

Delivering a better employee experience in an increasingly globalized professional services sector

**How a Human Capital Management solution
from Rizing can help your professional services
firm unlock vital efficiencies and transform the
employee experience.**



The last few years have had an enormous impact on the professional services sector and its employees.

As organizations around the world have put projects on hold, or reduced their budgets due to the pandemic, it's become increasingly difficult for professional services firms to secure market share. To retain clients – and attract new ones – firms are having to discount their service offerings, as well as reinvent their processes and invest in new, hybrid delivery models.

“The professional services market must accept a new normal, in which over 75% of employees may never want to return to fulltime onsite work.”

The 2022 SPI Professional Services Maturity™ Benchmark Report.

The pandemic has forced professional services firms around the world to adopt new ways of working, with face-to-face interactions replaced with virtual consultations and remote service delivery.

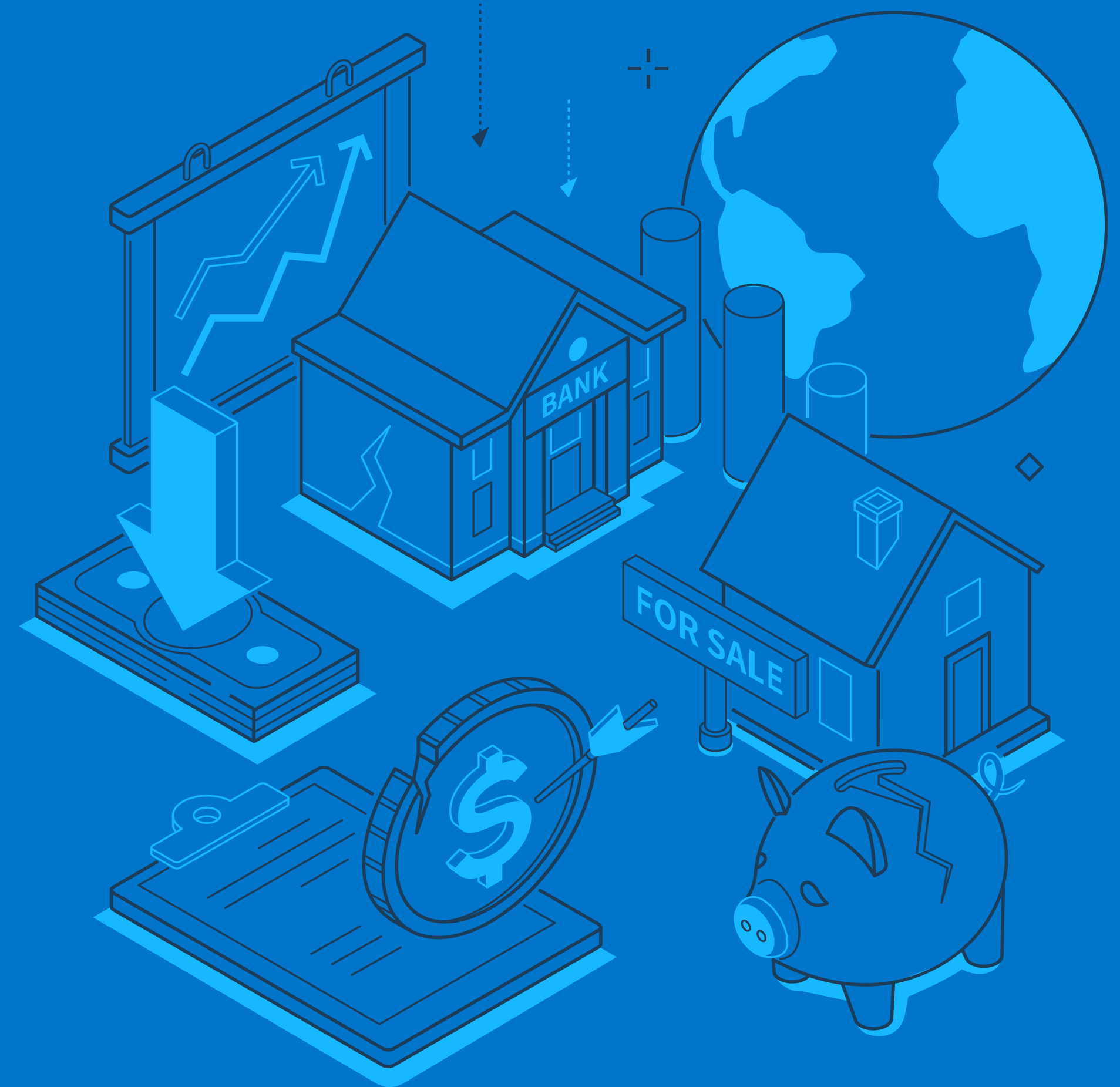
The use of technology has increased significantly as a result, and 50% of professional services CFOs also say they plan to accelerate digitalization, automation and other new ways of working in 2022.

While adapting to new digital delivery methods has been a major challenge for many firms, it's also unlocked new opportunities – particularly when it comes to sourcing talent. Without the restrictions of physical locations, firms are able to employ workers from a much broader, global pool. This brings great benefit, but also many challenges in terms of payroll, contracts and HR management.

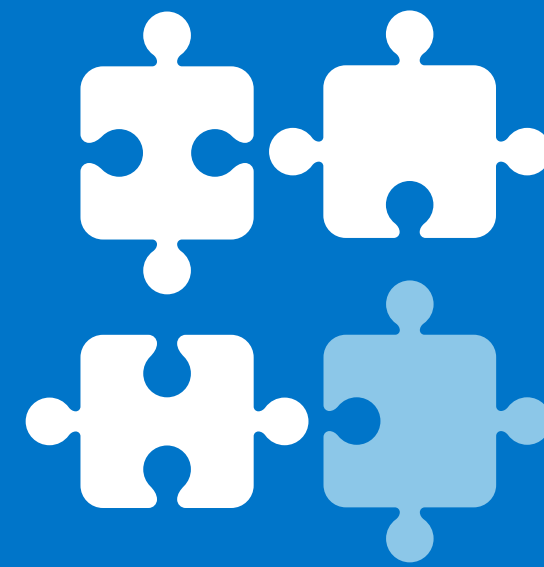
Professional services firms typically have fairly high levels of employee engagement, and are in the top 26% when compared with other industries. However, many are still lagging with their HR processes and systems. It's not uncommon for firms to be relying on dated, core HR tools that don't take an end-to-end view of the employee experience.

And with global talent now more accessible than ever, it's essential that professional services firms take proactive steps to make themselves as appealing to existing and potential employees as possible.

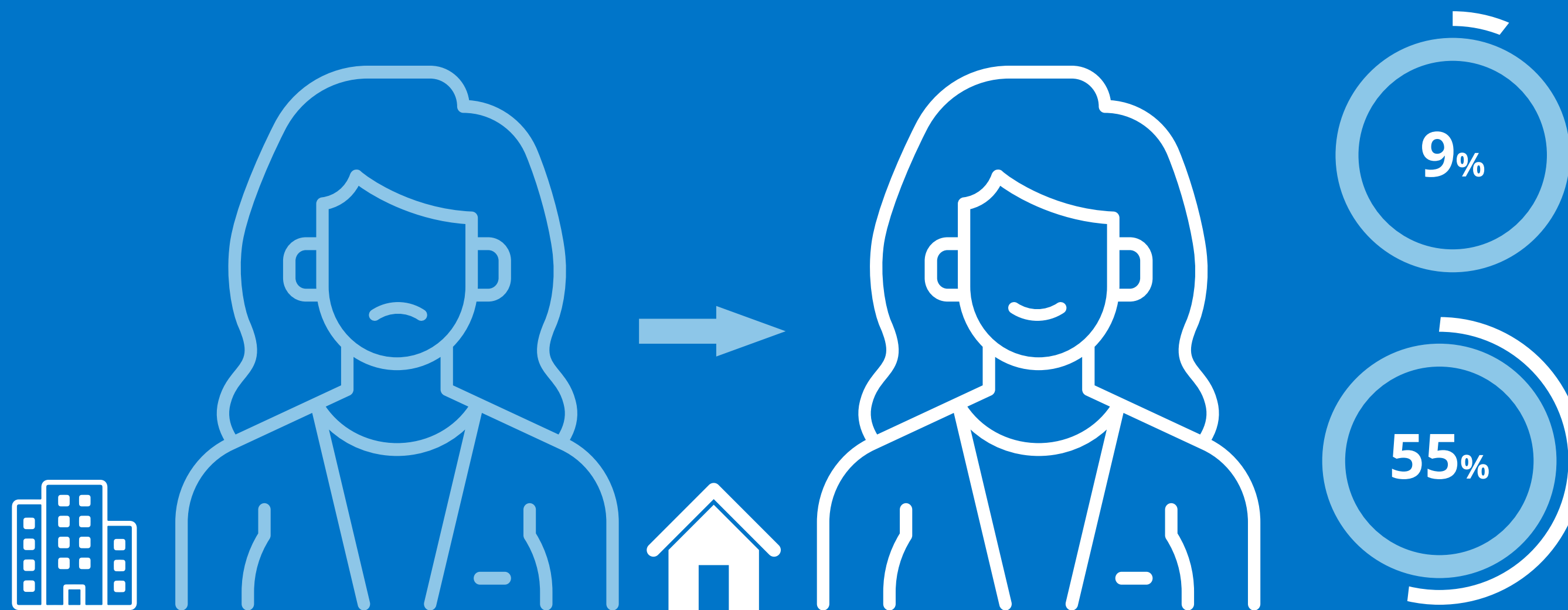
In this eBook we explore some of the core challenges that relate to the employee experience in professional services, and explain how a solution like Qualtrics, SAP SuccessFactors, or Lyra from Rizing can help.



Why employee experience matters in professional services



Professional services executives attribute 76% of their company's value directly to their employees.⁴



A 2021 global study of professional services firms in the legal, accounting, consulting, architectural and engineering, construction and advertising fields, revealed:

Only 9% of firms anticipate all workers to return to the office full time.

55% said their top challenge was supporting employees when working remotely, ahead of network and security issues.

Bloomfire, Professional services employee experiences.

In this eBook:

Challenges for professional services

How to innovate with technology

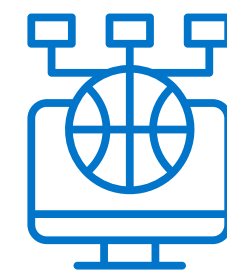
Why Rizing?

Is your employee experience up to scratch?

Success story: French advertising firm

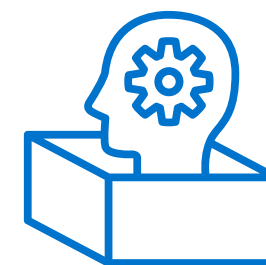
Challenges for professional services

When it comes to employee experience, challenges for the professional services sector include:



New digital delivery methods

Human interaction, and face-to-face contact has always been a core part of professional services. Sending teams to a client's location during a project's delivery has been essential to building trust and understanding the client's needs. However, with hybrid working now commonplace, professional services firms are having to re-think project delivery – switching to virtual delivery models, and finding ways to work together effectively when not in the same location. At the same time, new ways of working have prompted many clients to re-evaluate how and where they spend their money, with the realisation that expenditure on travel and accommodation for project teams may not be as effective as it once was.



Staff retention

Retaining quality employees is an ongoing challenge for professional services firms, and has become more so post-pandemic. "Attrition continues to rise as consultants are lured away by better offers, signing bonuses and lucrative salary increases along with the promise of more interesting work and career advancement," says the SPI Professional Services Maturity™ Benchmark Report.⁷



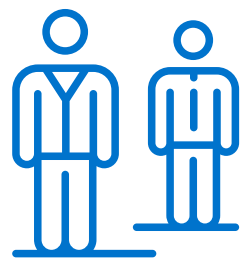
Capturing employee feedback

In many professional firms, there are limited systems in place for accurately capturing employee sentiment and feedback regarding their employee experience. While some firms may conduct surveys, they are often sporadic, or related specifically to a particular initiative. Feedback is usually sought on an ad-hoc, one-on-one basis via performance reviews, and it is rare for feedback to be collated, analysed, and turned into action.



Managing globally distributed talent

While new ways of working have brought challenges, they've also brought opportunities. New digital delivery methods mean that professional services firms can now extend their talent search – employing talented people from all over the globe. This can lead to potentially better results, and the ability to tap into new areas of knowledge and expertise. However, from an HR perspective, it also delivers significant complexity as far as payroll, contracts, compliance and overall employee experience is concerned. Managing employees who are in different locations, and potentially different time-zones, also brings all new challenges with regards to collaboration, communication, and individual employee growth and development.



Onboarding and knowledge transfer

When a new employee joins a professional services company, it's often a case of having to hit the ground running. Most businesses simply don't have the time or tools in place to provide sophisticated and automated onboarding. There is typically a lot of manual paperwork, and the process of getting set up in terms of payroll, scheduling and rostering can be slow and inefficient.



Learning and development

Many professional services firms also lack quality, digital tools for learning and development. There is also often a cultural expectation that training will be done at employees' own expense, or in their own hours, rather than facilitated by the organization.



Mergers and acquisitions

Mergers and acquisitions are commonplace in the professional services sector, and this can have a major impact on a company's culture and its ability to provide a seamless and consistent experience for its employees.



Professional services firms know the importance of attracting and keeping top talent. In an industry where your people are your product, delivering an excellent employee experience isn't an option—it's an imperative.

Harvard Business Review – Elevating the Employee Experience at Professional Services Firms⁶



Is your employee experience up to scratch?



Flexibility

Do you support flexible, hybrid ways of working?



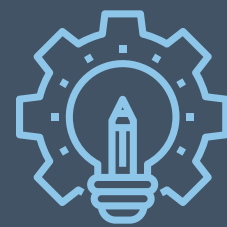
360° view

Do you have end-to-end HR software in place?



Payroll

Is your payroll smooth and efficient?



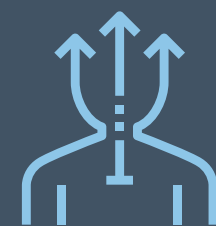
Learning and development

Do you support continual learning?



Incentives

Do you support pay for performance?



Support for growth

Do you enable continuous performance management?



Leadership

Are you building a generation of future leaders?

How a modern technology solution can help

While many professional services experiences have started to invest in digital HR solutions, there are still enormous opportunities for growth and development. And there is a very real need for professional services firms to invest in robust, data-led solutions that support the employee experience at every step.



Key features to prioritise for professional services

End-to-end experience

Many HR solutions serve merely as filing cabinets for record-keeping, with limited positive business impact. Siloed from talent, they prevent organizations from making workforce decisions based on a 360-degree view of the employee. They also feature primitive analytics that provide minimal insights into the workforce and no support for workforce planning. Ideally, your HR software should offer a central view of your workers, with support for qualifications and certifications, personal data, time off and payroll data with full employee lifecycle process support. It should also help you digitise and simplify your processes to improve efficiency, while ensuring compliance with relevant legislation. Ideally, it should allow you to capture feedback from employees – and act upon these insights – on an ongoing basis.

Employee self-service

Today, employees simply expect to have self-service facilities at their fingertips when it comes to their HR experience – whether it's submitting a leave request via an app, viewing payslips or digitally signing a contract. These tools should

also be incredibly simple, logical and easy to use – without any training. When professional services firms don't provide sophisticated, self-service tools, it's very easy for employees to become disgruntled and frustrated – and to leave in search of a company with more modern and efficient ways of working.

Features to attract and retain staff

Given the globalisation of the professional services talent pool, your HR software needs to support you in processing both new and internal applicants quickly and efficiently, while also helping you attract the right talent to your recruitment funnel. This means including features for recruiting marketing (for attracting and engaging top talent), recruiting posting (for seamless posting to job boards) and recruiting management (for selecting and hiring the best candidates) to drive better results.

Surveys and feedback

To provide an exemplary experience, it's vital that professional services firms regularly ask employees for feedback on their level of satisfaction or any frustrations they may have. Left unchecked or unquestioned, it's easy for

a poor experience to escalate and resentment to rise. As such, a modern HR solution needs to include tools for regular and accurate capture of employee feedback/sentiment – with the ability to analyse results and provide management with insights regarding any potential issues or concerns, so they can be actioned and resolved promptly.

Payroll and contract complexities

It's not uncommon for larger firms to waste tens of thousands of dollars every month addressing administrative or compliance issues to do with HR management or payroll. In fact, typical error rates are between 1 to 8% of total payroll when companies do not use robust payroll solutions. Even though the cost for non-compliance can be significant, most companies underestimate the level of risk they currently hold by using out-dated payroll software. Instead, a modern solution should be based on accurate, automated and centralised data. It should also be compliant across multiple countries and jurisdictions.

Support for continual learning

Ensuring your professional services workers can continually develop and grow their skills is essential for compliance as well as staff retention – especially given the growing digitalization of the sector. It's also important in ensuring you are delivering quality services, and ensuring everyone is aware of, and committed to meeting, relevant legislation and requirements. A modern HR solution should enable employees to develop new skills, share ideas, and gain insights, making them more motivated and productive. It should support formal, compliance-related training, as well as informal, self-directed training, mobile learning and extended enterprise training.

Career succession and development

Having the right people in the right place to effectively execute on your strategy is an ongoing leadership challenge. While HR needs to ensure that current leaders are in place and working effectively, it is equally critical to ensure a healthy pipeline of future leaders who are recognised, mentored and developed early to support company strategies.



How Rizing helped a large, multi-national French advertising firm evolve its employee experience

Having grown organically over many years, this large advertising and public relations agency has over 80,000 employees across 72 countries and in 19 languages. Until recently, the firm was managing its HR using disparate tools, systems and processes. Managers lacked access to reliable and accurate data, and HR information wasn't seamlessly integrated with finance, payroll, business operations and other systems. This was causing cost and time inefficiencies.

The business engaged Rizing to implement a solution built on SAP SuccessFactors, including Employee Central, Compensation Management, Variable Pay and Workforce Analytics. A global design, and four-phased development approach over 26 months, allowed for proper system integration and organisational change management.

The business now has a single, central system for managing its HR, which has delivered increased visibility to employee data at all levels of the organisation. Leaders at all levels now have a clear line of sight to talent across all 72 countries, and enhanced accessibility and understanding of HR policies, programs and processes across the globe. They have also reduced their HR administrative activities through self-service functionality – freeing up time for strategic growth.



Ensuring a positive employee experience: **a checklist**

FLEXIBILITY

Do you support flexible, hybrid ways of working?



Challenge:

According to a recent KPMG survey, the top 3 priorities for employees post COVID-19 are: increased flexibility (41%), option to work remotely (39%), and more frequent communication (34%).^{iv}



Solution:

Updating your HR processes and policies to support a remote workforce, and providing the technology that people need to work reliably and efficiently from anywhere, at any time.

360-DEGREE VIEW

Do you have end-to-end HR software in place?



Challenge:

Many HR solutions serve merely as filing cabinets for record-keeping and are siloed from talent; preventing companies from making workforce decisions based on a 360-degree view of the employee.



Opportunity:

Investing in HR software that offers a central view of your employees, with support for organisational data, personal data, time off and payroll data, with full employee lifecycle process support.

PAYROLL

Is your payroll smooth and efficient?



Challenge:

Employees can very quickly become frustrated when their pay is inaccurate, or when errors occur. In fact, typical error rates are between 1 to 8% of total payroll when companies don't use robust payroll solutions.



Solution:

A modern, end-to-end people management solution based on accurate, automated and centralised data that is compliant across multiple countries and jurisdictions.

LEARNING AND DEVELOPMENT

Do you support continual learning?



Challenge:

Ensuring your employees can continually develop and grow their skills, and that everyone in your business is aware of, and committed to meeting, relevant legislation and requirements.



Solution:

Modern HR technology that enables employees to develop new skills, share ideas, and gain insights, making them more motivated and productive. Ideally, it should support formal, compliance-related training, as well as informal, self-directed training, mobile learning and extended enterprise training.



INCENTIVES

Do you support pay for performance?



Challenge:

Employee compensation is the largest expense for most companies, yet compensation planning that relies on e-mail and spreadsheets can be error-prone, unsecure, and unproductive.



Opportunity:

A modern HR solution to help business leaders, compensation managers, and HR professionals dramatically improve budget accuracy and reduce risk, by providing data to help managers determine who is truly high-performing and reward them appropriately.

SUPPORT FOR GROWTH

Do you enable continuous performance management?



Challenge:

If your talent is not aligned to your desired outcomes, you risk not delivering the results required. Performance being measured yearly or twice yearly is a practice that is fast being phased out, as the focus shifts to providing team members with continuous, meaningful feedback and coaching.



Solution:

Modern software that enables managers to align employee activities with organisational strategy and monitor the performance of achieving those goals.

LEADERSHIP

Are you building a generation of future leaders?



Challenge:

While HR needs to ensure that current leaders are in place and working effectively, it is equally critical to ensure a healthy pipeline of future leaders who are recognised, mentored and developed early to support company strategies.



Solution:

Modern HR software that helps HR professionals identify and develop the talent needed to improve organisational strength and achieve today's business goals, while providing visibility and planning for future growth.

A black and white photograph of two women in business attire shaking hands across a conference table. The woman on the left is smiling and looking towards the other woman. The woman on the right is also smiling and looking towards the first woman. The table in front of them has several documents, a pen, and a tablet. A blue rectangular graphic element is in the top right corner of the page.

How can Rizing help?

Rizing is a leading technology firm with deep human capital management experience. We help professional services organizations accelerate their digital transformation by providing best-practice HR technology based on SAP SuccessFactors, which supports the full employee lifecycle.

Find out more

Interested in evolving your professional services organization's human resources technology? Request an assessment and industry benchmark from our expert team.



- 1 TechMonitor, Professional services rely on data post Covid-19, [online], <https://techmonitor.ai/leadership/professional-services-rely-on-data-post-covid-19>
- 2 SPI, 2022 Professional Services Maturity Benchmark, [online], https://www.kimbleapps.com/site/wp-content/uploads/2022.02.22_SPIProfessionalServicesMaturityBenchmark-Kimble.pdf
- 3 Ring Central, Professional Services Trends, <https://www.ringcentral.com/us/en/blog/professional-services-trends-2022/>
- 4 Bloomfire, Professional services employee experiences, [online], <https://bloomfire.com/blog/professional-services-employee-experience/>
- 5 AT&T, The future of work in the professional services sector, [online], <https://about.att.com/story/2022/future-of-work-professional-services.html>
- 6 HBR, Elevating the employee experience at professional services firms, [online], <https://hbr.org/sponsored/2022/01/elevating-the-employee-experience-at-professional-services-firms-webinar>
- 7 SPI, 2022 Professional Services Maturity Benchmark, [online], https://www.kimbleapps.com/site/wp-content/uploads/2022.02.22_SPIProfessionalServicesMaturityBenchmark-Kimble.pdf

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