Market Guide for Integrated HR Service Management Solutions

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Initiatives: HCM Technology Transformation

Integrated HR service management solutions have the ability to manage end-to-end workflows for work or life transitions, but vendor offerings are highly differentiated, making selection complex. Application leaders can use this guide to identify vendors that meet their organization's specific needs.

Overview

Key Findings

- Integrated HR service management (IHRSM) vendors are increasingly expanding beyond case management and knowledge base, offering employee workflows as a means of differentiation. This often results in overlap with other human capital management (HCM) technologies.

- Employee relations cases are increasing in relative percentage share of the total number of HR service requests. HR case-specific expertise is becoming critical for IHRSM solution vendors to grow their customer base.

- The blurring of lines between service management and workflow automation silos is continuing to affect the IHRSM market. Customer relationship management (CRM), robotic process automation (RPA) and virtual assistants (VA) vendors are entering the IHRSM space.

Recommendations

Application leaders supporting HCM technology transformation should:

- Exploit employee listening surveys and campaign management tools to improve engagement, and facilitate organization-level communication with employees working in a hybrid workplace.
Reduce employee self-service overhead by shortlisting vendors that provide seamless integrations with employee collaboration tools or enterprise messaging solutions. Align these with broader HCM and digital workplace applications to develop a shared vision for the employee experience.

Select the right IHRSM tool category to meet HR-specific needs by identifying must-have outcomes and ranking their utility based on the suitability framework provided in this Market Guide.

**Strategic Planning Assumptions**

By 2024, 70% of organizations with more than 2,500 employees will have invested in an IHRSM solution.

By 2024, 60% of employee-related HCM technology transactions will be accomplished via preconfigured, employee-initiated workflows.

**Market Definition**

Integrated HR service management (IHRSM) solutions provide holistic platforms by which organizations can manage their physical and/or virtual HR shared services operations and communications. They also deliver “content in context” to employees and managers in support of employee-related processes, policies and programs. Functionality typically includes:

- Employee and manager content delivery via a portal. This could also extend to a dedicated HR portal that combines the content delivery with the other functionalities mentioned in this list.
- Content knowledge bases.
- Digital HR document management.
- Business process management (BPM) tools.
- Case ticketing and routing.
- Service-level agreement (SLA) monitoring.
- Employee relationship support.
- Single sign-on (SSO) to transactional systems.
Market Description

IHRSM solutions typically are integrated with administrative HR applications and may also be linked to enterprise portals, identity management applications and provisioning systems. Their processes and technologies may align with those of other employee service departments such as IT, purchasing and facilities. Organizations build this kind of holistic strategy with a view to creating a consistent and comprehensive employee service experience across the enterprise. Traditional service access options include portal, mobile device and online chat. Most vendors now offer natively built conversational platforms or plug-ins to collaboration apps such as Slack and Microsoft Teams.

An IHRSM solution is usually marketed as an HR knowledge base and portal, along with an integrated case management application. However, the breadth and depth of common functions available within the knowledge base or case management application, and the possible entry points for personalized access, vary widely. Figure 1 illustrates common IHRSM solution capabilities and provides an indicative list of different modules of HCM technology that are currently supported by these solutions.

Figure 1: Typical IHRSM Solution Capabilities

Typical IHRSM Solution Capabilities
Integrated HR Service Management Technology Stack

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<th>Core Functions</th>
<th>Case Management</th>
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<td>SLA Monitoring</td>
<td>Case Routing</td>
<td>Satisfaction Surveys</td>
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<th>HR Knowledge Base</th>
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| Employee Portal (Service Center) |  |

<table>
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<tr>
<th>Emerging Capabilities</th>
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<tr>
<td>Transition Management (onboarding, life and work events)</td>
<td>Alumni Management</td>
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Source: 2021 Gartner (October)
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Major component definitions for the IHRSM functional coverage are shown in Table 1.
Gartner analysts have observed new functional components emerging in the IHRSM market as a response to the shift to a hybrid workplace and the subsequent new normal ways of working. They include the following:

- **Alumni management**: This component helps organizations stay connected to, and engaged with, former employees through a portal that provides curated content, services and community newsletters.

- **Campaign management**: This component helps organizations serve up timely, relevant content to employees based on location, role and job type. Examples include call to action for vaccine mandates, alerts on organizationwide HR-related changes, and common tasks related to device upgrades.
- **Post-COVID-19 workplace management**: Continuation of support from last year to manage the impact of COVID-19 on work that includes surveys to track employee willingness to return to work and vaccination status.

Some of the above functionalities may also be provided partly by cloud HCM suites and digital workplace applications, or offered by vendors as stand-alone modules. The technical capabilities of IHRSM solutions vary — from supporting basic case routing, reporting and content storage to providing robust features like authoring tools and automated case load balancing. Extended capabilities vary in maturity and accessibility. They include integrations with related systems — for example, provisioning, IT service management (ITSM) and business process application extensibility.

This Market Guide focuses on vendors that actively market, sell and support IHRSM applications. It does not profile IT, customer service or portal application vendors that may implement custom HR extensions, but have not standardized or formalized purpose-built IHRSM products and services.

**Market Direction**

Demand for IHRSM solutions has increased significantly over the last two years, driven by their ability to optimize cost and improve employee experience. Gartner inquiry data indicates a 38% increase in volume of calls on this topic from 2020, and an aggregate 35% compound annual growth rate (CAGR) over the period of 2019-2021. Gartner expects IHRSM solutions to achieve mainstream adoption in two to five years (see *Hype Cycle for Human Capital Management Technology, 2021*). Early adopters of IHRSM models were often motivated by improvements to operational efficiencies that enabled them to reduce HR service costs by providing personalized content and search to employees. Though operational efficiency is still a key driver of initial purchases, providing a positive employee experience has recently become the most important criterion for many organizations.

The key drivers for investing in IHRSM solutions are as follows:

- **Improving employee experience**: A digital workforce expects to conduct its HR business online, efficiently and at its own convenience (see *How HCM Technologies Can Support Cultures That Perform in Uncertain Times*). A successful resolution of a query, requested by employees through their preferred channels at their convenient time, and without any intervention from an expert, results in a positive brand perception of the organization.
Employee Experience Positioning of IHRSM Solutions

Leading IHRSM vendors have repositioned their market strategies as being the holistic providers that address the employee experience. While IHRSM is an important part of the employee experience narrative, readers should note that employee experience has a much broader scope that includes contributions from many other enterprise applications.

Furthermore, some IHRSM capabilities overlap with core HCM suite functions. Recent Gartner client inquiry has increasingly included questions such as “Where should we be configuring workflows for employee journeys — in our HCM suite (e.g., Workday, Oracle Cloud HCM, SAP SuccessFactors) or in dedicated IHRSM platforms?” While there is no one correct answer to this question and there are pros and cons to each option, one key persona that can help decide the answer is the “manager.” Some of the transition events are kicked off by IT or HR, such as onboarding, role change and return to work. These events are quite straightforward and employees generally see them coming or know what to expect. However, many personal life microevent workflows that elevate the employee experience are facilitated by first-level managers. Examples here include completion of an assignment, return from a successful overseas work engagement, and transition to a new team. Therefore, the comfort level of managers in using a stand-alone IHRSM solution versus their existing core HCM suite may be a deciding factor.

Moreover, application leaders should prioritize the flexibility of the tool to customize workflows without the need for deep technical expertise (see Quick Answer: What Is the Difference Between No-Code and Low-Code Development Tools?). The ability to create a speedy workflow with the help of IHRSM applications teams or DevOps teams, and without support from the vendor, empowers managers to respond to an instantaneous but important event.
Figure 2 presents the scope of IHRSM tool functions within HCM technology that impact employee experience.

**Figure 2: IHRSM Scope in Employee Experience**

**IHRSM Scope in Employee Experience**

<table>
<thead>
<tr>
<th>IHRSM Tool Coverage</th>
<th>Virtual Assistants in HCM</th>
<th>Onboarding and Other Life/Work Events</th>
<th>HR Service Management</th>
<th>Employee Wellness</th>
<th>Learning Experience Platform</th>
<th>Voice of Employee</th>
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Multiexperience Strategy in IHRSM

IHRSM solutions have started supporting different channels such as employee collaboration tools, enterprise messenger applications and, in a few cases, offering their own virtual assistant (VA) applications. Ideally, a ticket or a conversation should be seamlessly transferable between these mediums through SSO or APIs. Generally, there's a pattern for successful utilization of channels based on the urgency and nature of the service requests:
Market Analysis

As customer demand for IHRSM has grown, so has the choice of vendors. The potential for new revenue streams has attracted several new vendors during the past five years. These entrants have originated from various related markets. They include HCM suite vendors, document management providers, ITSM and CRM vendors, low-code application platform providers and HR consultancies.

Products tend to share certain characteristics, according to the original technology or domain expertise of their vendors. The result is a market with a healthy number of vendors and differentiated solutions.

The following sections provide a general overview of products, classified by the “heritage” (initial software or services market) of their vendors. However, individual vendors’ specific product features vary (see the individual vendor profiles below). Not all the vendors mentioned below offer complete IHRSM solutions, thus some may not have a dedicated profile in this Market Guide.
Consultancy Solutions

Some consultancies offer their own software solutions, along with their consulting services. Often, these products have been developed by extensively tailoring platforms available in the industry. Advantages include a high level of business transformation and change management expertise to address the significant operational shifts associated with the move toward a shared services model (either physical or virtual). An above-average level of branding and customization can also be expected. Additionally, consultancies can assist with the outsourcing considerations that are often part of the planning process.

Customized solutions can require an ongoing dependency on the consultancy for maintenance. Additionally, the technology may become dated over time, because software development is often not a consultancy’s core focus or core competency.

Solutions in this category are best suited to:

- Organizations seeking a high-touch and extensive operational transformation.
- Organizations that desire a high level of customization in order to reflect a higher-than-average level of branding and their corporate culture.

Representative vendor of this category: Willis Towers Watson.

Content Services-Based Solutions

These solutions have evolved from content services platforms, so their strength is in knowledge-base creation, document management and document workflow. These solutions are strong in terms of policy support, forms and information dissemination.

In these solutions, case management and business process flows are layered on top of the content systems. They may therefore not be as strong as those of competing offerings, and may lack features such as workflow, BPM and advanced analytics.

Solutions in this category are best suited to organizations with extensive and complex HR policies and/or a large number of workers who need to manage a large volume of documents (for example, employment contracts or employee verification letters).

Representative vendors of this category: aconso, Hyland (OnBase), OpenText, UKG.
CRM-Based Solutions

Vendors of these solutions were among the first to realize the importance of strong external self-service and user experience for consumers, so, by definition, they offer consumer-grade experiences. Their solutions are built on robust technology platforms that may include BPM, advanced workflow and AI, machine learning (ML), virtual agents, chatbots, integrated chat support and automated load balancing. These vendors may also deliver robust global capabilities. HR sales are often driven by selling to existing CRM customers.

CRM solutions do not work “out of the box” for HR cases. This is due to the critical nature of data privacy and HR’s need to support narrowly defined cases such as disciplinary action and workplace injury. Some vendors have “productized” an HR-specific solution that delivers the necessary adaptations; others have not, so custom configuration is required, which is often done by a specialized consulting partner. Vendors in this category may not offer extensive preconfigured HR content taxonomy or HR best practices.

Solutions in this category are best suited to:

- Large or complex organizations that desire a high degree of technical capability and a consumer-like experience.
- Organizations that are customers of a CRM vendor and that wish to consolidate support or drive a “total experience” initiative (see Top Strategic Technology Trends for 2022: Total Experience).

Representative vendors of this category: Freshworks, Salesforce, Zendesk.

HCM Suites

A growing number of HCM suite vendors have been developing or acquiring IHRSM functionality. Knowledge base search and case management capabilities may be fully integrated within their applications. This approach has the advantage of preconfigured and deep integration with transactions — beyond what third-party SSO can deliver. Another advantage is a seamless user experience.
These solutions vary widely in the depth of their case management and content management features. They also may not integrate easily with third-party systems or external content sources. While some have been designed to be sold as stand-alone IHRSM solutions, others have not. Certain HCM suite vendors offer elements of service management, such as VAs or personalized content search. But they do not offer case management or other fundamental IHRSM components (and so are not included in this Market Guide).

Natively built HCM suite IHRSM solutions may only suit existing HCM suite customers. Acquired solutions may still be sold independently.

Representative vendors of this category: Cegid, Infor, Oracle, SAP SuccessFactors, UKG, Workday, Yonyou Network Technology.

**IHRSM Point Solutions**

Vendors offering these solutions have extensive HR business process knowledge and support, well-developed HR service best practices, predefined HR constructs, and HR-specific content taxonomy and case management expertise. They have generally been in the market the longest, and have focused almost entirely on HR.

These solutions may be less advanced in terms of emerging technologies such as AI, ML and virtual agents. They may not be well-suited to expansion for non-HR support needs.

Solutions in this category are best suited to:

- Organizations seeking out-of-the-box HR configurations and HR-specific domain knowledge.
- Organizations seeking expert guidance on business transformation.

Representative vendors of this category: Dovetail Software, Neocase Software.

**ITSM-Based Solutions**

These solutions are built on robust technology that may include BPM, advanced workflow, AI, ML, chatbots, virtual agents, automated load balancing and provisioning/telephony integration. They may also deliver robust global capabilities. HR sales are most often driven by selling to existing IT customers.
In some very specific scenarios, ITSM solutions do not work out of the box for HR cases. This is mainly due to the need to support narrowly defined complex cases such as whistleblowing or harassment. Some vendors have built extensive HR-specific functionality on their platforms; others have not. It is important to identify a supported product, as opposed to a custom configuration. The vendors in this category may not offer extensive, prepackaged, legally defensible content or forms.

Solutions in this category are best suited to:

- Large or complex organizations that desire a high degree of technical capability.
- Organizations that are current IT help desk customers of these solutions, that wish to use their current vendor to consolidate support and/or provide a unified employee experience across employee-facing service management.

Representative vendors of this category: BMC, Ivanti, ServiceNow.

Employee Relations Case Management Specialists

Vendors in this category offer strong support for investigation and analysis of employee policy deviations and serious allegations that require in-depth inquiry. They also help in court-ready documentation and, in some cases, offer legal advice.

These solutions are exclusively built for the HR domain and would not work in other scenarios. Advanced technologies such as VA or AI/ML use cases are offered with moderate progress. Generally, these solutions are country specific.

Solutions in this category are best suited to organizations seeking deep expertise in managing HR cases; more specifically, HR cases that are serious in nature and need counsel from multiple teams beyond the purview of HR such as legal counsel, executive committee or board members.

Representative vendors of this category: AdviserPlus, HR Acuity.

Low-Code Automation and Application Platforms

These solutions offer easily configurable BPM processes and rule-based contextual case automation and routing. Generally, they include a development studio that can be leveraged by citizen developers to design new case management rules and mitigation steps.
These application platforms lack expertise in employee document management and knowledge base. They may not be well-suited to organizations that tend to have HR cases with high complexity that require thorough investigations.

Solutions in this category are best suited to midsize organizations with low complexity in case scenarios, and with no or very low IT support.

Representative vendors of this category: Appian, Pega, SKAEL.

Virtual Assistant Solutions

Some vendors that specialize in building VAs for employee-facing help desks have extended their reach to include HRSM use cases. Generally, these solutions skip the employee portal or website touchpoints and present only a cognitive interface that takes a humanoid form (often referred to as a “digital colleague”) with a name. VA solutions have the strongest AI capabilities among all the categories and leverage a centralized knowledge base that feeds off anonymized data from all clients to self-train and further aid the platform’s natural language understanding capability.

Although current adoption of these solutions in HR services is low, customer feedback from early adopters suggests a high level of automated resolutions per case volume. This indicates a stronger fit for organizations with high AI maturity seeking a solution to manage relatively low complexity of HR cases, but a very high degree of employee experience. A lot more maturity is needed for this category to be analyzed objectively for HRSM suitability.

Representative vendors of this category: Amelia, Espressive, Leena AI, Moveworks, Socrates.ai, The Bot Platform.

The following framework (see Figure 3) presents a Gartner comparison of different solution categories based on their strengths in the most common applicable use cases. This framework should be used in conjunction with the above section on each category’s description.
**Representative Vendors**

The vendors listed in this Market Guide do not imply an exhaustive list. This section is intended to provide more understanding of the market and its offerings.

**Market Introduction**

The vendors profiled in this Market Guide all actively market, sell and implement IHRSM solutions on a stand-alone basis. Some vendors’ solutions can also be integrated into a comprehensive HCM suite (e.g., UKG, Yonyou Network Technology). HCM solution vendors that have robust IHRSM capability that is available only as part of their HCM suite have been excluded from this Market Guide.

The list of vendors includes those most commonly referenced in discussions with Gartner clients as incumbent vendors, and those that are often under evaluation by our clients (see also Note 1). Solution viability was validated based on previous analysis and input received through client inquiry interactions and vendor briefings, as well as publicly available information. Table 2 summarizes the solutions listed.
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* Provided by vendor through third-party integration

The following list of functionalities is provided as a built-in component by all participating vendors in this Market Guide: role-based HR knowledge base, employee service center portal, mobile search and ticketing, and knowledge base SLA enforcement, satisfaction survey, integrated HR case management.

Source: Gartner (November 2021)
Table 3: Vendor Capabilities Summary — Advanced Functionalities
(Enlarged table in Appendix)

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Source: Gartner (November 2021)
Vendor Profiles

BMC

Solution name: BMC Helix Business Workflows and BMC Helix Digital Workplace

Vendor website: www.bmc.com

Company overview: The BMC Helix portfolio combines AI service management (AISM) and AI operations (AIOps) capabilities with the service management platform. BMC has more than 10,000 customers globally and over 100 live customers leveraging the integrated HRSM module.

Solution overview: BMC Helix enables low-code/no-code development capabilities to extend the solution. The solution features include:

- HR case management capabilities, an HR service portal and service catalog that enable custom design, brand and provision of access to role-based content.

- Knowledge management and virtual agents with multichannel availability. Integrated dashboards and analytics identify areas for performance improvement and detect frequently occurring issues.

- Integrations with common HR and enterprise apps, and automation with enterprise-level BMC Helix iPaaS.

- Automated identification of the right shared services personnel for specific cases.

- Guided processes with delivered email, case, task and document templates.

- Support for transition events include onboarding, transfers, maternity/paternity leaves, employee benefits (e.g., insurance, payroll, expense reimbursements) and employee care (e.g., vaccination, return to office, reporting COVID-19 symptoms, childcare, continued education).

Support for employee relations cases: Key features include confidential data protection, case assignment and visibility of cases with access control and entitlement, supplemented with audit functionality.
**Employee experience features:** BMC Helix Virtual Agent provides AI-enabled search and access to contextualized knowledge articles, and is extended through MS Teams, text messages and WhatsApp. The BMC Helix Business Workflows module includes a visual drag-and-drop intuitive task-flow designer that has capabilities like conditional branching and actions that allow it to connect with major HCM suites.

**Partnerships and integrations:** BMC Helix Business Workflows is integrated with BMC Helix Digital Workplace. Integration with HR technology is mainly achieved by using BMC Helix iPaaS (Jitterbit or MuleSoft).

**Recent news and innovation:**

- Advanced SLA monitoring: BMC Helix Dashboards and reporting built on Grafana.
- Integration-ready connectors for RPA vendors such as Automation Anywhere, Blue Prism, UiPath and AutomationEdge.
- The acquisition of ComAround enables advanced KCS v.6 certified knowledge management services.

**Dovetail Software**

**Solution name:** Dovetail HR

**Vendor website:** [www.dovetailsoftware.com](http://www.dovetailsoftware.com)

**Company Overview:** Founded in 1996 as a CRM company based in Austin, Texas, Dovetail Software shifted focus in 2008 to offer products for HR service delivery.

**Solution overview:** The Dovetail HR service delivery offering includes HR Case Management, Employee Portal, HR Knowledge Management, and Reporting & Analytics. The solution aims to improve the efficiency and quality of service delivery and help HR departments plan for strategic decisions. The solution supports 31 languages.

Additional coverage includes: COVID-19 symptom check and contact tracing, finance shared services case management, asset management for worker asset tracking, General Data Protection Regulation (GDPR) privacy controls, and mass broadcast to the organization, site or individual employees.
Support for employee relations cases: Employee relations (ER) workflow capabilities enable HR to create and assign ER cases and store related information in a central database. As investigations progress through the ER life cycle, the ER process is managed, tracked and monitored.

Employee experience features: The solution includes features such as a self-service Employee Portal, with a searchable knowledge base of answers to employee questions, HR articles and guides, infographics, videos and images. The portal has integrated live chat capability.

Additional capabilities include:

- Automated routing of cases that are unsolved from the employee portal to the shared services resources. The employee receives a confirmation receipt and tracking status once the case is logged.
- Event-based workflows can update case record data, allowing for automatic SLA escalation, change of priority or autoclosing/reopening of the case. Additionally, Dovetail workflows can call external web services to allow updates — e.g., employee benefits election, employee surname change or use of APIs to insert data into Dovetail.

Partnerships and integrations: Willis Towers Watson, Workday, Oracle, SAP, UKG, ADP, Ceridian, XpertHR

Recent news and innovation:

- COVID-19 applications for emergency management and response.
- Portal enhancements: Persona-based portal content; targeted broadcast to employees; employee data surfacing — showing relevant employee data, in context to the search parameter.
- HR application updates: single-page application (SPA) across app; asset capabilities for employee tangible and intangible assets.

Ivanti

Solution name: Ivanti Neurons for HR (Cherwell HR Service Management)
Vendor website: www.ivanti.com

Company overview: Ivanti provides unified endpoint management, zero-trust security and enterprise service management solutions, and has over 40,000 customers globally. Ivanti’s acquisition of Cherwell in early 2021 marked its entry into the HRSM market. Its IHRSM solution currently has over 100 live customers.

Solution overview: Ivanti Neurons for HR aims to automate HR service delivery for case management, onboarding, self-service and return-to-work management to support a hybrid working model. The solution supports English, French, German, Portuguese and Spanish and has industry specialization for higher education, state and local governments, healthcare, finance and manufacturing. Additional coverage includes filtering of portal areas and HR knowledge rendering based on end-user persona information (e.g., country, employment type).

Support for employee relations cases:

- Manage employee grievance and disciplinary action cases, including interactions, history and related documents.
- Employee relationship support includes the ability to record and categorize employee misconduct issues from self-service users and assign them to the HR team.

Employee experience features: The solution enables a role-based employee portal with mobile capabilities, HR security access controls, collaboration features and actionable chat with HR. Requests submitted trigger automated workflows with prepopulated relevant data for a wide range of scenarios. Additional capabilities include:

- Dashboards enable HR to prioritize requests and identify areas of opportunity for improvement.
- Managers can kick off new hire onboarding processes that interface with various teams such as facilities, IT and security. Autogenerated onboarding checklists assist HR in tracking the activities and paperwork associated with the type of employee (e.g., full-time, part-time, contractor).

Partnerships and integrations: REST APIs and webhooks integrate with HCM suites including Workday, ADP and UKG Pro. Implementation partners include HCL Technologies and The Hackett Group.
Recent news and innovation:

- Employee readiness surveys gauge workforce readiness to effectively prepare office space.
- Employees can submit their request for an optional return to the office to their managers and HR.
- Tracking of pertinent health information, such as temperature or vaccination status.
- Understanding which employees are remote, especially when planning for office space utilization.

Leena AI Inc.

Solution name: Leena AI Intelligent Integrated HR Service Delivery

Vendor website: https://leena.ai

Company overview: Leena AI is a conversational AI platform that aims to automate tasks such as answering policy-related questions, knowledge management, generating employee documents on demand, and managing employee tickets.

Solution overview: Leena AI HR service delivery includes case and knowledge management, an employee service center, employee document management, targeted content campaigns, performance analytics and native mobile applications. Additional functionalities include: a life cycle event engine and predictive intelligence to automate the categorizing of inquiries; a low-code platform to configure workflows; and an integration hub. The solution has more than three million users globally.

Support for employee relations cases: All documentation and issue details regarding ER cases are stored in a central repository in the solution. The Leena AI ER module has three major components:

- Investigation — Features include embedded best practice tips, workflows and tools; guided interview templates; and the ability to designate involved parties as complainants, subjects and witnesses.
- Documentation — Features include configurable letter and communication templates; electronic records of documentation receipt; and scheduled tasks to keep cases current and on track.
Employee experience features: Leena AI Workflow builder enables custom employee journeys. Delivered use cases include:

- Prejoining and onboarding — Facilitate formalities like IT access and send relevant policy information.
- Engagement — Pulse surveys and feedback capturing at regular intervals.
- Training — Integrate with existing learning management system and share specific theoretical and video content on predefined days with reminders and gamification.
- FAQ automation — AI parsing through previously closed cases. Also provides answers to users.

Partnerships and integrations:

- HCM — SAP SuccessFactors, UKG, Oracle, Workday, Kronos, ADP, CornerStone OnDemand
- Enterprise Communications — Workplace by Meta, Microsoft Teams, Slack, Google Chat
- Chat Messengers — WhatsApp, Signal, Telegram, Meta Messenger
- RPA — Automation Anywhere, UiPath
- Additional integrations — Twilio, Microsoft Office, Google Docs, Microsoft SharePoint

Recent news and innovation:

- Automation capabilities to facilitate document generation and classification.
- COVID-19 Workplace Response module to track employees’ physical and mental health status.
- Vaccination Status Tracking Module and custom ad hoc surveys.
Neocase Software

Solution name: Neocase HR/Neocase HR Ready/Neocase EDM First/Neocase Employee Journey

Vendor website: www.neocasesoftware.com

Company overview: Neocase Software provides cloud solutions for HR transformation, HR processes and shared service centers digitization. The vendor has more than 15 years of experience in employee relationship management, business process automation and HR document management. The IHRSM function has over 130 live customers.

Solution overview: Neocase Software provides one solution, Neocase HR, and three prepackaged bundles based on Neocase HR: Neocase HR Ready, Neocase EDM First and Neocase Employee Journey. The Neocase HR solution contains three main modules:

- Employee Relationship Management (ERM) offers access to a contextualized employee portal, an embedded chatbot to access the knowledge base and a live agent to contact HR.

- Employee Document Management (EDM) enables centralized electronic management of HR documents with compliance to GDPR and role-based security.

- Business Process Automation (BPA) offers a no-code process builder tool for HR/employee processes and workflow validation.

Additional coverage includes employee satisfaction surveys based on HR services (case management and HR processes), and an Alumni Service Center.

Support for employee relations cases: The solution enables tools to build specific processes for employee grievance, disciplinary and appeals. Organizations can track incident date/time, type of grievance (i.e., harassment, job or pay discrepancy), profiles of involved parties and witnesses, and other relevant details. The incident is submitted through the employee portal and routed to the appropriate HR team. Investigation notes and action plans can be tracked and included in an investigation summary report. In addition, a corrective action plan can be generated as part of the business process.
**Employee experience features:** The solution has available preconfigured processes for employee journeys such as preboarding. The role-based employee portal provides access to a knowledge base and relevant and personalized information, and allows employees to submit eligible business processes.

The BPA solution enables Neocase administrators to design processes using the following capabilities:

- Create case form templates that capture data specific to a particular HR business process.
- Trigger specific actions when a defined event occurs within an HR process through a configurable business rules and workflow engine.
- Create HR processes through a no-code graphical process builder, leveraging Microsoft Visio.

**Partnerships and integrations:** Certified connectors with Workday, Talentsoft, Sopra HR, DocuSign, AdobeSign and Microsoft Teams. Additional integrations with Universign, Oracle Cloud HCM, SAP SuccessFactors, ServiceNow and UKG.

**Recent news and innovation:**

- Automatic document recognition with vision AI-based services. Co-innovation with Microsoft is used for automatic certificate vaccine recognition in the U.S.
- Advanced case autorouting for shared services, including case diversity, multiskills and agent load.

**Salesforce**

**Solution name:** Salesforce HR Service Center

**Vendor website:** [www.salesforce.com](http://www.salesforce.com)

**Company overview:** Salesforce is a global provider of CRM. The Salesforce Customer 360 suite delivers a consolidated service center platform for marketing, sales, commerce and IT teams, and other connected apps through APIs.
**Solution overview:** As part of the Work.com employee service suite, Salesforce HR Service Center facilitates HR processes with prebuilt workflows, AI-enabled bots with chat and voice capabilities, a centralized knowledge base and ticketing. Additional features include:

- The solution enables employees to find answers through self-service, ask questions on multiple channels (digital messaging, chat or voice) and submit tickets if needed.
- Personalized console with built-in productivity tools, and knowledge recommendations for HR specialists to manage employee requests.
- A library of out-of-the-box workflows to automate multistep processes, like onboarding.

Additional coverage includes: service intelligence (case classification, reply and knowledge recommendation, next best action), escalation and assignment rules, employee health verification workflows.

**Support for employee relations cases:**

- Einstein Case Classification and Routing prepopulates case details, then triages and routes tickets leveraging machine learning to employee relation specialists as defined by business rules.
- Relevant documents can be attached to a ticket and all changes are tracked in the case history.

**Employee experience features:**

- The product is built on the Salesforce Lightning platform, which is a component-based framework for building apps and experiences.
- The intuitive low-code tool — Salesforce Flow — enables users to extend process automation to create data-driven workflows that are processes within Salesforce or trigger events to other systems.
- The Flow Orchestrator tool allows workflows to be organized into stages while providing notifications to the users and configuring the business process through logical decision steps.
Partnerships and integrations: MuleSoft Composer for Workday integrations and the Salesforce platform enable building of custom integrations. Additionally, there are partner-built HR solutions available on the Salesforce AppExchange.

Recent news and innovation:

- Salesforce acquired Servicetrace (now a part of MuleSoft) in 2021. MuleSoft aims to extend additional RPA use cases through the Servicetrace integration.
- Salesforce Vaccine Cloud helps manage vaccination administration and verify health credentials.
- The “Slack-first UX” (Slack, now a part of Salesforce) innovations aim to enable agents to get access to relevant Service Cloud case data, experts and channels in Slack.

ServiceNow

Solution name: ServiceNow HR Service Delivery

Vendor website: www.servicenow.com

Company overview: ServiceNow provides a cloud-based service management platform and solutions that create digital workflows. Launched in 2014, ServiceNow HR Service Delivery has 1,200 customers globally.

Solution overview: ServiceNow HR Service Delivery aims to improve productivity by combining the employee service experience with intelligent workflows. Features include:

- Employee Center — A unified portal for employee requests across HR, IT, procurement and facilities.
- Employee Journey Management — HR or manager-defined employee workflows that automate learning, listening, tasking and mentor assignments across multiple business units and interfacing multiple applications.

Additionally, the product includes targeted, personalized communications campaigns, knowledge management, document management, the Alumni Service Center (ASC), Virtual Agent, Performance Analytics and COVID-19 response applications.
Support for employee relations cases: Auditable employee relations case management with structured investigations, visual case timelines, evidence management and interview scheduling via Microsoft Outlook.

Employee experience features: Employee Center acts as a comprehensive intranet that notifies employees with personalized, actionable communications and knowledge management, with additional enhancements for employees working in a hybrid workplace. Employee Center is inclusive of AI search, Microsoft Teams integration and a native mobile experience.

Partnerships and integrations: Certified integrations with Microsoft Viva, Microsoft Outlook, Workday, Oracle, SAP SuccessFactors, UKG, ADP, Slack, Employee Campaigns for Workplace from Meta, Cornerstone OnDemand, Pluralsight, Udemy, SumTotal, Microsoft Active Directory, Okta, Adobe Sign, DocuSign.

Recent news and innovation:

- Enhancement of Workplace Service Delivery, aiming to address the physical employee experience of the hybrid workers through reservations and wayfinding, service requests, space utilization and move management.
- Support for advanced employee and HR journeys, including HCM change management, employee reskilling, voluntary separation, involuntary separation, reduction in force, alumni experience and performance improvement plans.

UKG

Solution name: UKG HR Service Delivery — the future rebranding of PeopleDoc

Vendor website: www.UKG.com

Company Overview: UKG is a global provider of HCM, payroll, HR service delivery and workforce management solutions and has more than 13,000 employees globally. UKG HR Service Delivery has approximately 5,000 live customers.
Solution overview: The UKG HR Service Delivery platform includes integrated employee request management, a contextualized knowledge base, document management, advanced document generation, and personal document storage for active and terminated employees. The solution aims to help HR configure workflows without IT intervention, respond to employees and drive tier-zero employee support. The solution's HR consumer application, eVault, serves as a repository for GDPR enablement, allowing organizations to meet data portability requirements for employees, and other document portability capabilities. Additional coverage includes employee case resolution, sentiment analytics, collecting and managing essential worker documents, and data visualization to track key HR metrics.

Support for employee relations cases: The request management functionality within People Assist allows employees to notify HR of incidents in a confidential manner. Using predefined workflows in case management, the case can be automatically routed to a special ER team member to respond.

The solution enables archiving the case history, with any pertinent documentation sent to the relevant employee's folder. For severe cases, HR may need to put the employee's file on legal hold, which is then facilitated through a process within the UKG Document Manager. In addition, Advanced Analytics helps organizations to spot recurring problems and take proactive steps to mitigate them.

Employee experience features:

- Preconfigured workflows for internal transfers, maternity/paternity leave and relocation. A mobile app knowledge base for employees contains a library of critical HR documents. HR users can leverage analytics to optimize employee portal content to resolve employee requests.

- UKG Digital Process Manager enables RPA to construct, automate and manage various tasks such as onboarding, internal transfers and tuition reimbursement.

Partnerships and integrations: SAP SuccessFactors, Workday, ShapeIn, Adobe, MetaSource (Digiscribe).

Recent news and innovation:

- Enhancements to support remote teams, communicating updated company policies and storing essential worker documents.
Willis Towers Watson

Solution name: Embark

Vendor website: www.willistowerswatson.com

Company overview: Willis Towers Watson is a global advisory, broking and solution provider that has 45,000 employees in more than 140 countries. The vendor delivers solutions that manage risk, optimize benefits and drive organization business performance. Its IHRSM solution, Embark, has over 200 live customers.

Solution overview: Embark aims to improve service delivery by unifying the services across benefits, pay and career transitions. Embark consolidates personalized content, embedded employee data and life work events within a single portal. Additional coverage includes organizationwide or personalized employee communications, and integrations to total rewards data.

Support for employee relations cases: Includes case templates specific to unions, disciplinary actions and the U.S. Occupational Safety and Health Administration (OSHA).

Employee experience features: Embark communicates personalized data and content to manage employee behavior based on an individual employer’s business requirements. Suggestions can highlight lost opportunities to maximize total rewards programs, remind employees to complete certain processes, and leverage third-party vendor systems and tools.

Additional capabilities include:

- Combining consulting expertise with the product to enhance employee experience.
- Data analysis and identification of signals from big data.

Partnership and integrations: Embark supports SSO, notifications, deep linking integrations with third-party applications such as HCM suites, talent, compensation, ERP systems, payroll, benefits, well-being, retirement, chatbots, analytics and other point solutions.

Recent news and innovation:

- Conversational AI within UKG People Assist enables contextualized search.
Yonyou Network Technology

Solution name: Yonyou DHR

Vendor website: www.yonyou.com.hk

Company overview: Headquartered in Beijing, Yonyou Network Technology was founded in 1988 and is an enterprise management solutions and cloud service provider in China. Yonyou Group has over 230 offices and 20,000 employees globally. The vendor focuses on supporting Chinese enterprises to expand globally and overseas enterprises to enter China’s market. Recently, Yonyou acquired APICloud — a low-code platform provider in China. The IHRSM module has over 115 live clients.

Solution overview: Yonyou HRSM is packaged with the vendor’s broader HCM platform, but is also available as a stand-alone solution. The solution’s capabilities include:

- A case management system with ticket service, enquiry routing, job assignment, operation analysis and SLA monitoring
- A robust knowledge base

Additional coverage includes travel reimbursement and real-time document collaboration.

Support for employee relations cases: The Yonyou solution offers the capability to manage employee grievance and disciplinary action cases, including interactions, history and related documents. Employee relationship support includes the ability to record and categorize employee misconduct issues from self-service users and assign them to the HR team.

Employee experience features:

- Beta release of a natively built VA.
- An analytics dashboard to provide usage insights, and a personalized downloadable report on total rewards information for employees.
- Enhancements in page templates, layouts and flexibility in branding and content design.

Recent news and innovation:

- HRSM-included payroll and payslip retrieval options.
- Optical character recognition (OCR), personal remote assistant (PRA) and virtual personal assistant (VPA) and AI capabilities are constantly developed in onboarding and talent acquisition services.

**Market Recommendations**

Application leaders undertaking an HCM technology transformation should do the following:

- Work with HR leaders to determine business objectives, service management scope and technology requirements to ensure business objectives will be met without overbuying.

- Assess the solutions based on their ability to understand the intent behind a user’s query, and automatically resolve the same query in a satisfactory manner without inputs from HR shared services. Employee experience depends a lot on the day-to-day interaction with the HRSM application, and whether the interaction ends with a smile or a headache.

- Prioritize employee services for safety, discipline and emergency response capabilities while evaluating IHRSM solutions to enable the new normal ways of working.
### Acronym Key and Glossary Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Advanced HR document management</strong></td>
<td>The ability to search and collect digital documents to support legal discovery or internal investigation (for example, generate a random sample for internal audit purposes and put it in a virtual “auditor’s room” with a single use password). This functionality enables a user to tag a document in multiple ways, such as advanced searching, granular document archiving/purging by document type, location, job level or any other criterion.</td>
</tr>
<tr>
<td><strong>Analytics dashboard</strong></td>
<td>A data visualization tool to track and monitor HRSM-related metrics. HRSM dashboards are typically role-based and may allow the user to take action, based on metrics. For example, a customer service manager may use a dashboard to balance workloads between service representatives or to reassign the cases of an absent service representative.</td>
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<tr>
<td><strong>Approval workflow</strong></td>
<td>This enables automated routing of tasks or documents to recipients for approval or rejection.</td>
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<tr>
<td><strong>Authoring tools</strong></td>
<td>Tools that enable customers to author and create filters for their own content, such as policies, instructions and forms.</td>
</tr>
<tr>
<td><strong>Chatbot/virtual agent</strong></td>
<td>A conversational, computer-generated character that simulates a conversation to deliver voice or text-based information to a user via a web or mobile interface. A virtual agent incorporates natural language processing, dialogue control, domain knowledge and a visual appearance (using photos or animation, for example) that changes according to the content and context of the dialogue. The primary interaction methods are text to text, text to speech, speech to text and speech to speech.</td>
</tr>
<tr>
<td><strong>HR case analytics</strong></td>
<td>Available history per employee/cost per case/tracking time per case.</td>
</tr>
<tr>
<td><strong>Integrated HR case management</strong></td>
<td>Integrated HR case management enables users to open a case from within an HRSM portal or mobile app, and sometimes from within HR applications. A ticket is then routed, according to the HR function, to the appropriate person or team for resolution. For example, employees may have questions about their paychecks. They search for an answer in the knowledge base using either the integrated portal or a mobile app, but still need some additional help. They can then open a case with information about their question, and the ticket is routed to a payroll customer service representative for resolution.</td>
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<tr>
<td><strong>Integrated live chat</strong></td>
<td>This enables the user to communicate via live chat with HR customer service representatives from within an HRSM portal.</td>
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</table>
When chat is integrated, chat conversations are saved in each case.

<table>
<thead>
<tr>
<th>Mobile search and case management</th>
<th>Mobile access for employees (or other types of workers) to search knowledge base content, submit a case and check ticket status.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personalized search (such as by role or geography)</td>
<td>Personalized search is achieved by using personal and work data, such as home address or length of service, to ensure a user only retrieves knowledge-based search results for programs or policies that apply to them. For example, personalized search ensures that an employee living in London, U.K., never has to go through a tuition reimbursement policy intended for the U.S.</td>
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<tr>
<td>Reference document or contract generation</td>
<td>Generate reference letters by accessing an employee's job description and personal data in a standard template form. Generate an employment contract that is compliant with country-specific regulatory requirements by merging worker demographic data, job description and organization details of any open position in a standard template form.</td>
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<tr>
<td>Satisfaction surveys</td>
<td>Data gathering tools for collecting and analyzing feedback on service experience.</td>
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<tr>
<td>SLA enforcement</td>
<td>Service-level agreements (SLAs) establish performance metrics for service representatives and for a service center as a whole. Service levels in an HRSM environment typically include time frames for issue resolution and escalation paths. Enforcement of SLAs can include alerts and automated escalations to ensure service expectations are met.</td>
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</table>

**Evidence**

This research draws on our interactions with users of Gartner's client inquiry service over a period of 13 months, as well as on vendor briefings held since October 2020.

**Note 1**

**Representative Vendor Selection**

This Market Guide includes vendors that actively develop, market and support HR-specific integrated service management solutions. It does not include profiles of IT, CRM or content management vendors that implement custom HR extensions through consulting engagements. Vendors included in this report have a minimum of 50 HR customers. They are also frequently referenced by Gartner clients as either vendors under consideration for an RFP process or as the incumbent vendor.
**Table 1: Major IHRSM Functions**

<table>
<thead>
<tr>
<th>Function</th>
<th>Description</th>
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<tbody>
<tr>
<td>Personalized access channels</td>
<td>These provide individuals with choices for how to interact with the underlying knowledge base and case management tools. For example, employees could search for a holiday schedule directly on the portal. Alternatively, they could type a question on a business communication platform or verbally ask the virtual assistant: “What is my holiday schedule?” Regardless of the access channel used, the knowledge base should return the correct holiday schedule for each individual using data such as the person’s location or standard hours.</td>
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<tr>
<td>Case management</td>
<td>Case management application features vary widely. They enable individuals to open cases when they require support for actions beyond what they can accomplish themselves via direct access to the knowledge base. Basic capabilities include topic-based routing to an appropriate HR service representative and the enforcement of SLAs, as well as analytics on the nature, volume and status of cases. Advanced capabilities may include automated load balancing and the use of natural language processing to route requests intelligently.</td>
</tr>
<tr>
<td>HR knowledge base</td>
<td>This function returns personalized and role-based responses and related content through a variety of integrated interfaces. The content typically includes policies, procedures and decision support materials. The HR knowledge base also may include content curation tools, as well as single sign-on to HR and other applications. Therefore, workers can complete related transactions without leaving the knowledge base framework. Advanced capabilities may include business process monitoring, complex life</td>
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</tbody>
</table>
and work event configuration, chatbots, and the use of artificial intelligence (AI) to optimize search results or suggest additional actions.

| **Role-based dashboards, analytics, reporting and AI** | Dashboards are used by various roles to perform functions such as load balancing across multiple service agents or teams, tracking service performance metrics and managing a service representative's inbox. Overall knowledge base and search analytics, sometimes assisted by AI, can be used to gain valuable service insights. For example, HR departments can learn which days or hours employees most frequently log cases, which policy content is most frequently accessed and which topics generate a high volume of cases. They can also learn what employees are searching for that they cannot find. These workforce insights can then be used by HR to improve service. |
| **Employee relations support** | This functionality helps manage employee grievance and disciplinary action cases, including interactions, history and related documents. The functionality also includes the ability to record and categorize employee misconduct issues from self-service users and assign them to the HR team. Vendors with consulting experience in the HR shared services domain may also offer benchmarking data and access to legal services. |
| **Transition management (onboarding, life and work events)** | This functionality includes tools (and often prepackaged process flows) that guide an employee (or other type of worker) through the multiple steps and transactions necessary to complete a complex work or life transition. The most common transition process offered by vendors today is onboarding. Additional business processes, such as offboarding, relocations and transfers, may also be supported. Life event transitions, such as a marriage or the birth of a child, that require many steps (such as tax deduction and benefit changes) are also being supported more commonly. |
### Table 2: Vendor Capabilities Summary — Common Functionalities

<table>
<thead>
<tr>
<th></th>
<th>BMC</th>
<th>Dovetail Software</th>
<th>Ivanti</th>
<th>Leena AI Software</th>
<th>Neocase Software</th>
<th>Salesforce</th>
<th>ServiceNow</th>
<th>UKG</th>
<th>Willis Towers Watson</th>
<th>Yonyou Network Technology</th>
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<tr>
<td>Authoring Tools for Creating and Signing Documents</td>
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<td>Personalized Search (role, geography, etc)</td>
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<td>Integrated Live Chat/Virtual Chat Assistants</td>
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<td>Transition Management</td>
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<td>Approval Workflows</td>
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<td>Source: Gartner (November 2021)</td>
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Table key:
- Not provided by vendor
✓ Provided by vendor
* Provided by vendor through third-party integration

The following list of functionalities is provided as a natively built component by all participating vendors in this Market Guide: role-based HR knowledge base; employee service center portal; mobile search and ticketing and knowledge base; SLA enforcement; satisfaction survey; integrated HR case management.
### Table 3: Vendor Capabilities Summary — Advanced Functionalities

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<th>Leena AI</th>
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Source: Gartner (November 2021)