

GLOBAL BANKING MAJOR

Optimising profit margins by aligning talent acquisition with market growth through workforce planning

CLIENT SCENARIO

The company was undertaking a global review of its end-to-end recruitment and onboarding process. At the front-end of the process, the company wanted to experiment with a more consistent job requisition step for budget control purposes.

The pilot function was experiencing slower-than-expected growth. Analysis showed that hiring activity was focused on stagnating markets, whilst central budget controls limited the ability of other markets to respond to market opportunities.

The client agreed to design and pilot a new workforce planning process to meet the dual aims of improved HR planning processes and faster growth in the pilot function.

APPROACH

Core activities of the workforce planning pilot included:

- Business growth forecasting for in-scope markets
- Workforce modelling for each market, based on BAU services and transformation programs
- Interviewing business leaders to define and map the impact of transformation on resource demand over time
- Analysis and visualization of resulting workforce plans, with recommended scenarios for each market
- Documentation of the process used to transfer capability across to client teams.

OUTPUTS

- 3-year workforce strategy for the pilot function, including:
 - Business growth forecasts
 - Mapped workforce demand and supply modelling
 - Applied transformation levers (e.g. technology)
 - Resource allocation recommendations.
- Workforce planning process guide, including:
 - Roles and responsibilities
 - Steps and activities aligned to the monthly and quarterly business planning calendar
 - Supporting job/skill taxonomies.

