

Employee productivity

Digital transformation means looking at your employee experiences holistically to provide a unified and personalized service experience. This Success Insight provides guidance for ServiceNow® transformational leaders—including platform owners and executive sponsors—on the people and processes impacted so they can successfully boost employee productivity and organizational efficiency.



Deliver unified, personalized employee experiences

Consolidate services and communication experiences within a single Employee Experience Platform.



Meet employees where they are with the right interface

Provide a unified employee portal, mobile, voice, and conversational interface.



Provide HR service agents with artificial intelligence to resolve employee requests efficiently

Boost resolution times and satisfaction with AI.



Create unique role-specific employee experiences

Improve relevancy with segmented experiences.



Provide visibility into employee focus, compliance, and productivity

Identify trends and areas for process improvement.



Deliver unified, personalized employee experiences

Consolidate services and communication experiences within a single Employee Experience Platform with personalized content and targeted communications.

Reimagine the employee experience.

- **Build an employee experience management practice.** Organizations today recognize the importance of customer experience. Employee experience requires the same disciplines: UX expertise, design thinking philosophy, and collaboration with employees to design seamless and personalized digital experiences. Appoint an owner for your employee experience practice who will be accountable for the digital experience across practice areas.
- **You'll need an enterprise knowledge management owner.** Consistently relevant and personalized content is critical. Your enterprise KM owner should own content strategy including content standards. This will deliver consistent content across departments including HR, IT, finance, and facilities.

Approach your employee experience platform in phases.

- **Develop an employee experience roadmap.** Create a well-defined plan that identifies which digital experiences, journeys, products, and services you'll provide. Prioritize and support your plan with appropriate resources.
- **Build in phases.** Start by identifying quick wins early. These are likely employee journey steps with less complexity. Alternatively, if you want to start with offerings that rely on multiple systems or are supported by processes that span business areas (such as onboarding), consider starting with an MVP such as a selected employee population. Start with a few tasks then add more build to the outcomes you've identified and gain support and consensus.
- **Revisit how you manage demand.** Your demand management may skew toward IT processes. Revisit if you're asking the right questions to evaluate demands to ensure alignment with your employee experience platform roadmap.

Expand your measurement strategy.

- **Pivot to experience metrics.** Traditional service level and satisfaction metrics will continue to be important. Consider expanding your measurement strategy to include metrics such as experience-level agreement (XLA) and Employee Net Promotor Score (eNPS) that will measure the value delivered through the employee experience.



Practitioner insight

Don't treat knowledge management as a side project. It's an investment and likely a full-time role.

Meet employees where they are with the right interface

Take these actions to provide a unified employee portal, mobile, voice, and conversational interface to engage the right channel for the right job.

Consider the employee experience holistically.

- **Start by understanding employee's current service journeys.** Your teams need to understand what users need to accomplish their tasks, how they're currently doing so, and what channels they're using. Include mobile experiences because you'll want consistency across your processes and products.

Plan how you'll coordinate a unified service portal.

- **Consider a center of excellence to coordinate your unified employee portal.** This will set uniform standards across the platform, including across different departments and service channels. You'll want consistency across your notification delivery, survey structure (i.e., consistent Likert scales), and SLAs.

Meet your employees where they are with a cross-channel approach.

- **Integrate the virtual agent into the employee journey.** Understand the most popular types of requests that a virtual agent could handle. Pilot the top 20 or 30 that are relatively routine and standard. Consider whether you'll need service catalog items as part of these virtual agent (VA) conversations. Unify the experience by providing live transfer to either voice or chat in the event that employees need additional support.

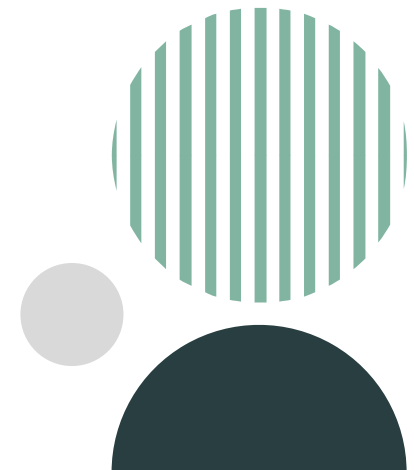
- **Use external channels for increased collaboration.** You can integrate VA/chat functionality, approvals, and campaigns into Teams and Workplace, plus you can embed Employee Center in Teams.

Prepare for the impact on service operations.

- **Be sure you have the right skills in your service teams and that they're the right size.** Conduct scenario planning to anticipate how a unified employee portal may impact your headcount, necessary skills, and training.

Look to cross channel analytics to measure progress.

- **Think broadly about how to employ analytics-driven insight.** Analytics across all service cases will give visibility across your organization, including HR, facilities, legal, procurement, finance, and corporate services. Analytics tools and driver-based models can support benchmarking to establish a good baseline along with your planning, budgeting, and forecasting.



Provide HR service agents with artificial intelligence to resolve employee requests efficiently

Artificial intelligence can help HR service agents provide efficient and consistent experiences to employees. Take these actions to prepare your organization to deliver and support this capability:

Anticipate how adopting new workspace interfaces will impact services and operations teams.

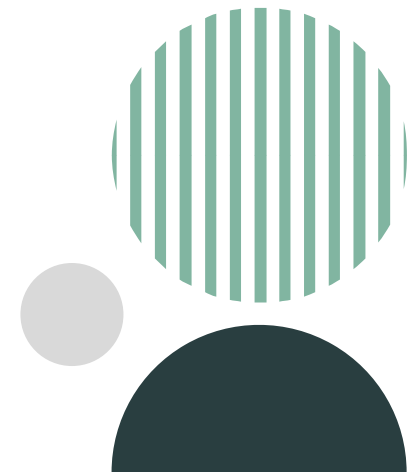
- **Start by undertaking user research.** Schedule workshops or interviews with agents across teams to learn about what they need, including their design preferences, what information they use, and how they'd prefer that information to be presented to them when completing tasks. Keep in mind that different agents may need custom workspace views based on their responsibilities, level, geography, etc. There is no one-size-fits-all approach to workspace design.
- **Anticipate team training needs.** Teams may need training on how to best use the new workspace. Expect that productivity, and even operations performance, may dip slightly for a short time during adjustment.

Prepare teams to shift to AI-driven efficiency.

- **Set expectations for how your teams support new, AI-powered processes.** AI-powered operations might not adhere to or require the same process steps because some tasks might be automated, supported by virtual agents, or rendered obsolete. These process changes will shift the tasks your operations teams need to fulfill.
- **Identify and support changes to how your teams use data and tooling to manage operations.** Your teams will need to learn how to best use these advantages, including how they effectively partner with AI and build on the activities and insights that AI can provide.
- **Redesign incentives to drive adoption.** Reward teams that adopt new features and deliver against new metrics most quickly and effectively.
- **Set expectations for teams to continuously identify improvement opportunities.** Initial solution designs will add value, but continuous process improvements will be essential to maximizing productivity over time.

Adjust measurement to understand the impact of AI.

- **Adjust how you track and measure performance.** Look to the number of cases escalated to next tier or support level. Also consider if you can use proactive metrics that track how many issues are avoided.

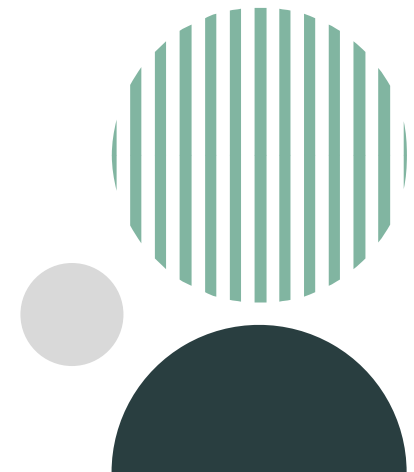


Create unique role-specific employee experiences

Segment experiences based on job type or role. You can deliver prebuilt experiences for common roles, such as managers or alumni. Extend out-of-the-box experiences to support specialized roles. Take these steps to improve relevancy with role-specific experiences:

Personalize with a segmentation strategy.

- **Drive relevance with needs-based segmentation.** For example, you don't want annual compensation review processes to be shared across all roles or US benefit enrollment deadlines to appear in other countries. Segment based on what your employees need and avoid clutter by eliminating unnecessary content. Employee type and pay grade/band are common use cases.
- **Centralize your approach to segmenting to ensure consistency.** Every functional area within the platform should use the same segmenting definitions to avoid conflicting user experiences. Start with basics such as demographics and firmographics (i.e., tenure, role). As you get more mature, consider how employee journey and attitude segmenting could further enhance the experience.
- **Employee's segmentation will be dynamic.** Employees will be promoted into different roles or move to different geographies. Plan how you'll ensure the content and capabilities being offered are consistently relevant.
- **Start with prebuilt experiences.** Deliver prebuilt experiences for common roles and extend OOTB experiences to support specialized roles.
- **Drive adoption with choices to opt in and out.** Give employees the choice to opt in and out of nonessential content or to subscribe to team forums.



Provide visibility into employee focus, compliance, and productivity

Take these actions to provide visibility into operational metrics and identify areas of concern, trends, and bottlenecks:

Approach analytics holistically.

- **Look to your portal performance and usage data to gauge performance.** Most organizations struggle to understand the employee journey because it's occurring across multiple systems. You'll now have unified usage data that will give you insight into operational metrics, portal adoption, and how well it meets employee needs. Assign ownership and have a plan to measure improvements.
- **Don't overlook the insights available in cross-channel analytics.** Cross-channel data will identify trends and bottlenecks. For example, finding email requests for a task that's available on the portal can be insight that the navigation and/or function for that task may not be working. Look to your virtual agent to see if there are certain conversations with a higher rate of abandonment. Look to your knowledge articles to see what pages are receiving low satisfaction scores and triggering calls to the contact center. This insight will give you quantified inputs into improvement opportunities.
- **Adjust how you track and measure performance.** Adopt new dashboards to track metrics that better measure employee experience.

Ongoing feedback is crucial.

- **Set up feedback mechanisms on the employee center.** Capture ideas and suggestions for improvements. Make sure responses are structured and consistent.



Practitioner insight

A lot of companies look through a project lens. Use a long-term lens to measure success. Include maintenance, support, operations, productivity, and employee experience.