



2011

HR Architecture Survey

Summary

Table 2.1 Respondents Engaged in Restructuring Initiatives in the Past Two Years.							
Shared Services	Centralization	Decentralization	Realignment	Consolidation	Outsourcing	Process Improvement	Other
30%	30%	6%	15%	24%	15%	33%	9%

Table 2.2 Respondents Engaged in Restructuring Initiatives in the Past 3-7 Years							
Shared Services	Centralization	Decentralization	Realignment	Consolidation	Outsourcing	Process Improvement	Other
36%	30%	15%	9%	30%	12%	27%	0%

Table 2.3 Respondents Considering Restructuring Initiatives							
Shared Services	Centralization	Decentralization	Realignment	Consolidation	Outsourcing	Process Improvement	Other
41%	44%	3%	19%	50%	19%	28%	0%