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introduction

“Now is absolutely the time to invest in the talent and skills of our people. If talentmap can help more employers, public and private, large and small, to do more now then we will all reap the rewards.”

Sir Michael Rake, Chair, UK Commission for Employment and Skills

setting the context

Now is the time...for UK businesses to invest in talent and skills.

To remain competitive in the new global economy, employers will need to keep up the pace on building the skills and innovation that will drive the success of their businesses – and the UK economy as a whole. Because the capability of our people is critical to this, there is a need for more employers, across the UK, to do more to build the talent and skills of their workforce and their industries. Even when, arguably especially when markets are tough, our future growth will depend on the commitment, productivity and ability of our people.

Employers consistently say that it is difficult to work with publicly-funded employment, skills and education systems because the complexity of the landscape makes it hard for them to find and access the products and services that they need.

So, while there are a lot of publicly funded and supported schemes, initiatives and programmes to support UK employers, it is this complexity which makes it difficult for them to engage – this, in turn, is a barrier to scaling up the amount they do.

Employers are calling for a simple view of the employment, skills and education systems which can help them to:

- ensure that the investment they make in their people impacts directly on the success of their business
- improve the cost effectiveness of their business
- do more now, in preparation for the upturn.

That's where **talentmap** comes in...

the talentmap coalition

talentmap is a business-led initiative, driven by the need to encourage businesses to do more to develop talent and skills in their people.

talentmap is brought to you by a unique UK-wide collaboration of employers, governments and brokers working together to create a simple framework and an interactive web tool.

During its development, the structure and language of the talentmap framework was tested with hundreds of employers across the public and private sectors to ensure that it reflects business priorities in a language that is understood by UK businesses.

The coalition members are as follows:

Business members:

- British Chambers of Commerce
- Business in the Community (BITC)
- Commission for Rural Communities (CRC)
- Confederation of British Industry (CBI)
- Federation of Small Businesses (FSB)
- Sector Skills Councils (SSCs)
- UK Commission for Employment and Skills (UKCES).

National Governments and Westminster Departments:

- Business Link/HMRC
- Northern Ireland Executive
- Scottish Government
- Welsh Assembly Government
- Westminster Departments - BIS, DCSF, DWP and the Talent and Enterprise Taskforce.

Around 100 organisations have already demonstrated their support by becoming content partners and linking their web content to the talentmap web tool. Hundreds more will become involved in the coming months. You can find a list of the founding content partners in section 5 of this booklet.

“In a recession, employers know that it is the talent and skills of the people they employ that will help them survive now, and then thrive as the economy recovers. Indeed, a survey of employers published by the Institute of Directors reinforces the fact that most employers know just how important it is to invest in skills. It also showed that most employers find the publicly funded training and skills system is too complex and difficult for businesses to use.

“There is a huge amount of help and support available for employers, often free of charge, but it’s not always easy to find. By ‘hiding the wiring’ in the system, talentmap offers a simple joined-up view that helps employers to understand what they can do across the education, employment and skills systems and allows them to search for help and sources of funding from key organisations.

“Now is absolutely the time to invest in the talent and skills of our people. If talentmap can help more employers, public and private, large and small, to do more now then we will all reap the rewards.”

Sir Michael Rake, Chair, UK Commission for Employment and Skills

“Small businesses find it particularly difficult to navigate the employment and skills landscape. We believe that talentmap will help small businesses across the UK find the help they need to recruit and develop their people.”

Colin Willman, Education and Skills Chairman, Federation of Small Businesses

“The British Chambers of Commerce is delighted to support talentmap – we believe that helping employers find support to build talent and skills in their business will help ensure that UK businesses remain competitive.”

John Lucas, Policy Advisor, British Chambers of Commerce

“talentmap is a tool that can help both employers and brokers ensure that UK businesses are able to improve their performance through skills.”

Kevin Brennan MP, Minister for Further Education, Skills, Apprenticeships and Consumer Affairs, Department of Business, Innovation and Skills

“In a global market place the competitiveness of businesses – and of the UK economy – will depend above all on high-value-added skills, talent and creativity. That requires action on all fronts, from raising the bar on entry level skills through to preparing for leadership; from broadening the recruitment pool to re-training throughout a working lifetime. talentmap provides a simple and valuable framework for any business to identify the components they need to develop their own talent strategy.”

Lucy Parker, Chair, Talent and Enterprise Taskforce

what is talentmap?

talentmap is a business tool to help you build and implement your people strategy:

- **Firstly it's a simple framework to help UK employers consider the full range of ways in which they can build talent and skills in their business, and challenge them to do more;**
- **Secondly it's an online tool to help employers navigate the education, employment and skills systems in the UK and find the publicly funded help and support that is out there.**

1 the talentmap framework:

- is a simple framework for employers to engage with the education, employment and skills systems across the UK
- sets out for employers priority areas where they can build talent and skills to improve performance in their businesses
- offers employers of all sizes and sectors the building blocks to build on, and even create, a plan to develop talent and skills
- uses a common business-led language for employers, brokers and governments.

2 talentmap online:

- is a web tool that allows you to search for public funding and support that relates to your sector and region
- uses the framework to help you search for the help you need for your business
- takes you to a wide range of content that is already available on the web across many sites, from a single point of access
- allows business and brokers to think broadly about skills and employment priorities inside and outside their business.

what are the benefits?

talentmap has been developed to help businesses improve their competitiveness and productivity through their people. And if used effectively, the tangible benefits can be far reaching...

Increase business productivity –

People are the most important asset in any business. Improve the performance of your business through the talent and skills of your people – talentmap helps you consider the range of ways you can develop talent and skills and can help you find the publicly funded support you need.

Be more cost effective – When resources are tight, it's important to extract maximum value from your investment in your workforce. talentmap helps you find publicly funded help and support, and ensure that the investment you make in your people impacts directly on the success of your business.

Recruit the best staff – Get help with the way you recruit your workforce – you may find you can get new staff from surprising places. It all helps to ensure that you have the right people with the right skills to make your business prosper.

Address future skills shortages –

A business can only succeed in the medium to long term if it is able to find new staff with the skills it needs. Work with your Sector Skills Council and the broader education system to make your sector more attractive and ensure that your future workforce has the skills and qualifications you need.

Grow your future leaders –

Successful businesses grow their own talent. Find out how you can help your staff progress through the different levels of your organisation by using effective workforce planning and development programmes which will pay off in better productivity.

Maximise the skills of your workforce –

Improve the skills of all your employees, from those at the front line right through to managers and leaders. From basic employability to technical skills and from apprenticeships to leadership skills, there's lots of help and advice available here.

Enhance the reputation of your business –

Attract and retain the best people by enhancing your reputation as a business that is committed to building skills and developing talent. You'll also improve your standing as a good employer with customers and other stakeholders.

Future-proof your business –

Engage with schools, colleges and universities in the UK. You can help to influence the type of qualifications that they can offer in the future, ensuring that their courses meet your needs and helping your industry to be more attractive to prospective employees.



the framework

the framework



The talentmap framework has been developed to help you meet the talent and skills needs of your business.

By providing a simple single view of the employment, skills and education system, it can help employers, brokers and educators work more effectively together to improve the competitiveness of UK business.

Explore the framework and see where there are gaps in your current skills provision that might help your business face the economic challenges more effectively.

about the framework

- The talentmap framework is built using language that employers use, and does not include the jargon that is sometimes used by brokers and providers. Employers have told us that the language of the framework makes sense to them
- Based around five themes, the framework helps you consider the broad range of talent and skills issues that might affect your business
- You can use the components of the framework as building blocks to develop your business' plan for talent and skills
- You may choose not to do something in every category of the framework, but it may well help you identify gaps in your current plan, spot new possibilities and grasp opportunities to move your business forward
- The framework has been developed so that you can work across, as well as within, the themes. So for example, you might “engage with education” (theme 4) in order to “develop your people” (theme 1) – see “using the framework” (p33).

“Our industry has a critical shortage of engineers and technical skills. Over the next five years this issue will become more acute if we don't find innovative ways to fill the gap. talentmap is a fantastic tool which simplifies what can sometimes seem to be a very complex business issue. It has helped us to devise a suitable journey for our business and has opened up many unknown and unthinkable options for the development of talent and skills within our sector.”

Patrick Clarke, Director
of Connections, EDF Energy

the framework in detail



the five themes

1. Develop your people –

Get the best from your people. A company's workforce is its most valuable asset. Develop your workforce to ensure that your business is adaptable and ready for the future.

2. Find new people – Bring fresh blood into your business. All businesses need to be able to recruit new people with the necessary skills, knowledge and attitude at every level of their business. Consider the merits of employing apprentices or graduates, or look to broaden your recruitment pool.

3. Improve performance –

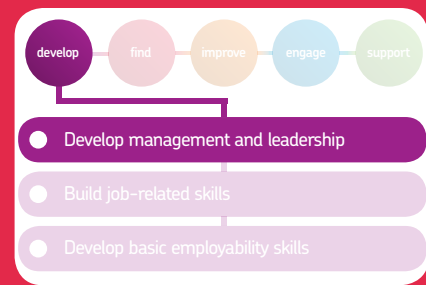
Consider how your people strategy is embedded into your business processes. Continuous improvement on efficiency and the capacity to innovate are essential to cope with the current recession. Improve the way your business works through its people and influence the performance of your suppliers so they have the appropriate skills to support you.

4. Engage with education –

Engage with the education system to ensure your future workforce has the skills you need. Engaging with education is not only about sharing your expertise with students, it's also about attracting your future workforce. Just as importantly, your employees can gain new skills to bring back into the workplace.

5. Support your industry –

An education, employment and skills system that is responsive to the needs of industry is critical to the UK's economic success. Play your role in helping shape the system.



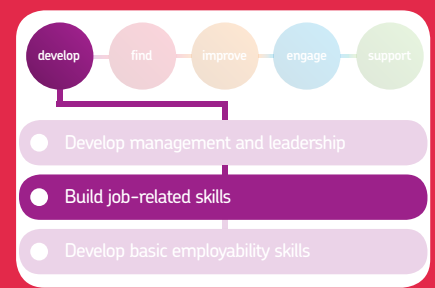
1. develop your people

Develop management and leadership – Driving business success and innovation starts with the leadership and management of your business. Maximise the impact of the leaders in your business, or look to develop their management or supervisory skills.

- **Leadership** – Great businesses have great leaders with the capability to inspire and motivate. Make sure you grow leaders with these key leadership skills.
- **Supervisory training** – Provide members of your staff who supervise or manage others with the skills to manage their teams effectively.
- **Mentoring and coaching** – Continuing support for your team leaders through mentoring and coaching can deliver significant improvements to your business and can help embed theoretical learning.
- **Problem solving** – Business leaders and managers need to have the ability to identify and resolve challenges in their organisation.
- **Time management** – Time is a resource that managers never seem to have enough of. Build time management skills into your managers to help them to do more for your business.
- **Business planning** – Many of the skills needed by managers and leaders are people-focused, but effective managers also require so-called hard skills, like business planning techniques.
- **Professional qualifications** – Ensure that your managers have the required accredited skills and qualifications for their current and future roles.

“Managers in UK businesses receive particularly low levels of training in comparison with other OECD nations.”

Eighteen months after setting up Covert Security Agency Ltd, Chris Lundie recognised that it was no longer a start-up. “Strategies for growth needed to be put in place and, while I had plenty of ideas, I wasn’t sure I had the right skills. I enrolled in a series of professional development programmes, which I researched with help from Scottish Enterprise.”



Build job-related skills – All companies have training and development needs that relate to the specific roles within their business. From induction, through vocational qualifications and apprenticeships, to higher-level technical and professional skills, we can help you find support for your business.

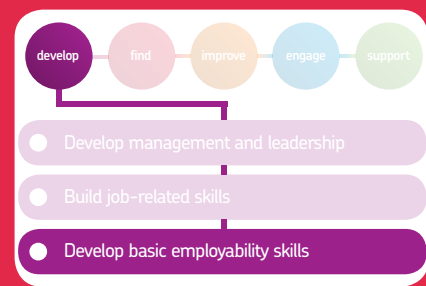
- **Induction training** – Get your new people off to a flying start by providing effective induction training. It will pay dividends for your business.
- **General vocational skills** – Provide your workforce with the broad-based skills they will need to deliver results. Sometimes these can be effectively delivered through nationally recognised vocational qualifications.
- **Technical skills and qualifications** – Some roles require specific skills: ensure that your employees have the appropriate training and qualifications.
- **Professional qualifications** – Many companies have professionals such as accountants and HR staff within their organisations. Make sure their skills are up-to-date.
- **Apprenticeships** – There's a major drive towards the offering of more apprenticeships. Make sure your organisation is taking advantage of this to make your business more effective, productive and competitive.
- **Supervisory training** – Develop your front-line staff into your future supervisors by providing the skills for them to manage others.
- **Health and Safety** – Know your legal obligations under health and safety regulations. Equally, businesses that take good care of their staff are more productive because employees find them better places to work.
- **Regulatory training** – In a range of sectors there are areas of training and assessment that are legally required. Make sure that you comply. Assess and refresh your staff's knowledge and skills.

“Rather than simply being slaters or tilers, we wanted all our employees to be able to do things like lead work, metal roofing and cladding as well,” says Markus Micklewright of Nightingale Roofing & Building Services. Through Train to Gain they found suitable NVQ courses to give the staff the specialist roofing skills they needed. “The staff are now more versatile, with a wide range of skills in addition to their specialties – meaning that the business can take advantage of more opportunities.”

John Lewis Newcastle currently has 312 Non Management Partners qualified to NVQ level 2 in a vocational qualification relating to their current role, which means it is well on target to achieve their aim of 400 by 2010.

Phil Andrews is the managing director of The Industry Exchange. Phil makes health and safety a priority because it helps protect his five employees, who he believes are his most valuable asset.

Over the course of last year over 1,700 McDonalds employees participated in the company's newly accredited Basic Shift Managers course.



Develop basic employability skills – These are the fundamental skills on which all job success is built. Whatever their role, your employees will need to demonstrate these skills.

- **Literacy** – Basic literacy is sometimes taken for granted, but there are still many people in the workforce today who lack these basic skills which they need to do their job effectively – and are the foundation of any future up-skilling.
- **Numeracy** – To be effective in the workplace, employees need to demonstrate basic numeracy skills.
- **IT skills** – Computer skills are needed more and more in business these days. Consider how you can improve the knowledge and aptitude of your workforce.
- **English language** – The UK workforce is made up of employees from many different cultures; at times difficulties with English can act as a barrier to effective performance.
- **Problem solving** – Effective employees demonstrate self-reliance and the ability to deal with the unexpected. Problem-solving skills can help your employees make a greater contribution to your business.
- **Time management** – All employees need a disciplined framework if they are to be effective and progress in your business. From the basics of turning up on time to the skills that staff need to prioritise their tasks, time management will be critical to their success.
- **Communication** – Your workforce needs to be able to communicate effectively with both colleagues and customers.
- **Teamwork** – The smooth running of your business will depend upon effective teamwork. Make sure your staff understand its importance.
- **Customer awareness** – How you treat your customers (internal and external) can make the difference between success and failure for your business. Stay competitive by making sure your staff are focused on the needs of your customers.

Boots restructured their distribution centres, affecting 2,500 employees. Skills for Life was placed at the heart of a people strategy for those affected, with 18 Lifelong Learning Centres opening and local learning steering groups. Engagement in learning has led to stable turnover despite the closures, which has contributed to agency cost savings and an increase in service level to stores.

Merseytravel carried out a learner survey which identified that 1 in 4 employees had a significant literacy need. Merseylearn was established with support from the Union Learning Fund, BERR and the LSC. The programme has saved the company hundreds of thousands of pounds through reduced absenteeism.

Southern Trains' vision is to empower its workforce to 'think like the passenger', providing excellent customer service. By providing tailored basic and vocational skills training, it is strengthening the ability and confidence of employees to respond effectively to passengers' needs and play a wider, more active role in the communities in which it operates.



2. find new people

Recruit people – From planning your recruitment through to filling vacancies, you can get help and advice from a range of organisations. In some cases, you might be able to access funding too.

- **Get help with recruitment** – One of the challenges, particularly in smaller businesses, is that managers are not involved in everyday recruitment and may not be up to speed on techniques and resources. Discover how your business can get recruitment help.
- **Recruitment planning** – Effective recruitment is at the heart of business success. There's help here to enable you to build a plan to meet your present and future recruitment needs.
- **Apprentices** – They can inject much-needed youth and enthusiasm and provide the future lifeblood of your organisation. Discover how you can help your business and give a young person relevant training, a nationally-recognised qualification and a future career.
- **Graduates** – For many companies, the graduates are the leaders of the future. Get help to find graduates with the skills and qualifications your business needs.
- **Recruitment of specialists** – Sometimes, businesses have a need to recruit people with specific skills. Agencies and organisations are here to help you track down these specialists.
- **Local employment partnerships** – There may be a local partnership in your area specifically to help businesses like yours to engage effectively with the workforce. Jobcentre Plus has formal local employment partnership arrangements which you could find very useful.
- **Careers fairs** – These can be a valuable tool, particularly when looking for a number of new staff.
- **Employment law** – Make sure you understand the rights and responsibilities you have as an employer when you recruit new staff.

“Apprenticeships form a key part of our recruitment and training strategy. We see this as an important investment in our future success as a business. We aim to maintain and, over time, grow this investment even during this period of economic downturn.”
Ilan El-Mokadem, Group Managing Director UK and Ireland, Compass Group Plc.

Electrical appliances giant Hoover/Candy in Merthyr Tydfil committed itself to Local Employment Partnerships in September 2007. Recognising that there was untapped potential within the local community, Hoover/Candy agreed that all referrals made by Jobcentre Plus (and its partner organisations) would result in a guaranteed interview.

Despite the current recession, it is anticipated that almost 2 million additional jobs will be created by 2020.

China and India combined produce 4 million graduates per annum against the UK's 400,000.



Broaden your recruitment pool – Successful companies recruit new staff from a wide range of sources. Have you thought about looking in new places to fill your vacancies? Perhaps there are unemployed people in your local community that have exactly the skills and attitude you are looking for.

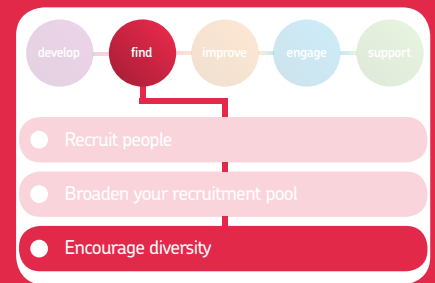
- **Reaching new recruitment pools** – If you always recruit from the same source – such as newspaper advertising – you may miss some of the opportunities your competitors are taking.
- **School leavers** – These can be a rich source of talent. Make sure you engage with local schools to reach all your potential employees.
- **Apprenticeships** – There’s a major drive towards the offering of more apprenticeships. You can take advantage of this to make your business more effective, productive and competitive.
- **Employ workers with a disability** – You must not discriminate against disabled people who apply to you for employment. Make sure you know the law and learn how to get help to make your premises accessible.
- **Work placements** – Work placements can help you see how a potential recruit might fit into your business, and help them understand the world of work too.

Since 2000 Tesco’s Regeneration Partnerships programme has aimed to open new stores in disadvantaged communities where lack of economic opportunity has led to a range of social problems and low investment. It targets local people unemployed for at least six months, including disabled people and those with low levels of numeracy and literacy.

Axis Construction developed a 16 week training course enabling students to move immediately into apprenticeship or training positions even if they had no previous experience. The trainees and apprentices include individuals with convictions, those with literacy and numeracy skill deficiencies and women, who still prove difficult to attract to the construction industry.

Concerned by the high percentage of their manual workers that were over 50, construction company Ringway established its Trainee Highway Worker apprenticeship scheme. Ringway developed the programme with its local college that targeted those young people on the NEET register between the ages of 16 and 24. The scheme has resulted in the company employing 33 young people from the NEET register.

Royal Mail East of Scotland employs individuals from under-represented groups in the local community. Working through external partners they provide work placements, work trials and job opportunities for clients with learning disabilities, long-term unemployed and socially excluded groups.

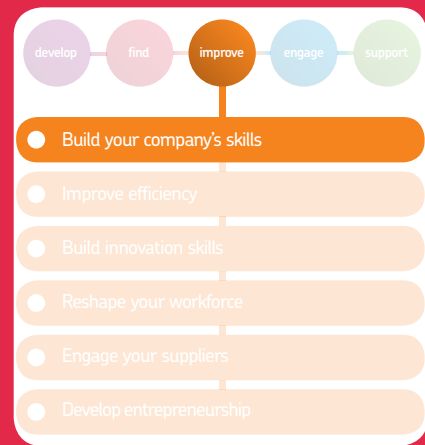


Encourage diversity – Many companies miss out on the opportunity to recruit the best people. Gain a competitive edge and make your company a more attractive business to work for by engaging with a diverse talent pool.

- **Equalities and diversity** – Considering equalities and diversity issues will help you recruit the best people and will ensure you get the best out of those who work for you. Equally, make sure that you are compliant with diversity legislation.
- **Employ workers with a disability** – You must not discriminate against disabled people who apply to you for employment. Make sure you know the law and learn how to get help to make your premises accessible.

“We can’t afford to become complacent when it comes to creating a great place to work. Clearly many other companies are recognising that diversity leads to innovation.” Lisa Gutierrez, Executive Director of Global Diversity, Cummins Engine Co Ltd

“Our diverse workforce brings many commercial advantages. For example, we find that older people are effective in call centre roles, because their experience enables them to handle difficult situations and provide mentoring for younger employees. In our retail outlets, a mixture of ages widens our market appeal and increases sales. Our reputation for equal opportunities has also proved useful in bidding for tenders, because larger organisations want concrete proof that their suppliers comply with anti-discrimination laws.” Carl Jones, HR Manager, Wheelies Direct



3. improve performance

Build your company's skills – To maximise the impact of staff development, successful companies ensure that the planning and evaluation of training is built into their people processes.

- **Training and career development** – Think about the development needs of your company's staff. Help ensure that each member of your team receives training aligned to the strategy of your business.
- **Appraisal and performance management** – Ensure that your training needs assessment is integrated into your company's appraisal process. This will ensure that training helps improve the performance of your team.
- **Progression and succession planning** – Develop your own people and prepare them for new or senior roles. It's both motivating for staff and cost-effective for your business.
- **Equalities and diversity** – Make sure your business is compliant with current legislation. Learn more about how you can take advantage of recruitment from a broader pool.

Anglesey Sea Zoo is Wales' largest marine aquarium, attracting over 75,000 visitors per year. Director and partner Alison Lea-Wilson introduced an appraisal system that has proved to be a key motivator for all 25 staff. "We wanted to ensure that employees' contributions closely fitted the goals of the business as well as providing a chance to recognise good performance."

IKEA's recruitment strategy is focused heavily on diversity and values rather than previous retail experience. Its commitment to diversity is demonstrated by the fact that it provides translation for non-UK applicants, both at the recruitment stage and during the induction process and its workplace motto is 'dare to be you'.

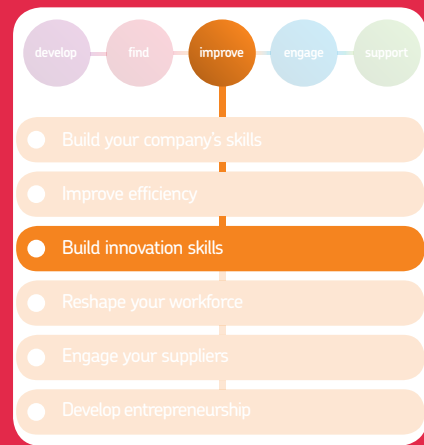


Improve efficiency – Improve the quality of your business processes through your people, by benchmarking your business against national quality frameworks or specific business improvement techniques.

- **Business processes** – Review your current business processes to ensure that they are effectively integrated and designed to maximise the efficiency of your business.
- **Quality management** – The development of a quality management culture and use of quality management tools and processes can add significant value to your bottom line.
- **Investors in People** – More than 30,000 UK organisations are recognised by Investors in People, covering a wide spectrum of UK industries. Investors in People provides straightforward, proven frameworks for delivering business improvement through people.
- **Improve your business practices** – Sound business practices can underpin the success of your organisation and make sure you remain competitive.

Autoglym Ltd, which produces a range of vehicle care products at its factory in Letchworth, has implemented a number of lean manufacturing techniques, including a complete overhaul of its product assembly area. “We estimate an annual cost saving of over £100,000. Customers benefit as well because lead times are shorter and delivery dates are more accurate,” said manufacturing manager Mark Evans.

Shuttleworth Veterinary Group has been established in Rossendale, Lancashire for over 20 years. Two years ago, practice owner Sue Shuttleworth piloted the Investors in People (IiP) Work-life Balance Model (WLB), resulting in overhauled procedures and a revised management style. One of the benefits has been improved motivation and retention among the practice’s 20 employees.



Build innovation skills – Are you looking for help to grow or diversify your business? Maybe you need to make your business more innovative, or you want to get a better understanding of the changing skills needs across your industry.

- **Grow or diversify your business** – Do you have an idea about how you might build or extend your business? There are grants and support available to help you achieve these goals.
- **Business innovation skills** – Businesses that can adapt to today's changing environment are far more likely to succeed.
- **Harness creativity** – Are you making the most of the ideas generated by your people? Make sure that you maximise the opportunities they create.
- **Industry knowledge** – Stay up-to-date with what's happening in your sector and more broadly within the business community. There are a number of organisations that can help ensure that you are up to speed.

Mitchell Charlesworth is a chartered accountancy practice with five offices in the North West. Aware of the need to maintain a competitive edge in an increasingly tough market, the company launched a specialist small business development service. The new service has increased profitability per customer and boosted business volumes. Business development manager Greg Harris explains how it was done. "The first step in developing a new service was consulting our existing clients. Through listening to feedback, we identified a market for a trusted business development service that leveraged the chartered accountancy brand."

Escrick Park Estate near York is run as a business, comprising commercial and residential property services, leisure facilities, land management and architectural consultancy. Accounts manager and administrator Jane Whetstone describes how staff are actively encouraged to contribute ideas. "A good example of how our consultation process reaps benefits is our new luxury holiday home park, The Hollicarrs. We brainstormed ideas with staff and decided to attend a leading holiday home show. Staff came up with the idea of promoting the holiday homes themselves. When the show arrived, we generated over 1,500 qualified sales leads, which translated into 25 homes being sold before the park was even opened."



Reshape your workforce – Companies continually need to reshape to adapt to the changing economic environment. Help and support is available to companies who are considering redundancy or restructuring.

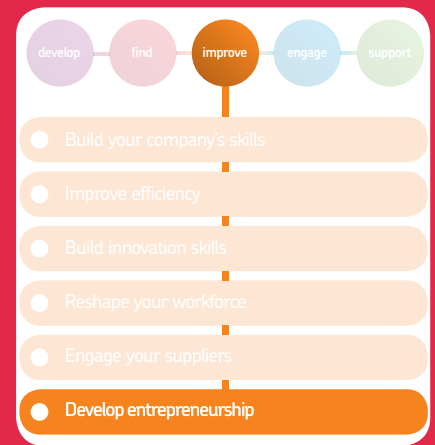
- **Support for downsizing** – In times of recession, when the going gets tough, companies need help to reduce their workforce through redundancy; whilst retaining critical skills.
- **Workforce development** – As your business changes, you need to consider the broader development needs of your workforce. These may include new responsibilities and different skills.
- **Restructure your business** – As businesses adapt to the changing environment, there may be a need for them to restructure their workforces. Get help from experts who can show you how to prepare for these changes.
- **Pre-retirement support** – Retirement can be a real challenge for employees. Show that you understand these challenges and help them transition from your business in a way that enhances your reputation and captures their experience.



Engage your suppliers – If your company has benefited from actively engaging in the talent and skills agenda, then so will your suppliers. Engage with your suppliers – and make your business more effective at the same time.

- **Procurement** – Ensure that your suppliers demonstrate the same commitment as you to the talent and skills agenda by building this requirement into your procurement process.
- **Supply chain liaison** – A business is fundamentally as good as its supply chain. Develop relationships with your chain to ensure that employment and skills issues are effectively managed and promoted.
- **Advice on working with suppliers** – Developing better relationships with your suppliers can help improve the performance of your business and the commitment of your suppliers. You might be able to help them build talent and skills too.
- **Engage your suppliers to improve skills and delivery** – If you can enhance the skills and performance of your staff, you can improve the performance of your suppliers too. Try to make these partnerships as effective as possible for you and your supplier.

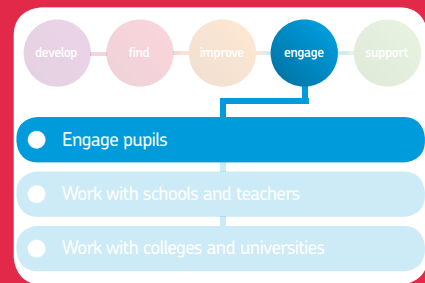
United Utilities set itself a target of improving supply chain performance across 12 focus areas. Buyers received extensive coaching on the focus areas and they used a risk assessment tool. Suppliers were supported through leadership, guidance, training and workshops. As a result, employee satisfaction has been increased to 95%.



Develop entrepreneurship – Thinking of setting up a new business, or keen to develop commercial acumen within your own team?

- **Help with setting up a new business** – Do you have an idea for a new business venture? Get advice on what you need to do to ensure that your idea will work and how to turn your idea into reality.
- **Business skills** – Sound commercial skills and acumen are essential in moving a business forward. Develop those critical hard business skills by accessing the help and support you need.

Little Helper designs and markets award-winning, safety-oriented furniture and accessories for babies and young children. “Having a Business Link adviser was fantastic. There were so many basic decisions to be made, it really helped having someone at the end of the phone to provide practical on-the-spot guidance,” says Kim Johnson.



4. engage with education

Engage pupils – Today’s school pupils are your future workforce. Get your employees involved in helping them prepare for the world of work and you may be surprised just how much your business benefits in terms of staff development and motivation.

- **The world of work** – Your business can provide young people with an understanding of the world of work that would be impossible without the engagement of employers. Get involved and transform the lives of young people in your community.
- **Enterprise and employability** – If young people develop employability skills and enterprising attitudes they will be more likely to succeed in the challenging world of work. Involve your employees in helping them and they can develop their skills at the same time.
- **Literacy and numeracy** – These are the skills that will underpin the future success of young people. Involve your staff in helping develop literacy and numeracy skills in your community and see how both sides benefit.
- **Science, technology, engineering and maths** – These subjects are fundamental to the UK’s future economic success. We need to ensure that pupils are inspired by the opportunities they provide. Involve your employees and bring these subjects to life.
- **Work-related learning opportunities** – There are a range of work experience, work placements and other work-related learning opportunities in which your business can engage. Whichever you choose, you can help young people better understand the world of work.

“As a result of our work with local schools, we have also developed a pool of individuals with the right skills for the jobs we have available, thus easing our recruitment woes.” Richard Gunton, North York Moors National Park Authority

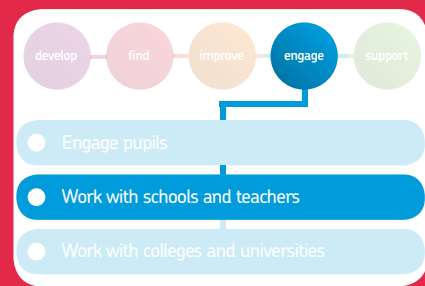
“I would encourage all employers to directly share their personal experiences with students as it is one of the best ways to get young people interested and inspired.” Tizzy Bowman, Carillion

“Employers are increasingly demanding certain skills sets from their new recruits. By getting involved in learning, they have the opportunity to help ensure they are developing skills needed in the workplace.” Andrew Francis, Hertfordshire University

“Standard Life’s “Step Up in Life” programme provides invaluable opportunities for young people to experience and prepare for the real world of work. The gains, however, are not limited to our children – involvement with the projects provides excellent staff-development opportunities both for staff within the Council and within Standard Life.” Gillian Tee, Director, Children & Families Dept, Edinburgh City Council

EDT, an independent registered charity, established in 1984, runs schemes to inspire and motivate young people to choose a career in science, engineering and technology. Working with businesses across the UK, EDT’s schemes involve over 5000 students each year.

Siemens Industrial Turbomachinery has developed an education programme ‘Generation 21 – Competency Management the Long Term Approach’ which provides opportunities for young people to link science, technology, engineering and mathematics into real-world engineering situations. Since 2003 there has been a 30 per cent increase in the number of applicants for the company’s Advanced Apprenticeship programme.

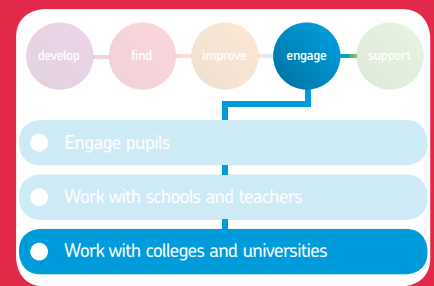


Work with schools and teachers – You have an understanding of business that schools and teachers would love to tap into. Get involved in helping ensure that schools understand your industry and are best placed to help pupils prepare for the world of work. Develop partnerships that will deliver new perspectives and learning for your leaders and managers too.

- **Leadership and governance** – Just as in business, leadership and governance are vital in the education sector. Engage your business leaders in your local school and see the advantages this can bring to both.
- **Skills exchange** – There are a range of business skills that are equally important for your company and for local schools. Find out how to get involved in programmes that will make a real difference.
- **Provide financial support for schools and courses** – Businesses can enhance their reputation and develop strategic alliances with schools by identifying where they can provide financial support.
- **Get involved with specialist schools** – Increasingly, a number of schools are focusing on particular subject areas or other specialisms. Depending on your sector or business, it may be appropriate for you to engage with these schools.
- **Get involved in developing/ sponsoring courses** – It's vital that schools provide courses and qualifications that are relevant to the needs of the business community. You can play your part by being active in helping develop, or providing financial support for, courses in your local schools.
- **Provide career information** – It can be difficult for careers advisers to keep up-to-date with developments in your industry. There are a range of organisations that help ensure that pupils get the latest relevant careers information.

“We recognised the need to engage with our community and in particular young people, as we found ourselves facing a real skills shortage in our area. Through working with young people, particularly those who need an extra bit of help to get into employment, we’ve been able to provide a mentoring role, help develop their skills, assist them in making the transition to, and manage, working life and develop our future workforce.” Colin Hood, Scottish and Southern Energy

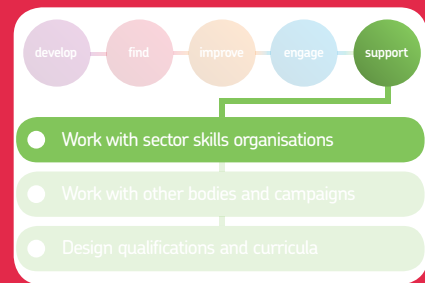
“Our staff benefit from the relationship too. They have to talk to pupils in layman’s terms and that makes them think. We also learn from the management skills of headteachers. They’re dealing with people issues, staffing issues, budgets, costs and maintenance. I’d certainly encourage other small businesses to get involved with schools.” Eddie Gouther, BEC Plastics



Work with colleges & universities – Your perspective can be invaluable to colleges and universities. Get involved in helping to ensure that the courses they provide are aligned to the needs of your industry. Develop partnerships that will also deliver new perspectives and learning for your own leaders and managers.

- **The world of work** – Your business can provide students with an understanding of the world of work that would be impossible without the engagement of employers. Get involved and transform the lives of young people in your community.
- **Enterprise and employability** – If students develop employability skills and enterprising attitudes they will be more likely to succeed in the challenging world of work. Involve your employees in helping them and they can develop their skills at the same time.
- **Science, technology, engineering and maths** – These subjects are fundamental to the UK's future economic success. We need to ensure that students are inspired by the opportunities they provide. Involve your employees with higher education and bring these subjects to life.
- **Leadership and governance** – Just as in business, leadership and governance are vital in the education sector. Engage your business leaders in your local colleges and universities and see the advantages this can bring to both sides.
- **Skills exchange** – There are a range of business skills that are equally important for your company and for local colleges and universities. Find out how to get involved in programmes that will make a real difference
- **Research and innovation** – Universities and colleges across the UK are renowned for providing high-quality research. Get your business engaged with your further or higher education institutions to reap the benefits from this research.
- **Investment in colleges and universities** – Interested in developing a partnership with your local college or university? It could pay dividends for your business.
- **Provide career information** – It can be difficult for careers advisers to keep up-to-date with developments in your industry. There are a range of organisations that help ensure students get the latest relevant careers information.

“Our partnership with local schools and colleges has helped us provide professional development opportunities for our staff, while reducing recruitment costs, notably for engineering and commercial opportunities.”
Gareth Humphreys, MBDA

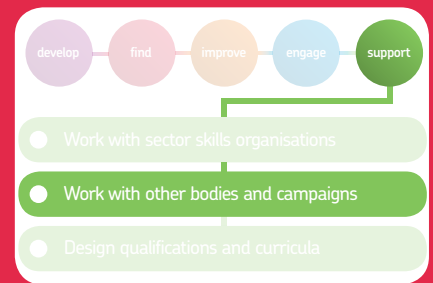


5. support your industry

Work with sector skills organisations – Sector skills organisations are committed to working with you to ensure that there is a clear understanding of what skills and qualifications are needed in your industry – and they can help you deliver those skills.

- **About Sector Skills Councils/ Boards** – These are the business-led organisations that have been established to help with your skills and training needs. There’s a wealth of information and guidance available to help you.
- **Find your Sector Skills Council/ Board** – When you use the talentmap search tool, you can find the SSC or SSB that relates to your industry.
- **National Skills Academies** – A number of Sector Skills Councils have developed National Skills Academies to provide industry-led courses and qualifications. Find out if your sector is covered.
- **Attract people to your sector** – The success of your business depends on its ability to attract the right calibre of recruit, now and in the future. Get involved with your Sector Skills Council in promoting your industry to your future workforce.

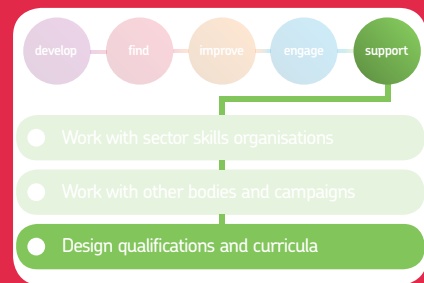
Compass Group UK & Ireland has developed the Compass Junior Chefs’ Academy (JCA) to attract and develop young talent into the sector. JCA aims to bridge the gap between schoolchildren, further education and industry. Since 2003, over 2,750 schoolchildren have graduated after completing a 12 week course learning basic cookery, nutrition, hygiene and health and safety.



Work with other bodies and campaigns – Professional bodies and other business organisations are committed to helping improve skills and talent. And there are also local and regional public sector agencies and authorities that can help. Find out what organisations are available to help you.

- **Professional bodies** – There are a wide range of professional bodies and groups keen to help in the skills and employment agenda.
- **Trade bodies** – Trade bodies provide an important, focused perspective that can make a real difference to businesses of all sizes.
- **Employment and skills groups** – Very often, a great difference can be made to businesses when local employees collaborate.
- **Education business networks** – These organisations and networks help businesses engage with the education system. Find out if there is a network in your area.
- **Trade unions** – Unions are committed to supporting the workforce not just of today, but also of tomorrow, and have established a number of programmes to deliver their commitment.
- **Get involved in campaigns** – Is your company already committed to delivering the skills agenda? Then show your workforce and the broader community just how serious you are.

Since making the Skills Pledge, every new starter at Dollond and Aitchison has completed or is in the process of completing a relevant qualification at Level 2 or above. Customer surveys show an increase in satisfaction levels and the company's staff turnover has now fallen to 10% below the retail average.



Design qualifications and curricula – As your industry changes, so should the qualifications and curricula that support it. Help shape the nature of qualifications so that your people and the workforce of tomorrow have the skills you need.

- **Find qualifications for your sector** – Make sure your business is aware of the latest qualifications that have been developed for your sector or industry.
- **Accredit your internal training** – Does your company deliver high-quality training through an internal training department? From vocational qualifications, through to apprenticeships and degree qualifications, accrediting your training can benefit the business and your workforce.

In 2007, Sainsbury's launched its Bakery Apprenticeship programme. The company worked closely with Skillsmart Retail and its awarding body to design a programme fully mapped to its own training, which delivers both craft and product skills to new bakery colleagues. The programme also delivers additional employability and managerial skills, to ensure colleagues are given a great start to their careers.

Nortel decided to join its employee development plan with its community support volunteering programme. The aim is to contribute to the local community while at the same time providing a structured development plan for employees. Nortel developed partnerships with a range of local organisations including Business in the Community, Sentinus, Common Purpose and Young Enterprise. The programme has been so successful in Nortel that it is now an important part of the formal annual personal development plan process.

using the framework



1. Work across the framework from left to right. The framework is structured in a logical order:

- **theme 1**
develop your people: focuses on developing your current employees
- **theme 2**
find new people: helps you consider options as you look to recruit new people into your team
- **theme 3**
improve performance: highlights the link between your people, processes and policies: and the performance of your business including the inputs from your suppliers
- **theme 4**
engage with education: outlines the benefits of engaging with high-priority areas in the education system
- **theme 5**
support your industry: highlights the opportunities for your business to help ensure that the education and skills system is responsive to the needs of your industry, now and into the future.

Using the framework continued...

2. Use the framework to help identify the priority areas for your business. Consider your business' long term strategy as well as the immediate challenges and opportunities it is facing as you build your priority list.

3. Use the framework to identify gaps in your current people strategy. Map your current programmes and activities against the framework, to see where there are gaps.

4. Think across the framework as well as vertically through it. Successful companies create value across the themes. Here are some examples:

- restructuring your business (theme 3) can provide great opportunities for staff development (theme 1). Build this thinking into your restructuring plans, and get double the benefit

- broadening your recruitment pool (theme 2) can provide opportunities to create strategic linkages with your supply chain (theme 3), improving the performance of your business and your suppliers

- consider how you can develop the skills of your workforce (theme 1) by engaging your staff in the education system (theme 4). Managers can be exposed to leadership in a new and challenging context by working with headteachers and helping to improve a local school, while learning new skills at the same time

- effective school and college linkages (theme 4) can help you influence the qualifications that are offered to young people to ensure that they are relevant to the future needs of your sector, including helping to fill critical skills gaps (theme 5)

- many companies that work to support their industry (theme 5), engage with Investors in People to improve business performance (theme 3).

5. For larger businesses, use the framework to help you align your HR (Human Resources) and CR (Corporate Responsibility) activities. Effective alignment here can result in significant benefits for your business: in staff development and motivation, as well as external reputation.

6. If you work with a broker or intermediary organisation to help you with your skills and employment needs, use the framework to put the specific areas where the broker can help your business into a broader context.

A black and white close-up portrait of a man with short hair, smiling broadly, showing his teeth. He is wearing a dark suit jacket over a white collared shirt. The background is plain white.

talentmap online

the web tool

The talentmap web tool uses the framework to identify and search for ways you can engage in the employment and skills system, and find the publicly funded support you need to improve the performance of your business.

How the search works:

- The search is not a database, but rather an intelligent search mechanism – that will take you to relevant content on the wide range of partner sites. One of its main benefits is that it only looks for content on these “approved” partner sites
- You specify what area of the framework you want help with (at any of the 3 levels) and the search tool scours all the content partner sites to find the most relevant content
- You can filter your search by sector, region and content type (e.g. funding, contacts, advice etc)
- At launch, around 100 organisations have become content partners, and more are being added all the time. A list of these founding content partners can be found in section 5
- Keeping up with new initiatives and programmes can be a real problem for employers. Tell talentmap what theme or category you need help with, and it will find the support you need
- The talentmap search tool can only ever be as good as the sites it searches. If there isn't relevant content on a partner site, talentmap cannot find it.

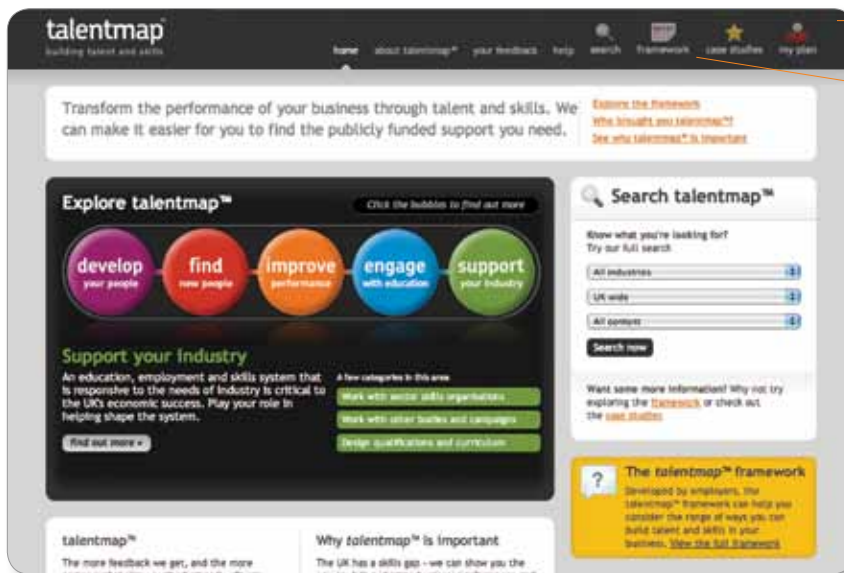
using talentmap online



This is the launch or splash page you will see when you enter the talentmap site



Select your country from the drop down options - this will determine the scope of any searches you carry out



This is the home page

You can view the framework by clicking here



You can use the framework to identify skills and employment priorities for your business

When using the search function, you can filter the results further by highlighting an industry sector



accessing talentmap online


**You can access talentmap online at www.talentmap.ukces.org.uk
or www.businesslink.gov.uk/talentmap**

talentmap online has been developed to be accessible from a wide range of websites. Coalition members and content partners will increasingly carry a link (called the roving brand) to talentmap online.

This means that the sites that employers already know and use can act as an entry point into the complete UK employment and skills system. You don't need to know where to seek out the talentmap website – you can get help by entering talentmap through the sites you already use.

The roving brand is already starting to create a visible community of interest across a wide range of organisations and networks operating in the employment, skills and education landscape throughout UK – all of which are committed to the development of talent and skills for the future.

Over 100 content partners are already on board with new partner sites joining all the time. If you are interested in becoming a content partner, you can apply by visiting the talentmap Resource Centre at www.talentmapresourcecentre.org.uk



Brokers and intermediary organisations

benefits for you

talentmap has been developed with business in mind – with business and for business – making it an essential tool for broker and intermediary organisations which work with employers to help build talent and skills. Using the framework in your conversations with employers can have the following benefits:

- **Puts your organisation into context for employers** – Positioning your organisation and the services it offers into the broad context of talentmap can help employers see where you fit into their overall people strategy.
- **Shows your support and awareness of the broader talent and skills agenda** – Describing your organisation's services in the talentmap context will help you demonstrate your commitment to the broader national imperatives for business competitiveness and the current priorities of the skills arena.
- **Aligns your support with the talentmap framework** – Putting your services in the same context as a framework which is promoted by the UK's employer organisations, such as the CBI or FSB, as well as Business Link, Westminster Departments, the Northern Ireland Executive, Scottish Government and Welsh Assembly Government.
- **Helps signpost the employer to other relevant support and provision** – Using the talentmap framework will help you identify new areas where the employer may need help and support, and allow you to highlight other providers that can help.
- **Helps align your language to the language that employers say they really want to hear** – Use the talentmap language and talk to your employers in a way that they will respond to positively.

If your organisation is also a content partner, this will create further benefits:

- **Increased visibility of what you have to offer to employers** – talentmap will highlight content on your organisation's website to employers looking for your help. Even employers who are completely unaware of your services (or even your existence) will see the information that you have on your site when they carry out a relevant search.
- **Branded link to the employment and skills agenda** – Content partners who also carry the roving brand will join an ever-growing community of organisations committed to helping businesses build talent and skills.

resource centre

An online talentmap Resource Centre has been developed especially for brokers and intermediaries.

The Resource Centre provides a series of presentations and downloadable materials designed to help brokers and intermediaries understand and use talentmap, in order to maximise their impact in improving the talent and skills of businesses across the UK.

Full of hints and tips, the Resource Centre includes a glossary of terms and for organisations who are interested in becoming content partners, a downloadable application form.

You can visit the Resource Centre at www.talentmapresourcecentre.org.uk



making it happen

making it happen

talentmap is a business-led initiative, brought to you by a unique UK-wide collaboration of employers, governments and brokers.

talentmap online draws on content from a wide range of partner websites, many of which will also carry the roving brand. Even at launch, this is starting to create a talent community across the entire UK training and skills landscape.

The talentmap coalition members are as follows:

Business members:

- British Chambers of Commerce
- Business in the Community (BITC)
- Commission for Rural Communities (CRC)
- Confederation of British Industry (CBI)
- Federation of Small Businesses (FSB)
- Sector Skills Councils (SSCs)
- UK Commission for Employment and Skills (UKCES)

National Governments and Westminster Departments:

- Business Link/HMRC
- Northern Ireland Executive
- Scottish Government
- Welsh Assembly Government
- Westminster Departments - BIS, DCSF, DWP and the Talent and Enterprise Taskforce.

The organisations who were content partners at the launch of talentmap online were:

Advantage West Midlands	Council for Administration	East of England Development Agency
Alliance of Sector Skills Councils	Council for the Curriculum, Examinations & Assessment (Northern Ireland)	East of England Skills Partnership
Asset Skills		Edge
Automotive skills - Institute of the Motor Industry	Creative & Cultural Skills	Employers Guide to Training (England)
British Chambers of Commerce	Department of Enterprise Trade & Investment - DETI (Northern Ireland)	Employment and Skills Boards (listed)
Business Gateway (Scotland)	Department for Business, Innovation and Skills - BIS	Engineering Construction Industry Training Board
Business in Schools (England)	Department for Children, Education, Lifelong Learning and Skills (Wales)	Engineering Development Trust
Business in the Community	Department for Children, Schools and Families - DCSF (England)	e-Skills
Business Support in Wales (Wales)		EU Skills
businesslink.gov.uk	Department for Employment and Learning - DELNI (Northern Ireland)	The Federation of Small Businesses
Careers Scotland (Scotland)	Department for the Economy and Transport (Wales)	Financial Services Skills Council
Careers Wales (Wales)		Foundation Degree Forward (England and Northern Ireland)
Confederation of British Industry - CBI	Department for Work and Pensions - DWP	GoSkills
Chambers of Commerce (listed)		Government Skills
Cogent	Determined to Succeed (Scotland)	Highlands and Islands Enterprise (Scotland)
Commission for Rural Communities	Directgov	
ConstructionSkills	East Midlands Development Agency	

Content partners (continued)

HM Revenue & Customs – HMRC	National EBP Network	Scottish Enterprise (Scotland)
Improve Ltd	National Employers Service (England)	Scottish Government (Scotland)
In our Hands (England)	National Skills Academies	Scottish Qualifications Authority (Scotland)
Institute of Customer Service	NI Businessinfo (Northern Ireland)	Sector Skills Council for Science, Engineering and Manufacturing Technologies – SEMTA
Institute of Directors	North West Regional Development Agency	Skillfast – UK
Invest NI	Northern Ireland Executive	Skills Active
Investors in People	Olympic Delivery Authority	Skills Development Scotland (Scotland)
Jobcentre Plus	OneNorthEast	Skills for Care and Development
Lantra	People 1st	Skills for Health
Learndirect	Professional Bodies (listed)	Skills for Justice
Learndirect Scotland	Proskills	Skills for Logistics
Learning & Skills Council (England)	Qualifications and Curriculum Authority (England)	Skillset
Lifelong Learning UK	Royal National Institute of Blind People – RNIB	Skillsmart Retail Ltd
London Development Agency	Royal National Institute for Deaf People – RNID	South East England Development Agency
Management Standards Centre	Scottish Business in the Community (Scotland)	South West Regional Development Agency
Manufacturing Advisory Service	Scottish Credit and Qualifications Framework (Scotland)	SummitSkills
Marketing and Sales Standards Setting Body		
National Apprenticeship Service (England)		

Trade Associations (listed)

Train to Gain (England)

Training Quality Standards (England)

Trades Unions Congress - TUC

Universities and Colleges Admissions Service - UCAS

UK Commission for Employment and Skills - UKCES

UK Skills Passport

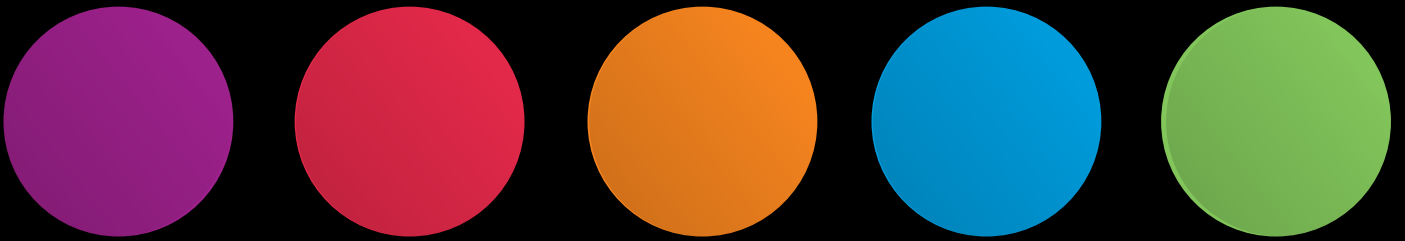
Welsh Assembly Government (Wales)

Welsh Local Authorities (selected)

Working Ventures UK

Yorkshire Forward

If your organisation is interested in becoming a content partner, you can apply by visiting the Resource Centre at www.talentmapresourcecentre.org.uk



Please visit:

www.talentmap.ukces.org.uk or
www.businesslink.gov.uk/talentmap

UK Commission for Employment and Skills is leading, with the Talent & Enterprise Taskforce, the development and delivery of talentmap on behalf of a broad coalition of employers, governments and broker networks.