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)

2
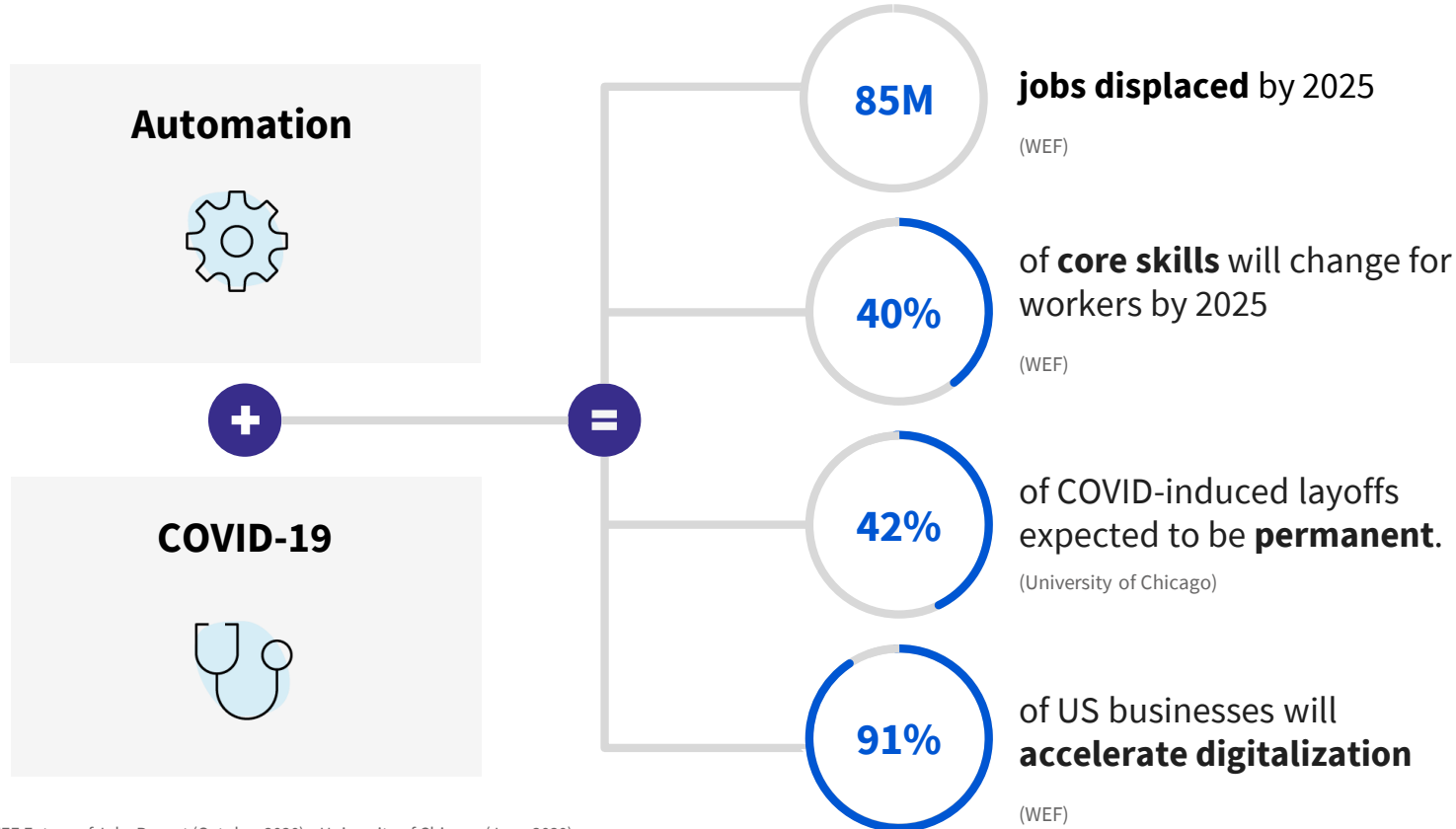
Automation was already impacting low-skill jobs

Typical education level
- No formal education
- High school diploma
- Postsecondary non-degree
- College degree

Wages

Risk of automation

IT managers
Financial managers
Lawyers
General managers
Specialized coders
Post-secondary school teachers
Business ops specialists
Elementary teachers
Nurses
Retail supervisors
Customer service reps
Computer support specialists
Truck drivers
Accountants
Retail Sales
Admin Assistants
Stock clerks
Personal care aids
Freight movers
Cashiers

And **Low-skilled jobs** are being hit hardest by COVID-19

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Jobs requiring a bachelor's degree
- > 40%
- 20 - 40%
- < 20%

Wages

Professional, scientific, technical
Management
Finance and insurance
Oil & gas
Information
Education
Utilities
Wholesale trade
Construction
Manufacturing
Agriculture
Religion and civic organizations
Real estate
Arts and entertainment
Health and social assistance
Transportation
Retail trade
Government
Repair and maintenance
Administration and waste
Personal services
Accommodation and food service

Vulnerable jobs
(% of industry total)

0% of jobs vulnerable   *100% of jobs vulnerable*

4

COVID exposed vulnerabilities across the workforce system
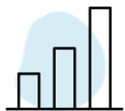
INABILITY TO SCALE AT SPEED

- **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**
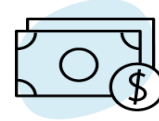
RESOURCE CONSTRAINTS

- 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

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
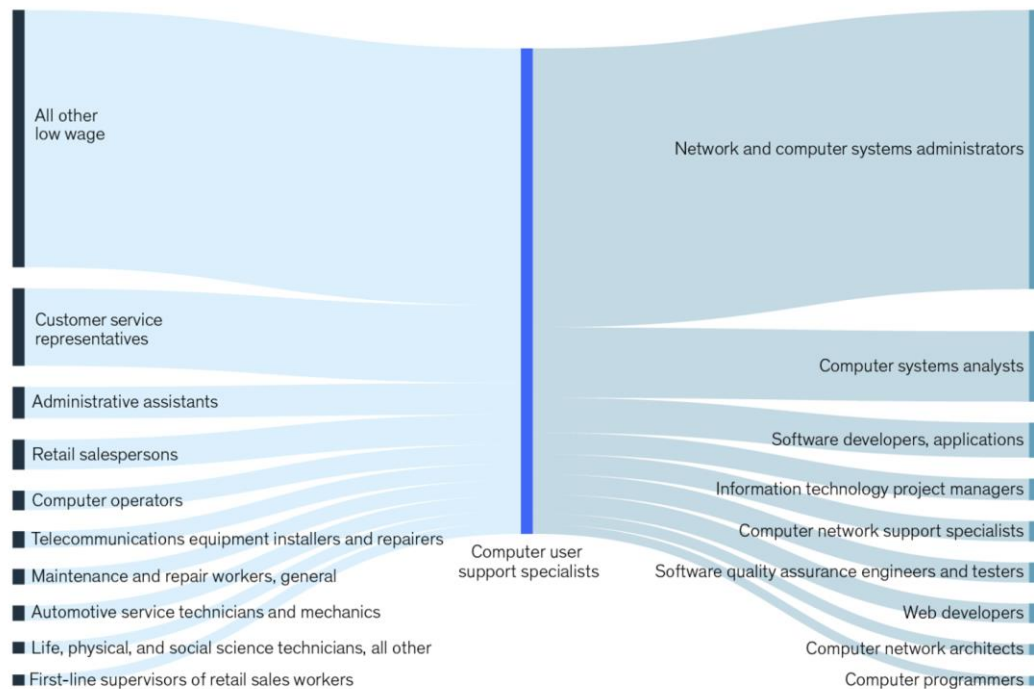
Job Search, Self-Care
Courses aimed at promoting resiliency for the out-of-work, and making the work search effective

How Coursera certificates **support workforce recovery**

Workers can progress from low-wage jobs through a "gateway job" (in IT support) to higher-wage jobs

Number of job transitions by occupation

All other low wage

Customer service representatives

Administrative assistants

Retail salespersons

Computer operators

Telecommunications equipment installers and repairers

Maintenance and repair workers, general

Automotive service technicians and mechanics

Life, physical, and social science technicians, all other

First-line supervisors of retail sales workers

Computer user support specialists

Network and computer systems administrators

Computer systems analysts

Software developers, applications

Information technology project managers

Computer network support specialists

Software quality assurance engineers and testers

Web developers

Computer network architects

Computer programmers

We rapidly expanded our **Gateway Certificates**

GATEWAY CERTIFICATES

- Google IT Support
- IBM Cybersecurity Analyst
- IBM Data Analyst (Python)
- IBM Data Science
- Salesforce / SV Academy Sales Development Rep
- Facebook Social Media Marketing Professional
- *Google Project Manager*
- *Google UX Designer*
- *Google Data Analyst (R)*

ANALYTICS / DATA

- SAS Visual Business Analytics
- SAS Programmer
- IBM Applied AI
- IBM AI Engineering
- IBM Machine Learning
- Google IT Automation with Python
- Google Data Engineering with Google Cloud
- DeepLearning.AI TensorFlow Developer

TECHNOLOGY

- ISC^2 Systems Security Certified Practitioner
- IBM z/OS Mainframe Support
- Cloud Architecture with Google Cloud
- Cloud Engineering with Google Cloud

BUSINESS / OPERATIONS

- IBM Customer Engagement Specialist
- UCI Project Management Professional (PMP)
- ASU TESOL Professional

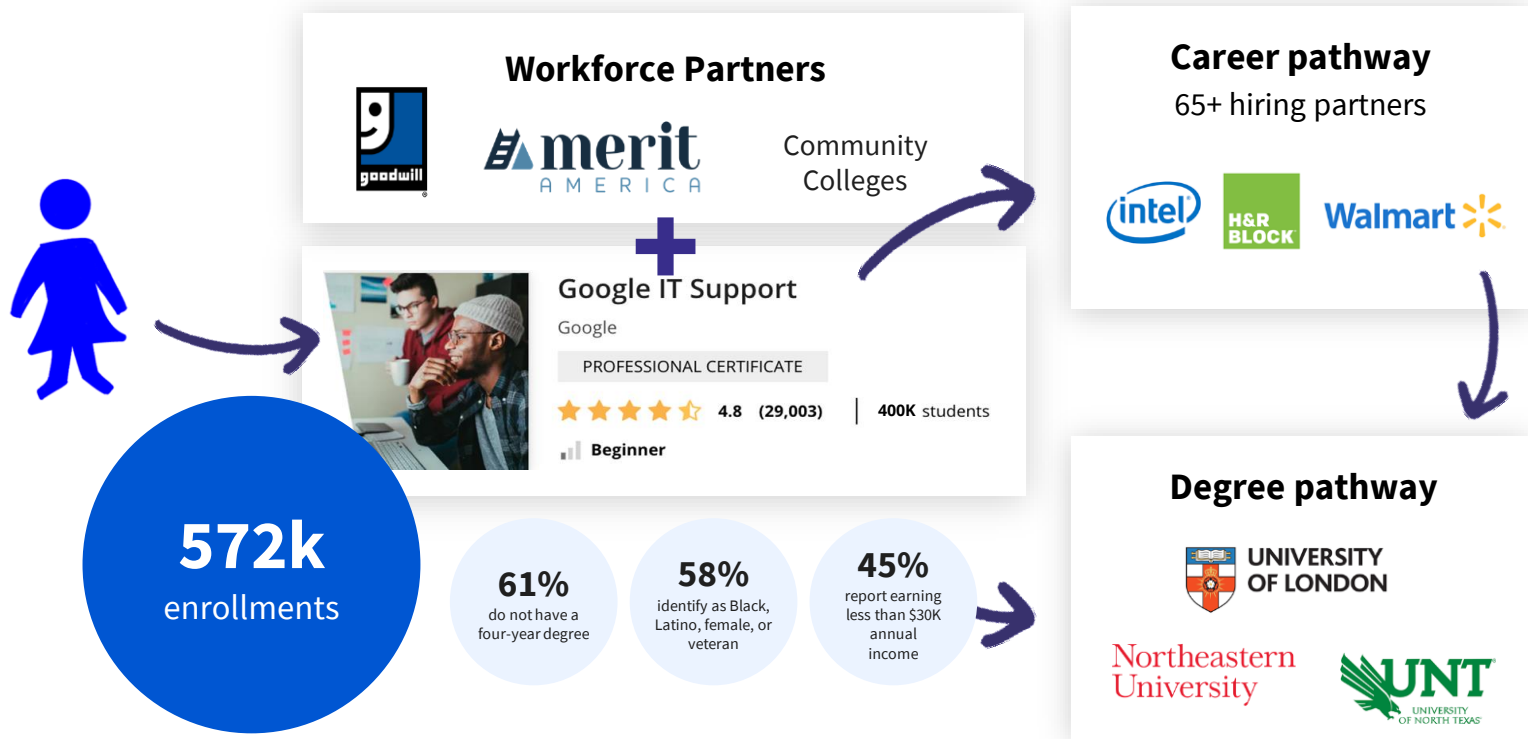# Gateway credentials are a **path to digital jobs**

Workforce Partners

goodwill

merit AMERICA

Community Colleges

+

Google IT Support

Google

PROFESSIONAL CERTIFICATE

★★★★½ **4.8** (29,003) | **400K** students

Beginner

572k enrollments

61% do not have a four-year degree

58% identify as Black, Latino, female, or veteran

45% report earning less than $30K annual income

Career pathway

65+ hiring partners

intel H&R BLOCK Walmart

Degree pathway

UNIVERSITY OF LONDON

Northeastern University

UNT UNIVERSITY OF NORTH TEXAS

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

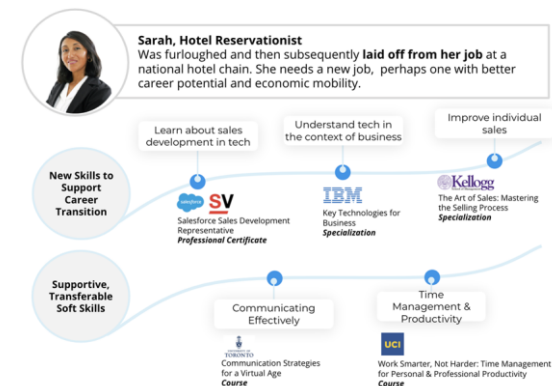### We start with sector strategies and reskilling plan as inputs...
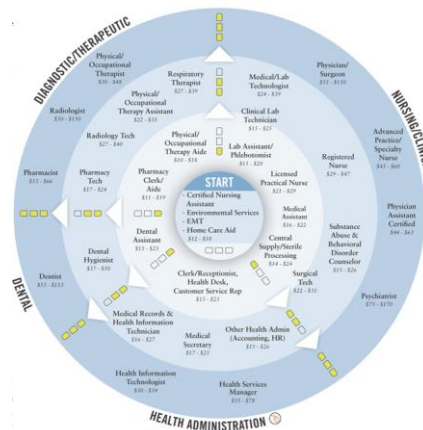
...then we curate content to align to job-ready skills and workforce development priorities...

...resulting in programs that reskill displaced workers and support economic mobility.

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

CHATTANOOGA, TN
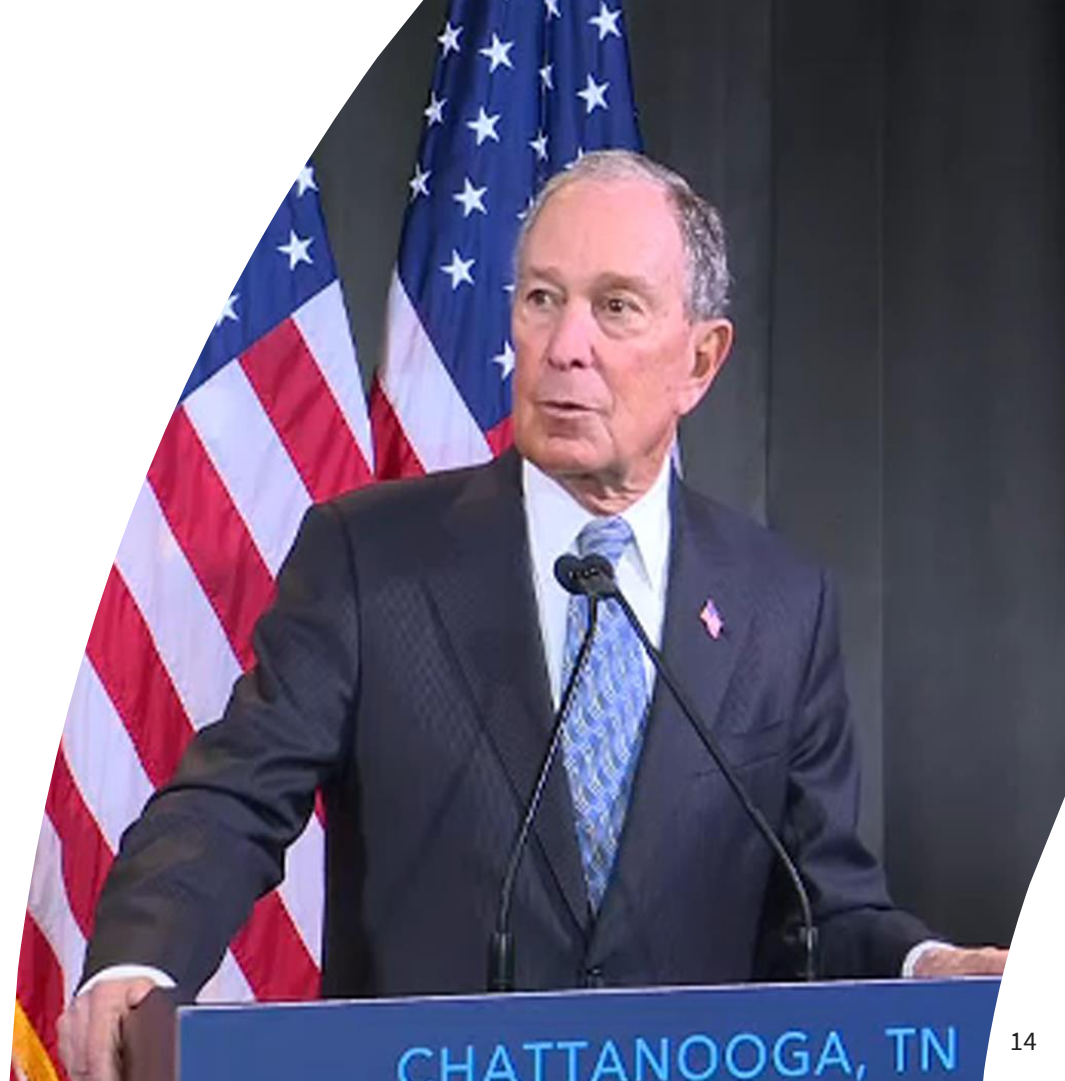
Coursera
Skill Development ecosystem

Learner
Learn & prosper

86+ million
Registered learners

50+
Industry Partners

150+
University Partners

6,300+
Coursera for Business : 2,000+
Coursera for Government: 380+
Coursera for Campus: 4,000+

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Educator
Teach the world

Employer
Transform talent
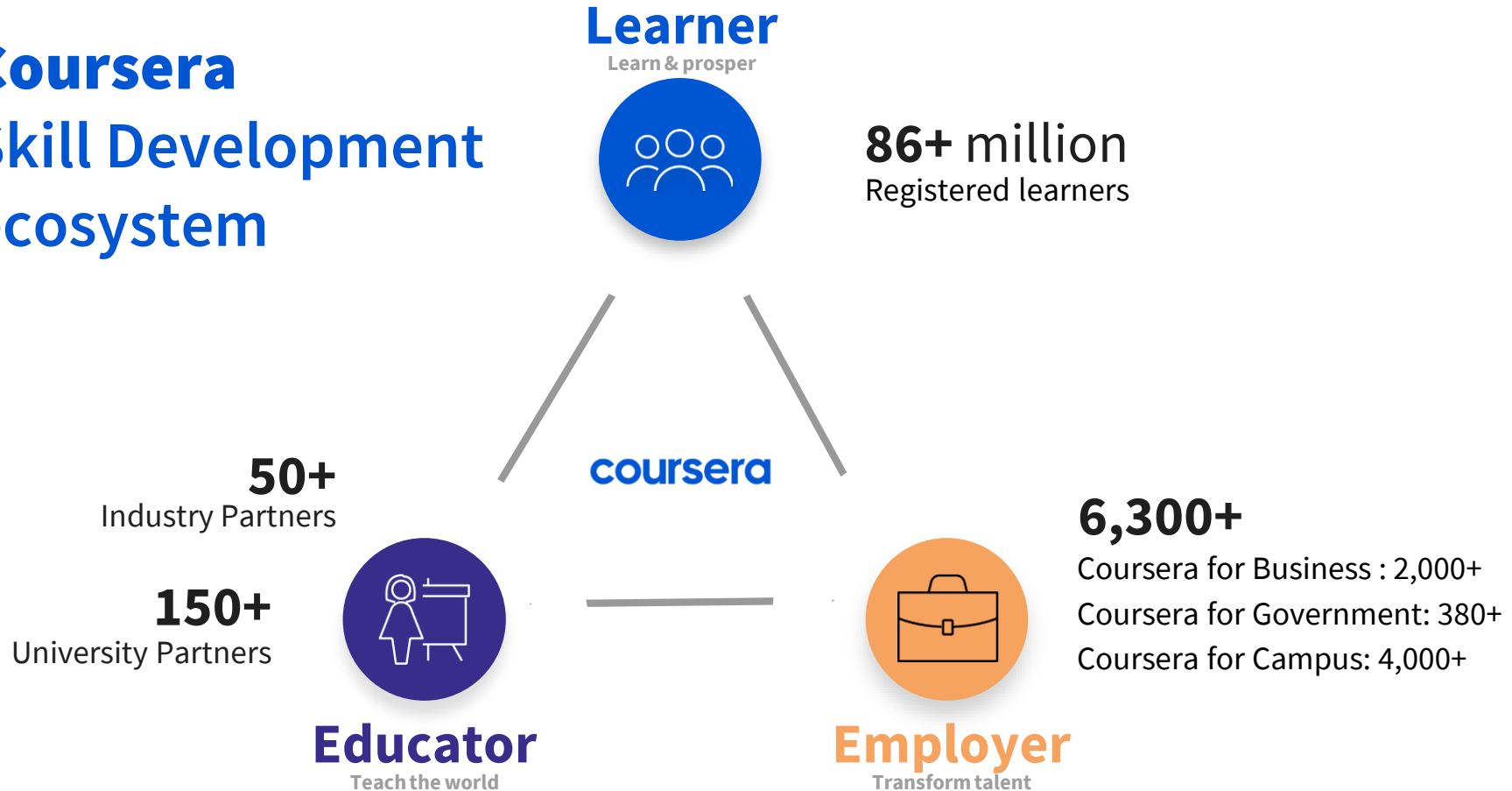
Coursera for Government enables **governments and non-profit** institutions to offer high quality, job-relevant training

3-steps to a successful program

Defining your Goals

Definition of **target populations** and **learning goals.**

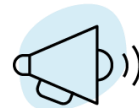**Identification of enabling stakeholders**

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.

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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

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Understand your learners' needs.

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

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Mapping Learner Populations

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.**

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			Public Sector			Private Sector	
			Government Employees	*Citizens*	*Unemployed*	*Multinationals*	*National Giants*
Step 1: Estimate Target Audience	Target Sectors	Which sector are our learners are in? (Public, Private, University)					
	Target Groups	Which groups will we focus on within each sector?					
	Size of Target Population	How large is the population of each group?					
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?					

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Understand job market needs and **include** employers

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.

Create program incentives

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

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Define Program Success Metrics

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

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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:

| **Identify Program Leader and Structure** | **Consider Adding Support personnel** | **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.

- Admins should **view the Admin Training video**, as well as **Supporting Material** (Admin Onboarding Guide, Learning Onboarding Guide, Implementation Guide, Marketing Toolkit). **Administrator** will need to plan **subsequent trainings** for other entities.

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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
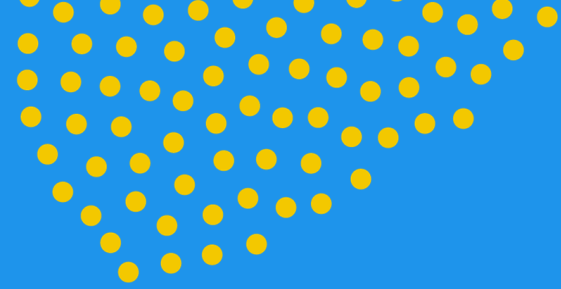
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Marketing - Post-Launch

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

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Case Studies

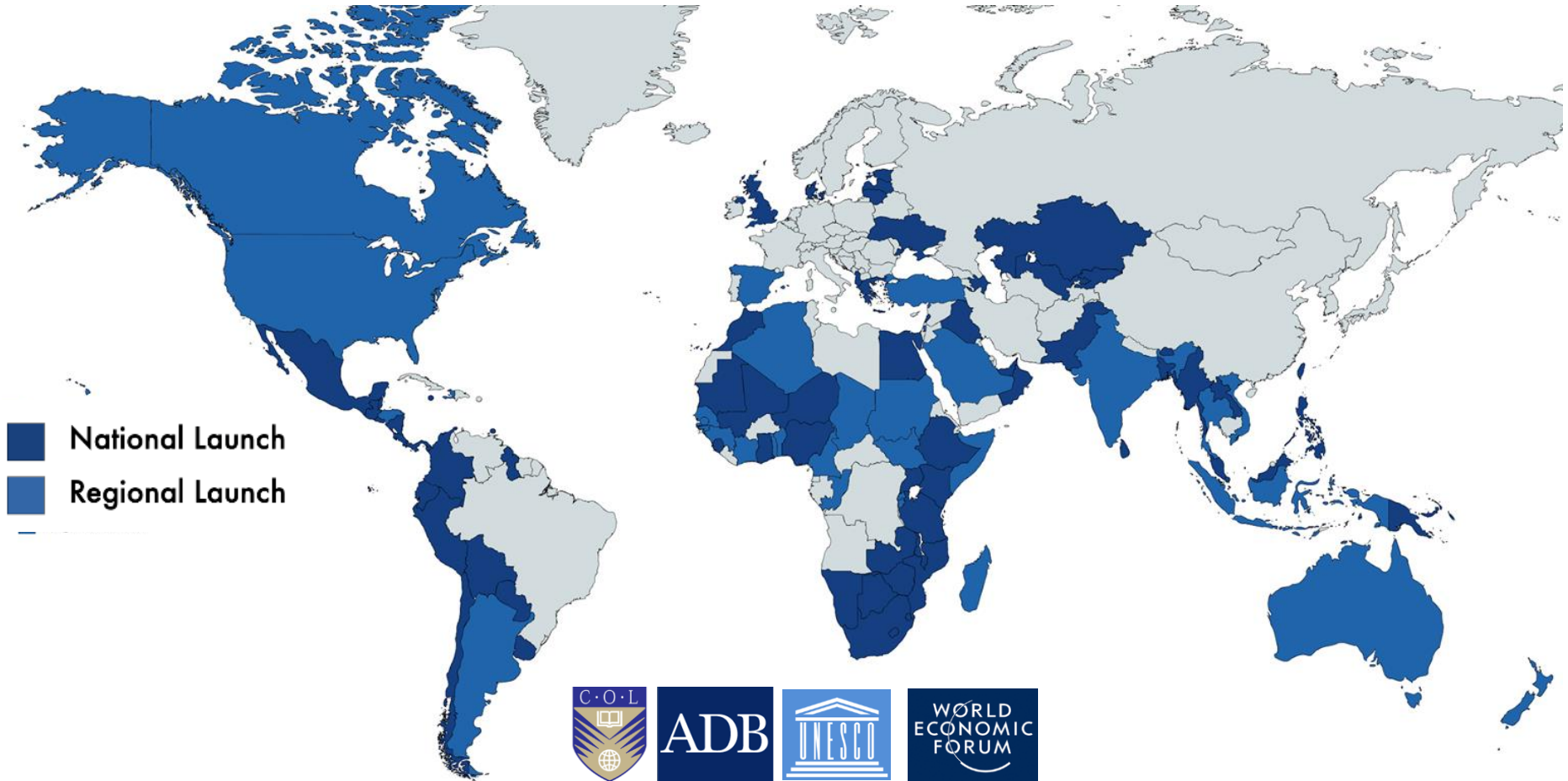# Workforce development partners across 110+ countries

"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

|						
Spain	United States	Singapore	Egypt	Colombia	Kazakhstan	India
El Salvador	Nigeria	UAE	Iraq	Ukraine	Philippines	Australia
Chile	Lebanon	Costa Rica	Uruguay	Pakistan	Mexico	France
Guatemala	Peru	Albania	Bhutan	Bolivia	Commonwealth	Greece
Honduras	United Kingdom	Uzbekistan	Malaysia	Panama	Argentina	South Africa

Coursera Workforce Development Globally

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
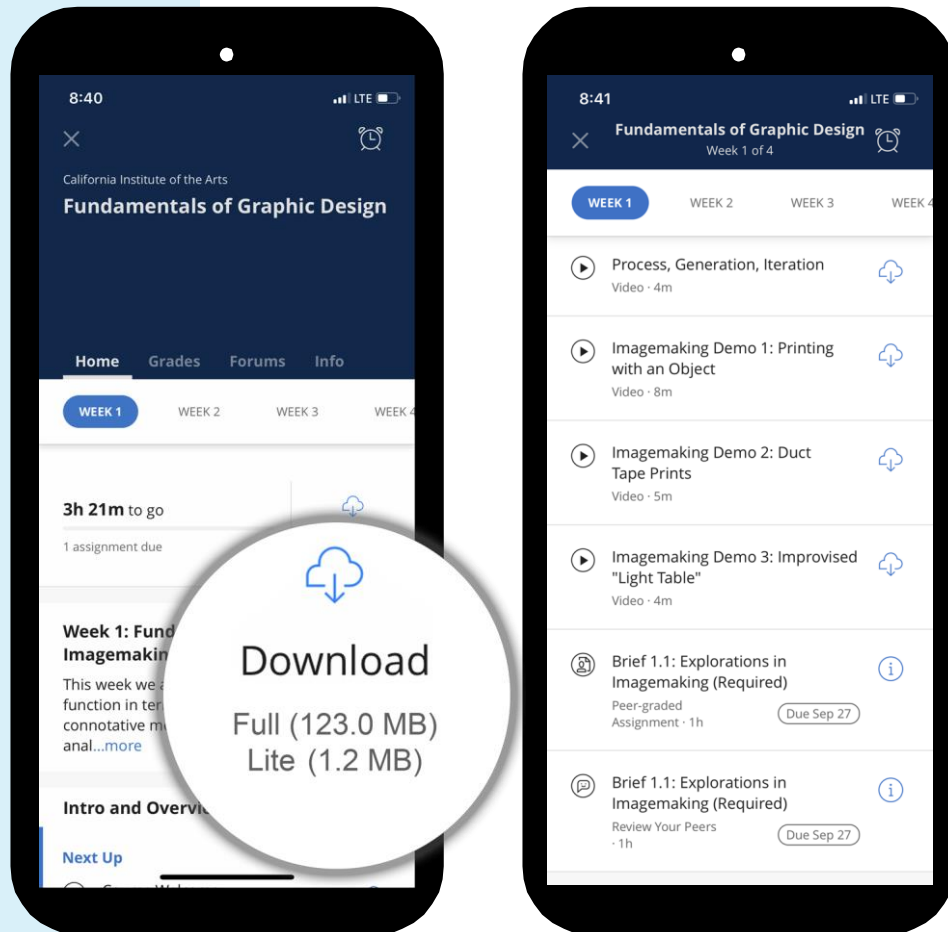
Upskilling underserved communities across Africa, Asia-Pacific and the Caribbean

ABOUT
COL provides support to the education sector of 50 Commonwealth and 29 associated member states across 6 continents

INITIATIVE
Workforce Development

COUNTRIES SERVED
79

CHALLENGE
Helping underserved communities globally access online learning, often for the very first time and despite accessibility challenges, to improve their career prospects and develop baseline technical and human skills

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 sof 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

Coursera - COL Africa Virtual Convocation

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

#ScienceForThePeople #DOSTCaraga #dostPH

Read here for more:

+ coursera
Workforce Recovery Learning Program
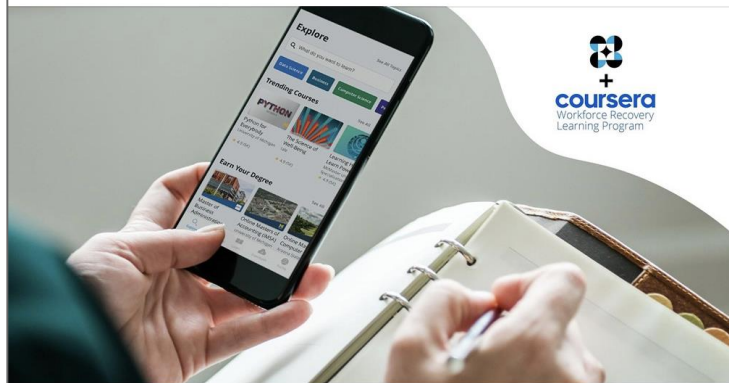
CARAGA.DOST.GOV.PH
Filipino Coursera learners complete 130k+ courses in 8 months

Providing job-relevant skills to Costa Ricans

We are a country where industries *thrive*

Explore our investment sectors

Services
We deliver the best quality in the world, from complex daily processes to specialized customer service centers.

Advanced Manufacturing
We operate with a high level of complexity and broad diversity of products manufactured.

Life Sciences
LEARN MORE
We are the leading location, in LATAM, for MedTech investment, producing Class I to Class III medical devices.

Light Manufacturing
An industrial sector that offers the ideal platform for preferential access to key trade partners

Agribusiness/Food Processing
A thriving sector that offers everything from traditional goods to the more exotic and trendy crops

[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.

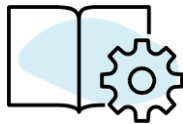# Workforce Development is Challenging

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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