

American Workforce Policy Advisory Board Meeting Minutes

May 19, 2020

The American Workforce Policy Advisory Board (“the Board”) convened its fifth meeting at 1:00 p.m. (EDT) on May 19, 2020 via conference call.

In accordance with the provisions of Public Law 92–463, the meeting was open to the public from 1:00 p.m. to 2:00 p.m. (EDT) via audio conference technology.

A roll call of Board members preceded 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. Jay Box, President, Kentucky Community and Technical College System
4. Jim Clark, CEO, Boys & Girls Clubs of America
5. Tim Cook, CEO, Apple
6. Tom Donohue, CEO, U.S. Chamber of Commerce
7. Marillyn Hewson, CEO, Lockheed Martin
8. Eric Holcomb, Governor, Indiana
9. Barbara Humpton, CEO, Siemens USA
10. Al Kelly, Chairman and CEO, Visa
11. Vi Lyles, Mayor, Charlotte North Carolina
12. Sean McGarvey, President, North America’s Building and Trades Unions
13. Michael Piwowar, Executive Director, Milken Institute
14. Scott Pulsipher, President, Western Governors University
15. Ginni Rometty, Executive Chairman, IBM
16. Scott Sanders, Executive Director, National Association of State Workforce Agencies
17. Julie Sweet, CEO, Accenture
18. Johnny C. Taylor, Jr., President and CEO, Society for Human Resource Management (SHRM)
19. Jay Timmons, CEO, National Association of Manufacturers
20. Sebastian Thrun, Founder, President, and Executive Chairman, Udacity
21. Sheree Utash, President, WSU Tech
22. Marianne Wanamaker, Professor, University of Tennessee

Members not in attendance:

23. Walter Bumphus, President and CEO, American Association of Community Colleges
24. Doug McMillon, President and CEO, Walmart
25. Craig Menear, Chairman and CEO, Home Depot
26. Kim Reynolds, Governor, Iowa

I. WELCOME

Remarks by Ms. Ivanka Trump

Ms. Trump welcomed the Board members, including announcing the two newest members Sebastian Thrun, Executive Chairman of Udacity and Julie Sweet, CEO of Accenture.

She acknowledged the unprecedented times and thanked those on the frontlines for their incredible spirit and selflessness. She also recognized the number of organizations and industries mobilizing quickly to help Americans with a variety of services while in need.

She outlined the need for the Board's leadership and remarked that the Board must look at current government systems, private sector practices, and traditional educational institutions, all with an eye to meeting Americans in the here and now, as well as with an eye towards the future.

She indicated that during the meeting the Board would put forth a set of recommendations for building a resilient and agile workforce. She noted that this document would reframe the Board's work to recognize the current economic environment and lessons that can be learned from the pandemic.

Ms. Trump thanked the Board members for their hard work and the insights and thought they put into the Call to Action.

Remarks by Secretary Wilbur Ross

Secretary Ross expressed appreciation for the Board members' desire to contribute immediately to the nation's economic recovery policy discussions and not wait for the next scheduled meeting in June. He also thanked the Board members who are working with the White House through the [American Economic Revival Industry Groups](#). He remarked that their civic engagement and commitment to the future is greatly needed right now.

Secretary Ross described the unexpected changes in the world since the Board's last meeting, noting the loss of life due to the pandemic and the hardship caused by workers being sidelined from the labor force. He expressed sympathy for those workers, their loved ones, and all those on the front line of the battle.

He cited statistics that most unemployed workers believe the situation is temporary. He also noted a [Census Bureau survey of small and medium enterprises](#), which indicated that business owners believed that the turnaround could be rapid.

Secretary Ross remarked that the Board's Call to Action is thoughtful, substantial, and timely, outlining recommendations for a sustained effort by the Administration, Congress, and state,

business, labor, and educational organizations. He emphasized the Board's statement that the call to action is profoundly urgent.

Secretary Ross then summarized the agenda, noting the Board would:

- Discuss the essential need to connect displaced workers to upskilling and reskilling pathways.
- Confer on the need to ensure workers have access to online tools and remote learning to guide them to good jobs as this crisis abates and the economy recovers.
- Hear updates on the Multiple Pathways Campaign and on the positive progress made with the pilot projects run by the interoperable learning records working group.
- Discuss the next steps in the Call to Action and what will be required of members of this advisory board.

Secretary Ross remarked on the need to learn and apply the lessons of this crisis and improve the resiliency of the U.S. economy. He said we must ensure that all of society can access digital learning and the digital economy by expanding broadband access. Additionally, he said we must do whatever we can to reshore industries that are critical to the health, safety, and economic security of all Americans.

He also remarked that as we look forward to the safe reopening of our economy, we must not lose sight that the implacable and deeply embedded American culture of hard work, entrepreneurship, risk taking, and innovation remains strongly intact. The ingrained spirit of American optimism, he said, and our repeated ability to rise to any challenge, provides our nation with a firm foundation for a rapid rebound.

II. A CALL TO ACTION

Ms. Trump noted that the last time this Board convened, just a few months ago, job vacancies exceeded the number of unemployed Americans and the mission of the Board was to help more people come off the sidelines and get connected with the skills that could enable them to secure a career in the thriving economy. Now, she remarked, the challenge is different. It is reconnecting workers with the workforce, and it is more critical than ever.

Ms. Trump then introduced Mr. Cook, Ms. Humpton, and Mr. Pulsipher to present the Call to Action.

Remarks by Mr. Cook

Mr. Cook thanked Ms. Trump and Secretary Ross for convening the Board at a moment of immense challenge and hardship for so many Americans. He remarked that people are at the heart of the Advisory Board's work and that the response to the COVID-19 pandemic demands working together and putting the health and wellbeing of our communities and our country first.

He noted that the Board is meeting at a time of great economic struggle for many and that the past few weeks had seen millions of U.S. citizens lose work. Many more are facing new financial uncertainty. He emphasized that no one is more important to this effort than the medical workers and public health experts on the front lines of the response, whose examples of courage and compassion call us all to do what we can to help.

He said all of us have a role to play in supporting their efforts, including the leaders of government, industry, education, and labor represented on the Board. That means supporting emergency economic efforts underway in the immediate term to help those suffering hardships during this unprecedented time and lending our support to the ongoing public health response that is working to contain and control the spread of COVID-19.

He indicated that supporting the recovery also meant continuing to focus on the Board's medium- and long-term work to ensure that every American can access the skills and training they need for the careers of today and tomorrow. He remarked that the key is to act with urgency to help more American workers find new employment, regain their footing, and access the reskilling and retraining that will help build a durable career in well-paying fields like coding and engineering, healthcare, manufacturing, supply chain, IT, skilled trades, and others.

He indicated that they are recommending approval of a [National Workforce Recovery Call to Action](#) to help the millions who need assistance now and to lay the foundations for a work force of the future.

He outlined the three goals of the Call to Action:

- Empowering American Workers with strategic investments in the skills and career pathways that can help them the most
- Removing obstacles to the modernization of American education and training to accelerate the reskilling that is needed now and to facilitate innovation in workforce development
- Building the technological infrastructure that is foundational for the future of work and a sustained economic recovery

He said each of these is crucial to creating opportunity and to supporting America's competitiveness in the global economy.

He indicated that he would review the recommendations for the first goal and then Ms. Humpton and Mr. Pulsipher would review the second and third goals.

Mr. Cook outlined the six elements of the strategic investments recommendation:

1. Prioritize public investments in education and workforce training that helps us adapt to dramatically impacted and reshaped labor market. Education and training should be available for any displaced worker and it must be relevant, valid, reliable, and accessible to put these opportunities in reach for every American. The Federal Government has a leading role to play here as do state and local governments.
2. State and local leaders can bring employers and education providers together to identify the most viable hiring practices and in-demand skills to help connect displaced workers with new jobs. We can achieve this with employer-led and other training and recruiting models and the frictionless hiring being pioneered by companies like Walmart and others.
3. Education and training providers must take the lead in quickly training and reskilling workers for new in-demand fields arising from the pandemic. These can range from telehealth and IT technical support to logistics and supply chain management, along with sustaining fields like software engineering, skilled trades, and even many service-sector jobs.
4. Policy makers and practitioners must embrace a new generation of skills development pathways offering a more direct line than before to a job or career. These include short-duration,

competency-based, and earn-while-you-learn programs that help position job seekers for new opportunities as the economy rebounds.

5. Public and private sector leaders must prioritize support for America's most vulnerable youth, teens, and young adults. They are America's future and their chance at opportunity and success in work and life shouldn't be impaired due to this crisis or lost in a shuffle because of it.
6. The private sector must lead in growing national awareness and support for these recommendations and for the wide variety of high-quality reskilling and retraining options available to all American workers to help them build or rebuild their futures. He said this will be discussed more later in this meeting.

Remarks by Ms. Humpton

Ms. Humpton remarked that an important focus of the Board's recommendations is removing obstacles to the modernization of American education and training. This is necessary to accelerate reskilling and facilitate innovation in workforce development. The pandemic has created urgency to modernize important but dated regulations.

She stated the importance of using every tool in the toolbox, including embracing new modes of delivery, such as online and virtual platforms. With learning technologies becoming more available, there is greater reach and more reskilling opportunities as education is no longer tied to a location.

Ms. Humpton noted that this provides greater mobility for the worker and increases the chance that acquired skills match the job demand, bringing opportunities to communities around the United States.

New methods, she remarked, should be applied across the full spectrum of life-long learning and should address the needs of different learners—from young adults and students, to mid-career workers. Skills development can continue throughout a career and meet the changing needs for the future of work, putting the workers in greater control of their future.

Ms. Humpton then outlined a few specific actions in the second section of the recommendations.

- Federal, state, and local governments must unleash innovation by eliminating unnecessary regulations that impair workforce mobility.
- The federal government should allow financial aid for high-quality, short-term, market-aligned credential programs that stack into lifelong learning opportunities.
- Education and training providers must partner with government to promote high-quality educational opportunities by measuring and publishing outcome data.
- Education and training stakeholders must unite to assist American workers and learners in completing credentials by ending transfer credit loss.

These will create a strong foundation for lifelong learning and economic mobility for America's workers. However, she noted that none of these actions are possible without the technical infrastructure being in place and available.

Remarks by Mr. Pulsipher

Mr. Pulsipher outlined the Board's recommendation on building the technological infrastructure for the future of work.

He began by calling to mind successful infrastructure projects of the past, notably President Eisenhower's grand vision for a national interstate highway system. He remarked that in the decades since that infrastructure project was completed, every American has been impacted in some way, either personally by the convenience and safety of modern-day highway travel or as a consumer by the effect of an affordable flow of goods through the U.S. system of commerce.

He stated that it is the Board's vision that such an infrastructure project must now be undertaken to connect every individual and the talent they possess with opportunity.

He emphasized that this new digital infrastructure would have a dramatic, positive effect on every American as it democratizes access to learning, removes time and distance barriers to work, and creates pathways to opportunity for all.

He noted that the current pandemic and the instant push to online, distance-based everything had highlighted the acute inequities that exist. Some, he said, have smoothly transitioned from place-based work and school to remote-enabled daily life, thanks to at home, high-bandwidth connectivity. Others have lost vital access to education, healthcare services, and even self-sustaining goods and services. Reliable high-bandwidth internet and access to it, he emphasized, is a matter not only of opportunity, but of livelihood. Internet infrastructure and connectivity, he said, is not simply a matter of convenience and indulgence, rather it is crucial to the American Dream.

For this reason, he indicated, the Board recommended:

- A swift and unprecedented investment in America's connectivity, as a first step.

The Board's vision is for a once-in-a-generation infrastructure campaign to provide all Americans with affordable, reliable, high-speed access to online education, healthcare, and commerce. We call on the private sector to work collaboratively with government to make this vision of universal connectivity a reality.

- An education-to-work life cycle system powered by an open skills infrastructure that both enables individuals to articulate the knowledge, skills, and competencies they possess and employers to communicate those same ones that they require.

Mr. Pulsipher noted that the Board recognized that competency can be developed in multiple settings, both academic and work based. He emphasized that we can no longer overlook the importance of on-the-job learning. He added that with this open-skills infrastructure, learning, training, hiring, and development would be able to use the common language framework to clarify pathways and improve alignment with work and, maybe more importantly, enable a continual learning loop, increasing an individual's propensity for a lifetime of progress.

- Urgent action to build this open-skills system.

He noted that the Board recognizes that many stakeholders must come together to make this a reality, including federal and state government, business, education, technology, labor, community, and the like. He said that together we can lay this foundation for the future of work in America.

- A secure, student-owned interoperable learning record.

Mr. Pulsipher indicated that this record would record and validate a worker's full education, skills training, and work experience, incorporating both competency and credentials, and is easily readable and able to be validated by employers and institutions.

He noted that the Board’s vision is that this record, as a mobile wallet of individual accomplishments, will replace academic transcripts, strengthen workplace training, and lift American workers in pursuit of their next opportunity.

Mr. Pulsipher remarked that, similar to President Eisenhower’s vision of a mighty network of highways spread across this country, the Board sees these three infrastructure projects as the foundation of a mighty network connecting individuals to opportunities.

III. DISCUSSION

Ms. Trump thanked Mr. Cook, Ms. Humpton, and Mr. Pulsipher. She then turned to the Board to hear feedback and comments. (To facilitate getting feedback in the conference call format, Ms. Trump called on specific members for their feedback on aspects of the Call to Action presentation.)

Ms. Trump called on Mr. Kelly to share information about the current situation at Visa and asked for feedback on the Call to Action, particularly the call for broadband infrastructure investment.

Mr. Kelly first addressed the situation at Visa and then provided more general comments. He noted that there are four actions that Visa has taken as a result of the COVID–19 pandemic.

- The first action—which he said he felt very fortunate to be in the position to take—was to commit to Visa’s employees globally at the beginning of March that there would be no COVID–19-related job reductions in the company for at least this calendar year. He noted that he thought this enabled the Visa workforce to focus on their work.
- Visa made plans in the very early days to make sure that Visa’s employees would be able to be trained and access Visa’s systems remotely. He noted that Visa had about 95 percent of its global workforce working from home. They continue to be able to focus on their work.
- Visa reiterated the company’s commitment to training and quickly moved to become a 100 percent distance digital learning company. He said Visa has about 80,000 training modules that cover a myriad of hard and soft subjects. Visa has been holding webinars and learning challenges to aid its employees through the COVID–19 pandemic with topics such as “How do you successfully work in a virtual environment” and for leaders “How do you lead remote teams.” He indicated they are in the process of making sure that all classes—including ones that previously required in-person attendance—be available in a digital form.
- Lastly, he noted that Visa launched well-being hours, offering employees personal time outside the office for the summer months so that Visa’s employees can have a better opportunity to create some separation between home and work when they are home the whole time.

Mr. Kelly began his more general comments by remarking that working from home may not be temporary. He said that we are realizing that work can be done from home. It saves many people from having to commute. It can reduce crowding in public transportation and it certainly can be positive for the climate with fewer people burning fossil fuels.

He said he would advocate four things (some already referenced):

1. Broadband access for all Americans. Without it, he said, there’s going to be an increasing divide between the haves and the have nots. It will be impossible to get skills to where we need them to be without it.

2. Encouragement to all educational organizations to build their offerings—both the quality and the quantity— in digital, distance learning.
3. Accreditation for distance learning offerings—grant certificates or other professional credentials.
4. Encouragement to employers to build more programs to interview, assess, and hire people remotely and digitally, as opposed to having them have to come into a particular building in a city they might not be in.

Ms. Trump thanked Mr. Kelly for his input and turned to Ms. Utash to provide feedback on actions taken at WSU Tech and more generally, feedback on the need for transformation in higher education.

Ms. Utash commented that the pandemic has highlighted that higher education must continue to transform. She then described a statewide initiative underway in Kansas called “Closing the Distance in the Last Mile for Students.”

She said that the colleges and universities are being challenged to engage more aggressively with business and industry to close the student’s last mile. She said the initiative is designed to benefit Kansans who want more advanced job opportunities with higher wages and stable benefits. She noted the benefits to business in improving competitiveness in regional, national, and global markets. She also noted this initiative aligns with state and federal investment, should lead to creating a talent pipeline into targeted economic sectors and close a student’s last mile as they complete their certificates and degrees.

She commented that these types of innovative and collaborative efforts will be essential to our recovery as a nation. She said they provide an opportunity to connect American workers to good jobs, employers to talented workers, and create an education-to-work lifecycle.

Ms. Trump thanked Ms. Utash and then turned to Mr. Taylor, asking for insights into how human resources divisions in companies, both large and small, are transitioning to skill-based hiring in the current environment.

Mr. Taylor commented that in a matter of 120 days we’ve gone through three significant phases:

1. The realization that this is a pandemic and it is going to create issues.

We didn’t think that we were going to send people home in significant numbers. It was about protecting them in the workplace. Then came the realization—through local, state and federal guidelines—of the need to send people home. We had to mobilize quickly. Businesses had varying degrees of readiness. Some businesses did this easily and others struggled.

2. How can we make ‘remote work’ work?

That is difficult. It is far more difficult than many like to acknowledge. Because even when you have the technological capability and the infrastructure in place, employees, in large part, are not used to working that way. We spent a lot of time helping people realize this could work.

3. The current phase is the return-to-work phase.

This is creating significant challenges. People have varying degrees of comfort returning to work. Much of the focus is on PPE and what you do when you get to the workplace. But recent SHRM research suggests that 9 out of 10 individuals who currently use or previously used public transportation to get to work have said that this use is their concern. It is not how safe will they

be when they get to work. They trust their employers are going to make the environment as safe as it can be; however, they are very concerned about getting to work, as well as the workplace risks posed by colleagues who take public transportation.

Mr. Taylor noted two other concerns in the return of workers to the workplace:

- The potential for unintended discrimination against older workers
- The potential for unintended discrimination against people with preexisting conditions, such as Down Syndrome

He indicated that employers' well-meaning concerns about the health risk to groups like these and differential treatment as employees return to work could have the unintended consequence of undoing progress that has been made against ageism and discrimination against people with disabilities.

Mr. Taylor also expressed concern for the graduating class of high school students, both those with plans to go to college and those entering the workforce. He noted the tough job market and the importance of keeping these individuals engaged and keeping their skills strong so that when the job market improves, they won't have become so disengaged that we lose a generation.

Ms. Trump thanked Mr. Taylor and then turned to Mr. Timmons to provide feedback about onshoring of companies, particularly those creating products that are in our strategic national interests and the implications for the workforce and for preparing the workforce.

Mr. Timmons said the National Association of Manufacturers (NAM) shared its onshoring policy recommendations with the White House as well as Senate and House leaders the previous day.

He said that NAM put together a proposal called the [American Renewal Action Plan](#), which includes supply chain and onshoring production recommendations, noting that the main point is that the way to achieve onshoring is through incentives, through making America an even better place to do business.

He said that prior to the crisis, the comprehensive tax reform and the regulatory certainty was driving investment and job creation from manufacturing here in the United States. He indicated that moving forward NAM proposed:

- new tax credits
- enhanced support for research and development and
- opening the portfolio of government surplus property to manufacturers

Central to all of this, he said, is recruiting, training, and retaining skilled workers. He said that even prior to the COVID-19 pandemic, one of the biggest challenges facing manufacturers was the skills gap and that is still the case with higher unemployment. He noted that it would be more daunting as we recover and rethink operations that really demand new skill sets.

He said that the NAM plan focused on on-the-job training, which will help close the skills gap. He noted that a rapid onshoring of activity will require manufacturers to quickly get workers into jobs. He reiterated that incentives need to be enacted to reduce the costs associated with training, indicating that NAM wanted to see an emphasis on high-quality earn-and-learn models and new deductions put in place for items such as the initial set up costs, the costs of wages for learners and trainers, and the direct costs associated with these programs.

Mr. Timmons noted that NAM believed any federal funds for worker retraining should prioritize customized training programs that companies design alongside of local technical and community colleges to ensure that training is aligned to the jobs that need to be filled, especially locally.

Ms. Trump thanked Mr. Timmons and then introduced Julie Sweet, the CEO of Accenture and the Advisory Board's newest member, asking Ms. Sweet to share ideas on how to handle the fact that some employers are reducing their workforces at an unprecedented rate while others are looking to hire at scale. Ms. Trump noted that in a recent discussion, the CEO of Panera Bread told her of a deal with Walmart that enabled furloughed Panera Bread employees to be hired temporarily by Walmart and then return to Panera as the stores reopened.

Ms. Sweet expressed that it is an honor to join the group. She stated that she agreed with the views expressed so far.

Ms. Sweet indicated that one of the things Accenture focused on early in the crisis was the requests to connect companies. Accenture has a group of Chief Human Resource Officers (CHROs) who said that one thing they could use right now is an easier way to connect companies who have jobs with companies who are having to furlough or lay off workers.

Accenture quickly worked on a *pro bono* basis with a few of the CHROs to design and put in place a platform for connecting companies. That U.S. platform now has over 500 companies. She noted that it is also a global platform; many of the companies in the United States are global companies and they asked Accenture to provide this platform in other markets. Ms. Sweet said there are now 1,100 companies in over 69 countries on the platform, although it is primarily focused on the United States.

Ms. Sweet noted that in many places, there is a need to accelerate the use of technology for survival and competitiveness. She stated that, pre-crisis, she thought there was an urgent need to provide for opportunities to connect and reskill workers and that post-crisis the need is even more urgent because of the likelihood that companies could adopt technology at an even faster pace. She indicated that reskilling is going to need to be much faster than it was just a couple of months ago.

Ms. Trump thanked Ms. Sweet, noting that Ms. Sweet had provided an amazing example of the private sector stepping in, in real time, to meet challenges.

Ms. Trump then turned to Secretary Ross to conduct a vote on whether to approve the Call to Action recommendations.

Vote

Secretary Ross listed the three recommendations presented to the Board and conducted a voice vote on each, in turn.

1. Recommendations to expedite American workers' return to employment (presented by Mr. Cook.)
Approved
2. Removing obstacles to the modernization of education and employer-led training (presented by Ms. Humpton.)
Approved
3. Building the technological infrastructure necessary for work (presented by Mr. Pulsipher.)

Approved

Secretary Ross thanked the Board members for their unanimity.

IV. NEXT STEPS

Ms. Trump thanked Secretary Ross and then introduced the “Next Steps” portion of the agenda. She began by introducing Ms. Rometty and Mr. Cook to provide a brief update on developments related to the advertising campaign.

Ms. Rometty reiterated that the Call to Action identifies the priorities that are the foundation for the campaign. She said that they know the digital era is accelerating the need for open pathways so people can get both skills and a job, even if they do not have a 4-year degree and now, with the COVID–19 pandemic, the acceleration is acute.

Ms. Rometty explained that work on the campaign was almost complete. However, as a result of the crisis, they believe the campaign has to change to reflect the new reality of the world, where so many people are dislocated and in need of short, flexible education pathways in volume and reskilling. The focus of the campaign had been about “new rules” and “try something new,” They, she said, are now changing three things:

1. There will be a new message on the campaign.

The tag line, she said, is being fine-tuned. It will be in the spirit of ‘find something new’ or ‘you’ve got options.’

2. The “creative” is going to change a bit in tone.

3. There will be changes to the website content.

We want to give students and mid-career people the opportunity to build skills. The website will have details on education pathways, for example, certifications that could lead to better paying jobs. The pathways would include a very wide variety of apprenticeships, associates, certificates, early college, online, vocational, trade.

Ms. Rometty referenced the virtual tour that took place immediately prior to the board meeting, noting that she had heard new pathways mentioned in the tour and that these would be added. Many of these pathways and programs, she said, have not received the attention they deserve, and they are really valuable now.

Mr. Cook affirmed his support for the redesigned ad campaign and the website direction. He said people need help *now* and this campaign could help provide that. He indicated the overarching goal is to broadcast a tone and message of hope and action that would be relevant to any individual whose job or career plans were suddenly upended by the pandemic. He said, we want it to be simple and straightforward and provide useful resources that immediately help in the current environment, yet also help build job security and career development over the long haul.

Ms. Trump thanked Mr. Cook and Ms. Rometty. She then turned to Mr. Pulsipher to provide an update on the Board’s work on interoperable learning records (ILRs).

Mr. Pulsipher remarked that both work and the way adults learn have changed and continue to change rapidly. Today’s workers are learning and adding skills throughout their lives, often changing careers several times, and they need a frictionless way to document and share their record of

learning with employers and other institutions of higher education. This, Mr. Pulsipher noted, is why the American Workforce Policy Advisory Board is championing fast-track ILR prototypes among Board member organizations and other stakeholders in the interoperable learning record ecosystem to quickly bring an ILR to market.

Mr. Pulsipher announced that four ILR pilots have emerged from these efforts. He indicated that Walmart, IBM, Workday, and Salesforce are each leading an ILR pilot.

Mr. Pulsipher then described the ILR pilot led by Walmart. He said the project is a collaboration of Workday, LinkedIn, IBM, and Western Governors University that would enable a new level of information sharing for individuals, companies, and institutions. ILRs would provide new efficiencies in institutions, put individuals in control of their learning records and provide individuals with more control over their careers.

Walmart has identified three retail roles for the initial pilot: front end team associate, front end team lead, and online grocery pick-up team associate. They have been working with the internal subject matter experts to map the skills for these specific roles as the tech teams work to build the ILR prototype and make it easily accessible for users. He noted that there are still some outstanding issues to consider, including the ongoing governance for skills definitions and technology standards. Nonetheless, he said the project is going well and is expected to launch this fall.

He remarked that there are ongoing efforts regarding the longer-term governance in the standards and skills ontology. This, he said, is a crucial enabler for the adoption and long-term viability of ILRs and a skills-denominated future. Several American Workforce Policy Advisory Board members, along with White House staff, he said, are engaged in defining approaches to governance.

He provided the following high-level comments about progress on the ILR prototypes:

- The collaboration among the organizations has brought these pilots to fruition. This collaboration is a clear signal of a shared and singular mission to do what is best and right for individuals—the students and workers—as they chart their personal path through the future of work.
- The pilots are coalescing around, and advancing, open and interoperable standards. The commitment to using consistent, supportable, and usable standards and protocols is vital to the adoption of an ILR and the enablement of that skills-denominated, education-to-work future.
- These ILR efforts build on the great work and initiatives promoted through the U.S. Chamber of Commerce. Mr. Pulsipher thanked the U.S. Chamber of Commerce for its leadership.

Mr. Pulsipher then described why ILRs matter. He noted that, implemented at scale, the interoperable learning record has the potential for enormous effects for employers and individuals. ILRs, he said, will enable a labor market that efficiently matches employers and qualified job seekers; enable a highly aligned, relevant, dynamic education sector that adapts to gaps and demands in the job market; and empower individuals with a clear understanding of the skills they possess and those they need to develop. That, he said, is our future reality, enabled by the interoperable learning record and the technology protocols and standards that power it.

Ms. Trump thanked Mr. Pulsipher for the update and expressed her gratitude for the Board members and the non-Board members who have contributed to the ILR pilots.

V. FINAL ANNOUNCEMENTS AND ADJOURNMENT

Ms. Trump noted the work outlined during the meeting and acknowledged a continued desire to keep this group of dedicated leaders intact. She stated that the President will soon announce an extension of the American Workforce Policy Advisory Board and the interagency National Council of the American Worker. Ms. Trump said they hope to extend the Board for an additional year to continue these projects, to pivot where necessary, and to see them all come to fruition. Ms. Trump expressed her hope that many of the current Board members will remain and continue this important work for the benefit of American workers and students.

Ms. Trump thanked the Board members and announced that the next Advisory Board meeting will take place on June 26, 2020.

The meeting adjourned at 2:00 p.m. (EDT).

VI. MATERIALS PROVIDED TO THE BOARD MEMBERS

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

1. [Agenda](#)
2. [A Call to Action](#)
3. [Public Comments](#)

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

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

Date