UPWARDLY GLOBAL

Employer I&D Services Project

San Francisco Workshop Insights

April 2020

PROJECT OVERVIEW

UpwardlyGlobal

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.

SAN FRANCISCO WORKSHOP SESSION: AN OVERVIEW

WORKSHOP GROUPS

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

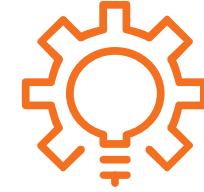### GROUP 1

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?
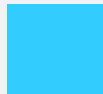
GROUP 3

Upskilling Opportunities

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

WORKSHOP ACTIVITIES

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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:

- **1** First Choice
- **2** Second Choice
- **3** Third Choice

SAN FRANCISCO WORKSHOP INSIGHTS

REMOTE WORK: INCLUSIVE CULTURE

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

An inclusive culture is essential to the success of a company, and organizations must consider how to **best incorporate inclusivity into its DNA**, allowing its employees to have a sense of belonging and ability to grow within the company

AWARENESS & EDUCATION

Emotional intelligence (EQ) is an important trait needed of all employees, especially in a remote setting. When there is no in-person contact with others, assumptions & misunderstandings can be even worse than before

COMMUNICATION & PRIORITIES

Leadership should ensure that inclusion is a core competency of the company and strive to get to know the perspectives of the people they manage, making transparency & listening a key part of the communication strategy
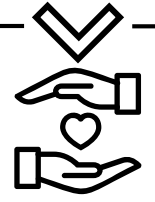
SECURITY, SAFETY & BELONGING

In order to drive an inclusive culture, psychological safety must be a part of the foundation. Employees should be comfortable in showing who they are without fear of negative consequences in the workplace

TEAM BUILDING & CAMARADERIE

As employees join the company or a new team, it is crucial to be able to create strong relationships within teams quickly & effectively to do their best work. Team cohesion is more important than ever, especially in this remote setting

DEVELOPMENT & RECOGNITION

Companies should ensure that the organization has a culture of recognition and investing in & developing talent for everyone (i.e. no talent hoarding), improving development & mobility for all

Make sure to include & center the voices of those impacted in the decisions being made, allowing them to be a part of the process

Instead of going to your "go-to" people for opinions & help, try to seek the thoughts of those that you wouldn't initially reach out to

Make sure to check-in with your employees, building authentic interest in their personal wellbeing & career development, especially while remote

Try making your team fill out a "guidebook" on themselves when joining a new team or organization to better help everyone get to know each other

Create various avenues for recognition, from the formal to informal, to allow for appreciation & acknowledgement of those that stand up for inclusion

FUTURE & CURRENT WORKFORCE UNCERTAINTY

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

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Companies must consider the following steps to best plan for a **diverse workforce pipeline & inclusive planning strategy**, ranging from strategies to partnerships

PUBLIC COMMITMENT

Have company leaders publicly commit to setting & meeting inclusive and diverse hiring goals and initiatives in order to add transparency to the organizations' priorities

DEFINE INCLUSIVE HIRING GOALS

Clearly define goals for inclusive hiring that make all employees accountable for the success and completion of the set goals. Ensure that this responsibility does not fall solely on Human Resources (HR) personnel

INVEST IN HR I&D TRAINING

While hiring has slowed, there is a unique opportunity to invest in increased training for recruiters and hiring managers on what inclusive hiring means and how to incorporate it into day-to-day operations

UTILIZE PARTNERSHIPS

Take the time to form new partnerships and utilize existing partnerships with nonprofits, academic institutions, and other organizations in order to expand your company's diverse talent pool

SEEK VALUE ADD, NOT FIT

Seek to define ideal candidates outside of strictly academia or work experience by seeking candidates that have the desired skills & that add value to the team through different viewpoints & different cultures

Try expanding on public commitment at the top level to involve the commitment of leaders and employees at all levels

Try linking leadership and employee rewards and recognition to the success of the inclusive hiring goals

Try upskilling recruiters, hiring managers, and employees on how to interview & build teams with diverse candidates, incorporating a playbook of guidelines for inclusive hiring

Try partnering with learning & development companies to establish a pipeline of diverse candidates

Try considering how your organization can adopt a "screen-in" vs. "screen-out" hiring mentality

UPSKILLING OPPORTUNITIES

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HOW MIGHT WE ESTABLISH UPSKILLING OPPORTUNITIES TO PREPARE THE WORKFORCE FOR THE FUTURE, PARTICULARLY FROM AN INCLUSIVE LENS?

In order to best prepare for the future workforce, companies should consider these 5 strategies to help promote inclusive upskilling opportunities for a diverse workforce
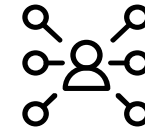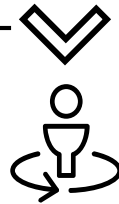
INCLUSIVE CONTENT & DELIVERY

Be mindful of upskilling course content and delivery. Develop and deliver training courses in a way that is sensitive to people with different learning styles and from various cultures and backgrounds

Try including diverse facilitators to help engage everyone in the audience on the training material

ACCESSIBILITY & FLEXIBILITY

Ensure that upskilling training programs are available to everyone regardless of location, career level, or schedule. Flexible training allows for higher completion & follow through

Try donating / offering unused training seats to members of a non-profit or partner organization

HOLISTIC APPROACH

Build upskilling initiative with a holistic and learner-centered approach; Focus on a learner's needs beyond technical skills and be sure to include soft skills, mentorship, and networking opportunities

Try pairing technical training programs with courses in soft skills like communication and/or leadership training

CLEAR CAREER PATHWAYS

Curate training content to meet skills and job demand in a specific organization or across industry. Align the upskilling program with a direct path to employment or career advancement

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

COMMUNITY OF SUPPORT

Provide a community of support to trainees during & after upskilling programs to help them expand personal networks and strengthen soft-skills through mentorship and job shadowing

Try developing an immersive job shadowing program to give trainees an opportunity to upskill while gaining a network