

KNOWLEDGE 2018—VOICE OF THE CUSTOMER

Making it #EasyForEmployees

Best practices for transforming the
employee service experience

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Best practices for transforming the employee service experience

The workplace expects great customer service and HR is now leading a pivotal role in creating purpose-filled, empathy-driven experiences at every stage of the employee journey. This year at Knowledge 2018, the ServiceNow user conference held in Las Vegas, many customers shared their HR digital transformation experiences and talked about how deploying ServiceNow® HR Service Delivery and other ServiceNow solutions enhanced the employee service experience they provide.

This eBook has insights collected from customers using ServiceNow HR solutions to lay the groundwork for the workforce of the future. Making it #EasyForEmployees walks you through the customer journey and the incremental steps HR teams have taken to modernize their HR service delivery and consumerize their employees' experience.

Employees within these companies are now experiencing transitions like starting a new job, requesting a replacement computer, and relocating to a new country with ease and simplicity.

The highlighted customers in this eBook include the following major companies: Magellan Health, Dell, General Mills, Hitachi Vantara, Schneider Electric, United Airlines, and Whirlpool.

Watch: ServiceNow Chief Talent Officer, Pat Wadors interviews Magellan Health SVP HR Services: Pat Touringy at Knowledge18.

Watch: Magellan Health Transforms HR Service Delivery video

Read: Magellan Health case study

Best practices for transforming HR service delivery

Use the tips below from your peers to help guide you on your transformation journey.

1. Kicking off the employee experience transformation



3. Selecting the right technology platform



5. Using design thinking to energize HR service delivery



7. Ripping off the email "Band-Aid"



9. Extending employee experience beyond the world of HR



11. Giving employees a portal that delivers one unified experience



2. Rethinking the HR shared services function



4. Getting IT onboard early - HR and IT better together



6. Laying the foundation of knowledge



8. Test driving emerging tech for higher customer satisfaction and retention



10. Anticipating HR service delivery trends



Summary

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Kicking off the employee experience transformation

HR organizations everywhere are transforming their operational models to support the new digital workforce. What's driving the demands for change? To stay competitive, ever-evolving technology and market challenges are forcing organizations to provide employees with quality service experiences and to reduce their time spent on mundane, repetitive tasks.



When General Mills HR began their transformation project, the goal was to deliver world-class service to their entire global workforce. However, without a consistent HCM platform, they couldn't provide employees with a system of engagement and a single source of truth in HR. The HR team realized that transformation was more than just consolidation or implementation of new technology, it needed to be a company-wide mission to #workdifferently.

General Mills went from 130,000 to less than 5,000 knowledge pieces. In the first three months since go live, 76% of the global population has accessed the G&Me portal and more than 70% of cases to HR Direct have been resolved at the tier one level.



Kicking off the employee experience transformation (continued)

"We realized we needed to upgrade our technology, but we also knew that was not going to be enough. In addition to moving our Core HR system of record from an on-premises SAP system to Workday, we also needed to transform how we worked. We had almost 38,000 employees across 30 countries and no consistent experience when it comes to providing HR services," said Pam Velcheck, Senior Manager Global HR Service Delivery, General Mills.

"We decided to move to a global HR shared services model. But, without a way to manage the interactions with our employees, we could not effectively scale and would continue to lack visibility into the volume and types of employee enquires we were receiving. We literally had to count emails in our inboxes or go by gut feel to know what the top issues our employees needed help with. This, plus the ability to setup a branded HR portal to enable employee self-reliance, is where ServiceNow is critical in our transformation."

Watch: General Mills Relies on ServiceNow for its HR Digital Transformation

Read: General Mills Delivers World-Class Service Delivery to its 38,000 Employees



Rethinking the HR shared services function

HR departments are responsible for what an employee experiences when accessing service. Unfortunately, many HR teams are operating unsophisticated shared-service models that are heavily dependent on manual processes via email. As a result, HR staff spend too much time shuffling through forms and responding to repetitive inquiries.

Hitachi Vantara

Several years ago, Hitachi Vantara moved to a global HR shared services support model. The goal was to free up HR business partners from transactional work to focus on providing strategic support to the business. They also wanted to be able to align HR business partner responsibilities to those with the appropriate skill levels, as well as provide scalable and consistent support.

“We had HR business partners spending on average 80% of their time on routine transactional tasks. Instead of enabling the business, they spent most of their time shuffling forms and answering the same questions again and again,” says Mia Isnardi-Shook, Senior Director, Global People Services & Enablement, Hitachi Vantara.

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We had HR partners spending on average, 80% of their time on routine transaction tasks.

– **Mia Isnardi-Shook**, Senior Director,
Hitachi Vantara

Hitachi Vantara

Rethinking the HR shared services function (continued)

“By creating a global shared services support team, we could shift that work and free their time for strategic work. Case management is one key example. We wanted to give our employees a great support experience, but we were still relying on emails and manual case assignment. We did have a homegrown internal case management tool, but we didn't offer employees any self-service.”

“People don't want to wait on a response when they have a routine question. They want instant answers whenever and wherever they are. And, from my team's perspective, dealing with these common requests wasted a huge amount of effort. We wanted to make it easy for employees.”

Read: [Hitachi Vantara case study](#)

Watch: [Hitachi Vantara video](#)

3

Selecting the right technology platform

Today, many HR organizations are at the forefront of digital transformation, but they're struggling to implement the technologies that will improve the employee experience and accelerate the journey.

Organizations can focus on redesigning the brand and culture, and creating new-hire experiences. However, the task of finding a system of engagement that will enable innovative user-experiences across talent management, HR operations, and service delivery is equally critical.

Finding an engagement platform that provides technologies like automation, personalization, predictive intelligence, and can serve as the connective tissue across the enterprise is a game changer.



Dell makes a decision to drive HR revolution

What started the HR revolution at Dell? Dell was experiencing what most businesses experience with a workforce of 140,000 across 180 countries: HR silos due to disparate and complex HR architecture across the world. The tipping point for company's HR executives was the decision to acquire cloud computing giant EMC.

As a result of the acquisition, Dell HR inherited a myriad of EMC applications, over 400 integrations, and a divided global workforce that was operating on two separate instances of one HRIS software, PeopleSoft (7.5 and 9.1). They knew it was time to create a HR experience that would support one, unified company.

Read: Dell Makes Tech Decision to Drive HR Revolution

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We did our homework by asking many global companies to see what they were using first, and then decided to select ServiceNow.

– **Dennis Ford**, HR Product Manager, Dell



Selecting the right technology platform (continued)

Dell's HR team prioritized very specific requirements for their needs to simplify existing HR systems. They included:

- A highly-engaging user experience
- Integration capabilities
- Simplified infrastructure so that IT and HR can run operations collaboratively
- Depth/breadth of the product capability to meet their unique and future business needs

After careful evaluation, Dell:

- Chose a leading cloud vendor for their core HR system
- Kept some existing tools that they chose not to retire

- Selected ServiceNow for:

- Knowledge
- Case management
- The engagement layer that would weave together the employee service experience across all HR applications

In Dell's observation, there were many HR tools previously implemented that were no longer serving their business needs that should be retired. However, there were also tools they intended to keep, such as a separate HR application for time and attendance.

"We selected Workday for our HR system, but we knew it wouldn't satisfy all of our needs. There were still tools we were going to keep and we knew we needed ServiceNow to bring it all together through the employee portal," said Mairead Coughlan, HR Director, Dell.



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Getting IT on board early: HR and IT better together

Many ServiceNow HR customers are moving away from the notion they alone “own” the employee experience and are recognizing the need to partner heavily with business teams like IT to better drive the employee experience.

Today, IT and HR have similar goals: to service the workplace by routing work effectively so that new employees get productive faster. For example, a new employee starting is much less interested in the how they get their badge, laptop, and training, than the timeliness and the ease of getting them.

With this in mind, ServiceNow IT and HR stakeholders are now discussing employee service on HCM transformation so that they can join forces to provide better enterprise-wide service delivery.

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When I think about IT and HR in a shared space, I'm reminded of the famous Reese's Peanut Butter Cup slogan 'Two great tastes that taste great together.'

– **Melissa Golden**,
Director of Global HR Customer Service, Schneider Electric

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The reason we chose ServiceNow is because of the platform. The platform would allow us to build one employee portal to create that single, unified experience for all employees.

— **Melissa Golden**, Director of Global HR Customer Service, Schneider Electric

Getting IT on board early: HR and IT better together (continued)

Mastering a mutualized IT/HRSD solution

Schneider Electric experienced this epiphany after both departments realized they had planned separate initiatives to transform internal enterprise customer service delivery. At the time, HR was running a separate user experience from IT for their employees, utilizing several customer support phone numbers, and facilitating ticketing in an outdated platform with limited upgradeable functionality.

Simultaneously, IT was on a quest to modernize IT service management. The end game in each initiative was delivering a rich, consumer-grade experience to their 133,000 employees and having rich functionality in place for IT and HR staff. This prompted HR and IT to join forces on their initiatives with a business goal to deliver a single, unified employee service experience.

Whether submitting an IT request to fix a broken laptop or completing an onboarding task as a new hire, Schneider Electric's business objective was to deliver an end-to-end easy, intuitive experience.

With an HR plus IT implementation, both departments would have the flexibility to independently redesign their areas with unique assignment groups, workflows processes, and security measures. And lastly, with a demanding global workforce to support, Schneider Electric desired a technology vendor that was committed to delivering progressive innovation in the area of service delivery for years to come.

Read: [When IT and HR Work Together to Deliver Service at Schneider Electric](#)

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Companies continuously monitor the customer experience and measure customer satisfaction, but now they need to do the same thing for the talent side of the house. Creating a successful employee experience means providing quality interactions all the way from attracting talent and onboarding, through all the moments that matter in their career until they offboard.

– Pat Wadors, CTO, ServiceNow

Using design thinking to energize HR service delivery

As HR teams strive to build an irresistible employee experience and implement tools that will enable digital transformation, they're also rethinking how HR work gets done so that employees get the service they deserve.

Next-generation HR operational teams are hitting the pause button to give themselves time to reconsider and work backwards by revisiting the customer journey first and then using the technology to enable that journey. To accomplish this, HR organizations are applying design thinking and shifting to an outside-in employee service philosophy that includes re-architecting HR processes to be less transactional and more customer-centric.

As they re-architect HR processes, smart businesses are prioritizing the needs of the employee before their HR needs. HR teams are using design thinking as a way to:

- Develop a deeper understanding of end-user personas
- Instinctively influence behavior during key inflection points
- Broker change and create lasting impressions

Schneider Electric is a real-world example of how a digital transformation is an opportunity to redesign service delivery from the outside-in.

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Works for you



Using design thinking to energize service delivery (continued)

A customer-first approach at Schneider Electric

When Schneider Electric kicked off their HRSD project, several factors were considered as they planned for implementation:

- Timelines
- Workflows
- Knowledge base
- The user experience with a focus on creating one destination for the employee, regardless of whether it would be an HR or IT request

To accomplish this, the HR teams engaged several other internal teams in “planning for the customer experience.” They applied design thinking and this included user research to capture the voice of the customer, benchmarking, design principles mapping back to the research, prototyping, and usability testing for feedback.

Then they designed “empathy experience maps” by personas for both IT and HR related experiences often overlooked in traditional UI/UX service designs, such as:

- **Findability**—optimal search experience to reduce memory strain
- **Reducing mental load with visual elements**—non-distracting visual catalogue for a better picture of service items
- **Efficiency in consuming user’s attention and time**—giving users only the necessary information and notifications
- **Promotion of self-help**—starting a chat or easy ticket creation
- **Encouraging trust**—inducing trust and voice of customer through feedback channel

Read: When IT and HR Work Together to Deliver Service at Schneider Electric

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The first step in laying the foundation of knowledge was taking an audit. Our teams discovered over 130,000 pieces of content from around the world, spread across desktops, paper files, and document storing sites (of which less than 5,000 of those knowledge articles were kept). Now, our employee service center using ServiceNow is the first experience the employee gets. It's where we house our processes, knowledge, and where employees can request the service for what they need.

– Pam Velcheck, Senior Manager, General Mills

Laying the foundation of knowledge

HR organizations that implement ServiceNow® Case and Knowledge Management have traditionally relied on inefficient processes and manual tools like emails, spreadsheets, and even people, as way of documenting and storing knowledge. Some have experimented building their own knowledge base from scratch, but with minimal design and functionality that eventually leads to adoption issues.

Many customers who spoke of their real-world experiences at Knowledge 2018 said that getting knowledge right is the bedrock of getting employee self-service right. Knowledge isn't only reflective of what an HR case manager might need to resolve a case, but ensuring information is documented for all personas across the business.

As examples: What information is needed to kick-off a new-hire process? Or what does an employee need to know about the company's expense policy?

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When we started our journey, we first had to find our knowledge. Turns it out it was everywhere. It was in binders, on computers, with people, on people's machines. We spent two months gathering knowledge from around the world.

– HR Manager, ServiceNow Customer

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When people can easily find the HR information and policies they need on their own, they don't need or want to open a case. When they do ask for help, ServiceNow has allowed us to move to a tiered support model that makes the most of our resources.

– **Mia Isnardi-Shook**, Senior Director,
Global People Services & Enablement,
Hitachi Vantara

Ripping off the email “Band-Aid”

Change can be uncomfortable and many HR departments are grappling with the idea of changing the “way it’s done” or “ripping off the email ‘Band-Aid.’” Often times management or internal business teams are uncomfortable leaving behind traditional processes, which can be a major deterrent in undertaking transformative measures.

Hitachi Vantara

Hitachi Vantara underwent a remodel of their HR shared services several years ago. At the time, HR lacked an employee-facing HR knowledge base, self-service capabilities, and a tier-zero level engagement experience. HR relied heavily on email correspondence, and employees and managers frequently contacting business partners for repeatable tasks.

In 2014, Hitachi Vantara went live with ServiceNow case management and HR process automation. In 2017, they launched their first-ever enterprise employee portal—eliminating their reliance on email correspondence across HR transactions, case management, and employee service delivery.

Despite a tough transition from email, Hitachi is now making it easier for employees to be employees.

A woman with long dark hair and glasses is shown in profile, smiling and looking towards the right. She is seated in a conference room with other people visible in the background. The lighting is dim, with some purple and blue hues. A large black arrow points from the left side of the image towards the text on the right.

Test driving emerging tech for higher customer satisfaction and retention

Advancements in technology have radically changed how service is delivered in our personal lives. Emerging technologies like conversational user interfaces and machine learning have made it easier for businesses to move from managing a transaction to creating an intuitive and personal experience, resulting in higher customer satisfaction and retention. And regardless of whether you're servicing an external or internal customer, the end-user expectation has changed dramatically.

Traditionally, HR shared services or helpdesk-type operations responsible for providing internal customer service have relied heavily on manual processes via "askHR" type email aliases or telephone hotlines and Excel spreadsheets to manage employee requests. Not only does this model prevent HR from delivering a great experience, it makes them less strategic and forward-thinking.

As a result, HR is recognizing the need to innovate and enhance the way it services the workplace by employing advanced technology such as:

- Effective case management to route workstreams across business functions
- Real-time chat to offer employees quick insights so they can get productive sooner

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I like SuccessFactors for our HR system, but it doesn't do it all. For example, when a people leader wants to process a promotion, we kick-off the workflow in SuccessFactors but it then triggers a case creation in ServiceNow so that we can track the additional things that need to happen for the employee. I don't believe you can have a successful HRIS system without ServiceNow being an enabler for you.

– Carolyn Bradfield,
Director of HR Operations, Whirlpool



Testing driving emerging tech for higher customer satisfaction and retention (continued)

Whirlpool, an employer of 90,000 employees in 170 countries, began their HR excellence transformation nearly seven years ago. 70% of HR's time consisted of administrative and transactional activities due to outdated and disparate technology, fragmented processes, and lack of globally standard data procedures. And the employee experience with HR services was inconsistent.

Whirlpool implemented seven new systems and chose ServiceNow for HR case management.

Today, the employee service experience starts with a centralized, self-service employee portal that offers up all the right tools and information designed to find the employee in their experience journey.

Additionally, employees have the option to call support, submit an online inquiry, or initiate a chat with an HR representative. Currently, HR is averaging about 20-30 chats per day, with an average of 10 minutes per chat.

Value outcomes

AVERAGE OF ACTIVE CASES PER DAY
2,000+

Case volume has increased 60% since go-live

3
MINUTES

AHT for our call center decreased from 10 minutes to less than 3 minutes

11%
INCREASE IN SELF SERVICE CASES

Self service cases increased from 46% to 57% in one year

Watch: Modernizing How HR Work Gets Done for a Better Employee Experience at Whirlpool webinar



Extending employee experience beyond the world of HR

The excellent employee experience that organizations are after isn't just a digital transformation—it's a combination of HR and the business working together to provide:

- Genuine leadership
- An authentic company mission
- An inclusive culture of belonging
- Meaningful career development
- Powerful tools that make it easy for employees to be productive faster, every step of the way

Organizations have stopped limiting the employee experience to an isolated HR transaction and are reimagining moments that matter, like an employee's first day, or when he or she receives a promotion or requests a new laptop. Smart HR teams are changing those experiences from frustrating, confusing, or disappointing to easy, clear, and supportive.

Companies are starting to build out these experiences with a design-thinking philosophy by journey mapping isolated moments to discover that even though HR might own the expectation of an experience, the service that an employee needs is not always fulfilled by HR. Often, what an employee needs to work effectively doesn't necessarily involve HR—yet employees rely heavily on HR for guidance and answers.



Extending employee experience beyond the world of HR (continued)

The digital experience can depend on tasks and workflows assigned to non-HR departments like tech support, facilities, or finance. HR is responsible for creating a great experience for these moments that matter, but HR simply cannot do it alone because so many of these experiences extend to other business areas.

Traditional or cloud-based core HR systems offer the simplicity to transact with HR processes, but limit the power to interact and triage across other business areas and build employee experiences that are beyond HR.

HR needs simplicity plus a powerful platform to create the engaging employee experiences people desire at every stage in their journey. Many customers showcased how they are using the ServiceNow HR application in delivering a holistic end-to-end digital service experience for lifecycle events that may start in HR but that extend into enterprise-wide service delivery.



Hitachi Vantara

Extending employee experience beyond the world of HR (continued)

At Knowledge18, Hitachi Vantara shared how it's using ServiceNow HR solutions to transform the company's new hire onboarding experience.

"It's not just about HR—this is cross-functional onboarding, involving everyone from IT to facilities and security. We're talking badges, workplace assignments, laptops, payroll, and more. Not only will this increase our efficiency, but it's also going to create a great experience for hiring managers and new employees. For example, we're going to have a dashboard—we call it the 'pizza tracker'—which shows everyone exactly where they are in the onboarding process," said Mia Isnardi-Shook, Senior Director, Global People Services & Enablement, Hitachi Vantara.

Continuing with the cross-functional theme, Hitachi Vantara plans to automate other enterprise-wide processes, including transitions and offboarding. It also has the long-term goal of creating a single portal for all employee services—not just HR.

According to Mia, "We already have ServiceNow portals for IT, facilities, and HR. By bringing these together, we can create a one-stop shop for employees. Employees should not have to think about who to direct their query to, they should just be able to ask. We've already started—for example, employees can access all company policies—not just HR policies—on the HR portal.

Read: [Hitachi Vantara case study](#)

Global case management



Our global chat story



Extending employee experience beyond the world of HR (continued)

HR organizations that have taken steps to transform their shared services model to be customer-centric—with the use of effective service delivery technology that routes work across multiple business departments—are finding that employees are productive sooner.

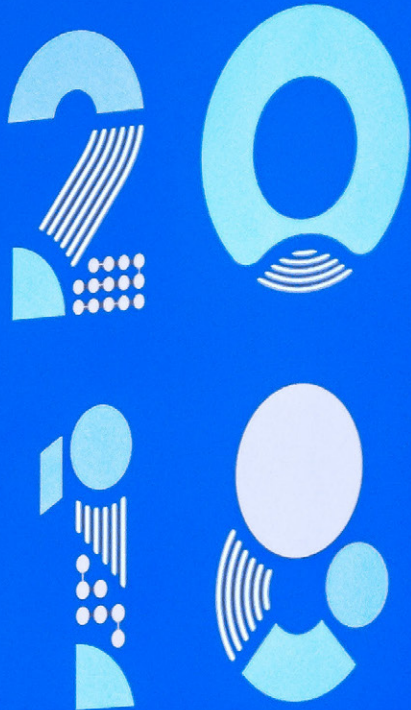
More so, with the use of effective case management, HR is efficiently able to track employee self-service, resolution rates, and customer satisfaction. Now, instead of answering the same questions over and over again, HR is freeing up resources to spend time on more challenging work.

Since the HR case management launch, Dell’s HR team has opened 200,000 cases with a resolve rate of 98%. This means only 2% of those cases are re-opened. The metrics have allowed each team to:

- Highlight the progress they’re making with real-time statistics
- Improve service
- Detect trends in each country (See Dell graph on left.)

Since the launch of Dell’s employee service portal, there has been an average of 750 daily chats. 82% of the inquiries have resulted in resolution via chat with a 98% customer satisfaction on chats once they are closed.

knowledge



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Anticipating HR service delivery trends

Campbell's

Going beyond monitoring performance

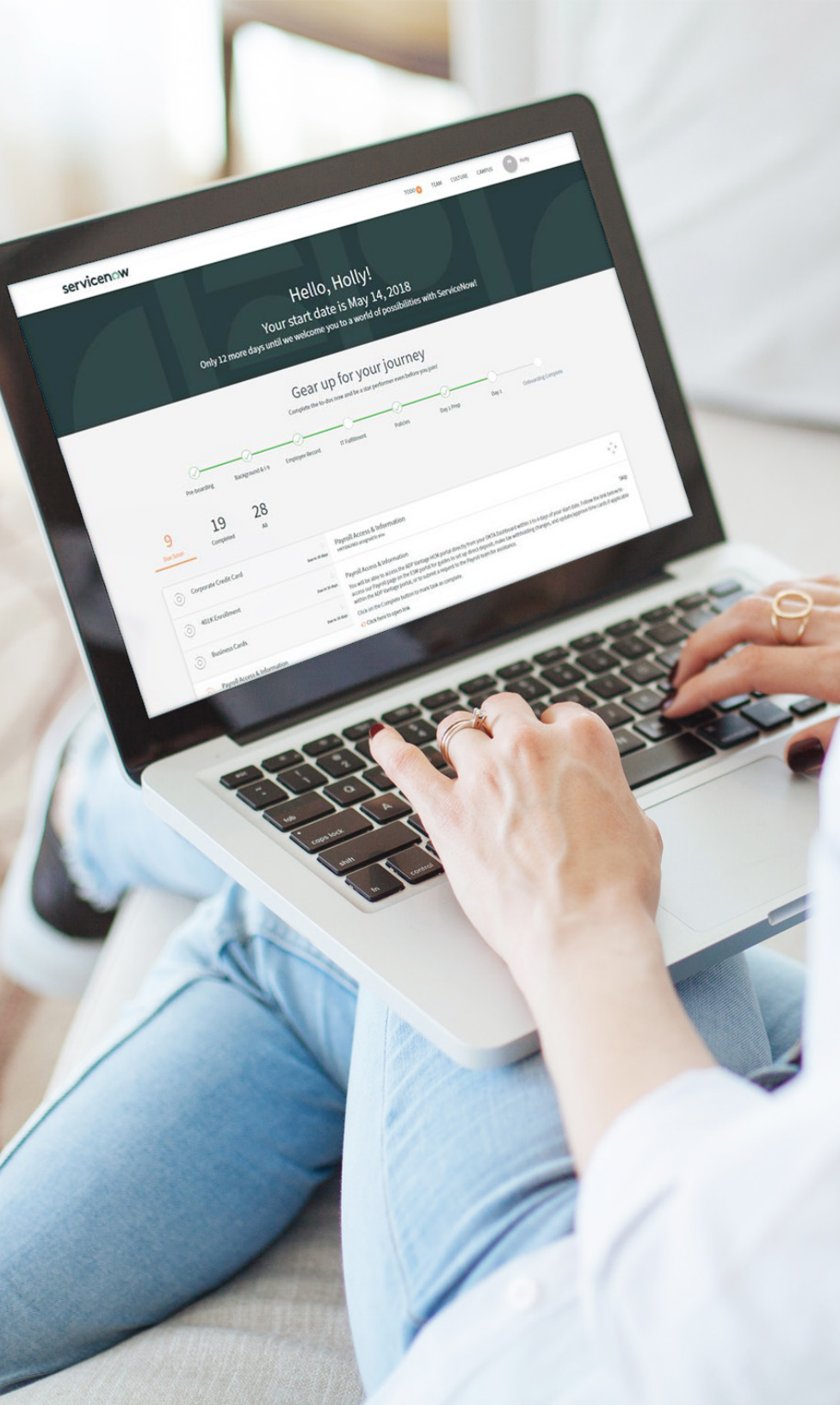
In the initial phases of Campbell Soup Company's service delivery launch with ServiceNow® Case and Knowledge Management, they established several KPIs:

- Case volume
- Fulfillment time
- Customer satisfaction
- Quality of service
- Self-service adoption

The data in each of these key areas revealed that the overall customer satisfaction was the lowest in payroll information and the trends indicated areas of opportunities to optimize the information flow to employees around payroll topics.

Campbell's team made tier-zero level enhancements by offering up more topical FAQ content and created a standardized electronic form that would automate triaging among payroll teams moving forward. Additionally, tier-two reps within contact centers were given incremental training on certain payroll requests.

Watch: Anticipating HR Service Delivery Trends at Campbell's webinar



Giving employees a portal that delivers one unified experience

HR transformation teams are discovering that although core HR systems help HR run their business, it doesn't make the customer experience any better. When HR teams actually devote time in their transformation process to study the employee journey and map out the role technology plays in the experience, they find even a cloud solution that consolidates their systems is not going to fix what employees see and experience each day.

Dell and United Airlines showcased the launch of their new employee service centers. Each integrates with the Core HR system.

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ServiceNow enables us to collaborate and streamline work across the entire enterprise—making it easy for work to get done and making it easy for employees to get the service they need. For example: Offboarding an employee will start in Workday with an information flow that triggers a case creation in ServiceNow. Once this happens, business teams like facilities, payroll, travel, and IT get notified with individual tasks they need to perform.

– Mairead Coughlan, HR Director, Dell



Giving employees a portal that delivers one unified experience (continued)

The Dell HR team launched the new technology-led HR experience with over 250 harmonized processes. This meant retiring 40+ legacy HR tools to support a single, unified, and harmonized experience across the board.

This included the launch of their new ServiceNow® Employee Service Center (internally branded as “My HR”), designed to support each employee’s unique HR related needs.

The portal uses consumer-grade technologies like conversation UI (chat) for employees to get fast answers and quick insights, making it #EasyForEmployees.



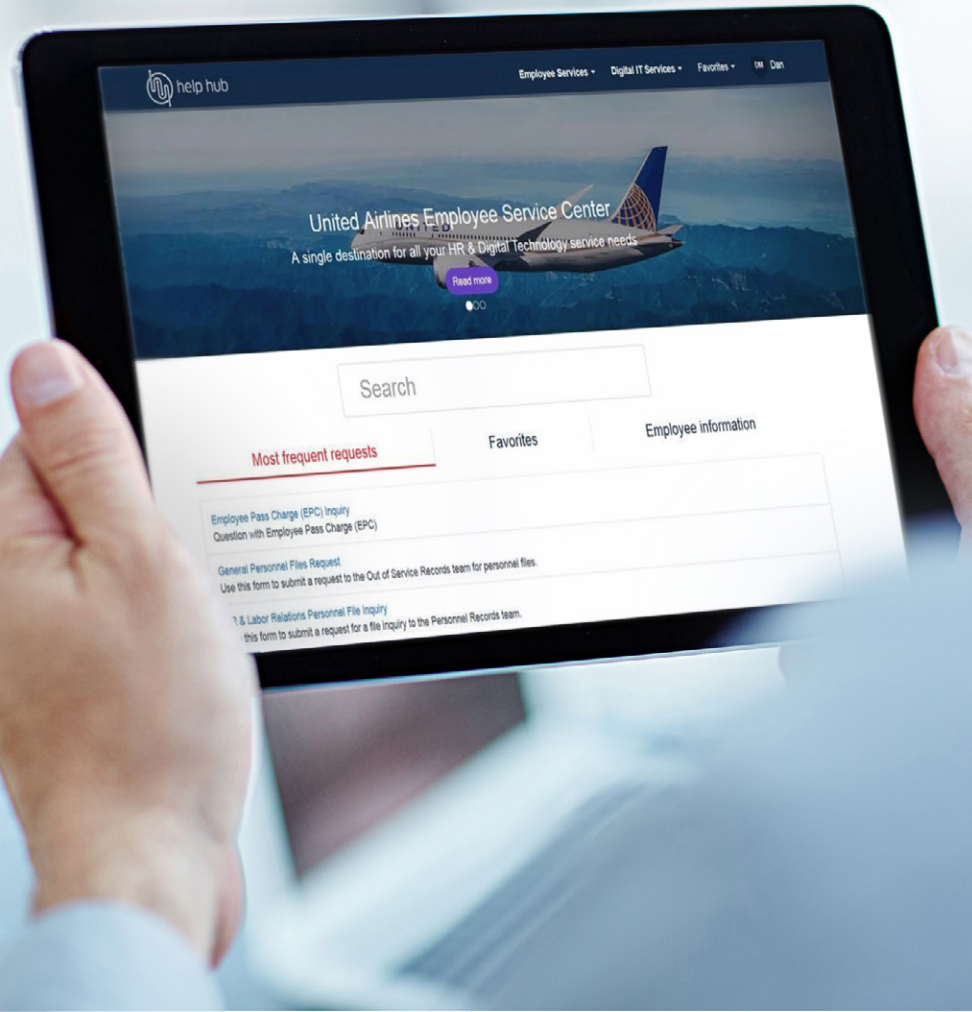


Giving employees a portal that delivers one unified experience (continued)

United Airlines is delivering a single, consolidated employee destination called "Help Hub." It will appear both on desktops and mobile devices for their 183,000+ workforce. This is after aligning 30+ delivery organizations to a single methodology using ServiceNow HR solutions.

Currently, United Airlines is averaging 112,000 logins per month by 35,000 unique employees. It has 3,500 tickets created per day via phone. With the launch of the new mobile-friendly service center, HR is hoping to remedy the back-end clutter and provide employees with an easy-to-use landing page, FAQs, knowledge, and a more focused search.

"We have over 40,000 nomadic employees, they don't come to the same place every day and some of them don't report to their supervisors each day, so it was important for us to provide a service that removes the clutter and simplifies the back-end," said Kirk Limacher, Vice President, HR, United Airlines.





Summary

Many organizations are giving their employees the service experience they deserve and putting an end to their frustration when trying to get service from HR.

By delivering fast and personalized service—even for processes that extend beyond HR across the enterprise—employees are more satisfied with the HR service experience, and as a result, more productive.

ServiceNow HR Service Delivery is an integrated suite of applications designed to offer a consumer-like experience, while increasing HR productivity. Whether it's a simple request for information, or a multi-departmental process like onboarding, employees finally have a single place for all their service needs.

Get a demo to learn more

