



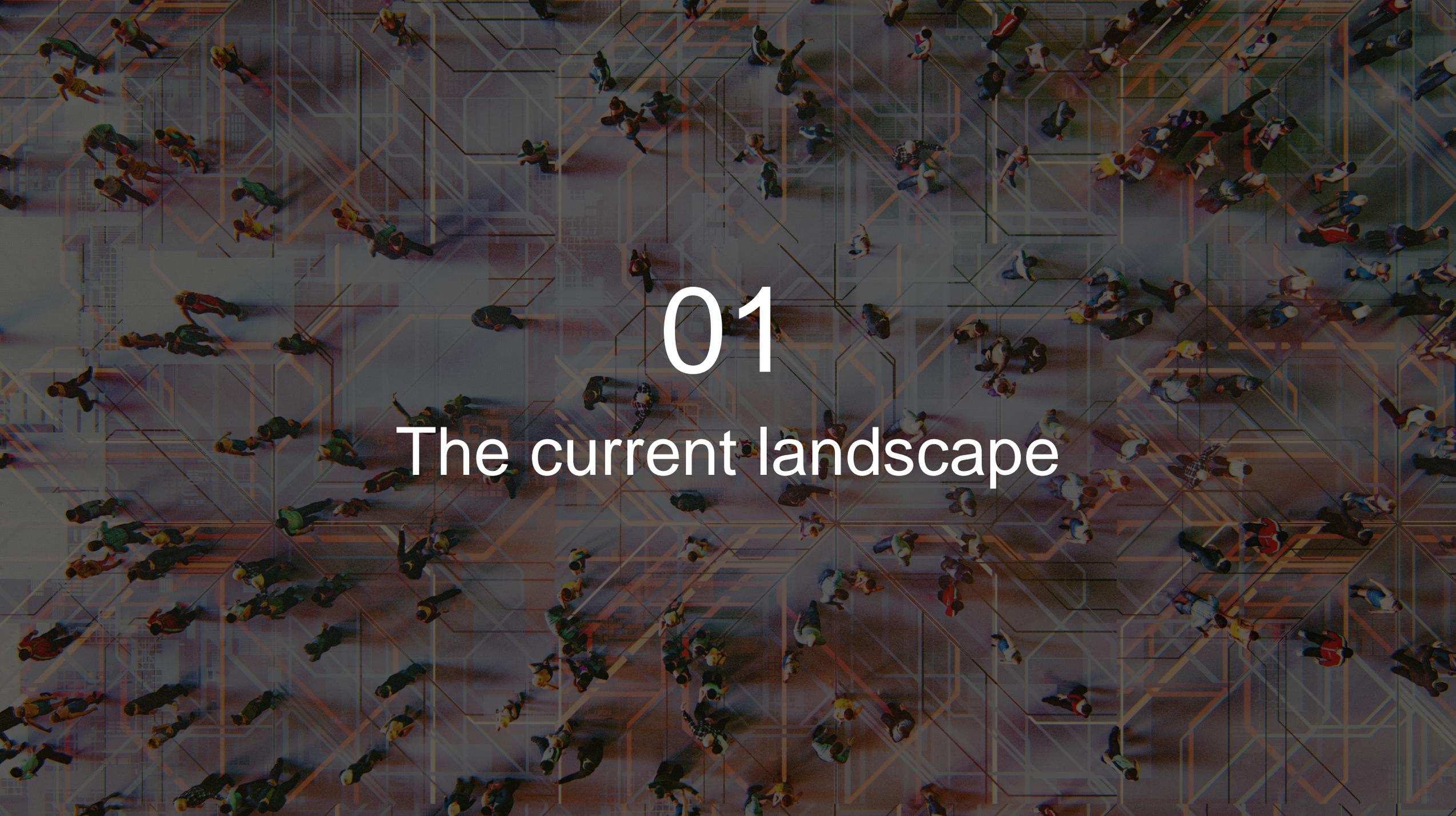
# Reskill, Redeploy & Retain

Identifying and developing digital  
talent at Ricoh



# AGENDA

- 01** The current landscape
- 02** Critical considerations when identifying, and moving, internal talent
- 03** Firsthand insight from Ricoh Europe

An aerial, top-down view of a large crowd of people walking on a floor with a grid pattern. Overlaid on the grid are glowing, circuit-like lines in shades of blue and orange, creating a complex, interconnected network. The overall scene suggests a digital or technological landscape.

01

The current landscape



**REC**

Recruitment  
& Employment  
Confederation

Overall, vacancy levels are increasing at the quickest rate for 23 years.

Applicants for jobs are not keeping pace

**broadbean**  
technology



Nine in 10 UK employees will have to reskill by 2030

Roughly 2 in 5 companies do not promote jobs internally

**SmartRecruiters**



**Retail**



**Logistics**



**Ricoh**

# Our customer's needs are changing



Demand for our Office Service capabilities is growing



Our machines and other devices are increasingly reliable



Demand for Core Service Activity is shrinking

# Our response: Investing in our people



Aligned to Ricoh's vision to transform into a Digital Services company, we launched a Digital Talent Programme designed to upskill our workforce of today to service our customer of tomorrow.

# SCALA – Critical Success Factors

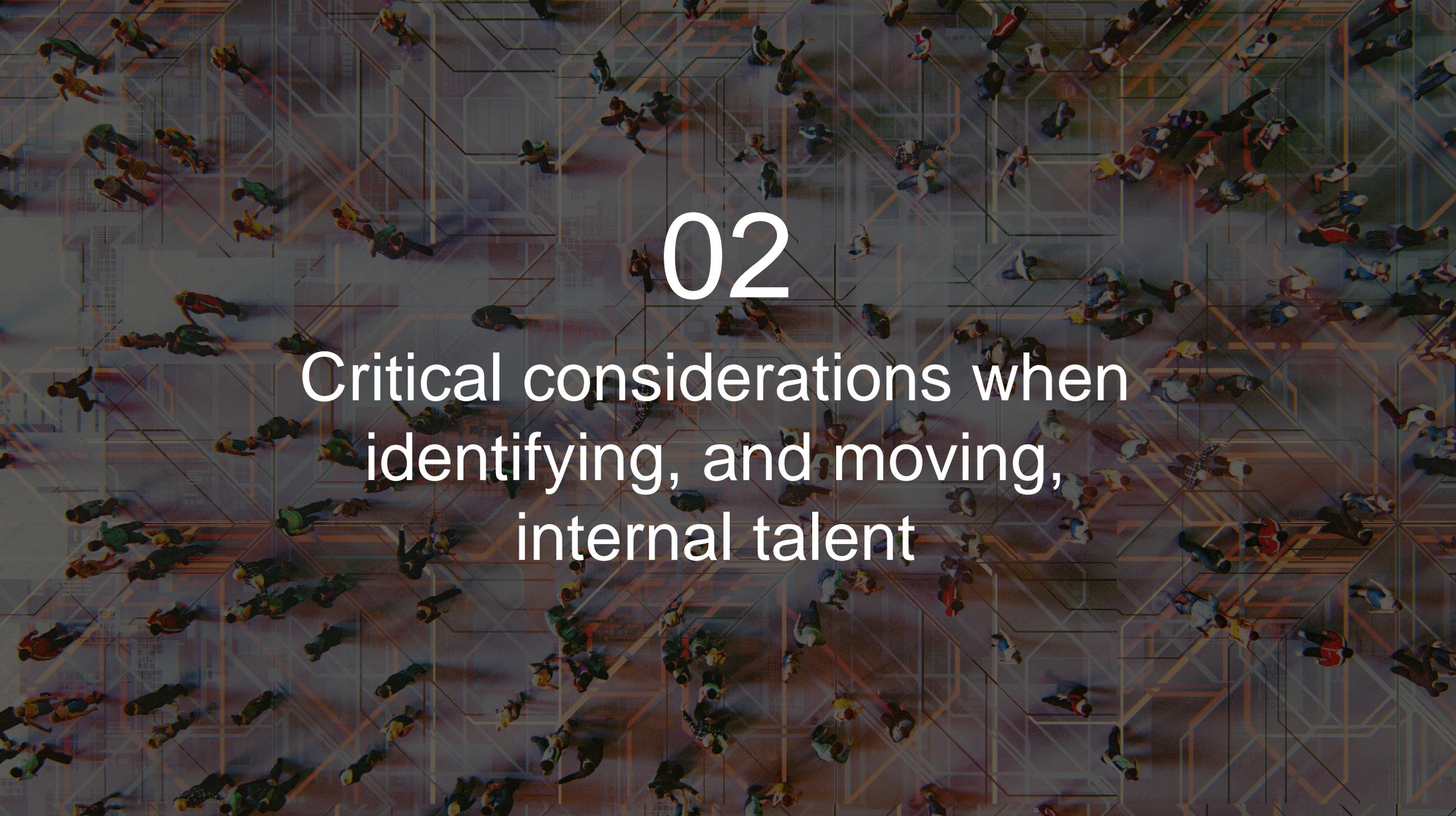


## SCALA Programme was created:

- ✓ to provide upskill development opportunities to highly talented engineers
- ✓ to create a pathway into our growing business areas
- ✓ to preserve employment and avoid / minimise redundancy

Moving SCALA delegates into approved vacancies in growing business areas as soon as possible is the programme's number one priority and key measure of success

- It is supported by a strong business case
- It demonstrates investment in people and will help improve engagement
- It demonstrates to the market and analysts that Ricoh can transform to a Digital Services Company
- It's the right thing to do!

An aerial, top-down view of a large crowd of people, appearing as small figures, scattered across a floor with a grid pattern. Overlaid on the grid are glowing, circuit-like lines in shades of blue and orange, creating a digital or technological aesthetic. The overall scene is dimly lit, with the primary light source being the glowing lines.

02

Critical considerations when  
identifying, and moving,  
internal talent

# 01

## Potential for what?

- ✓ Traditional methods are outdated
- ✓ There are some key characteristics
- ✓ New approaches should capture organizational nuance

# 02

## Potential for where?

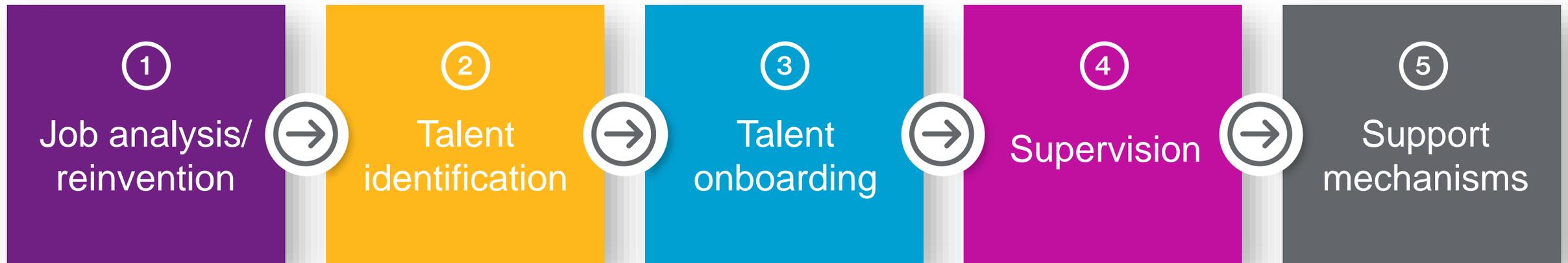
- ✓ Explore different types of roles
- ✓ Understand potential talent gaps
- ✓ Think about the whole population

# 03

## Potential according to whom?

- ✓ Is the person seeking progression?
- ✓ Transparency is key for D&I
- ✓ Ambition and experiences are also important

# A framework for identifying and moving internal talent





The **FIRM**  
AWARDS  
WINNER 2021

BEST INTERNAL  
RECRUITMENT  
STRATEGY

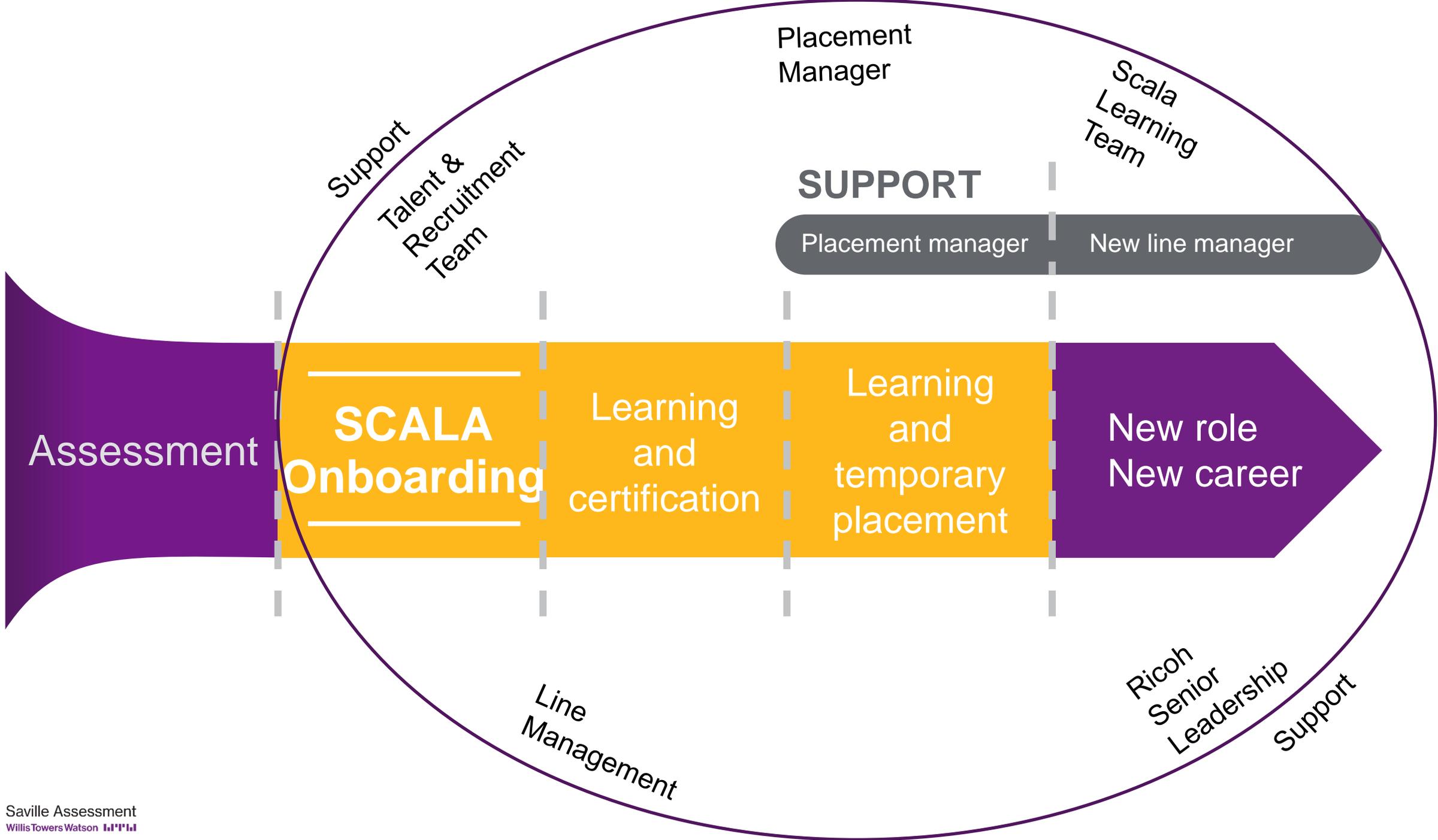
03

# Firsthand insight from Ricoh Europe



WINNER  
PERSONNEL TODAY  
AWARDS2021  
Celebrating the best in HR

Talent Management



1

Job analysis/  
reinvention

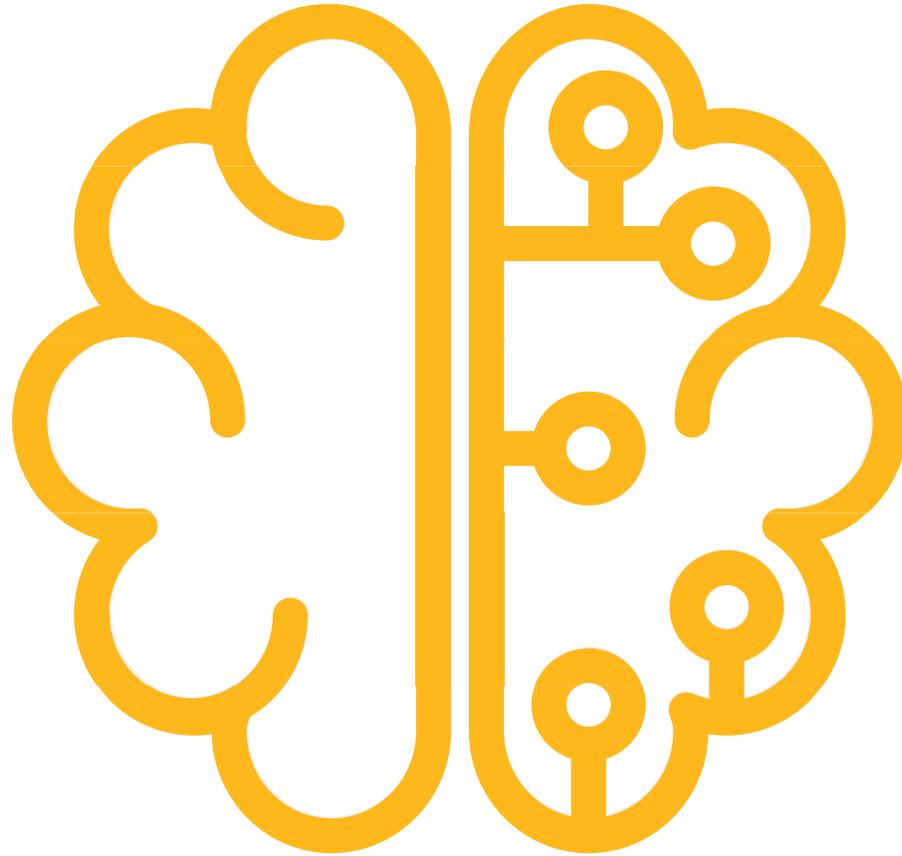
***Can*** they do the job? (Talents)

***Will*** they do the job? (Motives)

1

Job analysis/  
reinvention

## A driven flexi-brain



Workplace English

Technical Ability

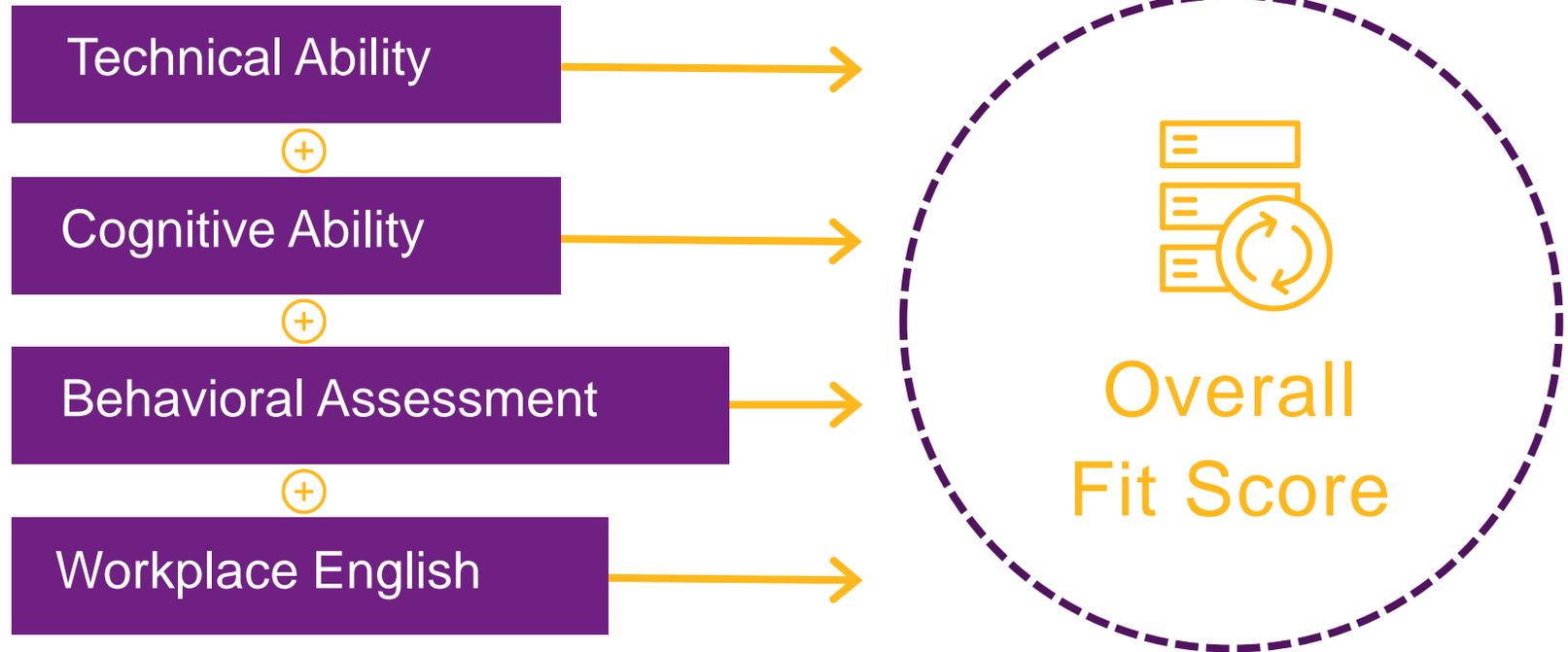
Behaviours/Talents

Motivations

Cognitive Ability

2

## Talent identification



3

Talent  
onboarding

4

Supervision

5

Support  
mechanisms

# SCALA

RICOH'S DIGITAL TALENT PROGRAMME

**RICOH**  
imagine. change.

## Module 1: Digital Self

Learner selects modules and pathways suitable for own learning needs.

## Module 2. Technical Skills Development

Learner selects technical skills development areas with local business leads.

## Module 3: Business Readiness

Support by business to provide on the job experience.

# The Results

Helping you hit the metrics that matter





## Quality

Identify the right people for the right roles

***100 people already placed into roles within digital services***



## Engagement

Give a positive employee  
experience

“With Scala there is a clear goal and guidance. Studying something alone on the side to self-improve last year was hard as I didn't know where to start, but this course is a breath of fresh air. There are very few other companies out there that are willing to invest in their own staff and promote growth within.”

**Scala Cohort 1 participant**

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“I have never participated in a course which is as comprehensive as this. I am very happy about my decision to apply. Now it is clear for me that you don't just present dry lessons about Digital Transformation, but you build a person with the right mindset, and good skills for the future. I am really happy to be here!”

**Scala Cohort 1 participant**



## Diversity & Inclusion

Maintain a diverse applicant pool

“We are delighted with the wide geographical split of delegates in Cohort 1 and that all territories were engaged in the project and are benefitting from it. We saw a broadly even spread of applicants from the UK, Belgium, France, Germany, the Netherlands, Norway, and South Africa. This means we have a new pipeline of digital talent across all these regions where attracting digital talent is a long-standing challenge.”

**Matt Staley, Talent Director**

An aerial, top-down view of a large crowd of people walking on a floor with a complex, geometric grid pattern. The people are small, colorful figures, and the overall scene is somewhat abstract and futuristic.

# SUMMARY

## To reskill, redeploy and retain

- ✔ Do the job analysis/reinvention. And do it right.
- ✔ Use the right talent identification tools, to assess the right qualities.
- ✔ Onboard, supervise and support the talent that self-selects based on their ambition and experience.



Support  
retention



Groundbreaking  
employee  
experience



Identify future  
talent who might  
have been  
missed

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# Saville Assessment

## Willis Towers Watson

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