



## HR and IT better together

Case studies of HR and IT  
partnering to transform the  
employee service experience

## Introduction:

The employee experience is at the center of today's enterprise. Whether it's process, technology, infrastructure or innovation, lines of business from IT to HR and beyond are addressing issues by putting the employee and customer experience first. The same is true of executives. CIOs and CHROs are adopting a transformative mindset—one that will require HR and IT to partner closely to deliver experiences that enhance the digital, human, and physical employee journey.

We've identified five ways organizations can partner across IT and HR to foster a transformative mindset and deliver great employee experiences:

**1** Build and structure new work teams

**2** Make technology investments together early

**3** Optimize employee service with a single digital experience platform

**4** Go beyond automating tasks and design for the end-user experience

**5** Listen, design, test, and iterate



# 1 Build and structure new work teams

Designing for a successful workplace strategy requires a cultural shift between HR, IT, and facilities. The idea is to define new skills and talent as well as structure teams in a way that encourages ideation and allows for work to flow between groups.

## **Upping the game, talent, and responsibilities in shared services**

To foster better working relationships and align on experience goals, organizations are redesigning existing decentralized service delivery models under a global experiences function for HR, IT, payroll, and other people services. The scope of HR shared services or “people enablement” is also evolving well beyond routine transaction activities.

## **Data scientists and experience officers**

Workplace transformation is equal parts technology, talent, and change. And to successfully implement new technology, companies must train and enable a team that looks after that technology. This is why new roles with deeper skills such as data scientists and experience officers have been added within IT, focusing not only on UI but also on how technology makes people feel. With connectivity being a vital component of the workplace experience, organizations are creating new global HR technology teams focused on architecting the use and mobility of HR software, applications, and systems that interface regularly with their IT counterparts.





## The HR/IT-led employee experience evolution

HR past	HR now	Priorities
Reduce manual/administrative processes & increase efficiency	Modernize HR service delivery and deliver a great employee experience during lifecycle moments	Voice of customer
HR or IT past	HR or IT now	Employee experience platform
Technology decisions and implementation	Connect on an enterprise vision and drive technology decisions together that enable great end-user experiences	
IT past	IT now	
Reduce manual/administrative processes & increase efficiency; service IT customer only	Enterprise-wide service delivery; support HR in employee lifecycle moments	Service delivery
HR or IT new roles now		Consumer-grade intelligence
<b>Employee Experience Officers or HR Transformation</b> Employee engagement, perks, real estate, digital, technology, culture, wellness	<b>Data Scientists</b> Uncover data to solve complex problems and help shape business goals (AI models etc.)	

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*We're no longer just implementing technology to solve business problems but thinking about the viability of using technology to enable a great end-user experience, that's easier, friction-less, and intuitive across the enterprise.*

– **Poonam Dasani**, Service Delivery Manager,  
American Express Global Business Travel

## 2

### **Make technology decisions together**

According to Gartner, "By 2022, 75% of organizations will include employee experience improvement as a performance objective for HR and IT groups."<sup>1</sup> To keep up, companies are steadily adopting cloud-based solutions and other technologies to deliver digital, enterprise-grade systems to the workforce. But that adoption has left IT and HR struggling to understand how these systems add value to the employee experience. Meanwhile, employees have become overwhelmed with multiple systems.

IT and HR now have a growing priority to ensure new technologies not only address complex business issues, but simultaneously meet the expectations of people who use them.

<sup>1</sup> Gartner "To Achieve a Consumer-Grade Employee Experience, HR Must Follow CRM," Melanie Lougee, Jim Davies, Chris Pang, 2 November 2018



## Case study: Getting IT onboard early – HR and IT better together

Schneider Electric, a leader in power management, experienced an epiphany when their HR and IT departments realized they had planned separate initiatives to transform internal enterprise customer service delivery. At the time, HR was running a separate user experience from IT for their employees, utilizing several customer support phone numbers and facilitating ticketing in an outdated platform with limited upgradable functionality. Simultaneously, IT was on a quest to modernize IT service management. The goal in each initiative was delivering a consumer-like experience to the company's 133,000 employees and having rich functionality in place for IT and HR staff. This prompted HR and IT to join forces on their initiatives to deliver a single unified employee service experience.

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*The reason we chose ServiceNow is because of the platform. The platform would allow us to build one employee portal to create that single, unified experience for all employees.*

– **Melissa Golden**, Director of Global HR Customer Service, Schneider Electric

# 3

## Optimize employee service with a single digital experience platform

Not having a consistent way to find answers is a major breakdown in the employee experience. HR and IT have historically offered hotlines, portals, inquiry submission forms, human channels, and email aliases, with limited success. In many cases, those departments fail to realize that employees simply don't know where to go to get the answers and support they need.

Organizations with a employee-centric vision are shutting down websites and email and increasing self-service with a single, digitally driven employee service center. According to Gartner, "Some organizations have taken the step of combining their HR service function with other employee-facing support services, such as IT, procurement, or expenses, to create one extended employee service center. The formation of a "one-stop shop" is intended to simplify the employee's experience by removing the burden of deciphering multiple processes and systems. This is one example of a move toward a more employee-centric model."<sup>2</sup>

A digital experience platform becomes the central touchpoint across the workforce and enables departments such as HR and IT to deliver a consistent service experience and retain their unique departmental requirements and workflows.

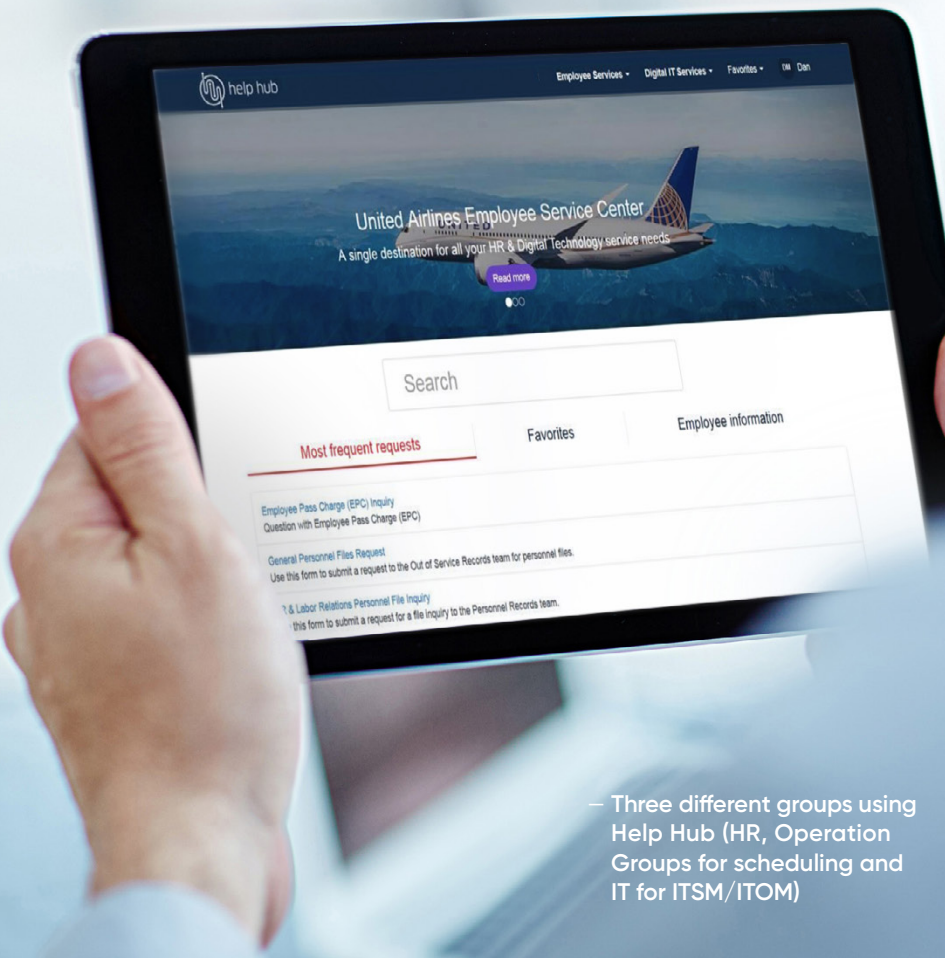
<sup>2</sup> Gartner "To Achieve a Consumer-Grade Employee Experience, HR Must Follow CRM," Melanie Lougee, Jim Davies, Chris Pang, 2 November 2018



## Case study: United Airlines



United Airlines and United is delivering a single, consolidated employee destination called “Help Hub.” In the near future, Help Hub will appear on desktops and mobile devices of the airline’s 183,000+ workforce. This is after aligning 30+ delivery organizations to a single methodology using ServiceNow HR solutions. Currently, United Airlines is averaging 112,000 logins per month by 35,000 unique employees. It has 3,500 tickets created per day by phone. With the launch of the new mobile-friendly service center, HR is hoping to remedy the back-end clutter and provide employees with an easy-to-use landing page, FAQs, knowledge, and a more focused search. “We have over 40,000 nomadic employees. They don’t come to the same place every day, and some of them don’t report to their supervisors each day, so it was important for us to provide a service that removes the clutter and simplifies the back-end,” said Kirk Limacher, Vice President, HR, United Airlines.



– Three different groups using Help Hub (HR, Operation Groups for scheduling and IT for ITSM/ITOM)



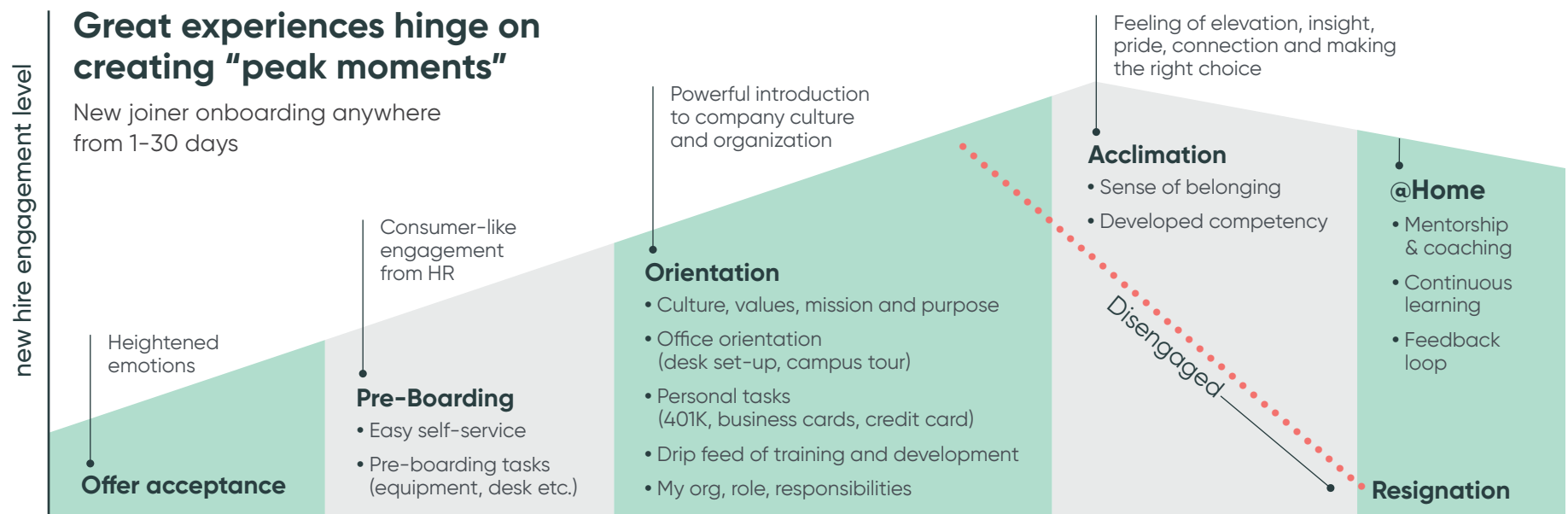
# 4 Go beyond automating tasks and design for the end-user experience

Transforming the employee experience isn't just automating tasks or addressing individual inquiries. It's about identifying and reimagining moments in the employee journey that can have an overwhelmingly positive—or equally negative—impact on the end-user. According to employee experience experts Dan and Chip Heath, great experiences hinge on "peak" moments.

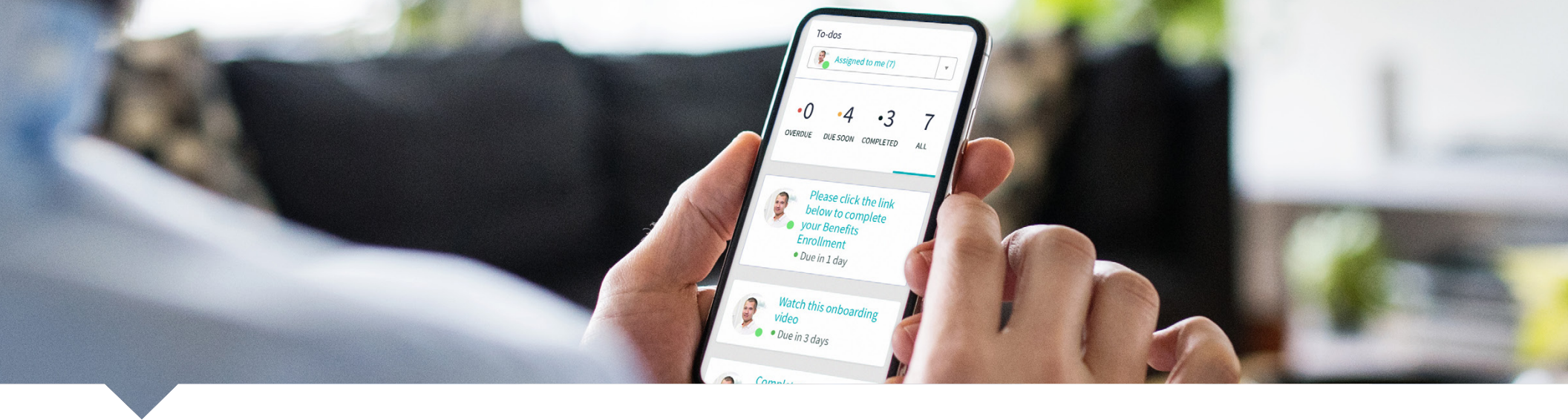
For example, an employee starting a new job is less fixated on the extensive interview process she endured than the excitement

she's felt after a great first week. That can heighten sensory emotions such as relief, gratitude, and validation for making a career move, which is also considered a "peak moment."

There are several of these peak moments where HR and IT can partner to create experiences inclusive of human, physical, and digital touchpoints. According to Dan and Chip, when it comes to using technology, one needs to ask, "Is the technology boosting responsiveness or limiting it?"<sup>3</sup>



<sup>3</sup> The Power of Moments: Why Certain Experiences Have Extraordinary Impact



## Case study: Asurion turns onboarding into a competitive advantage



Asurion helps more than 300 million people around the world make their lives easier by unlocking technology's potential through a range of highly-rated services, from comprehensive product protection to smart tech help. As a technology-driven company, Asurion operates in an extremely competitive labor market. To attract and retain talent, it invests in a highly skilled recruitment team and emphasizes the importance of delivering an outstanding experience for new hires. To strengthen these critical recruiting capabilities, Asurion recently added recruiting support to its shared services model.

According to Bob Davis, HR director at Asurion, "To enable this shared services model, we needed to standardize and automate our onboarding. Our hiring managers told us they were struggling with manual processes and multiple systems—one to request

computers and phones, another for office space, yet another for parking passes, and so on. The process was cumbersome and hard to navigate—and it often relied on tribal knowledge. We wanted a one-stop solution that drove onboarding end to end, making it easy for managers to get new hires what they needed to succeed."

After examining its options, Asurion chose ServiceNow® Enterprise Onboarding and Transitions. Davis said, "The choice came down to ServiceNow and Workday. We had both systems in house—we used ServiceNow for IT, as well as HR case and knowledge management, while Workday was our HRIS. Both had onboarding, but Workday drove everything by email. With the ServiceNow employee service center, we could offer our hiring managers and new employees intuitive onboarding checklists, manage and assign tasks across multiple departments, and distribute targeted content to new hires—welcome videos, useful role-based information, and more. With chat, ServiceNow also made it easy for new employees to get instant online help.

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*It takes a village to make the employee experience work. Chris (CIO of ServiceNow) and I partner with facilities, finance and many other constituents. Because the employee experience is three factors, it's the culture, our promise to our employees, it's the systems and tools as well as the digital and the physical environment they work in which our tools reinforce.*

– **Pat Wadors**, CTO, ServiceNow



## Case study: How our own HR team uses the ServiceNow HR Solution to create great employee experiences

### servicenow

At ServiceNow, we believe in giving our employees a great workplace experience. Positive interactions forge a bond between our company and our employees, just like great service creates customer loyalty in the consumer world. Why is this so important for ServiceNow? Because our people deserve it—and because it helps us attract and retain the best talent.

By moving from manual work to automated workflows using ServiceNow Enterprise Onboarding and Transitions, we've accelerated and streamlined our onboarding processes. When an employee is about to join, HR only has to enter new hire data once. Forms, documents, and databases are populated automatically. Then, ServiceNow automatically assigns onboarding tasks to our HR, facilities, IT, and other teams, and manages these tasks to completion. Our HR team constantly monitors the status of these tasks, so if anything starts to go off track, the team takes corrective action.



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*Pat and I partner heavily, but it also includes facilities, payroll, finance and globally a lot of other groups that need to come together to get aligned on a central vision.*

– **Chris Bedi**, CIO, ServiceNow



Now onboarding isn't just more efficient—it's also quicker. For instance, we've accelerated provisioning of IT resources for new hires by 94%. That has a direct impact on the new hire experience, cutting provisioning time from three days to a few hours. New employees have what they need right away, making onboarding smooth and enjoyable. And this means that they get up to speed more quickly, since they have instant access to all the resources they need to get familiar with ServiceNow and become productive contributors.

**Learn more:** eBook: How our own HR team uses ServiceNow HR Service Delivery to create great employee experience

**Webinar:** ServiceNow Reimagines New Hire Onboarding

# 5

## Listen, design, test, iterate

To attract, retain, and engage the best talent, the pendulum is swinging away from what HR thinks employees want and towards what employees actually want. Companies seeking to put people at the center of their organization are introducing feedback channels to build trust and capture the voice of the customer. With the use of employee pulse surveys, suggestion boxes, open forum discussions, and employee design thinking workshops, HR and IT departments are prioritizing the customer journey as the initial step in transforming their employee experience

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*HR and IT are the two most exciting departments inside of any organization yet they rarely spend time communicating and collaborating with each other. Together, HR and IT are an unstoppable employee experience force that can transform the organization. They must team up to listen, design, test, and iterate in order to create an organization that thrives in the future of work.*

– **Jacob Morgan**, 3x Best-Selling Author and Futurist





## Case study: How American Express GBT delivers next-generation onboarding experience to thousands of new hires



GLOBAL BUSINESS TRAVEL

American Express Global Business Travel, the world's leading business partner for managed travel, had a goal to improve the onboarding process for thousands of new joiners. Yet HR was struggling to gain approvals and resources needed to redesign the company's new hire onboarding experience. That was when HR and IT at American Express joined forces. Together, they not only fixed new hire onboarding, but also drove cohesive back-office strategy between IT, HR, facilities, and finance to design and deliver a great experience.

**Watch the webinar:** How American Express GBT uses ServiceNow HR solutions to make every first impression a great one.



## In conclusion

Schneider Electric, United Airlines, Asurion, American Express Global Business Travel, as well as our own company—to name a few—are discovering the benefits of creating a partnership between HR and IT. Together, those teams are delivering experiences that enhance the journey for each of their employees.

See how our solutions and expertise can help you transform your business for a better HR service experience

**For more information on ServiceNow HR solutions.**

[LEARN MORE](#)

**For more information on ServiceNow Enterprise Onboarding and Transitions.**

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