



Digitizing the Employee Experience

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SOAHR 2020



Agenda

01 Future of Work Introduction

02 Digitizing the
Workforce of the Future

03 Discussion:
Questions & Answers



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*Digitalization, business model disruption, automation, and AI
are accelerating the evolution of work*

while the nature of “a worker” is experiencing its own revolution

What can we expect in 2020 and beyond?

The employee experience is falling short creating a rift between employers and employees



perception of inequality

Only **1 in 5** employees give their company an “A” grade for equity in pay and promotion¹



uncertain future

44% of employees don’t understand their available career paths²



declining health

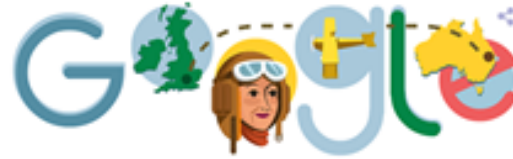
1 in 3 workers reported not being in good health or in fair health; 1 in 5 has a chronic health condition³



lack of empathy

Only 1 in 5 workers believe their company cares “a great deal” about their wellbeing³

Source: ¹Mercer 2019 Global Talent Trends; ²Mercer Sirota Normative Database, ³Mercer 2020 Health on Demand Research



- Q my job is
- Q my job is killing me
- Q my job is boring
- Q my job is meaningless
- Q my job is too stressful
- Q my job is a waste of time
- Q my job is too hard
- Q my job is toxic
- Q my job is too hard for me
- Q my job is killing my soul
- Q my job is pointless

Google Search

I'm Feeling Lucky

[Report inappropriate predictions](#)



Employee experience is the way forward to drive better business outcomes

environment

The touchpoints, shaped by interactions within the organization

culture, people & leaders, work, programs & processes, workplace / tech

events

A sequence of moments in an employee's journey, both scripted and unscripted

life events, career events, organization events

employee

My expectations, shaped by who I am and what I value

employee experience



Employee experience is the intersection of an employee's expectations, the environment and events that shape their journey within the organization.



energize the experience

Inspire and invigorate people by
redesigning their work experience



welcome to brighter

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What's different about those energized by their jobs

Energized employees

More likely to be thriving and staying

More likely to extend their working lives

More likely to believe they are contributing to a high-performing organization

More likely to ask for a promotion



Less energized employees

More likely to be unsatisfied BUT staying

More likely to share that they feel at risk of burn out

Less likely to know how their pay benchmarks

Less confident in embracing the reskilling agenda



Employees that are energized want 4 things from their work

Empathetic

“Support me with caring for myself and what matters in my life”

7x more likely to work for an organization that they describe as **very empathetic to individuals needs in decision making**

3.4x more likely to trust that their organization is doing the **right thing for society** at large

Enriching

“Help me have an impact and fulfill my personal or professional purpose”

3.4x more likely to say that their work **contributes to a worthwhile mission**

3.2x more likely to say my company gives me the opportunity to **grow personally and professionally**

Embracing

“Help me feel like I belong and can bring my whole self to work”

4x more likely to say they have effective programs to develop **diverse leaders**

3x as likely to say their environment has a **climate of trust**

Efficient

“Make it simple and easy to find what I need, when I need it”

3x more likely to have **digital tools to support training and development**

1.6x more likely to say **HR processes work pretty well** and there is a good balance between digital and human interactions

What makes a great EX strategy? Knowing your people

Employees that agree their unique **skills** and **interests** are understood by their employer:



in **high-performing** companies



in **low-performing** companies

62% of companies use continuous feedback tools for pulse-checks (26% increase from 2019)

53% of companies are using analytics to identify key drivers of engagement (61% increase from 2019)

One size doesn't fit all. What helps people thrive varies :

Gen Z

Opportunities to learn
Connections with colleagues
Recognition

Gen Y

Opportunities to learn
Recognition
Meaningful projects

Gen X

Recognition
Opportunities to learn
Meaningful projects

Baby Boomers

Recognition
Work/life balance
Connections with colleagues



71% of HR leaders say their EVP is segmented into different persona groups

24% of companies use employee personas as part of their broader EX approach

What makes a great EX strategy? Design for health & wellbeing

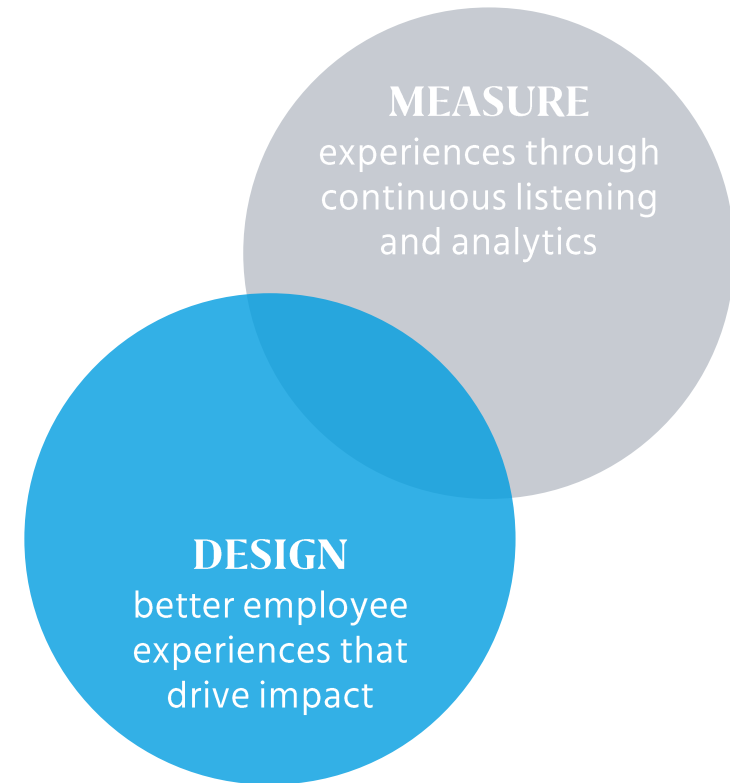
2 in 3 employees believe they are at risk of burnout this year

Which wellbeing initiatives do you use today?



Design wellbeing programs that make a difference

Energized employees are 6x more likely to say their workplace is focused on health & wellbeing. But today just :	29% of orgs have a Health & Wellbeing strategy	23% use metrics to gauge outcomes of Wellbeing programs
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What makes a great EX strategy?

Just **4%** of HR teams believe they deliver an exemplary employee experience today

Top EX tenets

Journey mapping critical experiences for employees

56%

Conducting design workshops with employees to rethink the employee experience

51%

Deploying new technologies to streamline work processes

49%

Implementing continuous listening/feedback platforms

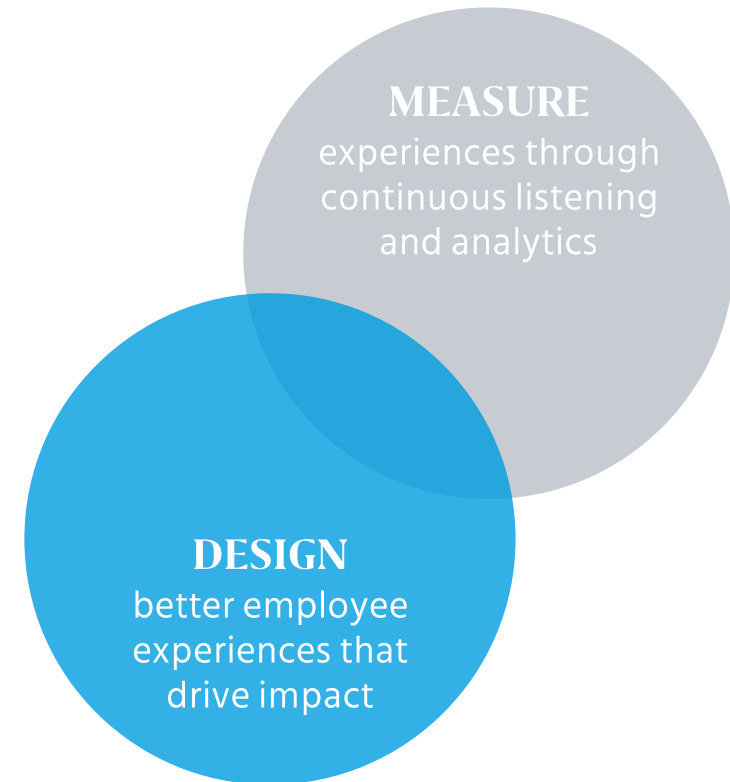
48%

Equipping managers to own the employee experience

38%

Using employee personas to segment the workforce

24%



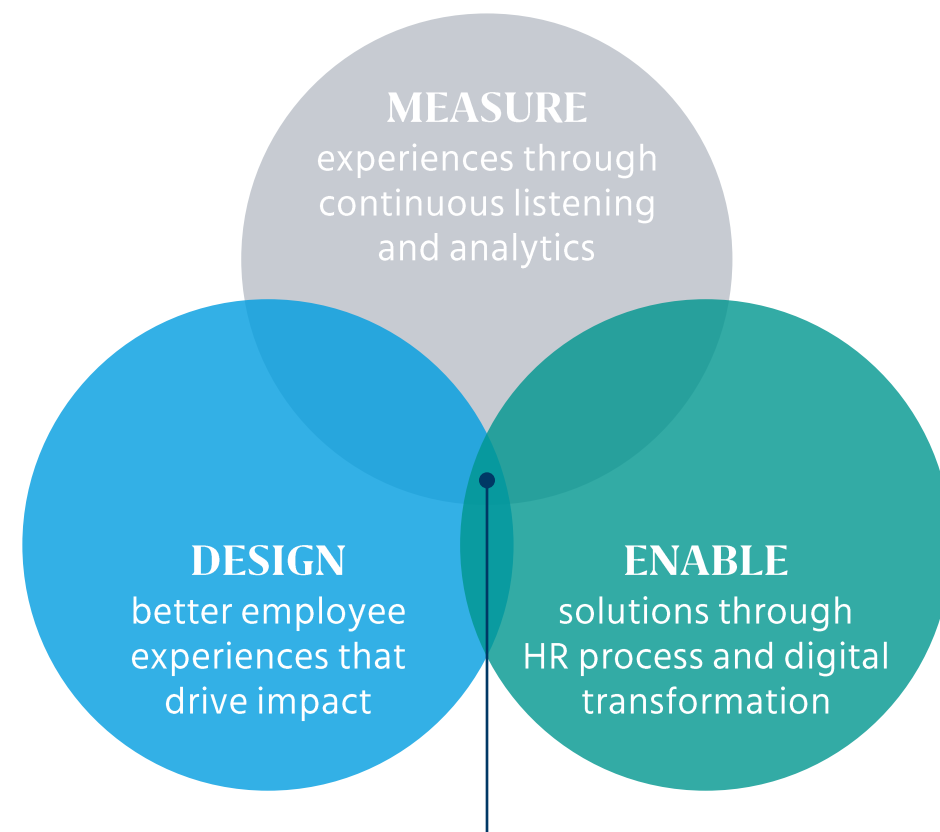
What makes a great EX strategy - A focus on target interactions

58% are redesigning their organization to be more human centric

22% of employees say HR processes have gone digital/ online, but some necessary human interactions was lost

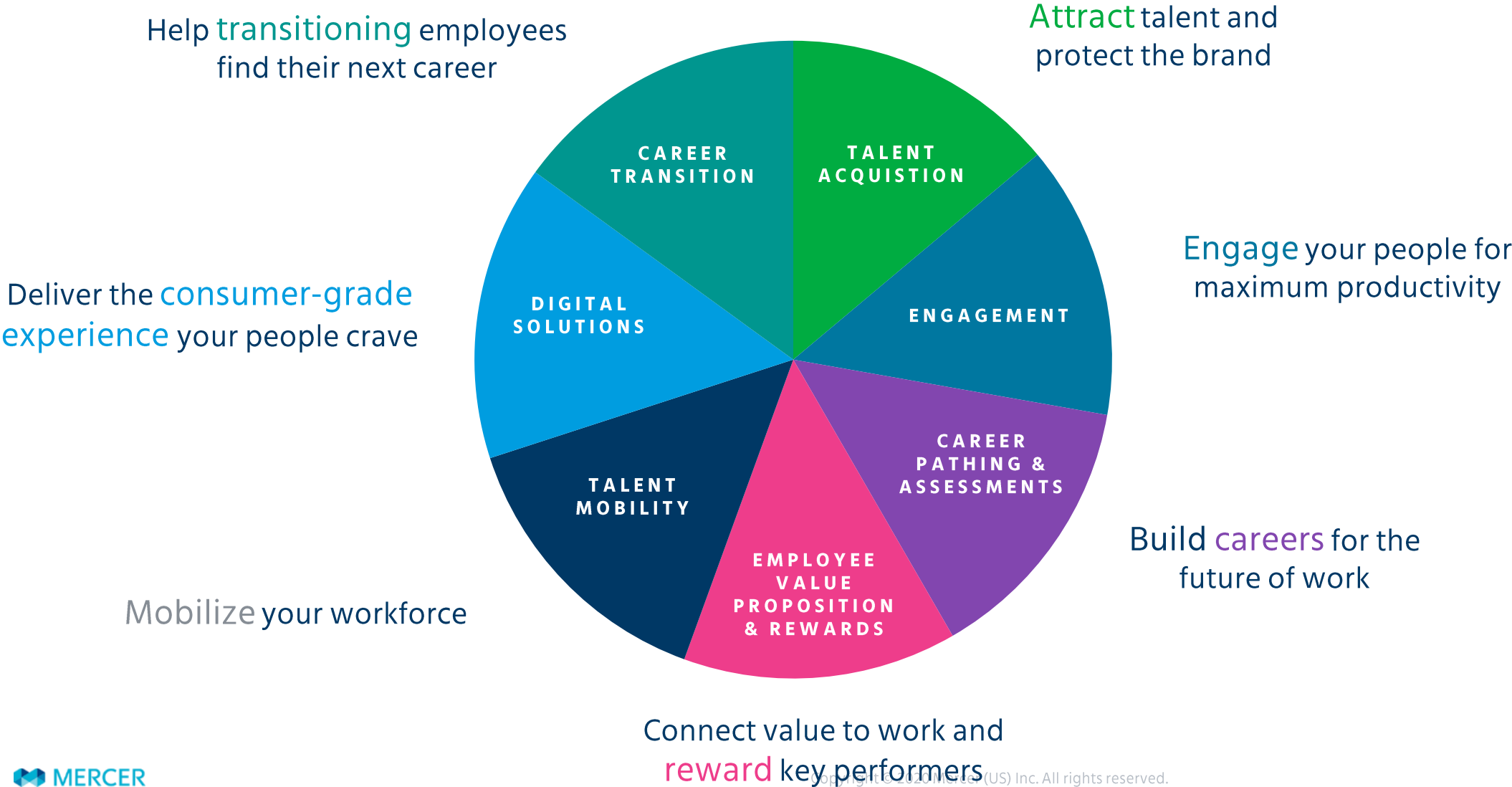
What EX technology are you investing in in 2020?

Intelligent 'nudging' technology	49%
Chatbots for IT, HR, or other service delivery	47%
Colleague recognition tool	45%
Collaboration / remote team technology	44%
Innovation/ideation technology	44%
Outplacement digital offering	43%
Organizational network analysis (ONA)	43%
Personalized self-service employee portal	42%
Reward management system	42%
Mentorship tool/app	42%
Remote healthcare / telemedicine	42%
Personal financial management tool (wealth calculators)	41%



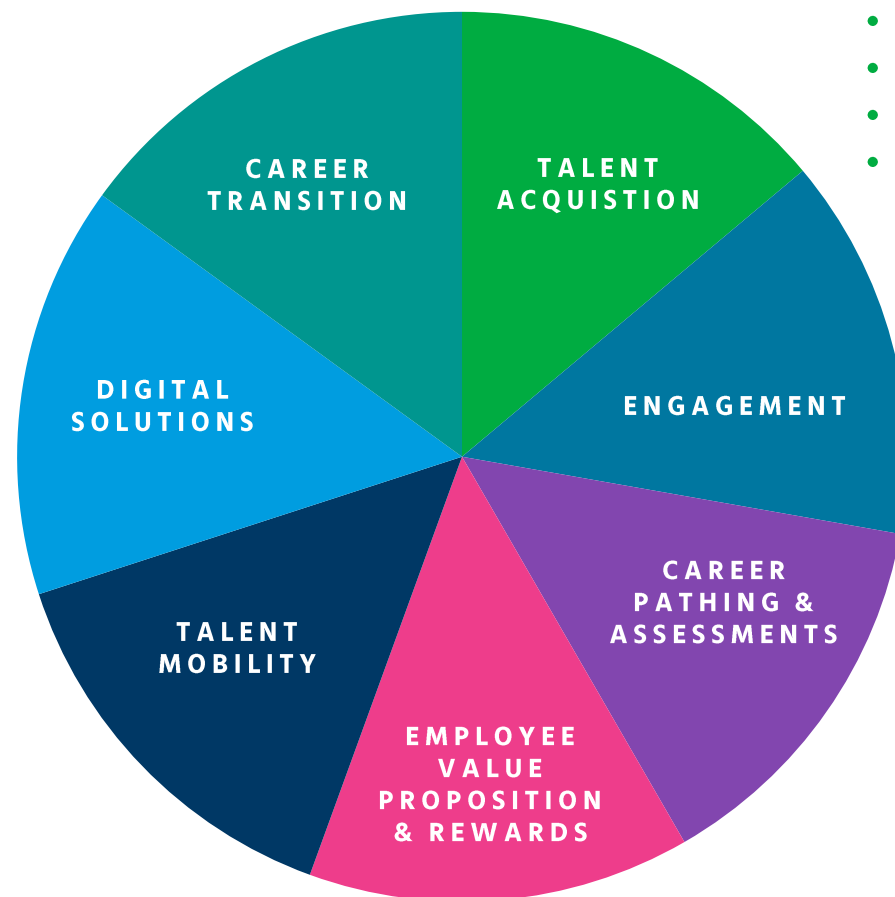
Great EX strategies have all these components

Digitizing the Employee Experience



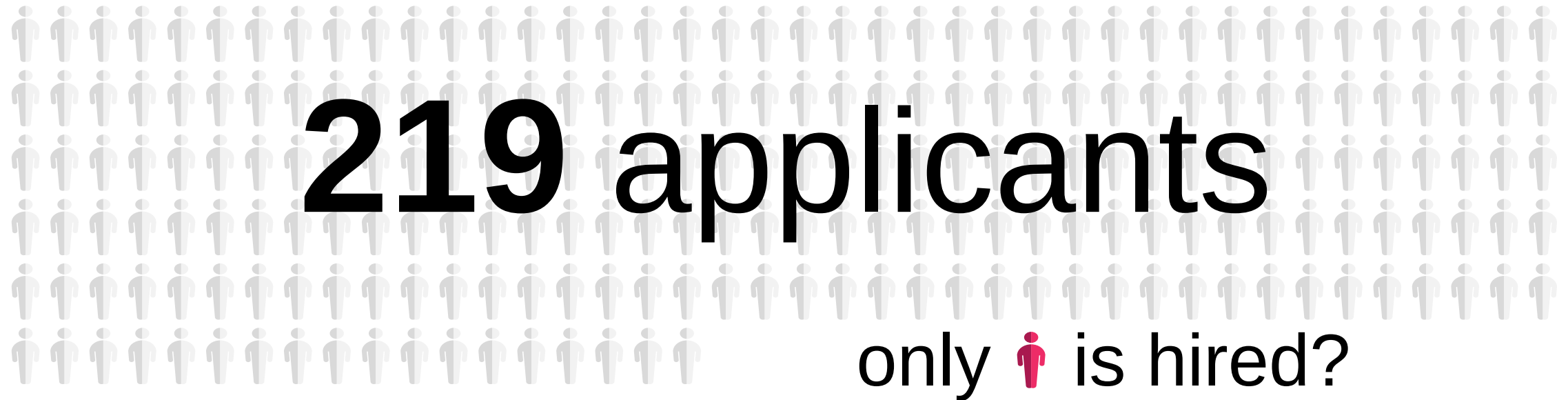
Mercer's POV on Consumer-Grade Employee Experience

- Artificial Intelligence
- Machine Learning
- Candidate Experience
- Gamification
- Brand Amplification
- Mobile



On Average

Did you know ...



Source: WSJ Jobs2Web study, 2011

Candidate Experience

63%

Of job applicants
never hear back
from an
employer on the
status of their
application

0.3%

Companies only
hire on average
0.3% of their
total applicants

72%

Candidates who
don't hear back
say they would
not be likely to
recommend that
employer's
product or
services

58%

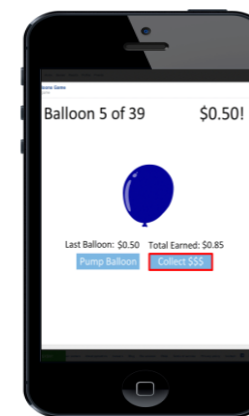
Candidates who
don't hear back
say they're
unlikely to buy a
product or
service from that
company

A Smarter Way to Hire

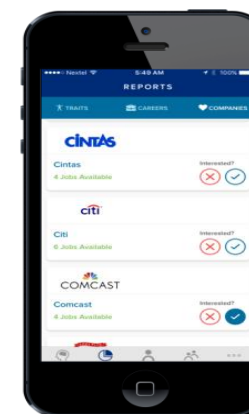
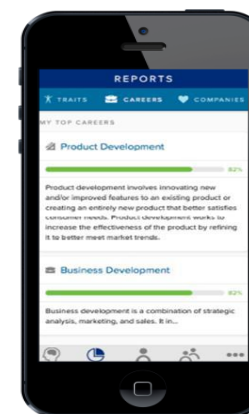
Combining Neuroscience, Games and Big Data

Challenges	ROI
<i>I'm not finding the right talent</i> <i>My hiring process is too long</i> <i>We're looking to innovate Talent Acquisition</i>	• A 5 -10x reduction in the number of resume reviews necessary • Reduced interview to hire ratio from 38 to 6 • Improve speed to hire, quality of hires
<i>Hiring best fit talent is too expensive</i>	• Cost savings: \$445k for one Financial Services client • Reduced spend on other job boards
<i>We have a diversity challenge</i>	• Achieved 50:50 gender parity vs. 80:20 prior without compromising candidate quality
<i>We have a retention challenge</i>	• 29% increase in 90 Day Retention

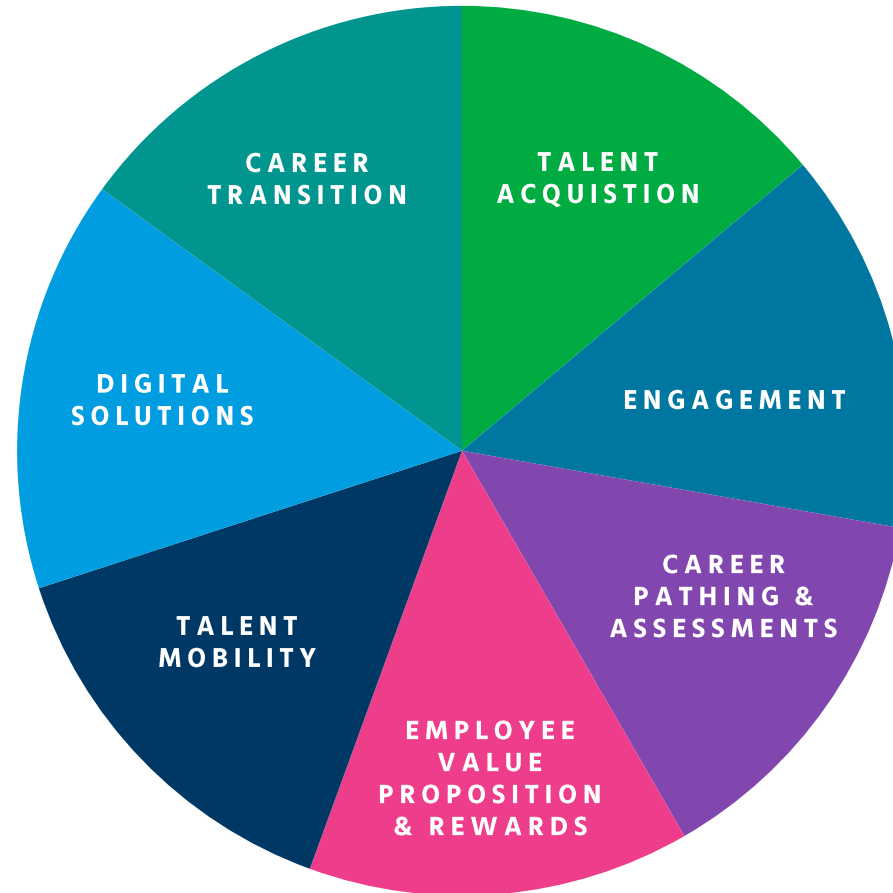
Play Games



Match to Career and Jobs



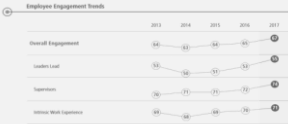
Mercer's POV on Consumer-Grade Employee Experience



- Talent + Engagement = Performance
- Online & Mobile
- Real-time analytics

Open Up Multiple Feedback Channels

Employee Feedback Programs



Monitor Sentiment



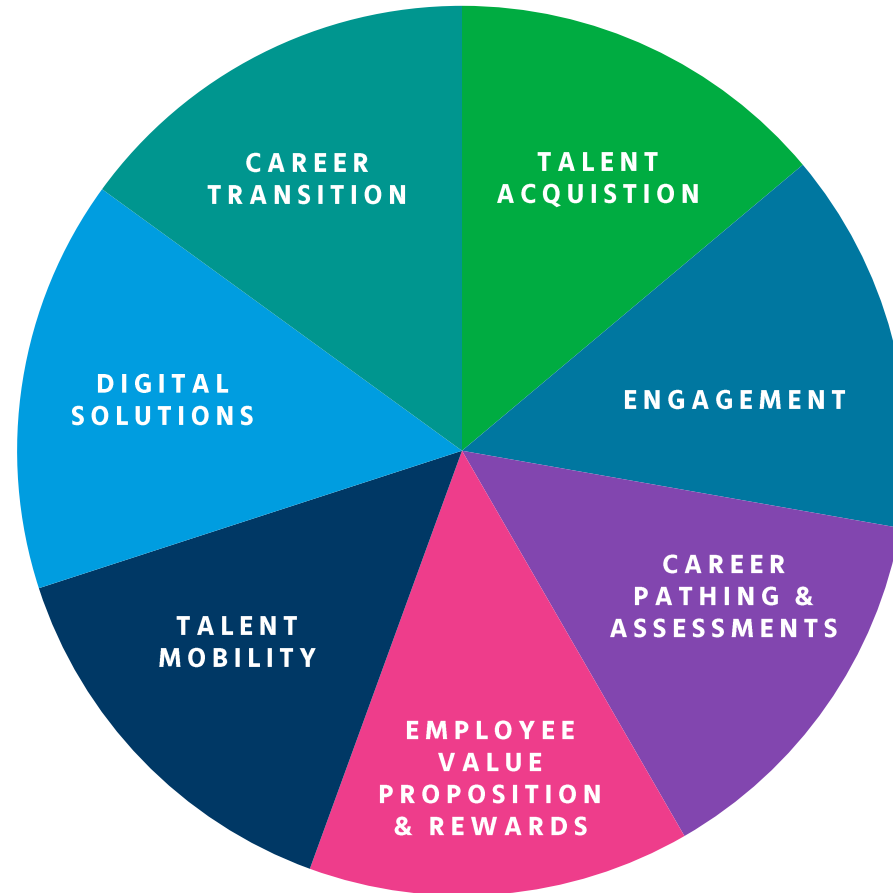
Snapshot Insights



AI Powered Virtual Focus Groups

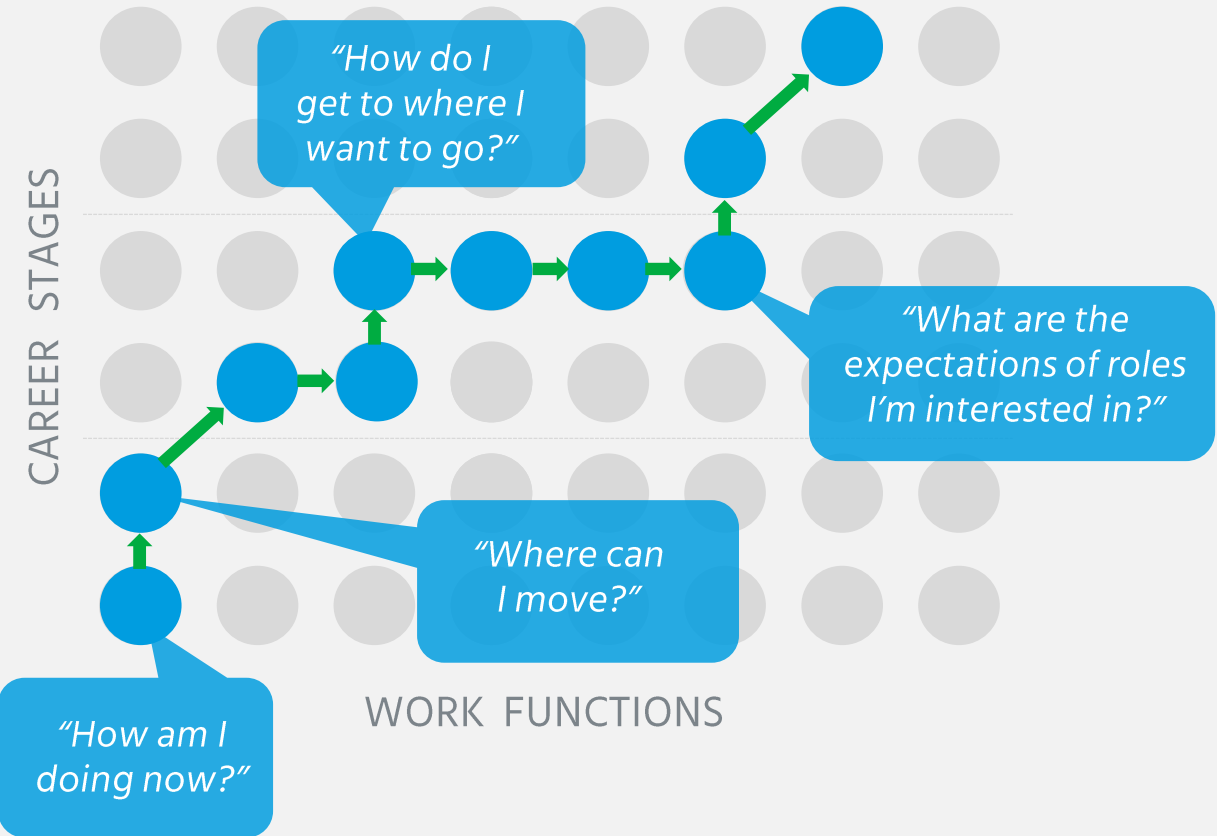


Mercer's POV on Consumer-Grade Employee Experience

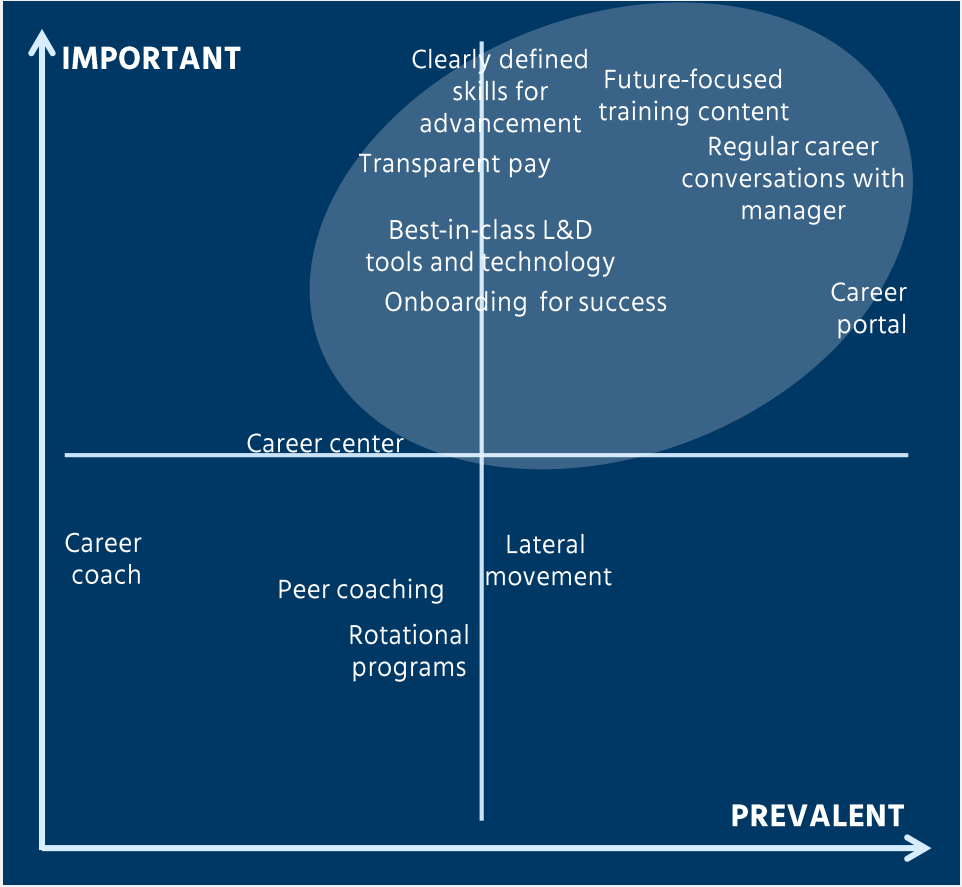


- Digital Career Pathing
- Mitigate retention issues
- Amplify “clear path for advancement”
- Mobile

Importance of Clear Career Paths



Career Support Most Sought by Employees in the US



The Digital Approach to Career Pathing



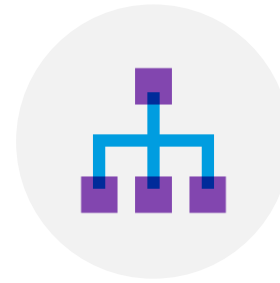
Gamification

- Gamify the user journey
- Employees select skills and interests



Recommends Jobs

- Jobs based on employees selections
- Job-skill matching algorithms



Enables Transparency

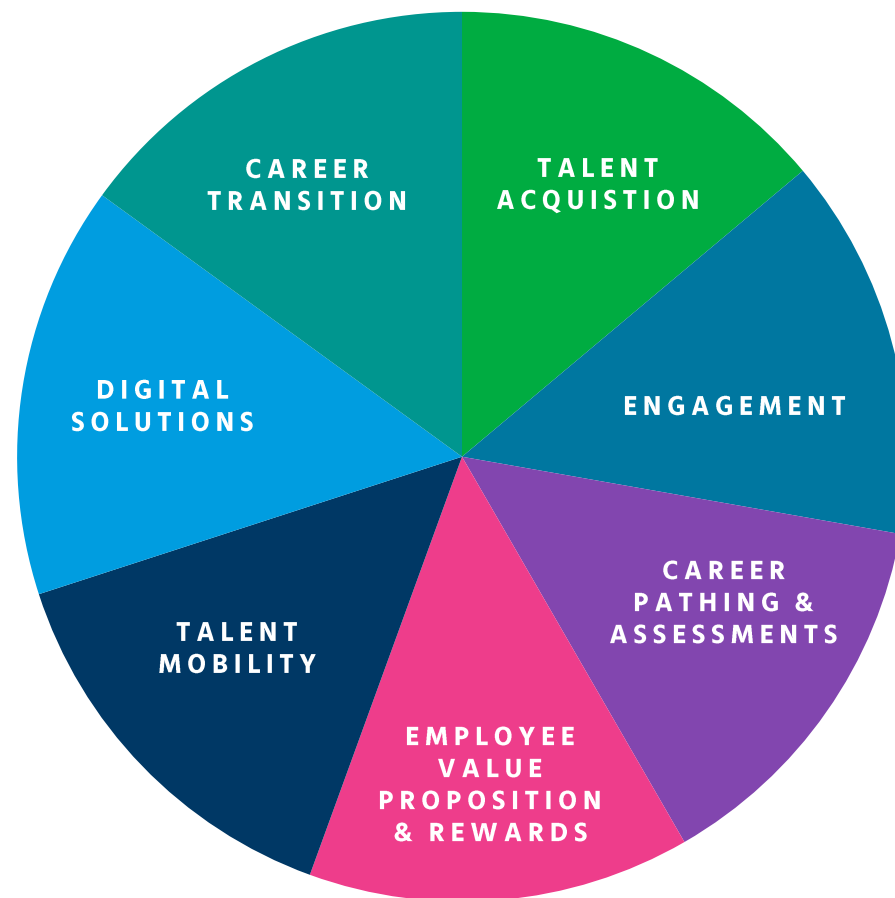
- Transparency of job hierarchy within the organization for employees and managers
- Hiring managers have visibility into employees' skills and aptitude



REPORTS

- Report for employees with top skills and competencies and roles they match to
- Reports for managers to understand the career aspirations of their employees

Mercer's POV on Consumer-Grade Employee Experience



- Flexible & Transparent Data
- Technology for delivery and calculations
- Personas

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Personalize Rewards



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RETWEETS

3

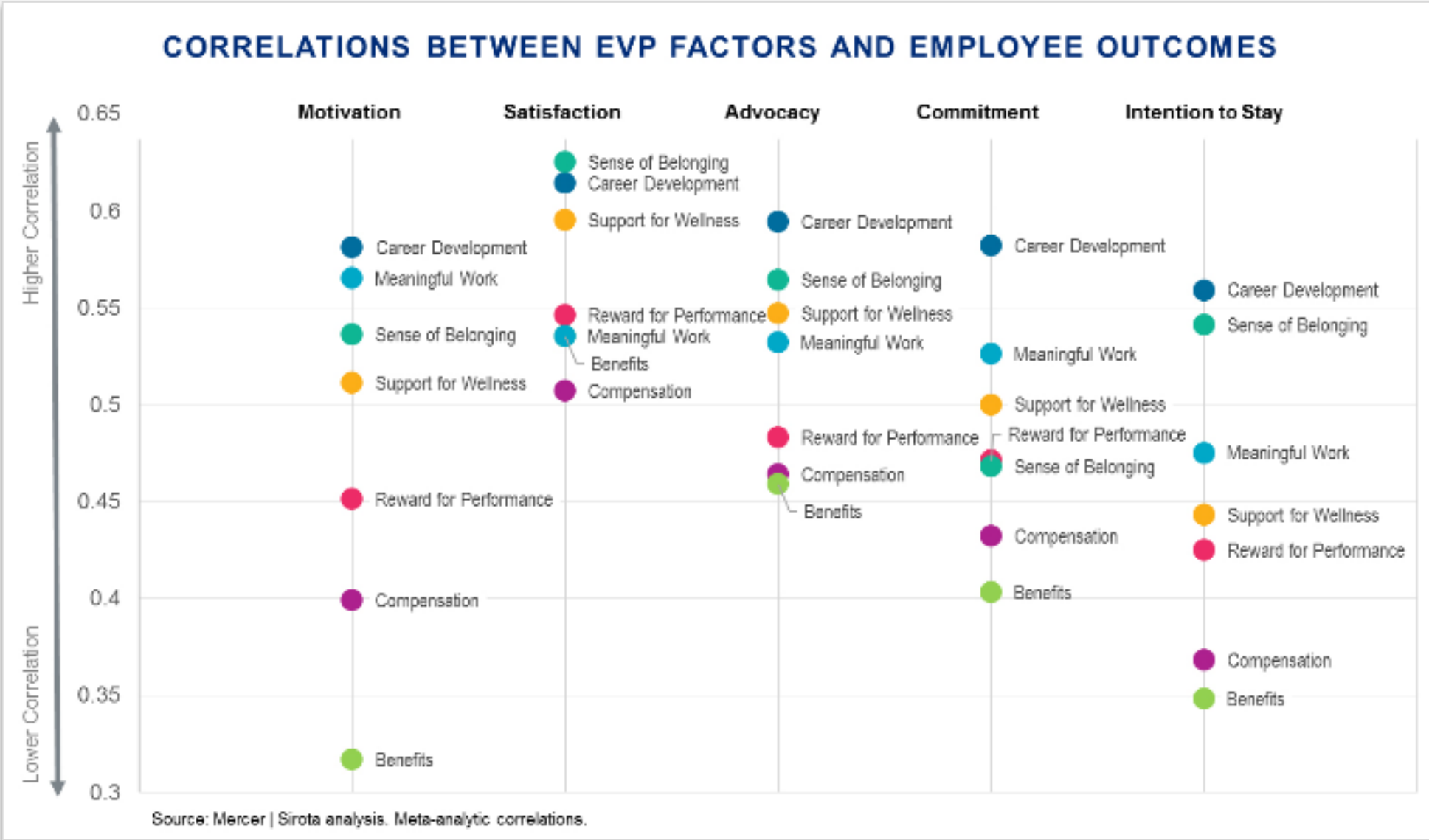
FAVORITES



8:00 AM - 01 Apr 2015 - via Twitter · Embed this Tweet

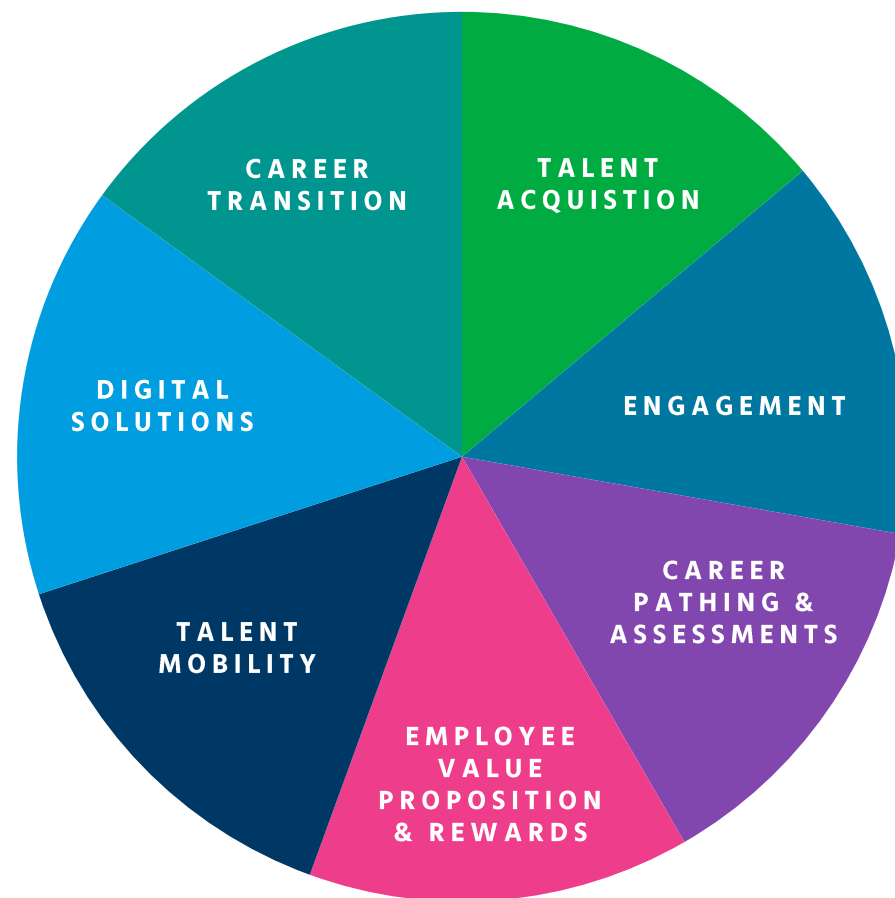
← Reply 🗑️ Delete ★ Favorite

Measuring the Effectiveness of Your EVP



Mercer's POV on Consumer-Grade Employee Experience

- Digital Career & Benefits Portal
- Enhance employee communication
- Mobile

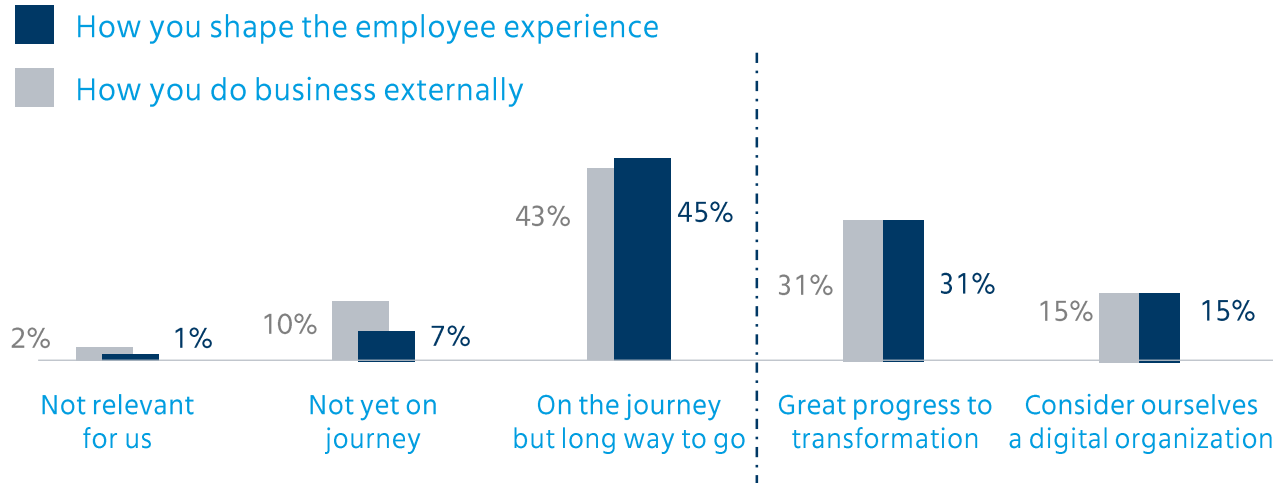


Digital Solutions

66% of employees say that having access to state-of-the-art digital tools is important

What you do inside reflects your outside

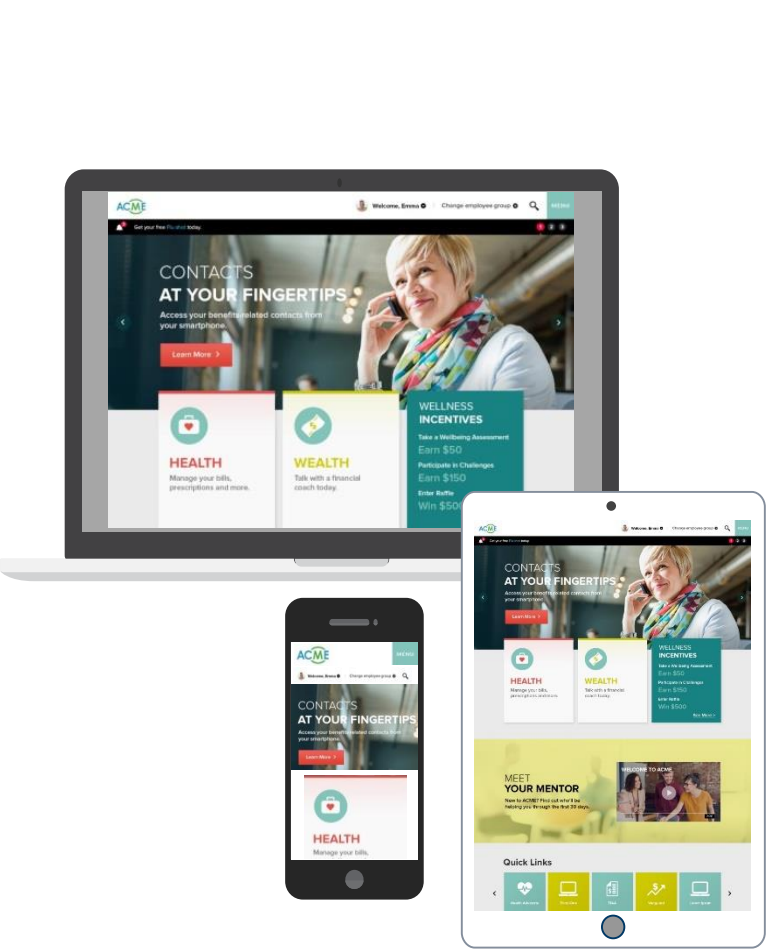
External vs internal numbers are quite similar



We all have a fundamental desire to belong; a place where we share similar values, live common experiences, and work toward common goals. Today, “Belonging” is largely gained through consumer-grade digital experiences defining the future of work.

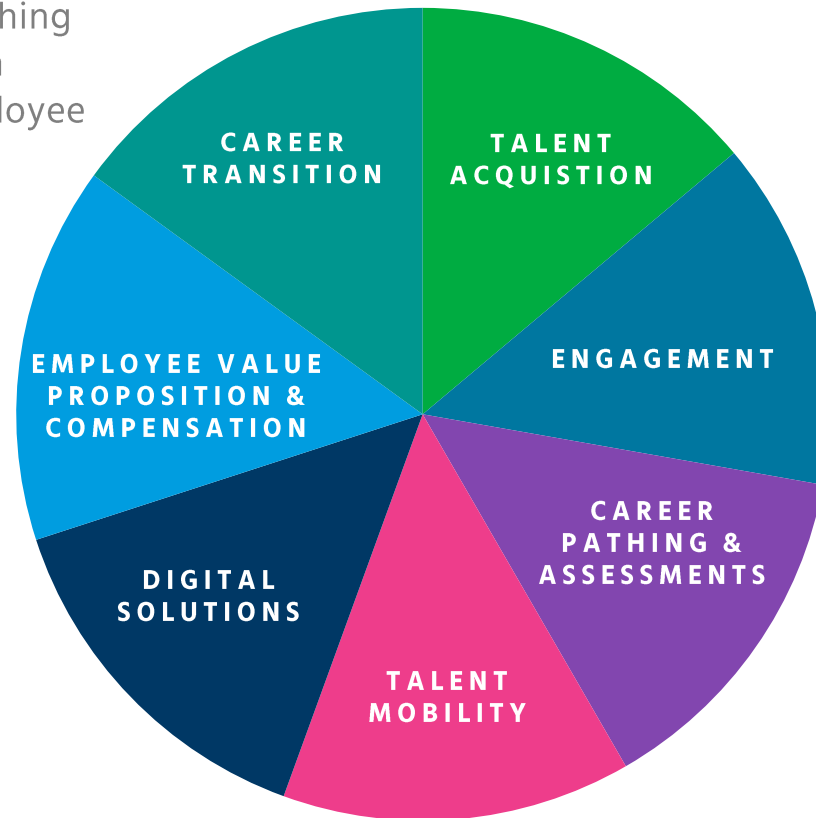
Consumer-grade is the expectation that a product or service provides the same easy, intuitive and relevant experiences users encounter in the devices they buy and apps they use to help solve the everyday challenges in their lives, quickly and easily.

Consumer-Grade Experience



Mercer's POV on Consumer-Grade Employee Experience

- Digital Career Transition
- On-demand career coaching
- Social media integration
- Every transitioning employee



Mercer's Workforce Transition Survey

FACTS:

58% of employers are frustrated with the outplacement services offered by traditional “brick and mortar” providers, which are often viewed as outdated

Only 4% believe they are doing anything innovative when it comes to outplacement



Innovating Transition

Top of mind with business leaders....

- 1 Eliminate the online noise
- 2 Comfort the friends left behind
- 3 Litigation mitigation
- 4 Do what's right for everyone impacted

Top of mind with job seekers....

- 1 Reduce the time it takes to find my next job
- 2 Help me position myself more effectively
- 3 Provide me assistance and guidance along the way...
- 4 ...at a time and place that make sense

Top innovations to deliver results....

- Virtual career centers and coaching
- Services available online 24/7 and on any device
- Social networking integration
- Job board integration
- Contemporary curriculum and adult learning principles

Total rewards should shine in moments that matter in an employee's career and life journey

Moments that matter are **emotionally charged** moments in an employee's journey that have an **outsized impact** on outcomes



EARLY IMPRESSIONS
I got a compelling offer

I'M REWARDED
I feel that I've been treated fairly

MANAGING MY DAY
I can balance my work and life needs

EXPLORING MY CAREER
I know my options

I'M A NEW PARENT
I've got the support and resources to navigate this change

NAVIGATING A CRISIS
I feel supported to get through this change

TRANSITION
I have the resources I need

Energizing the experience requires a work model reboot?

Help managers create energy through crafting a powerful employee experience

Start with experiences that can be designed quickly

Make health, wellbeing and flexibility a priority

▀▀ **Boundary-less thinking** ▀▀

HR transformation

- Use design thinking to co-create the employee experience
- Use a Target Interaction Model to redesign HR





welcome to brighter