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## Case study



**Sector:**

Local government

**Implementation:**

Enterprise HR

“As well as searching for content, employees also have **the opportunity to rate answers.**”

“...I just thought I’d let you know that I’m normally against these automated things - but having used it yesterday I’m very impressed. I wanted to find payroll’s number and got it within about three seconds so thumbs up from me. I gave the answer five stars.”

**Employee**  
**Norwich City Council**



**Headquarters**

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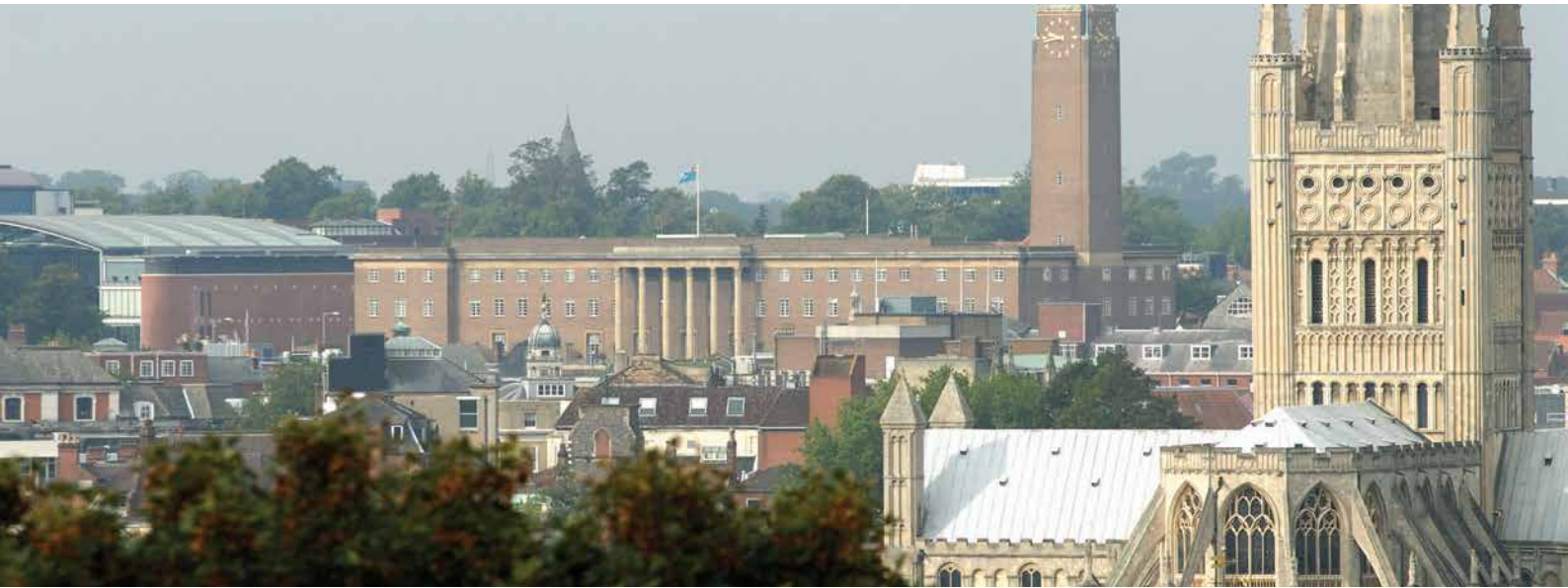
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**NORWICH**  
City Council

# Fast facts



## Client

Norwich City Council is the local authority for Norwich, providing services such as housing, planning and leisure facilities, serving over **132,000 residents** and supporting **more than 600 employees**.




## Challenge

Improve the speed, consistency and quality of responses to Norwich City Council employees and managers on questions relating to HR information and policies.

## Solution

Transversal's HR solution allows Norwich City Council to deliver **high quality, consistent answers** to employee questions 24 hours a day, 365 days a year, through internal web self-service.

## Benefits

-  Timely distribution of corporate information.
-  Improved consistency of information.
-  Increased levels of employee engagement in self-service.

# The challenge



Rapid change at the City Council placed great demands on the HR service and the need to improve employee communication in a timely and consistent manner was recognized. Managing demand on the service was difficult and employees and managers were driven to call or email the HR service as even basic information wasn't easily accessible. The challenge was to create a new, intuitive solution that encouraged employees and managers to self-serve and improved the speed and consistency of communication. It was hoped that such a solution would facilitate a move away from the traditionally paternalistic approach employed by the HR service, towards a different, more independent way of working for council employees.

One of the main challenges was to ensure that the language used in the content was appropriate for the audience, for example, that it did not use HR-related jargon and complex legal vocabulary. This has been an on-going

process, with the team analysing usage and feedback on the content and refining it over time. This process will persist as part of the council's continual improvement programme.

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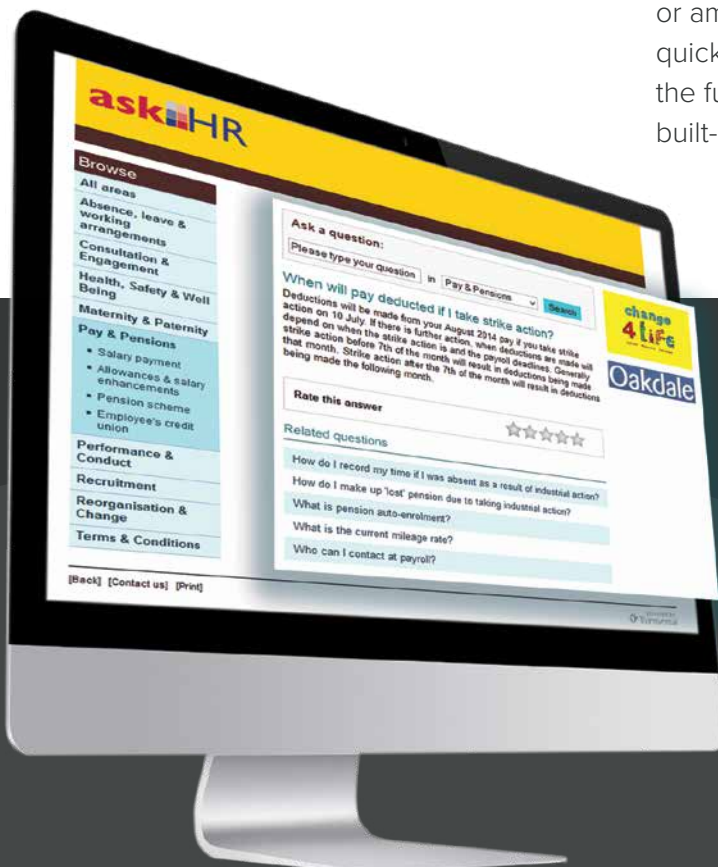


# The solution

Transversal's HR solution provided Norwich City Council with a way to effectively distribute a range of corporate information in a timely and consistent manner. By making council policy and procedure documents available online in a dynamic, bite-sized format, employees can search for information quickly and effectively. The intelligent, contextual search capability enables employees to search for information using natural, conversational language and be confident that they will find the right answer, first time. **They also have access 24 hours a day, 365 days a year.** This is particularly useful for those employees who are remote or working unsociable hours.

By providing this sort of corporate information online, council employees are being encouraged to self-serve rather than calling or emailing the HR service. By redirecting the more routine enquiries to be answered online, the HR team can focus their efforts on more strategic and complex activities rather than being distracted by answering day-to-day, repetitive enquiries.

As well as searching for content, employees also have the opportunity to rate answers, depending on how helpful/satisfactory they are. Over time, the HR service can monitor the types of questions being asked by employees and their satisfaction ratings, then add further content or amend existing content where required. Any new or amended information can be updated quickly and easily by the HR service using the fully-branded, intuitive interface and built-in approval workflow for new content.



“As well as searching for content, **employees also have the opportunity to rate answers.**”

# The results



## Immediate

Following the introduction of the site, the HR service at Norwich City Council received positive comments from staff using the system almost immediately:

“...I just thought I’d let you know that I’m normally against these automated things - but having used it yesterday I’m very impressed. **I wanted to find payroll’s number and got it within about three seconds** so thumbs up from me. I gave the answer five stars.”

**“...It looks great!** - and I have already found some information I required on the new VMP set up.”

# The results

## After approximately six months

Approximately six months after introducing the site, Norwich City Council has seen an improvement in levels of employee engagement; **on average each employee visits twice per month**; demonstrating how well the solution has been accepted by employees to self-serve across a wide range of HR and Health & Safety information.

Analysis of employee feedback showed that the language being used in some content articles needed to be adjusted to make it more

user-friendly. This sort of feedback is also used to determine how useful and satisfactory the answers are – and employee ratings have been good. The average entry vote is above 3.5 out of 5 – an excellent rating considering the feedback mechanism is designed to catch improvement suggestions rather than solicit praise.

In addition to being used by the HR service, the performance statistics now form part of corporate leadership teams' workforce performance metrics.

“Previously our employees struggled to find the information they wanted through the HR site on our intranet; we had traditional search facilities that could find policy documents, but still employees preferred to call or email the service for information and advice. However, since going live with Transversals HR solution that's **definitely** changed and the feedback we've had from employees has been terrific; people like getting answers rather than having to read through policy documents and we've actually received emails from employees thanking us for providing the service! – **happy employees and managers.**”

**Head of HR and Learning**  
**Norwich City Council**

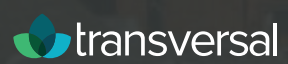
# Future plans



The solution has already been extended to include Health, Safety and Well-being initiatives and information; greatly improving the communication and measurement of how employees are using this important information.

Proposals are in place to include learning and development to encompass all aspects of employment and other services are now also expressing an interest in using the solution to communicate their own information.





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