



CAPITA

MAKING THE HUMAN DIFFERENCE:

SKILLS, CULTURE AND LEADERSHIP

|| HUMAN
||| TO
|| HYBRID

Futureproofing your organisation based on smart data and connected technology will only get you so far. When it comes down to it, the most precious asset your organisation has is its people. That's the human difference, and that's why ensuring your people are equipped for the future is critical to your future success.

| 51%

of employees surveyed said that they would consider leaving their organisation if it did not handle the human to hybrid transition well.

| 81%

of business leaders cited the top 3 areas needing to be addressed as Leadership (81%), Skills (76%), Culture (61%).

| 85%

of L&D leaders say senior employees need to show more flexibility and openness to quickly and constantly grow and adapt their skillsets.

| 82%

of HR leaders feel that employee concerns about their own skill levels and ability to keep pace with changes will hinder wellbeing.

| 63%

of employees think mindset will become more important than qualifications in getting a job in the future.

RESEARCH

As part of our Human to Hybrid* initiative, we asked 2000 employees, 500 business leaders, 350 recruitment professionals, 350 L&D professionals, and 200 benefits professionals about the future of work. Here, we focus on what we identified as quite possibly the most important component in preparing your business for a fully optimised, agile and digitally enabled future – your people. Let's take a look at what the research told us, and explore the various ways we can support you in preparing your organisation for this hybrid future state.



FRAMING THE CHALLENGE

Irrespective of size or industry, all organisations face the same challenge when it comes to preparing for the future of work. Against the context of rapidly evolving – and crucially, accelerating – change in digital technology, it's understandable that much of the discourse in this area revolves around tech, tools and processes.

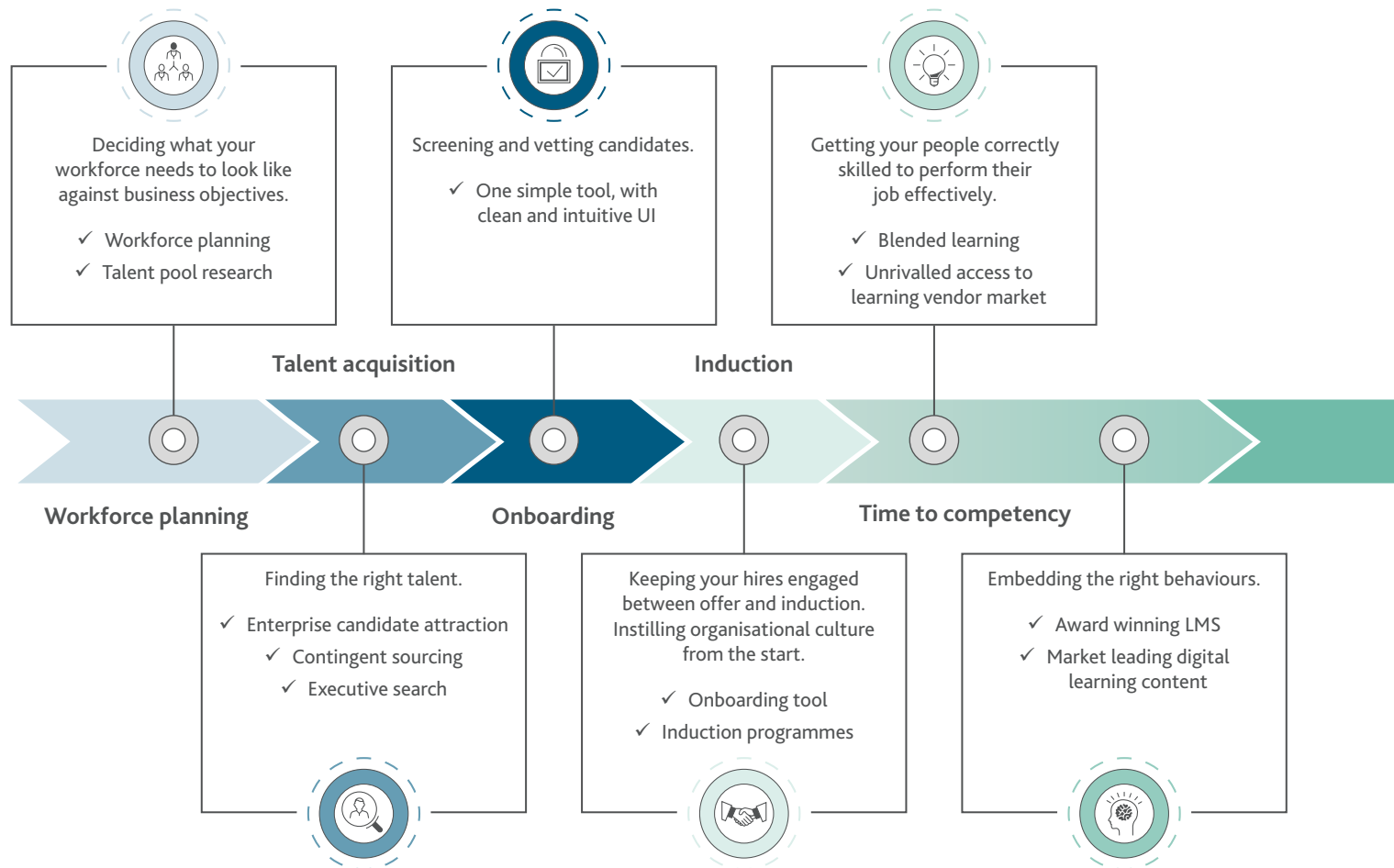
However, whilst automation and AI undeniably have a role to play in readying organisations for the future, it's your *people* that hold the key to your future success. Given the prevalence of connected technology, it's no longer enough of a differentiator to simply have the latest tech. Instead, it's about recognising that it's the individuals within your workforce that bring with them unique ideas and attributes that can never be replicated by smart machines.

Besides creating new professions in areas such as robotics and data analytics, this new age of tech-enablement is also freeing workers to focus on higher-value activities – pushing human attributes such as creativity, curiosity and empathy to the fore. For businesses, it's now about making the right investments and decisions to **enable your people** – equipping them with relevant skills, empowering them to lead, and embedding new ways of working.

Capita People Solutions helps organisations to thrive and remain competitive in a digital world. Our unique capability spans not only deep and expert consulting across the HR space – to help you plan your future roadmap – but also the mechanism by which to deliver this future vision; from talent attraction and onboarding, to upskilling, change management, and reward and benefits – all supported by state of the art digital tools and intelligent analytics.

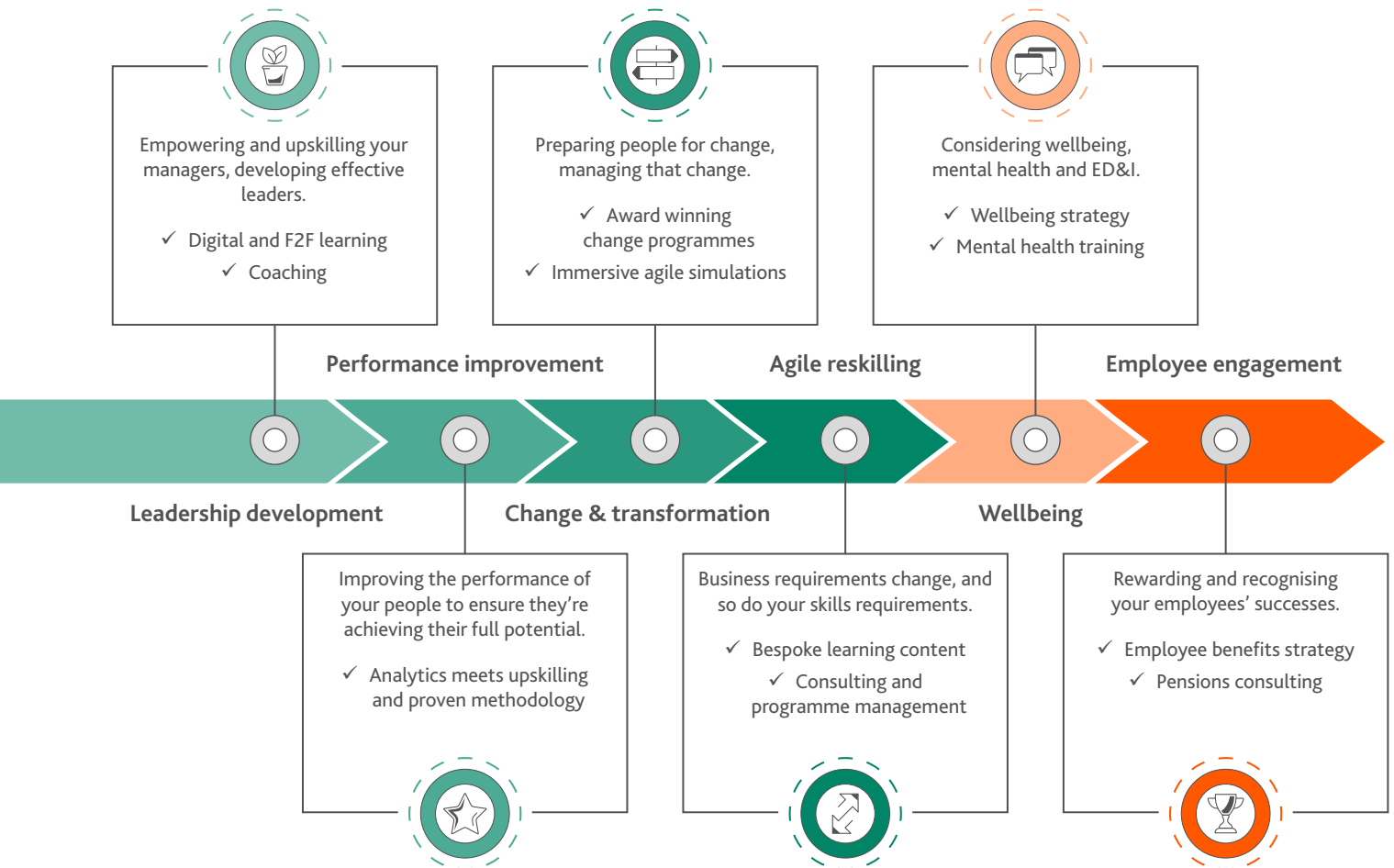
Let us help you make the human difference.

MAKING THE HUMAN DIFFERENCE: WHERE WE CAN HELP



Consulting and Digital enablement (defining your journey; supporting you with the right digital tools)

Whatever stage of the journey you're at, we can help ensure your people are supported and enabled at every stage. Here are some of the challenges we can help you solve.



Apprenticeships (alternative talent source; build not buy; vehicle for continual reskilling)

ATTRACT

Challenge: Defining the optimal workforce model to deliver against business objectives.

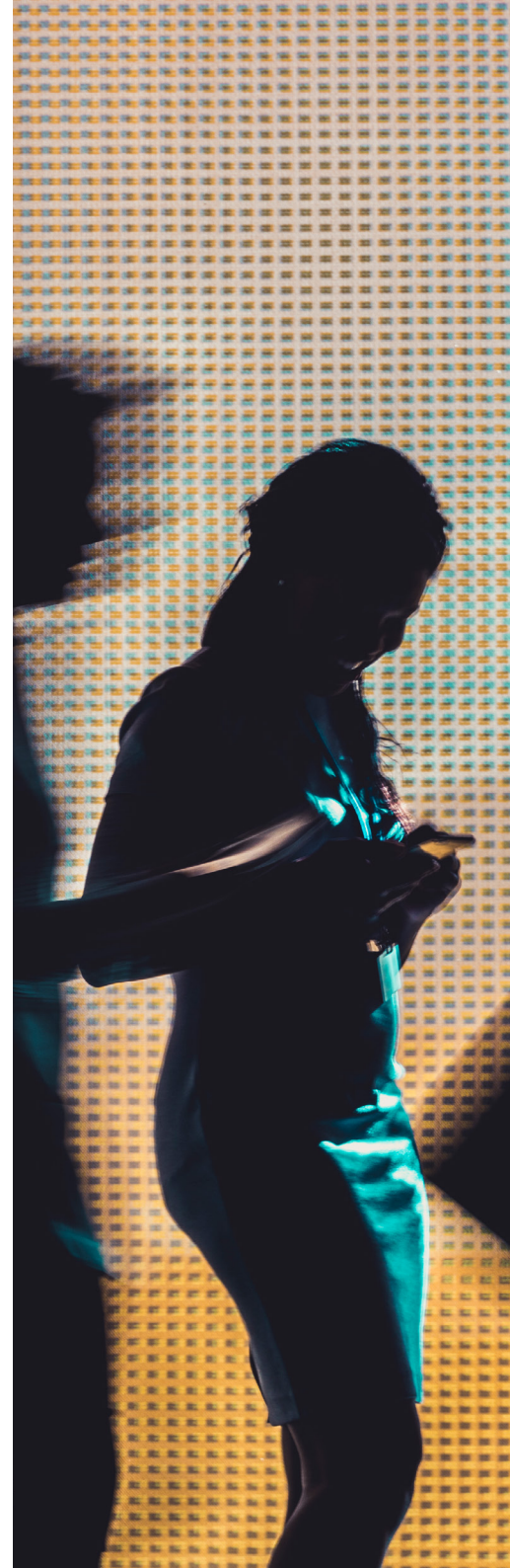
This includes understanding the skills, culture and leadership qualities needed to deliver against business goals. Organisations must respond to multiple challenges such as talent shortages, the demand for niche and new skills, and shifting workforce expectations by looking at alternative, flexible routes to recruiting talent. This includes being able to identify skills gaps, and map a robust, cost-efficient workforce plan to ensure they gain the talent they need to succeed.

Solution: Workforce planning consultancy.

Before investing in any resourcing model, it's important to determine what your workforce needs to look like in order to deliver against your business' objectives. Using our diagnostic tools, we are able to identify capability requirements, and support you to build a workforce plan that details the steps you need to take to achieve a highly-skilled, engaged, and agile workforce. We also use our specialist capability to provide organisations with the market intelligence to support effective hiring decisions - including talent pool research and wider market analysis.

Challenge: Finding the right talent to achieve your goals, and accessing the skills you need on-demand.

Organisations need the best talent in order to perform, transform and succeed. But in a highly competitive talent landscape, finding, understanding and attracting the best people can be difficult.





Solution: A range of resourcing models at your disposal; from highly specialist executive search and selection, to enterprise permanent and contingent recruitment.

Executive search: As culture is led from the top, it's critical that your leaders are the right fit for your organisation. Combining expertise from across our resourcing portfolio, we're able to source and engage talent from rare talent pools to place senior and interim executive roles, where risks are higher and talent pools are smaller.

We are also experts in enterprise resourcing. Not only do we manage the recruitment for Capita – where we fill over 30,000 permanent and contractor positions every year – we also provide these services externally to clients, such as the British Army where we have attracted over 200,000 people to fill 10,000 vacancies.

We're able to attract talent from diverse backgrounds with specialist skills, as well as deploy and manage digitally enabled programmes for organisations working in some of the most complex and challenging sectors in the UK (such as nuclear, rail and secure government).

Taking a broad, consultative view of workforce issues that focuses on creating value, we provide services that include programme management, technology, data, candidate sourcing, and learning and development expertise.

Sourcing new skills with graduates and apprentices: Through our Novus programme, we provide access to alternative talent sources. We invest in training young talent over the course of 16 weeks in one of our regional accredited UK training hubs to equip them with the technical skills and commercial experience you require to complete your optimal workforce.

Delivering agility through on-demand talent: Our Employed Resource Model (ERM) enables businesses to access the experience and proven skills they need, whether that be project managers or business analysts, without needing to assess people, develop their skillsets, and take on compliance risk. Essentially, when skills are required for a critical project, we have the talent on demand, available to you for as long as your organisation needs them.

Challenge: Mitigating the risks associated with making the wrong hires.

Although background checks have long been a legal requirement in areas such as social work, defence and financial services, they're now becoming common practice in businesses that manage data or handle customer information such as professional services and telecoms. However, carrying out background checks manually, particularly where an organisation has a high volume of candidates, can be cumbersome, time-consuming and inaccurate, delaying the time to hire and creating a poor first impression of the employer.

Solution: A screening service that enables clients to make informed hiring decisions.

Security Watchdog's integrated VOLTi4 screening platform leads the way in candidate-driven intuitive design and functionality to give you reliable, accurate screening and vetting results in real-time. From academic to criminality checks, right-to-work to social media screening, large volume to individual vetting, you'll get access to all the data you need to employ the right people. We work closely with your business, understanding your risk level to design a tailored screening package that mitigates any hiring threats. Our screening checks are powered by market-leading technologies, designed with you and your candidates in mind.



Challenge: Keeping your hires engaged between offer and induction. Instilling organisational culture from the start.

A new joiner's first interactions with their employer are vital in shaping their experience – and the contribution they go on to make. Yet, for many organisations, onboarding is a painful process, delivered by multiple stakeholders, with no centralised view of the process and little focus on employee engagement. With a direct link between onboarding and time to productivity, it's important to get this right.

Solution: The Capita Onboard digital tool automates the onboarding process to offer employees a smoother, more engaging experience.

Beginning prior to their official start date, the digitised process allows new hires to connect with their future team, and access critical information and targeted learning. It also allows the development of a personalised approach, where managers, team leaders and HR have visibility across the entire process. Capita Onboard can be integrated with Capita Screen, allowing one platform to manage both onboarding and background screening. Meanwhile, advanced analytics, driven by our proprietary New Employee Engagement Score (NEES), allows managers to assess engagement levels and take proactive steps to improve them.



DEVELOP

Challenge: Defining how to deliver timely, relevant and personalised learning to your people, and as a result ensuring your business has the right skills, when and where they are needed.

As a critical part of overall 'people transformation', learning represents the core driver for upskilling, reskilling and equipping your people with the means to deliver at the very highest level. This stretches far beyond simply defining tools and processes; it's about having the vision and the means to define and lead the cultural journey that supports your organisation's wider transformation.

Solution: We're uniquely equipped not only to help you map and define your learning strategy to support wider organisational objectives, but also to deliver it.

Building an informed strategy is the cornerstone for delivering effective people development that drives genuine business outcomes. We have the benefit of a huge amount of experience across the enterprise learning space, a unique view of the market through our managed service supply chain (unrivalled access to market), and deep subject matter expertise in L&D.

We work with you to ensure you're investing in the right things – delivering both a personalised experience for your learners, and the skills across the organisation when and where you need them. We equip you with the tools and knowledge to be able to demonstrate return, iteratively improve, and develop the conditions to embrace a culture of learning – whether through a managed service model; a blend of quality content and smart analytics; or through alternative channels such as apprenticeships. We'll help you focus on the right things.





Challenge: Getting your people correctly skilled to perform their job effectively as quickly as possible from hire to deployment.

Whether a new hire, or an existing colleague that's been deployed into a new role, it's critical that your people are equipped with the relevant skills and knowledge they need to perform their role in a timely, effective and confident manner. Reducing time to competency is a major challenge for all organisations.

Solution: An unrivalled portfolio of learning content.

We offer an enormous range of both bespoke and OTS, digital and classroom-based learning – supported where needed by digital products and consulting. Placing the learner at the heart of our solution design, we're able to help you access high quality learning content that's appropriate to your audience and designed to rapidly and effectively close skills gaps.

As the largest provider of LBPO in Europe, we have a truly unique view of the learning vendor market. We have the advantage of being able to offer not only insight into the 'best' the market has to offer, but also an understanding of how and where these vendors' services are most effectively employed, and the benefit of large-scale cost savings that we pass directly on to you, the client.

Across our own portfolio, we count some of the industry's best-loved brands – including **Brightwave** (award-winning digital content agency), **Knowledgepool** (industry-leading managed service provider), **Blue Sky** (multi award-winning people change consultancy), **G2G3** (immersive agile simulations), and **Fire Service College**.

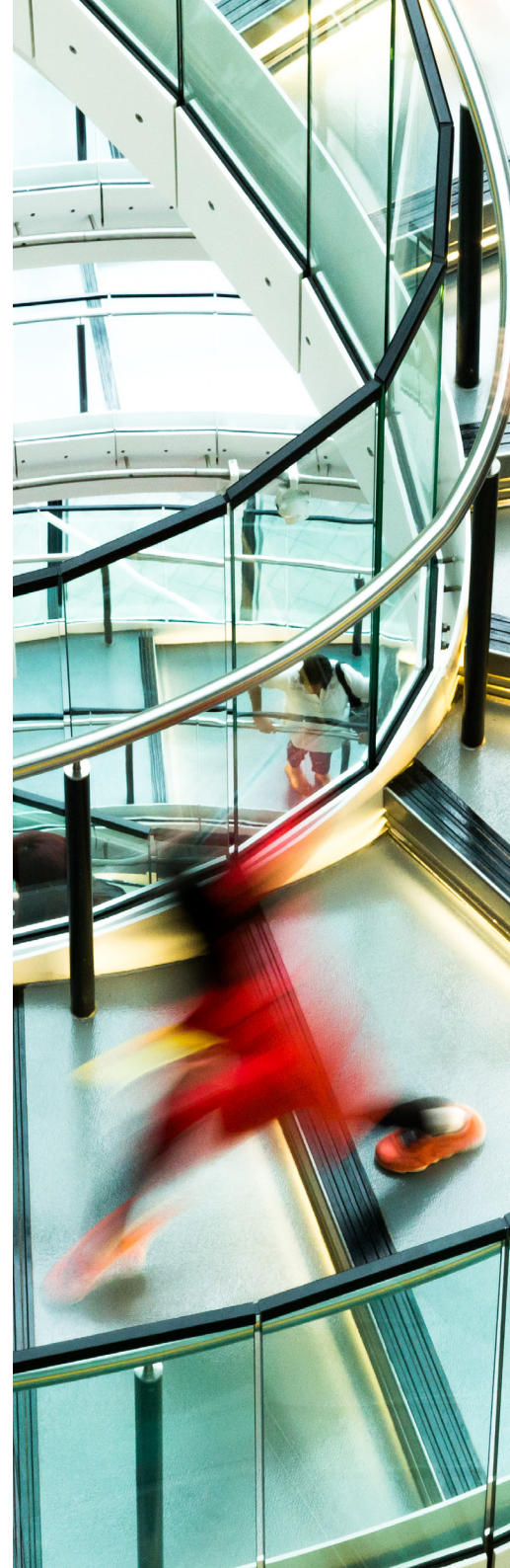
Whatever you need – whether it's blended learning or an LMS – and however you need your learning to work – whether for instilling niche skills or to support compliance – we can help.

Challenge: Ensuring your people are exhibiting the right behaviours.

That doesn't just mean ensuring people have the right understanding of things like unconscious bias and equality and diversity, it's also about forging the link between behaviours and wider compliance. Instilling the right behaviours in your people is intrinsically linked to your organisational culture; it's about how your people treat each other, and how they approach and manage things like risk that have the power to carry serious implications for your business if mismanaged.

Solution: High quality digital content, delivered in a campaign format.

We specialise in making traditional compliance content compelling, relevant, and engaging. Most of all, though, we know how to alter behaviours for the better – and our industry awards and customer testimonials are testament to that. Our learning content is designed to be deployed in a bitesize fashion, across multiple devices (including our tessello LMS), and is typically supported with an integrated campaign specifically designed to reach even the most resistant of learners.





Challenge: Empowering and upskilling your managers, and developing effective leaders.

We all understand how important workplace culture is, so it's important that if businesses are going to thrive, we invest the time and energy into developing great leaders. As we start to think about things like purpose and motivation as key drivers for employees, it's clear that managers at all levels have a vital role to play in energising and leading the workforce – exhibiting positive behaviours and identifying high performers.

Solution: Leadership and management development programmes across three core tiers.

Leadership and management development is an area that we specialise in. As such, we are able to offer a wide range of solutions depending on the specific nature of your individual requirements. If you're simply looking for high quality learning material that can be deployed into an existing learning framework, we have a range of programmes spanning personal effectiveness, team management, and leading change.

We also have 'bitesize' blended programmes that allow you to focus on a specific area of management development; delivering a blend of pre-course digital learning, a 90-minute facilitated classroom session, and post-event material for reinforcement.

If it's something more comprehensive you require, our award-winning people change consultancy, Blue Sky, specialises in building and delivering tailored leadership development programmes that can be built with your specific goals in mind. These programmes are typically longer term; utilise blended delivery and 'coaching sprints'; and take a more strategic and holistic approach to your leadership challenges.

Challenge: Improving the performance of your people to ensure they're achieving their full potential (and being able to demonstrate the clear link to learning).

Improving performance is about equipping your people with the tools they need to be at their best – whether that's in terms of specific skills, or simply developing effective personal habits.

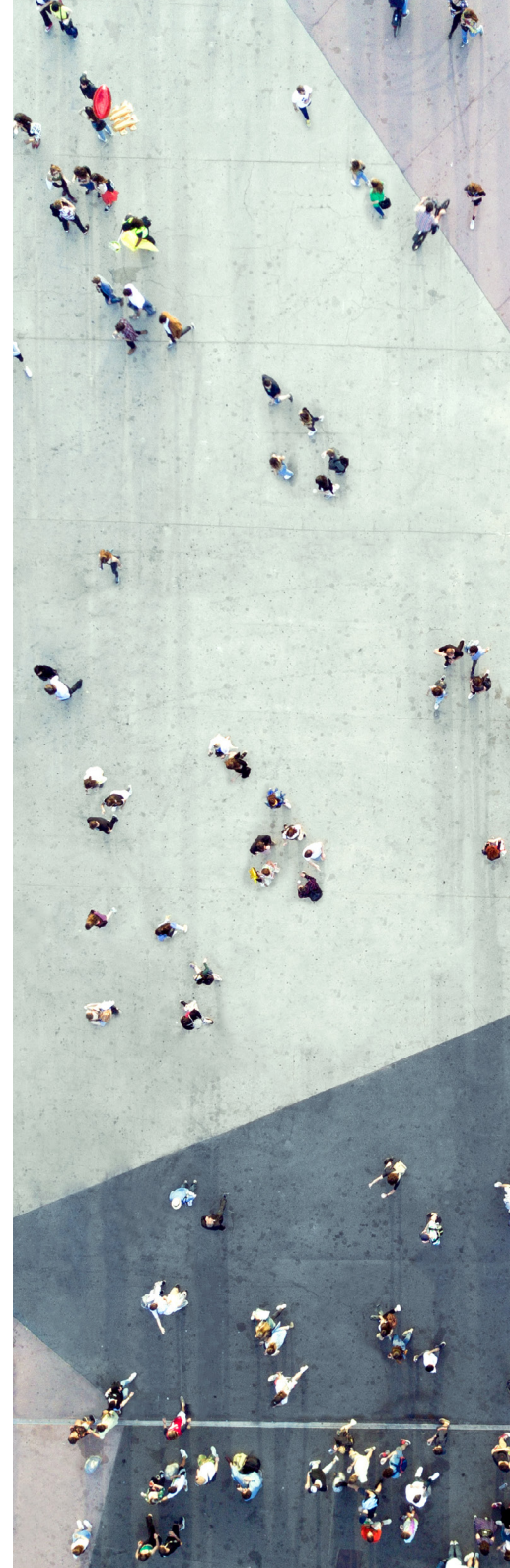
Being able to drive performance outcomes as a direct result of learning – and being able to demonstrate this impact – has long been the 'holy grail' for L&D functions. This challenge isn't a new one, but tackled properly it allows greater control in influencing the outcomes that matter to your organisation, whilst gaining the trust you need to build the case for further investment.

Solution: Creating tangible business improvement through the development of people.

Whilst we're capable of delivering complex and mature learning analytics projects (leveraging data science capability from across the Capita business), we're also able to support you with smaller, more focused initiatives designed to demonstrate immediate impact of learning on key business outcomes.

Our approach and methodology drives cultural and performance change through focus on three main things: creating clarity at senior level; enabling a climate for people to be successful; and bringing the skills, mindsets and behaviours that are the backbone of a customer-centric environment. We help our clients to achieve outstanding business outcomes – from improved sales and service, to better employee engagement, to large-scale business agility transformation projects.

On average, our projects yield a 300% return on investment – and our track record includes work for some of the UK's best known brands.





Challenge: Preparing people for change, and effectively managing that change.

As organisations flex and adapt, change is inevitable. Whilst change often brings large-scale improvements, it can be daunting for employees, and gaining buy-in from your managers and leaders can be critical to ensuring the success of your change programmes. There are so many examples of where organisational transformation is led from the point of view of tools and technology, but it's a well known fact that those that fail to consider the human element of change programmes are highly likely to fail. How can you ensure that your people are prepared for change, and have the right mindset to deal with disruption?

Solution: Award-winning change programmes and immersive agile simulations.

Helping businesses prepare for change is one of the things we do best. Not only do we have a large range of proven change management programmes, but we also offer a unique set of immersive simulations from our G2G3 consultancy business that can help you simulate change for your people before it actually happens.

We create virtual business environments that immerse your teams in a fast-track learning situation where they see the change and understand what it means for their role. Our simulations are role-based workshops designed for up to twenty colleagues at a time. Facilitated by experts in psychology and change management, they use game dynamics to empower your teams to work together, to experience the transformational impact of your new ways of working, find solutions for themselves, and learn from the results.

Challenge: Needing to continually skill, upskill and reskill your workforce in response to changing business demands.

Business requirements change, and so do your skills requirements. Upskilling your people is not a static activity – it's something you will need to do on an ongoing basis if your organisation is going to thrive. As the nature of roles and tasks change, you need to be able to help your people develop new skills, as well as quickly identify skills gaps, and move to close them.

Our latest research identified that in nearly 9 in 10 managers believe that it's more effective to build rather than 'buy' skills – with the most valued capabilities being cited as innovation, creativity, tech/specialist skills, leadership and IT skills.

Solution: Gaining agility through adaptive reskilling - content, apprenticeships and more.

In today's fast-moving climate, learning is a lifetime occupation. Depending upon your wider approach to organisational L&D, we have a variety of services that can help you gain the agility you need to quickly respond to changing skills requirements.

With an established team of specialists in content design and delivery – and an infrastructure capable of delivering at scale – we have the ability to rapidly build and deploy learning into your organisation. Our bespoke content services allow you to work with our experts to build tailored interventions to reskill and upskill your colleagues where you need it most.

We're also expertly placed to introduce you to alternative routes to reskill your workforce – such as the flexibility and funding options delivered through **apprenticeships**.

If your annual wage bill is over £3m, you may well already be paying the apprenticeship levy – which means leveraging this funding can be a smart way to get more for your investment without outlaying on costly L&D projects. We help some of the UK's largest organisations realise the value of apprenticeships – not only as a route to build skills for new talent, but also as a mechanism by which to cost-effectively reskill and upskill existing colleagues. As apprenticeships offer on-the-job learning and deliver qualifications up to the equivalent of a master's degree, they are a highly effective way to build an agile skills framework into your organisation, without incurring significant additional cost.





ENGAGE

Challenge: Ensuring you're considering key areas such as wellbeing, mental health and inclusion.

Whilst equipping people with the right skills and knowledge to perform their roles is important, a workforce that is also inclusive, happy and engaged is a far healthier and more productive workforce. As a responsible business, it's important to consider all aspects of your employees' health – financial, physical and mental. Poor mental health is already contributing not only to individual unhappiness, but also to higher rates of absence through sickness and reduced engagement. Our Human to Hybrid research also told us that more than three quarters (76%) of organisations admit that they need more support and advice around equality, diversity and inclusion.

Solution: Wellbeing strategy, mental health and ED&I consulting.

Wellbeing: Our expert team have experience of working with HR functions across a wide range of organisations to ensure that wellbeing becomes a consideration at all stages of the employee lifecycle (and in day-to-day operations). Our approach initially encourages feedback from the workforce, and then brings together the relevant people to coordinate a collective business response.

Mental health consulting and training: We work with organisations to help them better understand the importance of employee mental health; building mental health toolkits for line managers, and giving them the information, tools and techniques to spot the early signs of ill-health and to know how to respond.

Equality, diversity and inclusion: Besides offering consulting in this area, we can help organisations assess competencies around inclusion and wellbeing amongst their leadership population. We're then able to advise businesses in reviewing leadership and management performance against objectives such as being an inclusive leader and enabling flexible and agile working within their teams. This 'top down' approach ensures that the core principles of equality, diversity and inclusion percolate through all layers of the organisation – and are led by senior example.





Challenge: Keeping your workforce engaged – rewarding and recognising your employees’ successes, and planning for their futures.

95% of HR and benefits leaders believe that their rewards strategy will need to evolve in a hybrid workforce – becoming simpler and easier to engage with, offering more personalisation around individual benefits, and becoming more aligned with the organisation’s vision and values. Rewarding employees and recognising their successes is a key part of ensuring your people feel valued and keeping them motivated to succeed.

Solution: Benefits strategy review, pensions consulting.

As a core part of our offering, we provide a range of services around employee benefits – from payroll administration to benefits package design and consulting – all tailored to reflect the changing needs of your business and your workforce. We help businesses build flexible and personalised reward programmes suited to the diverse individuals that make up their workforces.

We are also one of the UK’s largest and most trusted providers of pensions consulting and administration. Looking after your employees means planning for their futures; we offer expert advice and practical support to manage risks, investment, legal obligations and administration.

PROVEN TRACK RECORD

When it comes to delivering real outcomes across the people agenda, we've got you covered.

Meeting the challenges ahead means understanding people, their motivations and how they can perform best at times of rapid change. It's what we're best at. We're market leaders in developing and delivering talent solutions, with a record of creating better outcomes for a wide range of leading public and private sector organisations, and the individuals who work for them. Our focus is on enabling the workforce to make it fit for the future.

Our people-centric interventions are rooted in the latest technologies, driven by advanced analytics, and integrate smoothly with your existing systems. They are delivered with highly experienced providers and developed to achieve measurable business impact. In short, we're a trusted, highly effective partner who supports, advises and guides clients and their people on their transformation journeys to deliver positive, future-proof results.



Attract: Define what your workforce needs to look like to deliver your organisation's objectives and find the right talent and skills to resource it.



Develop: Build a robust learning and development framework to furnish your people with the skills and behaviours they need to succeed.



Engage: Ensure your people are happy, engaged, and appropriately rewarded and recognised for their valuable contributions.





THE JOURNEY STARTS WITH A SINGLE STEP

Whilst there's no silver bullet for future proofing your organisation, recognising the importance of your people and investing in their development is a great place to start.

We've established that – in a world where workforces are fully tech-enabled and furnished with the benefits of process automation and intelligent systems – it's the individual qualities and attributes of your people that will be the difference and make you stand out from the crowd.

As the differentiator in an ever-more competitive landscape, it's important to begin the journey to equip your people with the confidence, resilience and culture they need to succeed, now. Whether that's finding a partner to help you define your entire future roadmap, or simply beginning the journey with a single step, let us help you navigate the critical areas of culture, skills and leadership to help your people – and in turn, your organisation – thrive.

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*The Human to Hybrid research shows that the majority of HR leaders are aware that the efforts to build an optimal workforce over the next five years will have a significant impact on the way that their departments operate and approach talent acquisition, learning, and employee engagement. With this transformation well underway for forward-thinking organisations, for those that haven't started, **time is now of the essence to begin planning for a talent strategy that fits with the wider business' strategic goals.***



ABOUT CAPITA PEOPLE SOLUTIONS

Workforce enablement through the human difference.

In a future defined by disruption, it's the skills and capabilities of individuals within an organisation that hold the key to success. Capita People Solutions is positioning itself as a partner for the challenges ahead. As consultants, we help clients develop people strategies that deliver measurable business value. But we don't stop there. We also offer a modular range of resourcing, learning and workforce solutions that enable them to put ideas into practice. Our clients are able to access the interventions they need, when they need them.

In such a fast-changing landscape, no one can predict what skills their business will need in five years' time. We help our clients plot the gap between what they have today and what they may need in the future from a talent perspective. We ensure they recruit and develop core skills and capabilities that align with their corporate strategy. Our interventions focus on individuals, identifying and reskilling people with the potential to evolve in line with the organisation, and maximising engagement and performance. Together, we help our clients realise the human difference.

Get started today. We'd be delighted to come and see you for a conversation about your challenges, and discuss how you can start preparing your people and your organisation for the future of work.

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