Executive Summary

In the current era of Zoom meetings, data visualizations, online retail, and more, digitalization is the common and inevitable thread that ties an increasing share of our workplaces together. While the world of work undergoes this digital transformation, the demand for digital skills in the workplace has never been greater.

As this demand continues to develop and transform in the years to come, it is essential that both employers and employees are equipped with the right tools to succeed in this digital economy so that no one gets left behind. However, data shows that Latino workers are the segment of the workforce most at risk of job displacement due to automation and digitalization.1 With Latinos representing 18% of the US workforce and estimations that they will account for 78% of net new workers between 2020 and 20302, ensuring that Latino workers have adequate access to relevant digital skills development programs is of the utmost importance for the future competitiveness and resilience of the US economy.

Given the critical need for a workforce equipped with the right digital skills and the unique challenges faced by the Latino community in this digital age, SHRM Research and the Aspen Institute surveyed 844 HR professionals across eight U.S. cities with notable Latino populations: Atlanta, Chicago, El Paso, Miami, Philadelphia, Phoenix, San Antonio, and San Bernardino, to identify the digital skills organizations need both now and in the future, to understand what challenges organizations face in the digital world, and to provide pathways to develop these needed skills and enhance workers’ participation in the digital economy. This survey was conducted as part of the “Latino communities and the challenges of the Digital Economy” research project, which aims at documenting the specific challenges and opportunities that different local Latino communities face to thrive in an increasingly digital economy and society. The Aspen Latinos & Society Program, in collaboration with local data partners, will publish 6 case studies with the main takeaways of the project in early 2023.

1 The Future of Work in America, McKinsey & Company, July 2019
2 Hispanics in the Labor Force: 5 Facts, Kevin Dubina, September 2021

Latinos represent 18% of the US workforce and will account for 78% of the net new workers between 2020 and 2030.2

SHRM Research and the Aspen Institute surveyed 844 HR professionals across eight U.S. cities with notable Latino populations to identify the digital skills organizations need both now and in the future.
Challenges

Despite the high demand for digital skills, organizations are struggling to find workers who possess these skills. They’re also having trouble training and reskilling their existing workforce to meet these needs. To address the skills gap, organizations might need to take a different approach when it comes to identifying employees with the interest, capability, and capacity for digital skills development. It is equally important for organizations to recognize that certain segments of their workforce may have unique needs and that a “one size fits all” approach may not be the most effective when it comes to digital skills training.

• Many organizations are struggling both to find qualified individuals (53%) and to upskill their existing workforce (45%) for positions that require digital skills.
• Almost 2 in 5 HR professionals (37%) say that training employees on new tools and technologies has been a major challenge for their organization.
  - Organizations with a larger percentage of Latino workers (45%) are more likely to say that training employees on new tools and technologies has been a major challenge for their organization than organizations with a smaller percentage of Latino workers (32%) or a medium percentage of Latino workers (34%).

Current and Future Needs

Many organizations are trying to keep up with the fast pace of digitalization, but this reactionary approach will not suffice in the long term. Organizations will need to start thinking proactively about the digital skills of the future and prepare their workforce for potential shifts.

• According to HR professionals, some of the digital skills most in-demand right now are the basic essentials: computer literacy (56%), data entry (54%), and word processing (42%).
• HR professionals anticipate a rise in the demand for more technical digital skills over the next five years and a change in the types of skills needed. For example, they anticipate a rise in demand for skills related to data analytics (49%), social media (48%), cybersecurity (41%), digital design, and data visualization (40%).

In-Demand Digital Skills

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<tr>
<th>RIGHT NOW</th>
<th>OVER THE NEXT 5 YEARS</th>
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<tbody>
<tr>
<td>56% computer literacy</td>
<td>49% data analytics</td>
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<tr>
<td>54% data entry</td>
<td>48% social media skills</td>
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<tr>
<td>46% data analytics</td>
<td>48% computer literacy</td>
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<tr>
<td>42% word processing</td>
<td>41% information security/cybersecurity</td>
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<tr>
<td>39% social media skills</td>
<td>40% digital design and data visualization</td>
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</table>
• Time (52%) and budget (43%) constraints are the largest barriers organizations face when it comes to supporting their employees’ digital skills development, followed by employees’ unwillingness to learn new digital skills (38%).

• Organizations with a larger percentage of Latino workers were more likely than others to report that employees’ lack of access to digital resources and a lack of training software/programs in languages other than English make it more difficult for them to support their employees’ digital skills development.

Opportunities for Development

Despite the challenges organizations face to support the digital skills development of their workforce, many are taking steps in the right direction—such as prioritizing new technology and digital tools or providing employees with training opportunities.

• While 58% of HR professionals said adopting new technology or digital tools became more of a priority during COVID-19, the same percent (58%) said their budget for digital upskilling did not change. Organizations should consider adjusting their budgets accordingly to realize the benefits of new technologies and digital skills.

• The majority of organizations already provide programs to support their employees’ digital skills development such as on-the-job training (75%), informal training by supervisors or coworkers (73%), and occupation-specific training (59%). However, only around half of those who offer these programs (45%-52%) say that these forms of training have been very effective.

What Can Organizations Do to Support Employees’ Digital Skills Development?

Nearly 4 in 5 HR professionals in the cities surveyed (77%) say that Latino workers’ participation in voluntary digital skills development programs is the same as other workers. Yet 14% say that their participation is lower than other workers. To better engage this critical segment of the workforce, organizations can consider a number of options, such as partnering with local or community-based organizations, providing training in languages other than English, and building rapport with workers, among others.

To address the skills gap, organizations might need to take a different approach when it comes to identifying employees with the interest, capability, and capacity for digital skills development...a “one size fits all” approach may not be the most effective when it comes to digital skills training.
Some organizations rely on partnerships to support the digital skills development of their workforce. The top 3 groups or providers that organizations work with include:

1. Online-only education or training providers (36%)
2. Four-year colleges or universities (20%)
3. Community colleges (18%)

In terms of additional supports that would help organizations upskill or reskill their Latino workforce, HR professionals prioritized the following:

1. Tools to guide the development of in-house digital skills training programs (36%)
2. Information about online digital skills certificate programs (36%)
3. Tools to support partnership development with local training providers (30%)

Organizations with a larger percentage of Latino workers are more likely to say that customized and community-based resources and training—such as tools to support partnerships with local training providers, information about government-funded training programs, and training on how to build trust and rapport with trainees—would help them upskill/reskill their Latino workforce.

**Methodology**

A sample of 844 HR professionals were surveyed through SHRM membership and a third-party online panel in the following 8 cities: Atlanta, Chicago, El Paso, Miami, Philadelphia, Phoenix, San Antonio, and San Bernardino. The survey was administered Thursday, August 25, 2022, to Wednesday, September 28, 2022. Only HR professionals who were currently working for an organization in the cities above were eligible to participate in this survey.
LATINO DIGITAL SUCCESS

Atlanta Quick Facts

Top 5 In-Demand Digital Skills

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<td>52% Data analytics</td>
<td>52% Digital design and data visualization</td>
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<tr>
<td>51% Computer literacy</td>
<td>49% Information security / Cybersecurity</td>
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<tr>
<td>49% Information security / Cybersecurity</td>
<td>46% Data analytics</td>
</tr>
<tr>
<td>48% Data entry</td>
<td>45% Digital product management / Digital marketing and content creation</td>
</tr>
<tr>
<td>41% Digital design and data visualization</td>
<td>42% Computer literacy</td>
</tr>
</tbody>
</table>

Difficulty in upskilling/reskilling individuals for positions that require the digital skills needed by organizations in the last 12 months

Difficulty in finding qualified individuals for positions that require the digital skills needed by organizations in the last 12 months

Types of digital skills assessments organizations use to assess job applicants

HR professionals in Atlanta assess the digital skills of applicants through:

- 57% self-assessments
- 49% work samples or work simulation tests
- 41% knowledge tests

HR professionals in cities other than Atlanta assess the digital skills of applicants through:

- Philadelphia: 55% self-assessments, 45% work samples or work simulation tests, 40% knowledge tests
- El Paso: 58% self-assessments, 47% work samples or work simulation tests, 42% knowledge tests
- San Antonio: 57% self-assessments, 46% work samples or work simulation tests, 43% knowledge tests
- San Bernardino: 56% self-assessments, 45% work samples or work simulation tests, 42% knowledge tests
Only 43% of HR professionals in Atlanta say that adopting new technology or digital tools is a high/essential priority for their organization.

However, 56% of HR professionals in Atlanta say that adopting new technology or digital tools became more of a priority for their organization during COVID-19.

Biggest challenges organizations face when it comes to supporting employees’ digital skills development

- **52%** Time constraints
- **41%** Budget constraints
- **34%** Employee unwillingness to learn new digital skills

Organizations’ preferred partners to develop their workforce’s digital skills

- **40%** Online-only education or training providers
- **19%** Four-year colleges or universities
- **19%** Trade Associations

Top tools and resources that would help organizations upskill/reskill their Latino workforce

- **40%** Tools to guide the development of in-house digital skills training programs
- **38%** Information about online digital skills certificate programs
- **29%** Tools to support partnership development with local training providers
**LATINO DIGITAL SUCCESS**

**Chicago Quick Facts**

**Top 5 In-Demand Digital Skills**

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<td>56% Data analytics</td>
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<tr>
<td>48% Computer literacy</td>
<td>50% Information security / Cybersecurity</td>
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<tr>
<td>38% Data entry</td>
<td>43% Computer literacy</td>
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<tr>
<td>36% Information security / Cybersecurity</td>
<td>42% Social media skills</td>
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<tr>
<td>36% Technology troubleshooting</td>
<td>38% Digital design and data visualization</td>
</tr>
</tbody>
</table>

Difficulty in upskilling/reskilling individuals for positions that require the digital skills needed by organizations in the last 12 months:

- **Chicago**: 52%
- **San Bernardino**: 50%
- **San Antonio**: 47%
- **Phoenix**: 46%
- **Miami**: 43%
- **Atlanta**: 42%
- **El Paso**: 41%
- **Philadelphia**: 37%

Difficulty in finding qualified individuals for positions that require the digital skills needed by organizations in the last 12 months:

- **Chicago**: 60%
- **Phoenix**: 58%
- **Miami**: 57%
- **Atlanta**: 54%
- **San Bernardino**: 54%
- **San Antonio**: 47%
- **El Paso**: 44%
- **Philadelphia**: 43%

**Types of digital skills assessments organizations use to assess job applicants**

HR professionals in Chicago assess the digital skills of applicants through:

- **41%** self-assessments
- **33%** knowledge tests
- **33%** work samples or work simulation tests
However, 70% of HR professionals in Chicago say that *adopting new technology or digital tools became more of a priority* for their organization during COVID-19.

### Biggest challenges organizations face when it comes to supporting employees’ digital skills development

- **62%** Time constraints
- **48%** Budget constraints
- **44%** Employee unwillingness to learn new digital skills

### Organizations’ preferred partners to develop their workforce’s digital skills

- **43%** Online-only education or training providers
- **16%** Community colleges
- **14%** Four-year colleges or universities

### Top tools and resources that would help organizations upskill/reskill their Latino workforce

- **32%** Tools to guide the development of in-house digital skills training programs
- **25%** Information about online digital skills certificate programs
- **22%** Tools to support partnership development with local training providers
El Paso Quick Facts

Top 5 In-Demand Digital Skills

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<td>Data entry</td>
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<td>67%</td>
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<td>Computer literacy</td>
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<td>Social media skills</td>
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<td>36%</td>
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Types of digital skills assessments organizations use to assess job applicants

HR professionals in El Paso assess the digital skills of applicants through:

- **59%** self-assessments
- **59%** knowledge tests
- **54%** work samples or work simulation tests

Difficulty in upskilling/reskilling individuals for positions that require the digital skills needed by organizations in the last 12 months:

- **52%** Chicago
- **50%** San Bernardino
- **47%** San Antonio
- **46%** Phoenix
- **43%** Miami
- **42%** Atlanta
- **41%** El Paso
- **37%** Philadelphia

Difficulty in finding qualified individuals for positions that require the digital skills needed by organizations in the last 12 months:

- **60%** Chicago
- **58%** Phoenix
- **57%** Miami
- **54%** Atlanta
- **54%** San Bernardino
- **47%** San Antonio
- **44%** El Paso
- **43%** Philadelphia
Only 56% of HR professionals in El Paso say that adopting new technology or digital tools is a high/essential priority for their organization.

However, 59% of HR professionals in El Paso say that adopting new technology or digital tools became more of a priority for their organization during COVID-19.

Biggest challenges organizations face when it comes to supporting employees’ digital skills development

<table>
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<tr>
<th>Challenge</th>
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<tbody>
<tr>
<td>Budget constraints</td>
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<tr>
<td>Time constraints</td>
<td>44%</td>
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<tr>
<td>Building trust and relationships with employees</td>
<td>36%</td>
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Organizations’ preferred partners to develop their workforce’s digital skills

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<thead>
<tr>
<th>Partner</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Hispanic Chamber of Commerce</td>
<td>30%</td>
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<tr>
<td>Trade schools</td>
<td>28%</td>
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<tr>
<td>Community colleges</td>
<td>26%</td>
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Top tools and resources that would help organizations upskill/reskill their Latino workforce

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<thead>
<tr>
<th>Tool Resource</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Training on how to build trust and rapport with trainees</td>
<td>46%</td>
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<tr>
<td>Marketing to highlight the benefits of learning new digital skills</td>
<td>41%</td>
</tr>
<tr>
<td>Tools to guide the development of in-house digital skills training programs</td>
<td>36%</td>
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</tbody>
</table>

PRE-COVID

Only 56% of HR professionals in El Paso say that adopting new technology or digital tools is a high/essential priority for their organization.

POST-COVID

However, 59% of HR professionals in El Paso say that adopting new technology or digital tools became more of a priority for their organization during COVID-19.
# Latino Digital Success

## Miami Quick Facts

### Top 5 In-Demand Digital Skills

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<tr>
<td>Social media skills</td>
<td>Programming, web, and app development / Technology troubleshooting</td>
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<tr>
<td>Digital product management visualization</td>
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Difficulty in upskilling/reskilling individuals for positions that require the digital skills needed by organizations in the last 12 months:

- Chicago: 52%
- San Bernardino: 50%
- San Antonio: 47%
- Phoenix: 46%
- Miami: 43%
- Atlanta: 42%
- El Paso: 41%
- Philadelphia: 37%

Difficulty in finding qualified individuals for positions that require the digital skills needed by organizations in the last 12 months:

- Chicago: 60%
- Phoenix: 58%
- Miami: 57%
- Atlanta: 54%
- San Bernardino: 54%
- San Antonio: 47%
- El Paso: 44%
- Philadelphia: 43%

### Types of Digital Skills Assessments Organizations Use to Assess Job Applicants

HR professionals in Miami assess the digital skills of applicants through:

- **60% self-assessments**
- **56% knowledge tests**
- **55% work samples or work simulation tests**
Only 50% of HR professionals in Miami say that adopting new technology or digital tools is a high/essential priority for their organization.

However, 58% of HR professionals in Miami say that adopting new technology or digital tools became more of a priority for their organization during COVID-19.

Biggest challenges organizations face when it comes to supporting employees’ digital skills development

- **49%** Time constraints
- **43%** Budget constraints
- **35%** Employee unwillingness to learn new digital skills

Top tools and resources that would help organizations upskill/reskill their Latino workforce

- **44%** Tools to guide the development of in-house digital skills training programs
- **37%** Information about online digital skills certificate programs
- **35%** Marketing to highlight the benefits of learning new digital skills

Organizations’ preferred partners to develop their workforce’s digital skills

- **39%** Online-only education or training providers
- **27%** Four-year colleges or universities
- **21%** Community colleges
LATINO DIGITAL SUCCESS

Philadelphia Quick Facts

Top 5 In-Demand Digital Skills

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<th>RIGHT NOW</th>
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<td>Social media skills</td>
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Difficulty in upskilling/reskilling individuals for positions that require the digital skills needed by organizations in the last 12 months

- Philadelphia: 37%
- Chicago: 52%
- San Bernardino: 50%
- San Antonio: 47%
- Phoenix: 46%
- Miami: 43%
- Atlanta: 42%
- El Paso: 41%

Difficulty in finding qualified individuals for positions that require the digital skills needed by organizations in the last 12 months

- Philadelphia: 43%
- Chicago: 60%
- Phoenix: 58%
- Miami: 57%
- Atlanta: 54%
- San Bernardino: 54%
- San Antonio: 47%
- El Paso: 44%

Types of digital skills assessments organizations use to assess job applicants

HR professionals in Philadelphia assess the digital skills of applicants through:

- 54% self-assessments
- 47% work samples or work simulation tests
- 47% knowledge tests
Only 44% of HR professionals in Philadelphia say that adopting new technology or digital tools is a high/essential priority for their organization. However, 62% of HR professionals in Philadelphia say that adopting new technology or digital tools became more of a priority for their organization during COVID-19.

Biggest challenges organizations face when it comes to supporting employees’ digital skills development

- **49%** Time constraints
- **39%** Budget constraints / Employee unwillingness to learn new digital skills
- **27%** Lack of knowledge about how to develop in-house training programs

Organizations’ preferred partners to develop their workforce’s digital skills

- **43%** Online-only education or training providers
- **22%** Four-year colleges or universities
- **20%** Community colleges

Top tools and resources that would help organizations upskill/reskill their Latino workforce

- **42%** Information about online digital skills certificate programs
- **30%** Tools to guide the development of in-house digital skills training programs
- **28%** Tools to support partnership development with local training providers

PRE-COVID

POST-COVID

PRE-COVID

ACCESS THE EXECUTIVE SUMMARY HERE

aspeninstitute.org
shrm.org/research
**Top 5 In-Demand Digital Skills**

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**Difficulty in upskilling/reskilling individuals for positions that require the digital skills needed by organizations in the last 12 months**

<table>
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**Difficulty in finding qualified individuals for positions that require the digital skills needed by organizations in the last 12 months**

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<td>Philadelphia</td>
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**Types of digital skills assessments organizations use to assess job applicants**

HR professionals in Phoenix assess the digital skills of applicants through:

- **44% self-assessments**
- **38% work samples or work simulation tests**
- **34% knowledge tests**
**POST-COVID**

However, 50% of HR professionals in Phoenix say that adopting new technology or digital tools became more of a priority for their organization during COVID-19.

**Biggest challenges organizations face when it comes to supporting employees’ digital skills development**

- **65%** Time constraints
- **46%** Budget constraints
- **40%** Employee unwillingness to learn new digital skills

**Organizations’ preferred partners to develop their workforce’s digital skills**

- **39%** Online-only education or training providers
- **15%** Four-year colleges or universities
- **13%** Community colleges

**Top tools and resources that would help organizations upskill/reskill their Latino workforce**

- **33%** Tools to guide the development of in-house digital skills training programs
- **32%** Information about online digital skills certificate programs
- **31%** Information about government-funded training programs
**San Antonio Quick Facts**

### Top 5 In-Demand Digital Skills

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<th></th>
<th>Right Now</th>
<th>Over the Next 5 Years</th>
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<tbody>
<tr>
<td>Data entry</td>
<td>61%</td>
<td>54%</td>
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<tr>
<td>Computer literacy</td>
<td>49%</td>
<td>47%</td>
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<td>Word processing</td>
<td>38%</td>
<td>38%</td>
</tr>
<tr>
<td>Technology troubleshooting</td>
<td>32%</td>
<td>35%</td>
</tr>
</tbody>
</table>

### Difficulty in upskilling/reskilling individuals for positions that require the digital skills needed by organizations in the last 12 months

- Chicago: 52%
- San Bernardino: 50%
- San Antonio: 47%
- Phoenix: 46%
- Miami: 43%
- Atlanta: 42%
- El Paso: 41%
- Philadelphia: 37%

### Difficulty in finding qualified individuals for positions that require the digital skills needed by organizations in the last 12 months

- Chicago: 60%
- Phoenix: 58%
- Miami: 57%
- Atlanta: 54%
- San Bernardino: 54%
- San Antonio: 47%
- El Paso: 44%
- Philadelphia: 43%

### Types of digital skills assessments organizations use to assess job applicants

- HR professionals in San Antonio assess the digital skills of applicants through:
  - 71% knowledge tests
  - 57% self-assessments
  - 50% work samples or work simulation tests
Only 51% of HR professionals in San Antonio say that adopting new technology or digital tools is a high/essential priority for their organization.

However, 55% of HR professionals in San Antonio say that adopting new technology or digital tools became more of a priority for their organization during COVID-19.

<table>
<thead>
<tr>
<th>City</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago</td>
<td>70%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>62%</td>
</tr>
<tr>
<td>El Paso</td>
<td>59%</td>
</tr>
<tr>
<td>Miami</td>
<td>58%</td>
</tr>
<tr>
<td>Atlanta</td>
<td>56%</td>
</tr>
<tr>
<td>San Bernardo</td>
<td>56%</td>
</tr>
<tr>
<td>San Antonio</td>
<td>55%</td>
</tr>
<tr>
<td>Phoenix</td>
<td>50%</td>
</tr>
</tbody>
</table>

Biggest challenges organizations face when it comes to supporting employees’ digital skills development

- **41%** Budget constraints / Time constraints
- **31%** Employee unwillingness to learn new digital skills
- **25%** Lack of training software or programs in languages other than English / Building trust

Organizations’ preferred partners to develop their workforce’s digital skills

- **30%** Online-only education or training providers
- **23%** Workforce Development Board
- **21%** Four-year colleges or universities

Top tools and resources that would help organizations upskill/reskill their Latino workforce

- **47%** Information about online digital skills certificate programs
- **42%** Training on how to build trust and rapport with trainees
- **42%** Tools to guide the development of in-house digital skills training programs

PRE-COVID

POST-COVID

[aspeninstitute.org](aspeninstitute.org) [shrm.org/research](shrm.org/research)
Top 5 In-Demand Digital Skills

<table>
<thead>
<tr>
<th>RIGHT NOW</th>
<th>OVER THE NEXT 5 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>55%</td>
<td>54%</td>
</tr>
<tr>
<td>Computer literacy / Data entry</td>
<td>Data entry</td>
</tr>
<tr>
<td>45%</td>
<td>52%</td>
</tr>
<tr>
<td>Social media skills / Computer literacy</td>
<td>Word processing</td>
</tr>
<tr>
<td>42%</td>
<td>43%</td>
</tr>
<tr>
<td>Word processing</td>
<td>Data analytics</td>
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<tr>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>Social media skills</td>
<td>Programming, web, and app development</td>
</tr>
<tr>
<td>31%</td>
<td>40%</td>
</tr>
<tr>
<td>Technology troubleshooting</td>
<td>Data analytics</td>
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Types of digital skills assessments organizations use to assess job applicants

HR professionals in San Bernardino assess the digital skills of applicants through:

- 58% work samples or work simulation tests
- 57% knowledge tests
- 53% self-assessments
However, 56% of HR professionals in San Bernardino say that adoption of new technology or digital tools became more of a priority for their organization during COVID-19.

Biggest challenges organizations face when it comes to supporting employees’ digital skills development

- 51% Employee unwillingness to learn new digital skills
- 45% Time constraints
- 40% Budget constraints

Organizations’ preferred partners to develop their workforce’s digital skills

- 29% Online-only education or training providers
- 26% Community colleges
- 25% Four-year colleges or universities

Top tools and resources that would help organizations upskill/reskill their Latino workforce

- 40% Marketing to highlight the benefits of learning new digital skills
- 39% Information about online digital skills certificate programs
- 37% Tools to support partnership development with local training providers