D2L FOR BUSINESS

Building a Future-Ready Financial Services Workforce

A practical guide to faster onboarding, stronger workforce readiness and continuous skills development

Are employees actually prepared to apply what they've learned?

39%

of employees' core skills will change by 2030

The World Economic Forum

84%

of executives expect regular human-AI collaboration within three years

Accenture

26%

of workers have been trained to collaborate effectively with AI

Accenture

Preparing Your Workforce for What Comes Next

Financial services organizations are adapting to AI, digital transformation, changing customer expectations, product enhancements, and evolving regulatory requirements.

These shifts affect more than technology. They change what employees need to know, how quickly new hires need to become productive and how organizations prepare people for new products, processes and ways of working.

For credit unions, community and regional banks, and other financial services organizations, that makes workforce readiness a business priority, not simply a learning priority.

FROM TRAINING TO WORKFORCE READINESS

Completing required learning still matters. But completion alone doesn't tell you whether employees are ready to perform.

Workforce readiness means giving people the knowledge, skills and support they need to succeed in their roles today—and helping them adapt as those roles change.

That requires a broader approach to workforce development. New employees need a clear path to proficiency. Existing employees need opportunities to build new skills as technology, products and expectations change. Leaders need visibility into where people are ready to perform and where gaps remain.

For organizations with employees across branches, teams and locations, consistency matters too. Learning needs to be relevant to each role without becoming difficult to manage or scale.

THE FINANCIAL SERVICES WORKFORCE REALITY

Building a workforce that's ready for change can be challenging when learning teams are already being asked to do more. Onboarding may vary across roles or locations. Employees may need new AI, digital or role-specific skills. Product and service changes can create new learning needs quickly, while manual administration and reporting add work behind the scenes.

At the same time, leaders need a clearer understanding of whether employees are actually prepared to apply what they've learned.

The World Economic Forum estimates that 39% of employees' core skills will change by 2030, while Accenture found that 84% of executives expect regular human-AI collaboration within three years, yet only 26% of workers have been trained to collaborate effectively with AI.

That gap makes the challenge bigger than keeping employees current on required learning. Organizations need to build workforce development around the skills and capabilities people need to perform, adapt and grow as the work itself changes.

What a Future-Ready Financial Services Workforce Looks Like

Building workforce readiness means moving beyond one-size-fits-all learning. Employees need development that reflects the work they do, the skills they need and the business outcomes they're expected to support.

That starts with helping people get ready for their roles—and giving them a clear path to keep building capability as their responsibilities change.

1. FASTER, MORE CONSISTENT ONBOARDING

New employees need more than a standard orientation. They need a clear path from their first day to being ready to contribute in their role. They need a solid understanding of the customers they'll support, the ethical and regulatory environment they work in, and the values that make your organization special.

Role-based onboarding can help employees build the product, process and system knowledge that matters most to their work. It can also create a more consistent experience across branches, offices, and locations while giving managers better visibility into how employees are progressing.

The goal isn't simply to get new hires through onboarding. It's to help them build the knowledge and confidence they need to contribute sooner.

2. ROLE-BASED LEARNING THAT BUILDS CAPABILITY

Readiness doesn't stop once onboarding is complete. Branch employees, managers and operations professionals have different responsibilities, and their development should reflect those differences.

Role-based learning helps connect development to the work employees actually do. Personalized, role-based learning pathways can focus people on the skills and knowledge most relevant to their responsibilities while giving them a clearer path as they grow or move into new roles.

That creates value on both sides: employees can see how learning supports their development, while the organization can build the capabilities it needs across the workforce.

3. PRODUCT ENABLEMENT THAT KEEPS TEAMS READY

Employees' roles aren't the only things that change. New products, service models, and digital tools can create gaps between what an organization offers and what employees are ready to support.

Product enablement can help close those gaps by preparing customer-facing teams before launches and building their knowledge as products, services and processes evolve. Giving employees opportunities to practice and receive feedback on realistic scenarios can also help them apply what they've learned when they're working with customers.

The result is a workforce that's better prepared to support change and have more confident, consistent conversations with the people they serve.

4. CONTINUOUS SKILLS DEVELOPMENT FOR CHANGING ROLES

Some changes are specific to a product or process. Others reshape the roles themselves. AI and digital transformation are fundamentally changing work across financial services, making continuous skills development an important part of workforce readiness.

Employees need opportunities to build AI, digital and role-specific skills as their responsibilities evolve. They may also need support earning professional certifications, preparing for leadership roles or developing new capabilities as they move through their careers.

Instead of treating development as something that happens at specific points in an employee's career journey, organizations can reinforce learning and build skills over time. Workforce development then becomes an ongoing part of how organizations prepare their people—and the organization itself—for change.

Turning Workforce Development Into Business Impact

For financial services leaders, the value of workforce development becomes clearer when learning is connected to specific measures of readiness.

Those measures will look different depending on what you're trying to accomplish. For onboarding, that might mean looking at how quickly new employees build the knowledge and skills they need for their roles. When roles or technologies are changing, skills attainment and role proficiency can provide a clearer picture of where employees are ready and where gaps remain. For a new product or service, readiness might mean knowing whether customer-facing teams are prepared before launch.

Compliance brings another dimension to readiness. Organizations need confidence that employees are completing required learning and earning required certifications, along with the visibility and reporting needed to support compliance and audit preparation.

Looking beyond completion can help leaders connect workforce development to the outcomes that matter to the organization—from employee readiness and performance to product enablement, skills development and compliance.

It can also help learning teams see where more support is needed and make better decisions about where to focus their efforts next.

How D2L Supports Financial Services Workforce Development

Building workforce readiness across roles, locations and career stages requires an approach that can grow with your organization.

Brightspace gives financial services organizations a central learning environment for supporting employees throughout their development—from onboarding and role-based learning to ongoing skills development, professional certifications and leadership development.

Organizations can create learning experiences around different roles and development needs while delivering learning consistently across teams and locations. As products, processes and skill requirements change, employees can continue building the knowledge and capabilities they need to keep pace.

Brightspace can also help learning teams reduce manual administration and improve visibility into learning, engagement and readiness. For required learning and certification programs, centralized tracking and reporting can support compliance and audit preparation.

Together, these capabilities can help organizations move beyond delivering training to building workforce readiness at scale.

Is Your Workforce Ready for What's Next?

Workforce readiness isn't something an organization achieves once. New employees join. Roles evolve. Products, technologies and regulations change. And the skills people need to perform today may not be the same ones they need tomorrow.

A stronger approach connects learning to the roles people perform and the outcomes the organization needs. It helps employees build the skills and knowledge they need today while creating opportunities to continue to learn as their responsibilities and the business evolve.

The question isn't simply whether employees are completing training. It's whether your organization is helping them stay ready to adapt, perform and grow.

BUILD A FUTURE-READY WORKFORCE WITH D2L BRIGHTSPACE

See how Brightspace can support workforce readiness across your organization.

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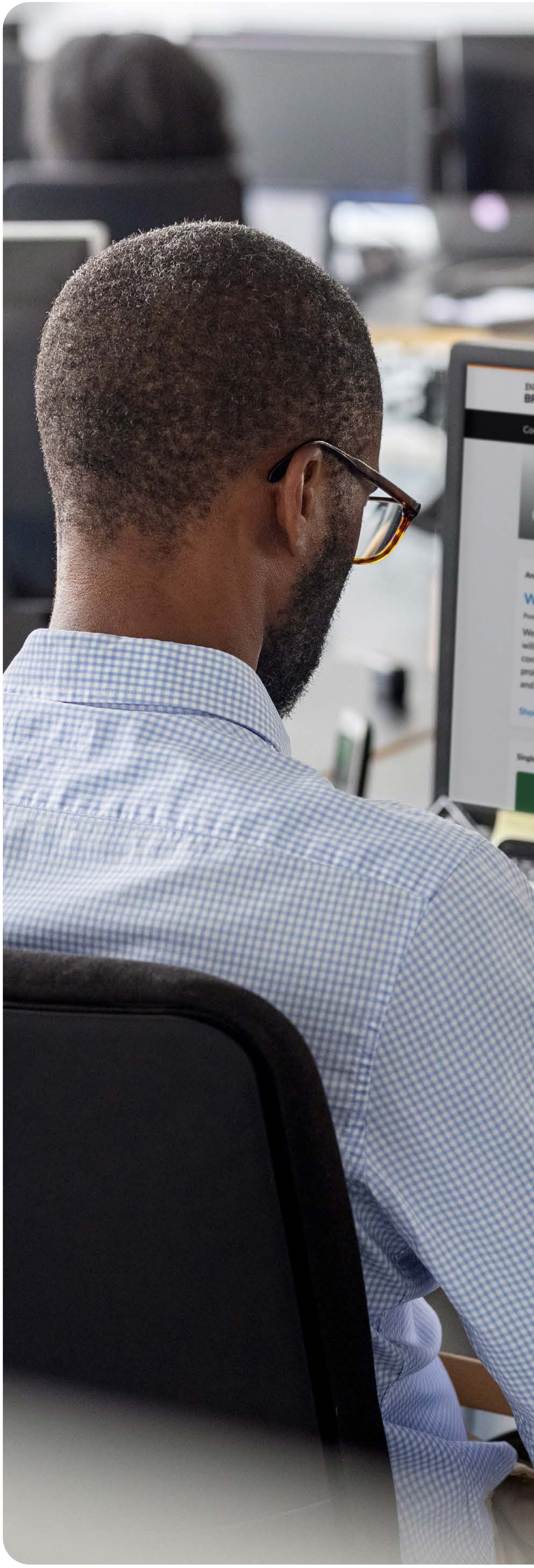

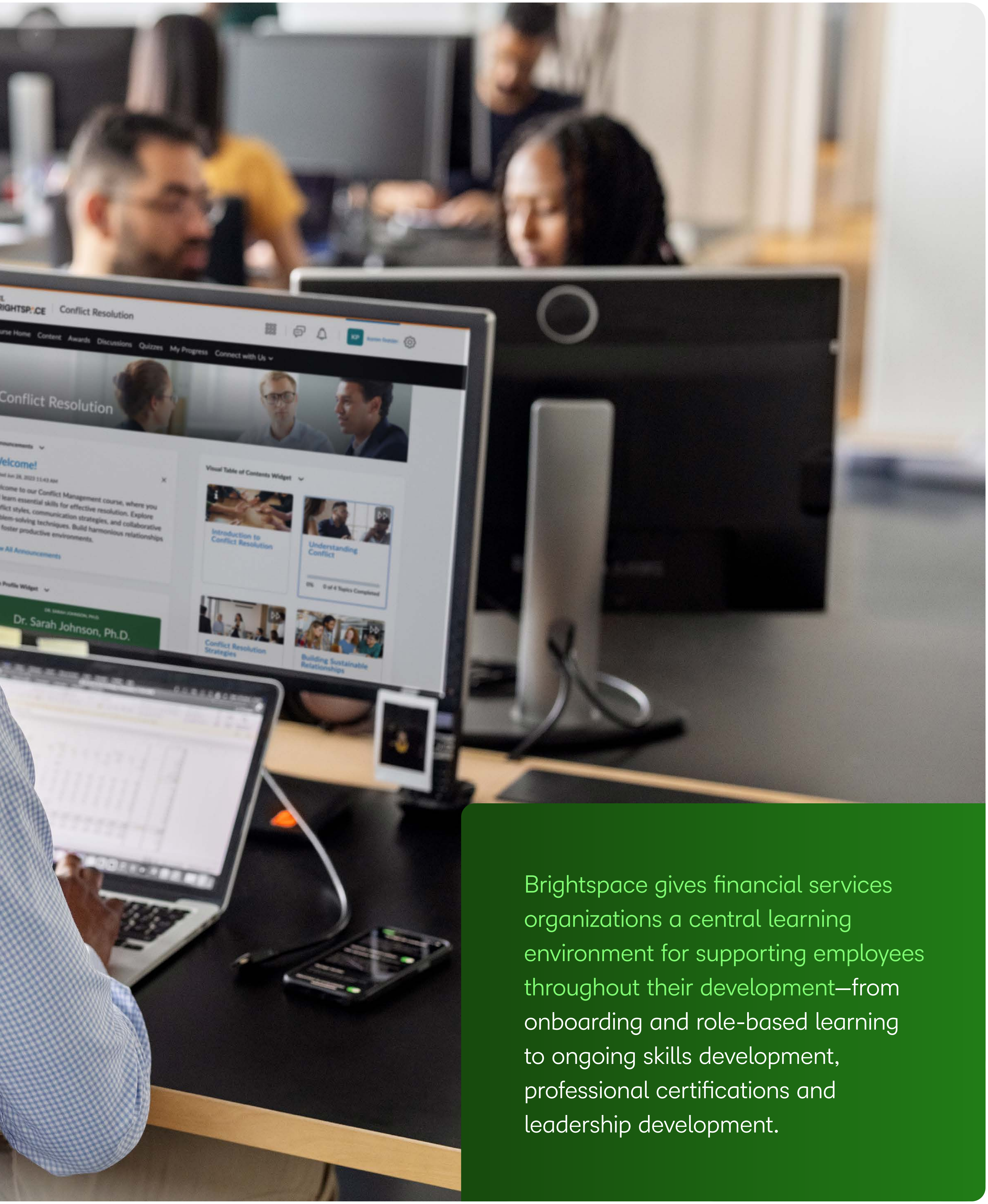

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About D2L

D2L is a global learning innovation company, reshaping the future of education and work. Our signature technology product – D2L Brightspace – enhances the learning experience for millions of learners at every stage of life, from the earliest days of school to the world of work.

Learn more at **D2L.com**

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