



Digital Upskilling For All!

*Desktop
Research
Phase*

December 2020

welcome to brighter



European Telecommunications Network
Operators' Association

DIGITAL UPSKILLING FOR ALL!

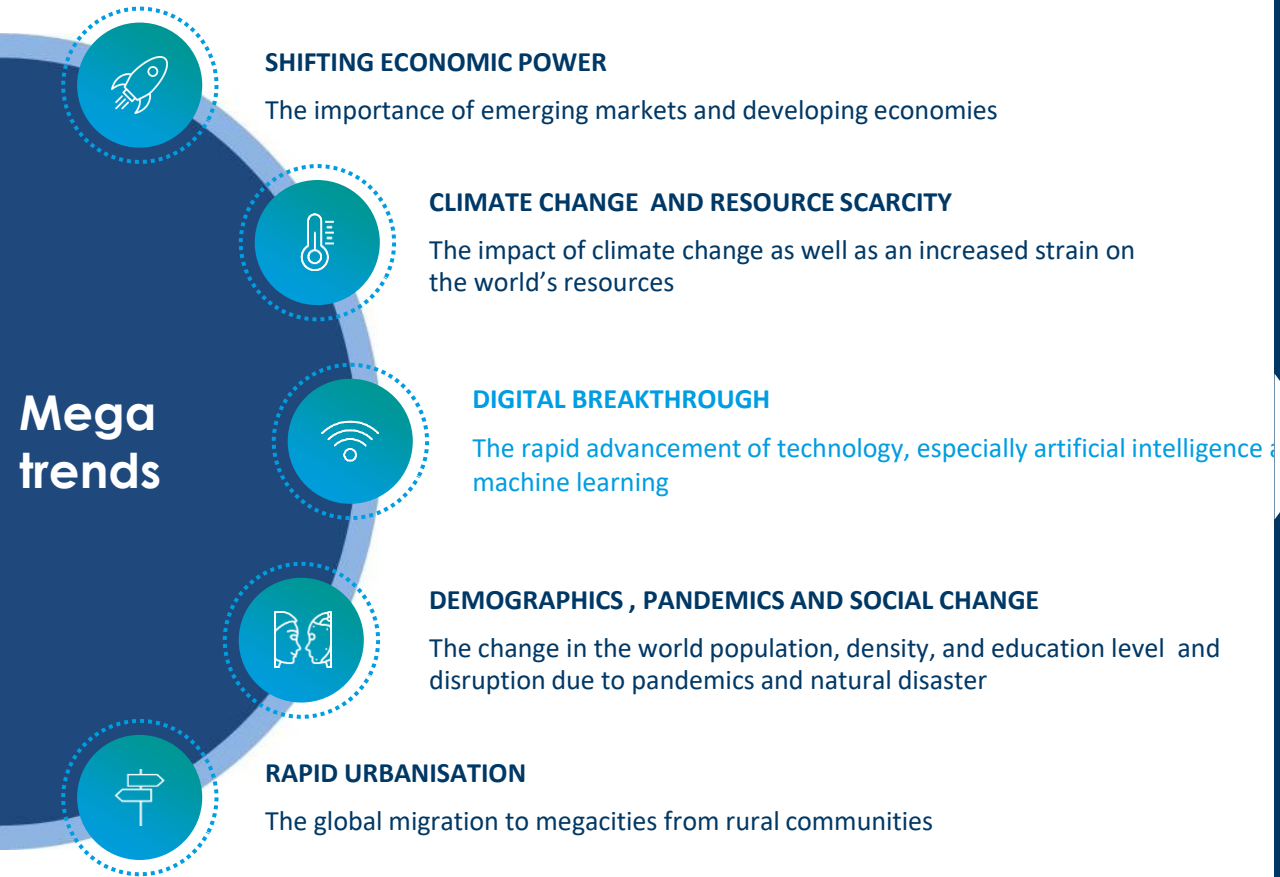
Desktop Research Phase

Towards a *digital* upskilling paradigm



Towards a *digital* upskilling paradigm

Future of work



The world is facing a upskilling emergency. More than 1 billion jobs, almost one-third of all jobs worldwide, are likely to be transformed by technology in the next decade.

- World Economic Forum

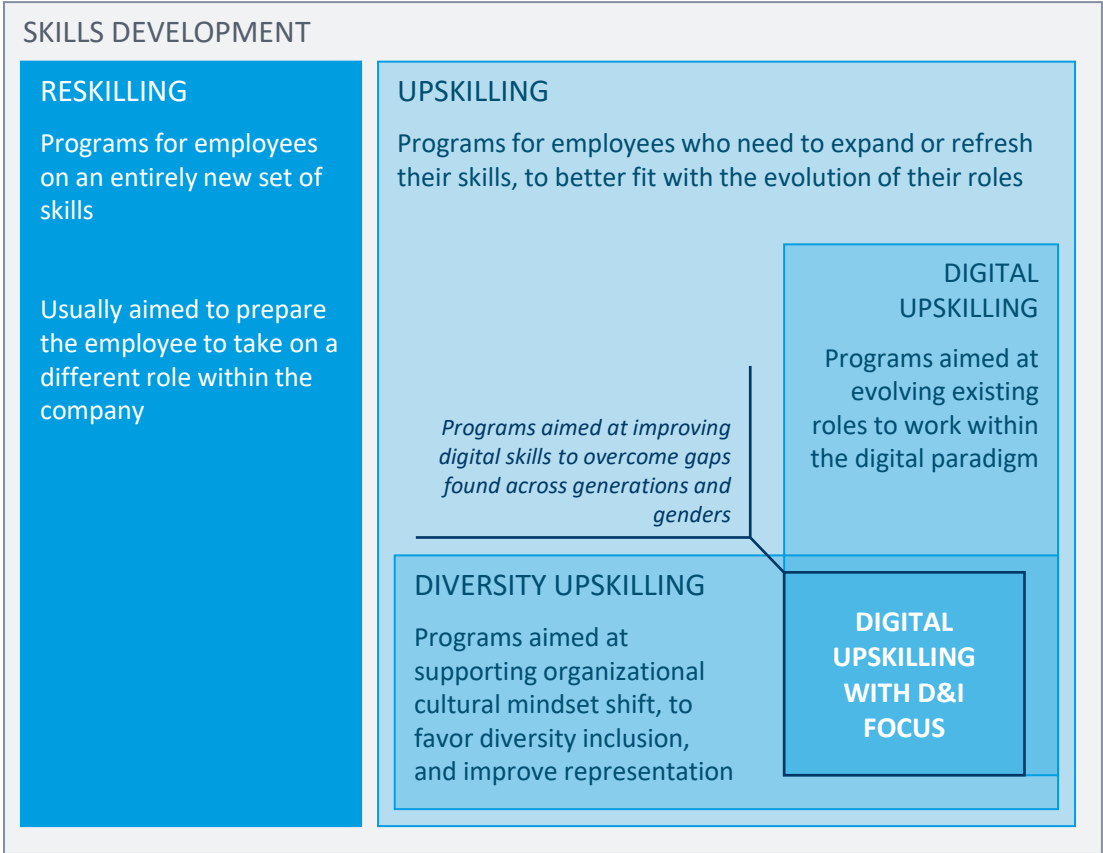
Urgency for Digital Expert Roles

New technologies accelerate:

- Out-date professional knowledge
- Rapid skills obsolescence
- Need to keep updated with new tools and platform
- Deep dive on vertical skills

Towards a *digital* upskilling paradigm

What are we speaking about?



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

Towards a *digital* upskilling paradigm

ICT skills need to have a common language

Top 10 fastest growing skill sets in demand in ICT in 2020*

Chef SW for Automation	Network Security	Penetration Testing	Linux Security	AWS Cloud Practitioner
Emotional Intelligence	Design Thinking	J-meter SW for testing	CompTIA Security	API Testing

Critical IT skills for the Telecommunications Industry

Optical Fiber Design & Deployment	Cloud and App Development	Cyber Security	AI and Predictive Analytics	Data Visualization
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Digital Skills according to the EU framework**

Information & Data Literacy	<ul style="list-style-type: none"> Browsing, searching and filtering digital content Evaluating data, information and digital content Managing data, information and digital content
Communication & Collaboration	<ul style="list-style-type: none"> Interacting through digital technologies Sharing through digital technologies Engaging in citizenship through digital technologies Collaborating through digital technologies Netiquette Managing digital identity
Digital Content Creation	<ul style="list-style-type: none"> Developing digital content Integrating and re-elaborating digital content Copyright and licenses Programming
Safety	<ul style="list-style-type: none"> Protecting devices Protecting personal data and privacy Protecting health and well-being Protecting the environment
Problem Solving	<ul style="list-style-type: none"> Solving technical problems Identifying needs and technological responses Creatively using digital technologies Identifying digital competence gaps

Digital skills are not only for “technicians” and should be seen as a hybrid area between hard and soft skills

Towards a *digital* upskilling paradigm

Strategies for upskilling programs... which ones do you use?

Internal, primarily HR led External, with substantial business involvement

Build

Description

- Develop skills inside the organization
- Strengthen apprenticeship model
- Separate on-boarding for D&I capabilities as a strategic priority

Talent implications

- Acceleration of talent that knows the business
- Significant effort to formalize training
- Balance internal “build” with external hires to favor open mindset and culture

Buy

Description

- Targeted hiring of external talent from key incumbents, to acquire core skills
- (Re)attract graduates from top universities
- Leverage on alumni network to sustain company culture

Talent implications

- Certainty and stability need strong HR understanding of profiles and skill gaps
- HR to primarily lead talent search, according to D&I policies

Partnerships

Description

- Partner with complementary party (e.g. vendor, start-up, etc.) to refresh internal skills, acquiring new ones
- Incubate internal top talent in hybrid organization
- Focus on long-term fit skills

Talent implications

- Acquire talents and skills looking for different and stable working environment
- Trial-running different cultures & learning, according to D&I practices
- Flexible interfaces

Consortia

Description

- Jointly create talent pool, with common skills, before competing for individual portion
- New development models, defined at industry level, to lift talent standard

Talent implications

- Gather intelligence about industry/peer approach/capabilities
- Collective upskilling of existing workforce, ensuring an alignment-by-design with external best practices

Freelance model organization

Description

- Hierarchy-free/self-managed organization that is a matchmaker
- Companies acquire new skills on an on-demand basis with limited investments in internal dev. programs

Talent implications

- High flexibility and project-based talent allocation
- Hard to manage sustained growth, due to the fast talents rotation and the difficulty to consolidate skills internally

Crowdsource talent

Description

- Use social networks to find candidates in broad sources
- Enhance knowledge contamination thanks to significant differences in terms of profiles and backgrounds

Talent implications

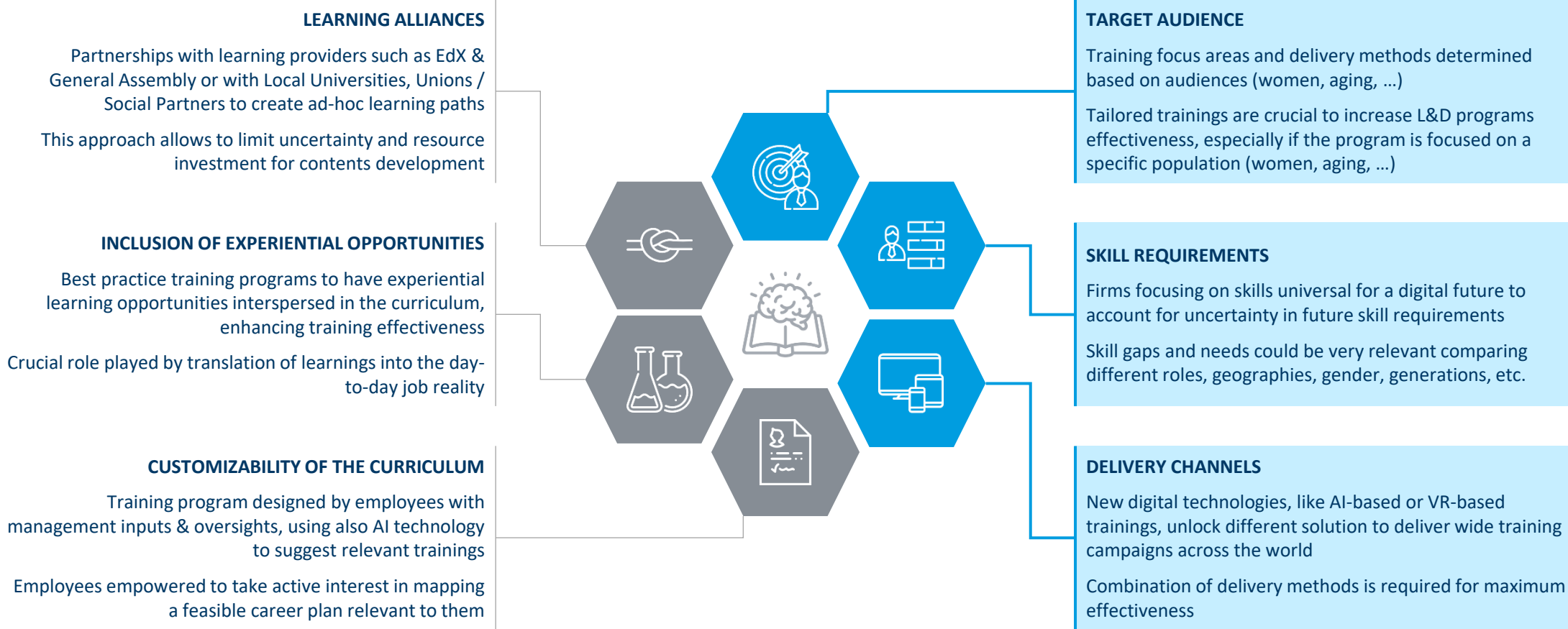
- Fast access to vast and niche talent pools and “rare” skills
- Easy to scale up, acquiring new skills and new FTEs
- Liquid and borderless workforce



■ Most relevant strategies for this project

Towards a *digital* upskilling paradigm

Keys to an effective upskilling program... focused on diversity



Towards a *digital* upskilling paradigm

Key stakeholders and how to align



EMPLOYEES

- Lack of motivation and accountability
- Time constraint
- Reluctant to see themselves as lacking
- No perception of programs' value added



MANAGEMENT

- Lack of commitment
- Not clear understanding of programs' purposes
- Weak long-term vision on workforce planning / future critical skills demand



HR

- Limited budgets and funding resources
- Investments with no evidence-based ROI
- Retention risk for upskilled employee
- Lack of talent management focused on skills develop.
- Lack of effective communications



TRADE UNIONS / SOCIAL PARTNERS

- Not involved in employability programs co-design
- Fear of workers discriminations
- Skill assessment perceived as step to allow staff cut
- Lack of accountability in developing a lifelong learning culture



EXTERNAL PARTNERS / PUBLIC INSTITUTIONS

- Lack of visibility in terms of new skills needed and lack of understanding of the internal labor market
- Programs do not match with Corporate needs unless customized
- Difficult to attract external investments
- Tools may not updated

ALIGNMENT TIPS

- Co-design programs with employees, selected across several functions
- Link trainings goals to performance appraisal and recognition
- Self-select trainings

- Co-design programs with management
- Include people trainings within personal MbO
- Split training in micro-courses, to minimize "entire days" dedicated to learning

- Calculate training ROI to evaluate training benefits
- Provide strong, actively-voiced and business-led commitment towards the importance of the program

- Communicate the offering more effectively and intimately
- Involve in pilot
- Recognitions with certifications

- Leverage on universities and public institutions to develop new learning objects
- Recognitions with certifications

Towards a *digital* upskilling paradigm

A proposed roadmap, step-by-step for transforming programs






Towards a *digital* upskilling paradigm

A focus on Unions / Social Partners

What can Unions do to support upskilling?

Trade Unions / Social Partners should be involved in the upskilling agendas via a process of:

-  **Influencing State policy** through participation in the deliberations of national and sectoral apex bodies
-  **Integrating learning** with sectoral collective bargaining
-  **Institutionalizing learning** either formally through works council or less formally through the activities of Union Learning Representatives

How can the Unions be involved?

There are 3 different ways that Trade Unions / Social Partners can become involved in the upskilling programs:

-  **Trade Unions are represented** on national tri-partite apex bodies
-  **At the sectoral trade unions participating** in negotiating a range of collective agreements and managed funding program
-  **At the enterprise level trade unions represented** on works council or Union Learning Representatives

What can Unions do in daily activities?

Workforce strategy

- Participation in defining emerging roles and skills
- Mapping of employee needs

Skills assessment

- Guarantor of no-discrimination policies and procedures
- Review of assessment tools

Training programs

- Supporting learning contents and catalogues definition, promoting new programs
- Guarantor of equal accessibility to development opportunities

Monitoring / evaluation

- Providing data and information on training and customer satisfaction
- Check the link between efforts and performance appraisal

Best practices lesson-learned

Suggestions for effective programs for older workers

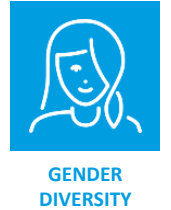


AGE
DIVERSITY

- a. **Use workforce analytics first.** Performance rating – contribution measurements – skill mapping – retirement prediction –alignment with future jobs to focus on the phenomenon
- b. **Skill mapping.** Define a catalogue of current and future skills needed for each different jobs and make an assessment for all employee (afterwards focusing data analysis on the cluster “over”)
- c. **Try to understand aged workers’ needs.** Focus group and survey to identify needs – barriers – motivational drivers
- d. **Emphasize experiential training.** Practical and job-related trainings are perceived more useful and help senior in applying new concepts
- e. **Propose self-direct programs.** Give the opportunity to build up his own development catalogue
- f. **Make new learning visible.** Link new courses with recognitions and certifications of new skill acquired in the employee profile shared with everyone
- g. **Require a high number of experienced workers in the programs.** Inclusiveness criteria for defining participants’ pool in project team composition, in development initiatives or innovative/challenging work activities, preferring heterogeneous work teams and setting KPI for older representations
- h. **Introduce “pay for skills” reward policies.** Not only on seniority or results achieved

Best practices lesson-learned

Suggestions for effective programs for female workers



- a. **Review HR processes:** de-bias recruiting process in order to bypass the similarity impact of hiring managers that are mostly men including test/ anonymous CV/ gender neutral job description/ minimum number of women's CVs presented. Set KPI for women in new hiring and in performance review's promotions. Set-up a gender gap analysis on salaries and focus new salary increases on closing the gap
- b. **Sharing the expertise:** activate mentorship programs with mentors both men and women and insert this goal in their performance management process
- c. **Reinforce the networking:** promote women as role-models and professional networking groups internal and external the Company
- d. **Build the future:** define target of % women in succession plan for creative and innovative ICT roles (not only for role of execution)
- e. **Make accessible:** require a high number, such as 50%, of female participants in development/innovative/talent program
- f. **Back to work facilitation:** propose technical upskilling/updating with flexible format aimed to women after long period out of work (e.g. maternity leaves)
- g. **Make them feel welcome:** adapt physical office environments and build consistent flexible work policy (not-discriminatory)

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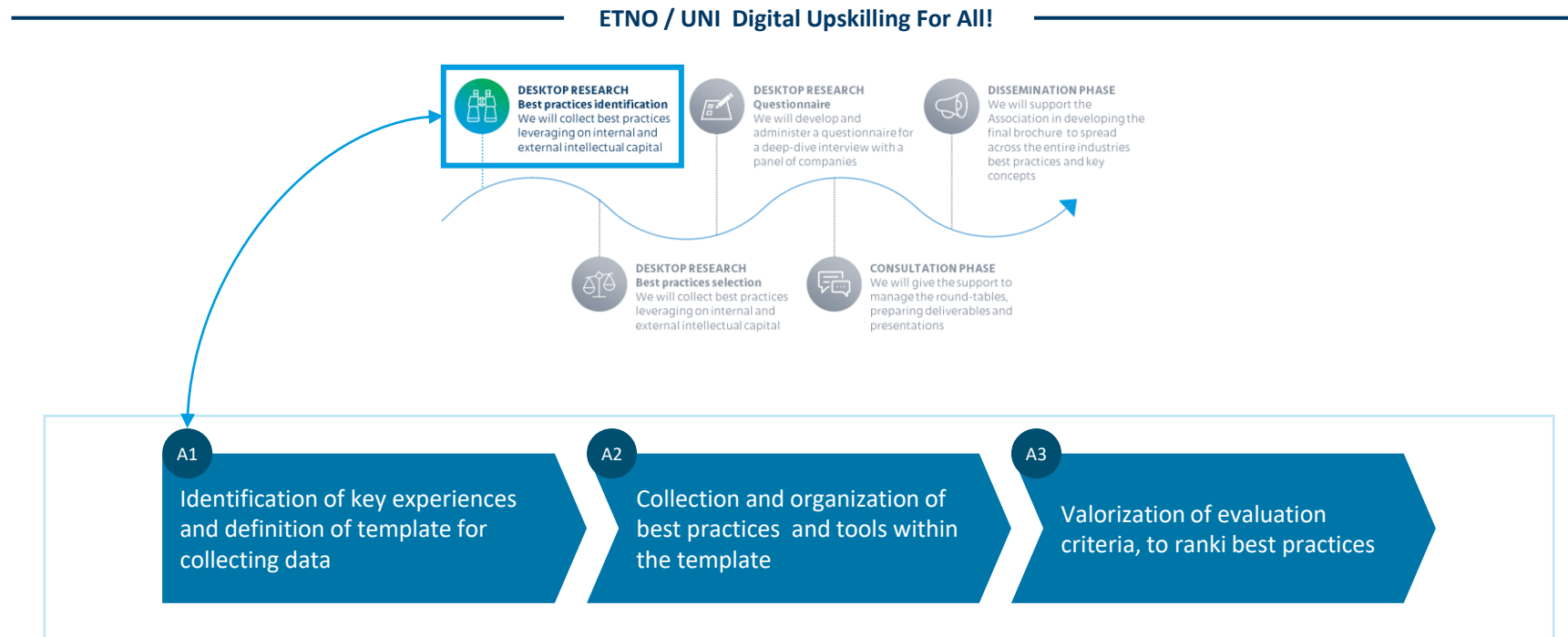
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Defining Research Methodology



Defining Research Methodology

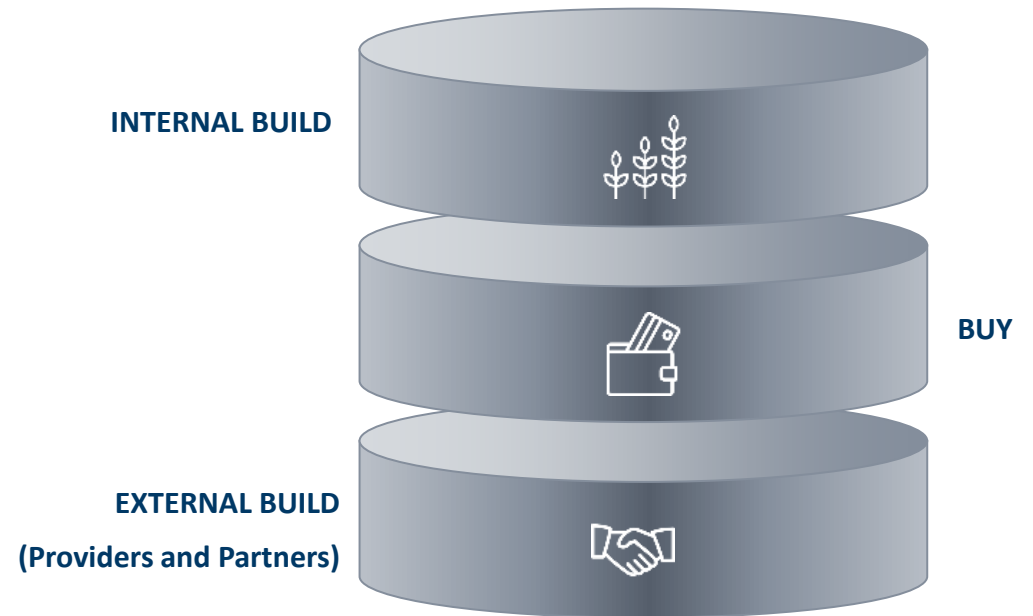
Methodology overview



Defining Research Methodology

How do we organize data collected?

- **Case studies** best practice upskilling experiences from organizations across the world, within the telecom industry and beyond
 - Focus area: gender, aging workforce, technology
 - Project title, methodology used, client name and industry
 - Target population and timeline
 - Case study descriptions and actions done
 - Success criteria and critical issue
 - Main impacts and results
- **Approach / Tools** a "toolbox" of the approaches/tools used to design and deliver upskilling programs (*to be provided in excel*):
 - Category
 - Approach/Tool
 - Description
 - Solutions and Topics Available
 - Technology or Diversity Focus
 - Source



Leading upskilling programs leverage on both internal and external capabilities, often using multiple approaches

Defining Research Methodology

Understanding different approaches and tools



INTERNAL BUILD

It includes approaches adopted by several Companies to face upskilling needs leveraging on internal resources

Initiatives can be included in this cluster:

- Digital competency frameworks definition and new skills roles discovery and identification, career mapping



- Coaching and Mentorship programs
- Events and Policies aimed at facing D&I issues
- Fast career track, to promote high potential employees, overcoming gender biases
- Specific training programs aimed at developing technical and coding skill for female population in ICT Department



BUY

It includes all the approaches that leverages on external capabilities, to acquire core skills. Main solutions' clusters are

- Technical assessment vendors



- Personality assessment vendors



- Measurement and tracking tools



EXTERNAL BUILD

It includes all the approaches aimed at developing a strong relationship with external providers, in order to:

- Bring new technology partners

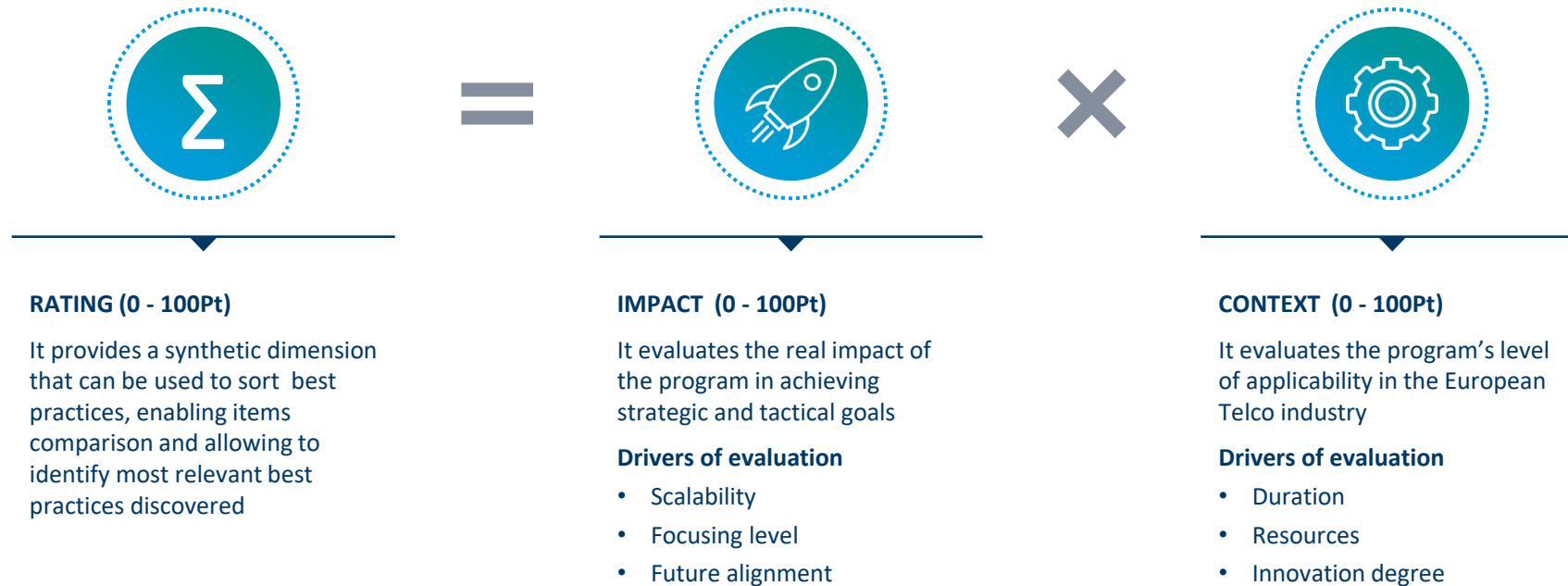


- Bring new skills and intellectual capital



Defining Research Methodology

Identifying evaluation dimensions and related drivers (1/2)



IMPACT and CONTEXT dimensions synthesize a single RATING (0 to 100Pt)

Defining Research Methodology

Identifying evaluation dimensions and related drivers (2/2)

Dimension	Driver	RATING ★	RATING ★★	RATING ★★★	Formula
IMPACT It evaluates the real impact of the program in achieving strategic and tactical goals	Scalability Possibility to scale the project up in wider contexts, without changing project design	No scalable	Scalable with adjustments	Fully scalable	$\text{IMPACT} = ([\text{Scalability rating}] + [\text{Dimensions rating}] + [\text{Focusing level rating}] + [\text{Future alignment rating}]) / 9 * 100$ It's continuous variable, measured within a range between 0 to 100 Pt, calculated as the average of drivers result
	Focusing level Diversity dimensions affected by specific program, according to focuses of current research	Not focused on diversity	Focused only in terms of monitored results	Program designed to address diversity topics	
	Future alignment Program alignment level with most relevant trends identified in Future of Work researches / papers	Partially aligned	Aligned	Fully aligned	
CONTEXT It evaluates the program's level of applicability in the European Telco industry	Duration Dimension of the program in terms of timeline length (measured in months / years)	Few months	About one year	More than one year	$\text{CONTEXT} = ([\text{Duration rating}] + [\text{Resources rating}] + [\text{Cultural readiness rating}] + [\text{Innovation degree rating}]) / 9 * 100$ It's continuous variable, measured within a range between 0 to 100 Pt, calculated as the average of drivers result
	Resources required Program value, in terms of investments and resources needed	Hard to procure majority of resources needed	Hard to procure only few critical resources needed	Easy to procure all the resources needed	
	Innovation degree Level of innovation (in terms of contents and/or tools used) of the program	Not innovative approach	Contents or tools innovative	Contents and tools innovative	
				OVERALL RATING	$\text{OVERALL RATING} = ([\text{IMPACT}] + [\text{CONTEXT}]) / 2$



“Social Unions involvement” – A significant consideration to identify relevant case studies

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Case Studies

3

Case Studies

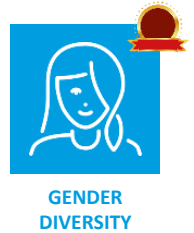
List of case studies analyzed

 Upskilling program with gender diversity focus	 Upskilling program with age diversity focus	 Upskilling program with technology focus
       <small>Fagligt Fælles Forbund</small>    	       	          



Cisco

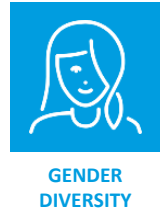
Cisco Networking Academy



Company Name Cisco	Industry IT Services	Geography USA	Target Gender diversity	Timeline From 2000 (active)
Program description	<ul style="list-style-type: none"> • 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 • The academy is based on an e-learning platform with courses either for self-study or to be taught by instructors in partner venues: website mapping courses to career pathway and connecting learners to employers and alumni • Partners: 9000+ not-for-profit learning institutions worldwide – join the network as Academies that deliver the program locally; Various international organizations and governments (e.g. UN Women, EC ‘Grand Coalition for Digital Jobs’ partnership) – collaborate on events, sponsorship, competitions 			
Key results achieved	<ul style="list-style-type: none"> • Since the launch of the program, +7.8 million of people in 180 countries joined the initiative, with an average of 1 million log-on to learning platform each month • Between 2005 and 2017, more than 1.6 MM students who have completed advanced courses with Cisco Network Academy have obtained new jobs • In developing regions (Latin America, Africa), female enrolment is well above the global average; in the US, 30% of enrolled students belong to underrepresented minorities 			
Most critical challenges	<ul style="list-style-type: none"> • In-adequate access to the latest technology, sophisticated telecommunications infrastructure, relatively low digital readiness scores and socio-economic factors in developing countries • Building trust in technology and promoting cybersecurity 			
Key success factors	<ul style="list-style-type: none"> • Financing: \$2.6 BN in in-kind contributions (tools, resources) made since 1997; however, financial demands are relatively low and sustainable as 1) standard curricula are centrally developed and widely accessed online at little additional cost; 2) Academies that choose to deliver the curriculum on site are self-funding • Ease of upscaling due to delegation of responsibilities: 500+ learning institution partners act as Academy Support Centers (ASCs – to provide other Academies with guidance and support) and Instructor Training Centers; large and active online community (online platform and Facebook page) provides support to individual students and instructors 			



Grupo Ferroglobe Equity Plan



Company Name Ferroglobe	Industry Mining	Geography Spain	Target Gender diversity	Timeline From 2016 (active)
Program description	<ul style="list-style-type: none"> • External Build: elaboration of an Equality Plan for all the companies of the group • In Spain it is compulsory to carry out an equality plan for companies with more than 150 employees • The plan must necessarily be negotiated with the employees' representation (unions), which implies a very important challenge on the part of the company that must be especially careful with the legal requirements and the final objectives of the plan • It is necessary to draw up a precise diagnosis of the situation with analysis of all the important issues to draw conclusions that will allow to identify key factors for the plan 			
Key results achieved	<ul style="list-style-type: none"> • Approval of a plan for all group companies after obtaining the agreement of the employee representatives • The negotiation of the plan's actions made it possible to obtain an effective document within the capabilities that the company was willing to assume • The plan is still in force 			
Most critical challenges	<ul style="list-style-type: none"> • Negotiation with the unions • The negotiation of the plan took more than three months with experts appointed by the trade unions in the industry sector • The most challenging part was to combine the ambitious claims of the unions with the limits of action that the company 			
Key success factors	<ul style="list-style-type: none"> • Elaboration of a very extensive previous diagnosis. Very extensive knowledge of the company • Exhaustive preparation of the meetings for the negotiation • Communication 			

Company Name

Dow Jones (Spain)

Industry

Consulting Services

Geography

Spain

Target

Gender diversity

Timeline

From 2019 (active)

Factiva Business Information

S.L.,

Program description

- **External Build:** elaboration of an Equality Plan for the Company in Spain
- In Spain it is compulsory to carry out an equality plan for companies with more than 150 employees
- The plan must necessarily be negotiated with the employees' representation (Unions), which implies a very important challenge on the part of the company that must be especially careful with the legal requirements and the final objectives of the plan
- It is necessary to draw up a precise diagnosis of the situation with analysis of all the important issues to draw conclusions that will allow to identify key factors for the plan

Key results achieved

- Approval of a plan after obtaining the agreement of the employee representatives
- The negotiation of the plan's actions made it possible to obtain an effective document within the capabilities that the company was willing to assume

Most critical challenges

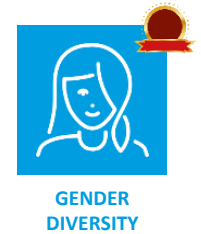
- Negotiation with the Unions
- The negotiation of the plan took more than two months
- The most challenging part was to combine the ambitious claims of the employee's representation with the limits of action that the company

Key success factors

- Elaboration of a very extensive previous diagnosis, achieving a very extensive knowledge of the company
- Exhaustive preparation of the meetings for the negotiation
- Transparent and wise communication

Hilfr – 3F

Collective Agreement for On-line Platform

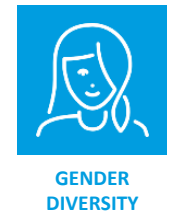


Company Name HILFR – 3F	Industry Cleaning Services	Geography Denmark	Target Women / Gig workers	Timeline From 2016 (active)
Program description	<ul style="list-style-type: none"> • Internal build talent consortium / gig platform: private technology based cleaning company providing a consortium of cleaning professionals • Freelance workers are automatically classified as employees after working 100 hours, unless they elect to remain self-employed (in this case they are not covered by agreement) • Collective bargaining agreement signed between the on-demand cleaning company Hilfr and the Danish trade union 3F to cover employees • Union involvement: The union was contacted by employer since they wanted a socially responsible environment, trial agreement for one year • While re-negotiating the agreement, the Union met with a cross-section of diverse employees and conducted semi-structured interviews • Under the new agreement, a fund will be created by putting aside a percentage of the earnings for relevant upskilling training with courses being offered using this fund. It will be mandatory for employees to have up to 2 weeks of training per year, which they can accumulate 			
Key results achieved	<ul style="list-style-type: none"> • First collective bargaining agreement for the gig economy – with possibility to expand to other industries with digital platforms such as transportation, public works and the construction industry • Both customer and worker are insured by a comprehensive workers insurance • The agreement increased wages, guarantees some compensation for work cancelled at short notice and includes provisions for healthcare and a pension • 50 per cent increase in demand for cleaning services following the announcement of the contract 			
Most critical challenges	<ul style="list-style-type: none"> • Cost of implementing the agreement could make the firm uncompetitive in the tight market in which on-demand services operate • Preventing discrimination by end users on digital platforms with respect to anti-discrimination laws • Monitoring of algorithms to reduce bias as a specific profile of workers are in demand by the customers • Where, when and how employees work is unknown which could be problematic for employer and social partner • Mindset of employees – not seen as colleagues but rather as business competitors 			
Key success factors	<ul style="list-style-type: none"> • Engagement with the social partners sets the company apart from its competitors, improving company and employee brand • Workers can place greater reliance on the jobs they get through the platform • Steady work, reliable income, and the protections afforded by the employment status have been shown to reduce worker turnover, which in turn is likely to result in better quality • Minimum wage with a holiday pay and provisions for healthcare especially maternity leave and sick pay were created 			



Google

Grow with Google initiative through Women Will



Company Name Google	Industry High Tech	Geography Global	Target Gender diversity	Timeline From 2014 (Active)
<p>Program description</p>	<ul style="list-style-type: none"> • External Build: not for Profit Partners • Google committed to close the gender gap globally through Women Will, a Grow with Google initiative first launched in 2014 in India and Japan to help women be digitally literate, and support and grow their businesses and communities • Women Will runs a program that helps new moms return to the workforce by leveraging technologies, such as internet-enabled tools, that allow for a more flexible work style. Through online and in-person trainings adapted for each country, Google helps women use technology to build professional skills, foster community and make valuable business connections 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • Since then, they have scaled to 48 countries as more women grow to pave the road towards gender equality. The program has been expanding fast, and, this year, they have reached more than 36.8 million women globally 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • The low number of women in the technology industry • Institutionalizing solving gender issues in technology in everyday life 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Partnership with government programs and vocational training institute • Network of partner business companies • Adapting training program based on maturity of country and skill level proficiency 			



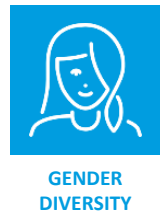
Intesa Sanpaolo

Find your talent



Company Name Intesa Sanpaolo	Industry Financial Services	Geography Italy	Target Gender diversity	Timeline Nov '18 – Dec '19
<p>Program description</p>	<ul style="list-style-type: none"> • Buy and Internal Build (Job rotation / stretch assignments): review of hiring process in order to reduce bias impacts and to promote more gender equality in new entries employee: pool of candidate invited to the hiring process made by 50% male and 50% female; first selection step done by personality-cognitive skills-motivational drivers on-line test + 1 day assessment with business game with 80 candidates • New Talent Development program dedicated for young employee in ICT and Innovation department <ul style="list-style-type: none"> • Job rotation program with 3 assignment and internal training with Subject Matter Expert • Business impact projects 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • Increase of female employees in Legal and ICT departments • Skill assessment phase done at the end of development process finds comparable results for female and male employee • Projection of more female promotions in next years 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Few female students in the IT and Tech universities so it's necessary an hunting approach to attract them for application • Most of line manager are men and we observe a tendency to select men candidates 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Gender equality KPI for new admissions, with the goal to balance candidates' pool, do not work only with spontaneous applications • Review hiring process for gender de-biased, ensuring also an onboarding process for Business Managers: it represents an innovative approach, requiring a new hiring policy • Low costs and investments, leveraging on internal resources 			

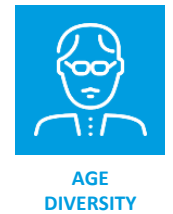
open Open Fiber fiber OF Digital Evolution



Company Name Open Fiber	Industry Telecommunications	Geography Italy	Target Gender diversity	Timeline From 2019 (Active)
<p>Program description</p>	<ul style="list-style-type: none"> • Buy and Internal Build: skills Identification and Training Program • The first step has been to define the as-is environment with +10 company’s SME interviews and develop a benchmark analysis on digital competency framework best practices with which, in co-design with the Client, a digital competency model was designed based on the Client peculiarities and requirements • Based on the new competency model a digital competency assessment was delivered to +1000 employees, with a strongly engaging communication plan returning a full detailed individual report with a digital profile • Based on the result of the assessment a tailored Learning & Development program was deployed, furnishing ~40 training video pills divided by digital profiles 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • Taking the opportunity to make more data-driven decisions, especially in the Learning & Development area (but also in recruiting) • Cultivating a digital mindset at all level of employees (blue collar and white collar) • Definition of a “Digital Competencies Model”, according to European frameworks • Defined tailored programs based on individual proficiency on digital skills, creating relevant and scalable intellectual capital, in terms of case studied and trainings 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Gaining Senior Mangers buy-in through interviews and co-design • Engage with the population underlining the goal of creating a development tool rather than a performance appraisal tool • Understand the context / business strategy and the desired outcomes furnishing a fully-tailored program 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Development of an extremely engaging communication plan to make people participate and exploit this tool • Gamification process for the assessment to reduce participants’ burnout rate • Co-design approach to competency framework and assessment design to better fit Client requirements 			



Aviva Mid-life MOT

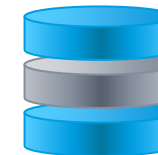


Company Name Aviva	Industry Insurance	Geography UK	Target Age 45+	Timeline 2018 - onwards
Program description	<ul style="list-style-type: none"> • Internal Build: internal program that encourages employees to review their wealth, work and wellbeing at this mid-point in their lives • Aims to supports employees in their repositioning towards a longer working life and the retention of valuable skills and experience held by this growing population • <i>MyPath</i> , an on-line tool that helps to identify the career path of employees in terms of learning new skills • Seminars to provide guidance to mid-life employees – their fastest growing employee population • Guidance includes introduction to Aviva’s apprenticeship opportunities, mid-career reviews fro long-term aspirations and development needs, free on-line development, in-house coaches for career development 			
Key results achieved	<ul style="list-style-type: none"> • A digital learning platform for learning and development has been put in place • Workshops and seminars to raise awareness • Employees skilled in the last 3 years 			
Most critical challenges	<ul style="list-style-type: none"> • Lack of time for some employees for training 			
Key success factors	<ul style="list-style-type: none"> • Provides opportunity for employees to review their current wealth, work and well-being, reposition towards a longer working life , retain and grow their valuable skills • Aviva’s mid-life MOT leads the market by providing its people with targeted guidance to help this population embrace the opportunities of a longer working life • Aviva has also run sessions for a small number of corporate clients 			



BNP Paribas

Digital, data and agile academy



INT. + EXT.
BUILD



AGE
DIVERSITY

Company Name BNP Paribas	Industry Banking	Geography France	Target 25 different countries	Timeline 2018 - onwards
<p>Program description</p>	<ul style="list-style-type: none"> • Internal and External Build: upskilling and re-skilling of their employees, part of the Strategic Workforce Planning • On-line courses have been organized with Simplon and ESSEC. In Italy, in partnership with Bocconi University and in Spain, in partnership with ESADE • A campus in Singapore dedicated to regional digitalization training for employees have been developed. BICI Academy in Africa are some examples of internal training in different countries. 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • More than 600 employees skilled since 2018 through the digital, data and agile academy 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Lack of time for some employees for training 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • The success can be seen from the increase in number of employees involved since 2018 • Internal hackathons show positive results 			



Ericsson Redundancy Support Program



INT. + EXT.
BUILD



AGE
DIVERSITY

Company Name Ericsson	Industry Telecommunications	Geography Sweden	Target Age	Timeline 2020
Program description	<ul style="list-style-type: none"> • Internal and External Build: employer established Support program with collaboration with the Worker’s Union and the collaboration of EU Globalization Adjustment Fund • Four alternatives were proposed: 1. Help to start a new career 2. Early Retirement 3. Severance Pay 4. Normal Redundancy • Help to start a new career: The aim was to help the redundant employees find new jobs. They were allowed to stay in the program from five to twelve months, depending on how long they had worked for the company. During this time they were still on Ericsson’s payroll with their regular salaries but were to devote all their working hours to finding a new job with professional help • Early retirement was offered to those of 58 years of age and more and 6 years of employment that consisted of 70 percent of their regular salaries until they reached retirement age. Severance Pay: The rules were designed to make it a less attractive alternative than help in finding a new career. Normal redundancy was according to Swedish legislation 			
Key results achieved	<ul style="list-style-type: none"> • Of the 12,000 employees concerned, 9,500 opted for the first alternative and by the end of 2005, nearly 80 percent of those had found jobs within the 5–12 months permitted by the program • 3 years later in 2008 , a fund, European Globalization Adjustment Fund (EGF) was established o ensure that people “have the right skills” and access to “modern social protection adapted to new forms of work”. The EGF offers co-funding for up to 60 per cent of the cost of initiatives such as training and retraining to reintegrate workers affected by factory closures or the decline in economic sectors affected by globalization • In 2016 and 2017, Ericsson went through restructuring and applied to EGF for funding 			
Most critical challenges	<ul style="list-style-type: none"> • Not to damage the Ericsson brand and to send the right signals to the employees who stayed on • Competition from countries such as China • Redundancies have significant adverse impact on the local economy 			
Key success factors	<ul style="list-style-type: none"> • High scalability: through 5 to 12 months and to be able to use work hours with professional help • EGF is being used to provide counseling and career guidance, Sheltered and supported employment and rehabilitation measures, education and training, job search allowances 			



Fujitsu

Game-based learning, for efficient spaces



AGE
DIVERSITY

Company Name Fujitsu	Industry IT Services	Geography Spain	Target Aging	Timeline From 2014 (active)
<p>Program description</p>	<ul style="list-style-type: none"> • Internal Build: in late 2014, Fujitsu Spain has implemented three development programs that stand out for their innovative approach and ability to ensure self-learning: Talent Development program (125 employees per edition), Management Engagement Circle and Management Program (+50 managers) • The program was implemented by Unilateral initiative of the company. • The three programs are interconnected and responsible for maintaining a new learning and development environment for leadership, negotiation, communication, time management and team development • The solution chosen by the HR Department was to incorporate a truly innovative model into its three development programs: Gamelearn’s game-based learning methodology. Game-based learning methodology combines three elements (practical content, simulation and gamification) into a single learning format: a video game. And all three elements are capable of ensuring the effectiveness of the four solutions defined by Fujitsu: 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • For the latest edition of the training, the completion rate was 98%, which represents a huge improvement over the rates obtained with other training initiatives • 99% of people who took the training would recommend the initiative and would even repeat it • Looking at the participants feedback the result is an average score of 9.8 out of 10 and an applicability rate of the skills learned of 97% • Attractive to multi generations 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • The advent of new generations. With more than 1,700 employees, Fujitsu Spain had to find a training model that is capable of engaging and motivating all of employees • The huge geographical spread of the workforce. For global companies such as Fujitsu, providing standardized training to a widely geographically dispersed workforce is a major challenge, in order to effectively cover different cultures and Time Zones • Breaking with traditional approaches to training. One of the goals was to get employees to manage their own learning and take control of their own growth 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Introduce innovation in learning • Promote self-directed learning • Include motivational elements • Create new learning environments 			



Johnson & Johnson

Action learning 55+



INT. + EXT.
BUILD



AGE
DIVERSITY

Company Name Johnson & Johnson	Industry Health Care	Geography Global	Target Age diversity	Timeline Jan – Dec 2020
<p>Program description</p>	<ul style="list-style-type: none"> • External Build (Tool and Partnership) and Internal Build (Mentorship) • Talent Matching Platform - Provide access and opportunities to professional and personal learning and development in partnership with universities, experts, other sources • Access to mentors and coaches, using both direct Face-to-Face and digital channels • Plan learning journeys to support transition to jobs of the future – digital or human • Learn in a way that works for the individual – this might be digital, F2F, on the job or a combination 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • Leverage and enhance the skills & experience of 55+ participants and develop an ecosystem of expertise and knowledge sharing • Promote, facilitate and ensure a culture of lifelong learning (incentivize through paying for skills?) • Promote the ongoing development & engagement of the ALP55+ initiative at J&J • Resolve real world J&J issues and drive improved performance and engagement with the business • Drive fluidity of talent within J&J, promote internal talent mobility and sharing of experience 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Initiative must be promoted / socialized to the correct target groups to ensure that the ALP55+ has sufficient membership on both supply and demand sides • Ensure the demand side needs are at the correct stimulation level to push engagement of participants • Ensure ALP55+ has adequate resources & support to enable & drive meaningful engagement and implementation • Johnson & Johnson must consider where the ALP55+ group would sit from a headcount perspective 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • High-value development of expertise and knowledge-sharing • Culture of lifelong learning, on the job support 			



Norwegian Ministry of Modernization

Digidel



EXTERNAL BUILD



AGE
DIVERSITY

Company Name Norwegian Ministry	Industry Public	Geography Norway	Target Age diversity	Timeline 2015 - 2017
<p>Program description</p>	<ul style="list-style-type: none"> • External Build. Digidel, managed by the Ministry of Local Government and Modernization, was a national program aimed at bolstering the cooperation and efforts taken by the public sector, the ICT sector and voluntary enterprises in spreading digital competence and inclusion. The program followed the mission “digital participation for everyone”, considering digital participation and competence as a prerequisite for value creation and growth in the society. Program closed in January 2017, online resources still available <ul style="list-style-type: none"> • L&D channels: Digidel website with teaching tools and so-called “arenas” for sharing experiences and acquiring knowledge for instructors • Target group: People not using ICT in their everyday life with a special focus on immigrants and elderly citizens • Partners: Public institutions (e.g. National Library of Norway) and private companies (e.g. DNB, Microsoft, Telenor) 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • Several thousands” residents have acquired digital competency over the duration of the program • establishing a knowledge base and cooperation arena for companies engaged in teaching, courses and guidance in digital competence • developing e-learning modules focused on basic digital skills (e.g. Facebook, Skype, E-Commerce) • providing grants for competence-enhancing measures in digital competence 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Course offerings needs to remain up to date to keep audience interested • Ensure continuous engagement of third-party institutions and sponsors, involved also in project financing 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • High scalability due to free online platform and trainings being applicable to large parts of the population without requiring adaption • EUR 1.9M for entire project period, participating companies contributed financially to the implementation of the program (e.g. by covering labor costs for trainings) 			



Saipem

Reverse Mentoring Program



INT. BUILD
+ BUY



AGE
DIVERSITY

Company Name SAIPEM	Industry Oil & Gas	Geography Italy	Target Age diversity	Timeline From 2018 (Active)
<p>Program description</p>	<ul style="list-style-type: none"> • Internal Build + Buy. Reverse mentoring program has involved a selected group of Senior Manager (+50 y.o.) and Junior Talents, after a self application period: company gathered an average of +100 applications received and only 32 people have selected for each waves (2 waves/year) • Once received the applications, test and questionnaires (personality test, digital capability test and motivational interview) were administered at these people, in order to identify 16 Senior Managers and 16 Junior Talents. After the individual feedback interviews, chemistry meetings have been organized to create the couples for the Mentoring path. In a first kick-off meeting tutors shared the goals of the program and some mentoring tips, planning also periodical check point meetings (after 5 months) to share experiences and gather development suggestions and other useful tips by cross coaching activities. To ensure continuous improvement of the program, at the of each wave a “closing meeting” is organized, to collect feedback to improve next editions 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • Defining a win-win program for mentor and mentee, facing training / development needs of different populations / generations • Reducing cross-generational digital skill gap, increasing the productivity of “aged population” thanks to a better understanding and usage of internal IT tools • Self-empowering of Junior Talent, increasing their capabilities as “knowledge sharers” and favoring communication with company management • Increasing engagement of population involved in the program, obtaining a very positive feedback from participants (measured with a self-assessment questionnaire) • Leveraging on internal intellectual capital, low level of investment is required 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Maintaining people engaged and focused on the mentoring path during the daily activities • Winning Senior Mangers initial skepticism, showing concrete potential benefit and explaining a clear path • Identifying correct criteria for a working fit between mentor and mentee, considering specific needs of each “couple” 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Selecting people within a basket of self-applicants increases probability to select “engaged” people, reducing initial resistances • Before starting the program (and involving people) a clear path was identified and most relevant digital skills were identified (from HR), avoiding to overload people • Using a “pilot approach” in the first wave allowed to provide fine-tunings in the next waves, optimizing timeline, tutorship support activities and expectations 			



AT&T Workforce 2020



INT. + EXT.
BUILD



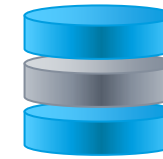
TECH.
FOCUS

Company Name AT&T	Industry Telco & Media	Geography USA	Target -	Timeline From 2013 (Active)
Program description	<ul style="list-style-type: none"> • Internal + External Build. AT&T’s Workforce 2020 (2013 – present) is a private, internal, professional retraining initiative in the US, investing \$1 BN to upskill more than 1/3 their workforce to meet the new technical demands created by shift to software architecture. The program involved 100,000 AT&T employees whose jobs were predicted to be obsolete by 2020 • The program has included several L&D tools and channels, as online self-service performance management platform, awareness workshops on emerging technologies and macro-trends, classrooms and individual courses on specific technologies, on-line certification paths, including also, ‘nanodegrees’ and master’s degrees • Trainings are based on Udacity platform and Georgia Tech University: AT&T provides curated course bundles on its online education platform and Georgia Tech University – in collaboration with Udacity, offers fully accredited online master’s degree in Computer Science 			
Key results achieved	<ul style="list-style-type: none"> • In 2018, half of its employees had completed 2.7 million online courses in areas such as data science, cybersecurity, Agile project management and computer science • The company had awarded 177,000 virtual “badges” to about 57,000 employees on their internal career profile pages, indicating they’ve completed the coursework. Further, about 475 AT&T employees had enrolled in Georgia Tech’s online master of science in computer science program, and nearly 80 have graduated • Exploiting Udacity contents, +50k employees are enrolled in Udacity nano degree courses • New skills increased operations in speed and efficiency: from 2015 to 2016, AT&T reduced product-development cycle by 40% and accelerated time to revenue by 32% 			
Most critical challenges	<ul style="list-style-type: none"> • Costs are mainly fixed upfront investments as all training is done • Implementation of Agile organizational architecture will likely be effort-intensive to allow for flexibility in job movement after upskilling: having a clear understanding and definition of key skills needed for new workforce is complex • AT&T was clear that employees interested in new roles would be required to use their own resources for their reeducation. A central challenge early on was how to motivate the company’s professional-level employees. That cohort includes the country’s largest full-time union workforce, which represents about half of AT&T’s employees. 			
Key success factors	<ul style="list-style-type: none"> • Gap assessments and job profiles have been defined in accurate way and that courses taken by employees are relevant to new roles and are value-adding • High scalability thanks to the usage of a best-of-breed online platforms • Gap assessment and definition of future roles activities have been managed at team level, to ensure efficiency and to understand real needs 			



DBS Bank

Digital Skills Training



INT. + EXT.
BUILD



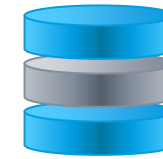
TECH.
FOCUS

Company Name DBS Bank	Industry Financial Services	Geography Asia	Target -	Timeline From 2017 (active)
<p>Program description</p>	<ul style="list-style-type: none"> • Internal + External Build. DBS Bank’s digital skills training program (since 2017) is a private, internal, adult training initiative in Singapore, investing S\$20 MM over 5 years to train DBS employees in digital banking and emerging technologies • Bite-sized e-learning modules (incl. digital business model, adopting Agile) on a cloud-based learning management system that uses AI to make personalized course recommendations and helps employees collaborate and engage in mobile education; paid sabbaticals to work on prototypes/start businesses and scholarships to further skills in new tech e.g. data analytics, design thinking, automation • Partners: Workforce Singapore (statutory board under Ministry of Manpower) – provides >16,000 skills training courses as part of national SkillsFuture lifelong learning program, in which DBS employees may enroll themselves. The program grants each Singaporean S\$500 to enroll in courses, to which DBS adds another S\$500 for employees 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • Adoption of agile culture and leverage of emerging technology • Established ADA – Advancing DBS with AI – e-learning platform –as-a-service • Empowered +10,000 employees in Singapore to use data and AI 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • E-learning platform required several effort to be fully configured, in order to train AI-driven course customization • Strong partnership with governments to ensure program visibility and good sponsorship • Despite the average cost per employee is not so high, specific technical profiles may require relevant expenditures for upskilling 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Financing: Low cost other than initial investment: 1) all training done online; 2) cost-sharing with government by piggy-backing on existing government reskilling initiative • However, grants of higher monetary value (currently S\$1,000 in total per employee) may be required for effective up-/reskilling in some job profiles • Success factors: Will require competencies assessment tool to gauge if employees are able to effectively translate training to business applications; approved/required course list to ensure credits are used for relevant govt. courses 			



Ericsson

Designer your Future program - powered by fuel50



INT. + EXT.
BUILD



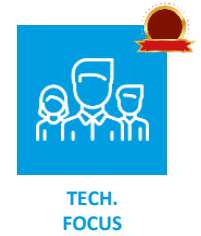
TECH.
FOCUS

Company name Ericsson	Industry Telecommunications	Geography Sweden	Target -	Timeline 2020 -
Program description	<ul style="list-style-type: none"> • Career management platform where 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 • Your career @ Ericsson playbook, single point of access • Career learning day across USA and Canada, virtual events and on-site best practices in their headquarters in the USA • Onboarding pilot sessions, demos to create awareness and workshops, roundtable discussions and a call to action at the end of the pilot period 			
Key results achieved	<ul style="list-style-type: none"> • Pilot program from November 19 to March 20 for 1000 users was successful • 70% adoption over a 4 month period, 2500 actions and 500 hours designing their future in the pilot study, 72% return use of the platform • Employees Pre workshops only 17% had a career plan, after the workshops 92% agreed that they were empowered to own their career • Manager: Pre workshops, 54% were somewhat ready to help their people to take the necessary action, after 88% were ready to support their employees career growth 			
Most critical challenges	<ul style="list-style-type: none"> • Importance of empathy and soft skills in the Post Covid environment • Manager and employee buy-in 			
Key success factors	<ul style="list-style-type: none"> • High scalability: Re-skilling , up-skill and new skilling 50 000 employees over the next 5 years starting from 2020. • Drives better engagement and increases motivation of employees, provides insights to talent gap • Online case study highlighting success https://www.fuel50.com/fuelx/plus/ericsson-career-experience-story 			



Fagforbundet

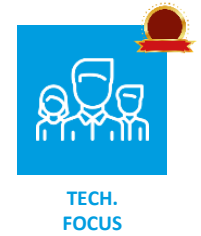
Worker involvement and social dialogue



Company Name Fagforbundet	Industry Trade Union	Geography Norway	Target -	Timeline From 2017 (active)
Program description	<ul style="list-style-type: none"> • Internal Build. In September 2017, the Ministry of Local Government, public service workers’ union Fagforbundet and the local and regional authorities’ association Kommunespeilet reached a tripartite agreement on worker involvement and social dialogue in public sector digitalization • The agreement commits the social partners to shaping the digitalization of local government services through a combination of collective bargaining and workplace consultation and cooperation • Includes the development of a digital platform for sharing knowledge and experience between different municipalities • Workers are appointed as ‘digital agents’ with a special responsibility for testing and deciding on new digital devices and training of coworkers 			
Key results achieved	<ul style="list-style-type: none"> • Drammen, a municipality with 63 000 inhabitants involves health sector employees in the digitalization process of the sector. Health workers in elderly care are the digital agents • Some of the agents are elected local union members 			
Most critical challenges	<ul style="list-style-type: none"> • Greater public control of data • Experienced staff reductions due to ICT investment 			
Key success factors	<ul style="list-style-type: none"> • Confidentiality of personnel information is respected versus bad experience with outsourcing • Vertical coordination is encouraged. Concerns arising from local level dialogue are fed into dialogue at the sectoral level, including collective bargaining processes • Recent negotiations have covered workers’ rights to access training throughout their working lives, to compensation for loss of earnings during training, and to increased rewards based on upgraded skills 			



French Government French Digital Skills and Job Coalition



Company Name French Government	Industry Public Sector	Geography France	Target -	Timeline From 2017 (active)
<p>Program description</p>	<ul style="list-style-type: none"> • External Build. The purpose is the modernization of the tools and training programs in terms of digital competencies., to promote and identify the best practices, a collaboration of the public , private sector and unions. It is coordinated by MEDEF (the largest employer federation in France) • Partners are public and private institutions , unions, associations and universities: Adecco, AFPA, Agence du numérique, APEC, Pasc@line, the labour union CFDT, Cigref, Grande École du Numérique (University) Groupe BPCE, the Industry Federation Group, the French Ministry of Education,, Simplon Academy, Sodexo and Chemical Industry Union (IC) • There are 3 phases to the initiative, firstly to collect best practices, identify challenges and opportunities, secondly to identify the best practices in France and Internationally and thirdly to establish a roadmap 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • 4 working groups have been established, digital skills for the labor force, digital skills in education, more and better trained ICT professionals in Europe, digital skills in Europe • The labor union CFDT and the company ADECCO have participated in the working group digital skill for the labor force • A website where companies or even individuals can contact and share ideas via a questionnaire • A hot-line in place, #20, anyone can call to ask questions on digital issues. University students are working to answer the questions • A network of experienced individuals that can help face to face • A quiz that one can fill in to identify their digital needs 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Greater public control of data • Experienced staff reductions due to ICT investment 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Coalition with all parties and supported by the government • High scalability due to free hot-line, network and on-line quiz • Increase the number of digital jobs by 2022 			



Generali Group

“We LEARN Program” Skill Assessment



INT. BUILD
+ BUY



TECH.
FOCUS

Company Name Generali Group	Industry Financial Services	Geography International	Target -	Timeline Jun 2019 – Dec '20
<p>Program description</p>	<ul style="list-style-type: none"> • Internal Build + Buy. The program has been launched in the mid of 2019 across the world, promoted by the Group Academy Department • The skill assessment activity has no performance management purposes but it is aimed at designing tailored training programs / courses, based on individual main skill gaps, involving +15,000 people in Europe, Asia and Americas • The skill assessment is fully delivered using the Mettl on-line platform, assessing the proficiencies within a panel of 24 skills. Each person has been assigned to a specific set of skills, according to the ones needed for the current role and for the expected role in the future • Skills evaluation is delivered using questionnaires with an average of 8 questions per skills. The proficiency level is based on a 4-points scale evaluation: from “Green field” to “Advanced” proficiency. This scale is directly linked to the courses included in the consequential upskilling program 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • More than 15,000 people evaluated across the world, unlocking a tailored training program experience • Relevant intellectual capital in terms of contents developed: identification of specific topics per each skill, +1,650 questions developed to assess the skills (average of 70 questions per skill), +6,700 answer options developed (closed questions with 4 answer options), contents translated in +10 languages • Enrichment of Group people database, unlocking new analysis to link personal productivity / results with personal background and skills • Thanks to skill-assessment results, courses reduction of 30% (i.e., avoiding basic courses for intermediate users, etc.) 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Designing a common approach to evaluate skills, in order to launch the campaign with a good sponsorship • Avoiding to link the skill assessment program with performance management campaign, in order to enhance individual participation • Ensuring BUs commitment across the world, facing different cultures, businesses and legal entity level of maturity • Defining a clear perimeter per each skill, providing common definitions and identifying proficiency levels “scalable” across different BUs 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Defining a structured team for PMO and Communication, in order to ensure continuous project monitoring, delegating operational activities to BUs (like language translation and evaluation), identifying specific Single-Point-of-Contact in each BU • Using a co-design approach, involving Group’s SMEs, both to identify most relevant topics within each skill and to validate contents developed • Using a high-scalable platform with high availability level, reducing issues / overloads to customer support team 			



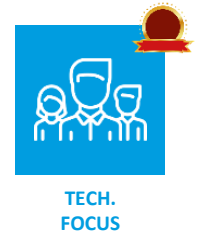
IBM Digital Badge Program



Company Name IBM	Industry High Tech	Geography USA	Target -	Timeline From 2015 (Active)
Program description	<ul style="list-style-type: none"> • Internal Build. IBM wants to bring in people with non-traditional backgrounds, to attract people reentering the workforce or relaunching their careers, and they want to create more jobs for people in parts of the world where tech jobs are scarce. This is about creating tech career opportunities outside the traditional areas • Online learning platform where they hosted valuable free training developed by top developers and data scientists with final exam and certifications • The backpack system aggregates a person’s digital credentials from a variety of issuers to create a digital resume. Badge issuers can decide whether they want to make that information publicly available, and they can easily share a web link with an employer or client. Because of their transparency and the data which is embedded by the issuer, digital badges provide verifiable, trusted achievements, which contrasts with the self-assertions many professionals promote on sites like LinkedIn 			
Key results achieved	<ul style="list-style-type: none"> • 87% said they are more engaged because of the digital badge program • 72% of IBM managers now employ badges to recognize employees for achievement. One third said digital badges accelerate shifts in expertise to meet the changing market • 92% of survey respondents said IBM digital badges improve their employability 			
Most critical challenges	<ul style="list-style-type: none"> • Require a deep understanding of the skills needed to provide business value. It also requires a tool to understand gaps and readiness • The company can use its analytics tools, like the Cognos portfolio, to identify skills readiness and then create programs to fill gaps 			
Key success factors	<ul style="list-style-type: none"> • Introduction of badge recognized as formal internal certification has created a collective skills registry. IBM has incorporated digital badges into many systems, including its learning platforms and company directories. That integration improves project staffing, employee development, incentive programs and resource mapping • IBM uses a variety of sophisticated tools and programs to identify expertise in the organization • Social Media presence: when a badge earner shares a digital badge, the badge shows up in a social media activity stream 			



Lufthansa Group Digital Badge Program



Company name Lufthansa Group	Industry Aviation	Geography Global	Target -	Timeline From 2016 (Active)
Program description	<ul style="list-style-type: none"> • Internal Build. Defining digitalization and supplementation of the HR strategy as a starting point for a shared understanding of HR levers in digital transformation • Research study ‚HR Digital‘ with Best Practices and HR Digital Maturity Index to locate own practices in comparison to other (DAX) companies • Development of a digital competency model as a requirement for every employee incl. operationalization and measures in order to anchor it in the organization • Establishment of a new HR Process framework and identification of digitalization potential for user-centered process redefinition 			
Key results achieved	<ul style="list-style-type: none"> • Digital competency model implemented into organization • Digital readiness self check tool available to all employees • Communications and change management focused on the fact that everyone will need digital competencies in future 			
Most critical challenges	<ul style="list-style-type: none"> • Change management and communication - the fear around loss of jobs due to automation needed to be addressed 			
Key success factors	<ul style="list-style-type: none"> • Pilot program, included member of works council to ensure alignment • Consistent use of user-centric process design for the redefinition of HR processes (Design Thinking) • Mentoring of the digital transformation (e.g. HR Learning Journey to the Silicon Valley) 			



Wipro TReND.next Multi-skill Program



INT. + EXT.
BUILD



TECH.
FOCUS

Company name Wipro	Industry IT Services	Geography Asian Market	Target -	Timeline From 2016 (active)
<p>Program description</p>	<ul style="list-style-type: none"> • Internal + External Build. Disruption caused by the rapidly evolving digital economy has changed service requirement and demands of Wipro’s customers and in order to assure that Wipro’s clients are able to keep up with these developments, employees are encouraged to deepen specific technical skills as well as to acquire a broader range of knowledge in associated fields • Wipro introduced a system of credit points tied to the participation in the initiative: employees are awarded points based on their training score (with bonus points for high-demand skills). Accumulated credit points are linked to an employee’s career progression • Wipro’s <i>TReND.next</i> is a program aimed at “multiskilling” the company’s workforce and thereby qualifying them to deliver new-age services to clients. It leverages on e-learning platform (Microsoft) with +1,800 modules integrated in company’s Talent Management (Oracle) and 1,850 readily available “off-the-shelf” online courses (Udemy) 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • According to sustainability report fy 2018–189 more 20 000 employees are covered under skill based platform <i>Trend.next</i> and <i>Digital.next</i> in the IT sector • More than 133,000 employees trained in digital skills • More than 7600 senior and middle managers effectively in capacity to build workshops 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Risks related to growing role of information and communication technology to employees • Responsibility in strengthening critical infrastructure and putting in place systems to protect against disruptions 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Training is done online, with additional costs required only to refresh and update curriculum as technologies and corresponding client demands change • High scalability through use of online platform 			



Skillnet

Women Reboot



EXTERNAL BUILD



GENDER DIVERSITY



AGE DIVERSITY

Company Name Skillnet	Industry Software Technology	Geography Ireland	Target Age diversity	Timeline 2006 - onwards
<p>Program description</p>	<ul style="list-style-type: none"> • 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. • The mission of the Software Skillnet is to enable companies with software technology functions, to remain highly competitive, by facilitating active talent development and continuous up-skilling for staff. There are 2 programs that support in particular women. • Women Reboot : Women with IT career before, currently not working, who want to return to work. During a training of 2 weeks they receive 70% of soft skills refresh and 30% tech skills refresh. • Tech Star = Women with no IT background who want to change industry. During a training of 8 weeks they receive tech skills. They have access to a coach for 1 year that will help with their work placement. 			
<p>Key results achieved</p>	<ul style="list-style-type: none"> • Before COVID , the trainees had 97% success of finding a work placement. Due to COVID, the work placements have decreased but has started increasing again. • Companies in the network have typical savings of 40-60% through Software Skillnet since training costs are subsidized by the Irish Government. 			
<p>Most critical challenges</p>	<ul style="list-style-type: none"> • Network of companies in Ireland, normally around 600 companies in the network but not all offer placement. • Administrators need to continually contact these companies, explain the track record and program. • Administrators also need to provide statistics to the government since funded by the government so there statistics need to be up to date at all times. • Some candidates are very good, there is competition, companies want the same candidate, they do coaching to identify the company with the best (long term) career track. • In Ireland, the government opened the visas to foreign nationals therefore there are Indian and Asian women participating and they require a business ethics training. 			
<p>Key success factors</p>	<ul style="list-style-type: none"> • Free online platform & trainings & dedicated coaches. • Small population outreach for the women programs. • The national training network has a large outreach in the software and digital technology sector. 			



Capgemini

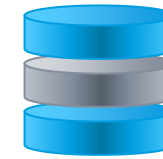
Young Women in Tech



Company name Capgemini	Industry IT Consulting	Geography Brazil	Target 30% women firmwide	Timeline 2019
Program description	<ul style="list-style-type: none"> 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, which focused on training and accelerating the development of young women in Capgemini Brazil. Young women were recruited across two locations, from both technical schools, to join the programme in 2019. These women were trained for three months, hired at the first level of responsibility and were placed on an accelerated development track to be promoted after six months. 			
Key results achieved	<ul style="list-style-type: none"> 75 women were recruited to participate in the 2019 Women in Tech programme in São Paulo and Salvador and received three months of training. 60 women were recruited to Capgemini Brazil as a result of participating in the 2019 programme, increasing Capgemini Brazil’s female representation by 31% - exceeding by 1% the target. Based on the success of the 2019 cohort of Young Women in Tech, Capgemini Brazil will recruit a second cohort in 2021. 			
Most critical challenges	<ul style="list-style-type: none"> A key challenge is to have the company's support to invest in an initiative that only generates returns after 3 months of training costs. Women are underrepresented in technical colleagues and few women study IT-related topics, meaning that the pool of available female talent was small. 			
Key success factors	<ul style="list-style-type: none"> The willingness to invest budget and resources in increasing gender representation; “If you invest, you will find the right people”. 			

Digitales

Prof. qualification / 5G specialization program



INT. + EXT.
BUILD



TECH.
FOCUS

Company name	Industry	Geography	Target	Timeline
DigitalES	Economy and digital industry	Spain	Professional qualification and 5G specialization program	February 2020
Program description	<ul style="list-style-type: none"> The program involves different companies, such as: Ericsson, Nokia, Telefónica, Vodafone and Huawei. The aim was to establish the competencies , knowledge and skills necessary for the professional profile of Installer and Maintainer of 5G networks. Although the program is open to all, there is an aim is to have a high percentage of women, since traditionally this is a men's profession The program involves also the Public administration support (INCUAL, SEPE and FUNDAE) 			
Key results achieved	<ul style="list-style-type: none"> Establish a team with main manufacturers and operators' companies Design professional qualification Design the specialization course Design and implement training classrooms with 5G technology The first group to be trained is teachers to have them prepared to transmit skills and knowledge. For a first wave, before the deployments begin, the aim is to reach 1,500 workers, and when the network deployments begin it will increase notably 			
Most critical challenges	<ul style="list-style-type: none"> Different solutions from manufacturers. Understand the need for professionals and their capacities to develop the functions of installer and maintainer of 5G network 			
Key success factors	<ul style="list-style-type: none"> Identification of the position and knowledge of companies Identification of professional skills needs 			

DIGITAL UPSKILLING FOR ALL!

Desktop Research Phase

Evaluation and Preliminary Considerations



Defining Research Methodology

Identifying evaluation dimensions and related drivers (2/2)

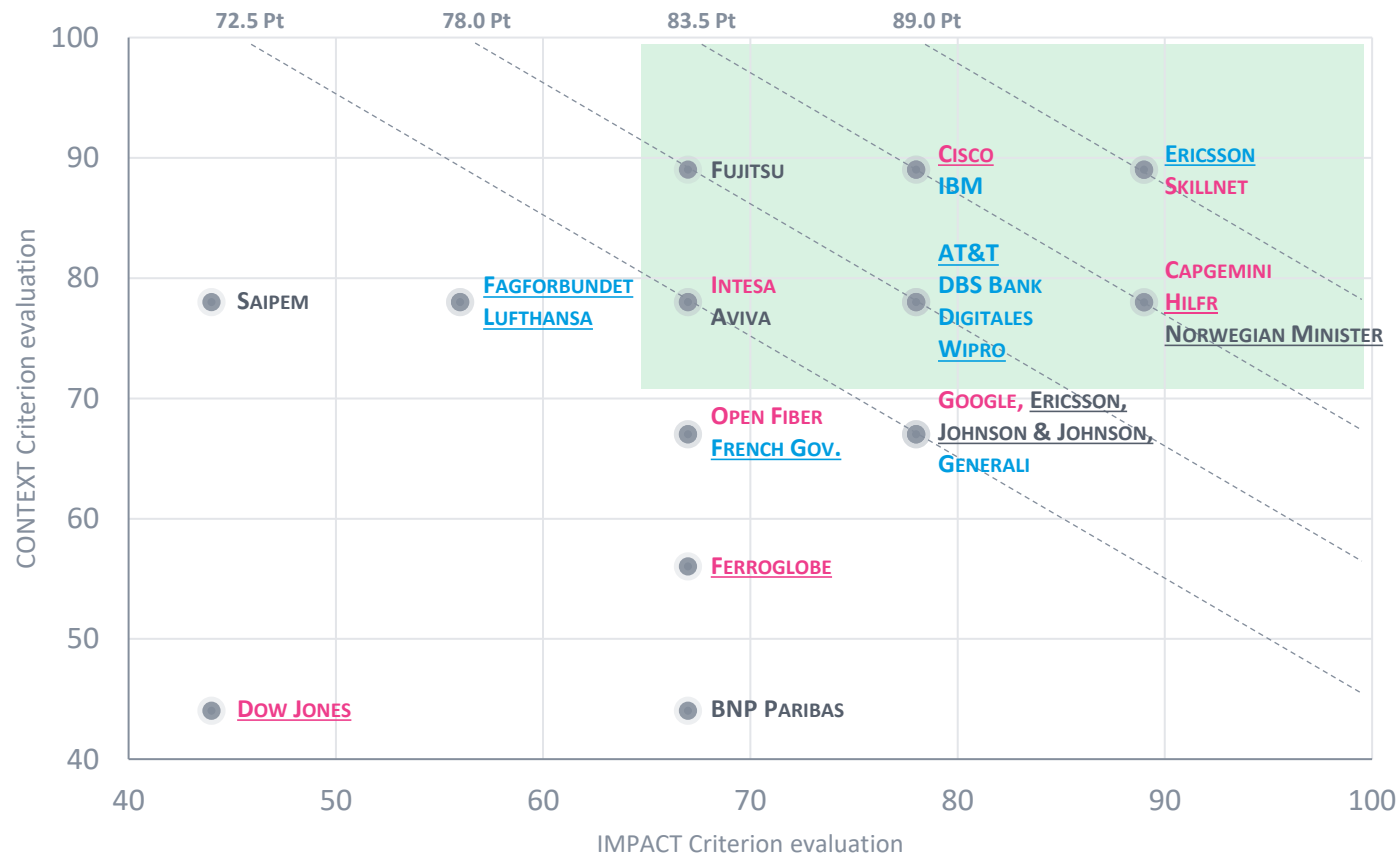
Dimension	Driver	RATING ★	RATING ★★	RATING ★★★	Formula
IMPACT It evaluates the real impact of the program in achieving strategic and tactical goals	Scalability Possibility to scale the project up in wider contexts, without changing project design	No scalable	Scalable with adjustments	Fully scalable	$\text{IMPACT} = ([\text{Scalability rating}] + [\text{Dimensions rating}] + [\text{Focusing level rating}] + [\text{Future alignment rating}]) / 9 * 100$ It is continuous variable, measured within a range between 0 to 100 Pt, calculated as the average of drivers result
	Focusing level Diversity dimensions affected by specific program, according to focuses of current research	Not focused on diversity	Focused only in terms of monitored results	Program designed to address diversity topics	
	Future alignment Program alignment level with most relevant trends identified in Future of Work researches / papers	Partially aligned	Aligned	Fully aligned	
CONTEXT It evaluates the program's level of applicability in the European Telco industry	Duration Dimension of the program in terms of timeline length (measured in months / years)	Few months	About one year	More than one year	$\text{CONTEXT} = ([\text{Duration rating}] + [\text{Resources rating}] + [\text{Cultural readiness rating}] + [\text{Innovation degree rating}]) / 9 * 100$ It is continuous variable, measured within a range between 0 to 100 Pt, calculated as the average of drivers result
	Resources required Program value, in terms of investments and resources needed	Hard to procure majority of resources needed	Hard to procure only few critical resources needed	Easy to procure all the resources needed	
	Innovation degree Level of innovation (in terms of contents and/or tools used) of the program	Not innovative approach	Contents or tools innovative	Contents and tools innovative	
				OVERALL RATING	$\text{OVERALL RATING} = ([\text{IMPACT}] + [\text{CONTEXT}]) / 2$



“Social Unions involvement” – A significant consideration to identify relevant case studies

Evaluation and preliminary consideration

Identifying most interesting best practices



KEY FACTS AND MAIN EVIDENCES

According to the Case Study list, evaluation grid allows to compare programs different levels of maturity

- Companies in **pink** launched programs aimed at addressing gender diversity concerns
- Companies in **dark grey** launched programs aimed at addressing age diversity concerns
- Companies in **turquoise** launched programs focused on new technologies
- Companies underlined involved Unions in designing upskilling programs



Setting the thresholds at 60 and 70 points for IMPACT and CONTEXT respectively, we identified the following 12 most relevant cases:

- ERICSSON, SKILLNET (89 Pt)
- CAPGEMINI, CISCO, HILFR, IBM and NORWEGIAN MINISTER (83.5 Pt)
- AT&T, DBS BANK, DIGITALES, FUJITSU and WIPRO (78 Pt)
- AVIVA and INTESA (72.5 Pt)

Evaluation and preliminary consideration

Grid for quantitative evaluation (Gender Diversity)




Evaluation summary: ★ Minimum evaluation | ★★ Intermediate evaluation | ★★★ Maximum evaluation

Case Study	Approach / Tool	Target Audience	Social Partner Recognition	Scalability	Focusing level	Future alignment	IMPACT	Duration	Resources	Innovation degree	CONTEXT	RATING
Capgemini Young Women in Tech	Ext. Build	Gender diversity		★★★	★★★	★★	89 Pt	★★★	★★	★★	78 Pt	83.5 Pt
Cisco Cisco Networking Academy	Ext. Build	Gender diversity		★★★	★	★★★	78 Pt	★★★	★★	★★★	89 Pt	83.5 Pt
Dow Jones Equality Plan in Spain	Int. Build	Gender diversity		★★	★	★	44 Pt	★★	★	★	44 Pt	44.0 Pt
Ferroglobe Equality Plan	Ext. Build	Gender diversity		★★	★★★	★	67 Pt	★★★	★	★	56 Pt	61.5 Pt
Google Grow with Google initiative through Women Will	Ext. Build	Gender diversity		★★★	★★★	★	78 Pt	★★★	★★	★	67 Pt	72.5 Pt
Hilfr – 3F Collective Agreement for On-line Platform	Int. Build	Gender diversity		★★★	★★★	★★	89 Pt	★★★	★★	★★	78 Pt	83.5 Pt
Intesa Sanpaolo Find your talent	Int. Build + Buy	Gender diversity		★★	★★	★★	67 Pt	★★	★★★	★★	78 Pt	72.5 Pt
Open Fiber OFDigitalEvolution	Int. Build + Buy	Gender diversity		★★	★★	★★	67 Pt	★	★★★	★★	67 Pt	67.0 Pt
Skillnet Women Reboot	Ext. Build	Gender diversity		★★★	★★★	★★	89 Pt	★★★	★★★	★★	89 Pt	89.0 Pt

Evaluation and preliminary consideration

Grid for quantitative evaluation (Age Diversity)






Evaluation summary: ★ Minimum evaluation | ★★ Intermediate evaluation | ★★★ Maximum evaluation

Case Study	Approach / Tool	Target Audience	Social Partner Recognition	Scalability	Focusing level	Future alignment	IMPACT	Duration	Resources	Innovation degree	CONTEXT	RATING
Aviva Mid-life MOT	Int. Build	Age diversity		★★	★★	★★	67 Pt	★★★	★★	★★	78 Pt	72.5 Pt
BNP Paribas Digital, data and agile academy	Int. + Ext. Build	Age diversity		★★	★	★★★	67 Pt	★★★	★	★	44 Pt	55.5 Pt
Ericsson Redundancy Support Program	Int. + Ext. Build	Age diversity		★★★	★★	★★	78 Pt	★★	★★	★★	67 Pt	72.5
Fujitsu Game-based learning, for efficient spaces	Int. Build	Age diversity		★★	★	★★★	67 Pt	★★★	★★	★★★	89 Pt	78.0 Pt
Johnson & Johnson Action learning 55+	Int. + Ext. Build	Age diversity		★★	★★	★★★	78 Pt	★★	★★	★★	67 Pt	72.5 Pt
Norwegian Minister of Modernization DIGIDEL	Ext. Build	Age diversity		★★★	★★★	★★	89 Pt	★★★	★★	★★	78 Pt	83.5 Pt
Saipem Reverse mentoring	Int. Build	Age diversity		★	★★	★★	44 Pt	★★★	★★	★★	78 Pt	61.0 Pt
Skillnet Women Reboot	Ext. Build	Gender diversity		★★★	★★★	★★	89 Pt	★★★	★★★	★★	89 Pt	89.0 Pt

Evaluation and preliminary consideration

Grid for quantitative evaluation (Tech Focus)

Evaluation summary: ★ Minimum evaluation | ★★ Intermediate evaluation | ★★★ Maximum evaluation

Case Study	Approach / Tool	Target Audience	Social Partner Recognition	Scalability	Focusing level	Future alignment	IMPACT	Duration	Resources	Innovation degree	CONTEXT	RATING
AT&T Workforce 2020	Int. + Ext. Build	New Tech		★★★	★	★★★	78 Pt	★★★	★★	★★	78 Pt	78.0 Pt
DBS Bank Digital Skills Training	Int. + Ext. Build	New Tech		★★★	★	★★★	78 Pt	★★★	★	★★★	78 Pt	78.0 Pt
Digitales Professional qualification / 5G specialization program	Int. + Ext. Build	New Tech		★★★	★	★★★	78 Pt	★★	★★	★★★	78 Pt	78.0 Pt
Ericsson Designer your Future program - powered by fuel50	Int. + Ext. Build	New tech.		★★★	★★	★★★	89Pt	★★★	★★	★★★	89Pt	89.0 Pt
Fagforbundet Worker involvement and social dialogue	Int. Build	New Tech		★★★	★	★	56 Pt	★★★	★★★	★	78 Pt	67.0 Pt
French Government French Digital Skills and Job Coalition	Ext. Build	New Tech		★★★	★	★★	67 Pt	★★★	★	★★	67 Pt	67.0 Pt
Generali “We LEARN Program” Skill Assessment	Int. Build + Buy	New Tech		★★★	★	★★★	78 Pt	★★★	★★	★	67 Pt	78.0 Pt
IBM Digital Badge Program	Int. Build	New Tech		★★★	★	★★★	78 Pt	★★★	★★	★★★	89 Pt	83.5 Pt
Lufthansa Group Digital Badge Program	Int. Build	New Tech.		★★	★	★★	56 Pt	★★★	★★	★★	78 Pt	67.0 Pt
Wipro TReND.next Multi-skill Program	Int. + Ext. Build	New tech.		★★★	★	★★★	78 Pt	★★★	★★	★★	78 Pt	78.0 Pt

DIGITAL UPSKILLING FOR ALL!

Desktop Research Phase

Annexes



Digital Upskilling For All!

Data Sources and Online Resources

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