Our Journey towards a Skills-Based Organisation at Standard Chartered

Steve Scott

**Global Head
People Insights, Analytics
and Workforce Management**

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Why are we transforming to become a Skills-Based Organisation?

Transitioning to a skills-based organisation will increase **productivity, expand capacity,** and **reduce time to fill** and **cost to hire**. It will position the Bank to remain an **employer of choice** and help us win the war for talent.
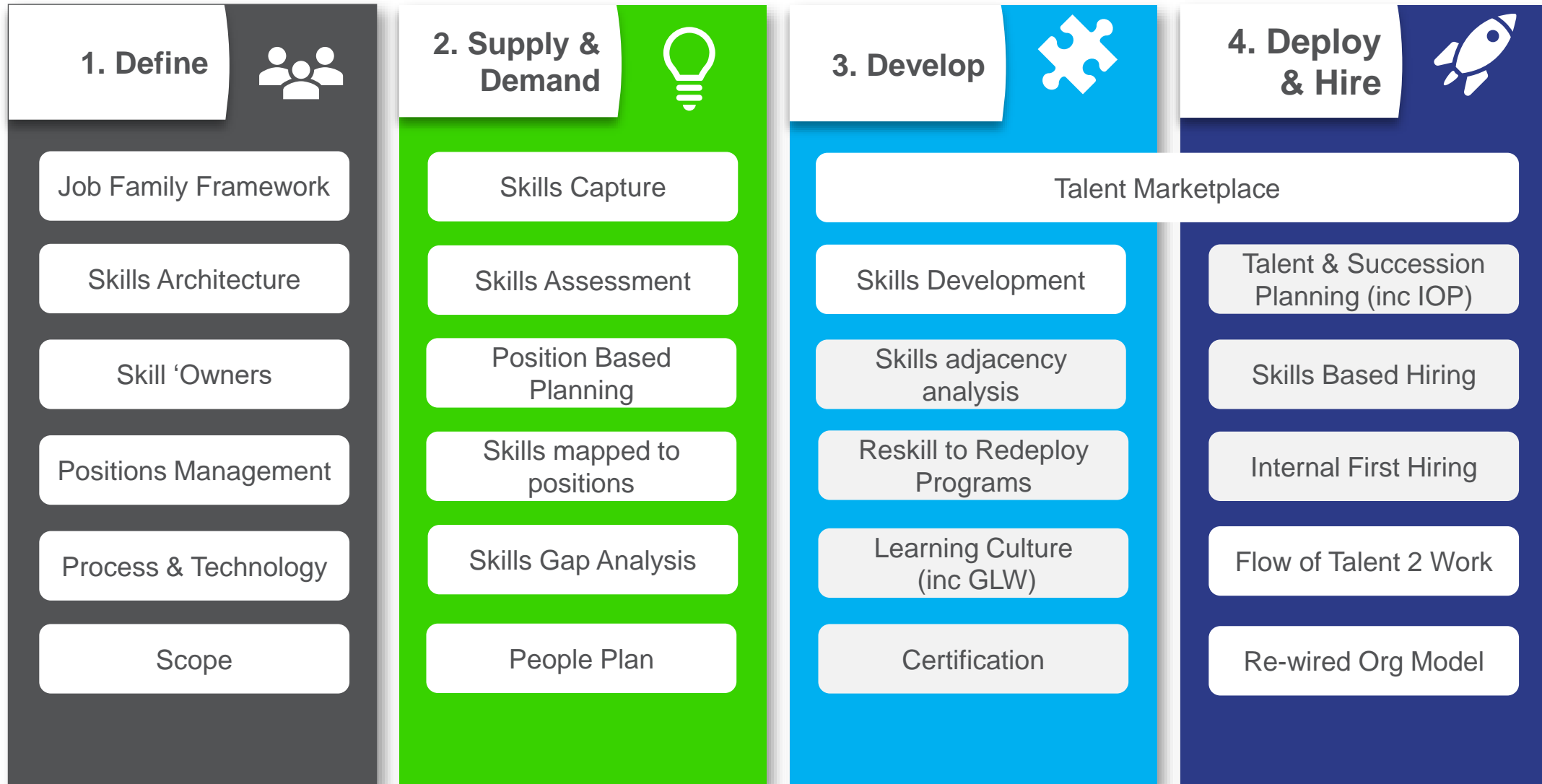
Across Standard Chartered, we are invested in building **high performing, efficient** and **skilled** teams to improve our proposition and deliver on our business strategy.
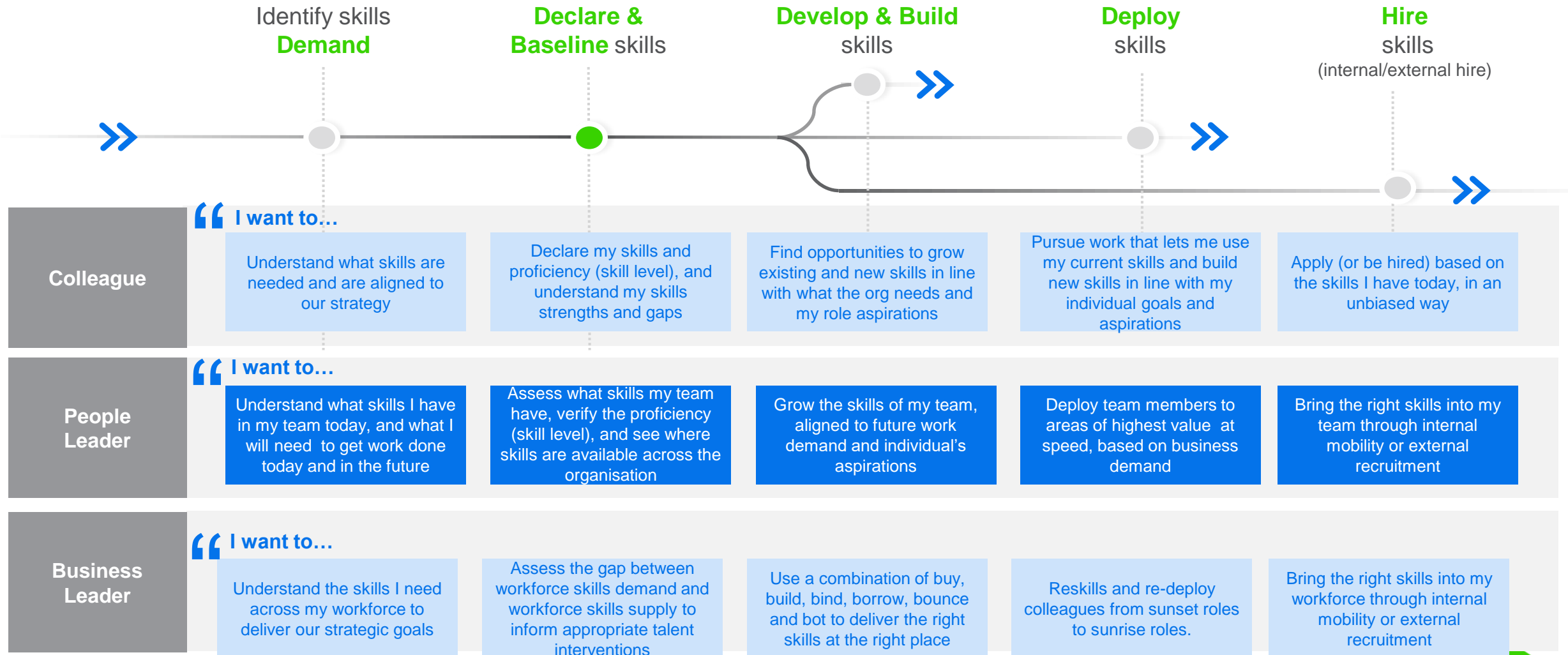
As we accelerate plans to **simplify, standardise and digitise** to create an organisation that is **Fit for Growth** many of the skills our colleagues have today are not the ones we will need in the future; **we accept this and are tackling this head on.**

Reskilling to Redeploy

What are the building blocks for a Skills Based Organisation?

1. Define

- Job Family Framework
- Skills Architecture
- Skill 'Owners
- Positions Management
- Process & Technology
- Scope

2. Supply & Demand

- Skills Capture
- Skills Assessment
- Position Based Planning
- Skills mapped to positions
- Skills Gap Analysis
- People Plan

3. Develop

- Talent Marketplace
- Skills Development
- Skills adjacency analysis
- Reskill to Redeploy Programs
- Learning Culture (inc GLW)
- Certification

4. Deploy & Hire

- Talent & Succession Planning (inc IOP)
- Skills Based Hiring
- Internal First Hiring
- Flow of Talent 2 Work
- Re-wired Org Model

What does this mean to for colleagues, people leaders and business leaders?

	Identify skills **Demand**	**Declare & Baseline** skills	**Develop & Build** skills	**Deploy** skills	**Hire** skills (internal/external hire)
Colleague	**" I want to…** Understand what skills are needed and are aligned to our strategy	Declare my skills and proficiency (skill level), and understand my skills strengths and gaps	Find opportunities to grow existing and new skills in line with what the org needs and my role aspirations	Pursue work that lets me use my current skills and build new skills in line with my individual goals and aspirations	Apply (or be hired) based on the skills I have today, in an unbiased way
People Leader	**" I want to…** Understand what skills I have in my team today, and what I will need to get work done today and in the future	Assess what skills my team have, verify the proficiency (skill level), and see where skills are available across the organisation	Grow the skills of my team, aligned to future work demand and individual's aspirations	Deploy team members to areas of highest value at speed, based on business demand	Bring the right skills into my team through internal mobility or external recruitment
Business Leader	**" I want to…** Understand the skills I need across my workforce to deliver our strategic goals	Assess the gap between workforce skills demand and workforce skills supply to inform appropriate talent interventions	Use a combination of buy, build, bind, borrow, bounce and bot to deliver the right skills at the right place	Reskills and re-deploy colleagues from sunset roles to sunrise roles.	Bring the right skills into my workforce through internal mobility or external recruitment

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Our Skills Based Org Journey for Commercial and Investment Banking

In 2022 we identified the priority skills for CIB and started providing targeted initiatives for our people to build these skills.

Priority skills identification
Identification of the priority skills our people will need now and in future, leveraging market trends and extensive inputs from Business leaders and HR

Skills by role
Make priority skills real to our people's roles by developing 'skills profiles' mapping **priority skills required across over 70% of roles in CIB**

Opportunities to build skills
Launch SC's **Talent Marketplace (TMP)** to enable our people to grow their skills and careers within the Bank by finding opportunities, gigs and mentors.

In 2023 we successfully delivered the embedding of Skills Based Organisation across key touch points throughout the employee lifecycle.

User adoption
Engagement with colleagues and people leaders to enable them to understand, see the benefit of, and consistently use TMP and skills profiles.

Cumulative efforts resulted in **9747 unlocked hours of discretionary effort** worth an estimated **$458k in productivity** through gigs, short term assignments and projects.

Skills-led Recruitment
Launch of **India 100** as the **first skills-led mass recruiting** to support the India growth strategy.

Furthermore, recruiters are using **Role Profiles to identify internal / external candidates** with the right skills and proficiency levels to fill roles, with **323 filled positions** for critical roles in CCIB YTD*.

Propelling our people's development
The **Future Banker program** upskilled ~1700 Band 6-8 CCIB colleagues on technical, product and human skills to succeed now and in future.

*Based on the total number of roles closed from Jan 2023 to date as of 13 October 2023

Success of SBO will be reflected in productivity and elevated EVP benefits in CIB Biz

Success in establishing an SBO in the CIB biz…

65% Talent Marketplace registration

Increase in quality profiles on Talent Marketplace (3 and 4 rated profiles)

Increase in number of roles/projects posted on Talent Marketplace

Increase of number of opportunities matched on Talent Marketplace (supply & demand matching)

Increase in number of roles/project advertised and filled in Talent Marketplace

Increase in number of internal mobility (export / import)

… brought us closer to productivity and EVP benefits for CIB

21k
unlocked hours productivity

$1M
unlocked discretionary effort

48%
internal hires

48%
Internal mobility (ration import/exports)

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In Tech, we are building and baselining skills in phases to ensure holistic view of employees' profiles

Phase 1

Create Role Profiles & Assess

We have co-created **Role Profiles** with **human and technical skills** needed to drive performance

Phase 2

Identify Domain Knowledge

We will identify which is the mission critical **domain knowledge** and design the best approach to baseline and upskill colleagues on domain

Phase 3

Baseline Human Skills

We have shortlisted the **priority human skills** and will conduct a **skills baselining** of those skills to complement the understanding of the level of proficiency of techinical skills from the previous phase
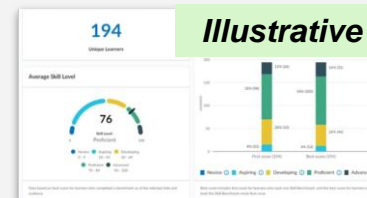
Outputs from this journey…

Role Profiles and hot skills

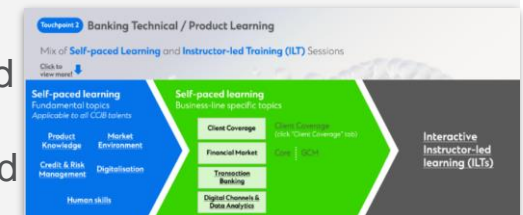Role Profiles identified for human and technical skills and associated levels of proficiecy by rank

Skills Baselining results

Tableau dashboard of consolidated results on skills strengths and gaps

Illustrative

Learning & Development

Baselining results to feed into recommended learning and development

What's next for our colleagues after Skills Baselining?

Skill-based career conversations take place

People Leader and Colleague **have a conversation** to review the results and look at any action plan to address any identified gaps and discuss career opportunities and potential pathways.
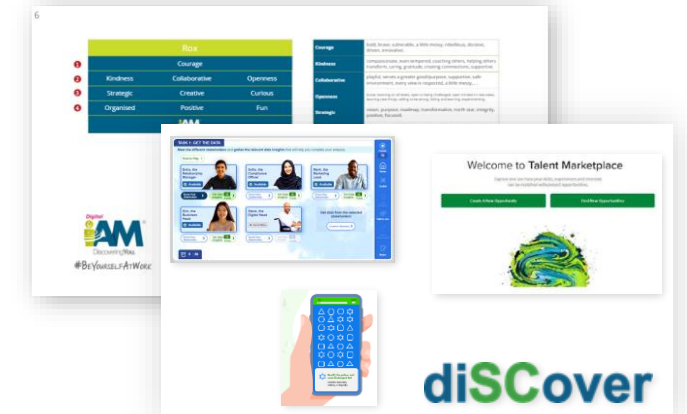
Upskilling via diSCover & aXess Academy

People Leader can **direct colleagues to use available resources and network** for skill development, such as:

- CIB Tech Skills 'Group' on diSCover
- Skillsoft 'Percipio' benchmark's & content recommendations
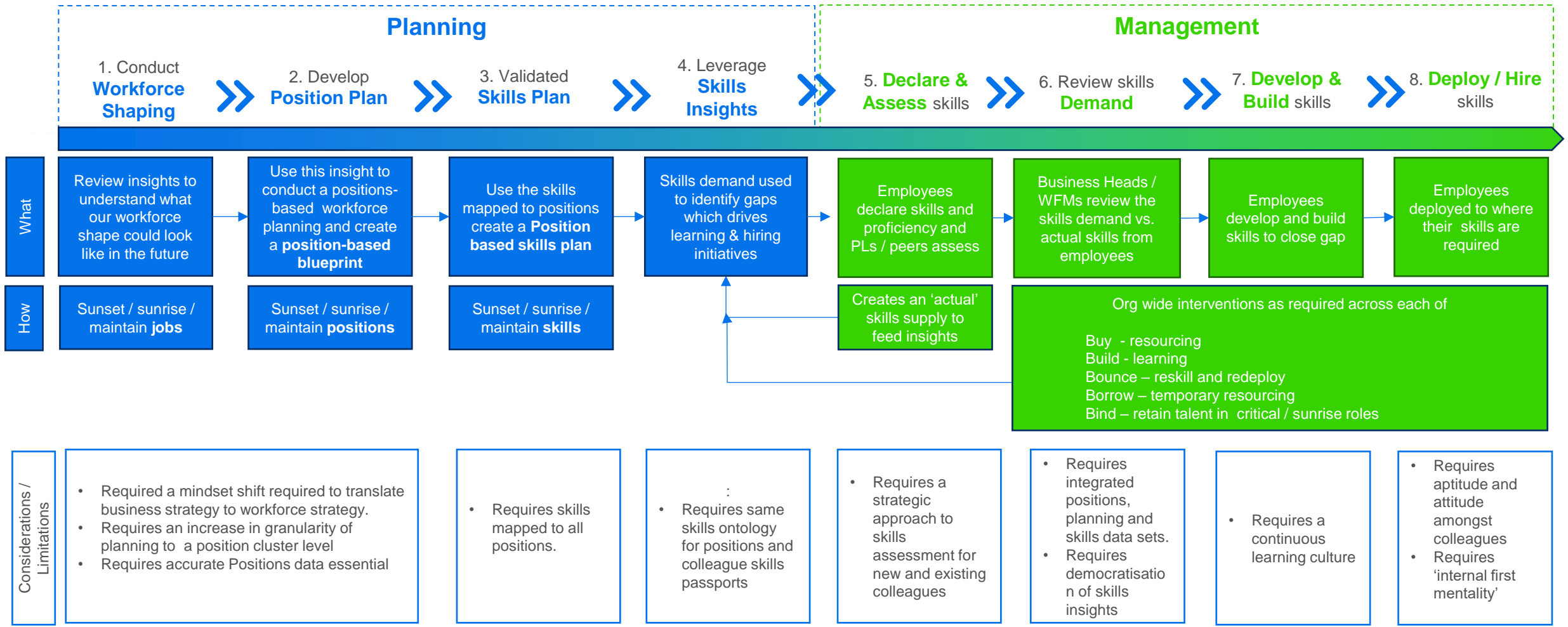- Skillsoft 'Percipio channels & aXess Academy channels

Explore career and reskilling journey options

Further **strengthen colleagues' hiring potential** by sharing Career Compass and **directing them to a broader reimagined learning experience** using diSCover, simulations, brain training and **create your skills passport with the baselining resutls in Talent Marketplace**

Enterprise-Wide Skills Based Planning & Management

How we can deliver full scale group skills-based planning in the long term to optimise benefits of being skills led?

Planning

Management

1. Conduct **Workforce Shaping**

2. Develop **Position Plan**

3. Validated **Skills Plan**

4. Leverage **Skills Insights**

5. **Declare & Assess** skills

6. Review skills **Demand**

7. **Develop & Build** skills

8. **Deploy / Hire** skills

What

Review insights to understand what our workforce shape could look like in the future	Use this insight to conduct a positions-based workforce planning and create a **position-based blueprint**	Use the skills mapped to positions create a **Position based skills plan**	Skills demand used to identify gaps which drives learning & hiring initiatives	Employees declare skills and proficiency and PLs / peers assess	Business Heads / WFMs review the skills demand vs. actual skills from employees	Employees develop and build skills to close gap	Employees deployed to where their skills are required

How

Sunset / sunrise / maintain **jobs**	Sunset / sunrise / maintain **positions**	Sunset / sunrise / maintain **skills**	Creates an 'actual' skills supply to feed insights

Org wide interventions as required across each of

Buy - resourcing
Build - learning
Bounce – reskill and redeploy
Borrow – temporary resourcing
Bind – retain talent in critical / sunrise roles

Considerations / Limitations

• Required a mindset shift required to translate business strategy to workforce strategy. • Requires an increase in granularity of planning to a position cluster level • Requires accurate Positions data essential	• Requires skills mapped to all positions.	: • Requires same skills ontology for positions and colleague skills passports	• Requires a strategic approach to skills assessment for new and existing colleagues	• Requires integrated positions, planning and skills data sets. • Requires democratisation of skills insights	• Requires a continuous learning culture	• Requires aptitude and attitude amongst colleagues • Requires 'internal first mentality'

Right Size   Right Spend   Right Shape   Right Skills   Right Site

Lessons Learned & Key Take Aways

Lessons Learned

1 Strong buy-in and support from leadership led to higher engagement and completion of baselining exercises

2 Feedback and questions from colleagues were gathered for improvement and iteration beyond the pilot

Key considerations

Continue to engage leadership to champion for SBO activities – business led not HR led.

Unify communication channels into a single platform, and enhance guiding materials to address common inquiries. Publicise colleague stories and wins. Fair Exchange of Value.

Key Takeaways

1 Don't let perfection be the enemy of progress – start small and scale up thereafter.

2 Derive a skills demand and a skills supply view in order to assess any short, medium and longer terms skills gap

3 Focus on data quality at outset – accuracy of job family/position data, aligned skills ontology

Key considerations

Select an appropopriate part of your organisation to pilot a skills based approach, albeit full value cannot be realised until scaled up.

Common skills ontolgy needed across demand and supply views to allow skills gapa analysis. Link in wherever possible to workforce planning.

Ownership of data quality – HR, Business, both? Communicate to colleagues how skills data is used to encouage adoption and accuracy.

Thank you

Questions?

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