American Workforce Policy Advisory Board

September 18, 2019

Washington, DC

Develop a Campaign to Promote Multiple Pathways to Career Success

Co-chairs

Ginni Rometty, Chairman, President & CEO, IBM
Tim Cook, CEO, Apple

Members

Jay Box, President, Kentucky Community and Technical College System

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Scott Pulsipher, President, Western Governors University

Sheree Utash, President, Wichita State Technical University

Better prepare the American workforce to meet 21st century challenges

Develop a Campaign to Promote Multiple Pathways to Career Success

The two cornerstones of an enduring national campaign to promote alternative pathways are:
- **the creation of a large-scale, yearlong advertising campaign; and**
- **sustained advocacy across a wide range of key stakeholders.**

Recommendation

Develop a Private Sector-led National Campaign to Raise Awareness of and Promote Multiple Pathways to Well-Paying Jobs for All Americans.
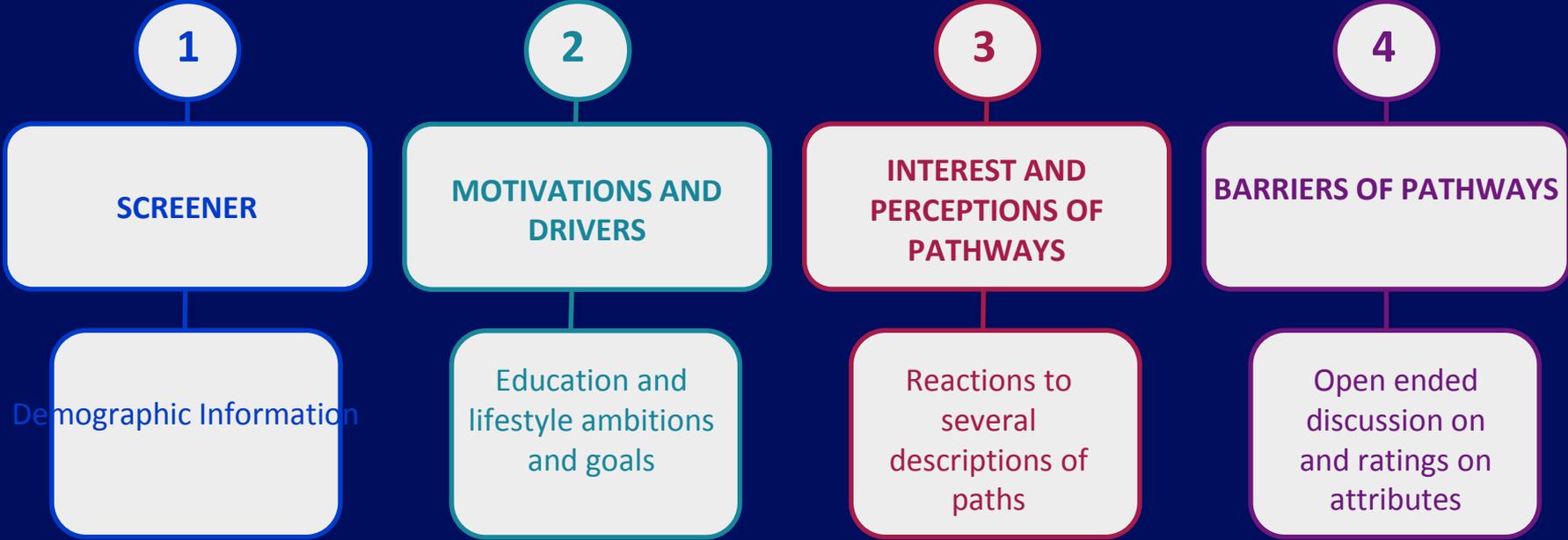
Ad Campaign

- Objectives
- Research
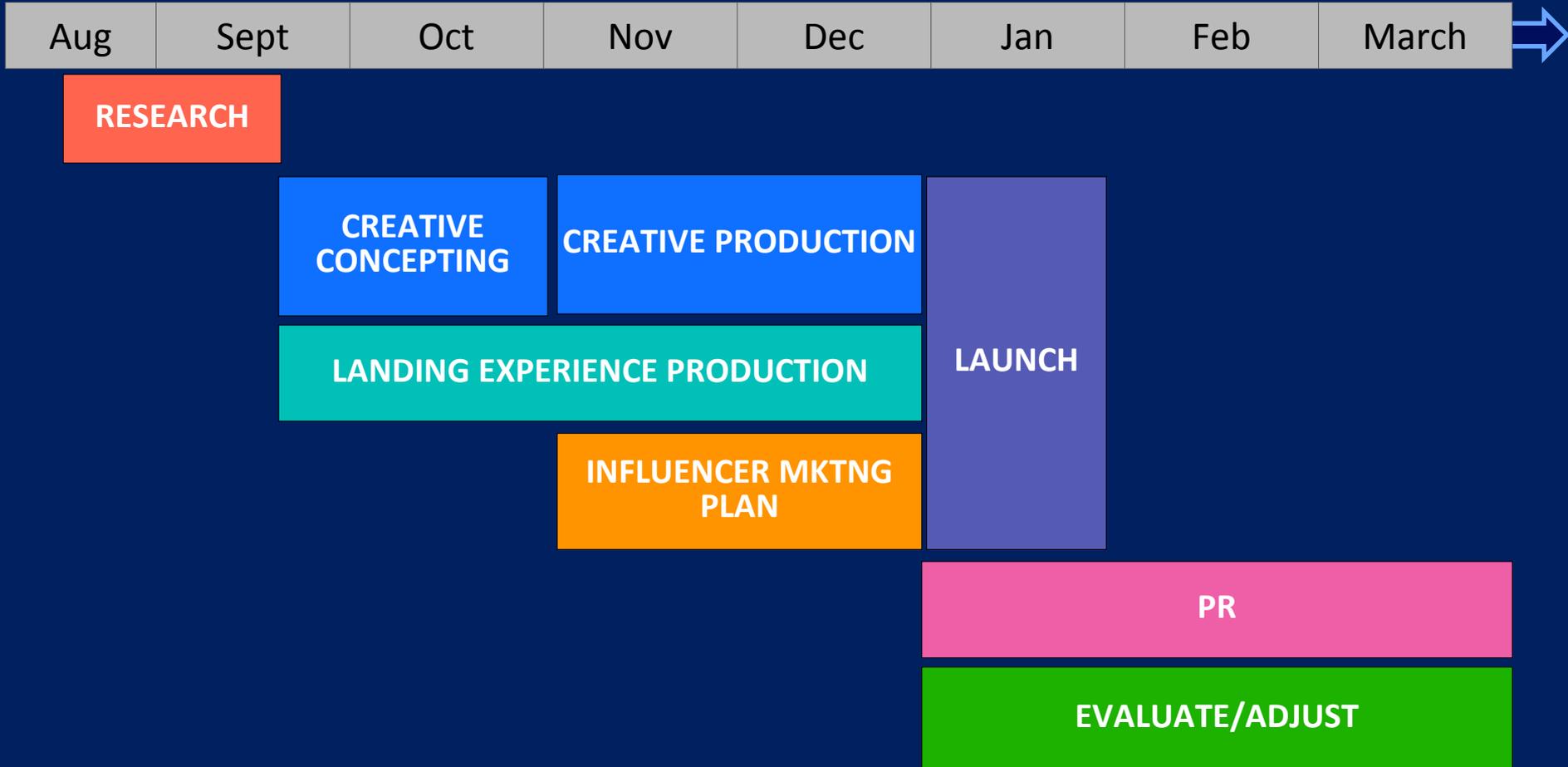- Timing
- Landing Experience Prototype

Objectives

- **Change perceptions** regarding pathways to success

    o   Create awareness of multiple pathways available to secure good paying jobs
    o   Evolve perceptions that a traditional 4-year college education is the only model for success and fulfillment

- Create an **advertising campaign** to drive awareness, inspiration and action

    o   Media plan will likely consist of TV, paid social, digital, and radio
    o   Creative will likely include inspiring stories of real people who have found success in high-demand fields through alternate pathways

- Create inspirational, action oriented **Landing Experience** with data, resources, stories, next steps
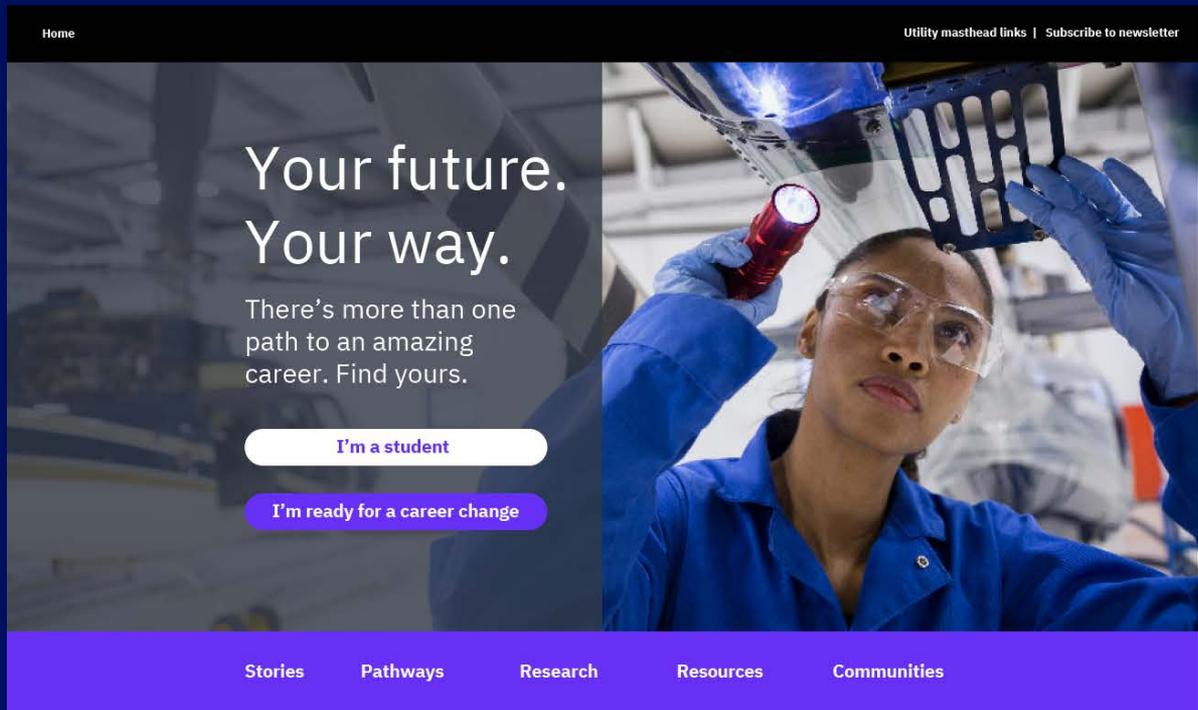
Research Approach

1

SCREENER

Demographic Information

2

MOTIVATIONS AND DRIVERS

Education and lifestyle ambitions and goals

3

INTEREST AND PERCEPTIONS OF PATHWAYS

Reactions to several descriptions of paths

4

BARRIERS OF PATHWAYS

Open ended discussion on and ratings on attributes

Landing Experience Prototype

Your future. Your way.

There's more than one path to an amazing career. Find yours.

I'm a student

I'm ready for a career change

Stories   Pathways   Research   Resources   Communities

Your career is waiting

A conventional degree isn't always the answer. In the midst of a $1.5 trillion student loan crisis, thousands of cool jobs at top companies remain vacant because of a shortage of skilled applicants. The fastest way to get these jobs is often through skills-based education like apprenticeships and intensive programs.

"A shortfall of two million employees is predicted."

-Forbes

Landing Experience Prototype

I'm ready for a career change

Stories   Pathways   Research   Resources   Communities

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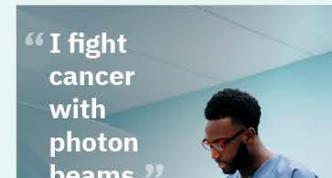
Not sure where to start? Take the pathfinder quiz.
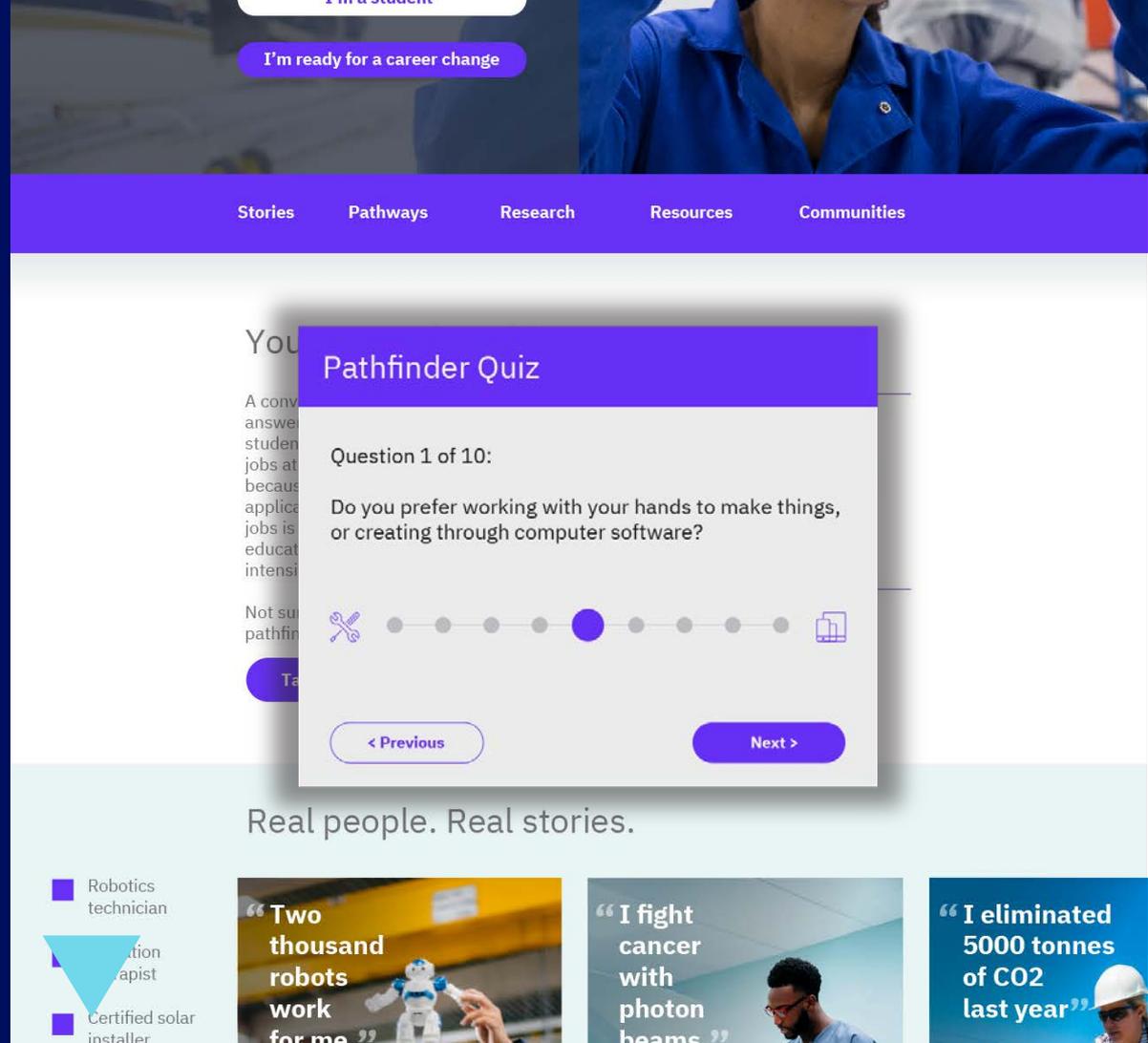
Take the quiz

Real people. Real stories.

Robotics technician

Radiation therapist

Certified solar installer

"**Two thousand robots work for me**"

"**I fight cancer with photon beams**"

"**I eliminated 5000 tonnes of CO2 last year**"

Landing Experience Prototype

I'm ready for a career change

Stories   Pathways   Research   Resources   Communities

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Pathfinder Quiz

Question 1 of 10:

Do you prefer working with your hands to make things, or creating through computer software?

< Previous   Next >

Real people. Real stories.

Robotics technician

tion apist

Certified solar installer

"Two thousand robots work for me"

"I fight cancer with photon beams"

"I eliminated 5000 tonnes of CO2 last year"

Landing Experience Prototype

education like apprenticeships and intensive programs.

Not sure where to start? Take the pathfinder quiz.

Take the quiz

-Forbes

Real people. Real stories.

- Robotics technician
- Radiation therapist
- Certified solar installer
- HVAC technician
- Plumbing and fire systems
- Database manager
- User interface designer

"**Two thousand robots work for me.**"

Anjelah DeSilva
Robotics technician

"**I fight cancer with photon beams.**"

Sam Almasi
Radiation therapist

"**I eliminated 5000 tonnes of CO2 last year**"

April Kane
Certified Solar Installer

Find your path

Landing Experience Prototype

education like apprenticeships and intensive programs.

-Forbes

Not sure where to start? Take the pathfinder quiz.

Take the quiz

Real people. Real stories.

- Robotics technician
- Radiation therapist
- Certified solar installer
- HVAC technician
- Plumbing and fire systems
- Database manager
- User interface designer

April Kane

Job: Certified Solar Installer

Path: Apprenticeship

Median salary: $64,000

Why: "Learning on the job was the fastest way to start my career."

More efficient solar panels and rising fossil fuel prices are driving demand for residential solar installation. Job growth is projected at 26% annually through 2030.

Source: MadeUpStatistics.com

Find your path

Landing Experience Prototype

Find your path

Vocational schools
Know what you want to do? Take a direct step toward your goals with hands-on training. →

Apprenticeships
Learn by doing. And expose yourself to pros that may one day become mentors or valuable connections. →

Early college programs
You're never too young to move forward. Get an edge on comprehensive education before you leave high school. →

Online learning
Find your path regardless of where you live or how much time you have to spare. →

Intensive programs
Bootcamps, short-term immersive programs and similar on-demand programs can provide extensively personalized experience. →

Associate Degree
Have 1-2 years to focus on your path? See how a specialized degree from a traditional university may be right for you. →

Find inspiration

Landing Experience Prototype

similar on-demand programs can provide extensively personalized experience. →

specialized degree from a traditional university may be right for you. →

Find inspiration

Ginni Rometty
Watch IBM's CEO talk about the importance of New Collar Jobs →

Connor Krukosky
Read about the kid who built a mainframe in his basement →

Tanmay Bakshi
Learn how deep learning is more about deep interest than degrees →

She can STEM
Women matter in science, technology, engineering and math →

Find an employer who understands

Landing Experience Prototype

Tanmay Bakshi
Learn how deep learning is more about deep interest than degrees →

She can STEM
Women matter in science, technology, engineering and math →

Find an employer who understands

America's biggest employers know there's a huge skill shortage. They also know that today's top talent doesn't always come from traditional four-year universities.

That's why we've asked them to sign a pledge to de-prioritize college degrees in their hiring processes.

See who signed the pledge

"46% of U.S. companies have difficulty finding skilled employees."

Find resources

Landing Experience Prototype

"46% of U.S. companies have difficulty finding skilled employees."

Find resources

Professional development
Perfect your resume, LinkedIn profile and online presence →

Job search
Find opportunities from top employers →

Talk to your family
Help your loved ones see the benefits of alternative education →

Find your community
Connect to other students going through the same things as you →

Utility footer

QUESTIONS?

Increase Data Transparency to Better Match American Workers with American Jobs

Co-chairs

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Juanita Duggan, President & CEO, National Federation for Independent Business

Marianne Wanamaker, Professor, University of Tennessee

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Better prepare the American workforce to meet 21st century challenges

Increase Data Transparency to Better Match American Workers with American Jobs

Focus Areas

1 Support the development of a **flexible skills-based ontology** and structured, living taxonomies to create an adaptable common data foundation (Develop recommendations to modernize O*Net).

2 Develop a trusted system for **sharing** aggregate and individual **workforce data.**

Better prepare the American workforce to meet 21st century challenges

Data Transparency Working Group Key Priorities

We Are Focused on Delivering Three Key Wins

1 **Build on existing efforts to improve skills-based ontologies** so diverse data assets can speak a common, machine-readable language that helps us understand the skills needed today and anticipate the skills of the future.

2 **Develop consensus to create an interoperable digital learning record** that includes traditional education attainment, non-traditional learning pathways, experience, professional affiliations, and other certifications to help job seekers attain high-wage jobs.

3 **Break down data-sharing barriers** to create a robust, real-time data foundation to spur workforce innovation.

Better prepare the American workforce to meet 21st century challenges

Data Transparency Working Group
Interoperable Learning Records White Paper Overview

What is an interoperable learning record (ILR)
- An ILR is a system that contains, and can manage communication of, credentials that describe an individual's skills and achievements.
- The potential audience for ILRs in the United States is enormous — 160+ million earners, more than six million employers, 700,000+ unique credentials offered, 23,000+ apprenticeship programs, and 7,000+ institutions of higher education.

How will an ILR make a difference in the career journey of an American worker
- Unlike resumes, ILRs can provide a common approach to creating, maintaining and sharing skill-related credentials and validation of learning - whether it's formal or informal, in-person or online, certification exams, single courses or full programs, discovery-based or training experiences, manager feedback or formal performance reviews, community-based library activities or non-profit experiences, and more.
- As a result, American workers would be able to share ILRs with employers to attain the best jobs that more directly match their skill sets.

What is the purpose behind our ILR white paper
- The Interoperable Learning Records (ILR) white paper lays the first cornerstones for the development of tools that will enable adoption of ILRs across the U.S. education and workforce ecosystems.
- We included an overview of the key ILR terminology, the ILR ecosystem as well as lay out the core protocols that the system would require.
- The White Paper provides three recommendations for consideration by the American Workforce Policy Advisory Board for moving forward with demonstrating the viability of the ILR ecosystem and towards scalable ILR implementation.

Better prepare the American workforce to meet 21st century challenges

Olivia's experience without ILR

Olivia

- 10 years post-high school
- Worked her way up to restaurant assistant general manager
- Seeks a new career with a more predictable schedule, strong earning potential, and advancement opportunities
- **Olivia experiences friction at every step of her career journey—friction that slows her ability to maximize her potential**

1 Career Change

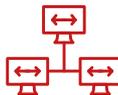Olivia seeks guidance from disconnected sources of information

Olivia has to actively search for opportunities that will make her a more competitive hire

2 Education

Olivia has to manually document her experience and rely on hard-to-share transcripts

3 Job Search

Olivia applies to jobs one-at-a-time

Employers spend time and money verifying Olivia's credentials, if they even see her resume

4 On-the-Job Learning

Olivia's on-the-job training and learnings are not recorded or are stuck in siloes

Olivia's employer doesn't have a streamlined feedback loop of her performance to help her grow

5 Career Advancement

It's more difficult for Olivia to maximize her potential

Olivia's experience with ILR

Olivia

- 10 years post-high school
- Worked her way up to restaurant assistant general manager
- Seeks a new career with a more predictable schedule, strong earning potential, and advancement opportunities
- **Olivia's ILR reduces the friction at each step of her career journey, making it easier for her to find the right learning pathway, get a job, and thrive in her new career**

1 Career Change

Personalized recommendations on learning pathways leads Olivia to nursing school

While in nursing school, she pursues a Medical Administrative Assistant certificate that leads to an entry-level clinic job
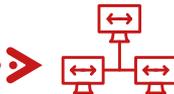
2 Education

Her academic progress and on-the-job experience are recorded in a trusted and shareable format

3 Job Search

She connects her ILR to a marketplace of job opportunities

Employers can instantly verify Olivia's credentials and experience

4 On-the-Job Learning

Olivia's on-the-job training and learnings are added to her record

Olivia's employer recognizes her rising value and provides her growth and leadership opportunities

5 Career Advancement

Olivia continues to grow and advance in her career

ILRs: An Intelligent Foundation for America's Workforce

COMPLEXITY TODAY

700K credentials
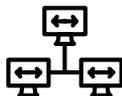
FOUNDATION FOR TOMORROW

Ontologies

Protocols

Data sharing

ILR INTELLIGENCE IN ACTION

LEARNERS and EARNERS
Own a verified and shareable record of credentials and experience

EMPLOYERS
Easily and quickly find and screen job candidates

EDUCATORS
Issue simple, trusted, and portable credentials

POLICY MAKERS
Craft data-driven policy using real-time, evidence-based insights on the American workforce

Data Transparency Working Group

Recommendation 1
The National Council for the American Worker should **create an ILR inventory** of projects and initiatives that are currently underway or planned for the near future.

Recommendation 2
The National Council should **convene an expert group** who will develop an ILR project plan that clarifies stakeholders' roles and incentives to both consume and issue credentials through ILRs.

Recommendation 3
The National Council should **champion fast-track prototyping** among stakeholders in the ILR ecosystem to quickly bring an ILR Minimum Viable Product (MVP) to market.

Modernize Candidate Recruitment and Training Practices

Co-chairs

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Al Kelly, Chairman & CEO, Visa

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Better prepare the American workforce to meet 21st century challenges

Modernize Candidate Recruitment and Training Practices

Goal 1:   Provide Employers, Job Seekers, and Policymakers with the Tools Needed to Better Identify Job Openings by State

State-specific job vacancy data will better enable efforts to move individuals from the sidelines and into in-demand occupations.

Recommendation 1

Permanently Extend the Bureau of Labor Statistics Job Openings and Labor Turnover Survey Experimental State Data Project.

In recognizing the importance of this survey, the National Council for the American Worker should ensure the prioritization of this work within BLS. In addition, the Advisory Board encourages Congress to support this work and provide additional resources as appropriate.

# Number of unemployed persons per job opening, seasonally adjusted
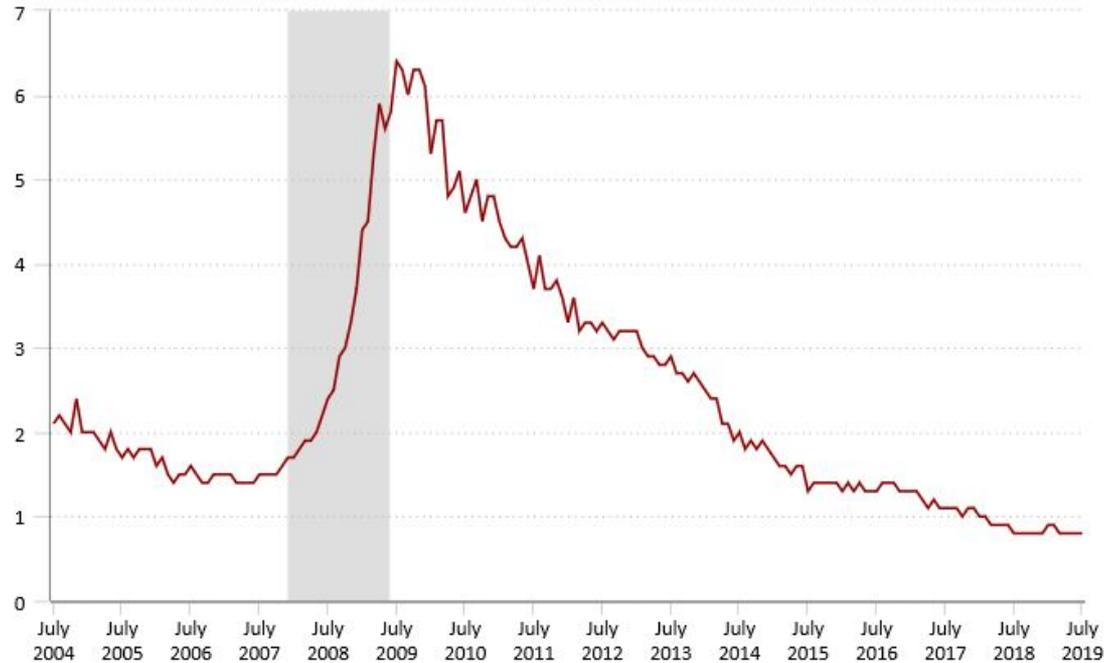
Hover over chart to view data.
Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.
Source: U.S. Bureau of Labor Statistics.

Number of Unemployed Workers per Job Opening, Q4 2018

(U.S. Total = 0.79)

Legend:
- 0.59 or lower
- 0.60 to 0.69
- 0.70 to 0.79
- 0.80 to 0.89
- 0.90 to 0.99
- 1.0 or higher
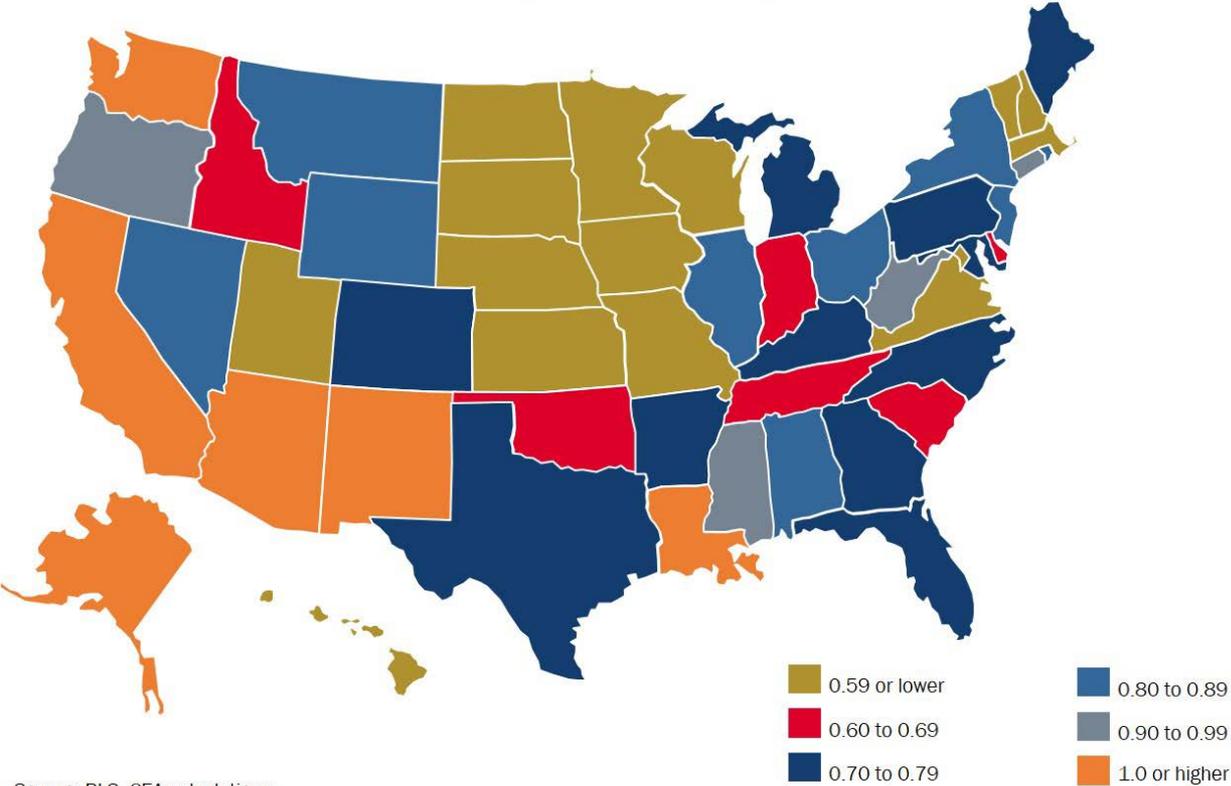
Source: BLS, CEA calculations

Modernize Candidate Recruitment and Training Practices

Goal 2:   Improve Availability and Usability of Education and Labor Market Data for Job Creators.
A central repository and improved coordination of state and federal labor market, employment, and education data will better enable employers to hire based on skills.

Recommendations 2 & 3

Publish a Single Inventory of Labor Market and Education Data Housed on a Central Website.
This data should reflect both the current and potential labor force, including underutilized and disconnected working-age individuals. The Departments of Labor and Education should better coordinate and update more frequently Labor's Standard Occupational Classification (SOC) system and Education's Classification of Instructional Program (CIP) codes to allow better alignment of education programing with actual labor market needs.

Produce Regular State and Local Area Reports that Provide Labor Force Information Similar to the "Employment Situation" Report.
The Bureau of Labor Statistics, Census Bureau, Institute of Education Sciences, and other agencies should collaborate on these reports. The reports should include labor force status by sex, age, race, ethnicity, nativity, disability status, and veteran status as well as data on persons not in the labor force.
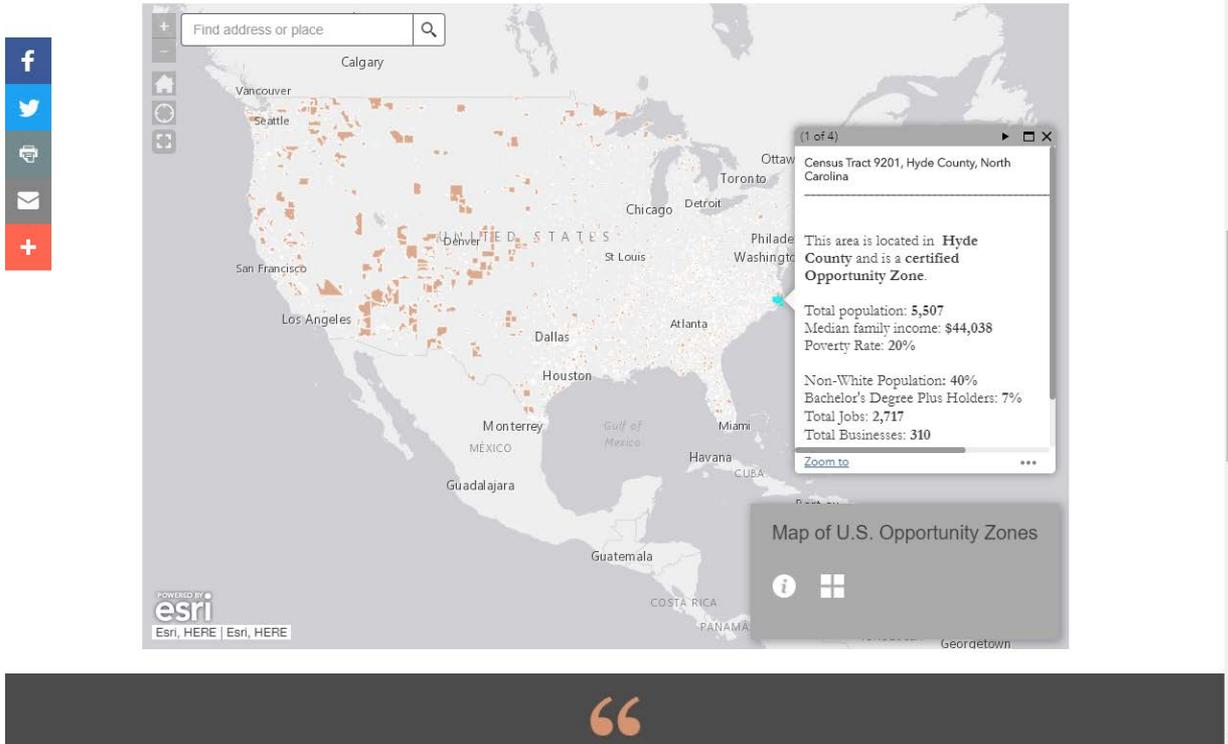
Modernize Candidate Recruitment and Training Practices

Goal 3: Increase On-Ramps to Employment by Optimizing the Talent of All Americans

Improve labor market outcomes for untapped populations by realizing the full potential of Opportunity Zones.
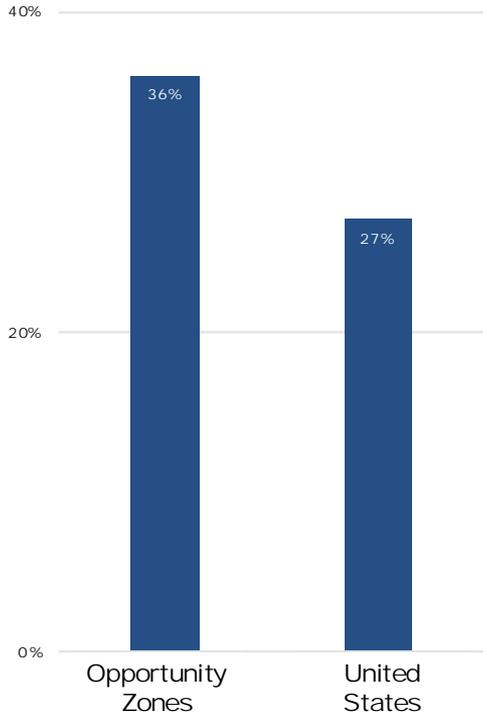
The share of prime age adults not working is higher in Opportunity Zones than the country overall.
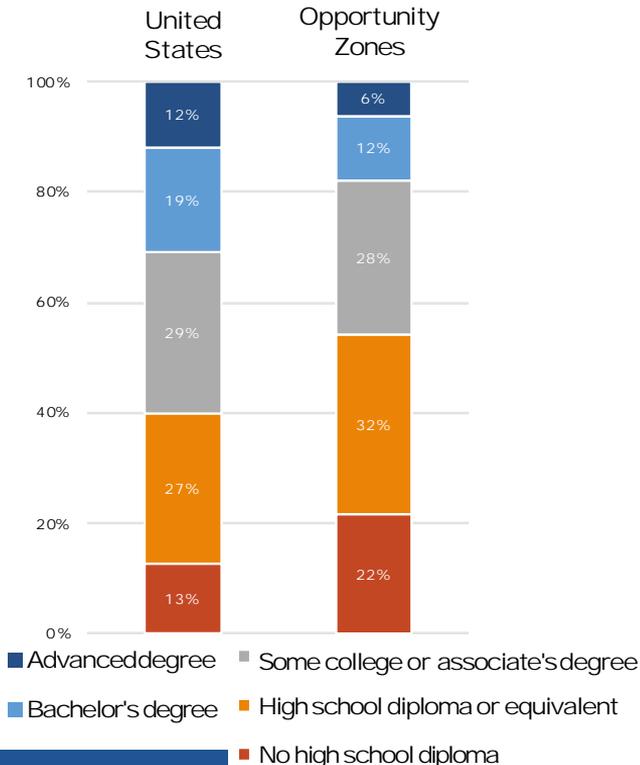
Percentage of prime age adults out of work

- **36%** of prime age adults in Opportunity Zones are out of work.

- **27%** of prime age age adults are not working across the United States.

- In **12%** of Opportunity Zones, **at least half** of the prime age adult population is not working.

33

33

Educational attainment is lower in Opportunity Zones than the nation as a whole.

Highest level of educational attainment among the population over 25 years old

- **In Opportunity Zones, a total of 18% of adults over 25 years old have obtained at least a four-year college degree.**

- **Nationally, that figure is 31%.**

- **More adults in Opportunity Zones lack a high school diploma (22%) than have a four-year college degree (18%).**

United States | Opportunity Zones

	United States	Opportunity Zones
Advanced degree	12%	6%
Bachelor's degree	19%	12%
Some college or associate's degree	29%	28%
High school diploma or equivalent	27%	32%
No high school diploma	13%	22%

- Advanced degree
- Bachelor's degree
- No high school diploma
- Some college or associate's degree
- High school diploma or equivalent

EIG

Modernize Candidate Recruitment and Training Practices

Recommendations 4 & 5

Create an Opportunity Zone Workforce Development Playbook.
The federal government, along with state and local counterparts and key experts, should create a framework for communities to ensure a strong correlation between workforce development and economic development. As part of this framework, there should be a focus on scalable entrepreneurship, apprenticeship expansion, and accelerating growing companies.

Align Funding and Prioritize Outcomes.
Federal, state, and local governments should prioritize existing workforce development activities, including scholarships at postsecondary institutions, towards those residing in Opportunity Zones. This can be done through competitive preferences in awarding grants or states incentivizing companies and organizations to up-skill and re-skill residents in these areas. These funds should be designed to focus on outcomes and performance with the goal of providing a return on the investments made from public or private sources. These activities should also be rigorously evaluated to replicate the most effective strategies for helping those on the sidelines to gain and retain employment.

Modernize Candidate Recruitment and Training Practices

Recommendation 6

Urge Corporate and Philanthropic Investment.
Companies in similar industries, especially those facing workforce shortages and skills gaps, should invest in distressed communities, which may include the use of unrealized capital gains in an Opportunity Fund targeted toward workforce development. Foundations should also be encouraged to invest in these communities to scale these investments.

Measure and Encourage Employer-led Training Investments

Co-chairs

Barbara Humpton, CEO, Siemens USA

Mike Piwowar, Executive Director, Milken Institute

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Marianne Wanamaker, Professor, University of Tennessee

Better prepare the American workforce to meet 21st century challenges

Measure and Encourage Employer-led Training Investments

Focus Areas

1 **Create a plan to institutionalize the Pledge to America's Workers** in order to expand and enrich this initiative to highlight employers' investment in worker education and training.

2 **Develop recommendations on national measures of employer-led training** to quantify the impact of training, show the value to employees, and reveal the true value to the bottom line.

Better prepare the American workforce to meet 21st century challenges

Measure and Encourage Employer-led Training Investments

Goals

1 Expand the scope and functionality of the Pledge to America's Worker

2 Create a common framework for classifying training investments

3 Prioritize the collection of national data on employer-provided skill-based training

Better prepare the American workforce to meet 21st century challenges

Measure and Encourage Employer-led Training Investments

Recommendation 1

Enhance the scope and functionality of the Pledge to America's Workers website to make the initiative a true worker- and employer-focused campaign by:

- Adding content about the training programs

- Showcasing the conversion of the Pledges into realized training opportunities through company video storytelling

- Hyper-linking to the Pledge company website landing page where the skill-based training is discussed

- Incorporating a map of the United States that indicates the location of the main types of training taking place across the country

Measure and Encourage Employer-led Training Investments

Recommendation 2

The National Council for the American Worker should **adopt the** American Workforce Policy Advisory Board's **definition of skill-based training and promote its adoption** by federal government agencies and industry.

> **Skill-Based Training**: Activities, programs, or events offered by employers that provide employees with the necessary knowledge, technical skills, and professional skills
> 1) to perform and stay up-to-date in their current job roles and
> 2) to be able to perform future job roles or enter other professions

Measure and Encourage Employer-led Training Investments

Recommendation 2

Skills-Based Training Definition

Includes:

- Initial skill training
- Job maintenance training
- Up-skilling training
- Employee development

Excludes:

- Compliance training
- Onboarding training
- Informal learning

Measure and Encourage Employer-led Training Investments

Recommendation 3

Federal statistical agencies—principally the Census Bureau and Bureau of Labor Statistics—and industry and trade groups should **prioritize the collection of five major categories of data on employer-provided skill-based training**:

1. Incidence of skill-based training

2. Intensity of skill-based training

3. Key demographics of workers trained

4. Financial metrics of firms

5. Productivity gains for trained workers/training firms