

Deloitte.



WorkforceX
Case Study

How Deloitte simplified work

WorkforceX

Experience Work Simplified

During the peak of the COVID-19 crisis in early 2020, Deloitte's Human Capital Leadership team were faced with a challenge being felt by all organisations around the world – how do we connect with a 600+ national workforce, monitor wellbeing and keep people engaged and inspired to work in new ways?

What started as periodic pulse checks, SMS updates and a new brand of leadership communications, quickly became the standard for how Human Capital connected our people to each other, to our strategy and to our technologies. We were designing the next phase of workforce experience which would become a global Deloitte innovation in humanising technology to address the ways we knew people would need to work in the future.

We commenced the design and deployment of a mobile app experience soon after – WorkforceX (powered by Communic8, and rebranded as DeloitteX for our internal employees). This application redefined the way people engaged across Deloitte. For our people, we offered a uniquely simple yet design-driven application that would address the most common pain points for our people relating to communication and accessibility of our systems and tools. For our leaders we introduced a more targeted channel for them to engage their teams, measure engagement and empower their people with information to work more efficiently.

In line with Deloitte's emphasis on innovation and technology, WorkforceX acted as a powerful tool in showcasing the firm's creativity in thinking about digital adoption, transformation and workforce experience initiatives, and is a capability we are extending to a growing client base of over 150 globally.

Key Features of WorkforceX

For us, it was always about enhancing the way our people experience work at Deloitte. We wanted to create faster communication channels and easier access to information – and we wanted them to be able to do it from anywhere, anytime.

- **Targeted, personalised communications:** Align and engage employees through the delivery of modern, interactive and measurable communications. Deliver targeted and strategic communications that you can track and measure, including surveys and pulse checks. Ensure business critical information is never missed, improve transparency of leadership, and enable more efficient transformation programmes.
- **Operational simplicity:** Make information & tasks easier to action through integration to existing workforce systems and tools. Using a workforce experience layer, create a 'one-stop-shop' for employees to access frequently used applications and personal information for greater efficiency in their day to day. Through smart integration to your existing business applications (such as Core HR, payroll, time and attendance etc.), you can continually improve and upgrade your backend systems without your employees ever knowing anything has changed.
- **Capability development:** Deliver learning just in time, just when you need it to ensure workforce skills are being developed anywhere at any time. Provide your workforce with bite-sized learning, information accessibility, integration to learning platforms and measurable

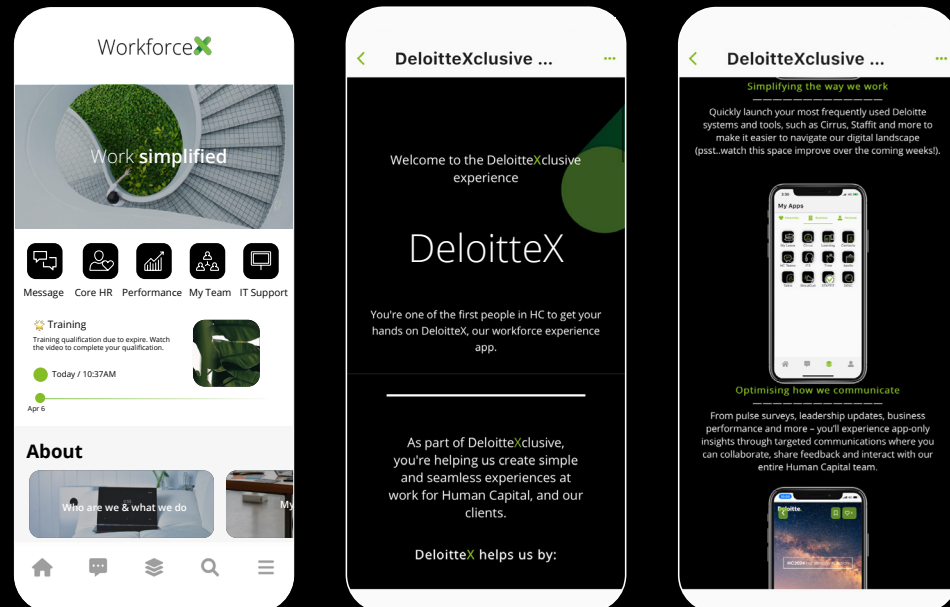


Employee Involvement

Prior to Deloitte's internal launch of WorkforceX (branded as DeloitteX), a pilot group was formed called **DeloitteXclusives**, consisting of 67 employees nationally. The group were asked to share their feedback and ideas, engage with the content, test new features and help to co-design an experience that is simply irresistible and meaningful for our people.

A 'change champions' group was also established, consisting of 20 individuals nationally. This group of employees became our expert users, supporting our business to develop content, enable team members and encourage utilisation.

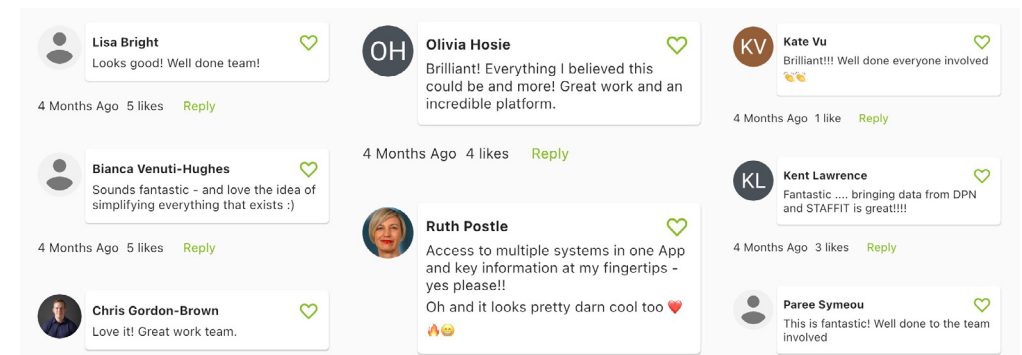
Together, we attribute the success of our platform to the 87+ who contributed to the success of our roll-out and subsequent uptake.



Employee Empowerment

Every business unit across Human Capital (and now extended to other business areas) have contributed content as 'playbooks' to empower their teams with information to upskill, educate themselves and educate our clients. Each playbook was a snapshot of our strategy, our offerings and our business areas, designed to make it easier for us to onboard new team members, educate them on who we are and what we do, and provide a faster channel to market with quick and easy access to sales and marketing resources for our clients.

We also offered our employees a voice, to share their unique insights and ideas. We titled this 'Humans of Human Capital', which became a way for us to better understand what makes us tick, our passions, our unique experiences and how we can learn from each other. We encouraged people to share their thoughts, feedback and connect with each around each story, and in doing so, open dialogue between colleagues that would allow us to connect in a new, yet powerful way.



How we're using WorkforceX across Deloitte

- Business alignment communications
- Digital adoption to accelerate change
- Pulse surveys
- Event management
- Health and safety management during COVID-19
- Account management, sales and document management
- Consulting resources management (e.g. people search and availability function)
- Onboarding tool for new staff members
- External program management and marketing (client facing)
- Project management and communications (e.g. delivering surveys post workshop)
- Asset for clients

Improved Communication

DeloitteX has redefined the way we connect as a Human Capital team, and how we understand communications across our business. It has created a single, direct and measurable channel for us to share leadership updates and align our employees to a common purpose that does not get lost in the web of emails and social channels. It has modernised our tone and delivery, speaking to our teams in the way they want to be spoken to, and opened regular channels for them to communicate back. Using engagement analytics, we've been able to rapidly review and respond to how people want to be connected.

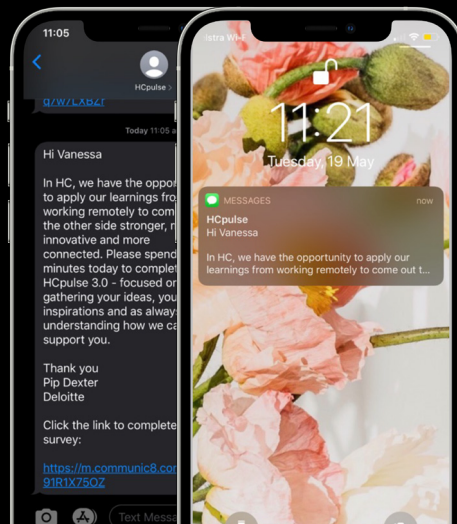
01. DeloitteX was used to facilitate communications during Deloitte's largest acquisition in the APAC region. Using a combined brand, delivered via a single channel, it set a new standard for Human Capital that demonstrated a modern, future-focused practice that had everyone starting from the same baseline. Engagement during the acquisition was consistently above 75%, and helped us achieve >97% successful acceptance of offers from Presence of IT.

02. At the height of COVID-19 and remote working practices, our SMS-based pulse survey was delivered via DeloitteX (a first in Deloitte's Consulting space). It enabled our leaders to frequently hear from their teams and make informed decisions about how to best engage their people, regularly check wellbeing and ensure they were responding to the things that mattered most.

03. Regular leadership updates are delivered via DeloitteX to ensure business critical information is heard. For example, it has been used heavily to announce our Consulting Operating Model changes, introduce a new voice for Ellen Derrick as a newly appointed leader, and assist in communicating key change initiatives across the business globally.

04. Leadership communications are now delivered via DeloitteX as the preferred channel. Sensitive information is managed through authentication to ensure information isn't in the wrong hands.

05. We offered employees a way to reduce noise in inboxes, with notification preferences in the app allowing redirection of emails to app only. Employees know that this is their 'voice' from leadership, and have a more streamlined way to connect with Deloitte.



1 (W/C 23 March)

Working from home

1. How are you feeling today?
2. How are you currently working?
3. If you're working from home, what are the best working from home hacks you've discovered?
4. Do you feel like you're getting the support you need at the moment?
5. If you answered 'No', what would help to make you feel more supported? If you answered 'Yes', what are some of the ways you've been supported?
6. How connected are you feeling to your teams?
7. Do you have suggestions as to how to stay connected as a team?
8. Any final questions/comments?

Completed: 284/625 – 45%
Stalled: 80/625 – 13%
Average duration: 1m 51s

2 (W/C 6 April)

Mental health and wellbeing

1. What geography are you based in?
2. Overall, how would you rate your mental health right now?
3. It's normal to feel anxious, worried or stressed with so much change in our lives. Are you aware of the support you can access if you need it?
4. Do you feel like you're getting the support you need at the moment?
5. Do you feel as though your feedback/questions from the last HCpulse have been addressed in the last two weeks?
6. Do you feel motivated and engaged in the projects you're working on at the moment?
7. Do you know where to go if you want to find ways to contribute to business development or practice development?
8. How do you feel about the amount of communications you're receiving from Deloitte?
9. What is your go-to Netflix series right now?
10. Finally, how would you say you're feeling today in one word?
11. Any final questions/comments?

Completed: 294/628 – 47%
Stalled: 74/628 – 12%
Average duration: 38m 19s

3 (W/C 19 May)

Reimagining work in HC

1. Which geography are you based in?
2. How are you feeling about going back to the office?
3. We do not know exactly when and how this will occur, but we want to make sure we support you as best as possible.
4. For those who are feeling hesitant, why and how can we help you with this?
5. How have you found your productivity levels since working remotely compared to in the office/client site?
6. Overall, how have you felt working remotely over the last couple of months?
7. What new ways of working would you like HC to continue?
8. Think about what you've enjoyed or found effective in your work over the last couple of months.
9. Do you feel like you're getting the support you need at the moment?
10. If your answer is no, please let us know how we can help improve this in the following question.
11. Do you have any further comments?

Completed: 310/612 – 51%
Stalled: 58/612 – 9%
Average duration: 3m 51s

Return on Investment

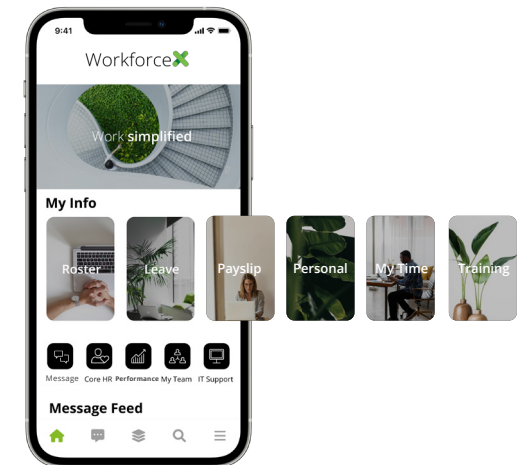
Increased Internal Engagement

Increased internal engagement DeloitteX has been used to help drive and increase engagement around existing initiatives:

- 100% completion rate for their half-yearly performance appraisals
- >60% average engagement for communications relating to employee matters (industry average is under 30%)

Increased Speed to Market

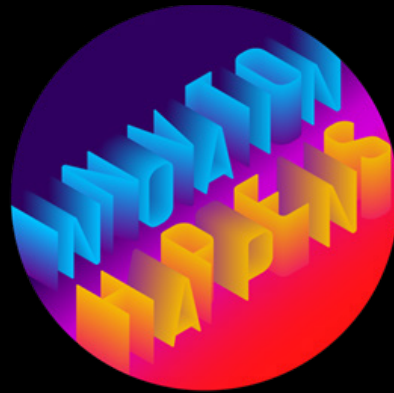
With easier access to information, we've supported greater efficiency in the sales cycle that allows us to activate the market faster, and move at speed. There are over 61 resources now available and continually growing.



"WorkforceX has decluttered my inbox and allowed me to consume communications that matter to me at time that is convenient for me. I love having direct mobile access to our corporate systems such as our directory which includes the availability and capability of team members allowing me to be responsive to client requests on the go."

Ruth Postle
 Human Capital Partner, Deloitte

Innovation



As we moved towards greater remote working arrangements, the complexity in our workforce increased. Both in how we communicated (introduction of multiple new channels), and how we accessed our business systems and tools. We needed a solution that would reduce this noise, elevate the strategic direction of the practice, and facilitate a better experience for our employees in how they worked day to day.

Beyond this, we have brought simplicity to the way we communicate and align ourselves to business strategy, whilst solving for complexity in how we access our business systems and tools – all from one application. There are no other tools within the industry which are doing this today, and not within Deloitte globally.

Leveraging the foundation of a seamless integration experience through the largest acquisition for Deloitte through a codified, mobile-enabled experience, we saw the unique value opportunity to build on the cultural and business alliance achieved and embed this into our ways of working ongoing. It allowed us to quickly share knowledge across teams through centralisation of information about the firm's key assets, offerings, people and team updates.

This has been acknowledged by the firm in winning a Deloitte Innovation award, as there has been no other tool used this extensively across Deloitte that couples integration of operational tools with aligned communications. It is a hybrid solution, consisting of a visually engaging comms platform, surveying tool, mobile application and resources hub, introducing a new kind of workforce experience platform that is more aligned with the future of work, worker and workplace.






Strategic Business Alignment

Our 2024 Strategy is about being the undisputed leader in maximising workforce performance. One of the key pillars of this vision is centred around Humanising Technology – how do we integrate people and technology that brings these elements together in a way that accelerates sustainable performance? As we do this for our clients and take our innovative solutions to market, we have turned the lens

on our own workforce to realise potential internally. We are living our HC2024 strategy everyday through DeloitteX, unlocking deeper levels of insight to create value (our Playbooks), taking innovative solutions to market (WorkforceX), embracing an adaptive mindset (leader-led communications) and working together for greater impact (national practice, not siloed).

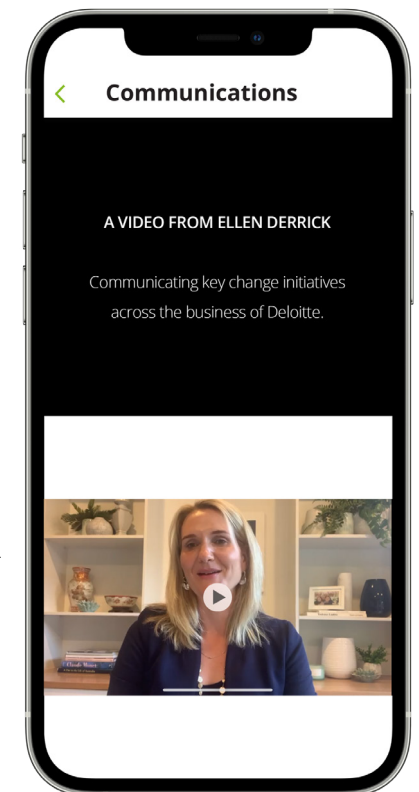
OUR 5 DIFFERENTIATORS

SHIFTS WE NEED TO MAKE

Embracing an adaptive mindset		Fixed	Growth
Investing in lifelong client relationships		Tactical	Sustainable
Taking innovative solutions to market		Bespoke	Streamlined
Unlocking deeper levels of insight to create value		Insight	Impact
Working together for greater impact		Individual	Team

“WorkforceX is a true market differentiator built with our Human Capital team’s knowledge, insights and expertise. What I love about it is that it uses innovative, consumer-grade technology to improve the way people experience work – it makes it easy and enjoyable to access the key information that people need.”

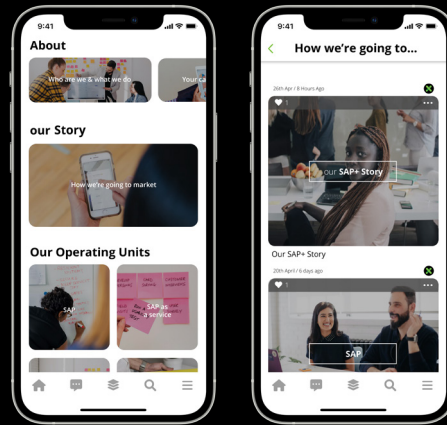
Pip Dexter
Lead Partner, Human Capital



Sustainable

Within our Australian firm, there are now over 310 administrators creating and distributing content to their teams using WorkforceX. The application and its use as a mobile app solution has been replicated across other areas of Consulting, both here in Australia and globally.

The UK member firm will implement in September 2021, as will our German and South East Asia firms. There are also plans to continue to leverage its use across a number of our firm events.



We have over **2450 users** across the firm, with over 60% of this downloaded within the first 3 weeks. This is steadily growing since it was introduced.

Engagement

60-90%

Business Alignment

We have seen an average engagement for Human Capital sitting between 60 and 90% on key leadership communications which is sitting on average 20% higher than company average.

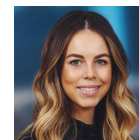
We have successfully merged two teams throughout an acquisition, with all employees working towards a common strategic goal. Our employees are aligned to strategy and we are demonstrating this through increased growth in revenue.

Innovation Award

The introduction of WorkforceX has resulted in an Innovation Award, for developing and leading a unique employee engagement platform that is setting new standards across the firm.

Ready to unleash your different?

Get in touch today.



Heidi Chambers

Director

hechambers@deloitte.com.au

61+ 431 382 906