UKG

Feedback on the Unilever Experience:

The framework of an ambitious digital transformation project.

For both factories and headquarters.

Introduction

Digital transformation has become essential for all of today's businesses. Offering companies a real competitive edge, the digitalisation of HR departments enhances team productivity and offers employees an overall better quality experience in the workplace.

Unilever France's digital transformation has been implemented by Fanny, People Experience Lead; Jilan, HR Manager; Ségolène, HRBP; Nathalie, Quality Manager; and Frédéric, VP HR France. Their challenge is to help transform the business from within and regain control over HR processes. Among the goals achieved: an improved employee experience, facilitated communication between HR at head office and factory employees, time saved on managing staff files, streamlined processes, simplified management of international employees –to name but a few!

The Unilever Success Story

In the context of global digital transformation aimed at further improving group performance, Unilever has launched an ambitious project to digitalise its human resources services.

The market leader in consumer goods decided to simplify and automate its transactional activities in order to shape **the new HR roles** of the future and to significantly improve the **Employee Experience**. Combining agility and efficiency, the UKG solution was implemented by the HR France team in autumn 2018.

In this ebook, discover the experience of the Unilever teams on how the digitalisation of HR has impacted their working lives. We have interviewed over 15 employees including HR staff, factory employees, and managers to get their feedback on the framework of this ambitious **digital transformation** project.

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Asking for paternity leave, notifying employers of sick leave, requesting proof of employment...

These are some examples of the actions that Unilever France employees can now carry out autonomously, in just a few clicks via a digital platform. For the French subsidiary of the Anglo-Dutch food giant, the digitisation of HR management was finally imposed for several reasons…

"*On one hand, automating HR was a way to set in motion a general trend and to convince other departments in the company to make a change. On the other hand, after outsourcing several of our HR processes for years, we needed to regain control and provide a unified response to all employee queries*", explains Frédéric Faure, Vice President of Human Resources at Unilever across France, Spain and Portugal.

"The primary objective of the digitisation of HR processes was to enable all employees to benefit from the same tools —but we also wanted to significantly improve the quality of HR services and free up time for our teams to better support our employees in their development."

Fréderic Faure, VP HR France

Unilever profile

Sector: Consumer goods

Employees:

- **160,000** worldwide
- **2,200** in France, half of which are based at the head office and the other half in the group's six French **factories**

Country: Presence in over **190 countries** via **400 brands**

Part 1

Connecting employees to the HR department – anytime, anywhere

> Digitalising processes in factories

Digitalisation and factory work: adapting to the factory workforce

As part of its digital transformation, Unilever France, the French subsidiary of the Anglo-Dutch market leader, has taken into account the diversity of its French workforce, with 2,200 employees across its head office and its six French factories.

The unique characteristics of factory work (night and weekend shifts), which differ vastly from the work of those based at head office, have led Unilever France to call to attention the need for a solution that is accessible to all, at any time and from any device. The diversity of the workforce was had been anticipated right at the start of the digitalisation project.

"Digitalising factory practices was a bold move, and we were pleasantly surprised by the high rate of uptake in the first month: 70% of the factory workforce and 95% of those working at headquarters had already started using UKG solutions to access their personal documents, like their employment contract and payslip. Employees have also been able to complete a wide range of HR admin tasks using the tool, which was configured to meet individual employees' needs in line with their circumstances (workplace, type of contract, status, etc.)"

Nathalie Guerrier, HR Operations and Project Manager at Unilever.

Facilitating the everyday life of employees…

Prior to implementing their new solution, employees at Unilever France could access certain information via the organisation's HR dashboards —but often, they would have to call or email to get an answer to their questions. None of these options was ideal for the factory workers, who work nights and weekends.

Not to mention, factory workers had very limited access to HR tools, which is why making the tools universally accessible was an important factor in shaping the group's digital transformation.

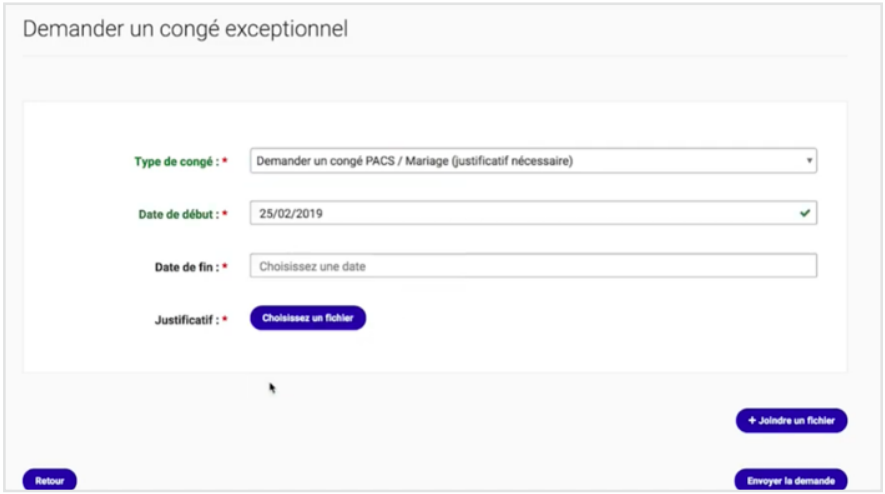
With the UKG People Assist knowledge base and employee portal, staff members can find all the answers to their questions in just a few clicks – all they need is internet access.

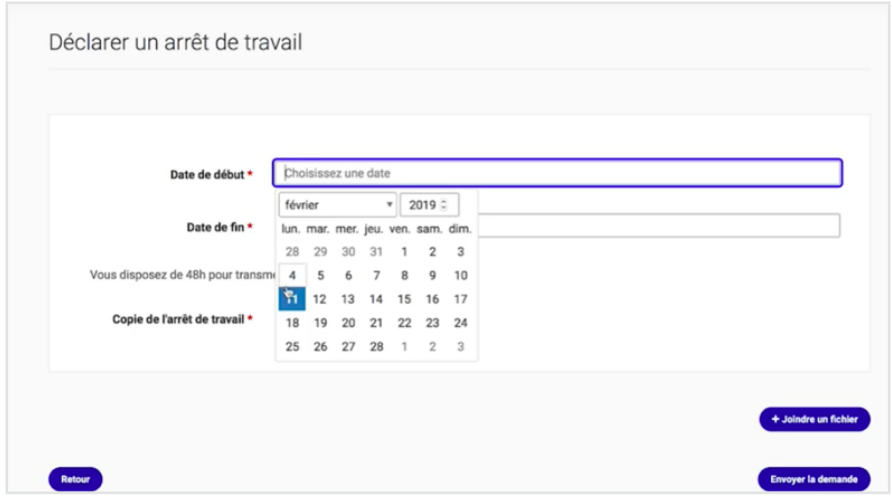
UKG People Assist also allows employees to make requests or initiate HR processes. An application for maternity leave? A leave of absence? A certificate request for the health insurance company? Everything goes directly via the digital platform, which is accessible from anywhere and at any time.

Loic Lagache, Supply Chain Operator, was able to experience the platform when he got his civil partnership ceremony. He submitted his request for annual leave on the UKG platform, then made a direct online request for his partner to be registered with his healthcare insurance company. In a matter of a few clicks and after a week of waiting, he received a new statement from the insurance company at his home address.

"I recently came down with the flu', says Frédéric Parizot, Supply Chain Operator 'Getting out and about when you're ill is never easy. Whenever I needed to take sick leave in the past, I had to go through the post office. Now I just have to take a picture of my doctor's note and send it in a few clicks through the platform."

Frédéric Parizot, Supply Chain Operator





… managers …

Managers are also finding their everyday lives easier thanks to UKG tools. They can access substantial amounts of information about members of their team directly on the platform and find answers that are specific to their position in the company.

Managers are now more autonomous and have an easy-to-use tool to source the information they need without having to go to HR each time.

“As a manager, I had to use UKG because I changed job positions within the company. The colleague I was replacing went away for a weekend, so I was unable to ask him the questions I wanted to. To get the information I needed, I went on the platform. I found all the information I was looking for to be able to make individual assessments of the employees in my new team.”

Nathalie Plumeco, Quality Manager

… and HR teams

Unilever witnessed increased efficiency from its HR team members when they noticed that they are no longer being constantly interrupted by phone calls or emails. The platform gives HR managers an overview of the issues to be addressed in real time, and they can organise their schedules in order to tackle these. Their aim is to answer queries promptly and in the best possible way while still managing their time effectively.

“The programme was implemented at lightning speed. We’re delighted to say that we’re now 100% digital! We archive all documents via UKG so that they’re available for the HR department, managers and employees. Whenever an employee has a question, they can log onto the portal and consult the knowledge base. If they can’t find an answer to their query, they have the option to submit an individual query, which is sent directly to the right HR expert. As a result, HR teams can better manage their time.”

Valérie Geoffroy, Series People Experience Lead

A successful paper-free solution

UKG and Unilever completed the project within four months after the solution was first implemented in autumn 2018. Employees have access to a **digital vault** where their work contracts are stored, along with their payslips and information about upcoming training programmes, etc. If they have any queries on remote working methods or the corporate savings plan, they should be able to find all the answers directly on the portal.

"*In the case of an open-ended question that the platform doesn't have an answer to, we guarantee a personalised response within 48 hours, and eventually log thisinformation into our database*", explains Frédéric Fare, who is delighted with a 97% adoption rate. "*The 3% who aren't using the platform have a valid reason, most often it's because they're about to retire*".

Frédéric Faure is also pleased with the **widespread acceptance of the decision to go paperless** both at headquarters and in the six French factories. "Right from the start, we considered the diversity among our workforce, and the tool was configured according to individual employees' situations: status, type of contract, workplace, etc.", says Nathalie Guerrier, Head of HR Operations and Development at Unilever France. "The key to getting everyone on board is to implement a change management approach by mapping out obstacles, communicating with employees according to the type of workforce, and by interviewing user representatives", continues Clément Buyse. From a technological point of view, Unilever and UKG have factored in the absence of individual workstations in the industrial environment, and instead created a solution that can be accessed from smartphones.

"Besides ensuring confidentiality, security and compliance, our solution has been successful because we are creating a dynamic interaction channel that meets both the HR department's needs and employee expectations."

Clément Buyse, co-founder of PeopleDoc (today UKG HR Service Delivery)

People Assist:
Autonomous HR professionals and strengthened employee relationships

UKG's People Assist module allows your HR teams to guarantee the level of service employees expect and have already experienced in their personal lives. They can find answers to their HR questions on a knowledge base that is available on-demand, which is easy to use and individually customised. Employees can also make more complex HR requests that are automatically assigned to the contact person or the qualified team within your HR department. Upon receiving these requests, HR has all the tools necessary to respond quickly and effectively. The time saved thus allows HR teams to develop HR strategies while simultaneously improving staff satisfaction.

DOWNLOAD THE COMPLETE SOLUTION SHEET

- Provide employees with a personalised portal so that they can find answers to their most common questions, accessible anytime and anywhere.
- Update portal content.
- Automatically send a query to the right HR contact person based on the employee's profile and category of query.
- Autonomously adapt workflows to automate requests and notifications.
- Create forms easily to streamline employee and manager requests.
- Automate a process based on an employee request or form.
- Access case history and associated employee documents in one click.
- Provide HR with predefined template answers, as well as an HR knowledge base to ensure consistent and accurate responses.
- Guarantee that cases are securely processed by limiting access according to users' roles and track individual case history thanks to audit trails.

Part 2

Improving HR processes: Challenging existing practices to make positive changes

> Towards improved HR productivity

Challenge your practices

"*We needed to approach this pilot project with a "test and learn" mindset, with real support and strong commitment from shared HR services across the group on a global level in order to optimise our digital transformation*", says Frédéric Faure, HRD at Unilever France.

Thanks to the implementation of robotic process automation (RPA) technology, HR services now have an intelligent automation solution for everyday tasks. "*RPA has thus enabled Unilever to automate existing repeated processes and those with no added value*", eexplains Clément Buyse, PeopleDoc COO

"We already had an extensive set of tools at our disposal at the group level. We didn't want to make the existing structure more complicated, seeking instead to optimise the tools we already had and limit manual interventions in order to increase productivity. UKG has enabled us to integrate our tools and optimise the way we manage and archive documents related to the employee's work-life in the company."

Nathalie Guerrier, HR Operations and Project Manager at Unilever.

FIND OUT MORE ABOUT RPA

The benefits of RPA

The virtual robots are ready to complete tasks and automate processes based on event or activity triggers without requiring human intervention. You can therefore:

- Run and manage a range of processes more efficiently
- Minimise errors
- Eliminate the need for manual work
- Manage processes through a range of systems

Redefining HR job roles

Unilever teams have been able to use the time saved by the automation of certain processes strategically, allowing employees to both redefine their job roles as well as work on improving their skills. This is illustrated by the creation of two new roles: People Experience Lead and Data Specialist.

The implemented jobs enable the group to add a strong analytical dimension to the HR panel and to better engage with employees by offering them increased support in their career, particularly during changes in both their personal life (birth of a child, sabbaticals, etc.) and their professional life (relocation, promotion, etc.). Establishing these new HR partner roles demonstrates Unilever's ambition to build a new synergy around these fields of expertise to anticipate the challenges of tomorrow.

"Over the past 12 months, the HR France team has launched a major digital programme, with support from the group as a whole enabling swift implementation. The team took advantage of the project's efficiency to improve its own productivity and focus on new strategic roles to underpin the group's overall performance. This perfectly reflects the direction in which we want to take our company."

Nicolas Liabeuf, President of Unilever France

Transformed HR teams

A year after its rollout, the solution is firmly anchored in employees' everyday working lives. It has simultaneously transformed the role of HR team members.

As a result of this reconfigured resource, Unilever has assigned new roles to its HR staff, e.g. People Partner (offering support with team reorganisation and creating career progression plans, etc.) and Data Specialist (which lends HR management an analytical dimension). This global operation has attracted the parent company's attention, which could promote it to its other subsidiaries engaged in a large-scale digital programme.

"Because HR teams are no longer occupied with low value-added tasks, they can set aside any administration work and instead focus on strategy, freeing up more time to work on developing training programmes and preparing "succession plans". This automation primarily gives them more time to develop meaningful human connections with their employees."

Frédéric Faure, VP HR France

"The main advantage of digitalising HR processes is the ability to create and modify processes quickly and easily, without having to ask for IT teams to intervene."

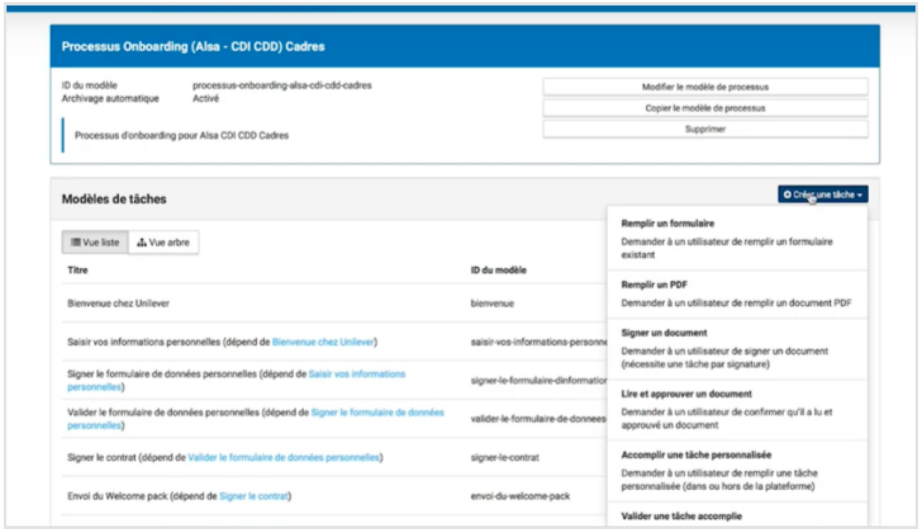
Ségolène Chevallier, HRBP

A new way to edit processes

Prior to the implementation of UKG tools, working on a process was quite complex. HR experts had to ensure that everyone involved was trained to do so and that they were fully aware of all the steps to be taken in the process. They then had to have the procedure close by at all times in order to be able to refer to it if necessary, as well as to make sure that all steps were followed correctly.

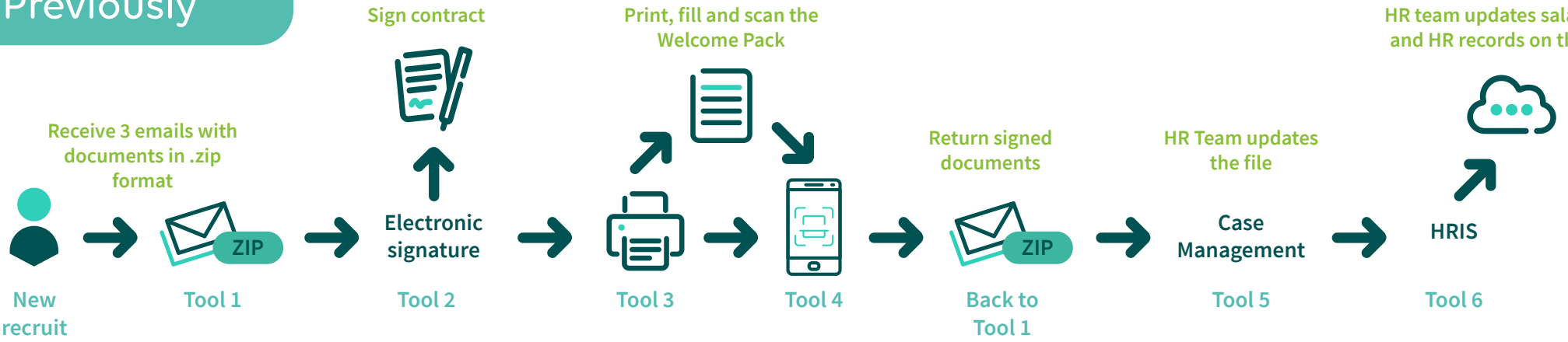
Editing processes are now much simpler. HR experts can do this quickly and easily – directly in the tool – and there is no need for IT teams or coding.

Unilever employees have recently benefitted from a corporate savings plan. This solution henceforth needed to be integrated into the onboarding process for new staff members. HR Managers were able to add it to the process in a matter of a few clicks!



Onboarding

Previously



Now

UKG

- Robotic Process Automation
- Knowledge Base
- eVault
- Case Management
- eSignature
- UKG Document Manager
- Advanced Analytics
- Process Automation

Simple and efficient processes

UKG solutions have transformed HR managers' daily lives, particularly when it comes to process management. "*From now on, there is no need for coordination between the individual players, we no longer need to ask the next interlocutor to carry out a step in the process. The solution automatically initiates the activity of the next person in the chain*", explains Ségolène Chevallier, HRBP.

The processes are simpler, more efficient, and allow the HR department to increase productivity. The tools also help reduce the risk of errors and track all processes from start to finish.

"We are more autonomous now and, most importantly, much more efficient. Now that UKG is integrated with all the HR tools within our group, we have a single entry point that allows us to manage all processes."

Marco Medrano, Talent Advisor

Digitalising HR processes with UKG

The HR team takes care of all aspects regarding the employee's time at the company, from when they are recruited to when they leave. Some of these processes are managed in an HRIS, but others are dealt with differently and involve a number of different players. For example, an employee who changes department will need information about their new role and responsibilities, and will potentially need specific training. Manual administration of these processes results in significant processing time, increased risk of error, additional paper print-outs and a lack of transparency for the employee. Moreover, regional exceptions and regulations, such as GDPR, could quickly turn into a nightmare for HR teams of international companies. UKG provides solutions that simplify the management and automation of HR related proceedings and processes.

With the Process Automation solution, you can automate processes such as onboarding, promotions and transfers. All you need to do is to define a series of tasks to complete – in UKG or even in other systems – which you can customise according to criteria such as the employee's workplace or seniority. The ergonomic interface allows HR teams to create each process easily and without having to seek support from IT resources. Processes created this way can then be adapted to any type of HR organisation and changed according to its needs.

Process Automation

With UKG's process automation, HR teams can effectively manage events and processes related to employees' lives, including those that cover multiple systems or software. The solution provides you with all the tools required to easily create workflows and forms; tailor them to the company structure and update them quickly without the need for technical knowledge.

DOWNLOAD THE COMPLETE SOLUTION SHEET

- Create international or country-specific processes without the need for coding.
- Create forms in just a few clicks that are capable of automatically filling in PDF files or initiating new automated processes.
- Manage responses remotely with electronic signatures and online receipts.
- Improve response times thanks to the centralised task display, automatic notifications and digitalised HR documents.
- Gain transparency on your processes.
- Easily alter existing forms or processes based on changes made in legal or internal regulations.

Part 3

Automatic archiving and management of HR documents

> Guaranteed security and compliance

Automatic archiving of HR documents

Before Unilever's HR documents were digitalised, all the records kept by the teams were stored as paper files. These files would be sent to and from various entities by post, and one person on the team would spent their entire day categorising, sorting and storing the files in large filing cabinets.

Whenever someone needed to access a file, they had to find the right key, the right cabinet and then the right folder – all which took a ridiculous amount of time.

Digitalising all HR documents and setting up automatic archiving has enabled HR teams to save a considerable amount of time. Now, with just a few clicks, they can find the document they are looking for, without having to go anywhere and without having to put it back in the right folder after use!

"The main issue at stake for us was to save time, but also to ensure that documents were archived safely and securely. All this in the context of the new European legislation on the protection of personal data."

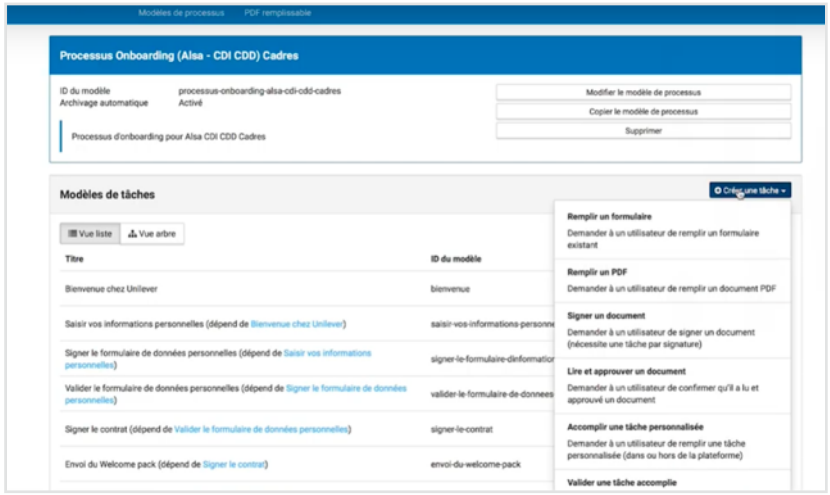
Frédéric Faure, HRD at Unilever France

Simplifying the creation of new employee records

For every recruit hired, HR managers need to be able to retrieve a whole set of documentation related to within a short period: from their CV to proof of ID, as well as their bank details and the application form for the company's health insurance scheme, to name a few.

In order to be able to complete the recruitment process in time, HR teams need to get the necessary documents quickly, and are sometimes required to carry out multiple follow-ups with the employee as a result. Thanks to UKG solutions, the process is now automated. If a document is missing, the employee will be automatically notified to complete their paperwork directly via the platform.

For HR managers, setting up a new file has never been so simple and fast.



"With the new platform, we know automatically if the file is complete or not. When the employee arrives on their first day, the file is already complete with all the paperwork compartmentalised in the right file. It saves us so much time and it also makes it much easier for us to search for documents afterwards."

Managing international teams

As a subsidiary of an international group operating in over 190 countries, Unilever has made the international mobility of its employees the core of its HR strategy. International employee mobility is essential for the group as it offers all its employees the opportunity to develop their careers. Unilever also encourages international mobility to foster the diversity of its teams, so that they can better meet the demands of all consumers.

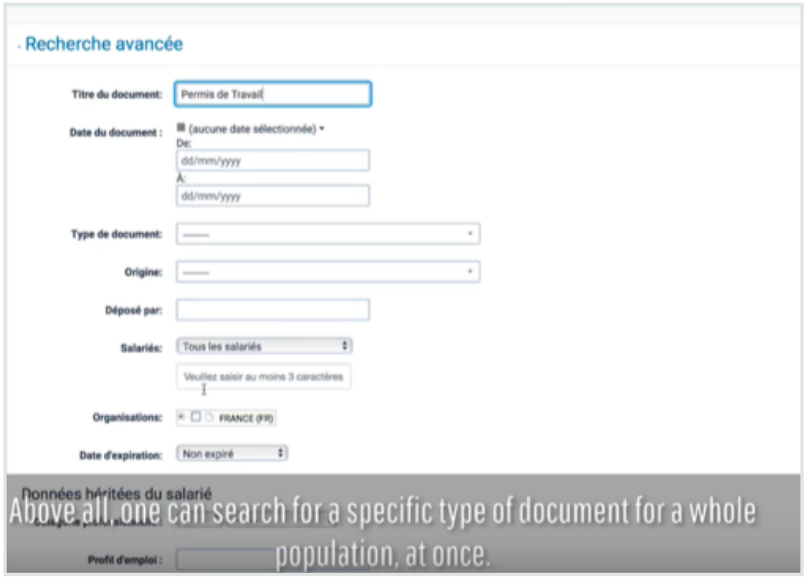
But managing international teams requires enhanced monitoring from an HR perspective. Any work permits, for example, must be kept up to date.

“I have confidence in UKG, because if for example, a work permit for one of our employees was to expire soon, I would be notified. About a month before the expiry date, I would have already received an alert via my homepage reminding me to update the document. I can then contact the employee and ask them to forward us the updated document directly via the tool. It’s really a practical solution.”

Dealing with visits from administrative authorities

When representatives of the administrative authority came to visit the HR department, HR had to block off their day and cancel everything that had been planned in order to be available when needed. This was always a big occasion for the HR department because we had to be able to bring out multiple documents on a very large scale and in a short space of time. With paper files, this was quite an ordeal. You had to look individually for the right document in each employee file. It was a highly tedious job.
Thanks to today's digital archiving of documents, HR managers can now find all the requested documents in just a few minutes!

"UKG makes it easy to find all the documents you need. The files are up to date, reliable and, above all, easy to access. For example, you can search for the same type of document for an entire section of the workforce at once and then create a PDF with all these documents for the administrative authorities, if needed. It's an operation that only takes a couple of minutes!"



UKG Document Manager

HR document management

Switch to a dynamic HR document management system and simplify your daily routine. Create, store, manage access, share and delete employee files within a secure space that is accessible from any device. The platform centralises HR employee documents from multiple sources – even digitalised documents from other HR systems.

Instead of running around looking for paper documents or searching through multiple systems, UKG helps you find the documents you need easily. Documents generated in UKG, your HRIS or other HR systems are automatically added to the corresponding employee files. You benefit from 360 degree visibility of each employee's records, thus saving you valuable time. Thanks to the advanced search functions, you can easily find documents and share them securely with a third party, manage the storage period or simply delete it!

- Store and keep all your employee files securely and in the same place by automatically importing documents from other HR systems.
- Automatically transfer documents from the HRIS or other HR systems to the corresponding employee file, and eliminate the need for manual tasks.
- Quickly find records with advanced and multi-criteria searches, such as by document type, employee identification number, dates or other metrics.
- Create, manage access and send documents to a secure digital cloud – no need to download, print or email.
- Send documents to the right contact person for verification, and receive an electronic signature or acknowledgement of receipt.
- Migrate your paper and electronic documents with ease, and upload new documents via scanner, fax or email.

UKG Document Manager

HR document management

UKG helps you stay ahead on matters of regulatory compliance, giving you peace of mind. Control access to employee records and highly sensitive information, taking account of the country-specific laws and regulations in place. Modify HR document storage settings with ease, generate reports on missing or expiring employee documents, and protect sensitive information with secure roles and authorisation management.

DOWNLOAD THE COMPLETE SOLUTION SHEET

- Control access rights for employees and HR teams based on the document type and user profile.
- Identify any missing or expiring documents in order to complete employee files and be fully prepared in the event of an audit.
- Access an audit trail to monitor actions carried out on a document, such as sharing, downloading and deleting.
- Share documents securely with third parties such as your legal team, compliance officers or external auditors.
- Define the storage time limit for each type of document to manage legal and regulatory compliance on a global scale.
- Actively manage the entire document life cycle of employee files, from their creation to their deletion – with no need for IT.

REQUEST A DEMO

The benefits

The takeaways

70% of factory workers and 95% of head office employees have used the electronic vault since the programme was first launched.

97% drate of uptake today

Two new job roles: People Experience Lead and Data Specialist

One single platform to manage HR administration (versus six tools previously)

Average tool implementation time:
less than 10 weeks per project

Conclusion

The Human Resources department at Unilever faced many challenges: better productivity, saving time, centralising information, complying with laws and regulations, and improving the employee experience, to name a few. All of this in a group with a very diverse workforce (employees based in both head office and factories). The digitalisation of HR processes provides a solution to these challenges, and this is the direction that Unilever has taken with UKG.

UKG offers an HR service delivery platform that facilitates exchanges between HR and employees, anytime, anywhere. This is true even if the issue is complex, such as determining the length of maternity leave or setting up international mobility.

Our solutions enable HR teams to automate almost all of Unilever's manual processes, modify them in a few clicks, and to store and manage all employee documents online.

As a result, HR experts have more time to spend on strategising, on strategic, high value-added tasks within their organisations. Not to mention, digitalisation solutions also allow secure document storage and guaranteed regulatory compliance.

Discover our entire web series* collection on youtube

*Video in French with English subtitles

UKG

Our purpose is people

About UKG

UKG (Ultimate Kronos Group) is the future of PeopleDoc, which will become the HR Service Delivery arm of one of the largest cloud companies in the world. At UKG, Our Purpose Is People, and we believe that organizations succeed when they focus on putting people first. UKG's HR Service Delivery platform includes case management, process automation, and employee file management and empowers HR, managers and their employees to boost productivity, increase employee engagement, manage global compliance and meet the challenges of tomorrow. With more than 14,000 employees around the world, UKG's own workplace culture has been named a best place to work all over the world, including consecutive years on Fortune's 100 Best Companies to Work For list. To learn more, visit ukg.co.uk.

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