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POINT OF VIEW

MODERNIZING HR

Design thinking and new technologies
to help enhance employee experience

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Introduction

In the current economic reality, resources are being stretched and organizations continue to be challenged to do more with less. Skills gaps are ongoing, and new hybrid work policies, along with the growing need for AI-driven solutions, have made HR and IT jobs even more challenging. At the same time, creating a favorable digital experience for today's workers—who may be used to seamless experiences in their personal lives and expect the same at work—is top of mind. Processes that support employee productivity and engagement can be critical to the bottom line.

But workers may use multiple tools to locate information and complete necessary tasks. Fragmented systems and disparate tools can create costly inefficiencies. This can be particularly problematic in the world of HR, where employees want, and need, easy access to information to help them navigate some of life's most significant events. The question becomes, how can an organization bring that information together—and do it quickly?



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Transforming work ecosystems: Solving challenges of disconnected tools and inefficiencies

Years of acquiring new tools and systems—including tools for collaboration prompted by the new world of hybrid work—has left many of today's organizations dependent on a disconnected ecosystem that can create multiple challenges.

Employees, for their part, are spending up to 40% of their time searching for the information they need—in other words, doing work in order to do work. Meanwhile, HR staff are spending as much as 57% of their time on administrative tasks.¹

For both, frustrations over difficult-to-navigate ecosystems can run high. But that's not all—the

resulting productivity losses can significantly impact an organization's bottom line.

The biggest challenge: pulling these systems together. Employees spend time hunting for what they want to do, often ending up in the wrong place, and there are also inefficiencies for internal agents trying to help them.

Point solutions may perform important tasks on their own, but most are not integrated. In many cases, it can prove difficult to get a comprehensive picture of the employee experience, efficiently keep track of events, or analyze data to identify potential HR concerns.



Employees spend up to **40%** of their time searching for information.



HR staff spend up to **57%** of their time on administrative tasks.



This disconnected ecosystem creates problems for HR

- Missing a complete picture of the total employee experience
- Difficult to keep track of events or enhance processes
- Difficult to quickly analyze data to identify potential widespread HR issues



It also frustrates employees

- Continually upset that their company has not invested in making things easier
- Workers want capabilities on the desktop and via apps on their mobile devices

¹ <https://www.deloitte.com/global/en/alliances/servicenow/about/deloitte-fastforward-powered-by-servicenow.html>

In this environment, it can be challenging to keep pace with business and workforce needs and be nimble and agile.

Yet, at the same time, some workers are demanding efficiency. Today's employees may have higher expectations for a digital experience—as in, signing up for their annual healthcare benefits as easily as they place an order online. And they may want capabilities not just on their desktop, but also via apps on their mobile devices.

What's more, some workers are frustrated because their workplaces have not invested in existing tools to make things easier. As a result, organizations should respond to help prevent bottom-line impact.

Companies could benefit greatly from creating exceptional employee experiences. This, in turn, can help to build connection, employee loyalty, and positive business results—not to mention helping to boost the brand as an employer while attracting new talent.

In the changing world of work, many organizations likely struggle to provide consistent worker experiences...



Manual processes and disparate solutions:

Siloed internal departments introduce friction and redundancies—can result in frustrated workers, wasted time, and lost value.



Lack of self-service options:

When workers need information or help, they often don't know who they can turn to, and they may have to contact multiple departments to reach someone who can help.



Fragmented journeys:

Multiple tools and strategies for hiring, onboarding, career pathing, lifecycle events, and departures create inconsistent, frustrating experiences for workers.

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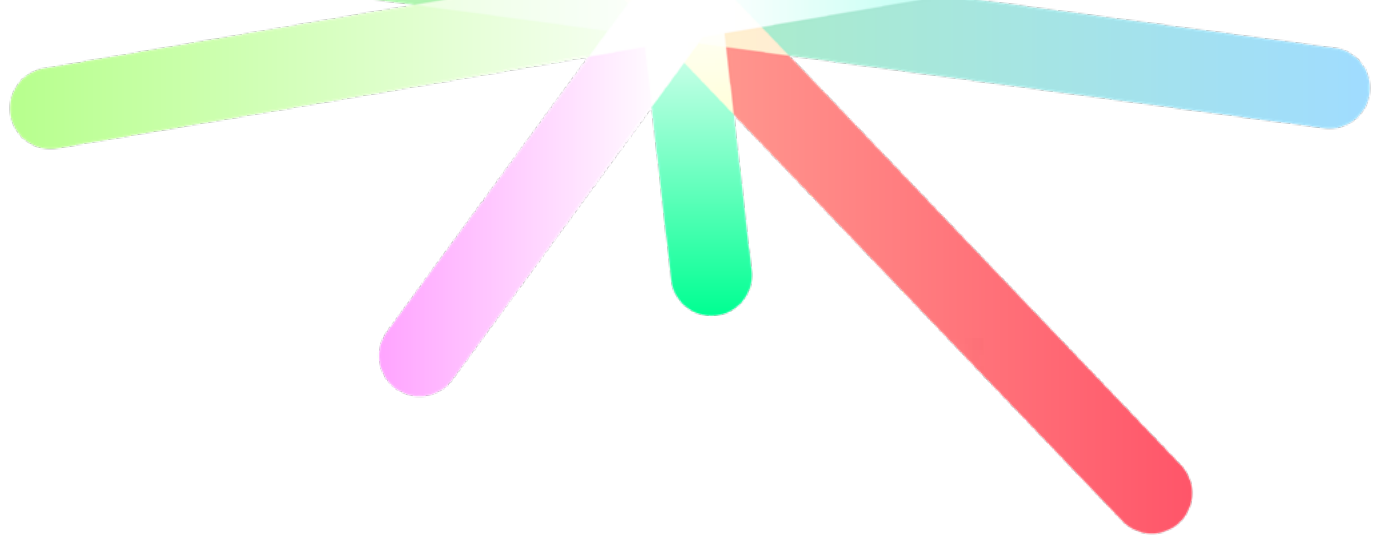
Designing an exceptional experience—with the end user in mind

To help deliver on employee expectations and give productivity back to the business, organizations should implement solutions based on design thinking that aligns the work, the workplace, and the workforce. Design thinking entails designing systems and processes based on job tasks and work environment, as well as addressing the needs of the entire workforce. This means designing for office workers, factory workers, contractors, and workers in the field—many of whom may have very different needs and prefer to engage in a variety of ways.²

More companies have realized that they may need to design in this way, but there's still much work to be done, such as extending this type of approach to HR and IT functions.

To help create this exceptional end-user experience in HR, companies should invest in the right technology. ServiceNow is a cloud-based platform for managing workflows that can automate and streamline IT and HR processes, making them seamless and intuitive for employees by helping to reduce silos and provide a transparent, holistic view of data.





Employees can search for information they need on a variety of devices, and they're guided through processes—for example when requesting vacation days.

Built with a design-thinking approach that takes Deloitte's thought leadership on the digital workplace and worker experience into account, Deloitte's ServiceNow accelerator, *FastForward EX*, helps companies implement the ServiceNow platform faster right out of the box, and can deploy a superior employee experience.

Additionally, the FastForward EX portal leverages AI/GenAI to enhance the user experience. As a result, users can more easily find the answers they need, optimizing their self-service journey. Users are able to search across the portal using simple terms, with support for autocorrection of typos and suggestions for recent and popular search queries. Better yet, machine learning based on their clicks helps ensure search results improve over time.

FASTFORWARD EX CAPABILITIES

Pre-built set of services, workflows and processes for configuring and developing the ServiceNow platform in weeks versus months

Constantly improves itself over time using machine learning based on user search results clicks

Easily incorporates bolt on solutions to help bridge system capability gaps, such as RPA/AI enabled automation for effective human machine collaboration opportunities

Leverages AI capabilities to further enhance the worker experience empowering users to search across the portal using simple terms with support for auto correction and search suggestions

Eliminates legwork for IT

Enhance workflows for employees

Provides proven, best in class out of the box capabilities

Offers key system capabilities to accelerate, digital maturity

² <https://www.deloitte.com/global/en/alliances/servicenow/about/deloitte-fastforward-powered-by-servicenow.html>

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AI powers service excellence acceleration



FastForward EX is a set of services, workflows, and portals built on ServiceNow's HR Service Delivery (HRSD) solution to be used either as a starting point or an end-state solution to support HR and the workforce. It can help organizations deploy their ServiceNow HRSD solution in a matter of weeks rather than months. Neither employees nor HR lose time from unnecessarily exhaustive information searches or inefficient processes.

FastForward EX provides leading capabilities, meaning organizations spend less time building the system and more time realizing the value of their investment. The solution also provides system capabilities that can accelerate an organization's digital maturity. It includes methods to easily incorporate bolt-on solutions that can help bridge system capability gaps such as robotic process automation and AI-enabled automation for effective human-machine collaboration.

Companies that use **FastForward EX** are up and running on the ServiceNow platform in as fast as

9 WEEKS

30%

Cost efficiency versus starting from scratch

BEFORE FASTFORWARD EX



Slow delivery



High cost for serving employee



Low user satisfaction scores



Poor data insights and risk of non-compliance

AFTER FASTFORWARD EX



More efficient HR processes



Safer data quality and compliance



Happier employees



Reduced costs

FastForward EX is equipped with a range of Generative AI (GenAI) capabilities, including pre-configurations that offer employees summarized knowledge content, an intuitive Virtual Agent for accelerated issue resolution, and a quick, easy way for agents to use GenAI to summarize customer chat conversations and case details to get the context of the case. They can also generate case resolution notes to share with other agents and resolve cases faster.

To further empower teams to improve efficiency and outcomes, *FastForward EX* harnesses machine learning (ML) and AI technology. Using its advanced search algorithms and AI-driven features, *FastForward EX* efficiently navigates extensive knowledge content and operational data sets to provide timely and relevant results.

Additionally, ML capabilities empower *FastForward EX* to continuously improve its search accuracy, adapt to user preferences, and predict future search queries. In summary, *FastForward EX* offers faster, more accurate results by understanding context, adapting to user behavior, and harnessing powerful ML algorithms.

Over time, organizations can build on a solid foundation by continuing to refine, add services, and improve content.

Deloitte tapped into its experience as human capital practitioners to develop *FastForward EX*. That means adopting a strategic business approach to problem-solving, prioritizing the business aspect rather than solely focusing on technology. Deloitte also has in-depth knowledge of ServiceNow, positioning it well to create a tool to expedite platform adoption.

The team started by discussing the hurdles with stakeholders and identified that smaller companies, especially, struggled to configure the new platform-based technology.

Next came the design stage, driven largely by a design-thinking approach.

Along the way, designers built *FastForward EX* with an eye toward growth, allowing for future changes based on evolving user requirements.

A modern HR organization

Organizations that use *FastForward EX* are up and running on the ServiceNow platform and can deploy solutions in as fast as 9 weeks, and that can translate to an estimated 30% cost efficiency versus starting from scratch.

FastForward EX's ease of implementation makes the ServiceNow platform more accessible to smaller and mid-size companies that may not have the people, or the time, to handle a complex implementation. And, at these companies, HR, IT, and other departments can work together more seamlessly.

One *FastForward EX* and ServiceNow customer in the technology, media & telecom industry faced slow and inefficient service delivery and low user satisfaction scores, while costs to serve employees were high.

With *FastForward EX*, the company created additional business value by transforming to a digital, data-driven, and scalable operating model. Outcomes included more efficient HR processes, happier employees, and better data quality and compliance, as well as cost reduction.

DELOITTE AND SERVICENOW COULD HELP YOUR ORGANIZATION:



Accelerate speed to value

Reduce overall design, development, deployment, and costs by accelerating the implementation timeline. More time to focus on higher-value opportunities (and must-have localizations) rather than starting from scratch.



Become equipped with a unified platform

Provide your workforce with one primary platform to maximize the company's technology investments, streamline workflows, increase knowledge sharing, and enable better insights.



Transform the workforce experience

Provide your workforce with personalized digital experiences at work that are on par with the experiences they have outside of work. Enable your workers to work from anywhere, at any time and from any device—with ease.



Improve operational effectiveness

FastForward EX provides a platform to improve HR operational effectiveness and a path to migrate to a leading practice operating model through enabling technology practices and automation.

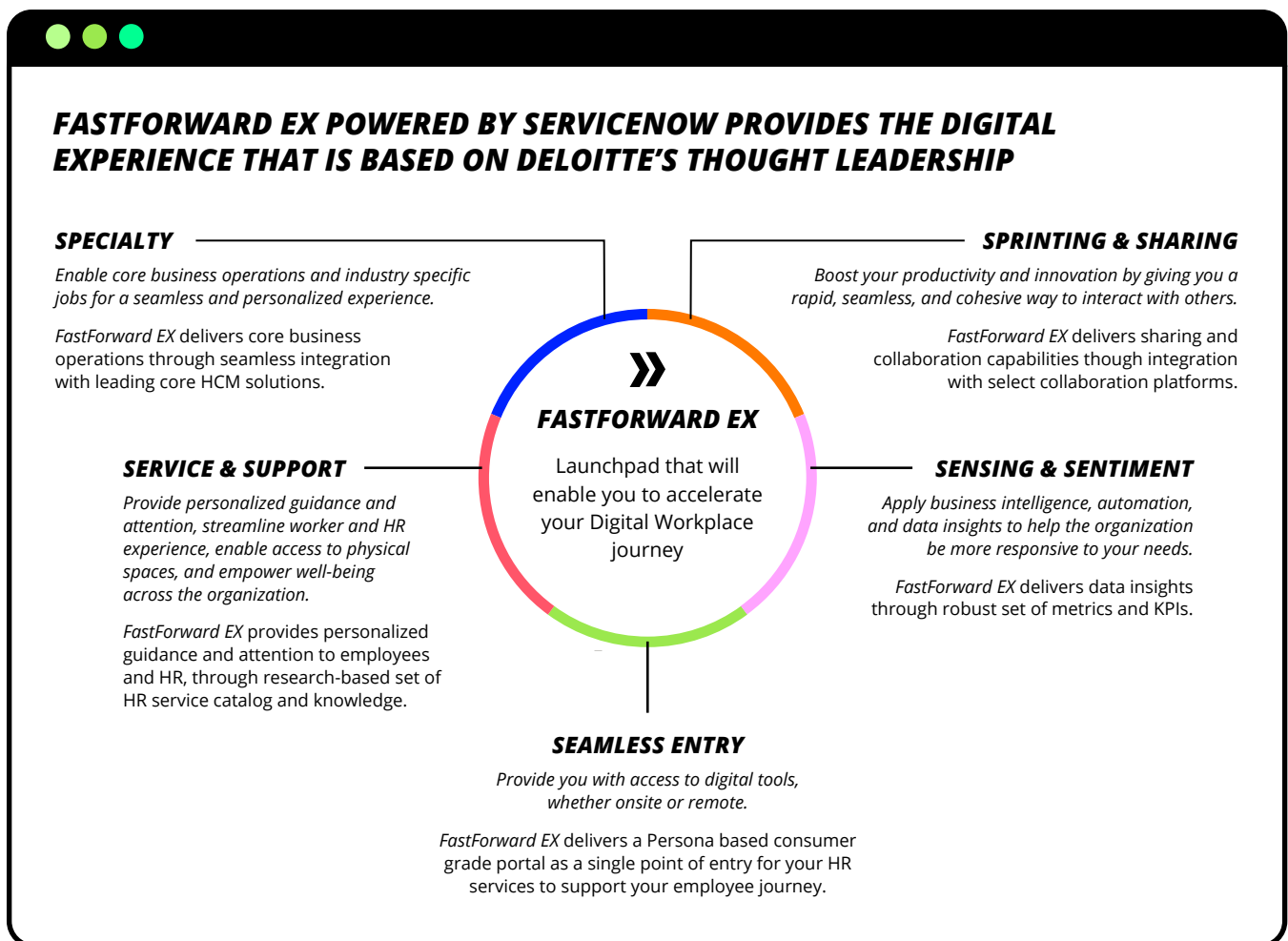


Drive productivity and revenue growth

Companies in the top quartile of workforce experience are 25% more profitable than competitors in the bottom quartile. Create a streamlined experience to remain competitive. Organizations with highly engaged workers experience a 3-year revenue growth rate 2.3 times greater than average.

FastForward EX: Where innovation meets experienced delivery

In today's digital-first world, where employees demand an exceptional experience, organizations that invest in quickly reducing friction can become the workplaces of choice.



FastForward EX powered by ServiceNow

Ignite the future of work with a modern

digital workplace. *FastForward EX* powered by ServiceNow unites technology and HR strategy. With our modular implementation, you can quickly address your organizational priorities—and progress employee experiences from good to great.



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