

**WHITEPAPER**HUMAN CAPITAL MANAGEMENT & PAYROLL **CONSULTING SERVICES**

THE IMPORTANCE OF FOCUSING ON THE EMPLOYEE JOURNEY

OVER THE PAST FEW YEARS, WE'VE WITNESSED A GROWING FOCUS ON THE *EMPLOYEE JOURNEY* BEING A KEY AREA IN MAKING HR MORE EFFICIENT AND EASIER TO DO BUSINESS

WITH. The idea of “journeys” is a concept that has been around for several years – it emerged as a focus on the candidate experience, then the employee experience, automated workflow and transparent transactions. The focus has evolved, and now, many of the leading human capital management and payroll vendor solutions include prepackaged employee journeys. This article discusses the keys to success when evaluating or designing your employee journey.

KEY #1: CREATE SHARED CROSS-FUNCTIONAL DESIGN PRINCIPLES.

The easiest journeys are the ones that feel familiar. Employee journeys are different from the standard process design solutions, in that a journey focuses on how an employee feels. Employee journeys place an emotional lens on what is often thought of as a transactional process. It makes employers consider unique questions, such as: how does an employee feel during their employee journey?

KEY #2: MEET EMPLOYEES WHERE THEY ARE.

For many years, the concept of driving transactions closer to the source has been dependable. The evolution of employee and manager self-services are also well established and now engrained in how we work.

The employee journey takes this to the next step – it drives the transaction to the source *wherever* and *whenever* the employee needs to engage with HR. That means engagement with the employee can occur in whatever workspace your organization uses: on desktops, in mobile devices, via a phone or tablet, and more. It means that employees can engage at work, from home or even from their child's sporting event.

KEY #3: REMOVE FRICTION FROM THE JOURNEY.

Employees and managers want transactions to be simple. That means information is easy to find, and any information required of them is only the bare minimum.

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Approval processes should not have unnecessary steps, should be consistent with current organizational approval levels and should be separated from notifications that are informational. When possible, route transactions in parallel, rather than serial, to reduce cycle times. Proper controls are still important, and key concepts, like separation of duty and proper financial controls, are still required.

KEY #4: USE EMPLOYEE FOCUS GROUPS.

Focus groups are key to tapping into the emotional aspects of the employee journey. Use a diverse collections of employees from different business units, countries, ethnicities, social backgrounds, levels of management and more.

WHY MAKE THIS INVESTMENT IN THE EMPLOYEE EXPERIENCE?

The following data from a recent *Gartner* article tells the story.

- According to *Gartner*, shaping how employees feel about their experiences can have the following results:
 - » 31% more likely to report high intent to stay
 - » 35% more likely to report high discretionary effort
 - » 47% more likely to be high performers
 - » On average, only 13% of employees are fully satisfied with their experience, a clear opportunity for improvement of employee-centric journeys

Investing in the employee experience has quantifiable benefits for organizations, including optimizing existing talent, retaining talent in a competitive market and attracting new talent to the organization. Sikich can work with your business to identify and optimize these gains through our proven methodology.

Source: Gartner 2019 Modern Employee Experience Workforce Survey

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