



Third Annual

International Branch Banking Employee Survey



Executive Summary

Background

As the banking industry continues to grow and evolve with industry changes accelerated by the ongoing pandemic, we wanted to understand specifically how branch banking has been affected. With the help of Momentive, we have conducted our third annual branch banking survey.

Methodology

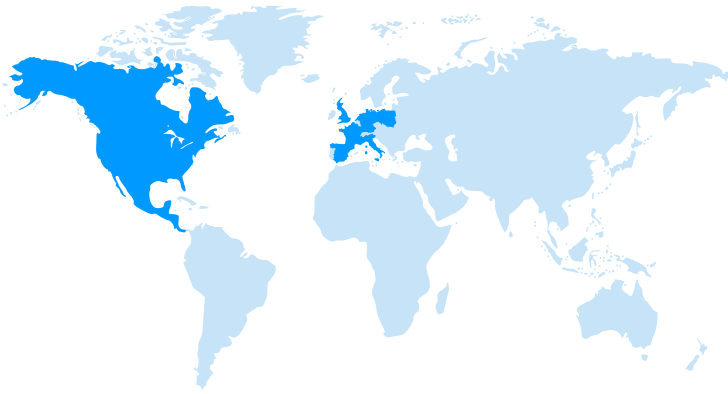
Many of our new banking clients continue to be disrupted by the pandemic and its impact to branch visits, spiking digital migrations, and changing customer expectations. Our work on this survey uncovered four major challenges in branch banking today.

- 1** To begin, as branches continue to reduce branch staff and locations, they need better tools to more accurately forecast demand, as well as more nimble staffing solutions like multi-branch scheduling. These solutions can more efficiently schedule the right employees, at the right time, into multiple locations within a market while optimizing network staffing expenses.
- 2** The second challenge was that, as they had fewer employees at each branch, they needed a way to ensure that the remaining employees could focus on customer engagement, without being bogged down by administrative, non-customer-facing activities.
- 3** The third issue was inefficiencies brought on by manual workarounds and non-integrated or non-existent digital processes.
- 4** Finally, risk and compliance concerns were another challenge for branch managers. We wanted to understand if these challenges were consistent, how branch bankers in different roles and banks were impacted by these market changes and how technology solutions can be used to solve key pain points for these banks.



Our Survey's Audience

Location



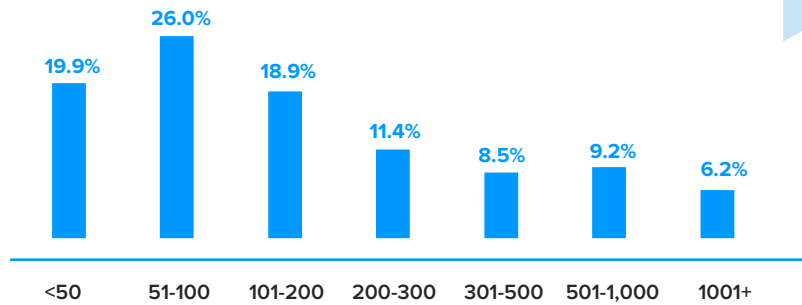
In our third annual survey, we expanded the audience to

1,332
employees

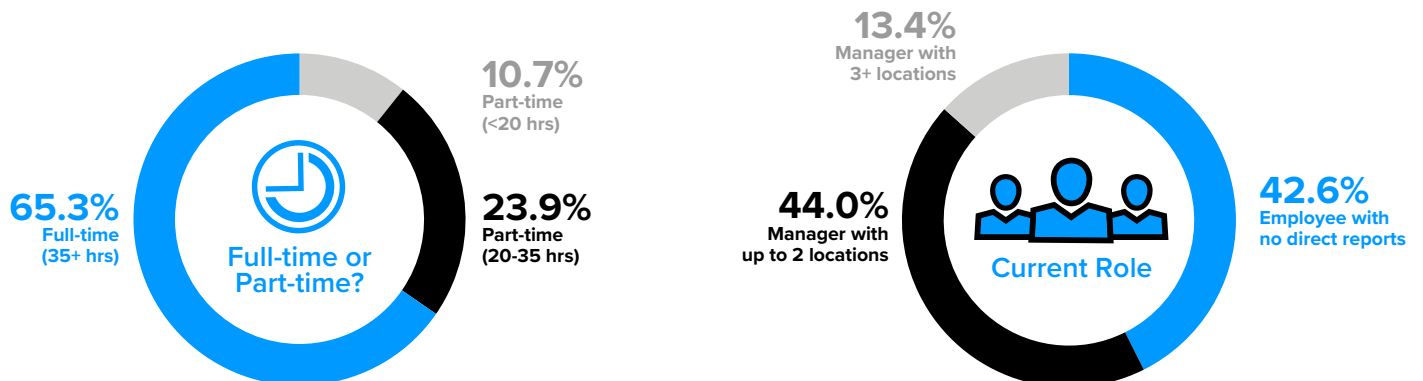
in the US, Canada, Mexico, UK, France, Germany, Spain, Poland, Italy and the Netherlands.

Bank Size

The employees were segmented by bank size (number of branches).



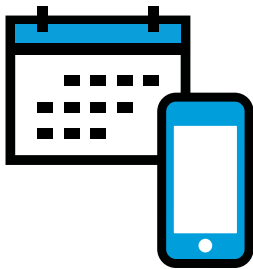
Employment and Role



Scheduling is Key for Employee Satisfaction

Scheduling has always been closely tied to employee job satisfaction, but since COVID, employees are significantly less satisfied with scheduling processes. As many as **1 out of 3** survey respondents said that **scheduling processes make them less satisfied** now than ever before. **1 in 5** respondents even **considered quitting** due to scheduling issues, and **more than 1/3 of respondents** felt personally frustrated at their branch because of scheduling concerns.

And with branch closures and consolidations, shrinking labor pools and staff calling out sick, **scheduling has become increasingly vital to employee job satisfaction.**

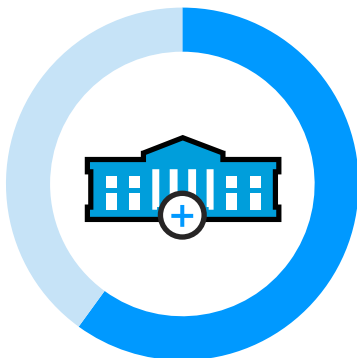


58%

said they occasionally work at other branch locations

Only 38%

reported being able to request shift swaps from their mobile device



Almost 60%

of associates want the option to be scheduled or pick-up shifts at multiple branch locations

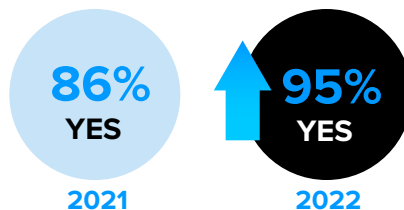
“The costliest thing we have is people.”



A Scheduling Process Built for Agility

The solution? A smart workforce scheduler built for mobile devices. Employees want more control and schedule visibility. They want to be able to swap shifts and schedule with ease on their phones. The data supports that scheduling concerns increase attrition – and no one can afford to lose staff right now. With labor shortages and changes brought on by COVID-19, employee scheduling has to be more agile and flexible than ever before.

Would you prefer to use a mobile app on your personal device to manage your schedule, shift swaps, and scheduling preferences?



The industry is moving toward mobile-first platforms, driven largely by changing demands from a new generation of employees who value the convenience of mobility. More than **90%** of respondents **prefer a mobile app** to manage the schedule and **95%** said that greater flexibility and control over the schedule would make them more likely to **stay with their current employer**.

Addressing scheduling pain with modern software can:



Help attract top talent when hiring and can contribute to employee work-life balance.



Fill last minute gaps in the schedule, reducing manual workarounds by senior leadership.



Increase employee satisfaction, which in turn contributes to better customer satisfaction.



Reduces turnover and increases the likelihood of employees staying in an organization long enough to develop a career, a top priority for many senior bank leaders today.



95%

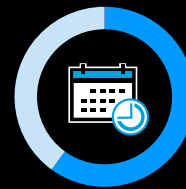
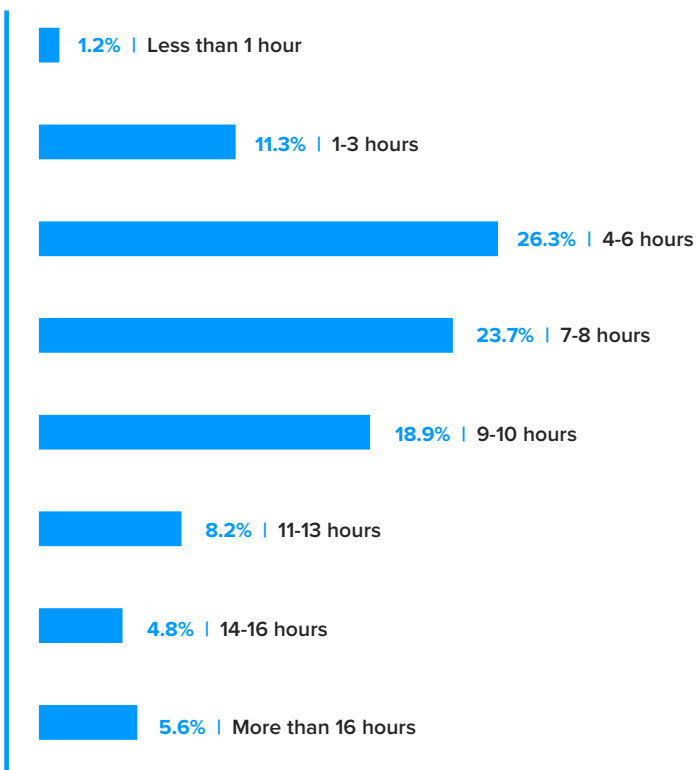
surveyed say greater schedule flexibility would make them more likely to stay with current employer

Inefficiencies Waste Too Much Time & Money

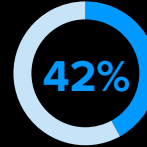
The survey results found that administrative tasks still account for an enormous amount of time for both senior managers and branch employees. Most senior leaders report spending between **9 to 10 hours** per week **assisting with the schedule**, an unproductive use of high-salary employees. More than **60% of managers** say the schedule still takes **more than 7 hours to manage**, and **almost half** report experiencing schedule pain because of **bad forecasting**. In fact, a shocking **84%** said that forecasts are **only occasionally accurate** to predict customer volume and 55% do not have customer appointments fully integrated into their forecasts, which can translate to longer wait times and unprepared staff.

But it doesn't stop with scheduling. **Nearly half of all employees** spend **over an hour each week** simply logging activities, and when you add up all those hours per each employee, that equals a lot of valuable time wasted, time that could be better spent on customer-facing activities to drive sales and enhance customer experiences.

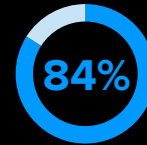
Branch managers, how much time do you spend weekly managing and administrating branch employee scheduling



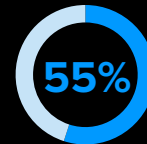
60%+ of managers take **7+ hours** managing schedule



Experience schedule pain from bad forecasting



Of forecasts only occasionally accurate



Do not have customer appointments fully integrated into forecast

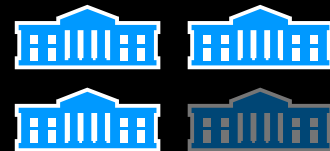


78% are without software solutions to assist with branch activities and employee scheduling



Free Time for Customers with the Latest Intelligent Technology

The good news is banks can unlock hours of time for associates by digitizing key processes across their operations. Intelligent software is faster and less prone to error, so workflows are more efficient and streamlined and employees have time to spend building customer relationships. Leveraging the latest technology such as artificial intelligence and machine learning means you can better forecast demand patterns for more efficient scheduling and better customer experience. Matching employees with demand based on intelligent insights reduces cost and risk while working toward increasing revenue. Yet many banks still do not have software to assist with operational activities, and those that do are only marginally satisfied. Nearly **70%** of respondents reported **not using software** to assign, track and manage tasks, and **78%** said they have to **manually document** task execution. That means more than **3 out of 4 banks don't have a solution to assist** with task management and employee scheduling – that's a big opportunity to streamline tasks and optimize workflows.



More than
**3 out of
4 banks**

lack a solution to assist with task management and employee scheduling

Q

What benefits are North Shore hoping to achieve by implementing the solutions?

A

Better use of key personnel time to support the needs of employees and customers. Reduced time spent on operations allows for more attention to employee development and building customer relationships.

Susan T. Doyle

Senior Vice President of Retail Banking at North Shore Bank





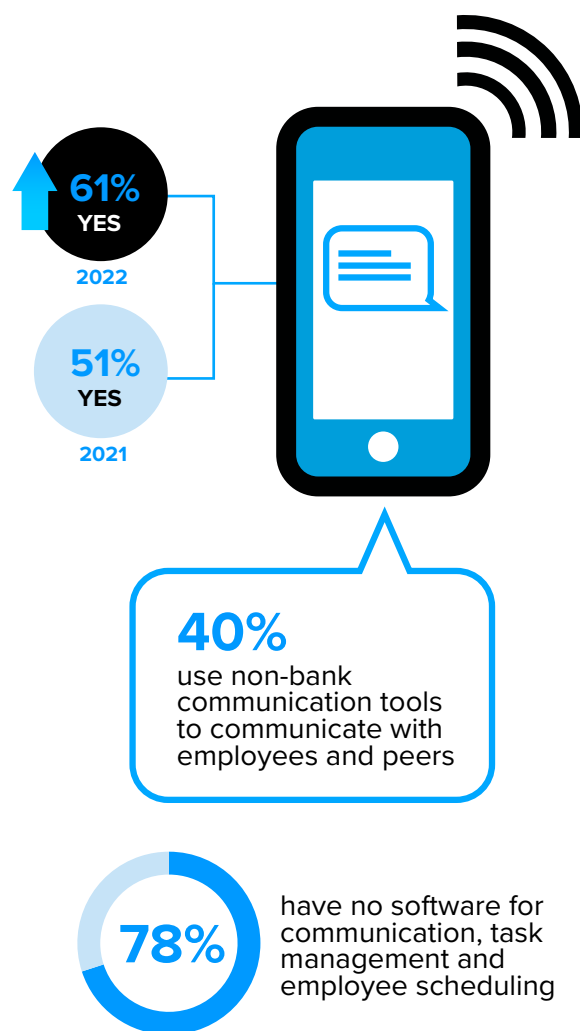
Security and Compliance Risk is an On-Going Problem

Have you ever seen employees' or customers' personally identifiable information shared via non-bank sanctioned communication channels?

The survey results prove that risk and compliance continue to be a pain point for branch managers. Some compliance issues are increasing year after year, and some remain constant. Sharing **customer information** on non-sanctioned channels was **up 10%** this year from last, a serious potential liability for banks. Using **non-bank communication tools** to communicate with employees and peers remained steady at **40%**. In either case, staying compliant and secure is essential to banking performance.

Secure Communication and Centralized Task Lists take the Worry out of Compliance

A smart software system can alleviate some of these concerns for branch managers. In addition to being more streamlined and efficient, intelligent solutions are more secure than paper processes and can be monitored regularly. This year **44%** of respondents are still using non-secure email to assign and track daily activities, while **78%** have no software to enable secure communication, task assignment and management and scheduling. Ensuring risk and compliance are met with streamlined and efficient digitized processes can free branch managers for high-value, customer-centric tasks.



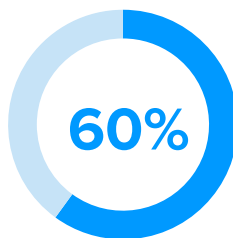
“ *If you don't have risk and compliance flawlessly managed, you have nothing.* ”



Digitizing Key Processes in Branch Operations is the Way to Improve Customer Experience and Employee Engagement

While bank branches across the globe are undergoing transformations of many kinds due to declining customer foot traffic and closures and consolidations, the branch network remains a pivotal investment for the bank. Branch leaders must continue to make strategic investments in initiatives that can improve branch operations and contributions with the goal of elevating customer experience, engaging employees, reducing costs and driving revenue.

There's a big opportunity for automation to replace manual process.

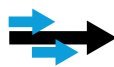


are still relying on in-house or manual scheduling processes

The survey data suggests that an intelligent, centralized, mobile workforce management system:



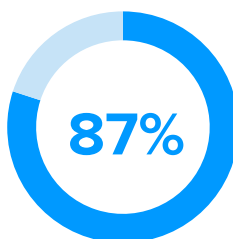
Frees time for employees to spend time with customers, adding value to the branch.



Is the future of banking and is necessary to meet and beat the challenges of today, from staffing concerns to new business prospects.



Improves employee and customer **experiences, reducing costs** and risk while helping to **lift sales**.



say overall job satisfaction would improve if the time spent on administrative, non-customer facing activities was reduced

“

The future is to be where, when and how customers want us to be.

Zebra Reflexis for Banking

**Optimized branch operations,
elevated customer experience.**

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Improve Execution



Increase Revenue

With more than **20 years of industry experience**, **400 million shifts** scheduled, and **2 billion activities** completed annually, Zebra Reflexis is the proven partner you need to enable and support your branch transformation.



Don't just take our word for it:

Q

How does the solution benefit the customer's customers?

A

Knowledgeable employees build customer trust. Trust is the key component to building long-term customer relationships and customer retention.

*A recent adopter
of Zebra Reflexis*

REFLEXIS FOR BANKING



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Workforce Management



Modernized
Branch Operations



Integrated
Customer Experiences

Staffing Efficiency • Employee Productivity • Branch Controls



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