

Vakif Kaitilim's My Talent Project Creates Well-Designed Candidate Experience

Vakif Kaitilim

Best Candidate Experience

June 2022



Company Background



Company-at-a-Glance	Vakif Katilim
Headquarters	Istanbul, Turkey
Year Founded	2016
Revenue	\$3.5 billion
Employees	2,016
Global Scale	Highly distributed with multiple locations globally
Customers/Output, etc.	checking accounts, dwelling credit, vehicle loans, participation accounts, corporate finance, land finance, individual retirement, insurance business, leasing, commercial vehicle loans
Industry	Finance
Website	www.vakifkatilim.com.tr

Budget and Timeframe

Overall budget	1,300,000 TRY
Number of (HR, Learning, Talent) employees involved with the implementation?	20
Number of Operations or Subject Matter Expert employees involved with the implementation?	Project Coordinator (1 person) Project Manager (1 person) Recruiting Team (8 person) Career Management Assessment Team (4 person) Employer Branding Team (3 person) Process Management & RPA Team (1 person) Training Team (2 person)
Number of contractors involved with implementation	Anbean — Online webinar, career day, digital promotion consultancy Educall — Written, oral, listening and theoretical exam in English consultancy HRPeak — Video Interview and Survey Platform consultancy Nev Gelişim — Assessment consultancy
Timeframe to implement	July 1-Dec. 31, 2020

Overview

Open communication, service orientation and leadership are the main values of the culture of Vakıf Participation. The basic strategy of the My Talent project is to reflect these values to external candidates. The goal is for service orientation value that all digital channels are used and that no candidate is unaware of the process. The goal is for Open Communication value to create a communication plan with instant, fast and detailed information for all candidates applying for the advertisement. The goal for the leadership development program, which is carried out by reflecting the sense of loyalty established with all in-house employees to external candidates and discovering themselves for each employee, is also maintained in external candidates.

Design

Candidates participated in a total of eight phases of elimination.

1. Application
2. Online Exams (English grammar, General Ability)
3. Video Pre-Interview
4. Human Resources Interview
5. Assessment Center - Assessment Applications
6. English Speaking & Writing Test
7. Senior Management Interview
8. Job Offer

Design 1 — Labeling Tree

On bizdekariyer.com, Vakif Participation's own career portal, some filtering improvements have been made to be able to report quickly and provide fast return to candidates. A tree shaped labeling system has been designed. A "2020 MT" label will be added to the top of the resumes of all applicants. And at any time, all information of each candidate on this tag can be reported from the system in excel format with a single action. After filtering the basic criteria (School, Age, Class, etc.), which is the first elimination phase, the candidates who are eliminated because of their resume will be labeled as "MT 2020 — Resume Eliminated." Candidates who proceed to the next phase will be labeled as "Mt 2020 — 1st Pre-selection Exam." When the next elimination process is completed; the "MT 2020 — Video Interview" label is added to the candidates who passed the pre-selection. The "MT 2020 — Eliminated in Pre-Selection Exam" label is added to the candidates who are not successful.

Design 2 — Robot Development

Within the scope of operational efficiency, it was developed with RPA technology for the need to record all applications in a single format on the Vakif Participation career portal, bizdekariyer.com. When all the advertisements were closed during the candidate application process, 13,000 applications such as the resumes were sent by different channels such as Kariyer.net, LinkedIn, bizdekariyer.com, Social Media and Mail and were collected on bizdekariyer.com, the career portal of Vakif Participation.

University Grouping

The criteria for determining the Management Trainee requirement in the critical units of Vakif Participation Bank are as follows. While determining the candidate criteria, all universities are gathered in three groups.

- Group A Universities are made up of the most successful universities in Turkey.
- Group B Universities are made up of intermediate universities in Turkey.
- Group C Universities are made up of less successful universities in Turkey.

The My Talent Recruitment advertisement was displayed on social media platforms, student club and university websites, which can be seen by the primary target audience (Group A and Group B Universities) by using Google Ads products together with the consultant company. And a total of 13,000 job applications were received.

Publishing a job with digital advertising

A special job advertisement has been designed for My Talent with a design that is visually and contently compatible with the expectations and language of the new generation and can also attract their attention. A special advertisement has been designed that can attract the attention of the target audience (Group A and Group B Universities) by using Google Ads. It has been declared in different career portals such as LinkedIn, Kariyer.net which are the most preferred in the country, and Vakif Participation career portal, bizdekariyer.com. Supported by digital works, the My Talent Recruitment advertisement was displayed in advertisements, social media platforms, student club and university websites. And a total of 13,000 job applications were received.

Instant communication with candidates

Instant communication, reporting, mailing, collective SMS and collective surveys have been developed to carry out the My Talent Project on digital channels and to realize the need for active communication with candidates. These channels were purchased from HRPeak consulting company and their integration with bizdekariyer.com, the career portal of Vakif Participation, was ensured. The long-running recruitment program was regularly managed through a single portal and also recorded the processes related to the candidates in the future.

Following these improvements, an effective candidate experience has been realized by applying a communication plan.

Online Career Day/Webinar

By organizing a Webinar on the Online Career Day, the need to reach all candidates who are curious about Vakıf Participation was met and an interactive communication was established. Before the end of the application process, the Vakıf Participation Assistant General Manager of Human Resources and Human Resources Manager held an online webinar on a platform open to all students who want to participate and new graduates seeking a job. Vakıf Participation Bank, details of My Talent Program were explained in the program. By creating an interactive environment/chat rooms, instant answers were given to the questions that all students were curious about.

Figure 1: Online Career Day



The banner is divided into two main sections. The left section is titled "MT programımız 'My Talent'ı yöneticilerimizden dinle!" and features two speakers: Betül Vural Yılmaz (Executive VP) and Gülsüm Çetinkaya (HR Manager). The right section is titled "Sanal Kariyer Günü" and "Bizi daha yakından tanı!" with a focus on "My Talent ve Geleceğe Katılım programlarımız hakkında merak ettiklerini İK ekibimize sor!". The banner includes the date "12 Ağustos 2020 | Webinar + Online Chat" and the website "vakifkatilim.onlinecareeday.co".

Translation of the image:

Listen to our MT program "My Talent" from our executives!

VAKIF PARTICIPATION – Online Career Day
August 12,2020 | Webinar + Online Chat

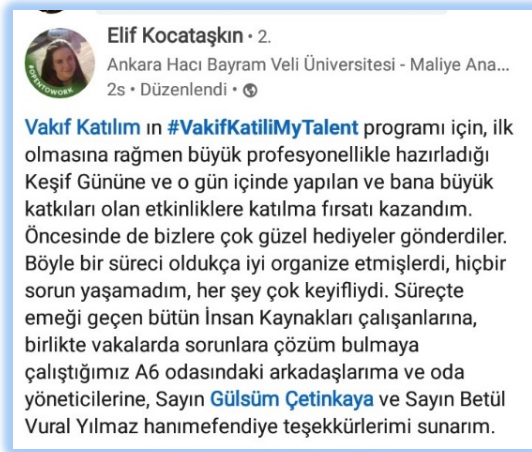
Get to know us better!

Ask our HR team what you are curious about My Talent and our Future Participation programs!
12.00-15.30 Online Chat

Active Use of Social Media

Shares about My Talent project phases and details were made through Vakıf Participation corporate social media accounts. A specially prepared gift box was sent to 102 candidates' homes prior to the assessment. Candidates who were affected by the notes and gift contents shared their thanks on behalf of the Vakıf Participation with the same hashtags.

Figure 2: Social Media



Translation of the images:

Elif Dülger: As the Vakıf Participation My Talent program is getting closer to the end, our gifts have arrived. I cracked a smile when I opened the box. Everything is thought out to the finest detail. As our process continues, they have already made me feel like a part of this family. I would like to thank the Vakıf Participation Bank family for thinking and valuing us so much. #VakifKatiliMyTalent Vakıf Katılım **Elif Kocataşkın:** I had the opportunity to participate in the Discovery Day prepared for My Talent program by Vakıf Participation, which was prepared with great professionalism although it was the first of its kind, and the events that were held that day and which contributed greatly to me. They sent us very nice gifts before. They organized such a process very well, I had no problems, everything was very enjoyable. I would like to thank all the Human Resources employees who contributed to the process, my friends and room managers in the A6 room, where we tried to find solutions to the problems in cases, and distinguished Gülsüm Çetinkaya and Betül Vural Yılmaz.

Online Assessment — Discovery Day

The online assessment program, called the Discovery Day, was realized with the participation of 102 candidates in a design that includes digital plays, short interviews and case studies. Consultant company supervisors, together with the Vakif Participation Recruitment and Career teams, observed each candidate in teamwork in two different cases. Subsequently, feedback reports were prepared for each of the candidates who made their personal presentations and sent to them. During this design, collective SMS, Mailing, and group messaging made over the system prevented instant communication accidents and contributed to a seamless Assessment Center application.

Feedback

The goal is to contribute to the personal development of the candidates by sending a detailed letter regarding why they were eliminated for each phase.

Candidate Role Fit Model

A role-fit model/score design with the weights of the scores the candidates received from all processes was created for the 30 candidates who successfully came up to the senior management interview and the candidates were reported to senior management in a ranking order among themselves. In the role-fit model, a special role fit table was created for each person by weighing competence-based interview measures, personality inventories and assessment scores. Thus, it has been stated which competencies of which candidate are developed and which competencies are open to development. The decision to place the candidates reaching the job offer phase in the departments is matched with their competencies and the senior management has been ensured to make a decision by considering the position-candidate compliance.

Candidate Experience Measurement

To measure the candidate experience, satisfaction rates of the process were analyzed by measuring all candidates with a survey at the end of each elimination process and feedback was received through open-ended questions such as “What could we do better?”

Deployment

Pre-selection exams, video interviews, online HR interviews and online assessment processes were carried out in a digital environment via HRPeak portal which was integrated with Vakif Participation career portal, bizdekariyer.com, in eight phases of My Talent process. Online communication posts and candidate numbers in the processes are:

- Applications were received from 13,000 candidates.
- A detailed letter/mail was sent to 10,954 candidates about what the pre-selection criteria were and why they were eliminated.
- 2,046 candidates were found suitable in their CV criteria and entered the online pre-selection exams (General Ability, English).
- A detailed letter/mail was sent to 1,346 candidates who could not pass the threshold in the pre-selection exams, and it was explained why they were eliminated.
- 700 candidates who passed the threshold in the pre-selection exams entered the video interview process. Video interview questions were shared and preliminary preparation was ensured.
- A detailed letter/mail was sent to 398 candidates about why they were eliminated from video interviews.
- 302 candidates attended online human resources interviews on the system. The Growth Mindset competency set, which was sought in preparation for these interviews, was delivered to the candidates before the interview.
- A detailed letter/mail was sent to the 143 candidates regarding what competencies they are expected to give answers in their HR interviews.
- 159 candidates entered the online personality inventory process.
- A detailed mail was sent to the 57 candidates regarding the reasons for which they were eliminated from the personal inventory.
- 102 candidates attended the online assessment, presentation and English speaking and writing phases in the same week. Detailed information letters/emails regarding these three phases were sent out.
- 72 individual assessment feedback reports were prepared and sent to 72 candidates and the reason why they were eliminated was explained one by one.
- 30 candidates were invited to the senior management interview. The details of how to prepare for the senior management interview were explained in the information mails.
- It was explained to 13 candidates why they were eliminated from the senior management interview, and 17 candidates were offered jobs.

In this process, a total of 87 different email contents were prepared and sent to candidates. Reminder SMSs were sent before each phase. All these lists were made by reaching the contact information of the candidates with a single filter as a result of the robot work. Feedback letters contained all the details to contribute to the personal development of the candidates.

Measurable Benefits

Survey Results: The questions and results of the satisfaction survey prepared for the candidates in all processes are as follows:

In general, I am satisfied with the communication during the My Talent Program recruitment selection and assessment process.

- 98% I am Satisfied
- 2% I am Not Sure

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I am satisfied with the duration and measurement technique during the video interview phase.

- 98% I am Satisfied
- 2% I am Not Sure

I am satisfied with the questions and communication of the interviewer during the human resources interview phase.

- 100% I am Satisfied

I am satisfied with the content and management of the online assessment center phase.

- 92% I am Satisfied
- 8% I am Not Sure

During the presentation exercise, I am satisfied with the interviewer's welcome, communication and management.

- 98% I am Satisfied
- 2% I am Not Sure

In general, I am satisfied with the contribution of the My Talent Program selection and placement process to me.

- 98% I am Satisfied
- 2% I am Not Sure

Candidates Out of Process: Candidates who entered the My Talent selection and assessment process but could not reach the My Talent program were included in the resume pool. Among these candidates, 98% of the candidates who were offered jobs in different fields accepted the job offer.

Candidates who started to work as My Talent launched a social media project that explained their experiences in the process as their first project. My Talent team of Vakif Participation, which started out with its own ideas and designs, was approved for its projects; both the selection and assessment and the training experiences after starting work are shared in the Corporate accounts of the Vakif Participation on social media.

Overall

After the Vakif Participation My Talent Project, recruitment teams transferred their various digital experiences to the classical recruitment processes. For example, online interviews with candidates and online assessments have been continuing. In addition, the importance of making the culture experienced inside felt to the external candidate has been noticed.

This study helped Vakif Participation to explain 3 important cultural understanding, which are leadership, open communication and service orientation, and helped to observe how activating communication increased satisfaction in the survey results.

Candidate Experience has become very important for the Human Resources processes of Vakif Participation. Candidate Experience is not one of the temporary trends for Vakif Participation. It can now be observed that it has changed both in recruitment and in the way of working. Because the new graduates of 2020 carefully select the companies they will work with and make this choice according to their candidate experience.

In this process, continuous social media research was made regarding the Recruitment process of My Talent, and the public forums, comments and shares of the candidates were carefully followed. And it has been seen that the candidates pay attention to everything about the company they apply to; from whether the job application process is easy, to how they are treated during the recruitment process, how they feel during the interview at the office, even how they or others are rejected. The comments made on the

internet about the Vakif Participation My Talent project even caused some decisions to be changed in favor of the candidates.

On the one hand, candidate experience can easily turn into a customer experience in the future. According to the Vakif Participation, every candidate who applies for their advertisements is actually a customer of Vakif Participation. For this reason, it is aimed that 13.000 candidates get to know Vakif Participation Bank correctly within the scope of the project.

Vakif Participation attaches importance to determine the best talents, provide an extraordinary candidate experience and establish loyalty among its candidates. For this reason, in the following recruitment programs:

- It is important to provide information that enables candidates to make conscious decisions about career prospects.
- It should be ensured that the application process is effective and fair.
- The candidate should be provided with timely updates on the current situation and next steps.
- It is necessary to make a quick decision by respecting the time of the candidate.
- Continuously improving the recruitment experience by listening to the candidates' feedback makes an incredible contribution.
- Significant relationships should be established with candidates who meet current and future talent needs.
- Quality communication should be provided at every step, and a fair and consistent assessment process should be ensured.
- It is important to offer fair and equal offers to candidates.
- It is important to measure candidate experience to ensure continuous improvement.
- It is necessary to clearly state the Employee Value Proposition to candidates by providing company information, career frameworks and other important information.
- Making quick decisions and providing comprehensive feedback is essential throughout the selection process.
- An informative orientation process should be provided to ensure that the candidate is successful from day one.

About Brandon Hall Group

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