



# Clear & Present Solutions: HR Transformation in Early Career Programs

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*A Peak Advisory Consulting Case Study*

# Introduction

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In 2022, a leading global manufacturing PLC with more than 7,000 employees embarked on a comprehensive HR transformation. This initiative involved a complete overhaul of the HR organizational structure, systems, and branding.

A particularly challenging aspect of this transformation was restructuring the organization's global early career programs, which had become fragmented and inefficient.



# The Challenge

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## **Fragmentation:**

Programs were siloed across various business units and geographies.

## **Alignment:**

Each program operated independently with its own brand, teams, budgets, processes, and priorities, causing inefficiency.

## **Centralization:**

There was a pressing need to consolidate these programs into a global Center of Excellence (COE) to streamline operations and effectiveness.

# What We Did

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With thorough discovery and careful guidance, the global transformation of the Early Careers (EC) function experienced a comprehensive structural reorganization to unify disparate programs under a single framework.

This involved developing a new COE configuration and redefining roles and responsibilities to streamline operations.

Effective governance processes were established to enhance decision-making and business engagement, while also leading the strategic optimization of the EC program with a \$4M budget.

The team aligned workforce planning with business needs across various

markets and facilitated cross-continental mobility and transitions.

They executed a targeted talent attraction and acquisition campaign to meet diversity hiring goals, assessed capabilities to design impactful development programs, and revamped the cost model and reward structure.

Additionally, the consultants took on the challenge of increasing retention of the high-caliber talent pool in order to build a sustainable leadership pipeline for the organization.



## The Impact

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*By redesigning job roles and clarifying cross-functional responsibilities, we ensured clear role delineation across all employee lifecycle processes.*

We partnered with the Executive team to better understand their functions' aspirations for the programs so they can support the achievement of their aggressive business goals.

Peak led collaborative efforts to refine workforce planning, expanding the reach of EC programs by **40%** to better meet their strategic demands. The implementation of global steering committees resulted in more efficient and collaborative decision-making between business leaders and the EC function.

Additionally, we led two cross-continent mobility pilots, managing the relocation of 10 EC employees to ensure smooth transitions.

Their multifaceted recruitment campaign across three continents and 20 disciplines achieved **69%** diversity in the program. Our development and deployment of development academies focused on future-ready skills and leadership capabilities.

This was largely a result of extensive coaching and a launch of a new and more attractive reward structure.

Efforts resulted in the retainment of **94%** of EC talent, building a diverse and skilled succession pool for 32 global functions.



## CONCLUSION:

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Early career programs are crucial for developing future leadership and establishing a compelling employer brand. In today's fast-paced environment, these programs must continually evolve to meet changing needs. Peak's expertise in leading transformation programs, like the global EC effort, help ensure organizations can innovate and deploy their initiatives effectively.

*Learn more at [www.peakadvisoryconsulting.com](http://www.peakadvisoryconsulting.com)*

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