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Digital
Upskilling
For All!

Workshop 1: Obstacles

May 2022



Telecommunications Industry Survey

What are the key roadblocks to overcome? - Recap from yesterday



Skill Gaps identification

- In most of the cases, skill gaps are not assessed quantitatively
- Skill gap assessment depends on manager understanding of skills needed
- The problem is that, since they manage a large population, they don't know the level of readiness of each employee, as well as they don't have sufficient technical competencies to well evaluate which skills are needed or are a priority



Business case and communication

- Lack of understanding of the value of upskilling from the workers that leads to a low participation rate to training programs
- The main challenge is to improve an effective communication in order to make all the employees fully aware of the importance of upskilling for their career and employability



Time and budget

- Time and budget are the main challenges, since programs are mainly funded by internal resources and employees are always committed to their professional task
- Being able to rely on a state-sponsored initiative is a great differentiator



Diversity of population

- Employees are spread all over the world or the country
- It's difficult to find a standardized efficient approach
- Sometimes managers have lower proficiency levels than collaborators, so there is also levels of the managers
- Women in IT roles are few
- Age and Generation is considered as a relevant topic, but no programs are addressing Age diversity



Top management sponsorship

- Lack of sponsorship from the Top Management
- It's mainly seen an HR initiative and responsibility
- Managers don't always see a direct return on investments



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







Telecommunications Industry Survey The Plan of attack we discussed some time ago

Analyze & Plan

Programs purposes

- Attract, retain and develop careers, focusing on developing metrics / KPIs to monitor real impacts of upskilling on these factors, including these metrics / KPIs in topmanagement dashboards
- Plan upskilling programs based on D&I strategy to increase women engagement on IT roles and close digital generation gap

Linkage with Strategic Workforce Planning

- Use workforce planning tools to understand which skill represents a strategic priority
- Identify personas to improve the effectiveness of trainings
- Identify skill gaps (both digital hard and soft skill) with quantitative-based tools (i.e. Skill Assessment)

Communication

 Plan a communication strategy to promote training opportunities among employees (making them fully aware of the benefits)

Programs budget and funding

- Ensure that digital upskilling is included in annual budgeting process
- Cooperate with institutions to fund upskilling programs not only from internal budget

Involvement in Analyzing Process

- Involve Unions in planning strategies
- Cooperate with schools to amplify the women engagement on IT roles

Design

Design Topics and Methodology

- Focus trainings also on soft and managerial skills to create a culture of digital leadership
- Review topics with linkage to strategy and strategic workforce planning
- Customize learning journey according to specific needs and characteristics of each employee (e.g. personas)

Communication

 A strong and well defined communication plan is needed to raise awareness on trainings opportunities and their value for employability and career development, as well as to and opportunities

Involvement in the design process

- Increase involvement of the Unions and other workers' organization to have a wider perspective on marked best practices
- Involve workers in the co-design to understand their needs
- Involve top management in co-designing the digital upskilling strategy

Deliver & Engage

Delivery

 Leverage also on reverse mentoring, mentoring and networking programs to sustain Age and Gender diversity and compliment formal learning journeys

Communication

 Ensure a constant communication of training opportunities by using different methods and channels, to increase the number of participants, since the enrollment is mainly voluntary

Involvement in the Deliver and Engage step

- Ensure Top Management sponsorship to engage workers and obtain resources
- Raise awareness in managers about the importance of digital upskilling
- Involve Unions in the execution phase to leverage on their expertise / knowledge

Track & Monitor

Measurement

- Track metrics to compare «Build» strategy to the «Buy» one on business results
- Monitor & control upskilling impact on business (i.e. KPIs)

Monitoring

 Track & monitor training effectiveness on career development (i.e. promotion rate among trained people) looking at different workforce personas

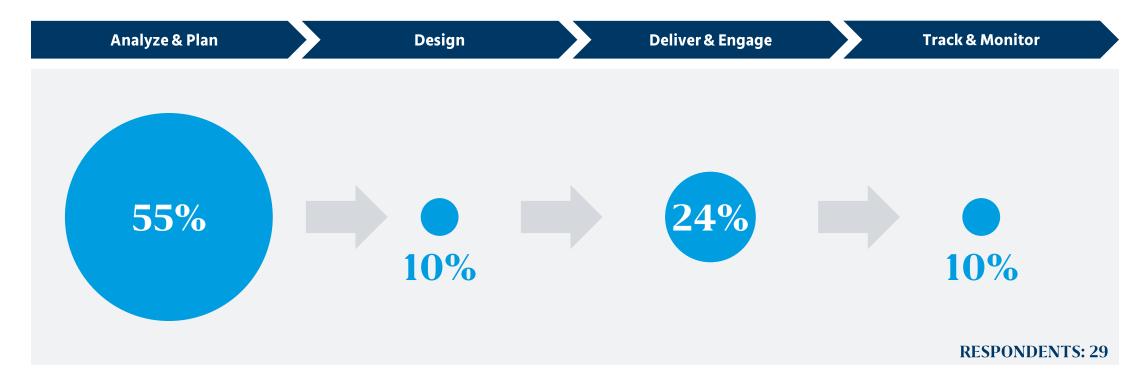
Communication

 Sharing quick wins and key results / achievements with internal and external stakeholders

Involvement in the Track & Monitor Phase

 Involve Unions in the monitoring, reporting and feedback phases to make them aware of the impact of the strategy for worker's employability

Telecommunications Industry Survey Where are you now? Results from yesterday poll



GROUP DISCUSSION:

Do you see different obstacles at different stages?

Do the obstacles differ for different diverse groups?



Telecommunications Industry Survey What are the biggest obstacles for the Unions?

What are the biggest obstacles for the Unions?







Eightfold Presentation



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KPI Workshop

May 2022



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





KPIs for diversity and upskilling, let's try to design them!

What get's measured, gets managed

Peter Drucker



Rosetta



Mark



To understand and communicate the effectiveness of an Upskilling Program, you need to measure program's results

If we are looking at upskilling / diversity practices, you have to measure results as well... considering different perspectives (including the Unions / Social partner perspective) and also lead versus lag measures

Let's think about different perspective, both the corporate, Union and the personal ones, focusing on upskilling and diversity practices

Which are the most relevant KPIs you would consider?



Setting SMART goals in always a good idea.

What does it mean if we look at upskilling & inclusion metrics?

S

SPECIFIC

KPIs should address specific areas and/or target of population, in order to measure reliable cause-effect

M

MEASURABLE

KPIs should be related to the achievement of specific quantitative results, avoiding qualitative metrics

A

ACHIEVABLE

R

REALISTIC

T

TIMELY

All of these features are crucial for upskilling & inclusion metrics, since the goals could have completely different time-frame. You can set tactical goals to focus upskilling initiatives and to deploy new practices and polices, but – at the same time – you should set also long-term goals to set broader objectives related to new roles upskilling, gender representation re-balancing, etc.



To get you started, WEF Good Work Framework provides some core goals and objectives related to Diversity and Upskilling

FIGURE A

The Good Work Framework

Objectives	Core goals	Expanded goals
Objective 1 Promote fair pay & social justice	Ensure at least a living wage for all	Support worker representation and processes for dispute resolution Take a responsible approach to deploying technology Use AI and data responsibly
Objective 2 Provide flexibility & protection	Enable all workers to benefit from flexibility, where possible and appropriate	Support national public social protection systems Support access to benefits Promote solutions that provide security for independent workers
Objective 3 Deliver on health & well-being	Safeguard total well-being at work	— Protect physical and psychological safety in the workplace — Provide for predictability of hours and boundaries on working time — Ensure that workers feel valued and find purpose in their work
Objective 4 Drive diversity, equity & inclusion	Ensure that the workforce profile reflects the operating market	Drive equal pay and equitable conditions Enable inclusive participation and build an inclusive culture Ensure that global leadership reflects workforce composition
Objective 5 Foster employability & learning culture	Provide accessible upskilling and reskilling for the entire workforce	Enable a culture of continuous learning Ensure talent processes recognize and reward skilling achievements Cultivate systems and alliances for redeployment



Let's think about Rosetta and Mark, the Corporate and Union Which metrics do you consider?



Focus on Upskilling

Rosetta



Individual perspective



Let's think about some KPIs considering the different perspectives. Partner with your neighbor and work to identify measures for each quadrant. Let's take **20mins**, after that we will listen to some of you (3-4mins)!



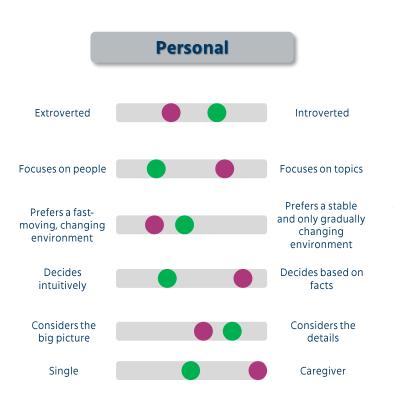
Corporate / Union perspective

Focus on Diversity, Equity and Inclusion





Let's think about Rosetta and Mark, the Corporate and Union Which metrics do you consider?

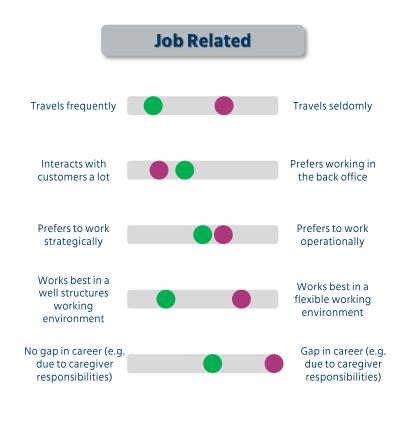


FOCUS ON
UPSKILLING, FROM
A INDIVIDUAL
PERSPECTIVE

FOCUS ON DE&I, FROM A INDIVIDUAL PERSPECTIVE FOCUS ON
UPSKILLING, FROM
A CORPORATE /
UNION
PERSPECTIVE

FOCUS ON DE&I,
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PERSPECTIVE







Let's think about Rosetta and Mark, the Corporate and Union Let's present the metrics you drafted!







Individual perspective

SHOW-TIME!

Can we have some volunteers to come to the stage?



Focus on Diversity, Equity and Inclusion



Below are some metrics we have found in corporate sustainability reports











Satisfaction rate on training received
Hours of training received in the year
Role coverage (on technical skills)
Number of courses available "on demand"

Number of trainings on "other" subjects

Trainings on wellbeing / welfare offering

Personal engagement index
Fairness in promotion opportunity
Equity in payment practices
Targeted welfare initiatives

Av. number of training hours per employee
% of employees involved in upskilling programs
% of «financed» training
% of people with gaps to cover his/her own role

% of over 50yo involved in upskilling programs % of female in STEAM-related roles % of courses with «enhanced accessibility»

Ratio M/F in new hired
% of under 40yo in succession pipelines
Average pay gap
Av. ratio M/F in different organizational layers



Corporate / Union perspective

Focus on Diversity, Equity and Inclusion





Consider the difference between Lead versus Lag Indicators to create an effective dashboard

Leading

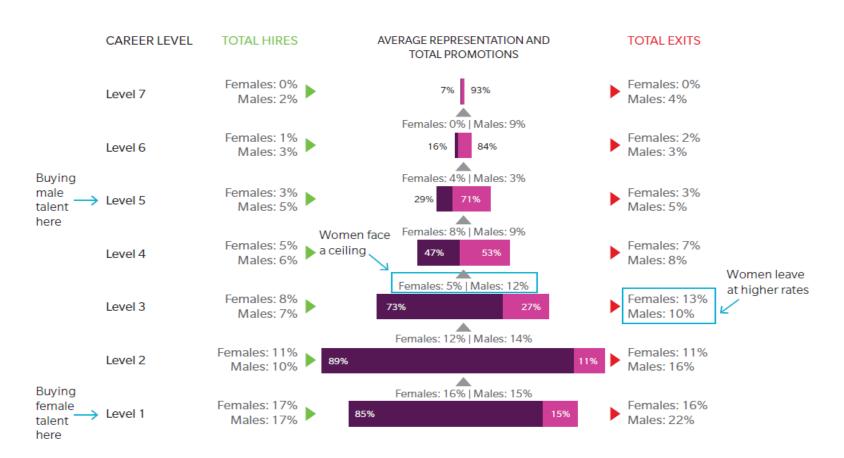
- Leading indicators are sometimes described as inputs for business goals
- They define what actions are necessary to achieve your goals, looking at measurable outcomes
- They "lead" to successfully meeting overall business objectives, which is why they are called "leading" indicators

Lagging

- Lagging indicators measure current performance, looking at the final outputs
- While a leading indicator is dynamic but difficult to measure, a lagging indicator is easy to measure but hard to change
- Lagging indicators measure output that's already occurred to gain insight on future success



Internal Labor Market Maps® can be used as a monitoring tool to examine diverse representation and skill capabilities by gender, generations or other diversities



ILM Maps[®] provide easyto-read and effective visualization of the entire organization, highlighting key trends and insights of leading **indicators** in terms of hiring, promotion and turnover as well as the overall representation (lagging indicator), providing also meaningful information in terms of **Pay Equity** results





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Equity – for all!

May 2022



Equity – Expansion of the digital upskilling best practices to other diversity groups







What is the need for digital upskilling for this group?
What is your best practice to share?
What are the obstacles?
What are you KPIs?



This afternoon we will listen to some success stories, by diversity Focus

Name	Association	Diversity Focus
Ana Estelita	altice	Example 1
Tatiana Espinosa de los Monteros	Telefonica	Ġ.
Andrea Rubera	E TIM	E
Richard Caddis	BT	♣
Johannes Hofmeister	Magenta ®	is M
Anastasiia Klonova	*	
Clara Bodin	Telia	





Richard Caddis



Name Association

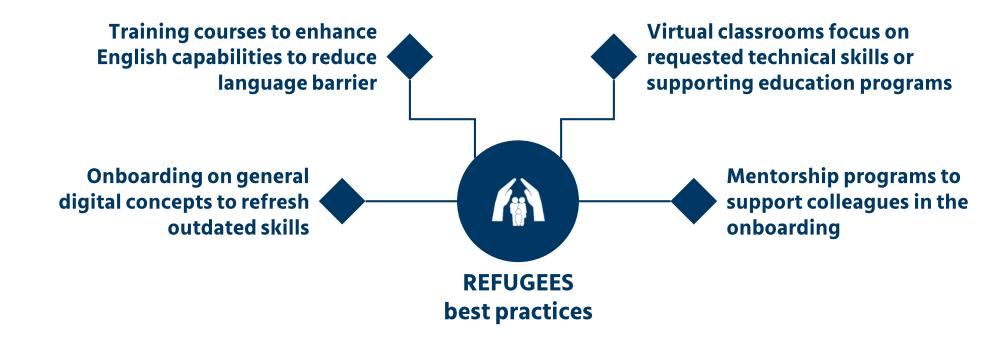
Johannes Hofmeister Magenta

Anastasiia Klonova

Clara Bodin



Key points of your <u>REFUGEES</u>-related initiatives



KEY OBSTACLES TO FACE IN THESE PROGRAMS

Digital skills could be outdated, requiring heavy upskill

Poor knowledge of English, reducing accessibility to standard contents /

trainings

METRICS AND MEASUREMENT

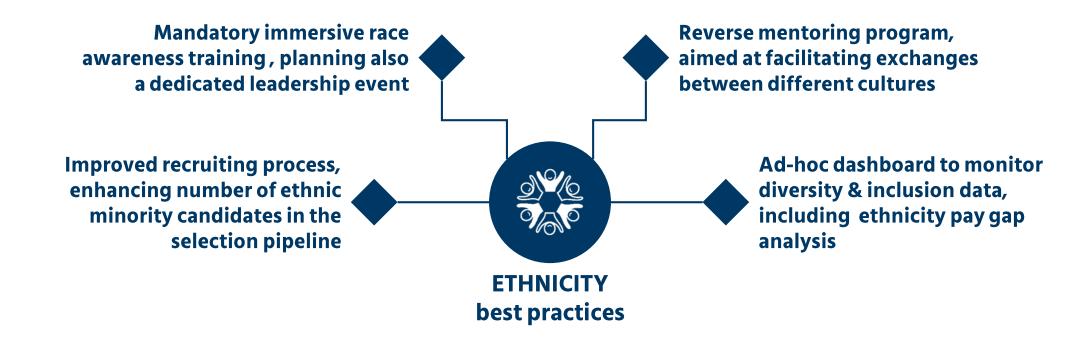
Number of people upskilled

Number of people hired / internship activated

Number of people graduated with distinction



Key points of your ETHNICITY-related initiatives



KEY OBSTACLES TO FACE IN THESE PROGRAMS

To address people beliefs, identifying and addressing unconscious bias is a crucial point

Addressing a potential lack of data aimed at measuring with specific dashboards D&I practices

METRICS AND MEASUREMENT

% of applications from ethnic minority candidates

NPS scores on training provided

feedback sought from mentors and mentees





Name	Association
Ana Estelita	altice
Tatiana Espinosa de los Monteros	Telefonica
Andrea Rubera	TIM
Richard Caddis	BT
Johannes Hofmeister	Magenta [®]



Key points of your DISABILITY-related initiatives



KEY OBSTACLES TO FACE IN THESE PROGRAMS

Lack of company information or visibility of specific disability

Unconscious bias

METRICS AND MEASUREMENT

Number of applications via new disability job portals

Number of meetings for reverse mentoring

% of attendance at webinars



Do you consider LGBTQI+ perspectives in your DE&I program?



Do you consider LGBTQI+ perspectives in designing upskilling programs?



