

Name: **Fujitsu Services**  
Size: 22,000  
Sector: IT services  
Location: London

### **The organisation**

Fujitsu Services is part of the Fujitsu Group that employs 170,000 people in 70 countries. In the European region there are 40 businesses within the Group of which Fujitsu Services is one of the largest. It employs 22,000 people and has a turnover of £2bn. Fujitsu Services designs, builds and operates complex IT infrastructure and provides related technical and consultancy service across three main business streams: government, private sector and large accounts. It specialises in outsourcing.

The workforce structure is divided into 17 professional communities that cover all aspects of the business from account management to technical architecture, consulting and support services. The main occupational groups are those with technical skills and expertise to develop and implement propositions to customers. There is union recognition in certain parts of the company, mostly where this has been the result of the TUPE of staff from government services.

A key business objective is to develop global private sector business. To achieve this, the company must continue to 'raise the bar' in terms of standards of professional and technical expertise, customer focused relationships and management and leadership capability. Fujitsu are committed to developing talent from within and aim to be an employer of choice. They achieved Investors in People (IIP) status in 1992 and became an IIP Champion in 2006.

Fujitsu has developed a range of integrated (and IT based) career and learning development solutions. These include academies for each professional community that offer learning solutions relevant to each community. They have also developed on-line career planning tools for staff directly linked into their own vacancy system.

The company has undertaken a wide-ranging management development programme with over 2,500 managers. This placed a strong focus on people development skills and stressed the business benefits of "growing your own". Fujitsu recognised that many line managers normally work in 'expert' mode with clients. However, this is not necessarily the most effective form of communication to build productive workplace dialogue. To address this, a number of business leaders have been through coaching programmes to help integrate coaching skills into direct communications with staff.

## **The history of workplace dialogue**

Workplace dialogue takes place both directly and indirectly. The company has consultative recognition at the UK level. Direct dialogue takes place via the Fujitsu Services UK Consultative Forum (UKCF) this forum is run by one of the FS business leaders and supported by the Group HR Director. Representatives are elected through an election process and then internally appoint representatives to one or more of the committees, this in turn links to the European Works Council. Direct dialogue takes place through a range of communications channels. This includes CEO briefings cascaded internally via departmental meetings. In addition, intranet and email communication and internal publications deliver corporate communications.

## **How are training and skills discussed?**

The main point at which dialogue on training and skills takes place is through one-to-one discussions between managers and staff. Formal discussions about learning and skills needs take place within the Performance Development Review that looks at performance against stated competencies. The nature of dialogue on training and skills is referred to as being historically 'paternalistic', with managers responsible for identifying skills gaps and spotting talent. The company has worked to change this culture and encourages staff to take more responsibility for their own skills and career development. The good practice developed to source talent internally has won external recognition through a national award for innovation in career development from Personnel Today. The company has also developed a 360 degree feedback process where teams and individuals provide feedback on over 2,500 managers.

During 2007, Fujitsu's UK Consultative Forum established a learning and development sub-group. This is led by the Head of People Development and the representatives appoint a lead person to share the chairing of the committee. Other members are drawn from the People Development Department and the UKCF will appoint 3 or 4 representatives to support their lead person. The stimulus for creating the learning and development sub-group was linked to IIP good practice and the new element of the standard that puts more emphasis on information and consultation. The sub-group meets quarterly and immediately before the main UKCF meetings. The learning and development group has identified a range of themes for discussion including commitment to investing in people, the benefits of that investment, fairness and good practice in promotion and retraining for redeployment. The dialogue is seen by management and reps as focused on key and current issues.

In addition to the company wide structures, there are union learning reps active in some sites. In the North West, the UNITE-AMICUS union recently secured funding from the regional Learning and Skills for All Fund to develop a pathfinder learning project "Learning for All at Fujitsu". This project is being overseen by the on-site Learning Partnership Committee that includes members from Fujitsu Services management, union learning reps (ULRs) and unionlearn (the learning arm of the TUC).

The project aims to extend the work of the ULRs to offer additional advice and support for staff on learning and skills opportunities. This includes the technical training opportunities offered via the company and other learning including the 'soft' skills, for example communication, team working; skills that individuals may be less likely to talk about to their line manager. Working with the ULRs, the company has signed up to the Skills Pledge.

### **What have been the benefits from dialogue on training and skills?**

- The focus on individuals taking responsibility for their own development and on developing talent from within contribute to improved business performance and low staff turnover rate; Fujitsu Services has one of the lowest attrition rates in the IT sector at 10% overall, although there is variation in this figure across the company. In addition, Fujitsu's attraction has increased to entrants that might have previously sought employment in other blue chip companies and its graduate programme is now in the Times 100.
- Consultative structures help build a more robust picture of development issues. They help 'shine a light' on areas and issues that might not be raised through direct forms of dialogue.
- The UKCF and learning partnership committee help improve communications about company learning and career opportunities and help ensure that information reaches all parts of the workforce.
- The union learning partnership has had a positive impact on industrial relations.

### **Challenges and Top Tips**

Fujitsu Services business goals require an ongoing focus on staff development and increased professionalism. There is recognition that improving training and development infrastructures and enhancing managers' skills to develop people are key. But this is only part of the picture. The challenge is to ensure that all staff are aware of new infrastructures and feel empowered to engage positively in their own development. The workplace dialogue that is developing via the UKCF at a UK wide level and the union learning partnership at the local level are felt to support this.

