



Recruiting & Retaining the Brightest Talent

Hong Kong

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Standard Chartered – Global Business Services (GBS)

- 1. Started in 2000, 'captive' SSC Organisation**
- 2. 4 locations, 3 countries (KL, Chennai, Bangalore, Tianjin)**
- 3. Services**
 - ITO (Software development, IT systems/infrastructure, Help-desk, Data architecture, Global Business Intelligence & Control Centre, Operations/ Transaction processing)**
 - HRSSC (payroll, pension, LSSC/talent mgt, IM, Ask-HR, V-HRBPs)**
 - FSSC (AP/AR, Reg/mgt reporting, Tax, Product control)**
 - FCSU (Financial crime & compliance)**
 - RSSC (Collections, Credit initiation, Ops risk)**
 - Vendor management**
 - Retail (call centers)**
- 4. HC: ca 20k in-house and 4k outsourced**

ITO Area outside GBS adds another 6k, spread across SCB's footprint (Group ITO, Country CIOs, Technology & Ops staff in countries)

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Needs and Beliefs

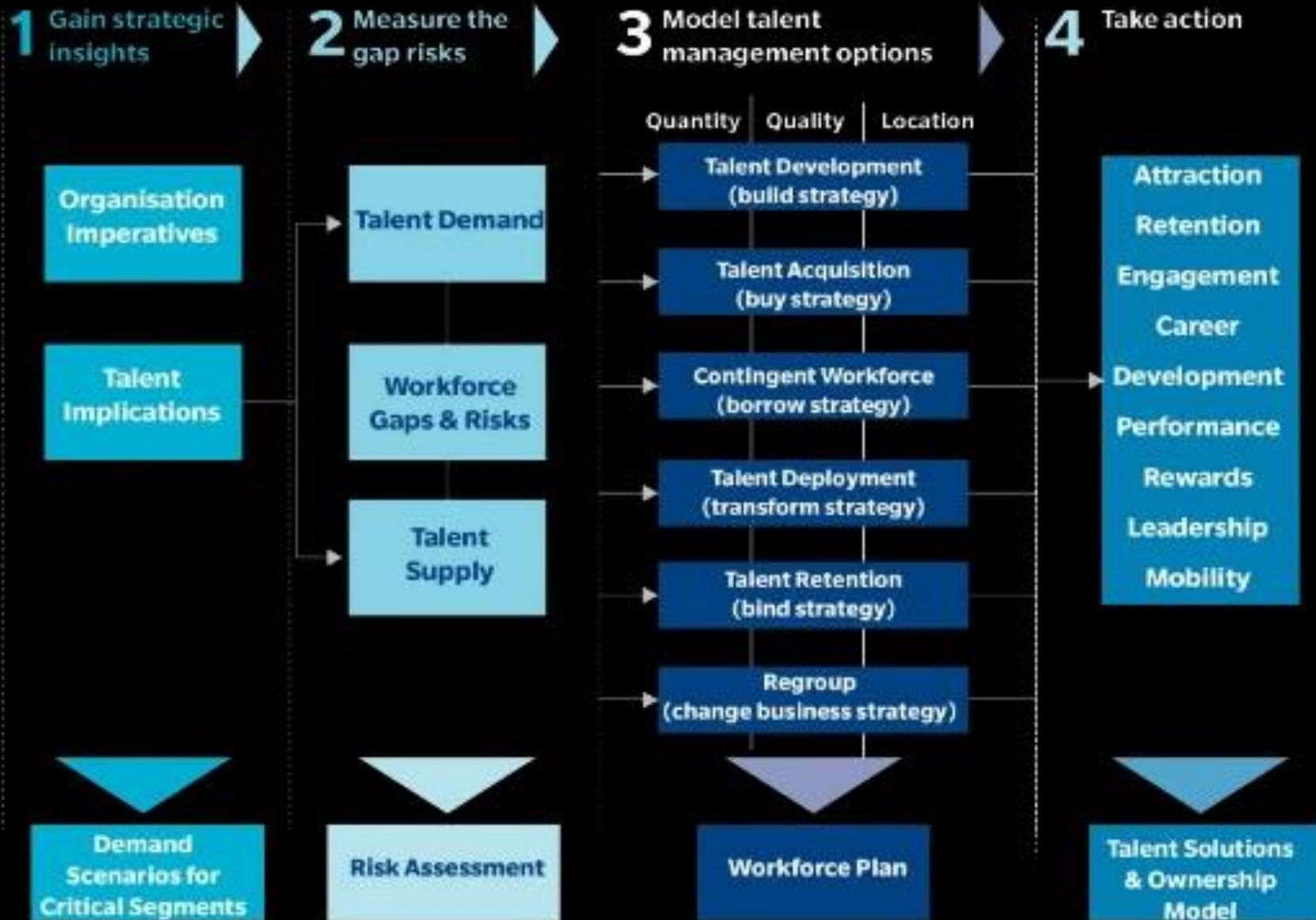
In General

- 1. Focus both on select group of the most senior/talented staff and all employees**
- 2. Based on a Strategic Workforce Plan and optimized Employee Value Proposition (EVP)**

Workforce

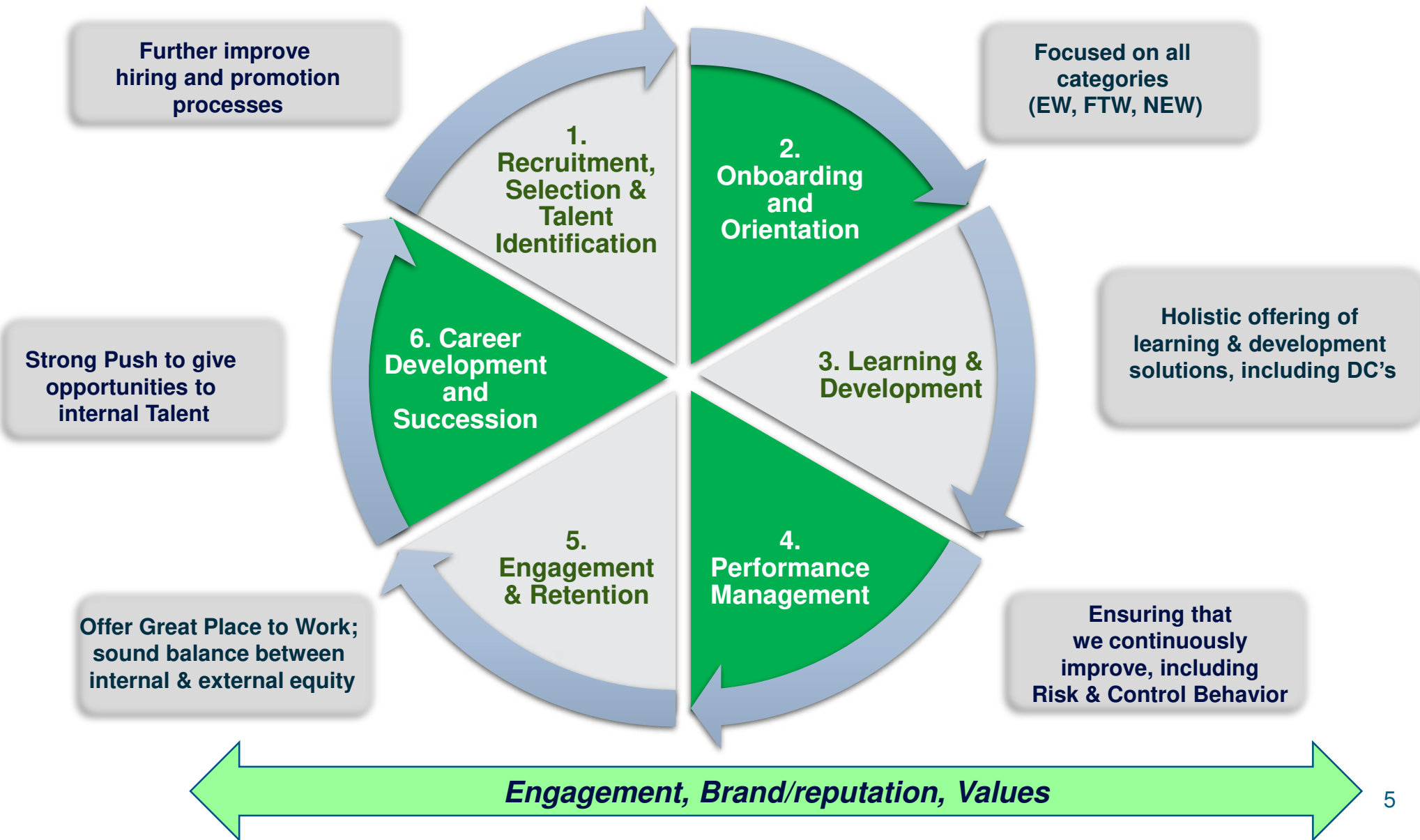
- 3. Need to combine home grown talent and external inflow, and represent a mix of generations**
- 4. Need to represent an organization's geographic footprint**
- 5. Focus both on leaders in managerial roles and technical talent**
- 6. Success at retention is about offering a great place to work (engagement, development)**

Strategic Workforce Planning



Important Initiatives to Manage your Workforce

Framework with Clusters of Activities that help Up your Game



On Volume Recruitment

1. Plan carefully. Know the numbers and allocate accordingly (it is about effectiveness, quality of hires, and productivity)

2. Search internally first and jump start employee referral program by highlighting hot positions and referral bonuses

3. Create an applicant and hiring manager friendly process

4. Invest in technology (give team the tools needed). Have good appl tracking system. Stay in touch with candidates that were already vetted

5. Balance between using internal/external resources for recruitment efforts when handling spikes

6. Less is not more. Be prepared to add key team members when required

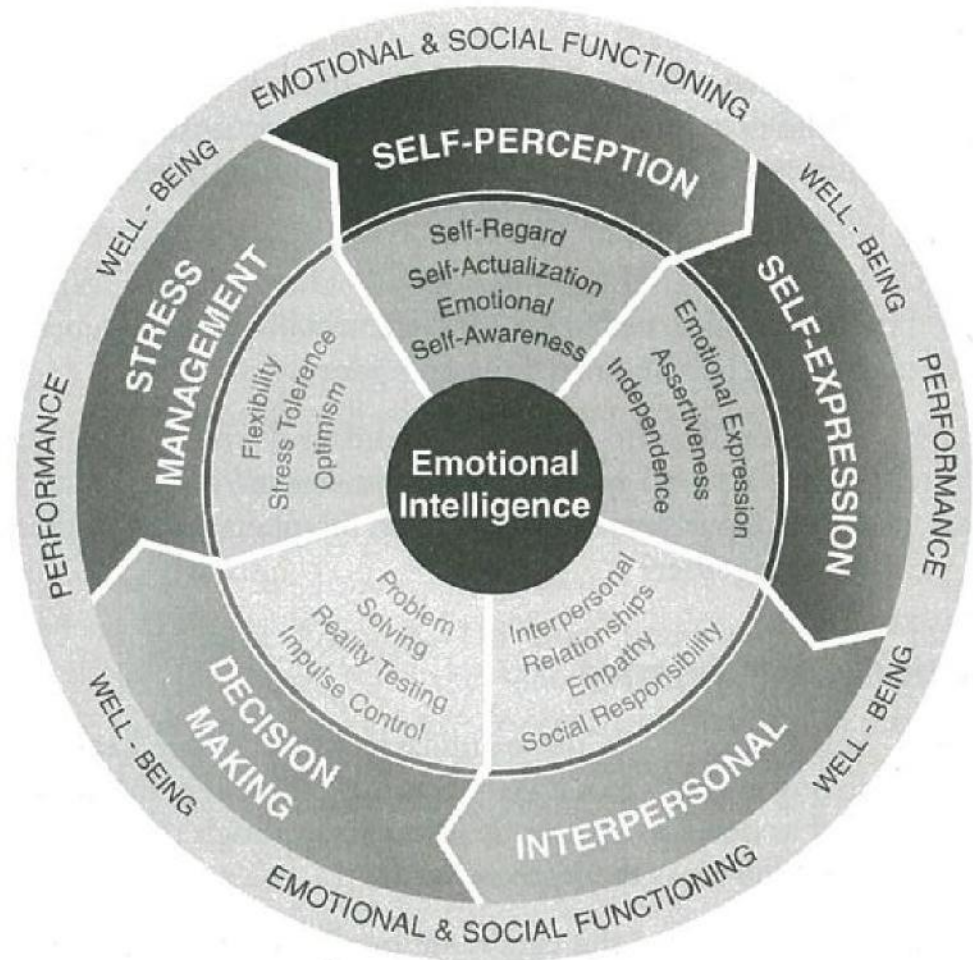
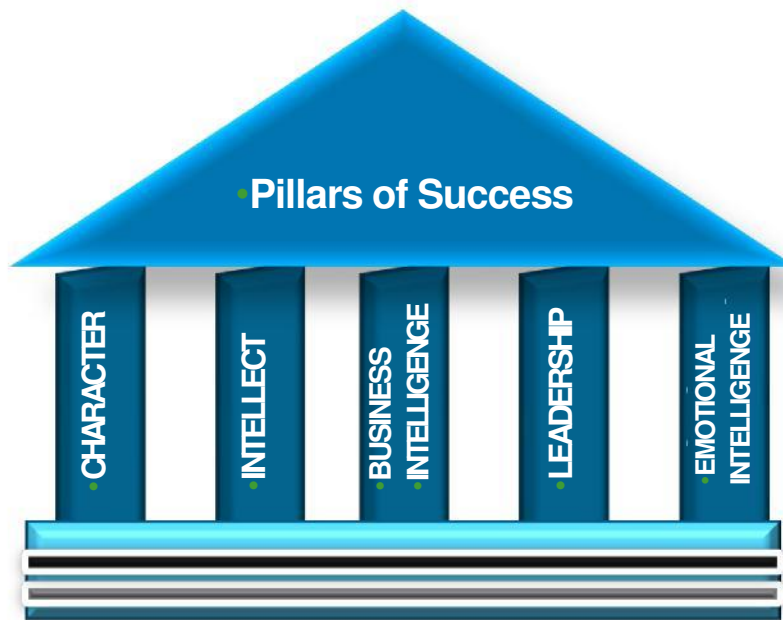
7. Use phone screening for high volume positions

8. Use assessment tools that measure both role-specific competencies and retention

9. Show candidates the good, the bad, and the ugly

Senior Hires - Characteristics of Successful Leaders

Developing Leaders- Various ways



Source: Hiring Greatness, DAVID E. PERRY, MARK J. HALUSKA
Source of Image: 2011- Multi-Health Systems, Inc.,

Senior Level Recruitment – Do's & Don'ts

1. **There is no try, only do**
2. **It starts with the job specification**
3. **Transparent selection process**
4. **Deal with relocation and other concerns**
5. **Investment in onboarding pays off**
6. **Doing it in-house or outsource?**
7. **Golden rule: respect your candidates**
8. **Hiring best talent = money well spend, provided ...**

2. On-Boarding (right start of the journey)

-90 days to Day 1 experience

D-30 days to D1 day

- LM initiating the joining formalities internally
- HR and LM Connect checking on the current employer relieving formalities
- Ensure new joiner on-boarding processes are on track

D-45 days to D-30 days

- Touch base call to check Future employee joining status
- Verifying documents and checking readiness
- Staff Screening process initiated

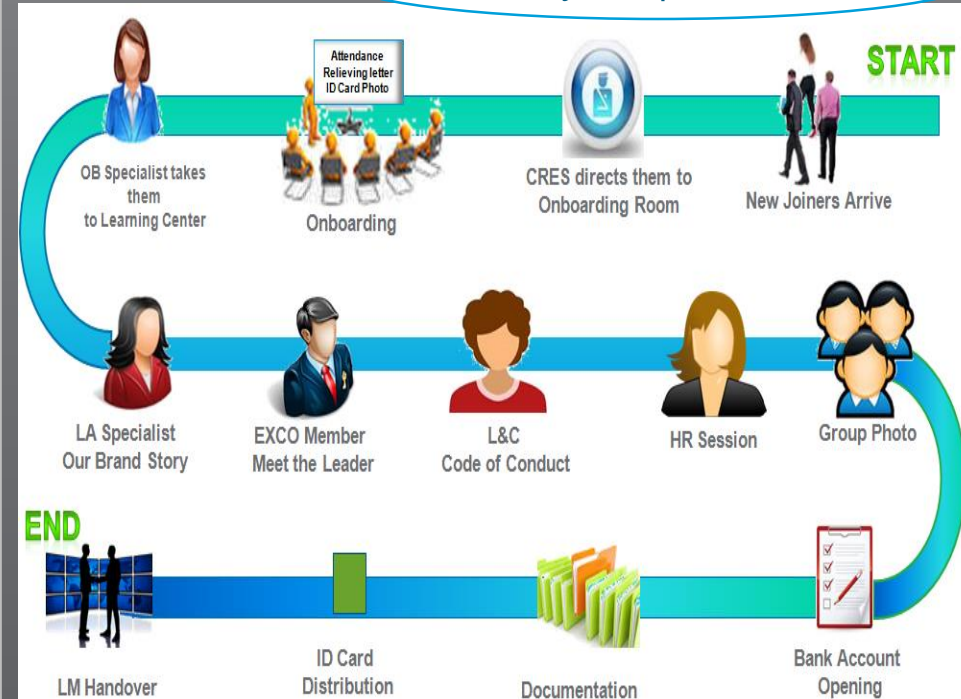
•Offer Release

•Clarifying benefits

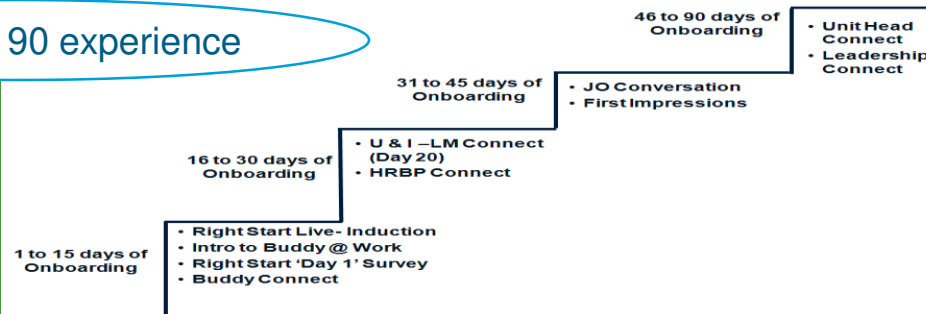
•Confirmation check on offer acceptance

D-90 days to D-45 days

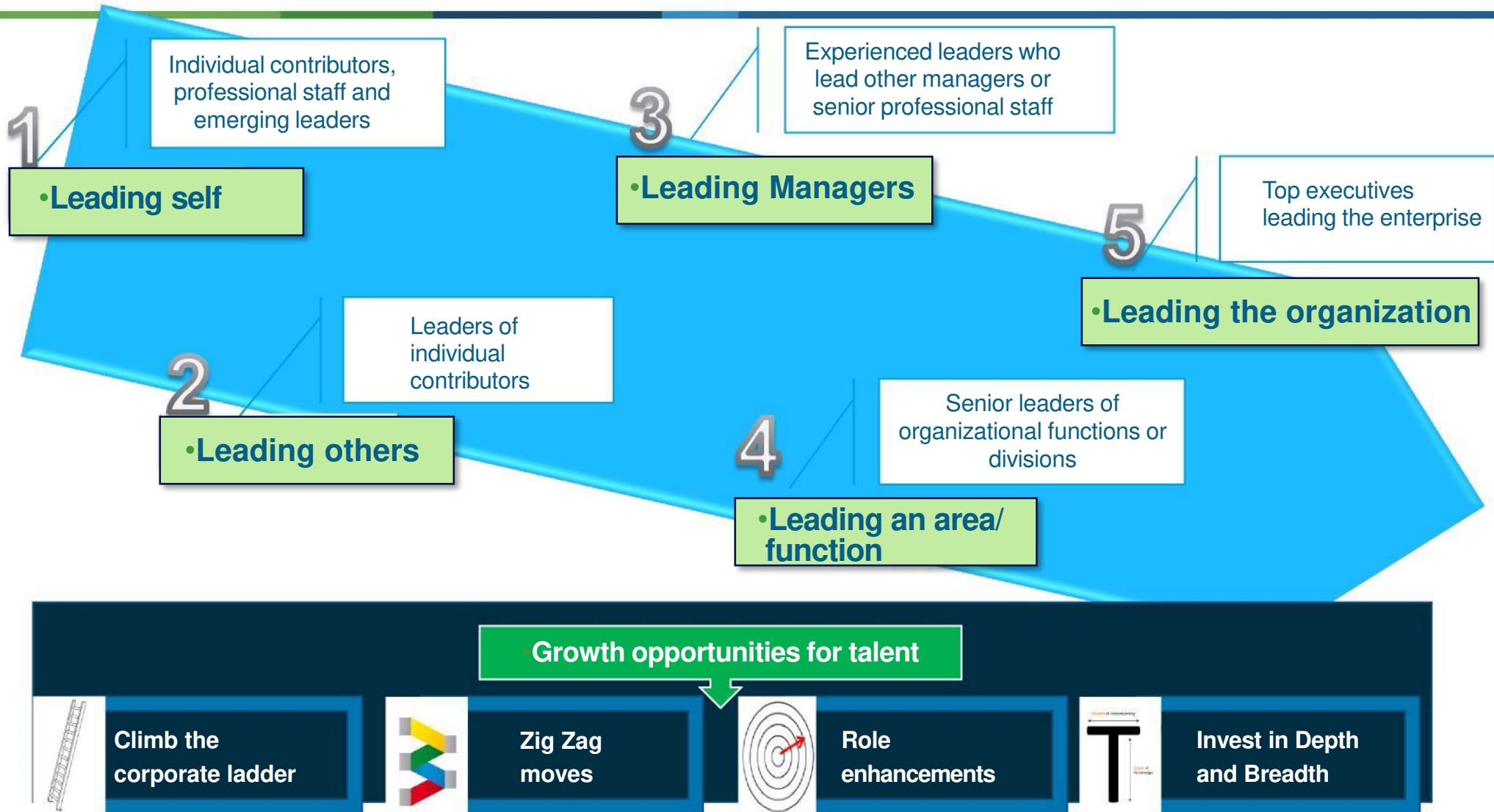
Day 1 experience



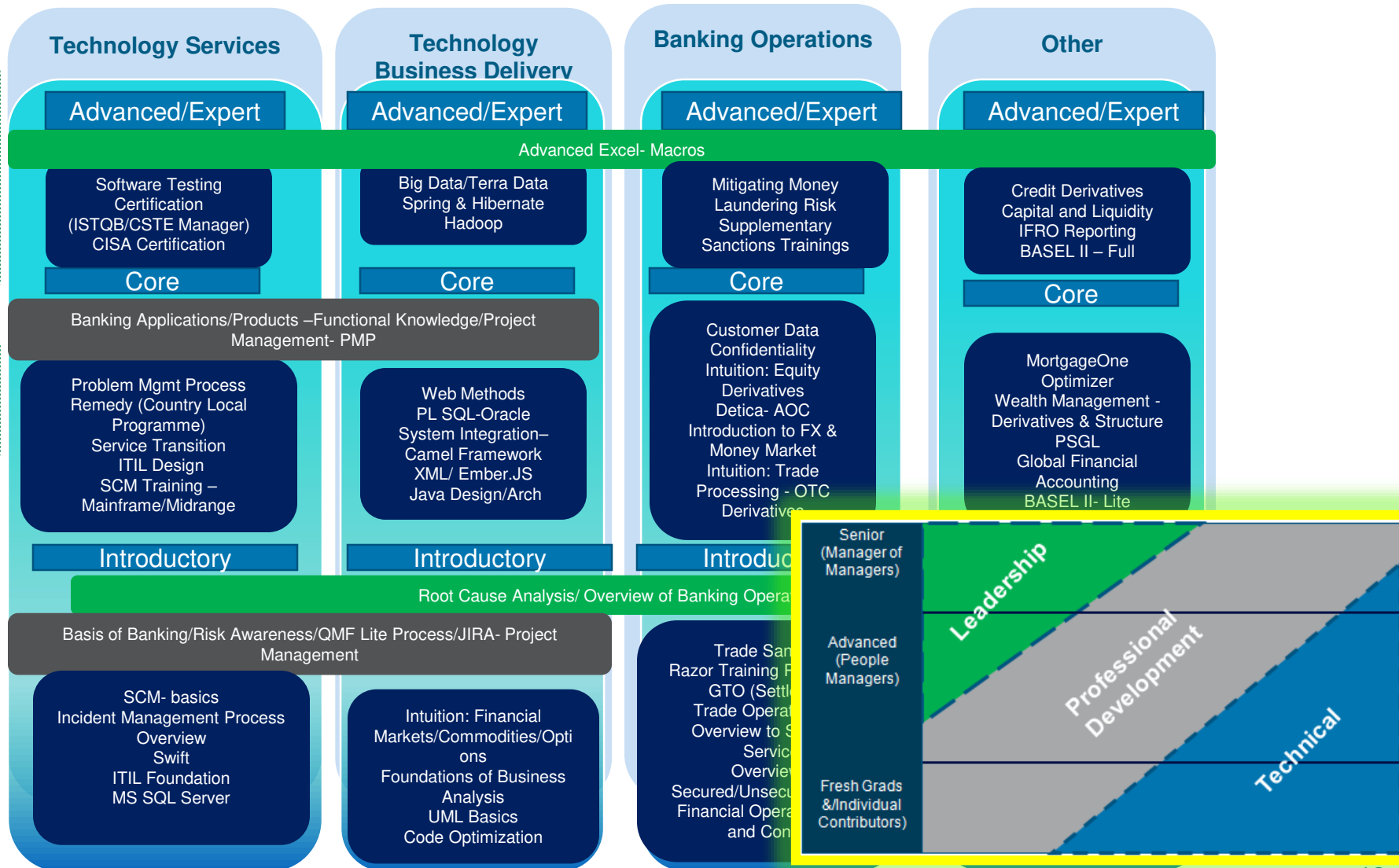
Day1 to Day 90 experience



3. Talent development at various stages



Technical Knowledge and Skills Development



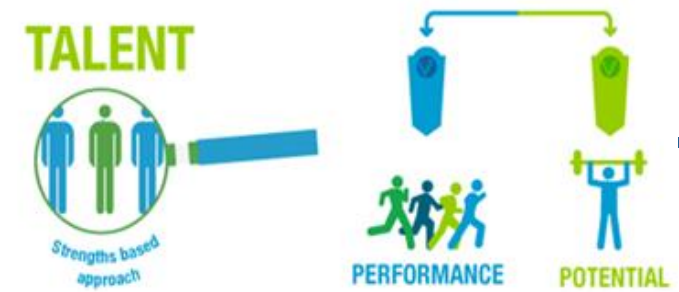
4. Performance Management



Career is an **individual journey** and not a “**one size fits all**”, hence we tailor different programs and different experiences based on individual needs



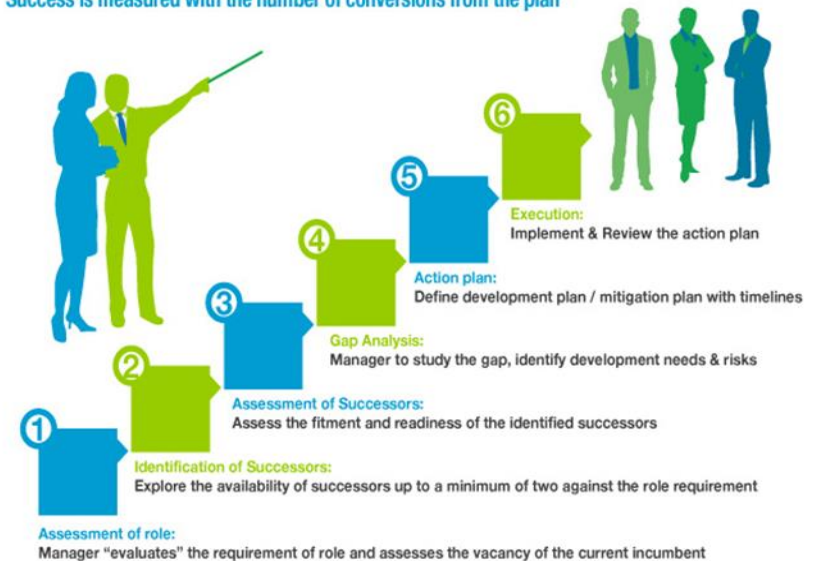
WHAT IS TALENT ?



To understand future **business needs** and ensure there are **people** ready to fulfil their **potential**

SUCCESSION MANAGEMENT PROCESS

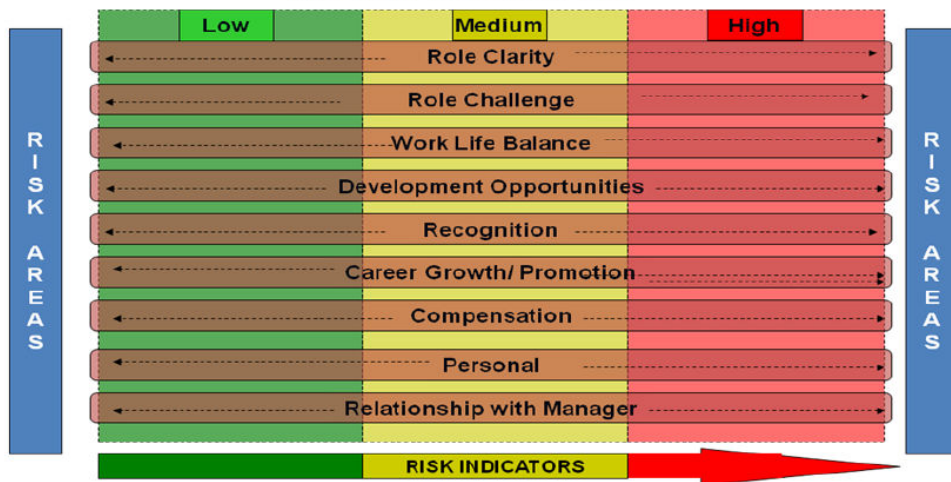
Success is measured with the number of conversions from the plan



5. Talent Engagement & Retention



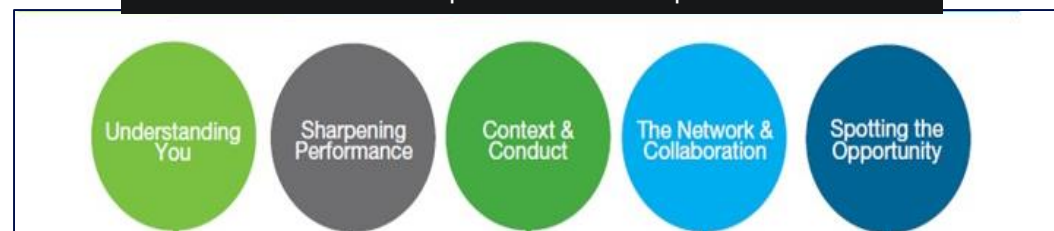
Hipo Risk Assessment Tool



Sample Risk profiling of Hipos

	Job Related Factors			Development Opportunities	Recognition	Career Growth / Promotion	Compensation	Personal	Relationship with the manager
	Role clarity	Role Challenge	Worklife Balance						
Hipo 1	M	L	L	L	L	M	H	L	M
Hipo 2	L	L	L	M	M	L	L	H	L
Hipo 3	M	M	L	L	L	L	M	L	L
Hipo 4	L	H	L	H	L	L	L	M	L
Hipo 5	L	L	M	L	H	H	L	L	H

HiPo Talent Proposition – Development Plan

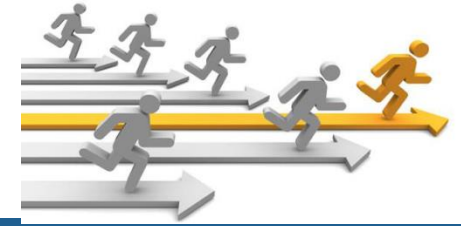


6. Succession Plan/Talent Identification Process – Checks

Number & Readiness of the successors	# of roles filled based on succession planning
Percentage of women & leaders from minority countries in succession plans	Promotion rate of successors
Retention rate of successors	Percentage of cross functional moves based on succession plans
Percentage of international moves based on succession plans	Number of people on disproportionate number of Succession Plans



Key Take-Aways



You need both a few robust frameworks and excellent execution to be successful

People can be a competitive advantage, but only if you hire the best (fit for purpose) talent for each key role

Mass/volume and senior level recruitment require different approaches, but have some similarities

To successfully retain staff, a wide range of activities is required that stretches across the whole EVP

A healthy balance between internal and external hiring is key. Real talent should be able to rely upon attractive opportunities for career growth

In all of this we focus both on individuals and groups, and on needs and developments of talent and the organisation in the short, medium and longer term

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Additional Slides

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Talent Management in a Fast-Evolving Global Environment

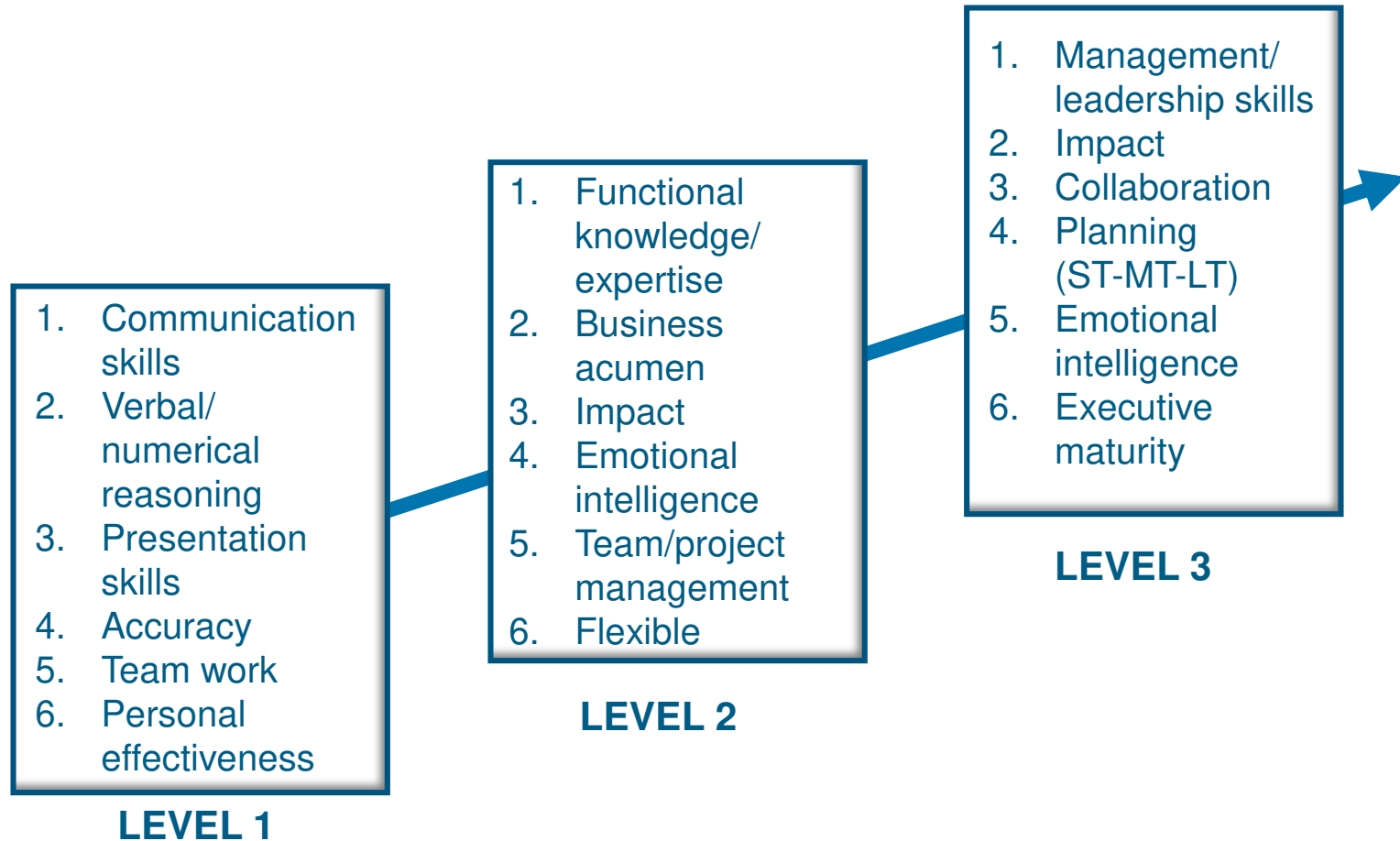
Key changes

- More international, 24x7 economy
- Huge volumes of digital information available
- Geographical power shift East->West
- Speed of change will continue to increase
- Increase in regulatory complexity
- Well informed customers and employees

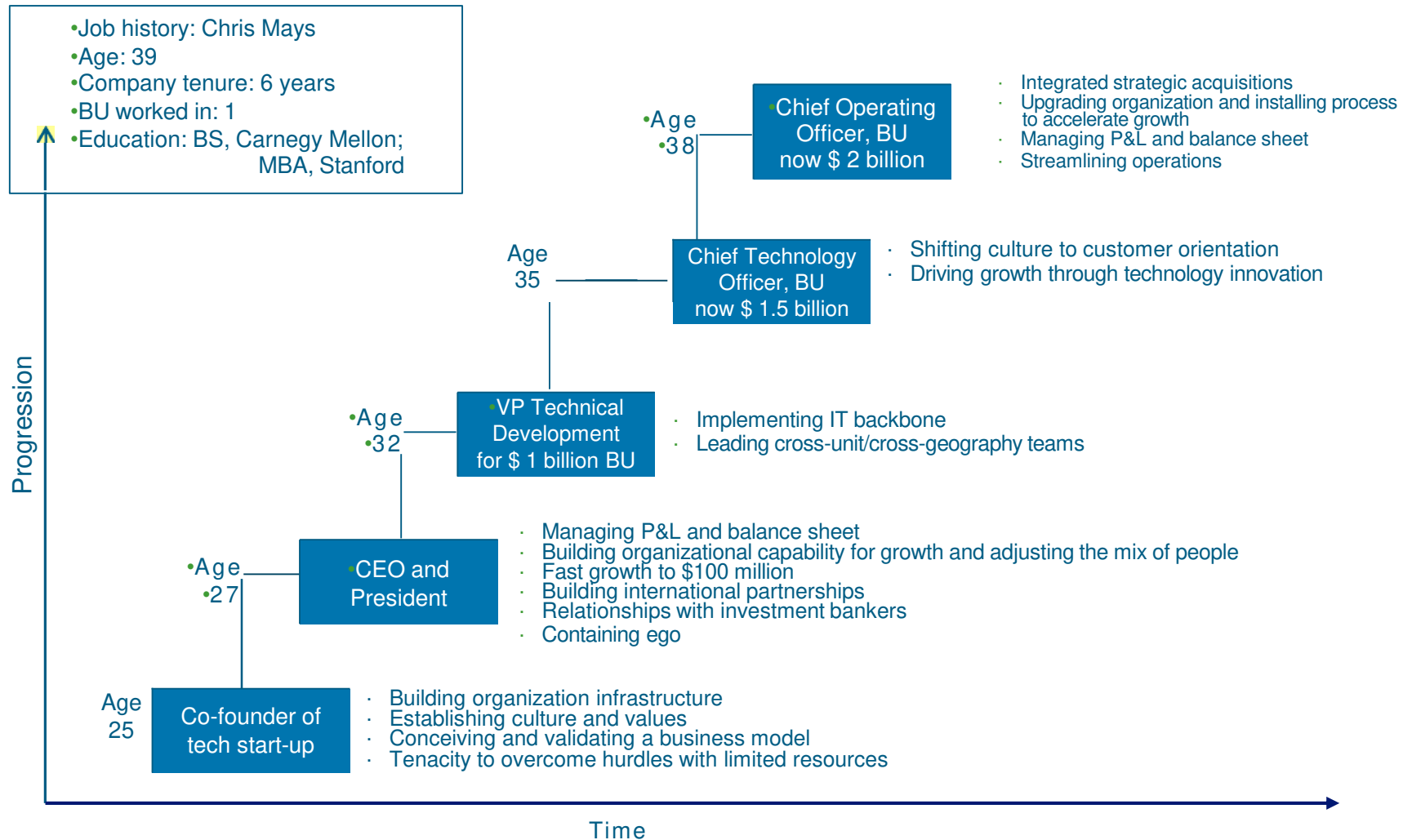
Effect on Talent Management

- Ever more need for leading across boundaries
- Leaders need to understand the digital economy
- Savvy technology-enabled learning solutions available
- Leading at the speed of change; highly future focused leadership
- Avoiding prescriptive leadership training; More action learning

What is preventing you(r talent) from getting to the next level?



How to plan and track a leader's development



Each step represents a job held, capabilities demonstrated, and personal traits honed. The chart is updated annually or at a job change