



## HR Service Delivery Pulse Survey

### Results, Analysis & Insights

By Dovetail Software

## Executive Summary

This report brings together insights from HR professionals who participated in Dovetail Software's HR Service Delivery Pulse Questionnaire in December 2025. It explores how employee questions are currently managed, where existing HR Service Delivery systems fall short, what HR leaders value most when selecting technology, and what they would change if given the opportunity.

**The survey intentionally *excluded* current Dovetail Software customers to avoid bias and reflect the perspectives of HR teams using alternative or non-purpose built HR Service Delivery approaches.**

The data shows that HR Service Delivery is still largely managed through manual or repurposed systems. **56% of respondents** rely on shared inboxes or spreadsheets to manage employee questions, while **29%** use IT helpdesk tools designed for other functions. Only 20% report using a dedicated HR Helpdesk platform, and fewer than 10% rely on customer service tools or HCM helpdesk add-ons. This indicates that purpose-built HR Service Delivery systems remain the exception rather than the norm.

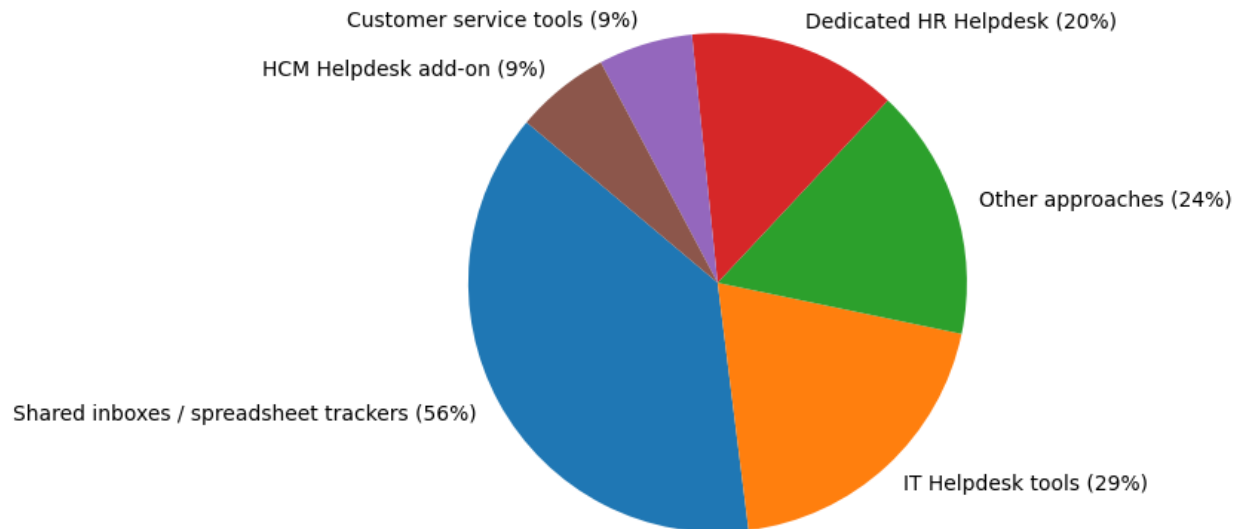
The challenges HR teams report are primarily operational and day-to-day. The most common frustration is slow setup and change management, cited by **31% of respondents**. Integration issues and limited reporting or insights each affect **29%**, limiting visibility and making it harder for HR teams to automate work or understand demand. While **27%** report no major frustrations, the majority experience at least one meaningful constraint that slows HR Service Delivery and employee response times.

When selecting HR technology, respondents express strong and consistent priorities. 75% cite ease of use as the most important factor, the strongest signal in the entire dataset. 64% prioritize employee self-service, highlighting the importance of enabling employees to find answers independently. More than half of respondents value integration (**55%**) and reporting and insights (**55%**), reinforcing the expectation that HR Service Delivery tools should operate as part of a connected HR technology ecosystem rather than as standalone systems. Cost and measurable ROI matter to 49% of respondents, reflecting increased scrutiny of HR technology investments.

When asked what they would change, respondents focus on simplification and efficiency. 56% want to simplify the employee experience, while **47%** want more automation or AI assistance. Improving reporting and insights (**45%**) and making systems easier for HR to use and update (**45%**) are also high priorities. Notably, only **5%** of respondents say they would change nothing, indicating widespread recognition that current HR Service Delivery setups can be improved.

Overall, the data suggests that HR Service Delivery is functioning for many teams, but often in ways that are manual, inefficient, and difficult to scale. HR leaders are not calling for radical transformation, but for practical improvements that reduce friction: easier systems, better integration, clearer insight, and greater control for HR.

# How Employee Questions and Requests Are Currently Managed



Respondents report using a wide mix of approaches to manage employee questions, with a clear concentration around informal or repurposed systems rather than purpose-built HR tools.

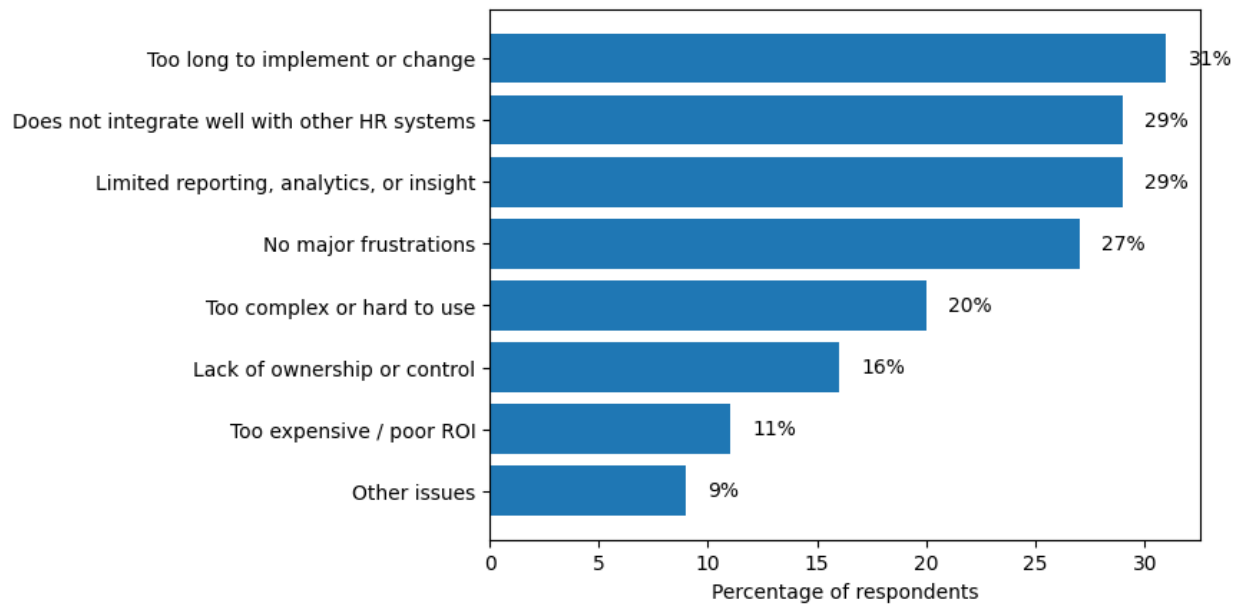
The most notable finding is that **56% of respondents** rely on shared inboxes or spreadsheets to manage employee questions. While these approaches can work at low volumes, they typically lack clear ownership, workflow structure, and reporting, making them difficult to manage as demand increases.

A further **29% of respondents** use IT helpdesk tools. This indicates that HR Service Delivery is frequently adapted from IT service models rather than supported by systems designed specifically for HR needs. While IT tools provide structure, they are often not well aligned with HR workflows, content management, or employee-facing experiences.

Only **20% of respondents** report using a dedicated HR helpdesk platform. Even fewer rely on customer service tools (**9%**) or HCM helpdesk add-ons (**9%**). Together, these figures show that structured HR Service Delivery platforms are used by a minority of teams rather than representing a standard approach.

Overall, the data suggests that most HR teams manage employee questions using systems that were not designed for HR Service Delivery. Purpose-built platforms exist and are in use, but they remain the exception rather than the norm for this respondent group.

## Main Frustrations with Current HR Service Delivery Setups



Respondents most often point to issues that slow them down operationally or limit flexibility in day-to-day HR work, rather than strategic or abstract concerns.

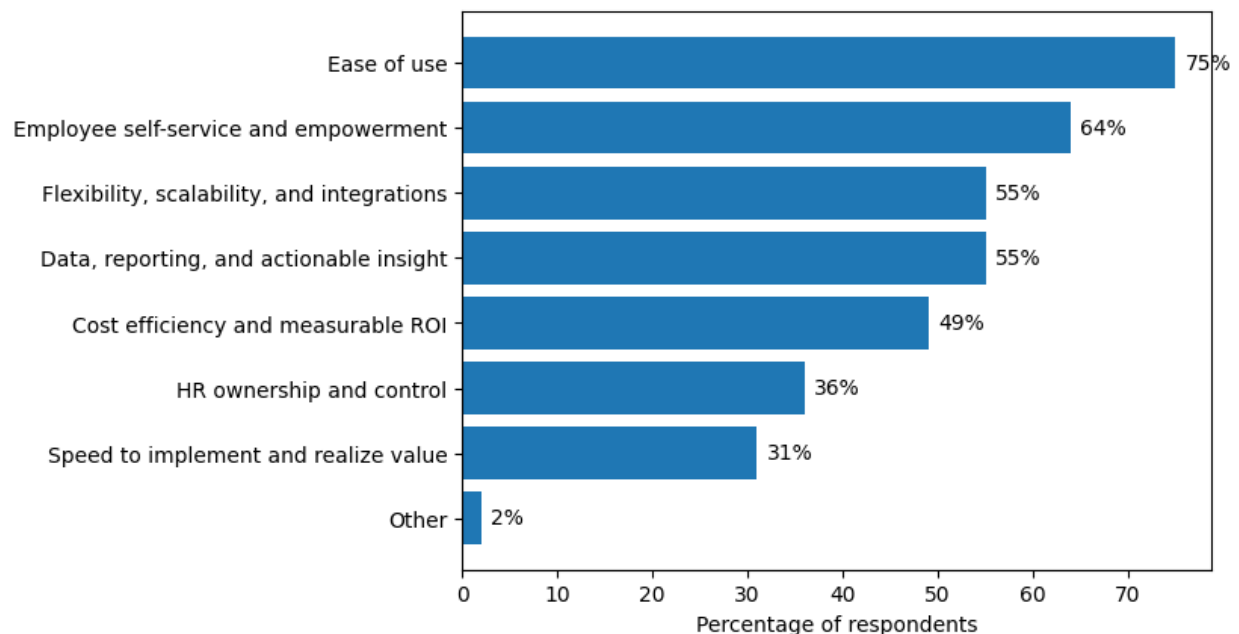
The most frequently cited frustration is slow setup and change. **31% of respondents** report that their current HR Service Delivery setup takes too long to implement or modify. This is particularly challenging in HR environments where policies, processes, and organizational structures change regularly, requiring systems that can be updated quickly and easily.

Integration and reporting issues affect nearly the same proportion of respondents. **29%** say their systems do not integrate well with other HR technologies, and **29%** report limited reporting, analytics, or insights. Together, these limitations reduce visibility into employee demand, make automation harder to implement, and constrain HR leaders' ability to understand workload, trends, and service performance.

At the same time, **27% of respondents** report no major frustrations with their current setup. This indicates that experiences vary across organizations. However, the majority of respondents report at least one meaningful limitation, suggesting that friction in HR Service Delivery is common rather than exceptional for this group.

Overall, the frustrations identified are practical and closely tied to execution. They point to systems that work, but often lack the speed, flexibility, and connectivity HR teams need to operate efficiently at scale.

## What HR Value Most When Selecting HR Technology



Responses in this section are particularly strong and consistent, showing clear alignment around a small set of priorities when HR leaders evaluate HR technology options.

Ease of use is the strongest signal in the entire dataset. **75% of respondents** select ease of use as a top consideration, indicating that complexity is a major barrier to adoption and effectiveness. HR leaders favor systems that are intuitive for both employees and HR teams, reducing training effort and day-to-day friction.

Employee self-service is the next most important factor, prioritized by **64% of respondents**. This highlights the importance of enabling employees to find answers independently without contacting HR, reducing ticket volume and allowing HR teams to focus on higher-value work.

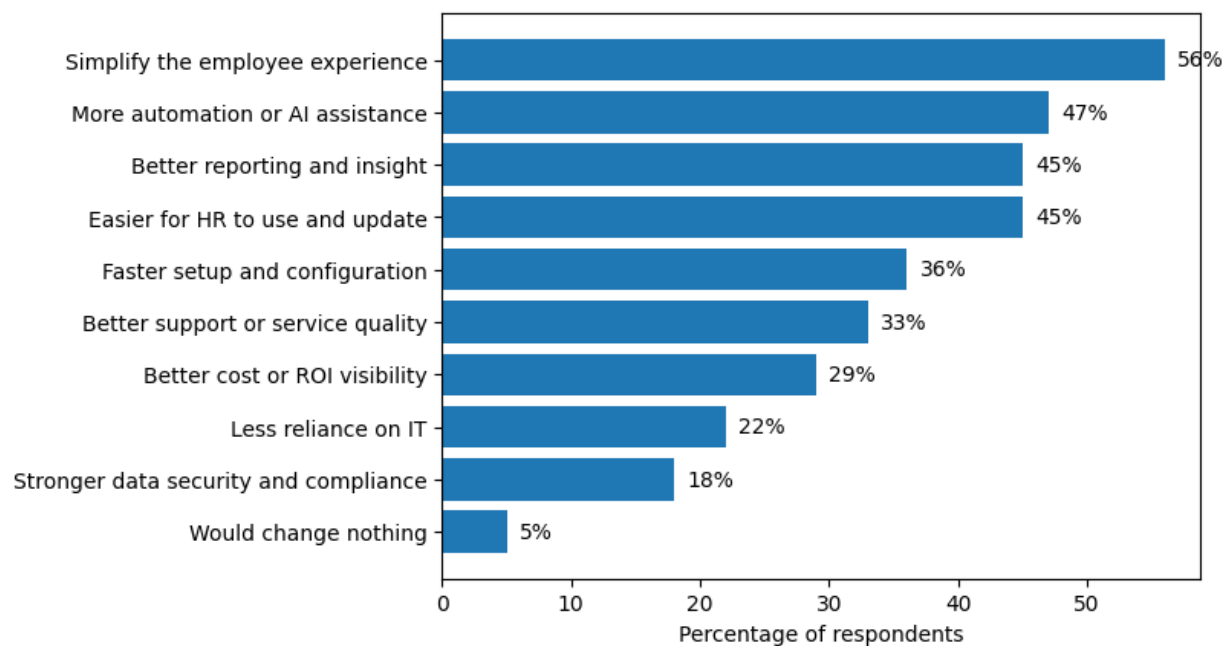
More than half of respondents value flexibility, scalability, and integration (**55%**) as well as data, reporting, and insights (**55%**). These results indicate that HR Service Delivery tools are expected to operate as part of a connected HR technology ecosystem and to provide meaningful visibility into demand, performance, and trends, rather than simply tracking requests.

Cost and measurable ROI are also important, cited by **49% of respondents**. This reflects increasing scrutiny of HR technology investments and a growing expectation that HR Service Delivery platforms demonstrate clear value, efficiency gains, or cost avoidance over time.

Overall, the data shows that HR leaders are not primarily seeking advanced features or customization. Instead, they prioritize tools that are easy to use, empower employees, integrate cleanly with existing systems, and provide clear insight into HR service delivery.

## What HR Leaders Want from Their Tech

When asked what they would change, respondents clearly focused on simplification and automation.



The responses in this section show a strong and consistent focus on reducing friction in day-to-day HR Service Delivery, rather than introducing entirely new capabilities. The most common change respondents want to make is simplifying the employee experience, selected by **56% of respondents**. This mirrors earlier findings showing heavy reliance on inboxes, spreadsheets, and repurposed tools, all of which tend to create fragmented employee journeys. The data suggests that HR leaders see complexity itself as a root cause of volume, inefficiency, and repeated employee follow-ups.

Automation and AI support is the second most cited priority, selected by **47% of respondents**. This indicates growing pressure on HR teams to manage demand more efficiently without

proportional increases in headcount. Given that a majority of respondents are not using dedicated HR Service Delivery platforms, this appetite for automation reflects a desire to move away from manual triage and repetitive handling of common questions. Automation is viewed less as a future-facing innovation and more as a practical requirement for scaling service delivery.

Improving reporting and insights is selected by **45% of respondents**, reinforcing earlier concerns about limited visibility into HR workload and employee demand. Without clear data on volumes, categories, and response times, HR leaders struggle to identify bottlenecks, justify investment, or demonstrate service performance. The emphasis on insight suggests that HR leaders want technology that not only handles requests, but also helps them understand and manage demand more proactively.

Similarly, **45% of respondents** say they would change how easy systems are for HR to use and update. This highlights frustration with tools that require IT involvement, long configuration cycles, or complex administration. HR leaders appear to value platforms that support fast change, policy updates, and workflow adjustments as organizational needs evolve.

Overall, the data shows that HR leaders are not seeking radical transformation or advanced feature sets. Instead, they want HR technology that removes friction from the employee experience, reduces manual effort through automation, provides clearer insight into demand, and gives HR teams greater control to adapt systems quickly as needs change.

## Conclusion

This report provides a snapshot of how a group of HR teams currently manage employee questions, where they encounter friction, what they value most in HR technology, and what they would like to improve.

The data shows that many teams rely on inboxes, spreadsheets, or repurposed systems, while also struggling with slow change, weak integration, and limited insight. At the same time, there is strong agreement around priorities: ease of use, employee self-service, flexibility, integration, and visibility.

For readers, the value of this report lies in comparison. If your experience looks similar, it confirms that these challenges are shared. If your setup works better in some areas, the findings still provide a useful reference for where pressure commonly appears as scale and expectations increase.

## Methodology Note

In December 2025, Dovetail Software invited HR leaders to participate in a pulse survey examining the current state of HR Service Delivery. This report is based on their responses. Because the questionnaire allowed respondents to select multiple answers, totals may exceed 100 percent.

This survey deliberately excluded existing Dovetail Software customers to minimize bias and ensure the findings reflect the perspectives of HR teams using alternative or non-purpose-built HR Service Delivery solutions.

## About Dovetail Software

Dovetail Software delivers HR Service Delivery technology built around what HR leaders value most: ease of use, employee self-service, fast implementation, and measurable business impact. The platform is designed for true HR ownership, allowing teams to configure processes, manage knowledge, and adapt quickly without coding or reliance on IT. By simplifying the employee experience while giving HR full control, Dovetail helps organizations reduce case volume, improve service quality, gain actionable insight, and achieve lower total cost of ownership with faster time to value.

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