



KYLIE REYNOLDS

REGIONAL HEAD OF TALENT - NATIONAL AUSTRALIA BANK

Skills and Workforce Planning A National and International Challenge

**Skills & workforce
planning**

**building a sustainable
workforce**





**The war for talent is over.....
talent won!**



Australian banking landscape

- Finance & Insurance is the 3rd largest sector in our economy
- Expected global growth of 7.1%
- Increasing competition nationally & internationally
- 55 authorised banks in Aus – 41 foreign owned
- Offshoring & outsourcing – 1/3 of financial firms likely to offshore technology and business processes by mid 2008
- Increased community expectation regarding corporate social responsibility
- Greater focus on flexible initiatives in the workplace
- Impact of globalisation & skill shortages are already having impact, eg sales / service skills
- Increased voluntary turnover in banking sector



Add to this

Ageing population in developed economies

- Little growth in workforce entrants aged 15 – 25
- 85% of the workforce is projected to be 45+ between 2002 – 2012
- Only 20% of the workforce will have the skills required for more than half of the jobs in the 21st century

Demographic & cultural shifts in our workforce

Social criticism against corporate activity

Increasing global labour and talent markets

Greater pressure to act on global issues, such as climate change

Demand is not going to meet supply (expected growth is being met with increased turnover & retirement of our workforce)



Critical skill shortages

- Skills shortages in Financial Planning, Business Banking & Customer service / Sales roles
- Estimated to have supply shortages of 195,000 by end of decade

<u>Demand Forecast</u>	Jobs created	Retirements and resignations	Jobs to fill	Gap between supply and demand
Financial Planners	2,672	837	3510	2,896 unfilled
Business Bankers	3,553	2,116	5668	3,198 unfilled
Customer contact via phone	1,029	2,275	3304	1340 unfilled
Customer facing (branch)	13,762	19,175	32,937	25,095 unfilled



The NAB context....

- Approximately 40,000 employees globally
- Operating in Aus, NZ, UK, Asia and US
- Approximately 10 million customers
- Market Cap – approx \$57 Billion
- Aus – approx 4400 physical locations for customers to bank with us
- Foreign Exchange issue – drove significant change to the way we do business: behaviours, brand, executive team, strengthened our focus (stabilising business to truly competitive strategy)



Our internal world

- Large organisation with strong transformation agenda - numerous restructures, people moves and exits
- Improving engagement & satisfaction scores
- Poor history of talent management
- Lack of control of investment in people
- Complicated for employees to navigate careers
- Confusing reward system for employees
- No on-boarding experience for employees
- No single source of the truth – disparate technical platforms in the people space

Essentially NAB does not have a people story (internal or external)



How have we responded?



- Focus on all people initiatives through a talent lens
- Create and embed a talent mindset in the business
- Designed and implemented a number of flagship leadership programs - stretch development for talented employees; culture of meritocracy & aspiration
- Focused on capability uplift of our People Leaders
- Greater investment in core capability of our people, eg lending, sales etc
- Created My Lifestyle & My Career
- Commitment to 'high touch' conversations



How have we responded?

- Mapping of the external market – locally and globally
- Moved away from hierarchical view of talent and focused on critical roles – success profiles and talent pools
- Revamped focus on graduates – improved partnerships with Universities
- International cross organisational exchanges
- Taking a risk – commitment to moving talented people into critical roles
- External marketing, eg diversity and flexible work practices
- Aligning our HR agenda to our strategy & marketing agenda – laying the foundations for workforce planning



We know our employees can be our best advocates.....



“..... the journey was significant and forced me into the uncomfortable position of challenging deeply entrenched beliefs It shifted my paradigm of what’s right and wrong and I don’t think I will ever forget it.

The time away allowed me to consider what accountability means from an organisational perspective ...for the social consequences of its action or inaction.

A new approach is needed to integrate social considerations more effectively into our core business operations and strategy. I’m personally committed and feel galvanised into wanting to make a difference...”

