

Best HR strategy from overseas

Winner

DenizBank

Getting ready for Generation Z is a challenge many in HR will be turning their attention to. But this is particularly urgent in Turkey, which has the youngest average population age (at 31) in Europe.

Turkish private bank DenizBank has made impressive steps to get ahead of the curve, with digitalisation of its employment offering at the heart of this. Recruitment at DenizBank is 60% mass recruitment of young graduates, so it has transferred the entire initial assessment process to an online platform to make it more flexible and efficient.

To meet the expectations of the younger generation the bank has created an innovative digital journey, including application through social media, video interviews, online testing and online onboarding. As it aims to create a culture of continuous dialogue it has extended surveys to candidates that refused an offer, employees still within six months of their tenure, and former staff who have left in the past three months.

In regards to social media, success stories, recruitment process details and company insights are posted daily on DenizBank's LinkedIn, Facebook and Twitter pages, with videos featured on its YouTube channel. It lets employees take over the Instagram account on a regular basis to share the company's feel from their perspective and respond to any candidate questions.

To enable jobseekers to discover career opportunities in the comfort of their homes the bank also participates in an online career fair where people can chat with the recruitment team and other department managers.



a stat that really stood out for our judges.

DenizBank is also the proud owner of the first online internship programme in Turkey – something no doubt unusual and ahead of the pack for many other countries and HR teams besides. Its interns

Gamification has also been key to engaging with Gen Z. Young people can visit DenizBank's Facebook page to play Game of Bankers, an online simulation that gives users a chance to experience working as a teller in branch or in SME banking, retail banking and commercial banking. Our judges were particularly impressed with the business's Chatbot, which allows users of the Facebook HR page to give instant feedback 24/7.

Similarly impressively ahead of the curve, and offering exciting insight into the possibilities that automation in HR might open up for other organisations, is DenizBank's use of online interviewing. Through Peoplise cloud HR services the bank achieved impressive cost and time efficiencies, with 50% of interviews conducted since 2015 completed online –

can complete their online training and take part in digital banking department projects entirely through an online platform, widening the pool of talented young people able to benefit from work experience at DenizBank.

As you'd expect, e-learning is also front and centre at the business. The Deniz Academy now offers 40% of training online, including mobile learning, micro learning, online classes, simulation and games. The current online catalogue includes more than 80 programmes, 70 of which were developed internally; 6,650 employees participated in 130 webinars in 2016 and the rate is growing.

The judges were blown away by the volume and calibre of digital activity at DenizBank, commenting that many aspects were ahead of anything you might find in the UK. Our judges were impressed with what had been achieved in such a regulated environment. Considering what had been spent overall on these projects, the strategy represents excellent value for money and ROI, they said, adding that it was great to see digitisation being embraced to support truly strategic HR. "Innovative, impressive, well-executed," was one judge's comment, perfectly summing up this outstanding application of technology to engage with the workforce of the future.

Shortlisted

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Advance Info Service

Cleveland Clinic Abu Dhabi

**Department of Public
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Dublin City University