

Human Resources | Employee Experience

Building an EX centric organisation



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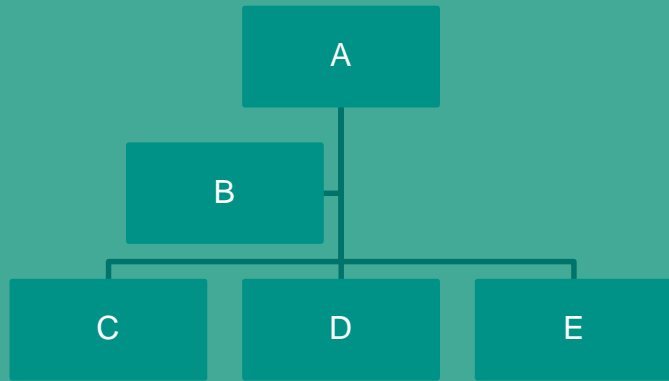


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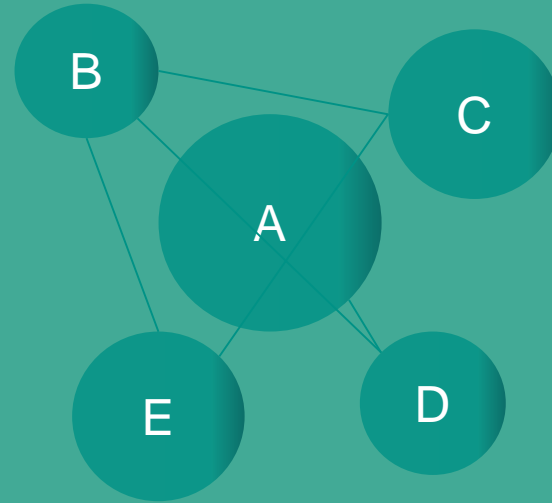
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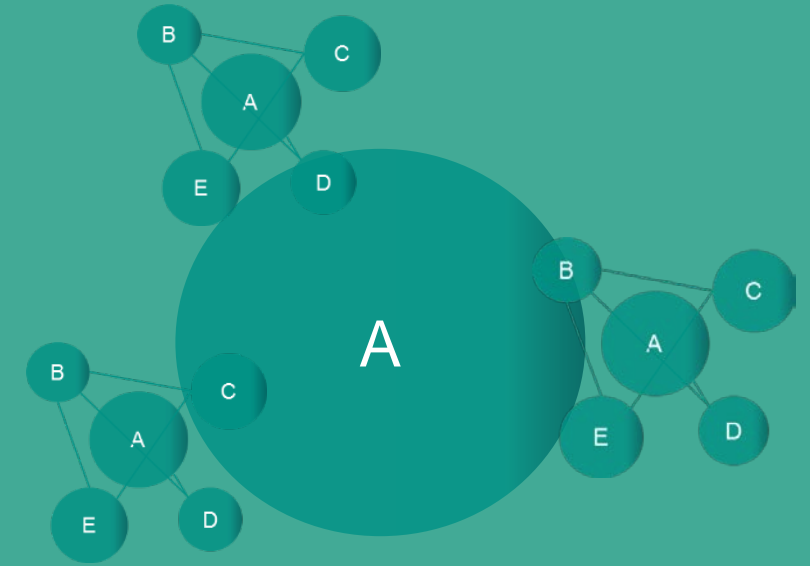
TRENDS



Yesterday



Today



Tomorrow

- Hierarchy driven
- Job architecture
- Employee lifecycle
- Career paths
- On Payroll
- Competence model
- Corporate learning
- Company owns information

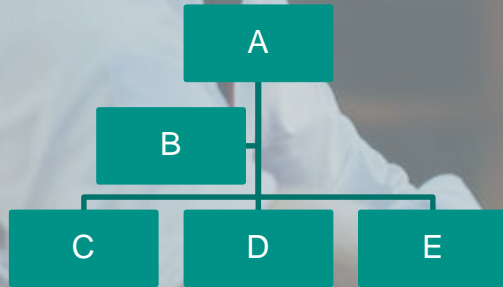
- Purpose Driven
- Personas, team, role, projects
- Gigs, Multiple jobs
- Multistage life
- On and off payroll
- Employee Experience
- Talent Acquisition
- Blend public / personal data

- Shared values
- Individualized HR
- Platform Economy (packets)
- Human lifecycle
- Reward for skills / productivity
- Customer Experience
- Network acquisition
- Free flow of information

“HR PRACTICES NEED TO BECOME MORE CENTERED AROUND INDIVIDUALS”

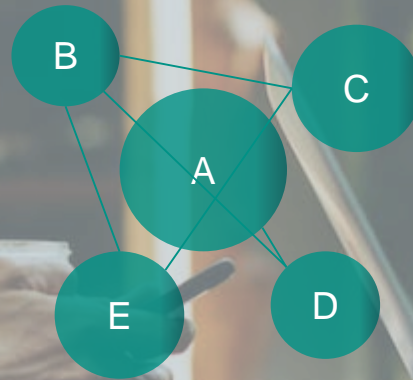
Our Context: Purpose

How do we create meaningful work in an age of automation?



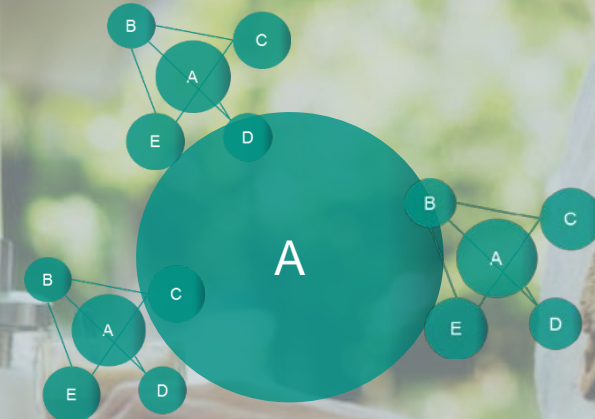
Yesterday

- Hierarchy driven
- Job architecture
- Employee lifecycle
- Career paths
- On Payroll
- Corporate learning
- Company owns information
- 80 to 90% full time employees



Today

- Purpose Driven
- Personas, team, role, projects
- Gigs, Multiple jobs
- Employee driven learning
- On and off payroll
- Talent Acquisition
- Blend public / personal data
- 50 to 70% employees
- 50 to 30% flex

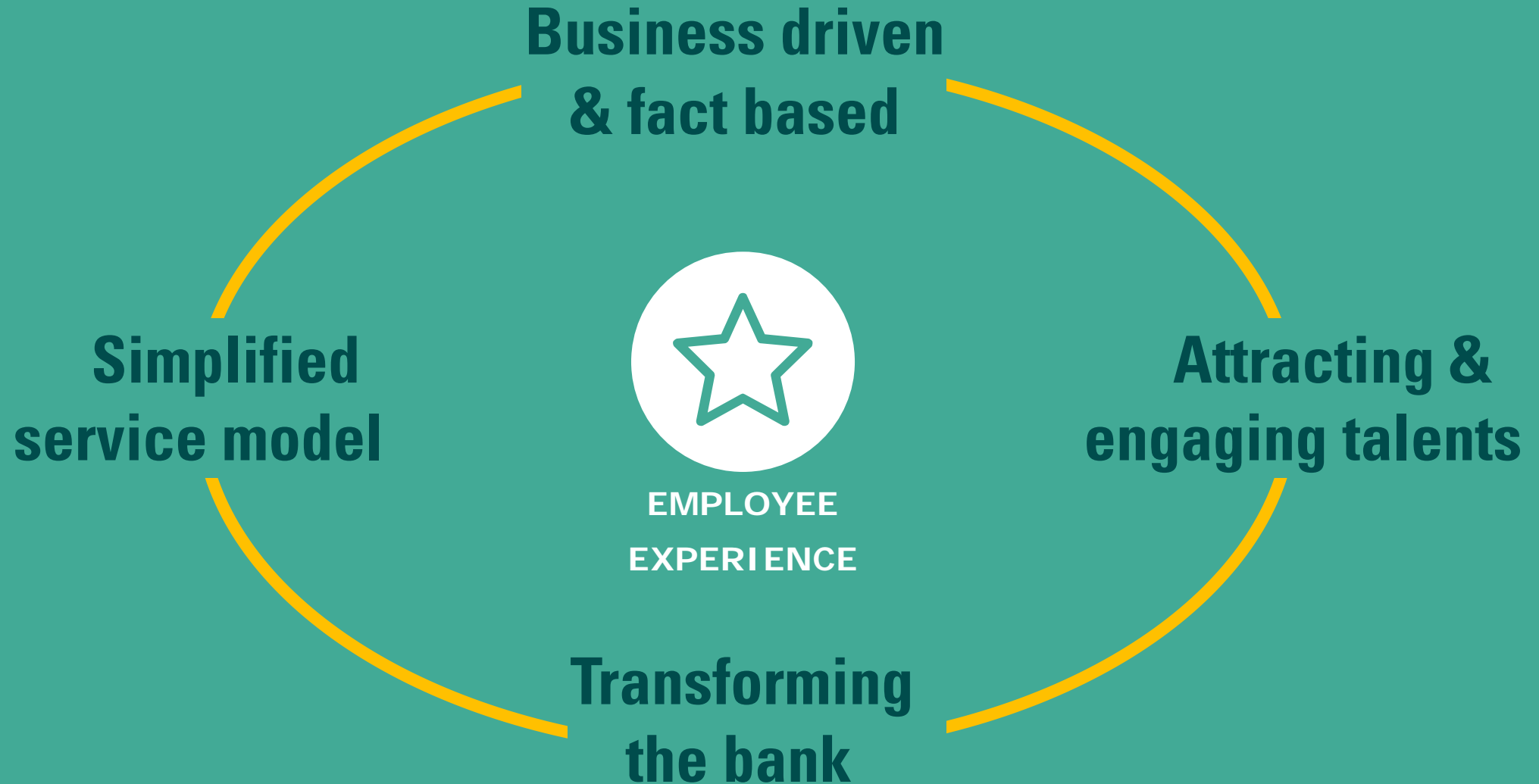


Tomorrow

- Shared values
- Individualized & team HR
- Platform Economy (packets)
- New career models
- Reward for skills / productivity
- Network acquisition
- Free flow of information
- <30% full time employees
- Machines structural part of contingent

- Develop new ways of working focused on customer and employee value & fun
- Working environment where technology, individuals & teams work together with increasing flexibility & autonomy - with supporting performance mechanisms
- The importance of 'purpose' driven teams

MUST WIN BATTLES



**THE
FUSION
OF...**



**CX
AND
EX**





TIKKI€

WHY EX MATTERS
TO OUR CUSTOMERS

To create a world-class CX we must first create a world-class and meaningful EX




EMPLOYEE EXPERIENCE

design and engineer a high value, integrated and relevant experience for all our employees and new hires

EX is “only” the transition phase from “de” humanized HR towards consumerized HR

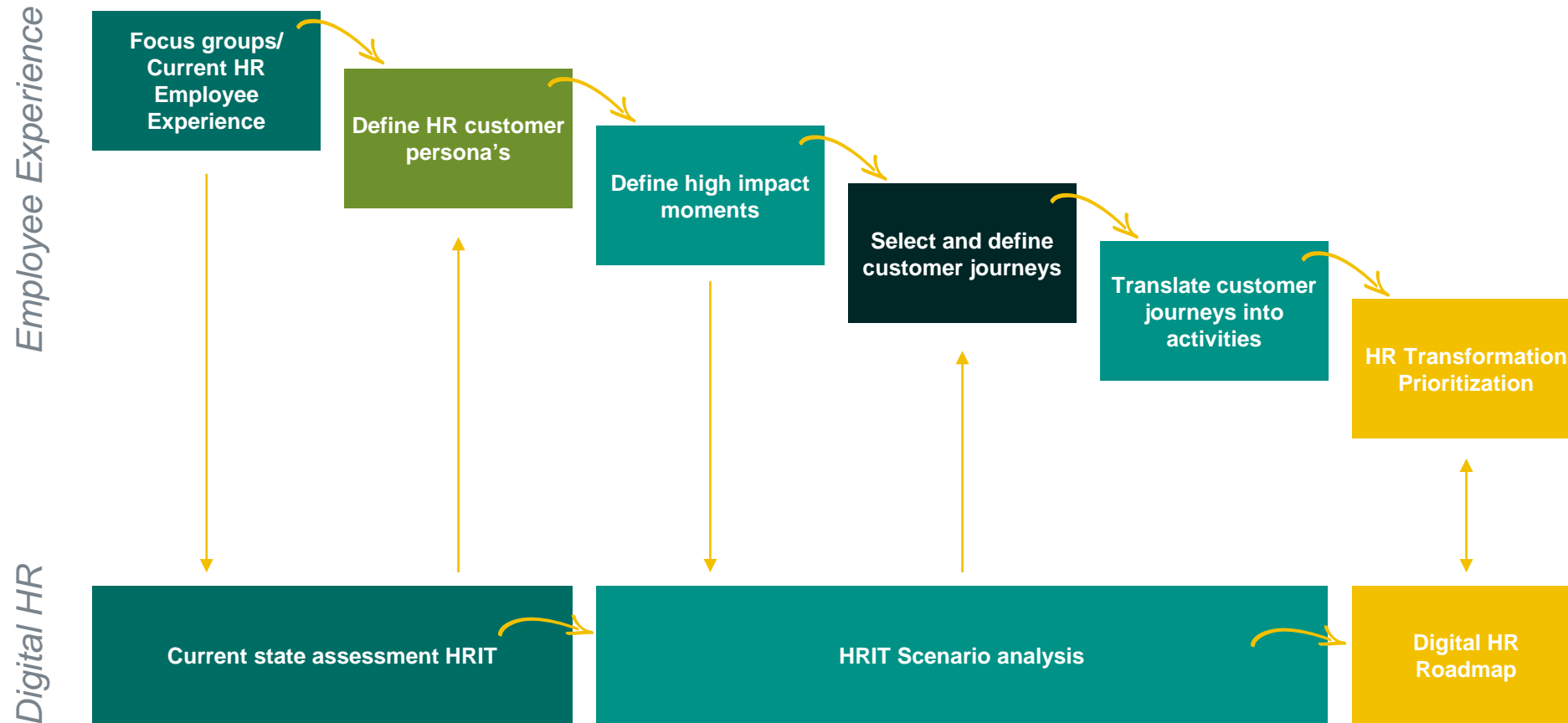


- 
- ↻ Transforming our bank
 - ↻ Simplified service model
 - ↻ Attracting & engaging talent
 - ↻ Business driven & fact base HR

**EX AND DIGITAL HR
ARE KEY DRIVERS THAT
HELP US REALIZE OUR
MUST WIN BATTLES.**



Combining HR EX and Digital HR as key drivers

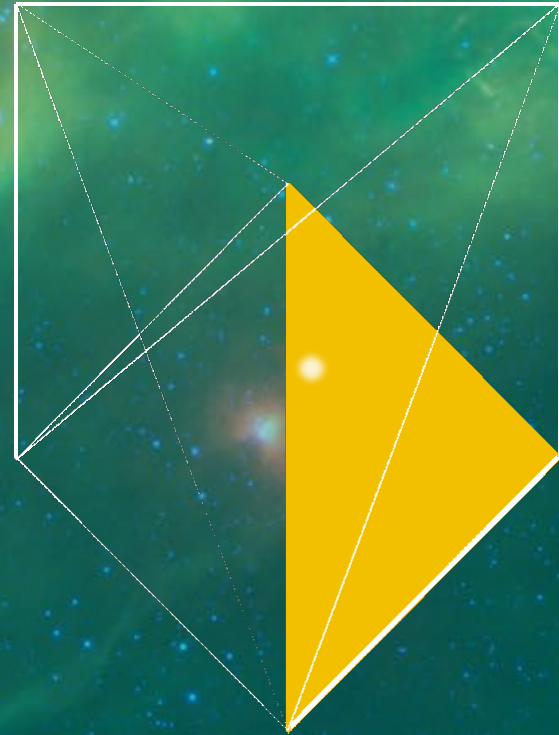


This combination has led to multiple Employee Journeys and a Digital HR Roadmap



SO FAR OUR AMBITION

THIS IS HOW WE DID IT
(AND ARE STILL DOING IT...)



WHERE DO YOU START?

- ✓ IDENTIFY WHO IS YOUR CUSTOMER
- ✓ MAKE EMPLOYEE PERSONAS

employee

new hire

international employee

manager

external
employee



NAME: _____

DESCRIPTOR: _____

QUOTE: _____

WHO IS IT? _____

WHAT GOALS? _____

WHAT ATTITUDES? _____

WHICH BEHAVIOUR? _____

Capture key dimensions of Persona as a starting point

Bastiaan

ABN-AMRO

"mijn werkplek is daar waar ik ben"

24 uur service

mobiel werken

flexibel werken

Map persona dimensions on a page to help associations of individual personality

Bastiaan (de Nomade)

persona factsheet

ABN-AMRO

mobiliteit	2	100%
data gebruik	3	100%
werk/privé balans	4	100%
zelfstandigheid	5	100%
change	6	100%
applicatiegeest	7	100%

RESULTAATGERICHT

- Moderne communicatie
- Alomtegenwoordig
- Klude in verloop / lokale en glo
- Meer passie om even tijd te nemen
- Sterk draaion meten en meten

Create the factsheet with data points to derive at individual Personality addressing needs of the persona relating to the organisation

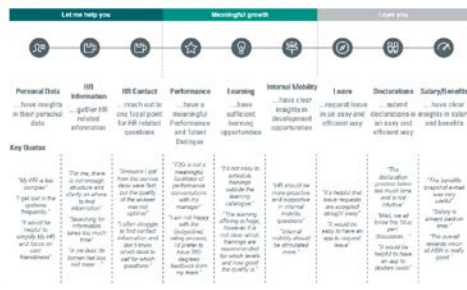
Source: CADM Template and EUS persona study (In-progress)



By building employee journeys and focusing on impact we are able to maximize the value for our employees

NEEDS ASSESSMENT

EMPLOYEES HAVE THE NEED TO ...



(DIS)SATISFIERS

Main HR satisfiers

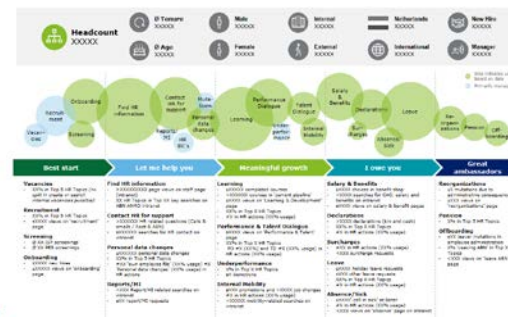
- Positive experiences with ADN AMBO as employer
- Salary and benefits paid on time
- Good overall vision on benefits
- The HR function to improve (benefits snapshot)
- One uniform process for performance management
- Quick reply from HR Service Desk
- Learning opportunities
- More well-being opportunities where approval from manager is not needed anymore

Main HR dissatisfiers

- Lack of overview of where to find information, information not up to date, not consistent, not relevant or not in language of the user
- HR system landscape is overcomplicated and all systems lack intuitiveness and user friendliness
- HR Service Desk is sometimes too occupied to reach and quality of answers does not solve the request
- No option to set a preferred communication channel with HR services
- HR is not tangible enough for it's customers, which leads to a distance between HR and it's customers and a lack of overview of which services are provided or who to reach for questions
- Process of cost declaration is too complex and too time consuming
- PD/VD process is not clear and ratings are not always perceived as helpful/real
- HRIS is not perceived as a helpful facilitator for PD/VD
- Not enough clarity on process steps and their relevancy, especially in complex processes

- Suggestions to improve from employees**
- "Create one HR portal for all HR-related information and actions"
 - "Increase user friendliness HR systems"
 - "Align HR communication channels with each other and make sure employees can act their preferred way of communication"
 - "Make sure that HR will be known as 'one face'"
 - "Provide more proactive support in internal mobility questions"
 - "Make HR systems less complex"
 - "Simplify performance management dialogue"

JOURNEY MAPPING



USAGE AND IMPACT



	Let me help you	Meaningful growth	Lead you	Great end-of-journey
Employee	100%	100%	100%	100%
HR Info	100%	100%	100%	100%
HR Contact	100%	100%	100%	100%
Performance	100%	100%	100%	100%
Learning	100%	100%	100%	100%
Internal Mobility	100%	100%	100%	100%
Loans	100%	100%	100%	100%
Declarations	100%	100%	100%	100%
Salary/Benefits	100%	100%	100%	100%

EMPLOYEES HAVE THE NEED TO...



Personal Data	HR Information	HR Contact	Performance	Learning	Internal Mobility	Leave	Declarations	Salary/Benefits
...have insights in their personal data	...gather HR related information	...reach out to one focal point for HR related questions	...have a meaningful Performance and Talent Dialogue	...have sufficient learning opportunities	...have clear insights in development opportunities	...request leave in an easy and efficient way	...submit declarations in an easy and efficient way	...have clear insights in salary and benefits

Key Quotes

<p>"My HR is too complex"</p> <p>"I get lost in the systems frequently."</p> <p>"It would be helpful to simplify My HR and focus on user friendliness"</p>	<p>"For me, there is not enough structure and clarity on where to find information"</p> <p>"Searching for information takes too much time"</p> <p>"Ik zie door de bomen het bos niet meer..."</p>	<p>"Answers I got from the service desk were fast, but the quality of the answer was not optimal"</p> <p>"I often struggle to find contact information and don't know which desk to call for which questions."</p>	<p>"T2G is not a meaningful facilitator of performance conversations with my manager"</p> <p>"I am not happy with the (subjective) rating process, I'd prefer to have 360 degrees feedback from my team."</p>	<p>"it's not easy to schedule trainings outside the learning catalogue."</p> <p>"The learning offering is huge, however it is not clear which trainings are recommended for which levels and how good the quality is."</p>	<p>"HR should be more proactive and supportive in internal mobility questions"</p> <p>"Internal mobility should be stimulated more."</p>	<p>"It's helpful that leave requests are accepted straight away"</p> <p>"It would be easy to have an app to request leave"</p>	<p>"The declaration process takes too much time and is not intuitive"</p> <p>"Well, we all know the 'blue pen' discussion..."</p> <p>"It would be helpful to have an app to declare costs"</p>	<p>"The benefits snapshot e-mail was very useful"</p> <p>"Salary is always paid on time."</p> <p>"The overall rewards vision of ABN is really good."</p>
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Main HR satisfiers

- ✓ Positive experiences with ABN AMRO as employer
- ✓ Salary and benefits paid on time
- ✓ Good overall vision on benefits
- ✓ The HR mindset to improve (benefits snapshot)
- ✓ One uniform process for performance management
- ✓ Quick reply from HR Service Desk
- ✓ Learning opportunities
- ✓ More self-service opportunities where approval from manager is not needed anymore



Main HR dissatisfiers

- × Lack of overview of where to find information, information not up to date, not consistent, not relevant or not in language of the user
- × HR system landscape is overcomplicated and all systems lack intuitiveness and user friendliness
- × HR Service desk is sometimes too occupied to reach and quality of answers does not solve the request
- × No option to set a preferred communication channel with HR services
- × HR is not tangible enough for it's customers; which leads to a distance between HR and it's customers and a lack of overview of which services are provided or who to reach for questions
- × Process of cost declaration is too complex and too time consuming
- × PD/TD process is not clear and ratings are not always perceived as helpful/fair
- × HRS is not perceived as a helpful facilitator for PD/TD
- × Not enough clarity on process steps and their relevancy, especially in complex processes



Suggestions to improve from employees

"Create one HR portal for all HR related information and actions"

"Make sure that HR will be known as 'one face' "

"Simplify performance management dialogue"

"Increase user friendliness HR systems "

"Provide more proactive support in internal mobility questions"

"Align HR communication channels with each other and make sure employees can set their preferred way of communication"

"Make HR systems less complex"





Headcount
XXXXX

Ø Tenure
XXXXX

Male
XXXXX

Internal
XXXXX

Netherlands
XXXXX

New Hire
XXXXX

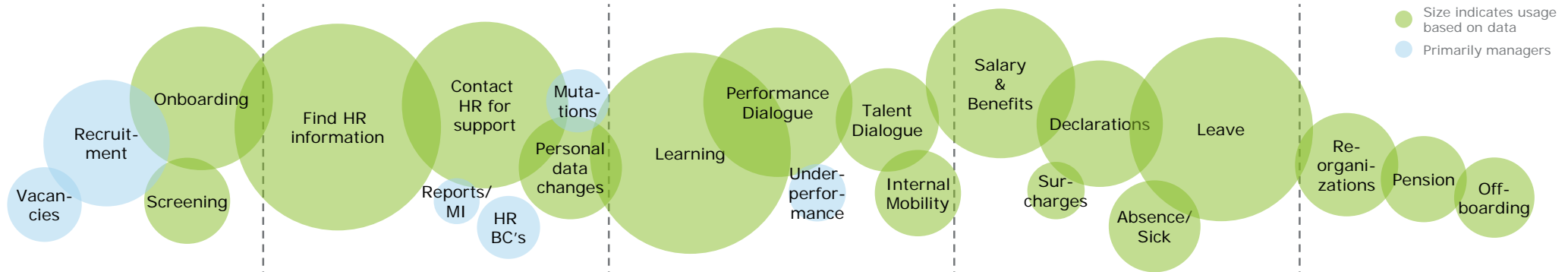
Ø Age
XXXXX

Female
XXXXX

External
XXXXX

International
XXXXX

Manager
XXXXX



● Size indicates usage based on data
● Primarily managers



Vacancies

- XX% in Top 5 HR Topics (no split in create or search internal vacancies possible)

Recruitment

- XX% in Top 5 HR Topics
- ±XXXX views on 'recruitment' page

Screening

- Ø XX ISP screenings
- Ø XX PES screenings

Onboarding

- ±XXXX new hires
- ±XXXX views on 'onboarding' page

Find HR information

- >XXXXXXXXX page views on staff page (intranet)
- XX HR Topics in Top XX key searches on ABN AMRO intranet

Contact HR for support

- >XXXXXX HR related questions (Calls & emails / Raet & ABN)
- ±XXXXXX searches for HR contact on intranet

Personal data changes

- ±XXXXXX personal data changes
- XX% in Top 5 HR Topics
- #XX 'own employee file' (XX% usage) #X 'Personal data changes' (XX% usage) in HR actions

Reports/MI

- <XXX Report/MI related searches on intranet
- ±XX report/MI requests

Learning

- ±XXXXX completed courses
- >XXXXXX courses in 'current pipeline'
- ±XXXX views on 'Learning & Development' page
- XX% in Top X HR Topics
- #X in HR actions (XX% usage)

Performance & Talent Dialogue

- ±XXXX views on 'Performance & Talent' page
- XX% in Top X HR Topics
- PD #X (XX%) and TD #X (XX% usage) in HR actions (XX% usage)

Underperformance

- X% in Top X HR Topics
- ±X demotions

Internal Mobility

- ±XXX promotions and <XXXX job changes
- #X in HR actions (XX% usage)
- >XXXXX mobility-related searches on intranet

Salary & Benefits

- ±XXXX choices in benefit shop
- >XXXX searches for CAO, salary and benefits on intranet
- ±XXXX views on salary & benefit pages

Declarations

- >XXXX declarations (km and cash)
- XX% in Top X HR Topics
- #X in HR actions (XX% usage)

Surcharges

- #XX in HR actions (XX% usage)
- <XXX surcharge requests

Leave

- ±XXXX holiday leave requests
- ±XXX other leave requests
- XX% in Top X HR Topics
- #X in HR actions (XX% usage)

Absence/Sick

- ±XXXX 'call in sick' at Beter
- #X in HR actions (XX% usage)
- <XXX views on 'absence' page on intranet

Reorganizations

- ±X mutations due to administrative consequences
- ±XXX views on 'reorganizations' page

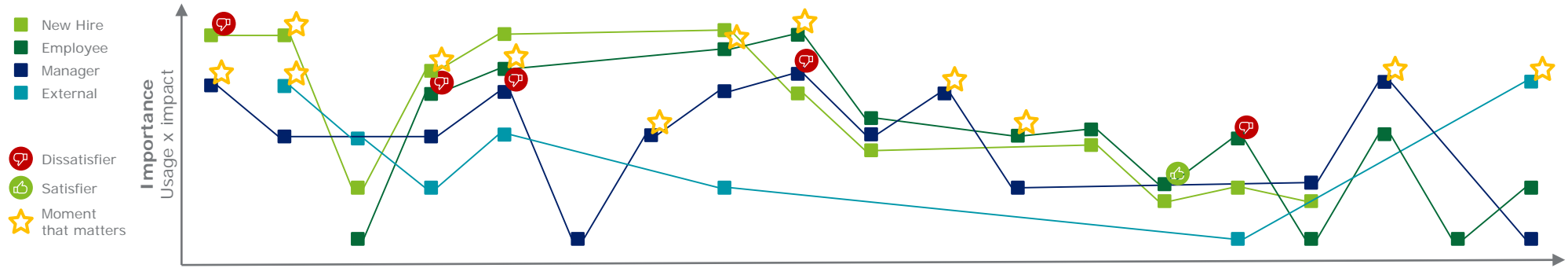
Pension

- X% in Top 5 HR Topics

Offboarding

- ±XX leaver mutations in employee administration
- X% 'Leaving ABN' in Top X HR Topics
- <XXX views on 'leave ABN' page





		Best start		Let me help you				Meaningful growth					I owe you				Great ambassadors			
		Recruitment	Onboarding	Manage personal data	HR related information	Contact HR Service desk	Reports/ MI	HR Business Consultants	Learning	Performance dialogue	Talent dialogue	Under-performance	Internal mobility	Request leave	Salary/ Benefits	Declarations	Absence/ Sick	Re-organizations	Pension	Offboarding
Key numbers	Frequency	-	OXXk	XXk	-	XXk	XXk	-	XXk	-	-	-	XXk	XXk	-	XXk	XXk	-	-	XXk
	Intranet search	XXk	-	XXk	XXk	XXk	XXk	-	-	-	XXk	-	XXk	XXk	XXk	-	XXk	-	-	-
	Staff page	XXk	XXk	-	XXk	-	-	-	XXk	XXk	XXk	-	-	XXk	XXk	-	XXk	XXk	-	XXk
Survey	Top 5	XX%	-	XX%	-	-	-	-	XX%	XX%	XX%	XX%	XX%	XX%	XX%	XX%	XX%	-	XX%	XX%
	Most used	-	-	XX%	-	-	-	-	XX%	XX%	XX%	-	XX%	XX%	XX%	XX%	XX%	-	-	-
	# Comments	-	XX	-	-	XX	XX	-	XX	XX	-	-	XX	XX	XX	XX	XX	-	XX	-
New Hire	Usage	High	High	Med	Med	High	None	None	High	Med	Med	None	None	High	Med	Med	Low	None	None	None
	Impact	High	High	Low	High	High	None	None	High	High	Med	None	None	Low	Low	Low	Med	None	None	None
Employee	Usage	None	None	Low	Med	Med	None	None	High	High	Med	None	Low	High	Med	Med	Low	Low	Low	Low
	Impact	None	None	Low	High	High	None	None	High	High	Med	None	High	Low	Low	Med	Low	High	Low	Med
Manager	Usage	Med	Med	None	Med	Med	Low	Low	Med	High	Med	Med	Low	None	None	None	Med	Med	None	Low
	Impact	High	Med	None	Med	High	Low	High	High	Med	Med	High	Med	None	None	None	Low	High	None	Low
External	Usage	None	Med	Med	Low	Med	None	None	Low	None	None	None	None	None	None	Low	None	None	None	Med
	Impact	None	High	Med	Med	Med	None	None	Med	None	None	None	None	None	None	Low	None	None	None	High





EXAMPLE OF
AN EX EPISODE

*Have a great
onboarding
experience*



Have a great onboarding experience

Desired future journey

Needs

Make me feel welcome

I want to feel welcome and wanted in my new team at ABN AMRO.

Make it easy and relevant

Give me one point of access to find everything I need.

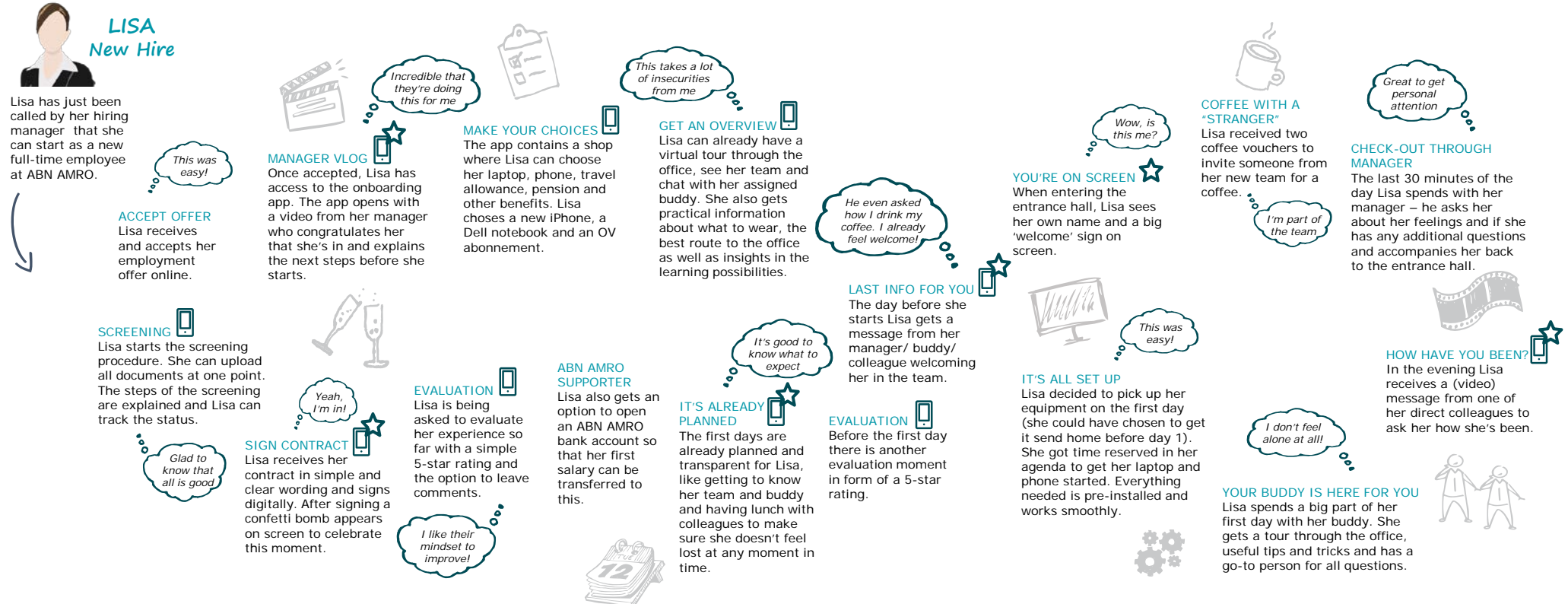
Make it personal

I like to have easy and personal contact and relevant information.

Let me choose

Empower me with choices and make me feel in control, anytime, anywhere.

Future journey: Have a great onboarding experience



Critical succes factors

Customer centric focus

Put the needs of the new hire first during all the steps in the onboarding journey.

Ownership

Clear ownership of the onboarding journey to be able to coordinate the steps with key stakeholders like facilities, security, communications etc.

Time

Freed up time from the hiring manager, buddy and team to welcome the new hire and facilitate activities.

Technology enablement

Digital steps in the journey are enabled through the right technology and access is provided to the new candidate once accepting the offer.



Have a great onboarding experience

Desired future journey

Needs

Don't let me alone

Give me the structure and support I need to have a good start.

Manage my expectations

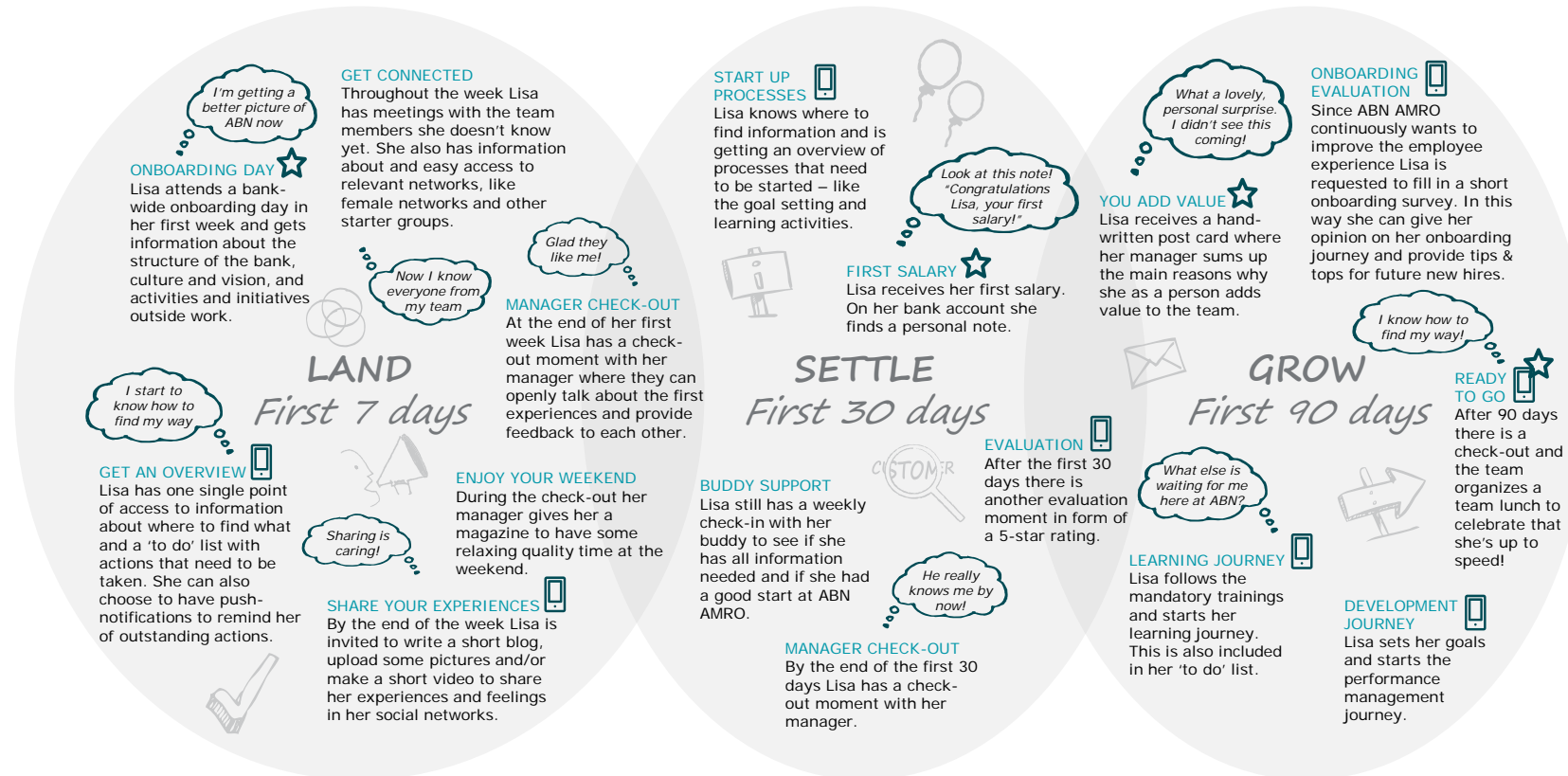
I want to know what I can expect in terms of activities and information.

Let me contribute

Let me contribute from the start and enable me to show my skills.

Value

Future journey: Have a great onboarding experience



Critical succes factors

Customer centric focus

Put the needs of the new hire first during all the steps in the onboarding journey.

Commitment

High commitment from hiring manager, hiring team and HR to make the onboarding journey a success.

Measurement

Clear candidate experience measures which can be analyzed to track progress and results.

For the New Hire

- Happy employee
- Empowered to get up to speed and perform to full potential
- Seamless, structured and engaging experience
- Expectations set during recruitment are met and in line with employer branding
- Improved understanding of ABN AMRO's culture, values and vision
- Clarity on career path and learning opportunities

For Managers

- Less administrative effort and freed up time to welcome new team member
- Less time until new team member is up to speed and productive
- Build up and strengthen relationship with new employee
- Engaged employee and happy manager

For HR

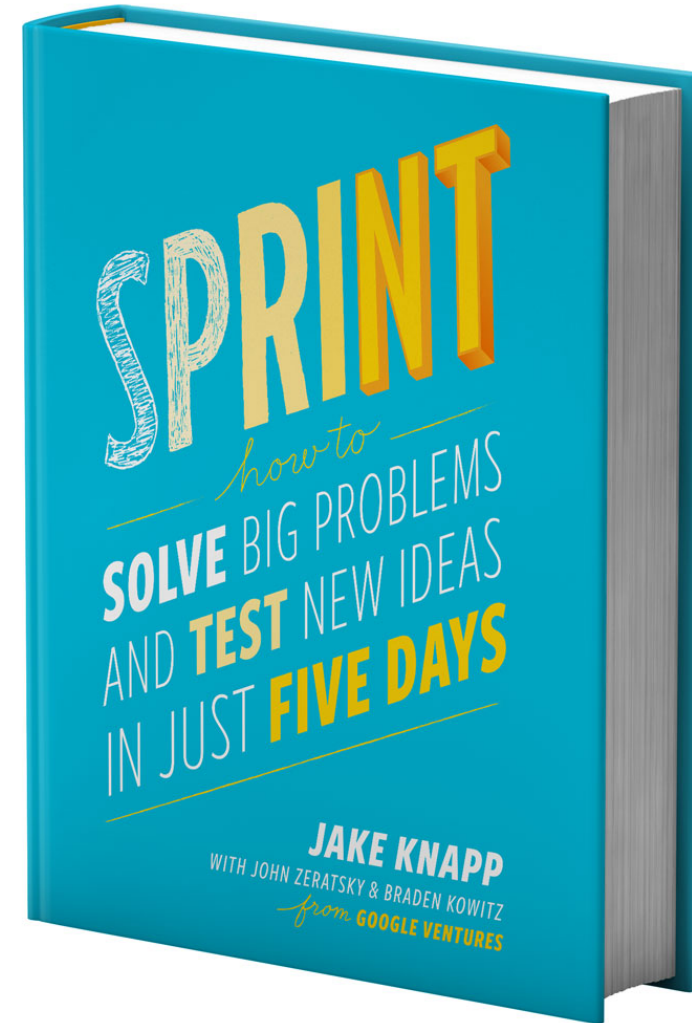
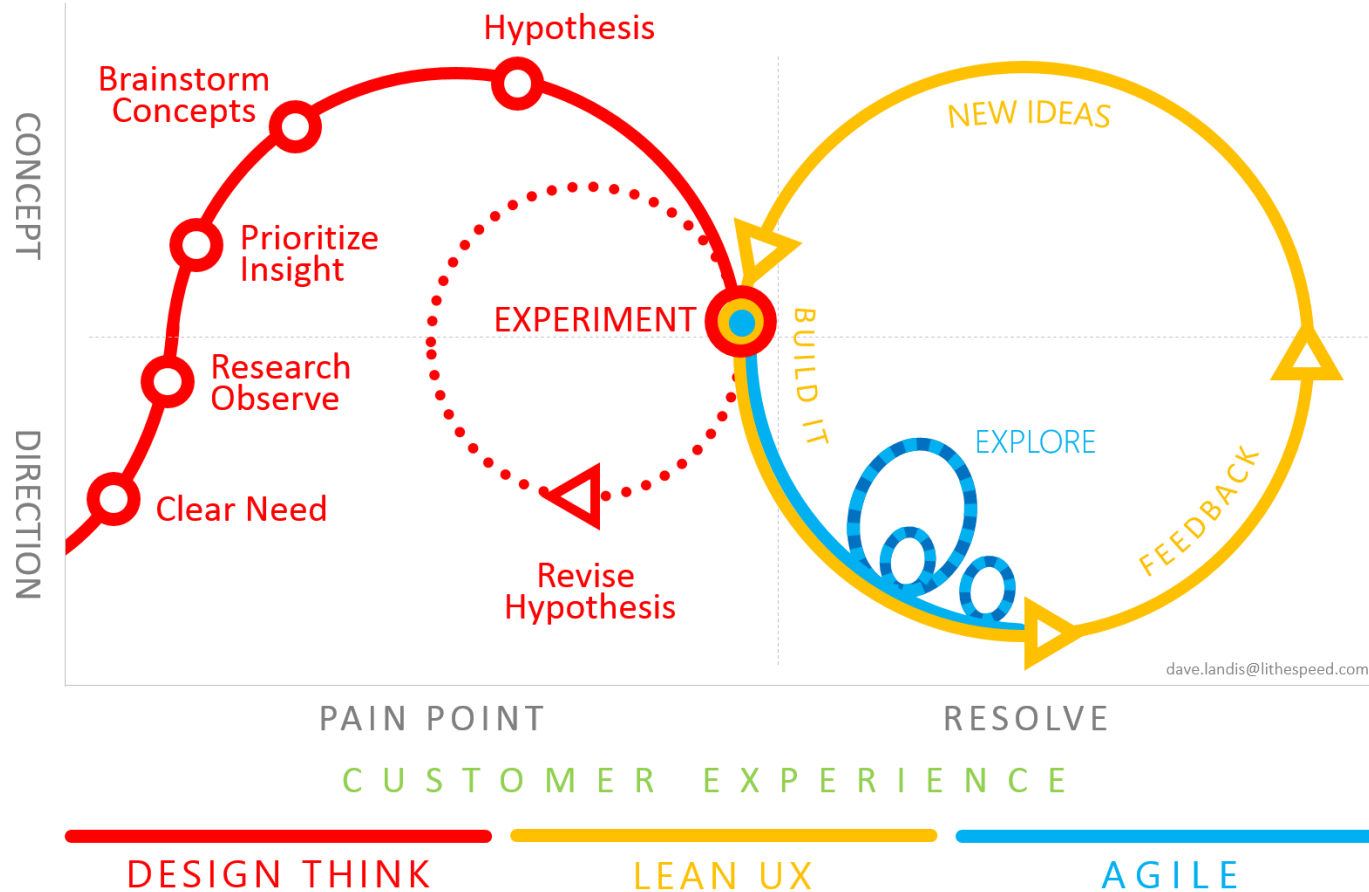
- Clear roles, responsibilities and accountabilities during onboarding
- Streamlined processes
- Acknowledgement for the time and effort dedicated
- Improved visibility

For ABN AMRO

- Employee engagement
- Employees as ambassadors
- Improved time to productivity
- Reduced wasted effort and time
- Alignment to the ABN AMRO brand, culture and policy and regulations
- Higher retention
- Higher client satisfaction



NEW WAY OF WORKING - TWO WEEK SPRINTS



WE ADVOCATE, BUILD AND RUN AN EX CULTURE
THAT CONTINUOUSLY DELIVERS WOW!





Employee Experience

Creating space for dreams and ambitions.
Driven by passion, guided by expertise.

ABN AMRO's core values are in our DNA

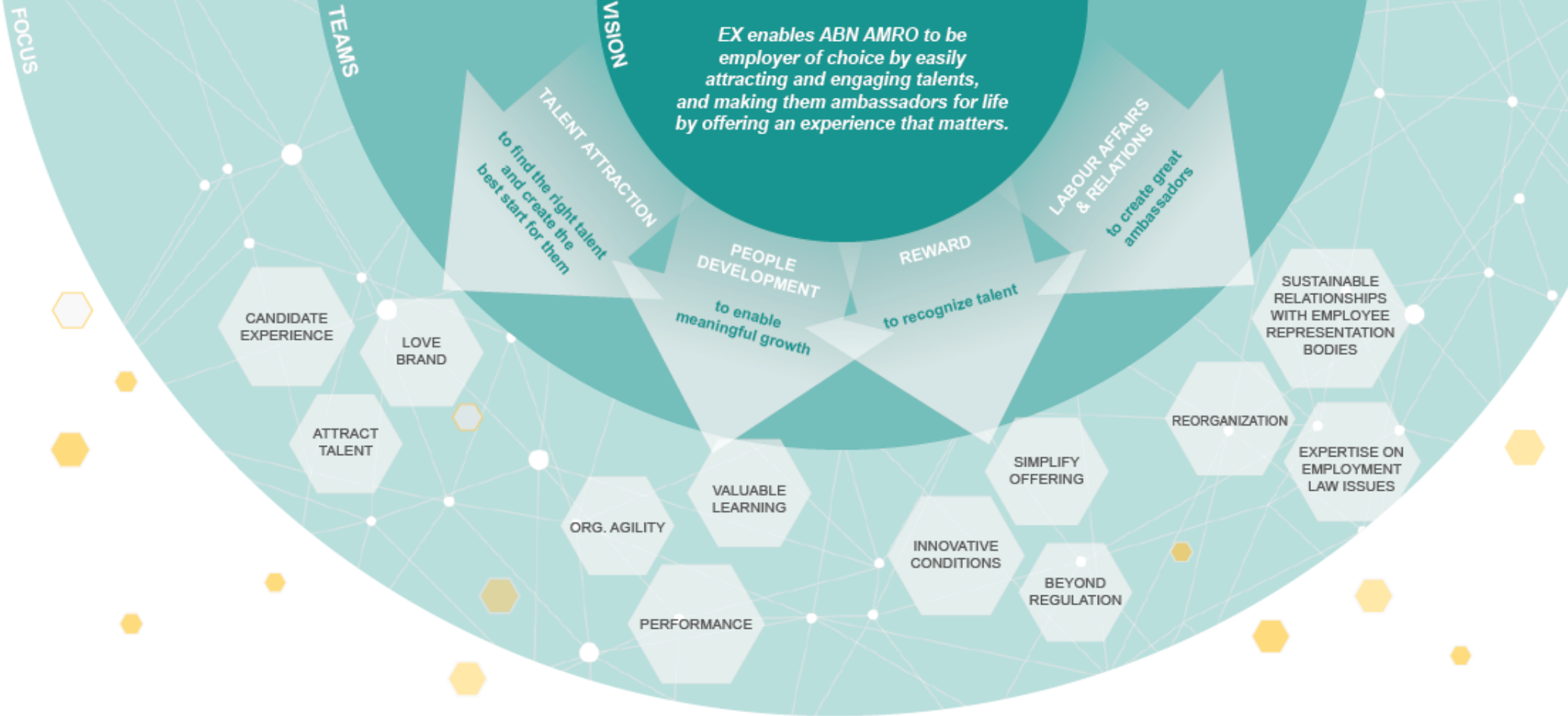
Crazy for clients

I am team

Give trust

Be a columbus

Are you in?



Agile Mindset



Enhance our culture



Drive experience



Simple & Relevant



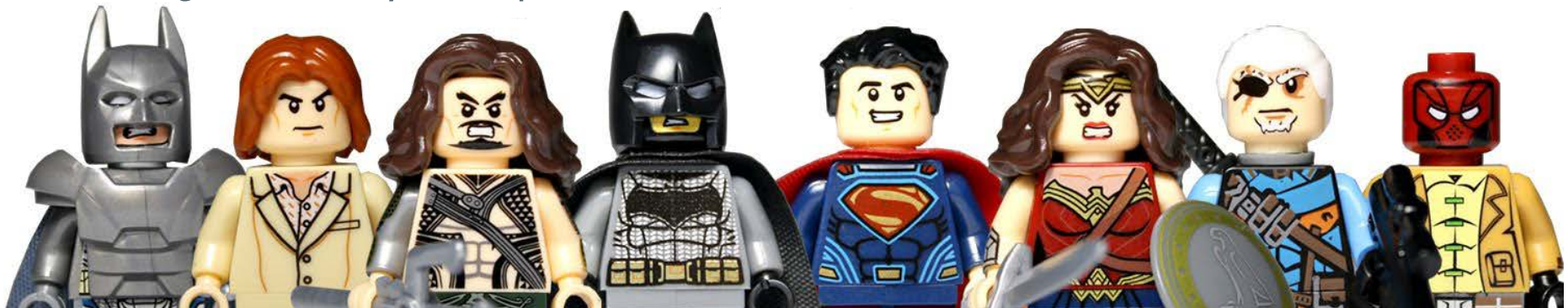
Sustainable growth



How do we deliver an experience that matters?

LESSONS LEARNED

- ☐ Shift from policies / processes / products and services to experience
- ☐ Don't be a hero on budget day
- ☐ Focus on new (HR) capabilities
- ☐ Align with business (CX/Digital) from day one
- ☐ Combine a new model with a new way of working
- ☐ Trust more, control less
- ☐ "Run" and "change" should be approached differently
- ☐ Try to be as transparent as possible to all employees
- ☐ Redefine customer value
- ☐ Continuous listening: measure your impact from the start



ENGAGE WITH US



<https://www.abnamro.com/nl/carriere/index.html>



<https://nl.linkedin.com/company/abn-amro/careers>



@werken_abnamro



@werkenbijabnamro



@werken_abnamro



ABN AMRO

