

HR Big X 2023

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Big X 2023 - Overview

Future-proof Organization



Top Tech & Digital Skills



Best Place to Work



Leadership in Digital Tomorrow



HR IT & "Data-driven HR"



New & Conception (Horizon 2)

1. Make agile and flex-organizations visible
2. Future-proof Skillings
 - Pave the way towards a Skill-Driven Organization
 - Close skill gaps for top tech and digital skill with re- and upskilling
 - Redesign SQP Process
3. Way of working in a Leading Digital Telco
4. Improve PX for key instruments and processes
5. Redesign quality steering in our products and services
6. Scale Employee Wellbeing internationally
7. Nurture High Performance of Individuals and Teams
 - Holistic Performance Management Blueprint & enhance and rollout WeGrow
 - Leverage potential of survey data
8. Bring Leadership Anchors to life
9. Next steps in future-proof HR IT Infrastructure
10. Bring data-driven decision-making forward

Implementation & Optimization (Horizon 1)

1. Support segment Transformation Programs
2. Optimize sourcing and deliver in recruiting
 - Improve recruitment and onboarding processes to deliver on hiring challenge
 - Establish and improve global sourcing channels (e.g. T-Hub)
 - Prove Employer Branding
3. Develop Expert Career Framework
4. Boost DT's Learning Culture
 - Promote life-long learning and introduce one-stop shop for learning
 - Enable DT leaders becoming digital literate
5. Bring Diversity, Equity & Inclusion to life
6. Global Talent Hub – The Next Level

HR Big X 2023 for Future-proof Organization



Big X Support segment Transformation Programs

Objective

Set impulses, co-create and implement Telekom Transformation Programs in segments

Key results

- Measures designed, negotiated and implemented
- Average 4-years pSF-EBITDA per FTE (excl. Partial Retirement) and average 4-years pSF-EBITDA Severance Payment per FTE of former iPF as a limit for new iPFs 4-years average

Big X Make agile and flex-organizations visible

Objective

Secure Telekom organization transparency in primary (Aufbau) and secondary (Ablauf) organization
Topic Owner: Frank Heil, Berthold Beuthien

Key results

- Primary: Further legal entities to ORG Manager via Employee Central connected (until Q4)
- Primary: Responsibility cascade for exec. experts (Q1) adapted
- Secondary: pilots for TSI and DT IT up and running (Q1)
- Secondary: further offer to other existing flex organizations (e.g. TDI in V T&I, from Q2 onwards) done

HR Big X 2023 for Top Tech and Digital Skills



Big X Future-proof Skilling (1/2)

Objective

Enhance and optimize the existing Skill Management (SKM) and pave the way for a truly Skill-Driven Organization

Topic Owner: Julia Ewen-Hoffmann

Key results

- The existing Strategic Skill Management Landscape is assessed and the target picture developed
- Skill Management tool (Decidalo) & process are optimized and all negotiated items delivered (including personalized dashboards for special roles)
- At least 45.000 employees run through SKM (Decidalo) process
- To be future ready; a DT target picture for a Skill-Driven Organization incl. respective roadmap 2023+ and guidance for NatCos is developed
- A global blueprint for the group-wide implementation of Eightfold.ai, including a direction on possible Decidalo replacement and a roadmap for recruiting and resource management is developed, based on pilot results from 3 entities (Hrvatski Telekom, Magenta Austria, DT Systems Solutions Hungary Kft.)
- An umbrella skill profile taxonomy as the common skill language across the group, as well as a proposal for a global skill governance are developed

HR Big X 2023 for Top Tech and Digital Skills



Big X Future-proof Skilling (2/2)

Objective

Close skill gaps for Top Tech & Digital Skills with cutting-edge re- and upskilling and leverage offerings across the Group

Topic Owner: Julia Ewen-Hoffmann

Redesign Strategic Qualitative Personnel Planning (SQP) Process

Topic Owner: Kay Nolden

Key results

- A re- and upskilling target picture to achieve overarching transparency (global/local) is delivered, focusing on Top Tech and Digital Skills and must-have power skills based on identified gaps (incl. reporting on how to measure return on investment)
 - A catalogue of the global learning portfolio (covering re- and upskilling offers) to have transparency is created
 - 3 new Explorer Journeys based on emerging trends and business demands reaching ≥ 2200 employees with CSI $\geq 8.1\%$
 - 2 new global upskilling programs (Good to Great) after review & segment alignment, reaching ≥ 800 employees with CSI $\geq 8.1\%$
 - Career Shifter and Hire2Skill rolled out in ≥ 4 countries and scaling approach defined in close collaboration with talent mobility; Career shifter achieves a placement rate $\geq 90\%$
 - levelUP! NextGen 2023 edition reaching ≥ 1050 tech and digital talents/ future leaders (incl. about 250 from OSD talent recommendation) with CSI ≥ 7.8
 - A cross-segment Network of Experts is established
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- External benchmark conducted and analyzed
 - Re-assessment of SQP with the aim to create joint group approach, but clarify extent of global standardization and local freedom and prepare proposal for decision by HRLT
 - Elaboration of SQP 2.0 concept including digitalization

HR Big X 2023 for Top Tech and Digital Skills



Big X Optimize sourcing and deliver in recruiting (1/2)

Objective

Improve recruitment and onboarding processes to deliver on hiring challenge

Topic Owner: Stephan Kasulke

Key results

- Target group specific HR Marketing initiatives like LI Pipeliner Builder Campaign, optimization of platforms are used (e.g. for TSI 500, OSD 1000)
- Concept for group-overarching university cooperation strategy and corresponding measures developed (employer ranking / students in Germany: +2 ranks in 2023, talent pipeline: 500, events executed: 15)
- Leverage process improvement by performance comparison to allow educative dialogues in Network of Experts, ambition to create first steps for shared candidate pool on country level (pilot countries)
- Global Reporting Dashboard for performance transparency is developed (set of core KPIs)
- **Recruiting operations**
 - OSD 1000: 1000+ New Hires in 2023 (summer)
 - TSI 500: 500+ vacancies filled
 - Hiring Manager CSI > 8.25
 - Candidate Experience: Managed onboarding experience and improve CSI to 9.00
 - Ensure KPI of <20 days contact to contract
- Concept to Scale (ZeroTouch): contact to contract in Germany, target: < 20 days
- Revisit existing recruiting operations: split volume / non-volume and proposal

HR Big X 2023 for Top Tech and Digital Skills



Big X Optimize sourcing and deliver in recruiting (2/2)

Objective

Establish and improve global sourcing channels (e.g. T Hubs)

Topic Owner: Stephan Kasulke

Prove Employer Branding

Topic Owner: Alexandra Eichberger

Key results

- European T Hubs with >1000 FTE in Spain, Poland, Romania, Greece, others
 - Rolling demand forecasting across segments in place
 - Improved IIS steering and provided consultancy (CWF)
 - Implemented compensation schemes for European Hub locations reviewed
 - Location and implementation decision for Development Hub (offshore) is taken
 - C&B benchmarking support for international countries provided (CWF)
 - Fostered innovative solutions in Skill2Hire (School42)
 - Developed and implemented best practice people processes for T Hubs, and measured by KPI cockpit
 - Leveraged joint steering and exchange by Network of Experts
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- International Employer Branding (EB) strategy is executed (further push on communication activities, rollout of campaign in further entities, employer ranking / professionals: +2 ranks in Germany, international top 3: stay, otherwise +2 ranks)
 - Developed and executed target group specific EB initiatives (campaigns: industry benchmark +15%)
 - Enabled employees to promote EB, esp. in context #ExpertHireExperts (300 hires in Germany)

HR Big X 2023 for Top Tech and Digital Skills



Big X *Develop Expert Career Framework*

Objective

Note: currently under development by Alexandra Eichberger and Franz Wennemann

Key results

- tbd

HR Big X 2023 for Top Tech and Digital Skills



Big X Boost DT's Learning Culture (1/2)

Objective

Create excitement for lifelong learning and provide easy access to relevant learning content with a one-stop shop experience and specific focus on tech & digital skills

Topic Owner: Julia Ewen-Hoffmann

Key results

- An engaging COMs plan is implemented to educate employees and leaders about need for change, “must-haves” topics for all employees (e.g. digital, sustainability, adaptability) and corresponding offerings
- New learning dashboard / cockpit to report on key outcome-oriented learning metrics, aligned with the segments is implemented
- Percipio is upgraded as one-stop-shop for learning by implementing new homepage features (e.g. Tabbed UI, Content Recommendations) based on user feedback, and enable personalized recommendations via job roles
- Available content on Percipio is increased by integrating training offers from at least 3 additional platforms (e.g. central and/or segments, LEX) while keeping simplicity and customer satisfaction on a high level (CSI above 8.0)
- A concept for a group-wide LMS architecture incl. link to SKM is developed
- welearn day (formerly youlearn day) concept is revised based on customer feedback and successfully implemented, reaching 20% more employees than 2022

HR Big X 2023 for Top Tech and Digital Skills



Big X Boost DT's Learning Culture (2/2)

Objective

Enable DT's leaders becoming digital literate

Topic Owner: Jonathan Talbot

Key results

- Digital Accelerator Program conducted with >500 leaders (incl. executives and non-executives conditional on the workers council agreement)
- LevelUP! Leading Digital Telco Program is linked to digital skills and courage reaching an average CSI of >8 (NPS higher than 25%)
- LevelUP! reached >6.000 leaders
- LevelUP! offers a customized learning experience

HR Big X 2023 for Best Place to Work



Big X Way of working in a Leading Digital Telco

Objective

Describe the desired way of working to enable people and organization to work in the target picture

Topic Owner: Martina Welslau

Key results

- Target picture “How do we work in a LDT” is developed based on our guiding principles and Leadership Anchors
- Measures are derived and implementation plan is developed
- Magenta office in GER is negotiated and implemented
- Digital collaboration tool portfolio is adjusted based on analysis of specific user patterns and targeted hybrid collaboration
- Cross-border collaboration is improved (excl. US) by onboarding all entities to DT's International Collaboration Network until Q2/2023
- High level of employee satisfaction for digital collaboration in pulse survey is maintained (currently 86%)

HR Big X 2023 for Best Place to Work



Big X *Improve People Experience for key instruments and processes*

Objective

Improve People Experience for key instruments and processes

Topic Owner: Sebastian Knepper, Patrick Krämer

Key results

- People Experience Lab concept is finalized and introduced
- 3 People Experience-related up-skilling measures with all multipliers accomplished
- At least 6 People Experience Labs conducted and processes optimized (e.g. internal placement etc.)
- Foster Employee App to further simplify HR related processes (e.g. HR order status, MyBenefits, Travel cost, digital company ID)
- Personal portal search is optimized
- Concept for a leaders app / leadership use cases in employee app is created (e.g. My team overview, Recruiting)

HR Big X 2023 for Best Place to Work



Big X Redesign quality steering in our products and services

Objective

Redesign quality steering in our products and services

Topic owner: Sebastian Knepper

Key results

- Existing KPI and SLA landscape for HR portfolio is re-evaluated
- New survey provider implemented
- Redefined CSI-logic based on new capabilities of survey tool (e.g. “hot” feedback)
- New approach with all relevant parties is developed and implemented
- Measurement quality is improved

Big X Scale Employee Wellbeing internationally

Objective

Scale Wellbeing@DT internationally

Topic Owner: Sigrid Heudorf / Oliver Herrmann

Key results

- Focus on Mental Health as priority in international and national programs e.g. by continue My health Journey, introduce new EAP Fürstenberg
- Evolve holistic portfolio
 - Impact of wellbeing portfolio is improved based on scientific support and user needs
 - Process for initiating new products is designed involving cross-tribe/ segment stakeholders
- Enable easy access: Wellbeing is integrated into HR products Landscape along the HR Blueprint (e.g. HR Suite)

HR Big X 2023 for Best Place to Work



Big X *Bring Diversity, Equity & Inclusion to life*

Objective

Raise the DE&I maturity levels within DT Group
Topic Owner: Katrin Terwiel, Ayse Semiz-Ewald

Key results

- Awareness “why DE&I matters for the business and future success” is created in key stakeholders and overall organization
- Continue positioning DT as top diverse and inclusive employer to labor market, customers and shareholders by keeping top scores in indices e.g. Bloomberg, Dow Jones and produce engaging external content (LinkedIn, panels, interviews)
- Increased female share for DT Group
 - N-1 by 2pp to 27%
 - N-2 by 2pp to 28,6%
- Increased on executive level the ...
 - Female share by 2.7pp to 24.7%
 - International share by 2pp to 13%
 - Share of age <36 by 2pp to 4.6%
- Based on pulse inclusion results and community feedback, shape an inclusive eco-system within DT (change at least 7 processes or product to the better – e.g. by adding inclusion question to exit interview)
- Trainings are offered for all employees to gain knowledge on DE&I with a CSI of 7.5

HR Big X 2023 for Leadership in Digital Tomorrow



Big X Nurture high performance of individuals and teams (1/2)

Objective

Design and strengthen a holistic performance framework for DT, enhance and further rollout WeGrow and enable leaders to leverage its full potential.

Topic Owner: Christian Lepsien

Key results

- A holistic performance framework incl. low performance management is developed, and a scaling approach defined
- 3 to 5 performance drivers are identified, and corresponding support measures are piloted with VTI, Sales TSI and B2B Germany (already confirmed)
- WeGrow Rollout for tariff employees in GER is completed and EU NatCos for further scaling are identified, in alignment with HR EU / CHROs
- Employee coverage of WeGrow framework reaches 100%
- The user experience of WeGrow is further improved based on customer feedback, with a target customer satisfaction index (CSI) of 7.0
- The WeGrow process is ready for agile organizations, including a solution for international People Days
- Enablings on TOP 3 key leadership tasks to improve individual and team performance (e.g. real time feedback, goal setting in (non) agile environments) are offered via levelUP! reaching 500 leaders in 2023
- A revised COMs approach to guide leaders on what to do when is implemented
- The Engagement Index measured by pulse surveys reaches 80%.

Note: Input for High Performing Teams will follow

HR Big X 2023 for Leadership in Digital Tomorrow



Big X Nurture high performance of individuals and teams (2/2)

Objective

Leverage potential of available survey data in order to gather actionable insights for Business and HR.

Topic Owner: Christian Lepsien

Key results

- New Survey platform (Qualtrics) implemented in time to run first Engagement Survey in Nov 2023 (incl. successful data migration)
- Design and pilot an intervention process on team level where Engagement score is critical (thresholds tbd. in design phase) incl. corresponding training offers (pilot areas see scope of performance Mgmt. blueprint, results based on Pulse May), esp. focusing on intervention Culture of Trust
- Foster data-driven HR work by enabling HR Product Managers to work with survey data in order to derive appropriate measures and/or adjust respective products/processes

HR Big X 2023 for Leadership in Digital Tomorrow



Big X *Bring Leadership Anchors to life*

Objective

Make Leadership Anchors tangible in instruments and mindset

Topic Owner: Jonathan Talbot / Nina Schmarander

Key results

- Leadership Anchors 2.0 are an integrated part along the leadership lifecycle (e.g. LQG start, interview guide, ...) and the foundation of LevelUP! Structure
- Leadership Anchors 2.0 are linked to performance management
- Bold communication campaign to all leaders is launched
- Embedding of Leadership Anchors 2.0 in local leadership programs has started

HR Big X 2023 for Leadership in Digital Tomorrow



Big X Global Talent Hub – The Next Level

Objective

Combine our internal Talent Hub and external Talent Market to populate the succession lists

Topic Owner: Tiffany Wilson

Key results

- Increased Executive-Ready and Raw Diamond pipeline under 36 to 45% (20% for Exec.-Ready and rest by Raw Diamonds)
- Increased overall female quota in Global Talent Hub to 40% in 2023
- 100% of all talents in both pipelines are equipped with a personal growth plan
- 35% of internal placements on Executive level in 2022 are filled with talents from Global Talent Hub
- Raw Diamonds Development Training and 40 Raw Diamonds are placed in new position
- Increase in exec ready talents on succession slates by 5pp. from 90% to 95%
- CSI score >7.5 (3.5 in 2020; 7.2 in 2022)
- Increased share of candidates from external executive pipeline on succession lists from 3 segments from 5% to 10%

HR Big X 2023 for HR IT & Data-Driven HR



Big X Next Steps in future-proof HR IT Infrastructure

Objective

Execute Roadmap 2024+

Topic Owner: Norman Nowak, Christian Niederstrass

Key results

- Accenture and DT agreed on a detailed roadmap 2024+ to enable the people strategy (increasing people experience, decreasing cost of operation and managing the cloud transformation of HR core), funding has been secured for the transformation journey
- Cloud readiness assessments for two SAP systems are conducted
- EC Master for at least 2 Pilot entities is rolled-out

Big X Bring data-driven decision-making forward

Objective

Make better data educated decisions by using the untapped potential of available HR data, including detection of meaningful patterns in workforce-related data in order to support relevant business decisions

Topic Owner: Norman Nowak, Oliver Schöbel, Kay Nolden

Key results

- Employee Central Org Layer roll-out is completed and OrgLayer 2.0 data field defined (e.g. needed for Shares2you)
- Global HR data model is defined (project NEMO)
- Common data pool for advanced analytics/prediction piloted (project NEMO)
- 12 analytic cases are completed, and results broadly communicated
- Workforce Analytics council established: Leveraging synergies through the use of distributed analytic resources and providing bases for broad enablement of staff

