Now on Now:
Using the Chief Human Resources Officer (CHRO) Dashboard to make the best decisions for our people

To live our people-first philosophy, we built the CHRO Dashboard on the Now Platform®. Learn how we use it to take action to streamline HR operations, boost employee engagement, improve self-service and efficiency to scale, and create amazing employee experiences.

ServiceNow Analytics Team
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Introduction

The purpose of this white paper is to demonstrate how we’re evolving the HR function using our own ServiceNow® technology.

Below, we’ll share how we built the CHRO Dashboard on our very own Now Platform® by combining three ServiceNow products:

- Performance Analytics
- Process Optimization
- UI Builder

You’ll learn about our people strategy and how relying on the power and flexibility of our own platform and products helps us deliver. We’ll shed light on how aligning systems, data, and insights in one place through the CHRO Dashboard positions us to make the best decisions for our people, day in and day out.

We hope you walk away with an understanding of how ServiceNow’s HR and Analytics teams collaborated to build a dashboard that not only answers key HR questions, but also enables our leaders to take specific action that yields positive results...without having to swivel-chair between various systems.

In 2022, employee standards are rightfully high

In recent years, all companies, including ServiceNow, have been called upon to think differently. Following Covid-19 and a myriad of world-altering events, employees are focused on more than just doing their work; they want to integrate their work into a meaningful and balanced life. Companies are now expected to provide this flexibility...or lose talent.

In addition to flexibility, modern employees expect support for their mental and physical well-being, along with a commitment to diversity and inclusion, social justice, and the overall employee experience.

At ServiceNow, 68% of employees surveyed say they are more productive/effective at their individual work when they work from home. Only 13% of ServiceNow employees say they are more effective in the office.

When employers invest in supporting their workforce, employees aren’t the only ones who come out ahead. Employers reap the benefits, too.

To meet elevated employee expectations, companies have to have a finger on the pulse of how employees are doing, what they’re thinking, and how they’re feeling. Modern HR functions are then expected to act upon employee sentiment to ensure their global workforce is engaged, fulfilled, and able to perform at their best.

At ServiceNow, 68% of employees surveyed say they are more productive/effective at their individual work when they work from home. Only 13% of ServiceNow employees say they are more effective in the office.

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ServiceNow Employee Voice Survey, 2021
Without the ability to visualize, in real time, data related to employee engagement, diversity and inclusion, turnover, and other key performance metrics, HR departments can’t take corrective action. They’re essentially flying blind.

**ServiceNow’s people strategy**

At ServiceNow, our focus is to understand what our employees want, and need. People are at the center of everything we do, whether we’re working with our own employees, our partners, or our customers.

To gauge employee sentiment and organizational health, and promote a healthy and productive culture, ServiceNow’s HR team spends a lot of time with our employees, our managers, and our leadership. We prioritize talking through HR initiatives and strategy to make sure we bring great outcomes to life for each and every one of our 18,000+ employees around the world.

Our CHRO leads with this strategy:

As ServiceNow continues to grow year over year, scaling and innovating, offering equal opportunity for employees, and developing our people personally and professionally is of utmost importance to our HR team. It’s the fabric of our culture and drives every decision we make.

**Using data to drive people decisions**

In 2022, the pace of change continues to speed up. As a result, the velocity of decision-making is also accelerating. Every day, our HR leaders are being challenged to make intelligent decisions at a rapid pace. The HR function at ServiceNow is no different to any other department in the company: Making the right choices is the key to delivering on our people strategy.

And just like in other departments, **data and analytics** are absolutely critical to enable decision-making capabilities across the company.

> Most companies still face critical obstacles in the early stages of building their people analytics capabilities, preventing real progress. The majority of teams are still in the early stages of cleaning data and streamlining reporting.

McKinsey, 2020
Our challenges

Amidst ServiceNow’s explosive growth, our HR team has always kept a close eye on how our employees are doing. We’ve had the data, but the problem was that we were constantly trying to gather it from disparate systems. By the time we gathered the data to report on it, the metrics had already changed. We were chasing a moving target.

With multiple systems and dashboards to review, our leaders found it difficult to get one holistic view of what happened, what’s happening, and what might happen in the future with regard to employee experience, diversity, and attrition. This made it difficult for leaders to act on the data since it was stale or dispersed in different places.

We knew we needed ONE place to view people KPIs at our fingertips so we could make informed decisions and take meaningful action. So, we built the solution ourselves...all on the Now Platform.

Introducing the CHRO Dashboard

At ServiceNow, working together is at the heart of who we are and how we continuously innovate. That’s why our HR and Analytics teams are excited to share their latest collaboration, powered by our very own ServiceNow technology: The CHRO Dashboard.

*Internal source systems — DEMO DATA*
What started as a brainstorm between two ServiceNow teams has since become a game-changing tool our HR team uses every day to make decisions. Insights are closer to and highly influence the business processes. Here’s how we went about it.

First, we identified which decision areas our HR team wanted to improve:
1. Talent acquisition
2. Talent development
3. Diversity, Equity, and Inclusion (DEI)
4. People operations
5. Rewards

Next, we determined the key questions we needed to answer:
1. Do we have the right people, with the right skills, in the right place, at the right time to achieve our strategy?
2. How is our talent acquisition system performing?
3. How are we progressing against our diversity goals?
4. How are we progressing against our talent development goals?
5. How is our operational support team performing?

Finally, based on those questions, we determined the metrics to track:
1. Strategic workforce plans, spans and layers, and organizational vitality
2. Time, cost, and quality of hire, candidate NPS, and acceptance rate
4. Critical role succession, promotion rates, goal-setting and progress, early-in-career pipeline
5. Self-service rate, employee satisfaction, and SLA attainment

We chose to build the CHRO Dashboard on the Now Platform using our native Performance Analytics solution because all of this data is already available on our operating layer.

Along the top of the CHRO Dashboard, you’ll see the “Summary” or key areas our CHRO cares about:

I’m no longer flying blind. I’m now able to see the real-time performance of my operation around the world. I see where we’re performing well against our targets and I see areas where my team may need help. I’m able to act in real time to troubleshoot and solve problems.

Paul Davies
SVP, People Strategy & Delivery
ServiceNow

*Internal source systems – DEMO DATA
At a glance, our CHRO can immediately see where we’re on track to achieve our target in a particular area (green) and where we’re not on track to achieve our target (red), and adjust accordingly.

*Internal source systems — DEMO DATA

**Insights to actions on the same Now Platform**

All of the metrics displayed on our CHRO Dashboard support the decision-making process. These metrics align directly to ServiceNow’s above mentioned people strategy.

Using the power of the Now Platform and ServiceNow products, this tool pulls in real-time data about our people from various systems of record and displays it in one easy-to-consume view, available on both mobile and desktop.

While most global CHROs have some kind of dashboard they consult, the difference with the CHRO Dashboard is that leaders can interact with the data and directly **take action** from within the dashboard because we built it on our own Now Platform.

The cross-functional operating layer already has the data we need. We don’t have to build another integration to pull the data into the data warehouse. This allows us to move more quickly and iterate on the dashboard at the speed our business expects.

**Another advantage:** The actionability of the information. Action can be taken by drilling down to the transaction level.

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**The key differentiator:** Leaders can view insights and take action all in one place.
We built it on our own platform

Our analytics and development teams built the CHRO Dashboard on the Now Platform. Though it’s not a BI system, it has unique advantages over any BI system. Any time our leaders log in, from any device, it offers them the following:

**Real-time insights:** Since it’s built on the platform and co-located with data, insights are provided in real time. No data movement or data transformation is required, resulting in significant cost savings.

**Insights to action:** After viewing real-time insights, our leadership team can jump directly to the transactional data and source system and take immediate corrective action. No need to log into another system.

**Process-centric view of the business:** Our service platform is based on workflows and embodies and automates business processes. As a result, the insights are closer to and highly influence the business processes.

**Common operating layer:** Because the dashboard is based on a common platform, business processes get modeled into workflows, providing a consistent operating layer across the business and simplifying governance.

To bring this decision-making framework to life, our analytics team followed a “Triple A” approach that directly aligns with the decision-making process our C-suite goes through every day:

1. **Awareness**
2. **Assessment**
3. **Action**

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**Step 1: Awareness**

The first view we needed to provide for our C-suite was aimed at grabbing their attention and directing it to an area they needed to focus on and potentially take action. Is there something out of the ordinary? Where is action potentially needed?

**Step 2: Assessment**

The second view is aimed at providing our leadership team with the trends and gives them a glimpse into the context of what triggered awareness in the first view. Are we looking at an outlier, or is there a need for structural change?

**Step 3: Action**

The third view provides executives with an overview of the change drivers. These are the levers leaders can pull to steer our organization back to the desired path and align with strategy. What can be done to improve this situation?
To bring this approach to life, we looked inward and used three ServiceNow products and the Now Platform:

1. **Performance Analytics**
   We use ServiceNow Performance Analytics as the backbone of the CHRO Dashboard to define and build key performance indicators. We track their changes and trends against set targets as per the business goals.

2. **Process Optimization**
   Process Optimization on the Now Platform helps us create business process flows from the data in audit trails. This allows for quick, in-depth analysis of business processes. Armed with complete visibility into process flows, we can instantly monitor and analyze performance, check conformance, identify bottlenecks, and continually optimize and improve.

3. **UI Builder**
   To provide an intuitive and user-friendly interface for our C-suite, our analytics team called upon the UI Builder (Next Experience UI). It helps our designers and developers of the CEO Dashboard by providing a clean, modern way to craft cohesive, consumer-grade user experiences on the Now Platform.

**Key benefits**

Our HR leadership has been using the CHRO Dashboard since Q12022. So far, the results have been game-changing with regard to the insights we can uncover and act upon, right away.

We’re specifically seeing improvement in our ability to:

**Streamline people operations**
- Improving the experience of our internal employees (reduced SLAs, improved NPS)
- Driving self-service and efficiency to scale
- Optimizing our services portfolio
- Reducing need for ad hoc reporting

“There are many tools that can create pretty metrics visuals, but very few result in meaningful action in just a few clicks. What excites me is that we can see and measure action taken from our dashboard. No more wondering what others are doing with the tools we built… we know what the users are doing and whether their actions are improving target KPIs.

Brandon Roberts
VP, People Insights
ServiceNow
Drive key employee outcomes (engagement, retention, headcount attainment)

- Identifying hotspots, assigning ownership, and taking direct action
- Aligning leadership on the most important metrics for the business
- Ensuring visibility and progress towards key company objectives (e.g. strategic workforce planning)

Summary

In this paper, we outlined how and why we built the CHRO Dashboard on the Now Platform, using ServiceNow Performance Analytics, Process Optimization, and UI Builder to effectively run HR operations at scale.

Our HR team can now view and analyze critical people KPIs in one single-pane view to make decisions that optimize the ServiceNow employee experience, support resource planning, and allow for continuous improvement.

Key takeaways

- The CHRO Dashboard is the management system we use to run the people business at ServiceNow.
- Our business decisions are informed by consistent sets of questions and metrics.
- The Now Platform enables a real-time consolidated view into our metrics that are important for our people strategy and closes the analytics loops by providing a singular place to take action.

We hope you found this white paper inspiring for what you and your own HR team can achieve using ServiceNow technology. We share our experiences using our own products to help our customers realize even more value out of their ServiceNow investment to ultimately help our employees, and our customers, thrive.
# Appendix

## Definitions

For the purposes of this document, CHRO Dashboard metrics, definitions, and source systems terms are defined as follows:

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Metric Name</th>
<th>Short Description</th>
<th>Source System/Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Experience</td>
<td>Care NPS</td>
<td>Care NPS is based on response to &quot;I would recommend Global Talent Care to a colleague?&quot; question on HR request satisfaction surveys in the current quarter. Calculated as (Promoters, 9 to 10 - Detractors, 0 to 6) / (All responses) and converted to the 0-100 scale</td>
<td>HR application</td>
</tr>
<tr>
<td>% Resolved</td>
<td></td>
<td>% Resolved is based on response to &quot;Did we fully resolve your issue?&quot; question on HR request satisfaction survey in the current quarter. Calculated as (Number of responses received as &quot;Yes&quot; / (All responses) * 100</td>
<td>HR application</td>
</tr>
<tr>
<td>Low satisfaction</td>
<td></td>
<td>Number of cases that scored 6 or lower in the HR request satisfaction survey in the current quarter for the question - &quot;I would recommend Global Talent Care to a colleague?&quot;</td>
<td>HR application</td>
</tr>
<tr>
<td>Evolve our services</td>
<td>All services</td>
<td>Number of active HR service offerings for People Care Team today</td>
<td>HR application</td>
</tr>
<tr>
<td>Service health</td>
<td></td>
<td>Shows percentage of service categories that have Care NPS score below 65 as Red, between 65 to 75 as Yellow and above 75 as Green in surveys this quarter</td>
<td>HR application</td>
</tr>
<tr>
<td></td>
<td>SLA attainment</td>
<td></td>
<td>HR application</td>
</tr>
<tr>
<td>Resource planning</td>
<td>Closed case volume</td>
<td>Number of HR cases closed in the current quarter</td>
<td>HR application</td>
</tr>
<tr>
<td></td>
<td>Case backlog</td>
<td>Number of active cases open currently</td>
<td>HR application</td>
</tr>
<tr>
<td></td>
<td>Backlog per staff</td>
<td>Number of open cases per People Care staff calculated as - Number of active HR cases / Number of support staff (33 for this quarter and is configurable)</td>
<td>HR application</td>
</tr>
<tr>
<td>Self-service adoption</td>
<td>% Self-service</td>
<td>% Of cases self-solved this quarter via Virtual Agent and/or KB articles compared to total HR case volume</td>
<td>HR application</td>
</tr>
<tr>
<td></td>
<td>Resolved first time</td>
<td>Number of HR cases resolved this quarter at the first assignee without any further reassignment</td>
<td>HR application</td>
</tr>
<tr>
<td></td>
<td>% KB views</td>
<td>Percentage of KB articles viewed in this quarter</td>
<td>HR application</td>
</tr>
<tr>
<td>Functional Area</td>
<td>Metric Name</td>
<td>Short Description</td>
<td>Source System/Application</td>
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<tr>
<td>Continuous Improvements</td>
<td>Time to assign</td>
<td>How long does it take to assign a case to support staff member in this quarter</td>
<td>HR application</td>
</tr>
<tr>
<td></td>
<td>Time to resolve</td>
<td>Time between case creation to case resolution in this quarter</td>
<td>HR application</td>
</tr>
<tr>
<td></td>
<td>SLA attainment</td>
<td>% Of cases that were resolved within the SLA time frame</td>
<td>HR application</td>
</tr>
</tbody>
</table>