

Executive Summary

A leading U.S. health system set out to modernize HR service delivery on ServiceNow, and in doing so reframed what employee support could be. What began as an HRSD Modernization initiative became an AI-enabled, human-first service model that enables employees to resolve more on their own, gives service agents generative assistance in their daily casework, and keeps a person within reach at every step. Working with INRY, the organization launched with 25–26 self-service topics and reached a 78% Virtual Agent success rate within weeks of go-live.

When a legacy HR platform limits self-service and insight

Inry's health system client delivers people services to a large clinical and support workforce across a multi-state footprint. At that scale, a consistent employee experience depends on HR services that are responsive, accessible, and measurable.

Those services previously ran on a legacy platform with no AI capability in addition to limited analytics,



and self-service features. Knowledge resources available to employees were fragmented and difficult to find with the platform's search functionality , so

78% Virtual Agent success rate.

100% Now Assist adoption.

25+ topics live at launch.

Specialist support anytime.

so employees rarely resolved questions on their own and defaulted to contacting a person. The HR team was forced to absorb a steady stream of repetitive, administrative requests, while limited reporting made service quality difficult to measure and identify areas of improvement. The platform also constrained any move toward a modern, scalable operating model, and because employees had adapted to the quirks of the old system, any transition carried real risk of friction and disruption.

Yet, Leadership recognized an opportunity to modernize, beyond digitizing existing processes. Their goal was to create more connected, efficient self-service-led experience that significantly improved the employee experience without removing human access. Through a formal RFP, the organization selected INRY for both its healthcare and ServiceNow experience, and ability to guide both strategic transformation and technical Delivery

Aligning stakeholders and ownership before configuration

Rather than open with the typical list of requirements and configuration, the

engagement began by aligning on outcomes. INRY worked closely with HR practice heads and Center of Excellence leaders to understand how employees actually behaved: how they sought support, where knowledge lived, and which interactions could move to self-service without compromising quality.

These conversations established two foundations that shaped everything that followed. The first was a human-first principle: AI would expand what employees could resolve on their own, but it would never remove their seamless access to a specialist. The second was shared ownership. Working through the Centers of Excellence, INRY and the client co-created the initial Virtual Agent topics and the AI-ready content behind them, so those who owned each service area shaped how it would work.

By designing for adoption and ownership from the start, the organization entered the implementation phase with a clear view of how the platform would operate, who would govern it, and how it would continuously improve after go-live.

Building an AI-enabled HR service foundation on ServiceNow

Once aligned, INRY implemented a ServiceNow HR Service Delivery solution designed for both immediate self-service value and future expansion. With an eye on the defined objectives and foundational principles of the initiative, the solution brought together:

- ServiceNow HR Service Delivery as the core service platform
- Now Assist for HRSD, providing generative AI assistance to service agents
- Now Assist in Virtual Agent, giving employees conversational, AI-powered self-service
- AI Search and AI Recommendations, surfacing relevant answers at the point of need
- 25–26 Virtual Agent topics covering the most common employee requests at launch
- Knowledge migration and management, with legacy content validated and structured for AI consumption

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Additionally, INRY recognized the importance of helping the organization adopt the transformed employee experience. Organizational change management and training ran in tandem with the build to ensure it was embedded into the program rather than treated as a final step. INRY also trained the client's teams to create and manage new Virtual Agent topics on their own after go-live, giving the organization durable, sustainable ownership of how the model evolves.

Throughout each strategic decision, the commitment to a human-first HR services never waived. AI accelerated self-service, but it never blocked access to a specialist. Employees could escalate to a person at any time, and that transparency gave both employees and service teams the confidence to adopt the new model.

Delivering measurable improvements across HR service

The impact was visible almost immediately. Employees gained a single, intelligent way to find answers and request support, while service teams gained generative assistance and clearer visibility into performance.

Self-service and deflection

- 78% Virtual Agent success rate within weeks of launch
- 25–26 self-service topics live at go-live
- Redundant queries reduced as AI Search and Virtual Agent deflection took hold

Agent productivity and adoption

- 100% Now Assist adoption across the enabled HR service teams
- Generative assistance helping agents resolve cases with less manual effort

Knowledge and experience

- Legacy content migrated, validated, and structured for AI consumption

- Faster employee access to accurate answers through conversational self-service
- Human escalation preserved at every step, strengthening trust in the new AI

Visibility and governance

- Engagement and adoption observable and managed for the first time
- Ownership anchored with internal teams and the HR Centers of Excellence for continuous improvement

Transforming HR from a transactional function into a strategic capability

While the technology delivered measurable operational gains, the most significant outcome was organizational. The transformation helped the organization redefine the role of its people function. Freed from a steady stream of repetitive requests, service teams could redirect time toward higher-value workforce initiatives. Employees gained faster, easier access to the information and services they needed, and leaders gained the visibility to manage service on evidence rather than anecdote

The foundation is also built to grow. With validated content, internally owned governance, and proven

adoption, the organization is positioned to extend AI-enabled service to additional Centers of Excellence, widen the range of needs employees resolve on their own, and mature toward more context-aware, workflow-embedded automation over time, always within a human-first model where people retain ownership of judgment and escalation. What began as an HRSD modernization became a foundation for long-term, human-first transformation.

Ready to modernize your HR service experience?

The most effective HR transformations extend beyond platform or technology implementations. They align technology, governance, and employee experience around a shared vision, and they prioritize a human-first approach as AI expands the boundaries of employee self-service. When your organization is looking to streamline service delivery, improve its employee experience, or build a scalable, human-first AI foundation, INRY is your transformation partner.

Connect with INRY to explore how ServiceNow HR Service Delivery can transform employee support into a strategic capability.