



**Ryan Consulting**, LLC

# Closing the Credential Gap: from badge2bachelors

***William J. Ryan, Ph.D.***



STRATEGIC LEARNING SOLUTIONS FOR PERFORMANCE SUCCESS

## By the numbers: you

- ▶ *What does “succession plan” mean to you (shout it out!)*
- ▶ *Who has tuition reimbursement programs? (show of hands!)*
- ▶ *Who is having problems filling positions? (what level?)*
- ▶ *Who has HR system that tracks employee skills?*
  - ▶ *(does it match opens to existing??)*
- ▶ *When are positions updated & how?*
- ▶ *How prepared is organization for staffing 18, 24, 36 months from now?*
  - ▶ *Where are you (L&D/HR) in this discussion?*

## By the numbers: me

- ▶ *Business Roundtable survey: 200+ CEOs U.S. companies, report a skills shortage*
- ▶ *Attrition – turnover costs employee salary*
- ▶ *~90 days to fill positions*
  - ▶ *months to become “proficient”*
- ▶ *Soft costs*
  - ▶ *Productivity & quality, morale & engagement, wellness*
- ▶ *2015 Equifax report: 50+% employees who left did so <1year, Reason:*
- ▶ *Your costs?? Share out!*



## By the numbers: Southern IN

- ▶ Percentage of companies in state who have jobs they cannot fill.
- ▶ How many are looking to increase headcount in next 12-24 months?
- ▶ How many of these new jobs will require less than BA degree?

▶ Indiana Workforce Summit, April 2018

# The Demand for Talent Pipelines

*Companies must develop robust talent pipelines to nurture both active and passive high-skill candidates.*

## Why?

As noted by the U.S. Chamber of Commerce Foundation, *today's talent acquisition requires a demand-driven strategy for a continuously evolving business landscape.* Talent pipelines are a key part of this strategy.

### Talent Acquisition for Today's Business Landscape



1950s

Employer-driven in-house



1980s

Outsourcing



Today

Talent pipelines

*We need a workforce strategy for our time, not one designed to address the talent needs of the past.*

5. Aberdeen Group, 2015

6. Human Capital Institute, 2015

*Best-in-Class companies are three times as likely to build an engaging talent community compared to all other companies.<sup>5</sup>*

In fact, according to ICIMS proprietary research:

52%

**52%** of U.S. companies surveyed believe that building a talent pipeline or candidate pool is the top talent acquisition priority.

22%

However, only **22%** of companies have a strong pipeline for critical positions.<sup>6</sup>

30%

In fact, research Lee Lecht Harrison reports that **30%** of employers described their pipeline as poor or nonexistent.

#### Talent Pipeline

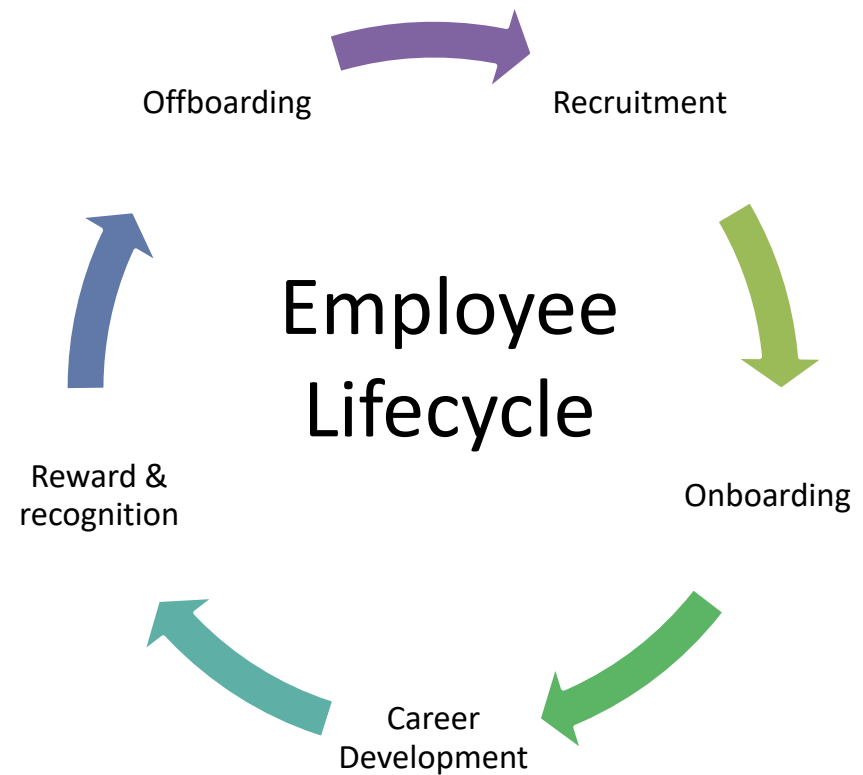
tal-uh nt pahyp-lahyn  
noun

A pool of candidates qualified to assume open positions that have been newly created or vacated.

Want to make money?

# Retain talent!!!

- ▶ *Expand view of pool*
- ▶ *Engage people*
- ▶ *Challenge & grow*
- ▶ *Broaden & Build for future*





# WIIFM?

## Employee Engagement Drives Business Performance

### Customer Satisfaction

**55-percentage-point net promoter score difference for highly engaged employees vs. actively disengaged employees**

Retail stores with high engagement have **5 percentage points higher customer satisfaction scores**

Top quartile engagement locations have **9 percentage points higher market share** for a beverage company



### Financial Performance

**5% increase in engagement results in 3% incremental revenue growth**

Companies with top quartile engagement experience a **4% point increase in incremental operating margin**

Highly engaged sales forces **exceed sales goals by 4% on average**



### Talent Outcomes

**Highly engaged employees are 36% more likely to stay at an organization**

**Employees with higher than average engagement are more likely to achieve the highest performance ratings.**

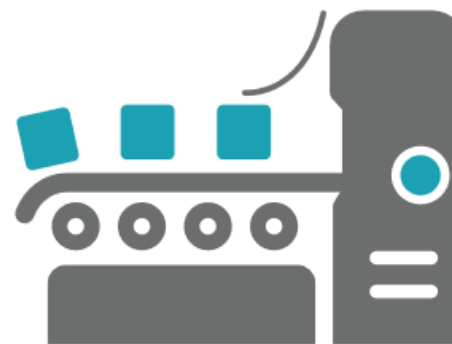


### Operational Efficiency

**Manufacturing plants with higher engagement have:**

**75%** fewer quality defects

**26%** fewer safety-related workers compensation claims



Cost  
effective  
strategy?

*Training  
&  
Education*

## Make engagement happen

For more information about Aon Hewitt's engagement offerings, please email [humancapitalconsulting@aonhewitt.com](mailto:humancapitalconsulting@aonhewitt.com).

<http://www.aon.com/attachments/human-capital-consulting/employee-engagement-drives-business-performance.pdf>

Source: Aon Hewitt Engagement Case Studies





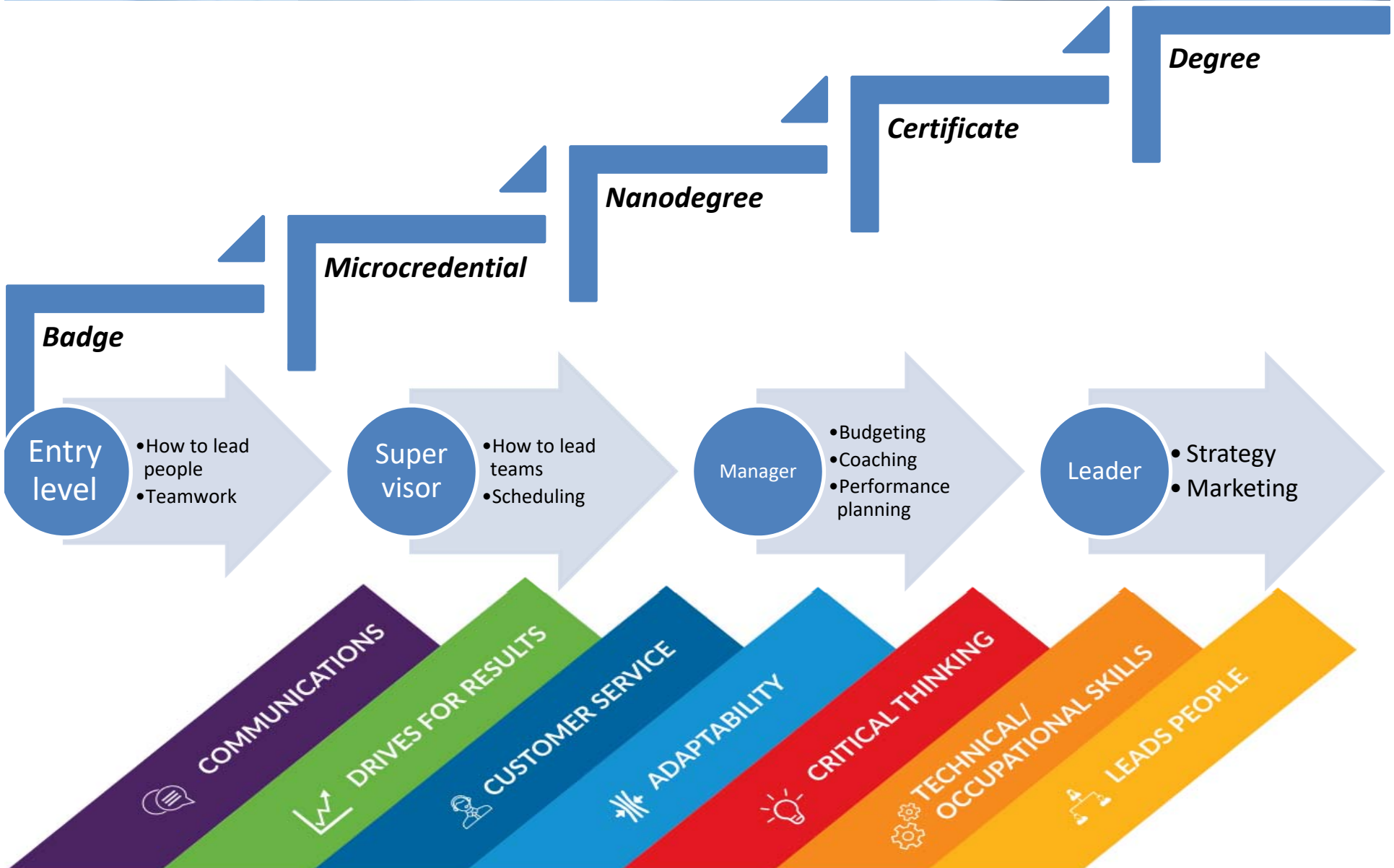
# The path begins...

- ▶ **Identify workforce predictions**
- ▶ **Define succession path forward**
- ▶ **Consider & calculate future needs**
- ▶ **Define & describe core**
- ▶ **Create HiPo community at all levels**
- ▶ **Identify training & learning needed**
- ▶ **Chart learning path aligned to career paths**
- ▶ **Communicate & monitor people + open positions**





# Org design 101



## 5 Step model

### ***Employer/Industry driven***

#### **Badge**

Based on objectives & competencies developed with business partners and/or aligned with national/industry standards.

#### **Microcredential**

Microcredential for successful completion of core badge tasks & assignments.

#### **Nanodegree**

A group of role aligned microcredentials that stacked show professional growth, skills, and development.

Traditional academic certificate of achievement.

#### **Certificate**

#### **Degree**

Traditional academic degree, AA/AS, BA/BS

### ***Education driven***



# For example...

Title:  
VP, CTO, CEO

Senior Leadership  
\$117-250k\*



**Degree**

Title:  
Manager or  
Director

Developer  
Manager  
\$65-148k\*

Product  
Manager  
\$75-135k\*

Project  
Manager  
\$61-123k\*



**Certificate**

Lead Developer  
\$95-138k\*

Architect  
\$101-145k\*



**Nanodegree**

Senior Developer  
\$70-\$130k\*



**Microcredential**

Junior Developer  
\$45-81k\*



**Badge**

\*Source: Glassdoor.com in San Francisco, CA



## Let's build the base

- ▶ *All learning matters wherever it's obtained*
  - ▶ *All credentials are based on measurable outcomes*
  - ▶ *Credentials are portable, transferrable, transparent, useful and easily understood by learners, workers, employer*
  - ▶ *Helps employer better qualify employees and reduce recruiting time, employee turnover, and cost of retraining*
- 
- ✓ Opportunity for real modularization
  - ✓ Badges can represent specific skills & competencies
  - ✓ Can stand alone or link with other credentials & be “stacked” leading to more skills & role growth
  - ✓ Can capture learning missed by other credentials

# Badge: Binding or Bogus?

► “Digital credential that represents skills, interests and achievements earned by an individual through specific projects, programmes, courses or other activities.” (Mozilla, 2013)

- ✓ Context dependent
- ✓ Curriculum is not a large fixed entity
- ✓ Offerings become more flexible
- ✓ Pathways would be more flexible
- ✓ Personalized learning pathways
- Curriculum review quicker & responsive



- ✓ Assessment design is explicit
- ✓ Design for lifelong learning & Professional Development
- ✓ Design for feedback, support and tracking

# Backwards to badges

## ***Employer/Industry driven***

Microcredential for successful completion of core badge tasks & assignments.

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# Partnerships

- ▶ *Plan in advance – partner for progress*
- ▶ *Carnegie vs Competency*
- ▶ *Career path*
  - ▶ *Focused on skills and abilities obtained & demonstrated*
- ▶ *Learning path*
  - ▶ *Competency based design (CBE term & DA)*



**Competency:** A general statement that describes the desired knowledge, skills, and behaviors of a student graduating from a program (or completing a course). Competencies commonly define the applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts.

Badge

Microcredential

Nanodegree

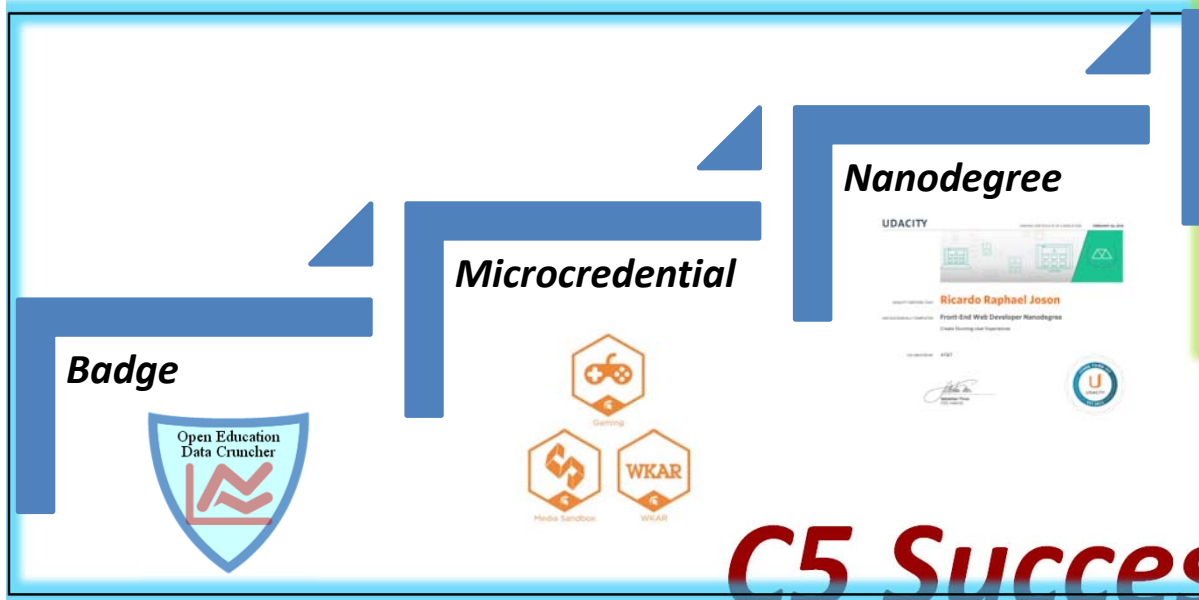
Certificate

Degree

[http://serc.carleton.edu/integrate/programs/workforceprep/competencies\\_and\\_LO.html](http://serc.carleton.edu/integrate/programs/workforceprep/competencies_and_LO.html)

# Credentials to Careers

## Employer/Industry driven



## Education driven

- ▶ Consider & calculate future needs
- ▶ Create HiPo community at all levels
- ▶ Chart learning path aligned to career paths
- ▶ Communicate & monitor people + open positions



# Questions?

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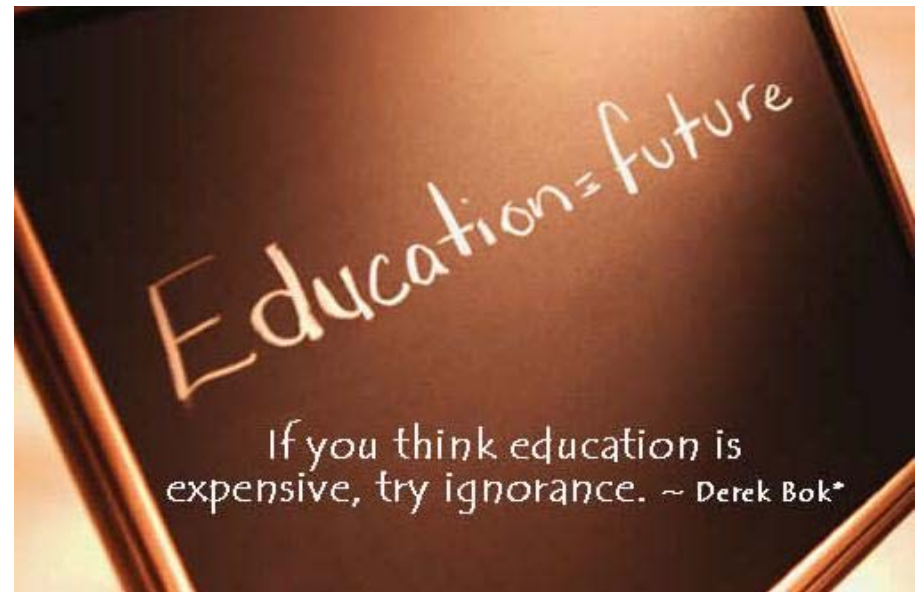


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# ***Thank you!***

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