



STRATEGIC DRIVERS

- Setting clear objectives
- Visioning template
- Business case

The art of the possible

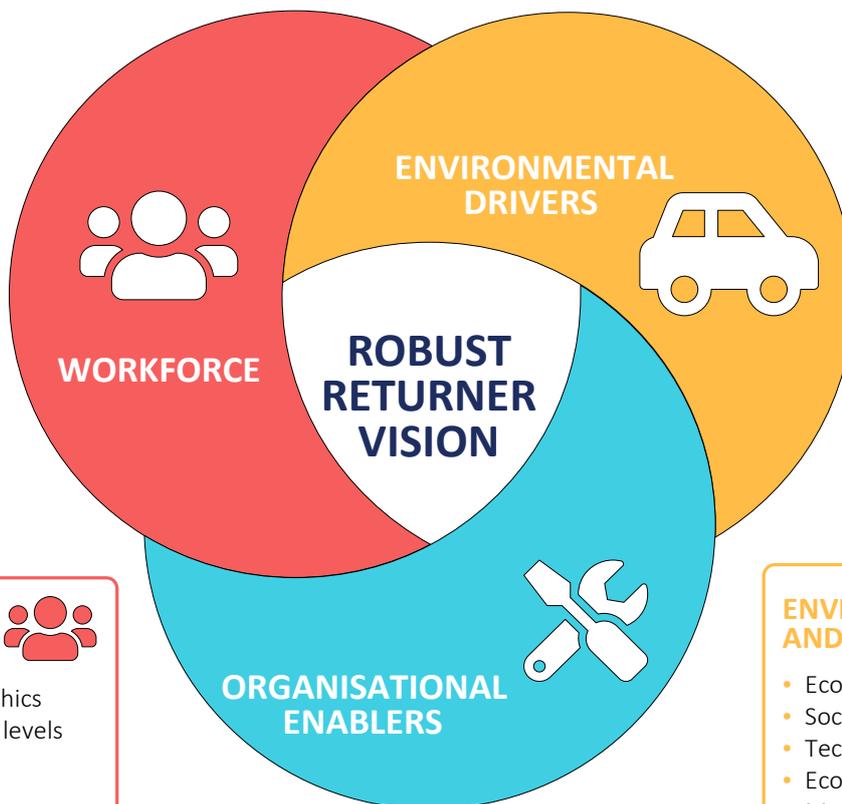
When businesses set clear and explicit aspirations and objectives, it significantly increases their likelihood of achieving success. Set a compelling vision and balance tangible actions with motivational messages to bring the best to the program.

EXAMINING 'THE ART OF THE POSSIBLE' THROUGH THE SIMPLE ACT OF QUESTIONING MAY ENABLE YOU TO DEVELOP A CLEAR AND RESONANT VISION FOR YOUR RETURNER PROGRAM. TRY ANSWERING THE QUESTIONS BELOW:

- If I were going to imagine the business in 10 – 20 years' time, what might it look like?
- What in our business is ready for re-invention? What are we missing?
- What would Steve Jobs be frustrated by if he looked around our business?
- What might I notice about our workforce if I was encountering it for the first time?
- What are the technical, relational, and adaptive skills that we need most to succeed?
- What roles create the most value for our business? What are the most important for risk mitigation?
- What does good and great talent look like in the roles deemed most important?
- Do we want a jackhammer or a hummingbird? (The hummingbird lands in new places, the jackhammer drills deep in one spot).
- In what ways do I wish our employees were different? Which of these problems might a returner program solve?
- Why does this problem matter?
- Why does this problem exist?
- Why hasn't it been solved already?
- What if we chose not to change?
- What will a returner add to our workforce that another individual couldn't?
- What would I like to achieve from this program?
- What happens if we do not achieve this?
- Where is our Petri dish? (where are we best placed to experiment).

Defining the strategic objectives

When building the business case for your program, you may wish to consider the whole of system elements that drive and constrain employment within your local ecosystem. Factors include demographic difference, environmental drivers, and enablers within the broader organisation.



WORKFORCE FACTORS 

- Local demographics
- Unemployment levels
- Labour market completion
- Supply dynamics
- Critical workforce gaps

Refer to:
Census data, workforce job data, (attrition, retirement, payroll) regional council economic overviews, and government labour statistics

ORGANISATIONAL ENABLERS 

- Executive sponsorship
- Business maturity
- Capability of staff and managers
- Staff motivation

Refer to:
Employee surveys, staff focus groups, and one-on-one interviews, maturity assessment

ENVIRONMENT AND DRIVERS 

- Economic
- Social
- Technological
- Ecological
- Media
- Political
- Legal
- Ethical

Refer to:
Australian Industry Reports, industry insights, strategic plans (business), and thought leadership

ROBUST RETURNER VISION

ENVIRONMENT AND DRIVERS

- Economic
- Social
- Technological
- Ecological
- Media
- Political
- Legal
- Ethical

Refer to:

Australian Industry Reports, industry insights, strategic plans (business), and thought leadership

ORGANISATIONAL ENABLERS

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Visioning template

The visioning template will help you refine your program vision and surface opportunities and/or barriers to implementation. You may wish to work with a Reference Group or Project Team to develop and refine this process. An example of the completed template can be found at the end of this document.

1A. ENVIRONMENTAL FACTORS

ADVANCES IN TECHNOLOGY	DATA	BUSINESS MODELS	REGULATION
Click or tap here to enter text.			

1B. DEMOGRAPHIC CONSIDERATIONS

Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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2. BUSINESS IMPACT

Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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3A. CRITICAL WORKFORCE GAPS (CURRENT)

Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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3B. CRITICAL WORKFORCE GAPS (FUTURE)

UX DESIGNER	DIGITAL PROCESS ENGINEER	PARTNERSHIP GATEWAY ENABLER
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

ALGORITHM MECHANIC	CONVERSATIONAL INTERFACE DESIGNER	UNIVERSAL SERVICE ADVISOR
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

3B. SUPPLY DYNAMICS

Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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3C. CLOSING THE GAP

BUILD: Reskill, upskill or retrain	AQUIRE: Hiring, tapping into new talent pools	BORROW: Contact, Outsource
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

ENABLERS

OUR LEADERS	OUR PEOPLE	OUR PARTNERS
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

Visioning template

The visioning template will help you refine your program vision and surface opportunities and/or barriers to implementation. A bank has been profiled to demonstrate how you might use the template in practice.

1A. ENVIRONMENTAL FACTORS

Relates to the technological, demographic, social and global changes effecting your industry and workplace.

ADVANCES IN TECHNOLOGY	DATA	BUSINESS MODELS	REGULATION
Technology will make banking more personalised and ubiquitous across devices and applications. Artificial Intelligence, Machine Learning, Biometrics, AR/VR the Internet of things and Quantum computing will cause aspects of banking to transform from what we know and experience today.	By 2030, data will change the nature of financial services. Banks of the future will use data to build a 360-degree view of their customers. As consumers become more data aware and discerning, trust will emerge as a key differentiator between providers.	Traditional boundaries within the financial services industry will disappear with a move towards 'platformication'. Banks will allow customers to choose from services personalised for their needs from a range of providers. To facilitate this, banks will become the orchestrators of various alliances and capabilities, which may be owned by them or others.	Better informed consumers will judge financial providers by the outcomes they deliver for themselves and the wider impact on society. Major shifts will require governments and regulating bodies to come up with new ways to manage and identify risk, regulate activities being undertaken by a broad range of participants.

1B. DEMOGRAPHIC CONSIDERATIONS

By 2030, millennials will make up 75% of the workforce. There is increased labour market participation of women, older workers, and workers from ethnically diverse background. Employees will change jobs every 3 – 5 years.	The continued rise of the gig economy has people actively seeking independent work. Casual workers use this as a means to supplement income. Temporary, short term jobs are held by 50% of the population.	Individuals marry later and cohabitate for longer periods. There is an increase in the number of single adult and single parent households. The number of one person households has increased by 50% due to an ageing society.
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2. BUSINESS IMPACT

Customers will expect their banks to know them and personalise their products to suit their lifestyle, with terms aligned to	Customers will expect banks to minimise the time and effort to do things. Banking will	Customers expect understanding and empathy. To achieve this, banks will need to deliver services and experiences that
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requirements. Banks will have to develop next level hyper relevance and understanding.	increasingly need to be easy to use and in the background.	contextually align to customer life stage, needs and circumstances.
Banks become proactive and forward thinking, anticipating customer needs before they ask for it.	Customers will only deal with businesses which demonstrate integrity. There will need to be a shift to providing data security, protection and cyber security to customers.	Customers judge businesses on what they do right and appraise them on how they solve issues. Banks will need to practice proactive accountability and resolve issues before they reach the customer.

3A. CRITICAL WORKFORCE GAPS (CURRENT)

Data and ICT roles – including in advanced data analytics; cyber security and cyber-legal occupations.	Human resource roles: including organisational design specialist, workforce planning and capability development.	
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3B. CRITICAL WORKFORCE GAPS (FUTURE)

UX DESIGNER	DIGITAL PROCESS ENGINEER	PARTNERSHIP GATEWAY ENABLER
<p>Overlaying the physical world with digital data will be a growth area in future. Designing complex three-dimensional interfaces and making them slick and intuitive will be a major new employment area for the future.</p> <p>Key skills: Aesthetic design, branding, user experience and 3D mechanics.</p>	<p>Many banking customer interactions - from on boarding to replacing a lost card - follow standardised flows that balance security and regulatory requirements with customer experience. The rate of change of these processes is likely to increase, as is their complexity, as they combine service and information components from multiple sources. A digital process engineer analyses, assembles and optimises these workflows, adjusting them constantly to maximise throughput and minimise friction.</p> <p>Key skills: The digital process engineer will need discovery skills, to understand large and</p>	<p>In an increasingly networked business world, the digital relationships with banking partners, like fintechs and global technology companies, will need careful monitoring, maintenance, and negotiation. With both cash and customer data potentially flowing between organisations, someone will need to keep an eye on utilisation and conduct, as well as ensuring performance and regulatory compliance.</p> <p>Key skills: Gateway Controllers will balance technical knowledge of the digital interfaces with an understanding of security and risk management. Communications skills for partner</p>

UX DESIGNER	DIGITAL PROCESS ENGINEER	PARTNERSHIP GATEWAY ENABLER
	interconnected workflows and diagnose problems and bottlenecks. They will require creative skills to help them to prototype and test solutions.	engagement will also be highly valued.

ALGORITHM MECHANIC	CONVERSATIONAL INTERFACE DESIGNER	UNIVERSAL SERVICE ADVISOR
<p>A rising proportion of decision-making is made by algorithms, fed on a variety of input data to reach rapid conclusions. Algorithms operate in a fast-changing environment of shifting regulations, new information, and evolving products. Constantly tuning these algorithms to optimise banking customer experience, and avoid ‘computer says no’ moments, will be a skill in growing demand.</p> <p>Key skills: As we shift to a low-code/no-code environment for technology operation, this role will require skills in risk management, service design, and financial literacy, rather than technological proficiency.</p>	<p>Machines have become progressively more human in their interactions over the years. Chatbots are already used in banking to answer simple queries and gather information. Conversational interface design is an emerging skill to help us take best advantage of voice and text chatbots, and one that will only grow in importance as the technology becomes more mainstream.</p> <p>Key skills: Building natural, low-friction interfaces that go beyond solving immediate challenges to surprise and delight customers requires a mixture of creative, linguistic, and anthropological skills</p>	<p>The separation between digital, physical and remote service environments is breaking down. At any moment a customer may want serving in a branch, via chat app, voice, or in augmented or virtual reality. As mixed reality becomes the main interface between people and machines, highly skilled service agents, empowered to support customers across a variety of products, will be able to switch seamlessly between virtual and physical environments from anywhere anytime to meet customer needs.</p> <p>Key skills: Critical skills for tomorrow’s customer advisor are a combination of product and domain knowledge with excellent customer communication and empathy. This will require a level of comfort with the key communications technologies, including performing in a virtual environment.</p>

3B. SUPPLY DYNAMICS

Quality of existing skills	Quantity of skills	Comparative ability to attract
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3C. CLOSING THE GAP

BUILD: Reskill, upskill or retrain	AQUIRE: Hiring, tapping into new talent pools	BORROW: Contact, Outsource
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ENABLERS

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Business case

1. STRATEGY ELEMENT

How the returner program aligns with strategic objectives:

For example, remaining a high performing business with a workforce that has the capability to deliver into the future

Define desired outcome:

For example, a talent attraction strategy to diversify perspectives and increase innovation.

2A. GOAL OF RETURNER PROGRAM	2B. END STATE	2C. HIGH LEVEL ACTIONS REQUIRED	2D. EXPECTED BENEFITS BY STAKEHOLDER GROUP

3. AFFORDABILITY

3A. INDICATIVE COSTS	3B. MAIN COST TYPE	3C. NEW COST OR RE-ALLOCATED FUNDS

4. ACHIEVABILITY

4A. DEPENDENCIES	4B. TIMING OF PROGRAM	4C. INTAKE	4D. STAKEHOLDERS AND EMPLOYEES REQUIRED TO DESIGN, DELIVER AND TAKE ACCOUNTABILITY FOR THE RETURNER PROGRAM
	Start Date Click or tap to enter a date. End Date		

	Click or tap to enter a date.		
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Business case (sample)

1. STRATEGY ELEMENT

How the returner program aligns with strategic objectives:

For example, remaining a high performing business with a workforce that has the capability to deliver into the future

Define desired outcome:

For example, a talent attraction strategy to diversify perspectives and increase innovation.

2A. GOAL OF RETURNER PROGRAM	2B. END STATE	2C. HIGH LEVEL ACTIONS REQUIRED	2D. EXPECTED BENEFITS BY STAKEHOLDER GROUP
<p>A mutually beneficial returner program that meets business and individual needs.</p>	<p>As a returner at [Insert business name] I have been supported to build my skills, knowledge and confidence in the workplace.</p> <p>As an employee at [insert business name] I recognise the value that returners bring to the workplace and I am motivated and able to help them to succeed.</p>	<p>Identify roles and positions suitable for returners.</p> <p>Develop the program framework through consultation with leaders and employees.</p> <p>Communicate rationale and benefits for leaders and employees.</p> <p>Build manager and employee competency to manage and support returners.</p> <p>Redesign and implement induction and on-boarding processes to reflect returner requirements.</p> <p>Periodically measure employee engagement to evaluate progress.</p> <p>Incorporate a supported returner program into broader talent strategy.</p>	<p>Businesses and communities are more likely to grow and prosper when women gain greater financial independence.</p> <ul style="list-style-type: none"> • Returner – The returner is supported to reintegrate into the workforce through a dedicated program that recognises and builds on existing skills. • Employees – The returner program will improve gender, age and cognitive diversity in the business. Diverse workforces are more likely to enhance team performance and employee satisfaction, and is associated with increased employee wellbeing and respect. • Business – The business will benefit from improvements in attraction and

			<p>retention of talent by accessing an additional pool of skilled individuals. The program will expand the female talent pipeline and increase the presence of senior women in the business. Studies show that companies with diverse leader cohorts outperform others.</p> <ul style="list-style-type: none"> • Community – The world economic forum has estimated that closing the gender gap will add \$28 trillion to the value of the global economy
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3. AFFORDABILITY

3A. INDICATIVE COSTS	3B. MAIN COST TYPE	3C. NEW COST OR RE-ALLOCATED FUNDS
<ul style="list-style-type: none"> • \$0-\$20,000 • \$0-\$100,000 	<ul style="list-style-type: none"> • People • Training • Technology • Other 	Cost will be split between the business unit and HR budget.

4. ACHIEVABILITY

4A. DEPENDENCIES	4B. TIMING OF PROGRAM	4C. INTAKE	4D. STAKEHOLDERS AND EMPLOYEES REQUIRED TO DESIGN, DELIVER AND TAKE ACCOUNTABILITY FOR THE RETURNER PROGRAM
<p>Changes to people/workforce or industrial relations considerations</p> <p>Additional capacity may be required by the HR</p>	<p>Start Date</p> <p>Click or tap to enter a date.</p> <p>End Date</p>	Number of returners for the first round of the supported returner program.	List of names of stakeholders.

4A. DEPENDENCIES	4B. TIMING OF PROGRAM	4C. INTAKE	4D. STAKEHOLDERS AND EMPLOYEES REQUIRED TO DESIGN, DELIVER AND TAKE ACCOUNTABILITY FOR THE RETURNER PROGRAM
<p>and learning and development teams to support the development, implementation and longevity of the program.</p> <p>Workforce review (to determine viable positions for returners) may result in instances where skills, capabilities and requirements of existing positions are changed/re-classified.</p> <p>Changes required to [insert business name] culture</p> <p>The culture will need to fit to support the program. This will likely take time and require commitment from senior leaders, engagement of key stakeholders, and support from managers/supervisors and employees.</p> <p>Leader Sponsorship</p> <p>Leader sponsorship of the program will be a critical success factor. Leaders will need to provide public commitment and support for the program, be available to returners, and address issues if and when they arise.</p>	<p>Click or tap to enter a date.</p>		

4A. DEPENDENCIES	4B. TIMING OF PROGRAM	4C. INTAKE	4D. STAKEHOLDERS AND EMPLOYEES REQUIRED TO DESIGN, DELIVER AND TAKE ACCOUNTABILITY FOR THE RETURNER PROGRAM
<p>Manager coaching and training may be necessary to help them understand what is expected of them throughout the program.</p> <p>Required Process Changes</p> <p>Recruitment, attraction, assessment and induction processes will need to be reviewed and updated. Returner performance review will need to be in line with the performance framework of the business. Tailored training programs may need to be developed to support and career pathways may require updating to support the returner.</p> <p>Required Technology, Data and Infrastructure</p> <p>E-learning platforms for induction may require review and updating.</p> <p>Returners will need to be provided with infrastructure (for example, security pass, laptop, and equipment to complete tasks. Surveys will need to be developed to support evaluation of the program.</p>			

4A. DEPENDENCIES	4B. TIMING OF PROGRAM	4C. INTAKE	4D. STAKEHOLDERS AND EMPLOYEES REQUIRED TO DESIGN, DELIVER AND TAKE ACCOUNTABILITY FOR THE RETURNER PROGRAM
<p>Policy changes</p> <p>Flexible work policies may require review to ensure they are compliant with legislation and suitable for returners.</p>			

Design Template

Drag and drop tiles to develop your high-level supported program framework.

RATIONALE:

For example, KN actively seeks women returning to work following a career break to bring a fresh perspective to project management within the business.

PLACEMENT TYPE	PROGRAM TIMING	INTAKE
<p>1 Role specific program</p> <p>2 Balance of general and specific placements within the business</p> <p>Broad exposure with a view to finding more specific placements later on</p>	<p>4 3 months</p> <p>5 6 months</p> <p>6 Direct Recruit</p> <p>Timing may depend on whether the program is offered on a full-time or part-time basis and the complexity of your business.</p>	<p>7 Group program (and number in group)</p> <p>8 Individual program</p>

AREA AND NATURE OF WORK	PRE-INTERVIEW SUPPORT	EMPLOYEE SUPPORTS
<p>9 Line manager or supervisor</p> <p>10 Lower level role to build skills and knowledge</p> <p>11 Senior roles with inbuilt supports</p> <p>12 Part-time role</p> <p>13 Full-time role</p> <p>14 Work from home arrangements</p> <p>15 Job share</p> <p>16 Flexible start and finish time</p> <p>17 Compressed hours</p>	<p>18 Supportive webinar</p> <p>19 Pre-interview workshop</p> <p>20 Written interview guidance</p> <p>21 Familiarisation days</p> <p>22 Pre-interview coaching</p> <p>23 Personalised feedback for unsuccessful candidates</p>	<p>24 Structured assessor training offered prior to interview</p> <p>25 Training for line managers including structure and objectives of the program, common concerns felt by returners and how best to support returners throughout the program</p>

INDUCTION

- 26 Standard new employee induction
- 27 Tailored induction
- 28 Introductory sessions with other returners, working parents or new employees
- 29 Identify training requirements during induction process
- 30 Expectation setting with manager – including targets, timeframes and how success will be measured

ONGOING SUPPORT

- 31 Buddy
- 32 Mentor
- 33 HR meet and greet
- 34 Coach (individual or group)
- 35 Skills update sessions
- 36 Weekly coffee with different business areas

FEEDBACK AND GROWTH

- 37 Initial goal setting with manager
- 38 Midway goal check-in
- 39 Final goal setting session with discussion about permanency
- 40 Survey returner, manager and team members to determine how they found the program