



DRIVING BUSINESS GROWTH LEVERAGING SERVICENOW INTELLIGENT EMPLOYEE LIFECYCLE MANAGEMENT

Abstract

Effective talent management is a business imperative for high-performance organizations. However, in the absence of a holistic platform, talent management teams struggle to attract, engage, and retain the right talent to support business strategies. Employees often struggle with a lack of clarity about their career development due to the inability to track progression against aspiration. This lack of visibility causes employee dissatisfaction leading to reduced productivity and attrition, which ultimately impacts business goals. Managing growth, upskilling, and continuous engagement throughout the employee lifecycle is critical for business growth.

This point of view looks at various events during an employee's journey in an organization. The paper shares Infosys' perspective on leveraging the ServiceNow platform by employees, managers, talent managers, and other leaders for growth, skilling activities, and engagement, driving both employee satisfaction as well as the company's business goals.

Employee Lifecycle

Employees go through various journeys or moments during their tenure in an organization. This includes being searched (Find me), interviewed (Interview me), onboarded (Welcome me), assigned work, reviewed (Engage me), trained (Train me), rewarded, promoted, relocated, becoming an alumnus (Retire me), or being rehired (Rehire me). Therefore, it is important to keep employees engaged and enthusiastic about their roles and progression throughout their journey in the organization.

Infosys recommends deploying an effective AI-enabled talent management platform such as ServiceNow that can be seamlessly integrated with third-party systems or custom applications. Adopting such a strategy will enable talent managers to focus on skill development, employee engagement, retention, and alignment with overall business goals.

Events in the Employee Life Cycle

An employee's journey with an organization begins when they are contacted by a recruiter. The employee goes through multiple stages in the lifecycle of employment within an organization. The ServiceNow platform provides rich functionality for each stage of the employee's journey.

The Hiring Core feature of the ServiceNow platform provides a repository to store information for your hiring requirements. In addition, ServiceNow Store has published solutions for recruitment management.^[2]

Modules of the ServiceNow platform for employee management



Figure: Service Platform for Employee Management

Find me

When businesses want to hire talent, a search (Find me) is initiated on the ServiceNow platform. The search can trawl through locally stored talent information or it can be integrated with third-party systems such as LinkedIn™. Custom applications integrated with internal/external sources can be built on the ServiceNow platform to store profiles and skills data.

The talent management team can use ServiceNow's Skills Intelligence application to identify inhouse talent using insights to align job roles with available on-ground employee skills. The AI-driven application uses a skills ontology to help organizations map skills, roles, and employees. It provides actionable data that can be used to make informed decisions and effectively address the skills gap.

Interview me

AI-based features on the ServiceNow platform can be used to shortlist profiles based on the required skills, and set up interviews. Several custom applications and tools can be used to organize interviews, store records and results of interviews, identify fraudulent profiles, and help the organization work with quality profiles effectively.

Sign me

Once a profile is shortlisted for a position, the ServiceNow platform enables candidates to provide pre-onboarding information such as documents for background checks. Candidates can upload required details based on the nature of the role (location, level, profile). ServiceNow automates this process and provides a repository for candidates to store documents using Employee Document Management.

Welcome me

Once pre-hire activities (Sign me) are completed, an employee can be onboarded using onboarding lifecycle events. The onboarding lifecycle activities are integrated with all relevant teams such as HR, finance, IT, and facilities and provide a seamless experience for new hires. The features provided by the ServiceNow platform include interactive interfaces with natural touchpoints and guided assistance for new hires.

Engage me

It is important to engage every employee in their career progression conversation. At the same time, employee feedback must also be gathered and acted upon.

Aspirations is a feature provided for employees to identify and track personal and professional goals. Multiple aspiration types can be created. An employee can create a growth plan from an aspiration. This allows employees to express interest in relevant talent opportunities. The Conversations

feature supports managers and employees in having effective and regular development discussions. With Conversations, employees can select a mentor, define their growth plan with milestones, and track the progress of their career conversation and plan.

The ServiceNow platform can be used to collect feedback from employees about their experience. Measuring employee sentiments and deriving actionable insights with natural language processing (NLP) and analytics helps organizations retain employees for a longer duration.

Train me, Reward me, Grow me

With Career Hub, growth and development activities of employees such as learning, aspirations, growth plans, and career conversations are brought under a consolidated platform. Employees can view/update their aspirations in addition to updating their skills and profiles.

Manager Hub

This feature enables managers to guide their teams effectively. Team activities and events are displayed here. In addition, Manager Hub has a library which helps managers easily navigate to required content such as knowledge articles and policy documents.

The Learning feature displays various courses and collections that are trending, providing employees the opportunity to enroll based on their aspirations. The feature also displays the progress made against enrolled courses.

The Growth Plan feature enables employees to create, update, and track development plans and activities. This feature provides details about next tasks and displays subplans and statuses. It helps orchestrate activities that steer them toward achieving their desired aspirations and provides intelligent recommendations for various development activities.

The Mentorship app facilitates connections between individuals seeking mentorship and experienced mentors.

Transfer me

Throughout their career within an organization, there are several situations where employees may need assistance with developments such as location change, compensation change, promotions, job change, or international transfer. In such scenarios, the journey management feature plays a vital role by providing step-by-step guidelines to managers, employees, and the HR team for a smooth transition and a hassle-free experience.

Offboard me

When an employee quits an organization, voluntarily or involuntarily, the exit process is lengthy and spans multiple departments such as HR, finance, IT, and facilities. The process involves frequent touchpoints with employees. Offboarding requires a lifecycle event functionality with a playbook experience which provides visual steps to complete the process of Offboarding or Onboarding. This helps to build a detailed process within the ServiceNow platform which is adapted and streamlined based on HR practices.

Retire me/re-hire me

The Alumni Service Center, an effective way to stay connected with former employees, provides a seamless way to resolve queries from ex-employees and foster future re-employment opportunities.

Conclusion

ServiceNow's Employee Growth and Development suite has several applications for learning, career assistance, mentoring, and setting employee goals. Organizations can effectively manage and grow the talent base and skill levels of their employees by leveraging the applications available as part of the ServiceNow platform.

Infosys has vast experience and expertise in implementing the ServiceNow HR Service Delivery and Employee Growth and Development suite of applications. Infosys offers a service delivery framework equipped with tools and accelerators to enable faster delivery of value with focus on user experience. Deep knowledge of the ServiceNow suite of HR products coupled with in-house tools and accelerators make Infosys a valuable partner in an organization's journey towards intelligent employee lifecycle management.

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References

¹ [Supercharging Employee Growth and Development E-book by ServiceNow](#)

² [ServiceNow Application tracking system](#)

³ [ServiceNow Skill Intelligence](#)

⁴ [ServiceNow Employee Growth and Development Suite](#)

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