

Building a Modern Employee Experience:

a Blueprint for CIOs and Technology Leaders



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First priority for IT: modernising the employee experience.

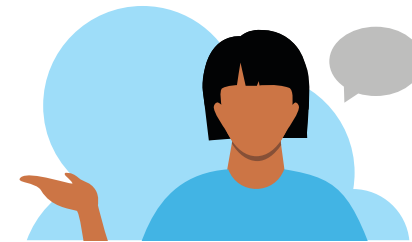
CIOs and IT leaders are constantly grappling with a complex network of systems that are supposed to help their people get work done. The COVID-19 pandemic, however, changed the way we work overnight. In this virtual work environment, new challenges – retention and productivity, hybrid work models, and diversity and belonging – have prompted organisations to adopt technologies that support their workforce in more meaningful ways. This new normal adds more

pressure on IT teams to modernise the employee experience, moving away from a “one size fits all” approach. A more flexible, human-centric approach is required to meet employees’ diverse needs.

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Employee expectations are changing, and we will need to define productivity much more broadly, inclusive of collaboration, learning and well-being, to drive career advancement for every worker.

Satya Nadella
CEO, Microsoft



The COVID-19 pandemic changed everything.

Work changed.

People have learned to collaborate digitally, disconnecting from the cafeteria, water coolers and coffee stations. Collaboration was made even more challenging as boundaries between work and life dissolved.

IT changed.

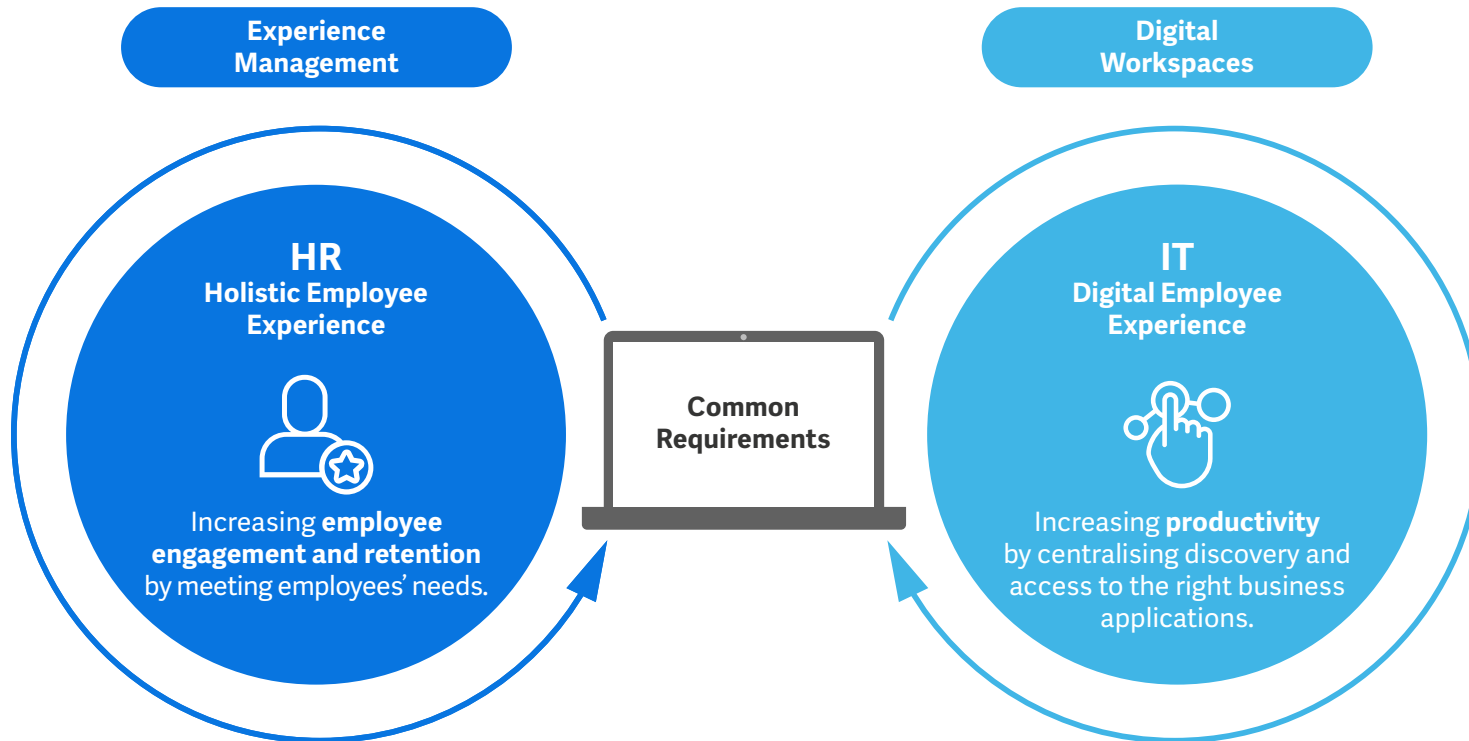
IT has had to deliver new services even faster by pivoting processes and structure. And given teams became disconnected, IT needed to partner with the business in new ways.

Business changed.

Resource and staffing changes have placed even more demand on the workforce. Diversity, equity, inclusion and now retention are all board-level priorities.

This shift has pushed CHROs and CIOs everywhere to rethink the employee experience. By reaching across the table as partners and scrutinising roadmaps, they can elevate the employee experience, building an end-to-end solution together while maintaining trust using built-in security and auditability.

Line-of-business leaders' top priority for IT is to invest in technologies that improve the employee experience. (IDC)



Building an employee experience today takes teamwork between HR and IT.

To make this shift to a modern employee experience, organisations are looking for technologies that are easy to configure and deploy. They want to eliminate the need to develop custom integrations and extensions that are time-consuming to create and costly to maintain. With Workday, these technologies are built into the cloud and use trusted data. This not only helps IT streamline its application and integration technology portfolio but also reduces the number of separate day-to-day systems required for work. And by leveraging employee data enriched with sentiment and engagement touchpoints, machine learning (ML)-assisted recommendations and tasks can help employees accelerate their career journey.

When organisations embark on this important people-centric business and technology transition, it's good to set some guidelines:

- **Remove barriers to productivity.** By breaking down silos and prioritising self-service to eliminate friction, IT can enable greater access to data and more process automation, which frees up capacity.
- **Make faster, more informed decisions.** Markets can change overnight. Analytics and machine learning can help organisations get the data they need for decision-making.
- **Increase engagement.** A more personalised, collaborative application experience that meets people where they are can improve performance and satisfaction.

In this eBook, discover the building blocks you'll need for making a successful transition and how Workday can help.



The building blocks of the new employee experience.

Extensible Platform

Support Changing Needs

Context and Content

Personalise Experiences

Digital Workspaces

Bring Work to Where It Happens

Intelligent Automation

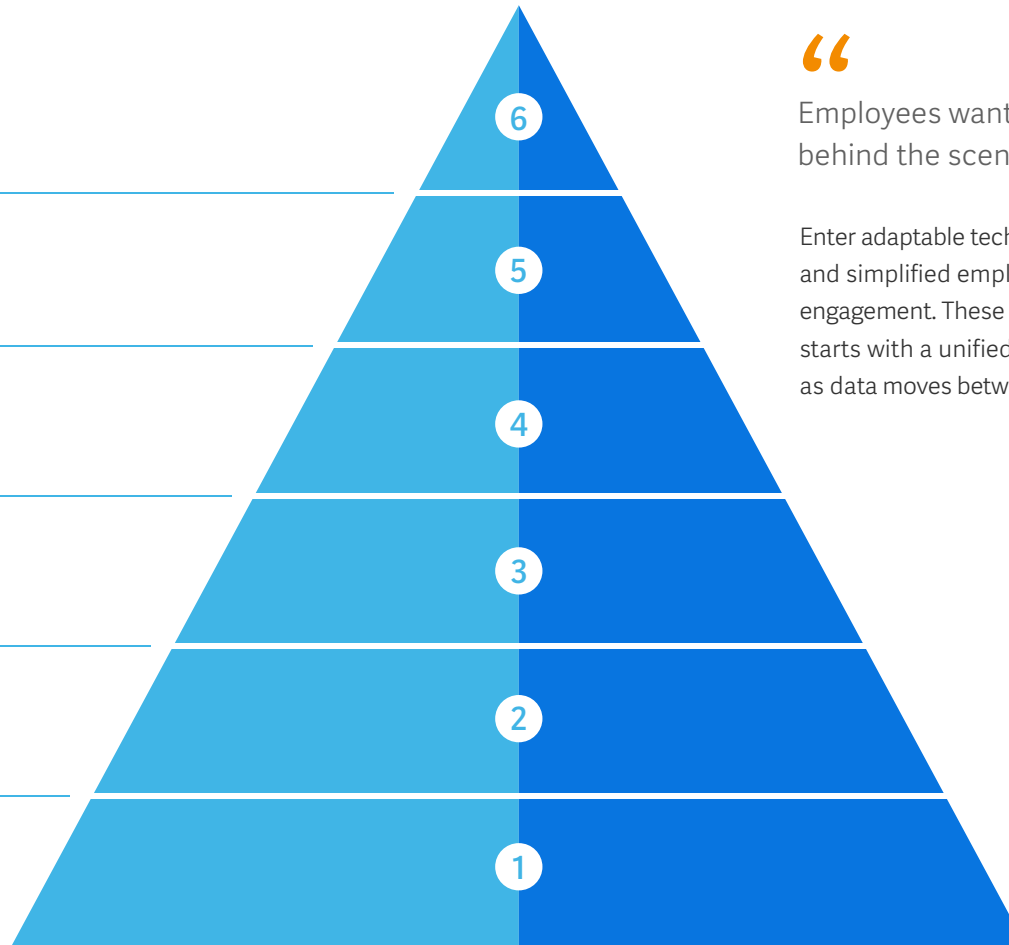
Architect More Meaningful Work

Process Orchestration

Remove Digital Friction

The Power of Data

Understand Your Employees



The last thing an employee wants is to have to use multiple tools, interfaces and technologies. Instead, they want technology to work for them, behind the scenes, helping them navigate their core applications and processes with ease, and providing timely nudges to focus on what matters most.

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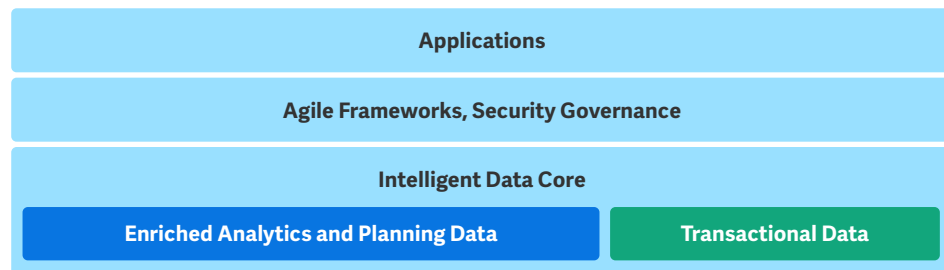
Employees want technology to work for them, behind the scenes.

Enter adaptable technology. Workday is designed to provide a consistent and simplified employee experience, with less friction and more engagement. These six building blocks make for a flexible approach that starts with a unified data core on which value is progressively added as data moves between each layer.

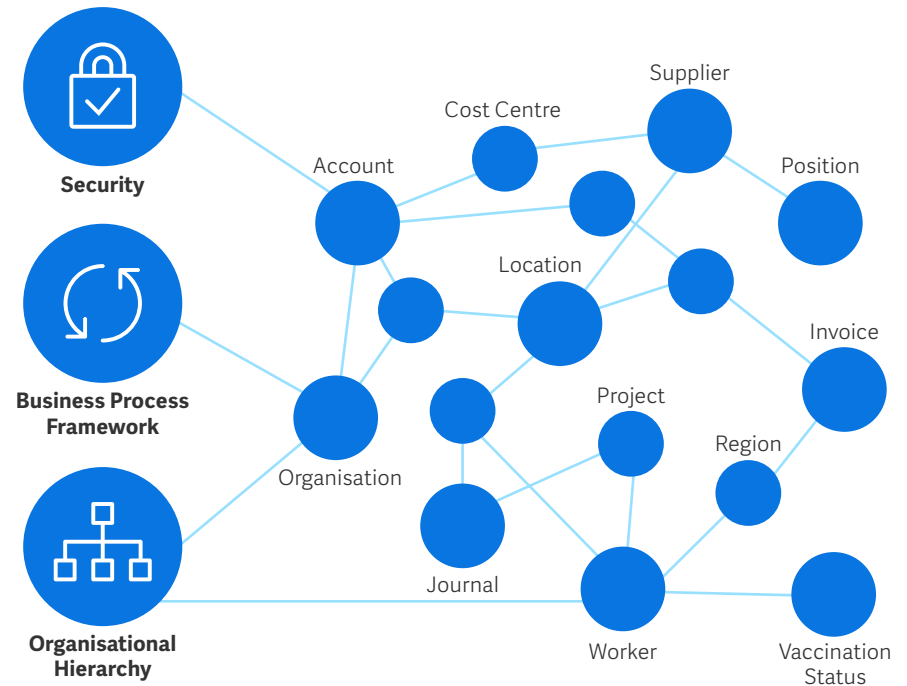
IT leaders need to take a building-block approach for progressive value creation.

1. The power of data to understand your employees.

Awesome experiences are central to making employees happy – and experiences infused with data are far better than those without. When you can use data to understand your employees and gain a true sense of their sentiments, you can make more informed decisions. This only happens when you can trust that your data is accurate, up to date, accessible and secure. Data becomes intelligent when it's exposed to analytical and data science tools that can uncover anomalies and assure its quality to support automation and predictive decision-making. A [unified source of data](#) and insights can surface the right experiences at the right time and in the right context.



A data-driven employee experience needs to address everyone's needs.



Understand your people with the Workday object data model structure.

Data is only as good as the architecture that it lives within. That's why Workday has an architecture with an object data model at its core. This data model helps you better understand your people. It is also scalable and extensible, able to support workloads that require processing requests for **more than 1 million users per hour**. Users can seamlessly pivot from people data (such as worker, location or vaccine status) to financial data (for example, cost centre or invoice) and back, even as organisational and financial structures change (such as adding a new cost centre or financial worktags for new needs, including home office expenses). This flexibility removes the need for IT coding and expensive modifications to the underlying data structure in case of organisational changes.

2. Process orchestration to remove digital friction.

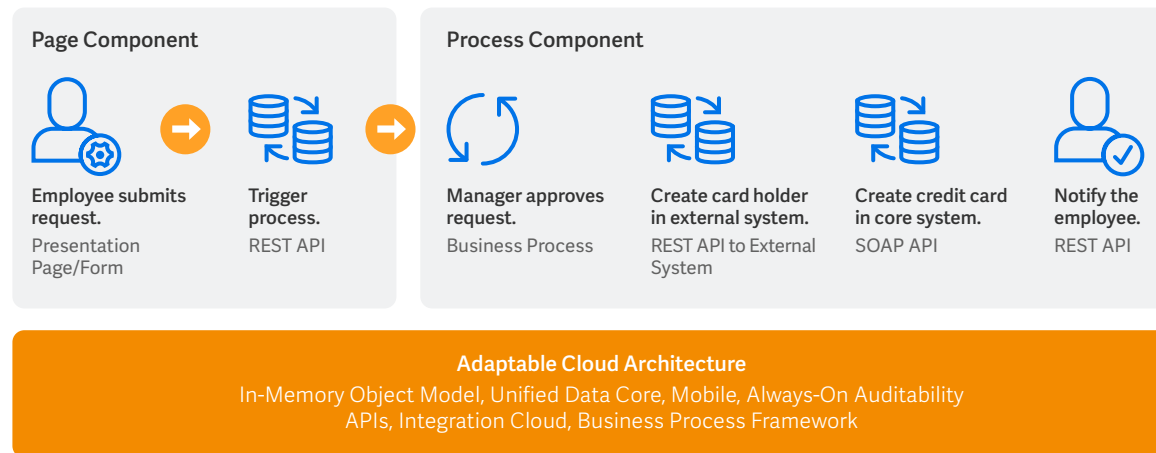
The average business worker uses [about nine applications for daily work](#). Every time they switch between applications, they're spending valuable mental energy on adjusting to a new context. IT's role is to identify areas of process optimisation and remove barriers to productivity. When implementing an integrated system, organisations should consider:

- **Flow:** Establishing process flow across systems synchronously and asynchronously opens up connectivity. You should be able to support complex processes that are triggered from captured data to initiate third-party integration and send user notifications for approval.
- **Integration:** Performing real-time integration to update or retrieve information back into your core system means that from any existing business process – such as hiring, or updating business titles – you can trigger another process (or processes) to perform an integration.
- **Simplicity:** Your system must be easy to use without requiring a full code development experience. A drag-and-drop tool for visualising process flow and transforming data makes it easier to develop business logic.

The Workday business process framework (BPF) allows both IT and the business to maintain and tailor core business process flows using configurable templates. BPF ensures that all business-related events get to the right resources at the right time, while providing a comprehensive audit trail of all changes.

Workday Integration Cloud enables Workday to connect and exchange data with many third-party systems to automate processes and gain critical insights. Since its launch in 2011, Workday Integration Cloud has continued to drive a shorter time to value for our customers, with over [1 billion integration requests](#) served.

This example shows how requesting a new credit card that relied on manual approvals and notifications is now automated with an app built by [Workday Extend](#) using Workday Orchestrate, Workday business processes and third-party APIs.



Workday Orchestrate simplifies employee workflow and leverages the underlying business process framework, object data model, integration cloud, APIs and more.

3. Intelligent automation to architect more meaningful work.

Machine learning (ML) has truly transformed our lives; sometimes in ways we don't even notice. Apps give us recommendations on which shows to watch and which items to buy. Digital assistants, such as Google Assistant or Alexa, make access to information much easier. Applied to HR and finance, ML can automate repetitive, predictable tasks for improved accuracy and productivity. This allows the applications to do the work, freeing people to focus on more strategic tasks. ML can also arm employees with fresh insights to make faster, more informed decisions. And by engaging at the career level, ML-assisted recommendations and tasks can help employees accelerate their career journey.

At Workday, ML is built into the core of our platform to help customers:

- **Deliver engaging and personalised experiences.** Employees can edit their worker profile with suggested skills, visit a career hub that recommends mentors or co-workers for networking, or tailor their career path to obtain skills.
- **Automate repetitive, predictable tasks for improved accuracy and productivity.** For example, managers can detect timesheet anomalies that may highlight skills issues or map key attributes in a supplier invoice to the accounts payable process.
- **Use ML to arm people with insights and recommendations for faster, better decisions.** You can alert planners when inputs to a forecast fall outside historical ranges. Or allow recruiters to focus on the right candidates by scoring applications based on job variables.

Workday is also committed to the ethical use of ML. All our ML solutions are designed using responsible development processes, with the privacy and security of our customers as a top priority.



ML-assisted recommendations and tasks can help employees accelerate their career journey.

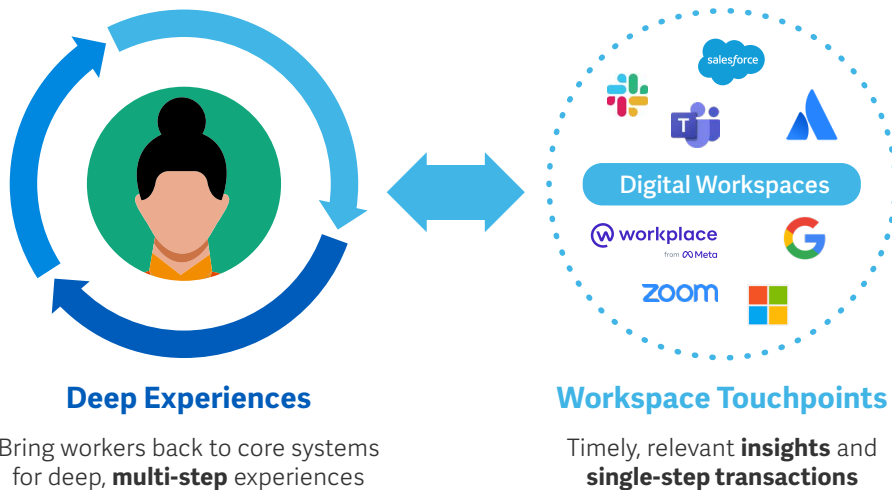
Application Use Case

ML Platform Provides Data Governance and Lifecycle Management

- ML Core Including Skills Miner, Forecasting, Anomaly Detection etc.
- Tools and Pipelines Including Workbench and Data Visualisation Dashboard
- Transformed + Structured Datasets
- Data Transformation (Platform Services)
- Raw Datasets

4. Digital workspaces to bring work to where it happens.

As the traditional workplace moves away from core business applications, it is moving toward cloud-based, access-anywhere workspaces and collaboration tools, such as Microsoft® Teams and Slack. These tools have become absolutely essential in driving projects forward and keeping remote colleagues connected. Core people and finance data, transactions and insights are some of the most critical to an organisation. So it makes sense to surface these to the employee wherever they are, integrating them with employee experience technologies to allow workers to stay within their natural flow of work.

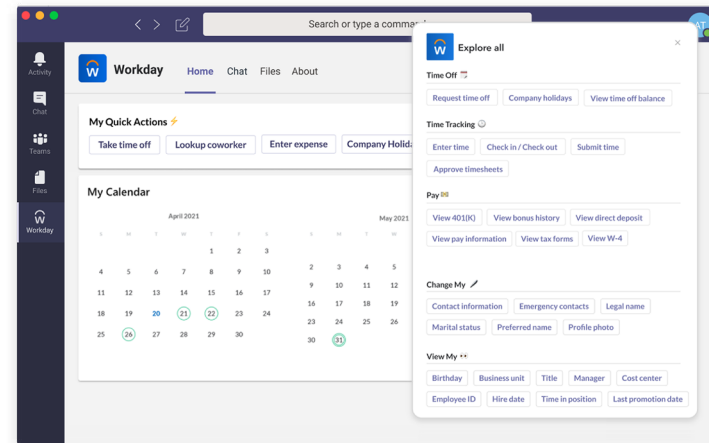


Bring workers back to core systems for deep, **multi-step** experiences

Timely, relevant **insights** and **single-step transactions**

IT's role is to bridge core applications with digital workspaces.

Workday Everywhere is the next evolution of Workday presence in natural workspaces: companies will be able to bring the Workday experience into places where people spend their days – whether that's in collaboration tools, intranets or even their browser. With Workday tasks and insights surfaced within digital workspaces, workers can take action quicker, find relevant information, get personalised help and unlock the power of Workday from their favourite applications.



Seamlessly surface the right information, tasks, insights and recommendations to employees when they need them.

5. Context and content to personalise experiences.

Creating an engaging system means fewer rigid business processes and more behavioural awareness. It's not just about the transaction, but about all the events and data points surrounding that transaction that ultimately contribute to the user getting there. Knowledge of those behavioural patterns is what provides more insight into that user, enabling the opportunity to create more targeted engagement. And through that engagement, you capture the data required for prescriptive, automated tasks that further enhance the employee experience.

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Creating an engaging system means fewer rigid business processes and more behavioural awareness.



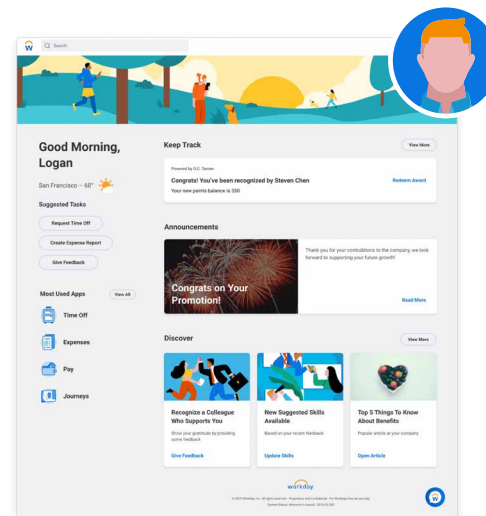
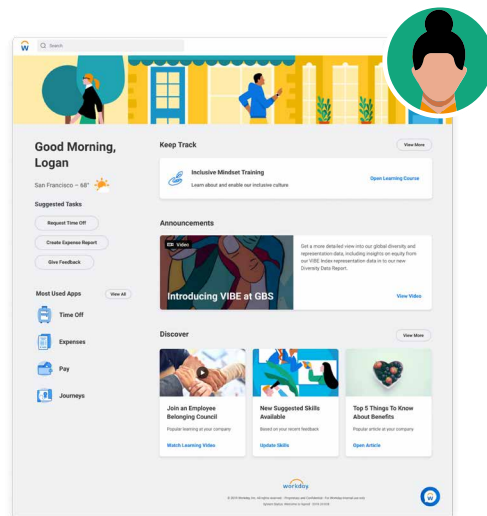
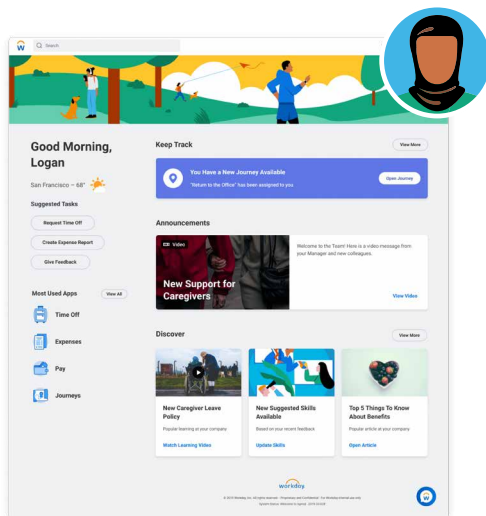
Context enables you to understand your employees.

Every employee has unique priorities and needs, and their experience at work should reflect that. With Workday, employees can digest curated, purposeful content at their own speed and in whatever order works best for them, surfaced in the moments that matter – when they need it, where they need it and in context of what they need to accomplish.

See the many ways Workday can help you deliver on these needs.

- **Workday Help** provides self-service HR knowledge and case management so employees can find the information they need faster. Employees can read knowledge articles on various topics, including what to do if they have COVID-19. They can then self-report by creating a case and get information on next steps.

- **Workday Journeys** builds tailored, concierge-style experiences for employees to help guide them through important moments. Organisations seeking to improve diversity or belonging, for example, can create a journey with guidance, learning and examples tailored to increase the sense of belonging.
- **Workday People Analytics** automatically surfaces insights across five critical focus areas, including organisational composition, diversity and inclusion, retention and attrition, hiring, and talent and performance. For example, HR might use Workday People Analytics to look at promotion rates and compensation to ensure equal opportunities for all.



IT helps HR deliver a personalised course of action using intuitive interfaces powered by ML.

6. Extensible platform to support changing needs.

Every organisation is culturally and technologically unique, needing processes and experiences that use “its” data to support “its” people. Disparate systems – some interconnected, but many siloed and difficult to access and understand – make data usage and analysis difficult. Employees waste valuable time navigating disparate applications while trying to collaborate with colleagues using email, spreadsheets or paper-based business processes. Often, consolidating these experiences or optimising processes requires “portal” products or general-purpose tools and platforms outside of the core system. These solutions aren’t ideal, as they can drive up cost and complexity and slow down the pace of innovation. This also leads to technology sprawl, moving data and increasing risk.

[Workday Extend](#) allows organisations to deliver new capabilities seamlessly, surfacing relevant data and tasks for employees right in their existing Workday Human Capital Management and Workday Financial Management applications, as well as the employees’ home page. With a purpose-built platform and tools from Workday, new apps can be built, deployed and managed from a central place with speed and confidence. This allows for the creation of many new experiences, such as employee rewards and recognition, vaccine management and test tracking, specialised incentive compensation programmes, [and more](#). This eliminates manual, labour-intensive approvals using email, peripheral systems and spreadsheets.

You can also better keep pace with change using [Workday Prism Analytics](#), which brings your HR and financial data together in one secure hub, ingesting and blending non-Workday data with transactional data stored in Workday. This gives you the insight and context you need to make better plans and decisions in real time.

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Our vaccine management app was developed, tested and deployed within 30 days by a single developer using the new Workday Extend business objects and processes, together with the resources available in the developer portal and community.

Christopher Blickley
Director of Workday Operations,
University of Pennsylvania

The screenshot displays the 'Submit COVID Vaccination' application. At the top, there is a search bar and navigation icons. Below the header, the user's profile for Brad Harper is shown, including his business title (Director, Research & Development) and organization (Research & Development, San Francisco). The 'My Vaccine History' section shows a table with columns for Vaccine Manufacturer, Vaccine Type, Date of Disclosure, and Submission Date, currently displaying 'No Data'. The 'Proof of Vaccination' section contains a verification statement, a 'Vaccine Manufacturer' dropdown menu (set to Pfizer - BioNTech), and a 'Date of Disclosure' field (set to 01/11/2022). An 'Attachment' section shows a 'Covid vax record.png' file that has been successfully uploaded. The 'Vaccine Disclosure' section includes a 'Vaccine Type' dropdown menu (set to COVID-19) and a note about the first date eligible to return to the office (Jan 25, 2022).

Seamlessly deliver new, data-rich experiences, such as back-to-office and vaccine management and tracking.

Making work more personal and productive.

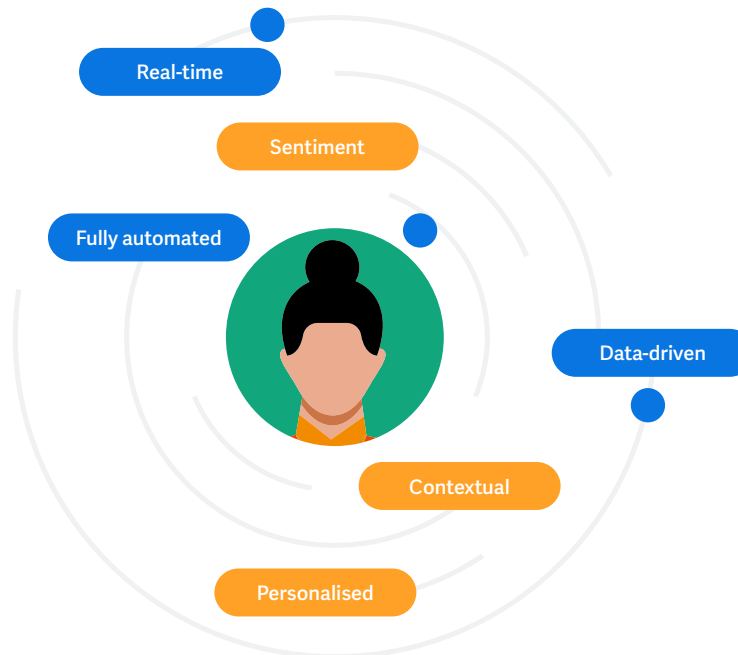
With the Workday employee experience management solution, organisations get the data they need to address the entire employee lifecycle, foster growth and development, enable better relationships between managers and employees, provide guidance during difficult moments and support wellbeing. Powered by ML, Workday can help you support each employee's unique journey.

[Workday Peakon Employee Voice](#) gives you even deeper insight into your people, using continuous active listening to gauge your employees' concerns, feedback and sentiment. These real-time insights, combined with your employee demographic and development data, can help you make informed workforce decisions to improve productivity.

75 percent of employee wellbeing comments were concerned with the mental and financial health of employees.

[\(Peakon Heartbeat Report\)](#)

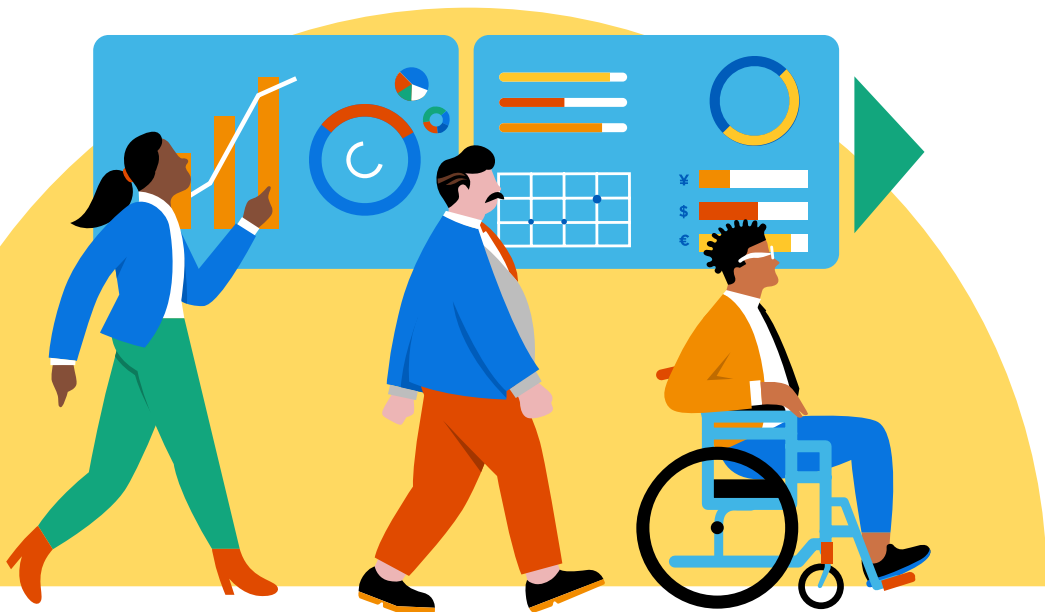
54 percent of IT executives and 58 percent of C-level executives are most focused on employee satisfaction as a key HR metric for 2021. [\(IDC\)](#)



Armed with data, HR can take an active listening approach built for employees.

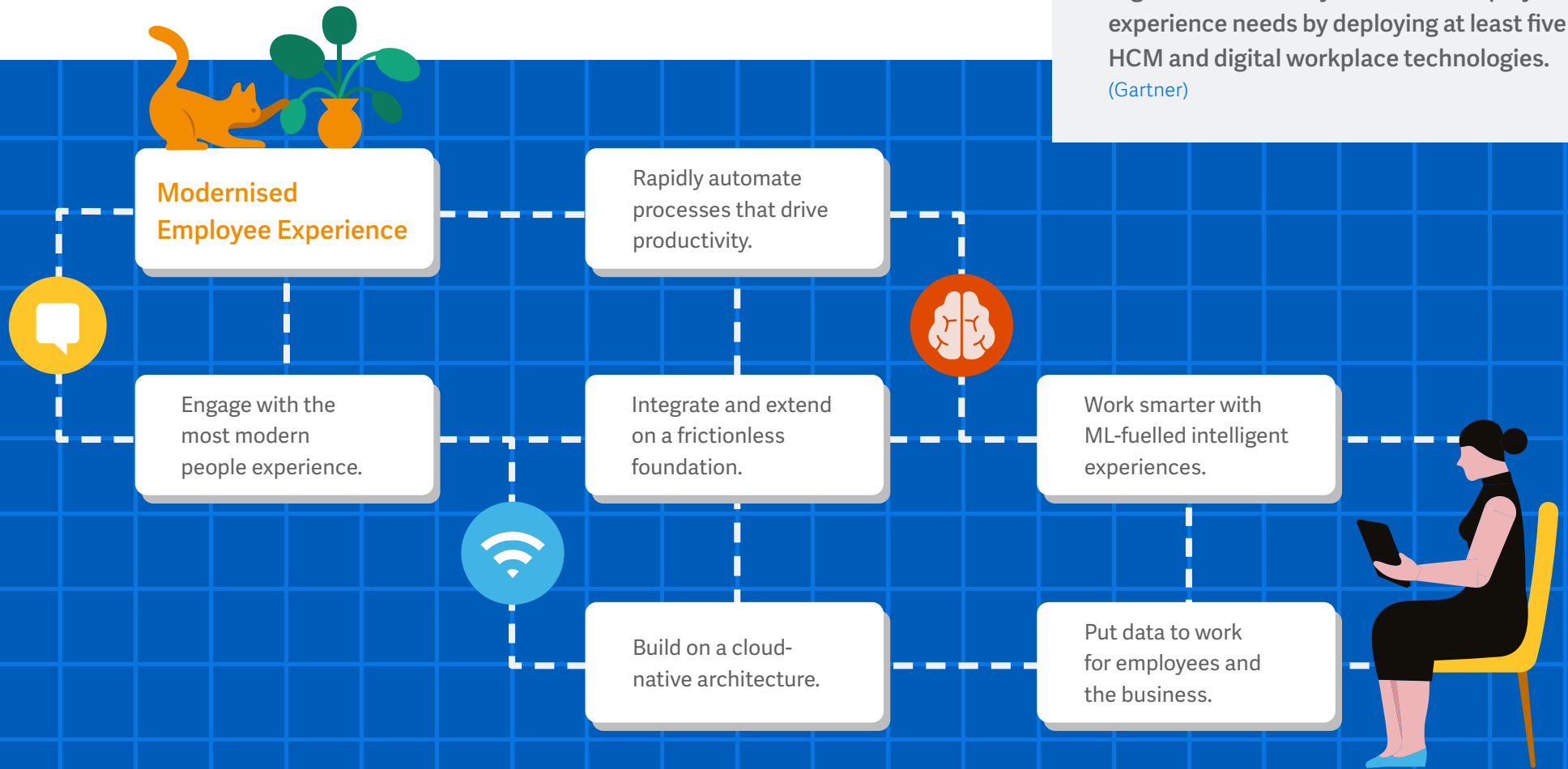
As a cloud platform, Workday embeds workplace technologies at its core, allowing easy interaction comparable to apps from the consumer world. Workers no longer need to feel the intricacy and complexity of the systems that power their work, and IT won't face challenges wrestling with disparate systems and technologies. Instead, single points of entry can extend existing workplace applications and surface new data to make work feel intuitive and straightforward – thus making workers feel more productive and satisfied.

At Workday, we've thought long and hard about the technology building blocks needed to enable a better, more modern employee experience. Consider these foundational capabilities as you assess how you measure up.



- **Integrate and extend on a frictionless foundation.**
Reduce cost and speed up solution delivery with built-in integration and deep extensibility for unique organisational needs.
- **Rapidly automate processes that drive productivity.**
Digitise and orchestrate processes to increase self-service and productivity, and focus employees on what matters most.
- **Engage with the most modern people experience.**
Give support during moments that matter and bring work to where it happens.
- **Work smarter with ML-fuelled intelligent experiences.**
Deploy role-based and personalised experiences, and insights to optimise learning, talent, skills and more.
- **Put data to work for employees and the business.**
With a 360-degree view of your organisation you can see around corners, understand sentiment, listen to the signals and create opportunity.
- **Build on a cloud-native architecture.**
Take advantage of technology advancements where everyone uses the same version of applications wrapped in a consistent security model across desktop and mobile devices.

By 2024, 60 percent of large global organisations will try to address employee experience needs by deploying at least five HCM and digital workplace technologies. (Gartner)



Next steps.

Times of change will continue to have lasting effects. The COVID-19 pandemic has reshaped entire industries, cities large and small, and the way most of us live our daily lives. The way people work, their wellbeing, how they collaborate and how they learn is being reexamined. Similarly, employee experience is transforming, too. “Set it and forget it” portal plans that run on autopilot for the next five years just won’t cut it.

Technology should improve user experiences, not erode them. The new norm will include ML-fuelled dashboards built like home pages, custom card interfaces that work like high-tech Post-It® notes, and cross-system messaging, notifications and approvals. Organisations must focus on boosting employee morale and engagement while eliminating friction and saving time.

In a changing world, workers have more choices than ever before – the companies that can attract, retain, grow and delight their people are best positioned for success.

The time to take a closer look at how your technology helps modernise the employee experience at your organisation is now, and it matters more than ever.

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In a world where money is no longer the primary motivating factor for employees, focusing on the employee experience is the most promising competitive advantage that organisations can create.

Jacob Morgan
Author, *The Future of Work*

Learn more.

Here are more resources to add to your employee experience toolkit.

- [Blog Post: Building a Better Employee Experience](#)
- [eBook: The Employee Experience Gets Personal](#)
- [eBook: The Workday Tech Strategy](#)
- [Webinar: Creating an Employee Experience Philosophy](#)
- [Webinar: Bringing Work to Where It Occurs: Creating the Best Digital Experience for Employees](#)



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