

HRD/HRM Survey

ON CURRENT AND FUTURE NEEDS AND PRIORITIES IN A CONVERGED, COMPETITIVE TELECOMMUNICATION/ ICT ENVIRONMENT

ITU - D Executive summary and recommendations



HUMAN CAPACITY BUILDING DIVISION



International
Telecommunication
Union

**Survey of HRD/HRM Current and
Future Needs and Priorities in
a Converged, Competitive
Telecommunication/
ICT Environment**

**Executive Summary
and Recommendations**

Human Capacity Building Division
Working Group on Human Resources Development
Telecommunication development Bureau

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EXECUTIVE SUMMARY

Objectives of the Survey:

- Define HRD/HRM current and future needs and priorities in a converged, competitive telecommunication/ICT environment.
- Assess the readiness of the HR function to meet the current and future resources challenges of the information society.
- Develop recommendations on how the Telecommunication Development Bureau (BDT) of the International Telecommunication Union (ITU), and in particular the Human Capacity Building Division (HCB), can assist countries to bridge any readiness gaps existing within their HR function.
- Thirty top executives and HR directors/managers from six regions, and 26 countries were surveyed during the period from 18 August to 15 October 2008.
- The responses addressed five main areas of the survey, namely:
 - Organization and the HR function
 - HR's role and new challenges
 - Human capital development
 - Building the information society
 - ITU-D human capacity building

1.1 Organization and the HR function

- The surveyed organizations were from administrations of ITU Member States (10 per cent), Regulators (47 per cent) and Sector Members of the ITU Telecommunication Development Sector (ITU-D) (43 per cent) worldwide.
- In 67 per cent of respondent organizations, the HR function has been increased in scope and responsibilities over the last three years. In many organizations, the HR function has been separated from the administrative function, and special units have been created for human resource development (HRD), as well as for implementing performance management systems. The survey findings show an increasing role of the HR function in strategy formulation in a majority of organizations, which is in keeping with the global trends of HR as a "business partner".

1.2 HR's role and new challenges

- 50 per cent of respondent organizations mentioned the primary role of the HR function as being more strategic, i.e. helping to achieve organizational objectives.
- The three key issues expected to pose a challenge three years from now are managing change, organizational development, creativity and innovation.
- To meet the above-mentioned challenges, the surveyed organizations foresee the need for training, learning best practices and using HR measures. Most organizations are committed to staff development and view training as an investment rather than a cost.
- The most important areas of HR training needs over the next three years are strategic human resources management, management of talent and competencies, performance improvement, performance management and pay policy.

1.3 Human capital development

- 59 per cent of the participants explained their contribution as assisting in ongoing education, training and development of personnel, 31 per cent have connected the HR function contribution to the HR strategic role, meaning that HR professionals should take advantage of becoming more strategic and of developing into true business partners, aligning human capital interventions with future business objectives, through HR capacity building and development, and closing the performance gap.
- The respondents stated that the priorities for human capital development are strategic skills/competencies (90 per cent), leadership (87 per cent), and culture/strategic awareness (73 per cent).
- 57 per cent mentioned, as challenges, the shortage of strategic skills/competencies facing the ICT sector today, shortages of managerial skills in a competitive environment of accelerated convergence. Other areas of skills shortage are: policy and regulation; introduction of new services; marketing and customer orientation; innovation and creativity of products and services; ICT applications; technology trends; strategic HR management; etc. Some 23 per cent were more specific, depending upon the type of their organizations. Policy-makers stressed ICT skills gaps such as: ICT skills for the effective implementation of e-governance policies, and the development of the information society.

- 67 per cent of the participants, in the context of an Organization's strategy on the necessary ICT professional skills for strategy implementation, mentioned skills in next-generation networks (NGN); policy and regulation in a converged environment; project management; skills in business process management (BPM); ICTs; skills in digital broadcasting planning; dealing with ITU notices on satellite issues; skills in emerging telecommunication policy and regulatory issues; etc.
- 50 per cent of the participants stated that there exist national mechanisms supporting the development and implementation of a long-term and consistent ICT skills agenda in close cooperation between the public and private sectors.

1.4 Building the information society

- 27 per cent of the participants stated that they have a national strategy for WSIS implementation, and 60 per cent have a national e-strategy.
- The lack of awareness of the existence of a national ICT strategy for WSIS implementation within countries is cause for concern (60 per cent), given that the success of any ICT strategy requires planning for the necessary human capacity to make it happen and effective. Despite this low awareness, there is a high awareness of national e-strategies (60 per cent), meaning that perhaps we do not have a holistic application of an ICT policy in some of these countries.
- From the WSIS action lines C2 (Information and communication infrastructure) and C5 (Building confidence and security in use of ICTs), where ITU is facilitator, 60 per cent of the participants and 40 per cent of the participants, respectively, mentioned relevance to their national strategy. For action line C4, capacity building, where ITU is co-facilitator with UNDP and UNESCO, 47 per cent of the participants mentioned relevance to their national strategy. This raises the need for the creation of comprehensive processes of communication, education and training.
- According to the respondents, ITU-D/HCB (Human Capacity Building) can assist organizations' human capacity development in the contribution to national e-strategy implementation through continuous training and skills development, sharing of best practices and success stories, establishment of a networking platform, through awareness of the importance of ICTs at government level, benchmarking and study groups.

1.5 ITU-D human capacity building

- A majority (90 per cent) of the respondents consider that ITU-D/HCB's contribution is most valuable to their organizations in the following areas: regulatory issues (72 per cent), HR management (55 per cent), technology awareness (55 per cent).
- The respondents mentioned the areas where ITU-D/HCB's contribution could be valuable to meet organizations' HCD needs: converging networks (technical and regulatory aspects); cybersecurity and cyberattacks; e-services; information and communication infrastructure; HRM/HRD; knowledge management; training of trainers; management of talent and competencies; IP awareness; business management; rural connectivity; economics and finance; etc.
- Only 59 per cent of the participants have access to the ITU-D Human Capacity Building website.
- The following percentages of respondents are acquainted with the ITU-D Human Capacity Building five major tasks: transfer of knowledge (59 per cent), sharing experience and know-how (48 per cent), assistance to strengthen the human resource and training functions (55 per cent), dissemination of information (43 per cent), human capacity building special initiatives (38 per cent).
- The following percentages of respondents are acquainted with ITU-D Human Capacity Building special initiatives: CoE – Centres of Excellence (41 per cent), TOT – Technical Assistance Program for Developing Countries (21 per cent), ITCI – Internet Training Centres Initiative (10 per cent), e-Community Learning and Information Centres (7 per cent), ITU e-Learning Platform (41 per cent).
- Most of those participants who had not participated in ITU-D online workshops gave as a reason the lack of information due to time and only a few gave the reason of poor Internet connection within their organizations.
- The participants expected support from ITU-D through the following: more information about the ITU-D function; better communication; fellowships or sponsorships; in-house training; communicating about new courses and promoting internships; developing customized training courses according to their needs; providing information on time; e-learning activities organized by ITU free-of-charge for public administrations; study leading to a qualification, which could be used in the future.
- The participants expected support from ITU-D in order to achieve their HRD/HRM goals: to assisting transforming HR into strategic HR; training on managerial skills and sharing HR initiatives within the

telecom sector; the development of regional networks of human resources managers, especially among governmental organizations; the establishment of regional networks of technical, strategic and financial managers and professionals, especially of governmental organizations; consulting and granting of information resources; study of advanced experience in this area; providing information concerning present-day HR technologies; free admission to training sessions and access to the e-library. ITU-D should act as a bridge to consultants and experts.

- 74 per cent of the participants supported the idea of establishing regional networks of HR managers to better respond to the evolving human capacity development trends and to discuss common-interest topics.



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RECOMMENDATIONS

2.1 Organizations and the HR function

It is recommended that ITU-D:

- Assists HR professionals in the development and implementation of HRM/HRD strategies in compliance with overall strategy.
- Assists in designing and implementing a strategic measurement system (creating an HR strategic scorecard for policy-makers, regulators, ITU Sector Members).
- Create related high-level framework guidelines, tools and training materials based on international best practices.

2.2 HR's role and new challenges

It is recommended that:

- In designing HRD activities by BDT/HCB for the ITU-D 2009-2010 Operational Plan, BDT/HCB should take into consideration the survey results reflecting:
 - the most important areas of HR training needs
 - the major challenges for HR

over the next three years.

2.3 Human capital development

It is recommended that:

- ITU-D assists policy-makers, regulators and ITU Sector Members in the area of human capital development, with the objective of closing the strategic HR-readiness gap in the following identified areas: convergence, including Internet-related public policy matters, next-generation networks, emerging telecommunication policy and regulatory issues.

Recommendations for actions by ITU:

- To organize training courses for strategic skills/competencies development, taking into consideration the survey results with the following themes:
 - Four to five strategic skills/competencies challenges facing the ICT sector today
 - In the context of an organization's strategy, the necessary ICT professional skills for the strategy implementation
 - To provide useful guides and favourable framework conditions for promoting national multistakeholder partnerships for ICT skills development.
 - To hold two workshops in some of the developing countries or least developed countries to study their current situation and needs, and transfer experience from developed countries to developing ones to help them build their own HR strategies and ICT skills agenda.

2.4 Building the information society

Governments (Policy-Makers) are taking the lead in developing and implementing national e-strategies and building the information society at national level. They are also facilitating the participation of actors such as regulators, private enterprises, civil societies and the academic communities, as well as regional and international organizations.

To execute strategies in a knowledge-based society, top-level management should formulate the strategy and then communicate it and inform the workforce about what the strategy is. Strategy should become everyone's job.

It is recommended:

- In coordination and collaboration, as appropriate, with the other ITU Bureaux and the General Secretariat, to create a comprehensive communication, education and training process (via workshops, seminars, conferences) for developing countries, the least developed countries, countries with economies in transition and small island developing states, on the topic "Building the Information Society". This training/communication process should focus on:
 - Developing guidelines for building national e-strategies
 - Benchmarking for monitoring progress
 - Annual progress reports at the national level

It should have as a purpose the sharing of best practices on e-strategy execution and how to create it as a core competency at national level.

The above recommendation is vital, taking into consideration that:

- In 2010, prior to the ITU Plenipotentiary Conference in 2010 (PP-10), a gap analysis will be performed between the activities undertaken and related achievements obtained, as compared expected results, according to the WSIS goals;
- ITU is a facilitator of WSIS action lines C2 (Information and communication infrastructure), C5 (Building confidence and security in use of ICTs), and co-facilitator of most of WSIS action lines, particularly C4 (Capacity Building).
- To create a working team in partnership with UNDP and UNESCO on Human Capital Development in building Information Society.

2.5 ITU-D human capacity building

Recommendations:

- Consideration of the all above-mentioned recommendations.
- More and better communication with ITU-D regional offices, Member State (especially), regulators, ITU Sector Members, fostering national, regional and international cooperation, and information dissemination on ITU-D activities through various communication means including BDT/HCB website and publications.
- With the partnership of donor organizations, to provide members with the possibility of access to the e-library, constituting a bridge to consultants and experts.
- With the partnership of donor organizations, to establish a regional network of HR managers to better respond to evolving human capacity development trends, to discuss common-interest topics, spread knowledge, share know-how, experiences and best practices within a collaborative environment.
- Periodically organize similar surveys as this one.
- Given the perceived success and contributions of centres of excellence to capacity building in a region, it is recommended that CoEs be strengthened as a capacity development delivery mechanism that has been tried and tested and found to be valuable.

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CONCLUSION

The telecommunication/ICT industry has undergone a number of major changes over the last years. These changes have been accompanied by emerging or existing competency gaps that inhibit the strategic readiness of human capital. Capacity building is becoming a key theme in the context of a converged, competitive telecommunication/ICT environment.

The current survey is designed to define HRD/HRM current and future needs and priorities in a converged, competitive telecommunication/ICT environment.

The results of the survey will help the Working Group on Human Resources Development in formulating new initiatives and projects to assist BDT/HCB to enhance the scope of its human resources development activities as well as to coordinate the actions evolving from the WSIS Geneva Plan and Tunis Agenda.



For more information on this report and other ITU activities, consult www.itu.int/ITU-D/...../

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