ALL DIGITAL

ENHANCING
DIGITAL SKILLS
ACROSS EUROPE

Chief Executive Officer
All Digital

Candidate Pack

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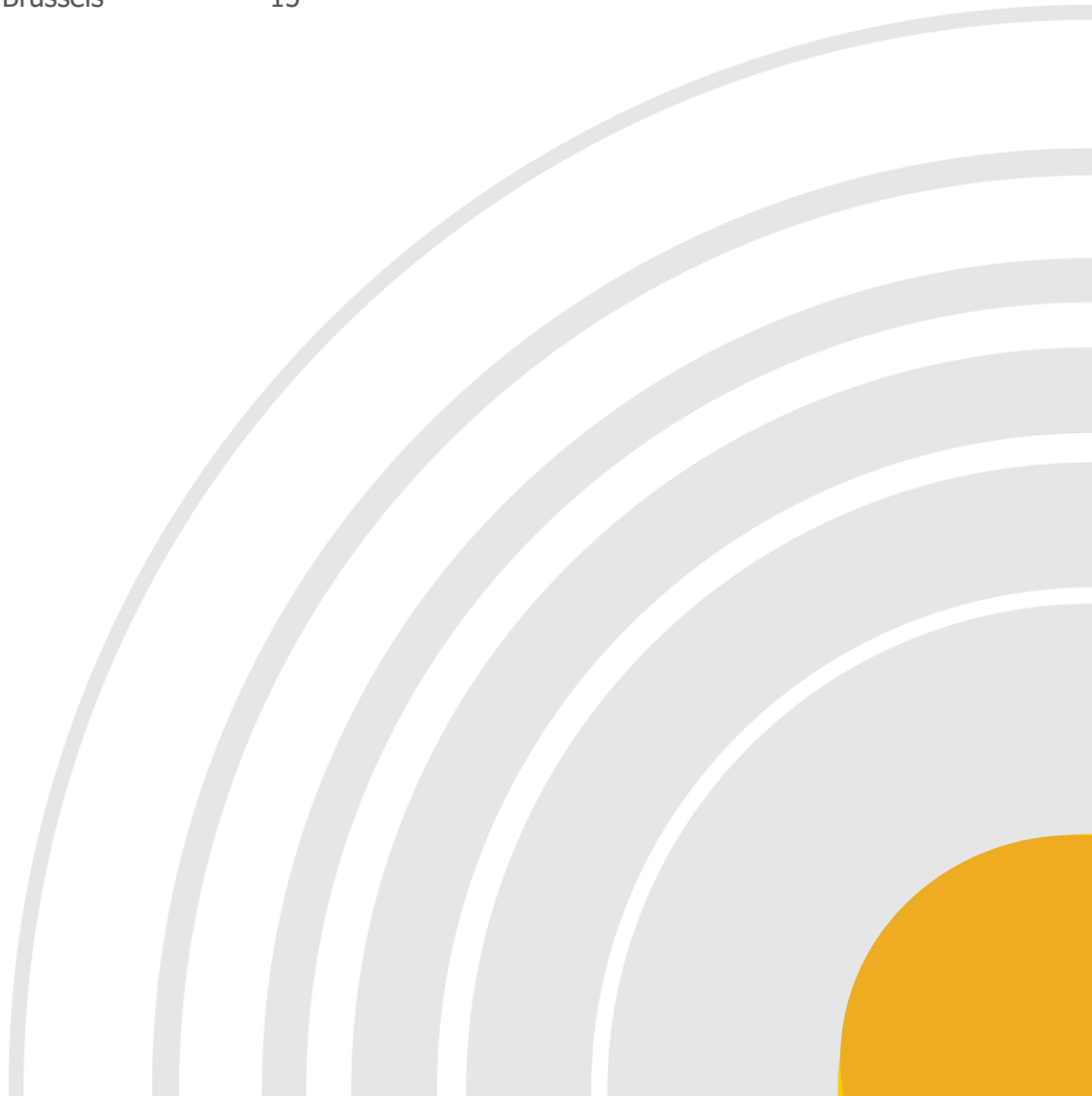
01. Welcome Letter

On behalf of the Board of All Digital, I would like to thank you for your interest in joining our Network and supporting us to consolidate its presence in Brussels, thus confirming its relevance for the promotion of digital skills in Europe.

All Digital is a pan-European association working to enhance digital skills across Europe. Its members provide training and support to 2.5 million people every year, sharing the vision that everyone can benefit from digital transformation.

We support our members in equipping all people with digital skills, with confidence, and with a mindset that allows them to understand how digital transformation can contribute to a greener, more sustainable, inclusive, and cohesive growth of the society. As well we work to let people understand how digital competences can enhance their personal and professional development.

Indeed, thanks to the activities that our members carry out at grassroots and institutional levels, we represent the bright side of digital transformation in Europe, and I am greatly honoured and proud to serve as the Chair of the Board for my second term. During the last six years, I have witnessed the growth of such a lively network, and I do believe that we have today the potential to make a difference in the field of digital inclusion and digital social innovation, not only for the communities that we already represent but for all those living in Europe today and those who are coming tomorrow.

In our new Strategic Plan 2022-2027, digital inclusion is understood as the ability to provide capacity building, advocacy, and networking services to timely and effectively adapt to the needs and demands of the civil and private sectors, starting from all those organisations and practitioners that deliver digital education programmes in formal, non-formal and informal settings.

We are looking for a charismatic and digitally enthusiastic manager with the capacity to bear the voice of our members to the maximum possible exposition towards the European Union, as well as to enhance the impact we can have on local communities combining advocacy at policy level with the strategic engagement of corporate and business representatives.

Looking forward to officially welcoming you in our journey towards digital inclusion,

Yours sincerely,

Altheo Valentini
Chair of the Board,
All Digital

02. Executive Summary

All Digital is a leading pan-European association, representing member organisations that work to enhance digital skills. It believes that every European should be able to exploit the benefits and opportunities created by digital transformation.

Formally established in 2010 as 'Telecentres Europe,' the concept of All Digital started at a meeting in Barcelona in 2007 between several European organisations partnering with Microsoft in equipping citizens with digital skills. It became clear there was a real need to establish cohesion at a European level to drive projects, policy changes, and growth in advancing towards digital inclusion for all European citizens. Fast-forward to today and All Digital has become a dynamic, European, 100+ member organisation with a clear purpose and vision.

The position of Chief Executive Officer is primarily responsible for leadership, strategic direction, growth, and member stakeholder engagement. With its current CEO stepping down, All Digital are seeking a capable leader with substantial networking and stakeholder management expertise, who can elevate its effectiveness and visibility as an organisation within the European policy landscape.

Candidates must have a background in, or keen passion for, digital equity and education, demonstrable experience in navigating the EU policy landscape, and a track record of effective leadership.

All Digital is at a turning point in its growth journey, and needs a charismatic, strategic CEO with the ability to help it harness the opportunities that rapid digital transformation present, whilst also building its visibility and diversifying its income streams.

The CEO will be based in Brussels, Belgium.

All Digital are being assisted in this appointment by the executive search firm, Society. Applications should consist of a CV and covering letter, and these can be uploaded via Society's website **here**. The deadline for receipt of applications is midday CEST on Friday, 2 August 2024.

03. About All Digital

All Digital a Non-for-profit International Association (AISBL) based in Belgium that aspires to shape digital transformation across Europe with impactful digital education interventions that will lead towards a greener, more inclusive, and cohesive continent. It employs 13 staff and has an annual turnover of around €1,000,000 EUR.

It focuses on supporting Europeans who have an insufficient level of digital skills. That means that they have less chance of finding work, using online services, having a better quality of life, and being included in modern society.

All Digital empowers its member organisations, representing non-formal education providers, to support millions of Europeans to take advantage of digital transformation, by providing them with training and advice. Its belief is that every European should be able to exploit the benefits and opportunities created by digital transformation.

The association supports its members in equipping people with digital skills, with confidence, and with a mindset that allows them to understand how digital transformation can contribute to a greener, more sustainable, inclusive, and cohesive society.

Additionally, it works to help people understand how digital competences can enhance their personal and professional development.

All Digital is currently halfway through the delivery of its first ever six-year **Strategic Plan**. This plan is the result of a two-year-long process that has witnessed the launch of a new programming period of the European Commission, the extraordinary prevention and reaction measures towards the COVID-19 global pandemic, and their impact at social and economic levels, together with wider environmental and migratory crises in society.

The new CEO will oversee the delivery of the remaining three years of this Strategic Plan, as well as helping All Digital successfully develop and deliver subsequent strategies.

Current Board Members

The All Digital Board was elected by the General Assembly in 2021. There are nine Board members currently, profiles included below, and seven committees. There is also an Advisory Board which was established in 2023.

03. About All Digital Continued

106	27	50+	200+
MEMBER ORGANISATIONS	REPRESENTED COUNTRIES	EU AND CORPORATE FUNDED PROJECTS SINCE 2010	PARTNER ORGANISATIONS
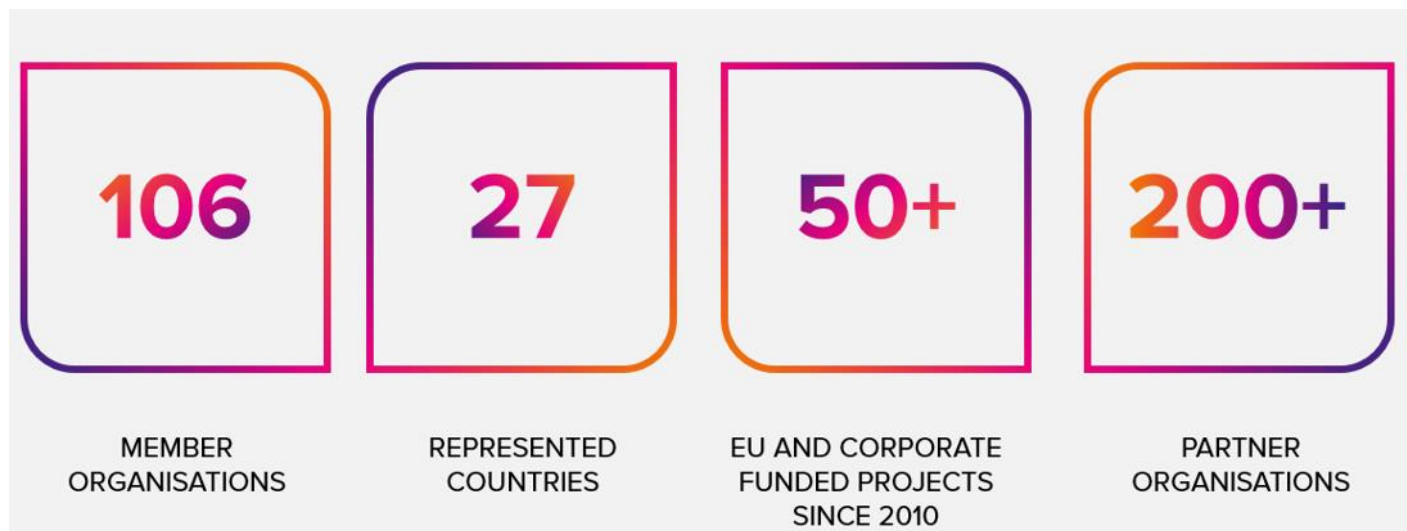
Focus Areas

All Digital brings together 100+ member organisations that form one of the major European communities in the field of digital skills. Its focus areas are developed in collaboration with its members, building on their strategic priorities and future aims. The network currently focuses on the five thematic areas listed below:

- **Basic Digital Skills**: A lack of basic digital skills is putting almost half of the European population at risk of exclusion. This is not acceptable. All Digital believes all Europeans need a set of basic digital skills to benefit from online services, to find work, to have a better quality of life or to be fully included in today's digital society.

- **Employability and Entrepreneurship**: More and more industries go digital, and therefore the percentage of digital jobs is climbing rapidly. The digital competence centres contribute significantly to the employability and entrepreneurship of their users, by equipping them with the right digital skills to help them access new or better employment opportunities.

- **Coding:** Coding is the language of the future and a way for everyone to use technology for creative engagement. All Digital believes coding should be accessible to everyone, including disadvantaged groups, and that this objective can better be reached through non-formal training provided by the digital competence centres.

- **Digital Media Literacy:** Media literacy is the ability to access, analyse, evaluate, and create media. Media literate youth and adults are better able to understand the complex messages we receive from Internet, television, newspapers, and all other forms of media.

- **STEAM Skills for Society:** Science, technology, engineering, arts/design, and mathematics. They all go together under one roof STEAM – where All Digital is exploring new avenues of innovation in training. STEAM skills provide students opportunities to use content knowledge and skills in ways that are practical and applicable to the real world.

Digital Competence Centres

The main strength of All Digital's network is the capacity to reach out at the grassroots level through thousands of Digital Competence Centres. Thanks to this network, it can channel services and products that have a positive impact on people's lives.

Digital Competence Centres are physical or online education centres, where people get access to technology and acquire digital competences to keep up to date with digital transformation. They enhance the digital skills and competences of all the people they interact with, making them aware and capable to exploit the opportunities of digital transformation

25.000 DIGITAL COMPETENCE CENTRES IN EUROPE

All Digital builds the capacity of digital competence centres through:

- designing training programmes, toolkits and guidelines;
- providing access to competence assessment tools, learning pathways, educational resources, training programmes and validation schemes;
- training of educators and training organisations on digital skills development;
- training on proposal writing and policy advocacy;
- analysing data on digital competence centres and producing studies and reports.

Flagship Activities

- **All Digital Week:** All Digital's annual pan-European campaign aimed at raising awareness on how to use technology confidently and take advantage of the opportunities that digital transformation offers. Every year, more than 100,000 Europeans join the campaign.

- **All Digital Summit:** All Digital's annual event for its members and stakeholders in the field of digital transformation to present achievements and projects, build relationships, and discuss digital skills.

- **All Digital Awards:** The All Digital Awards celebrate the ability of individuals and organisations across Europe to foster digital education, to support entrepreneurship and employability, and to enable digital social innovation.

- **The All Digital Academy:** The All Digital Academy offers up-skilling training activities on emerging digital technologies such as Artificial Intelligence (AI) and Internet-of-Things (IoT), to adult educators and trainers. It empowers adult learning centres supporting their capacity building activities to facilitate the Digital Transition in Europe.

Contribution to EU Policies

All Digital is a key stakeholder in the field of adult education, digital inclusion, and media literacy.

Its contribution to the European Policy Agenda includes:

- promoting the implementation of the Digital Competence Framework;
- supporting the implementation of the European Digital Skills Certificate;
- nurturing and managing the DigComp Community of Practice and the Certification Community of Practice Participation in European Union expert and working groups;
- leading conversations through policy events, papers, recommendations, and consultations;
- facilitating the understanding of the needs, trends, and impact of digital transformation.

The All Digital Manifesto

Digital competences are essential to how we live, learn and work. The confident and critical use of digital technology is key to supporting lifelong learning, active citizenship, employability, and inclusion. People can wield their digital competences to access information and support, access new learning and employment opportunities, be creative and entrepreneurial, find new opportunities and to help others.

To deliver on this potential All Digital has worked with its network of digital competence centres and stakeholders on a new version of the **'Manifesto for enhancing digital competences in Europe'**.

The Manifesto sets out key principles and recommendations on how to maximise the impact of education and training in digital competences for all people living in Europe.

It seeks to contribute to dialogue, implementation, and co-operation on these and other actions to deliver Europe's digital future; its realisation is a strategic priority of All Digital. At the core of the Manifesto is the belief that education and training in digital competences in Europe must become more consistent and cohesive.

The Manifesto calls on EU institutions, Member States, and stakeholder organisations, as well as All Digital and its members, to act and find new ways to co-operate at EU, national, regional, and local level to deliver on the ambition of this Manifesto. This Manifesto includes key principles and recommendations under five main areas:

- the education and training offer;
- access to education and training;
- quality of education and training;
- a European approach to digital competence;
- sustainability and development.

Projects

All Digital is currently working on several projects, most of them co-funded European Union programmes. In some of these projects All Digital is the project leader, while in some it is a partner and works alongside other organisations - many of them All Digital members- to make sure the project reaches its deliverables and creates lasting results.

All Digital has solid experience in EU and non-EU projects, with thorough expertise in project management, dissemination, and exploitation activities.

Since 2010, it has collaborated with 200 partner organisations involved in digital empowerment and inclusion projects. It has the capacity to widely disseminate project results across Europe and to relevant stakeholders in Brussels. Most of its project budgets range between €100,000 and €1,000,000.

Examples of current projects include:

- Teachers 4.0 Digital Age: Tackling Disinformation and Promoting Digital Literacy through Education and Training in European Classrooms;
- Digital First: Digital Technology as the First Language: Informatics for Digital Natives;
- Infinite - Artificial Intelligence for Professional and Pedagogical Practices in Higher Education;
- Digital4All: Building the Capacity of Universities to Develop Digital Strategies to Serve All Learners;
- Eagle – Educate the Educators;
- Convert – Conversion Programme to Acquire the Digital Skills Needed by Forward-looking Careers;
- TWINS4RESILIENCE: The T4R project aims to increase resilience and innovation capacity of public authorities, higher education organisations, SMEs and NGOs;
- AI4AL - Artificial Intelligence for Adult Learning.

04. Role Description

Reporting to the Chair of the Board, the Chief Executive Officer will be responsible for representing All Digital with third parties, stakeholders, and in public, strengthening its position as a leading international player in the arena of digital education.

Key responsibilities will include:

Business Development and Positioning

- creating and maintaining the business plan and strategic planning of the organisation;
- developing and implementing effective and innovative business development strategies, identifying the key issues to be addressed and setting relevant objectives and priorities;
- improving the international position of the organization by augmenting its capacity, outreach, networking, visibility, impact; and activities.

Operational Management

- developing, planning, leading, and implementing the operational plan;
- developing and rolling out internal policies and procedures that comply with national regulations
- responsibility for coordinating and running the General Assembly;
- driving data collection and management and the production of reports based on this data;
- developing, implementing, and managing effective communication, administrative and financial systems for monitoring and improving the effectiveness, efficiency, quality and impact of our activities;
- managing the All Digital premises (including infrastructure, access, space allocation etc).

Staff Management

- managing and supervising staff, interns and external collaborators;
- recruiting, appointing, retaining, rewarding, and fairly treating staff under the organisation's agreed policies and procedures;
- setting working objectives and KPIs for staff and providing regular supervision, support, guidance, and conflict resolution as required;
- establishing collaboration agreements with external collaborators for capacities not covered or not available from the staff;
- ensuring that all staff members have a personal development plan, that training needs are identified, and relevant training received;
- monitoring collaboration agreements with external collaborators and take appropriate action when needed.

Financial Management

- monitoring the financial situation of the organization and ensuring financial viability, and taking prompt, corrective action where required;
- instilling systems and procedures for managing the resources of the organisation efficiently and ensuring best value for money;
- developing fundraising strategies to diversify funding sources, including the EU, other funders, public and private donors and sponsors;
- maintaining and strengthening the relationship with current funders and seeking new funding opportunities;
- overseeing the production of progress reports, budgets, and accounts for internal purposes and for funders.

Membership Management

- producing a network and membership development plan and overseeing its successful implementation;
- overseeing the implementation of the annual membership survey, the processing of the data and the production of the report;
- staying up to date with members' activities and supporting them in achieving the strategic priorities;
- contacting and engaging with passive members, searching for and engaging with potential new members;
- designing and supervising services and capacity building activities for members.

Visibility and Impact

- leading the development implementation of a communication strategy to maximise All Digital's visibility and impact (including events, campaigns and other activities);
- establishing and managing relations with media;
- ensuring effective co-operation and dialogue with key institutions and relevant stakeholders;
- acting as the "public face" of All Digital, representing and speaking on behalf of the organisation at conferences, meetings, and other events;
- drafting and implementing an advocacy plan;

- monitoring relevant EU policies, supporting the preparation, publication, and promotion of policy and position papers and engaging in consultations on behalf of the organisation;
- establishing or joining relevant networks or communities of practice;
- organising the flagship events, namely the All Digital Week and All Digital Summit.

Risk and Regulations

- ensuring that all activities comply with the applicable laws, as well as the Statutes and Internal Regulation of the organisation;
- creating and implementing a risk management plan;
- identifying risks, estimating the cost, and planning appropriate prevention or mitigation activities.

The Chief Executive Officer will collaborate with the Board, Financial Controllers, and the Advisory Board, updating them regularly, and seeking their approval when necessary.

05. Person Specification

The new Chief Executive Officer will be the face of All Digital, responsible for driving successful business development and ensuring an increase in both impact and visibility for the organisation, whilst also professionalising and improving internal work structures.

This position will be based in Brussels, Belgium and work predominantly from the office as All Digital are seeking to rebuild an office culture. The successful candidate will be expected to demonstrate evidence of the following skills, capabilities, and experience:

- a successful track record in complex stakeholder management within matrixed organisations across the EU-policy landscape;
- an understanding of third sector governance and the importance of the relationship between the Board and executive team.

Leadership & Stakeholder Engagement

- demonstrable leadership experience at a senior level working within a complex stakeholder structure;
- charisma and excellent interpersonal skills, able to clearly set expectations and deliverables with team members and ensure they are met;
- ability to encourage and inspire individuals to work proactively;

Strategic Abilities

- proven experience of developing and implementing successful strategic objectives;
- strategic vision with the ability to develop and bring proposals of different approaches with potential impact and/or consequences to the Board for debate;
- commercial acumen and the ability to proactively identify innovative ways to diversify income streams and attract additional funding.

Operations & Project Management

- a background in improving and professionalising internal processes;
- experience with EU-funded projects and navigating the nuances of that landscape;
- excellent project management skills and an ability to identify improvements and efficiencies in existing processes.

Policy

- an understanding of EU policy development and a drive to keep continually up to date with the latest developments;
- existing knowledge and experience of the EU policy landscape – key players, challenges, opportunities, and networks;

External Relations

- the confidence and character to establish self as the face of All Digital and comfortably represent the organisation;
- the ability to ensure successful management of relationships with funders, members, third parties, and partners;
- a drive continually to seek ways to increase membership and attract new partnerships.

Digital Inclusion

- experience in the arena of digital inclusion and/or digital education would be highly preferrable, but is not a pre-requisite;
- passion for and recognition of the importance of digital transformation is essential.

06. Appointment Details and How to Apply

All Digital is being assisted in this appointment process by the executive search firm Society (**www.society-search.com**).

Applications should consist of:

1. a concise covering letter (ideally no longer than two pages), addressing the criteria in the Person Specification;

2. an up-to-date curriculum vitae;

3. names and contact details of three referees (although referees will only be approached at the final stage of the process, and only with your express permission).

General advice on how to write a **strong CV** and **strong covering letter** can be found on our website.

To upload your documents via Society's website, click **here**.

The deadline for receipt of applications is midday on Friday, 2 August 2024.

Shortlisted candidates will be invited to interview on the week commencing Monday, 12 August 2024. A final Shortlist will be confirmed on Wednesday, 21 August 2024 with a view to organising the final round interviews and informal office visits in early September 2024.

An appointment will be made subject to receipt of satisfactory references. The appointed candidate will be offered a salary that is commensurate with their experience and the seniority of their new role. They will be expected to be based in Brussels and to work predominantly from All Digital's office.

We are committed to ensuring that anyone can access our application processes. This includes people with hearing, sight, mobility, and cognitive impairments. Should you require access to this document in an alternative format, wish to apply in a different format, or need any other reasonable adjustments made for you (including at interview), please contact us at **inclusion@society-search.com**. We also welcome suggestions or comments about any more general access improvements we should consider.

ENHANCING DIGITAL SKILLS ACROSS EUROPE

ALL DIGITAL

Society is a global executive search firm and a certified B Corporation. 10% of our profits go to charitable causes through The Society Foundation. With colleagues in the United Kingdom, the United States, and New Zealand, we solve senior hiring challenges for responsible businesses and purpose–driven organisations around the world.

We believe that the right candidate, placed in the right organisation at the right time, can initiate a chain reaction of transformative change that will help to deliver a more inclusive and sustainable future.

Certified

B

Corporation