



## The Royal Bank of Scotland Group

*A global leader in financial services uses SAS® for world class HR management*

Europe's second largest bank and the world's fifth biggest, The Royal Bank of Scotland Group delivers financial services to millions of customers world-wide. With over 110,000 employees, the Group includes such well-known names as NatWest, Direct Line, Lombard and Coutts in the UK, and Citizens Financial Group in the US.

Iain Middleton, Decision Support Manager in the Human Resources division of The Royal Bank of Scotland Group, provides essential management information to support the Group's overall HR strategies, and to enable day-to-day HR management by business-facing teams in 10 divisions and hundreds of business areas. "We also use other external systems for areas like pensions and managing our employee rewards packages," he says.

A SAS® solution for HR management is now providing essential insights into the Group's HR activities worldwide, giving managers the people information they need to run their businesses more effectively.

### Key benefits

"A major benefit is that the information we produce is highly reliable and managers have faith in it, from a high level view down to the specifics," says Middleton. "They can focus on using their skills and techniques to manage

HR requirements. We can see, for instance, if turnover in a particular area or occupation is higher than expected. We can build a profile of the leavers and examine why – other data sources we use include the annual employee survey and exit questionnaires. We can look at issues like the physical working environment and different employee propositions to see if they may influence loyalty.

"On the flip side, we can see the success of rewards, like the share option scheme, in retaining employees. What are the characteristics of people who buy into the scheme, and has the scheme influenced their length of service?"

The reports available cover key areas that range from staff turnover rates Group-wide, by division and for 1,200 business areas worldwide, to profile data on diversity targets – the percentage of women in senior managerial roles, for example – as well as sickness data, absentee rates, and more. Reports are increasingly available through the Group's intranet, and also feed into the Group's balanced scorecard.

"We can provide tools for business-facing HR teams and other groups so they can target interventions rather than take a shotgun approach – for example, offering training to people

<b>Industry</b>	Banking/Financial Services
<b>Business Issue</b>	Supporting high level HR strategies and enabling HR management worldwide
<b>Solution</b>	A SAS® solution for HR management including a data warehouse and powerful analysis and reporting
<b>Benefits</b>	A standardised global solution for HR; enhanced data quality; enabling staff to be attracted, retained and developed more effectively

who aren't performing so well," continues Middleton. "When it comes to turnover rates, we can analyse the type of people leaving and see how valuable they were to the business by pulling in performance data from appraisals going back five years. We can explore their profile in terms of gender, length of service and age and look into reasons why they left."

To support the Group's continued expansion in mainland Europe and the USA, SAS also enables managers to see, for example, employee distribution by country and division, look at the underlying demographics, and observe how numbers are rising and falling.

### Managing human resources worldwide

In 2000, the Group completed its £21 billion acquisition of rival NatWest, the largest takeover in British banking history. Integrating the businesses posed many challenges, not least in HR management. "Overnight, we moved from 20,000 predominantly UK-based employees on one HR system in one part of the former Group, to 96,000 staff on more than 30 systems in 25 countries," recalls Middleton.

"Following the takeover, we needed a single, centralised repository for all data, and to be able to track and report on all employee movements. A cornerstone of the acquisition was that 18,000 jobs would be saved from the new Group over three years. It was imperative that the board, the City, investors and auditors were kept informed on progress and had confidence in the figures. SAS enabled us to do this.

"We wanted to take a view across all systems and processes to see who our employees were, their location, history and how the various elements of their employment records fitted together. The obvious answer was a data warehouse. We knew we would have very large data volumes, and that demands on the solution would grow constantly. We therefore needed a powerful, flexible and scalable system. Another huge attraction of SAS was that we could maintain and run the system ourselves, as the primary focus of the Group IT function was integrating NatWest within the business and moving its customers onto our platforms."

Following buy-in from senior management, Middleton's group developed the new HR data warehouse. It not only works with consolidated data from 30+ systems but also feeds back into them to improve data quality and integrity. "This has created a constant improvement loop," says Middleton.

Development of the initial system took only six weeks and it has been refined and extended ever since. "For the first time we had, a single, group-wide version of employee movements and metrics supporting HR management. We can now react quickly to requests for different perspectives on HR, to produce the dimensions and views that people want.

"Data quality was an important aspect, and SAS ensured we had all the cross-checks in place – through probability analyses and scoring, for example – to deal with issues like 5,000

"The information we produce is highly reliable and managers have faith in it... with SAS we can develop and deliver global management information tools to provide enhanced HR management."

Iain Middleton

Support Manager, Human Resources Division  
The Royal Bank of Scotland Group

duplicate employee IDs, people with the same name and birth date and so on. SAS was fantastic for identifying the right employees, enabling us to drop records we didn't need and track 10,000 staff movements monthly across 40,000 cost centres.

"I knew SAS was an industry standard in credit scoring, and, given the immediacy of the challenges posed by integration, it was logical to introduce it into the new Group HR area. In recent years, HR has begun to see analytical and reporting skills, like those provided by SAS, as vitally important in improving the service we provide to our customers. SAS provides HR with the ability to create its own solutions to the ever-changing demands of the Group. With SAS, we have a standardised global solution for HR management."



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