



ECB OMG Meeting

Wednesday, 23 June 2021

HR challenges in backoffice operations

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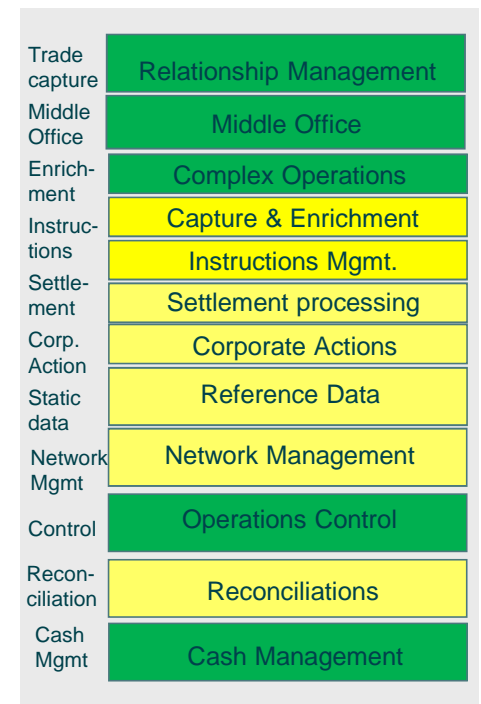
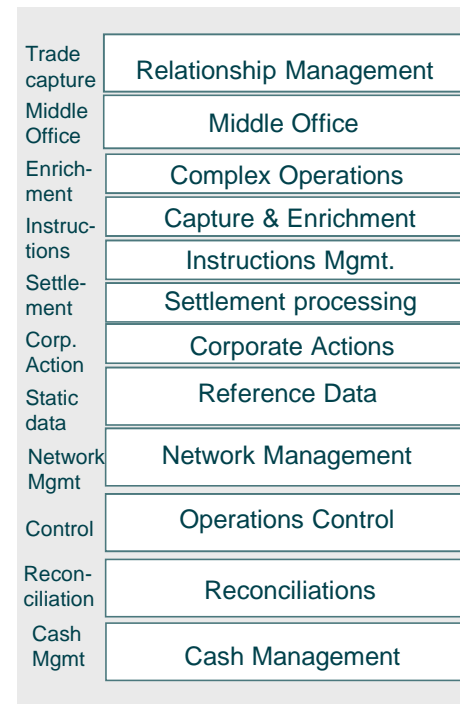
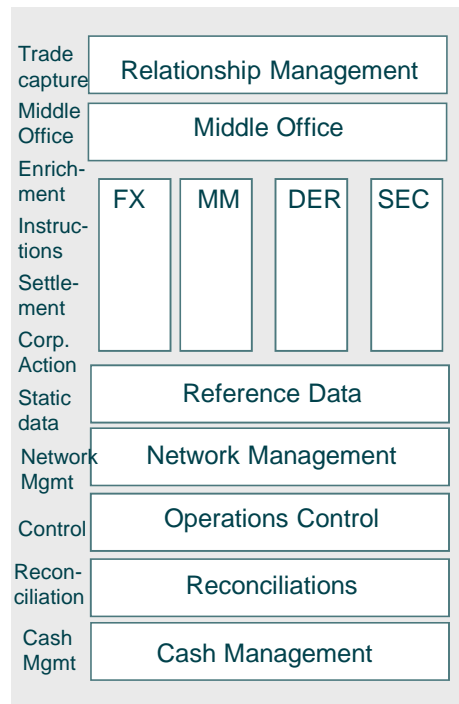
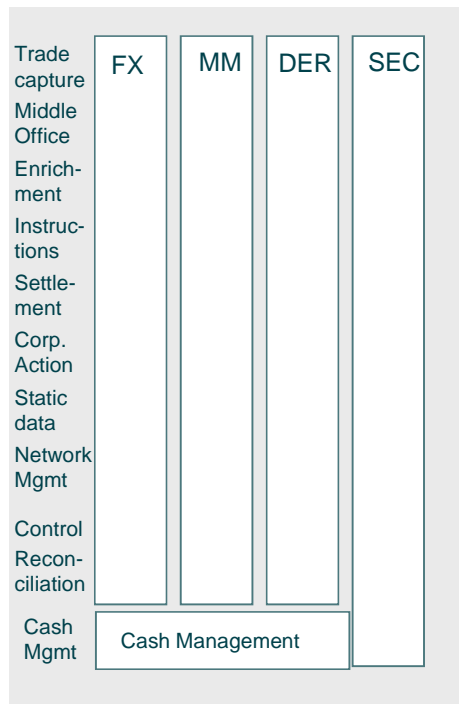
Today I'd like to talk about

- Constant changes over the past decades in operations have lead to staff reductions and development of new skill profiles in operations.
- HR challenges – what is the bigger problem? Recruiting suitable staff members or recruiting the appropriate managers?
- If it is true that operations is a commodity, but not an unique selling point – how can we attract new staff?



Workflow development in operations

Internal optimization in various steps over decades has lead to staff reduction ...



... but also developed new skill profiles - and is reaching it's end.

FX, MM, Der, Sec are abbreviations for the respective asset classes



I am a next generation bank clerk – please find my job expectations below

- I like working in an open-minded team with cultural diversity.
- I like working from home or remotely on a frequent basis.
- I accept having a reporting line, but within my daily job I want to take my own decisions.
- I want challenging and interesting tasks.
- I have a clear career path in mind, that's why I like job rotation.
- My salary is important, but work life balance counts as well.



I am a next generation bank manager – please find my mindset and competencies below

- I am a leader, not a micro manager.
- I challenge and encourage my team to take on their own responsibilities.
- I am a promotor of a fail fast culture, I see mistakes as an opportunity for process improvement.
- I regularly ask for feedback from all angles and take it seriously.
- In my team the best idea wins – and it must not be my own.
- I do not support hierarchical thinking and formalism in my team.
- I highly support diversity in my team.
- I am capable in managing my team remotely – b.t.w. I like working from home as well.
- I am not necessarily the best paid member in my team.



When job expectations meet operations reality

- Operations is a highly regulated environment.
- Working hours are mainly driven by external deadlines – limited flexibility only.
- Tasks must be achieved by the end of the business day – delaying creates problems and often error costs.
- Customer satisfaction is hard to get – internally as well as externally.
- Total compensation seems not always appropriate.



Operations is looking for new staff – see what we expect

- Familiar in dealing with various asset classes.
- Full understanding of the complete process flow and lifecycle events.
- IT-expertise and capable in programming modern workflow IT-systems.
- Expertise in controlling sourcing / shoring partners.
- Lean management knowledge and willingness to challenge your own work daily.
- Self-motivation capabilities.
- Open minded for change.



The author's conclusion

- If not already done - urgent need to decide on your future **Target Operation Modell** for operations.
- Your TOM is key to tackle the HR challenges that lie in front of us.
- Firms without a future TOM will face massive problems over the next five to ten years.
- Don't be afraid to disclose your TOM – and act accordingly.



Disclaimer

- This presentation represents the opinion of the author.
- The content shown is based on the author's experience and also includes the results of many years of networking with peers in various other banks.