

# Mind the (Skills) Gap

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VP of Corporate Products,  
Bridge

**JONATHAN**

**FINKELSTEIN**

CEO, Credly



**BRIDGE**



## POLL

In regards to skills where are you seeing the most pain?

- Unskilled young workers.
- Quickly changing skillsets required of roles.
- Unskilled new managers.
- Understanding the landscape of skills in your company.



# Overview of the Market

# The Disconnect: Three Participants in the Labor Market Speaking Different Languages

The Skills Gap must also be understood as a *communications* gap.



*What do you  
know?*



*What can you  
do?*

*How can I be  
sure?*

# The Disconnect: Three Participants in the Labor Market Speaking Different Languages

**EDUCATORS &  
TRAINERS**



**Diploma**

**EMPLOYEES**



**Resume**

**EMPLOYERS**



**Job Description**

# Outsized & Opaque Degrees, National Debt Crisis

## Degree



Average Undergraduate  
Borrower Debt at  
Graduation (2017)

**\$30,000+**

National Student Debt  
(2017)

**\$1.34 Trillion**

*“Increasingly, employers are seeking baccalaureate talent for what have been sub-baccalaureate jobs.”*

*– Burning Glass*

# Talent Management Requires Verified, Digital Inputs at the Right Grain Size

## Talent Acquisition

### Talent is Hard to Find

**62%** of employers say “finding qualified job candidates” as top business challenge.

### Soft skills are key and unreported input

**93%** of employers say “soft skills” as essential or very important in hiring decisions.

## Talent Engagement & Retention

### Engagement is Rare

**<25%** of employees are “highly engaged.”

### Non-Engagement Costs Dearly

**6-9 Months:** Average time to recruit, hire, train.

## Staffing

### Gig Economy on the Rise

By 2020, 43% of the U.S. workforce will be freelancers.

### Network of Skilled Nodes

Large orgs are being reimaged as networks instead of departmental bureaucracies.

# Most improved outcomes since recognition technology implementation



Increased  
employee  
engagement



Increased  
customer  
satisfaction



Increased  
productivity



Increased  
employee  
retention



Increased  
revenue

\*Rewards & Recognition technology: *What Buyers Want*, Brandon Hall Group 2017.

# Verified Competencies are Currency





# Learner Investment in Learning



BRIDGE

## POLL

Within the space of a year, how frequently do you revisit content to ensure knowledge retention?

- There is little follow up.
- 1-3 times
- 4-7 times
- 8-15 times
- 15+ times

What do I need to do to progress into a new position?

What do I need to gain mastery and proficiency?

What do I need to know to get by today?



Let's look at just one hour  
of training with liberal  
multimedia use



**100-300 hrs**

**IN PLANNING, DESIGN  
AND EXECUTION**

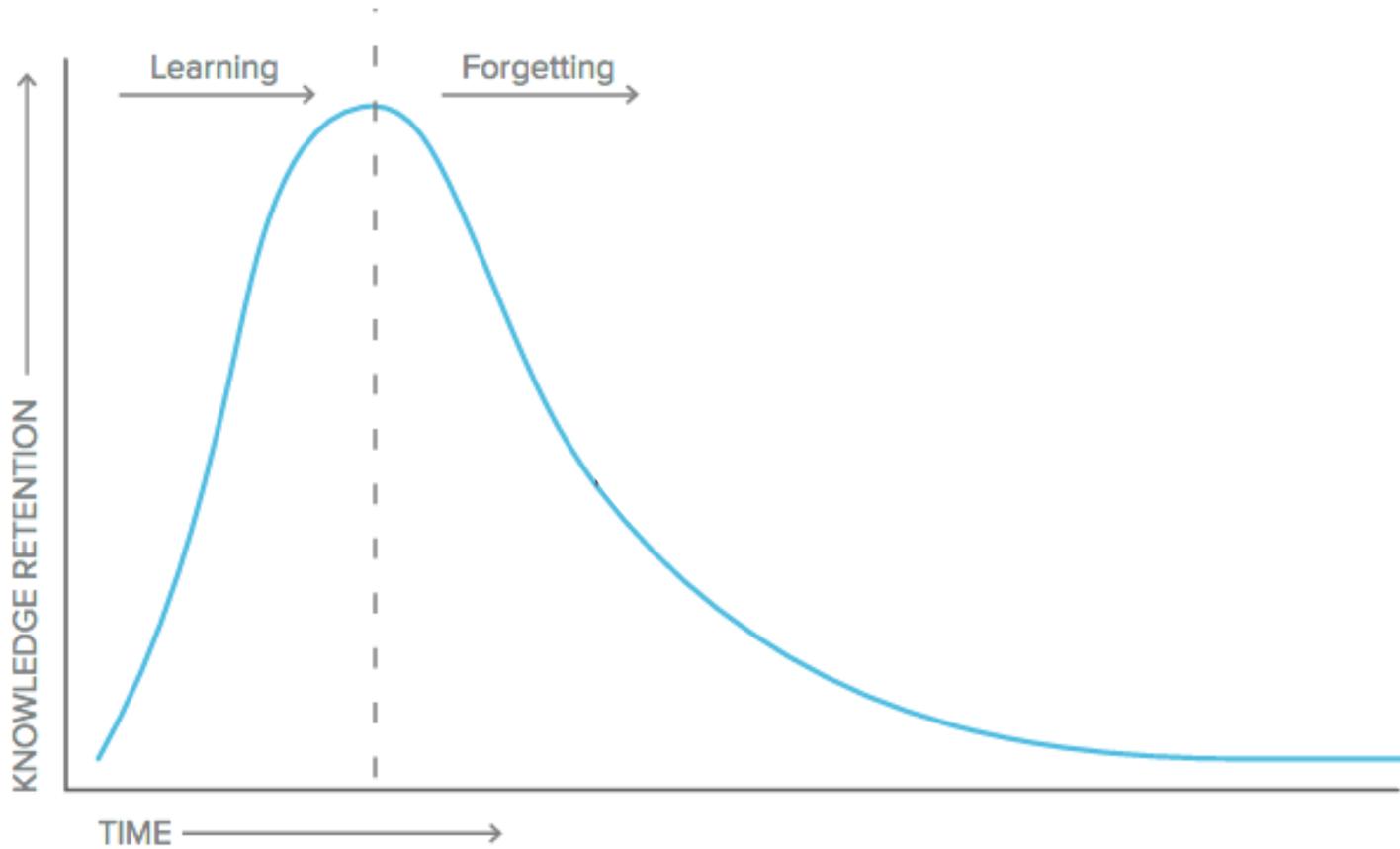
**\$7k - \$10k**

**IN ESTIMATED COST**

on average

\$1004

is spent per learner per year in  
corporations



on average

\$150

of that value is retained 4 weeks later

# How can you impact retention?



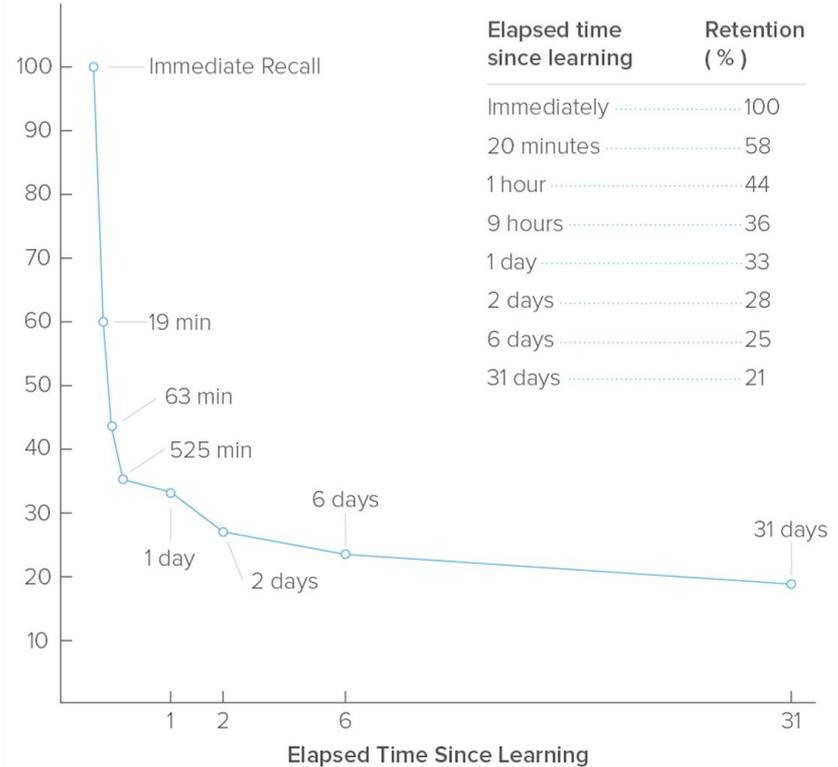
**Effortful  
Retrieval**



**Repeated Retrieval**



**Give Feedback**



"The Many Shapes of Collaboration." Sense and Sensation. Accessed February 7, 2017. <http://www.senseandsensation.com>

Larry H. Miller, an 11,000 employee,  
sports, retail, automotive, finance and  
advertising corporation saw a

**+217%**

Increase against the forgetting curve  
over 28 days

- Remember the context
- Increase repetition
- Enable effortful retrieval
- Provide feedback



# Strategies to Build Credentialing Programs



BRIDGE

## POLL

Where is your org in regards to credentialing?

- We have a robust credentialing program
- We have attempted with mixed results
- We are thinking about it
- We are not actively thinking about a strategy

# Verified Competencies are Currency



# Digital Credentials Improve on Traditional Offerings



**Transparency**



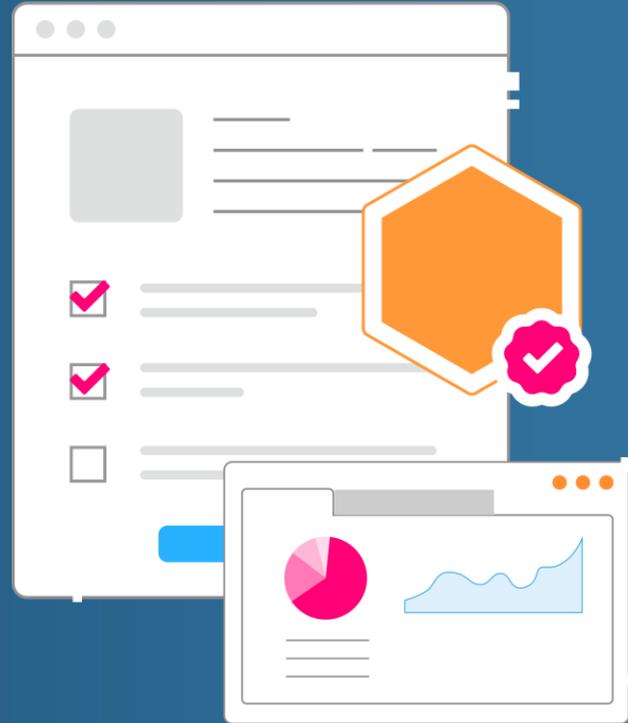
**Data-Richness**



**Security**



**Insights**





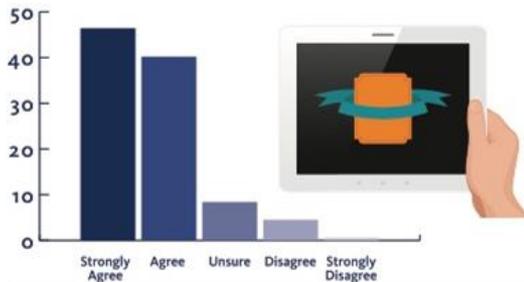
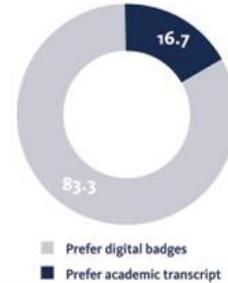
# Employers Prefer Digital Credentials



When placed side-by-side,



83% of employers  
**PREFERRED A DIGITAL BADGE**  
over an academic transcript  
when verifying students' skills.



Source:  
Wonderlic

# How the Competency-based Labor Market Scales

## Connections where credentials earned & used

twitter

LinkedIn

facebook

canvas  
BY INSTRUCTURE

BRIDGE

iDesign

Eventbrite

WILEY

Salesforce

Rise

WordPress

MailChimp

Questionmark

Drupal

DESTINY  
SOLUTIONS

yourmembership

Portfolium

DIGI[cation]

Pathbrite

haiku  
learning

moodle

## Reliance on Open Standards



Lumina  
FOUNDATION

Connecting  
Credentials



Credential  
Engine

ACE  
American  
Council on  
Education  
*Leadership and Advocacy*



IMS GLOBAL  
Learning Consortium



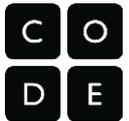
OpenBadges



bitcoin

W3C

# New digital currency gaining traction across multiple industries



# Tell a More Complete and More Accurate Story

- The Portable, Data-rich, Competency Profile
- The Real-Time Virtual Registrar
- The Transcript of Choice for Education & Training

mozilla

Sign In or Sign Up

ABOUT MLN

CURRICULUM

CREDENTIALS

INITIATIVES

COMMUNITY

TOOLS

mozilla

## Credentials

Earn credentials to demonstrate you have the skills to teach the web.



Explore

See all badges we offer and which ones you qualify for.



Earn

Apply for badges by sharing your experiences.



Share

Show your employers and friends you have the skills.

If a user has not signed in then they see a CTA to log in. Sign in is through the Webmaker login (not a Credly login).

Sign in to start earning credentials.

SIGN IN

## Earn 21<sup>st</sup> Century Skill Credentials

Certain skills are critical to becoming a citizen of the web — like the ability to communicate, collaborate and create online. Hone these skills and earn badges that spotlight your expertise.

If a user is not logged in, they can still see all the badges but they cannot apply for them. Clicking on a badge will bring the user to the badge detail page.



PROBLEM SOLVING



COLLABORATION  
Audience & Cultural Awareness



COLLABORATION  
Collaborative Communications



COLLABORATION  
Conflict Resolution



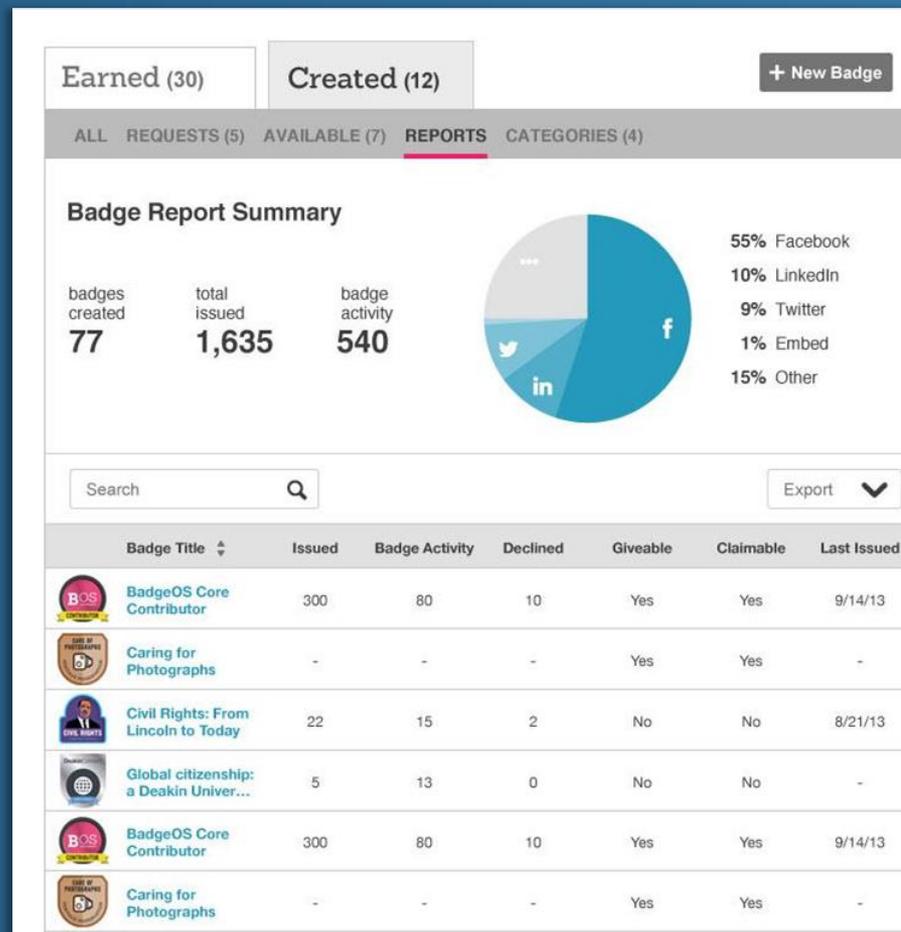
COLLABORATION  
Use of Collaboration Technology



COLLABORATION  
Responsibility & Productivity

# Vision for a Digital Credential-Enabled World: Better Outcomes for Organizations

- Better skill matching to opportunities
- Engage and retain students with authentic and usable credentials in real time
- Better understand skills and human capital, gain insights
- Project and protect institutional brand



# Vision for a Digital Credential-Enabled World: Better Outcomes for Individuals

- Capture & convey skills accurately and at right grain size
- Own & carry credentials with them
- Navigate job market with skills & competencies validated by third-parties
- Advocate for self more effectively

The screenshot shows a user profile on the Credly platform. At the top, the Credly logo is on the left, and navigation links for 'GIVE' and 'CLAIM CREDIT' are on the right. A small profile picture of Jonathan Finkelstein is in the top right corner. The main profile picture is a larger photo of Jonathan Finkelstein. Below the photo is a navigation menu with options: 'Settings', 'VIEW PROFILE' (highlighted), 'ACCOUNT SETTINGS', 'MY CREDIT', 'CONTACTS & LISTS', 'FOLLOWING', and 'VERIFICATION'. Below the menu are sections for 'Following' and 'Followers', each with small profile pictures and a right-pointing arrow. To the right of the profile picture, the name 'Jonathan Finkelstein' is displayed, along with a 'PRO' badge and the text 'Credly member since December 2012'. Below this are social media icons for GitHub, Twitter, Facebook, LinkedIn, and YouTube. Further right is an 'About Me' section with text: 'Founder & CEO of Credly, director of the BadgeOS Project, executive producer at LearningTimes, author of Learning In Real Time.' Below the profile information are two tabs: 'Earned (45)' and 'Given (9)'. The 'Earned' tab is active, showing a sub-menu with 'PUBLIC', 'CATEGORIES', and 'OTHER'. The main content area displays 'Certifications' and 'Conference Participation'. The 'Certifications' section shows three items: 'Project Management' from AASLH, 'HP Catalyst Academy Member' from NMC Academy, and 'Certified Synchro...' from LearningTimes. The 'Conference Participation' section shows four items: 'Futurist' from TCC, 'LearnLaunch 20...' from LearnLaunch, 'Understanding A...' from Smithsonian Center..., and 'TCC 2013 Online...' from TCC.



Search

- HOME
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- PREPARE
- DIGITAL BADGES
- FAQS
- REQUEST INFO

# YOU KNOW EMPLOYEE BENEFIT PLANS AUDITING ... **PROVE IT.**

- Intermediate Employee Benefit Plans Audit Certificate [More](#)
- Advanced Defined Contribution Plans Audit Certificate [More](#)
- Advanced Defined Benefit Plans Audit Certificate [More](#)
- Advanced Health and Welfare Plans Audit Certificate [More](#)

## What is a Digital Badge?

[Learn More >](#)

### About the EBP Audit Certificate Programs

For the first time, there's a way to demonstrate your knowledge of employee benefit plan audits.

The AICPA's new certificates are for auditors who seek to demonstrate their competencies and uphold audit quality in this demanding area.

Browse the site to learn more about:

# Case Study: National & Trade Association Specializations

Digital  
badges  
verify CPAs  
who are  
continuously  
building  
competence

The screenshot displays the AICPA Credly website interface. The browser address bar shows the URL <https://aicpa.credly.com/#!/enterprise>. The page header includes the AICPA logo and navigation links for "My Badges", "Inbox", "Claim", "My Profile", and the Credly logo. Below the header, there are tabs for "AVAILABLE", "RECENTLY ISSUED", and "CLAIM NOW", along with a "CATEGORIES" dropdown menu. The main content area features a grid of digital badge cards. Each card includes a badge image, a title, a description of the requirements, and a "View" button. The visible badges are:

- Fundamental Client Accounting Advisory...**: This certificate requires demonstrated competencies in client accounting advisory...
- Financial Reporting - Not-for-Profit...**: This badge requires the completion of 11 hours of continuing professional...
- Governance and Assurance - ...**: This badge requires the completion of 10.5 hours of continuing professional...
- Tax Compliance - Not-for-Profit Certificate II**: This badge requires the completion of 8.5 hours of continuing professional...
- Accounting and Financial Reporting**: (Certificate I)
- Governance and Assurance**: (Certificate I)
- Tax Compliance**: (Certificate I)
- NOT-FOR-PROFIT**: (Certificate II)

# LEARN IT. EARN IT. SHARE IT.

AICPA digital badges are the convenient way to showcase your professional accomplishments.

## WHAT IS AN AICPA DIGITAL BADGE?

A digital representation of your significant professional accomplishments, earned and earned with a verifiable description of the specific knowledge and skills required to earn it. A digital badge also is easily shared online, unlike paper certificates.



### DIGITAL BADGE RATING SYSTEM



## WHAT IS THE VALUE OF A DIGITAL BADGE?



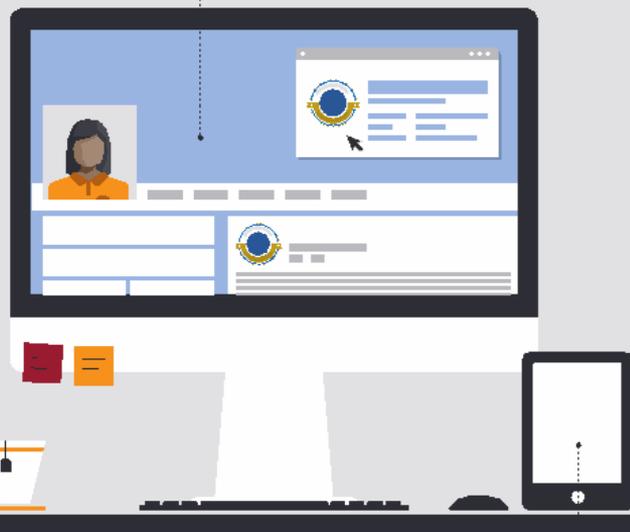
It shows the world the knowledge and skills you demonstrated to achieve your certificate from a respected, credible source.



It helps you publicize your accomplishments on social media, on your website and in your email signature.



It demonstrates that your knowledge is up to date.



## WHO WILL NOTICE?



Clients



Employers



Prospective clients



Colleagues



Twitter



Facebook



LinkedIn



Website



Email Signature

## WHERE CAN I USE A DIGITAL BADGE?

Digital badges let the world know what you've accomplished, quickly and easily! Post them on your social media platforms, your email signature and your website.

Learn more at [aicpa.org/digitalbadges](http://aicpa.org/digitalbadges).



# Case Study: Corporate Talent Management

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# iConnect

My Site ▾ Work Tools ▾ Life & Career ▾ Organizations ▾  
leaderConnect ▾

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Search Directory 

Thursday, September 3, 2015 | **HIG 45.80 +0.22**  
 90° Hartford, CT



## Allenton, John

AVP Oper Initiatives | 1-860-547-4331 | Hartford, CT

**Ask Me About**

 follow this person

I lead the Harvest engagement for Claims and oversee the Harvest Core program Lean Six Sigma, Process Ownership training, mentoring, certification offerings across the Enterprise.

Feel free to mention me in a post or ask me about any of the following topics:

- Continuous Improv...
- Yellow Belt
- Harvest
- Process Ownership
- Lean Six Sigma
- Green Belt
- Claims

1 2

**Contact Information**

**Organization**

**Personal Summary**

**Knowledge Areas**

Documents  
People  
Blog

# Case Study: Corporate Talent Management

Earned (1) Given (207)

PUBLIC CLAIM NOW





### Badge Details

**Title**  
Top Score IMT

**Description**  
IBM OneScore displays your effective use of digital & social tools. This triumph recognizes people who have achieved a top score in their IMT

**Criteria**  
The bearer of this badge has used the available digital & social tools to achieve a top score in their IMT

<b>Issue Date</b>	<b>Expiration</b>
05/26/16	06/02/16

### Issuer Details

**Issuer**





### Badge Details

**Title**  
IBM Triumphs

### Issuer Details

**Issuer**



# Blending Workforce Training & Academic Achievement

ACE CREDIT American Council on Education®  
College Credit Recommendation Service™

National GUIDE Find a COURSE OR EXAM Colleges and UNIVERSITIES Request TRANSCRIPTS ABOUT CONTACT

## the NATIONAL GUIDE TO COLLEGE CREDIT FOR WORKFORCE TRAINING

Welcome to CREDIT

The American Council on Education's College Credit Recommendation Service (CREDIT) connects workplace learning with colleges and universities by helping adults gain access to academic credit for formal courses and examinations taken outside the traditional classroom.

The ACE National Guide to College Credit for Workforce Training contains ACE credit recommendations for formal courses or examinations offered by various organizations, from businesses and unions to the government and military.

View organizations below or search for a specific course or exam.

*the NATIONAL GUIDE*  
browse organizations

- ACT Education Solutions
- ACT, Inc.
- ALEKS Corporation (McGraw Hill)
- Align Degree Services LLC
- Alternative Credit Project Ecosystem
- American Bankers Association
- American Council on the Teaching of Foreign Languages, Inc.
- American Hotel and Lodging Educational Institute
- American Institute For Chartered Property Casualty Underwriters/The Institutes
- American Payroll Association (APA)
- American Society of Military Comptrollers
- American TESOL Institute of Florida
- Art Instruction Schools, Inc.
- ASIS International

A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z

The  
Disney  
Company

ffylube®

KFC

# Connecting Verified Competencies to Jobs



Learner

School

Employer



A screenshot of a digital badge interface. At the top left is a circular badge icon with the text "Colorado Community College System", "Machining Level One Skills", and "CNC Milling Operations". To the right of the icon, the text reads: "CNC Milling Operations", "Issuer: Colorado Community College System", "Authorized By: Colorado Community College System", "Claim Code: Enter Claim Code", "Evidence is Required: The badge earner has submitted to a NIMS credentialing test. CNC Milling Operations certification issued by the National Institute of Standards and Technology signifies passing the NIMS credentialing test.", "Attach Evidence" with icons for camera, link, document, video, audio, and edit. A "Claim Credential" button is below. "Description:" states the badge validates the holder's ability to operate a CNC machine, keep records, and maintain equipment. "This badge is valid because the badge holder has their CNC Milling Operations certification issued by the National Institute of Standards and Technology signifies passing the NIMS CNC Milling: Operations credentialing test." "Criteria:" includes a bullet point: "Demonstrate safe and proper use of cutting tool configuration (LOC and EOH), holder applications, and insertion of cutters/holders."

Machining Level 1 Badges - Cr x Jonathan E.

Secure https://www.cccs.edu/education-services/badges/machining-level-1-badges/

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## MACHINING LEVEL 1 BADGES

 <p>Machining Level One Skills</p> <p>SAFETY FIRST</p> <p>Measurement, Materials &amp; Safety Mastery Badge</p>	 <p>Machining Level One Skills</p> <p>Job Planning, Benchwork &amp; Layout Mastery Badge</p>	 <p>Machining Level One Skills</p> <p>Manual Milling Skills 1 Mastery Badge</p>
 <p>Machining Level One Skills</p> <p>Grinding Skills 1 Mastery Badge</p>	 <p>Machining Level One Skills</p> <p>Drill Press Skills 1 Mastery Badge</p>	 <p>Machining Level One Skills</p> <p>Turning Between Centers Mastery Badge</p>
 <p>Machining Level One Skills</p>	 <p>Machining Level One Skills</p>	 <p>Machining Level One Skills</p>

### Digital Badges

Badges

- Badge FAQ
- 21st Century Healthcare Badges
- Engineering Graphics Badges
- Faculty Development Badges
- **Machining Level 1 Badges**
  - Metropolitan State University of Denver Engineering Graphics Badges
  - Technical Math Badges
- CCBY for Badges Developed Under TAACCTT
- Trade Adjustment Assistance Community College & Career Training

**BRENDA PEREA**  
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[Brenda.Perea@cccs.edu](mailto:Brenda.Perea@cccs.edu) [Add to Address Book](#)

21st Century Healthcare Badg x Jonathan E.

Secure https://www.cccs.edu/education-services/badges/21st-century-healthcare-badges/

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## 21ST CENTURY HEALTHCARE BADGES

Healthcare Badge – Critical Thinking

Healthcare Badge – Communication

Healthcare Badge – Teamwork

Healthcare Badge – Civic Engagement

Healthcare Badge – Personal Professional Responsibility

Healthcare Badge – Information Literacy

### Digital Badges

Badges

Badge FAQ

→ **21st Century Healthcare Badges**

- Engineering Graphics Badges
- Faculty Development Badges
- Machining Level 1 Badges
- Metropolitan State University of Denver Engineering Graphics Badges
- Technical Math Badges

CCBY for Badges Developed Under TAACCCT

Trade Adjustment Assistance Community College & Career Training

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# Summary



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Therefore, **what?**

## Cascading

- Open the flow of communication about tough stuff.
- Give goals it's own spotlight

## Leading Indicators

- Balance growth and productivity in what you measure.
- Be accountable to your own signals.

## Alignment

- Reward/enable collaboration, teams as well as individuals

# Questions?

Thank you!



BRIDGE

*Credly*