



# Digital Upskilling For All!

## *Workshop 1: Obstacles*

May 2022

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European Telecommunications Network  
Operators' Association

With the financial support of the European Commission



# 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**



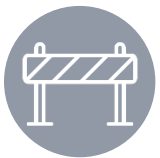
**Time and budget**



**Diversity of  
population**



**Top management  
sponsorship**



Between these,  
what is your biggest roadblock?

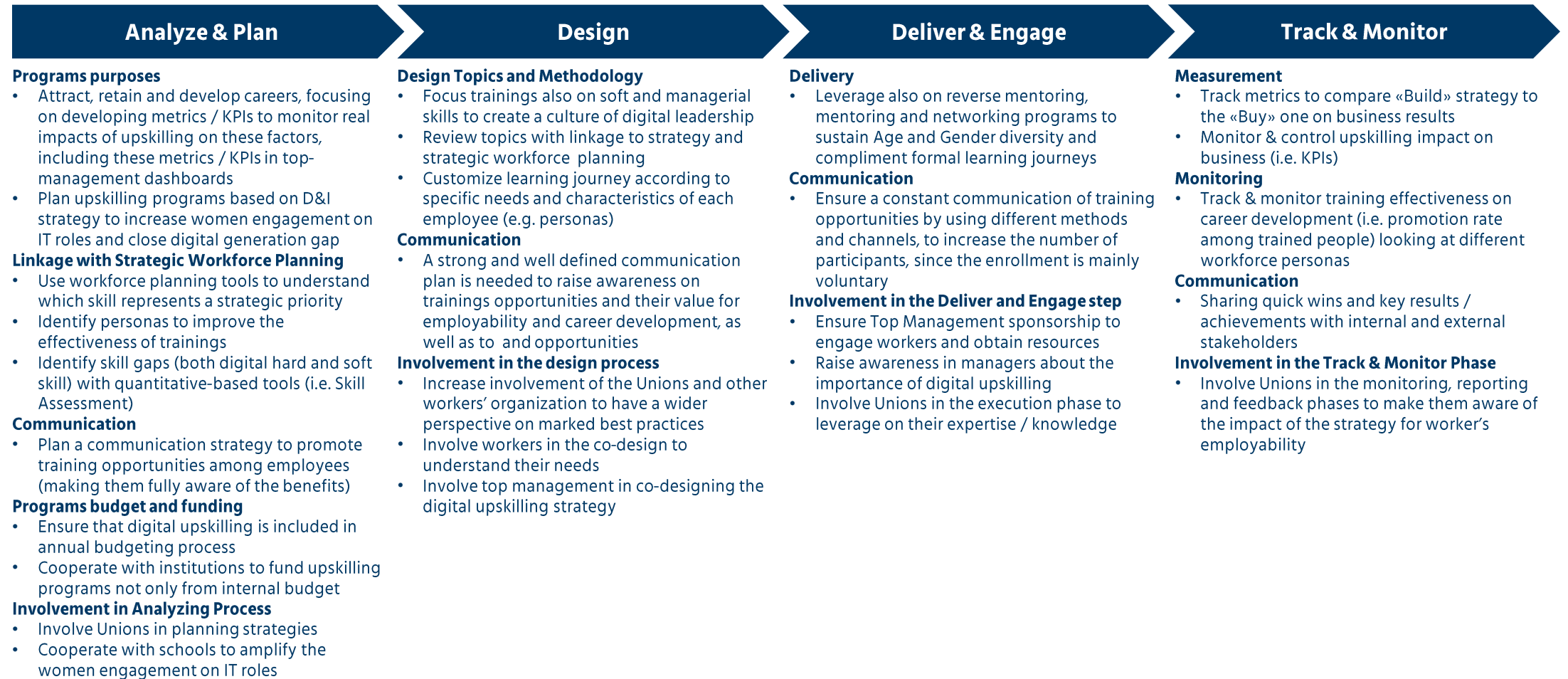


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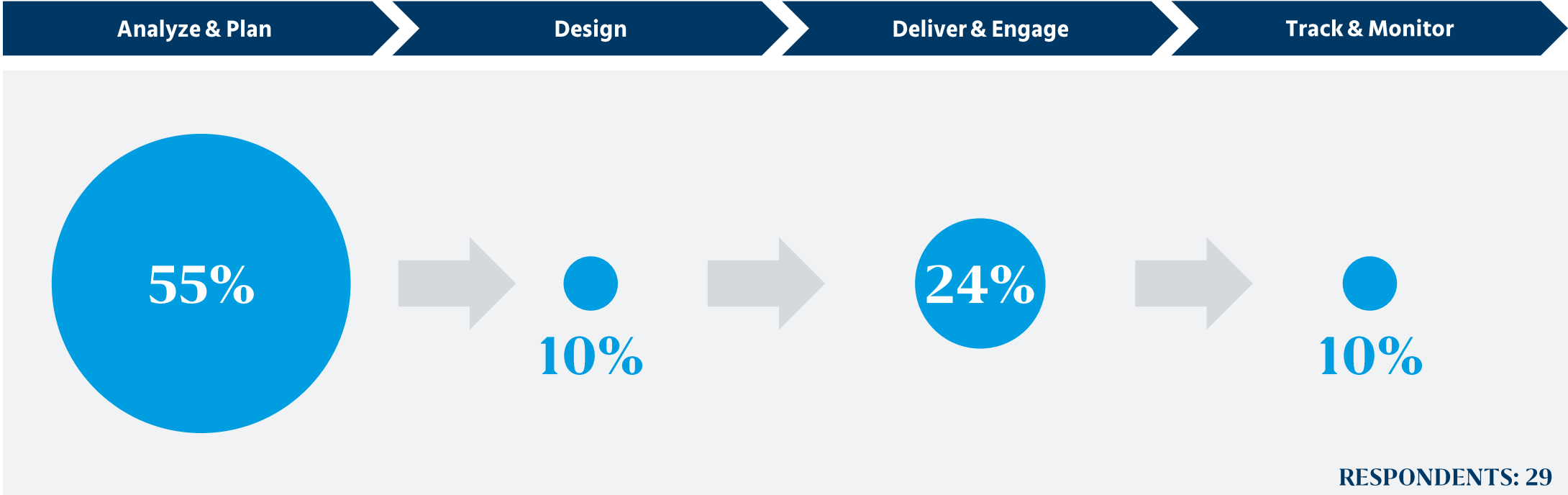
# Telecommunications Industry Survey

## The Plan of attack we discussed some time ago



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## 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?

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## What are the biggest obstacles for the Unions?

What are the biggest obstacles for the Unions?



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# Eightfold Presentation



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# Digital Upskilling For All!

## *KPI Workshop*

May 2022

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## Where are companies on their “digital upskilling” journey?

MATURITY LEVEL OF RESPONDENTS - BASED ON SURVEY FINDINGS



# 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 is 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

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 policies, 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.

# R

### REALISTIC

# T






### TIMELY



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

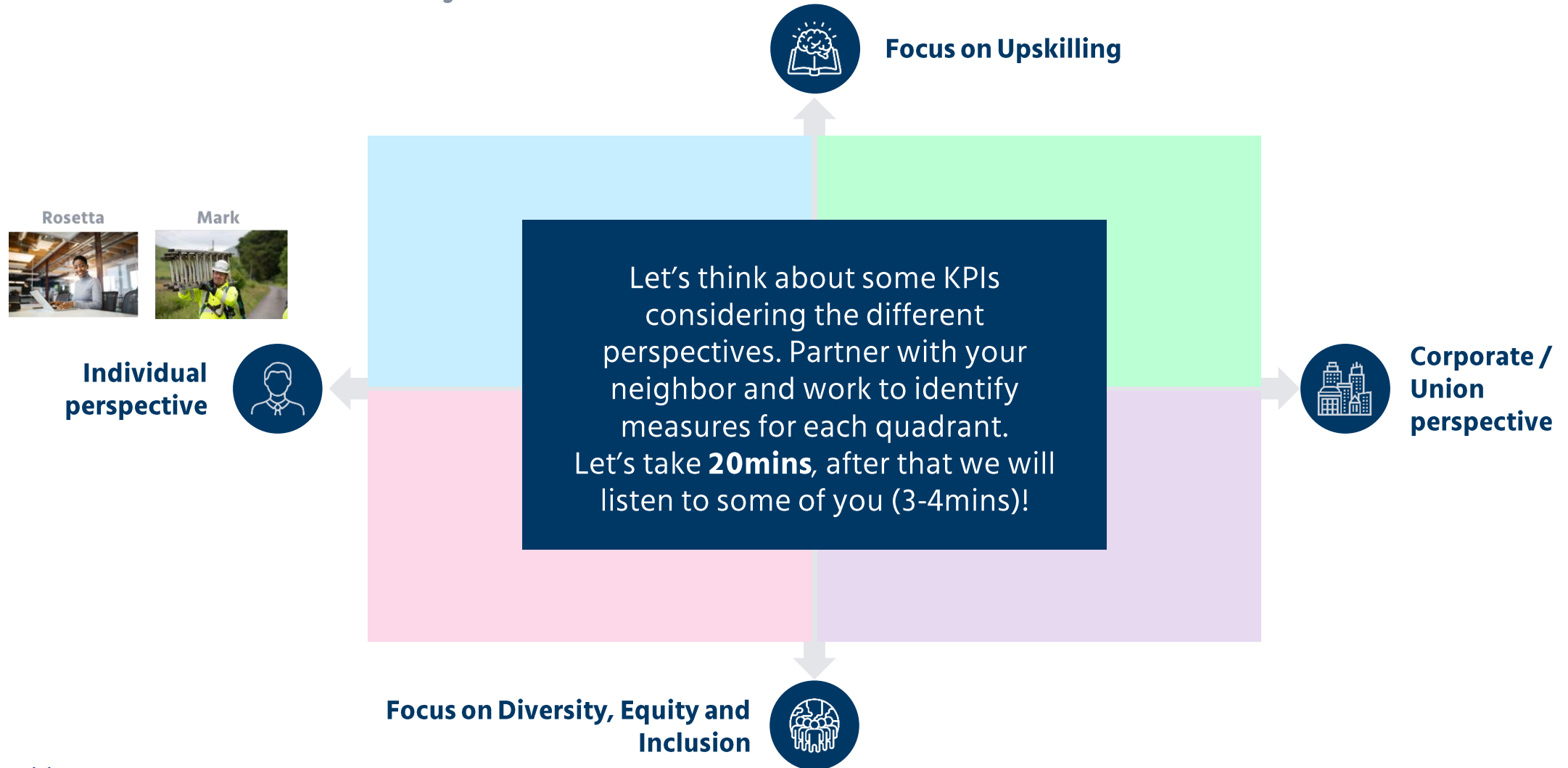
FIGURE A

The Good Work Framework

Objectives	Core goals	Expanded goals
 <p>Objective 1 <b>Promote fair pay &amp; social justice</b></p>	Ensure at least a living wage for all	<ul style="list-style-type: none"> <li>– Support worker representation and processes for dispute resolution</li> <li>– Take a responsible approach to deploying technology</li> <li>– Use AI and data responsibly</li> </ul>
 <p>Objective 2 <b>Provide flexibility &amp; protection</b></p>	Enable all workers to benefit from flexibility, where possible and appropriate	<ul style="list-style-type: none"> <li>– Support national public social protection systems</li> <li>– Support access to benefits</li> <li>– Promote solutions that provide security for independent workers</li> </ul>
 <p>Objective 3 <b>Deliver on health &amp; well-being</b></p>	Safeguard total well-being at work	<ul style="list-style-type: none"> <li>– Protect physical and psychological safety in the workplace</li> <li>– Provide for predictability of hours and boundaries on working time</li> <li>– Ensure that workers feel valued and find purpose in their work</li> </ul>
 <p>Objective 4 <b>Drive diversity, equity &amp; inclusion</b></p>	Ensure that the workforce profile reflects the operating market	<ul style="list-style-type: none"> <li>– Drive equal pay and equitable conditions</li> <li>– Enable inclusive participation and build an inclusive culture</li> <li>– Ensure that global leadership reflects workforce composition</li> </ul>
 <p>Objective 5 <b>Foster employability &amp; learning culture</b></p>	Provide accessible upskilling and reskilling for the entire workforce	<ul style="list-style-type: none"> <li>– Enable a culture of continuous learning</li> <li>– Ensure talent processes recognize and reward skilling achievements</li> <li>– Cultivate systems and alliances for redeployment</li> </ul>

# Let's think about Rosetta and Mark, the Corporate and Union

## Which metrics do you consider?





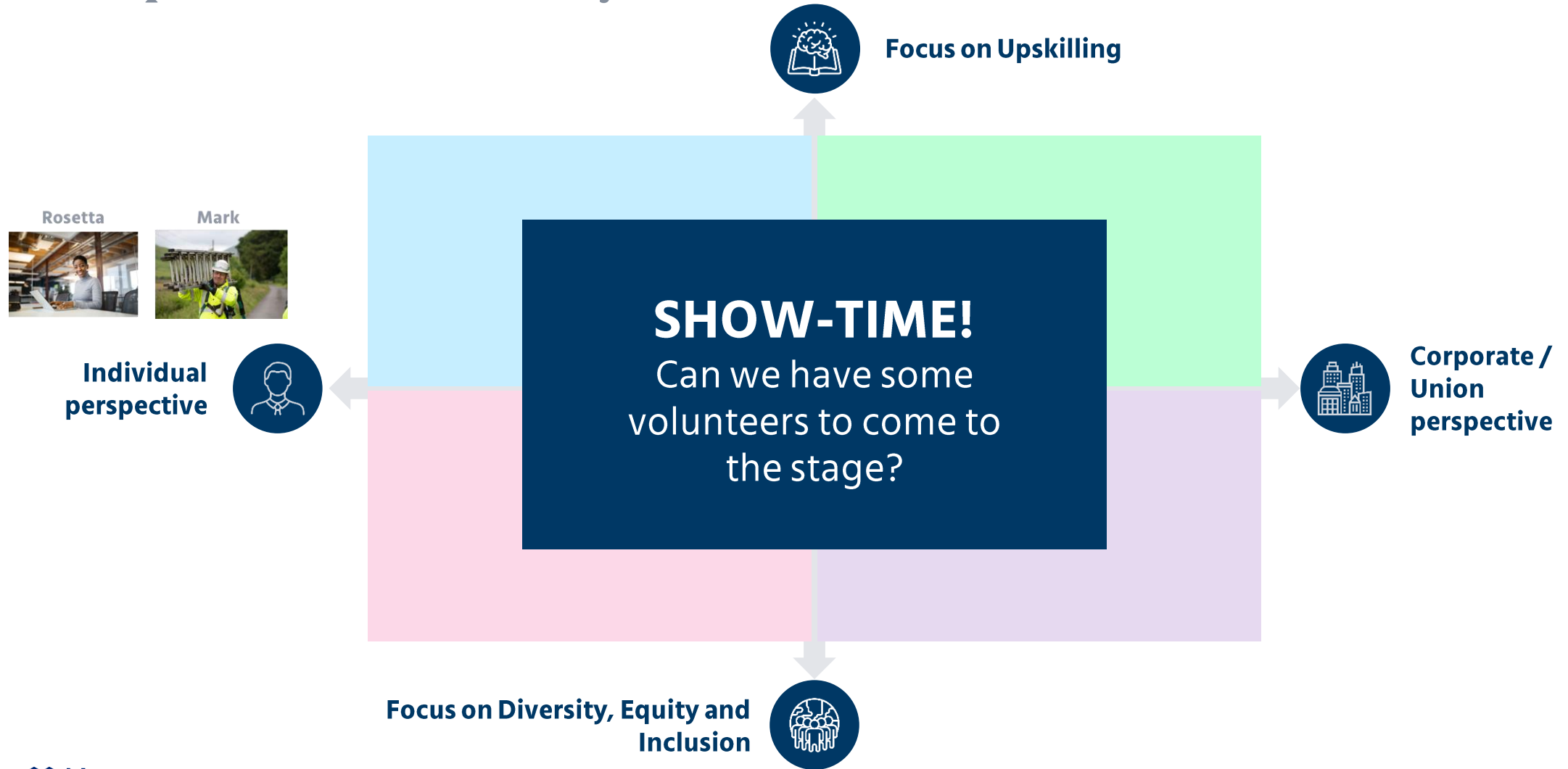
# Let's think about Rosetta and Mark, the Corporate and Union

## Which metrics do you consider?

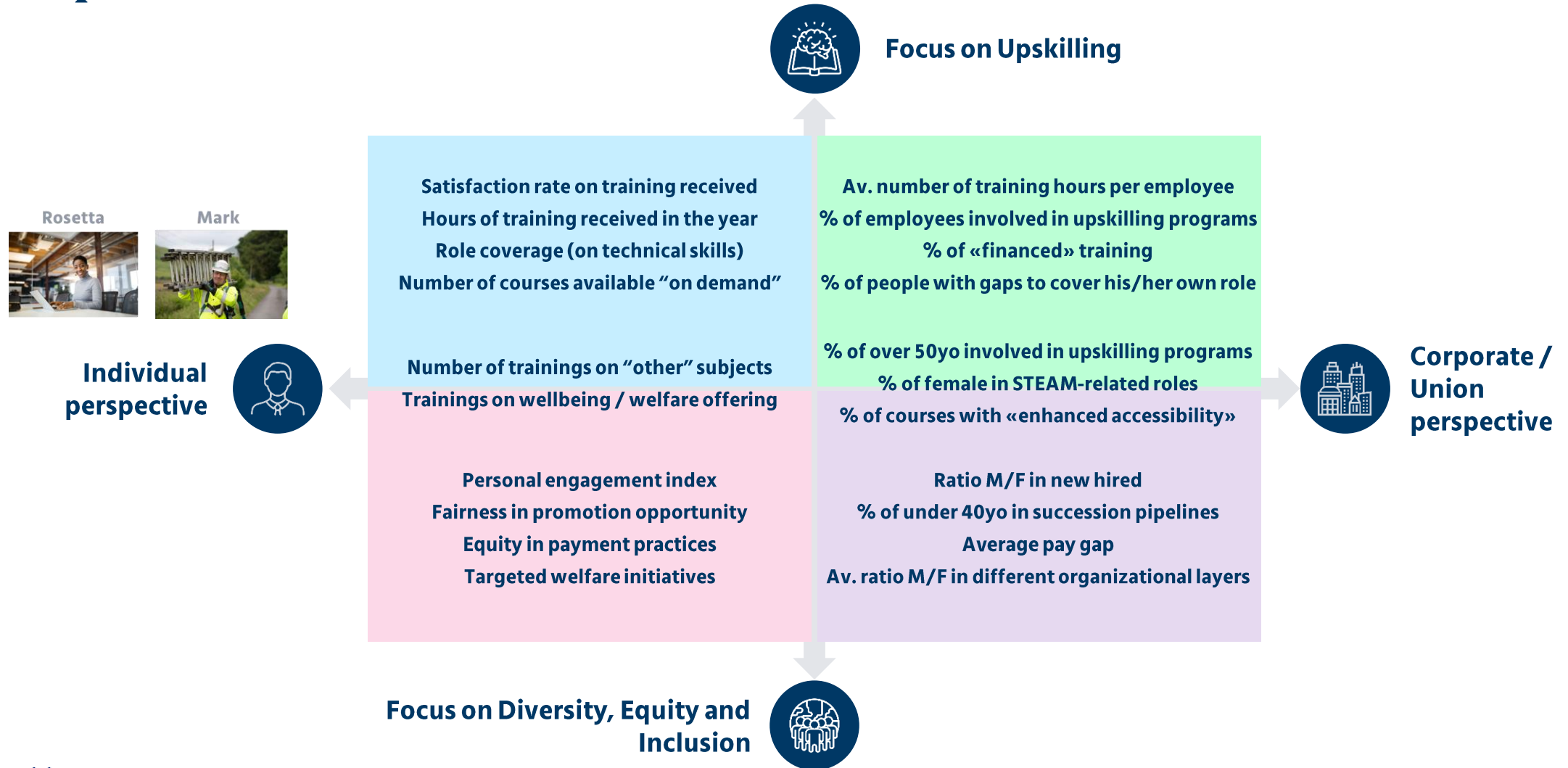


# Let's think about Rosetta and Mark, the Corporate and Union

## Let's present the metrics you drafted!



# Below are some metrics we have found in corporate sustainability reports



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

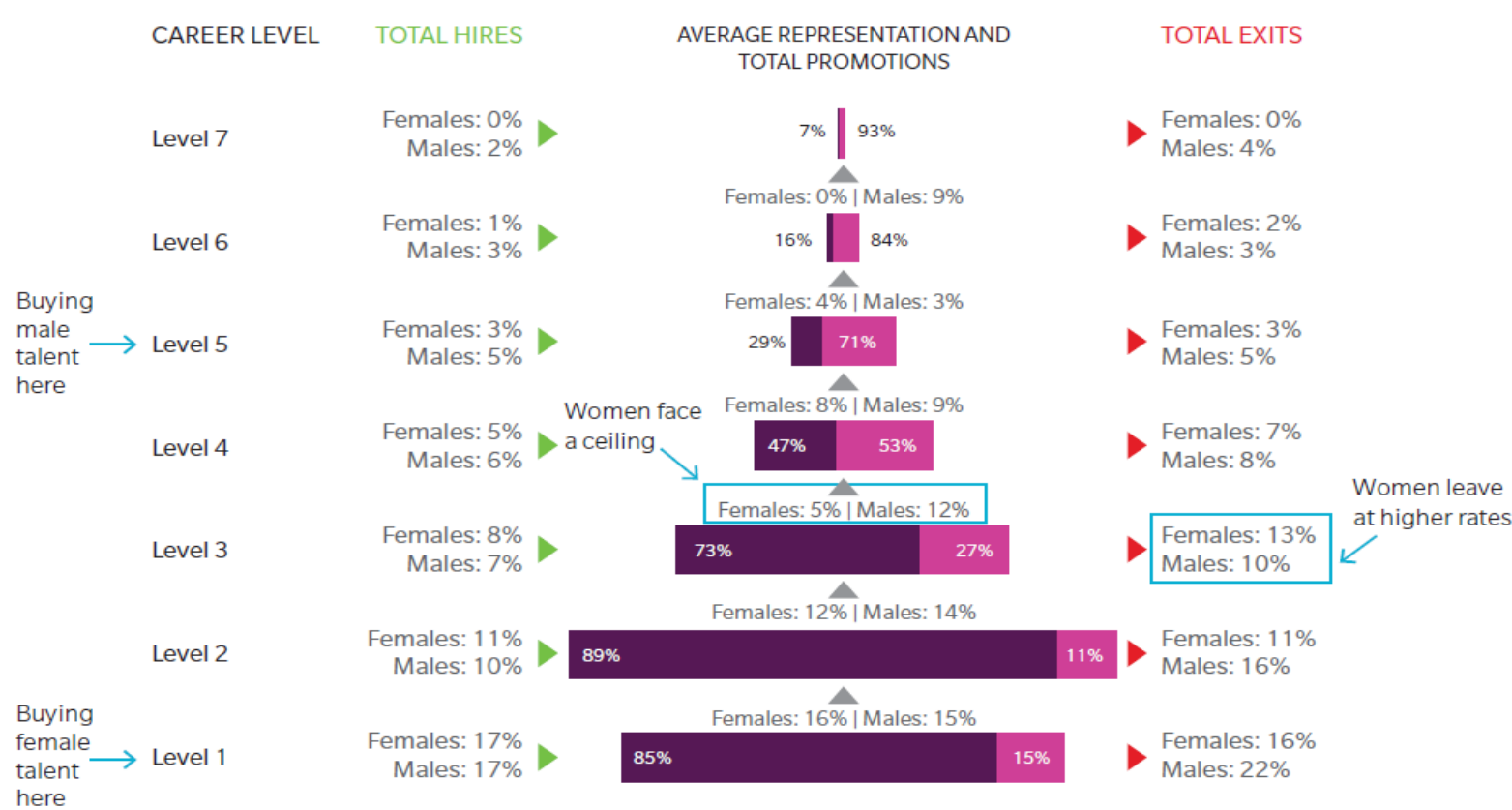
## Leading

- 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<sup>®</sup> can be used as a monitoring tool to examine diverse representation and skill capabilities by gender, generations or other diversities



ILM Maps<sup>®</sup> provide easy-to-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!*

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



**ETHNICITY**  
best practices



**REFUGEES**  
best practices



**DISABILITIES**  
best practices

What is the need for digital upskilling for this group?

What is your best practice to share?

What are the obstacles?

What are your KPIs?

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




Name	Association	Diversity Focus
Ana Estelita		
Tatiana Espinosa de los Monteros		
Andrea Rubera		
Richard Caddis		 
Johannes Hofmeister		 
Anastasiia Klonova		
Clara Bodin		



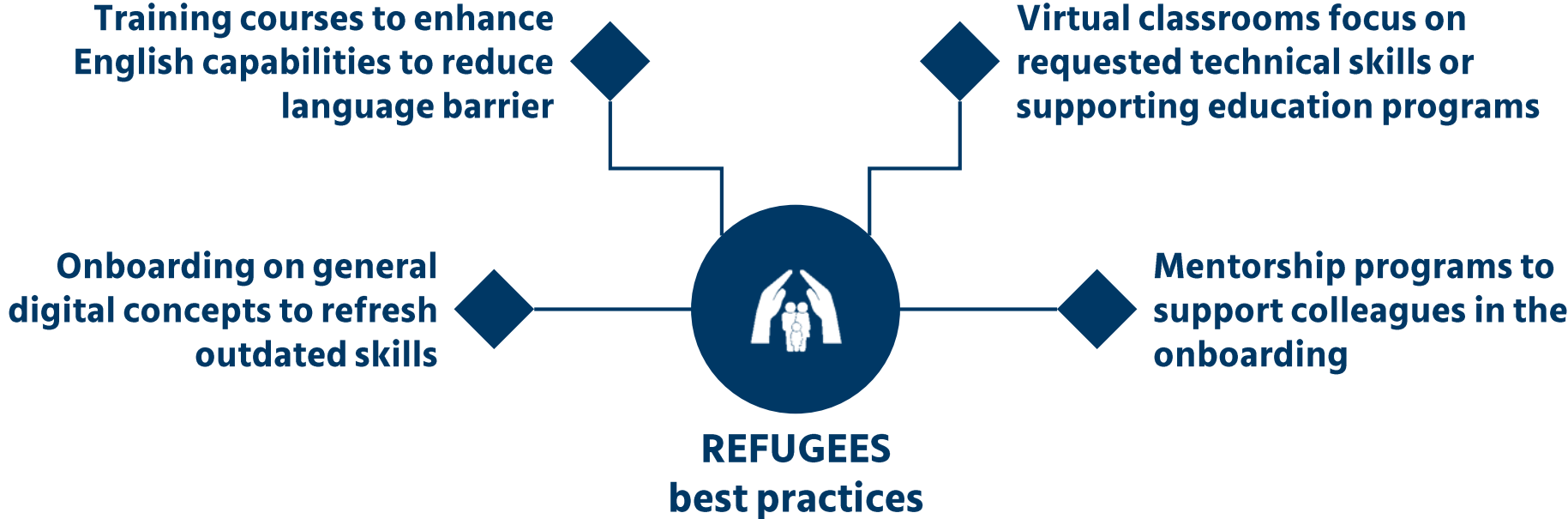
**ETHNICITY**  
**best practices**



**REFUGEES**  
**best practices**

Name	Association
Johannes Hofmeister	
Anastasiia Klonova	
Clara Bodin	
Richard Caddis	

# Key points of your REFUGEES-related initiatives



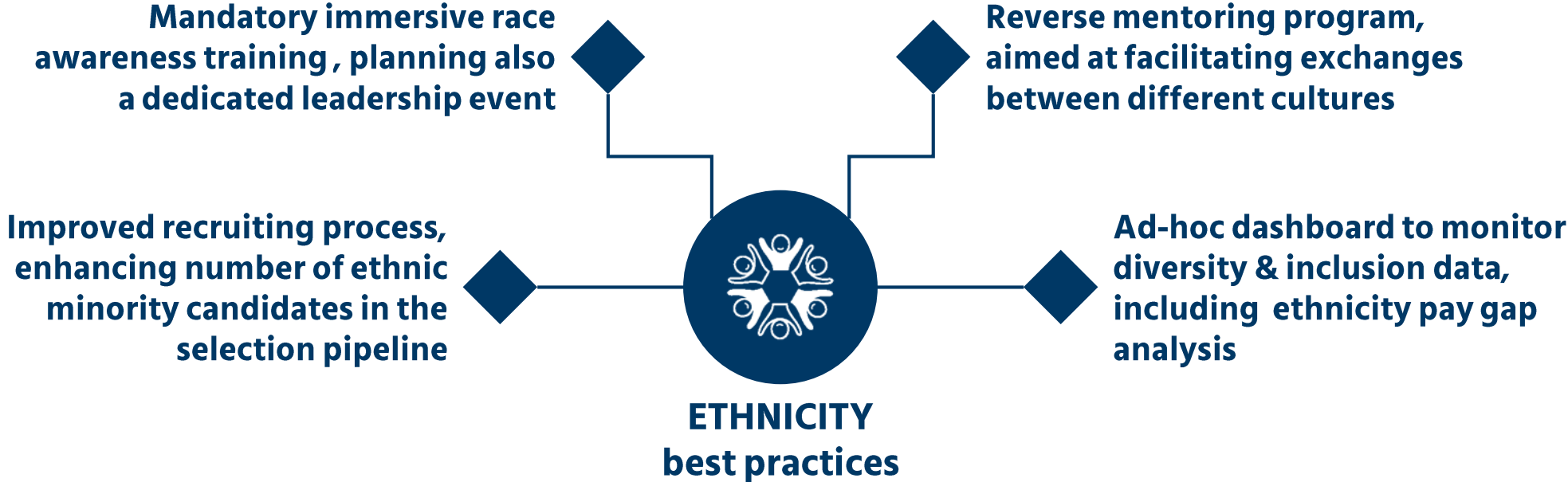
## KEY OBSTACLES TO FACE IN THESE PROGRAMS

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





## DISABILITIES best practices

Name	Association
Ana Estelita	
Tatiana Espinosa de los Monteros	
Andrea Rubera	
Richard Caddis	
Johannes Hofmeister	

# 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?**



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