



Gyrfa Cymru
Careers Wales



Our digital journey

About Careers Wales

We provide the all age, independent and impartial careers information, advice and guidance service for Wales

632 staff at 30+ locations around Wales

Our Changing Lives strategy defined our digital transformation journey as a customer-centred blend of face to face and digital services

Evaluating and developing a new five year vision - *how will the past five weeks impact the next five years?*



Impact of Covid-19 on Careers Wales

Accelerator of planned transformation programmes - remote working, digital services offer

Innovation with purpose - video conferencing, e-learning, virtual events, home school resources, furlough support

Cultural shift - staff adaptability, resilience, appetite for change

Business value of IT and digital transformation

Staff see digital as key to the way to solve the delivery challenges we face in our business recovery

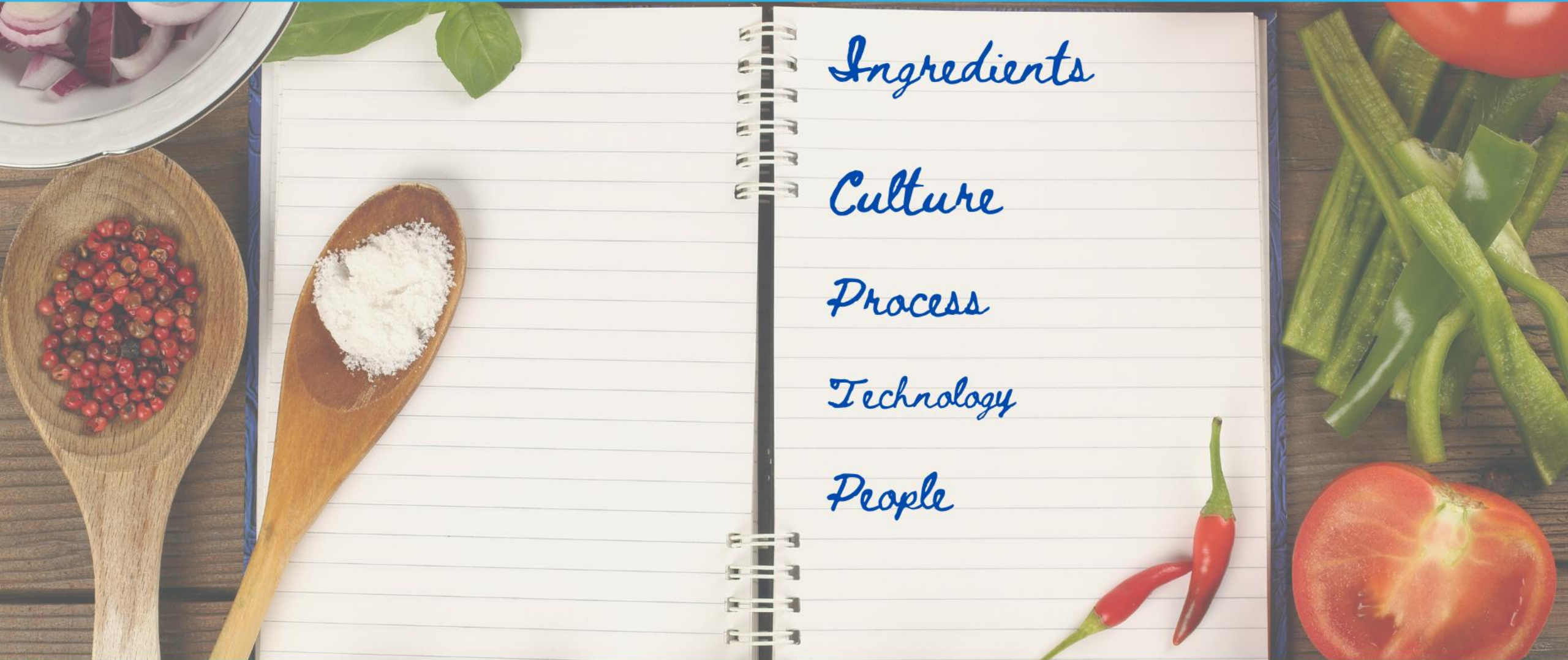
Proactive approach - reaching out to our customers with a strong 'here to help' message

Social media, web chat channels performing strongly, incoming telephone contact down

PANDEMIC
#COVID19



Why digital transformation programmes usually fail



What have we discovered about our culture?

A company's culture is defined by actions and behaviours - it's not JUST what you do, it the way that you do it

Adaptable - 600+ staff moved to remote working in a matter of days, learning and development delivered remotely, equipment couriers, IT support

Supportive - people's health and wellbeing has been our number one priority, wellbeing networks, Yammer and Whatsapp groups, keeping in touch sessions, coffee mornings, quizzes, resources

Engaging - daily and weekly messages from the chief executive to show leadership, involving and seeking ideas on the new normal, being open about the challenges, recognising people's efforts internally and externally

Innovative: new ways of working, experiment, pilot ways of working, it's OK to start small, fail fast, learn fast, scale up. Online jobs fairs, virtual work experience, vacancy bulletins, video guidance, SMS advice, Facebook messenger, chatbot and live chats.



What have we discovered about our processes?

Processes are what guide our decisions in times of uncertainty

Processes need to be adaptable if they are to help and not hinder innovation

To help us plan for a new normal they need to be agile and outcome focussed

Learn and adapt to meet our changing business needs

Recruitment, financial, performance, business planning, governance, decision making, structures



What have we discovered about our technology?

Having the tools to support an agile way of working - technology that **meets the needs** of our staff and our customers

Do the hard work to make it simple - the unseen art of making things seamless and integrated

Shifting towards a cloud based, collaborative ways of working

Skills and capabilities of our staff - self help and problem solving are key digital competencies

Customers asking for us to engage via different channels - WhatsApp and video interview requests

Recognising the value of digital and technology to become a future-ready organisation

The growing importance of live data and analytics, automation



What have we discovered about our people?

Leadership - being open, being visible, taking people on a new vision, showing pride and gratitude. What are the future leadership skills in a post-boardroom era!

Challenging/changing mindsets is something that can't be mandated - we have to take everyone on the same journey

The importance of informal networks and communication - can't be underestimated, indicator of having an innovative, supportive culture



Next steps

We have to build on what has gone well - staff wellbeing, greener, more efficient

We have to support what hasn't gone well - staff wellbeing, hard to reach, digitally excluded, loss of face to face guidance

We have to set a clear vision and take everyone on that journey

We have to be there for the people of Wales who are going to need careers guidance and support more than ever.

