

# CLIENT SERVICE DELIVERY: STATE OF THE INDUSTRY AND OVERALL TALENT LANDSCAPE

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**December 2017**

**How would you describe the evolution of a Client Service Delivery employee and the overall talent landscape?**

**Dan Kramer:**

The CSD professional of the future is going to be different than the CSD professional of today. We will expect our people to be more about data processing, risk managers and exception managers rather than transaction processors and reconcilers. What that means is we will have to be looking for people with data skills, technology skills, rather than specific domain expertise.

**Calvin Holmquist:**

That is exactly right, and we are moving, as you said, away from processing into not only sending data to our clients, but helping them analyze the data, helping them understand what the data means and how can that power their business.

**Peter Johnston:**

The type of person that we go after to hire, especially the people who are coming out of universities and colleges, we need to really think about how do we hire people that have engineering type of backgrounds, obviously, some technology backgrounds, business backgrounds, but the engineering is extremely important, because it is a complicated business and has complicated flows and the engineers can help rethink all those flows and reimagine how we can do them even better than we do today and to be more effective for the customer.

**Kramer:**

We will also have to consider how we source and interview talent, because our people will potentially be hiring people with skills different than their own, and skills they may not fully understand, so how do you evaluate candidates with skills different than what you

possess, that will mean we will have to rely more on our recruiting organization and bring in people from other parts of the organization to help with the process.

Johnston:

I think how do you attract that talent is the next trick for us, and we need to be able to articulate clearly to them a career path, a value proposition, why it is valuable for them to come and join BNY Mellon, and why it is valuable for them to come and join BNY Mellon CSD (Client Service Delivery). To me, that is something that is on us that we have to start to be able to articulate that vision for prospective hires.

It is really important and incumbent upon us that our people are our greatest asset, and so we need to make sure that as our services are changing, as the technology is changing, as the job and the roles that we're in are changing, we need to help our existing people to be as successful as they can possibly be. So that means that we're going to have to train them, it means that we're going to have to continue to develop them, it is going to urge them to change, because that type of change is not easy especially for people who have been doing the same thing for a long time. It is really, really important that we're able to take that subject matter expertise and to be able to convert it over to the skillsets of the future, and that will make us more successful and it will make our people more successful.

Holmquist:

There are going to be times where we are going to need to upgrade talent and bring folks in from the outside who have skills that we don't have internally. On the other hand, we have a lot of people in this company who have been valuable to the company for a long time and it is incumbent on us to help them, to train them, if they are willing and if they are capable to acquire the skills that they are going to need to continue to be successful going forward.

Kramer:

It is incumbent on us and it is our responsibility to ensure that our associates have the ability to learn the skills required to do their job well, not only to look for people from the outside, but to work with our teams to get better at what they do. But it is incumbent on our teams and our associates to look to develop their own skills and identify where their gaps are and work with us to help develop their careers.

BNY Mellon is differentiated to me by its culture, and I think we have to do a better job of articulating that to the marketplace. This is a great place to work. People are intensely collaborative, they work together, they seek solutions together, we focus on delivering for our clients. We didn't make sure that that message, that brand is given to the workforce of the future.

Johnston:

And the role that we play in the industry is critical and central, and I think that educating talent and people that are potentially thinking about coming to work here and educating them about that is incredibly important, because it is not evident, it is not in the papers every day, it is not in the textbooks that they read, but having them understand that they

can have a great career at BNY Mellon, doing these types of functions is something that is on us to make sure that we are articulating to them.

**Kramer:**

**Let's not forget that this is a bank founded by Alexander Hamilton 232 years ago. That is a true differentiator. We have so much history here. If we can leverage that history and bring to it the new skills that we talked about earlier, we will continue to thrive.**

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