



westpac case study.

Randstad has had a long-term relationship with Westpac, one of the leading banking and financial institutions in Australia.

Randstad has been one of their key recruitment suppliers for over 20 years, including volume recruitment of Call Centre staff across Customer Care in the Consumer Bank and also across Customer Relations in BT within the Business Division.

At the end of 2019 Westpac made the decision to in-source (back from an outsourced provider) their front line Call Centre staff or Banking Essentials Banker roles for Customer Care in the Consumer Bank. This was due to performance-related issues of the outsourced provider.

As a result of Randstad's track record in being able to effectively deliver to programs of work in relation to volume recruitment for Call Centre staff at Westpac, Randstad was approached to tender.



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The brief was provided at the end of December 2019 and entailed the in-sourcing back of 250 Call Centre roles, with intakes to commence mid February, split between sites in Sydney, Adelaide and Melbourne, and to be ongoing until the quota was achieved.

Given the tight timeframe Randstad quickly compiled a project plan to cover the strategies around sourcing, screening and running of Assessment Centres ensuring the intake dates were met. We also took into account the fact that the background check process, which would be managed by Westpac, can take up to four weeks.

Randstad submitted a formal proposal, outlining the proposed national project team, a sourcing strategy which included a focus on digital marketing and social media focus, bespoke assessment centre methodology, reporting requirements and agreed timelines and deliverables.



“Randstad’s delivery to this Banking Essentials Banker program has been second to none! They’ve been great to deal with, professional and easy to work with. I wouldn’t hesitate to be a referee for a new or existing client who is looking to partner with Randstad across call centre volume recruitment nationally. The relationship that has been established with Randstad is what, as an organisation, we have been looking for from the previous supplier for over two years and we’ve been able to establish this with Randstad in less than six months.”

Barbara Sos, Talent Manager
Customer Care, Consumer Bank
Westpac



solution

An initial workshop meeting was established with the Talent Manager for Customer Care at Westpac and the Talent Acquisition Manager for Consumer Bank to discuss the objectives of this program of work. This included timelines and deliverables, role types to be recruited, locations, confirmation of key stakeholders involved nationally and expectations around relationship management.

Key considerations to factor into the solution included:

- The short turnaround and the need for an efficient process.
- Innovative sourcing strategies to capture customer-focused and high quality candidates.
- A refreshed assessment component that provided more accurate outcomes.
- A better candidate and client experience.
- An account management structure with clearly defined accountabilities.

Therefore the solution included the following:

- An established scalable account management team in each state across Sydney, Adelaide, Melbourne and Perth, that could be dialed up or down depending on the demands of the program, which included:
 - » Sourcing and Candidate Care Specialists responsible for executing the sourcing strategies and managing the candidate care component – pre and post placement.
 - » Assessment Centre Delivery Team, including Facilitator and Assessors.
- A National Assessment Centre Practice Lead to oversee consistency in methodology and delivery from a national perspective and provide training and leadership where required.
- A National Account Director to facilitate weekly status meetings and action items at a national level.
- A digital marketing and sourcing strategy that included social media campaigns utilising Facebook and Instagram for targeted response from a specific demographic related to entry level banking call centre roles.
- Efficient screening process using ModernHire (previously Montage) via video interviewing.
- Bespoke assessment centre methodology, designed for Westpac that included the trial of the multiple mini interview concept (MMIs), that allowed for a more thorough assessment of competencies by all Assessors with less bias and a better experience for both candidates and Westpac Assessors / Hiring Managers.
- Development of virtual assessment centres utilising video conferencing tools to streamline processes further, and allow for working remotely due to COVID-19.
- A National Account Director to facilitate weekly stakeholder meetings to discuss campaign status updates and action items nationally.



challenges

The main challenge faced was that the volumes to be recruited changed to be more heavily based in Adelaide. As such, the Adelaide-based team was scaled-up to manage the increased demands and to meet the requirements for facilitating assessment centres. We were able to rely on other states to assist with sourcing and screening and the National Assessment Centre Practice Lead was able to step in to assist with additional training, coaching and leadership.

In addition to this, COVID-19 impacted the delivery during this period and virtual assessment centres had to be implemented to cater for candidates not being able to attend face-to-face assessments, and also Westpac and our project team having to work remotely. This required the complete reshaping and design of the delivery to allow this to be run virtually via a video conferencing platform.

result

Randstad was able to meet all requirements of this program of work and appoint the required number of front line Call Centre Banking Essentials Banker roles within the months of February to April 2020 allowing Westpac to achieve its deliverables.

Due to the success of the program, Randstad was engaged to recruit a further 150 of these roles nationally on an exclusive basis from May to July 2020, which included a new site in Perth. In addition, Randstad was engaged across the BT business at Westpac within Client Relations for several exclusive engagements of up to 50 Call Centre roles at a time covering Superannuation, Wrap and Insurance.

Key to the success of the program was:

- Relationship management and staying in close contact to the main stakeholders at Westpac.
- Conducting weekly status meetings to ensure key milestones were kept on track and any issues addressed.

- Experienced account management teams in each state working on this program who were already familiar with recruiting for Westpac within Customer Care.
- The strong and committed leadership within the account management teams nationally ensured the teams met deliverables and expectations of Westpac.
- Social media campaigns using Facebook and Instagram helped to harness additional candidates early in the new year of 2020 (generally a difficult time of year to attract talent).
- Assessment Centre Delivery Teams and Sourcing / Candidate Care Specialists who ensured sourcing for upcoming intakes for the Assessment Centres still took place.



key metrics included

service level	definition	calculation	target	actual
Diversity – Gender Metrics	Measures the number of candidates hired for each gender	By vendor through post campaign metrics and monthly reporting	50% representation of male/ females	Achieved
Diversity	Measures the number of candidates hired across age groups	By vendor through post campaign metrics and monthly reporting	20% Mature age candidates hired	Achieved
Hit Rate – Interview/AC to Hire	Measures the number of candidates put through interviews or AC versus the number of candidates hired	By vendor through post campaign metrics and monthly reporting	2:01	62%
Time to Hire	Measures the time taken to hire / complete a campaign	By vendor through post campaign metrics and monthly reporting	<30 days	Achieved
KPI	definition	who/how measured	target	actual
AC Attendance	% of AC confirmed attendees to actual attendance on the day	By vendor through post campaign metrics and monthly reporting	90%	Achieved
AC to Offer	% of AC attendees to offer following AC	By vendor through post campaign metrics and monthly reporting	50%	69%
Confirmation of Offer	Measures the time taken to get an acceptance of an offer once this has been confirmed by the recruitment team	By vendor through post campaign metrics and monthly reporting	1 day	Achieved
Offer Acceptance	Measures the % of candidates who accept offers	By vendor through post campaign metrics and monthly reporting	90%	Achieved