Employee Workflow Book of Knowledge

See how these companies create connected and engaging employee experiences
Workflow your world

The biggest business story of the last year was the impact of COVID-19 on the way we work and live. What it showed is that change can happen in an instant and without warning. So, it’s critical to be able to adapt and rise to the challenge.

I remember going into a leadership meeting on a Monday morning to do blue-sky thinking, and I said, “If we can’t solve COVID, there won’t be a blue sky.” We realized that ServiceNow was at the epicenter of the workflow revolution, and we knew the world was counting on us to make the world of work, work better for them. This was the time for exponential thinking. Go big or go home. But we were already home, so we went big.

We have the best engineering team in the business. In the last 18 months, they doubled the features and the functionality of the Now Platform® for our customers. We’ve built workflows in days and weeks, like our Emergency Response apps, our Safe Workplace suite of applications, and most importantly, we leaned in to solve the biggest workflow issue of this generation: turning vaccines into vaccinations.

Whatever your business is facing, let’s workflow it

Throughout this book you’ll see stories from organizations who tackled complex challenges with workflows. While the problems are different, they all pushed forward and took the lead on their own digital transformation and, with the help of ServiceNow, unlocked impressive results.
Create connected and engaging employee experiences

Keeping employees engaged and productive has never been more important. Whether they’re working from home, on-site, or on the road, creating awesome employee experiences helps keep your workforce loyal and motivated.

Welcome to employee workflows from ServiceNow.

**Boosting employee productivity and engagement**

It’s confusing for employees to know where to go to get help. And that confusion costs time and money. You want to free up skilled agents so they can focus on complex requests and add value where it matters most. To achieve that, you need your employees to self-serve for high volume, simple requests.

With employee workflows, every act should be quicker, easier, and more efficient for everyone involved.

- Employees can get answers to questions, make requests, and get broken things fixed across your enterprise.
- They meet employees where they are—browser, mobile, virtual agent, or app.
- Everyone gets a delightful service experience—the people who need help and the agents serving them.
For more complex moments—such as onboarding, offboarding, or return to workplace—ServiceNow delivers enterprise-wide capabilities focused on improving the employee experience. With the introduction of ServiceNow® Employee Journey Management, HR teams can craft complete workflows that span the enterprise and connect disparate, siloed systems.

**Journey Accelerator** enables HR teams and managers to create personalized journey plans for key employee transitions.

**Listening Posts** captures employee in-moment feedback to help administrators gain insights and quickly take action to improve the employee self-service experience.

**Learning Posts** provides employee-centric learning experiences with personalized recommendations based on their job position and interests.

**Lifecycle Events** empowers organizations to automate complex processes across the enterprise, helping to create great employee experiences during moments that matter.

**Employee Experience Content Packs** give HR teams a blueprint to accelerate time-to-value and deliver simplified journeys with prepackaged configurations, content, and workflows.

By streamlining complex processes, and keeping employees connected and supported, Employee Journey Management boosts engagement and efficiency.
Supporting a hybrid workforce

The way people work has changed. Even as restrictions lift and more people come back to the workplace, there needs to be more organization around how people return. Your employees need the flexibility now to get tasks done wherever they are, on any device. ServiceNow® Workplace Service Delivery supports this new hybrid workforce and offers the tools needed to manage that chaos.

This can include preparing the workplace by configuring socially distanced workspaces and automating daily cleaning tasks. You can also provide self-service space reservations, verify health and vaccine status, gain insights into your employee readiness, all while continuously monitoring and improving with a comprehensive view.

Who’s workflowing it?

General Mills, INTESA SANPAOLO, CommonSpirit Health, New Zealand Trade and Enterprise, and Bristol-Myers Squibb are using digital engagement channels to re-define the employee experience during the day-to-day and complex journey moments. And we’re helping Uber, Toronto District School Board, ENMAX, and Northeastern University to ensure a smooth and safe return to the workplace or campus.

Our automated workflows work across multiple corporate services—HR, IT, legal, workplace services, and procurement. It is enterprise service management personified. When the employee submits a query or issue, our workflows kick in. AI is applied to assess its urgency, and Predictive Intelligence routes it to the correct department or coordinates a response across multiple services. Employees need only submit once. Purpose-built workflows and templates make it easier for your agents to deploy best practices. And your organization can track patterns, understand trends, and improve the end-to-end experience.

Time to focus on employee experience

With ServiceNow employee workflows, employees can work and collaborate where and how they want, improving productivity and agility. Whether you want to boost engagement and productivity, manage a safe and efficient workplace, or increase operational efficiencies we give you the power to workflow whatever you’re facing.

Blake McConnell
SVP, Employee Workflows

Employee Keynote overview, Session 1766
Search the session ID in the library after you register.
Use case 1:

Improve business agility with a platform built for an enterprise

As we’ve all learned, even the best plans can be spoiled by changing market conditions. Over the last year, organizations had to take a tough look at the way they operated, and many found that significant changes were needed to maintain a high level of performance. As the world shifts to a hybrid workforce and further embraces digital transformation, leaders are working with ServiceNow to make sure they can react quickly to the immediate needs of their business, without losing the communication and collaboration needed for long-term success.

With an array of products designed to boost employee productivity like HR Service Delivery, App Engine, Workplace Service Delivery, and Legal Service Delivery, companies can improve shared services efficiency and rapidly digitize complex processes while improving business agility.
We would maximize our return on investment, increase agility, have faster adoption of new platform features, and see cost reductions. We set out to deliver stability and sustainability, and we needed to deliver innovation and added value by taking advantage of the new capabilities.

Ibi Morakinyo
Principal Product Manager
Swiss Re

The ESM journey at Swiss Re from heavy modification to the out-of-the-box

Swiss Re, a multinational financial services company with $38 billion in revenue and 15,000 employees, also happens to be a long time ServiceNow customer. Every year the organization deepens its relationship with the Now Platform, introducing new products across departments. Over the last year, the focus has been to get “back into the box,” moving away from customized implementations and fully embracing the unique enterprise service management abilities that ServiceNow offers.

This effort is driven by the massive volume of data and resources Swiss Re handles. The organization processes more than 1.4 million transactions daily and has more than 5,000 active users, with 60 professionals working to maintain the platform. This has resulted in complex processes and excessive customization to achieve specific business outcomes, making it difficult to adopt new capabilities during ServiceNow releases.

“We knew getting back in the box would address most of our pain points,” said Ibi Morakinyo, Principal Product Manager at Swiss Re and head of the ServiceNow Modernization Program for the company. “We would maximize our return on investment, increase agility, have faster adoption of new platform features, and see cost reductions. We set out to deliver stability and sustainability, and we needed to deliver innovation and added value by taking advantage of the new capabilities. This was a business transformation, not just a technical refresh.”

With multiple product releases every year from ServiceNow, the ability to shift back to a mostly out-of-the-box environment without losing any critical business outcomes was easily achieved. The team avoided customization during the transition, but in the rare cases it was needed, they held true to their platform governance guardrails to avoid sprawl.

The efforts paid off. A year after embarking on this transition, Swiss Re’s platform is 100% upgradable, and their performance ranks in the upper quartile among ServiceNow customers of similar size.

The ESM journey at Swiss Re from heavy modification to the out-of-the-box, Session 1383

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Palo Alto Networks’ legal operations transformation journey

Palo Alto Networks offers an enterprise cybersecurity platform, with a vision of making each day safer and more secure for their 80,000 customers in over 150 countries. Being a global security organization means dealing with a range of regulatory requirements, so making changes and being agile can be a complex endeavor. To complicate matters, their legal team had multiple systems of record, and lacked a streamlined way to engage with employees. This resulted in a poor end user experience and a lack of visibility into ongoing requests for their legal teams. Sometimes an employee would email a distribution list, and other times the information was acquired through a portal page. Desperate to improve agility and the overall experience, Palo Alto Networks turned to ServiceNow® Legal Service Delivery to organize and automate their global processes.

For their adoption, the team had three principles that guided what was to be prioritized:

- **Simplicity** – Create a seamless experience for their legal partners and end users.
- **Transparency** – Give users and management the ability to track the status of legal requests.
- **Automate** – Actively look for ways to streamline communication and task approvals.

“It was a huge event because we replaced our existing tool,” said Nicole Tate, Director, Experience Management for Palo Alto Networks. “We moved a ton of capability into ServiceNow, and it was seamless. It didn’t impact existing operations, and nobody really knew aside from us having a new catalog. Our legal partners knew their business processes inside and out. They understood how they wanted the tool to work for them, they knew where they wanted automation, and identified future opportunities for improvement.”

The team identified critical functionality within a very tight 12-week timeline. Since the launch in March, they have continued to add more improvements and value.

Palo Alto Networks’ legal operations transformation journey, Session 1312

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How ACCO kept employees safe in the field through COVID-19

ACCO Engineered Systems is one of the largest independent contractors in the United States. One of their core values is that the health and safety of their employees, customers, and the public are never to be compromised. While in the past that may have referred exclusively to the job site, the pandemic challenged them in new ways. Leaders needed to quickly determine ways to protect their stakeholders no matter the location while still delivering the highest value and quality work.

"We weren’t planning for a global pandemic where your whole company could be shut down by a governor’s order, so obviously we had to improvise," said Leon Kofman, Director, Information Technology at ACCO Engineered Systems. “We didn’t have a culture around working from home. We wanted people to collaborate. When everyone is in the same place it’s easy to get work done.”

The company needed to rapidly secure the right equipment, tools, and a platform that could help them collaborate from home at the same high level while continuing to build critical infrastructure. ACCO Engineered Systems brought in Fujitsu, a ServiceNow partner, to help buildout a prototype application in just four days for their safety team to track symptoms, contact tracing, leave of absences, and health statuses. The application leverages ServiceNow® Safe Workplace Suite so that processes can evolve as new requirements emerge. Together, ACCO Engineered Systems and Fujitsu were able to move quickly to address issues and keep teams in the field.

Hear how ACCO kept employees safe in the field through COVID-19, Session 1693
Search the session ID in the library after you register.

Leon Kofman
Director, Information Technology
ACCO Engineered Systems
The impact of business agility

"This pandemic taught us a whole new meaning to agility. Having lived through this experience, I think it made us a stronger company and is going to give us a competitive edge because we can be flexible. We can still grow our business and deliver the same value we were prior to the pandemic, at the same time keeping everyone safe."

Leon Kofman
Director, Information Technology
ACCO Engineered Systems

ACCO Engineered Systems

4 Days
To buildout a prototype Safe Workplace application

Swiss Re

1,000
Catalog items migrated to a simplified out-of-the-box workflow
Use case 2:
Swiftly reacting to changing business requirements

As the world shut down, ServiceNow moved in to help our customers. We developed ServiceNow Safe Workplace Suite to assist organizations as they dealt with daunting new requirements designed to keep their workforces safe. From contact tracing and personal protective equipment (PPE) management early in the pandemic, to vaccine status tracking later on, we worked closely with organizations to understand their challenges and build apps to keep their employees productive and healthy.

The rapid global rollout of the Safe Workplace Suite is an example of how ServiceNow can quickly build solutions in response to changing business environments. By having a platform designed to scale and tools that allow for easy development, no change in business environments or marketplace is too difficult. The following examples show how your peers responded to a worldwide pandemic, but the same quick pivot can apply to all levels of your business.
How Uber is managing a safe and efficient workplace with ServiceNow

Uber Technologies (Uber) has more than 400 brick and mortar locations across 70 countries. Like many global enterprises, they were forced to shut down their offices in the face of the global pandemic. Immediately after closing, a top priority for leadership was building a plan for reopening.

The first draft of Uber’s three-phased return to workplace playbook focused on employee health screenings, safety controls, PPE for workers, training, and communication. It was expected to take three to four weeks to execute for just a single site. At that rate, it would take many months to get back in gear and they knew they needed to be more agile. Since the processes for reopening were set, Uber looked for ways to automate and streamline their approach. The transportation giant quickly identified ServiceNow Safe Workplace Suite as the best tool to meet their needs and accelerate their timelines.

With help from ServiceNow partner KPMG, Uber put together an aggressive two-week sprint to develop an application that would protect workers and meet the evolving regulatory requirements popping up across the globe.

“It was important that we developed a close partnership with ServiceNow and KPMG,” said Dana Luevano, Global Head of Environmental, Health, Safety and Sustainability for Uber Technologies. “The success of our journey over the past year has been due to us not taking on this challenge alone but leveraging our partners for support. We are now able to reopen offices as quickly as the world reopens.”

Through the implementation of this system, Uber went from a 3-4 week reopening timeframe down to just 2-3 days, allowing their massive Mission Bay headquarters in San Francisco to welcome employees just days after the city government gave the green light. The company has built a scalable program and tool that allows them to successfully reopen locations across the globe at Uber speed, regardless of size, location, and regulations.

How Uber is managing a safe and efficient workplace with ServiceNow, Session 1353
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How General Mills leverages the ServiceNow platform to capture and understand global COVID employee data

General Mills brought on ServiceNow® HR Service Delivery in 2018, and it was the first time the enterprise consolidated HR content in one place for their employees. The rollout connected their five service centers in the U.S., India, China, Brazil, and France to one portal, helping to support their 38,000 employees in 30 countries.

When COVID-19 emerged as a global health threat, the consumer packaged goods company worked quickly to spin up relevant health and safety protocols. As a food manufacturing organization with an ever-evolving portfolio of food brands, General Mills was an essential service provider that needed to keep their lines running. Maintaining business continuity was imperative. Since their employees and service center staff were already familiar with ServiceNow, they were able to quickly adopt new tools and gather vital data on the health status of their workforce through the ServiceNow Safe Workplace Suite.

“We look to ServiceNow as a leader in innovation, and they really dialed it up as it related to emergency response management,” said Cara Herric, Associate Manager, Service Delivery Governance for General Mills. With a two-week release cycle, her team was able to rapidly respond to the external environment and changing regulations with targeted tools and applications. For Cara, that pace of innovation and responsiveness to her as a customer was a huge differentiator.

After a multi-phase roll-out, the organization had global visibility into the full lifecycle of their COVID-19 cases, new automations and reporting to make their return to workplace efforts more efficient, and mobile enablement that allowed them to reach employees wherever they choose to work.

How General Mills leverages the ServiceNow platform to capture and understand global COVID employee data, Session 1211

Search the session ID in the library after you register.
How PepsiCo is making its global employees' lives safer and easier

Amedeo Guaracci, PepsiCo Vice President, said PepsiCo has historically been able to "muscle through" many business problems because of the company’s scale. “Which usually means a lot of manual practices, local things, because you have these amazing people who are just there for employees and the business,” he said. But that also meant a lack of priority on digitalization, especially around employee experience.

PepsiCo started creating a digital employee experience journey when the COVID-19 pandemic hit in 2020. “A large contingent of our employees is still going to work every day in production sites and warehouse facilities, and distributing our products, and interacting with customers.” PepsiCo wanted to know about employees’ vaccinations to track against COVID case spikes and hot spots. They also wanted to plan for workplace safety, business continuity, contingency planning, and other ways of keeping employees safe.

They worked with ServiceNow to build and launch a simple, digital self-service form on the Now Platform about vaccination status. ServiceNow helped PepsiCo deploy the form quickly and conduct intake and reporting in a unified and consistent way throughout the world. “We’re really proud of this piece of work,” said Amedeo. “It helps solve a business problem and takes time off the plates of HR folks who would have dealt with it. It’s also great to learn a way we can apply ServiceNow and get it to market quickly to solve a really specific business need.”

Next a ServiceNow employee portal with 10 self-service options will go live. “While it’s a humble beginning, it’s going to build this culture of self-service, and it’s going to be a huge benefit in making employees’ lives easier. He said later this year Nestlé will launch a digital personnel file.

“I really work against the perception that ServiceNow is only an HR thing,” Amedeo offered. “To me, it’s an employee experience thing, and it’s very broad and has all these applications. But just in HR alone, the ServiceNow functionality and features can positively impact experience and create efficiencies, productivity, and ease of use in so many different ways.”

PepsiCo: A transformation that will create more smiles with every sip and every bite, Session 1194

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The impact of innovation

**Uber**

“...The success of our journey over the past year has been due to us not taking on this challenge alone but leveraging our partners for support. We are now able to reopen offices as quickly as the world reopens.”

-Dana Luevano
Global Head of Environmental, Health, Safety and Sustainability
Uber Technologies

2–3 days
10–15 min

Reopening timeframe per site, down from 3–4 weeks
To collect contract tracing data, down from 24–48 hours

**General Mills**

“...We look to ServiceNow as a leader in innovation, and they really dialed it up as it related to emergency response management.”

-Cara Herric
Associate Manager, Service Delivery Governance,
General Mills

2 weeks

App launch cycle for new safe workplace updates

**Pepsico**

10 self-service options

Developed an employee portal with more than 10 self-service options to support the needs of their workforce
Use case 3:

Transform Employee Services across moments that matter

Every person within your organization will have a unique experience shaped by the coworkers they build bonds with and the challenges they overcome together. There are also times when an employee will need to step out of the bubble of their specialty to interact with services teams. Those touchpoints are also a crucial component to how they will perceive your enterprise for years to come. These moments that matter can include things like onboarding, promotions, requesting a personal leave, and now returning to the workplace. When your employees look for information or assistance, how are they received?

ServiceNow HR Service Delivery can help you create connected and engaging experiences for your new hybrid workforce so they can be productive in any environment while still feeling supported. Here is how some of your peers looked to reinvent those moments with the help of the Now Platform.
A commercial approach to service that benefits all teams

Dell Technologies has long-established digital employee experience principles that determine how it approaches any solution or platform they create. Their tenets:

- Design must be driven by how the end-user will experience the product, not by the company’s process or structure.
- Access to information must be simple, streamlined, and secure.
- When someone arrives at content, it must be relevant to them, accurate, and up to date.

So when Dell’s HR leadership identified ServiceNow to establish a chatbot for its primary portal, they wanted to make sure the experience was up to their standards.

“Serving up an eight-year-old pdf file about a policy in India to a team member in Ireland is a really frustrating experience for that end-user,” said Erin Defay, Chief of Staff to the CHRO at Dell Technologies.

It took 75 contributors to create, test, and design the information used in Dell’s deployment of ServiceNow® Virtual Agent. When designing virtual agent topics, the team leveraged years’ worth of ServiceNow chat, case, and knowledge data as a starting point. From there, they asked SMEs from Dell's global divisions to weigh in on what employees commonly want to know. They also added to knowledge articles, being careful to build the Natural Language Understanding (NLU) model. They tested results, reviewed data bi-weekly, and kept enhancing or changing topics. They turned every dissatisfied response into actionable feedback used to continuously improve the chat experience.

In the virtual agent’s first quarter, there were about 50,000 chats. “All of this is incredible when you realize we’re getting 47% deflection with just 17 topics,” said Erin. “That’s really an incredible number. It’s surpassed our own expectations. It means that 47% of the time when somebody comes into the HR portal and clicks the chat button, they never have to go to a live representative to get support.”

It’s also noteworthy that 97% of interactions that did get transferred to a live representative resulted in satisfied callers.

Designing experiences for people and places with new employee workflow innovations, Session 1455

Search the session ID in the library after you register.
Creating a more productive organization and better user experience on a global scale

From “hire-to-retire,” Siemens supports an enormous number of people—360,000 employees or retirees in 70 countries. It also handles transactional business worth $17 billion in cash. With so many people to support, they needed to transform operations with intelligent business automation and an end-to-end digital platform.

“In order to digitalize at scale,” said Philip Hechtl, Head of AI and Digital Service Management at Siemens, “we’ve identified three core areas. We have to focus on the people, on the ecosystems we’re developing, and the digitalization we put to the field, as we call it, to pave the way for a distributed service ecosystem. It’s growing together more and more as we go forward.”

Siemens had been getting away from having an isolated approach to digitalization. They wanted a systematic and intelligent digital transformation that works hand in hand with all their departments.

Siemens has multiple systems of record and different siloed organizations. “If we do it well,” he said, “we get the organizational flexibility, we get higher transparency on what we’re really working on, and we can maximize the investment that we’re putting in. And as a bottom line, we drive behavioral change.”

One example from their transformation? From a procure-to-pay perspective, the company handles millions of invoices on behalf of vendors and customers. “We get a lot of questions: Have you received the shipment? What’s the status of my payment? When do I get it?” Siemens is creating a vendor portal to answer those questions. It will have a quick help button where you can ask a question, and natural language processing will help answer. That vendor portal will eventually be available around the globe.

Philip said they are using the Now Platform “to provide a great user experience and also to be the glue to our legacy systems, and to make sure we have a holistic workflow experience.”

**How Siemens improved productivity and user experiences with digital transformation, Session 1215**

*Search the session ID in the library after you register.*
Bristol-Myers Squibb

"IT, ServiceNow, and our people—what was really important was that we were all coming from a different point of view, but we were able to collaborate. There was a lot of good dynamic tension that brought us to a better end product. Having a team that trusts each other and is vocal about their points of view, but then can come together and create something better—that was really key."

Lori Moser
Senior Director of People Experience and Engagement
BMS

How Bristol Myers Squibb created a rewarding onboarding and employee experience

When the global biopharmaceutical company Bristol Myers Squibb (BMS) wanted to step up its workforce experience, it started by retooling its onboarding process. After all, that’s a new employee’s first impression of the company. BMS leveraged ServiceNow® Enterprise Onboarding and Transitions to create a digital onboarding experience that supports employees through all stages of their time with the company.

“We looked at the marketplace to try and find something that would balance the tactical aspects of onboarding as well as create a really welcoming, engaging experience,” said Lori Moser, Senior Director of People Experience and Engagement, BMS, “and we identified ServiceNow as the frontrunner.” BMS, which already used a ServiceNow foundation, created a combined HR and IT portal on its Employee Service Center to provide one-stop shop access to all IT and HR related services and knowledge base articles.

“We heavily leveraged templates and the relationship features that come with that to organize the content and deliver a persona-based portal experience in eight languages,” said Allen Hughes, BMS Global Planning Manager.

Lori said working with ServiceNow was a great partnership. “IT, ServiceNow, and our people—what was really important was that we were all coming from a different point of view, but we were able to collaborate. There was a lot of good dynamic tension that brought us to a better end product. Having a team that trusts each other and is vocal about their points of view, but then can come together and create something better—that was really key.”

Bristol Myers Squibb: Creating a digital onboarding and employee experience with ServiceNow, Session 1377
Search the session ID in the library after you register.
The impact of designing for employee experience

“IT, ServiceNow, and our people—what was really important was that we were all coming from a different point of view, but we were able to collaborate. There was a lot of good dynamic tension that brought us to a better end product. Having a team that trusts each other and is vocal about their points of view, but then can come together and create something better—that was really key.”

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Philip Hechtl
Head of AI and Digital Service Management, Siemens

Dell Technologies

17 Topics in Virtual Agent
23,000 Unique users
47% Deflection rate
96% Overall CSAT with VA and live agents
Digital transformation for your hybrid workforce

Learn more about how your employee organization can stay connected, engaged, and productive across your entire enterprise.

ServiceNow employee workflows  Making employee journeys unforgettable  Unlock the power of your people

About ServiceNow
ServiceNow (NYSE: NOW) is the fastest-growing enterprise cloud software company in the world above $1 billion. Founded in 2004 with the goal of making work easier for people, ServiceNow is making the world of work, work better for people. Our cloud-based platform and solutions deliver digital workflows that create great experiences and unlock productivity for more than 6,200 enterprise customers worldwide, including approximately 80% of the Fortune 500. For more information, visit

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