



# From challenge to opportunity

A guide to navigating talent and skills challenges while reducing costs

## Can your business respond to fast-evolving talent and skills challenges?

There's a growing need to support new talent challenges, new employee expectations, and evolving business operating models. In response, we've seen organizations continuously invest in digital solutions to modernize HR processes and employee engagement. This, in turn, creates complexity which could end up harming employee experiences and organizational agility.

To overcome these challenges, there are also certain complications that HR and tech leaders need to solve.

There could be a potential spiral of tech debt and app sprawl due to continued investment into digital point solutions. So, how do you consolidate and rationalize the technology you have, but also keep innovating?

There's also the possibility that HR leaders have an experience gap: where they have high expertise in terms of understanding employee journeys and issues but low expertise regarding managing tech complexity. In addition to this, the organization's core systems may not keep pace with the latest innovations and the "consumer type" experiences that employees have come to expect.

So, where to begin with solving these myriad challenges and obstacles? Start with adopting a digital platform that has the means to consolidate multiple capabilities. Working with IT leaders can also solve for the experience gap and ensure the platform is utilized for maximum impact and value.

This guide serves to dive into some of the HR and tech challenges we've seen organizations successfully overcome. Read on to learn how a unified digital platform can provide a simple, single brand experience for internal end-users, as well as how it can join up and simplify user experiences across technology silos and teams—and more.



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# Drive productivity while unlocking talent potential

In today's economy, organizations are forced to do more with fewer resources. This means organizations need to find new ways to drive efficiency and optimize workforce strategies—while keeping employees motivated and engaged.

But how?

HR leaders need to drive productivity, reduce costs, and make informed talent decisions—and they can do this by streamlining self-service, case resolution, journeys, and leveraging AI-powered skills intelligence.

Free up time for your employees, managers, agents, and business partners to focus on what truly matters most for your business.

**“Embracing technology and cross-collaboartion will help unlock human potential and free people to do the work they love.”**

Jacqui Canney, Chief People Officer, ServiceNow

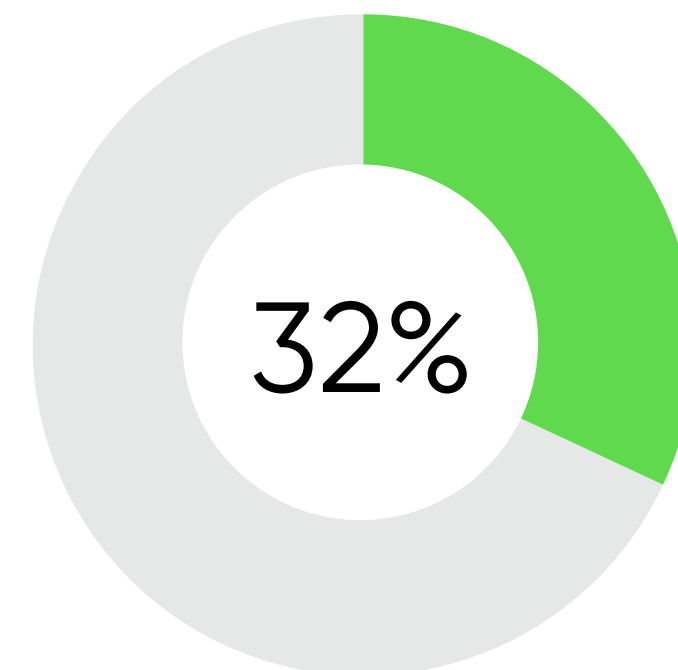


**Q. Can your employees easily get the help they need?**

**A.** Siloed systems, fragmented departments, and multiple employee portals can cause frustration and consume valuable time as employees try to find the help they need. Additionally, there can be decreased employee productivity due to manual and inconsistent service and support experiences. A lack of visibility into HR operations can further exacerbate inefficient processes.

You can make it easier for employees to get HR service and support by connecting disparate systems and departments into a single employee portal experience. Find and serve up relevant HR Knowledge content faster by leveraging AI-driven search in curated content microsites. And look to serve up personalized and targeted HR content to your employees based on their profiles for location, role, and job type.

Lastly, you can also empower your employees with real-time visibility into their requests/cases—along with next steps to accelerate resolution.



**Only 32% of full- and part-time employees working for organizations are engaged at work.**

Gallup, U.S. Employee Engagement Needs a Rebound in 2023, 2023

**Q. How can you relieve the burden of heavy caseloads on your agents?**

**A.** Organizations today face some common challenges: inconsistent and unstructured service and support channels, limited ability to support the service needs of different worker types (think desk versus deskless), and a lack of employee self-service will drive high volumes of HR cases with repetitive and simple requests.

**“Three years into using HR Service Delivery, we can definitely attest that it makes processes easier and more organized.”**

Group Director of Employee Services Operations,  
American transportation and logistics company

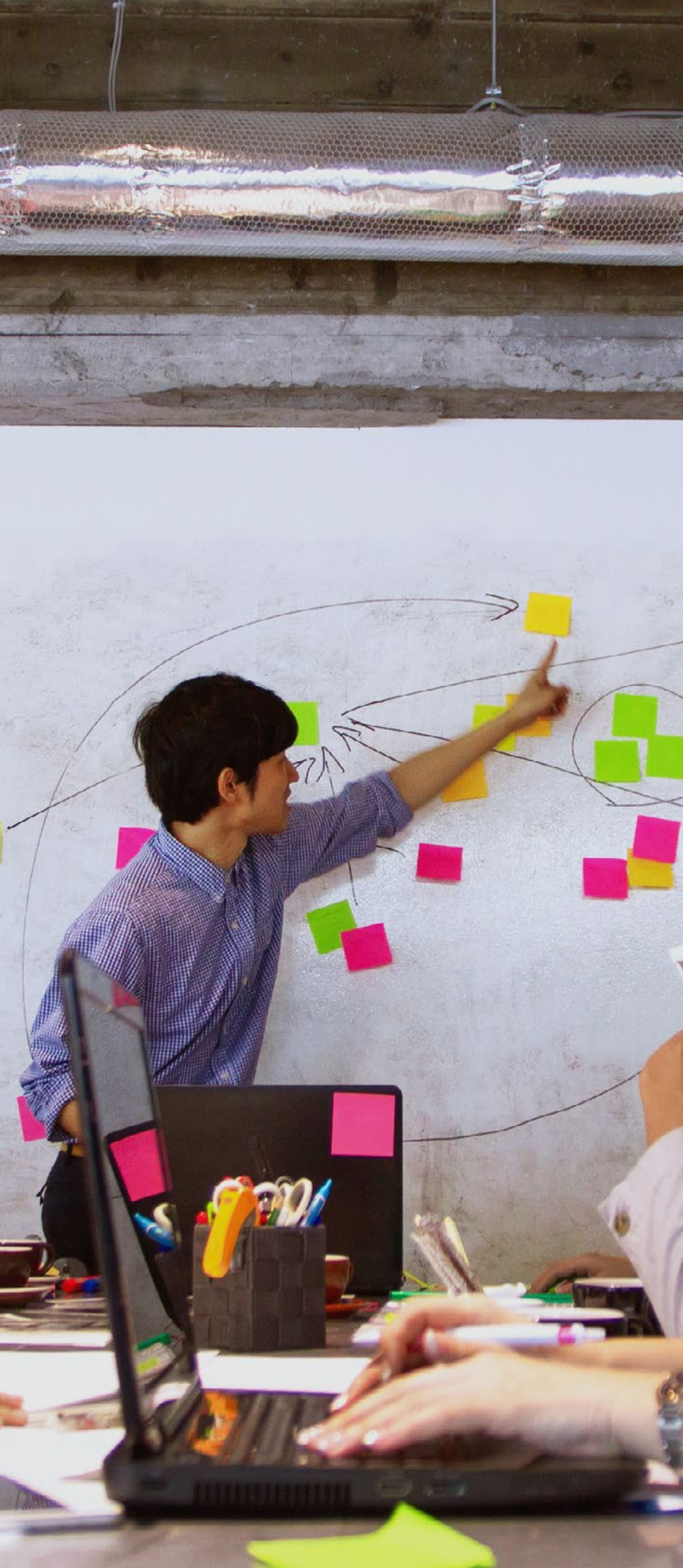
Solve these challenges by deflecting simple and high-volume inquiries through self-service. To improve the self-service experience, you'll want to provide a consistent and standardized selection of digital channels for easier employee access (mobile, portal, kiosk, chat, virtual agents, teams, etc.).

Also, by leveraging AI and chatbots, you can provide employees with real-time responses to routine inquiries, along with instant access to relevant knowledge and information across any digital channel.

**Q. Do your employees feel valued, or are they just going through the motions?**

**A.** Manual and swivel chair processes make it frustrating for employees to navigate and get help across complex journeys. Additionally, managers can feel overwhelmed due to not having the necessary tools and resources to help support their teams. Without the right setup, it can be difficult to support rapidly changing business, workplace, and employee needs.

You can help improve employee self-service and satisfaction with personalized journeys based on location, role, and job type. Eliminate frustration by offering clear guidance through complex journeys like onboarding, offboarding, transfers, and promotions. You can also enhance manager efficiency and engagement through a purpose-built portal that provides complete visibility into team tasks, to-dos, and journeys. Finally, adapt to changing business and employee needs by extending or creating new employee experiences.

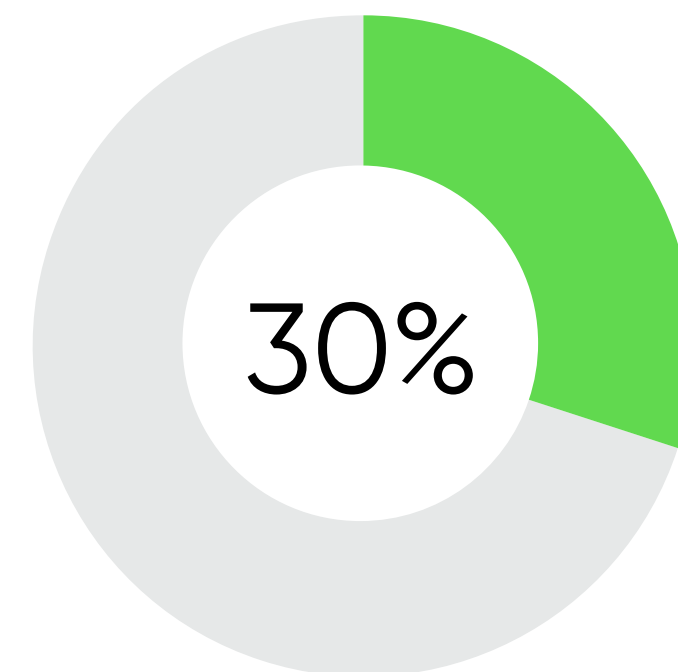


**Q. How do you improve process efficiency?**

**A.** Your business might be experiencing high service costs due to legacy systems hindering digital transformation and the automation of manual processes. Inconsistent and inefficient employee service experiences can also negatively impact your agent SLAs, and siloed systems may cause a lack of visibility into processes and bottlenecks.

To overcome these challenges, you can:

- Automate employee service requests to the right people and department, speeding up resolution time
- Identify and implement cost-saving measures by analyzing your current services and infrastructure to reduce overall expense
- Streamline employee services and improve agent productivity by automating manual and inefficient processes
- Leverage platform data analytics and process mining tools to identify and improve process performance across departments



**Only 30% of companies say their employees have needed skills, but few understand workforce capabilities today, 2021**

i4CP Study



**Q. How can you help HR agents focus on the work that matters?**

**A.** Routine employee requests contribute to high HR agent workloads, and if HR agents don't have access to all relevant case information or support resources in one place, they can't solve employee issues quickly.

Additionally, limited visibility into HR agent performance and team workloads can make it difficult to drive any efficiency improvements.

You can provide agents with a single workspace where they can easily view, manage, and access all relevant employee case-related information. You can also guide agents to resolve issues faster across any digital channel with AI-assisted recommendations and HR playbooks. With a platform approach, you can gain visibility into performance metrics to help increase HR agent efficiency and develop high-performing teams by optimizing schedules, work assignments, and forecast agent demand precision modelling.

**"52% of HR leaders participating in a June 2023 Gartner benchmarking session stated they were exploring potential use cases and opportunities when it came to generative AI."**

Gartner, AI in HR: The Ultimate Guide to Implementing AI in Your HR Organization, 31 January 2024.

## Q. How can you make better-informed talent decisions?

A. A lack of pre-populated and updated employee skills, limited visibility into workforce skills and talent needs, and having to manually update new and acquired skills can all contribute to the challenges an organization faces in upskilling and reskilling employees.

You can get ahead of these challenges by leveraging AI to:

- Pre-populate employee skills and automatically update employee skill profiles
- Gain visibility into your organization's workforce skills and emerging talent needs
- Update new and acquired skills automatically
- Upskill and reskill employees based on their skills and interests

**"76% of HR leaders believe that if their organization does not adopt and implement AI solutions, such as generative AI, in the next 12 to 24 months, they will be lagging in organizational success compared to those that do."**

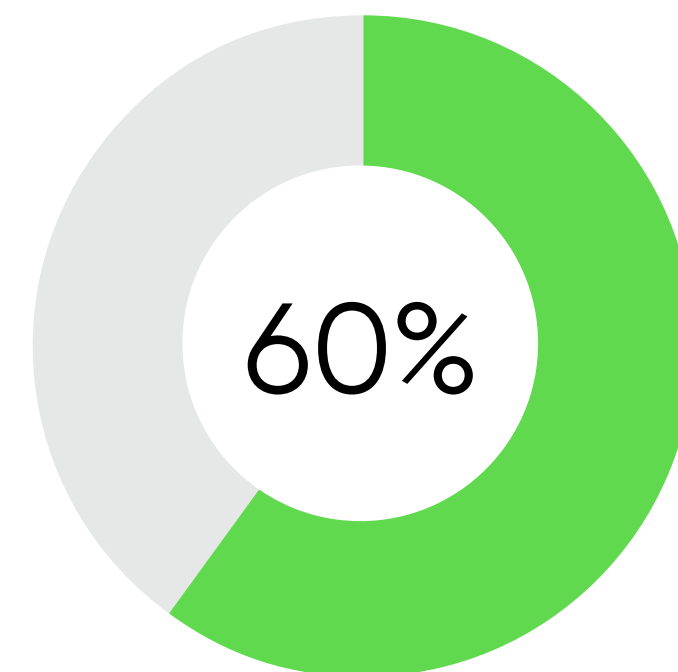
Gartner, AI in HR: The Ultimate Guide to Implementing AI in Your HR Organization, 31 January 2024.

**Q. Do your managers have the tools they need to conduct meaningful talent development conversations?**

**A.** Managers sometimes lack the necessary tools, training, support, and resources required to effectively implement consistent and actionable career development initiatives with their employees.

You can improve manager and employee engagement related to career growth by providing managers with easy access to a 360-degree view of their employees' career information, along with delivering a seamless employee development experience in a single place for both the manager and employee.

Additionally, you can guide managers and employees with AI-based recommendations to drive personalized and trackable growth plans tied to skills and interests.



**IDC predicted that this year [2023], 60 percent of global 2000 businesses will deploy AI and machine learning (ML) tools to support the entire employee life cycle experience.**

IDC FutureScape: Worldwide Future of Work 2022 Predictions



Explore further

2 ways to boost employee output and cut HR costs

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Customer Insights: Employee Experience Testimonials

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**Q. How can you better empower your employees to act on their career aspirations?**

**A.** Your organization may face high voluntary employee turnover if your employees struggle with unclear expectations regarding their goals, career development paths, and the necessary skills for advancing in their careers.

You can make things clearer for your employees by providing guided career development plans and trackable growth activities. You can also increase adoption across existing learning technology investments with proactive prompts and micro-interactions embedded in the employee development experience. Additionally, you can remove barriers to advancement through AI-assisted career guidance and recommendations.

# Deliver exceptional factory worker experiences



In manufacturing, where efficiency and productivity are paramount, prioritizing the well-being and satisfaction of all employees is crucial. However, deskless workers—up to **80% of the workforce**—are often underserved when it comes to HR support.

To unlock untapped potential and drive value throughout your operations, HR leaders must find effective ways to meet the unique needs of deskless employees.

# 70%

**of deskless workers report that they could do their jobs better with more technology, such as communications, operations and logistics, onboarding, and training**

Emergence, The State of Technology for the Deskless Workforce, 2020

## Q. How do you give your employees the flexibility they want?

A. Despite most manufacturing workers being deskless, we've seen that digital HR processes often neglect them, leading to a disconnection from critical services. It is important to provide an exceptional experience for all employees, regardless of their location.

This can be achieved by implementing these three steps:

1. **Meet** employees where they are by offering a self-service portal focused on the support and knowledge needed by deskless and mobile workers.
2. **Simplify** the process with a user-friendly interface accessible on kiosks or mobile devices.
3. **Ensure** all departments are integrated into the platform so that every employee can access all the information they need.

**"Over a third (37%) of [deskless] workers state that their employee experience is worse now than pre-2020."**

DesignSolutions, UK manufacturing firms facing employee engagement crisis, 2023



**Q. How can you reduce costs for your organization?**

**A.** Employees' interactions with HR and other support departments often rely on a scattered collection of communication tools.

You can save time and improve efficiency by streamlining employee interactions with HR and support departments. We've seen manufacturers successfully consolidate communication tools and utilize AI innovation to boost productivity by following these steps:

1. **Provide** workers with a unified way to quickly access multiple departmental services through their channel of choice.
2. **Make** HR, safety, and legal questions accessible through search, knowledge, and chat, so your employees can answer their questions using self-service. And take advantage of generative AI to publish dynamic and personalized content.
3. **Reduce** the number of systems that need to be maintained and establish governance to ensure self-service information is current and effective.



**Q. How do you keep employees connected and productive, even across the factory floor?**

**A.** You can replace paper documents and manual processes with fully digitized employee support to save time, reduce errors, and increase worker engagement and productivity.

Consolidate service and communications into a unified platform for consistency. And keep regular communication in one place, using the organization's brand voice and following best practices, to deliver a consistently great employee experience.

We've seen manufacturers follow these steps to deliver a unified employee experience platform:

1. **Provide** a single digital destination for all worker HR and support needs—fully integrated with department workflows using workflow automation—to ensure connected experiences across disparate systems of record.
2. **Allow** your workers to update information, file documents, and request help through the interface of their choice.
3. **Supply** simplified authentication and guided experiences—especially helpful for employees who are time-constrained or not tech-savvy.
4. **Add** personalization by supporting role-based centers by function, department, or event.

**"Today, we have set up our employee relations to help our associates and managers meet their goals. This has been a wonderful tool at a corporate level."**

Program Manager of HR Operations,  
American health insurance company



Explore further

### 3 steps for manufacturers to elevate employee engagement and boost productivity

[Read Ebook →](#)

### Customer Insights: Manufacturing Industry Testimonials

[Read Ebook →](#)

**Q. How can you make sure that your managers and employees have the next-level skills and development they need?**

**A.** We've seen how technological innovation has improved manufacturing processes and boosted factory employee productivity.

By focusing on skills instead of jobs or degrees, you can leverage data and insights to strengthen your workforce and prepare for the future. A skill-focused talent strategy helps identify and address potential skill gaps proactively.

Manufacturers have supercharged their employee growth and development by utilizing these approaches:

1. **Curate** compelling growth and development opportunities for employees to boost their engagement and interest.
2. **Capture** employees' skills and talents so they can be efficiently matched to assignments they find fulfilling.
3. **Pinpoint** skills and proficiency gaps within the organization and decide who is best suited for upskilling and reskilling.
4. **Empower** workers to take a proactive role in planning and shaping their professional paths and achieving their goals.

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