

Solution Brief

IBM Watson Talent Frameworks for Banking & Financial Services

Industry specific job skills for organizational success



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SOLUTIONS
FOR TALENT MANAGEMENT

After a decade of mergers and acquisitions, new partnerships with FinTech start-ups and suppressed interest rates leading to struggles for profitability, the Banking and Financial Services industry continues to face disruption. Shifting customer expectations, regulatory changes, and evolving business models pose significant workforce challenges in the industry.

Understand the talent you have, the skills you want to retain and the skills you need to develop with Watson Talent Frameworks. Our solution supports you in attracting and onboarding new commercial relationship managers with a detailed set of skills and abilities specific to individual roles. Retain your best risk and compliance staff by providing clear visibility to future career opportunities, and engage branch employees with skill-specific content to drive day-to-day performance and on-going development.

Connect People to Business

Watson Talent Frameworks for Banking and Financial Services ensures a benchmark model to centralize and provide consistency in how you define jobs and skills across all aspects of talent management. It provides HR both data and content to match the right talent with company

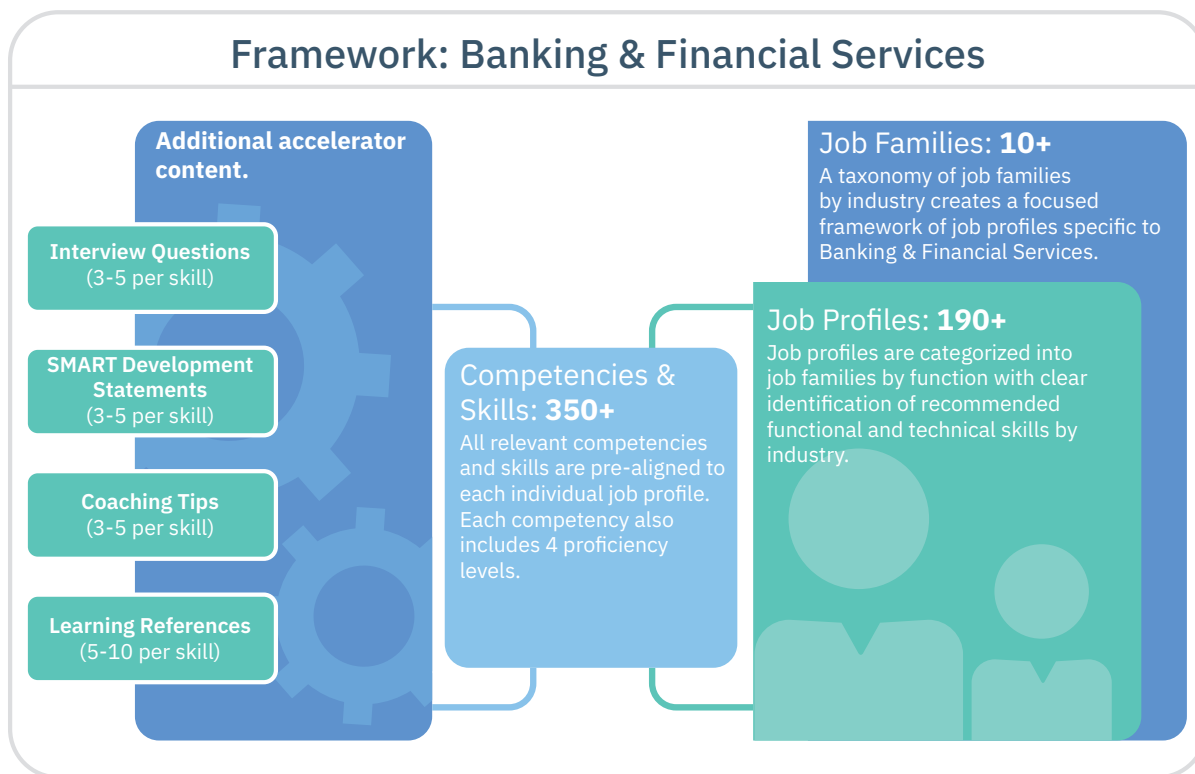
requirements, creating an engaging employee experience to drive better business results.

Watson Talent Frameworks includes several key elements:

- Pre-defined job profiles detail the skills and levels of proficiency employees need to excel.
- Standard job descriptions attract qualified candidates by clearly defining key responsibilities.
- Interview questions provide a guide for accurately assessing candidates.
- Job-specific skills, behaviours and coaching tips support managers in facilitating clear, objective performance reviews.
- SMART development statements give employees specialized, actionable practices to help them improve and achieve more.
- Learning References provide a path for growth and development.
- The jobs taxonomy drives engagement with clear and transparent career opportunities.

Watson Talent Frameworks powers people analytics and cognitive HR with a data rich foundation.

Fig 1: IBM Watson Talent Frameworks architecture



Deep Dive: Job Profile

Let us peruse a job profile from Watson Talent Frameworks for Banking and Financial Services to better understand the data and content available. Consider the job profile of an ‘Online Banking Specialist’ highlighted below as a sample.

Table 1. Job profile classification with descriptions.

Job Family Code	BRO
Job Family Name	Bank Retail Operations
Job Family Description	Support services for retail banking lines of business. Deposit operations, loan operations, collections, card production, trust operations, ATM support.
Job Profile Code	BRO-50BS
Job Profile	Online Banking Specialist
Job Role Description	Provides support for a wide range of electronic banking products and services, including ATMs, debit and credit cards, cash management and payment solutions, etc., in accordance with organizational policies and procedures and to ensure excellence in services delivered.
Job Band ID	4
Job Responsibility	<ol style="list-style-type: none"> (1) Administers and monitors online banking system operations to ensure that organizational policies and standards are met. (2) Assesses customers’ needs and recommends strategies to integrate online banking systems into the organization’s contingency and strategic plans. (3) Conducts system quality assurance tests to ensure safety and accuracy in online banking services. (4) Responds to customers’ inquiries and troubleshoots problems with the bank’s electronic banking products and services.

* Each job profile is assigned a unique job code ID, mapped to a job family, and tagged to an appropriate job band.

* Apart from descriptions of the main job family and the job role, each job profile includes four key job responsibilities.

Table 1.1. Job band categories and descriptions for each.

Job Band ID	Job Band Name	Job Band Description
1	Executive Management	Vision, policy, strategy and direction setting; Enterprise and industry view; Driving organizational goals
2	Senior Management	Strategy formulation; Vision implementation; Operational responsibility; Cost and risk management; Enterprise view
3	Management; Senior Level Consulting	Functional, technical or process leadership; Management of multiple teams; High complexity and ambiguity; Tactical responsibilities
4	First Line Management; Senior Professional	Team or technical supervision; Expertise and experience with complex technical activities; Project management and consulting
5	Team Leadership; Technical Professional	Difficult technical tasks; Implementation experience; Self-sufficiency; Small project responsibility; Technical supervision
6	Administrator; Technician, Trainee	Routine technical or administrative tasks; Follows procedures; Operates under supervision

* Each job profile is mapped to one of six pre-defined job bands.



Deep Dive: Competencies & Skills - Overview

Let us explore recommended competencies and skills data for the sample job profile highlighted in Table 1.

Table 2. List of all competencies recommended for Online Banking Specialist: BRO-5OBS.

Competency Code	Competency Name	Proficiency Level	Priority
B0150	Products and Services	2 - Working Experience	3 - High
B0220	E-Business	1 - Basic Understanding	2 - Medium
B0300	Core Application Systems	3 - Extensive Experience	3 - High
B0800	Web-based Facilities and Tools	2 - Working Experience	3 - High
B0850	Information Technology Trends	1 - Basic Understanding	1 - Low
B1100	Standard Operating Procedures	2 - Working Experience	3 - High
B2010	Customer Focus	2 - Working Experience	2 - Medium
I0050	Active Learning	2 - Working Experience	3 - High
I0350	Problem Solving	2 - Working Experience	3 - High
I0480	Effective Communications	2 - Working Experience	2 - Medium
I0800	Confidentiality	2 - Working Experience	3 - High
I0960	Accuracy and Attention to Detail	2 - Working Experience	3 - High
I0970	Initiative	2 - Working Experience	2 - Medium
I1030	Emotional Intelligence	2 - Working Experience	2 - Medium
TBF0010	Regulatory Environment - Financial Services	2 - Working Experience	2 - Medium
TBF0100	Branch Banking Services	1 - Basic Understanding	2 - Medium
TBF0210	Credit Card	2 - Working Experience	2 - Medium
TBF0220	Debit Card	2 - Working Experience	2 - Medium
TBF1000	Banking Products	1 - Basic Understanding	2 - Medium
TBF1010	Electronic Banking Products	2 - Working Experience	3 - High
TBF1130	ATM Services	2 - Working Experience	3 - High
TBF1160	Internet Banking	2 - Working Experience	3 - High
TBF1170	PC Banking	2 - Working Experience	3 - High
TBF1190	Mobile Banking	2 - Working Experience	3 - High
TBF1220	Banking Products and Services Development	2 - Working Experience	2 - Medium
TBF1910	Branch Banking Systems	2 - Working Experience	2 - Medium
TBF1930	ATM (TBF)	2 - Working Experience	2 - Medium
TBF1971	Online Banking System Management	2 - Working Experience	3 - High



Deep Dive: Competencies & Skills - Detail

Let us explore all the data and content available for the sample competency highlighted in Table 2.

Table 3. Competency and skill details of Internet Banking: TBF1160.

Competency Code: TBF1160 Competency Name: Internet Banking	
Competency Description	Knowledge of and ability to utilize the retail banking services available through a bank-hosted application on the Internet.
Proficiency Levels	Level 1: Basic understanding
	Level 2: Working experience
	Level 3: Extensive experience
	Level 4: Subject matter depth/breadth
Proficiency Level Behaviors	(1) Analyzes common problems experienced by customers and recommends appropriate solutions. (2) Assists customers in installing and using Internet banking services. (3) Explains roles/responsibilities of internal business units and vendors for all support services. (4) Implements on-line banking policies, processes, and procedures. (5) Uses appropriate tools for electronic transactions flow to and from the bank.

* Each competency is defined by four levels of proficiency – Level 1: Basic understanding, Level 2: Working experience, Level 3: Extensive experience, Level 4: Subject matter depth/breadth

Table 3.1. Accelerator content for each competency includes – Interview questions & SMART Development statements.

Competency Code: TBF1160 Competency Name: Internet Banking	
Interview Questions	(1) Describe your experience working with Internet banking products and services. (2) What kinds of problems did you encounter when installing Internet banking services for customers? (3) What customer complaints, issues or requirements did you address in Internet banking? Can you describe your results? (4) Do you have any experience with Internet banking system failures? What happened, how was it resolved, and what was the reaction from your customers?
Development Statement	(1) Each year, create a report detailing the impact of new technology on existing banking services and suggest a course of action. (2) Within the next 6 months, design strategies for the Internet banking business that align with organizational business goals. (3) Within the next 3 months, develop and deploy a contingency procedure designed to maintain account accessibility and security in the event of an Internet banking system failure. (4) Increase online sales of a retail banking product or service by 15% in the next year using Internet promotions. (5) Reduce costs associated with retail banking by 10% in the next year by extending Internet banking services to new products, customers, or markets.

*Accelerator content helps managers and employees engage with competency and skill data in an on-going manner.



Table 3.2. Accelerator content for each competency also includes – Coaching tips & Learning references.

Competency Code: TBF1160		Competency Name: Internet Banking				
Coaching Tip Descriptions	(1)	Discuss your organization’s Internet banking marketing strategy with others in the industry. How do they promote use of their online banking services?				
	(2)	Collect feedback on the capability of Internet banking interfaces and systems; resolve any problems and issues.				
	(3)	Consider how an Internet banking system failure may be perceived by customers. Develop literature that helps them feel that their accounts are secure.				
	(4)	Attend training sessions on Internet-based banking products. Learn how to effectively train customers on the use of these sites.				
	(5)	Communicate and build relationships with main clients to facilitate the Internet banking business.				
Learning References						
Learning Reference Type	Activities On & Off the job	Activities On & Off the job	Organizations, Associations	External Publications	External Publications	Vendors
Learning Reference Name	10-Minute Staff Updates	Sponsor Technology Work Sessions	Wall St. Technology Association	American Banker	Wall Street & Technology	Levow Information Systems
Learning References Description	Prepare a 10-minute update on a topic of interest to your team, schedule time during the next meeting, present and distribute supporting materials.	You can invite someone who is using a particular technology in question and allow for 1-2 hours of free-form or facilitated discussion on that technology.	A non-profit organization for technology professionals in the financial industry.	Daily trade publication for the banking and financial services industry.	Business strategies for the financial industry.	A bank consulting firm providing educational training programs for banks and bank vendors world-wide.
Author						
Publisher				Thomson Media	CMP Media LLC	
Publication Year						
Provider						
URL			www.wsta.org	www.americanbanker.com	www.wstonline.com	www.levow.com
ISBN_ASIN						



Keeping it Current

Watson Talent Frameworks is developed by a dedicated team using an independent research methodology and augmented by Watson. IBM applies machine learning to analyze and synthesize daily feeds of job board data. Watson identifies new or updated content which is then further refined by the IBM content curation team.

As part of the process, every framework goes through a comprehensive review to identify changes relevant to industry trends. These changes are validated to ensure that the job architecture is up to date with current skill demands in the industry.

Sources include:

- Career and recruiting websites
- Client surveys and content workshops
- Disruptive industry changes
- New disciplines, job functions, job roles, or skills in technology or new industries
- Organizational development and HR best practices
- Regulatory legislation and industry compliance requirements
- Research organizations and professional associations
- Vision and thought leading vertical experts



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