



ENHANCING EMPLOYEE EXPERIENCE BY DESIGN

Abstract

The era of just doing a 9-5 'job' is long past. Today, as the boundaries between work and life blur, the increasingly millennial workforce wants to be actively engaged at the workplace. Seamless workplace experiences, across the employee lifecycle from hire to retire, play a large role in keeping employees productive, passionate, and happy at work.



The need for employee experience

Research has shown that employee engagement and satisfaction have a direct impact on a company's performance. According to Gallup¹, companies with highly engaged workforces outperform their peers by

147% in earnings per share. While happy employees are 20% more productive² at work, disengaged employees take more leaves and generally contribute to dissatisfaction at work.

No wonder then that employee experience

ranks high on the Chief Human Resource Officer's (CHRO) agenda and is a KPI on their performance dashboard.

But how does one go about delivering on employee experience?

Experience: the cornerstone of employee engagement

In his book *The Future of Work*, Jacob Morgan defines employee experience as, "the combination of an organization's cultural, physical, and technological environments." However, a lot of it is dependent on organizational processes. How easy is it for new hires to get on-board? Can people access information

critical for their roles remotely? Is employee support available 24x7 to cater to an always-on work culture? Are employee services available on their choice of channels and devices? A lot depends on processes that make an employee feel comfortable and make things happen smoother, faster, and seamlessly.

Traditionally organizational process design looked at compliance and efficiency as key parameters and experience was a byproduct at best. Processes were not designed to deliver a certain experience. That school of thought has now turned on its head with experience-centric process design.

But what is good experience? And who decides that?

What employees want?

An employee's expectations from his or her organizations are simple; the complexity lies in making them a reality:

- **Give me the tools and technology to do my job better.** For instance, access to data at the point of decision-making.
- **Give me a choice in using the channels and devices I am comfortable with.** For instance, access to apps and data on smartphones, or the option to connect with helpdesk via email, phone, chat, or self-service.
- **Help me resolve issues faster.** For instance, how fast are tickets resolved at service desks? How many touch points does one have to access for resolution of one issue?

Designing for success

Given the diversity of the workforce and the unique needs across various industries, there is no one size fits all approach to employee experience. An added complexity is that what is a good experience for an employee may not always be the same for the company/ shareholder. To ensure they are delivering on the specific needs of their people, companies need to take a 3 pronged approach:

1. Leverage design thinking to understand expectations and decide on the end goal
2. Design people, process, technology to deliver that experience
3. Measure how the solution is impacting experience and iterate

At Infosys, we use the design thinking

approach to study the gaps in employee experience and understand multiple perspectives on what the ideal experience should be in a given context. Based on these workshops we define the experience that is then used in process re-design to deliver the desired outcome. The employee sentiment is continually monitored to identify and act on improvement opportunities.

Is your experience up to par?

For a leading provider of public services in the UK, we implemented the design thinking approach to improve employee experience. Deep dive in to employee needs revealed that smartphone adoption for their workforce was high (>60%) and employees expected services and data delivered on their devices. We implemented a reporting factory to meet this need. However, we realized that simply implementing a solution is not enough. Are people using the process? What are the adoption, usage, and satisfaction metrics? So we put in place satisfaction surveys and sentiment analysis tools to measure adoption of and happiness with the service.

Measuring employee experience can be tricky. Usually, only people who are dissatisfied or extremely delighted with the service give feedback on satisfaction surveys. This is around 4-5% of the user population. A better way to measure satisfaction is via sentiment analysis at the helpdesk level by text analysis of tickets raised. These measurements create a Happiness Index of the employees that can

be benchmarked and relatively tracked over time – with the goal of constant improvement.

For instance, we recently deployed an employee sentiment analysis and monitoring tool for a leading Australia based telecom firm. The data dump of conversation exchange between an employee and an agent was extracted from the ticketing platform. A text-mining model was developed and applied on each incoming conversation to assign a sentiment score. The scoring helped identify trigger points that could potentially lead to escalation or employee dissatisfaction. Based on real time sentiment scores, each query was flagged and color-coded. Timely identification of issues and effective query resolution drastically improved employee satisfaction from the service. In addition, poor sentiments resulting from policy changes or other events were reported to HR for proactive and affirmative steps for employee happiness.



The true test of experience

All said and done, the true test of experience is employee success. The company should be able to make employee interactions fast, accurate, successful and deliver them in a manner that exceed expectations.

For example, let's consider the HR department itself. Employees engage with

HR multiple times for various issues in their time at an organization. The priority for the HR team should be to provide a one-stop, stress free experience; ensure that the resolution is accurate, in compliance with policies and regulations, and recorded; and align it to the employee's frame of mind.

These interactions are increasingly

becoming digital, and technology will play a key role in determining satisfaction. The aim of the organization should be to provide digital systems that are simple for the users, based on streamlined processes that are designed to improve experience and performance, and constantly improved based on user feedback.

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Badri has more than 15 years of total work experience and last 8 years with Infosys as HR consultant. Badri works with clients in the EMEA region to help them meet their HR mandate: reducing cost, improving employee experience, and meeting global productivity benchmarks.

Badri has Bachelors in Engineering and Master's degree in management from Great Lakes Institute of Management.



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Navin comes with over 23 years of experience spanning across HRO, manufacturing, supply chain management, procurement, and customer sales and services. In his last 14 years, Navin has worked in the Business Process Management industry in areas of quality, operations, solution design, transition, and project / program management, primarily in Human Resources Outsourcing.

Navin currently leads the Solution Design team globally for HR services in Infosys BPM, covering the entire Hire-to-Retire service offerings. In the past, Navin has led multiple consulting exercises to harmonize Workforce Administration and payroll processes across multi-geography, multi-business unit landscape with highly disparate business processes for large banks and retail companies. He has also provided diagnostic services for HRO SSC of a large bank across 'Hire to retire' processes, and designed and improved upon learning system and processes for a banking giant. Additionally, he has led Infosys's first project of its foray into "managed platform services", and successfully on-boarded 3 clients on our HRO Business Platforms.

Navin holds a Bachelors in Engineering in Production, and an MBA degree in Marketing.

¹<https://www.gallup.com/workplace/229424/employee-engagement.aspx>

²<http://www.smf.co.uk/wp-content/uploads/2015/10/Social-Market-Foundation-Publication-Briefing-CAGE-4-Are-happy-workers-more-productive-281015.pdf?>

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