CFO of a midsize hospitality/

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leisure company says that the company “need[s] to do a better job with employees’ punching in and out correctly.” Similarly, the VP of finance at a nonprofit company says, “We’ve had problems in our lower-skilled retail staff, so we’re implementing bio-timeclocks.” At a midsize staffing company, “managing employee time and attendance will become a lot more critical so that we keep a tight rein on our profit margins,” according to the company’s controller.

Once a sufficiently cost-minded foundation is in place, companies may find that they have more resources to spare on maximizing the output of their workforce. In open-response questions, finance executives confirm the rising importance of managing employee performance. Some respondents explain that striving to improve employee performance represents a valuable means of staving off external pressures. At a midsize nonprofit firm, for example, “Productivity gains and quality improvement are important to our ability to maintain fiscal sustainability and our competitiveness in the face of health-care reforms,” according to the company’s CFO. Another company—a midsize manufacturer—relies on boosting employee performance in order to compensate for necessary increases in compensation. “Manufacturing efficiency is a major component of our costs,” says the company’s CFO. “We have to manage efficiency to at least offset wage and benefit increases, as we do not have the ability to pass on price increases to the customer.”

Respondents to our survey also emphasize the need to improve practices for employee training and development. “With personnel costs making up 75% of our total operating budget, the rewards for retaining highly productive employees are tremendous, and the costs of losing such employees are just as significant,” says the CFO of a midsize nonprofit company. “Employee development and retention are the watchwords going forward in health care.” The CFO of a midsize manufacturing company suggests that the rising importance of focusing on employee development may have roots in the mind-set of employees—those both current and prospective. “Employees nowadays attain much job satisfaction from career development, so it is critical that they see themselves given the opportunity to grow on the job,” this CFO argues. The CFO adds, however, that redoubling efforts to train and develop employees, far from being merely a means of satisfying employee expectations, has long-term advantages for a company: “It is beneficial to have a group of well-trained ‘veterans’ to effectively guide the ‘rookies’ and newcomers so as to achieve seamless assimilation/transition.”

If the desire for learning and growing is truly on the rise among employees, the interests of employees and employers may be aligning more than ever before. At a midsize manufacturer, “Training existing staff adds to our culture of employee empowerment,” according to the company’s CFO. “For relatively minimal investment, our staff learns new skills, keeps up on changing regulations, and is exposed to different ways of thinking about old problems.” Both companies and employees stand to benefit from a greater focus on employee development. The task falls to finance executives and their peers in other functions and business units to ensure that employees’ desire to learn and grow is matched with an opportunity to do so.

THE BOTTOM LINE CFOs are looking forward to maintaining labor cost savings realized in the course of the downturn. But they recognize that, after several years of intense focus on cost management, their companies will need to invest in training and development and employee-performance management in order to continue to boost productivity.

“The rewards for retaining highly productive employees are tremendous, and the costs of losing such employees are just as significant.”

—CFO, MIDSIZE NONPROFIT FIRM

Most senior finance executives (64%) anticipate that their companies' HR function will play a greater role in maximizing workforce productivity over the next two years.

The need for a better-equipped HR department

AS IMPROVING WORKFORCE MANAGEMENT becomes increasingly critical, finance executives recognize that their companies will need to improve the effectiveness of HR if they want to make much headway. Companies will ask more of their HR functions in the years ahead, survey results indicate. Most senior finance executives (64%) anticipate that their companies' HR function will play a greater role in maximizing workforce productivity over the next two years.

At some companies, say respondents in open-response questions, HR is well positioned to support the workforce-management objectives of the entire company. "[HR managers] view themselves as customer service to the organization with immediate and total satisfaction the goal," says the CFO of a construction/property-management company. "If they cannot handle something immediately, they provide a timeframe for delivery, gain acceptance of that timeframe, then deliver as promised." A handful of respondents express similar levels of satisfaction with HR at their companies.

But although a segment of companies have already pushed their HR function up to where it needs to be, the majority of companies still have a long way to go. Most senior finance executives in our survey indicate that their companies' HR function currently lacks the levels of effectiveness that may prove increasingly necessary over the next two years. Few senior finance executives (12%) describe their companies' HR function as "very effective" at supporting their efforts to maximize overall workforce productivity; a much greater proportion (32%) describe it as "not very effective." The remaining respondents (49%) fall in the middle, describing their companies' HR function as only "somewhat effective."

The problem, according to many finance executives, is that companies have thus far struggled to position their HR function to be able to contribute to high-value activities. For example, finance executives acknowledge that HR is often underresourced, which in turn detracts from HR's ability to develop and execute human-capital strategy. "Our HR function is too busy on the administrative side and not as involved on the strategic or tactical side," says the CFO of a midsize hospitality/entertainment company. At another company in the same industry, "[HR] is one person, [so] there's no time for anything beyond processing payroll and benefits," according to the company's CFO. Organizational problems may compound this issue, hindering HR's access to strategic discussion. The director of finance at a chemicals/utilities company says that HR executives at the company "are not proactive in seeking out the needs of the other departments and are often 'out of the loop' on situations in which they should be involved."

Interestingly, despite many finance executives' suggestion in open-ended responses that HR lacks the staff and resources to truly contribute value to the business, survey results indicate that HR efficiency is a concern for a substantial number of senior finance executives. Only 13% of senior finance executives describe the efficiency and cost-effectiveness of HR administration at their company as "excellent"; a much larger proportion—29%—say that the efficiency of HR at their companies is in need of improvement. (It should be noted, however, that a majority of respondents—56%—view their HR efficiency as at least "adequate.")

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But our survey also suggests that finance executives are much less concerned with the absolute amount of resources consumed by the HR function, and much more concerned that those resources are deployed to higher-value work. Companies seeking to improve the overall effectiveness of their HR function, then, are planning to take a close look at resource allocation within HR: how are HR executives and managers spending their time and attention? More important, how can HR make better use of its existing resources? The answer to this question, for most finance executives, lies in helping HR make better use of technology.

THE BOTTOM LINE Companies will depend on HR to help increase productivity by developing their workforces—but many CFOs say their HR teams are currently underresourced. CFOs see a growing need to better equip their HR departments to meet these requirements.

A commitment to making better use of HR technology

THROUGHOUT OUR SURVEY, FINANCE executives consistently indicate that the primary barrier to a more-effective HR function—and the issue their companies are most likely to address over the next two years—is ineffective IT systems for HR. Respondents indicate that their HR functions depend too heavily on manual processes, with three quarters of finance executives (74%) agreeing that their companies' HR function is currently burdened with too many manual tasks. A majority (53%) also agree that supervisors at their companies are burdened with too many manual HR processes.

Survey results suggest that companies will focus on improving their HR functions through better use of technology. Presented with a list of steps that companies might take in order to better position their HR function to contribute to maximizing overall workforce productivity, a majority of senior finance executives (60%) say that their companies are most likely to make better use of technology for HR (e.g., web-based self-service, automated HR reporting) over the next two years. (See Figure 5 on page 10.) Improving HR processes follows somewhat distantly (45% of respondents). "The complexity of our payroll requirements has created too many manual processes," says the CFO of a midsize manufacturing company. "This is an area we need to spend time automating."

A controller at one midsize manufacturing company suggests that making better use of HR technology represents an effective way to meet the rising imperative to do more with less. "HR will upgrade its systems and processes to better meet our needs without adding staff," says the controller. This point likely resonates with finance and HR executives alike, as our research indicates that most companies (64%) will allocate the same amount of resources to their HR departments as they have over the past five years. (A handful [6%] will go so far as to reduce the share of resources allocated to HR.) Finance executives believe that making better use of HR systems will help their companies respond to mounting pressures even as HR and labor budgets hold steady. "By using HR technology more effectively, I believe we can overcome many of the shortcomings [of our HR function]," says the CFO of a midsize hospitality/leisure company.

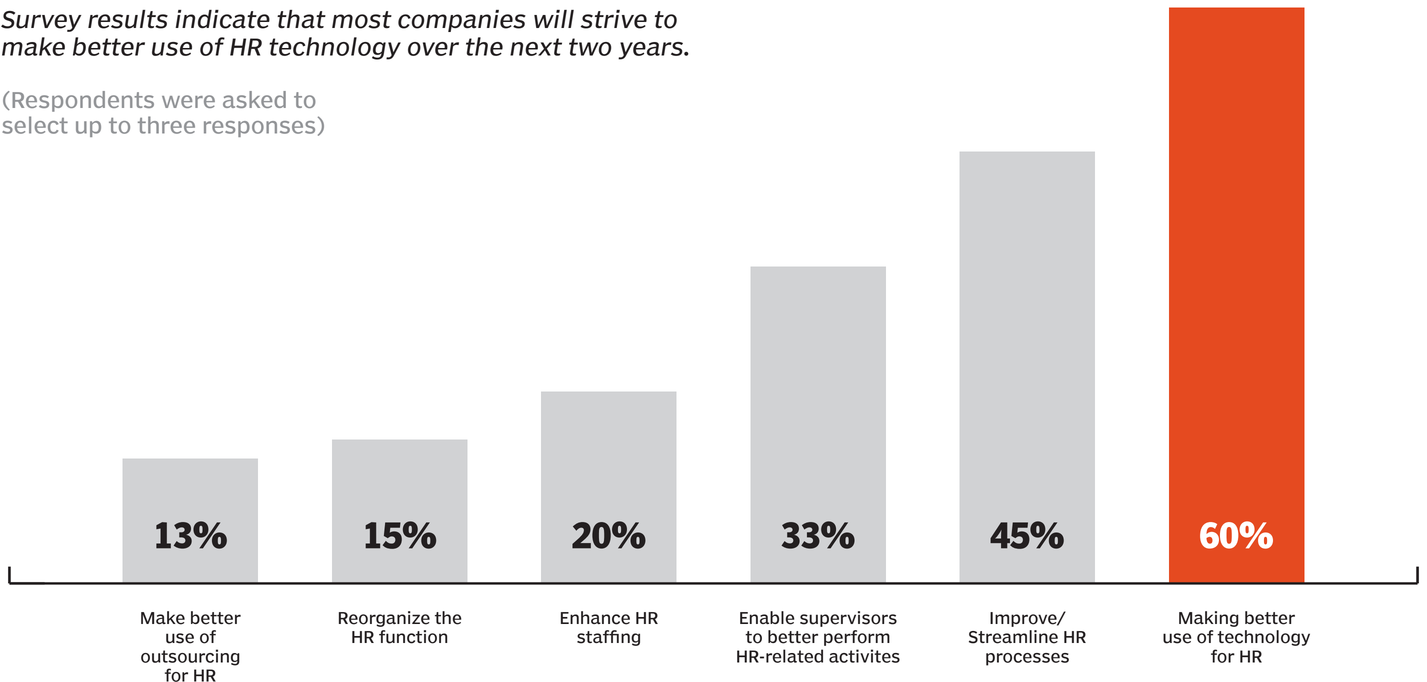
In the course of striving to make better use of technology for HR, many companies are

Sixty percent of companies are likely to make better use of HR technology over the next two years, say finance executives.

Figure 5. What steps is your company most likely to take to better position HR to contribute to maximizing workforce productivity over the next two years?

Survey results indicate that most companies will strive to make better use of HR technology over the next two years.

(Respondents were asked to select up to three responses)



turning to third-party, web-based HR software. Our research suggests that senior finance executives recognize the value in adopting this kind of software. Among senior finance executives at companies that have not yet adopted third-party, web-based software applications for a variety of HR processes, most agree that using such applications would improve overall workforce productivity at their company. (See Table on page 11.) Finance executives responding to our survey identify time and attendance management, paperless payroll, access to forms and policies, and employee training and development as activities that are particularly conducive to automation through web-based applications.

When it comes to implementing new HR systems, many companies are already on the move. One midsize nonprofit company is currently "in the process of implementing an HR software program that will allow us on-demand information on employees," according to the company's CFO. Other companies are pushing forward at their own pace. "We are slow to change, but we have a relatively new HR director who is trying to get more computerized," says the director of finance at a banking services firm. The CFO of a midsize nonprofit company notes that the company is "currently in the process of assessing the efficiency and cost-effectiveness" of HR technologies.

As with any systems-improvement project, however, implementation of new technology is only one part of the change; companies also need to train and encourage employees to use the systems effectively. At a midsize food/

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beverages/consumer packaged goods company, according to the company's CFO, "some [aspects of enrolling new employees] are done electronically, but not all of them. Our software supports that capability, but HR wants to be hands-on with all employees." A CFO at another food/beverages/CPG company says bluntly, "We need to convince HR to utilize the software that we already own."

Most senior finance executives (63%) favor the use of web-based HR self-service for supervisors and/or employees at their companies, lending further support to the idea that companies will meet current and future labor challenges primarily through the use of new technologies. But although finance executives identify value in web-based self-service for HR, they also acknowledge that the value of such technology is, as the CFO of an automotive dealer puts it, "situational. Some things are best answered in a self-service environment, but others need to be handled face-to-face with an employee and HR person." Several other senior finance executives emphasize the importance of preserving HR's identity as a "face-to-face, interpersonal function" in open-response questions.

Taken together, finance executives' plans for and concerns with web-based HR self-service suggest that implementing such technology constitutes a careful balancing act. Companies can err in either direction, over-automating a fundamentally interpersonal department or resisting the use of web-based HR self-service in areas where it may be the best option. The decision often comes down to company culture. At one midsize manufacturing company, for example, HR self-service might conflict with employee expectations, says the company's CFO: "Our company is still small enough for us to provide these HR services in person and provide the personal touch that matches the culture created by the owners/founders of this company." By contrast, the controller at another midsize manufacturing company says that employees may no longer be looking for face-to-face discussions with HR as often as they once did. "These days almost everyone has access to the Internet," explains this controller. "It is much more convenient to log something on a website than schedule a meeting with an HR person."

THE BOTTOM LINE CFOs sense that their HR departments are too heavily burdened with manual processes—and they aim to resolve that problem by helping HR to make better use of technology over the next two years.

Implementing self-service technology constitutes a careful balancing act.

Table. Would using third-party web-based software applications for HR processes improve your company's ability to maximize workforce productivity?

Finance executives see value in using third-party, web-based software for a wide range of HR processes.

HR Process	YES	NO
Time and attendance management	71%	29%
Paperless payroll	68%	32%
Access to forms and policies	68%	32%
Training/Employee development	68%	32%
Performance tracking/review	65%	35%
Benefits, open enrollment, and administration	65%	35%
Applicant recruiting/tracking	61%	39%
Labor compliance	61%	39%
Ad-hoc, HR-related employee queries	57%	43%

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At many companies, the internal mandate to improve workforce management is rising along with the difficulty and importance of doing the job as well as possible.

THE TASK OF BUILDING STRONG TEAMS OF employees—and giving them what they need to help them do more for the business—isn't getting any easier, our research suggests. But finance and HR executives alike may find that, at many companies, the internal mandate to improve workforce management is rising along with the difficulty and importance of doing the job as well as possible. Finance executives are keeping a sharp watch on labor challenges both current and looming, and they recognize the pressing need to better support their companies' efforts to maximize workforce productivity. The workforce-management goals of finance, HR, and the business units may be converging on one idea: the practices of the past will not be enough to take on the challenges of the imminent future. Finding the seed of opportunity in this notion may be the first step for companies committed to making the most of one of their most important investments—the investment in their people.

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Sponsor's perspective

WHEN WE FIRST DISCUSSED THIS STUDY WITH CFO Research, we had some idea of the future conditions that senior finance executives might be expecting. These conditions included a slower than expected economic recovery, increased competition, and rising inflationary pressures.

Where the research surprised us was in the number of points on which senior finance executives are largely in agreement:

- Labor performance as a key competitive strategy
- Plans to steadily ramp up hiring
- Emphasis on skills, recruiting, training, development, and retention
- Leveraging workplace technology (pages 9–11 in this report)

Leveraging skilled labor appears to be the strategic imperative in a slow economy. Yet, the majority of respondents are not planning to increase compensation or internal HR budgets over the next two years.

Clearly, managers of human resources will need to find creative ways to do more with less, and web technologies may be the silver bullet. The Paychex-CFO survey indicates the following approval rankings for web-based solutions that could help them achieve this:

Time and attendance management	71%
Paperless payroll	68%
Access to forms and policies	68%
Training/Employee development	68%
Performance tracking/review	65%
Benefits, open enrollment, and administration	65%
Recruiting and applicant tracking	61%
Labor compliance	61%
Ad-hoc, HR-related employee queries	57%

Many senior finance executives report either having plans to implement these solutions in the near future, or that they have already done so.

User adoption of web-based HR software was identified as a concern among respondents. At Paychex, we became aware of this issue early in the game, when mid-market clients first approached us about offering web services. As a result, we've made our comprehensive service packages as easy and intuitive to use as possible. In fact, our latest web services are designed to be easily configured to meet future needs that we either haven't been asked for yet, or haven't thought of ourselves.

<u>About Paychex, Inc.</u>
Paychex, Inc. is a leading provider of payroll, human resource, and benefits outsourcing solutions for small– to medium-sized businesses. Paychex One-Source Solutions offers midsize organizations a complete range of scalable employer solutions that cover the entire employee lifecycle. Industry-leading, web-based solutions include recruiting, hiring, benefits, training and performance, time and labor, payroll and tax administration, expense reporting, and employee/manager self-service. Service delivery includes specialized onsite support, HR administrative outsourcing, consulting, and employee leasing.

To learn more about Paychex One-Source Solutions for midsize companies, visit us at

www.paychex.com