

Bank Alfalah planned to recruit 80 Management Trainees through its recruitment drive at 7 university campuses in Pakistan. Candidates from international universities were also eligible to apply for the Management Trainee program.

Bank Alfalah wanted to reduce the risk of investing in the *wrong* talent. It wanted to recruit only high-potential talent (HiPos) who could be developed through its one-year, rotational trainee program.

However, in absence of effective and instant diagnostic tools, the bank realized that it would be unable to determine a talent baseline at each university and select talent which was above the baseline (benchmark).

Talent potential metrics and benchmarking

HireLabs, in collaboration with Bank Alfalah's Learning and Development division, learned of its Management Trainee program goals. Two critical talent-potential metrics were identified for benchmarking and screening candidates for the first interview. The talent metrics were:

1. **Academic achievement:** A Gross Point Average (GPA) benchmark was determined for each university. Candidates having GPA below the benchmark were not eligible to apply for the Management Trainee program. This was the preliminary benchmark.
2. **Cognitive skills:** Eligible candidates were to be tested for their cognitive skills through HireLabs' Employability Test. The test scores were to serve as a second benchmark to shortlist candidates for interviews.

HireLabs provided Assessment Center to Bank Alfalah to assess and screen through benchmarking and other real-time reporting tools.

200 HiPos identified from 7+ universities

Bank Alfalah has successfully completed its recruitment drive at 7 universities: NUST, IBA Sukkur, IBA Karachi, SZABIST, LUMS, SZABIST and LSE. Candidates from international universities have also applied and taken the test.

With help of the benchmarking tool, Bank Alfalah has been able to filter out 60% of the candidates who **did not** meet the GPA and the cognitive skill benchmark. The bank has shortlisted 200 candidates (HiPos) for the first interview with the senior management. During the interview, the bank will be using candidate talent assessment reports to further analyze the candidates' potential.

It is estimated that the online assessment program has reduced Bank Alfalah's time to assess and identify HiPos during the Management Trainee recruitment drive by 45%.

Challenge

- Bank Alfalah was concerned about selecting and developing low-potential talent during its Management Trainee program
- Bank Alfalah did not have instant diagnostic tools to determine a talent baseline at each university covered during the recruitment drive

Solution

- Identify critical **talent-potential metrics** for benchmarking: GPA and cognitive skill benchmark
- Develop 4 **Employability Tests**: Business Math and English, Integrated Reasoning and Logical Reasoning
- Provide online **Assessment Center** to conduct online testing, both in controlled and open environments
- Provide talent **benchmarking tool**
- Provide instant **talent assessment reports** and comparative analytic

HireLabs Approach

- Analyzed Bank Alfalah's Management Trainee program objectives
- Determined talent-potential metrics
- Provided online Assessment Center, equipped with benchmarking and other reporting tools, to assess and shortlist candidates for their Management Trainee program

Outcome

- **University-specific talent pipeline:** Bank Alfalah successfully assessed 400 candidates during its recruitment drive at 7+ universities
- **200 HiPos:** Using HireLabs benchmarking tools, Bank Alfalah was able to shortlist 200 HiPos for the first interview with the senior management
- **45% time reduction:** Through HireLabs' benchmarking approach, Bank Alfalah has reduced the time to assess and screen candidates for its Management Trainee program by 45%.
- **By-product:** Bank Alfalah now has an online framework to measure the impact of the Management Trainee program on an individual by tracking and assessing performance over time.