LEVERAGING ROLES TO DEVELOP SKILLS-BASED PLANNING MECHANISMS

David Slovak, Head of Strategic Workforce Planning @ FIS

SURVEYING THE LANDSCAPE

Few have skills “figured out”

Context / Reality Check

- 47% of companies surveyed have not yet developed an approach
- Among those with a classification strategy, most lack consistent proficiency levels
- Assessment remains highly subjective and inconsistent
- Many technology solutions use different architectures

Source: Mercer’s *2022 Pay for Skills* survey

BRIEF INTRODUCTION TO FIS

FIS SOLUTIONS

Banking

Individual and commercial borrowing, saving, paying and investing

- $13 TRILLION moved annually (2X as much as our top 3 competitors combined)
  - $4+ Trillion FIS Wealth Services Assets
  - $3+ Trillion FIS Retirement Services
  - 21 Billion Annual US Card Transactions

Merchant

Powering global commerce

- Top Global Merchant Acquirer (+1M Merchant locations)
  - Processing for 6 of the top 10 largest merchants globally
  - Accepting over 300 payment methods
  - 126 currencies
  - 146 countries

Capital Markets

Enabling institutional money movement, management and growth

- $40 TRILLION processed on FIS asset management technology
  - 80% of TOP 50 largest asset managers
  - 90% of the largest private equity firms globally
  - 80% of the TOP 50 largest insurance companies
  - 85% of the TOP 20 clearing firms

STRATEGIC WORKFORCE PLANNING @ FIS

Implement technology-enabled, data and analytics-driven processes and tools which help business leaders and key partners proactively plan and execute talent actions to meet strategic objectives.

Operational (Annual)

Strategic (Multi-Year)

With Context
Cost, Roles, **Skills**, Locations, Timeframes

SKILLS OF THE FUTURE @ FIS

Desired Outcome

Leaders and colleagues understand the value of skills and use them to enable business growth and career development

Consistent Mechanism

Skills become our common currency for planning, attracting, developing, mobilizing, retaining and rewarding talent

GETTING STARTED

Early learnings set the right foundation

Key elements

- Common Language and Data Structures
- Consistent Assessment / Inventorying
- Demand for Skills ←→ Strategic Drivers
- Quantification of Gaps and Actions

Starting with roles

Traditional role-based planning allows us to add a skills lens to quantifiable models and action plans

ROLE-BASED SWP

✓ Identify business drivers and related roles

✓ Develop a profile of the workforce using key metrics

✓ Track meaningful KPIs

✓ Govern the plan

✓ Build Supply and Demand projections using baseline inputs

✓ Analyze gaps with varying scenarios and assumptions

✓ Develop gap-closing action plans

THE SKILLS PROFILE

Key intersection of roles and skills

A listing of critical skills that enable success for a given role. Traceable/usable through several elements of the ecosystem:

- Job profiles/architecture
- Job descriptions, requisitions, postings
- Candidate Assessments/Criteria
- Internal mobility, career planning, and learning pathways

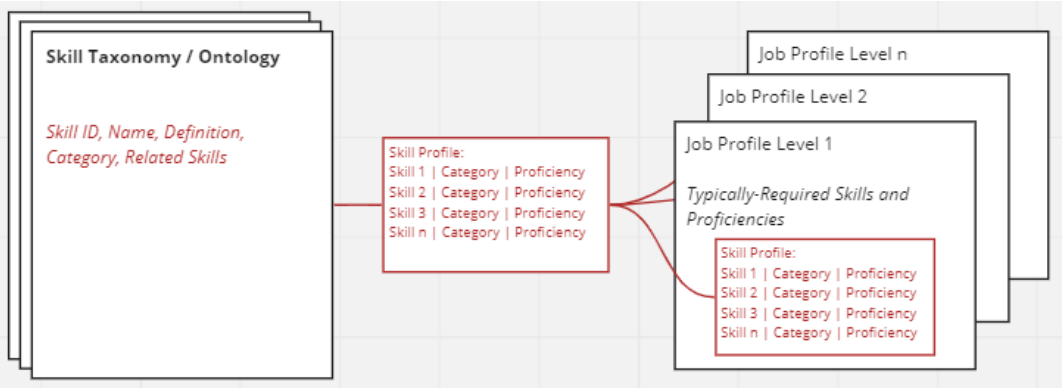
Data Scientist

Skill
Data science
Mathematics
Python
Machine learning
SQL
Big data
Programming Languages
AWS
H2O
Anaconda
Hadoop
Tableau
Tensorflow
Analytics
Programming
Research
Collaboration
Model development
Innovation
Creativity

CRITICAL COMPONENTS

Skills Taxonomy

Essential for navigating/traversing various components of tech ecosystem



The Proficiency Factor

An important link to quantification

Data Scientist

Skill	Proficiency Level Needed
Data science	Intermediate
Mathematics	Intermediate
Python	Advanced
Machine learning	Intermediate
SQL	Advanced
Big data	Intermediate
Programming Languages	Intermediate
AWS	Entry
H2O	Entry
Anaconda	Intermediate
Hadoop	Intermediate
Tableau	Advanced
Tensorflow	Entry

INCORPORATING EXTERNAL DATA

Monitoring market trends and insights can help anticipate gaps in Skill Profiles and compare to competitors

Data Scientist

Skill	Proficiency Level Needed	Demand Trend
Data science	Intermediate	Maintaining
Mathematics	Intermediate	Maintaining
Python	Advanced	Maintaining
Machine learning	Intermediate	Maintaining
SQL	Advanced	Maintaining
Big data	Intermediate	Maintaining
Programming Languages	Intermediate	Maintaining
AWS	Entry	Maintaining
H2O	Entry	Maintaining
Anaconda	Intermediate	Maintaining
Hadoop	Intermediate	Declining
Tableau	Advanced	Declining
Tensorflow	Entry	Emerging
Analytics	Intermediate	Maintaining

Comparison to Competitors

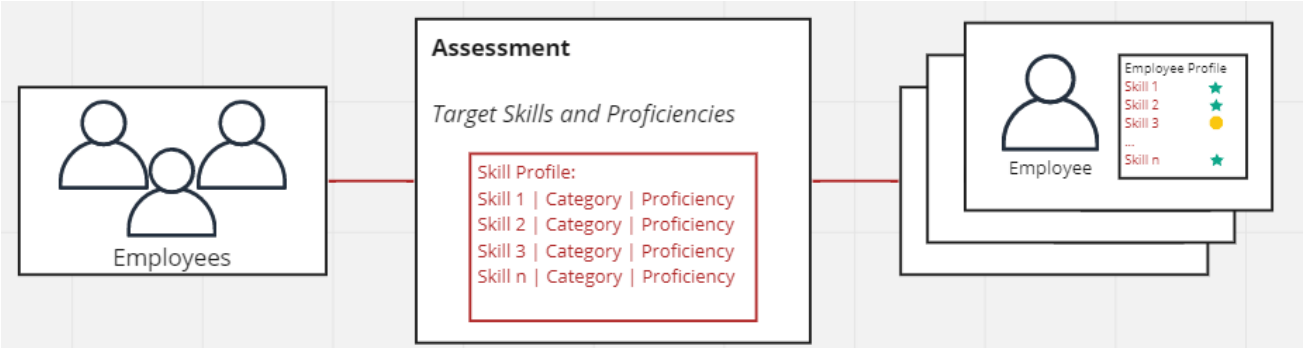
Skill	Proficiency Level Needed	Demand Trend
Snowflake	Intermediate	Emerging

"We're noticing our competitors are emphasizing Snowflake over Hadoop. Should we adjust our Skills Profile based on changes in the market and technology landscape?"

INVENTORYING THE WORKFORCE

Assessing supply of skills in the current workforce

- ✓ Use Skills Profile to define target skills and proficiency
- ✓ Evaluate existing workers
- ✓ Compile talent profiles to quantify available skills



	Data			Machine			Programming			
Name	Science	Mathematics	Python	Learning	SQL	Big Data	Languages	AWS	Anaconda	Tensorflow
Paula	4.0	1.0	3.0	4.0	3.0	3.5	0.0	3.0	4.0	3.0
Irfan	4.0	3.5	3.5	1.0	1.5	2.5	2.0	3.0	2.5	3.0
Simone	4.0	1.0	4.0	4.0	2.0	4.0	1.0	4.0	4.0	3.5
Hanora	3.5	1.0	4.0	4.0	2.0	3.0	1.0	4.0	4.0	3.5
Jacob	4.0	1.0	3.0	4.0	2.5	3.0	1.0	3.0	4.0	3.0
Jasmine	4.0	1.0	4.0	4.0	3.0	3.0	1.0	3.0	3.5	3.0
Pietro	4.0	0.0	3.0	4.0	3.0	3.0	0.0	3.0	4.0	3.5

QUANTIFYING GAPS

Developing a Skill Gap Metric

- ✓ Quantify supply and demand by role
- ✓ Attach a Skills Profile with target proficiencies
- ✓ Inventory the Workforce
- ✓ Calculate Skill Gaps / Metric
- ✓ Evaluate at aggregate and individual levels

	Target Proficiency	Average Proficiency	Gap
Data Science	2.0	3.0	1.0
Mathematics	2.0	2.0	0.0
Python	3.0	2.0	-1.0
Machine Learning	2.0	2.0	0.0
SQL	3.0	2.0	-1.0
Big Data	2.0	2.0	0.0
Programming Languages	2.0	2.0	0.0
AWS	1.0	0.5	-0.5
Anaconda	1.0	2.0	1.0
Tensorflow	2.0	1.0	-1.0

Aggregate Skill Score: 93%

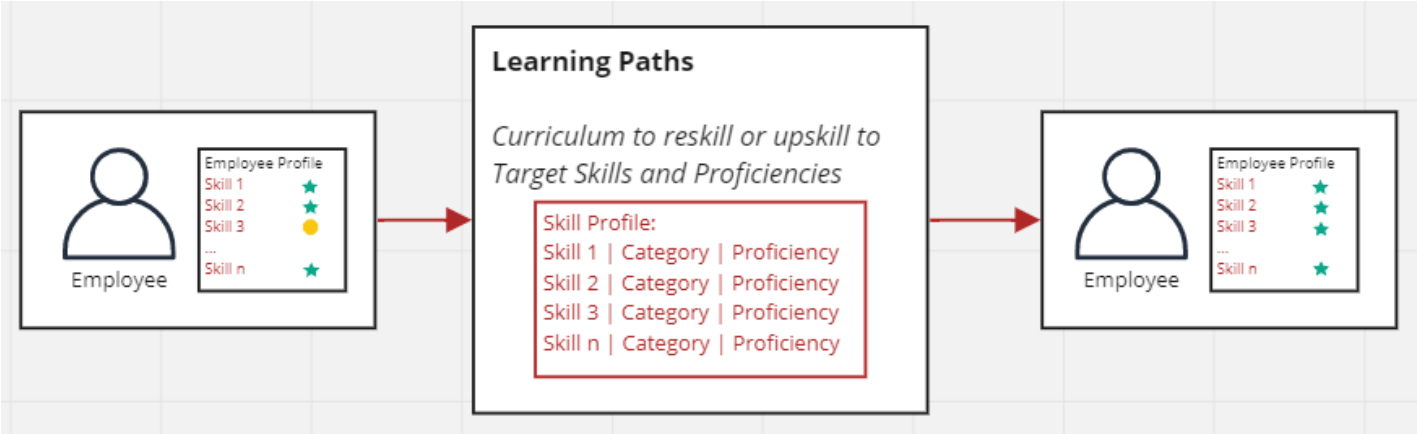
Name	Data Science	Mathematics	Python	Machine Learning	SQL	Big Data	Programming Languages	AWS	Anaconda	Tensorflow
Paula	4.0	1.0	3.0	4.0	3.0	3.5	0.0	3.0	4.0	3.0
Irfan	4.0	3.5	3.5	1.0	1.5	2.5	2.0	3.0	2.5	3.0

PLAN GAP-CLOSING ACTIONS

Determine best options based on key factors

- ✓ Cost
- ✓ Complexity
- ✓ Timeframe

Illustration: upskilling via targeted learning pathways



DELIVERING CORE - DESIGNING THE FUTURE

No paucity of advanced capabilities to envision

Where to focus first…

- ✓ Inventorying Existing Workforce
- ✓ Solving for Current and Future Demand
- ✓ Closing Gaps with Existing Capabilities (Internal Hiring, Upskilling)
- ✓ Targeted Hiring to Complement Location Strategy

While planning for sophistication..

- ✓ Part-time gigs and flex work at scale; deconstruction of jobs
- ✓ Pay and reward programs and premiums for in-demand skills
- ✓ Long-term development programs and capability academies
- ✓ External partnerships with peer companies and institutions
- ✓ AI and Advanced Platforms to Automate Talent Mobility

Guiding leaders to identify future needs

- ✓ Part alignment to strategy
- ✓ Part reference to external market
- ✓ Part thought exercise

FOR FURTHER REFERENCE

RESOURCES THAT HELPED FIS GET “SMARTER” ABOUT SKILLS

Non-exhaustive sample of key thought leaders and resources	
Josh Bersin Building A Company Skills Strategy: Harder (and More Important) Than It Looks What Is A Skills Taxonomy Anyway? Understanding The Market For SkillsTech	**Alicia Roach @ eQ8** Skills and Strategic Workforce Planning **Mercer** Leading from the front in the skills revolution
David Green Digital HR Leaders Podcast (several excellent episodes with skills focus)	**Deloitte** The skills-based organization: A new operating model for work and the workforce **EY** People Advisory Services **and** Skills Foundry **teams**

To get in touch with me and the FIS team: David Slovak on LinkedIn

FIS is a leading provider of technology solutions for financial institutions and businesses of all sizes and across any industry globally. We enable the movement of commerce by unlocking the financial technology that powers the world's economy. Our employees are dedicated to advancing the way the world pays, banks and invests through our trusted innovation, absolute performance and flexible architecture. We help our clients use technology in innovative ways to solve business-critical challenges and deliver superior experiences for their customers. Headquartered in Jacksonville, Florida, FIS ranks #241 on the 2021 Fortune 500 and is a member of Standard & Poor's 500® Index. To learn more, visit www.fisglobal.com. Follow FIS on Facebook, LinkedIn and Twitter (@FISGlobal).