Allianz Turkey's 'GeleceğimAll' Program: Cultivating Tech Talent Beyond Boundaries

Allianz

Best Unique or Innovative Talent Acquisition Program

December 2024

Business Conditions and Business Needs

The Great Resignation wave, which started in the pandemic period in particular, made itself felt in the business world in Turkey as well, and increased competition in the workforce market. Companies were forced to offer more attractive incentives to retain and attract qualified employees. The need to be faster and more effective in the recruitment processes coupled with the increasingly high turnover, has made it critical for talent acquisition teams to develop exceptional practices and projects to combat this crisis.

The reflections of this situation on Turkey and the challenges the sector faces can be listed as follows;

- The effects of the Great Resignation movement were seen the most in the IT field as applications that become essential in technology during the pandemic, increased the popularity of IT.

- Employees began gravitating towards companies that paid in foreign currency and this made it quite challenging for companies that pay salaries in TL like us, while the TL is constantly losing value.

- The difficulty in meeting the cost of living with the earned money has led to an increase in motivation among employees for salary and fringe benefits.

- With the questioning of meaning, employees have shifted towards job opportunities that provide more freedom and development opportunities.

- The economic situation that Turkey is in has resulted in many employees migrating abroad, making the competition of the global market felt.

- Another trend, in addition to the loss of talent caused by the Great Resignation, is the **Silent Resignation** that emerged in April 2021. The effects of the **Silent Resignation** trend presented as "setting the limits of job without resigning and carrying out work processes with minimum effort".

As a result, the Great Resignation & Silent Resignation waves have become a factor that impacts the business world, recruitment strategies, employee relations and company cultures in Turkey. This process has made it necessary for companies to develop strategies focused on flexibility, competitive edge and employee satisfaction.

What kind of threat did these two trends create in the Allianz Turkey IT hiring world?

- Increased competition in the market

- Difficulty attracting talent

- Retaining existing talent

- The threat to business continuity due to loss of corporate know-how

- Aggressive increase in turnover

Turnover %	2020	2021
AZTR IT	8,6%	24,5%

We demonstrated the agility to quickly take the following steps in managing this risk:

- We simplified our hiring processes to create a different/new candidate channel and expand our existing channels.
- We changed our job posting content and increased social media work to enhance our existing postings.
- We expanded the capacity of our IT young talent program

Although we made periodical improvements with the minor effects of these solutions, we were faced with the reality that we needed a more different and uniquely innovative product/process. We needed to develop a process that would create a more long-term, innovative and sustainable new perspective for a solution.

As Allianz Turkey, we observed that the expectations of young candidates in the focus groups we held to solve the problem, were as follows:

- They wanted to be included in more long-term upskilling processes outside of the conventional bootcamp programs.
- They want to be part of a more flexible and inclusive (not just technical vocational training, but also including soft skill development topics) development process where they had more say in their development.
- They have the expectation of creating a permanent community (a continuous communication network) even if it is through a digital platform.
- Most graduates of Computer Engineering and similar fields either expect very unrealistic salaries or seek jobs abroad.
- Graduates from other departments are eager to transitioning to a different profession by acquiring additional education beyond their university-acquired academic training

Considering the dynamics in the talent market collectively in light of all these needs and insights, we have designed our project "**GeleceğimAll** (Be My Future) **Vocational Training program"** which will enable us to:

- Effectively and sustainably manage the increasing turnover in our Information Technologies function, in the mid and long-term,
- Contribute to the company's business continuity today and meet the potential future need for talent and eliminate the risk of corporate know-how loss and business continuity risk,
- While shaping the careers of young talents in our country, providing them with the opportunity to train in a vocational field outside their graduated department to offer young people a second chance.
- Fulfill our social responsibility to our country.

Overview

The GeleceğimAll Vocational Training Program is designed with a vision to cultivate the future software developers among student graduating from programs other than Computer/Software Engineering and it aims not only to develop our company's mid to long-term IT talents and ensure sustainability in the successor pipeline but also serves as a social responsibility project to turn the qualified unemployment crisis in our country into opportunity by connecting them with a qualified 2nd profession. Being a pioneer and best practice in the industry with this vision and aim, has created a difference. The success of this project, first experienced as a pilot application in IT, has encouraged us. The outcomes of this GeleceğimAll Vocational Training Program, which we have detailed below, have inspired us to extend and popularize it within our critical functions.

We identified our target audience criteria as follows:

- Candidates who have graduated from departments in universities other than computer/software engineering or similar departments
- New graduates or those with a maximum of 2 years work experience
- Those who despite having an educational background outside of computer engineering, have a passion for software and wish to develop themselves in the software field,
- Those who want to continue their career as a software developer within a global brand like Allianz
- Those who have analytical thinking and conceptual link skills

While designing the program we received the full support of our entire Executive Board including our Allianz Turkey CEO. The sponsorship and strategic leadership of the program were jointly undertaken by our CPCO, CIO and COO. We formed a joint project management team comprised of critical people from both our P&C and IT teams to work on the design. (P&C: L&D&TA&HRBP&EC Director, TA Leader, Academy Leader, IT Recruiter, IT Development Partner; IT: Core Java Development Director, Java Development Domain Leaders). To summarize the project team and their duties;

- ✓ HR (Talent Acquisition & Allianz Turkey Academy (ATA) & HRBP) : Candidate Interviews & Exam Selection and Elimination, **12 week** instructor-led training, e-learning, simulations, mentoring, peer-mentoring, Digital Learning Sources, technical buddy
- ✓ IT (Team Leaders in Critical Roles & Technical Experts): Technical interviews with candidates during candidate selection and technical learning coach afterwards

✓ Patika.Dev Training Consultancy: The vendor that works actively in selecting the IT talents and the upskilling processes, has a learning platform dedicated to software developers and enables the training to be provided and graded.

Along with this program, after the completion of training for 30 talents selected out of 5071 applications over a period of 3 months, and providing opportunities for permanent positions to 29 talents based on their loyalty and achievements, the turnover effects and satisfaction rates within the IT Organization resulted significantly positive.

Department	Number of People
Bancassurance & Integrations Domain	2
Environmental Systems Domain	2
Digital Insurance Information Technologies	4
Elementary Individual and Commercial Insurance Information Technologies	7
Life & Retirement Domain	6
Quality Assurance and Automation Management	2
Joint Insurance Functions Domain	2
Health Insurance Information Technologies	4
Total	**29**

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Another positive impact of the GeleceğimAll Meslek vocational training program was seen in employee loyalty and inclusivity. Our 29 new colleagues, who began working in out IT function through the GeleceğimAll Vocational Training Program contributed to making the operational workload lighter in departments and this was reflected immediately on the results of the employee loyalty survey that was done in 2023, just as it is every year. The work-life balance satisfaction increased on the Work Well Index. Accordingly, positive reactions were seen among the employees which in turn resulted in a positive impact on retaining employees.

In our annual AES survey scores, the impacts in 2023 compared to 2022 were observed as follows:

	IMIX	WWI+	EEI
2021	80	71	68
2022	77	69	65
2023	82	79	75

We see that the 2021 IMIX rate, which decreased in 2022, increased by +5 points in 2023 to reach 82 points. We see that there is a more positive approach with the decisions and actions taken at the top management & strategy line.
While the WWI+ rate, which is based on flexible working, learning & development, career opportunities and processes, decreased in 2021 after the pandemic, we can say that loyalty and satisfaction increased by +10 points with the EEI rate in 2023.
The rate of increased IT turnover in the last 3 years with the pandemic, and the impact of GeleceğimAll Vocational Training program on staff with the action taken in 2023 and the occupancy rates on a yearly basis are as follows:

AZTR Information Technologies	2020	2021	2022	2022 October YTD	2023 October YTD
Turnover %	%8,6	%24,5	%34,3	**%31,5**	**%10,5**
Occupancy	-	%83,6	%86,7	**%81,5**	**%93,8**

We see that after 2020, the turnover rate in IT increased by **15.9%** and reached a critical level in 2021, and in October 2022, this rate increased by **7%** to **31.5%,** putting a strain on the teams. The turnover effect was reduced to **10.5%** in 2023 with the Young Talent Programs and the **GeleceğimAll** Vocational Training program, and IT occupancy rates increased by **12.3%** compared to the previous year and reached **93.8%** with the transfer of employees to the staff.

With the positive reflections of this solid success data on the company strategy, the fact that the project will be carried out in different functions is important in terms of sustainability, and aims to increase loyalty and satisfaction throughout the company, with the expectation that the success index of other critical functions will increase similarly.

In summary, with the positive effects of the project, turnover decreased by **21%**, occupancy rates in IT teams increased by **12.3%** achieving a record, AES scores increased by **+5** points in the IMIX category and **+10** points in the WWI+ and EEI categories. This and the scores showed how correct and important it is to understand the need properly and to design a vocational training program that is the first of its kind in the sector. Through this program, we have trained new Java developers for both Allianz Turkey and the industry and provided an important opportunity to individuals looking for a second chance and wanting to change their career.

Design of the Program

After determining our target audience, project sponsors and project team members and their roles/responsibilities, we determined "equal opportunity, diversity and inclusion" to be the most important values of our project. To make sure that young people living in economically and socio-culturally disadvantaged regions, who cannot access this kind of training due to the high costs of IT upskilling investments, could also have access to this training we made announcements throughout Turkey. Thus, we aimed to include talents that would have been lost due to opportunity inequality. Also while considering applications, priority was given to candidates whose lives had been disrupted due to the Earthquake disaster that occurred in our country in February, thus enabling this to be a turning point in their careers. Through this project we were not only able to reach individuals who want to transition into the IT field by training in a different subject and achieve a second chance in their career, we were also able to reach out to people who could not find work or lost their job due to economic reasons, the lack of job opportunities in Anatolia or the earthquake disaster and wanted to make a new start; thus establishing an exemplary project that has created an impact in the industry and captured the interest of young people.

The Program Design:

1- Upskilling:

The basic hybrid classroom training was determined to be a minimum of **12 weeks** to make this critical Upskilling possible and reinforceable, after which the ATA team brought the vendor company together with our IT team to start working on a detailed curriculum. During the design process the success criteria were determined in addition to the training content. Following the completion of each technical module, technical exams were prepared to measure competencies such as writing code, code cleaning, etc. in a laboratory environment, and assignments were written to be given to our participants on the subjects.

The training period for the project was set as **12 weeks**, June-September 2023. While designing the vocational training program, we designed a blended program to include different learning experiences and make the program efficient for everyone. While carrying out all our training online, we used instructor-led training, e-learning, simulations, mentoring and peer-mentoring methods. We made our training 80% technical and 20% soft skill training. While our participants were able to repeat the instructor-led training via Patika.Dev's online training platform, they were also able to access more training content through the online library here Our participants submitted their assignments through this platform. Thus, both Allianz Learning Buddies and Patika.Dev development coaches were able to track the instant participation and success of our participants through a single system. The technical and soft skill learning paths we created through Degreed, our social learning platform where we offer Allianz Digital Education resources throughout the entire training period, were also available to our participants throughout the entire training period.

After the hybrid classroom training is completed, participants who show full attendance in the courses and get a minimum of 70 in homework/exams, will be given the opportunity to work for a **fixed period of 1 year** at Allianz Turkey, and during this 1 year, on-the-job training and evaluations will continue with Learning Buddies to be assigned to them from our IT teams. As candidates complete their development in this 1-year process they are placed in vacant positions on a permanent and on-staff basis. While our participation quota for the 3-month hybrid training group was determined as 30 people, the number of participants who could continue our 1-year on-the-job training process was projected to be 20 people (we predicted that we might lose approximately 10 people in the challenging flow of the program during the process or that they would leave having accepted other job offers during the training). However, we were pleased that this prediction did not happen and out of 30 participants, 29 completed the process successfully and continue working with us.

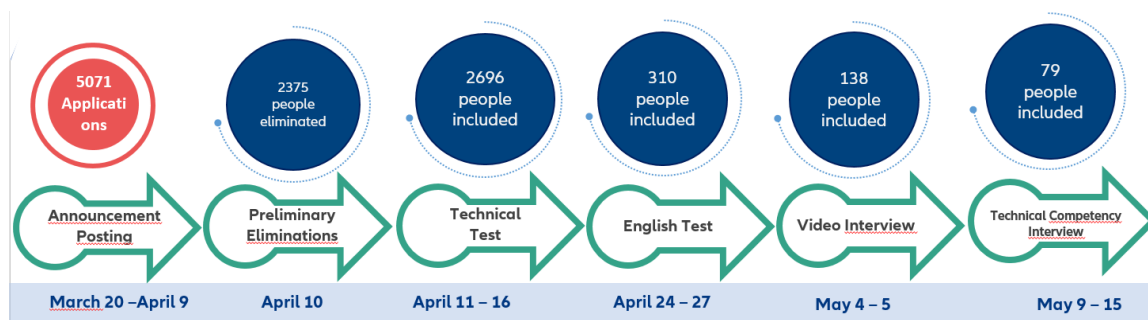### 2- Reskilling(Talent Acquisition):

After the upskilling content was clarified, the vendor team providing technical training met with the talent acquisition and technical teams to determine the technical question criteria for the candidate selection phase, after which question patterns that determine technical aptitude, which play a major role in the evaluation step, were selected. The technical question phase was prepared with 3 questions to measure analytical intelligence and 3 questions to measure coding & technical aptitude for a total of 6 questions.

After our job posting with video advertisement was broadcasted, we doubled the social media interaction of all the young talent programs and get the record with **268,762 views** and **10,551 accesses.** It achieved the highest number of saves and shares (600+) and received the most applications, distinguishing it from our other internship programs, with a total of **5071** applications received from all over Turkey. We received a much higher number of applications than expected for our annual internship program Codebooth, that we offer to computer/software engineers every year. Thus, the need for this type of program in the market was proven. (**2022 number of applications for Codebooth: 2732; 2023 number of applications for Codebooth: 3315**)

Out of the total **5071** applications, 58% was for Non-Engineering and 42% was for Other Engineering.

Once we selected the **30** young talents who would be participating in the GeleceğimAll Vocational Training Program among the **5071** applicants, our recruitment process proceeded as follows:

After establishing initial communication with the 30 GeleceğimAll colleagues, who successfully completed the talent acquisition process, we created a WhatsApp group with their permission. Thus, we enabled everyone in the group to get acquainted quickly and to communicate more efficiently in the training processes after this. We included members of the talent acquisition team, the development buddies from ATA and their HRBPs in the group to provide answers to all the questions our GeleceğimAll colleagues may have.

We first planned an online meeting event with our participants. In this event where we used the power of gamification, we, as our talent acquisition team, development buddies, HRBP and technical buddies, planned an online welcome event for our 30 GeleceğimAll colleagues on June 05. During this event, in which we provided the details of the entire GeleceğimAll journey, the selection process and the 12-week training program, all of our technical buddies introduced themselves one-by-one and also shared the Allianz technical ecosystem. Then we helped the GeleceğimAll participants get to know each other better with an online game to break the ice.

We held our first face-to-face event on June 07 at Allianz Tower with a **Welcome Breakfast** Our project sponsor Executive Board Leaders CIO Evren Ayorak, COO Fahri Kaan Toker and our CHRO İlkay Özel, as well as our technical project team, technical buddies and our People and Culture, Academy and HRBP teams from talent acquisition attended our breakfast. We presented welcome kits we had prepared special for the occasion to our GeleceğimAll participants and technical buddies. The digital name tags we had prepared for each of our guests drew a lot of attention. While the vision and details of the program were remined to everyone through the information shared by executive board members, the participants were given the opportunity to converse with our leaders after the opening. Our participants and technical buddies, who had previously met online, met again during breakfast and had the opportunity to get better acquainted. Our GeleceğimAll participants, whose computers were delivered after the breakfast event, also completed the Allianz Corporate Culture and Values Training in the classroom, in person.

The preparation of the training we prepared for GeleceğimAll participants, who started their 12-week development process at Tower, was of course a process that continued in parallel with the selection process of the talent acquisition team. While working on its content, we created a curriculum that takes into account all elements that should be present in the content tree in terms of basic training and the special libraries and queries we use as Allianz. We designed our 12-week Java developer training program on two main dimensions to improve both technique and competency. While developing our participants technically and enabling them to gain a new vocation, we also focused on the skills that all professionals need as well as the Allianz Company and Culture and the Insurance sector.

While our participants completed their training under an instructor 4 days a week, between 09:00 and 12:30, they also reinforced the topics they learned that day through video supported training on the Patika.dev online platform between 13:30 and 16:00 in the afternoons and also completed the homework they were given weekly on the same platform. At the end of each technical training day, our participants met with Patika training coaches between 16:00 and 17:00 and answered questions that came up while doing their homework or during their own working hours. Throughout the entire training, in addition to Allianz technical buddies, our participants were accompanied by experienced buddies who graduated from Patika.dev's previous bootcamps and shared their experiences with our participants in weekly experience sharing sessions. One day of the week participants participated in Allianz and Insurance – focused training sessions and skills training. Throughout the entire training process, our social learning platform Degreed, on which we provide Allianz Digital Training, was also available for our participants to use.

We have established a system that allows us to instantly measure the progress in technical training and identify areas of improvement, if any, throughout the process. Our participants did their weekly homework based on the subjects they learned and uploaded them to the training system; they answered questions in instant quizzes and also prepared assignments after each module, covering everything they learned about that module. In addition to technical information, our participants took satisfaction and NPS surveys throughout the training program every week.

We designed the technical dimensions of our training as 5 modules: GIT&SQL, Java 101, Java 102, Angular and DevOps. In this program, which we designed with Patika.Dev, we evaluate the instructors of each module in terms of their Allianz Turkey Academy instructor competencies; our Allianz technical team made their evaluations in terms of subject expertise and shared their feedback on the content.

Our training journey started with GIT & SQL and Angular training. The Angular program, which offers the opportunity to get acquainted with modern web development technologies and use these technologies effectively, started after 1-week GIT & SQL training, and lasted 3 weeks.

The average success score of participants in the project assignments, where success criteria such as application integrity, assignment delivery time and accuracy of technical issues were evaluated, was 72. In the 8-week Java training we aimed to teach versatile programming language that can be used in a wide range of software development fields and to provide a general programming foundation. During this training, 3 auxiliary assignments and 1 project final assignment were completed. Our participants completed their Java training with an average success score of 93.

In the last week, we had the DevOps training. The average success rate from DevOps Training, which aims to provide a faster and more efficient software life cycle by removing the traditional distinction between software development and operation processes, was 76.

Our soft skill training can be evaluated based on the two main pillars of training and skills training on the axis of Allianz and Insurance. We designed our trainings on the axis of Allianz and Insurance to increase our participants' commitment to Allianz, to enable them to learn Allianz business styles and to enable them to learn the Insurance business. In this context, our participants completed the Allianz Corporate Culture, Basic Insurance and Information Security and Training.

While designing our competency trainings, the scope of which we determined by taking into consideration the Top 10 Skills of 2023 list published by the World Economic Forum, we prepared a selection observing the needs of professionals who are just starting out in professional life. With this in mind, we have planned Problem-Solving and Decision-Making Training to improve Analytical Thinking, Innovation training based on Creative Thinking, New Generation Working Trends with Agile Office and Agile Training and Stress Management Training with Correct Breathing Techniques on the basis of Resilience, flexibility and agility. We have also planned training in Effective Communication Skills, Written and Oral Communication, Professional Presentation Design and Networking to improve our participants in effective communication, to support them in expressing themselves better and to enhance their effective listening skills.

While the satisfaction score of our participants, who received a total of 38 hours of competency training during the program, was 4.7/5 for these trainings, the NPS score they gave to these trainings was 8.

Throughout our entire training process, our participants are in contact with the learning buddies working in the IT teams. They had the opportunity to reinforce any technical topic they wanted to ask by discussing it with their buddies. We continued to communicate with our participants via WhatsApp throughout the entire training process.

We met with all our participants 10 days before the end of the program and shared with them what to expect after the training and our program success criteria. The success criteria at the end of the program were presented as training participation rate, homework completion rate, homework score average and final exam score.

At the end of the program, we held a final exam considering the criteria we decided on with the technical team just as we did in the candidate selection process. This technical exam helped monitor both the success and progress of our participants.

At the end of the 12-week development journey, we saw that our participation rate was 99%, our homework completion rate was 100%, and the average homework score was 4.60 / 5, proving how much our participants care about the training. While our participants' training satisfaction score was 4.7/5, our weekly training NPS score was 8.5 and our instructor NPS score was 8.

We wanted to present some of the comments our participants shared here.

•The content was comprehensive, the progress was project-oriented, the team collaboration and industry-oriented approach were very productive. It helped me improve my technical skills and lay a solid foundation for my future career.

•It was great for me to do joint projects with my teammates, make up for our shortcomings and establish good relationships. I think that having the opportunity to meet face-to-face at Allianz Tower contributed to this process. It made me happy to learn something from different fields within the scope of education. Additionally, feeling supported by the Patika team, Allianz and Buddy helped me continue the process with high motivation.

•I am aware that coding is a cornerstone today and in the future, and it is the first step of the ladder that will take humanity further forward. The GeceleğimAll program is full of good things for me from start to finish, on my way to building this ladder. Both peer learning and software training were very productive. The Allianz training, which was prepared for our development, improved me in every sense. I always found answers to my questions and problems provided by the Allianz team. Their support, education and making me feel like part of the Allianz family made me feel happy. I know that Allianz is always by my side and I thank you for this process.

•The best part of the training, in which many people participated, was that it was designed for developing together rather than competition. It was encouraging to see many examples and applications from within the industry. Experiencing how the end-to-end process works by touching on different topics is an opportunity that cannot be found in many training courses.

The fact that only 1 person among the **30** people, with whom we started the 3-month training process, left on their own accord, and the remaining **29** people showed great interest in the training, continued the training with full attendance (97% commitment) and were successful according to the grading that was done, shows that we set out with the right candidates in the selection and elimination stage. **29** people who successfully completed the 3-month training period were given the opportunity to work on staff for a fixed period of 1 year in the below departments.

With great enthusiasm and pride, we graduated 29 of our friends, who fulfilled the criteria to graduate from the 12-week development program. We organized a graduation ceremony at Allianz Tower for our participants, many of whom graduated during the pandemic period and could not experience the excitement of wearing a cap and gown at their own graduation.

At our graduation ceremony we celebrated the results of high participation and dedication with our talent acquisition team, development buddies, HRBP and technical buddies and project leaders. Our event started with the opening speeches of our IT and People & Culture team leaders explaining the importance, value and contributions of this process.

At the event, where various refreshments were offered, our 29 participants, who had not seen each other for a long time, had the opportunity to socialize. While our participants celebrated their success together by wearing caps and gowns, they shared the pride of acquiring a new profession and being a part of Allianz.

Delivery of the Program

After the release of our video advertisement designed for the selection of our target audience consisting of **30** talents on the Allianz Turkey social media accounts, we broke a record by doubling the social media interactions of all the young talent programs we have conducted to date, with a viewership rate of **268,762** and **10,551** engagements. It also became the most saved and shared (600+) content, and unlike our other internship programs, it managed to receive the highest number of applications, totaling **5071** applications from all over Turkey.

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Measurable Benefits

Once we selected the 30 young talents who would be participating in the GeleceğimAll Vocational Training Program among the 5071 applicants, our recruitment process proceeded as follows:

Diversity and Inclusion KPIs/Metrics:

- The University Departments of our Participants:

- Non-IT like: Medicine, Architecture, Law, City and Zone Planning, Mathematics.

-The Rate of Female Male Employees in the IT Market vs. GeleceğimAll Female-Male.

- Throughout the sector in Turkey **8.3%** of IT software engineer hiring is women.

- GeleceğimAll Applications: Among **5071** Applications **63%** were from men, **37%** were from women.

- GeleceğimAll 30 Young Talents: **67%** were men, **33%** were women.

-Applications from within Istanbul vs outside of Istanbul: within İstanbul 36%, outside of Istanbul 64%.

-Rate of 30 young talents from within Istanbul vs outside of Istanbul: within İstanbul 23%, outside of Istanbul 77%.

-Rate of earthquake victims among the 30 candidates: 7%.

Program Achievements in KPIs in a Nutshell:

Training Participation/Completion Rate: 99%.

Assignment completion rate: 100%.

Assignment grade average: 4.60 /5.

Training satisfaction score: 4.7/5.

Training NPS score: 8.5.

Instructor NPS score: 8.

Number of Young Talents Participating in Training vs. number of talents who get employed at AZTR: 30 vs 29(Turn-Over: 3%).

Project Time To Hire: 42 days.

Project Hiring NPS: 4,85.

Pre GeleceğimAll vs Post GeleceğimAll IT AES Score(2022 vs 2023): 2022 70%, 2023 74%.

Pre GeleceğimAll vs Post GeleceğimAll IT WWI Score: 2022 WWI 69 2023 WWI 79.

Pre GeleceğimAll vs Post GeleceğimAll IT resource Occupancy Rate in It and domains served by IT: 2022 81,5%, 2023 93,8%.

Pre GeleceğimAll vs Post GeleceğimAll IT Turnover Rate: 2022 31,5% 2023 10,5%.

Overall

With this project, we learned that talent isn't just found in top engineering schools. We trained people from all over Turkey, including those with non-engineering backgrounds, and they proved to be just as skilled. They showed a strong ability to learn on their own and adapt quickly, fitting well into our company's culture.

After completing the project, we realized that these talents were as successful as engineering graduates in becoming software developers. They embraced the training as an opportunity and made significant contributions, shaping the future of our company.

This project has been a success story for Allianz Turkey, reducing turnover in IT and boosting employee engagement.

Challenge Summaries as follows:

1. Impact of the Great Resignation: The onset of the Great Resignation wave, exacerbated by the pandemic, intensified competition in Turkey's job market, particularly in the IT sector. Companies faced challenges in retaining and attracting qualified employees, necessitating the development of innovative recruitment strategies.

2. Effects on IT Sector: The IT field experienced a surge in applications as technology became essential during the pandemic. Additionally, employees gravitated towards companies paying in foreign currency, posing challenges for companies paying salaries in TL amidst currency fluctuations.

3. Rising Employee Expectations: Employees increasingly sought companies offering competitive salaries and benefits to meet the rising cost of living. There was also a shift towards job opportunities providing more freedom and development prospects, reflecting a reevaluation of career priorities.

4. Global Migration and Talent Loss: Turkey's economic situation led to a significant number of employees migrating abroad, intensifying global market competition. Furthermore, the Silent Resignation trend, characterized by reduced work effort without formal resignation, added to talent loss challenges.

5. Turnover and Business Continuity: The increase in turnover, particularly in the IT sector, threatened business continuity and corporate know-how. Companies faced the risk of losing critical talent and struggled to maintain operational stability.

To overcome these challenges, Allianz Turkey took proactive steps such as streamlining hiring processes, improving job postings, and expanding its IT young talent program. However, realizing the need for a more innovative solution, Allianz Turkey introduced the GeleceğimAll (Be My Future) Vocational Training Program. This program aims to manage turnover, ensure business continuity, and provide opportunities for young talents to pursue IT careers regardless of their backgrounds. With support from the Executive Board and strategic leadership, the program aims to cultivate future software developers and contribute to long-term success. The program's success is evident in a 21% reduction in turnover, a 12.3% increase in IT team occupancy rates, and improved AES scores, highlighting the importance of innovative solutions in talent management.

About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications
Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

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Individual and Enterprise Membership options: Includes research assets, advisory support, a client success plan and more.

SOME WAYS WE CAN HELP

Excellence Awards
Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

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Custom research projects, including surveys, focus group interviews and organizational needs assessments for transformation, technology selection and strategy.

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Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.

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Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.