Serco provides various services to governments, from support services in hospitals and management prisons to engineering support for the military. But to work in these settings, its employees must fulfill certain training and regulatory requirements. With the SuccessFactors® Learning solution, Serco can easily demonstrate compliance. This means greater client confidence, helping Serco develop stronger relationships with its customers.
Executive overview

BUSINESS TRANSFORMATION

Objectives
• Track and record employee capabilities and compliance with contract requirements across divisions, business units, and countries
• Create one operating model for learning and development
• Foster a corporate culture that encourages personal and professional development

Resolution
• Introduced the SuccessFactors® Learning solution to 44,000 active users in six months with the aim to roll it out to further regions in the future
• Centralized and tracked all learning and compliance in one system
• Provided powerful reporting and a user-friendly interface

Benefits
• Simple, detailed reporting on contract compliance, boosting reputation and mitigating business and financial risks
• Better use of learning budget, leading to efficiencies, lower costs, and cost avoidance
• Expected higher staff retention and engagement, resulting in better service delivery for clients

Gary Clarke, Global Learning and Development Operations Manager, Serco Group plc

“SuccessFactors Learning is an essential capability that will help us recruit, up-skill, and retain the people we need to deliver great service now and into the future.”

100,000
Learning items completed within six months

100%
Training compliance against targets

>10%
Estimated potential increase in employee engagement for new hires

Company
Serco Group plc

Headquarters
Hook (Hampshire), United Kingdom

Industry
Professional services

Products and Services
Personnel and workforce planning for public sector

Employees
100,000 (globally)

Revenue
£4.7 billion (€6.56 billion)

Web Site
www.serco.com
Executive overview

Company objectives

Resolution

Business transformation

Future plans

Building confidence with market-leading compliance reporting

People expect high-quality public services for their tax money. Serco helps governments around the globe meet this expectation. It improves government services – from providing non clinical support in hospitals and transporting asylum seekers to providing sophisticated engineering support to the military – by managing people, processes, technology, and assets more effectively.

Government suppliers must comply with numerous regulations. Among others, employees deployed to sensitive sectors have to undergo regular training to ensure they have the skills and knowledge to carry out the service according to the quality standards stipulated in the contract. And the fines for noncompliance are high.

“When you work for the public sector, customers need to have a high level of confidence in the partners they deal with,” says Gary Clarke, the global learning and development operations manager for Serco.

Serco spends around £13 million (€18.6 million) each year on learning and development, but that expenditure was untracked and unregulated. Information and data about contracts and related training were kept in local spreadsheets and unique systems. Each contract had its own dedicated learning staff and systems – a situation that posed significant business, financial and reputational risks.

Serco wanted to be able to react more quickly to tactical capability challenges – for example, if a contract says you need to send 15 cleaners but you only have 12 – and easily track and report on training compliance both internally and to clients. Internal staff surveys had also revealed a desire for more personal and professional development.

A new learning model was needed.
Centralizing and tracking all learning in one system

A team was set up within HR to explore how to centralize learning and increase efficiency. Its research found that SuccessFactors, an SAP company, offered a full talent suite, with the opportunity to start small and add on solutions as needed.

“We went through a number of customer reference schemes, and SuccessFactors was most positively received by its current clients,” says Clarke.

Security was another important reason for selecting SuccessFactors. “We work in some of the most regulated environments, such as defense and immigration with tight security restrictions,” notes Clarke, “and SuccessFactors Learning was regarded as a very secure platform.”

Serco implemented the solution in steps: first among a small group of HR professionals, then among new hires, then to all 32,000 employees in the UK, and finally in the Middle East, Australia and New Zealand.

Within six months, Serco had 45 courses on the system, 44,000 active employee users and 92,000 completed individual learning activities. A lot of learning still happens offline, but today it is all tracked digitally in one central system.

SuccessFactors Learning was also used to help underpin Serco’s culture change and corporate renewal. The learning and development department took advantage of the rollout of these programs to update its code of conduct and other foundational courses, such as Think Privacy, Understanding Serco, and Data Protection. Other courses that had been dispersed across the organization were consolidated and refreshed.

“There’s a real appetite for this change,” says Clarke. “People are knocking on our doors to put stuff on the system. It’s very easy now to push learning. We’re creating a fantastic place to work and learn.”
Achieving the highest compliance rate ever

Serco aims to become a high-impact learning organization within three to five years. That vision is already being fulfilled. Instead of learning in departmental silos, Serco employees can find many more courses through one centralized system. This has increased participation and created competitive advantage.

For example, completion of one of Serco’s most important core courses, Think Privacy, rose from 68% to 80%. It was Serco’s highest compliance rate ever, achieved within six months. The ability to track compliance with key learning programs is a major benefit in demonstrating to current and potential customers how seriously Serco takes learning.

Given this ability to retain key clients, the learning and development team is now regularly invited to advise and assist in the bidding process for new contracts. It enriches the pitch by providing information about the type of people, capabilities, and training that clients need.

Reporting on training and compliance has never been easier. Instead of checking 20 tracking solutions or reading through contracts to determine employee compliance, Serco can track all that information from one system. “I can report on a weekly basis to management. And I can break things down to a very minute level,” says Clarke. Senior managers also have a single view of their own contracts.

His colleague Ian Hutchinson, global learning curriculum manager, adds: “The rich MI (management information) and reporting means that I can see how and where learning is being consumed across the organization. This will allow us to track whether the right people are getting the learning they need.”

Even simple functionality to create org charts has improved service delivery. “The org charts are really powerful,” says Clarke. “If you see that 60 people are reporting to one managing director, your structure is not right. By seeing who reports to whom, it forces the business to think about its organization and manage job grades in a way that best fulfills the contract.”
From chasing compliance to planning future demand

The learning and development team is ready to introduce commerce tools in SuccessFactors Learning so it can cross-charge other departments for the learning they provide. “This will reduce a lot of hassle and administrative burden,” says Clarke.

Now, with compliance reporting firmly under control, Serco can focus on planning demand and measuring the ROI on learning. And instead of chasing employees to complete training, it can concentrate on their long-term development. “Though Serco is only using a limited amount of the system’s functionality, it has already created greater employee engagement and a better realization of the learning and development opportunities available to them,” says David Chivers, global learning and development director. Serco plans to introduce the SuccessFactors Succession & Development solution and enrich its new learning platform with more courses through partners that are part of SuccessFactors’ open content network.

As Clarke sees it, “We want to move beyond compliance and make our people say, ‘I want to get on that system and learn how to be a better manager.’"