How to Build an Effective HR Service Delivery Strategy

Empowering Human Resources with Cognitive Capabilities
Table of Contents

01 Executive Summary
02 The critical role of HR in digital transformation
03 The challenge with traditional HR models
04 The fundamentals of HR service delivery
05 How to build an HR service delivery model: 9 core capabilities
07 Choosing the right HR service delivery solution
09 Introducing BMC Helix Business Workflows
10 How can BMC Helix Business Workflows benefit HR?
11 What makes BMC Helix Business Workflows unique?
12 Conclusion
Executive Summary

Human Resources manages the most important asset of any business: its people. But as organizations face tremendous pressure to accelerate digital transformation, HR must move beyond traditional processes to not only keep pace with today’s technology but use it for innovation and differentiation.

A sophisticated HR service delivery model powered by cutting-edge cognitive capabilities can achieve exactly that, enabling HR to improve productivity, boost efficiency, and create a truly transformative employee experience.
The critical role of HR in digital transformation

While digital transformation sits atop nearly every organization’s to-do list, Human Resources (HR) is rarely considered an integral aspect of achieving it. Going digital is seen as a technology initiative, but while technology absolutely enables transformation, it’s people who bring it to life.

In fact, HR is in the position to be at the forefront of innovation in the enterprise.

HR departments are positioned to impact each of these key areas, but especially the first two. Engaging employees, of course, is the heart of any HR function. From attracting top talent to creating a strong company culture to fostering the amazing and effortless experiences that today’s employees expect, HR can lay the foundation for an organization united toward innovation and change.

A recent digital maturity study conducted by West Monroe Partners identified four characteristics of digital maturity that correlate most with financial performance:

1. Engaged employees
2. Digital interactions that are convenient and effortless
3. An ability to leverage data for insights
4. A strong vision and dedicated leadership
The challenge with traditional HR models

Before building that foundation, however, Human Resources must undergo its own digital transformation. HR’s red-tape reputation may be clichéd, but it’s not wholly inaccurate. There’s a reason for HR’s tremendous administrative burden: especially in our global economy, HR professionals must juggle the requirements, demands, and regulations tied to employees around the world. These challenges make it difficult to standardize and streamline processes, but also demonstrate the need to digitize to survive in the current fast-paced business climate.

For HR teams, it can feel like a classic Catch-22. The complexity of modern business necessitates due process and the protection of individual employees and the organization more than ever. And yet, the workflows that support this necessity can quickly become cumbersome, impeding agility and innovation.

In addition, business leaders are shifting from a laser focus on efficiency to creating a productive and engaged workforce. In a world of digital transformation, promoting a culture of experimentation and open curiosity is non-negotiable. The democratization of knowledge has created an informed and agile worker, one who expects leaders to be people-led and people-focused.

Today’s forward-thinking organizations also understand that human capital is their most differentiating resource. Companies are investing in learning how to liberate their workforce’s time, talent, and energy to unleash their organization’s productive power. Harvard Business Review found that the average company loses more than 20% of its productive capacity — more than a day each week — to “organizational drag,” that is, “the structures and processes that consume valuable time and prevent people from getting things done.” To compete in today’s business environment, that has to change.

Human Resources spends 73% of its time on administrative activities.

Source: https://talentculture.com/how-technology-helps-hr-spend-less-time-on-paper-and-more-time-on-people/
The fundamentals of HR service delivery

To combat these challenges, HR needs an operational layer that relieves HR professionals of their administrative burden while empowering them to spend time on higher value work, like engaging employees. This goes beyond point-product HR technology to support employees’ needs across the lifecycle and integrate HR operations into the enterprise infrastructure. By increasing efficiency and productivity within HR, HR can in turn deliver exponential benefits across the organization.

How can Human Resources transform internally to provide these benefits and more? A service delivery model.

HR service delivery is a tiered shared services delivery model that applies principles from IT and customer service to the Human Resources function. It brings the vast majority of HR tasks under one umbrella, including routine tasks and transactions, providing services to employees and managers, reporting, vendor management, and on-demand support for line managers for every-day matters.

Importantly, it allows HR team members to focus more on interacting with employees versus simply transacting with them.

At its core, HR service delivery standardizes and operationalizes HR processes using automation, self-service, and increasingly, omni-channel experiences. It reduces friction between employees and HR, improves employees’ perception of HR (and the organization as a whole), and enables both employees and HR professionals to be more efficient, productive, and satisfied.

As a result of these outcomes, traditional HR functions can expand. When equipped with a powerful service delivery model, HR can go beyond standard tasks like benefits, payroll, and on- and off-boarding to focus on employee engagement for the modern workforce. While it may sound fuzzy, employee engagement is one of the biggest contributors to digital transformation and successful organizations as a whole.

Benefits of engaged employees

Highly engaged employees and their teams deliver dramatic, measurable benefits to the business, including:

- **Better customer outcomes**: 10% increase in customer ratings
- **Improved sales**: 20% increase in sales
- **Greater productivity**: 17% increase in productivity and 41% decrease in absenteeism
- **Lower turnover**: 59% less turnover
- **Profits**: 21% greater profitability

How to build an HR service delivery model: 9 core capabilities

An impactful HR service delivery model should offer several core capabilities to deliver on its promise. These include:

1. **Workflow automation.** Automation is one of the cornerstones of HR service delivery. It allows HR to turn common requests and transactions into repeatable processes that free up HR team members to work on higher value projects.

2. **Powerful self-service.** Even basic self-service, like a searchable employee knowledge base, improves HR operations. But advanced technology allows modern HR service delivery to do more with self-service than ever before, from utilizing chatbots to integrated knowledge management.

3. **Case management.** Like their counterparts in IT, HR professionals are constantly taking requests from employees. HR service delivery should provide a streamlined way to manage these requests across their lifecycle.

4. **Cognitive capabilities.** Applying cognitive technologies to enterprise-level business needs helps teams like HR rethink how the workforce accesses and uses information. Cognitive automation improves not only the way that services are delivered and scaled across the enterprise, but also how those services are consumed by end users.

5. **Social collaboration.** This can come in a variety of flavors, but most importantly should eliminate or connect silos across technology tools and departments to enable trustworthy communication between HR and employees.

6. **Omni-channel access.** The modern workforce relies heavily on mobile and HR must meet employees where they are. It’s crucial to create an omni-channel experience that connects to all of employees’ most-used endpoints.

7. **Security and data privacy.** HR handles some of the most sensitive information in the enterprise and any system with access to that data must be thoroughly vetted for security.

8. **Compliance and auditability.** Similarly, risk management must be high priority for HR systems. It must be simple and reliable to store and retrieve data centrally and securely to meet regulatory responsibilities and the needs of your organization.

9. **Future-proof features & functionality.** The speed of technological change demands that any new system should meet your needs today and tomorrow. This will vary for different organizations, but an HR service delivery model should account for emerging technologies like AI and predictive analytics.
Spotlight on: Cognitive automation

Cognitive automation is fast becoming one of the most critical elements of a successful HR service delivery strategy. Cognitive capabilities power guided and automated workflows that enable everything from better search results to knowledge management adoption to intelligent case categorization. Chatbots use natural language processing to provide intelligent, conversational, and omni-channel experiences that streamline the way services are requested, delivered, and consumed. And cognitive capabilities increase user efficiency by eliminating manual work and making smart recommendations to end-user issues.
Choosing the right HR service delivery solution

A successful HR service delivery initiative requires the right service management tool. The market offers a wide variety of options, from sophisticated service management solutions geared toward IT to simplified business-centric platforms to custom tools built in-house.

Functionality, of course, is critical. The solution should be able to execute on all of the criteria listed above and be easy to use while doing so. If its end users – HR team members – are not comfortable and capable using the tool, adoption and outcomes will suffer. Simply put, HR service delivery will fail if people don’t want to or don’t know how to use the technology behind it.

While your service delivery solution must be HR-friendly, it should also be selected with the broader business context in mind. The proliferation of software tools, especially cloud-based products, has made it fast and simple for departments like HR to choose and implement their own offering without “interference” from IT. This can be a good thing, empowering business teams to find a solution that suits their specific needs. But it can also present significant challenges.

When teams like HR, Facilities, Finance, Procurement and others each select their own applications for what are essentially similar needs, software sprawl kicks in quickly. Departments find it difficult to collaborate across disparate tools that integrate poorly, only with extensive customizations, or not at all. Information is duplicated, technology gets outdated quickly, and the front- and back-end user experiences vary widely. Business teams still must depend on IT to make changes, but buried under so many tools, IT struggles to deliver efficiently. Supporting and maintaining a host of solutions is expensive. And perhaps most importantly, “shadow IT” applications make it difficult for IT to protect users’ data and privacy.

These complications translate to measurable negative consequences for the business, including:

- Poor resource optimization, as business analysts and development teams must work in multiple different tools
- Lower workforce productivity and reduced collaboration as teams lack a holistic view across workflows
- Increased security risk with different security models and accessibility requirements across different apps
- Cross-functional processes and activities are slow, disconnected, and complex to track
- Slow, negative, and costly employee experiences with internal service providers like HR
- Poor technology adoption due to substandard UX
- Reduced ability to quickly manage, control, and audit service requests

These implications make it clear that choosing the right HR service delivery tool is not just about features: it must be part of a larger business strategy to support each team both individually and as part of the larger enterprise.
Employees are the new customers

A positive customer experience is the cornerstone of any successful business – but the employee experience is almost as important. Today’s business leaders recognize that a holistic, strategic employee experience goes beyond satisfaction or engagement to encompass an employee’s end-to-end experience with a company, from its overarching culture to each individual interaction.

Successful HR service delivery not only improves the employee experience of HR team members, but also every other employee with whom HR interacts. It empowers employees to communicate, collaborate, share information, and pursue ideas. It connects HR to other departments that impact employee experience, like Facilities and IT, for seamless assistance and problem-solving. It makes every employee’s life easier by creating an environment where people have the tools and support they need to be successful.

Organizations that focus on employee experience have 4x the average profit and 2x the average revenue of standard businesses.
Introducing BMC Helix Business Workflows

To achieve and support digital transformation within the business, an HR service delivery tool must provide the features and usability that HR needs with the breadth and depth that the enterprise requires. That’s why BMC Helix Business Workflows delivers cutting-edge cognitive service management designed specifically for lines of business like HR.

BMC Helix Business Workflows is an intelligent service management solution that empowers business leaders to manage, automate, and scale service delivery to drive peak efficiency. It meets the needs of businesses looking to reduce and control costs as well as standardize and streamline business processes. By leveraging cognitive capabilities to improve not only the way services are delivered and scaled across the enterprise but also the way services are consumed by end users, BMC Helix Business Workflows enables you to transform service delivery within HR and beyond.
How can BMC Helix Business Workflows benefit HR?

With BMC Helix Business Workflows, HR can leverage cognitive capabilities like intelligent case categorization and optimized knowledge recommendations. Business leaders can build workflows without writing code to streamline processes and automate tasks easily without the help of IT.

Chatbots recognize natural-language requests and deliver immersive experiences to end users with BMC Helix Digital Workplace and BMC Helix Chatbot integrations. Additionally, BMC Helix Platform integration provides powerful customization, so HR can tailor applications based on its specific requirements.
What makes BMC Helix Business Workflows unique?

One Unified Platform
BMC Helix Business Workflows is a single platform to create, manage, and audit business workflows, processes, and tasks, streamlining services across the enterprise from HR to Finance.

Cognitive Automation
Formless case creation makes it easy to create a case using natural language, increasing user productivity. Cognitive capabilities automatically apply templates and categorize cases to eliminate manual work.

Intelligent Omni-channel Experiences
Fully supported and embedded cognitive capabilities deliver a personalized and intelligent end-user experience providing self-service anytime, anywhere, and on any device via web, SMS, Slack or Skype.

Tailorable for Lines of Business
A simple no-code and low-code foundation creates an environment for lines of business like HR to design workflows. Workflow and process design is flexible and allows for both simple and complex approval scenarios, making it easy to implement and adjust to business needs.

The shift to the cognitive enterprise
The cognitive enterprise is the application of cognitive technologies to enterprise-level business needs. Organizations looking to transform how they scale services, knowledge and resources can now use tools like IBM's Watson, which combines technologies like machine learning, artificial intelligence and sophisticated analytics to improve decision-making. In a market expected to grow to $39.98 billion by 2025, it’s no wonder the enterprise is counting on the potential cognitive solutions to play a critical role to not only grow, but to remain in the game. By rethinking the way the workforce consumes and uses information, productivity will continue to rise as employees make better and more informed decisions.
Conclusion

Human Resources has never played a more crucial role in the success of the enterprise. From attracting the best and the brightest to crafting an employee experience that adds real, measurable value, HR stands at the forefront of digital transformation. With the right service delivery strategy backed by the most powerful technology, HR will not only keep up with the speed of business – it will lead it.

For more information
For more information about BMC Helix Business Workflows, visit bmc.com/it-solutions/business-workflows