

Why Focus on Advancing Digital Resilience & Equity?

What is Digital Resilience?

The awareness, skills, agility, and confidence to be empowered users of new technologies and adapt to changing digital skill demands.

Digital resilience improves capacity to problem-solve and upskill, navigate digital transformations, and be active participants in society and the economy.



Drives Value for Employers

- ✓ Enables insights-driven skills identification
- ✓ Expands talent pools, yields predictable pipelines and decreases talent acquisition costs for in-demand skills
- ✓ Develops a culture of continuous learning and benefits from economies of scale in learning and development
- ✓ Strengthens employer brand and employee engagement

And Empowers Workers With...

- ✓ Greater access to skills development opportunities
- ✓ Connections to resources & networks
- ✓ Reduced barriers to entry for jobs
- ✓ Increased socioeconomic stability

What Can Employers Do To Advance Digital Resilience & Equity?

Foster a culture of continuous learning and digital ways of working, opportunity and equity



IDENTIFY Digital Skills Needs

- Analyze your current and future digital skills demands
- Articulate needs to workers, community, education providers, and policymakers

INVEST in Digital Talent

- Invest in digital inclusion & community skills with a focus on underrepresented groups
- Strengthen capacity of education and other systems to develop and assess digital skills
- Offer apprenticeships and other work-based learning opportunities

HIRE Digital Talent Equitably

- Improve skills-based hiring practices for digital skills
- Ensure equity in hiring & onboarding practices and an inclusive workplace culture

UPSKILL/RESKILL for Digital Resilience

- Encourage employees to improve digital skills and ensure equitable access to training
- Use assessments to understand the worker's existing strengths and identify their needs
- Support diverse learners through varied training options
- Validate and certify competencies to improve job quality and opportunity

ADVANCE with Digital Skills on Career Paths

- Map and provide transparency to job progression opportunities based on skills
- Connect employees to opportunity equitably and provide support to help them advance

How Employers Can Start Today | Identify Digital Skill Needs

Questions to Consider

To what extent does your company analyze and identify skills needs now and in the future?

- Does your company have an effective system for identifying the digital skills required in current positions?
- Are digital skills adequately represented in job descriptions and postings?
- Do you have an effective way of assessing incumbent workers' digital skills to understand:
 - How well they are meeting current digital skills demands?
 - How prepared are they to meet future ones?
- Has your company articulated the digital skills its workforce needs in the future and shared this across all levels of the organization?

To what extent does your company clearly articulate its digital skills needs to external stakeholders?

- Do you have a process for sharing your digital skill needs with training and employment service providers and with policymakers?
- In articulating your needs, do you use common digital skills definitions that can be understood by external stakeholders to inform their work?

How Employers Can Start Today | Invest in Talent Pools

Questions to Consider

To what extent does your company invest to expand your talent pipeline for digital skills in ways that increase equity?

- Do you make investments in technology infrastructure (access to devices, internet) to enable more individuals to develop digital skills and upskill online?
- In addition to investing locally, do you invest regionally and in areas where your subcontractors or supply-chain are based?
- Do you participate in awareness building campaigns to introduce students and workers to the career opportunities available to them in digital skills?
- Do you offer internships, apprenticeships, or other work-based learning opportunities and sponsor scholarships?
- Do your investments have equitable outcomes for BIPOC individuals, women, rural residents, and other underrepresented groups?

To what extent does your company support digital skills education and training infrastructure?

- Do you partner with or invest in the capacity of training providers and systems to teach digital skills and keep up to date on technological change?
- Do you support efforts to develop shared resources that are needed such as a digital skills competency framework or open-source curriculum?
- Do you support policies that advance equitable investment in digital inclusion and skills development?

How Employers Can Start Today | Hire Equitably for Digital Skills

Questions to Consider

Does your company accurately represent digital skills requirements?

- Are you careful to differentiate between digital skills that are required for specific jobs versus ones that could be acquired on the job?
- Are you using skills-based hiring practices to screen in for whether a candidate has the needed digital skills instead of relying on degrees or other proxy measures?

Does your company equitably assess and find talent to meet digital skills requirements?

- Do you use a vetted, equitable method for assessing digital skills in the hiring process, and for all levels of skills?
- Do you ensure that processes are not used that could screen out lower income or other populations for discriminatory reasons, such as programs that measure the speed of broadband used in an online application?
- Do you accept certifications or micro-badges issued by training organizations or portfolios to signal competencies developed?
- Does your rate of hiring of BIPOC individuals, women, people with disabilities, and other underrepresented groups demonstrate equitable hiring practices?
- Do you have an inclusive culture and practices in place to ensure equitable retention of employees by race, gender, disability and other factors?

How Employers Can Start Today | Upskill/Reskill

Questions to Consider

Are opportunities to develop digital skills equitable at your company?

- Do you sufficiently share the need to upskill in digital skills and motivate and incentivize employees to do so equitably?
- Do you make it possible for all employees to be able to participate in digital skills training (e.g. adjust schedules, provide paid time, offer classes onsite)
- Do you ensure device and internet access?
- Do you provide employees still developing digital literacy with the instructional supports they need to learn online (including first language instruction)?

Do you ensure quality and equity in your digital skills training?

- Do you have a method to assess and recognize employees' existing digital skills so that their upskilling can be targeted and accelerated?
- Are your trainings regularly updated to teach the most in-demand digital skills?
- Do you offer training to employees not just for their current roles but also to help them advance on a career path or for another occupation?
- Do you badge the skills developed and make recommendations for further upskilling all levels?
- Are your training completion rates similar for learners of different races, genders, abilities, regional backgrounds, or other areas of diversity?

How Employers Can Start Today | Advance on Career Plans

Questions to Consider

Do you map and provide transparency to job progression opportunities based on digital skills?

- Are digital skills and the ways employees can signal their skills adequately represented in job descriptions for internal advancement?
- Are career pathways based on digital skills development clearly mapped out and made accessible to all employees?

Do you adequately and equitably support career advancement based on digital skills?

- Are internal career advancement opportunities that require digital skills being communicated equitably across the workforce?
- Do you provide the needed supports and foster an inclusive culture for under-represented populations to succeed in new roles?
- Are your rates of career advancement and retention in opportunities that require digital skills similar for employees of different races, genders, abilities, regional backgrounds, or other areas of diversity?
- Do you badge or validate digital skills of your employees in ways accepted by other employers to enable career advancement outside of your company?