

Nomination: 7583

## Halkbank Strategic Human Resources Transformation Project

### Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

### Name of Organization/Company

HALKBANK

### Additional Contacts

I do not wish to list additional contacts

### Page: Entry Information

### Entry Title

Halkbank Strategic Human Resources Transformation Project

### Category

B01 - B59 Achievement > B15 - Achievement in Human Resources Administration

### Achievement Submission Format

Written Answers

#### a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

Founded in 1938 with a mission to support the entire community, especially small businesses and SMEs, Halkbank has emerged as one of the country's prominent and respected brands over its 85-year history, leading the development of both the banking sector and the national economy with stability and growth.

Halkbank, being among the most efficient banks in terms of equity profitability, provides services throughout Turkey with its 1,038 branches and 4,075 ATMs. Halkbank has aimed to contribute to the country's economy by offering advantageous financial support packages, loans, and products to customers from all segments.

Despite the ongoing negative impacts of the pandemic, raw material crisis, and inflationary economic developments that affected the world in 2022, Halkbank continued to be the biggest supporter of the Turkish economy with its strong stance.

With a workforce of 21,000 employees, Halkbank, conscious that its most valuable asset is its people, has been developing human resources practices to make its employees feel valued since its establishment.

The Halkbank HR team continues its efforts to provide modern working environments at all service points of the bank, aiming to create a workplace where employees are happy and productive, and where employee satisfaction and loyalty are high.

#### b. Outline the team's or organization's achievements since the beginning of 2021 that you wish to bring to the judges' attention (up to 250 words). Required

Due to the pandemic and changing business dynamics impacting employee expectations, as well as advancements in work models and technology, Halkbank's HR teams have reviewed all business processes and developed a new human resources management model in line with the bank's strategic priorities.

The "Strategic Human Resources Transformation" project, initiated in 2022, encompasses a wide-ranging change process covering various aspects of human resources, including performance management, internal communication, corporate architecture, and training and development. This transformation process has led to the revitalization of several processes that directly impact employees at Halkbank, along with the implementation of innovative HR practices.

When determining strategic roadmap and projects for Strategic Human Resources, employee satisfaction survey data, outputs from employee focus group studies, and employee feedback were taken into consideration. All these employee needs were analyzed in alignment with the bank's strategy, priorities, and current HR trends to create the focal projects for 2022. "Digitalization," which is one of the 4 strategic focus areas for Halkbank in 2021 and 2022, has also been a key focus in strategic HR processes.

With the project, the Regular Field Presence Model has been implemented to establish a process for regional coordinators and branch visits within the HR team's workflow. This approach promotes a human resources approach that closely listens to employees. With the Regular Field Presence Model, 29 branches and units have been visited in 6 regions so far, allowing face-to-face interactions with over 450 employees and providing direct engagement opportunities with branch employees in remote areas.

**c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required**

With Strategic Human Resources Transformation Project, several new applications that directly impact employees have been implemented after reviewing all HR processes:

**Performance Management:**

New Performance Management System has been introduced for head office employees at Halkbank, designed on a digital infrastructure through a contemporary and fair process, measures not only job results but also competencies and behaviors in assessing individual employee performance. The "balanced scorecard" approach used in the performance system connects employees' individual performance to the overall corporate performance, allowing employees to have a clearer understanding of their strategic contribution to the bank.

**Internal Communication:**

The internal communication magazine, Beraber, which has been published for 16 years, transitioned to a web-based platform in November 2022, enabling easy digital access from anywhere, at any time.

The Retirement Portal, which is the first of its kind in Turkey, was launched to establish communication with retired employees of Halkbank. Halkbank Retirement Portal stands out as a unique portal opened by HR teams specifically for communication with retirees.

**Benefits Management:**

A digital system was developed for the private pension and insurance transactions of employees, enabling them to easily access the information they are looking for and keep track of their own information, as well as gaining labor efficiency. In the six months since its launch in November 2022, 3900 new PPS requests have been received and approximately 200,000 sheets of paper have been saved thanks to the digitalization of these transactions. An average of 500 Halkbank employees visits the site every day.

**d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional**

Although the Halkbank Strategic Human Resources Transformation project was implemented with long-term results in mind, it has already started to show its positive impact on employee engagement in its first year. The results of the Halkbank Employee Engagement Index show that 7 out of every 10 Halkbank employees are satisfied working here. The Loyalty Index Score was 74 points, which is in line with Turkey averages.

It is also possible to see the impact of the project in the bank's employee turnover rates. After the pandemic, the Turkish business world has seen an intensive turnover of employees, and with rising inflation and minimum wage changes, labor turnover rates in the country have increased rapidly, especially in mid-level roles. Despite this, the voluntary turnover rate at Halkbank remained at the same level as the previous year, at a very low rate of 1.8%. The turnover rate for newly recruited employees declined to 0.35%.

All these data demonstrate the critical importance of the Strategic Human Resources Transformation Project at a time when there are many factors that complicate human resource management and when maintaining employee loyalty is becoming increasingly difficult.

**Additional Documents:**

Apx1-Documents: Halkbank Strategic HR Transformation Project Extended Summary

Apx2-Documents: Halkbank Strategic HR Transformation Project Details

Apx3-Documents: Halkbank 2021 Summarized Annual Report-Human Capital

Apx4-Video: Halkbank Family Remarks

Apx5-Video: Halkbank New Head Office Performance System

Apx6-Video: Halkbank Retirement Portal Screen Demo

Apx7-Video: Halkbank Promotional Movie

**Webpage Link**

<https://youtu.be/mz4qUNkKgNw> (<https://youtu.be/mz4qUNkKgNw>)

**Would you like to add an additional webpage link?**

Yes

**Webpage Link 2**

<https://youtu.be/9goKZs-K0SY> (<https://youtu.be/9goKZs-K0SY>)

**Would you like to add an additional webpage link?**

Yes

**Webpage Link 3**

<https://youtu.be/kytcc5iYav0> (<https://youtu.be/kytcc5iYav0>)

**Would you like to add an additional webpage link?**

Yes

**Web Page Link 4**

<https://youtu.be/hB43R3-Sv2g> (<https://youtu.be/hB43R3-Sv2g>)

**Would you like to add an additional webpage link?**

No

**Supporting Document**

Download File (<https://stevies-sage.secure-platform.com/file/18772/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkIjoxODc3MiwiaWxsYXN0b3R0aWduZWRVcmwiOiJGYWxzZSI6ImInbn9yApx1-Halkbank%20Strategic%20HR%20Transformation%20Project%20Extended%20Summary.pdf>)

**Would you like to add an additional supporting document?**

Yes

**Supporting Document 2**

Download File (<https://stevies-sage.secure-platform.com/file/18773/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkIjoxODc3MywiaWxsYXN0b3R0aWduZWRVcmwiOiJGYWxzZSI6ImInbn9yApx2-Halkbank%20Strategic%20HR%20Transformation%20Project%20Details.pdf>)

**Would you like to add an additional supporting document?**

Yes

**Supporting Document 3**

Download File (<https://stevies-sage.secure-platform.com/file/18774/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkIjoxODc3NCwiaWxsYXN0b3R0aWduZWRVcmwiOiJGYWxzZSI6ImInbn9yf99brCUjxBdI?Apx3-Halkbank%20Summarized%202022%20Integrated%20Annual%20Report%20on%20Human%20Capital.pdf>)

**Would you like to add an additional supporting document?**

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