knowledge17

WORK at LIGHTSPEED

Building a Sustainable HR Shared Services Program

Kaitlin Arcamone
HR Service Delivery/NA Contact Center Manager
Campbell Soup Company

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servicenow

Speaker Introduction



NAME: Kaitlin Arcamone

TITLE: HR Service Delivery/NA Contact Center Manager

FUNCTION: HR Services

COMPANY: Campbell Soup Company

EXPERIENCE: 10 years in HR, 4 years in HR Service Management, 3 ½ years of ServiceNow development

EXPERTISE: HR Operations, HR Service Management, ServiceNow Development

ACHIEVEMENTS: Implemented HR Contact center supporting the Americas employee population, Achieved customer satisfaction rate of 95% in first year of operation. Developed over 20 HR processes within ServiceNow

CURRENT PROJECTS: Automating HR Operations transactional service catalog items

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Agenda

Company Background

Campbell Soup's HR Shared Services transformation vision

From vision to reality

HR Wins and Key Take Always

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$8 Billion Portfolio

Campbell's
SWANSON
Prego
Pace
Plum organics

PEPPERIDGE FARM
ARNOTT'S
Goldfish
Kjeldsens

Bolthouse FARMS
Garden Fresh Gourmet
V8

12 Brands with Sales Exceeding $100 Million
~ 20,000 employees worldwide



Campbell Soup Declared Its Purpose. . .



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Our Guiding Principles

HR Purpose

Amazing Teams | Amazing Culture | Amazing Results

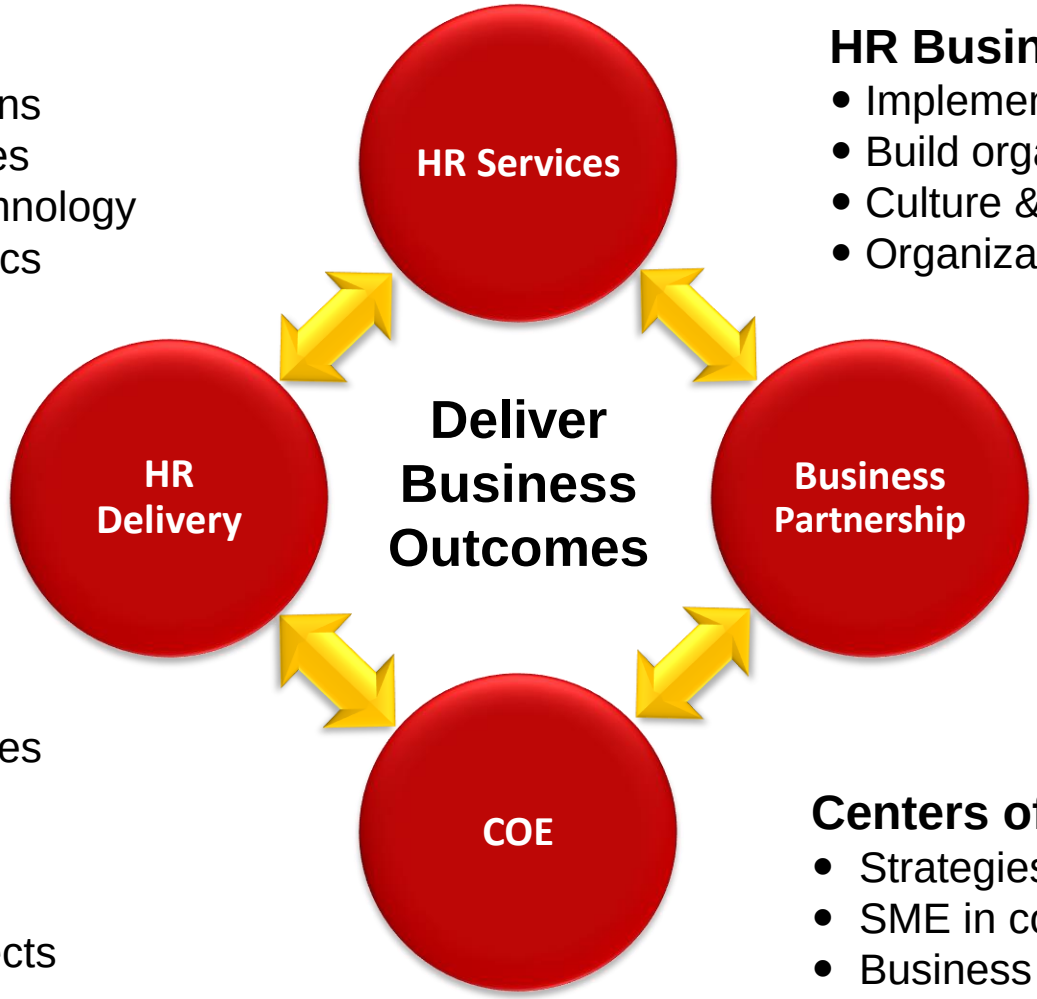
DRIVE THE TRANSFORMATION OF OUR CULTURE, TALENT AND CAPABILITIES THROUGH THESE BOLD STEPS IN THE NEXT 3 YEARS:

- **Unleash the power of our purpose-driven, high performance culture**
- **Build organization capabilities to deliver the strategy**
- **Realize the holistic savings commitments**
- ***Advance our HR Transformation Journey***

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HR Operating Model

HR Services
- Drive efficient HR transactions
- Deliver operational processes
- Develop and deliver HR technology
- Deliver reporting and analytics
- Program Administration



HR Business Partners
- Implement people and organization strategy
- Build organization capability
- Culture & change management
- Organization design

HR Delivery
- Deliver core people processes
- Manage employee relations
- Talent Acquisition
- Coaching and guidance
- Support Initiatives and Projects

Centers of Expertise
- Strategies, programs and policy design
- SME in compensation, benefits, D&I, and talent
- Business coaching

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HR Transformation Goals



Living into the new HR ways of working

Streamlined

Standardized

Simple

Intuitive technology

Positive user experience

Easy to find information

'One-stop-shop'

Content that matters most

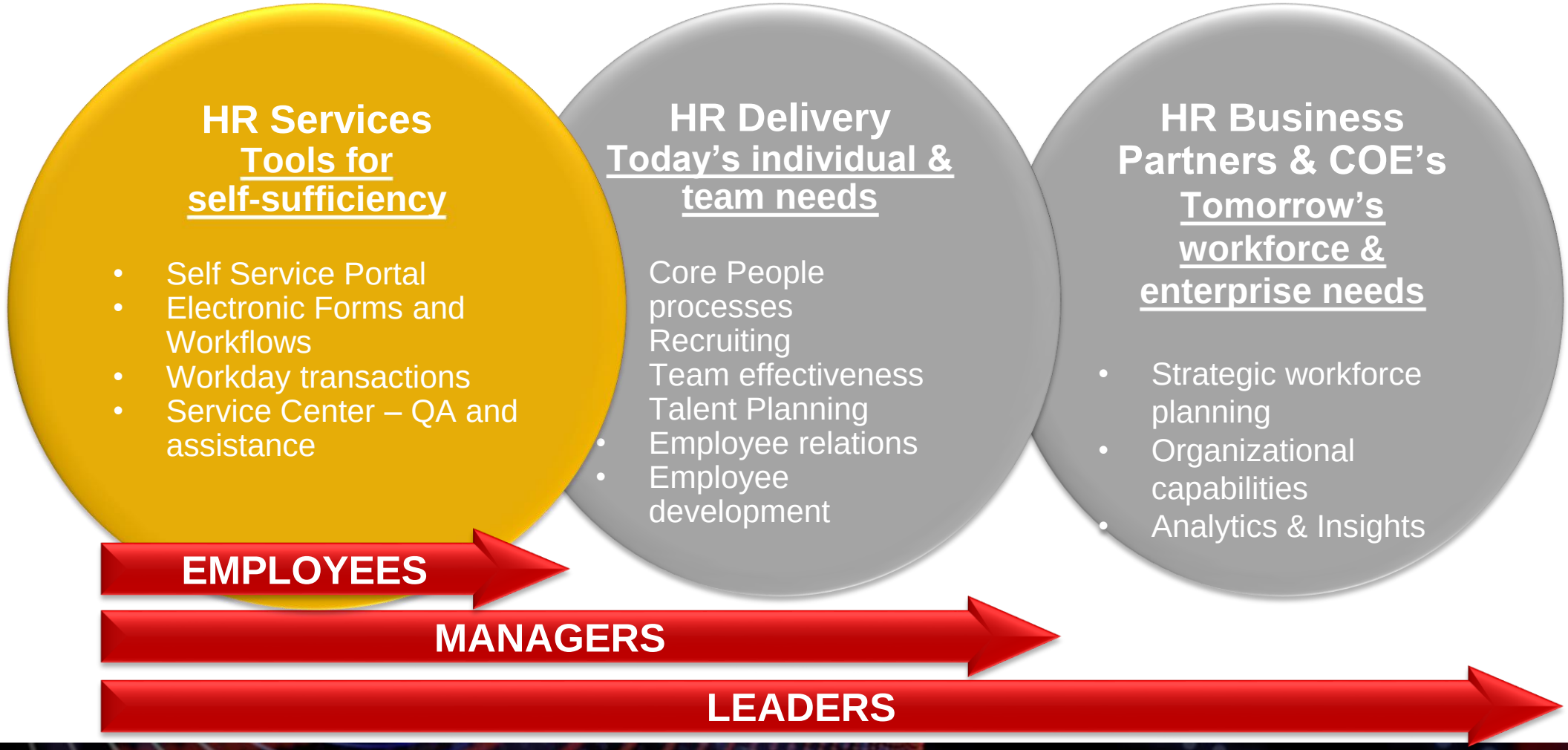
Empowered to make decisions they own

HR analytical skills and insights for predictive intelligence

A holistic approach is necessary to unlock the value of HR Transformation

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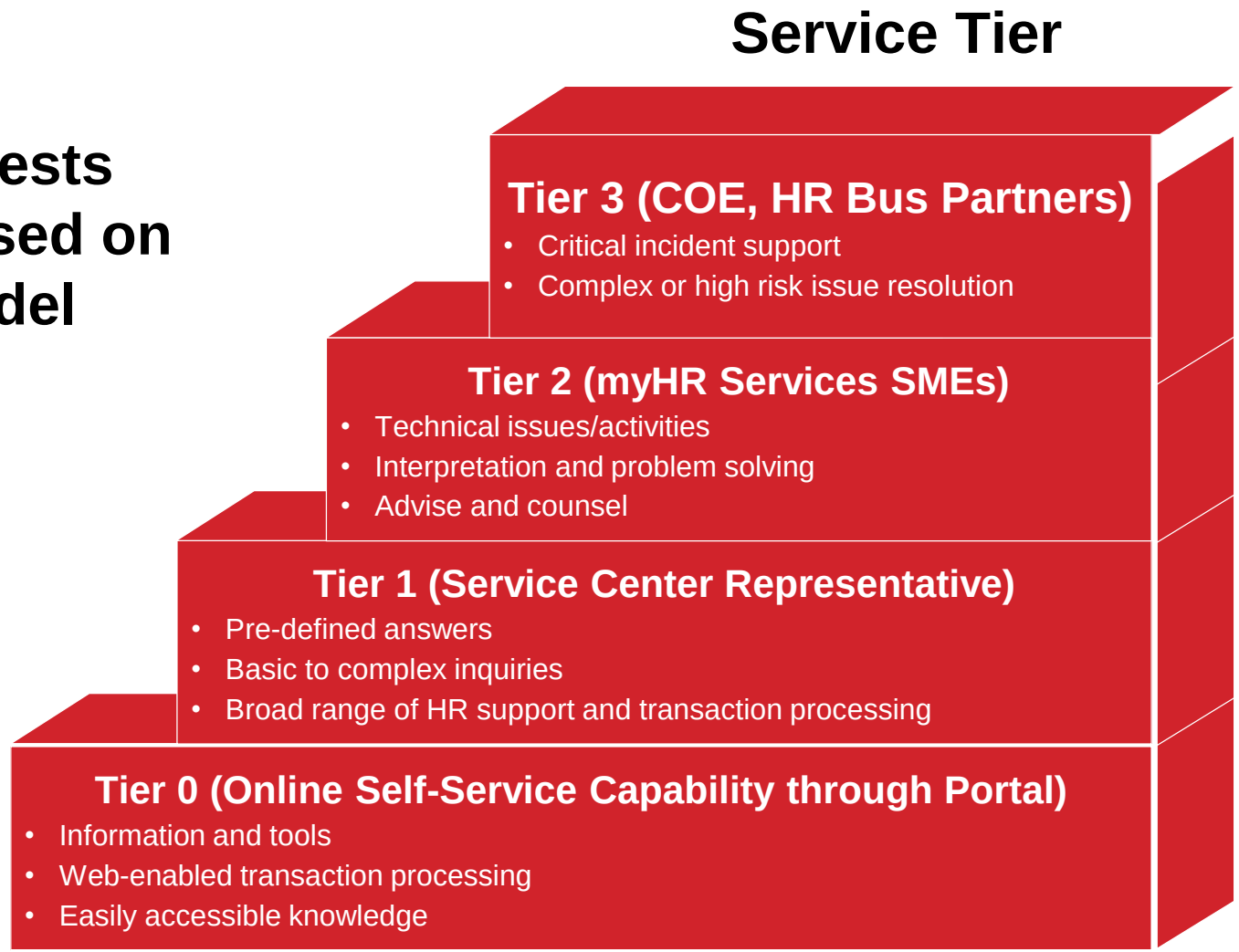
How Employees Access the Model



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Service Delivery Escalation Tiers

Client requests escalated based on tiered model



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Our Requirements

Technology Requirements

- Automate and standardize business processes
- Create and track cases using case management tool
- Deliver metrics on accuracy, timeliness and customer satisfaction to business leaders
- Provide the ability for employees to research their questions and get answers
- Centralize requests for HR transactions



- User friendly interface
- Easily configurable
- Easy to support
- Potential to expand to other functions
- Workday integration

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Our HR Services Journey

February 2013

- Created HR Shared Service Center at WHQ
- HR Generalists make requests
- Excel Request Forms/Tracking through Access database

November 2013

- New HR Operating Model
- ServiceNow launched for WHQ HR
  - Request Forms
  - Case Management Tool

July 2014

- HROM
- Optimized processes/policies
- Enabling Technology (Workday/Portal)
- MSS/ESS
- New Strategic Capabilities

Julv 2015

- Global HR Strategy/Structure
  - People
  - Process
  - Tech
- Change Mgmt.

Aug 2015

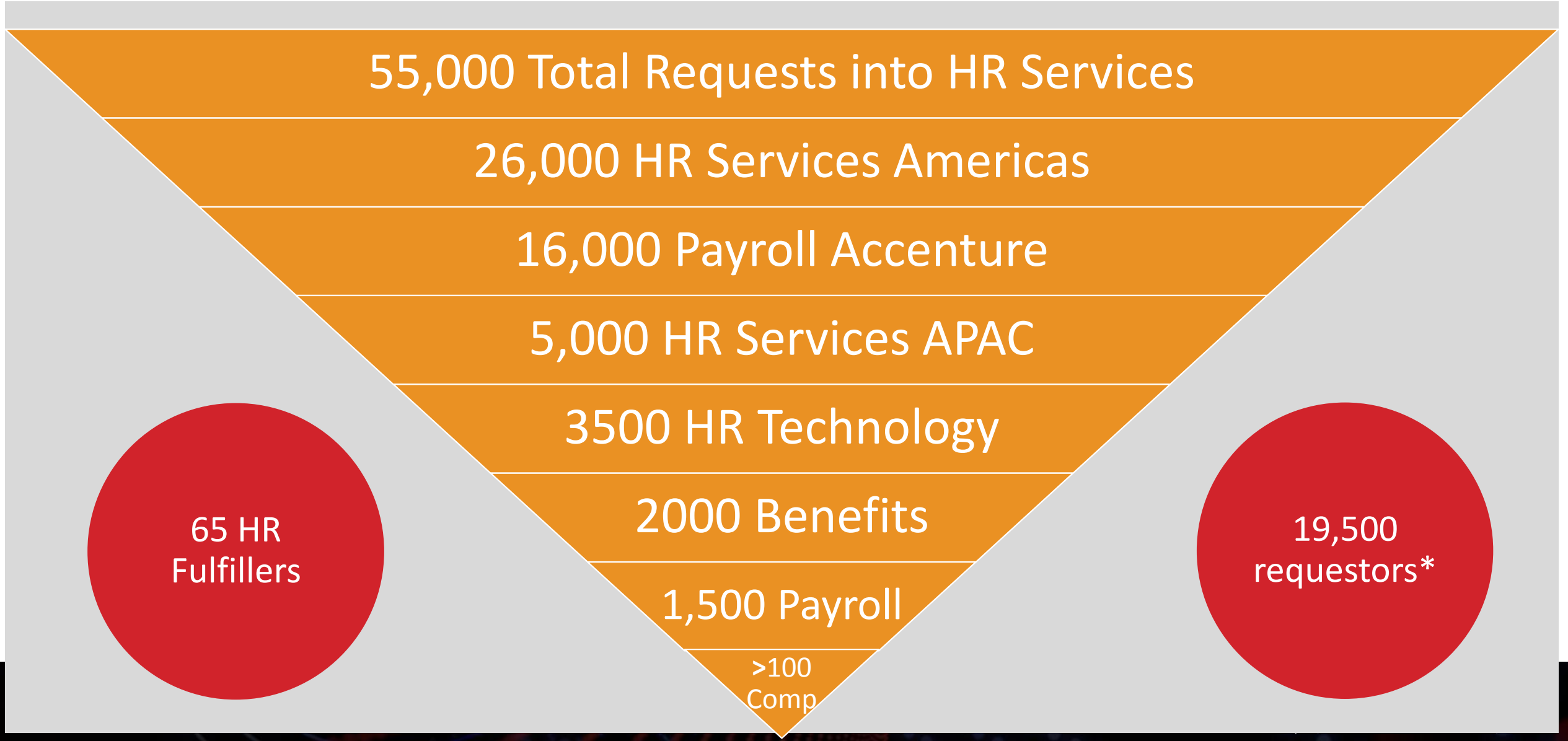
- Global Shared Services
  - People
  - Process
  - Tech
- Change Mgmt.

January 2016

- Implemented Additional Technology: Performance, Recruiting and Absence Tracking modules
- Added additional ServiceNow forms and workflows

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HR Services Volume through ServiceNow (Last Fiscal Year)



Enabling High Performance through ServiceNow

HR Self Service

- Simplified approval process Automated workflow
- Provide visibility to HR Services requests

Manager Self Service

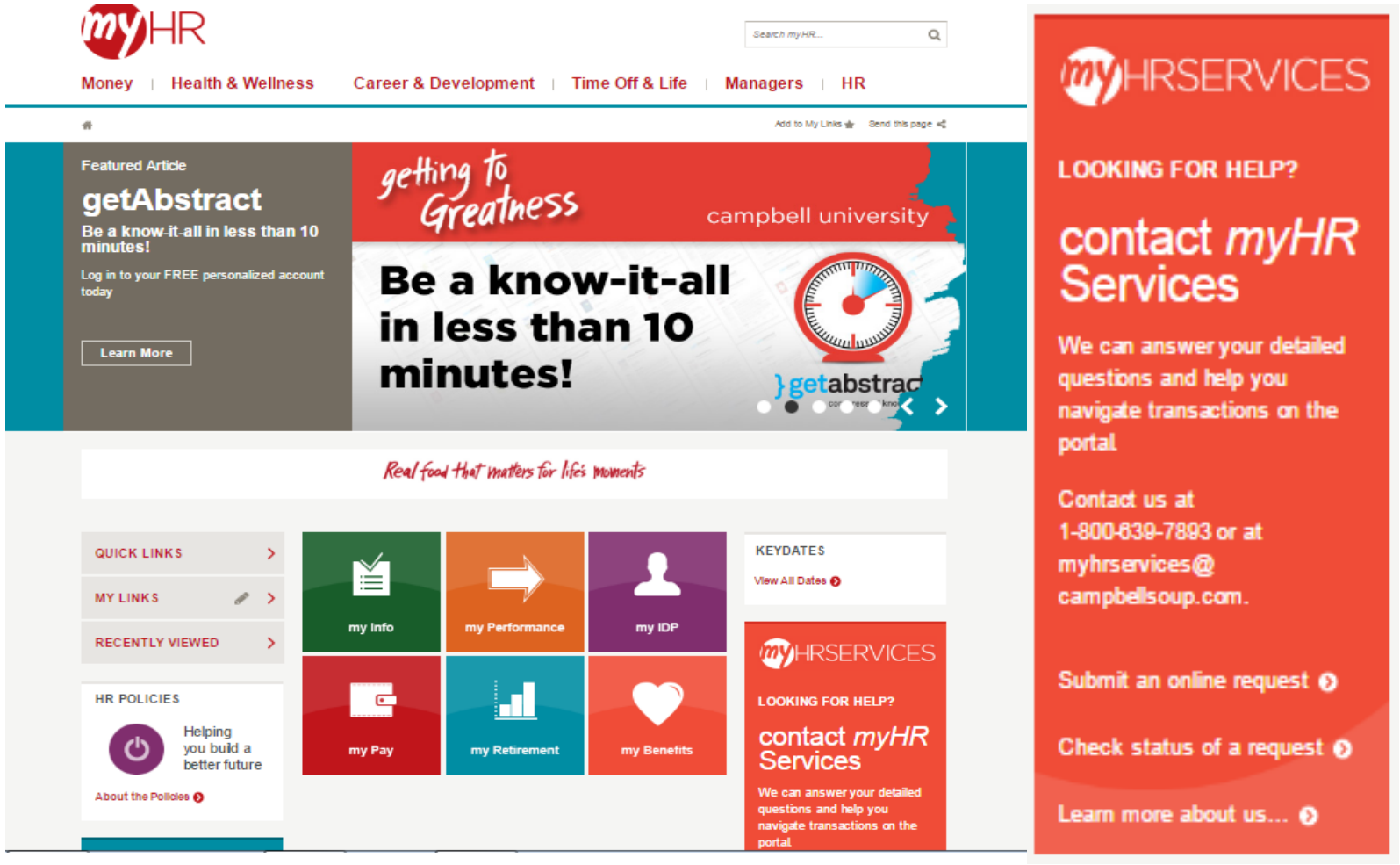
- Direct link to HR Services through SN
- Electronic Forms
- Simplified approval process
- Provide visibility to HR Services requests
- HR Business Partners spend less time on concierge services and more time consulting with the business

Employee Self Service

- Integrated solution for self service and HR service delivery
- Simplified request processes
- Electronic Forms
- Direct link to HR Services via SN
- Provide visibility to HR Services requests

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Employee Access Points to ServiceNow within the HR Portal

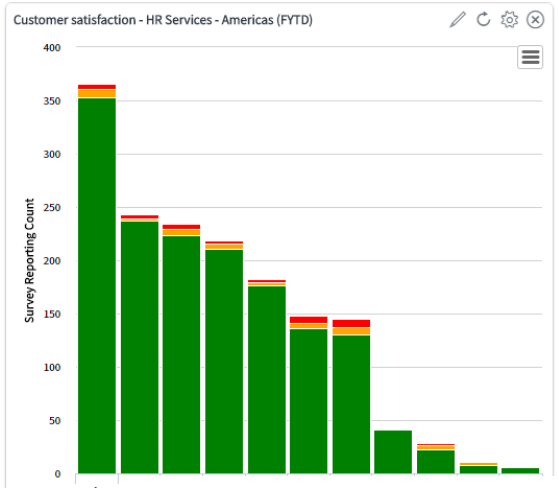


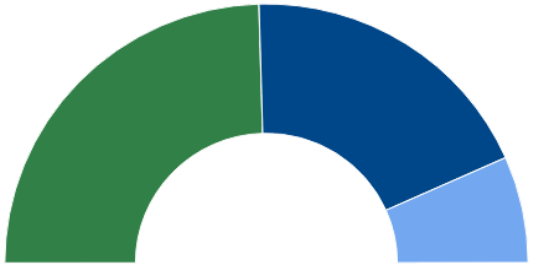
Seamless integration with our HRIS system

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What We Are Able to Measure with ServiceNow

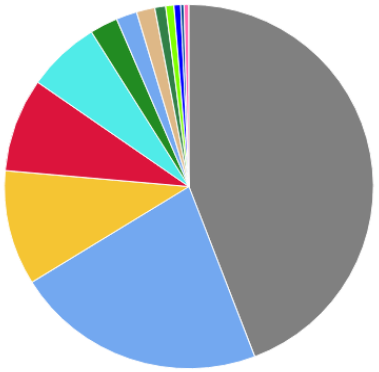
- SLA Rate
- Aged Cases
- Customer Satisfaction
- Case Volume/Workload Management
- Request Types/Trends



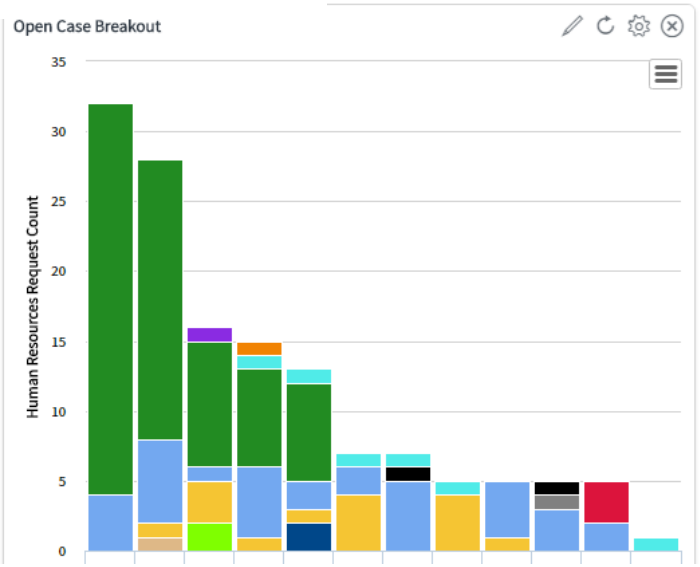


Finished = 4,660 (49.11%) Cancelled = 3,565 (37.57%) Executing = 1,264 (13.32%)

Flat Screen- resolved by category



Payroll = 2,105 (44.19%) HRIS Transaction = 1,048 (22%) Help Inquiry = 486 (10.2%)
Leave of Absence = 396 (8.31%) Sytm. Navigation Support = 306 (6.42%) Recruitment Transaction = 117 (2.46%)
HR Services Only = 87 (1.83%) Campbell University = 77 (1.62%) Portal = 45 (0.94%) CU Online = 34 (0.71%)
Complex/Mass Change = 28 (0.59%) Fleet/Wheels Processing = 14 (0.29%) Other = 20 (0.42%)



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HR Wins



Significant Decrease in SLAs



Increase in Effectiveness and Efficiency



Increase in Customer Satisfaction

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HR Wins

Shift - HR operations to strategic business partner

Enabled HR Capability Build

Introduced HR **Service Management**

Introduced Service Delivery Model

Opportunity to **leverage one technology** for multiple services – **98%** Data Accuracy Rate

Increase in Data Accuracy and Customer Satisfaction

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What We're Currently Working On

- Performance Analytics
- Advance knowledge management: IGS Portal Integration
- Enterprise Onboarding
- Cross IGS functional integration
- Robotic Process Automation

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Lessons Learned

- Brand and personalize the Contact Center
- Ongoing Communication is key to adoption
- Utilize out of box functionality when possible
- Design with future usage and enhancements in mind

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Top Takeaways

1

Align HR Transformation Goals with Overall Company and Business Initiatives

2

Define your Service Delivery Model and the People, Process and Technology around the model prior to system implementation

3

Focus on your customer and the User Experience

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Take the Survey

Please take a moment to complete a session survey in the Knowledge17 app.

Thank You

Kaitlin Arcamone

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