knowledge17

WORK at LIGHTSPEED

Delivering a Consistent and Streamlined Employee Service Experience at Whirlpool

Carolyn Bradfield
HR Director, NAR Operations
Whirlpool Corporation

Ajay Anugu
GIS Lead Analyst
Whirlpool Corporation

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servicenow

Agenda

- Whirlpool Corporation's HR Excellence Journey
- ServiceNow as a Strategic Enabler for HR
- After the Launch – What Have We Learned?

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Speaker Introduction



NAME: Carolyn Bradfield

TITLE: HR Director, NAR Operations

FUNCTION: HR Operations

COMPANY: Whirlpool Corporation

Experience: 7 years in IT, 5 years in HR, 4 years in HR Shared Services/Operations

Expertise: HR Operations, Talent Development, Large Scale Transformations

Achievements: Implemented new operating model for HR at Whirlpool including new call center implementation, vendor outsourcing and over 5 system implementations

Current Projects: Stabilizing HR Operations model for Whirlpool across US and India, implementing model in Mexico and Canada

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Speaker Introduction



NAME: Ajay Anugu

TITLE: GIS Lead Analyst

FUNCTION: Global Information Systems

COMPANY: Whirlpool Corporation

Experience: 13 Years in IT, 8 Years in Service Management and Service now

Expertise: ITSM, Automation, ITOM, Driving Service Improvement, Service Taxonomy, Discovery/CMDB, Business Custom Application Design/SDLC.

Achievements: 8+ Implementations, Agile Development, HRSM, IT Transformation, Global Service Desk Optimizations

Current Projects: Istanbul Upgrade, Drive to Five, HRSM Phase 2, Cloud Services, Infrastructure Operations Automation

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My Company

NAME: Whirlpool Corporation

- **INDUSTRY:** Manufacturing
- **MARKET FOCUS:** Whirlpool Corporation is the number one major appliance manufacturer in the world. With $21 billion in annual sales, 70 Manufacturing and R&D center, Whirlpool Corporation employs over 93,000 employees worldwide

VISION

The best branded consumer products…in every home, around the world

MISSION

Create demand and earn trust every day

VALUES

Respect, Integrity, Diversity and Inclusion, Teamwork, Spirit of Winning



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My Company

Whirlpool CORPORATION



Whirlpool CORPORATION

Whirlpool · KitchenAid · MAYTAG · INDESIT · Hotpoint* · Consul · BRASTEMP

AMANA · JENN-AIR · Bauknecht · acros · DIQUA帝度 · dop

*Whirlpool Corporation ownership of the *Hotpoint* brand in EMEA and Asia Pacific regions is not affiliated with the *Hotpoint* brand sold in the Americas.

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Objectives and What You Will Learn

Objectives

- Implementing ServiceNow in a Human Resources organization to drive an enabled self service customer experience

What you will learn

- Understand the environment and challenges Whirlpool Corporation had to solve
- Learn about implementing ServiceNow as a case management solution
- Gather key lessons related to the HR Excellence implementation
- Discuss how the lessons may apply to you for your initiatives/projects

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Why HR Excellence for Whirlpool Corporation?

CURRENT STATE HR

Basic and necessary data and information are unavailable for employees and managers to access and leverage when they need it.

Our current HR **technology no longer meets the needs** of an ever-changing workforce and profitable growth business.

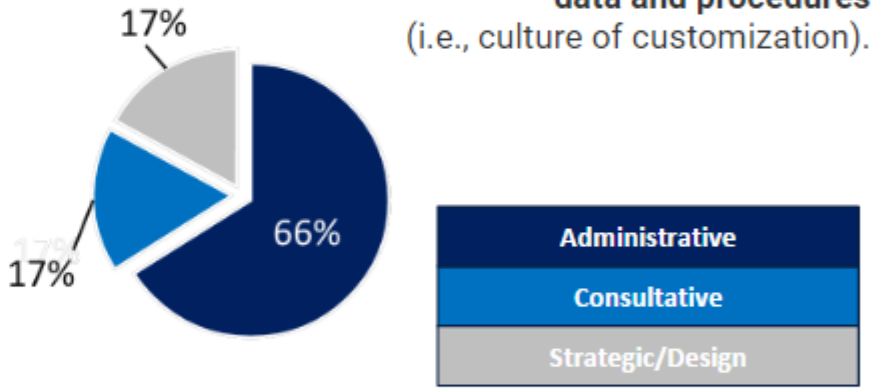
Current HR **cost to serve** is **higher** than desired as compared to external benchmarks.

The **employee experience with HR services is inconsistent** due to fragmentation and variation in HR processes and roles.



LACKS A SUSTAINABLE SUCCESS MODEL FOR THE FUTURE

Nearly **70% of time** spent in HR globally consists of **administrative and transactional activities** due to outdated and **disparate technology, fragmented processes, and lack of globally standard data and procedures** (i.e., culture of customization).



Legacy outsourcing and lack of standard work results in **higher infrastructure costs**, **compliance risks**, and **unreliable results** in the U.S. and EMEA.

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Whirlpool Corporation Strategic Architecture & HR Excellence Vision

WHIRLPOOL STRATEGIC ARCHITECTURE

Vision

The Best Branded Consumer Products... in Every Home Around the World

Mission

Create Demand and Earn Trust Every Day

Strategy

Product Leadership	Brand Leadership
Operating Excellence	People Excellence

HR Excellence

Values

Respect • Integrity • Diversity & Inclusion • Teamwork • Spirit of Winning

HR EXCELLENCE VISION

Simplify and standardize – Driving to standard global processes and global data to enhance speed and efficiency

Drive global leverage with regional and local support – Leveraging global services and regional support to reduce cost, increase efficiency and enhance the client experience

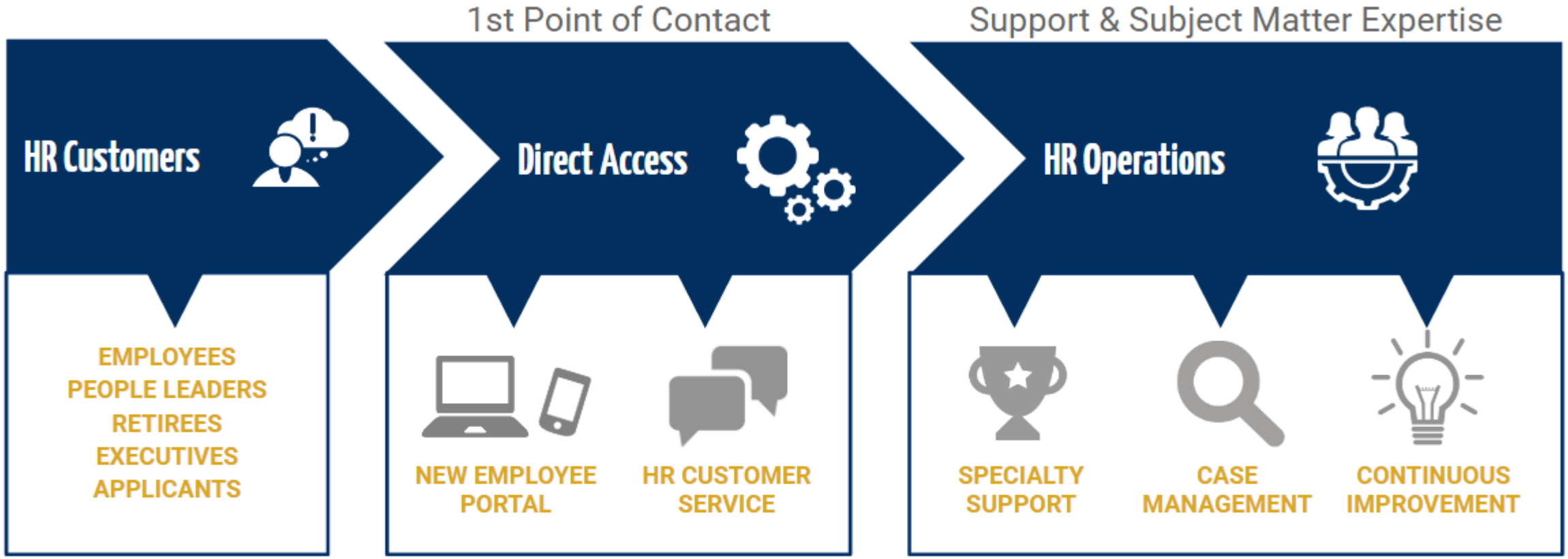
Integrate technology – Enabling process and business insights with cost effective integrated technology

Consistent global roles – Defining consistent global roles across the HR operating model, configured appropriately for the market they serve

Extraordinary performance – Achieving enhanced operating excellence and people excellence by developing HR capability and measuring business outcomes

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Future State HR Customer Experience



Quick, easy access to the right information at the right time, with **centralized support systems** in place to offer **clarity and consistency** in HR Services.

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Solution at a Glance

HR Excellence will transform how work gets done: simple, efficient, and effective.

Current State (FY14) – Regional HR Service Delivery



Regional Whirlpool

Future State (FY19) – Global HR Excellence



One Whirlpool

HRMS	Case/Knowledge Management	HR Portal	Document Management	Telephony
successfactors An SAP Company	servicenow	SAP HANA	AODOCS	AVAYA

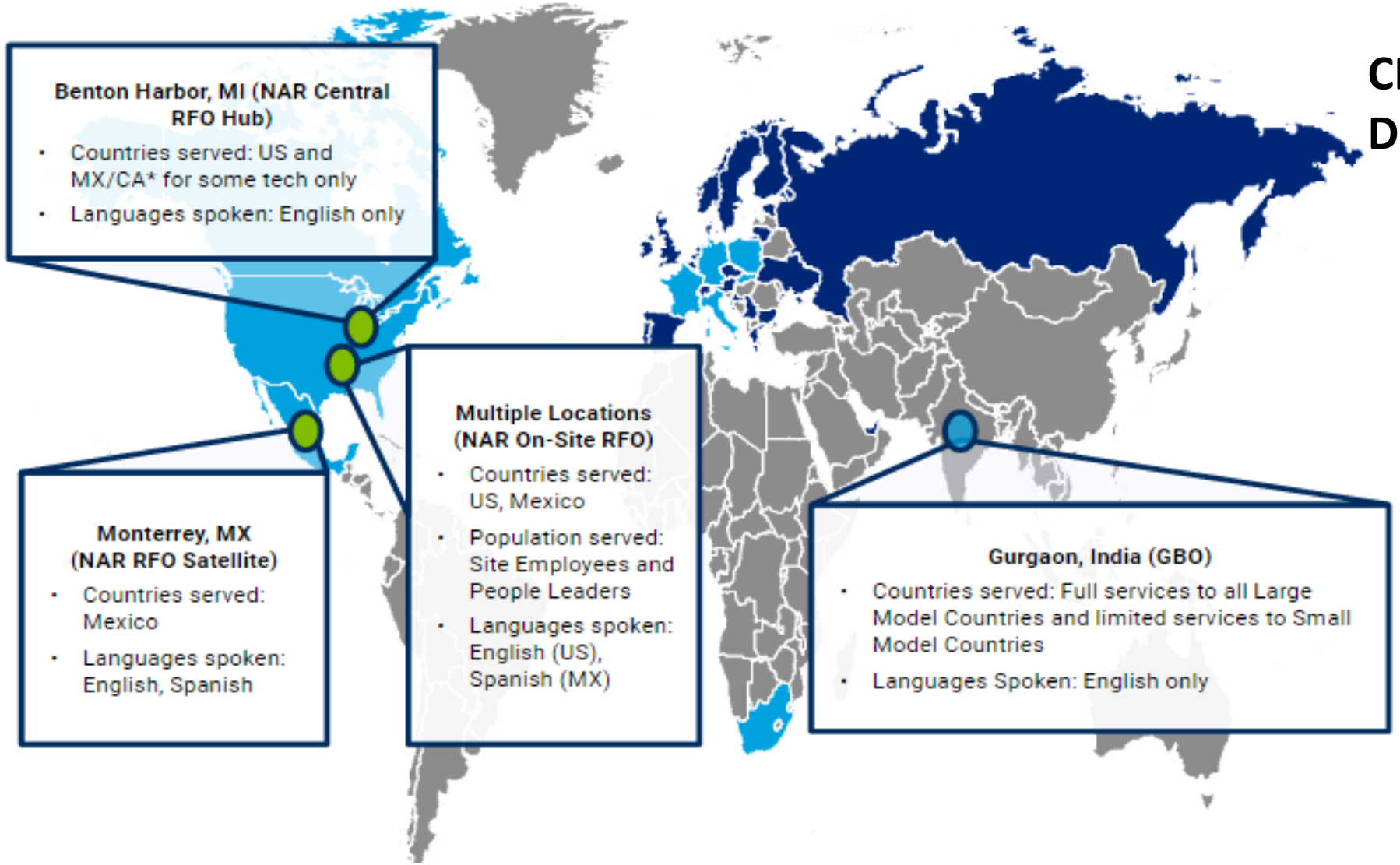
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Solution at a Glance

7 New Systems Implemented SuccessFactors **ServiceNow** Avaya AODocs CIC+ First Advantage e-Verify	**4 Systems Migrated or Retired** Taleo (Retired), WU (Migrated for NAR), GPS (Migrated for NAR), HRP (Migrated for NAR)	**2 Large Vendor Changes** ESC - NorthGateArinso moved in-house Towers Watson Benefits Center launched
43 File Integrations Had to be re-written, tested and deployed across many systems and vendors	**200+ HR Employees** were mapped and moved into new roles in January	Authored a total of **150** call center scripts to help drive answering customer questions right the first time, every time

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HR Operations Global Model

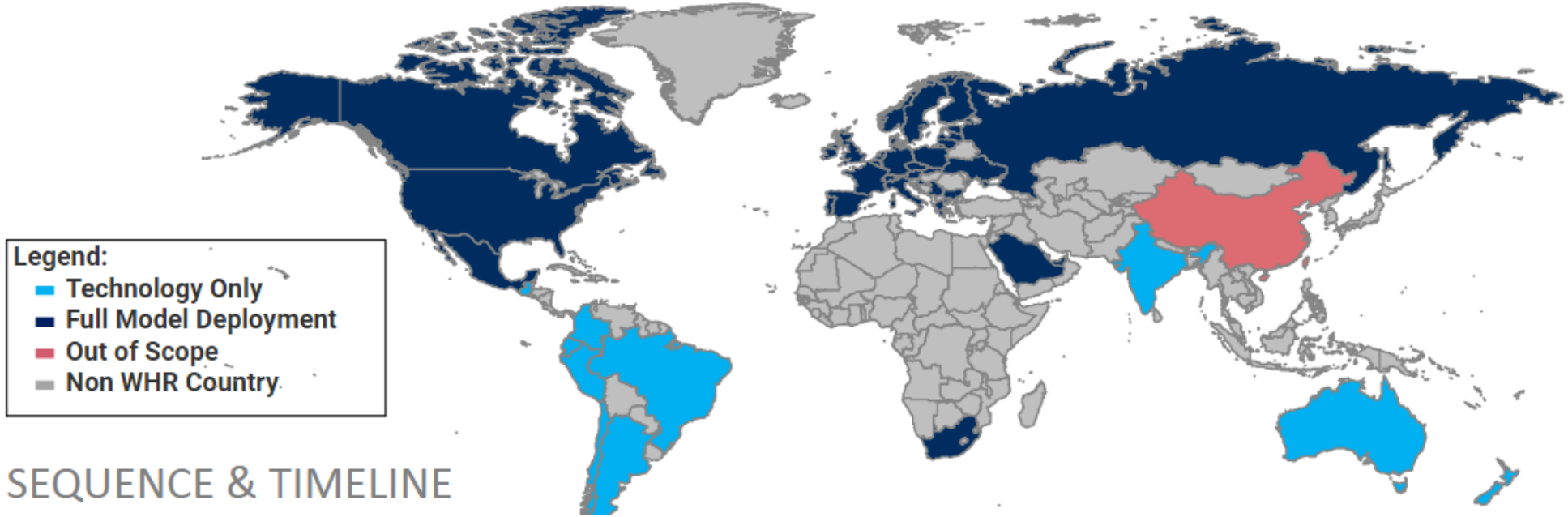


CMS Implementation Decision Points

- Has to be global platform solution
- Manage multiple countries and languages supported
- Scalable solution
- Strategic company solution

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Timeline



SEQUENCE & TIMELINE

2015	2016	2017	2018	2019
Wave 0: Pre-Work	Wave 1: NAR	Wave 1A: NAR		
		Wave 2: LAR & Asia South	Pre-work EMEA	
				Wave 2: EMEA

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Evolution to servicenow

Whirlpool CORPORATION

2014

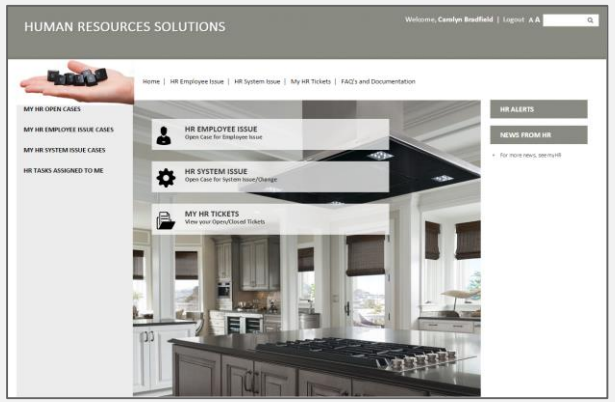
Outsourced Call Center

No Internal Tracking
No SLA's
No Consistency

- Phone Calls
- Emails
- Chats
- Napkins?

2015

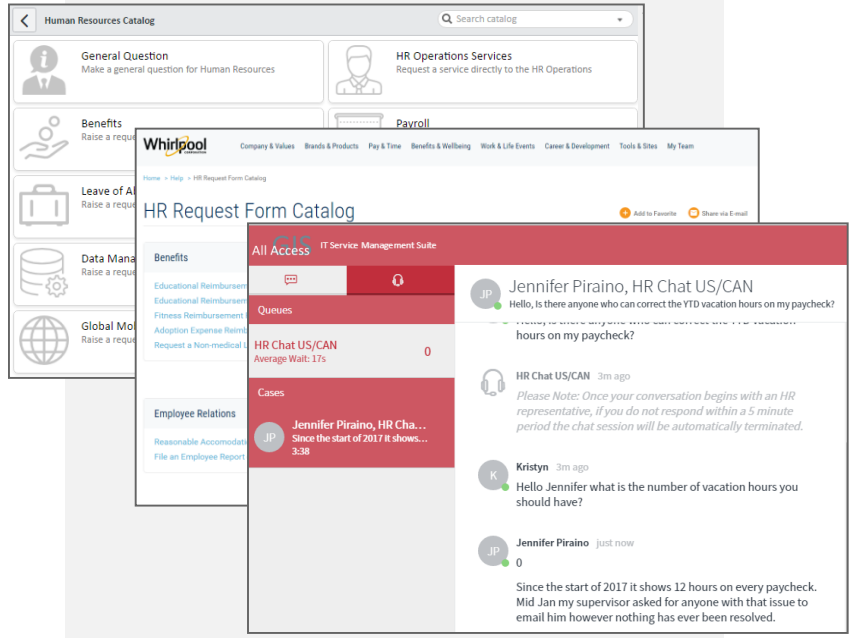
1st HR Implementation



- Avg 250 cases a month
- HRBP's entered all cases
- Only 1 general case form

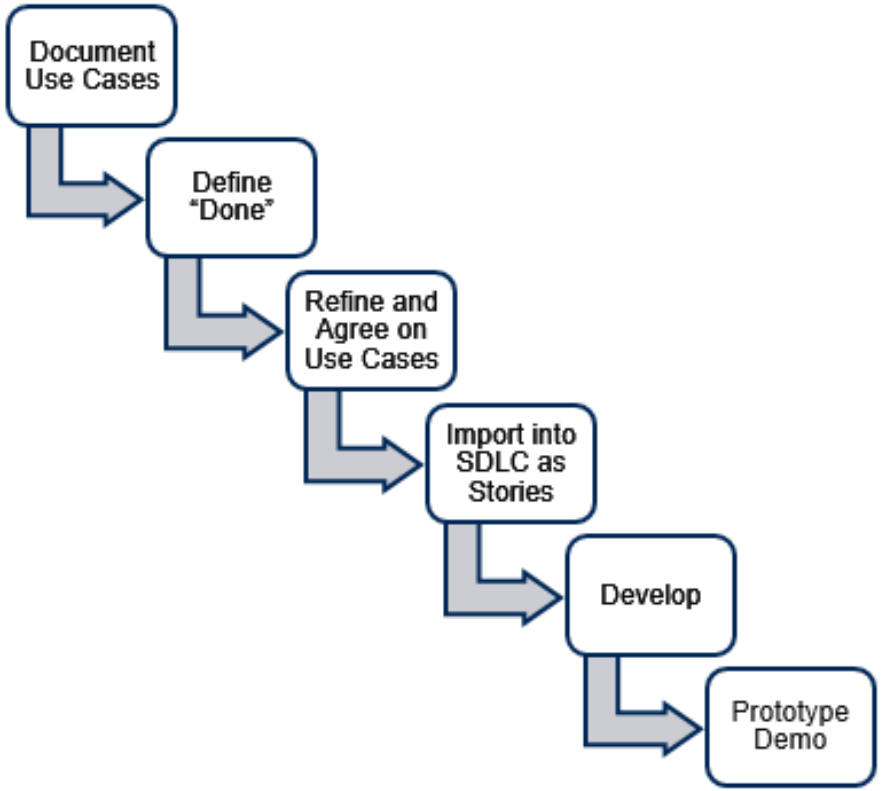
2017

Full Scale HR Implementation



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Application Development



Development Cycle	Date
Sprint 1	4/11 - 415
Sprint 2	4/18 - 422
Sprint 3	4/25 - 4/29
Sprint 4	5/2 - 5/6
Sprint 5	5/9 - 5/13
Sprint 6	5/16 - 5/20
Sprint 7	5/23 - 527
Sprint 8	5/23 - 5/27
Sprint 9	5/30 - 6/3
Sprint 10	6/6 - 6/10

Development Cycle	Date
Sprint 11	6/26 - 7/9
Sprint 12	7/5 - 7/8
Sprint 13	7/11 - 7/15
Sprint 14	7/18 - 7/22
Sprint 15	7/25 - 7/29
Sprint 16	8/1 - 8/5
Sprint 17	8/8 - 8/12

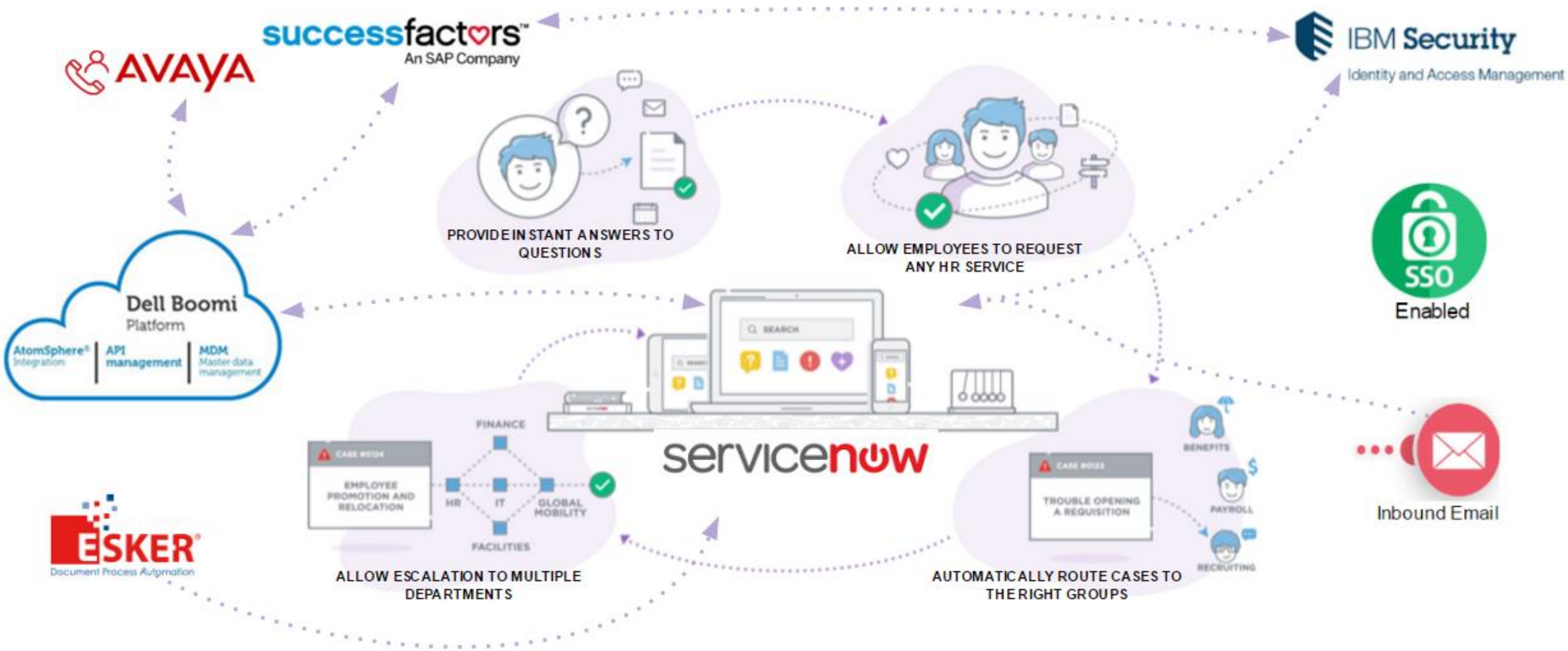
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Application Development

	US / GBO	MX	TOTAL
Forms	29	27	56
Assignment Groups	36	30	
Category / Subcategory			26 / 168
Notifications	13	13	26
User Stories	152	23	175
SF to SN Case Creation Notification			22
Integrations			4
Security / Roles			12
Reporting, Analytics & Dashboards			47
Knowledge Management	83	75	158

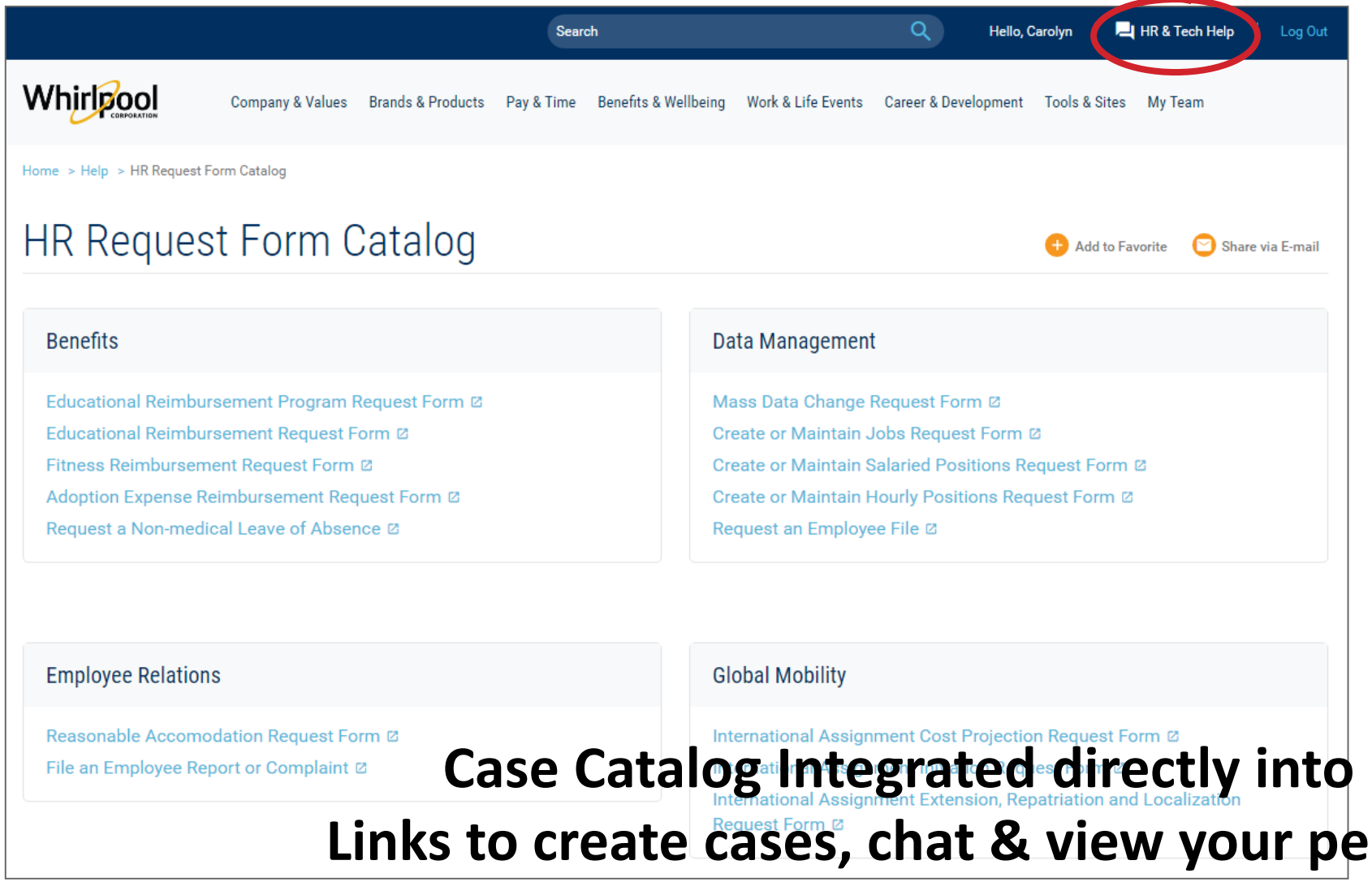
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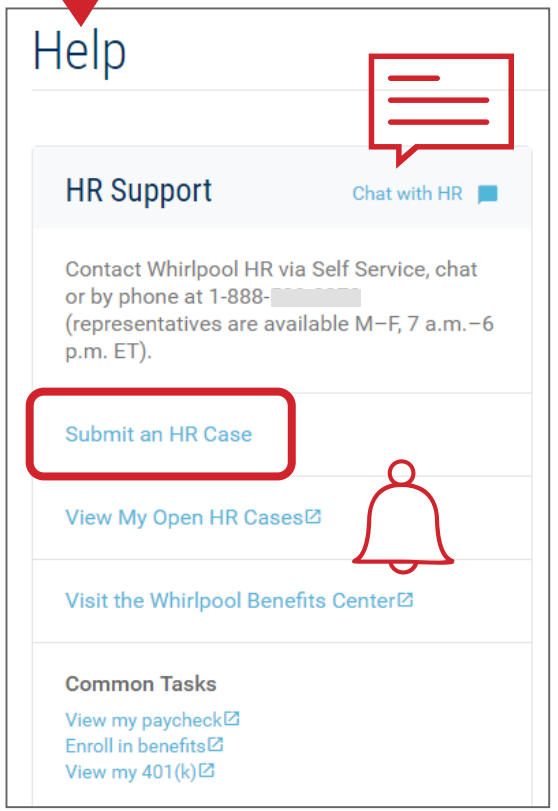
Technical Design Architecture



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Portal Integration



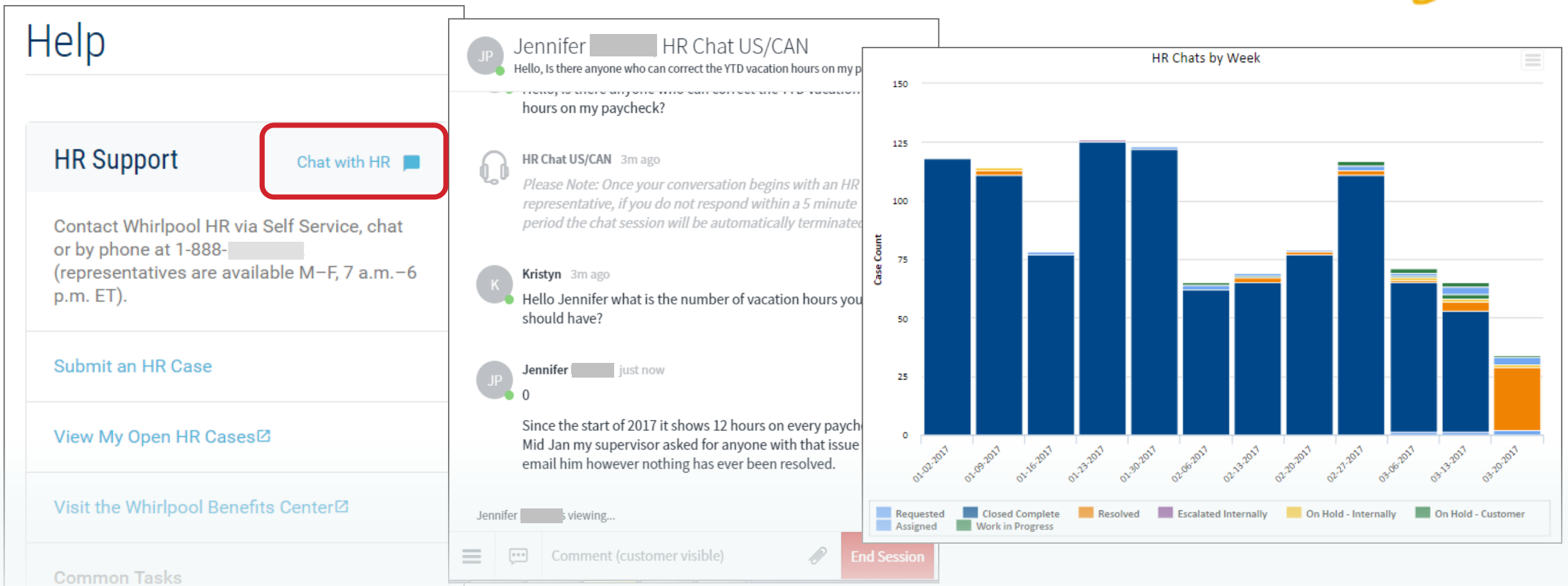


Case Catalog Integrated directly into Portal.

Links to create cases, chat & view your personal cases.

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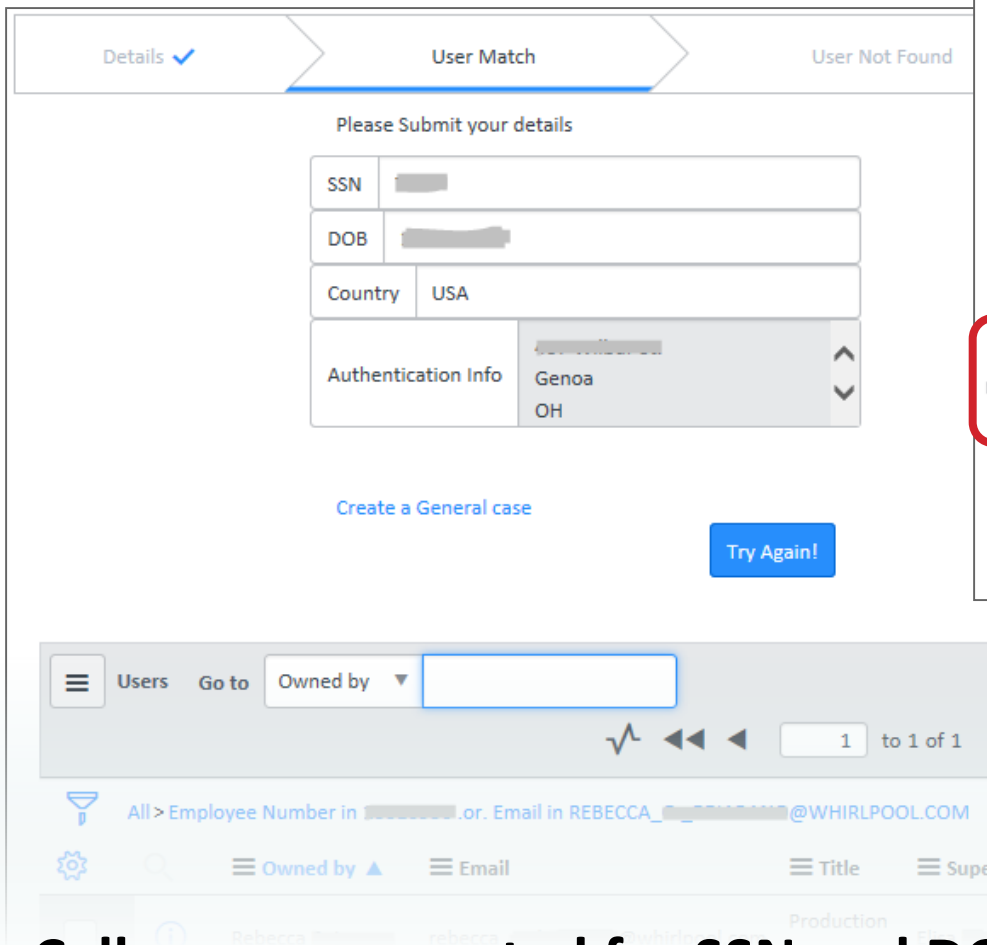
Chat from the HR Portal

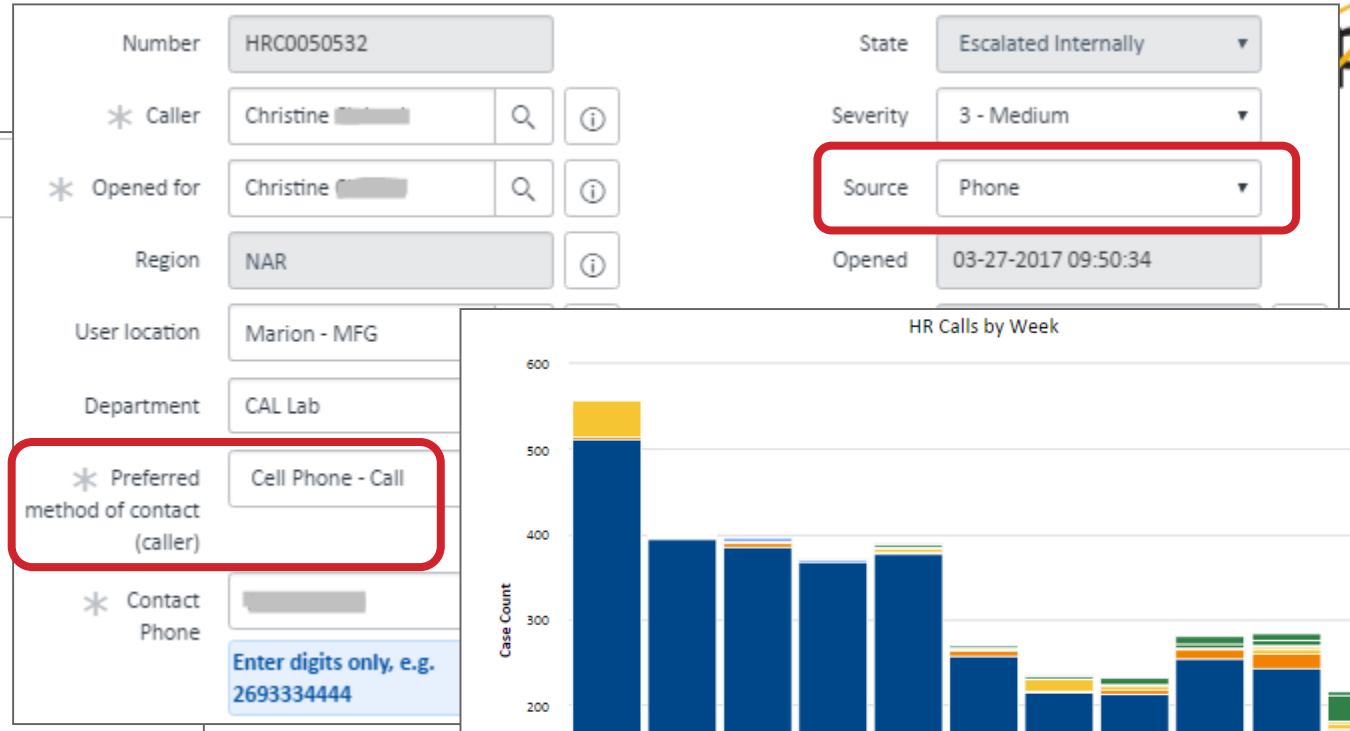


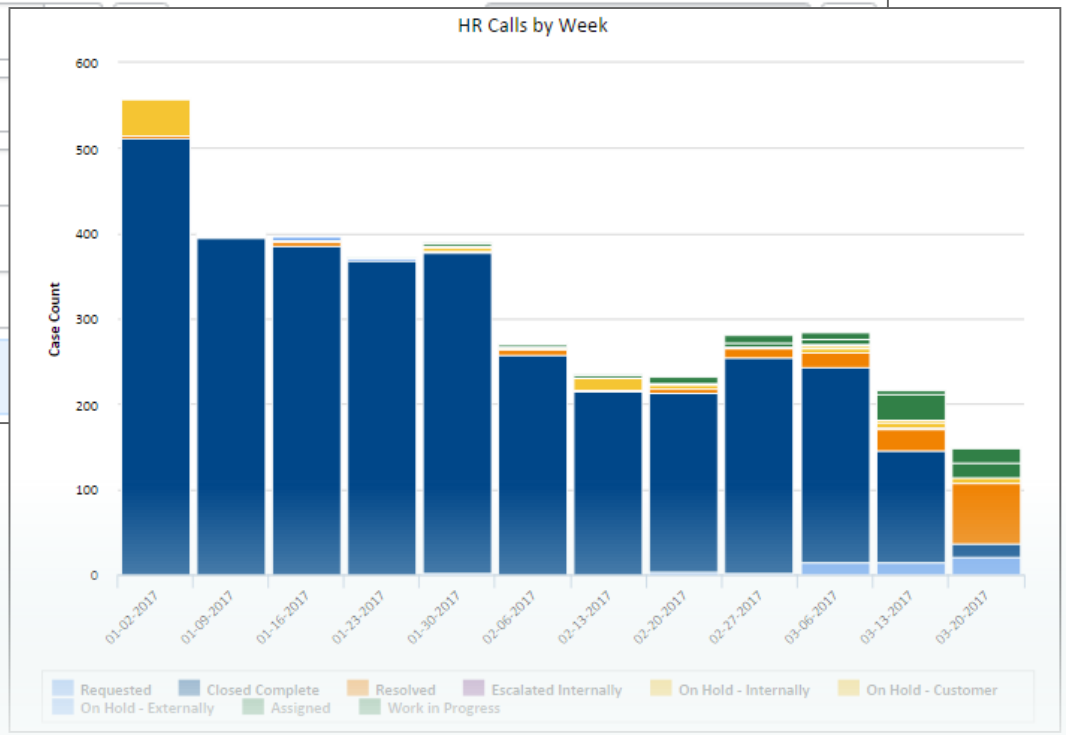
Chat is manned Monday thru Friday, 7:00 AM – 6:00 PM EST. We average about 20 – 30 chats per day, that take on average 10 mins per chat

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AVAYA Integration



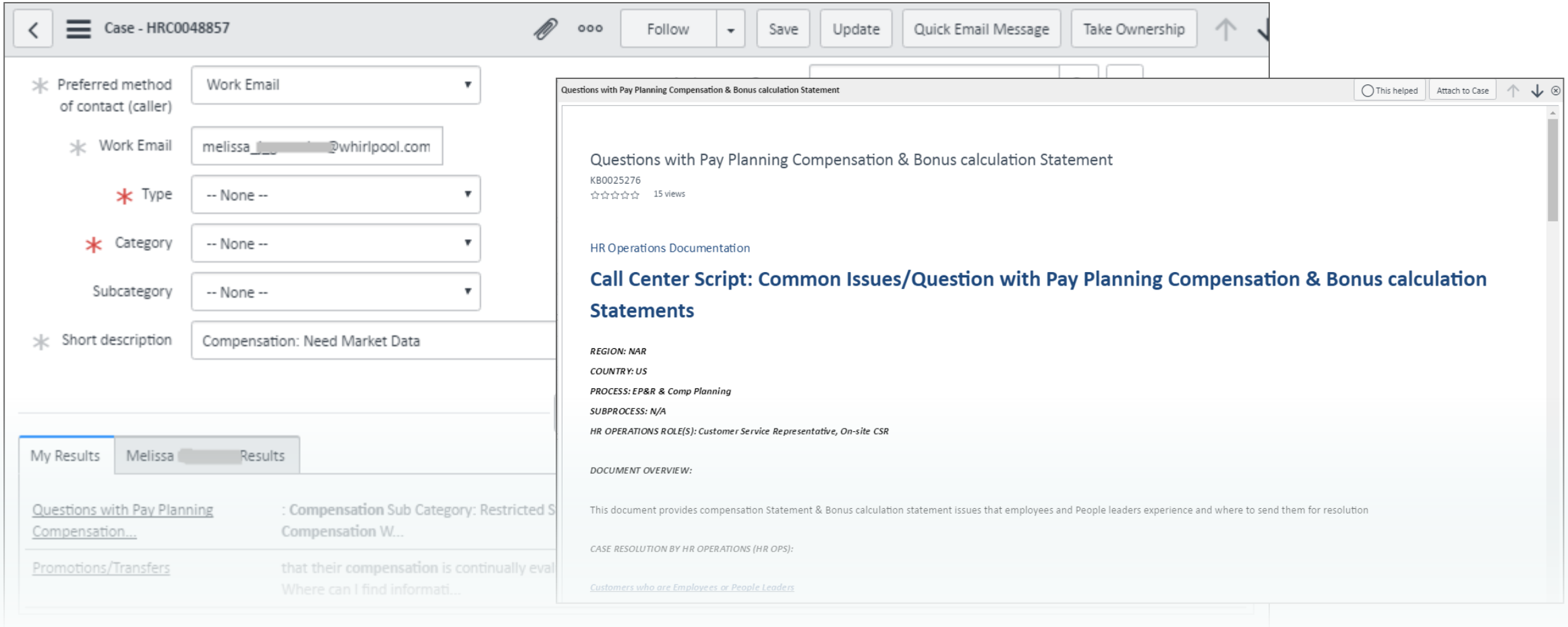




Callers are prompted for SSN and DOB through IVR. Calls generate a 'Screen Pop' for our call agents that they can use to authenticate caller and see previous cases for that caller.

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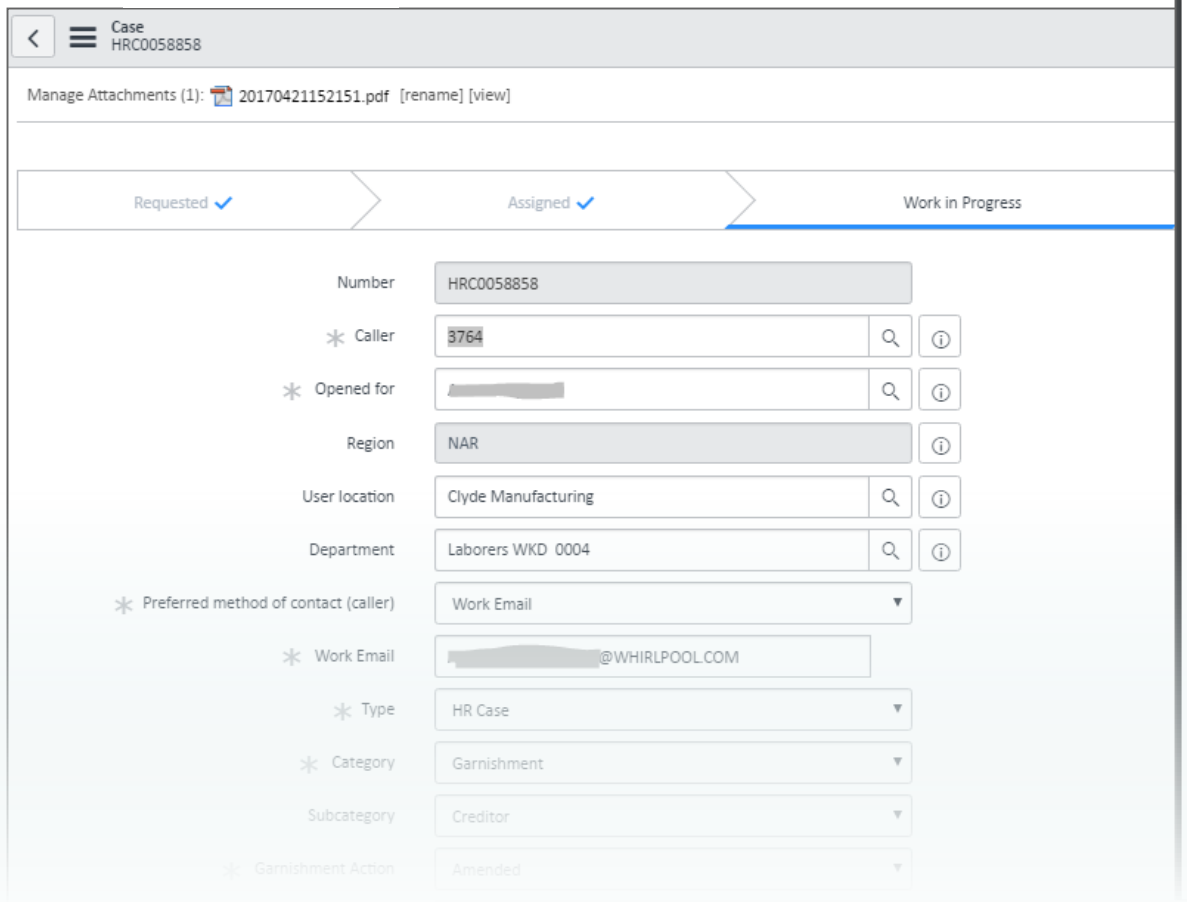
Knowledge Management

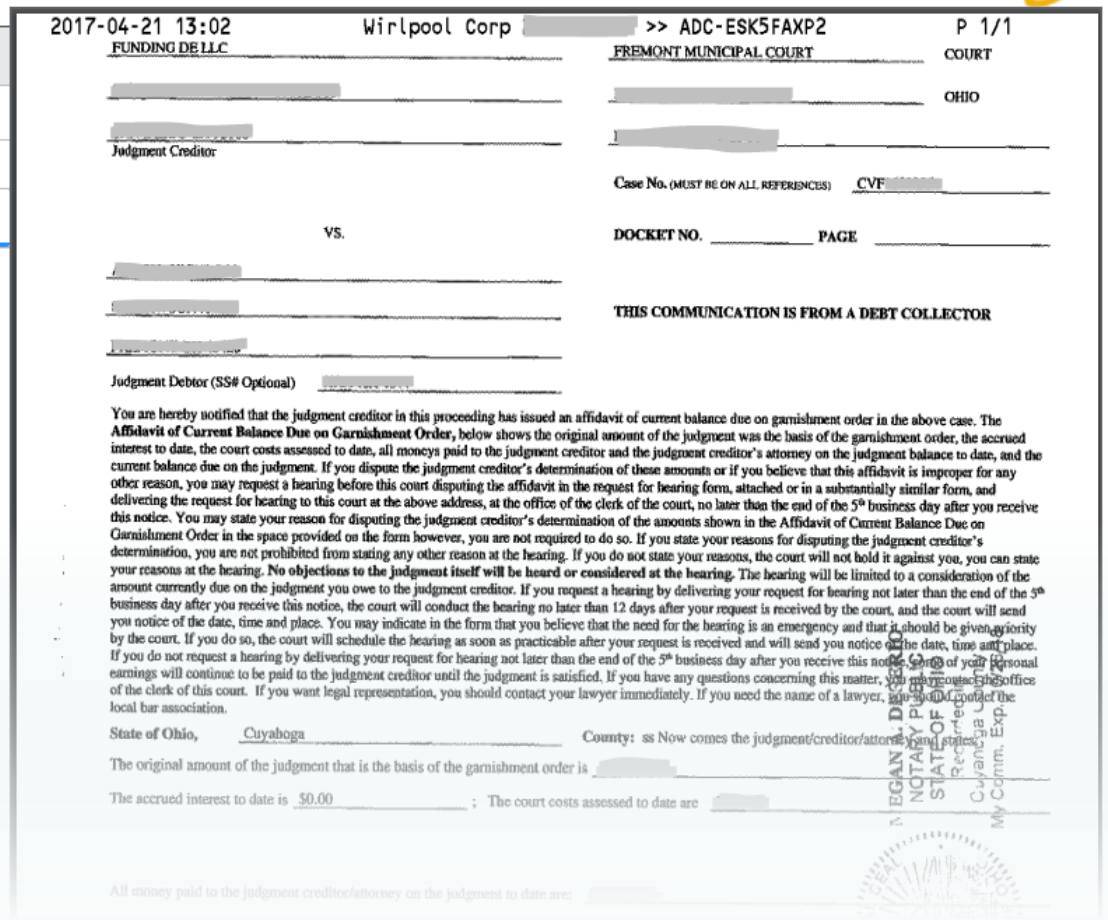


Knowledge is used for our Call Center Scripts. Agents search the knowledge while they are on the phone and attach knowledge to the case.

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Fax Integration




2017-04-21 13:02 Wirlpool Corp >> ADC-ESK5FAXP2 P 1/1

FUNDING DE LLC

FREMONT MUNICIPAL COURT

COURT

OHIO

Judgment Creditor

Case No. (MUST BE ON ALL REFERENCES) CVF

VS.

DOCKET NO. PAGE

THIS COMMUNICATION IS FROM A DEBT COLLECTOR

Judgment Debtor (SS# Optional)

You are hereby notified that the judgment creditor in this proceeding has issued an affidavit of current balance due on garnishment order in the above case. The **Affidavit of Current Balance Due on Garnishment Order,** below shows the original amount of the judgment was the basis of the garnishment order, the accrued interest to date, the court costs assessed to date, all moneys paid to the judgment creditor and the judgment creditor's attorney on the judgment balance to date, and the current balance due on the judgment. If you dispute the judgment creditor's determination of these amounts or if you believe that this affidavit is improper for any other reason, you may request a hearing before this court disputing the affidavit in the request for hearing form, attached or in a substantially similar form, and delivering the request for hearing to this court at the above address, at the office of the clerk of the court, no later than the end of the 5th business day after you receive this notice. You may state your reason for disputing the judgment creditor's determination of the amounts shown in the Affidavit of Current Balance Due on Garnishment Order in the space provided on the form however, you are not required to do so. If you state your reasons for disputing the judgment creditor's determination, you are not prohibited from stating any other reason at the hearing. If you do not state your reasons, the court will not hold it against you, you can state your reasons at the hearing. **No objections to the judgment itself will be heard or considered at the hearing.** The hearing will be limited to a consideration of the amount currently due on the judgment you owe to the judgment creditor. If you request a hearing by delivering your request for hearing not later than the end of the 5th business day after you receive this notice, the court will conduct the hearing no later than 12 days after your request is received by the court, and the court will send you notice of the date, time and place. You may indicate in the form that you believe that the need for the hearing is an emergency and that it should be given priority by the court. If you do so, the court will schedule the hearing as soon as practicable after your request is received and will send you notice of the date, time and place. If you do not request a hearing by delivering your request for hearing not later than the end of the 5th business day after you receive this notice, some of your personal earnings will continue to be paid to the judgment creditor until the judgment is satisfied. If you have any questions concerning this matter, you may contact the office of the clerk of this court. If you want legal representation, you should contact your lawyer immediately. If you need the name of a lawyer, you should contact the local bar association.

State of Ohio, Cuyahoga County: ss Now comes the judgment/creditor/attorney and states:

The original amount of the judgment that is the basis of the garnishment order is

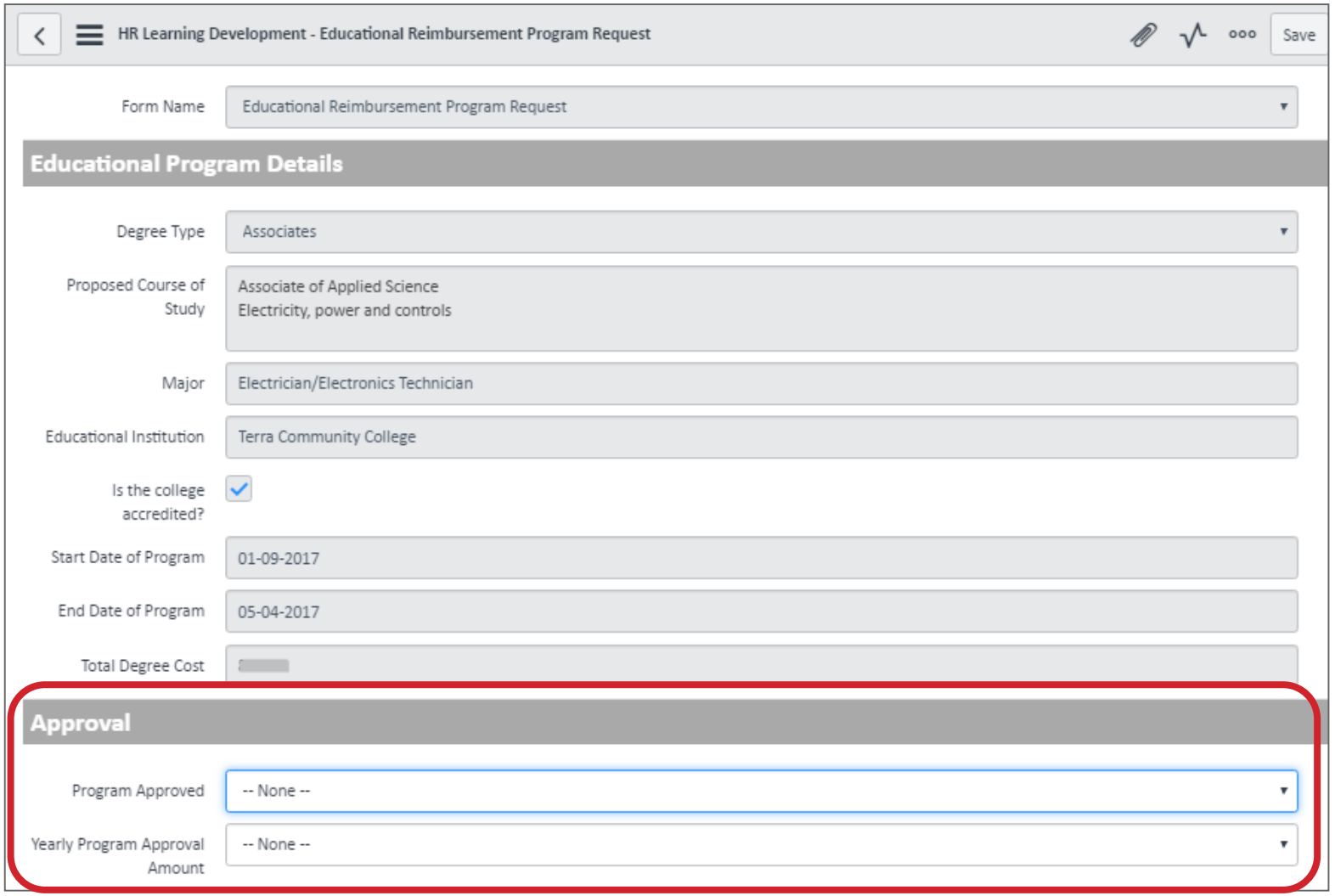
The accrued interest to date is $0.00 ; The court costs assessed to date are

All money paid to the judgment creditor/attorney on the judgment to date are:

Faxes are received directly in ServiceNow and then are reviewed and classified. Primary use is garnishment requests.

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Custom Forms with Approval

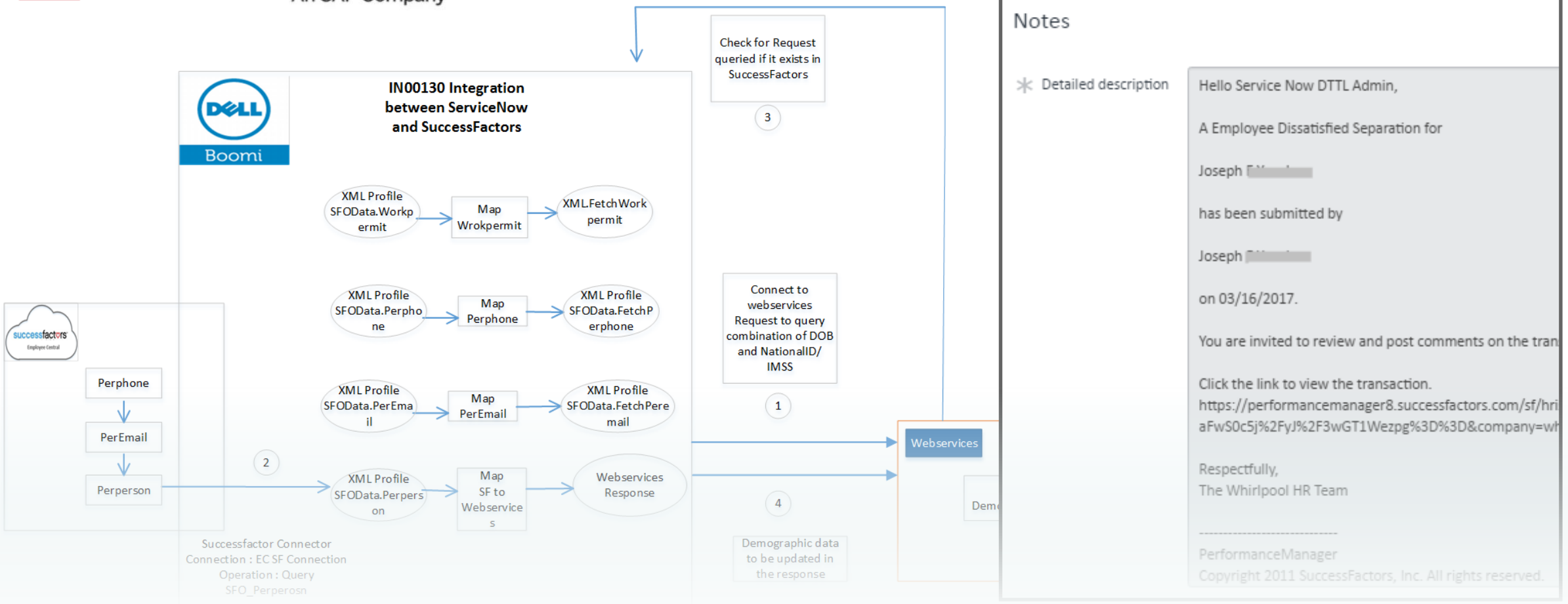


Custom developed forms allow for workflow and approvals. Primary use is for Program Approvals (i.e. Ed Reimbursement) or Compensation grants (i.e. Stock Awards)

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successfactors™ An SAP Company Integration

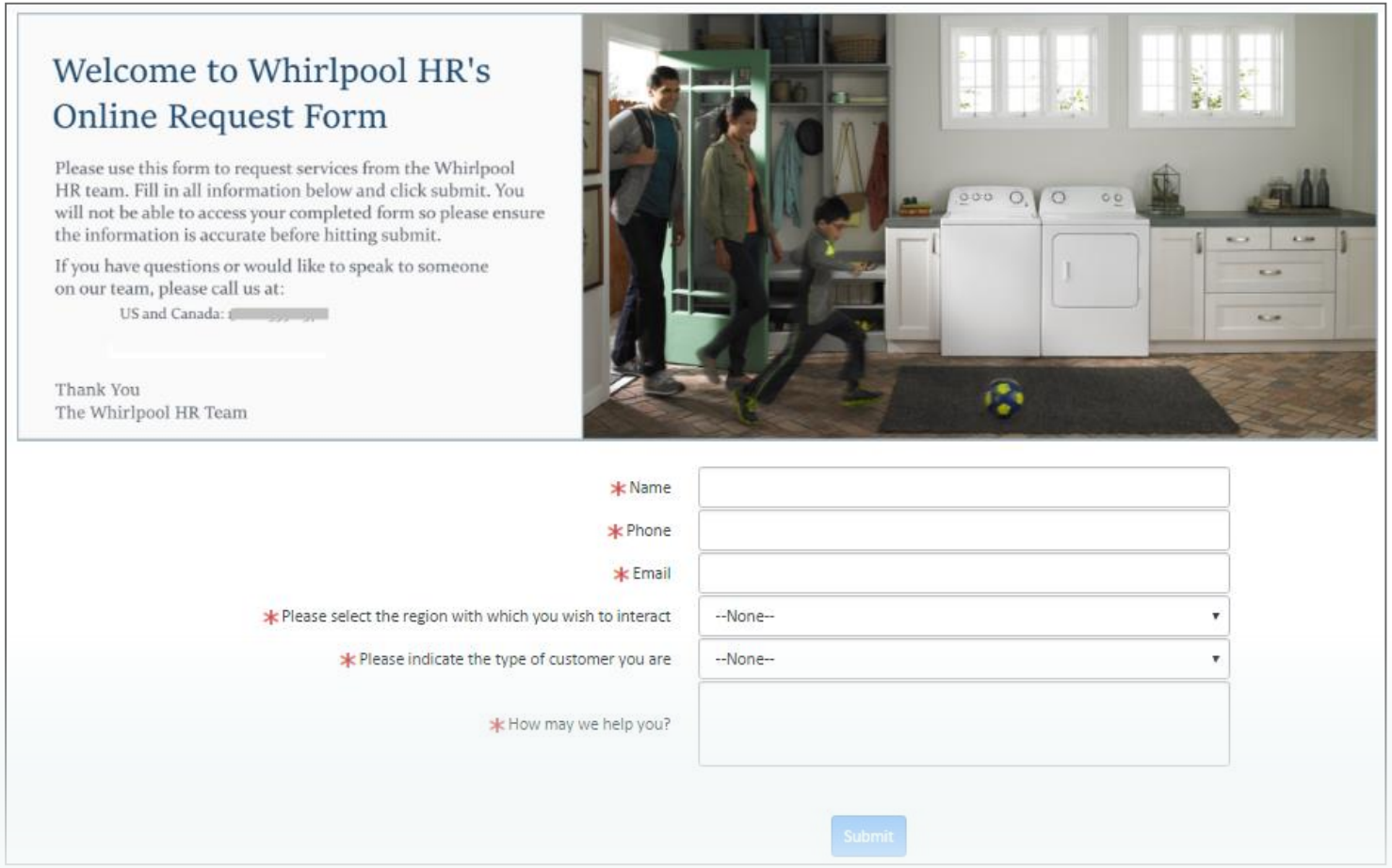
Whirlpool CORPORATION

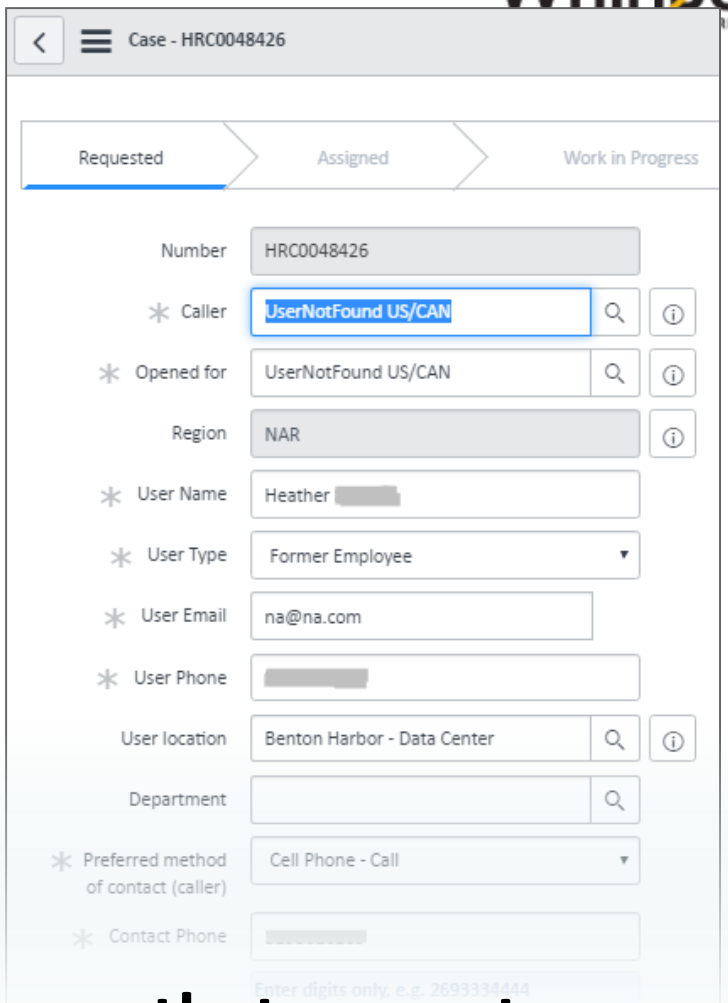


SuccessFactors' processes trigger notifications in ServiceNow. This notifies our team that a transaction needs to be reviewed (i.e. Separations)

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Public Intake Form





UserNotFound and Public form are used for customers that are not currently active employees – Retirees, Vendors, Candidates

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Value Outcomes

Average

10117

CASES PER MONTH

An increase of 20% each month since go-live



AHT decreased from over 10 mins to less than 7 mins

70%

SELF SERVICE CASES

Employee's & People Leaders are embracing the ability to do work or request work themselves

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Lessons Learned

1. Training, training and more training.
2. Keep it Simple! We overdesigned in the beginning.
3. Multiple countries increases complexity – but is possible.
4. Think about metrics BEFORE you deploy.
5. Public Form and UserNotFound was absolutely needed

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Our Next Steps

- Monthly releases incorporate continuous improvement opportunities
- Europe deployment in 2018, need to determine how to leverage case management with so many different countries to support
- Mobile enablement for our manufacturing plants
- Manager reporting and dashboards

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Top Takeaways

1

Leverage the vast capabilities of the tool

Case / Task / Chat / Integrations



2

BUT start off simple

Don’t try to overdesign the solution



3

Set up what and how you will measure success BEFORE you go live



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Q & A

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Take the Survey

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

Thank You

Carolyn Bradfield
Director, NAR Operations
Whirlpool

Ajay Agunu
GIS Lead Analyst
Whirlpool

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