# MERCER

# Digital Upskilling For All!

*Desktop Research* Phase

etno — European Telecommunications Network Operators' Association

June 2020

welcome to brighter

# Desktop research: Questionnaires and interviews
## Today we present the findings from our industry research

| 1 | Executive Summary |
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| 2 | Survey Details |
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| 3 | Example Experience Programs |
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Thank you to the company and union representatives
from the 16 telecommunications organizations
for making this research possible!

**DIGITAL UPSKILLING FOR ALL!**
Desktop Research Phase

*Executive Summary*

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# Executive Summary
## Strength, Developing and Areas of Improvement

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

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

# Executive Summary
## Why is "digital upskilling" relevant today?

**Digital Transformation**

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

**69%**

**agree with this statement**

**Retention & Engagement**

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

**90%**

**agree with this statement**

**Competitiveness**

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

**75%**

**agree with this statement**

# Executive Summary
## Where are companies on their "digital upskilling" journey?

| Analyze & Plan | Design | Deliver & Engage | Track & Monitor |
|---|---|---|---|

**Analyze & Plan**
- **90%** of companies understand programs purposes and **importance to business strategy**
- Linking **upskilling programs to D&I efforts** related to Gender and Aging workforce **can be improved**
- **Programs funding** is either through a **corporate ,** business unit or HR / Learning and Development **budget.** Public funding is rarely used
- **Limited involvement of unions** in planning strategies and programs

**Design**
- Program topics cover **both soft and hard digital skills**
- **Online learning platforms** are increasingly being used to deliver content
- **38% of Unions is involved** in the design process

**Deliver & Engage**
- **75% of the delivery is mainly through HR or internal experts**
- **Engagement and involvement from top management** is critical to program success
- When in place employees are generally satisfied
- **Communication on training opportunities can be improved**
- **Unions are slightly involved** in the execution of the programs

**Track & Monitor**
- In the majority of the cases, **programs are new,** so the results are still not measured
- **Only 19% of respondents is currently seeing results**
- Companies track and monitor programs, by **collecting feedback from participants and managers**
- **38% of Unions is involved** in monitoring programs development and results

### Roadblocks:

**Analyze & Plan**
- In most of the cases, **skill gaps are not assessed quantitatively**
- Skill gap assessment **depends on manager understanding of skills needed**
- **Identify skills demand and gaps** and link upskilling with **strategic WFP** is a roadblock for some organizations
- **Budget** is the main challenge, since programs are mainly funded by internal resources

**Design**
- **Employees do not always value upskilling program** for their performance, employability and career development
- The main challenge is to **design an effective communication**
- **Lack of involvement of the Top Management, in the design process** since it's mainly seen an HR initiative and responsibility

**Deliver & Engage**
- **Lack of effective communication** leads to a low participation rate to training programs
- **Time** is the main challenge, since employees are always committed to their professional tasks
- **Diversity of population** and globally spread workers make more difficult to find a **standardized efficient approach**

**Track & Monitor**
- Managers **don't always see a direct return on investments**
- **Metrics to compare** «Build» strategy to the «Buy» one are not identified

*CURRENT MATURITY LEVEL OF RESPONDENTS  - BASED ON SURVEY FINDINGS*

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# Executive Summary
## What are the key roadblocks to overcome?

### 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**

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# Executive Summary
## What about D&I strategy and its relation with upskilling?

| D&I Strategy | | D&I Strategy for upskilling | |
|---|---|---|---|
| **Strength Areas** | **Development Areas** | **Strength Areas** | **Development Areas** |

**D&I Strategy**

**Strength Areas**

- Almost all respondents have a **general strategy for D&I**, in particular they have **policies** that changes **according to business area and geography**. In Eastern Europe (see Vivacom and Orange Romania), creating specific programs for D&I it's perceived as discriminatory
- D&I mainly **focuses on Gender not Age**. But, **a part from the strategy, there are only some initiative without a strong program objectives or metric**
- **Strategies for Women** focus on work-life balance, gender pay-gap, % of women with leadership positions, and balancing the number of men vs women in the workforce (Telia Sweden HQ registered that the number of **women leaving the organization is higher than the recruited ones**)
- **In relation to Age**, it could be affirmed that elder workers are the most active and interested in new initiatives, but **no relevant programs are in place**

**Development Areas**

- Creating and designing new programs to **enable women developing their career, also measuring their impact of the strategy**
- Focusing on **educating, attracting and retaining young women to technical professions**, since women in IT roles are few, also enhancing collaboration with schools / universities (in order to increase the "talent lake" to source)
- **Creating reverse mentoring programs and mentoring programs,** with Age and Gender focus

**D&I Strategy for upskilling**

**Strength Areas**

- Since women in IT roles are few and the digital upskilling programs are addressed to the whole workforce, **there are no much programs with D&I focus for now**.
- Current programs are **open to the entire population**, targeting also women
- **A few examples include** Deutsche Telekom with Female Hackathon and British Telekom with TechProgramme for Women
- Several respondents recognize that a **skill-gap between different generations is a relevant concern**

**Development Areas**

- **Track and measure** current upskilling programs **from a gender and or aging workforce POV** and compare results to general population
- Identifying an effective way to target population, according to their upskilling needs and characteristics, since **new generations are entering in the company**
- Companies could **cooperate with schools** to work on a large women's pool and raise awareness in young women about IT roles
- Altice Portugal is planning to implement an interactive and dynamic portal with an **algorithm** that will help in **identifying skills gaps** and **training needs per person**, as well as data will **show if special focus is needed for Age and Women**

**63%** of companies agree that digital upskilling program should address women
however..
**19% h**ave a digital upskilling program for female employees

**56%** of companies agree that digital upskilling program should address 50+ years employees
however..
**0%** of companies interviewed has a digital upskilling program for 50+ years employees

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# Executive Summary
## Plan of attack – what are they key steps companies can consider

| Analyze & Plan | Design | Deliver & Engage | Track & Monitor |
|---|---|---|---|

**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 top-management 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 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

**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

**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

**DIGITAL UPSKILLING FOR ALL!**
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*Survey details*

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# Survey details
## Questions

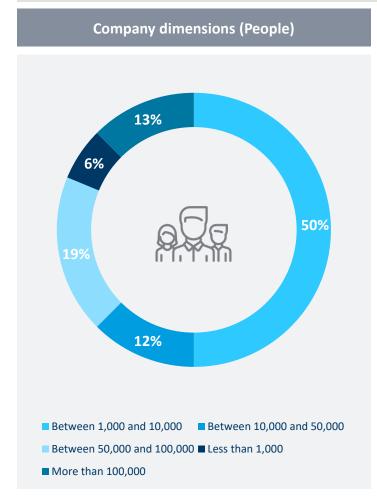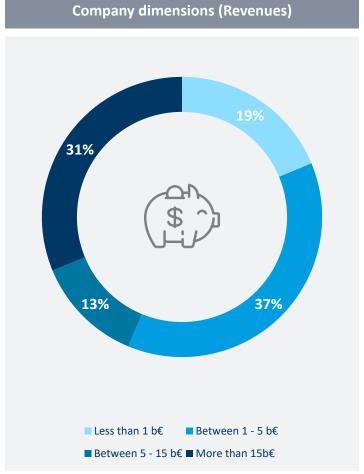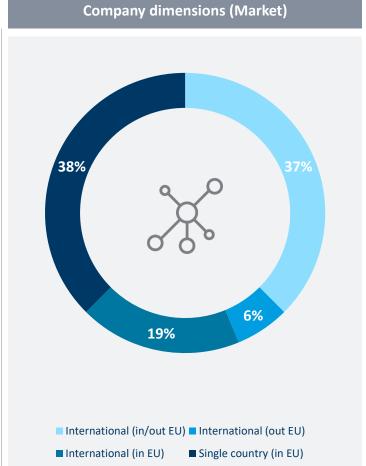| Demographics | Organization perspective | Industry perspective |
|---|---|---|
| • Company dimensions (People)<br>• Company dimensions (Revenues)<br>• Company dimensions (Market)<br>• Diverse employees segmentation within organizations (Gender & Age diversity focus) | • Does your organization have a long term digital upskilling strategy, as programs for employees who need to expand or refresh their skills, to better fit with the digital evolution of their roles?<br>• If yes, which of these stages better describe the current maturity level of "digital upskilling" in your organization? "Digital upskilling" includes the strategy development and execution of programs designed for employees who need to expand or refresh their skills, to better fit with the evolution of their roles.<br>• If yes, which is the main focus of your long term digital upskilling strategy?<br>• If yes, has your organization identified future digital skills requirement and assessed the gaps?<br>• In your opinion, which of the diverse employee segmentation should be mainly supported by specific digital upskilling programs and/or policies in European Telecommunications industry today? If yes, what was the target audience and geography (global, regional, country) and number of employees?<br>• If yes, what kind of approach are you currently using to promote and support your program?<br>• If yes, is your organization using one or more of these tools / providers to support the digital upskilling program?<br>• If yes, can you please describe the program and the key results achieved? Are KPIs tracked and measured?<br>• If yes, are Social Parties / Unions involved in designing the strategy and / or execution of the campaign? Please describe<br>• What is the main driver of your organizations digital upskilling strategy and programs? | • Considering your organization's context, how important is the "digital upskilling" topic for your organization?<br>• In your opinion, why should the "digital upskilling" be a priority for organizations in the European Telecommunications industry? What would be the impact if digital upskilling was not a priority?<br>• Considering your organization context, how important is the "diversity and inclusion" topic for your organization?<br>• In your opinion, which types of workplace diversity should be mainly supported by specific programs and/or policies in European Telecommunications industry today?<br>• In your opinion, why should the "diversity and inclusion" be a priority for organizations in the European Telecommunications industry? What would be the impact if D&I was not a priority? |

### Gender diversity focus

• Do you have a specific case of a digital upskilling program for female workforce?
• If yes, what is the focus of the digital upskilling program you have put in place?

### Age diversity focus

• Do you have a specific case of a digital upskilling program for +50 years employees?

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# Survey details
## Respondents Composition



**Company dimensions (People)**

50%
12%
19%
6%
13%

- Between 1,000 and 10,000
- Between 10,000 and 50,000
- Between 50,000 and 100,000
- Less than 1,000
- More than 100,000

**Company dimensions (Revenues)**

19%
37%
13%
31%

- Less than 1 b€
- Between 1 - 5 b€
- Between 5 - 15 b€
- More than 15b€

**Company dimensions (Market)**

37%
6%
19%
38%

- International (in/out EU)
- International (out EU)
- International (in EU)
- Single country (in EU)

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# Survey details
## Diverse employees segmentation within organizations

### % of women within the organizations, according to company size

| Less than 1,000 | Between 1,000 and 10,000 | Between 10,000 and 50,000 | Between 50,000 and 100,000 | More than 100,000 |
|---|---|---|---|---|
| 58% | 37% | 39% | 31% | 37% |

### % of +50 years employees within the organizations, according to company size

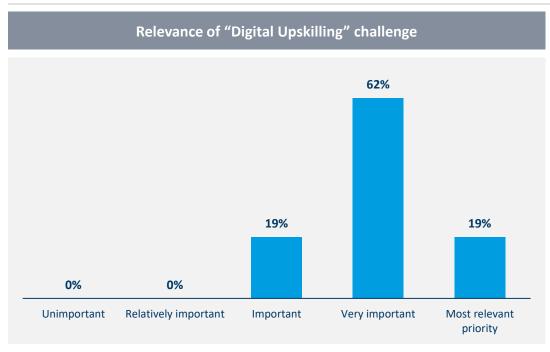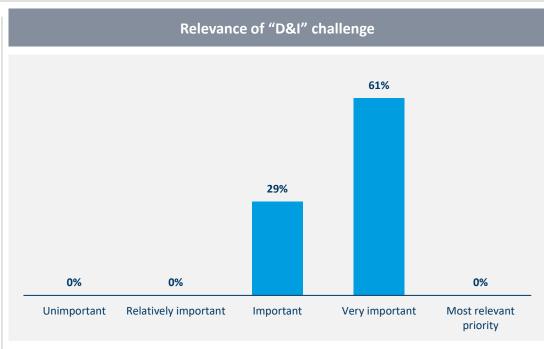| Less than 1,000 | Between 1,000 and 10,000 | Between 10,000 and 50,000 | Between 50,000 and 100,000 | More than 100,000 |
|---|---|---|---|---|
| 32% | 27% | 39% | 40% | 21% |

According to data, the highest percentage of female workforce is registered in companies with less than 1.000 employees. In all other clusters *% of women* is slightly below 40%

According to data, the highest percentage of +50 aged employees are present in large organizations (between 10k and 100k people), with an average of 1 out of 4 people +50yo looking at the entire panel

# Survey details
## Relevance of "digital upskilling" and "D&I" challenges

| Relevance of "Digital Upskilling" challenge |
|:---:|

62%

19%                                          19%

0%          0%

Unimportant   Relatively important   Important   Very important   Most relevant priority

| Relevance of "D&I" challenge |
|:---:|

61%

29%

0%          0%                                          0%

Unimportant   Relatively important   Important   Very important   Most relevant priority

All respondents understood the importance of the "Digital Upskilling" challenge, putting it as very important priority in their agenda: anyway, just for few respondents it represents the most relevant priority

D&I is a challenge put in all the agendas of respondents, but it is not in the first positions (also comparing results with the "Digital Upskilling" ones"): 2 out of 3 believe it is very important, none as a priority

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# Survey details
## Relevance of "digital upskilling"

In your opinion, why should the "digital upskilling" be a priority for organizations in the European Telecommunications industry?

**69%**

**Digital Transformation**: since telco industry is considered as leader of the digital transformation, they need to own the latest skills and produce value-added for customer needs

**90%**

**Retention & Engagement of employees**: current digital upskilling programs mostly address the whole workforce, aiming at motivating employees to enhance digital knowledge and skills, as well as to improve performances

**75%**

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

# Survey details
## Relevance of "digital upskilling"

What would be the impact if digital upskilling was not a priority?

*"If the digital upskilling was not a priority, our business simply would not exist."*

Galina Sofronieva, HR Director, VIVACOM

*"Historically it has been led and driven, not only, but a lot by the organizations in the telecommunications industry."*

Catarina Vicente, Head of Legal Advisory, Labor Relations and Diversity, Altice Portugal.

*"Our responses and solutions will become obsolete and, consequently, we will no longer be framed in the market."*

Jose Varela, Responsible for Digitalization, UGT for Telefonica.

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# Survey details
## Relevance of "digital upskilling" addressing D&I challenges

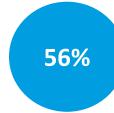In your opinion, why should the "diversity and inclusion" be a priority for organizations in the European Telecommunications industry?

**62%**

**Performance & innovation**: creating an environment where diversity is valued and included on the business strategy have a direct impact on employees' performances as well as on innovation, which results in a better companies' competitiveness

**43%**

**Impact on society**: organizations are a representative sample of the society and just as the organization treats diversity and inclusion in the workplace, so does society perceive the organization. Moreover, D&I is part of the strategy about social responsibility

**56%**

**Attract & retain employees**: in an inclusive environment, employees feel comfortable transforming their individual characteristics into assets that serve the interests of the company as a whole. At the same time, team diversity can lead to diverse solutions for customers, thanks to a combination of different backgrounds, abilities and needs, which also results in enabling creativity and engaging employees.



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# Survey details
## Relevance of "digital upskilling" addressing D&I challenges

What would be the impact if D&I was not a priority?

*"D&I programs are critical to address the skills gap and to ensure equal participation in employment and equal opportunity for promotional prospects"*

Carol Scheffer, National Officer CWU Irl

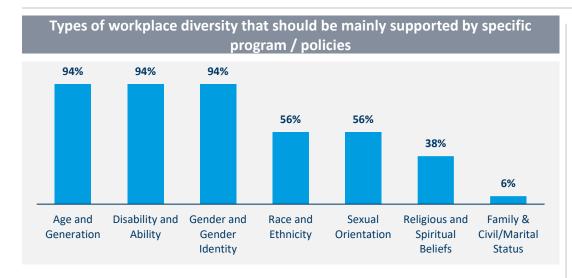*"Stereotypes and biases will prevail in  the decision taking process"*
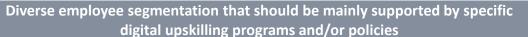
Luiza Müller, HRD, Orange Romania

*"We simply would not have the perfect surrounding conditions to tap the full potential of our employees and partners"*
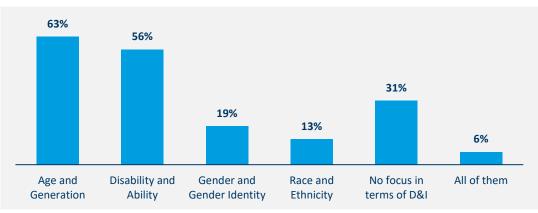
Verena Binder-Krieglstein, Head of Health & Diversity Management, A1

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# Survey details
## Relevance of policies / programs addressing D&I challenges

**Types of workplace diversity that should be mainly supported by specific program / policies**

| Category | % |
|---|---|
| Age and Generation | 94% |
| Disability and Ability | 94% |
| Gender and Gender Identity | 94% |
| Race and Ethnicity | 56% |
| Sexual Orientation | 56% |
| Religious and Spiritual Beliefs | 38% |
| Family & Civil/Marital Status | 6% |

**Diverse employee segmentation that should be mainly supported by specific digital upskilling programs and/or policies**

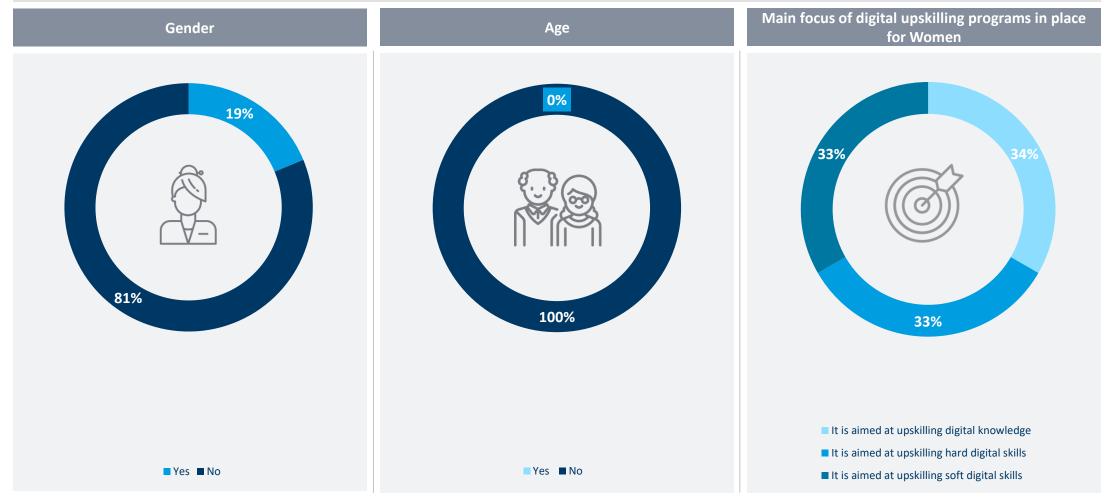| Category | % |
|---|---|
| Age and Generation | 63% |
| Disability and Ability | 56% |
| Gender and Gender Identity | 19% |
| Race and Ethnicity | 13% |
| No focus in terms of D&I | 31% |
| All of them | 6% |

According to data, most of the respondents consider Age, Disability and Gender diversity as the main employees segmentation to whom policies and /or programs should be addressed the most, in order to support their personal and professional development, as well as to attract and retain talents who are more motivated when working in an inclusive environment. **But no relevant programs are in place**

According to data, a special focus should be put on Age and Disability diversity when designing and delivering digital upskilling programs. Moreover, data show that 31% of respondents says that should be no focus on D&I since it's considered as discriminatory in some countries (i.e. Romania and Bulgaria). On the contrary, Gender diversity is not perceived as to be supported by specific upskilling programs, also because women in IT roles are few. **But no real strong focus is put on Gender & Age diversity**

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# Survey details
## Digital upskilling programs focused on Gender and Age diversity

| Gender | Age | Main focus of digital upskilling programs in place for Women |
|---|---|---|

**Gender**

19%

81%

■ Yes ■ No

**Age**

0%

100%

■ Yes ■ No

**Main focus of digital upskilling programs in place for Women**

33%

34%

33%

■ It is aimed at upskilling digital knowledge

■ It is aimed at upskilling hard digital skills

■ It is aimed at upskilling soft digital skills

# Survey details
## Digital upskilling strategy overview

**Main drivers of digital upskilling strategy**



Bar chart: Business strategy 50%, HR strategy 50%, Changes in technology 38%, Changes in demographics 19%, Union 6%
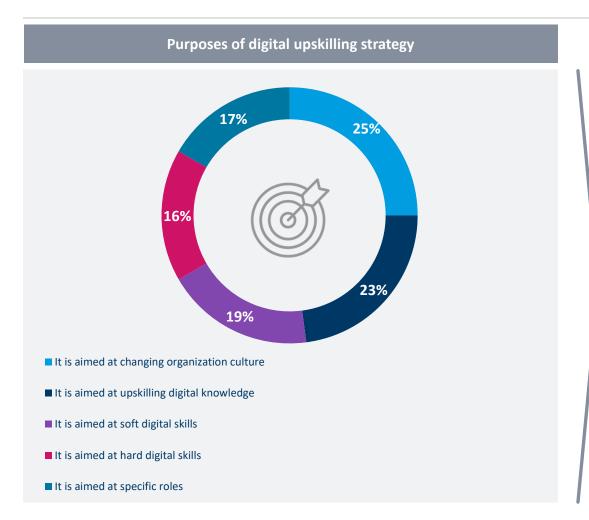
According to data, business and HR strategies are considered the main drivers of digital upskilling journey, followed by changes in technology, because the main focus of digital upskilling strategy is attraction, retention and development of employees to increase performances and competitiveness, by adapting and lead the digital transformation. Moreover, Union is not perceived as a main driver in pushing for digital upskilling initiatives
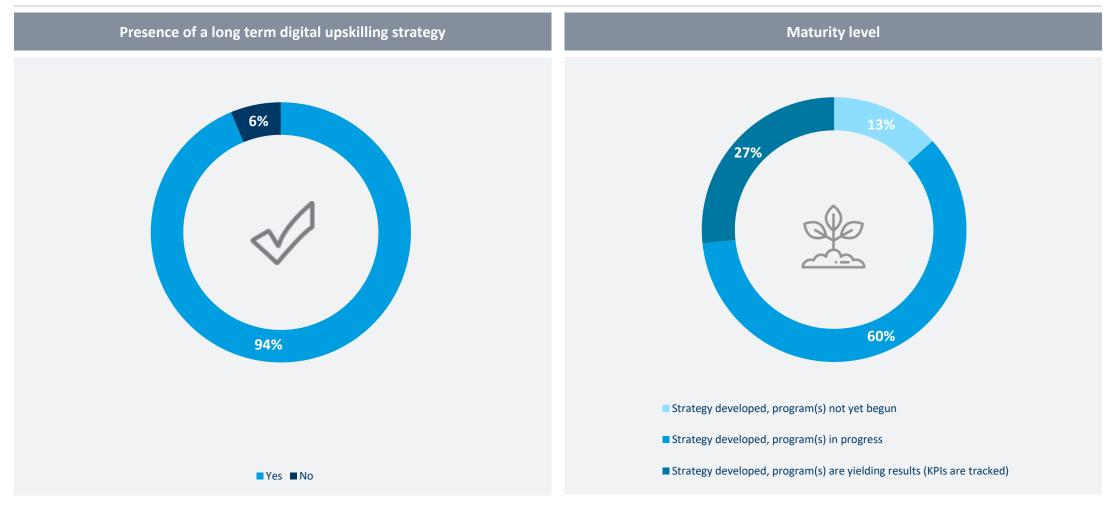
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# Survey details
## Digital upskilling strategy overview

**Purposes of digital upskilling strategy**



- 25%
- 23%
- 19%
- 16%
- 17%

- It is aimed at changing organization culture
- It is aimed at upskilling digital knowledge
- It is aimed at soft digital skills
- It is aimed at hard digital skills
- It is aimed at specific roles

According to data, digital upskilling strategy is developed by companies to change the organization culture in order to rapidly adapt to new skills required to be competitive as organization and as individual. For this reason, programs are addressed to the whole workforce, specific personas are not identified and the enrollment is mainly voluntary.
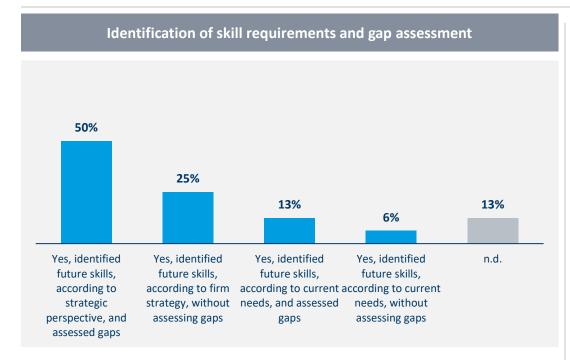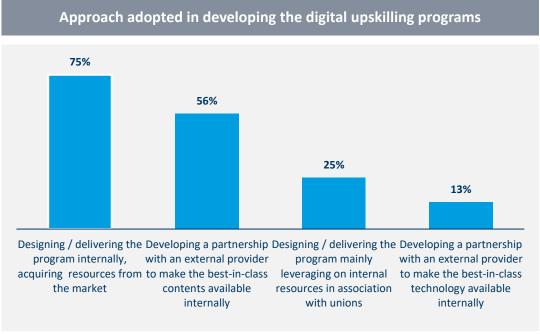
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# Survey details
## Digital upskilling strategy overview

| Presence of a long term digital upskilling strategy | Maturity level |
|---|---|

**Presence of a long term digital upskilling strategy**

6%

94%

■ Yes ■ No

**Maturity level**

13%

27%

60%

■ Strategy developed, program(s) not yet begun

■ Strategy developed, program(s) in progress

■ Strategy developed, program(s) are yielding results (KPIs are tracked)

# Survey details
## Digital upskilling strategy overview

| Identification of skill requirements and gap assessment |
|---|



**50%** Yes, identified future skills, according to strategic perspective, and assessed gaps

**25%** Yes, identified future skills, according to firm strategy, without assessing gaps

**13%** Yes, identified future skills, according to current needs, and assessed gaps

**6%** Yes, identified future skills, according to current needs, without assessing gaps
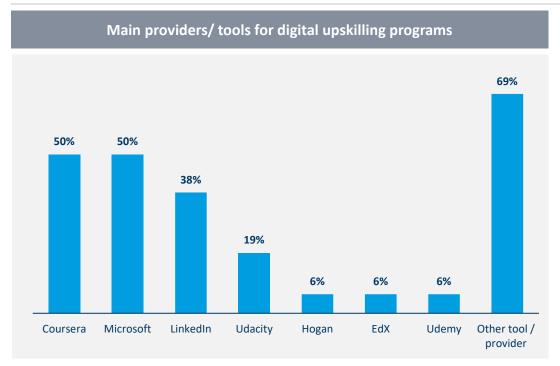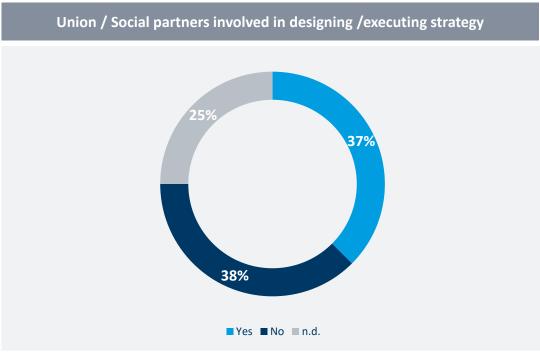
**13%** n.d.

According to data, half of the respondents identified future skills according to strategic perspective and assessed gaps, even though interviews showed that no quantitative-based tools have been deployed when analyzing skills gap, but assessments mainly rely on managers' considerations.

| Approach adopted in developing the digital upskilling programs |
|---|



**75%** Designing / delivering the program internally, acquiring resources from the market

**56%** Developing a partnership with an external provider to make the best-in-class contents available internally

**25%** Designing / delivering the program mainly leveraging on internal resources in association with unions

**13%** Developing a partnership with an external provider to make the best-in-class technology available internally

According to data, 75% of respondents are designing and delivering digital upskilling programs internally, with HR and internal experts as main trainers, but they acquire resources / services / skills also from the market, while 56% is developing partnerships with external providers to deploy the best-in-class contents internally

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# Survey details
## Digital upskilling strategy overview

### Main providers/ tools for digital upskilling programs



Coursera 50% · Microsoft 50% · LinkedIn 38% · Udacity 19% · Hogan 6% · EdX 6% · Udemy 6% · Other tool / provider 69%

### Union / Social partners involved in designing /executing strategy



37% · 38% · 25%

Yes ■ No ■ n.d.

According to data, companies mostly use Coursera and Microsoft as main tools to deliver digital upskilling training online, but they also rely on other tool / providers such as Universities, Consulting firms ecc., to implement internal learning platforms

According to data, there is a slight direct involvement of workers' representatives both in the design and execution of digital upskilling programs. Respondents say that they are mainly consulted when designing programs, as well as companies report them the final results and gain feedback from Unions

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# Survey details
## Digital upskilling programs' results

In the majority of the cases, **programs are new**, so the results are still not measured, because **measures are mainly linked to business KPIs**

| Strenght areas | Developing areas |
|---|---|
| Companies are tracking and monitoring programs, by **collecting data** (i.e. feedback from participants and managers, # of hours/user, etc.) | Identifying **metrics to compare «Build» strategy to the «Buy» one**, since hiring digital experts is said to be difficult and expensive |
| Programs currently in place seem to be directly and clearly **linked to a D&I strategy**, reflecting effectively the real business needs | Identifying **measures to development impact** (i.e. promotion rate among trained people) **or retention**, since they are the main focuses of programs |
| It's commonly affirmed that **people's satisfaction** for the programs they participated at **is high** | **Measures by employee segment** (gender / age perspective) should be taken into account when planning and designing programs |

**DIGITAL UPSKILLING FOR ALL!**
Desktop Research Phase

*Example Experience Programs*

3

# Example Experience Programs
## Vivacom

### Purposes of digital upskilling strategy

- Vivacom is investing in new systems and equipment, so they decided to improve digital capabilities of the people, starting from **"basic digital skills"** related to Office automation and working systems in the company.
- Upskilling programs are related to **annual budgeting process**, aimed at delivering training **for both technical and soft skills.**
- They has also developed the upskilling programs in order to **develop internally people and identify / hire new roles outside**

### Involvement

- **Vivacom involves 80% of people**, based on data coming from gap analysis, planned technological renovation and historical data.
- **Vivacom involves Unions** in designing training policy for these programs, and at the end of the year to plan next year training program, as well as during the first quarter of each year to present previous year training results
- **Vivacom top management is very engaged** on training programs

### Digital upskilling programs' results

- Vivacom uses **business KPIs and feedback from training participants and their managers** to evaluate training effectiveness and skills gaps.
- According to those numbers and company's strategy and business goals, Vivacom decides to **invest on specific trainings**
- The **number of people interested in the Summer School has increased o**ver the time, so it has held for a wider period (from March to October)

### Digital upskilling programs

- **"Vivatech" where technical experts train pro-bono on technical matters to other people**, in order to improve understanding of technical aspects within the organization
- **"Vivacom Summer School",** with trainers coming from the HR. The enrollment is voluntary and focused on soft-skills development (each summer focuses on a specific training topic / skill). The goal is to find a balance between soft and technical skills

### D&I strategy

- **Vivacom does not have a D&I strategy in place**, but they mainly see a **concern related to "age diversity"**.
- Last year they focused the own **managerial development** program on "intergenerational dialogue", because they have 4 generations within the company.
- Beyond it, the results of the engagement survey show that there is **no concern about D&I.**

### Main roadblocks

- Programs should be very fragmented and short because employees are **always committed to their professional task**
- **Budget** is a roadblock too because programs are funded only by internal resources

# Example Experience Programs
## Orange Romania

### Purposes of digital upskilling strategy

- The company has **assessed and identified gaps for future skills.** These will aim at **upskilling digital knowledge**, **increasing soft digital skills and changing the organization's culture for all employees**
- Specificities and needs of each department in the business are **identified in terms of Digital skills/IT skills level**. These help the organization to execute an internal solution

### Involvement

- All employees have access to digital trainings and development programs from **Orange Learning Platform**
- **I-Digita** were about **1000 participants**. **The trainers came from the USA or UK**; they were external providers
- **LECO** consists of **around 70 people, who are also Experts at Group level,** who were asked to join this community
- **Employees Forum is consulted** for training programs to give feedback but they are not involved in the design of these programs

### Digital upskilling programs' results

- **KPIs and number of hours/user** are tracked for the Orange learning platform
- **I-Digital** is being measured by **tests** at the end of the course, not only **feedback forms**
- Some ways to measure is through the **Employment engagement survey and the Career development sessions with managers**
- An achievement was setting the **Growth Mindset** and deliver successful trainings

### Digital upskilling programs

- **LECO**, to give momentum, to create a community. This is aimed at transferring skills, content and analysis from internal experts that would otherwise go to external providers, It is a 3-year program at group level on **data, AI and cybersecurity**
- **I-Digital** was appreciated by colleagues and there were very good trainers, on –site. The topics were: Social media, Digital marketing, Digital communication, AI , User experience

### D&I strategy

- **There are no specific digital programs for women and aging workers.** However, women made up 48% of the workforce participating in these programs during 2020. **The company does have an initiative to hire aging workers.**
- Orange Romania is the **only telecom company** that **signed the Romanian Diversity Charter**

### Main roadblocks

- **Main roadblocks**, for example for the I-Digital, were the fact that it was very popular, so there was not enough space for everyone due **to budget measures**
- Actions towards aging are difficult since they are seen as **discriminatory**

# Gender diversity focus for upskilling
## TechWomen Programme (British Telecom)

**GENDER DIVERSITY**

### Purposes of digital upskilling strategy

TechWomen is one of BT's **key diversity and development programmes,** designed to help women reach their potential by removing barriers.

Over five years it's benefitted over 2,000 women across the UK, India, Europe, Asia and America

### Involvement

- 12 month programme with a **global intake,** helping to **develop our international talent**
- Aims to **create an inclusive enviroment** where women can thrive alongside their male counterparts

### Digital upskilling programs' results

In 2019:
- 95% said they felt **confident driving their career**
- 91% said the **program met their development needs**
- 85% have continued to **pursue their careers** at BT
- 22% have already taken control of their careers by **gaining promotions** within with organisation

### Digital upskilling programs

- Focus specifically for **women working in under-represented roles** across the business such as commercial, operational or technical roles
- Aims to release untapped potential and capability in several areas, including **digital upskilling**

### D&I strategy

- Contributes to BT having **a 50% gender split** to reflect our societies
- In the future, **TechWomen will sit alongside our ethnic talent stream,** as two key focuses for BT to improve our diversity in senior leadership positions.

### Main roadblocks

- Cohort are based across the globe, resulting in **culture challenges** and **creating networking barriers**
- Doesn't guarantee **career** growth opportunities
- **Gender is not the only barrier to senior roles e.g. ethnicity**

# Gender diversity focus for upskilling
## Female Hackathon (DeutscheTelekom)

**Deutsche Telekom**

**GENDER DIVERSITY**

### Purposes of digital upskilling strategy

Hackathons are usually male dominated, so they wanted to **provide a secure space for women to experience a Hack** in a "safe" environment and loose the apprehension

### Involvement

- **First** Hack, 2 years ago, was **"female only"**
- The others had **a focus on diversity** (mix of gender, culture, religion, sexual orientation, age, etc. )

### Digital upskilling programs' results

- They had **very positive feedback** by participants in the past, during and after the events. This is also reflected in many social media posts
- They are **growing a community of internal and external tech-savy participants**, who view Deutsche Telekom as a good place to learn
- All are in the same position and there is a creative spirit **of collaboration and competition** at the same time

### Digital upskilling programs

- They promoted the events mainly on social media channels and provided tickets via Eventbrite, so it was mostly "**self-nomination**"
- Participants were asked to analyze the provided data and **come up with suggestions on how to elevate e.g. gender bias**
- The upcoming hackathon is **all about mobility**, and they hope to gain surprising project ideas

### D&I strategy

- They strive for providing, opportunity for everyone, openly freely without putting any requirements
- When **communicating**, they are **as inclusive as possible**
- **The skilling training is advertised** with a massive communication **in the whole company**

### Main roadblocks

- The challenge they saw in the past was about the **no-show rate**, as they held the Hackathons onsite in a location in Berlin
- The next one coming up in March is a fully digital event and **they are yet to collect** experiences around participation rate

# Example Experience Programs

## TIM

**TIM**

### Purposes of digital upskilling strategy

- In the second half of 2020, TIM launched the **"NextTIM Program"** a broad program aimed at upskilling the entire population, in order to mainly meet the new challenges due to digital transformation and remote / adaptive working
- Program is targeted on the entire population of TIM, without any differentiation in terms of age / gender / etc., with the purpose to deliver 3,000,000 hours of trainings by March 2021

### Involvement

- To design an effective training program its started from a skill assessment preliminary activity: it leveraged on tools to assess both soft and hard skills, as well as interviews with top management and unions, to identify key areas of improvement
- In order to ensure an effective involvement of the entire population, people from local branches have been engaged to monitor and collect feedbacks from participants

### Digital upskilling programs' results

- In a very tight time, 19 training paths have been design: 7 paths are cross-organization and remaining 12 paths are more focused on business lines needs. All of these paths are delivered through the internal LMS (online delivery) and they cover both hard and soft skills.
- A new agreement has been developed, thanks to the involvement of unions, in order to identify methods and timing for the trainings participation: all the courses are delivered within the working times

### Digital upskilling programs

- Having internal capabilities to fully understand and meet requests of Public initiatives aimed at funding training
- Having a huge sponsorship and involvement of main stakeholders (top management, unions, etc.) to face effort needed in designing and delivering the initiative
- Leveraging on internal capabilities to design and deliver specific courses, in order to fully target them on TIM environment and needs

### D&I strategy

- It leverages on "*Fondo nuove competenze*", promoted by Italian Government, to support companies during the COVID disruption. The fund is not focused on specific clusters of population
- Despite the broad scope of the project, TIM population has an average age above 50yo, so the main focus of the courses is on ensuring integration among different generations

### Main roadblocks

- Meeting deadlines in terms of design and delivery expected results, due to constraints of "*Fondo nuove competenze*" to access funding
- Designing contents on-time, leveraging also on internal capabilities for specific topics / courses, considering existing workloads
- Supporting internal LMS performances and scalability, due to the huge (abnormal) number of people who simultaneously accessed the platform

# DIGITAL UPSKILLING FOR ALL!
Desktop Research Phase

*The future of Jobs 2020*

5

# The future of Jobs 2020 Report
## What WEF suggests on the Future of Job

Automation, in tandem with the COVID-19 recession, is creating a 'double-disruption' scenario for workers. By 2025, the time spent on current tasks at work by humans and machines will be equal.

**WEF 2020 research**

**SKILL GAPS continue to be high as in-demand skills across jobs change in the next five year:**
The top skills and skill groups which employers see as rising in prominence in the lead up to 2025 include groups such as critical thinking and analysis as well as problem-solving, and skills in self-management such as active learning, resilience, stress tolerance and flexibility. On average, companies estimate that around 40% of workers will require reskilling of six months or less

**Focus of our research**

**THE FUTURE OF WORK has already arrived for a large majority of the online white-collar workforce:**
84% of employers are set to rapidly digitalize working processes, including a significant expansion of remote work—with the potential to move 44% of their workforce to operate remotely, since Cloud computing will be more and more adopted

**INEQUALITY is likely to be exacerbated by the dual impact of technology and the pandemic recession:**
Jobs held by lower wage workers, women and younger workers were more deeply impacted in the first phase of the economic contraction

**ONLINE LEARNING and TRAINING is on the rise but looks different for those in employment and those who are unemployed:**
a five-fold increase in employer provision of online learning opportunities to their workers and a nine-fold enrollment increase for learners accessing online learning through government programs

**Employers recognize the value of HUMAN CAPITAL INVESTMENT:**
An average of 66% of employers surveyed expect to get a return on investment in upskilling and reskilling within one year.
On average, employers expect to offer reskilling and upskilling to just over 70% of their employees by 2025

**PUBLIC FUNDS needs to support reskilling and upskilling strategy for at-risk or displaced workers:**
Currently, only 21% of businesses report being able to make use of public funds to support their employees through reskilling and upskilling.

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# The future of Jobs 2020 Report
## Skill demand in the next 5 years

The ability of global companies to harness the growth potential of new technological adoption is hindered by **skills shortages**

### Top 15 skills for 2025

| | | | | |
|---|---|---|---|---|
| 1 | Analytical thinking and innovation | | 9 | Resilience, stress tolerance and flexibility |
| 2 | Active learning and learning strategies | | 10 | Reasoning, problem-solving and ideation |
| 3 | Complex problem-solving | | 11 | Emotional intelligence |
| 4 | Critical thinking and analysis | | 12 | Troubleshooting and user experience |
| 5 | Creativity, originality and initiative | | 13 | Service orientation |
| 6 | Leadership and social influence | | 14 | Systems analysis and evaluation |
| 7 | Technology use, monitoring and control | | 15 | Persuasion and negotiation |
| 8 | Technology design and programming | | | |

Source
Future of Jobs Survey 2020, World Economic Forum.

### A. Typical learning agenda

| Rank | Skill |
|---|---|
| 1 | Data Analysis |
| 2 | Computer Programming |
| 3 | General Statistics |
| 4 | Leadership And Management |
| 5 | Regression |
| 6 | Machine Learning |
| 7 | Big Data |
| 8 | Python Programming |

### B. Top 10 skills by required level of mastery and time to achieve that mastery

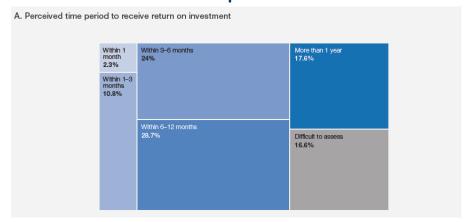| Rank | Skill | Expected mastery score (0 to 6, best) | Typical mastery gap | Average days to master skill |
|---|---|---|---|---|
| 1 | Statistical Programming | 5.50 | 54% | 72 |
| 2 | Communication | 4.36 | 34% | 80 |
| 3 | Leadership and Management | 3.61 | 66% | 39 |
| 4 | Data Management | 3.61 | 45% | 84 |
| 5 | Marketing | 3.57 | 55% | 43 |
| 6 | Finance | 3.56 | 46% | 67 |
| 7 | Sales | 3.43 | 84% | 13 |
| 8 | Computer Programming | 3.43 | 41% | 76 |
| 9 | Business Analysis | 3.24 | 65% | 34 |
| 10 | Machine Learning | 3.06 | 54% | 86 |

- **Skills gaps** in the local labour market and inability to attract the right talent remain among the **leading barriers to the adoption of new technologies**
- Skill shortages are more acute in emerging professions: **Data Analysts and Scientists, AI and Machine Learning Specialists as well as Software and Application Developers, among other emerging roles.**
- Formal upskilling appears to be more closely focused on technology use and design skills, while **emotional intelligence skills are less frequently targeted in that formal reskilling provision**

- In the absence of ready talent, employers surveyed through the Future of Jobs Survey report that, on average, they **provide access to reskilling and upskilling to 62% of their workforce, and that by 2025 they will expand that provision to a further 11% of their workforce**
- However, **employee engagement into those courses is lagging,** with only 42% of employees taking up employer-supported reskilling and upskilling opportunities.
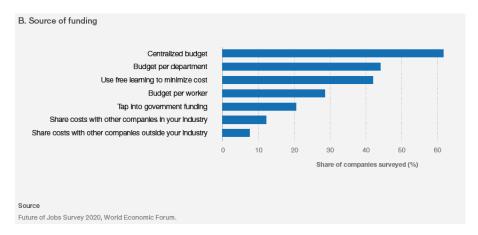- **40% of workers will require reskilling of six months or less**

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# The future of Jobs 2020 Report
## Expectations about a return on investment (ROI) and sourcing funds

While businesses and economies have extensive systems to account for monetary assets at their disposals, there is **a lag** in establishing **the value of human skills and capabilities**



A. Perceived time period to receive return on investment

- Within 1 month 2.3%
- Within 1–3 months 10.8%
- Within 3–6 months 24%
- Within 6–12 months 28.7%
- More than 1 year 17.6%
- Difficult to assess 16.6%



B. Source of funding

- Centralized budget
- Budget per department
- Use free learning to minimize cost
- Budget per worker
- Tap into government funding
- Share costs with other companies in your industry
- Share costs with other companies outside your industry

Share of companies surveyed (%)

Source
Future of Jobs Survey 2020, World Economic Forum.

- Businesses **can benefit from** more granular operational metrics which **quantify the human capital**—the skills and capabilities of employees—within an organization**, but business leaders lack the tools to adequately illustrate, diagnose and strategize for talent capacity**
- That's why **few respondents expected a return on investment from reskilling and upskilling workers within the first three months** after employees complete reskilling, and that **17% of businesses remain unsure** about the return on investment from reskilling

- The Future of Jobs Survey signals that companies hope to internally redeploy 50% of workers displaced by technological automation and augmentation**, but cross-cutting solutions and efficiencies for funding job transitions remain under-explored**
- One of the key elements of a **successful workforce investment** strategy includes **funding** reskilling and upskilling **either wholly out of company budgets or by tapping into government funding**
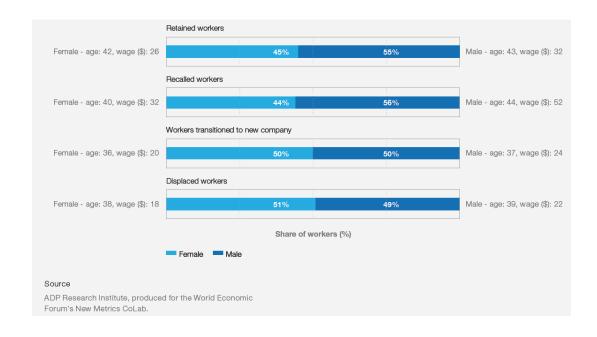
# The future of Jobs 2020 Report
## Inequality impacts on new skills demand challenge

An estimated 88 to 115 million people could fall back into extreme poverty in 2020 as a result of this recession. The major impact is registered in younger women



Retained workers

Female - age: 42, wage ($): 26 | 45% | 55% | Male - age: 43, wage ($): 32

Recalled workers

Female - age: 40, wage ($): 32 | 44% | 56% | Male - age: 44, wage ($): 52

Workers transitioned to new company

Female - age: 36, wage ($): 20 | 50% | 50% | Male - age: 37, wage ($): 24

Displaced workers

Female - age: 38, wage ($): 18 | 51% | 49% | Male - age: 39, wage ($): 22

Share of workers (%)

Female  Male

Source

ADP Research Institute, produced for the World Economic Forum's New Metrics CoLab.

- **Risk of social and economic exclusion among these populations:** age and generation; gender and gender expression; sexual orientation; mental and physical abilities; level of health; race, ethnicity and religion; in-country geographic location, such as rural and urban
- These characteristics are typically **reflected in outcomes such as levels of education, employment type, income level and socio-economic status**
- **The data shows variations by gender, age and wage level**
- Women make up a smaller share of both those who were retained by companies and of those who are recalled. **Displaced workers are in fact on average more female, younger and have a lower wage**

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