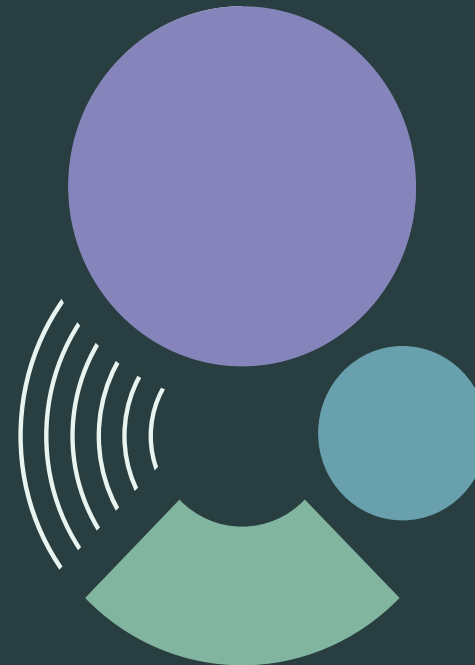
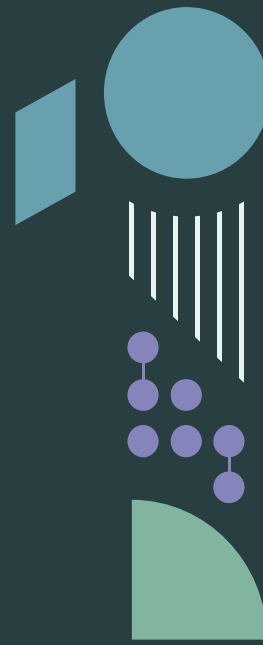


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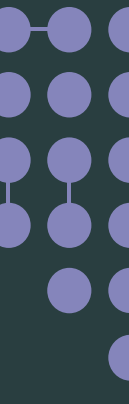
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The Future of HR Transformation

Pieter Voskamp
HR Transformation Leader
EMEA



Agenda

▶ Introduction

▶ CHRO report and HR Service Delivery Trends

▶ The HR Transformation Practice

▶ Best Practices in Transforming your HR Service Delivery

▶ Questions

Introduction

The Future of HR Transformation

This is me...



- 20+ years of global experience in HR Transformation, Program Management and HR (IT) Consultancy
- Believer of the trinity of HR Processes, Technology and Operations
- Former Global Manager HR Systems & Process Solutions at Heineken and Director of HR Expert Services at Stork
- Also worked for and with companies like Atos, Taleo (Oracle) , Shell, Nokia, Philip Morris Int., Citigroup, Barclays, Philips, DSM, Honeywell, Johnson Controls Int., McGraw-Hill, Cargotec

LinkedIn: [pietervoskamp](#)

Twitter: [@PieterVoskamp](#)

CHRO report and HR Service Delivery Trends

The Future of HR Transformation

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The CHRO Point of View: Europe

Employee Experiences
Drive Business Value



ServiceNow surveyed 315 CHROs in seven European countries about their changing roles, priorities, and strategies for transforming the employee experience and winning the war for talent.

Employee experience:

The combination of organizational culture, technological environment, processes, and physical environment that determines how an employee performs and feels about their job.

War for talent:

A term coined by the McKinsey Institute that describes the competitive landscape for recruiting and retaining talented employees.

Survey results:

Top four takeaways.

1

Three out of five CHROs say HR is now a driver of digital transformation.

Their position has evolved from delivering HR services and attracting top talent to organizational strategy, digitizing the employee experience, and contributing to corporate performance. Digitization will enable better employee experiences and help address challenges (limited budget, too many tasks, difficulty in retaining and retraining).

2

Most CHROs expect success to be defined by consumer-like experiences.

They have adopted technologies to personalize HR interaction and predict employee needs, but 44% and 59%, respectively, say they are “ineffective” or just “somewhat effective” at applying these strategies.

3

CHROs are looking to technology to overcome barriers to collaboration.

The biggest barriers are resistance to changing traditional ways of work (51%) and office politics (46%). CHROs (68%) want a platform that streamlines cross-functional collaboration, and expect (69%) this to increase employee engagement, retention, productivity, and reputation—just 40 out of 500 CHROs disagree.

4

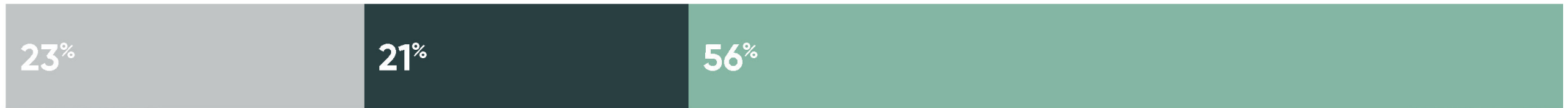
CHROs will use platform models to drive change.

In the next three years, 48% expect to use platform models to help bring consistency to HR operations and encourage cross-functional collaboration, up from just 14% today. Platforms do so by integrating data from multiple sources and delivering visibility into all processes and infrastructure. Among the many benefits, this will automate a much larger percentage of tasks, including career planning and continuing education, retention, benefits management, recruitment, and payroll, and help HR provide personalized service to employees.

The CHRO is driving digital transformation in Europe.

To what extent do you agree with the following statements about your role?

■ Disagree ■ Neither ■ Agree



The HR function is a driver of digital transformation at our company



My role has grown more strategic over the past three years

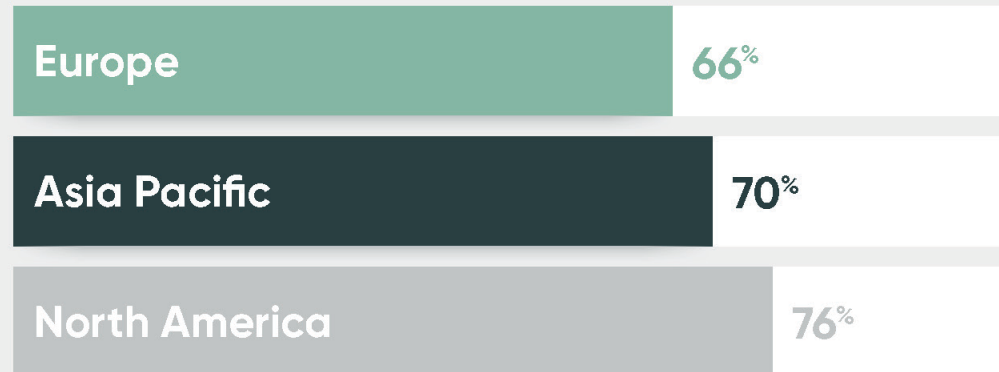


My role will become more strategic over the next three years

CHROs in Europe are slower to adopt HR transformation strategies.

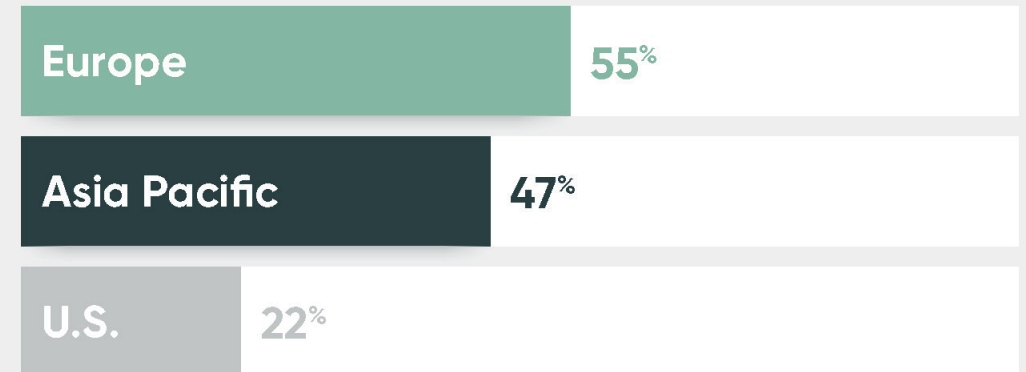
Compared to their global counterparts, Europe CHROs are still in early stages of improving employee experience.

To what extent do you agree with the following statement: our current HR technology allows us to improve the employee experience.



"Agree" or "strongly agree"

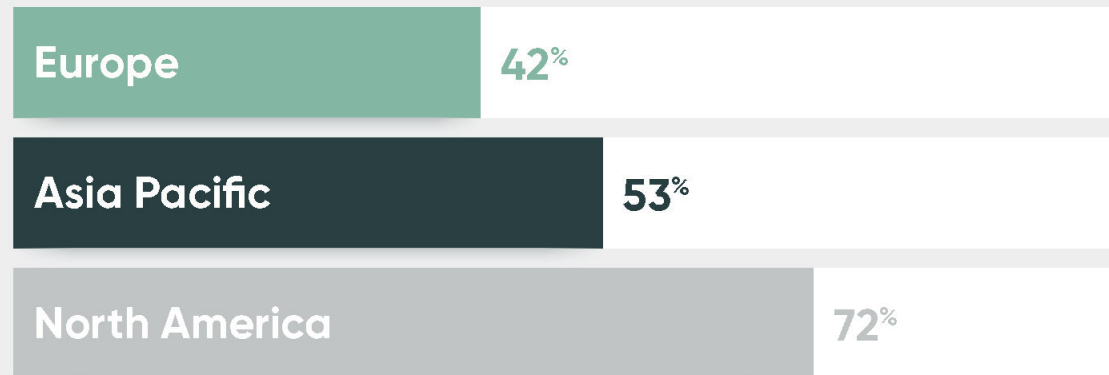
To what extent do you still use single-purpose HR applications to simplify one or more processes.



CHROs in Europe are transforming HR at a slower pace.

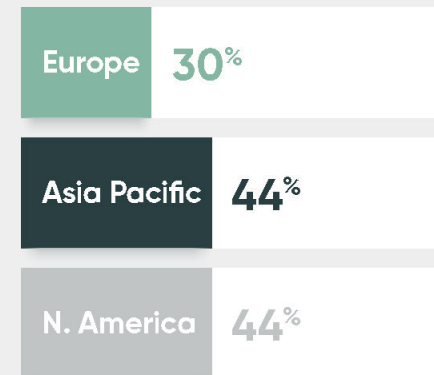
HR leaders are still expecting to be behind in the next three years.

How likely are you to use a platform to automate and digitize a range of HR activities in three years?

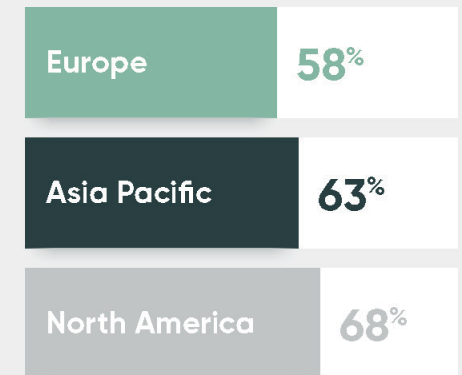


"likely" or "very likely"

Companies in Europe are also behind in adopting cloud.



Will not catch up enough in three years to close the gap.



Who's at Level 3 in Europe?

Country	Level 3 Respondants	% of Country CHROs on Level 3
France	7	16%
Germany	5	11%
Italy	4	9%
The Netherlands	1	2%
Spain	3	7%
Sweden	3	7%
U.K.	1	2%

Level 1 organizations are primarily focused on the delivery of administrative HR tasks and processes.

Level 2 CHROs are driving corporate performance and beginning to deliver a stronger employee experience.

Level 3 CHROs are visionary leaders who are ahead in optimizing how the HR function operates.

Download the Global CHRO Point of View

Read the full report detailing the CHRO's journey to greater impact and a stronger employee experience.



servicenow.com/chro

HR Service Delivery Trends

Greater Focus on
Employee
Experience

Shift from
Transactional to
Knowledge

Automation to
Drive Improved
Service
Performance

Shift from Physical
Centers to Virtual
Centers

Shift from
Outsourced to
Building In-House

Data Analytics for
Predictive use

The HR Transformation Practice

The Future of HR Transformation

HR Transformation Practice



Debbi Franci,
AMS - Central



Matt Parrish,
AMS - Southeast



Jen Stroud,
AMS - West



Tracey Fritcher,
Global Lead



Pieter Voskamp,
EMEA



Gaylan Sankey,
AMS - Northeast



Stanislava Stoyanova,
EMEA

A team of former, seasoned, HR practitioners, operators and consultants who exist as non-billable resources to assist customers and prospects to in their HR Service Delivery journey.

- We work with prospects and customers to connect & uncover value
- We use our practitioner background to credibly speak and write
- We leverage our practitioner background to gain peer-to-peer advisory
- We leverage with partners & influencers to amplify the ServiceNow HR message and work collaboratively with them to evolve our messaging
- We focus on the Employee Experience, design thinking for HR, running HR like a business, changing culture and driving productivity.

HR Transformation Sessions

“Art of the Possible” Sessions

- **Who:** Customers and Prospects; HR/HRSS/EX Leadership & Teams
- **What:** What it means and why it's important to transform and modernize the employee experience; How ServiceNow enables these transformations

Transformation Strategy Working Sessions

- **Who:** Customers and Prospects; HR/HRSS/EX Leadership & Teams
- **What:** Working Sessions with organizations ready to focus on transforming their employee experience; 1/2 day to 1 day format to define strategic drivers, business challenges, desired business outcomes and value

Implementation Success Sessions

- **Who:** New Customers; Existing Customers upgrading their HRSD Solution
- **What:** Working Sessions with customers to develop an implementation roadmap (this may also be broken down into specific subject matter sessions, e.g. developing an HR Knowledge Base); 1/2 day to 1 day format

Ongoing Customer Success Planning

- **Who:** Existing Customers
- **What:** Ongoing meetings with customer to review outcomes, establish value baseline, revisit strategy, adjust roadmap and plan for continuous improvement; frequency and format vary

Sample Workshop Agenda

Discovery/Prework

- Preparation sessions
- Data Gathering
- Business Case Review

Future State Vision

- Review Market and Industry Trends, Benchmarks
- Identify Guiding Principles & Baseline for Value Conversation
- Establish Measures of Success

Employee Experience

- Current State - people, process, technology
- Future State Delivery Model
- Persona-based approach to delivering services

Sample Deliverables / Next Steps



Best Practices in Transforming your HR Services

The Future of HR Transformation

Getting Started – Prerequisites

- Establish a vision
- Define the desired Future State
- Create a Governance Model
- Define the desired Future State
- Create a Governance Model



How to Create a New Experience



Pitfalls to avoid

- Not establishing a governance model
- Not allowing time for training and testing
- Not establishing a change management approach
- Not defining and gathering measures of success
- Not including key stakeholders from the beginning and throughout the program



Implementation Best Practices

25

Keep it simple

37

Plan for the majority, not the few

27

Simplify and document your processes

29

Start small and build upon success

33

Involve your target audience

39

Consider how you treat your customers

31

Design your strategy with your employees at the center; not HR

35

Have a solid communication and change management plan

41

Establish a governance model

43

Reduce HR's dependence on IT

45

Consider the enterprise

47

Include mobile in your strategy

49

Knowledge Base
The BEST CASE is NO CASE

52

Chat
Understand how chat will be leveraged

54

Continuous Improvement & Quality Assurance

Implementation Best Practices

Keep it simple

Leverage Out-of-the-Box

Minimal Configuration

Limited to NO Customization

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Simplify and
document your
processes

Identify gaps and opportunities for
improvement & standardization

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Start small and
build upon success

Consider the journey and understand the
best way to begin

You only have one time to make a good
first impression

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Design your strategy with your employees at the center; not HR

Look at everything you do from your employee's perspective and ask if you are making the experience better for THEM

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Involve your target audience

Employees will identify challenges not usually seen or considered

Include a cross section of employees from across the organization

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Have a solid
communication
and change
management plan

One of the most critical
components of an
implementation plan yet the
one most often left to the end
or given little consideration

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Plan for the
majority, not the
few

There may be some who will resist change
but most WILL embrace it

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

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treat your
customers

Great customer service begins with
great employee service

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Establish a
governance model

How will decisions be made?

Who needs to be involved?

What type of changes can HR make without IT? etc.

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Reduce HR's
dependence on IT

Empower HR to be self sufficient and manage
certain aspects of their solution

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Consider the
enterprise

While your focus is on HR, use the enterprise
lens and consider the entire employee
service experience

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Include mobile in
your strategy

This is by far the most effective way to reach
the majority of your employees and drive Tier 0

USE IT WISELY!

Implementation Best Practices

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Keep it simple

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Knowledge Base
The BEST CASE is
NO CASE

Implementation Best Practices

The BEST CASE is
NO CASE

A great Knowledge Base drives the best employee experiences

Gather, catalog and harmonize all of your documentation

Identify employee FAQs

Assign a Knowledge Manager / Team

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Chat
Understand how
chat will be
leveraged

Consider a phased rollout

Who will work Chat?

How many chats will be managed
simultaneously?

Hours of Operation

Implementation Best Practices

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Continuous Improvement & Quality Assurance

Implementation Best Practices

Continuous Improvement & Quality Assurance

Consider having a Q&A team – especially in the beginning

Review cases as a priority
Identify Wins & Opportunities

Implementation Best Practices

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Continuous Improvement & Quality Assurance



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Thank you!