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Digital Upskilling For All!

Project Summary

May 2022

welcome to brighter

Digital Upskilling for All!
Project at a glance

ETNO / UNI Digital Upskilling For All!

DESKTOP RESEARCH
Best practices identification
Collected best practices leveraging on internal and external intellectual capital
SPRING 2020

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#1 Agenda item for Executives in 2022 is reskilling and upskilling

#2 HR priority for 2022 is to design talent processes around skills

91% of employees recently tried to learn a new skill

98% of HR say their company has significant skill gaps

Organizations and employees need to bridge the gap to build capability and prosperity for all

Why focus on diversity, equity and inclusion?

Engaged and energized talent
Employees can be themselves and express their full potential

Connection
Organizations can better connect with customers, the business ecosystem, supply chain and communities

Innovation
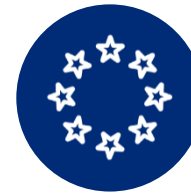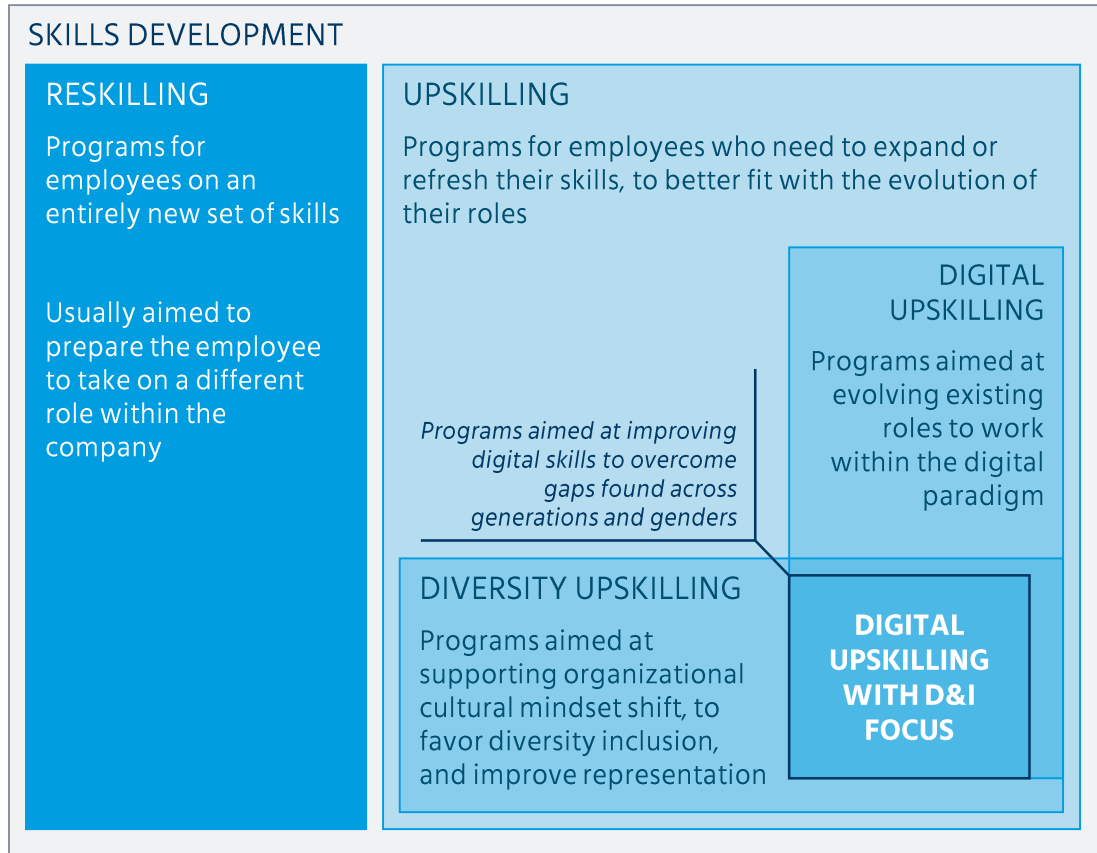Innovation that relies on different perspectives to solve problems, develop products and create solutions

Brand
A brand that is better aligned with the future workforce and critical skills needed for business success

Improved business performance

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Desktop Research
What are we speaking about?

SKILLS DEVELOPMENT

RESKILLING

Programs for employees on an entirely new set of skills

Usually aimed to prepare the employee to take on a different role within the company

UPSKILLING

Programs for employees who need to expand or refresh their skills, to better fit with the evolution of their roles

Programs aimed at improving digital skills to overcome gaps found across generations and genders

DIGITAL UPSKILLING

Programs aimed at evolving existing roles to work within the digital paradigm

DIVERSITY UPSKILLING

Programs aimed at supporting organizational cultural mindset shift, to favor diversity inclusion, and improve representation

DIGITAL UPSKILLING WITH D&I FOCUS

37% of European Union workers have insufficient digital skills – evidence points that the gap is widening
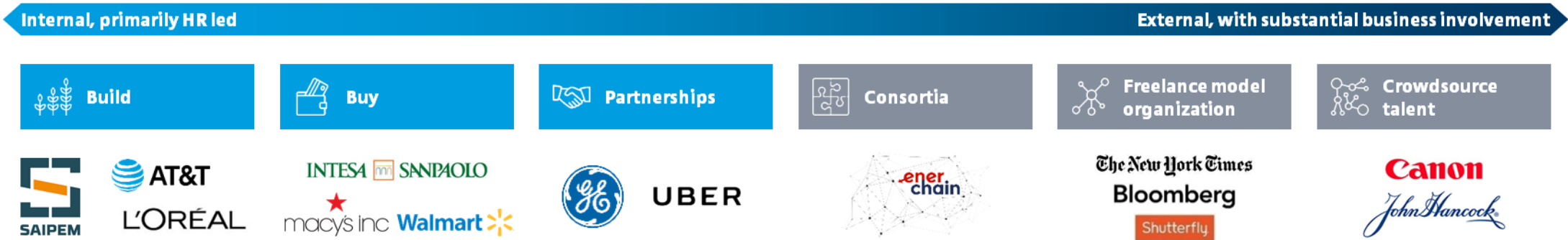
12% of executives in leading telecom companies are female

60% of workers age 45-55 are willing to invest in new skills in order to improve their employability

Sources: The EU Digital Skills and Jobs Coalition, Russell Reynolds research, The 100-Year LifeSurvey.

Desktop Research
Strategies for upskilling programs… which ones do you use?

Internal, primarily HR led					External, with substantial business involvement
Build	**Buy**	**Partnerships**	**Consortia**	**Freelance model organization**	**Crowdsource talent**
SAIPEM, AT&T, L'ORÉAL	INTESA SANPAOLO, macy's inc, Walmart	GE, UBER	ener chain	The New York Times, Bloomberg, Shutterfly	Canon, John Hancock

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■ Most relevant strategies for this project

Desktop Research
Key stakeholders and how to align

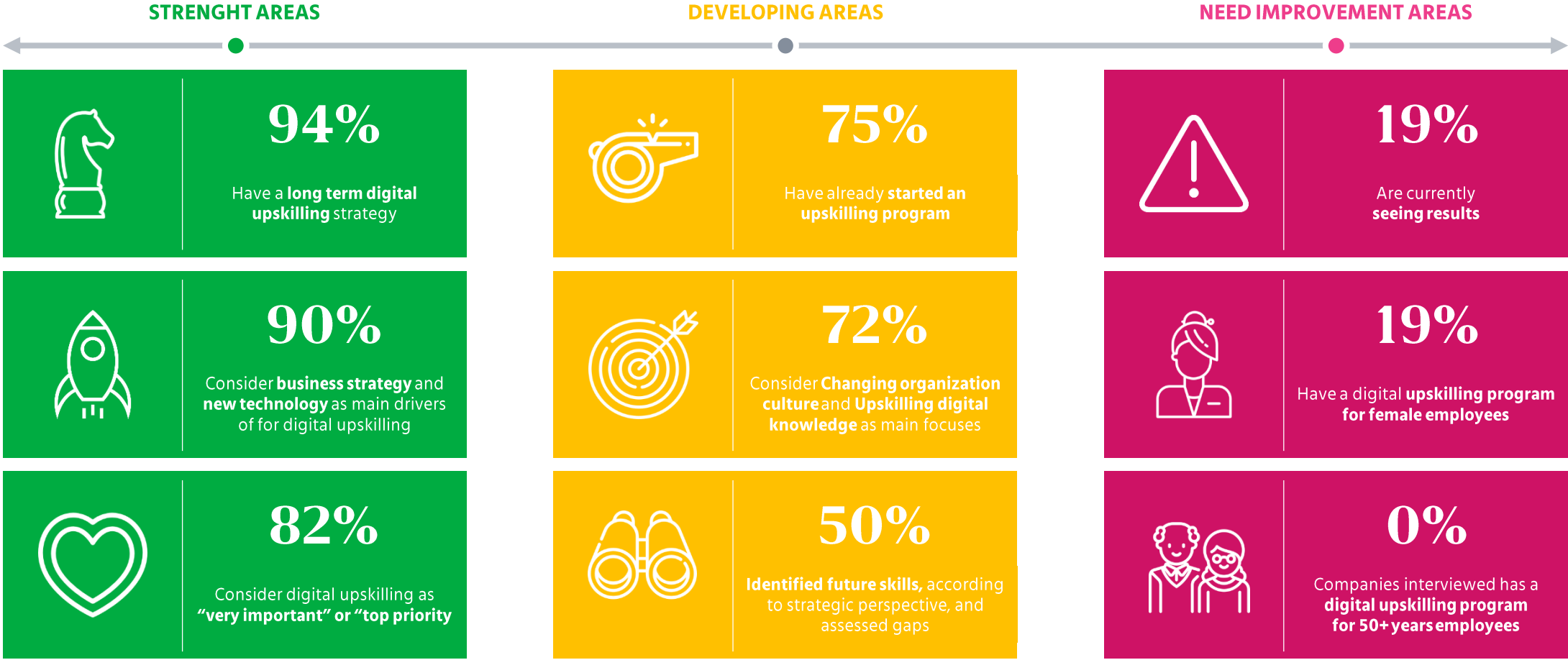**EMPLOYEES**

MANAGEMENT

HR

TRADE UNIONS / SOCIAL PARTNERS

EXTERNAL PARTNERS / PUBLIC INSTITUTIONS

Telecommunications Industry Survey
Strength, Developing and Areas of Improvement

STRENGHT AREAS   **DEVELOPING AREAS**   **NEED IMPROVEMENT AREAS**

STRENGHT AREAS	DEVELOPING AREAS	NEED IMPROVEMENT AREAS
94% Have a **long term digital upskilling** strategy	**75%** Have already **started an upskilling program**	**19%** Are currently **seeing results**
90% Consider **business strategy** and **new technology** as main drivers of for digital upskilling	**72%** Consider **Changing organization culture** and **Upskilling digital knowledge** as main focuses	**19%** Have a digital **upskilling program for female employees**
82% Consider digital upskilling as "very important" or "top priority"	**50%** **Identified future skills,** according to strategic perspective, and assessed gaps	**0%** Companies interviewed has a **digital upskilling program for 50+ years employees**

Telecommunications Industry Survey
Why is "digital upskilling" relevant today?

Digital Transformation

The telco industry is considered as leader of the digital transformation and needs to own the latest skills and produce value-added for customer needs

69%

agree with this statement

Retention & Engagement

Current digital upskilling programs *mostly* address the whole workforce, aiming at motivating employees to enhance digital knowledge and skills, as well as to improve performances

90%

agree with this statement

Competitiveness

A change in organization culture is needed to foster a growth mindset and be competitive, by leveraging more on a "Build" strategy than a "Buy" one

75%

agree with this statement

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Telecommunications Industry Survey
Where are companies on their "digital upskilling" journey?

Analyze and plan	Design	Deliver & Engage	Track & Monitor

Magyar Telekom · T · · altice	Telia · telenor group	orange · Magenta® · BT · Telefónica · A1	· · T · · Deutsche Telekom · VIVACOM · TIM

MATURITY LEVEL OF RESPONDENTS - BASED ON SURVEY FINDINGS

⊙ **Where are you now?**

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Telecommunications Industry Survey
What are the key roadblocks to overcome?

| Skill Gaps identification | Business case and communication | Time and budget | Diversity of population | Top management sponsorship |

Best Practice Identification
List of case studies analyzed

Upskilling program with gender diversity focus

- CISCO
- Capgemini
- DOW JONES
- Ferroglobe
- Google
- HILFR / 3F Fagligt Fælles Forbund
- INTESA SANPAOLO
- Skillnet

Upskilling program with age diversity focus

- AVIVA
- BNP PARIBAS
- ERICSSON
- FUJITSU
- Johnson & Johnson
- NORWEGIAN MINISTRY OF LOCAL GOVERNMENT AND MODERNISATION
- SAIPEM
- Skillnet

Upskilling program with technology focus

- AT&T
- DBS
- digitales_
- ERICSSON
- French Digital
- GENERALI
- IBM
- Lufthansa
- wipro
- Skillnet

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Best Practice Selection
Included in the Roundtable on Gender

Women Reboot

- **External Build:** Skillnet Ireland is an enterprise-led agency which supports and works with businesses in Ireland to address their current and future skills needs through a national training network supported by government funding .The aim is to support firms in the sector with grant-aided training and education programs.

Young Women in Tech

- **Gender equality in recruitment and promotion practices** was identified as an area of focus as part of Capgemini Brazil's EDGE Certification in 2018.
- To support gender equal recruitment and promotion practices and increase gender representation, Capgemini in Brazil implemented the Young Women in Tech programme

Cisco Network Academy

- **External Build:** Not for Profit Partners
- The Cisco Networking Academy is a global student and adult education initiative, offering a free IT skills and career program to learning institutions / individuals worldwide

Collective Agreement for on-line platform

- **Internal build talent consortium / gig platform**: private technology based cleaning company providing a consortium of cleaning professionals
- **Union involvement**: The union was contacted by employer since they wanted a socially responsible environment, trial agreement for one year

Design your future program

- **Career management platform** Leaders are allies in the careers of their people, Ericsson is an enabler and where Employees own their career path. Degreed learning platform, mentoring platform, recruitment platform, career share point site, single sign on
- Open talent market, available to everyone to apply to any position they want to

Best Practice Selection
Included in Roundtable on Aging Workforce

Johnson&Johnson

Action Learning' Programme

- **Design thinking:** Company was able to cluster the ageing workforce into two groups based on preferences.
- One group was looking for more flexibility and better work life balance, while the other group was looking to continue to develop in order to have meaningful work experiences.
- Their program was put in place by building a business case looking at the changing skills, environment, labor market, regulation and demographics.
- It also addressed stereotypes and ageism bias for the over 55+ population. Design thinking was used to create opportunities for the "develop" segment.
- Groups were asked to solve real Johnson & Johnson challenges to improve business performance and develop themselves as a way to develop skills and improve networks..

digitales_

5G specialization program

- **External Build:** Professional qualification upskilling program designed for ICT supporting the professional qualifications requirements and 5G specialisation
- Stressed the importance of lifelong learning with new technology, such as 5G.
- Organization noticed a gap in the market related to this particular technology and using public-private partnership were able to develop a specific professional training supporting employability of all generations.
- Programs included:
  - Academic professional training
  - Professional training for employment

TIM

Generations in TIM

- **Internal Build:** Ongoing skills development of its aging workforce
- TIM developed its Longevity program in response to Italy's change in retirement age and the company's workforce demographics (40% are baby boomers and 55% belong to the Generation X).
- The company had the business need to keep employees engaged and motivated to continue their careers, as well as the need to boost technology skills, bringing digital and agile skills to the company.
- Starting with a process to identify required skills and skill gaps, specific courses and specific training were developed for employee

DigitalNorway

Professional Qualification / 5G specialization program

- **Partnership**: Program run with the Norwegian Ministry of Modernisation
- Digital Norway stressed the importance of lifelong learning.
- In order for organisations to have success, changes in culture are required starting with the company leadership.
- Programs also need to consider how adults prefer to learn in a respectful and interactive manner.
- When building a learning journey, she suggested to organisations to:
  - Find a partner, such as academic institutions to support continuous learning
  - Keep courses simple, relevant and focussed on materials which can immediately be used
  - Build awareness with short course

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Bringing the Project to Life!

Bringing the Project to Life
The employee perspective

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Meet the Employees
Rosetta: Her Role Description

Core Tasks

- **Strategic (20 %):**
  - Developing tailored solutions
  - Cost and production time
  - Ensuring an efficient project approach
- **Operational (80 %):**
  - Identifying, developing and implementing digital designs
  - Coordinating digital design activities
  - Working on creative solutions
  - Developing and updating coding guidelines
  - Executing safety analyses and ensuring the design quality and compliance
  - Supporting the test concept and test pattern development for post-silicon verification

Background and Experience

- Technical / electronical background
- Master's degree
- Programming skills (VHDL coding)
- Knowledge of digital (circuit) design
- Experience in leading (small) projects
- Fluent English skills

Competencies

- High learning skills and the ability to understand complex interactions (e.g. algorithms)
- Collaboration skills as you work closely with colleagues from other divisions
- Project management skills
- Agile mindset and the ability to deal with ambiguities
- Living high quality standards, acting lean and fast and strive for continuous improvement

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Meet the Employees
Mark: His Role Description

Core Tasks

- **Strategic (10 %):**
  - Drive transformation initiatives to improve customer experience
- **Operational (90 %):**
  - Develop, support and coach Service Delivery team
  - Ensure quality, safety and compliance measures within the team
  - Develop and deliver operational plans
  - Support Full Fibre Patch Manager in improving performance across FTTP
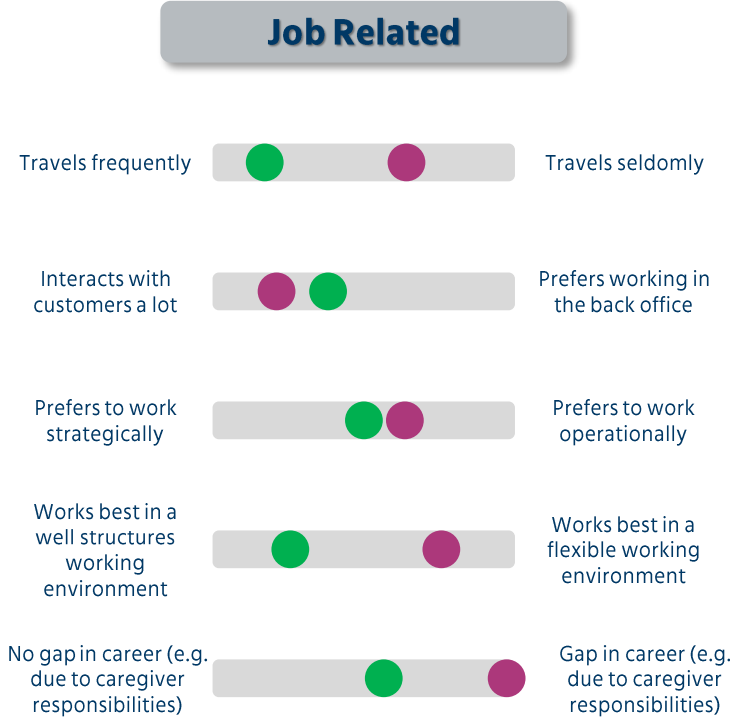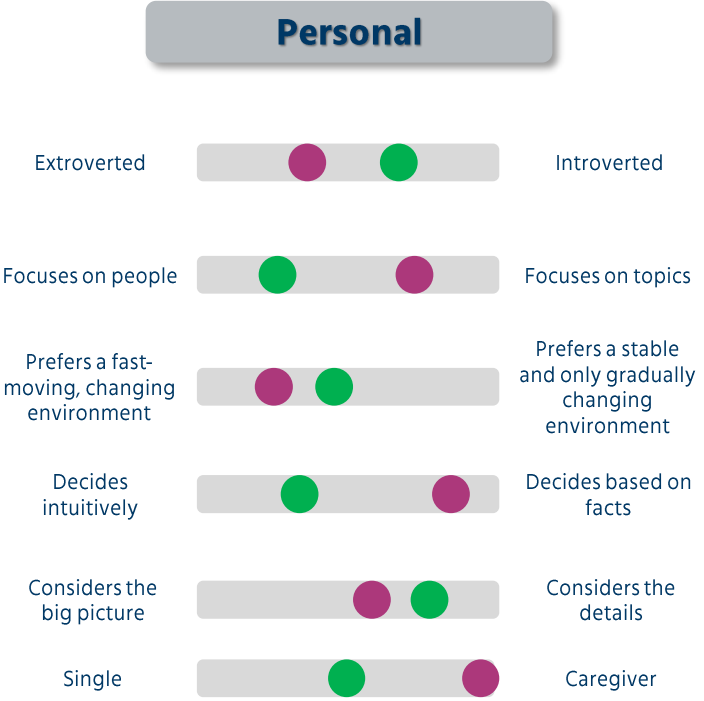
Background and Experience

- Technical / electronical background
- FTTP and Full Fibre knowledge and experience
- Performance management coaching experience

Competencies

- Strong communication skills
- Coaching capabilities to develop the engineering abilities of team members
- Solution focused mindset
- Out-of-the-box problem solving capabilities
- FTTP and Full Fibre network competencies

Meet the Employees
Work life balance and a more holistic view

Personal

| Extroverted | | | Introverted |

| Focuses on people | | | Focuses on topics |

| Prefers a fast-moving, changing environment | | | Prefers a stable and only gradually changing environment |

| Decides intuitively | | | Decides based on facts |

| Considers the big picture | | | Considers the details |

| Single | | | Caregiver |

Job Related

| Travels frequently | | | Travels seldomly |

| Interacts with customers a lot | | | Prefers working in the back office |

| Prefers to work strategically | | | Prefers to work operationally |

| Works best in a well structures working environment | | | Works best in a flexible working environment |

| No gap in career (e.g. due to caregiver responsibilities) | | | Gap in career (e.g. due to caregiver responsibilities) |

What other considerations should be made?

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Diversity!
Introduce yourself to your neighbor considering your diversity..-

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