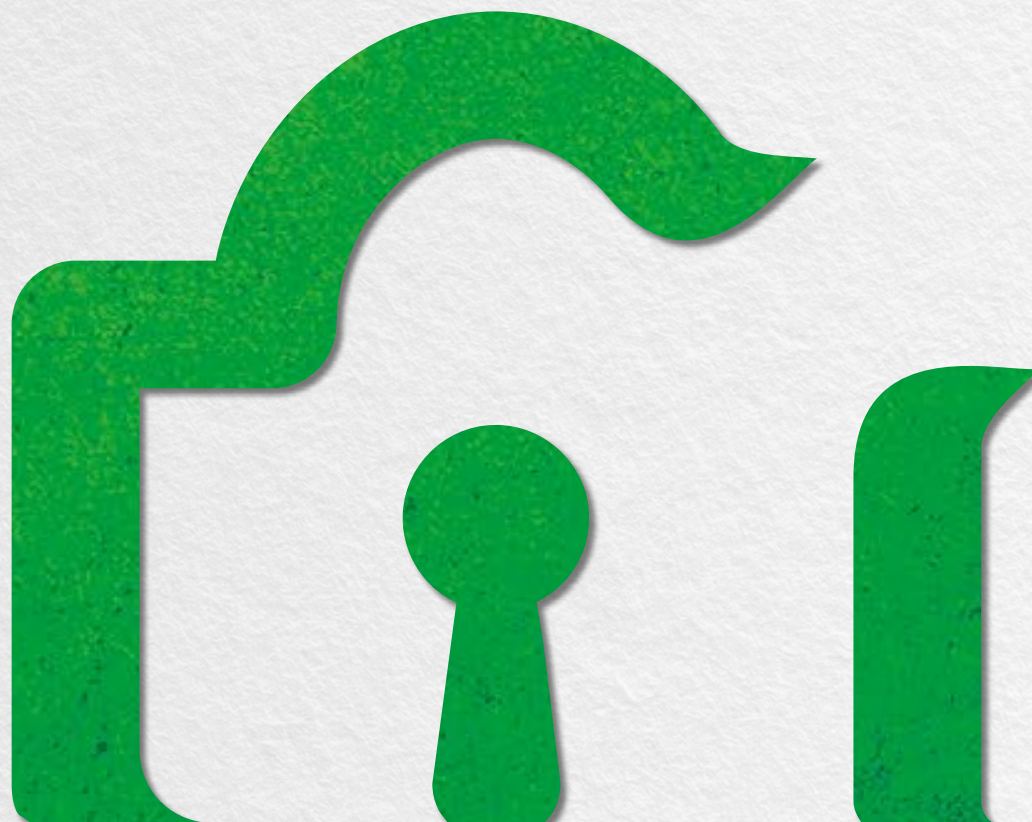


Guide to responsible automation

Set your business free to thrive



Future **skills**



Contents



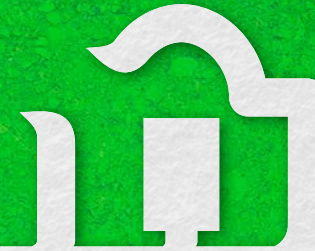
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We are delighted to have worked with Deloitte in shaping this guide to reskilling in the context of responsible automation. The opportunities and challenges around automation are front of mind for many of our members. Responsible businesses put their people at the heart of their digital transformation programmes, considering how they may be affected and how the business can support them to take advantage of the opportunities ahead. We want digital transformation to be inclusive, which means that businesses need to take a strategic approach that equips their current and future workforce with the essential and technical skills they need to thrive as the world of work changes around them.

This guide sets out the key considerations to support businesses as they plan their approach and has been informed by insights from BITC members and our Employment & Skills Leadership Team, of which Deloitte is also a part. Many thanks to Deloitte for bringing this perspective to such an important issue for business.

Nicola Inge
Employment & Skills Campaign Director
Business in the Community

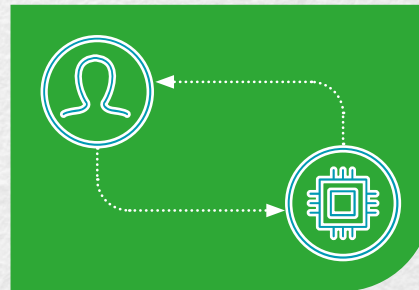
Executive summary



Automation will likely affect the majority of jobs in the UK with roles being replaced, augmented or created.

Organisations are starting to reskill people to prepare them for these changes but they still face key blockers:

- Difficulties securing investment for reskilling the employees most at risk of automation, for example those in low skilled roles.
- Reskilling initiatives often happen at the point of redundancy resulting in a limited time opportunity for individuals looking to develop higher level skills.
- Many employees are not motivated to reskill as they do not understand the impact automation will have on their roles.
- New technical skills take time to build and significant investment and as a result organisations often resort to buying them in from the external talent market.
- Transferable skills are becoming more important but traditional recruitment methods still favour experience and education.



Replaced



Augmented



Created

Organisations need to act now to prepare their employees for the future and build the skills they need to thrive.

BITC and Deloitte have created a framework for organisations, outlining the key steps they should take to successfully reskill their people ...

Transformation projects		Strategic workforce planning		Educate the workforce	
Embed a learning mindset		Build a pipeline of technical skills		Enable self-driven career development	
Transparent communication					



Case for change



Increasing investment in automation is unlocking capacity in the workforce, but ...

... investment in reskilling by organisations appears to be lacking.

The 2019 Deloitte Automation Survey found that over the next 3 years, executives expect automation to increase workforce capacity by 27%¹. However, 44% have not calculated the impact of automation on roles and 60% have not looked into whether they should reskill their employees¹.

Without understanding the impact on roles and skills, organisations will not be able to effectively re-design work and therefore will not see the expected benefits from their workforce capacity.

With 48% of individuals stating the employer should identify the right training and 54% believing they should provide the right training, organisations must understand their responsibility in equipping their workforce with future skills².

The percentage of organisations scaling automations was found to have doubled in the last year¹, making concerns surrounding reskilling even more prevalent.

... employees most at risk of automation are not spending time reskilling.

53% of employees in elementary occupations have not engaged in training in the last 12 months compared to just 16% in professional occupations.

The majority of employees who have not looked for training claim it is because they do not need to reskill although they are most likely to be in roles at high risk of automation.

There is clearly a perception gap between the skills identified by employers as being critical to their newly automated and digitized organisations and the skills that employees believe they will need in the future.

There is a need for organisations to be clearer about who needs to reskill and in what.

This is becoming increasingly important as the half life of skills decreases, regular training is needed to ensure employees' skills stay relevant³.

... and it is getting harder for organisations to hire the skills they need externally.

The market for skills in the UK is becoming highly competitive as the available talent pool shrinks. Unemployment rates are at a 40 year low (3.8%)⁴ and there has been a 95% fall in EU nationals joining the workforce since the vote to leave the EU⁵.

At the same time, organisations are competing to build the same skills, for example digital and data science, leading to skills shortages. 91% of UK employers struggled to find workers with the right skills over the last year⁶.

Employers are paying an extra £6.33 billion a year in recruitment fees, inflated salaries and temporary staff⁶.

Talent acquisition needs to shift beyond a predominant focus on recruiting full-time hires to accessing people with the right capabilities in new ways. Looking to internal mobility, the alternative workforce, and new technologies to facilitate access to talent is essential.



The gradual and incremental impact of automation on roles has contributed to a complacency among organisations and individuals regarding reskilling.

However, as automation scales up, delaying and/or avoiding investment in reskilling means they may not have the skills to thrive in future.

Lessons from the frontline

Workforce evolution



Westpac has developed a 'Skills for Life' programme as a basis for future workforce planning ...

Westpac, Australia's first and oldest bank, has an ambitious plan to create seamless experience for customers and reduce costs by using digital technologies to create as many jobs as they eliminate.

However, they understood that the new jobs will require a different set of skills from those prevalent in the company's 40,000-strong workforce.

Following a future workforce modelling exercise, which identified the roles that will be most augmented or displaced by cognitive technologies, Westpac was able to identify the skills its future workforce will need in order to work with cognitive technologies.

These future skills include:

<p>Creative problem-solving</p>	<p>Effective communication</p>	<p>Personal resilience</p>
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This future workforce modelling resulted in a training programme that aims to prepare staff to thrive in an environment of rapid change and heightened uncertainty.

Investment in reskilling is required to:

- Increase UK economic productivity
- Address UK talent and skills shortages
- Provide workers with the necessary skills to become and/or remain employable

"Westpac has developed a "Skills for Life" programme."

Approach



Deloitte has partnered with BITC to create a 'Guide to Responsible Automation' ...

This is a guide for organisations on how they can approach reskilling for the workers and employees who are in roles that will likely be partially or fully automated in the future.

It includes:

- Insights from business, subject matter experts and recent research.
- Blockers and enablers to reskilling individuals for the future of work.
- Recommendations for how organisations can approach reskilling their workers and employees when their roles are augmented by technology and/or automation.
- Suggestions for collaboration opportunities and partnerships.



Table 1: Organisations interviewed

This report utilises data from ...	Organisation	No. UK employees	Industry
Interviews with 9 HR leaders of large UK businesses, covering approximately 380,000 UK employees (see Table 1)	Asda	140,000	Retail
	Boots	55,000	Retail
Interviews with Deloitte subject matter experts	IBM	20,000	Technology
Existing Deloitte insight papers and research, for example the 2019 Human Capital Trends Report	Heathrow	76,500	Retail/Aviation/Construction
	Barclays	49,000	Financial Services
Additional desktop research	Greggs	23,000	Retail
	Westmoreland group	1,100	Hospitality
	Diageo	4,500	FMCG
	Deloitte	17,500	Professional Services



Findings



There are three key ways that automation is impacting roles – replacing, augmenting and creating ...

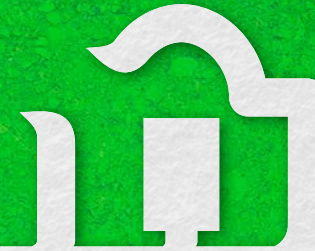
Different approaches are taken for each of these three areas ...

Current reskilling initiatives do not enable fast change ...

	Example(s)	Roles impacted since 2001 ⁷	Reskilling approach	Current blockers	
Fully automated roles	Lorry driver replaced by self driving vehicles Shelf stacker replaced by industrial robotic arm	800,000	For the roles at highest risk of automation, organisations often see it as too costly to take individuals away from their role to reskill. Reskilling initiatives tend to occur once the role has been made redundant	Cost (Time and financial)	Short-term focus
Partially automated roles	Retail sales assistant transactional tasks automated e.g., scanning stock levels, customer service tasks remain and role refocuses to provide higher quality service	Unknown	Most roles in the UK will not be completely replaced but will evolve to require different skills. Organisations are struggling to engage existing employees in learning	Employee motivation to reskill	Lack of direction from employers
Newly created roles	Data Scientist to maintain algorithms used across the organisation and ensure fair/compliant decisions	3.5 million	Many new roles require in-demand technical skills. Organisations often buy-in these skills rather than developing them from within. Some roles will require more “human” skills, but without a common language to describe them, they are difficult to assess	Lack of internal pipeline of required skills (technical)	Transferable skills undervalued



Fully automated roles



Reskilling is often deemed too costly and is only invested in when absolutely necessary ...

For roles that are fully automated, organisations often wait until the point of redundancy and offer only what is legally required of them ...

Voluntary redundancy: The benefits this offers for those displaced are only short-term and this approach does not assist them in gaining long-term employment.

Reskilling programme after redundancy: This was found to mainly be successful where a role is available internally that requires similar skills to the redundant role. Building higher level skills takes longer and therefore the reskilling programme would need a longer lead in period.

Finding external roles: When organisations cannot find employment for the individual in their own organisation, they look externally for other roles that might be suitable. However, this has been met with mixed success as often employee preferences are not considered, for example location of role and career aspirations.

There is a requirement for organisations to be more strategic in their approach to automation ...

Developing an understanding of where automation is likely to happen and preparing workers in advance to reskill for other roles. This approach will also offer more personal choice to individuals who are empowered to evaluate where they want to take their career, rather than reskilling due to necessity (to stay in employment).

For example, Amazon has committed to invest 700 million dollars to train 100,000 US workers for higher skilled jobs over the next 6 years. They are particularly focused on their warehouse staff as they predict that many of these roles will be automated in future. For these workers, they will pay 95% of their tuition fees to earn a certificate or diploma in a field that is in high demand⁹.

Organisations should work more closely with Trade Unions ...

Unions can play a key role in helping organisations find employment for displaced workers. For example, Sweden has “job security councils” funded by employers but jointly run with Trade Unions¹⁰.

These councils give intensive support and retraining to people who are going to be laid off and have high success rates – about 90% of displaced Swedish workers are re-employed within a year.

This system means that workers and unions are less resistant to lay-offs which allows the economy to evolve more smoothly over time.

Only 1 in 7 workers in roles at high risk of automation received training in the last year⁸.



Partially automated roles



Organisations are struggling to motivate existing employees to learn and reskill ...

Online learning is typically the most utilised method of reskilling ...

Changes in technology, longevity, work practices, and business models have created a tremendous demand for continuous, lifelong development.

Long term, face to face development programmes are less feasible for organisations as they look for ways to bring learning solutions the workforce can use in their daily lives.

Online learning is cost effective and enables individuals to manage their own learning, extending ownership beyond the HR organisation.

Recently, there has been improvements in online learning with Learning Experience Platforms (LXPs) replacing traditional Learning Management Systems (LMSs)¹¹. The functionality of LXPs mirrors common technologies people use in their day-to-day lives such as streaming video and social media so people can more easily learn using familiar platforms.

LXPs are improving the learning experience for employees in the following ways ...

Employee driven, personalised content recommendations based on an individual's interests and the activities that they've already completed.

In comparison, LMSs are administrator driven, with pre-defined content leaving learners little freedom over the activities they pursue.

Focused on impactful self-led training that enhances the skills of each employee. LMSs are traditionally more compliance focused whereby training offered is mostly to meet regulatory standards, for example health and safety.

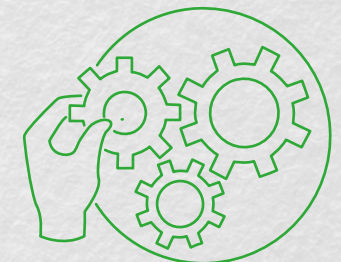
Curated content where everyone can contribute content so the selection for each learner quickly becomes more vast and diverse.

LMSs usually operate aggregated content whereby only administrators can add content making it more difficult and time consuming to offer variety of options.

The benefits of LXPs are dampened by employees feeling unsure on why and what they should learn ...

4 out of 5 workers do not expect to see any significant changes in their jobs over the next decade¹². This might explain why over the last 12 months, 72% of employees have not looked for reskilling initiatives because they don't think they need training/upskilling². Organisations need to make the importance of learning clearer to employees.

In addition, there is a mismatch between the skills that employees think they need and those that organisations are looking to build. Where organisations provide retraining it focusses on process skills, cognitive abilities and system skills¹³. However, 65% of workers believe it is advanced IT skills that they either needed to acquire or develop to ensure future employability².





Newly created roles



Organisations are not focused on developing the skills they need for new roles ...

Technical skills are having to be hired in externally at large cost to the organisation ...

Automation is creating new roles which often require in demand technical skills, for example:

- Demand for data scientist and data engineers has tripled over the past 5 years, rising 231%¹⁴.
- Demand for developers and engineers with blockchain skills has risen 517% over the last 12 months¹⁵.
- There has been a 160% rise in people working in cybersecurity roles in the UK since 2011, but there still could be 100,000 unfilled cybersecurity jobs by 2022¹⁶.

The technical skills required in these roles take time to build and so organisations often end up buying these skills externally rather than developing them from within. To meet this rising demand, organisations need to start thinking about how to develop a pipeline of skills earlier.

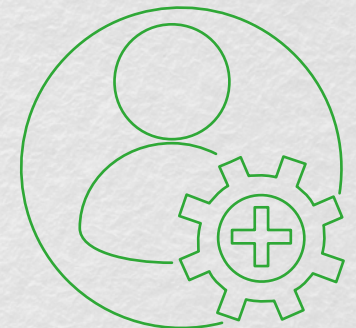
For example, some of the organisations we spoke to are investing in data science apprenticeships.

Organisations are appearing to undervalue transferable skills ...

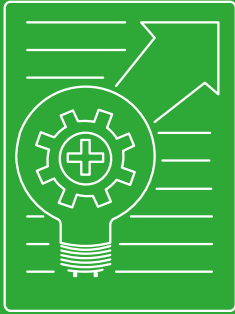
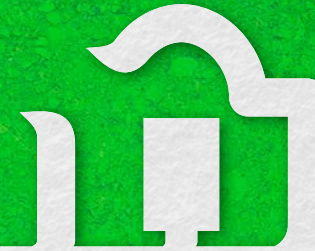
We know from looking at data from the Financial Crisis that workers with the strongest transferable skills, such as strategic, analytical and communication skills, which are all inherently 'human', are the most resilient to economic shock and automation¹⁷. Occupations that have high levels of these transferable skills have driven the majority of job growth since the turn of the century and will likely continue to do so.

However, it is difficult for organisations and individuals to understand the transferability of skills. This is because different language is used to describe the same 'work' in different business areas, companies or industries. Because there is limited common language to describe transferable skills, recruitment focuses on academic achievement and sector expertise and therefore overlooks individuals who may be well-suited for the role but who have built up their skills in a different context.

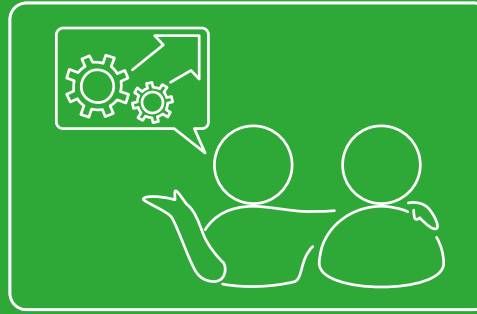
This often means, transferable skills are not valued and employees train to complete a role rather than to be adaptable. This will become harder as roles continue to be disrupted by automation.



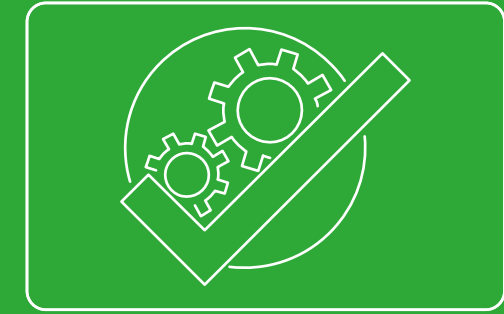
Guide to responsible automation



Plan for reskilling



Encourage employee to reskill



Develop the 'right' skills

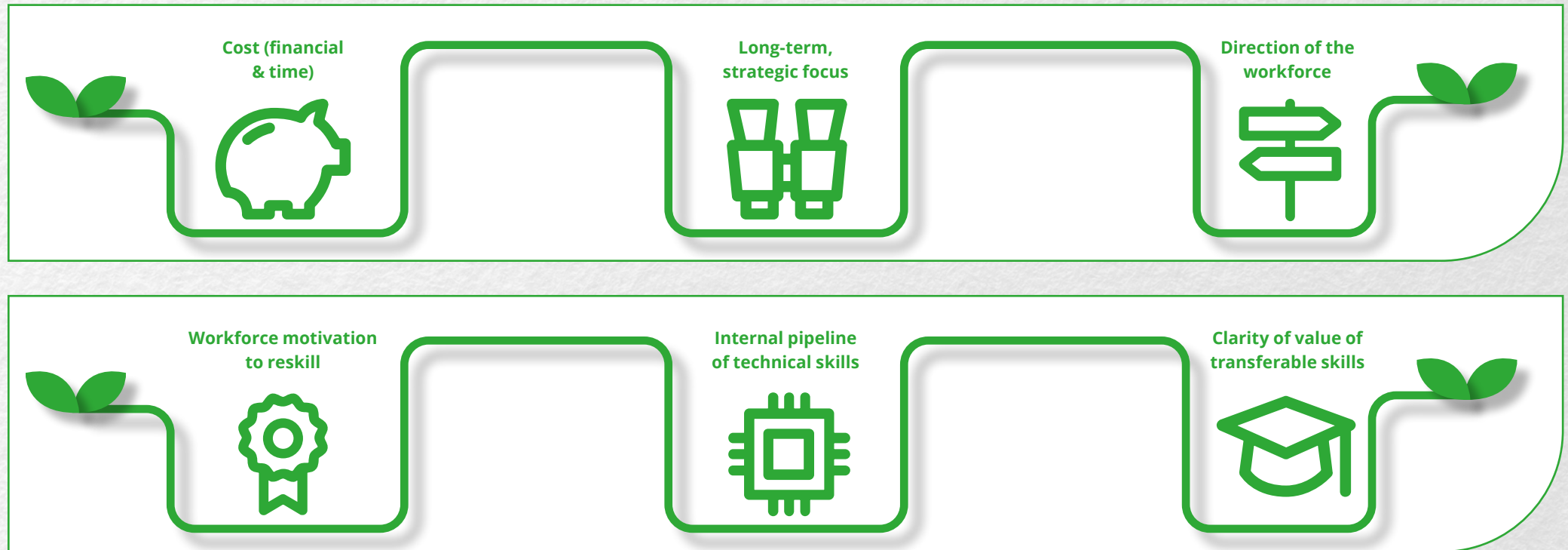
<p>Transformation projects:</p>	<p>In any transformation project, ensure there is someone responsible for the impact on the workforce and there is a budget agreed for reskilling/redeploying those affected.</p>	<p>Educate the workforce:</p>	<p>Help employees understand why they should reskill and what skills are becoming more important.</p>	<p>Build a pipeline of technical skills:</p>	<p>Define the skills gaps in your organisation through strategic workforce planning. Create a strategy for building a pipeline of these skills from different sources.</p>
<p>Strategic workforce planning:</p>	<p>Take a future focused approach to reskilling, planning out what roles might be impacted based on strategic objectives and therefore where development may be required.</p>	<p>Embed a learning mindset:</p>	<p>Create a culture of continuous learning at all stages of the employee lifecycle from attraction to exit. Find ways to reward reskilling.</p>	<p>Enable self-driven career development:</p>	<p>Use a common skills framework to describe work and learning opportunities across the organisation, allowing the workforce to easily map their own careers and promote internal mobility.</p>

Transparent communication: Ensure transparent communication even when you don't know all the answers

Considerations for responsible automation



There are common challenges that organisations must consider when embarking on responsible automation ...



1. Transformation projects



Every digital transformation is a workforce transformation ...

Before starting a digital transformation, evaluate the potential impact on the current workforce and appoint an individual(s) to be responsible for any reskilling/deployment required

Develop a workforce strategy that outlines the roles that will be replaced, augmented and created through technology

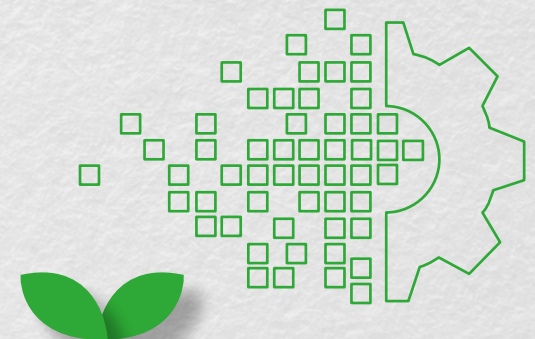
For each type of role, outline the steps you will take to prepare and engage affected employees

- **Replaced:** Can you find employment for these employees elsewhere in the organisation? Is there opportunity to partner with other organisations to redeploy them outside the organisation?
- **Augmented:** What should these employees do with the extra capacity created in their roles? Will they need to be reskilled to utilise this capacity? If so how will you build these skills?
- **Created:** What skills do you already have in the organisation which could be redeployed to these new roles? What capability are you missing and what external talent sources should you use to fill it e.g., contingent workers in the short term before you build the capability internally.

In your investment case, build in the cost to prepare, upskill and reskill the existing workforce as well as the cost of hiring in additional capability

Where the organisation must make redundancies, it is recommended they work proactively with Trade Unions to plan for reskilling and redeploying displaced individuals

Before starting a digital transformation, evaluate the potential impact on the current workforce ...



2. Strategic workforce planning



Taking a future focused approach to reskilling, moving from short-term resource planning to long-term strategic workforce planning ...

Define the work your organisation are currently doing ...

- Using a standard framework for describing work, for example ONET.
- This should look at the tasks within roles, not just the roles themselves.

Define the work your organisation will be doing in the future ...

- What are your strategic business initiatives and what do they mean for the work that you do?
- What are the potential business model disruptors? Are there any start-ups who could disrupt your industry?
- What are your customers' expectations? How do different customer demographics (e.g., generations) want to interact with your organisation?

Define who will do the work in your organisation ...

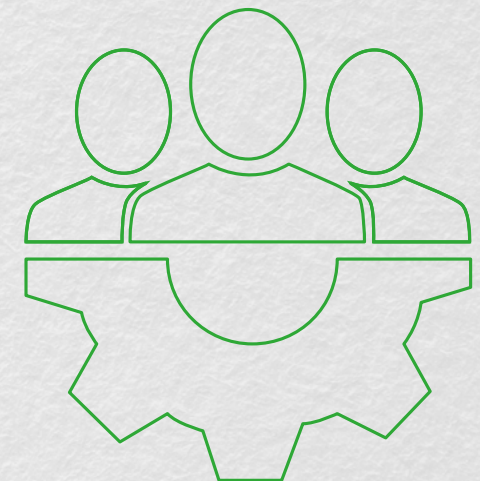
- Buy in new skills and capabilities from the external talent market. Identify core, stable future skills to invest in, creating new roles.
- Build growing skills from your existing workforce. Mobilise your internal talent, supporting learning in the flow of life.
- Borrow emerging skills required for the short-term or those which have fluctuating demand. Find talent from alternative talent sources to augment your workforce.
- Evaluate which parts of this work could be automated using Robotic Process Automation (RPA) or Artificial Intelligence (AI).

Decide what work should be automated, considering ...

- What are the expected economic growth forecasts and what does this mean for how much you have to spend on capital? Automation requires heavy capital investment, is this realistic and if so in what timescales?
- Are your competitors investing in automation, are you at risk of losing market share if you don't?
- Can you commit to a sustainable transition to automation e.g., using the full Responsible Automation framework?

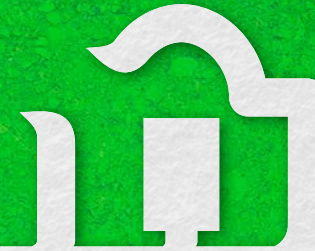
Uncover areas in the organisation where there should be a proactive focus on reskilling ...

- Roles are likely to be partially or fully automated over the short-medium term.
- The current workforce do not have the skills to deliver the future work delivered by the organisation.





3. Transparent communication



Helping employees understand why they should reskill and what skills will become important ...

Visualise the future

Work with senior leadership to co-create a Future of Work vision for the organisation. Utilise strategic workforce planning outputs to agree on the key messaging to employees on the future skills required and plans for role/task automation. Encourage communication even the future is uncertain.

Lead from the top

Equip your senior leaders to communicate the Future of Work narrative, helping them to continually link it to existing organisational initiatives.

Link with HR

The communications campaign should be led from the business but with HR support so messages align with available learning and development opportunities.

Invest in a compelling communications campaign

Work with your advertising/marketing department to develop an engaging plan to motivate people to reskill, for example.

'Black mirror' style videos which help employees visualise the future and highlight the urgency of reskilling.

Creating experiential ways to make the Future of Work real for people e.g., using Virtual Reality headsets to help employees visualise the future workplace.

Creating an internal social media campaign e.g., ask people to share the way automation is already impacting their roles.

Mobilise and engage communities

Select communities in the organisation who can spread the Future of Work messaging as well as help individuals reskill. For example, Barclays developed a community of Digital Eagles whose mission was to spread their passion and enthusiasm for all things digital – and to help their fellow colleagues improve their digital skills.

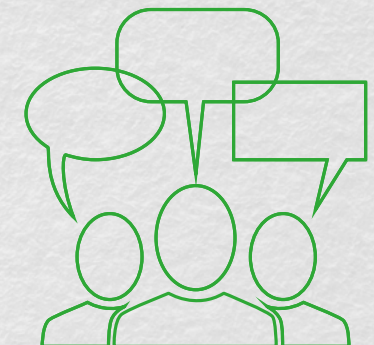
Open the conversation

Create channels and mechanisms for employees to ask questions and share views and for leadership to respond.

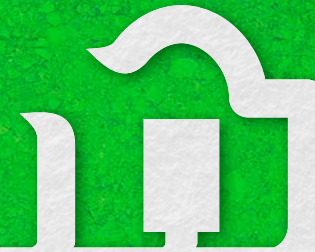
Make it personal

Enable individuals to self assess against the skills needed in future (using step 6) and encourage them to have conversations with their line manager so they can start to make plans on how they prepare for the future.

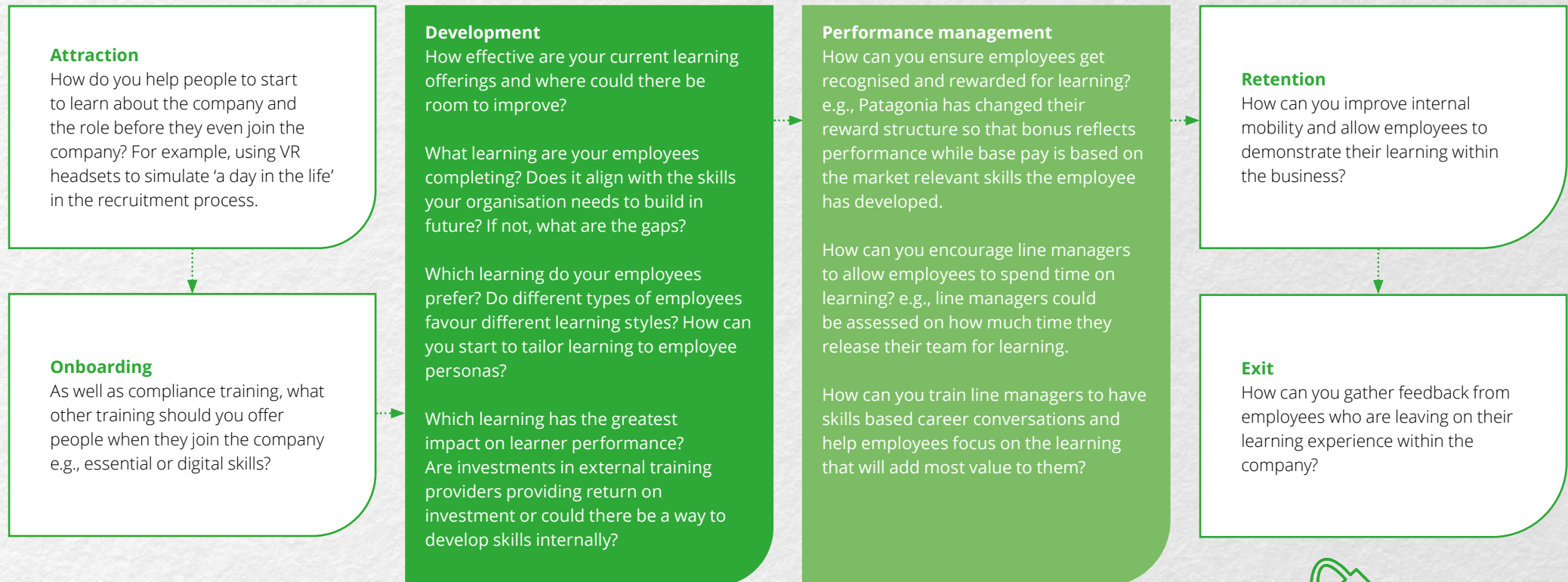
Equip your senior leaders to communicate the Future of Work narrative ...



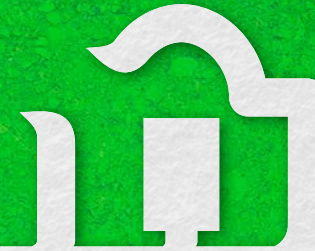
4. Embed learning at each stage of the employee lifecycle



Create a culture of continuous learning ...



5. Build a pipeline of technical skills



Accessing and investing in development of key technical skills will save money in the long run...

Define the key skills gaps in your organisation through strategic workforce planning.

Assess the cost of hiring in these skills externally to provide a high level business case for developing an internal skills pipeline.

Create a strategy for building a pipeline of skills from different talent sources.

Apprenticeships

Identify which apprenticeship standards (e.g., software developer, data analyst, cybersecurity technologist) will match your skill gaps.

Map out who internally is eligible for these apprenticeships and allow them access to apply. Eligible candidates must:

- Be able to give 20% of their time to off-the-job training and development.
- Support their training so they can demonstrate their learning on the job.
- Not have completed similar qualifications in the past. The apprenticeship must build substantive new skills.

Review how apprenticeships could allow you access to a wider selection of talent.

For example, to help improve the gender gap in Software Development roles, Deloitte is piloting a Return to Work technology apprenticeship.

Students

Look for ways to access talent earlier, for example while individuals are still in education. For example:

- Run a tomorrow's job fair – helping students understand the jobs and skills needed in future.
- Run a hackathon with students to help solve existing business problems. For example, Deloitte recently ran a #culture hack with Technology students, asking them to think of digital ways to help people understand the value of the cultural sector.
- Work closely with universities to provide students with work experience.

Existing staff

Work with Universities to co-create a degree programme which aligns with the skills you need e.g., cybersecurity.

If you already have the skills internally but want to scale up, work with the existing team to curate a curriculum for reskilling other internal staff.

Assess the digital capability in your organisation to be clear on what capability exists e.g., British Airways asked their workforce about their digital capabilities and found a selection of people in-house who were running websites in their spare time and were interested in doing the same at work¹⁸.

Ensure that technical skills programmes also develop the essential, transferable skills your workforce will continue to need into the future.





6. Common skills framework



Describe work across the organisation using a common language...

Use a common framework to describe skills

Adopting a common language across businesses will enable people to better develop and articulate their skills throughout their careers.

The Skills Builder framework for essential skills has been widely adopted in education and increasingly supported by business as a shared language on essential skills. Others include the Government's Essential Digital Skills Framework, Skills Framework for the Information Age (SFIA).

Assess roles against the framework to define the depth of skill required

Communication is important for both architects and care workers, but the precision and clarity with which architects communicate complicated ideas requires greater proficiency, and therefore gives them a higher rank in terms of the depth of their skill.

Evaluate desirability of the transfer opportunity

In order to evaluate desirability of the transfer, assign the long term employment stability and average salary for each role (using data from ONS).

Just because the viability of a transfer is strong as it requires similar skillsets, this doesn't mean that this transfer will be desirable for the individual.

For existing employees

Help employees understand the viability of transfers using Step 7. This should help employees prepare for the impact of automation by providing:

- A better understanding of the potential career opportunities available across the organisation.
- Personalised recommendations on how to build transferable skills.

For external hires

- Review your recruitment practices to ensure transferable skills are being valued.
- Review existing CV screening processes to ensure individuals are not being screened out unnecessarily, for example due to a lack of experience in the industry.
- Reword job descriptions to describe the transferable skills required.
- Redesign the hiring process to assess transferable skills as well as the technical skills required for the role.



7. Career Mapping



Help employees understand the viability of transfers and other opportunities ...

Help employees assess their skills

Provide employees access to a self-assessment on the skills framework agreed in Step 6. This assessment will be part of the communications plan previously described.

Employees will be encouraged to completed the self assessment to understand their current skills and explore where their next career move could be. Reassurance should be provided that the assessment is only for career development purposes.

Ideally, the self assessment would create a digital profile for the individual that they could take with them across their career.

Create a career map for employees

Based on the self assessment, provide a career map to employees highlighting potential moves based on viability and desirability of transfer.

Train line managers to have career conversations with their employees based on this data, and help guide them to relevant learning.

Direct employees to the internal talent marketplace (in Step 8) to search for relevant opportunities within the organisation.

When internal opportunities are not available, provide visibility to external roles

Some organisations are doing this already on a local level when roles are being made redundant.

There could be opportunity to build a platform to scale this process and allow individuals more choice on where they are redeployed.

For example, the Oil & Gas industry developed the Talent Retention Solution (TRS) which puts skilled individuals looking for work and companies searching for new employees in direct contact with each other.

For newly created roles, new career paths will need to be created

As organisations start to create new types of jobs, they also need to start thinking about the career options for these employees.

For example, for an employee in a Data Scientist role, what is their next step?

Organisations should work closely with employees in these roles to create new career pathways.



8. Improve internal mobility



Encourage adaptability in the organisation ...

The organisations we spoke to take their responsibilities as large employers in the UK seriously. They all remarked that, as long as employees are willing to adapt, they are committed to finding them a role in the organisation

However, the roles which are most at risk of automation are those which are lower skilled and require little or no qualifications.

Individuals with no qualifications are more likely to lack confidence in retraining¹⁹.

There is a need to think through how you can build the confidence of employees in lower skilled roles to adapt, for example:

- Through on-the-job rotations e.g., rotating staff in store so they are able to do all tasks e.g., cashier, stocking shelves, customer service desk.
- Through building essential, transferable skills (e.g., self assessing against a common framework, such as Skills Builder, and focused development on key skill gaps).

Provide visibility of all internal opportunities to employees

Allow people to search for opportunities based on skills rather than function so they can spot relevant opportunities outside their area.

Incentivise line managers to successfully place their employees in other teams

Providing incentives can help encourage a culture of internal mobility and provide individuals with internal opportunities.

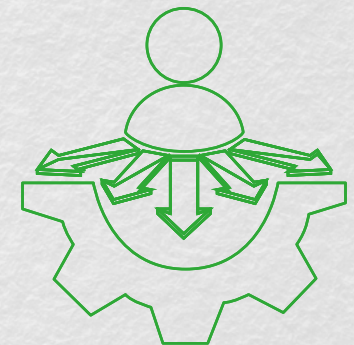
Streamline the process for internal applications

Promote internal opportunities and provide an easy and clear application process.

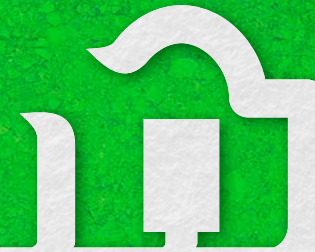
Ensure unsuccessful employees are provided with targeted feedback on areas of development.

Provide dedicated time for employees to build skills within their working hours

Allow employees the option to allocate a proportion of their time (eg. 10 – 20%) to build skills in line with their career aspirations.



9. Collaboration opportunities



Exploring and undertaking collaboration efforts to rethink learning and development ...

Build a compelling Future of Work communications plan

Pool budgets to create a really impactful cross company communications campaign.

For example identify transferrable skills across supporting functions to develop consistent learning and development.

Pipeline development

Collaborate with organisations within your ecosystem to create a pipeline of common technical skills.

For example, Heathrow Airport's shared apprenticeships scheme in construction.

Build a common platform to redeploy talent

Work with organisations in your ecosystem to allow for talent mobility.

For example, Talent Retention Services in the Oil & Gas Industry.

Share learnings between organisations

Share learnings outside of your organisation on how to embed a culture of learning across the employee lifecycle.

For example, Business in the Community is also bringing together businesses on this topic through its Digital Champions Network.

Embed a common framework of skills

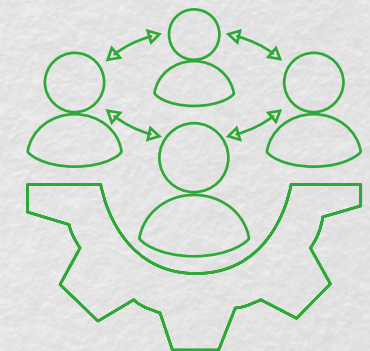
Collaborate to get behind a common framework for skills to reduce complexity for employees, learners and jobseekers.

For example, the Skills Builder framework defines 8 essential skills each underpinned by 15 steps to support self-assessment, training and progression.

Partner with specialist organisations to deliver learning and development

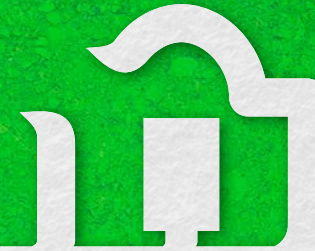
Identify which specialist organisations to partner with in order to develop personalized and immersive learning.

For example, L'Oreal partnered with a Virtual Reality organisation to improve the onboarding experience of their graduates.





Endnotes



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