



Serving the Changing Workforce

How HR service delivery can help



Introduction

The days of the typical nine to five job are dead and gone for most evolving organizations.

Some industries have always naturally needed to support different types of workers, like retail and manufacturing, but today, the need to recruit and support an increasingly non-traditional workforce has become part of every industry. The rise of the gig economy and the proliferation of remote workers mean that companies now need to support different employee types, all over the world.

This changing workforce has shown many advantages for employers, including higher employee productivity, savings in rent and benefits, and greater flexibility and scalability. For employees, these advantages include increased job satisfaction and fulfillment, greater mobility, and reduced stress. With all their positives, these non-traditional workers are also bringing new challenges with them. For HR, there are no small number of hurdles in managing this new workforce — especially when it comes to the traditional measures of engaging with and delivering service to the workforce, while ensuring compliance.

New and growing styles of work

Estimates say that “gig” or contingent workers represent roughly 35% of the workforce, or 57 million Americans. This number is predicted to grow, with more than half of the U.S. workforce expected to participate in the gig economy by 2023.¹ Contingent workers entering the gig economy are looking for greater flexibility and personal fulfillment. These workers have helped companies reduce their employee benefit costs and non-productive hours, improved their ability to quickly adapt to market conditions and shifts in company strategy, and offer a fresh, objective perspective to challenges.

However, without effective methods for engagement and a positive employee experience, contingent workers can create more problems than they solve. This can take form in lack of engagement and cultural buy-in, or even that they are not trained well enough to perform their job. With contingent employees moving in and out of your workforce so quickly, bad word of mouth can spread faster, potentially harming your employer brand and your ability to recruit and retain top-level employees. The employee experience is more important than ever, but it’s not easy for HR to deliver this experience in a traditional way to a workforce with so many different needs and requirements.

Technology means our businesses run online, but not all employees have corporate email addresses or workstations with computers. An estimated 80% of the workforce, almost 3 billion employees, do not work primarily from behind a desk.² Workers in industries like healthcare, manufacturing, retail, trucking and hospitality typically don’t have a computer issued by their employer and are left to interact with HR manually. This can be challenging when HR is not on-site to meet face-to-face.

Because these employees don’t have the same technology readily available as your nine to five employees, they can find it difficult to engage with HR when the need arises, often exacerbating a circumstance that begins with a simple question. This frustrating experience can lead to uninspired work and increased turnover.

Telecommuting has also skyrocketed in the wake of the COVID-19 pandemic. Prior to the pandemic, only one-in-five Americans said they worked from home most or all of the time. In December 2020, that number had grown to 71%. More than half of these employees say that they would continue to work from home indefinitely if given the choice.³ These figures are even more dramatic if you consider the percentage of people who work in shared office spaces — a segment that JLL estimates could make up to 30% of total office inventory by 2030.⁴

Studies show that remote work lowers employee stress levels and companies like Best Buy, British Telecom, and Dow Chemical have reported that remote workers are 35% to 40% more productive than people who work in corporate offices.⁵

As the percentage of the U.S. workforce who work at least part-time remotely continues to grow, engaging this segment and building a company culture that includes them, has become a challenge for HR. Without a great employee experience, remote workers can feel disengaged and will have a tougher time building meaningful workplace relationships which can lead to loneliness, burnout and turnover.

It’s clear that new ways of work require HR to change the way they support employees — whether contingent, remote, or deskless. Technology provides HR with scalable ways to engage and deliver the same service to deskless workers as they give their office employees. In this eBook, we will explore how HR service delivery technology unlocks all of the benefits of different worker types by making it easy for HR to support the changing workforce — providing a great employee experience, increasing HR efficiency, and reducing compliance risks.

Make it quick and easy for HR to serve employees

Different types of employees require different processes and policies — and HR has to support all of them. Company policies like benefits, paid time off, and tuition reimbursement programs will differ drastically for an hourly, seasonal retail employee in France, a remote full-time software developer in Canada, and a marketing strategist on a 6-month contract in the US.

It's a heavy burden to keep track of policies manually — and even more so to personalize each process for your employees. HR service delivery solutions help you manage these complex processes and countless documents, delivering great service to all employee types.

Retail is in a state of constant change. With our HR service delivery platform, we can easily onboard new employees when we open up new stores. We also love how simple it is to inform our employees of policy changes made to comply with changing laws.

Jacadi Paris

Because content in the knowledge portal of an HR service delivery platform is personalized based on worker type, employees see only the information relevant to them. This personalized experience increases employee self-service for all types of workers in your organization — meaning your HR teams spend less time answering routine questions. HR can further increase efficiency using case management workflows to route requests to specific HR teams depending on the worker type or location. For example, benefits questions coming in from seasonal workers can be automatically routed to HR specialist who can leverage their expertise to quickly resolve those cases.

HR service delivery technology also offers digital employee file management — a centralized, effective way for HR to store and actively manage employee documents. This is especially valuable for companies who face increased difficulty managing employee files manually.

Companies with an increasing number of contingent workers have to manage much more paperwork than before because they are onboarding and offboarding employees more frequently than with traditional workforce turnover. In retail or manufacturing, HR is likely face-to-face with the employees and therefore needs to centralize all files for employees spread across different workspaces. And because each worker type will require different paperwork, HR needs a platform that identifies missing documents or documents about to expire, and allows you to easily generate documents or request these from your employees.

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This strong partnership with UKG allows our teams to focus on higher value HR activities. With our employees being an average age of 22, the platform provides a more dynamic corporate image and enables our employees to receive their documents faster and more securely.
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Starbucks

Treat *all* of your employees like your best customers

Ask any executive, hiring manager, or recruiter and they will all tell you the same thing: the war for talent is real. In today's competitive landscape, it's getting harder and harder for firms to attract and retain the most talented people. Firms around the world are investing heavily in the three main contributing factors to the employee experience: the physical, the cultural, and the technological environments.⁶ For HR, having the right technology to deliver consumer-level experiences to employees is critical to attracting and retaining top talent.

Treating your employees like your best customers by providing consumer-grade, positive experiences through technology has become a priority for companies around the world. And the focus is not just on your full-time office workers. Creating great experiences for all your employees will lead to a more engaged and productive workforce, which will significantly impact your bottom line.

An HR service delivery platform helps ensure you deliver this great service to your non-traditional employees. Even firms with strong, positive cultures face challenges in providing that same positive experience to employees everywhere.⁷ According to a survey of more than 1,000 deskless employees, about a third said that enhancing communications would positively impact their job satisfaction and overall work experience.⁸

These “borderless workers” are less likely to know who in HR to contact for policy questions or requests they may have. With an HR service delivery solution, deskless and remote workers can access your knowledge portal or request something from HR from any location, at any time — without having to know who in HR manages what.

Contingent workers, remote workers and other non-traditional worker types may be spread across the world and/or are choosing their own hours, and need to contact HR outside of normal business hours. With an HR service delivery solution, employees can access policy information or start a conversation with HR through an on-demand contextualized knowledge portal. These employees are able to ask HR questions and find information on policies and processes pertaining to them through a secure platform.



Employees in retail, manufacturing and trucking are not at desks for a majority of the day, if ever! They may not have HR on site, any equipment issued to them, or even a corporate email address. It's critical that these employees are able to connect with HR on their mobile devices. With an HR service delivery cloud solution, employees can get answers to their simple questions or help with complex life events on any device, anywhere, without having to download or install an app.



We constantly hear from manufacturers that they don't know how to use a computer, but they all have smartphones.



International Game Technology (IGT)

The backbone of great HR operations is quality data and reporting. Analytics provided by an HR service delivery technology arms HR teams with insights to prioritize resources and improve HR service delivery to employees. With powerful analytics dashboards, HR can spot bottlenecks, understand the needs and requirements of different worker groups, and track performance to proactively deliver the best possible employee support.

Non-traditional workers should receive the same level of service and deserve the same personalized, positive experiences with HR as other employees. HR service delivery solutions enable these employees — full-time, part-time, seasonal, salaried or hourly — to access what they need from HR and to connect with HR on demand.



Norsk Hydro, a Norwegian aluminium and renewable energy company, is committed to delivering the same great service to its deskless employees as it is to its office workers. They have installed kiosks in their manufacturing plants, so employees can easily connect with HR to get answers to simple questions or complex employee lifecycle events.



Hydro



Stress less: proactively manage compliance

Compliance can be a nightmare when you think about all the different worker types entering your organization. Salaried, hourly, part-time and full-time employees require different types of documentation for building a compliant and thorough personnel file — and HR needs to properly manage them all. Contingent workers frequently moving in and out of your organization raise even more compliance concerns if you do not have technology to manage document retention for employee-related records — such as personnel files, payroll information, benefits records, and background checks — which can vary from state to state and country to country.

The contingent workforce has exploded and will only continue to grow. This influx has made it increasingly more difficult for HR to personalize the employee experience and increases the number of processes and employee files HR needs to manage. HR service delivery solutions give HR the ability to collect the right paperwork and initiate the right processes for all employee types.

Local and national laws and regulations require different paperwork and retention periods for various employee types. HR service delivery technology makes it simple for HR to actively manage documents efficiently and compliantly with employee file management. For example, HR can set retention schedules by document type and geography to ensure documents are retained in compliance with legal requirements and company policy. HR can also quickly view missing documents or documents about to expire, and easily request these from your employees — making sure you comply with new hire requirements or ensuring employee certifications are up to date.

There are different employment laws and regulations in every country, and the more worker types you manage, the more complex it gets. HR service delivery solutions make managing compliance with those regulations a breeze.

Conclusion

New ways of working are essential to the success of many organizations across the globe. As companies and employees alike strive for greater flexibility, productivity and employee satisfaction, look for different types of workers to continue to make up more and more of the global workforce.

HR service delivery technology enables HR to deliver great services and positive experiences to all employees — even if they are working remotely, don't have desks or work email addresses, or are only working on a short-term assignment. The organizations who are prepared to support a variety of employee types and meet the challenges of a changing workforce head-on are the ones who will succeed.

UKG is on a mission to make the difficult job of HR easier. Our HR service delivery solutions helps HR teams easily answer employee requests on demand, automate employee processes, and manage compliance across multiple locations.

HR service delivery cloud solutions offered by UKG include employee case management and employee file management.

About UKG

At UKG (Ultimate Kronos Group), our purpose is people™. Built from a merger that created one of the largest cloud companies in the world, UKG believes organizations succeed when they focus on their people. As a leading global provider of HCM, payroll, HR service delivery, and workforce management solutions, UKG delivers award-winning Pro, Dimensions, and Ready solutions to help tens of thousands of organizations across geographies and in every industry drive better business outcomes, improve HR effectiveness, streamline the payroll process, and help make work a better, more connected experience for everyone. UKG has more than 13,000 employees around the globe and is known for an inclusive workplace culture. The company has earned numerous awards for culture, products, and services, including consecutive years on Fortune's *100 Best Companies to Work For* list. To learn more, visit [ukg.com](https://www.ukg.com).

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