

## **American Workforce Policy Advisory Board Meeting Minutes**

December 5, 2019

The American Workforce Policy Advisory Board (“the Board”) convened its fourth meeting at 9:46 a.m. (EST) on December 5, 2019, at the Indiana Women’s Prison, 2569 N Girls School Road, Indianapolis, IN 46241.

In accordance with the provisions of Public Law 92-463, the meeting was open to the public from 9:46 a.m. to 11:32 a.m. (EST) via audio conference technology. An audience of Board member staff, Indiana Women’s Prison staff, and credentialed members of the press were present in the room during the meeting.

### **Board members present:**

1. Ivanka Trump, Advisor to the President, White House (Co-chair)
2. Wilbur Ross, Secretary, U.S. Department of Commerce (Co-chair)
3. Jim Clark, CEO, Boys & Girls Clubs of America
4. Tim Cook, CEO, Apple
5. Elizabeth Goettl, President and CEO, Cristo Rey Network
6. Eric Holcomb, Governor, State of Indiana
7. Barbara Humpton, CEO, Siemens USA
8. Doug McMillon, President and CEO, Walmart
9. Scott Pulsipher, President, Western Governors University
10. Kim Reynolds, Governor, State of Iowa
11. Johnny C. Taylor, Jr., President and CEO, Society for Human Resource Management (SHRM)
12. Jay Timmons, CEO, National Association of Manufacturers
13. Marianne Wanamaker, Professor, University of Tennessee

### **Members not in attendance:**

1. Jay Box, President, Kentucky Community and Technical College System
2. Walter Bumphus, President and CEO, American Association of Community Colleges
3. Juanita Duggan, President and CEO, National Federation for Independent Business
4. Marillyn Hewson, CEO, Lockheed Martin
5. Al Kelly, Chairman and CEO, Visa
6. Tom Donohue, CEO, U.S. Chamber of Commerce
7. Vi Lyles, Mayor, Charlotte, North Carolina

8. Craig Menear, Chairman and CEO, Home Depot
9. Jennifer Morgan, Co-CEO, SAP America
10. Sean McGarvey, President, North America's Building and Trades Unions
11. Scott Sanders, Executive Director, National Association of State Workforce Agencies
12. Michael Piwowar, Executive Director, Milken Institute
13. Ginni Rometty, CEO, IBM
14. Sheree Utash, President, Wichita State University Tech

### **Also in attendance:**

Chris Liddell, Deputy Chief of Staff for Policy Coordination, White House

### **Also presenting during the meeting:**

Kian Kamyab, Data Scientist, SAP.iO Venture Studio, SAP

Robert Thomson, Senior Vice President, Head of U.S. Government Relations, Visa

## **I. WELCOME**

### **Remarks by Ms. Ivanka Trump**

Ms. Trump opened her remarks by thanking Governor Holcomb for hosting the fourth meeting of the American Workforce Policy Advisory Board.

Ms. Trump then commented about a tour of the workforce development programs at the Indiana Women's Prison that occurred prior to the meeting. Ms. Trump noted the aspiration that all Americans— regardless of background, circumstance, and age—should be able to secure a great job in the U.S. economy.

She noted that the U.S. economy is experiencing record low unemployment across the country, but acknowledged that the formerly incarcerated are an especially vulnerable demographic. She highlighted Administration initiatives targeted at this population, including:

- The Department of Education's extension of a pilot program that allows individuals in prison to receive Pell Grants to better prepare for the workforce
- The implementation of long-pursued criminal justice reforms with the enactment of the First Step Act

She noted that the rate of unemployment for the formerly incarcerated is substantially above that of the non-incarcerated population and that it is an Administration goal to lower it.

She highlighted the importance of programs like [The Last Mile](#),<sup>1</sup> pointing out that the majority of prisoners return home and that the rate of recidivism goes up—exponentially—for those who are on

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<sup>1</sup> Several Board members attended an event hosted by Governor Holcomb the previous evening that included a discussion of The Last Mile program.

their own and unemployed. She expressed hope of bridging that gap and creating connections to the skills necessary to succeed in the workforce upon release.

Ms. Trump welcomed the members to the fourth Board meeting and expressed her gratitude for the time and hard work the members had committed to realizing the Board's goals. She highlighted the action-oriented focus of the Board in their effort to bring the members' diverse experiences to the task of advising the National Council of the American Worker as it develops a national workforce strategy. Ms. Trump also recognized the hard work of the staff in preparing for the Board meeting.

### **Remarks by Secretary Wilbur Ross**

Secretary Ross thanked Governor Holcomb for inviting the Board to meet in Indianapolis. He also recognized the Governor for hosting the Board members for a dinner at the Indianapolis Motor Speedway the previous evening.

Secretary Ross highlighted the importance of reentry programs like The Last Mile and similar programs in creating career paths for inmates and, in turn, filling vacant jobs.<sup>2</sup> He noted that the early results of these programs showed the development of loyal and effective workers and that the recidivism rate for inmates participating in these programs is low. It's a win-win for everyone, he remarked.

Secretary Ross reminded the Board members that in September, the Advisory Board's four working groups delivered 13 recommendations, which may be seen on the [Advisory Board's website](#). He reiterated that he and Ms. Trump presented the recommendations to the National Council for the American Worker.

Secretary Ross highlighted recommendations that are already being implemented. He announced that:

- On December 10, 2019 the Commerce Department's Census Bureau will launch an inventory of labor market data and a new tool to provide clear information about local labor force participation and the characteristics of people who are outside the labor force as part of the [new data curation website](#).<sup>3</sup>
- A joint working group of the Census Bureau and the Bureau of Labor Statistics (BLS) is exploring how to develop a local labor market situation tool. To date, they found that the data already exist, but they are scattered around in different formats and across multiple websites. He noted the challenge is to bring these data points together in one format to help companies understand the availability of workers. He noted that early next year they will issue a public call for the creation of such a tool through the popular [challenge.gov](#) website.
- The BLS has committed to continue its pilot program to develop state-level estimates from the Job Openings and Labor Turnover Survey ([JOLTS Experimental State Estimates](#)) and is working with local governments to improve collection of the data.

He also noted the National Council for the American Worker's collaboration with the Opportunity and Revitalization Council to develop a playbook for community leaders to provide residents in Opportunity Zones with the right skills for in-demand jobs. Additionally, he highlighted the development of a

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<sup>2</sup> Board members had the opportunity to learn about The Last Mile program at the optional dinner the evening before the meeting and the optional tour of the workforce readiness programs at the Indianapolis Women's Prison immediately before the meeting.

<sup>3</sup> See Workforce Challenges under <https://opportunity.census.gov/data/>

program for a new award to be covered in more detail by Ms. Humpton during the discussion of the efforts of the Working Group to Measure and Encourage Employer-led Training Investments.

Secretary Ross outlined the [agenda](#) and the goals of the meeting. He noted that the working group co-chairs will update the Board members on their progress and seek input on specific questions related to their ongoing projects. He remarked that the discussion would guide the working groups as they draft recommendations for the Board's final two meetings, in March and June 2020.

Secretary Ross also welcomed Jennifer Morgan to the Advisory Board, noting that as co-CEO of SAP she brings a unique perspective to workforce issues since SAP's projects are integrated with virtually every industry in the world.

Secretary Ross apologized to the Advisory Board Members, stating that he needed to return to Washington, D.C. He left the meeting upon finishing his remarks.

### **Remarks by Governor Eric Holcomb**

Governor Holcomb thanked Secretary Ross and Ms. Trump for selecting the Indiana Women's Prison as the location for the Board Meeting, remarking that on behalf of the population of Indiana, he was honored to host the meeting.

He remarked how excited he had been to show off the Indiana Women's Prison's workforce readiness programs earlier that morning. He noted that the programs are still in their infancy, but they are already making a difference. The programs, he said, are allowing the individual not just to think about, but to determine, her own destiny. He noted the importance of the vocational programs aligning the potential that is inside the prison with the demand that is outside. He said that the goal is to increase the size of the programs and reach all the inmates. He also highlighted a complementary program on the outside called [Next Level Jobs](#).

Governor Holcomb highlighted the overall low unemployment rate in Indiana and the importance of enabling individuals to get the skills needed to pursue their goals. He noted the number of Indiana residents that have received skills credentials over the last couple of years and recognized that there will be continued demand for skilled workers in the future. He indicated that they are just getting started.

Governor Holcomb concluded by welcoming the Board members.

## **II. WORKING GROUP-LED DISCUSSIONS**

Ms. Trump introduced Ms. Humpton to update the Board on the activities of the Working Group to Measure and Encourage Employer-led Training Investments.

In her introduction, Ms. Trump highlighted the [Pledge to America's Workers](#) initiative. She noted that the goal of the initiative is to catalyze the private sector commitments and interest in signing up to train, skill, or re-skill a specific number of people over a specific amount of time. She noted that this creates tremendous opportunities for workers. She also highlighted the value of rigorous measurement of these private sector commitments to train, skill, or re-skill workers.

The Working Group recommendation updates were accompanied by [discussion slides](#). Selected slides have been included in these minutes.

## Working Group to Measure and Encourage Employer-led Training Investments

(Update and discussion moderated by Ms. Barbara Humpton, Working Group Co-Chair)

**Measure and Encourage Employer-led Training Investments**

**Co-chairs**  
Barbara Humpton, CEO, Siemens USA  
Mike Piwowar, Executive Director, Milken Institute

**Members**  
Jim Clark, President & CEO, Boys & Girls Clubs of America  
Elizabeth Goettl, President & CEO, Cristo Rey Network  
Marilyn Hewson, Chairman, President & CEO, Lockheed Martin  
Al Kelly, Chairman & CEO, Visa  
Jennifer Morgan, Co-CEO, SAP  
Sean McGarvey, President, North America's Building Trades Unions  
Johnny C. Taylor, Jr., President & CEO, Society for Human Resource Management  
Jay Timmons, President & CEO, National Association of Manufacturers  
Marianne Wanamaker, Professor, University of Tennessee

**Better prepare the American workforce to meet 21st century challenges**

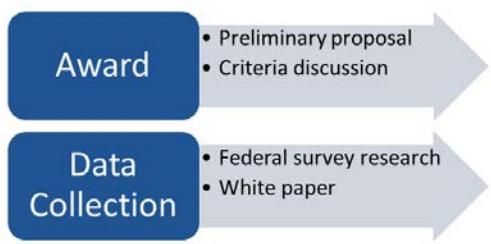
**Measure and Encourage Employer-led Training Investments**



Our working group has focused on building upon the recommendations we made during the AWPAB meeting in September.

- Scope and functionality of the Pledge to America's Workers
- Creation of an award to recognize companies that demonstrate excellence in workplace education and training
- Data collection – specifically measuring training investments through federal surveys

**Measure and Encourage Employer-led Training Investments**



**Award**

- Preliminary proposal
- Criteria discussion

**Data Collection**

- Federal survey research
- White paper

Ms. Humpton thanked the co-chairs and Governor Holcomb for hosting the meeting. She noted the valuable insights gained from meeting in locations around the country and thanked Mr. Kelly for offering the suggestion at the Board's first meeting to hold future Board meetings outside of Washington, D.C.

She said that Mr. Piwowar is unable to attend this meeting but is working on aspects of the future ownership and functionality of the [Pledge to America's Workers](#) and is looking forward to presenting the working groups' efforts to the Board at the next meeting.

Ms. Humpton said that since the September meeting, the working group had focused on:

- The scope and functionality of the pledge
- The creation of an award to recognize companies that demonstrate excellence in workplace education, training and retraining policies and investments
- Data collection

She noted that the data collection piece is a subject that Marianne Wanamaker is tackling by exploring the feasibility of measuring training investments through federal surveys.

Ms. Humpton commented that the implementation progress news mentioned by Secretary Ross is fantastic, noting that their working group has also seen evidence of strong collaboration between the Departments of Commerce and Labor on workforce data.

She stated that this part of the agenda would focus on two specific areas:

- Ms. Humpton said she would provide a high-level overview of the award proposal, then
- Ms. Wanamaker would provide a summary of the research she is leading on measuring training investments through federal surveys

Ms. Humpton outlined the working group's collaboration with the Department of Commerce to create a new Presidential award to recognize demonstrated excellence in implementing the Pledge to America's Workers.

The proposed award would:

- Fulfill the requirements of both executive orders—The President's National Council for the American Worker of July 2018 ([EO 13845](#)) and the Presidential Executive Order Expanding Apprenticeships in America, signed June 2017 ([EO 13801](#))—each of which called for the creation of programs to recognize excellence in employer training investment
- Recognize exemplary organizations and companies for skills-based training programs, including apprenticeships that were established to fulfill their Pledges and that are producing measurable and replicable benefits for workers, companies, and communities
- Be administered by the Department of Commerce with support from the Department of Labor on behalf of the National Council for the American Worker
- Borrow design elements from the Presidential-level [Malcolm Baldrige National Quality Award](#) and the [National Medal of Technology and Innovation](#)
- Reflect the American Workforce Policy Advisory Board's recommendation to distinguish between skills-based training and other types of training offered by employers, adopting the Board's definition of skills-based training, which distinguishes initial skills training, job maintenance training, up-skilling, and employee development

Ms. Humpton noted that through discussions within the working group and with Department of Commerce staff, the working group members concluded it would be beneficial and appropriate to tie the award directly to the Pledge to America's Workers. She said that this could be done in two ways:

- Make sure the Pledge to America's Workers is reflected in the name of the award
- Limit eligibility to Pledge organizations

She said there would be no formal role for the American Workforce Policy Advisory Board in the award process, if only because of a high degree of conflict of interest, as many of the Board members' organizations have made pledges. She also noted the working group believed it would be appropriate for Board members to be ineligible for the first year of the award, while they continue to serve on the Board.

Ms. Humpton said the National Council for the American Worker would own the process and manage the final development of the criteria. The American Workforce Policy Advisory Board could formally endorse the concept and be present to honor the first round of awardees.

Ms. Humpton noted the Departments of Commerce and Labor are finalizing the specific details and criteria for applicants. She asked for the Board Members' input about the best criteria on the measurable results among the companies that have been implementing training under the Pledge to

America's Workers. She noted that the award criteria would likely have factors around strategy and implementation, but the most critical piece is results.

Ms. Humpton began the discussion of results by discussing Siemens' experience in measuring return on investment in worker training. Siemens data indicate a higher rate of retention for employees in whom they've invested. She said that they see a very loyal attachment to the corporation from participants in the apprenticeship programs. She added that this is important to the corporation because it reduces the tremendous cost of replacement and all of the churn that goes on with workforce turnover. For Siemens, she said that is one very important correlation.

She stated that Siemens also sees correlation when training is focused on areas of the business that are important to company growth.

Ms. Humpton then opened the meeting to discussion.

## **Board Discussion**

Mr. McMillon remarked that a number of quantitative metrics came to mind. He listed:

- Quantitative customer metrics, such as customer satisfaction
- Quantitative input metrics related to retention

He noted that his firm's experience suggested that qualitative metrics should also be considered. He offered the following examples:

- Customer service skills
- Empathy, for example:
  - How to coach
  - How to be a leader
  - How to communicate

He remarked that the Advisory Board members had seen the value of qualitative skills during the tour of the Indiana Women's Prison workforce readiness programs, noting there was as much pressure on the presenters to communicate well as there was to know their content. (And they nailed it.) So those types of soft skills ought to be recognized in the award design.

He noted that his firm's experience was like the one described by Ms. Humpton. They invested in training and saw retention improve. He highlighted the importance of retention, especially in the current, low-unemployment environment. He said it is also important because jobs are changing, and tasks are being remixed into jobs and there is a need to train/prepare people for what's coming next.

Ms. Wanamaker highlighted the importance of asking for input; that is, creating an open space to let people tell the Board what the important metrics are.

Mr. Cook noted the value of employee surveys, emphasizing the importance of employee morale. He noted the challenges of return on investment metrics as related to education because education is such a long-term investment and very difficult to measure in real time. He noted that one knows intuitively that happier employees are much more productive and creative, and employee morale can be measured.

Ms. Humpton thanked the Board members for their input and then turned to Ms. Wanamaker to lead the data discussion.

## **Presentation by Ms. Marianne Wanamaker**

Ms. Wanamaker opened by emphasizing the value of the Board making the case to the broader population that measuring employer-provided training is important. The executive order takes it as a given, she said, but the Board should make the case that there is a need for federal action.

She stated that the working group has come to the understanding that to measure employer-provided training across the economy, this measurement needs to be done through a federal survey.

She noted that members of the working group spent the last three months in intensive information-gathering mode and this work included many calls with staff at the Department of Labor, the Census Bureau, and the Department of Education. The purpose of these calls was to understand the baseline; that is, the data that are currently collected on worker training at the federal level. She said it is sparse, but not zero. Questions discussed in these conversations included:

- What federal surveys would you recommend we use?
- If we do use these surveys, what questions should we ask?
- What's the most efficient way of getting to that answer?

Each of these groups—Labor, Census, and Education—has provided its views. She indicated they also have started to talk to each other about this topic.

Ms. Wanamaker stated that the path to implementing an economy-wide survey isn't obvious and that the working group decided the best and most transparent way forward was to prepare a white paper on the topic that reviewed:

- Why we want to do this
- Why we need federal action
- The baseline of current data collected at the federal level

The next step is to describe options of how we might achieve this bigger, better picture of training.

She noted that it is important to remember that the ultimate audience will have to be Congress and the federal agencies. Ms. Wanamaker stated that the working group expects to circulate a draft of the white paper in early 2020 and have a final version in time for the March 2020 meeting.

Ms. Trump highlighted the Administration's efforts related to workforce data at both BLS and through the White House's work to convene governors to create a valuable dialogue about harmonizing state-level and local-level inputs.

Ms. Trump then turned to Mr. Taylor for the update from the working group he co-chairs.



## Working Group to Modernize Candidate Recruitment and Training Practices

(Update and discussion moderated by Mr. Johnny C. Taylor, Jr. Working Group Co-Chair)

### Modernize Candidate Recruitment and Training Practices

**Co-chairs**  
**Johnny C. Taylor, Jr.**, President & CEO, Society for Human Resource Management  
**Al Kelly**, Chairman & CEO, Visa

**Members**  
Walter Bumphus, President & CEO, American Association of Community Colleges  
Kim Reynolds, Governor, State of Iowa  
Craig Menear, Chairman, President, & CEO, The Home Depot  
Ginni Rometty, Chairman, President, & CEO, IBM  
Scott Sanders, Executive Director, National Association of State Workforce Agencies  
Thomas J. Donohue, CEO, U.S. Chamber of Commerce  
Sheree Utash, President, Wichita State Technical University



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### Modernize Candidate Recruitment and Training Practices

**VISION STATEMENT**

The American Workforce Policy Advisory Board's vision is that employers promote skills-based recruitment and hiring to better match potential employees with in-demand jobs.

The Advisory Board encourages all employers to examine the skills and competencies needed in their workforce, broadly seek talent that possess these skills, and promote workers' lifelong skills development.

This approach will make it possible for all employees and job candidates to gain the skills needed to be successful in the workplace.

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Mr. Taylor highlighted the action orientation of the Advisory Board. He noted that he has been able to report to the SHRM membership about deliverables already achieved—such as the extension of the BLS pilot program to develop state-level estimates from the JOLTS survey.

Mr. Taylor reviewed the working party's initial recommendations, noting the importance of local-level information that improves understanding of where, geographically, the jobs are and where the job seekers are, in order to re-link people who want jobs to employment opportunities.

He then turned to Mr. Thomson for remarks.

### Remarks by Mr. Robert Thomson

Mr. Thomson, Senior VP and Head of Government Relations at Visa, said that the working group co-chair, Mr. Kelly, was unable to attend. Mr. Thomson walked the board members through a vision statement, emphasizing skills-based recruitment to better match employees to in-demand jobs and investing in skills to promote workers' lifelong skills development.

He then outlined key themes:

- Skills-based recruitment—We want to make sure we are matching skills and jobs
- Identify skills—From the employer side, there is a need to look at job descriptions, making sure needed skills are identified
- Account for change—Jobs are changing very quickly and that needs to be accounted for

He closed by welcoming thoughts and reactions.

### Board Discussion

Mr. Taylor added perspective on barriers to recruitment. He noted that pre-requirements can act as a barrier. He gave the example of an employment pre-requirement, such as a master's degree. This could exclude people who could otherwise do the work, he said. He noted similar issues with requirements for

many years of experience when, realistically, someone could do the job with, say, 2 years of experience. He noted that the modernization exercise is to think critically about the actual skills requirements for a given position. Does a job candidate really need “this” degree from “that” school—which is 20th century thinking. A job candidate may have gotten the skills in a non-traditional way and in a non-traditional place.

Mr. Taylor noted that the job candidate may have gotten the skills in *this* facility (referring to the Indiana Women’s prison). So, it’s not just showing a resume with a time gap for the “three years you were in prison.” What was the job candidate doing during those years? If she gained a really good set of skills in software development that is useful to a company like Apple, then she may be a good future employee. He noted that it’s about modernizing our mindset.

Mr. Pulsipher noted that from the higher education point of view, it starts to shift the emphasis to “what are the competencies associated with a degree that people are hiring for.” You need *this* credential or *this* experience. He also noted benefits to partnering with job market analytics companies.

He remarked that this approach gives value to the prospective worker. It enables the worker to clearly see how a given training program, experience, or curriculum (learning pathway) translates into opportunities as opposed to “I hold this credential. Who is looking for that credential?” It is a step in that direction.

Ms. Wanamaker remarked that from the perspective of her undergraduate students, job announcements emphasize what the job candidate is going to do for the company and less about what the company is going to do for them. You rarely see that on a job board, she said. She suggested the working group consider encouraging companies to take the initial step of articulating, “Here’s where you’re going to go next. Here’s what the company is going to do for you in terms of training.”

Mr. Thomson suggested adding “try things” to the catalog of best practices. He noted that what worked yesterday may not work in the future. There will be a need to evolve, he said. He also noted that in conjunction with the Advisory Board meeting, Visa launched a new certificate program for the [payments industry](#) to bring people into a critical part of Visa’s work.

Mr. Clark offered an encouragement and challenge to the working group to look to youth—our future workforce. He asked, how we can connect them back so that this is being embedded much earlier in life before they even get to a work experience.

Ms. Trump asked the working group to also encourage companies to think about skills in a holistic way. She noted the prior conversation about the importance of soft skills. She remarked that often employers tend to list hard skills, although it’s often the soft skills that make the people the valued, successful employees. She asked that they consider potentially broadening the thinking about the definition of “skills.”

## Working Group to Increase Data Transparency to Better Match American Workers with American Jobs

(Update and discussion moderated by Governor Eric Holcomb, Working Group Co-Chair)

**Increase Data Transparency to Better Match American Workers with American Jobs**

**Co-chairs**  
Eric Holcomb, Governor of Indiana  
Jennifer Morgan, Co-CEO, SAP

**Members**  
Jay Box, President, Kentucky Community & Technical College System  
Michael Pivowar, Executive Director, Milken Institute  
Jay Timmons, President & CEO, National Association of Manufacturers  
Scott Sanders, Executive Director, National Association of State Workforce Agencies  
Juanita Duggan, President & CEO, National Federation for Independent Business  
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Thomas J. Donohue, CEO, U.S. Chamber of Commerce  
Doug McMillon, Chairman, President & CEO, Walmart  
Scott Pulsipher, President, Western Governors' University

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**Increase Data Transparency to Better Match American Workers with American Jobs**

**Data Sharing Updates**

1. **Federal Regulation Clarifications** around differing definitions of “disclosure” and “suppression” – SNAP, TANF, HIPAA, FERPA, Unemployment Insurance – that inhibit innovation in areas of high need and high cost to government!
2. **Federal Data Sharing “Clearing House”** to streamline clarifications and guidance around federal data sharing laws especially when invoking several federal laws across multiple agencies
3. **Data Sharing Guidance Document** to help states work through data sharing barriers by looking at best practices around priority use cases

Formal and detailed recommendations to be provided at next American Workforce Policy Advisory Board Meeting

Governor Holcomb thanked the Advisory Board members for the opportunity to co-chair the working group. He noted his gratitude for the opportunity to have worked with Bill McDermott (the departing co-chair of the working group), welcomed Jennifer Morgan, and recognized the whole SAP team.

Governor Holcomb reported that he hosted a working group meeting in Indianapolis in October. The working group explored the question of how to break through barriers to data sharing—legal and otherwise—noting how burdensome they can be at the state-, private sector-, and federal-level. He stated that the working group is preparing recommendations for the Board’s next meeting.

He highlighted Indiana’s performance hub, [MPH](#), that was created to get state data to interact at the speed of private sector business data. Its mission is to enable all of the state’s agencies—and by extension federal agencies—to share data and let that data drive the decision-making process and ultimately the policies that are put forward. He noted that it is easier said than done, but they have learned a lot along the way. He said they are hopeful that other states will also pick up the approach.

Governor Holcomb noted that the October working group meeting included chief data officers and general counsels and focused on three fronts:

- Federal regulation clarification issues
- A federal data clearing house
- Guidance recommendations for data sharing

Mr. Pulsipher expanded on the overview provided by Governor Holcomb, noting that we are in the diagnostics phase of addressing the challenge of increasing data transparency to better match workers with jobs. He said the interoperable learning record (ILR)—a concept that was presented at the September meeting—is a means to addressing those challenges. He summarized the ILR as a digital platform with the ability to store individuals’ credentials.

Mr. Pulsipher previewed recommendations from the working party. He noted that since the Board’s publication of the [White Paper on Interoperable Learning Records](#), the working group has increased its collaboration with organizations undertaking ILR-type efforts. As recommended at the previous meeting, the working group developed an [inventory](#) of these efforts, which is available at the [American Workforce Policy Advisory Board website](#).

Mr. Pulsipher remarked that the inventory provided insight into the ILR landscape and demonstrated that there are many ILR initiatives underway. He showcased an example from the Commissioner for Higher Education in Indiana that is beginning to connect work-based learning and post-secondary education.

Mr. Pulsipher highlighted that as great as the projects listed in the inventory are, they each lack one or more key conditions of an ILR. He noted that the records need to be:

- Verifiable
- Interoperable from all sides
- Built with open standards (In this context, the ILRs need to use open standards to enable the data to be machine readable, exchangeable, and actionable across technology systems.)

He noted that the working groups' second recommendation is to initiate a project pilot program to develop and align stakeholders' work to develop a widespread pilot of the adoption of ILRs. He said the White House is continuing to engage stakeholders in developing this recommendation, noting the [President's Forum](#) held a round table with the White House in October to discuss how to best pilot learning records. He also highlighted the effort to link with the [T3 Innovation Network](#), a voluntary network of over 300 organizations trying to build the necessary data infrastructure to make ILRs truly interoperable.

Mr. Pulsipher introduced SAP Data Scientist, Mr. Kamyab, to provide a presentation.

### Presentation by Mr. Kian Kamyab

Mr. Kamyab described the factors necessary to lay the foundation for the creation and the consumption of ILRs. He briefly reviewed his September presentation in which he used a fictional individual, Olivia, to illustrate a simple, portable, and verifiable record that shows the what, where, and when of an individual's skills and education, and how easy access to such a verified record can add value. He remarked that an ILR is a set of standards and protocols and is fundamentally a multisided platform.

## ILR Overview

### What are ILRs?

- A system that contains and manages communication of credentials that verifiably describe an individual's skills, achievements, and experience.
- The potential audience 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.
- ILRs can provide a common approach to creating, maintaining and sharing skill-related credentials, validation of learning, and work experience.

### The ILR White Paper Roadmap

- Create and maintain an ILR inventory
- Convene a working group to create and submit ILR project plan for an MVP
- Champion partnership to bring an ILR MVP to market

**Q3 2019** White House Next Generation Workforce Senior Executive Meeting

**Q4 2019** White Paper on Interoperable Learning Records

**Q4 2019** Data Standards Convening

**Q1 2020** ILR Design Prototype Wireframes

**Q1 2020** Design Prototype Click-Through Demo

**Q1 2020** Championing IRIS Vendor Partnerships with Standards-Setting Organizations

**Q1 2020** Technical Feasibility Testing

**Q2 2020** Employment History Pilot

## Enabling an ILR Ecosystem

**ILR ecosystem stakeholders work alongside standards stakeholders**

Logos: W3C, T3 Innovation Network, IEEE, ISTE, PESC, etc.

**Developers create applications for many different ILR use cases**

Visuals: Smartphone displaying 'Digital Experience Record', tablet displaying 'Digital Portfolio'.

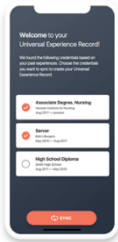
**LEARNERS and EARNERS**  
Own a verified and shareable record of credentials and experience

**EDUCATORS**  
Issue simple, trusted, and portable credentials that reflect the skills that are in-demand

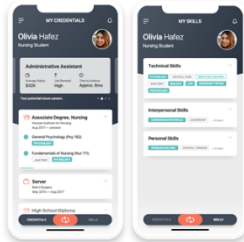
**EMPLOYERS**  
Easily and quickly find and screen job candidates

**POLICY MAKERS**  
Access to real-time, evidence-based insights on the American workforce

## Envisioning ILRs



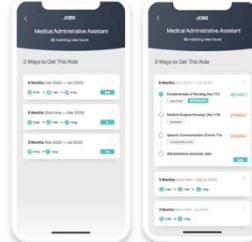
A future where digital credentials like degrees, certificates, and work experience are issued using open data standards and verifiable against a widely-used registry.



Ownership of the verifiable record of achievements...and everything between the lines of a resume's bullet points

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## Envisioning ILRs



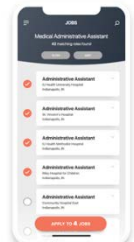
A future where navigating the stepping stones between skills, credentials and opportunity is as seamless as a user experience as mapping your morning commute.

Explore and enroll: multiple pathways to skills, credentials, and opportunities with real-time cost, scheduling, and ROI insights

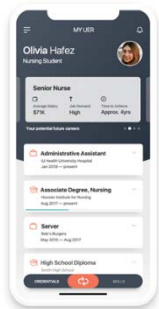
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## Envisioning ILRs



A future where career-compassing guides American workers toward their north star before they get the job and while they are on it.



Apply to employment opportunities using verifiable credentials and connect to a development path while on the job

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## From Wireframes to Real World

### Objective

Drive material adoption of ILRs in 1 calendar year by unlocking siloed data that represents value for ILR ecosystem stakeholders.

### Proposal

Q1 2020: AWPAB members ask their HRIS vendors to convene with standards-setting organizations and the T3 Innovation Network to drive alignment around key technical hurdles

Q2 2020: launch a verified employment history record pilot in a target geography with target employers

### Hurdles to Address with the Open Standards Community:

- **Digital ID Management**—digital credentials need a destination easily accessed and managed by all
- **Open Data Standard**—digital credentials should adhere to open data standards
- **Verification**—digital credentials should be verifiable against a registry

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He noted that enabling ILRs requires convening the participants— human resources information system (HRIS) vendors, recruiting platforms, educators, and employers. For ILRs to have a chance at being widely useable, these stakeholders need to convene and discuss open standards. He emphasized that no one organization should design the standards scaffolding, remarking that the American labor market is too complex for a one-size fits all approach. Mr. Kamyab used the analogy of the standard measures for width and length that underlies furniture making. Because standard measures are agreed upon, furniture makers and consumers have a common understanding of the size of a product. He reiterated that an ILR is not so much an application as it is a standard.

Mr. Kamyab noted that the Board members could advance the effort to achieve ILRs by encouraging their HR departments and the recruiting platforms they use to convene with open data standards organizations and participate in discussions of the technical challenges of ILR standards and pilots.

Mr. Kamyab described an example of what a small-scale verifiable employment record pilot might look like. He remarked that a pilot could start simple with an individual's current job title and start date. It could verify the individual's resume or link to a platform like LinkedIn, so an employer can verify a name and an employer, thus reducing the cost of repetitive employment verification.

Mr. Pulsipher noted that entities in industries like healthcare and higher education are ready to make significant advancements in the adoption of ILRs. He posed the question to the Board Members: What are ILRs' greatest potential value to business leaders and how do we encourage more businesses to participate?

## Board Discussion

Mr. Taylor noted that SHRM research said it takes an average of 40 days to complete a background check and verify a prospective employee's work record. He noted that it is a time consuming and expensive process. He also noted that it is particularly frustrating for prospective employees, especially those who need to find a job quickly. He gave the example of the formerly incarcerated who may need to find a job within a finite period of time.

Mr. McMillon noted the importance of creating true interoperability that works in the long-term. He made the comparison to the launching challenge with the food safety blockchain, noting the importance of getting the costs out so there is not that barrier to entry.

Mr. Cook noted that there is a corporation perspective but emphasized the importance of looking at it through the lens of the individual looking for a job. He agreed that it takes a long time to do things in a corporate environment when dealing with enterprise systems. However, he noted standard vocabulary, when adopted by the millions of people who use a platform, like LinkedIn, would quickly permeate the corporate environment.

Mr. Pulsipher commented that the individual perspective is probably the most important perspective about the ILR. He noted the power of technology tools and the importance of common vocabulary.

Ms. Humpton also highlighted the power that today's tools provide. She remarked that employers—large and small—would have to ask, "What language do I have to speak to reach my target candidates?"

Ms. Trump remarked that a lot of thought has been given to the obstacles and barriers, and our ability to convene to make this a reality. She noted that this work could be transformative to large and small businesses. She highlighted the cost to small businesses—those without HR departments—of verifying credentials of potential candidates. It could be transformative in terms of time, efficiency, and expense for employers, she said.

She reiterated Mr. Cook's point that it could be transformative to the individual worker, noting that having all of that information is incredibly empowering. She illustrated this point with the idea that a tool could be developed to push information to potential job seekers within a zip code, such as "hey your verified skills match the criteria of a job for which x employers are seeking candidates."

Ms. Trump remarked that the two of these together can create something that should exist and that we have the wherewithal to develop; that is, technology that would super power the American worker. She pointed out this could also lead to people wanting to develop incremental talents and skills and to create the conditions for life-long learning.

Mr. Taylor noted that the SHRM HR conference is next June and could potentially offer the opportunity to convene HR professionals to discuss ILRs.

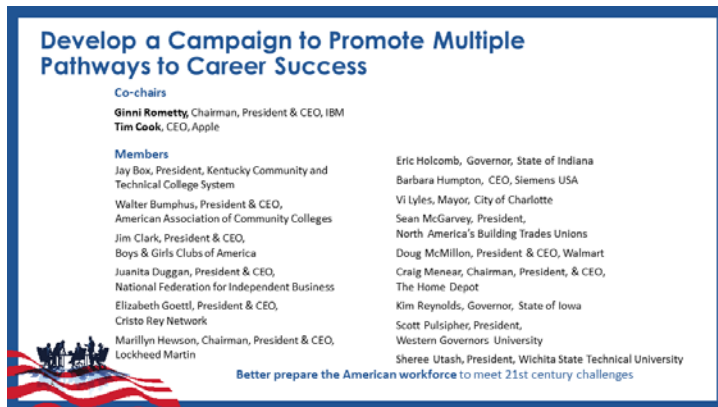
Mr. Clark highlighted that the application of this for part-time employees would be significant. He noted that younger workers who are growing and developing often had more part-time and/or transient employment. A lexicon and applications that were applicable to the part-time workforce would be important.

Ms. Trump thanked the working group and then turned to the next session.



## Working Group to Develop a Campaign to Promote Multiple Pathways to Career Success

(Update and discussion moderated by Mr. Tim Cook, Working Group Co-Chair)



Mr. Cook thanked Ms. Trump and Governor Holcomb. He also thanked the Indiana Department of Corrections for the very inspiring tour.

Mr. Cook noted that his co-chair, Ms. Rometty, was unable to attend. He then reminded the Board of the working group's two goals:

- Build heightened awareness of the growing number of pathways to employment in the United States, including high-quality education and training programs that equip employees with valuable, marketable skills
- Advance local, state, and federal policies, as well as employer and educational practices, to sustain and expand these pathways

He stated that the working group is making substantial progress on both goals ahead of the planned January 2020 campaign launch. He stated he would share this progress and invited the Board's comments, questions, and suggestions.

He began by noting it is helpful to reflect on a number of questions:

- Why are we undertaking this campaign?
- Why now?
- Why are many companies, organizations, and leaders coming together to support it?

He remarked that the answer is that how people work, and the tools they rely on, are changing very rapidly. With these changes, our expectations of the skills that all people need to be successful in their jobs and their careers are also changing. He noted that today, companies like Apple and others, including those around the table, increasingly need to employ great problem solvers, people who are curious, collaborate well, lead by example, and do good work working horizontally as well as vertically. These are, he said, the necessary skills of all employees in today's high-performance environment.

He stated that what is also changing is how we prepare today's youth for work and help working age individuals gain the skills the global economy increasingly demands.

Once the primary driver of opportunity, he noted, the four-year degree is now one of many paths to a successful career. There is a shift in attitudes across this country. Thousands of businesses, training providers, community colleges, municipal agencies, and even our armed forces are stepping up. These institutions are offering more skills and career development opportunities—flexibly priced and flexibly delivered—to just about everyone. Young adults and working-age individuals are now able to develop in-demand career skills in customized career tech programs, innovative apprenticeships, and short-duration coding bootcamps. They can access the programs in school, after school, through clubs, at work, after work, and online. And they come away poised to contribute to America’s workplaces with industry-recognized, stackable credentials, certifications, technical licenses, and, yes, even four-year university degrees.

Most importantly, he said, these opportunities are helping young people find confidence and personal fulfillment, empowering them to overcome outdated attitudes about what higher education should look like.

He remarked that despite efforts to change the narrative around higher education, data show the message isn’t getting through. Too many people have concluded that college is not for them or that they will never have what it takes to land the next big job. They also don’t believe they have alternatives. Either they are unaware of what education and training options exist or they don’t think pursuing them will carry weight with employers. In our roles as employers, educators, and policy makers, he said, we must give people hope about their futures and the tools to make their goals a reality.

He stated that these factors are driving engagement in the campaign. He said the campaign goals are to:

- Inspire people to find programs that will launch them toward successful careers
- Energize educators and training providers across America to expand and grow, to maintain their rigor and focus, and to empower individuals from all walks of life
- Galvanize business, education, and government into collective action

He noted that “We believe at the end of the day that every young adult and every working age individual has a fundamental right to take charge of their futures and livelihoods, no matter who they are, where they live, what their education circumstance, or where they come from.”

Mr. Cook then provided a status report on the campaign.

- At the Board’s September meeting the Board unanimously recommended to the President’s National Council for the American Worker for the private-sector to lead a national campaign to raise awareness and promote multiple pathways to well-paying jobs for all Americans.
- This national campaign would include a year-long workforce readiness campaign to drive awareness and a wide-spread mobilization of business, labor, education, and non-profit sectors to permanently expand multiple career pathway options for young adults and working adults.
- The working group and others have been working hard to make this a reality.
- The work is on track for the campaign to launch at the end of January 2020.
- Key aspects include the following efforts
  - The campaign is being led by the Ad Council in close association with IBM and Apple
  - Advertising industry leaders have been engaged and are providing significant *pro bono* creative and media placement services
  - The campaign will include ad placements using television, radio, digital, social, print, and out of home (such as billboards and bus stops)



- The campaign will direct individuals to an inspirational, call-to-action website with data, resources, stories and the essential next steps to help users chart their own course
- High-profile support from a full range of private sector businesses, unions, non-profit organizations, government agencies, and education institutions has been engaged
- The campaign is being developed based on strong research into the aspirations of 16- to 20-year-olds and older adults in the middle of their careers who realize they need to update their skills to stay relevant

Mr. Cook noted that the goal is to create a sense of “Wow, there’s a place I go to do something I love. And I didn’t know something like that even existed. What else out there could be for me?”

Mr. Cook remarked that the Board members could help by linking their own career pathway programs to the website so that anyone can potentially access and benefit from them. For example, the website will include direct links to IBM’s [P-TECH program](#), and Apple’s [Everyone Can Code](#) programs. “We want to make sure we highlight your programs as well,” he said.

Mr. Cook then provided an overview of the working group’s second goal to promote policies and practices to permanently expand multiple career pathways for everyone. He noted the working group’s intention is to present to the Board a slate of recommendations for review and approval at the Advisory Board’s March meeting. He then shared the direction in which the working group is currently headed. He said the working group is focused on two policy objectives:

- To dramatically expand access to the range of training pathway opportunities available to all Americans, including apprenticeships, learn & earn programs, training academies and bootcamps, online certification, after school programs, clubs, and others
- To ensure that these opportunities are held to the highest standards of quality and excellence; consumers and their prospective employers need to know that the education and training that they are relying on actually does what is advertised and provides individuals with the skills they need to begin in their careers.

The recommendations, he said, would be organized around actions federal, state, and local governments can take, but also what businesses, unions, educational institutions, and non-profit organizations can do to support education and training pathways.

He listed the following recommendations as those under consideration by the working group:

1. Sustained public investment in career pathway programs that show strong evidence of success
2. Public and private incentive funding for emerging, technology-driven, pathway delivery models for key in-demand industry sectors
3. Extension of student aid eligibility to high-quality, short-duration career pathway programs that create opportunities for people at all stages of their careers
4. Incentive funding for high school career tech and two-year or technical college programs that prioritize high-demand industries and effective, targeted assistance at the elementary and middle school levels to help younger children from all walks of life develop the habits and skills that they will need to succeed—especially in STEM subjects and the arts
5. Elimination of overly burdensome, unnecessary, cross-state occupational licensing barriers in order to attract top talent no matter where that talent is located
6. Ensuring career pathways investments are held to the highest standard by expanding the use of existing accountability instruments, such as the state eligibility training provider list and accreditation process

7. Expanding availability of career pathways performance information to the public and making the data user friendly and understandable

He remarked that these are just a few of the policy ideas on the table. Each increases access and guarantees quality across a variety of programs reaching all industry sectors.

He then invited the Board member's comments, questions, and suggestions. He welcomed input on the initiatives to encourage skills development and to promote those initiatives as a part of the private-sector led campaign.

## **Board Discussion**

Mr. Clark remarked that the Youth Workforce Readiness Act, which he mentioned at the Board's September meeting, was introduced in Congress. He noted his excitement about this proposed legislation and the campaign to expand access to programs at earlier ages, especially by helping individuals in their teens and those in their early work years by targeting the essential skills. He noted these elements are critical for young people to be prepared for when they enter the workforce.

Mr. Timmons suggested that one of the most important things that companies and trade associations can do to help this campaign is to amplify it on all social channels. He noted the importance of changing perceptions, not only among young people, but also among their parents. He highlighted the National Association of Manufacturers' [Creators Wanted Fund](#), which seeks to inspire interest in careers in modern manufacturing. He also noted that he is inspired by the second chance programs that highlight the critical need for jobs in often overlooked populations. Mr. Timmons also noted the importance of focusing on jobs that are in high demand.

Governor Reynolds noted that she had the opportunity to brief other governors about the American Workforce Policy Advisory Board's work. She said that every single governor, in every single state, is dealing with workforce issues. She indicated that governors were excited about the progress and interested in participating. Governor Reynolds also highlighted the [Future Ready Iowa](#) initiative.

Mr. Timmons noted that many business trade associations have state-level partners and these types of organizations could potentially amplify the campaign at local levels around the country.

Mr. Pulsipher also highlighted the importance of in-demand jobs. He highlighted a number of programs that the Western Governors University had created to advance learning opportunities for in-demand jobs, such as their [medical coding program](#). He noted their lifelong learning model and also commented that affordability remained an issue.

Ms. Trump briefly summarized the discussion. She then noted the upcoming National Governors Association meeting. She described a survey of important topics that had been put to this group where workforce topics were cited as a key challenge by governors across the nation. She stated that the work of the American Workforce Policy Advisory Board had been presented to this group in the past. She asked for feedback from the Board members on the value of asking the National Governors Association for assistance.

## NEXT STEPS AND ADJOURNMENT

Ms. Trump thanked the Board members and announced that the final two meetings of the Advisory Board would be March 19, 2020 and June 25, 2020.

The meeting adjourned at 11:32 a.m. (EST)

## III. MATERIALS PROVIDED TO THE BOARD MEMBERS

The following materials were provided to the Board members at the meeting:

1. [Agenda](#)
2. [Discussion Slides](#)
3. [Interoperable Learning Records Landscape Inventory](#)
4. [Member Biographies \(updated\)](#)
5. [Charter for the Advisory Board \(Amended 5/3/2019\)](#)

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.

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Sabrina L. Montes, Designated Federal Official  
Office of the Director  
Bureau of Economic Analysis  
U.S. Department of Commerce

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Date