Making it #EasyForEmployees

Innovative practices for transforming the employee service experience
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Organizations need to make work easier and more human. Yet, despite the effort to simplify and modernize, the workforce experience continues to be in flux. The future CHRO and CIO knows that improving the employee experience isn’t just about new systems, strategies, or processes. It’s reimagining the purpose of why and how all these elements can service employees in the flow of work while enhancing their daily lives for higher productivity.

This year at Knowledge 2019, the ServiceNow® user conference, many HR and IT leaders spoke about their HR digital transformation journeys and how they’re using ServiceNow’s employee experience solutions as an enabler for delivering meaningful, empathy-driven, human experiences to their global workforces.

But what does it take to succeed? The word “experience” has morphed from an HR-only priority to an organizational wide theme. Above all, there must be a coordinated effort, a breaking down of silos, by all teams across the enterprise, especially HR and IT.

In our Volume II edition of this ebook, you’ll discover evolutionary stories of companies such as McAfee, Expedia, Arrow Electronics, Dollar General, Autodesk, Transamerica, Cedars-Sinai, United Airlines, and Zurich Insurance as they lead the change for this enterprise-wide transformation.

Read: The Employee Experience Imperative Research Report: the state of the employee service experience, what matters, and what to do about it
10 key themes to transforming HR service delivery and the enterprise-wide employee service experience

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

1. Experience is its own movement. Set a vision for employee experience transformation
2. Build your experience team
3. Select your employee experience platform and give employees a single place to manage their work needs
4. Reimagine processes in service of humans not technology or the process
5. Design the experience for the desk and deskless workers
6. Do knowledge right by ripping out HR speak
7. Get creative with change management
8. Accelerate go lives and agile employee experience methodology
9. Test drive Virtual Agent to enhance self-service
10. Unlock enterprise-wide productivity
Experience is its own movement. Set a vision for employee experience transformation

HR transformation cycles have been evolving for decades, and according to research, 80% of organizations are currently planning or undergoing some type of HR transformation. Many have adopted core HR systems in the cloud only to discover that the employee experience has fallen short. How do we make the employee experience a reality?

Organizations are now circling back and setting a new vision to improve how the workforce experiences HR, other departments, and employee-facing tools in the flow of work, not just during routine transactions but for all tasks.
Transforming the global employee experience at Arrow Electronics

Arrow Electronics, a Fortune 500 company, is embracing technology innovation in its own practices supporting 20,000 employee globally. The company’s initial step in HR transformation included implementing Workday globally to increase process simplicity and drive metrics consistency. Since then, Arrow’s global HR organization capabilities have further evolved, introducing more Workday functionality along with other global technology solutions. But transformation didn’t stop there. Today, Arrow is using ServiceNow to drive excellence in HR service delivery, giving employees the services they need with a single access point for efficient, personalized HR services.

Arrow HR’s service delivery mission is to ensure employees are empowered with what they need to do their best work. To execute this mission, HR has structured a tiered service delivery model using ServiceNow’s Employee Service Center, Knowledge Base, Case Management, and Analytics as the employee experience platform.

The adoption of ServiceNow is in line with Arrow’s Five Years Out vision.
Build your experience team

In HR, employee experience is the new black. Everyone’s talking about increasing employee engagement, retention, and productivity with rewarding emotional experiences. But smart CHROs are doing more than talking. They’re taking a more strategic approach, organizing cross-functional teams dedicated to putting employee experience at the center of their people strategy. They know that optimizing the employee experience requires new technology as well as the right capabilities and skillsets—and maybe even shaking up the traditional HR organization altogether.

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We’ve renamed our organization to Employee Experience. That’s the new name for HR. It’s really helping ensure that employee experience is at the heart of everything we do, including the systems that we use.

— Ron Wood, employee experience technology director, Transamerica

Transamerica, a leading financial organization with more than 29,000 employees, spoke to how they’re shaking up their traditional 90+-year-old HR function in the spirit of focusing on employee experience. Transamerica no longer has an HR function. About a year ago, the company decided to merge their standard HR function with teams across facilities, workspace, and security and rebranded their newly conceived function as the “Employee Experience”.
Select an employee experience platform and give employees a single place to manage their work needs

Implementing a modernized HR technology solution is top of mind for any leader working towards digitizing the employee experience. Yet, the proliferation of innovation delivered in HCM software, productivity, and collaboration tools has resulted in myriad applications and systems in support of digital. Despite the effort to simplify and modernize, the number of employee-facing tools has increased, and employees are feeling the stress. According to research, employees have high expectations for simple innovation like a single portal for information and a help desk. The question is, How does HR and the enterprise make all these great technologies work in service to human connectivity at each stage of the employee journey?

At Knowledge 2019, customers referred to ServiceNow as the "Employee Experience Platform" (EXP). Much like consumer platforms, EXP enables their organization to drive and deliver an integrated employee experience across the enterprise. It gives employees a single place to manage their work needs, get service from multiple departments, and be guided to all the right processes while shielding them from back-end systems complexity and multiple touch points.
Selecting the right technology platform

McAfee looks to an employee experience platform to bring it all together

Following McAfee’s spin-off from Intel in 2017, the company has placed tremendous focus on improving the employee experience for their nearly 7,000 people workforce. McAfee has placed importance in digitizing the user experience, especially during predictable moments in the employee journey such as onboarding. At the time, McAfee had more than 140 manual touch points across siloed systems (Workday & Sharepoint), mainly driven by hiring managers who often left employees unproductive from their first day on the job. But even more painful than that was ownership between all the departments that touched new hire productivity. McAfee lacked a strategy that would underpin business owners towards a mutualized HR and IT cross-departmental transformation of onboarding processes.

This is when McAfee chose ServiceNow as the one system that would unite business owners, easily integrating multiple systems, digitizing workflows across departments, and, most importantly, enabling HR to deliver an immersive, intelligent, and intuitive employee experience.

The biggest win for McAfee has been the seamless brand and cultural impact experience created for new joiners. “I’ve had a lot of jobs and never saw anything like it,” stated a new hire in a survey response. The wins don’t stop there. All onboarding tasks are now driven by automation, not people, thanks to ServiceNow, resulting in 80% time savings overall.

Watch: How McAfee’s HR and IT teams take onboarding to the next level
Reimagine processes in service of humans not technology or the process

Once an EXP vision is set and the right technology and people are aboard, experience teams generally direct their energy to the “what” needs to change by taking a closer look at current processes. Processes can be moments that matter such as onboarding or offboarding that will span multiple departments or systems and can have a lasting impression on employees. Or they can be high-volume processes such as laptop/equipment replacement requests that are repetitive and essential to get right. It also becomes an opportunity to evaluate gaps and/or overengineered processes that can be sunsetted.

Smart EX teams are not only using this step as a way to automate processes to reduce human effort, they’re re-imagining how the work is getting done and aligning it back to the central vision. Methodologies such as persona-based journey mapping enable EX teams to interlock vision to the process and guide EX teams to redesign processes on how they should be experienced versus how it’s done today.

For example, in your vision-mapping exercise, if you determine that enabling people to do their best work from their location, remote or in the office is a part of your employee value proposition, each of your physical or digital employee-facing processes should align to that promise.
Focusing on holistic process improvement at Dollar General

Several weeks after attending Knowledge in May of last year, the HR teams at Dollar General took their learnings and kicked off their ServiceNow HR Service Delivery implementation. Within four months, the company celebrated their newly improved HR Service Delivery and Employee Service Center launch.

In the spirit of giving back to a community of employee experience enthusiasts who were eager to hear about their lessons learned, Dollar General offered fairly prescriptive advice on how to be more intentional when shifting and lifting processes from a legacy service delivery model to a new platform. Here are three best practices they shared:

1. **Take the opportunity to restructure and/or reorganize processes**—leverage the design phase to rebalance processes by evaluating areas of strengths as well as where the pain points appear.

2. **Ask WHY**—know that you have the permission to question the basics: Why do we need our teams set up this way? Why are we requesting this workflow? Why do we need this HR service? Questioning the basics keeps purpose central to the work that you’re doing.

3. **Focus on holistic process improvement**—when a company shifts from an old model or legacy system, the natural tendency is to lift and shift old onto a new platform. Instead, use the opportunity to be intentional by gathering business requirements, engaging all the right stakeholders including HR business partners, and designing for holistic process improvements.
Design the experience for the desk and deskless workers

To reimagine processes that are in support of service teams and employees, organizations have adopted design thinking principles that help unify service-oriented interactions into highly engaging, self-serving, human experiences.

But what happens if your plant workers with limited access to a desktop machine have a question for HR? Is it ideal for those employees to keep their question on hold until they return home from their shift? Or what about a flight attendant who quickly needs to log a ticket for a service request on an aircraft and cannot wait until after the flight?

Our latest research shows that deskless workers feel less cared for and less valued by employers. It’s clear that employers have not done well in providing adequate support and connection to these distributed employees.

In nomadic worker industries such as healthcare and retail where employees are on the front lines fulfilling patient care or customer service, companies are considering how the service experience interlocks with organizational culture. Many ServiceNow customer workforces make up nearly seven generations of talent. Some generations are accustomed to high-touch support, yet others such as digital natives prefer minimal dialogue and one-touch experiences on their device.

In their efforts to digitize, companies are considering how to sustain a model that blends human and digital to their workforce.
Cedars-Sinai adds a human element to employees’ digital service experience

Cedars-Sinai is a pillar of the Los Angeles community, providing the best care modern medicine can offer. Patients come from near and far to be seen by some of the world’s leading physicians, clinicians, and researchers in the hopes that their expertise can improve their lives. That’s why it’s so important for Cedars-Sinai to create a world-class environment for employees that inspires them to do their best work. Yet when it came to the employee experience, Cedars-Sinai’s HR service delivery model lacked a centralized way to manage employee inquiries and provide easy self-service to their approximately 15,000 employees.

Employees at Cedars-Sinai can now access information via a mobile device, email, or website with the central HR service center enabled by ServiceNow. In addition, HR store-front locations staffed by an HR team member give staff without computers or smartphones access to HR services in convenient locations throughout the hospital. Registration for a training class or initiation of a requisition, for example, can now be made and approved instantaneously from a smartphone.

While Cedars-Sinai is experiencing tangible benefits, including average employee satisfaction scores of 4.3 out of 5 as well as productivity gains, the HR team intends to make the most out of its ServiceNow investment to drive more improvements across the organization, especially as it continues to grow.

Watch: Reimagining the People Experience at Cedars-Sinai
Dollar General mobilizes the employee service experience for workers across 15,000 retail locations

Dollar General is an American chain of discount retail stores in the continental United States. The company employs more than 135,000 workers across 15,000 retail stores and many distribution centers. With only a fraction of Dollar General’s workforce being corporate staff, the biggest challenge is how to reach and engage the 99% of their worker population that is mobile, employed via shifts, and generally not assigned to computers or desks.

The ability to use ServiceNow’s Employee Service Center as a 24/7 single access point has been a huge win for Dollar General. Today, every Dollar General employee can access the Employee Service Center on their mobile device for easy self-service and to initiate or resolve an inquiry with HR. Additionally, the company has provided in-store computers as well as kiosks at their distribution centers for added flexibility.
Expanding the employee experience beyond HR

United Airlines is one of the most comprehensive airline services in the world. Their shared purpose across employees and customers is connecting people and uniting the world. In any given day, the airline flies more than 500,000 people across 480 flights. Today, they have approximately 90,000 employees globally. In May, United celebrated their one-year anniversary of Help Hub, a single, consolidated employee destination displayed to employees on desktop and mobile devices. Help Hub was achieved by the organization’s effort to align 30+ delivery vehicles into a single methodology using ServiceNow solutions.

Help Hub covers more than what an employee needs to resolve an HR issue. It’s become a central location for employees to find a full range of knowledge, policies, and procedural information.

The services accessible on Help Hub today include:
- Inflight services (crew scheduling, administration, etc.)
- Finance/payroll (payroll inquiries, gross pay, tax, etc.)
- Employee travel/compliance (badging, background, clearances)
- Airport operations (attendance points, sick leave, etc.)
- Fight operations (deadhead middle seat, construction, etc.)

98% of active employees have accessed Help Hub since the launch. Nearly 31% of Help Hub consumption is via mobile or tablet devices, and 80% of the case load on Help Hub originates from HR and Inflight service categories. CSAT scores are at 78%+, and United Airlines is dedicated to using the scores to steer the direction of experiences, services, and processes moving forward.

Watch: Day 1 Customer Keynote — United Airlines
Do knowledge right by ripping out HR speak

Last year, ServiceNow customers emphasized that getting knowledge right is the bedrock of getting employee self-service right. And with ServiceNow Case and Knowledge Management, organizations are making tremendous leaps forward from inefficient processes and manual tools such as emails, spreadsheets, and even people as a way of documenting and storing knowledge.

Laying the foundation of knowledge on any topic, whether it’s payroll FAQs or how to submit a referral or bonus process, should be purposefully crafted for the target persona to make it simple and easy to understand.

This year, customers shared game-changing strategies on how to turn knowledge into power. Knowledge managers are deploying creative techniques to partner across SMEs to rewrite policies and procedural content in a way that induces human connection and anticipates what an employee would need next. Many knowledge managers are going through the exercise of ripping out HR jargon from historical knowledge articles and instead developing content that reads as if a person said it.
Innovative and game-changing strategies on how to improve employee experience at Autodesk Inc.

Autodesk Inc. is a leader in 3D design, engineering, and entertainment software with 10,000 employees in 45 countries. Based on strategic direction from the CHRO and a new imperative to go digital, Autodesk recently implemented “AskHR,” their first step in delivering a consumer experience to Autodesk employees for HR services.

The mission for AskHR was to provide the best customer service experience by delivering accurate, consistent, fast, and friendly responses and solutions to the Autodesk workforce. In the spirit of this mission, the Autodesk EX team determined that every encounter with AskHR should feel like a white-glove concierge interaction where global HR knowledge is easy to find, always reliable, and friendly to consume.

This is when Autodesk introduced a creative methodology to deflect lifting and shifting old jargon-filled HR knowledge to the new platform and forced HR to rewrite knowledge with a “what’s-in-it-for-me” approach.

The knowledge manager at Autodesk designed an in-take form that would be leveraged as a working document for COE experts as they prepared to rewrite knowledge articles. The intake form would assess the following:

• Feel—how do we want them to feel?
• Think/know—what do we want them to know information-wise?
• Do—what action do we want them to take now that they have this information?

The “feel/think/do” methodology has transformed traditionally dry content to now friendly, easy-to-consume, beneficial knowledge that says it like a person.
Get creative with change management

Changing or influencing new behavior in the workplace can be complex and equally important to a successful transformation outcome. Sunsetting historic processes, systems, or tools that are rooted in familiarity or know-how with a new offering without adequate communication can often result in disengagement.

Many customers shared their disciplined approach to preparing, equipping, and supporting all individuals for successful adoption of the change ahead. Companies shifting from manual to digitization of workflows, or from high-touch human support, for answers to real-time support via a Google-like search experience or bots have adopted several change management techniques to help everyone align in a healthy way.

Change management is only as effective as the change you’re trying to make. There’s no manual on how to use Google. That means your digital employee experience should work the same way where it’s easy, intuitive, and anticipates what I will need next.

— Jim Scully, founder and CEO, HRSSI

Our CHRO and VPs were fully onboard with investing in change management. We shared videos on how people are using ServiceNow and shared images of our go-live celebration cake. For employees, we created a booklet as well as provided backpacks and coffee mugs to get people excited about the direction HR was taking with ServiceNow. And we continue to optimize with lessons learned via our global monthly discussions.

— Ashley Montoya, director of HR quality, Arrow Electronics
Creating an engaging employee experience at Zurich Insurance

Zurich is one of the largest providers of insurance solutions and services to businesses and individuals. This leading multi-line insurer is able to make a difference for its customers and the communities it serves because of its more than 54,000 people around the world. Zurich recognized to remain a great place to work, it needed to evolve a non-digitized employee experience to one that reflects the consumer-grade experiences people consume in their daily lives—and for that, Zurich chose to implement ServiceNow as a single destination for HR services and employee self-service.

The journey moving to one strategic cloud platform started in 2018, which followed several design workshops, phased sprints, and a staggered multi-country go live. Across each stage, communication was essential. The Zurich team developed critical assets targeted to three key segments of their workforce.
Get creative with change management (continued)

With senior leadership, it was all about getting them mentally prepared and aligned to the change that was ahead. Assets included:

• Leadership announcement briefing from the CHRO (120 to 21 days prior to go live)
• HR executive support program update (14 days prior to go live)

With HR business partners, they stated their purpose up front and highlighted the role HR would play in becoming change agents:

• Team briefings on why HR was making these changes and anticipated timeline
• HR Matters monthly newsletter to highlight key messages
• Project update emails to communicate key go live and post launch milestones

• Video updates that provided friendly highlights on features of the new solution (90, 60, 30 days to go live)

The final communications strategy was targeted towards employees to build awareness and demand for the changes ahead:

• Preview email of the new solution (120 days prior to go live)
• Launch hype video (14 days prior to go live)
• Digital screens promotion in office
• Information kiosks at HQ to promote solution
• Employee contest (did you watch the video?)
• Countdown to launch and go live
• Quick-start guides for basic training
Accelerate go lives and agile employee experience methodology

Projects in HR are commonly known to have lengthy cycles, featuring waterfall processes with a focus on getting it done. But as the world of work rapidly evolves with digital as a constant priority, HR needs agility to deliver quickly.

At Knowledge 2019, many customers spoke to this radical movement of an agile HR where innovation and experimentation is a constant variable in enhancing the employee experience. ServiceNow’s employee service experience solution is enabling organizations to accelerate planning, drive cross-functional collaboration, go live quickly, and iterate with the latest out-of-box capabilities.
Go lives and agile employee experience methodology (continued)

TRANSAMERICA®

Transforming Transamerica’s employee experience with speed and excellence on the ServiceNow platform

Transamerica is changing how employee experience is done. The company recently reorganized their HR function to be called Employee Experience. But simply changing their name was not going to be enough. As a 90+ year old company, Transamerica and its HR function had a long history of antiquated processes and legacy systems. Transamerica needed a tool that would help the organization maintain its focus but also a platform that would support an agile employee experience model and enable them to change quickly.

Speed was a central mantra for the Transamerica deployment when the team left Knowledge 2018 to kick off their ServiceNow implementation in July. 72 days later, Transamerica went live with HR Case and Knowledge Management, and 30 days post go live, they launched, on a pilot basis, their employee portal, a single, digital destination for all Transamerica employees. But the roadmap doesn’t stop there. Transamerica continues to iterate and adopt features such as Knowledge Blocks, Employee Document Management, and Virtual Agent.

Could not be more impressed with the speed, quality, and agility the team is illustrating on this project. Very excited about our progress on ServiceNow.

— Chief People Officer, Transamerica
Test driving Virtual Agent to enhance employee self-service

The Employee Service Center is making it easy for HR to give employees a single place to manage their work needs. But just like the consumer experience, the user experience needs to be intuitive and in service to meet employees’ needs at any moment in their journey and on their preferred channel of choice. Designing for an optimal digital employee experience means anticipating what your employees will need and giving them flexibility to get the answers 24/7 on any device.

Transamerica has introduced Virtual Agent (chatbot) via their Employee Service Center as way to provide an omni-channel service so that employees can get the answers they need 24/7. The company has designed four inquiry topics with multi-tiered questions that will provide initial support to 70% of high-volume inquiries to the contact center for payroll, benefits, medical, dental, vision, and retirement programs.

“We introduced Virtual Agent as a way to manage our high-volume inquiries. The Virtual Agent workflow designer is easy to configure even if you have no coding experience, and the decision trees are graphicly friendly and enables you to get instant feedback on your design as you’re building it.”

— Mark Polking, head of people solutions, Transamerica
Unlock enterprise-wide productivity

While many organizations understand the benefits of a better workplace experience, they’ve yet to truly digitize the employee experience in service of employees. Digitizing the employee experience presents an opportunity for organizations to differentiate themselves as well as improve recruitment, engagement, retention, and ultimately drive greater business results. Organizations that are using ServiceNow as their Employee Experience Platform have unlocked enterprise-wide productivity by:

- Delivering a one-stop shop to devise, manage, and assess all employee interactions across the organization
- Bringing together operational data (IT and HR) to create integrated workflows, for a seamless experience throughout the entire workforce journey
- Ensuring employees can access information and solve problems in a single place, increasing productivity and engagement
- Empowering leaders to develop organizational programs that dramatically improve departmental efficiencies, reduce costs, and minimize wasteful efforts
Unlocking enterprise-wide productivity (continued)

American Express Global Business Travel saves 18,000 hours a year, a 99% productivity gain

As one of the world’s leading corporate travel companies, American Express Global Business Travel (AMEX GBT) has built its reputation by providing expert services, advice, and assistance to travelers. To create and maintain these high-quality services, the company needs to recruit, motivate, and retain the best. This starts by providing a superior employee experience. That’s why AMEX GBT streamlined and automated its employee onboarding processes. “We relied on manual processes and emails for everything from preboarding documentation to requesting laptops, new accounts, desk space, credit cards, and more for new hires,” explains AMEX GBT Service Delivery Analyst Daniel Komar.

Now, instead of receiving and responding to multiple emails, new hires see all of their preboarding tasks in a unified ServiceNow onboarding portal. This portal allows them to complete the tasks in one place and also lets them get online support from the onboarding team. This has contributed to a 90% reduction in onboarding email traffic, eliminating 300,000 emails a year.

ServiceNow has also made it far easier to order IT equipment, desks, new accounts, and other items for new hires. Instead of the onboarding team spending 30 minutes or more ordering items individually for each new employee, hiring leaders can now order required items by themselves, choosing from standard bundles in a persona-based order guide on ServiceNow.

Read: American Express Global Business Travel Case Study
The next step

Improving the employee service experience can benefit not only employees but also customers and an organization’s bottom line through increased employee productivity and engagement. The 10 tips presented in this ebook can assist in the journey.

For the featured companies, one of those tips stands out: “Select an employee experience platform and give employees a single place to manage their work needs.” By selecting ServiceNow as their EXP, the companies have been able to make work easier and more human, with an integrated employee service experience across the enterprise.

See what we can do for your business.

Read our new research: The Employee Experience Imperative: the state of the employee service experience, what matters, and what to do about it.