



The Nvolve Guide to

# Digital Transformation of HR

through Workforce Excellence



Learning &  
Development



Communication  
& Engagement



Performance  
& Recognition



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## Disclaimer

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# Introduction

Historically HR was seen as a cost centre and not adding value to the business. Thankfully, things have changed dramatically and as we are now well into the 21st Century, Digital Transformation has changed the way we think and behave.

However, Technology Solutions alone cannot drive positive business outcomes; it is a change of employee behaviour that does. That is why at Nvolve, we have combined 3 key pillars of Human Resources, which we call Workforce Excellence.

## What is Workforce Excellence?

Workforce Excellence combines Learning & Development, Communication & Engagement and Performance & Recognition.

Nvolve recognises 4 barriers that are common among businesses in achieving their goals.

- **Employee Skill Levels**
- **Disengaged Employees**
- **Ineffective Communication**
- **Lack of Employee Feedback**

## Translating the challenges into Positive Business Outcomes



Closing the skills gap



Eliminating paperwork



Removing outdated systems



Lowering staff turnover



Decreasing audit vulnerability



Reducing quality issues



# Learning & Development

## Common Challenges for Learning & Development Teams

- Recruiting and retaining staff
- Identifying and closing skills gaps
- Knowledge transfer of retiring employees
- Improving compliance for certifications and auditing



# Digital Transformation of Learning & Development

## Excel Spreadsheets and the Skills Matrix Do Not Mix

The skills matrix is a great way to map out employee's skills and competences in a clear and concise way.

Many organisations use spreadsheets for this exact purpose and although spreadsheets are very versatile, they are not an ideal solution for keeping track of skills matrices.

If several people are updating these sheets, then it is easy to lose track of who has the latest version – resulting in no real-time insights.

To generate a meaningful report, various versions of these spreadsheets need to be compiled into a single entity.

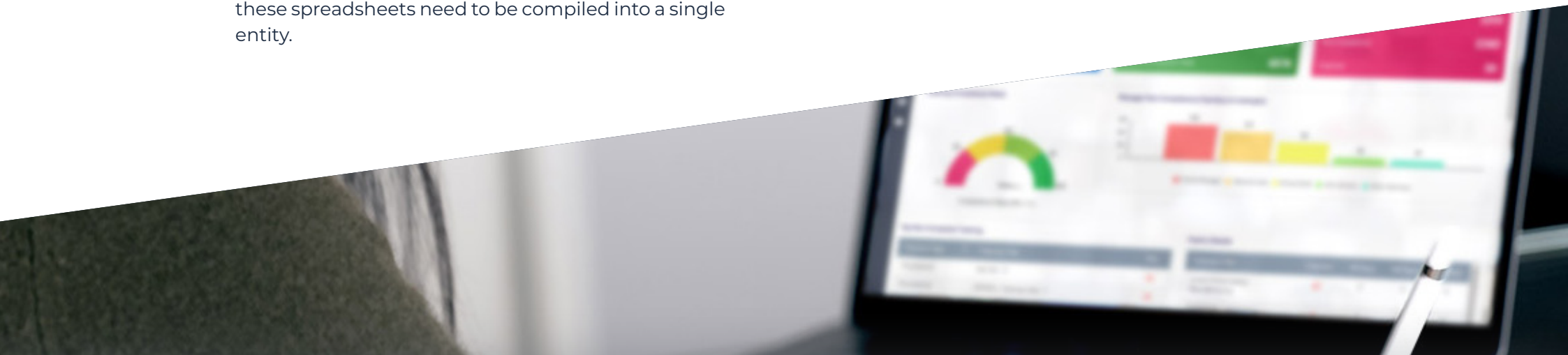
## Knowledge Transfer

Knowledge transfer is a practical method for sharing knowledge from one part of a business to another.

Effective knowledge transfer should apply at both the strategic level and within the company culture, where everyone looks to share valuable knowledge.

HR Teams are facing a crisis where many Employees are approaching retirement age.

Companies should consider how they aim to help transfer this valuable knowledge and what platforms are best equipped to do so.?





## Best Practice Tips

### Go Paperless

Employees waste more than **four hours** every week on paper-based tasks, taking an average of 10 minutes to retrieve and refile a single paper document.

Documents can be dispatched, only to return with signatures missing, resulting in lost time. Paper documents are fragile, easily lost or damaged and take up significant storage space.

With a paperless system the number of documents that can be stored is limitless. Documents can be eSigned using a tablet device in real-time and automatically saved and filed. Digital eSignatures can be collected, and multiple documents can be approved at once without needing to spend time and incur the cost of printing.

Having the correct signed documents at hand whenever they are needed ensures organisations are fully compliant during audits. No time is wasted searching through paper files only to realise the document that's needed has been lost, thus resulting in non-conformances and poor audit ratings.

### Mobile-based eLearning

With no access to a computer an employee mobile app is an alternative way to deliver training at any time, from anywhere.

Mobile learning is available on-demand and blends in with the deskless employee's workflow. By allowing Deskless employees to access training through mobile devices, they can access the information they need when they are on the road, or whenever the need arises.

### Use Micro Learning

Finding time to complete training can be difficult for Deskless Employees. That's where microlearning can help. Taking a *bite-sized* approach, employees can complete and receive important information that suits their needs.

Microlearning combined with mobile accessible training allows employees to have the exact information they need at ease and can quickly enhance productivity.

## Best Practice Tips

### Take a Blended Learning Approach

Blended learning combines the benefits of classroom learning and e-learning.

Deskless employees can undertake e-learning courses at their own pace, while also attending occasional class-based training sessions for a deeper understanding of a specific topic.

Blended learning provides greater opportunities for collaboration and is ideal for topics that need a hands-on demonstration or practice.

### Promote Continuous Learning

Promoting continuous learning allows employees to learn new skills and provides them with the required tools to do so in their own time.

Employees feel supported by the encouragement to learn, which results in increased productivity, increased retention and strengthened employer brand reputation for the organisation.

Continuous learning can also help organisations develop new and improved processes by listening to employees and allowing them to submit their ideas for improvement on the tasks they perform.



## Best Practice Checklist

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### *Have you...*

- Removed Excel as part of your Skills Matrix ☐
- Converted your training documents & SOP's to digital formats ☐
- Provided blended learning options to Employees ☐
- Replaced paper-based signatures with e-Signatures ☐
- Identified ways to transfer valuable Employee Knowledge ☐
- Provided new learning opportunities for Employee career progression ☐





# Communication & Engagement

## Common Challenges for Communication & Engagement Teams

- Employee disengagement and attrition
- Communicating with hard-to-reach or remote employees
- Creating a diverse and inclusive environment
- Measuring and aligning Employee Engagement to business outcomes

# Digital Transformation of Communication & Engagement

## The Challenge of Workplace Culture

Companies invest significant effort into creating and building a positive company culture, but this can be difficult when managing a Deskless workforce, where employees are spread out across multiple sites, on the factory floor or out on the road.

Positively engaged workforce culture is the product of engagement, communication, feedback and development, which all present their own challenges.

Creating an environment which encourages open communication and feedback, allows for all employees to contribute to the organisation. Companies that align their core values to their company culture see greater productivity from a more engaged and goal-driven workforce.

## Align Business outcomes to Engagement

As we know, engaged employees are often happier and more satisfied in their jobs, which leads to a better place to work for everyone. However, beyond this, a key reason that employee engagement is now so important is because it leads to real business outcomes.

High levels of employee engagement lead to better productivity, reduced staff turnover and increased revenue. Companies who can identify a relationship between Employee Engagement and business outcomes, spend far less time recruiting and onboarding new hires.



## Best Practice Tips

### Listen to the Voice of the Employee

The voice of the employee is the way in which employees communicate their views to the employer and how this can influence matters that affect them at work.

Listening to the employee voice helps to build relationships between employees and management which contribute to organisational success. By allowing employees to communicate their voice it can increase engagement, improve workplace culture, boost productivity and refine business processes.

### Measure Engagement

It is important to keep track of the level of engagement in a workforce to be able to gauge if your efforts to boost employee engagement have been successful. Pulse surveys are a quick and effective way to measure current levels of engagement with Deskless workers.

Pulse surveys allow employees to give their feedback on workplace initiatives and they should be conducted frequently especially during times of change, they provide insights into the attitudes of employees as well as their level of engagement.

### A Unified Approach to Communication

There is a huge array of mobile, social and cloud apps in today's workplace that have been designed to unleash productivity and support communication. Yet the number of channels of communication have actually made things more complicated.

With employees using an average of 4 separate applications for communications, important information begins to get lost in the noise. A single platform helps employees to be more productive and creates a better flow of communication with their organisation. It also enhances the employee experience and the internal company brand.

### Craft Your Message

When crafting internal communications messages, the tone should align with the brand experience. The messages need to create impact to be noticed and need to be structured to the appropriate length for the employee's attention span.

Messages should be presented in a digital format that's easy to consume using images and videos, whilst paragraphs should be kept short and straight to the point.



## Best Practice Tips

### Communicate Change

A considerable challenge when it comes to change management is driving cultural change. Everyone must be on the same page for new processes to be successful.

Using internal communications to engage employees is the key to driving change. Organisations can utilise internal communications during times of change to communicate the '*Why*' to employees. Keeping everyone on board and involved.

### Enhance Workplace Culture

A Company Culture strategy can be difficult to implement, especially for large, multi-site companies, where Employees can be difficult to reach.

Creating programs that encourage Employees to contribute to new ideas or identify problems, whilst communicating that they are valued is a first step to enhancing culture within the workplace.



## Best Practice Checklist

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### *Have you...*

- Conducted pulse surveys to gauge employee opinion ☐  
.....
- Conducted an Employee Net Promoter Score (eNPS) survey ☐  
.....
- Shared news about the Company and Employee achievements ☐  
.....
- Opened a Channel for Employees to submit ideas ☐  
.....
- Measured and identified ways to improve Employee Engagement ☐  
.....



# Performance & Recognition

## Common Challenges for Performance & Recognition

- Building an effective Recognition and Rewards programme
- Providing regular and focused Employee Coaching and Feedback
- Replacing outdated systems and programmes such as traditional performance appraisals.
- Measuring and aligning Employee Performance to business outcomes





# Digital Transformation of Performance & Recognition

## Continuous Coaching and Feedback

Many organisations believe they are coaching employees through the traditional method of appraisal, when in reality they are simply providing a one-way avenue of feedback to performance.

This leads employees to distrust the feedback they receive and approach these reviews with apprehension or little interest.

The aim of performance management should be to provide continuous coaching and feedback to employees to develop and improve their performance.

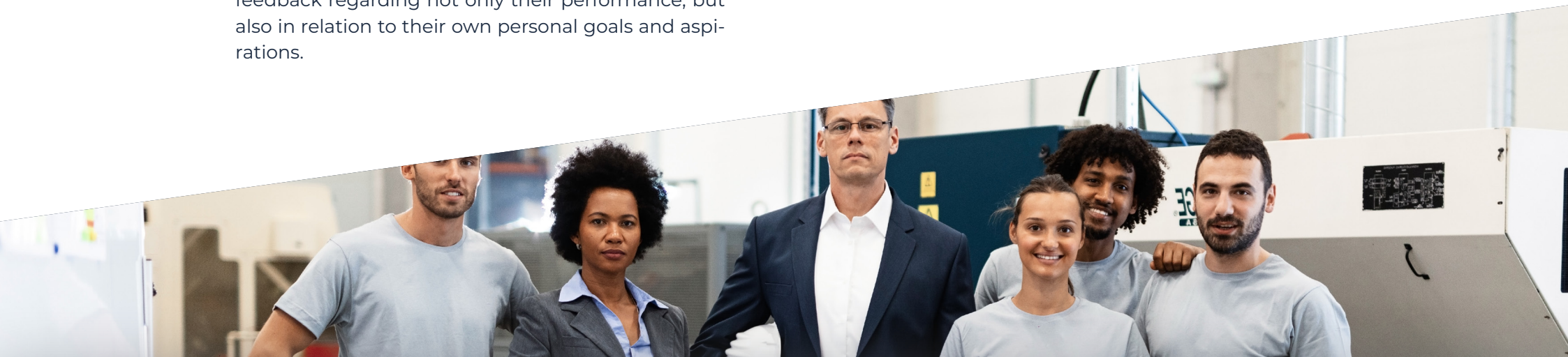
This means that employees must receive regular feedback regarding not only their performance, but also in relation to their own personal goals and aspirations.

## The Business Benefits of Recognition

Saying 'thank you' is important, however it is no longer enough to show Employees that their work is being recognised.

To see the business benefits of Employee Recognition, organisations need to embrace a culture of consistent and repeated employee recognition.

The business benefits of a robust recognition programme includes: increased productivity, improved delivery times, increased retention, reduced absenteeism and more committed and engaged employees.



## Best Practice Tips

### Understand Employee Motivation

Not all employees are motivated simply by financial rewards. Some Employees do not like public recognition, whereas others may be highly motivated by having their work spotlighted on the company news feed.

There is no one size fits all, so it is best to provide various recognition options to suit employee's personal motivators.

### Allow for Peer-to-Peer Recognition

Peer-to-peer recognition allows employees to recognise and show appreciation for each other's work. A useful way to promote this is by allowing employees to reward each other *Kudos* points based on a job well done. This can be aligned with company core values such as teamwork – allowing your employee recognition programme to fit into the overall company culture.

Many employees do not see each other face-to face to provide recognition, this allows them to do so, without having to be in the same place at the same time.

### Allow Employees to Set Goals

Allowing Employees set training and work-related goals within their Personal Development Plans (PDPs), helps keep them engaged in their continuous improvement. The aim is to not just improve on performance but also improve on employee productivity.

Creating a culture of continuous performance feedback allows employees to see their progress, this can help push them to try more training or keep going to achieve goals they are running into difficulty with.

It will be possible to see where employees are excelling and where they are struggling, letting them set their own goals around this will help them overcome problem areas.

## Best Practice Tips

### Encourage Employee Participation

When giving feedback to employees it is important to encourage them to participate. This creates a continuous feedback loop and removes one of the challenges of the traditional performance appraisal by turning into a two-way conversation.

This results in employees being more engaged and optimistic about their performance feedback and removes the risk of a negative response which can lead to decreased productivity.

### Provide a Mobile Recognition Experience

As many employees operate in *non-desk* work such as Manufacturing, Logistics or working from home, these Employees are rarely in the same place at the same time.

In these cases Employee Recognition can be enabled by providing employees access to a company-branded mobile app that supports recognition.

A mobile application that supports recognition features can help bridge the gap for hard-to-reach Employees, allowing them to provide and receive recognition from anywhere.





## Best Practice Checklist

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### *Have you...*

- Implemented a Continuous Coaching and Feedback strategy ☐
- Created a Recognition points system ☐
- Aligned a points system with your company core values ☐
- Allowed Employees set their own goals within their PDP ☐
- Implemented a company mobile app for Performance & Recognition ☐

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