

# FUTURE OF WORK LEADERS FORUM

Shaping the Next Phase of Work, *together*

Strategic Workforce Planning in era of AI and  
the Skills Based Economy with PTSB

28 November 2024

ptsb



# Today's Agenda

1. Introduction and Welcome
2. Case Study & Discussion: **Strategic Workforce Planning in era of AI and the Skills Based Economy**
3. Q & A
4. Close & After Hours



# Future of Work Leaders Forum: 2025



Renew  
before year  
end to  
claim your  
early bird  
discount  
offer . . .



**UNIQUE LEARNING COMMUNITY OF  
FELLOW FUTURE OF WORK LEADERS,  
PIONEERS & PRACTITIONERS**

Join our market-leading peer-to-peer learning and  
knowledge exchange community, dedicated to  
shaping the changing world of work, together

A unique peer-to-peer learning and knowledge  
exchange community, dedicated to shaping  
the changing world of work, *together*

*"This Forum has been of huge value to us as we deal with our  
future of work strategies and plans - a high impact blend of both  
inspiration on local & international best practices with practical  
peer to peer support.*

*Simply not matched by any other ongoing forum for topics  
shaping the future of work".*

*Tamsin Trevarthen*

*Head of Culture & Capability, Irish Distillers*

For full 2025 joining details contact [Fiona.Farrell@workmatters.ie](mailto:Fiona.Farrell@workmatters.ie)





# FoW Leaders Forum: 2024 Events



25 January 2024	Masterclass – Next Level Flexibility and AI Enabled Work Re-Design – Ravin Jesuthasan
8 February 2024	Member Network Call
29 February 2024	Masterclass – A Practitioners Guide to AI for HR – James Ryan & Guests
7 March 2024*	Talent Summit 2024 – “Talent, Technology, Turbulence” – Dublin (free to Forum members)
14 March 2024	Member Network Call
11 April 2024	Member Case Study Call – Embracing New Ways of Working – ESB’s Smart Working Approach
22 April 2024	Masterclass – Getting unstuck in the Digital Era and Digital Wellness – Amy Blankson
8 May 2024*	Future of Work Strategy Workshop – Kevin Empey, in conjunction with IMI
14/15 May 2024*	HR Congress World Summit 2024 – Porto – “Elevate, Evolve, Engage: Shaping the Future of Work”
21 May 2024*	Masterclass – The Future of Work Unplugged & AI For HR: with the BrightWater Group
6 June 2024	Member Case Study – A Team Agility Journey – From Complexity to Clarity – Enterprise Ireland
July & August 2024	Member Check in Calls
29 August 2024	Modern Team Ways of Working: Insights & Lessons from the Frontline - James Ryan
12 September 2024	Member Case Study – AI For HR in Action - Danielle O’Brien, Global HR Lead, Amdocs
10 <sup>th</sup> October 2024	A New Employment Deal for the 21 <sup>st</sup> Century ? Kevin Empey
26 <sup>th</sup> – 27 <sup>th</sup> November 2024*	2 Day Applied AI for HR Programme with Trinity Digital Centre & Business School
28 <sup>th</sup> November 2024	Strategic Workforce Planning in era of AI and the Skills Based Economy, Karen Hacket, Ptsb

**\* In-Person  
Events**



## Future of Work Leaders Forum: Coming up in 2025.....

23 <sup>rd</sup> January	<u>2025: The Year to be Really Brilliant at the Really Basic Stuff</u>  Neil O'Brien	Future of Work Masterclass	Online via Zoom	Future of Work Leaders Forum Members and Guests
27 <sup>th</sup> February	<u>The Skills Based Organisation. Where are we in 2025 and what next ?</u>  Prof. John McMackin and Prof. David Collins.	Future of Work Masterclass	Online via Zoom	Future of Work Leaders Forum Members and Guests
27 <sup>th</sup> March	<u>How Can We Improve How Work is Working - Creating team sustainability, productivity and predictability in changing times.</u>  Robert Healy	Future of Work Masterclass	Online via Zoom	Future of Work Leaders Forum Members and Guests



Neil O'Brien

### MASTER CLASS



WELLBEING & RESILIENCE FOR 2025

23<sup>rd</sup> January 2025 @ 1pm

For full 2025 programme of events and joining details contact [Fiona.Farrell@workmatters.ie](mailto:Fiona.Farrell@workmatters.ie)





## Free and Discounted Events in 2025 for Members.....



 **WorkMatters**

Upcoming Events  
**APPLIED AI FOR HR**  
**STRATEGY, SOLUTIONS AND BEST PRACTICES**

Dates: **26 & 27 November 2024**  
Times: **09:30am - 04:00pm**  
Venue: **Trinity College Dublin**

<https://workmatters.ie/event-applied-ai-for-hr/>

 **Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin



For full 2025 programme of events and joining details contact [Fiona.Farrell@workmatters.ie](mailto:Fiona.Farrell@workmatters.ie)

A woman with dark hair tied back, wearing a dark t-shirt, is smiling and looking off to the side while holding a tablet. The background is a blurred office environment with other people working.

# Strategic Workforce Planning in era of AI and the Skills Based Economy

Karen Hackett  
Head of People  
PTSB



PTSB



Karen Hackett

Head of People

‘People Function enables the people capability of the Bank to deliver on the Business Strategy’



At PTSB, we Describe our Culture as the Way we do Things





01

# PTSB

## Who We Are

# Evolving our People Strategy as our Business Changes



## Business Change & Transformation

- Network 20:20
- Re-purposing of the Bank
- Enterprise Transformation
- COVID 19 Response
- Flexible & Hybrid Working
- Milestone Ulster Bank transaction
- Strategic Workforce Planning
- People Strategy
- AI Strategy
- Strategic People Transformation

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New brand, customer & colleague promise  
'Altogether more Human'

**98**

Branches serving customers



**68**  
Nationalities



**6**  
Generations in the workforce



**69%**  
of colleagues work flexibly



**59%**  
of colleagues have joined in the last 5 years  
(69% have less than 1 year service)



**835**  
< 1 year  
New hires



**1,450 hrs**  
Better Balance  
Mentor  
Programme

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**5**

Employee  
Resource  
Groups

**PRISM**



**ADAPT**



People Experience  
Council

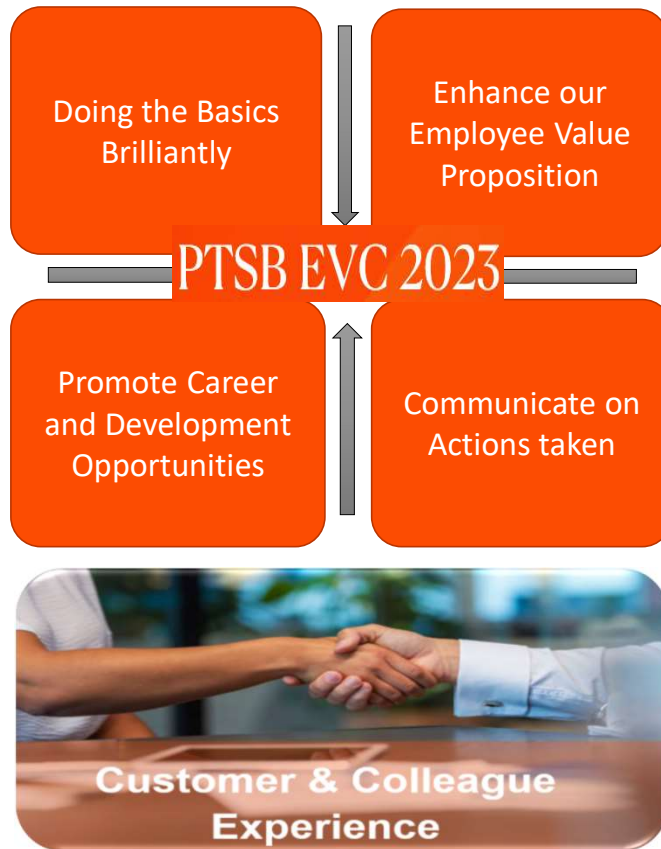
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# PTSB Strategic People Transformation

**‘Strategic Workforce Planning in ptsb in the era of AI and the skills-based economy’**

# Enabling our People to deliver on the Bank's Strategy aligned to creating a Culture of Trust for Colleagues, Customers & Communities

Utilising our cultural areas of focus:



## Strategic People Transformation



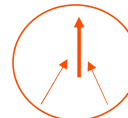
Inside out & Outside in "as is" assessment



Developed and implemented a Bank Wide – Strategic Workforce Planning Blueprint



Conducted research to assess the workforce implications of AI aligned to the AI Lab



Leading PTSB's Strategic People Transformation to future proof PTSB

## Inside Out



**At PTSB we are 'Altogether more human'.**

We bring the best of technology and our people together to solve real customer needs and deliver a better banking experience.

- Modern Contemporary Bank
- Connected Customer-Centric Culture
- Best 'Tech & Touch' Experiences – Market Leading RNPS
- First Choice for Customers
- Trusted in our Communities
- Sustainability fully integrated in our Business
- Strengthened Corporate Reputation
- Growing Market Share
- Increasing Enterprise Value

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**Change alone is unchanging**

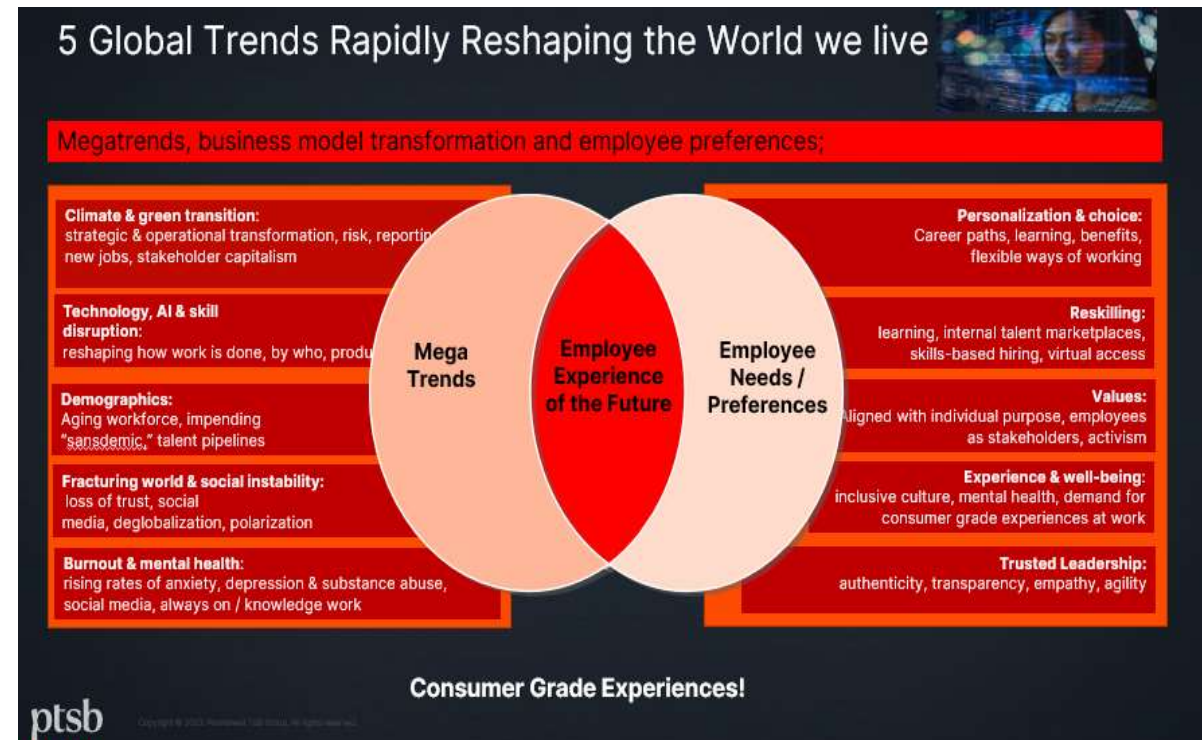
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Research, Reflection & Planning Informed our Strategic Workforce Planning and People Strategy:

Combination of academic research, best practice frameworks, articles, leader and colleague feedback

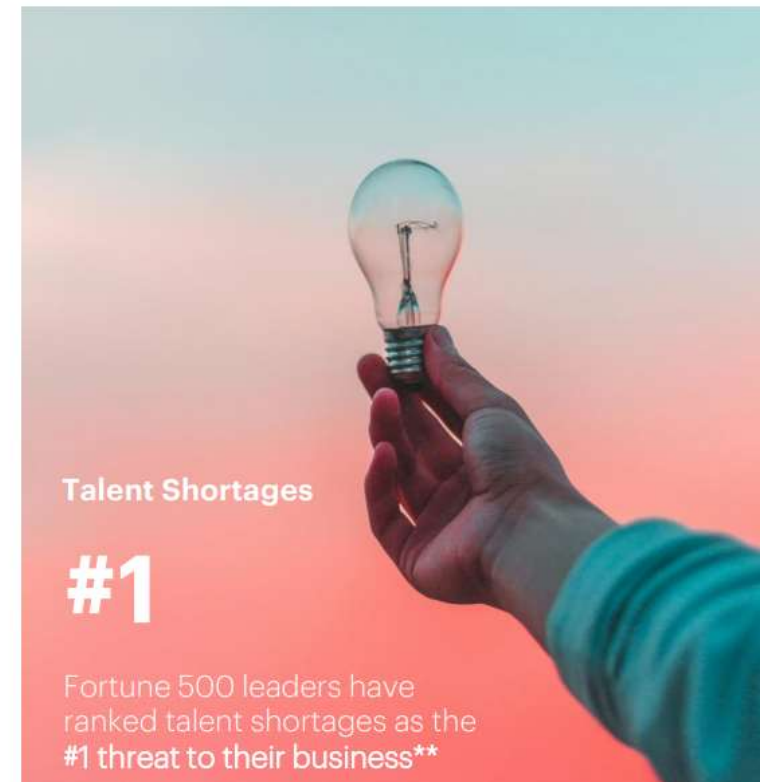
## Outside In





**To fuel sustainable change, leading organisations are shifting to a skills-driven approach to cope with a shortage on skills capabilities and to unlock internal talent.**

- New skills are emerging faster than ever and rapidly changing
- **40% of core skills will change in the next 5 years and 50% of employees will need reskilling\***
- Organisations are shifting away from traditional approaches to talent management to a more dynamic approach where **work is organised around skills and skills-based practices**



Talent Shortages

**#1**

Fortune 500 leaders have ranked talent shortages as the #1 threat to their business\*\*

# Strategic Workforce Planning

1

## Strategic Workforce Planning Vision

- SWP will enable PTSB to **understand the future capability needs** of the organisation to deliver on the business strategy.
- The proactive, strategic, and data-driven framework will allow us to **understand what skills and capability we have today and ensure we have the right talent with the right skills in the right place at the right time for the right cost within the right risk profile in the future.**
- The process will be **embedded within the SPP** business strategy and financial planning cycle, where the Business, Finance and HR, partner to articulate the skills and roles needed across the Business.
- It will be **one element of the overall people strategy**, informing the capability decisions of our talent strategy, e.g., skills development, succession and performance.

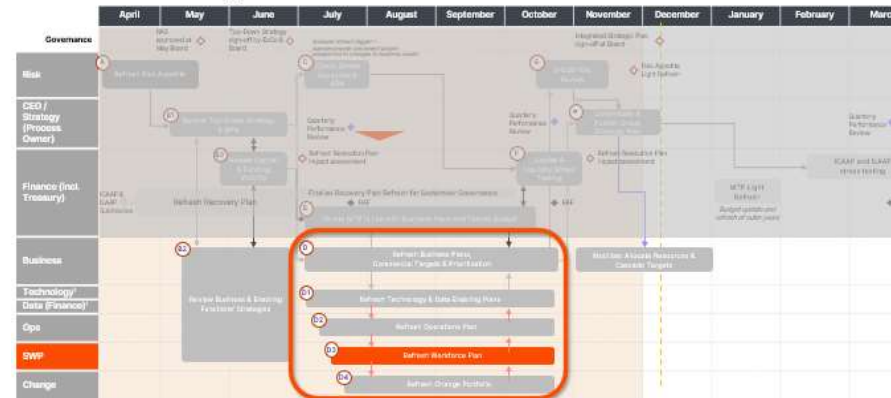
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3

## ptsb Methodology & Process | Integrating SWP within the Strategy Planning Process (SPP)

Strategic Workforce Planning will be fully integrated with SPP. The top-down strategy and Business & Enabling functions' strategies and guardrails must be well defined in advance of activating the SWP Process.



2

## ptsb Vision & Design Principles | A Future Workforce Planning Capability will move PTSB...

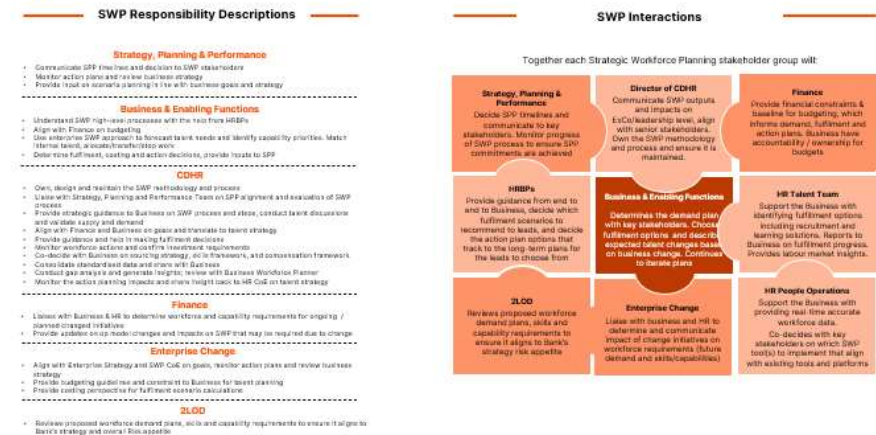
A clear and consistent, enhanced approach to Strategic Workforce Planning will better enable PTSB to forecast future resource demands and capabilities required to drive the Bank's strategic vision and ambitions.



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## ptsb High Level Governance Approach | Interaction Model



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## 1 Issue Templates to Business

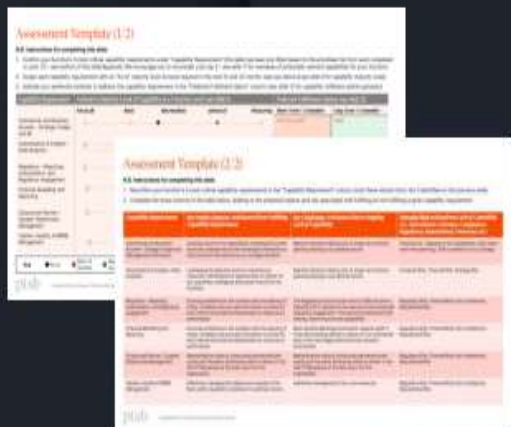
- Issued templates to Business to identify indicative capability and skills gaps
- Business identified potential fulfilment options (e.g build, buy, borrow etc.) to address the capability gaps
- Business outlined the key challenges to deliver on Business Objectives if these capability gaps are not addressed

## 2 x10 Engagement Workshops

- Business completed templates with support from Business reps and HRBPs
- Workshops held with each Business Area (including ExCo ) to review & validate initial outputs
- Business completed FY24 BAU Demand templates for incremental critical roles

## 3 Finalise Demand & Capability Requirements

- HR updated and consolidated outputs issued to each business area summarising the outputs from series of engagements



# Strategic Workforce Planning – Gen AI Implications

## Generative AI and the Workforce

### GenAI's rapidly rising prominence

38% of businesses recently surveyed by EY favour a measured, incremental approach to adoption of this game-changing technology.

GenAI will touch a broad array of roles together with augmenting workers' productivity

Workforce reductions are predicted over the coming decade are more aligned to worker productivity.

While disruptions will carry a high human cost, these are likely to be temporary as new roles and demands are created through GenAI

Investment in AI will be massive with disproportionate increased returns anticipated for senior employees

### Occupational sectors and roles exposed to disruption from GenAI

Business and Legal	Finance	Social Sciences	Writing and Editing
<ul style="list-style-type: none"><li>• Purchasing agents</li><li>• Compensation specialists</li><li>• Management analysts</li><li>• Market research analysts</li><li>• Marketing specialists</li><li>• Lawyers and paralegals</li></ul>	<ul style="list-style-type: none"><li>• Insurance underwriters</li><li>• Budget analysts</li><li>• Accountants and auditors</li><li>• Personal financial advisors</li><li>• Credit professionals</li><li>• Financial analysts</li><li>• Tax preparers</li></ul>	<ul style="list-style-type: none"><li>• Geographers</li><li>• Epidemiologists</li><li>• Survey researchers</li><li>• Political scientists</li><li>• Sociologists</li><li>• Economists</li></ul>	<ul style="list-style-type: none"><li>• Writers and authors</li><li>• Reporters and correspondents</li><li>• Technical writers</li><li>• Interpreters and translators</li><li>• Editors</li></ul>
STEM	Sales	Office and Administrative Support	Other
<ul style="list-style-type: none"><li>• Programmers and software developers</li><li>• Web developers</li><li>• Some types of engineers</li><li>• Data scientists</li><li>• Physicists</li><li>• Medical scientists</li><li>• Operations research analysts</li></ul>	<ul style="list-style-type: none"><li>• Insurance sales agents</li><li>• Advertising sales agents</li><li>• Travel agents</li><li>• Securities, commodities and financial sellers</li><li>• Telemarketers</li></ul>	<ul style="list-style-type: none"><li>• Procurement Administrators</li><li>• Credit authorizers, checkers and administrators</li><li>• Cargo and freight agents</li><li>• Statistical assistants</li><li>• Loan interviewers and agents</li><li>• Billing and posting agents</li></ul>	<ul style="list-style-type: none"><li>• Postsecondary teachers</li><li>• PR specialists</li><li>• Interior designers</li></ul>

SHRM March 2024

## Increased Importance

### Skill

AI Literacy

- **Description**
- Being familiar with AI Basics, understanding it's potential and limitations

Systems Evaluation

- Assessing the performance of AI and predicting potential issues

Data Literacy

- Interpreting vast amounts of data processing processed by AI
- Engaging in invaluable human to human interactions requiring empathy and interpersonal understanding.

Emotional Intelligence

Continuous Learning

- Adapting to the rapidly evolving landscape of AI

Critical thinking

- Evaluating complex situations and AI generating content or decisions

Digital security and privacy

- Safeguarding data and understanding the security implications of AI systems

Creativity

- Harnessing human creativity that surpasses AI generative capabilities

AI model training

- Training, refining and improving AI models

Neural network understanding

- Grasping the intricacies of neural architectures and their applications

AI optimisation

- Fine tuning AI algorithms for efficiency and effectiveness

Reinforcement learning

- Harnessing this AI approach which enables machines to learn through trial and error

Hackett, K, 2024 - Extracts of the research conducted by PTSB



# Strategic Workforce Planning

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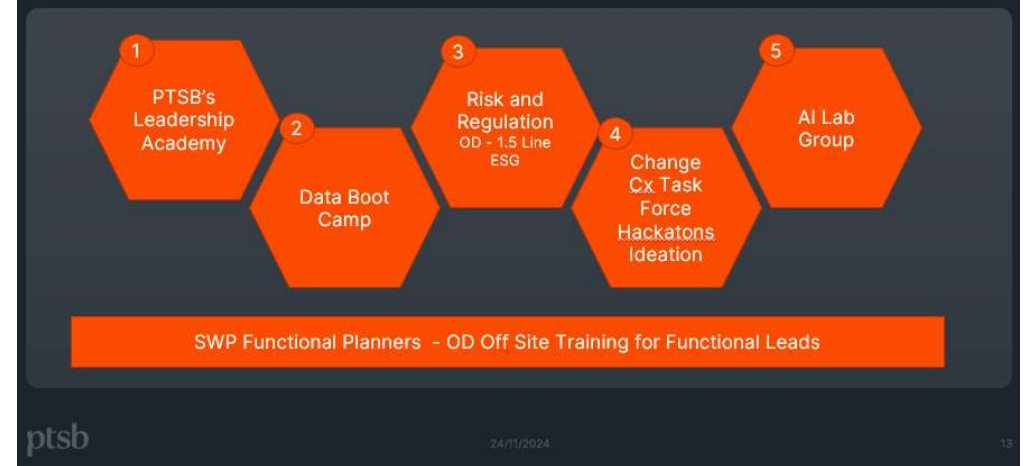
## High Level Organisational Key Capability & Skills Requirements

Below is a high-level overview of the key capabilities and skills identified by each Business function to support the delivery of the Bank's strategic objectives.



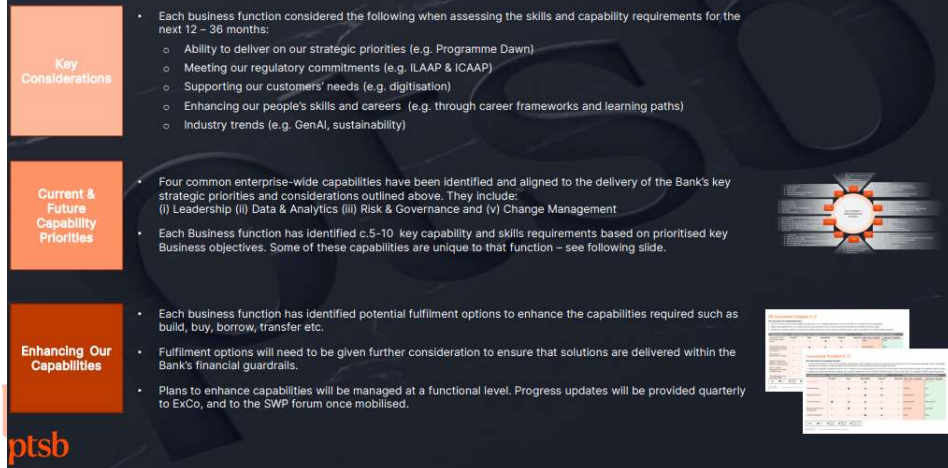
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## TSB 2023 SWP Enterprise Enhancements



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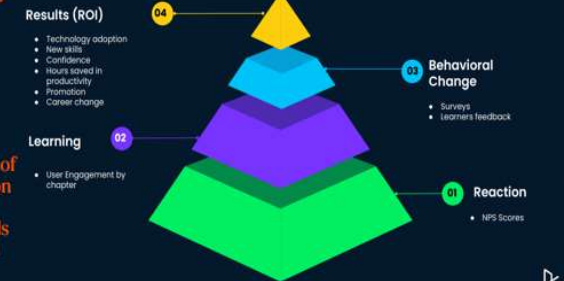
## Skills & Capability Requirements



4

## Outcomes

- ✓ SWP Planners Bank Wide skilled to support OD on a continuous basis
- Built Ownership for skills aligns to functional expertise e.g. Data – Bootcamp
- ✓ Built capability e.g. 1.5 line – new OD structures + ESG certification (mitigated risk)
- ✓ Increased Internal Mobility – 54%
- ✓ Reduced Turnover down 30% YoY
- ✓ Better Strategic Planning for the medium term – integrated with Strategic Change – more effective use of internal and external levers – with less business friction
- ✓ Clarity and agreement at ExCo and Board on Key Skills and Capability for the future which enables alignment on prioritised investment.





At PTSB, we Describe our Culture as the  
Way we do Things:

We are Open.

We are Inclusive.

We build Trust.

We are One PTSB.

Thank You



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