Business Challenge

Our client, one of the largest full-service banks in South Africa, operates a vast retail network, employing 1,102 tellers in 243 metropolitan branches around the country.

The bank initiated pilot studies of flexible staffing for its front-line tellers in 1998.

Branches had used temporary staff for many years. ‘Temps’ were employed on an ad hoc basis, to supplement the core staff during transaction peaks and valleys (month ends, Saturdays, etc).

Efforts to introduce a fully-fledged flexible staffing model were limited.

When the client initiated a pilot in April 1998, temporary tellers accounted for 3% of the bank’s teller complement.

Quest Solution

Quest pioneered flexible staffing solutions with our client. Flexible staffing represented a complete break with earlier, generally accepted industry practice.

The pilot was initiated in 3 branches, and although 76 branches were in the process of adopting a flexible staffing model within a year, only 79 tellers (4% of the total complement) were “scheduled” and assigned to regular shifts.

Due to industry competition, cost reduction pressures, and incremental success, flexible staffing was steadily adopted over a period of 4 years.

In time, the bank approved flexible staffing nationally, and regional roll-outs began in 2001 with rapid deployment and significant improvement in business outcomes for our client.

Business Results

- 180 branches use Quest flexible staff, accounting for 46% of the teller complement.
- Teller optimisation saved client R15.3m annually.
- Staff utilisation improved from 37% to 61%, with higher and more consistent utilisation.
- Reduced queues (“no-queue” scores improved from 73% to 94%).
- Branch managers freed to focus on other customer service objectives.
- In 2003, the bank won a coveted industry award for outstanding customer service.
- Optimisation of the bank’s branches – and increased personal interface with clients.
- Avoidable turnover and absenteeism costs declined to 3.2% and 0.3% respectively.
- Reduced recruitment, training and administration costs.
- Staff profiling, including employment equity profiling, assisted in achieving the bank’s change management objectives.

Quest Services Offering

Quest is a Full Circle Staffing Solutions Company (FCS²™) with the most comprehensive service offering in the industry that includes: Field Marketing | Managed Service Provider (MSP) | Outsourced Staffing Solutions | Permanent Placement Solutions | Recruitment Process Outsourcing (RPO) | Specialised Staffing Projects.

Contact us now to find out how choosing Quest will be one of the best business decisions you make. Visit www.quest.co.za for more information.