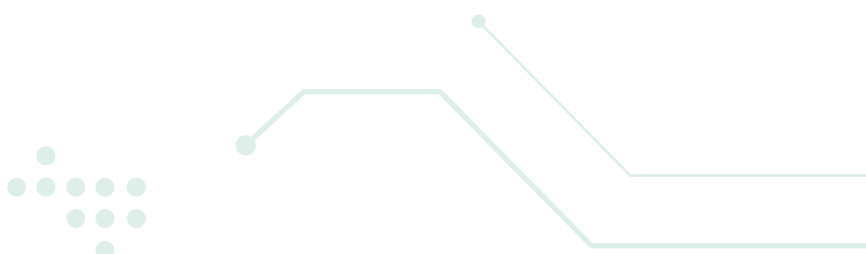servicenow | Deloitte.

PROVIDING THE WORKFORCE
WITH AN EFFECTIVE

DIGITAL EXPERIENCE ANYTIME, ANYWHERE

Prioritizing the digital worker experience—to create a more productive, empowered, and engaged workforce—can help improve business outcomes and drive innovation.

In today's world of the disrupted workplace, the need for information, collaboration, and connection have become critical to maintain the engagement and effectiveness of the workforce. Workers need easy access to up to date information and digital tools to manage their work and their personal responsibilities.

With much of the workforce required to work in new environments, many organizations are seeing reduced productivity along with lackluster employee engagement due to disconnected systems and hard-to-navigate processes. Hindered by work experiences that make it difficult to find pertinent information or connect with colleagues, some employees are increasingly frustrated that on-the-job interactions don't measure up to the digital experiences in their personal lives. Companies that do not adapt to the future of work may find it harder to attract the best people and remain competitive.

Deloitte has been rapidly innovating with ServiceNow to help change all of this. By applying the first-of-its-kind "platform of platforms" to effectively manage the flow of work, organizations can replace fragmented systems with a unified digital workplace that streamlines interactions and gives employees the seamless experiences they desire.

The pre-COVID-19 business challenge

A robust and compelling digital workforce experience matters—both to employees who expect seamless digital interactions and to businesses that realize the strategic importance of improving employee engagement, empowering workers, and increasing productivity. Today's employees are digital consumers who expect to interact with colleagues, access information, and connect to key business systems with the same ease they enjoy outside of work. "There's a growing gap between what you can do in your personal life on a laptop or mobile phone without thinking about it versus what you can do internally in an enterprise," says Gary Cole, principal of HR Transformation at Deloitte Consulting LLP.

> *Individuals are moving quickly up the technology curve, but companies continue to lag behind.*

Studies show organizations that offer compelling workforce experiences have a significant edge. According to Deloitte's Digital Workforce Experience[1] white paper, companies with the best-ranked workforce experiences generated 22 percent higher engagement among their workers than those offering fewer compelling experiences. Moreover, organizations that generated these experiences had employees that were four times more likely to stay in their jobs.

Still, many companies have yet to prioritize the worker experience, and employees are far from satisfied with enterprise interactions. Whether it's too many fragmented systems to navigate, lots of repetitive processes, or manual interfaces, plenty of sources of great frustration still exist for employees. Deloitte's 2019 Global Human Capital Trends survey found that just 42 percent of responding HR and business leaders believe their organization's workers are satisfied or very satisfied with day-to-day work practices, and only 38 percent are happy with work-related tools and technologies.

The result of this disconnect likely means that organizations are losing time and money due to inefficient internal processes for existing employees, and...

may also be held back by lengthy onboarding practices that take too long to get new employees adequately trained and productive in their jobs.

The COVID-19 challenge

The current work environment has taken the aforementioned existing challenges and amplified them. Over the last several weeks, many organizations have been required to manage their workforces almost completely remotely. Important moments in a worker's life such as onboarding may have been relegated to a complex to-do list of e-mails, phone calls, and cryptic policies. An organization's lack of simple and personalized content, automated workflows, and easy to use digital tools and applications have likely made the experience cumbersome at best.

Existing technology poses challenges

Many organizations have made plenty of progress digitizing key processes and workflows. But most of these improvements are delivered through specific systems that cater to individual functions like HR, IT, legal, security, finance, procurement, or security. This siloed approach lacks a seamless entry point and context for interactions, requiring employees to navigate multiple systems. Additionally, identifying the right point of contact for requesting information around services and approvals can be confusing.

Consider this typical onboarding scenario for a new employee. The employee might have to access four different systems to complete the basic tasks required to start working: the IT helpdesk to secure a laptop, the HR portal to enroll in benefits, a finance system for setting up direct deposit, and security or facilities to request a badge for building access.

"It's not just disjointed and multiple systems—it's that there's no context around it and it's not a cohesive experience," Cole explains. "The frustration with self-service in transactional [enterprise] systems is very high because things aren't very self-explanatory."

Now complicate the above scenario with the vast majority of workers being remote without the ability to tap someone on the shoulder and ask for help along with coordination between departments being handled primarily thorugh e-mail.

How new technology helps address the problem

In lieu of a stovepipe approach to digitizing core business processes, companies can opt to replace fragmented systems with a unified, digital workplace that connects employees to what they need, when and where they need it.

By doing so, companies make it easier for employees to access and consume HR and other services and information with relevancy and context. Such a platform should also leverage cloud capabilities to allow employees to work from anywhere, at any time, from any workstation or mobile device for additional flexibility.

A unified engagement platform, which adds a user-experience layer that functions across existing siloed systems, can also benefit HR organizations that are scrambling to meet all of their responsibilities. Such a platform can reduce the capital allocated for HR services by enabling employees to do more on their own while freeing up HR professionals to focus on more strategic, innovative work that is of higher value to the enterprise.

The enterprise value proposition

A unified engagement platform brings efficiencies to an enterprise that transcend HR operations. This enables employees to have a 'one-stop-shop' for all transactions, whether it's making a change to their tax withholding status or inquiring how to go on leave. Instead of having to enter data in multiple siloed systems or toggling back and forth between platforms to initiate specific cross-functional workflows, the system is smart enough to automate the proper handoffs and approvals across key financial, HR, facilities, IT, and other enterprise platforms.

For this to work, the system must deliver a service layer that sits on top of existing HR and other systems. It must integrate and link to those systems to streamline cross-enterprise workflows and fully utilize the legacy system investments made by the company.

The system should also be infused with HR transformation best practices and support operational reporting and analytics. In this way, organizations can establish optimal workflows and continuously improve outcomes by practicing a regular and rigorous regimen of measuring results.

What's the first step in successfully implementing an integrated experience and workflow platform?

For one media company it started with taking a worker-centric view.

First, they determined what employees needed to effectively connect with the organization, as well as what helped them feel empowered and motivated in their day-to-day work. This information allowed the company to develop personas, which informed their implementation of an integrated workflow platform. In addition to creating personas to represent its diverse workforce, the company focused heavily on user-centered design, enhanced interactivity, and direct links to important content.

The result was a platform that not only streamlined workers' access to information and enterprise services, but also cut training time for customer sales and service agents in half. The team was also able to reduce the average number of clicks per transactions by 93 percent (160 to 11 clicks per transaction).

Guide to getting started

When developing and deploying a unified worker experience and engagement platform, it's best to keep things simple. Approach implementations with an agile methodology that targets initial pain points, moves quickly through the different development stages and milestones, and applies lessons to the next initiative to create a continuous feedback loop that quickly delivers value. Other leading practices that can promote optimal design and a smooth roll out include the following:

Spend time developing the content and context for the knowledge base to make it accessible and useful for employees. The most intuitive and well-designed portal means nothing if you can't engage users in self service with highly compelling and relevant content.

Don't be afraid to adopt a phased roll-out strategy, beginning with the programs that give you the most impact. By getting solutions into workers' hands faster, you can enable cultural change and make incremental updates from there.

Cultivate both top-down management support and bottom-up organic backing for the initiative to address change management challenges, which are likely to be substantial. It also pays to nurture a community of change agents tasked with serving as advocates and disseminating the new expected behaviors across the workplace.

Collaborate with a consultancy like Deloitte with deep human resources, change management, and industry experience to help in both development and deployment. With its years of experience and exposure to a broad set of clients across industries, Deloitte and its ecosystem of alliances provide the best chance of ensuring success.

The bottom line

Today's workers expect an employee experience rivaling the digital interactions that are commonplace in their personal lives. By prioritizing work experience, companies can benefit from the productivity gains and innovations that result from a happy and more engaged workforce.

For more about how workflow automation can save time and free up resources for your organization, visit:
https://www2.deloitte.com/us/en/pages/about-deloitte/solutions/servicenow.html