

How does technology improve the employee experience and drive efficient and effective service delivery?



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Dierdre Hardy has more than 20 years' experience of working with organisations to review and transform how they deliver HR services and effectively engage their workforces.

After leading many HR Change projects as an Associate Director at PwC and then IBM, she was appointed HR Consulting Director at Fujitsu, where she developed the organisation's HR Consulting practice.

She went on to lead the overall Fujitsu Consulting team and then Digital Business Development, focussed on delivering technology enabled change.

# How does technology improve the employee experience and drive efficient and effective service delivery?

How happy are the world's employees?

The answer?

Not very!

According to a Gallup report<sup>1</sup>, just **21 per cent** of employees are engaged at work.

The report also showed that only **33 per cent** of employees are thriving in their overall wellbeing and that **44 per cent** of employees experienced stress a lot the day before being surveyed.

Gartner's Hybrid Work Employee Survey 2021<sup>2</sup> states that **54 per cent** of employees are fatigued from 'months of change'.

In this landscape, recruiting and retaining key talent, and driving increased productivity poses some real challenges for organisations.

Added to this, with hybrid and remote working becoming more the 'norm' in many industries and working cultures, it can be more difficult to keep employees engaged and connected.

But technology can help organisations that are struggling to improve their employees' experiences and, when implemented effectively, address many of the challenges of keeping remote workers engaged.

Technology that enables seamless, end-to-end working processes and streamlined workflows can help employees focus on key aspects of their roles, rather than the mundane.

They are less likely to become frustrated by the complex tasks and manual steps that are often time consuming and distract them from that real value add work that underpins high level performance.

Just 21% of employees are engaged at work  
Let's fix that!



# HR digital transformation example – Multinational Consumer Goods Company ▶

This organisation was growing rapidly, at a rate of 15,000 employees a year. However, employees seeking support needed to navigate more than 15 siloed functional help desks.

## employee experience the whyaye way...

whyaye integrated ServiceNow HR Service Delivery into this organisation, creating:

- A single custom platform that gives employees a connected, end-to-end support experience through a single portal.
- The ability for management to access analytics and insights which can help them improve end-to-end user experiences.
- The ability for management to have visibility across the whole employee journey, helping them to shift from reactive to proactive and work on the continuous improvement of employee experiences.

This has reduced around 47 per cent of time spent by employees performing day-to-day transactional support activities, such as booking time off, looking up colleagues, getting their payslips, or raising cases.

Employees each gained one hour back each day, as they were freed up from complex, manual tasks.

And in the first week alone after HR go live, five times more knowledge articles had been searched than in a whole month of using the organisation's previous tool.



Employees each gained **1 hour** back each day

# Legacy systems - what's not to like?



Well... a lot, actually

Legacy systems can create profound challenges across organisations.

Here are just a few examples...

- **Stagnation**

The technology hasn't moved with the times and it's not optimised around how to enable effective processes for employees. The business has moved on, the organisation has remodelled, but the technology hasn't moved at the same pace.

- **A knowledge gap**

Often, only a few individuals really understand how the technology works and the rationale behind how it was intended to support the business.

- **Functionality doesn't deliver the target process outcomes**

...which leads to stress, frustration and inefficiency. And often, off-line processes are created to compensate for the shortfalls.

- **Over engineering changes**

Every organisation thinks it's 'different' when it comes to justifying customising systems; and many have applied unique changes that then mean upgrade paths are compromised. All those new and good practice features later introduced by the supplier become difficult to enable and benefit from. The result? Adoption of new, good practice is almost impossible without reimplementation/replacement.

According to research by G2, 50 per cent of employees<sup>3</sup> are unhappy at work due to the software tools they're using.

Successful HR digital transformation can, however, deliver effective people centric processes, carefully designed around how to facilitate streamlined working that delivers both organisational and employee outcomes. Through introducing best practice, cloud-based solutions and staying as close to out of the box as possible, organisations can benefit from enhanced features and functionality as new releases come along, meaning employees are continually seeing investment in how they do their work. Investment and improvements typically equal higher levels of confidence and job satisfaction.

# What about the HR function?

## Happy HR team, happy employees?

An effective technology platform can help HR functions to reduce manual steps, speed up response times, reduce bottlenecks and address and resolve cases more quickly. The vital information HR teams need will be at hand.

For instance, ServiceNow's HR Service Agent Workspace provides a single dashboard through which HR teams can access employee or case information, manage cases, prioritise tasks, communicate with employees, and create or work on cases.

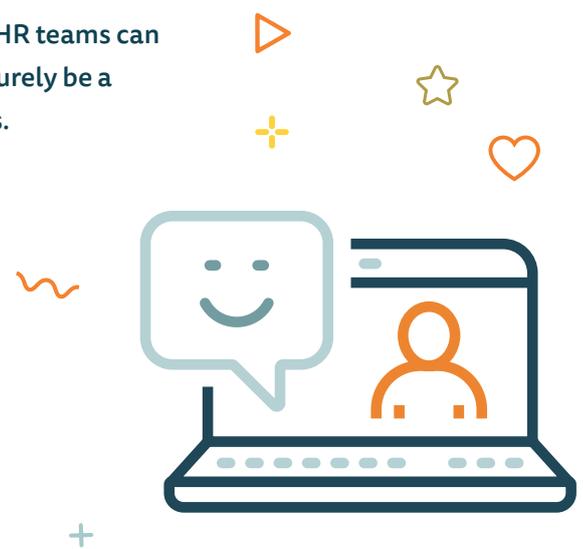
AI solutions, such as chatbots, can also complement the capability of HR platforms by enabling basic queries to be answered quickly, without the need for intervention from an HR team member. It's quicker for the employee and means reduced transactional work for the HR agent.

## Smiles all round...

By reducing the administrative burden and simplifying processes, HR teams can be freed up to focus on those strategic, value add activities. Their specialist skill sets can be put to better use, delivering people strategies and driving higher levels of engagement.

And if, through deployment of more effective technology platforms, HR teams can offer a better service to an organisation's employees, the result will surely be a happier workplace, with less day-to-day frustrations and distractions.

Increased engagement, more successful attraction and retention of key talent can be the result.



# Control and ownership = employees empowered!



A cloud-based HR platform which gives an employee access to the information and options they need, at the touch of a button, can save that employee time... freeing up their resource to concentrate on their key role and responsibilities.

Clearly this 'self-service' function can increase efficiency and boost productivity.

But it can also alleviate some of the frustrations employees face when trying to access basic information and transactions, such as reviewing a payslip, booking a training course or recording benefit preferences.

AI software can also generate content suggestions based on previous searches.

And tailored content, targeted at users through their portals, can also help to keep employees informed and on track with developments in their organisation or industry, driving further levels of engagement and enhanced experience.

## There's an app for that...

A cloud-based HR platform that can be accessed easily on multiple devices can give employees access to information and support, wherever they are and whenever they need it: think tube trains, airport lounges or their local café.

Again, this can have positive implications for employee engagement.

## On the case...

A product such as ServiceNow's Event Management can alert employees to a service issue, such as an outage, and identify its origins, potentially before customers or colleagues start raising the alarm.

This can help employees to be more proactive – to effectively 'head problems off at the pass' – and retain a sense of control.

Time is saved in fielding calls, replying to emails or generating tickets.

## Giving employees a voice...

Technology can enable employees to have their say in the systems they are using... and how platforms evolve.

An example of this is ServiceNow ITBM, through which employees can submit ideas which are evaluated on a business case basis. These ideas, generated from the 'ground up' by technology users, can lead to greater efficiencies, better working day experiences and a sense of ownership.

# Onboarding and retaining key talent

A positive onboarding experience can be crucial in supporting a high retention level. This, in turn, can create a more efficient and productive workforce, as it keeps specialist expertise within a company. And the inefficiencies generated by high staff turnover can therefore be reduced.

However, according to Gallup<sup>4</sup>, only 12 per cent of employees strongly agree that their organisation does a great job of onboarding.

A consistent reason for this is that organisations design processes to accommodate functions and those functions' needs: this means that the onboarding process is a series of disjointed HR, finance, IT and other interventions. The result? A mix and match experience.



Only 12% of employees think their organisation does a great job of onboarding  
It doesn't need to be like that!

## Working in harmony...

Technology can bring those disparate department needs together, to deliver a consistent and streamlined workflow pre and post an employee's start date, with key tasks mapped out and then actioned. This leads to a smoother, more impressive experience for the employee in their first days with an organisation, and less stress for the departments involved.

## The arm around the shoulder...

An effective HR platform can then enable HR teams to 'hold an employee's hand' at the key stages of their career journey, which could include training programmes, promotions and relocations: this can help them to feel connected, valued and supported.

Again, this approach could improve staff retention rates and improve employee engagement.

Given the money invested by organisations in training and development, there is a key financial incentive to drawing on technology's capabilities to support retention.

# HR digital transformation example – Multinational Financial Services Organisation

This organisation, which has more than 20,000 employees, was using a number of legacy systems for its HR functions and its HR services involved many manual operations.

For instance, the capture, tracking and reporting of requests and questions could be time-consuming and inefficient, and the visibility of delivery and performance was often limited for employees and managers.

In addition, employees needed to use multiple channels to access HR support – for instance via portals, emails and phone calls – and knowledge was held in multiple systems.

## employee experience the whyaye way...

whyaye integrated ServiceNow HR Service Delivery into this organisation, creating:

- A centralised service catalogue for HR services with a single portal.
- Access to 166 services with streamlined accessibility.
- The ability for HR agents to manage and track all activities on a case in one place.
- A greater level of visibility and insight.

This resulted in an improvement in employee satisfaction from 7 per cent to 89 per cent in a five-month time period.

**7%** to **89%** jump in employee satisfaction



# Bringing people together!



The Coronavirus pandemic has accelerated the adoption of hybrid and remote working models.

According to the UK's Office For National Statistics<sup>5</sup>, the proportion of businesses using or intending to include homeworking as a permanent business model increased from 16 per cent in the autumn of 2020 to 23 per cent in April 2022.

But in some industries, there is a higher adoption rate.

For example, 54 per cent of businesses in the information and communication industry said they were using or intended to use increased homeworking as a permanent business model in April 2022.

However, hybrid and remote working has the potential to cause a disconnect between employees and their employer, including the HR function.

During the Coronavirus pandemic, many employees were onboarded remotely and may have never met their organisation's HR team in person. The opportunity to seek in person HR advice may simply not have been available.

It's therefore important to ensure that remote employees have tools through which they can easily access HR services and advice – such as a single portal. Cloud technology that enables this can strengthen the connection between the employee and people related processes and content, accessible from anywhere and at a time that suits the employee.



# employee experience the whyaye!way

## References

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4. GALLUP, Gallup's Perspective on Designing Your Organization's Employee Experience, 2018
5. OFFICE FOR NATIONAL STATISTICS, Business Insights and Conditions Survey (BICS), 2022



To find out how whyaye can support your organisation with HR digital transformation,

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