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A Case for Change: Workforce Intelligence at Mastercard

Gloat Customer Community Session

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VP Total Rewards +
Service Owner for Workforce Intelligence

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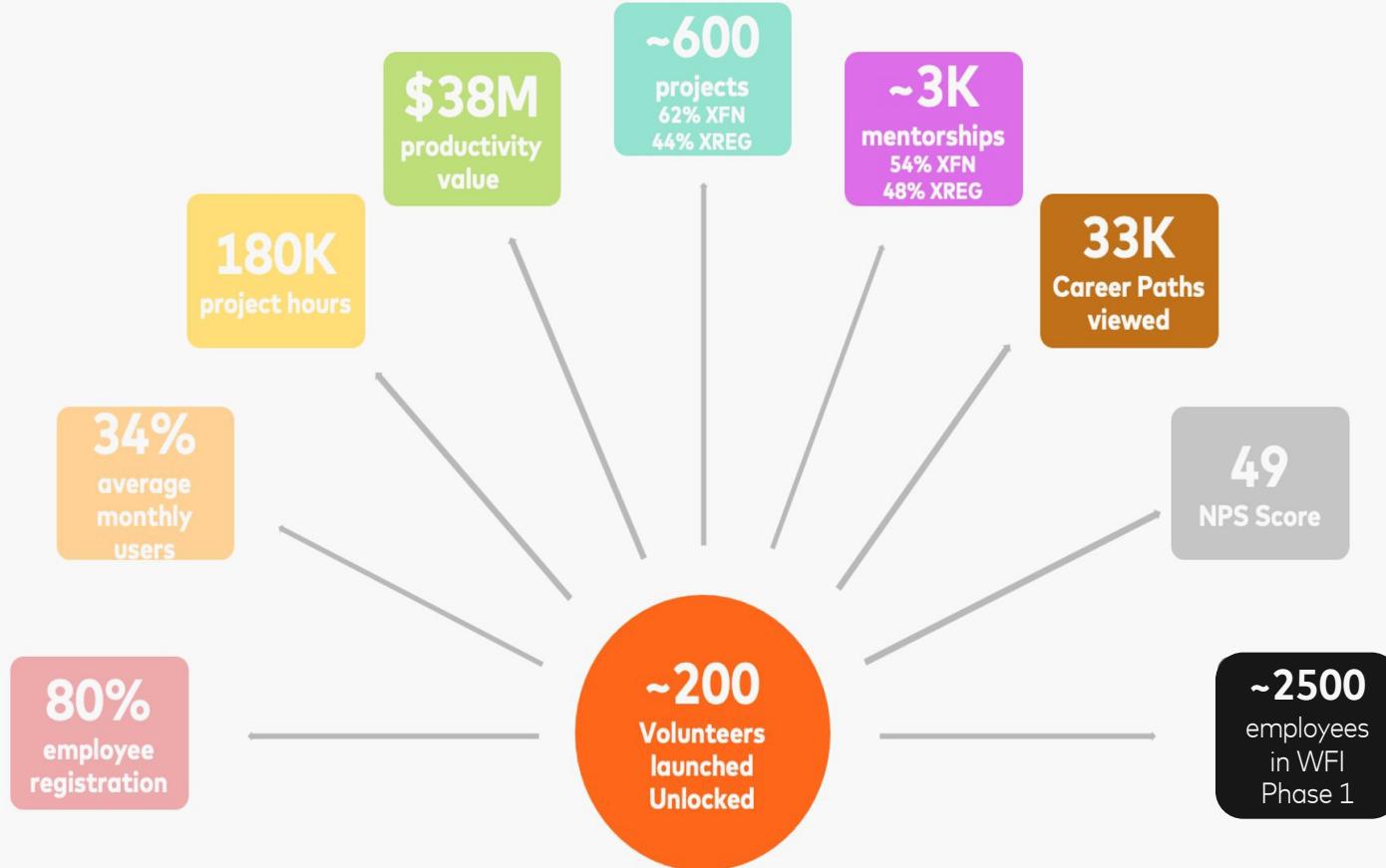Lead Program Manager for Unlocked

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Rollout timeline

Wellness	

Additional areas of focus for 2023:

Phase 2 of:
Projects
Mentoring
Reporting

2H23

Positions	Learning 2.0 (Learning Cards)	Workforce Intelligence (Phase 2)

1H23

Workforce Intelligence (Phase 1)

2H22

Feedback + Connections	Career Planning (Paths)

1H22

Projects + Volunteering	Mentoring	Learning

2H21

Highlights for the Year

2022

~600
projects
62% XFN
44% XREG

~3K
mentorships
54% XFN
48% XREG

$38M
productivity
value

33K
Career Paths
viewed

180K
project hours

34%
average
monthly
users

49
NPS Score

80%
employee
registration

~200
Volunteers
launched
Unlocked

~2500
employees
in WFI
Phase 1

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Mastercard's career framework components

- Applied across all business units and geographies
- Promotes role clarity, scalable talent, and rewards processes

Career levels
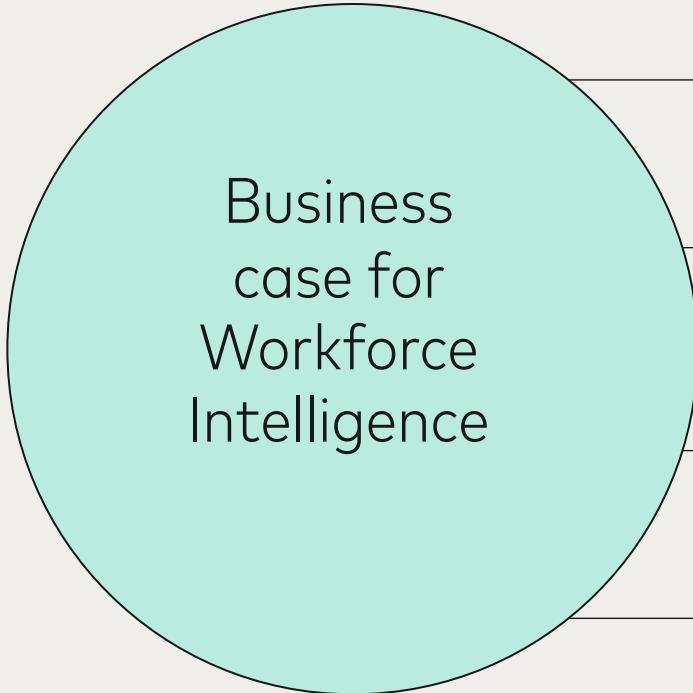The hierarchical level structure used within a company

Job architecture
Defines, organizes and classifies jobs

Consists of Job Functions, Job Families and Job Titles

Skills
Consists of technical and professional skills

Levels of proficiency are mapped to each job level

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Business case for Workforce Intelligence

- Need to replace existing Job Architecture tool
- Use WFI to build + maintain job architecture
- Drive engagement with Gloat platform
- Use WFI as connective tissue in Gloat platform

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Business

- Standardization of job data to support organization design efforts and workforce planning

Learning & development

- Evolving skills model to support curriculum design

Use Cases

Employees & managers

- Tools to support career development and coaching

Talent acquisition

- Provides source content for creating job requisitions

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Phased launch

- Phase I population (~2500)
  - Employees of recently acquired companies
  - Human resources to strategize use cases
  - Organically shared with other groups + individuals

Open sessions + stakeholder feedback

- Ask Me Anything sessions
- Roadshow with business units + leadership committee + key stakeholder groups (HRBPs, Talent & Learning)

Employee engagement

- Used Unlocked projects to engage end users in user acceptance testing + data validation
- *Themes from testers*: Quick way to ensure Gloat profile is updated = better matching; useful for planning next move

Program management strategy

Key messages

- 'Just get it out there' + 'Don't need to have everything perfect'
- 'Continuous improvement'
- 'Sunshine is the best disinfectant' (-*Heather Yurko*)
- Job Architecture as connective tissue in platform
- Teasing of upcoming functionality (Positions) + reminding employees to update My Development/engage with Career Planning

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Tactical examples

- **Employees**
  - From Positions + Career Planning, use Job Architecture to understand details of jobs of interest + career paths
  - Consult Job Architecture to understand skills that support career development
  - Use Job Architecture to build a strong profile

- **Managers**
  - Access market insights to add skills to jobs
  - Use Job Architecture to create job postings
  - Provide information to support coaching + development conversations

- **Human Resources**
  - Use WFI and skills console to maintain our job architecture + skills library

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FAQs during rollout

How does WFI interact with other parts of the platform?

How will stakeholders use this feature?

How do we edit errors that we find or changes we want to make to the data?

How does WFI support career development at Mastercard?

Should we share market insights with employees?

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Lessons learned

- Strategic stakeholder involvement led to successful rollout
  - Engaged HR community early in process to get their feedback
- Phased approach + just-in-time access + agile approach to rollout works well for our stakeholders (moving away from "big bang" rollouts)
- Recommend having use cases ready to share with stakeholders
- Strong expectation management with business – "what it is, and what it isn't"
- Leveraged projects for testing + end-user engagement
- Some uncertainty about sharing market insights with all employees; using role-based permissions to only share insights with people managers
- Gloat can be used to build + maintain job architecture

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What's next?

💡 WFI Phase 2 launch with Positions

⚙️ Use Gloat to enhance our skills-model

🔄 Continue messaging of WFI as connective tissue in Gloat