



Building a Workforce for the Future with Virgin Media O2

Background

As the UK's largest mobile and broadband networking provider, Virgin Media O2 want to create an inclusive, skilled workforce that represents their customer base and has the skills needed for the future. Their Early Talent strategy helps them to achieve that goal, by allowing access to a diverse talent pool. The programme is focused on people's potential rather than experience or who they know and they provide the skills, training and mentoring to help unlock potential. They have 54 industry leading programmes providing thousands of learners with skills of the future.

Objectives

- Identify business critical and future skill sets
- Level the playing field for underrepresented groups
- Attract, select, develop, engage diverse talent
- Provide an amazing candidate experience

Solution

Building on the success of the past couple of years, Virgin Media O2 wanted to raise the bar even higher. We have supported them to continually improve their approach to attraction, assessment and candidate engagement and achieve outstanding results against their original objectives.

Attraction

We helped Virgin Media O2 to build their attraction strategy with a strong focus on digital engagement. In terms of university engagement, a scoring matrix, using 15 data points, helps define the target list with a heavy weighting toward diversity and previous successful hiring. We also support Virgin Media O2 in their school's outreach by providing innovative digital tools including a practice SJT and a job matching tool.



Assessment

To ensure they are removing barriers for candidates Virgin Media O2 do not ask for CV's and keep entry requirements to the minimum. After a short application form, candidates complete an immersive video based SJT. This is followed by a video interview for graduates and interns which assesses motivation and potential and features current graduates. For apprentices, they host a telephone interview as they need a more human centric approach. Before interviews take place candidates receive support calls, emails and webchat, opportunities to practice. If they are successful in reaching the Virtual Assessment Centre candidates receive an in-depth coaching call.

Engagement

In addition to all the support throughout the process, to keep in touch post offer Virgin Media O2 have a keep warm strategy to ensure candidates stay engaged. They send out regular digital engagements and provide 'wow' moments for many Future Talent hires such as planting a tree for all graduates and interns hired. Pre-joining all graduates and interns are invited to their annual summer event and apprentices also have the opportunity to meet and network with their peers and stakeholders before joining.

Impact

- Innovative digital engagement tools were used by over 12K+ students
- Industry leading NPS score of +64
- 44% offers made to female candidates
- 35% offers made to candidates from underrepresented ethnic groups
- 15% offers made to candidates with a disability
- 70% stay at least three years post programme.
- Demand for graduates and apprentices has increased by 163%