



BACKGROUND

Excellent customer service is a key success factor for High Street Banks. This client recognised that having a high quality front-line and back-office customer service workforce was critical to improving customer satisfaction and overall performance, but the attraction and retention of the right people was being inhibited because candidates and staff didn't feel they could have a long-term career in the Bank. They therefore appointed Aquarius to help them better communicate the wide variety of career paths available, and provide staff and their managers with the information and tools needed to guide themselves through them.

OUR APPROACH: CAREERS

We worked closely with the client's HR and Customer Service teams to design and build a Careers Framework, using the following approach:

<p>Information Gathering</p>	<p>Using workshops and interviews with HR Business Partners, we gathered information about all the teams and jobs in scope, and documented information about each job in a simple profile format.</p>
<p>Career Mapping Workshops</p>	<p>We then held several workshops with Customer Service team representatives to confirm the job information and explore the typical and potential career steps for each job. This provided us with the information we needed, whilst also raising staff and manager awareness of the wide variety of career paths available both across the various customer teams and other areas in the Bank.</p>
<p>Building the Careers Matrix</p>	<p>All typical and potential career steps between the roles in scope were then documented within our Career Matrix tool. This provided the HR team with their first ever view of all the customer service jobs in the organisation, and the career steps between them, on a single (but large!) sheet of paper.</p>
<p>Validation</p>	<p>We then validated and refined the Career Matrix with senior leaders across Customer Service and HR.</p>
<p>Intranet Site Development</p>	<p>Working closely with the Bank's internal IT team, we then designed and implemented an intranet site that allowed customer service staff and managers to explore the career paths within and across teams, the career steps from each specific job and the job profile information we had gathered at the first stage of the project. We also developed processes and guidelines to help staff and managers bring more structure and formality to career planning and associated development conversations.</p>

RESULTS

The Careers intranet site was successfully launched and received enthusiastic and positive feedback from staff, managers and senior leaders. There is also evidence that it directly improved employee satisfaction scores.

More



FOLLOW-ON

We were subsequently invited back to help the Bank to develop and implement an organisation-wide Knowledge & Skills framework. The primary aim was to improve the effectiveness and efficiency of their existing Performance Development, Learning & Development and Recruitment processes. The framework would also be used to further enhance the careers proposition described above.

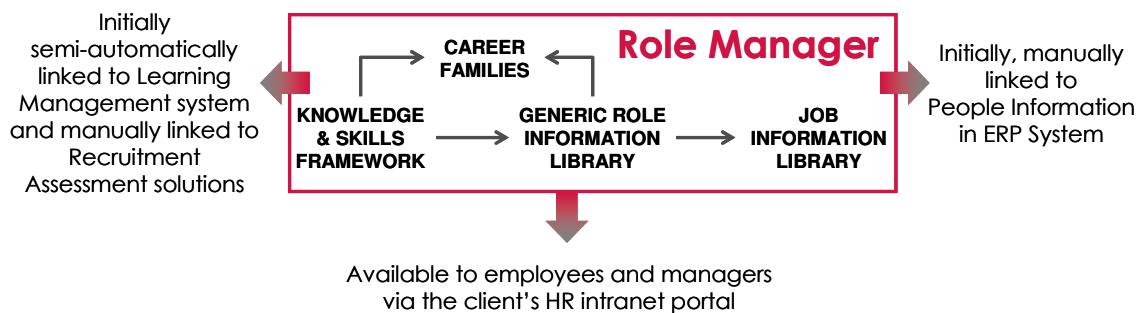
OUR APPROACH: CAPABILITIES

Acting as design authority for the development of the Knowledge & Skills framework, we specifically employed a development approach designed to ensure the framework was ultimately accepted and owned jointly by HR and the business:

- After reviewing the Bank's strategy and operating model, we created a proposed set of common knowledge & skill sets, highlighting the knowledge, skills and behaviours needed across the organisation. We also proposed a set of structure-spanning Career Families.
- After reviewing and agreeing the common knowledge & skill sets and career families with the HR Leadership team, we supported HR Business Partners, HR specialists and business representatives to:
 - Allocate each job in the organisation to the appropriate career family
 - Develop and agree the technical (specialist) knowledge & skill sets for each family
 - Validate and refine the common knowledge & skill sets
 - Allocate the relevant common and specialist sets, and associated capability level expectations, to each job and ensure this made sense across jobs, especially from a career path perspective
 - Combine jobs with similar accountabilities and the same capability requirements into generic roles, to minimise duplication and simplify the existing career path information
- One of our partners, Xactium Cloud Solutions, was contracted to supply a cloud-based Role Manager system to manage the knowledge and skill set, career family, generic role and job data. We developed the associated specification and worked with Xactium to ensure the successful delivery of the system on behalf of the client.
- We also worked with Xactium, and the client's internal IT resources, to develop and integrate dynamic data access and presentation tools into a new HR intranet portal, delivering joined-up Performance, Development, Learning and Careers solutions to employees and their managers.

RESULTS

The data and system architecture shown below was successfully implemented:



The Knowledge and Skills framework was formally launched to the first phase of users, via the client's HR intranet portal and as a key pillar of the annual Performance Development cycle, in March 2011 and has subsequently been rolled out to all users. The Role Manager application is also actively being used to manage and link the client's knowledge & skill sets, career families, generic roles and jobs, ensuring that users receive current, complete and consistent information via the HR intranet portal.