Coursera for Workforce Recovery

Harnessing online learning technology to scale workforce development and drive economic growth

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2020: The impact of ‘double disruption’ on the workforce

- **Automation**
- **COVID-19**

- **85M jobs displaced** by 2025 (WEF)
- **40% of core skills** will change for workers by 2025 (WEF)
- **42% of COVID-induced layoffs** expected to be **permanent** (University of Chicago)
- **91% of US businesses** will **accelerate digitalization** (WEF)

Source: WEF Future of Jobs Report (October 2020), University of Chicago (June 2020)
Automation was already impacting low-skill jobs

- Financial managers
- Lawyers
- General managers
- Specialized coders
- Post-secondary school teachers
- Elementary teachers
- Nurses
- Retail supervisors
- Business ops specialists
- Postsecondary non-degree

<table>
<thead>
<tr>
<th>Risk of automation</th>
<th>Typical education level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cashiers</td>
<td>No formal education</td>
</tr>
<tr>
<td>Freight movers</td>
<td>High school diploma</td>
</tr>
<tr>
<td>General managers</td>
<td>Postsecondary non-degree</td>
</tr>
<tr>
<td>Freight movers</td>
<td>College degree</td>
</tr>
<tr>
<td>Customer service reps</td>
<td>No formal education</td>
</tr>
<tr>
<td>Truck drivers</td>
<td>High school diploma</td>
</tr>
<tr>
<td>Personal care aids</td>
<td>Postsecondary non-degree</td>
</tr>
<tr>
<td>Freight movers</td>
<td>College degree</td>
</tr>
<tr>
<td>Retail Sales</td>
<td>No formal education</td>
</tr>
<tr>
<td>Retail Sales</td>
<td>High school diploma</td>
</tr>
<tr>
<td>Retail Sales</td>
<td>Postsecondary non-degree</td>
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<tr>
<td>Retail Sales</td>
<td>College degree</td>
</tr>
<tr>
<td>Admin Assistants</td>
<td>No formal education</td>
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<tr>
<td>Admin Assistants</td>
<td>High school diploma</td>
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<tr>
<td>Admin Assistants</td>
<td>Postsecondary non-degree</td>
</tr>
<tr>
<td>Admin Assistants</td>
<td>College degree</td>
</tr>
</tbody>
</table>

Source: Bloomberg, 2018 | McKinsey & Co. 2018
And **Low-skilled jobs** are being hit hardest by COVID-19

Source: McKinsey, April 2020
The “Great Lockdown” has accelerated digitalization globally

Digital job capacity from 2020-2025

Source: Microsoft
COVID exposed vulnerabilities across the workforce system

**INABILITY TO SCALE AT SPEED**
- Workforce ecosystems were overwhelmed by the number of displaced workers
- Multitude of policy frameworks across regions necessitated frequent customization
- Longstanding regulatory requirements made even a no-cost proposition difficult to accept

**SHIFTING SKILLS RELEVANCE**
- Skills are evolving faster than most training providers can respond
- Legacy “work-first” approaches have resulted in high job churn and recidivism
- Pandemic shutdown and joblessness compounds trauma for the unemployed

**DEPENDENCE ON CO-PRESENCE**
- System was built around in-person interactions, rendered impossible by COVID
- Virtual services faltered when inundated by UI claims and volume spikes
- Diversity of displaced worker population WRT digital divide deepened systemic inequities

**RESOURCE CONSTRAINTS**
- Legacy of historic disinvestment in labor and workforce training at the US Federal level
- Public budgets deeply impacted by the shutdown
- Nonprofit and educational partners also hurting financially; existential fiscal threats across the ecosystem
In response to crisis, Coursera launched several impact initiatives

- **Campus Response Initiative**
  - March 12, 2020
  - 4K+ institutions
  - 2.7M+ students
  - 24M+ enrollments

- **Workforce Recovery Initiative**
  - April 24, 2020
  - 100+ countries represented
  - 1.1M+ citizens
  - 8.5M+ enrollments

Source: Coursera data as of January 8, 2021
Governments across the globe responded

- 100+ countries represented
- 300+ programs launched
- 1.1M+ enrolled learners
- 8.5M+ course enrollments
- 12.7M+ hours of learning

United States | India | Brazil | Colombia | United Kingdom | Costa Rica | Argentina
---|---|---|---|---|---|---
South Africa | Lebanon | UAE | Panama | Mexico | Greece | Philippines

Meeting workers’ skills - wherever they are

To limit decision fatigue by displaced workers, contextualize learning to capabilities, and anchor upskilling to areas of industry demand, collections of courses have been curated for:

**Job Readiness**
Language, communication, self management, and essential skills training to be considered “job ready”

**Displaced Worker Retraining**
Collections designed to help a worker train for an entry-level role in a field of high demand

**Entrepreneurship**
A collection aimed at displaced small business owners, gig and independent workers

**“Bridge” to Postsecondary Training**
Courses aligned to Common Core subjects for high school seniors and community college students

**“Macro” Digital Literacy**
Courses designed for population-wide proficiency in emerging technologies, data, and digital transformation

**Job Search, Self-Care**
Courses aimed at promoting resiliency for the out-of-work, and making the work search effective
Workers can progress from low-wage jobs through a “gateway job” (in IT support) to higher-wage jobs.

How Coursera certificates support workforce recovery

Number of job transitions by occupation

Source: EMSI, McKinsey analysis
We rapidly expanded our **Gateway Certificates**

<table>
<thead>
<tr>
<th>GATEWAY CERTIFICATES</th>
<th>ANALYTICS / DATA</th>
<th>TECHNOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google IT Support</td>
<td>SAS Visual Business Analytics</td>
<td>(ISC)^2 Systems Security Certified Practitioner</td>
</tr>
<tr>
<td>IBM Cybersecurity Analyst</td>
<td>SAS Programmer</td>
<td>IBM z/OS Mainframe Support</td>
</tr>
<tr>
<td>IBM Data Analyst (Python)</td>
<td>IBM Applied AI</td>
<td>Cloud Architecture with Google Cloud</td>
</tr>
<tr>
<td>IBM Data Science</td>
<td>IBM AI Engineering</td>
<td>Cloud Engineering with Google Cloud</td>
</tr>
<tr>
<td>Salesforce / SV Academy</td>
<td>IBM Machine Learning</td>
<td></td>
</tr>
<tr>
<td>Sales Development Rep</td>
<td>Google IT Automation with Python</td>
<td></td>
</tr>
<tr>
<td>Facebook Social Media Marketing</td>
<td>Google Data Engineering with Google Cloud</td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>DeepLearning.AI TensorFlow Developer</td>
<td></td>
</tr>
<tr>
<td>Google Project Manager</td>
<td></td>
<td>IBM Customer Engagement Specialist</td>
</tr>
<tr>
<td>Google UX Designer</td>
<td></td>
<td>UCI Project Management Professional (PMP)</td>
</tr>
<tr>
<td>Google Data Analyst (R)</td>
<td></td>
<td>ASU TESOL Professional</td>
</tr>
</tbody>
</table>
Gateway credentials are a path to digital jobs

Workforce Partners

Community Colleges

Career pathway
65+ hiring partners

Degree pathway

572k enrollments

Google IT Support
Google

PROFESSIONAL CERTIFICATE
4.8 (29,003) | 400K students

61% do not have a four-year degree
58% identify as Black, Latino, female, or veteran
45% report earning less than $30K annual income

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Skills Transformation helps clients **align online learning content to workforce strategy** and labor market needs.

We start with sector strategies and reskilling plan as inputs... then we curate content to align to job-ready skills and workforce development priorities... resulting in programs that reskill displaced workers and support economic mobility.

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**Sarah, Hotel Reservationist**

Was furloughed and then subsequently laid off from her job at a national hotel chain. She needs a new job, perhaps one with better career potential and economic mobility.

**Value Proposition**

- Get a job-relevant skill in under 2 hours
- Learn something new
- Master a skill
- Get job-ready for in-demand career
- Top degrees that fit your life

**Length**

- 1-2 hours
- 1-8 weeks
- 2-4 months
- 3-6 months
- 2-3 years

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**New Skills to Support Career Transition**

- Learn about sales development in tech
- Understand tech in the context of business

**Supportive, Transferable Soft Skills**

- Communicating Effectively
- Time Management & Productivity

**Key Technologies for Business Career**

- IBM
- Samsung
- Deloitte

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**Coursera**
Johns Hopkins COVID Contact Tracing Course

The JHU Bloomberg School of Public Health launched a course in May to help states expand their contact tracing capacity by training thousands of contact tracers. Over 601,000 people have completed the course.

"This new training course, which we're making available online for free, will … help cities and states across the nation undertake these critical efforts."

-- Mike Bloomberg, May 11, 2020

Source: Coursera data as of January 15, 2021
Coursera
Skill Development ecosystem

86+ million
Registered learners

50+
Industry Partners

150+
University Partners

Coursera for Business: 2,000+
Coursera for Government: 380+
Coursera for Campus: 4,000+

Learner
Learn & prosper

Educator
Teach the world

Employer
Transform talent

Source: Coursera data, January 8, 2021
Coursera for Government enables governments and non-profit institutions to offer high quality, job-relevant training.
3-steps to a successful program

**Defining your Goals**
- Definition of target populations and learning goals.
- Identification of enabling stakeholders.
- Clear outlined success metrics.

**Administration of the Program**
- Appoint a Program Management team to:
  1) Support learners
  2) Adjust content
  3) Maintain relationships and pipelines to private sector, and
  4) Monitor outcomes.

**Invitations and Marketing**
- High visibility marketing to ensure enough learners are invited to the program.
Defining Learning Goals

This is the most important part of the program. The more specific your objectives are, the better you will understand the impact on workers and jobs.

- Understand your learners’ needs.
- Understand job market needs and include employers.
- Create program incentives.
- Define Program Success Metrics.
Answer questions like...

- Who are my learners?
- What skills do they need?
- Where are my learners?
- What might motivate them to participate in this program?
- What kind of jobs/paths are they most likely to find if they **don't have** this opportunity?
- What kind of jobs/paths are they most likely to find if they **do have** this opportunity?

In order to...

- Target the right audience by demographic and profile, to align skills transformation with gaps
- Estimate true number of learners for the program
- Craft your message and create the marketing campaign
- Create the right learning incentives
- Be able to motivate learners down the line

Pre-Launch

**Understand your learners’ needs.**
One way to structure an effective program is to map each population you plan to reach, focusing on the numbers for each, motivation for each, content for each, and job pathways for each.

### Mapping Learner Populations

<table>
<thead>
<tr>
<th>Step 1: Estimate Target Audience</th>
<th>Target Sectors</th>
<th>Which sector are our learners in? (Public, Private, University)</th>
<th>Public Sector</th>
<th>Private Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Groups</td>
<td></td>
<td>Which groups will we focus on within each sector?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Size of Target Population</td>
<td></td>
<td>How large is the population of each group?</td>
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</tbody>
</table>

| Step 2: Estimate Utilisation    | Size of Learner Base | How large is the population of potential Coursera learners for each group? |               |               |
| Number of Coursera Licenses     |                | How many Coursera licenses will we need to satisfy the demand? |               |               |

| Step 3: Select Content          | Content Selection | What skills and courses should be targeted for each learner group? |               |               |
| Private Sector Outreach         |                | Who is verifying that these skills are valuable in my region? |               |               |

| Step 4: Define Learner Journey  | Accessibility of email addresses | Where will we get the email addresses of the learners from? |               |               |
| Size of email addresses         |                | How many email addresses do we have access to now? |               |               |
| Learner access                  |                | How will the learners learn about and access Coursera platform? |               |               |

| Step 5: Define Marketing Activities | Marketing campaigns | What campaigns will we be launching to advertise Coursera? |               |               |
Answer questions like...

- What jobs is the private sector looking for now and the near future? **Involve industry associations, chambers of commerce and businesses to get input for this project**
- What are the jobs and career paths that we are most likely to have in the future?
- What are the most in demand skills currently in the labor market?

In order to...

- Guide learners to the right set of courses in Coursera.
- Motivate learners by messaging why this learning program is important for them.
- Planning to align learning programs and graduates to regional job opportunities.
- Get buy-in from the program by regional employers, in order to create potential hiring partners for learners.
Explore examples of incentives from different government programs

- Creating virtual or live job-fairs for people completing a certain number of course.
- Creating fast track paths to job interviews in companies agreeing to participate.
- Public recognition or other way to celebrate top learners.
- Customer stories of jobs available in these fields.
- Easier access to loans/capital for start-ups.
- A small remuneration upon completion.

In order to...

- Create the incentives most appropriate for your population.
- Create and maintain interest of learners throughout the program.
- Generate a more robust national or local ecosystem of skills, job seekers, and jobs.
Think about questions like:

- What would need to happen to call this program a success?
  - Course Enrollments
  - Course Completions
  - Hours Learning
  - Skills Developed
  - Job Outcomes
- Is it only that learners complete courses? Or that learners go on to be better professionals?
- If so, how do we measure that? How will we create mechanisms and metrics to know our hypothesis are true?

In order to..

- Guide learners to engage in skill development.
- Learn, refine and scale up your program.
- Create scalable impact across multiple segments of your population.
- Generate a more robust national or local ecosystem of skills, job seekers, and jobs
Administering a Learning Program

Treat this as any other government program. You will need a program leader and, depending on how many learners you want to reach, most likely additional personnel to make this program a success. Follow these steps:

1. Identify Program Leader and Structure
2. Consider Adding Support personnel
3. Train using the Admin Support Guide
Learning Program Administration

- It is important to **identify the program leader/administrator** within your agency. The leader is responsible for overall program success.
  - **On the platform:** Responsible for making sure that learners are being invited, that they are learning, that the curriculum is relevant, and they are completing the courses.
  - **Outside the platform:** Responsible for ensuring that all relevant stakeholders are aligned. This means he or she will need to coordinate with the job seekers and relevant organizations (employers, job agencies, bank, etc) that are interested in the success of the program.

- **Add support** to the team leader as needed. For a program with over 5,000 learners, you may want to add capacity to make sure the program runs smoothly. The most successful programs have ongoing communication with learners and regional companies and are constantly fine-tuning the program to ensure learners are progressing.

Cross-Gov Stakeholder Engagement

- It is also important to map **key stakeholders** across your government to capture their needed input early on and to coordinate throughout the program.

- This will ensure:
  - Buy-in from wider government departments
  - Adequate resourcing, both financial and personnel, are provided to support the program’s impact for the country both now and in the longer term
  - Alignment of learning program with wider government policy. For example, digital and IT upskilling, healthcare, tourism, and English language training, etc.
  - Government agencies are united in messaging to unemployed citizens
Marketing a Learning Program

Pre-Launch

Post-Launch
Marketing - Pre-Launch

In order to invite people to the learning program, you need their name, last name, and email address. Simple, but how are you going to compile them?

There are two ways:

1) Through existing government programs that target the unemployed (Already have emails)

2) Creating a large-scale marketing campaign in traditional and social media, and ensure that only the unemployed can register* (Collect new emails)

*It’s important that this is an easy process. You don’t want your learners to have a bad experience in this first step of the journey. Many learners out there are probably trying virtual learning for the first time so the registration experience has to be simple.

Ex: Request verification documents upfront, rather than in a multi-step process
Marketing - Post-Launch

In-Platform:

- Send weekly reminders to join program to all learners invited (that haven’t joined)
- Send weekly reminders to joined learners that have not enrolled in a course
- Maintain momentum through regular encouragement to learners via Messaging feature

Out of Platform:

- Facebook and WhatsApp Campaigns
- Virtual Mentorship Programs
- Round Tables/Company Forums
Case Studies
Workforce development partners across 110+ countries

"We are excited to make online learning widely available to Colombians who have lost their jobs due to the pandemic. With access to courses teaching high-demand digital skills, our citizens will be better prepared to return into new jobs and careers."

Ivan Duque
President of Colombia
Students can view and download on Coursera’s mobile app

- Stream or download
- Full or “lite” downloads
- ~95% lower data use
- Watch offline
- Notes and highlights
- View linked lectures
INSPIRATION TO CHANGE

Providing education to those who have few means to access high quality training is core to Coursera's mission. This program was rolled out across 50 Commonwealth and 29 non-Commonwealth countries.

GRASSROOTS LEARNING PATHWAYS

In Partnership with COL, dozens of ministries of education and regional library associations, Coursera launched a multi-continent workforce training program to provide 125,000 learners with a full range of Coursera courses and guided projects, followed by 3 years of targeted learning programs to the world's most underserved communities.

CELEBRATING SUCCESS

COL and Coursera organized virtual convocations, with speeches from dozens of senior government ministries to celebrate the thousand of learners who gained certificates from their hard work and many who found jobs as a result of this training program.

“I wish to encourage all Ghanaians who have been selected to commit to completing their course modules, assignments and most importantly, acquire new skills to make you relevant for the job market or start your enterprises”

- Dr. Matthew Opoku Prempeh, Minister of Education, Ghana
2,000 learners completed courses, within 3 months, and received certificates across 42 countries in Africa
Leveraging social media to engage learners across the Philippines

INSPIRATION TO CHANGE

The program ended up becoming one of the largest single inline learning initiatives in the country’s history with 75,000 learners enrolled, 2.4m enrollments, 1.4m learning hours, 144,000 courses completed.

RAPID ENGAGEMENT

Coursera, in partnership with DOST, launched a national training program using social media to not only reach a large group of learners across the archipelago nation, but to connect to tens of thousands of learners within a few weeks.

CREATING A COMMUNITY OF LEARNING

Using social media channels, learners organically created a dynamic online community of learning, where students shared tips on which courses to take, compared skills they had mastered, and spread excitement about the impact of the program. Seeing peers, classmates, neighbors, and friends studying, gaining certificates, and in many cases securing jobs, reinforced learners’ commitment to learning.

“I took this course because I believe that it is important for an ordinary person like me to acquire life saving skills. I gained knowledge and on emergencies and to understand what medical people do especially to injured persons. This course inspires me to become an EMT to be more capable of helping injured adults and children.”
- Angelita N

ABOUT
The Philippines Department of Science & Technology (DOST) is mandated to upskill and reskill the nation for the 4th Industrial Revolution to improve the national labor force’s competitiveness and attract FDI.

INITIATIVE
National workforce development

TARGET TRAINING
Developing business, technology, data, and human skills for citizens across a wide range of demographics

CHALLENGE
Helping upskill the national workforce to be regionally and globally competitive.

#ScienceForThePeople #DOSTCaraga #dostPH
Read here for more:

Filipino Coursera learners complete 130k+ courses in 8 months
Providing job-relevant skills to Costa Ricans

“We are a country where industries thrive.”

[The Coursera implementation reinforces Costa Rica’s commitment to innovate and provide a favorable climate for local and foreign investment, with a human talent trained both in digital areas and in strategic skills for employability.”]

-Jorge Sequeira
Managing Director of CINDE

ABOUT
Led by CINDE, the private investment arm of the Costa Rican government, and introduced by IBM, Coursera is working closely with government agencies and private sector employers to upskill the national workforce, including unemployed citizens.

INITIATIVE
Training citizens on fundamental human skills, English language and on critical 4IR skills needed by the private sector.

HEADQUARTERS
San Jose, Costa Rica

GOVERNMENT’S CHALLENGE
To rapidly upskill and reskill citizens to be employable in the local economy, including major multinational corporations working in Costa Rica.
Workforce Development is Challenging

Citizen Data

Out of Date records on unemployed citizens
- Social media campaigns to get updated info and new learners

Inaccurate skills records
- New skills assessments and analytical tracking of online learning paths
- Mapping skills of learners to job market needs

Administration and Localisation

Government agencies don't often have resources to run large scale programs
- Use simple and low cost platforms to engage and monitor learners
- Invite interns/apprentices seeking work experience

Local language content can be limited, not enough Thai, Bahasa courses, etc,
- Pro bono community based translations from trained volunteers

Metrics for Success

Identify early on the metrics for success
- Skills developed
- Jobs obtained
- % Salary increase

Sustainability to ensure workforce continues to receive training
- How can new learners benefit
- Build lifelong learning culture
For further outreach

www.coursera.org/government

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