

Best Recruitment and Workforce Planning Strategy

Winner

BT Security

Cybersecurity has become a significant worry for UK boards. At *HR* magazine, we see study upon study showing c-suites anxious their companies' data might be held hostage or stolen.

Despite the threat, the UK lags behind international efforts, and cybersecurity training is often low on the budget sheet.

BT Security, the group's cybersecurity wing and one of the fastest-growing parts of the business, has been no exception.

Part of the issue is that many people are under the false impression that the only jobs available in cybersecurity require a highly specific set of technical skills. In fact, the field needs a broad range of skills, many of which are transferrable.

BT Security therefore decided to tackle this skills gap head-on with an intensive 17-week bootcamp, in partnership with training provider Capslock.

In less than four months, BT Security completed a rigorous recruitment process, targeting high-potential employees and those whose roles were at risk.

Just 30 out of 200 applicants made the final selection. None had any experience of the cybersecurity industry.

The cohort's diversity was well above average for the industry, with 40% being women, and 40% being of an ethnic minority, compared with industry averages at just 22% and 25% respectively.

BT's support for these employees who dared to take a leap into an unfamiliar industry was exemplary. Each one was paid their full wage throughout training and was guaranteed a role in BT Security at the end of the programme, which HR accounted for by backfilling vacancies and modelling predicted attrition.

The approach required HR, recruitment and people transformation teams to work tightly together to identify the business' needs, focus on areas of potential, and



build a close relationship with a brand-new training provider.

All 30 trainees completed the course and were offered permanent roles, gaining at least four recognised industry certifications.

Gemma, now a transformation analyst, said: "This year I turn 50, and I never thought I would be given the opportunity to be part of the cybersecurity team, to protect our company, customers and communities from cyber-attacks.

"This has changed my life, and I know I will never look back."

The programme, delivered by a small team across various HR functions and

unusual in its agility for the company, saw significant engagement from senior stakeholders, like the group's global head of learning and development.

It was also picked up as a model of best practice by the group's HR director, and – unheard of for a recruitment campaign – recognised by the group's CEO.

Communications around the programme have been astoundingly successful too. From just four videos and two press releases, the programme has generated 920,000 unique website visits.

Judges found the strong employee advocacy of the programme impressive, alongside its 93% net promoter score. One judge commented: "A clear and well-articulated strategy to address a business challenge.

"There was great stakeholder engagement and recognition, and I particularly liked the candidate feedback, which was used to reinforce the employer brand [...] A great submission and clear category winner." **HR**

Shortlisted

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Arowana

**NHS Midlands and Lancashire
CSU**

Travis Perkins