knowledge17

WORK at LIGHTSPEED™

Unifying HR Service Delivery Across the Enterprise at Albertsons Companies

TREYE ELZENGA
DIRECTOR – ESC SERVICE DELIVERY
Albertsons Companies

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servicenow

Agenda

- Speaker Introduction
- Company Overview
- Albertsons Companies Integration
- The Journey
- What's Next
- Q&A

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Speaker Introduction



NAME: Treye Elzenga

TITLE: Director – ESC Service Delivery

Location: Phoenix, AZ

FUNCTION: HR Service Delivery

COMPANY: Albertsons Companies

EXPERIENCE: Over 10 years of global HR industry experience with proven record of driving financial results and business growth through development and delivery of human capital strategies, systems, operations, and best practices

EXPERTISE: Global HR Shared Services – Change Management, Benefits, Recruiting, HR Systems, Contact Center, LOA, Payroll, and HR Data and Metrics

CURRENT PROJECTS: ServiceNow HR Deployment, Contact Center Process Reeningeering, LOA and ATS System Deployment, and Mobile App

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About Albertsons Companies



NAME: Albertsons Companies

INDUSTRY: Retail and Supply Chain Operations

MARKET FOCUS: Albertsons Companies is the 2nd largest food and drug retailer in the United States

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: 2nd Largest Food & Drug Retailer in United States, 3rd Largest Private Employer, 14th Largest Employer in United States

HR INITIATIVES: Merger and Acquisition Integration, HR Transformation, Production Support

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My Team



GROUP: Employee Service Center

LOCATION: Phoenix, AZ

EMPLOYEES: 285,000

MY TEAM

- Contact Center
- LOA Administration
- Talent Acquisition Systems
- Tier 2 Case Management
- Change and Training
- Metrics and Reporting

HR APPLICATIONS

- ServiceNow
- HRMS and Payroll Integration
- Scheduling Software
- Applicant Tracking System
- Time and Attendance

SERVICENOW TEAM STRUCTURE

- 1 Contract HR Developer
- 1.5 BA/System Admin
- IT Infrastructure Support and ITSM

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Session Overview



Objectives

- Build a scalable HR Shared Services track requests, deliver self-service knowledge, provide service insights, and enable users to complete self-service transactions
- Discover how to build a strong HR Service Delivery foundation based on people, process, and technology
- Acquire an understanding of how Albertsons Companies is modernizing the HR Service Delivery experience for our employees and learn how to gain leadership buy-in to help drive organizational change



What You Will Learn

Building the Framework
- Shared Services Model
- Lessons Learned
- Intersection of Technology and Customer Service
- Data Model
- Team Structure

Deployment Strategy
- Agile Methodology
- Moving from Transaction to Enterprise Engagement
- Building Team
- Application Framework

Delivering Value to the Customer
- Integrated Model
- Insights into Data
- Communication
- Adoption

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Integration

In January 2015 Albertsons Companies acquired Safeway for $9.4 billion setting in motion the three year integration of 2,300 stores and supply chain locations into one common HR system and process portfolio.

System

- Production Support
  - Weekly Union and Non Union Payroll
  - 250,000 Annual Contact Center Calls
- Merger and Acquisition
  - Quarterly Integration of Employees and Systems
  - Ongoing Integration of New Stores
- Process and System Reengineering
  - HRMS Upgrade
  - Mobile Application
  - HR Shared Services Operating Model
  - Process Standardization and QA

Key Tenants of HR Transformation

- Scalability
- Automation
- Process Reengineering
- People, Technology, and Culture Integration

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Where We Started

Objective: Replace legacy case management within 30 days to gain greater integrated insights into HR transactions and data.

30 Day HR Case Implementation

- Replace Legacy Case Management System
- Replicated IT Service Desk Implementation
- Tier 2 Case Management

Initial Challenges

- 10,000 Legacy Cases
- Limited Ownership of Ongoing Platform
- Change Management and Training
- Understanding of Service Delivery Model

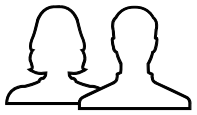
Executive Sponsorship

- Increased Visibility into Enterprise
- Increased Business Value
- Competitive Advantage

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Challenges

People



- Legacy Processes
- Rapid Growth
- HR Adoption
- Mobile Adoption
- Diversity of Groups

Process



- Defined Service Delivery Roadmap
- 14 Divisions Under One Parent Brand
- Limited SOPs
- No Defined KPIs

Technology



- Legacy Case Systems
- Legacy Forms: Paper, Excel, Web Forms
- Data Reporting & Analytics
- HRMS Integration
- HRMS Upgrade

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HR Transformation Objectives



Need for Speed

Delivering Business Value

Key Drivers of HR Transformation

- Legacy Processes and Infrastructure
- HR Compliance
- Scalability
- Change Management
- Training and Communication
- Push for Analytics

Drivers and Goals

- Push for Agile Methodologies
- Speed of Delivery
- Utilization of Best Practice
- Knowledgebase
- QA
- Systems Integration
- Mobile Development

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Roadmap

Integrating people, process, and technology required a detailed roadmap to synergize and streamline operations.

2016

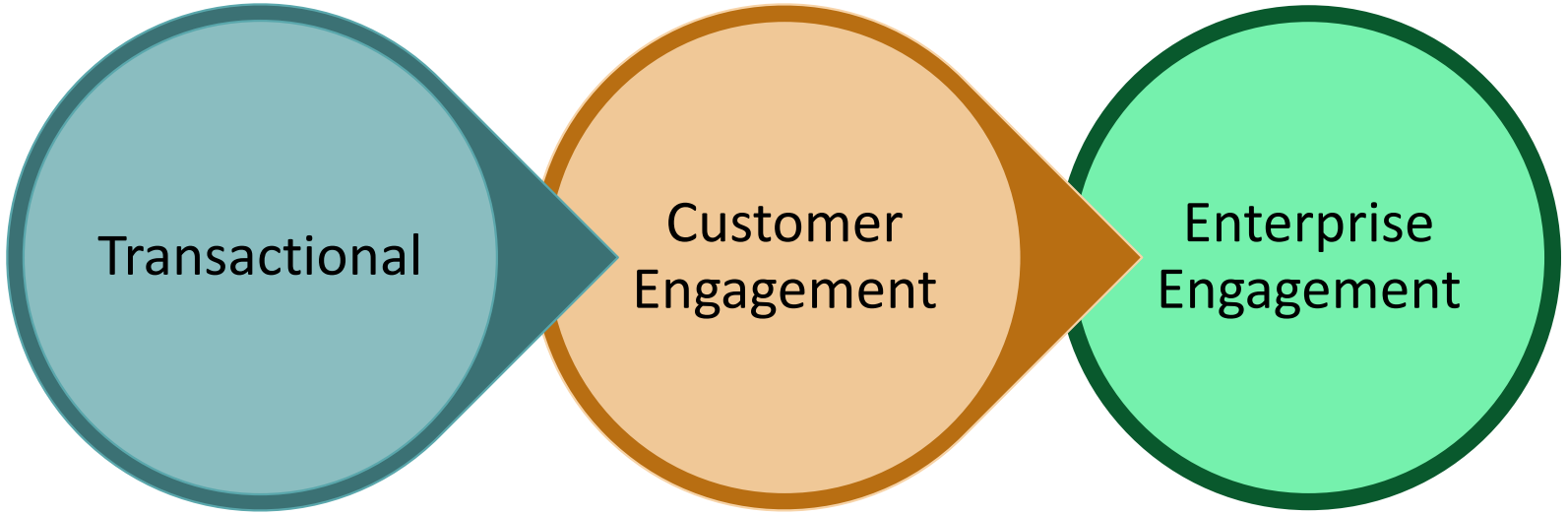
- Q1 HR Case
- Q2 Launched V1 Mobile App
- Q3 ESC@UrService UI
- Q4 Knowledge Management

2017

- Q1 Systems Integration
- Q2 New V2 Integrated Mobile App
- Q3 Employee Self-Service
- Q4 Analytics

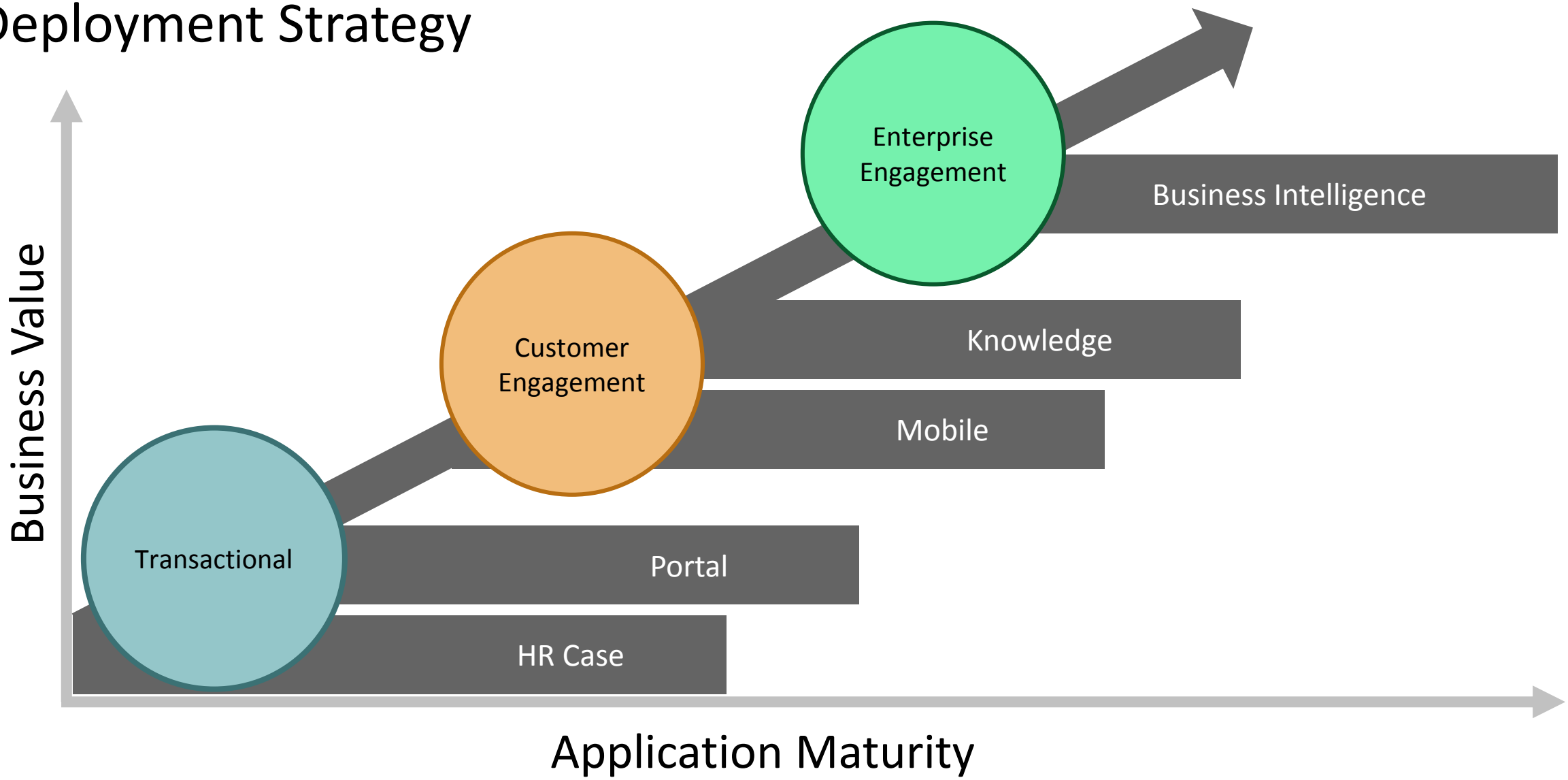
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The Journey To Enterprise Engagement



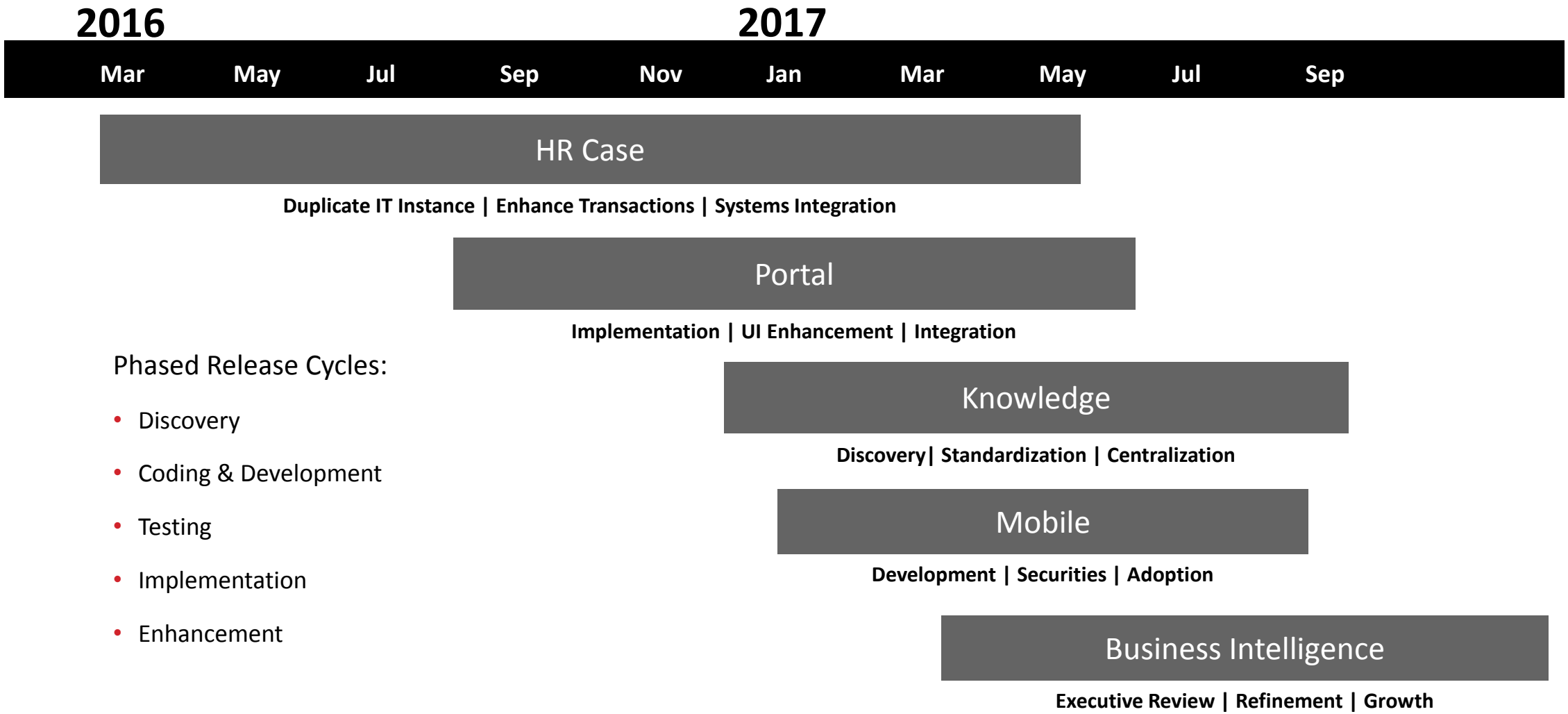
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Deployment Strategy



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Timeline Of Events



Phased Release Cycles:

- Discovery
- Coding & Development
- Testing
- Implementation
- Enhancement

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Building Blocks Of ServiceNow HR Deployment

Application Tools: Istanbul Release on UI16

1 HR Case

- Contact Center
- Call Integration
- HRMS Integration
- Transactional Processing
- 3 Tier Case Integration
  - Payroll > W2 > Reprint
  - Payroll > W2 > W2C

2 CMS Portal

- Payroll Forms
- Case Status Tracking
- Submit A Question
- Tiered Escalation Workflow
- Approval Tasks

3 Knowledge

- Contact Center Knowledgebase
- Tier II Knowledge
- Employee Knowledge

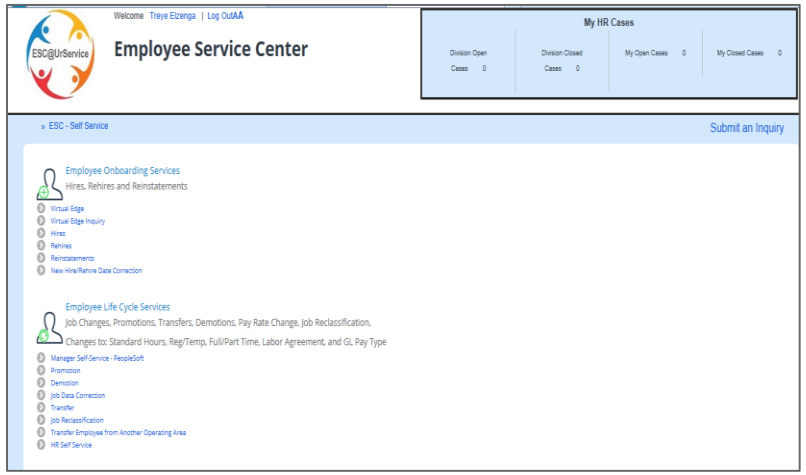
4 HR System SDLC

- Incident Tracking
- Handoffs from HR Case to Data to System
- Data Analytics
- Business Intelligence

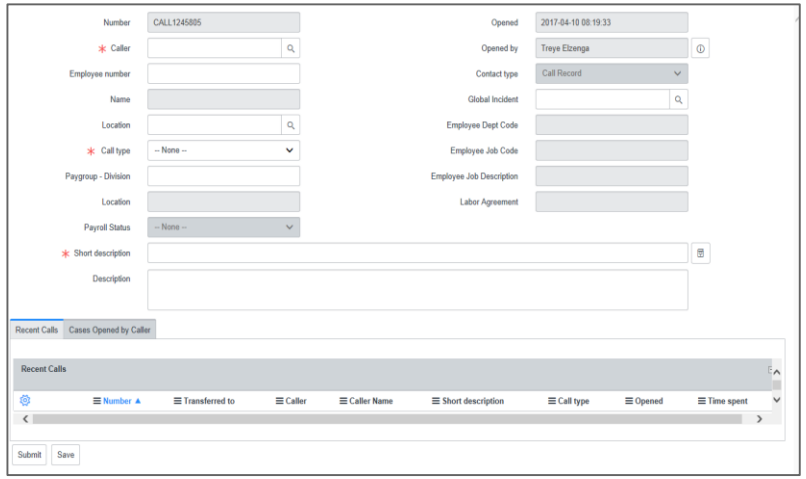
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Building Blocks Of HR Application

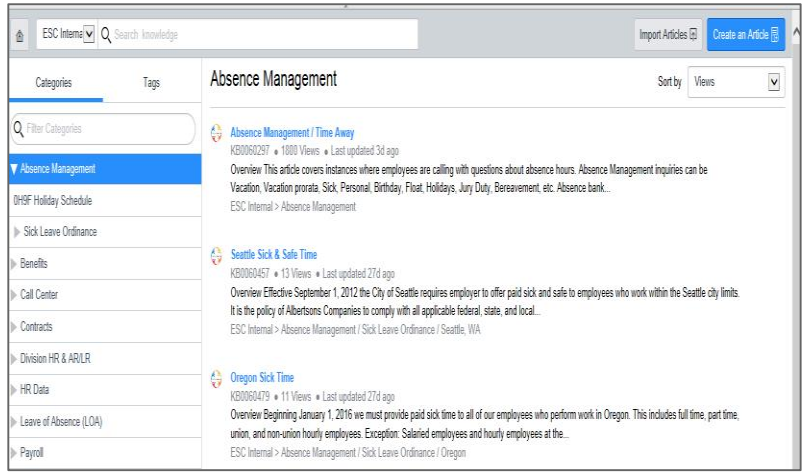
Service Catalog



Call Integration

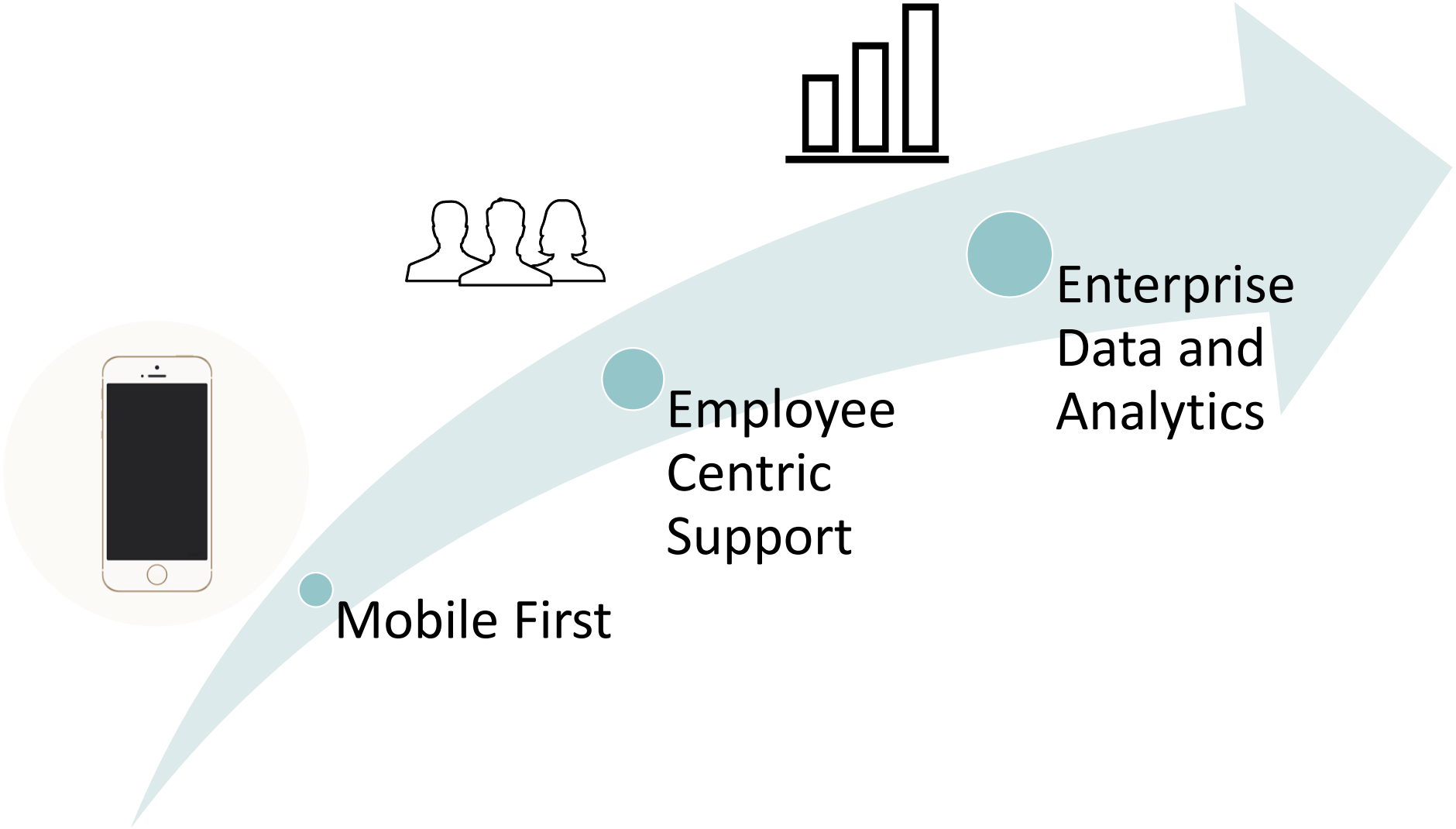


Knowledge



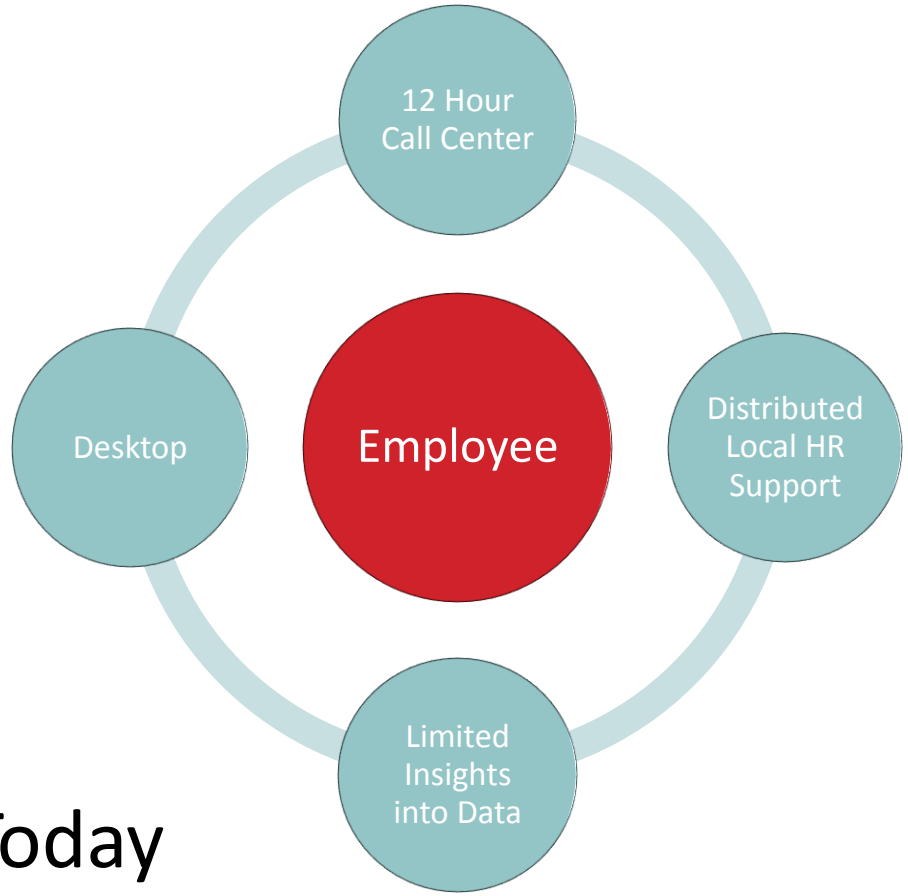
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Vision Forward



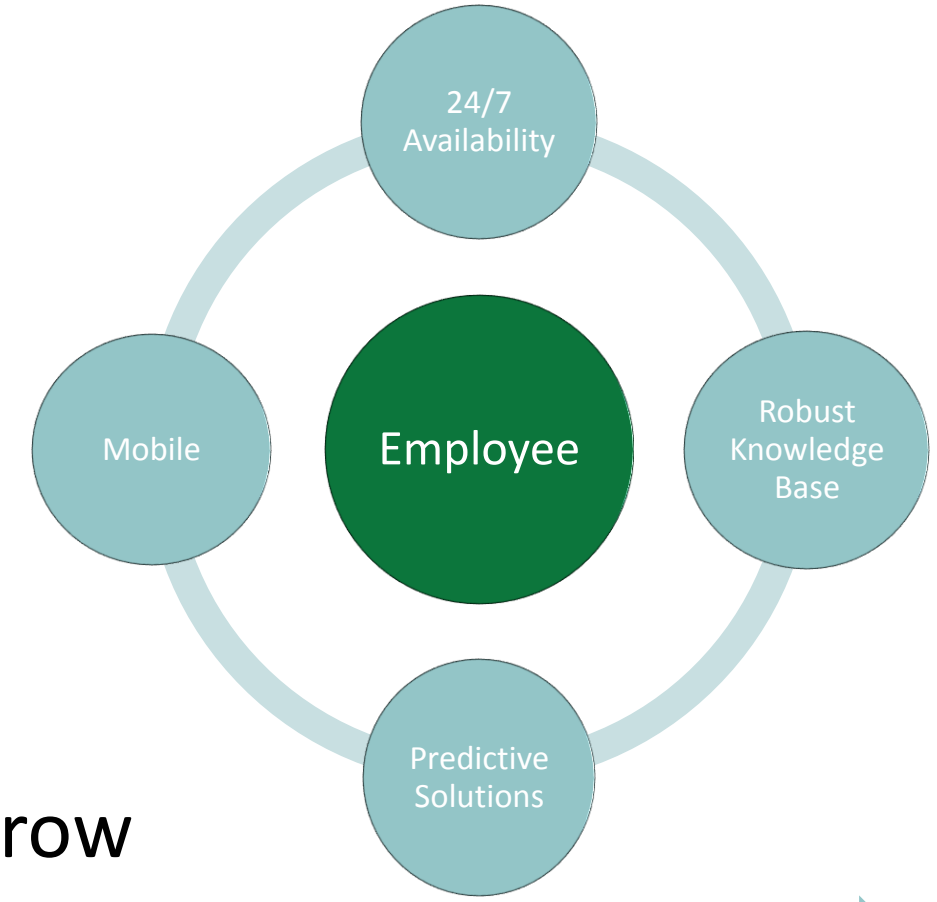
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Employee Centric Support



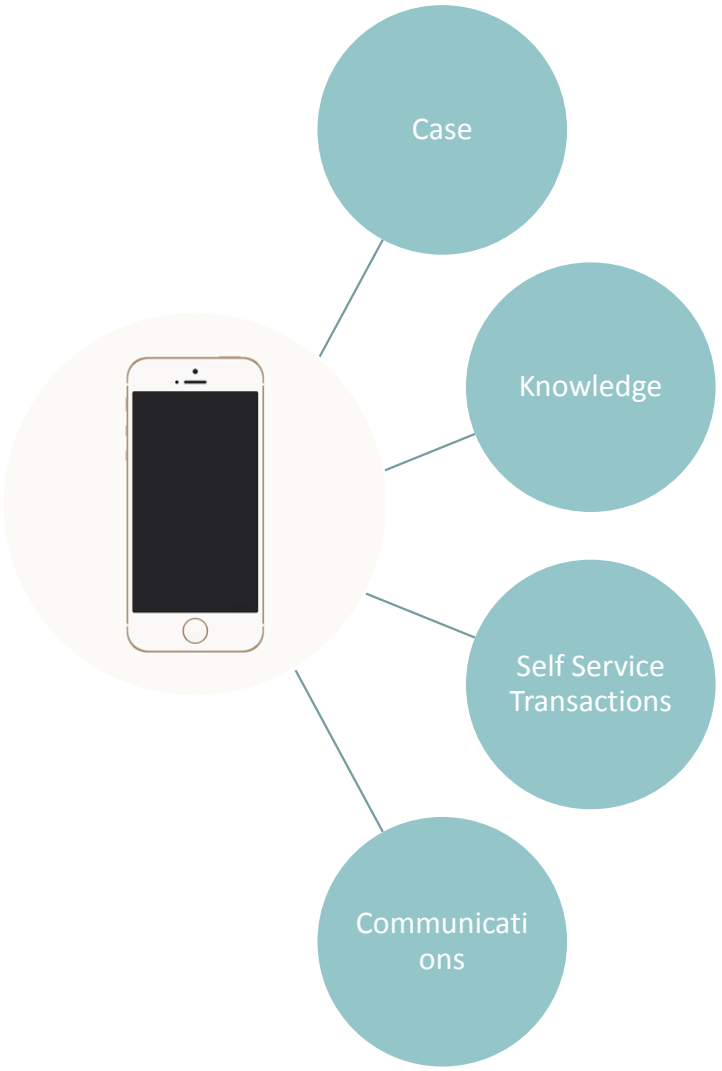
Today

Tomorrow



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Mobile First Strategy

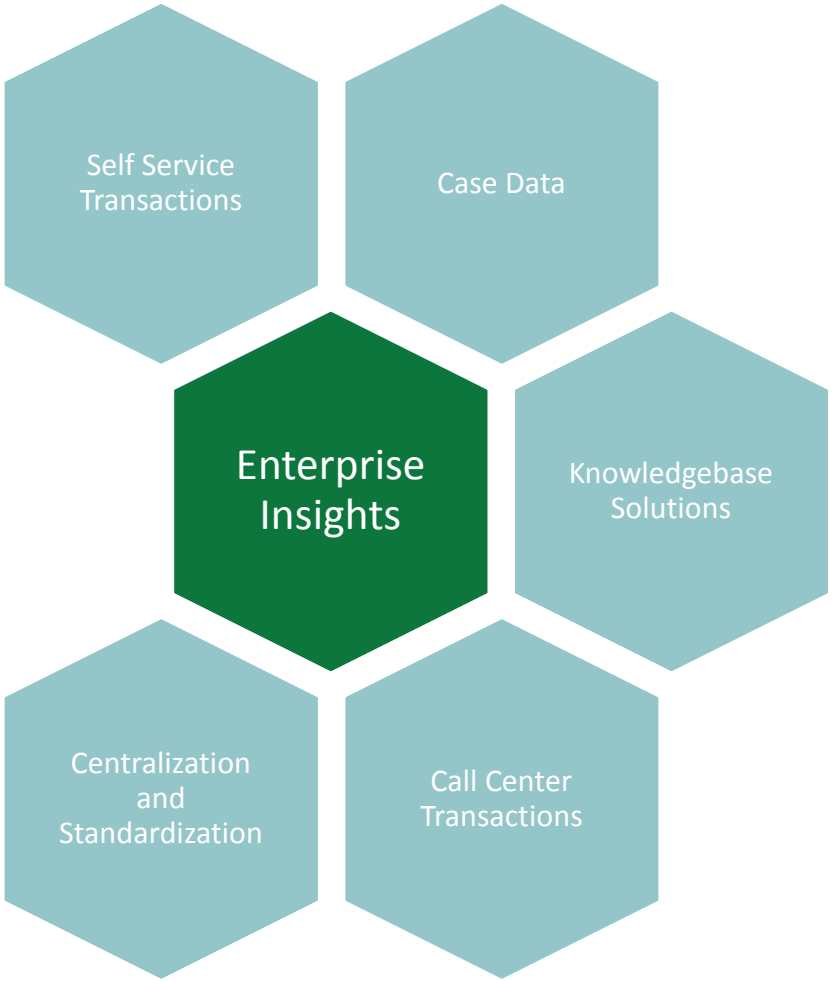


Providing scalable HR solutions to retail and supply chain employees through mobile devices

- Access to Information
- 24/7 Transaction Availability
- Self Supporting Knowledgebase
- Improved Employee Engagement and Communications

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Data Insights



Building an application framework to support integrated data and analytics to provide insights into employee engagement and communications

- Predictive Solutions
- Identifying Enterprise Engagement Gaps
- Process Automation
- Communications and Knowledge
- Standard Procedures
- Quality of Service

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What's Next

1 Automation

- Transactional Processing
- Bi Directional Data Integration

2 Communications

- Push Notifications
- Leveraging Data to Understand Enterprise Gaps
- Predictive and Targeted Communications

3 System

- Employee Knowledge
- Data and Analytics

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Value Outcomes

Automation

An increase of

62%

Contact Center SLA
Q1 2016 vs. Q1 2017

Contact Center SLA Improvement



HR Case Duration Decreased From 16 to 6 Day Average

Knowledge

2.5X

HR Cases Resolved 2.5 X Faster

Process Improvement

63%

Q1 2016 vs. Q1 2017

First Contact Resolution Improvement

78%

Week Over Week

78% Reduction of Open HR Cases Week Over Week

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Top Takeaways

1

Building the Framework

- Shared Services Model
- Lessons Learned
- Intersection of Technology and Customer Service
- Data Model

2

Deployment Strategy

- Agile Methodology
- Moving from Transaction to Enterprise Engagement
- Building Team
- Application Framework

3

Delivering Value to the Customer

- Integrated Model
- Insights into Data
- Communication
- Adoption

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Q & A

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Thank You

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Thank You

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