



CASE STUDY

Reskilling for the future: developing new talent in the telecom industry

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CAPSLOCK •

Bridging the skills gap with internal talent



BT was committed to finding innovative ways to develop a pipeline of diverse talent from within their existing workforce. They wanted to focus on reskilling existing employees to help bridge the skills gap, launching an initiative that attracted over 200 applications from across the organisation.

CAPSLOCK supported BT throughout the application and selection process, with candidates evaluated based on pre-course scores and scenario-based questions during interviews. Ultimately, BT was able to offer life-changing career opportunities to 30 internal candidates.

The human stories behind the new roles



9 years at BT

- Lead Store Manager
- 6 months before the reskilling programme, the store was closed – and they became an Assistant Store Manager
- They are now a Dev Sec Ops Playbook Analyst



7 years at BT

- They joined BT as an Audio Event Coordinator
- They then became an Event Team Coach and later an Event Team Manager
- They are now a Cyber Threat Intelligence & Investigations Analyst



26 years at BT

- They had numerous roles within BT over the 26 years
- Latterly they were a Video Tier II Technician
- They are now a Security Transformation Analyst



4 years at BT

- They started as an apprentice with BT
- Their time there was spent as a call centre Retention and Sales Support Advisor
- They are now a SOC Analyst

*Real stories, stock images

CAPSLOCK learning environments

The cyber security training program was designed to simulate a real-world workplace environment, helping learners develop essential skills and understand the role of cyber security within a business.

The curriculum focused on workplace cyber challenges and scenarios, delivered through

live sessions in a fully online, remote setting. This approach offered accessible learning for BT's dispersed staff, using Team-Based Learning (TBL) and Problem-Based Learning (PBL) to foster deep learning, creative thinking, and practical, real-world skills.

Awards and recognition

BT won several HR awards for its work with CAPSLOCK to invest in their workforce and reskill employees.



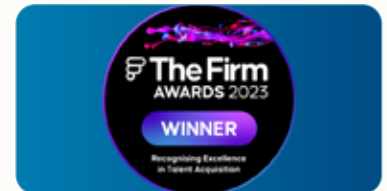
Recruitment and
Workforce Planning
Strategy

HR Excellence Awards



Best Employee
Engagement

The RAD Awards



Best Internal Mobility
Strategy

The FIRM Awards

Building diversity into the cohort

There was no requirement for technical or cyber security knowledge for the learners, who primarily came from call centres and retail shops, holding non-technical and non-managerial roles. Each learner's PC and IT literacy was assessed during the application stage to create balanced learning teams, also considering diversity characteristics. Sixteen learners rated themselves as having basic to good PC skills, while the remaining 14 identified as having advanced or expert-level skills.

All applicants completed a pre-course online as part of the application process, which served as a measure of their interest and dedication. The cohort was notably diverse, with over 40% being female and 40% from ethnic minority backgrounds, and their length of service within BT ranged from 1 to 25 years. Each of the learners completed CAPSLOCK's 16-week full-time course online, all supported by our robust learner services.

Driving better results with reskilled talent

BT requested specific certifications which CAPSLOCK accommodated through the dedicated cohort, including Ce-CSP, ISO 27001 Requirements, SSCP, CISMP, CCSK, and others from institutions like (ISC)², British Standards Institute (BSI), and the Cloud Security Alliance.



Towards the end of the course, CAPSLOCK assessed and rated both technical and non-technical competencies of the learners. Success in the classroom guided role

alignment through a mapping process, matching roles to learner preferences and abilities.

Graduating in mid-July 2022, the learners

quickly became productive, with many delivering for customers and leading meetings almost immediately. Feedback from line managers has been overwhelmingly positive, and BT has continued to track progress, especially during the first 12 months.

BT has praised the reskilled staff as “**the gift that keeps on giving.**”



Learn more

BT and CAPSLOCK - Cyber Security reskilling programme

Watch now [→](#)

Connect with us to learn more about CAPSLOCK's cyber workforce solutions

Get in touch [→](#)



Deploy

Boost your cyber team with our trained and accredited cyber security analysts.



Upskill

Protect your business with our bespoke cyber security training courses.



Reskill

Develop employees into cyber professionals with our intensive reskill programme.