

Using data to drive decisions: nbn case study

Michelle Zivkovic
Director NSW
Directioneering

Maree Taylor
Chief People and Culture Officer
NBN

MTLK // Rev 1.0 // 31/08/2018

This document is provided for information purposes only. The contents, including any views expressed by **nbn** are indicative only and subject to change. This document is subject to the information classification set out on each page. If no information classification has been included, this document must be treated as 'nbn-Confidential: Commercial' and must not be disclosed other than with the consent of **nbn**. The recipient (including third parties) must make and rely on their own inquiries as to the currency, accuracy and completeness of the information contained herein and must not use this document other than with the consent of **nbn**.



Relationship between NBN & Directioneering

DIRECTIONEERING
creating career success



- Partnering since 2010
- Career transition & career coaching
- Australia wide (metro & regional)
- 350+ individuals supported

WHAT OUR NBN CANDIDATES SAY



"My coach was a very good listener and I always felt that he treated me as an individual, never as a number."

"I found the most valuable service was the 'one on one' with my career coach who provided me with up to date information and support during my transition. This gave me the tools to review and update my CV and cover letter management."

"I found the community that Directioneering created was very important in my transition and I felt that the people there showed a lot of honesty and caring in the service that was provided."



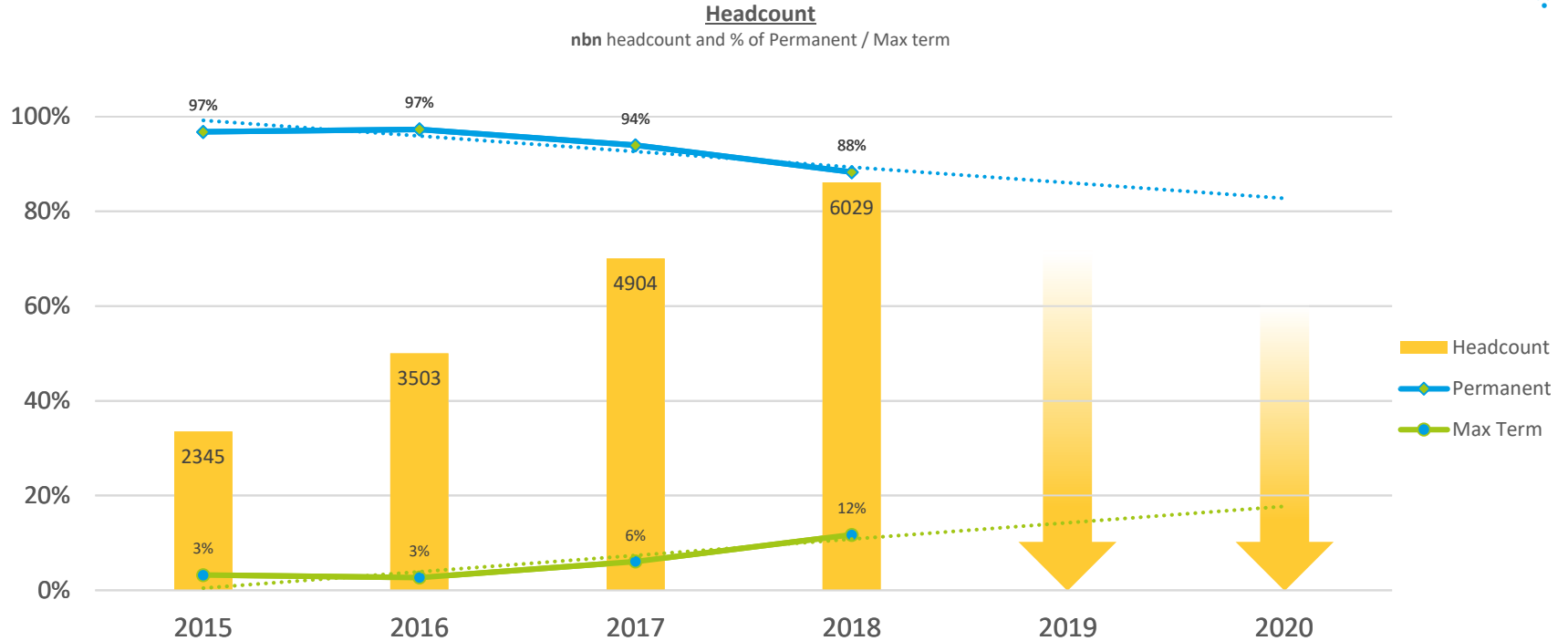
Connect Australia
Bridge the digital divide

Premises built 8m+
Premises using 4m
Revenue \$2bn

Peak Headcount in 2018

Employment Mix progressing Max Term

DIRECTIONEERING
creating career success

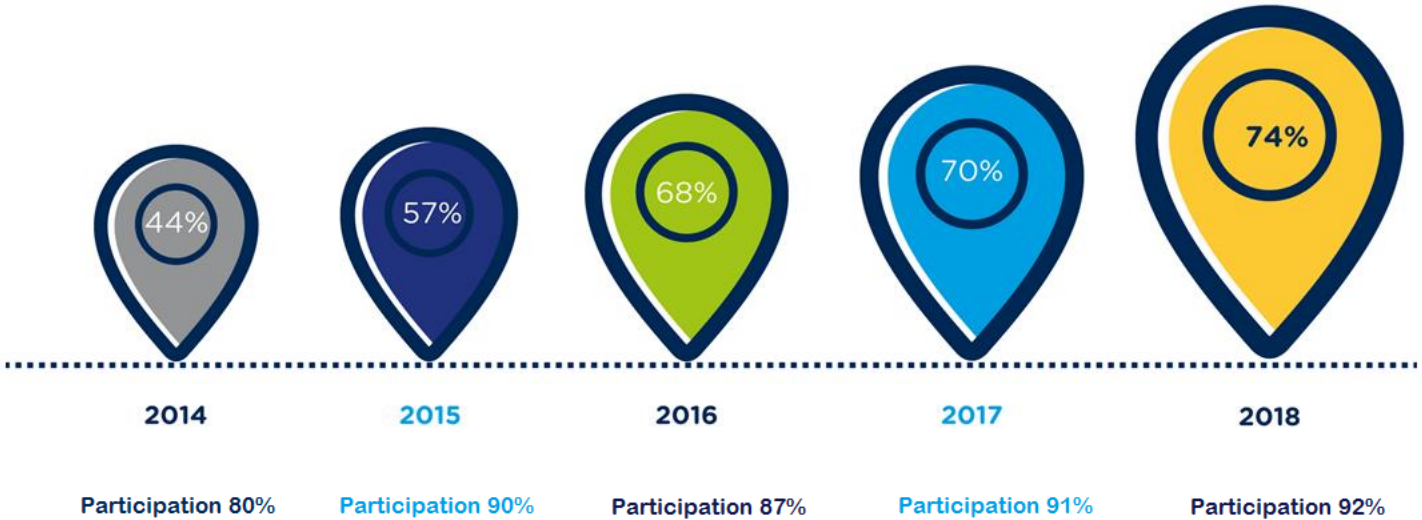




Employee Engagement

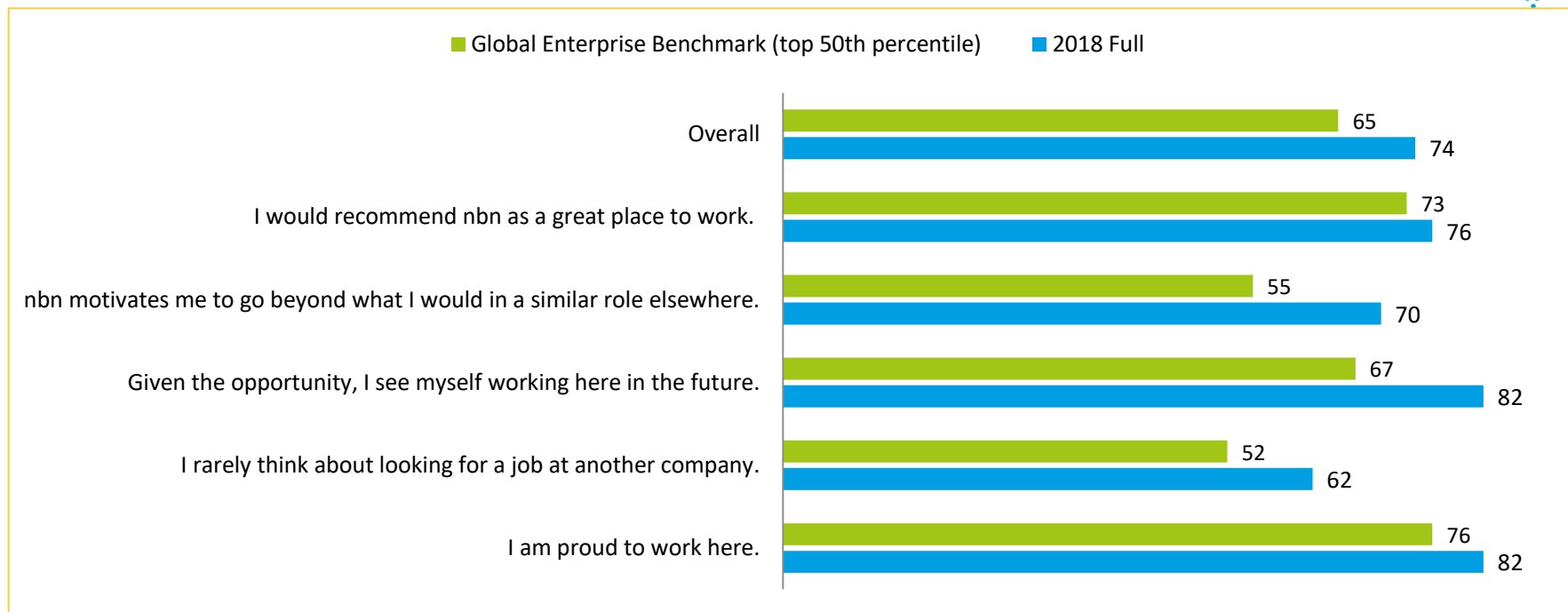


Our engagement journey



2018 Great Place to Work: nbn Engagement Index

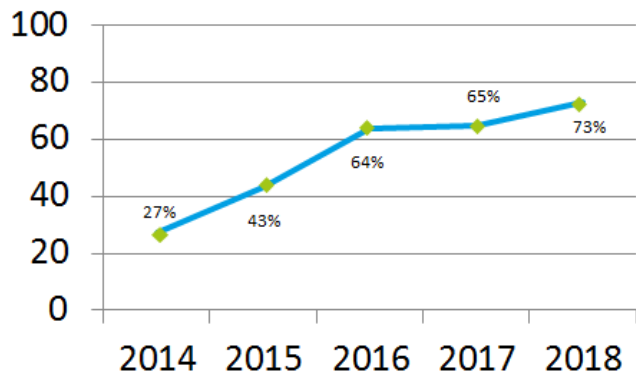
DIRECTIONEERING
creating career success



Building Leadership

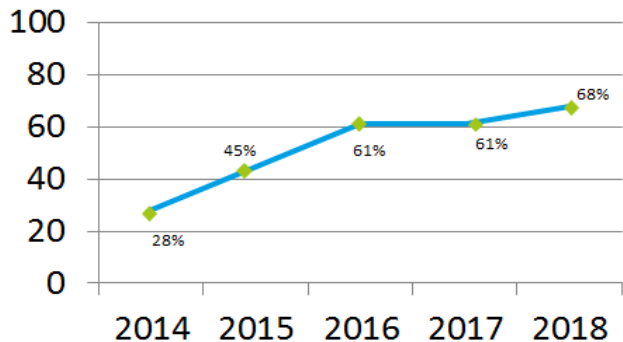
Leadership

Leaders demonstrate that our people are important to nbn's success



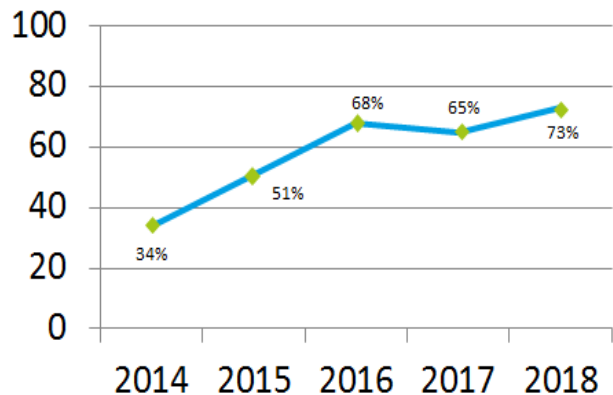
Leadership

Leaders at nbn have communicated a vision that motivates me



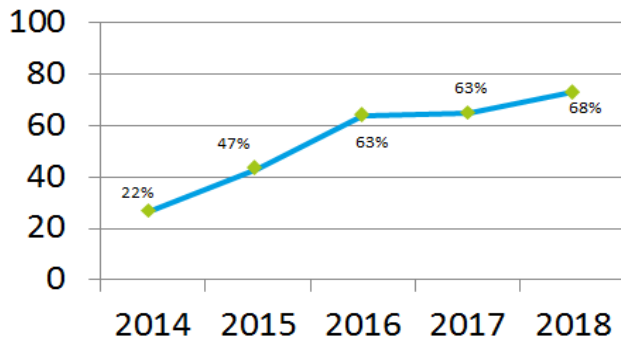
Leadership

Leaders at nbn keep us informed about what is happening



Leadership

I have confidence in Leaders at nbn



DIRECTIONEERING
creating career success

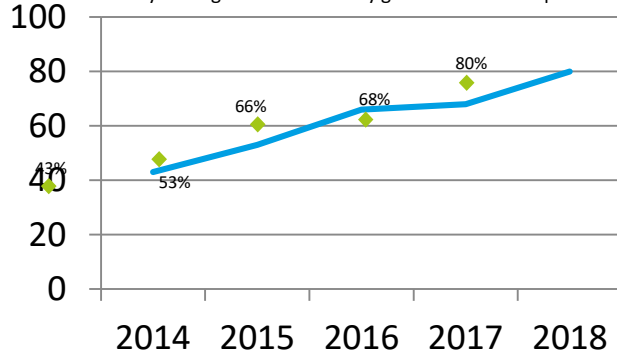
Focus on career development

DIRECTIONEERING
creating career success



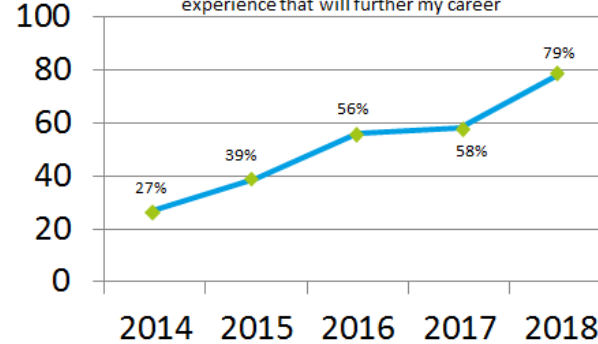
Manager Effectiveness

My manager cares about my growth and development



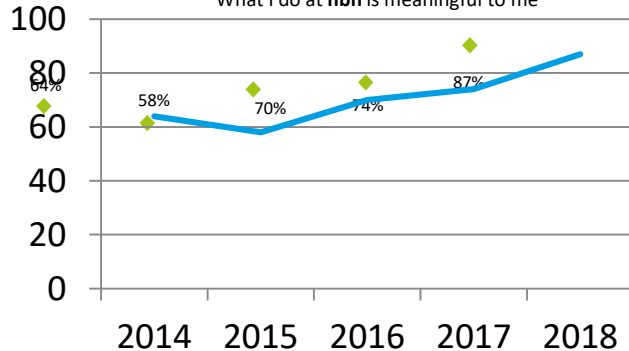
Career Opportunities

I believe there are good opportunities at nbn for me to gain experience that will further my career



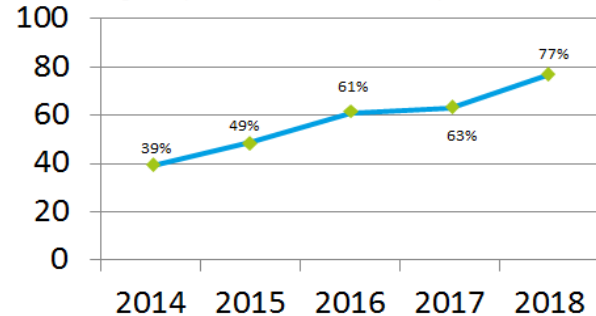
Purpose & alignment

What I do at nbn is meaningful to me



Brand | Career Development

At this stage of my career, nbn is one of the best places for me to work



Managing Performance

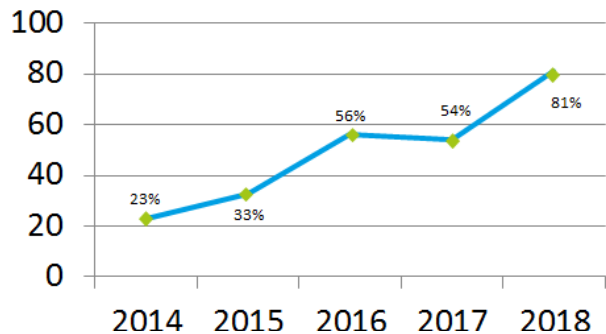
Focusing on a sense of accountability, using strengths and learning/innovation has been important to our success

DIRECTIONEERING
creating career success



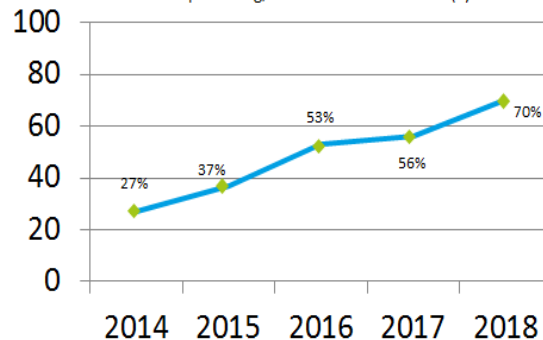
Performance Management | Innovation

I'm encouraged to learn from both my mistakes and successes



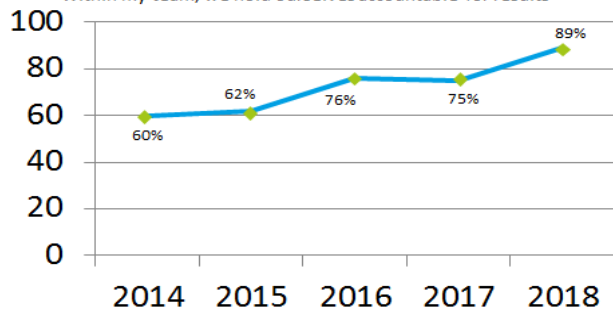
Innovation

At nbn we act on promising, new or innovative ideas (2).



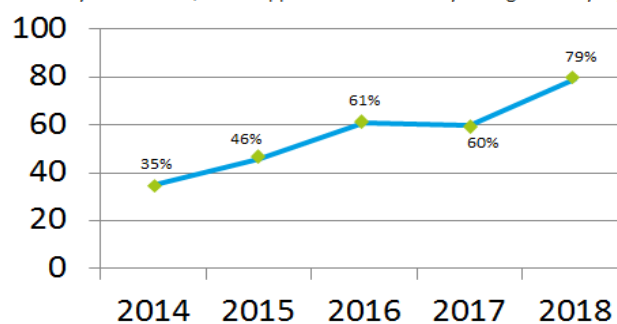
Accountability

Within my team, we hold ourselves accountable for results



Performance Management

In my current role, I have opportunities to use my strengths everyday





Diversity

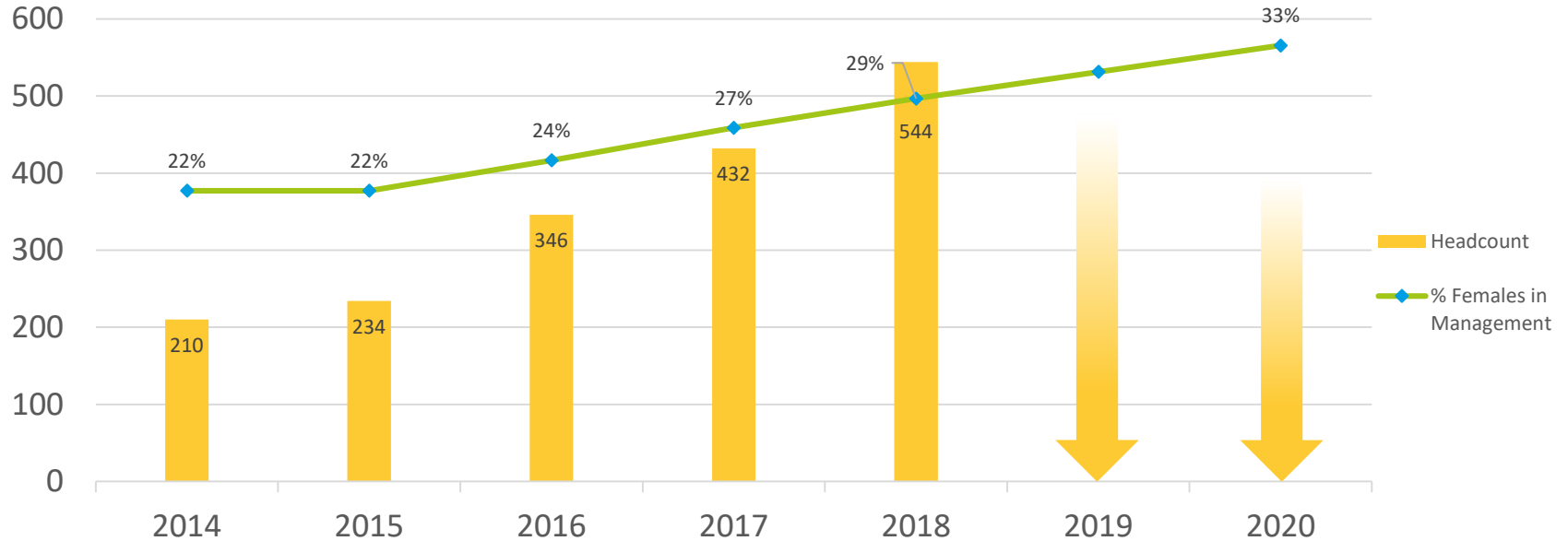
Female Management Diversity

Target of 33% by 2020

DIRECTIONEERING
creating career success



Females in Management (% & #)



Lead and Lag Measures

Improvement in our lead and lag measures guide and drive performance

DIRECTIONEERING
creating career success



Hire

- 41% Management Hires were Female
- 37% Management Promotions were Female
- 86% Vacancies Females shortlisted
- 100% Vacancies female representation on panels

Retain

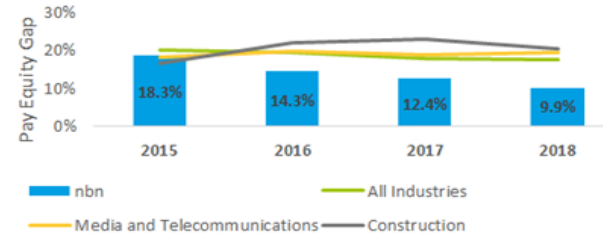
- Voluntary Turnover of Management
6.8% Female vs 7.1% Male
- Compa Ratio & Salary Analysis
- Exit Interview Data
- EVP analysis
- Policy & Process Implementation

Business Unit Targets FY19

To achieve 31% Female Leadership

- NPd 24.5%
- NEO 30.5%
- P&C 61.4%
- RSM 36.5%
- BSM 37.5%
- STRaT 22.5%
- Legal 43.5%
- Corp Affairs 50.0%
- SEO 21.5%
- FPS 36.0%

Nbn Pay Equity Gap benchmarked against WGEA Data



Data led decisions and initiatives

- Relevant
- Useful
- Benchmarked
- Owed by business
- HR need to be comfortable with data
- Constantly reinforced
- C-suite sponsorship

DIRECTIONEERING
creating career success



Questions

DIRECTIONEERING
creating career success



NBN has a very public profile. Does that mean you have to be more transparent?



Does your strategy change with the appointment of your new CEO?

DIRECTIONEERING
creating career success



Workforce Mix of Talent; next nut to crack. Tell me about the challenges and why Data and Metrics can't solve this problem?



THANK YOU

Michelle Zivkovic
Director NSW
Directioneering

michelle.zivkovic@directioneering.com

Maree Taylor
Chief People and Culture Officer
NBN

mareetaylor@nbncoltd.com.au