


UPWARDLY GLOBAL

Employer I&D Services Project

New York Workshop Insights

April 2020



PROJECT OVERVIEW

About Upwardly Global

Upwardly Global (or UpGlo for short) builds an inclusive, future-ready workforce that embraces the skills of immigrant and refugee professionals.

We advance equity, power the economy, and champion human potential through innovative skill-building, coaching, and networking programs.

To date, the organization has assisted more than 7,000 people in successfully rebuilding professional careers in the U.S. Upwardly Global envisions an equitable, more welcoming nation, where everyone can fully contribute and thrive.

About the Initiative

Our project is designed to bring together employers and skilled immigrants for design thinking sessions (facilitated by Accenture) to co-create products & solutions that will move the mark on promoting inclusive workplaces.

The initiative design includes a market research & landscape interview phase and a development & pilot phase, where Upwardly Global intends to select corporate participants to continue to build, refine product & service ideas, and beta test.

About the Workshop

We know that inclusive workplaces for all is a complex challenge to tackle in the U.S. Now, unemployment rates are projected to reach 20-30%, and given the current circumstances, companies are working to understand current & future skills needs and priorities to better prepare for a strong economic recovery.

By sharing and learning from each other during our workshop, we hope to ideate on strategies that will lead to an inclusive economic recovery for all.

**NEW YORK CITY WORKSHOP SESSION:
AN OVERVIEW**

WORKSHOP GROUPS

HOW MIGHT WE BUILD TOWARDS AN INCLUSIVE & EQUITABLE WORKFORCE RECOVERY?



GROUP 1

Remote Work: Inclusive Culture

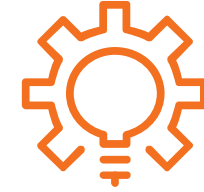
How might we build towards and set a foundation for an inclusive workforce culture?



GROUP 2

Future & Current Workforce Uncertainty

How might we better strategize & plan for pipelines & forecasting, particularly from an inclusive lens?



GROUP 3


Upskilling Opportunities

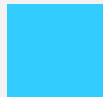
How might we establish upskilling opportunities to prepare the workforce for the future, particularly from an inclusive lens?


WORKSHOP ACTIVITIES

ACTIVITY 1 ROSE, THORN, BUD

Learn about what are the strong, weak & growth points of our problem statements, coming to a shared understanding

 **ROSE (+):** Use a ROSE-colored note for observations of what went well, or was commented on positively by the group theme

 **THORN (-):** Use a THORN-colored note for observations of what did not go well or was commented on negatively by the group theme







 **BUD (has potential):** Use a BUD-colored note for observations of something that was not a qualified success, but that could become a ROSE with a little care & attention

ACTIVITY 2 BRAINSTORMING

Ideate solutions on how we can solve / improve the group's problem at hand, determining the top idea to build further



THINGS TO REMEMBER:







-  Defer Judgment
-  Go for Volume
-  Build on the Ideas of Others
-  Stay on Topic
-  Encourage Wild Ideas
-  Be Visual

ACTIVITY 3 CONCEPT POSTER

Develop a concept poster on the group's top idea, better understanding the big picture, success metrics, and more



THINGS TO CONSIDER:




-  Who is it for?
-  What problem does it solve?
-  What is the big idea?
-  Illustrate how it works
-  Why might it fail?
-  How might we measure success?

FINAL ACTIVITY IMPACT RANKING

Present each group's concept poster, provide feedback, and prioritize the 3 ideas to understand corporate interest

Which of these ideas would have the biggest impact on corporate strategies to drive an inclusive workforce recovery?

KEY:

-  **First Choice**
-  **Second Choice**
-  **Third Choice**

NYC WORKSHOP INSIGHTS

REMOTE WORK: INCLUSIVE CULTURE

HOW MIGHT WE BUILD TOWARDS AND SET A FOUNDATION FOR AN INCLUSIVE WORKFORCE CULTURE?



Given the large transition of many corporations to a remote work environment, companies must **consider 5 pillars** to ensure they are establishing an inclusive workplace culture virtually and allowing for open communication & collaboration



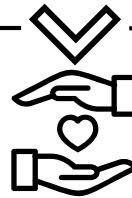
AWARENESS & EDUCATION

Unconscious bias & stereotyping do not go away in a virtual setting. If anything, people must be even more aware of their thoughts & actions, making sure to consider & understand others and bring diverse voices to the table



COMMUNICATION & PRIORITIES

Leadership should set appropriate expectations for remote working, making sure to include the workforce in these conversations to better understand people's circumstances



SECURITY, SAFETY & BELONGING

Having a sense of safety & purpose are of utmost importance for many employees, especially in this virtual setting. Management should strive to create shared goals and a sense of belonging in their teams



COMMUNITY WELLBEING

It is important to provide employees a sense of community while working remotely. Companies should allow times for employees to share experiences & interests with each other



CONTINUOUS IMPROVEMENT

Companies should strive to embed inclusion into their everyday core. Currently, many employees are adjusting to remote work, and it will take time to modify & improve the ways of working



Try including "moments of inclusion" by having a different person present during reoccurring meetings



Try setting up virtual Town Halls and Q&A sessions with leaders to provide channels of conversation



Try touching base formally & informally with your employees to check-in on them and foster 1:1 comradery



Try building community and engagement via virtual happy hours & special events, corporate challenges, etc.



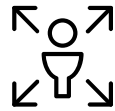
Try assessing your teams periodically via surveys & workshops. Do your teams have a sense of inclusion & belonging? If not, why?

FUTURE & CURRENT WORKFORCE UNCERTAINTY

HOW MIGHT WE BETTER STRATEGIZE & PLAN FOR PIPELINES & FORECASTING, ESP. FROM AN INCLUSIVE LENS?



Due to the shift in workforce demands & skill needs, companies must strategize & plan on how they can **best plan for workforce forecasting & inclusive strategy**



DIVERSIFYING PIPELINES

Companies should take advantage of opportunities to explore additional pathways outside of traditional college routes, such as partnering with organizations that serve underrepresented groups to source talent for skills & roles



CAREER PATHWAYS

Apprenticeship, internship, and returning to work programs provide both immediate opportunity and the potential to grow. As we recover from this economic uncertainty, corporations should be mindful of the need for these programs to aid in an inclusive recovery



CORPORATE COMMITMENT

During this time of economic regrowth, corporate leadership may view diversity & inclusion initiatives as a lower priority, but, now more than ever, is the most crucial time for companies to make a commitment to maintain a diverse and inclusive focus as everyone rebuilds



RECRUITING FUNDAMENTALS

Often times, recruiters & hiring managers fall back to their default way of prioritizing talent from traditional sources. In this time of limited hiring for many, there is an opportunity for HR representatives to revisit their selection process to better focus on inclusion & diversity



Consider starting up / supporting collaborative partnerships between employers & organizations to explore new & diverse pipelines



Strategize ways to improve non-traditional pathways for employment, such as apprenticeships & return to work programs



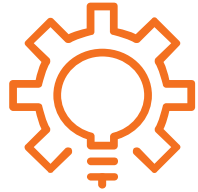
Ask your corporation to commit to unwavering focus on driving diversity & inclusion initiatives



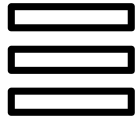
Use this time of slowed hiring to revisit recruiting fundamentals to have a stronger focus on diversity & inclusion

UPSKILLING OPPORTUNITIES

HOW MIGHT WE ESTABLISH UPSKILLING OPPORTUNITIES TO PREPARE THE WORKFORCE FOR THE FUTURE?

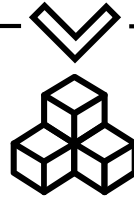


As the need for particular skills evolve, it is essential for corporations to prepare themselves for the **growing & shifting skill demands** in the workforce via trainings, coaching, and other opportunities for their current & future employees



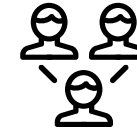
ALIGN TRAINING TO MEET SKILLS NEEDS

By aligning hard / soft skills-based trainings to current positions, career progression tracks, and job opportunities, companies can help people to better apply their learnings to work settings at a faster pace and be able to grow a repository of those with specific in-demand skills. These trainings should also be robust, and companies should work in collaboration with Industry SME's, on-ramps programs, as well as employees and others who may be using the trainings, to understand both market & user needs, opening doors for more diverse candidates



ENSURE TRAINING IS ACCESSIBLE TO ALL

Companies should allow access to training opportunities to employees and/or future employees to better prepare themselves for future demand & skill needs. It is encouraged to use modular, flexible curriculums & delivery platforms to allow individuals at different career stages and those with varying schedules to learn new skills in an inclusive manner. Companies should review their training comms strategies to ensure training opportunities are made available to relevant & diverse target groups, as well as understanding how to best reduce barriers of entry & for these trainings (i.e. training costs, etc.)



COORDINATE INDUSTRY-WIDE COLLABORATION

There is a strong need & desire for corporations to coordinate & collaborate across their respective industries to better develop fluid and adaptable trainings, reducing tension and possible conflict between individual firms and their variances in trainings & skills development / mapping. By developing career pathways for reskilling & upskilling programs at a macro level, companies will be able to better understand how current & future employees fit within their organization, industry, and beyond



Try involving design thinking / brainstorming sessions or surveys to understand specific upskill opportunities and needs, particularly for technical skills



Try establishing a "Lifelong Learning Campaign" with training days and Lunch & Learn sessions to help promote continual learning of skills & tools



Create skill profiles for opportunities in your organization, as well as visual maps for how skills can build on each other to advance to different roles



Create a career counseling platform with opportunities to connect with SMEs & coaches, as well as an ability to visualize skills required for career progression



Offer incentives to increase engagement & better encourage completion of trainings, such as with monetary rewards & pay increases