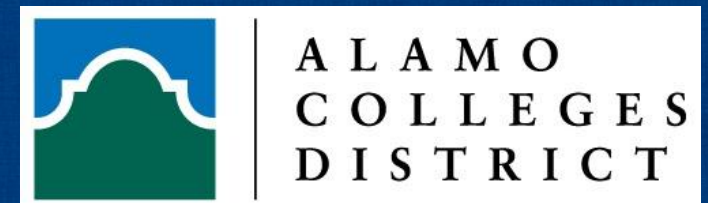


Upskilling Employees: The Case for 21st Century Skills



Education Design Lab



Funded by **Walmart** 

Presenters



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Education Design Lab



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Goodwill San Antonio

Education Design Lab

We co-design, test and build higher education models to better address **affordability**, **relevance**, **portability**, and **visibility** in a rapidly changing knowledge economy.

Our partners:

125

Universities and Colleges

*Majority of them serve
"new traditional" students*

60

Employers

5

Ecosystems

(states, systems, cities)



How This Collaboration Came Together

The Lab has 800 higher ed institutions engaging with our 21st century skill badge toolkit



Education Design Lab



100,000+

students across
8 counties



8

neighborhood &
regional centers



350+

degree & certificate
programs



#1

provider of
workforce training
in the area

DIVERSITY



HSI
HISPANIC
SERVING
INSTITUTION

Goodwill San Antonio Purpose, Mission, and Values

PURPOSE

FIGHT POVERTY. CREATE OPPORTUNITY.

MISSION

HELP CHANGE LIVES THROUGH THE POWER OF WORK



VALUES

SERVICE TEAMWORK ETHICS PASSION SAFETY

Who Is Goodwill San Antonio?

GOODWILL SAN ANTONIO
Fighting Poverty. Creating Opportunity. Since 1945

The positive power of your donations and purchases at Goodwill San Antonio radiates far beyond the walls of our stores and reaches virtually every corner of our South Texas community. Every year, thousands of lives are changed for the better through the power of work. **Helping Change Lives Through...**

- 1,400+** Employed by Goodwill
- 2,300+** Placed Into Employment
- 800+** Trained in High Demand Careers
- 1,800+** Youth Equipped for Success

See Fact Sheet at your tables for more information or visit <https://www.goodwillsa.org/>.

GOODWILL SAN ANTONIO
Fighting Poverty. Creating Opportunity. Since 1945

Goodwill San Antonio is one of the **largest nonprofits in San Antonio, employing over 1,400 people.**

DONATED GOODS & RETAIL employs an average of **650 people** of whom many have received a **second chance** through employment with Goodwill San Antonio. Donated Goods & Retail operates:

- » Stores
- » Donation Stations
- » Warehousing
- » Clearance Center
- » E-Commerce
- » Transportation

RESOURCES TO HELP OUR EMPLOYEES SUCCEED.
We provide LIFE SKILLS COACHES to teach goal-setting, support personal growth, and help team members develop skills to address life barriers.

- 13%** received **career coaching.**
- 45%** received **housing, mental health access and other community resources and services.**
- 39%** received **personal coaching in financial literacy and/or interpersonal communication and other areas.**

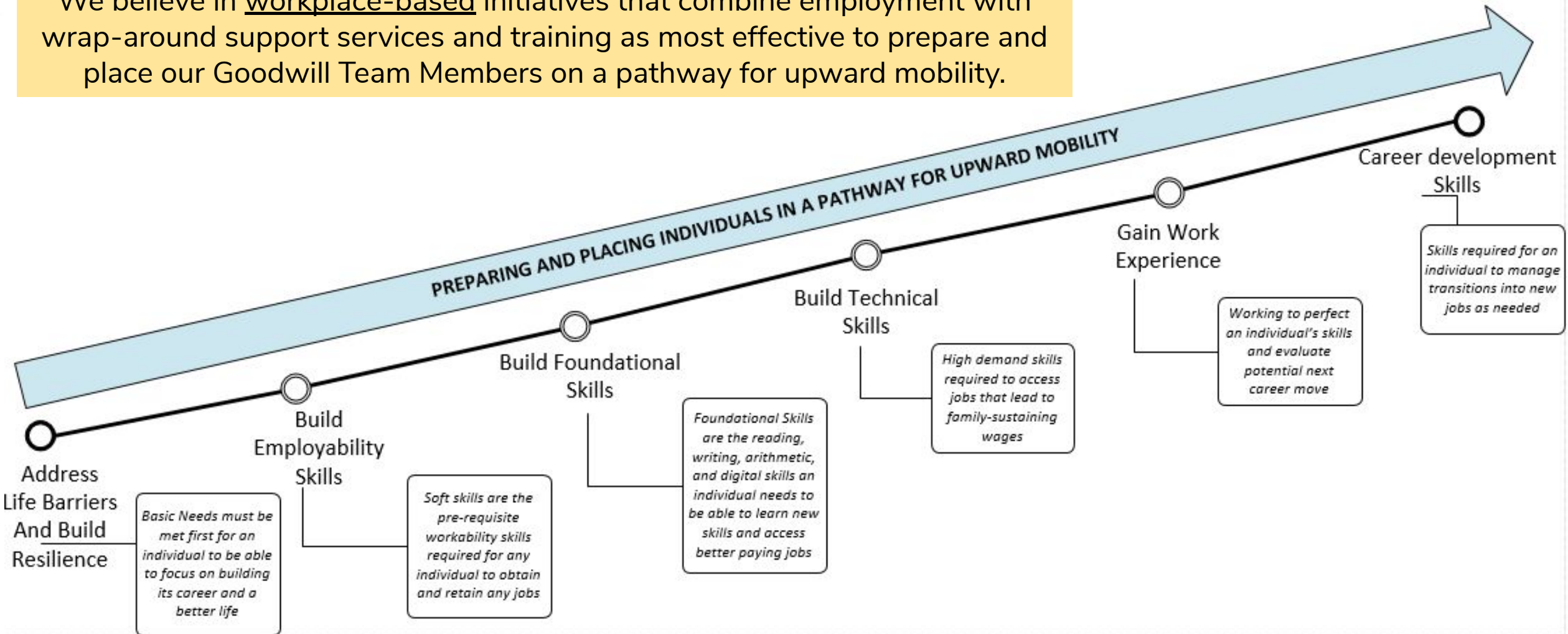
GOODWILL'S BUSINESS SERVICES employs an average of **650 people** of which **76%** have **significant disabilities.** The average wage is **\$15.46**, not including benefits, which is a **substantial increase** from the current Texas minimum wage of **\$7.25.** Business Services manages **31 contracts** offering **11 lines of business:**

- » Administrative Services
- » Call / Contact Center
- » Custodial / Facility Maintenance
- » Document Management
- » Electronic Recycling (ITAD Services)
- » Heavy Equipment Operation
- » HVAC / Facility Maintenance
- » Landscaping Services (Tree / Irrigation / Grounds)
- » Medical Transcription / Transcription Services
- » Recycling
- » Staffing

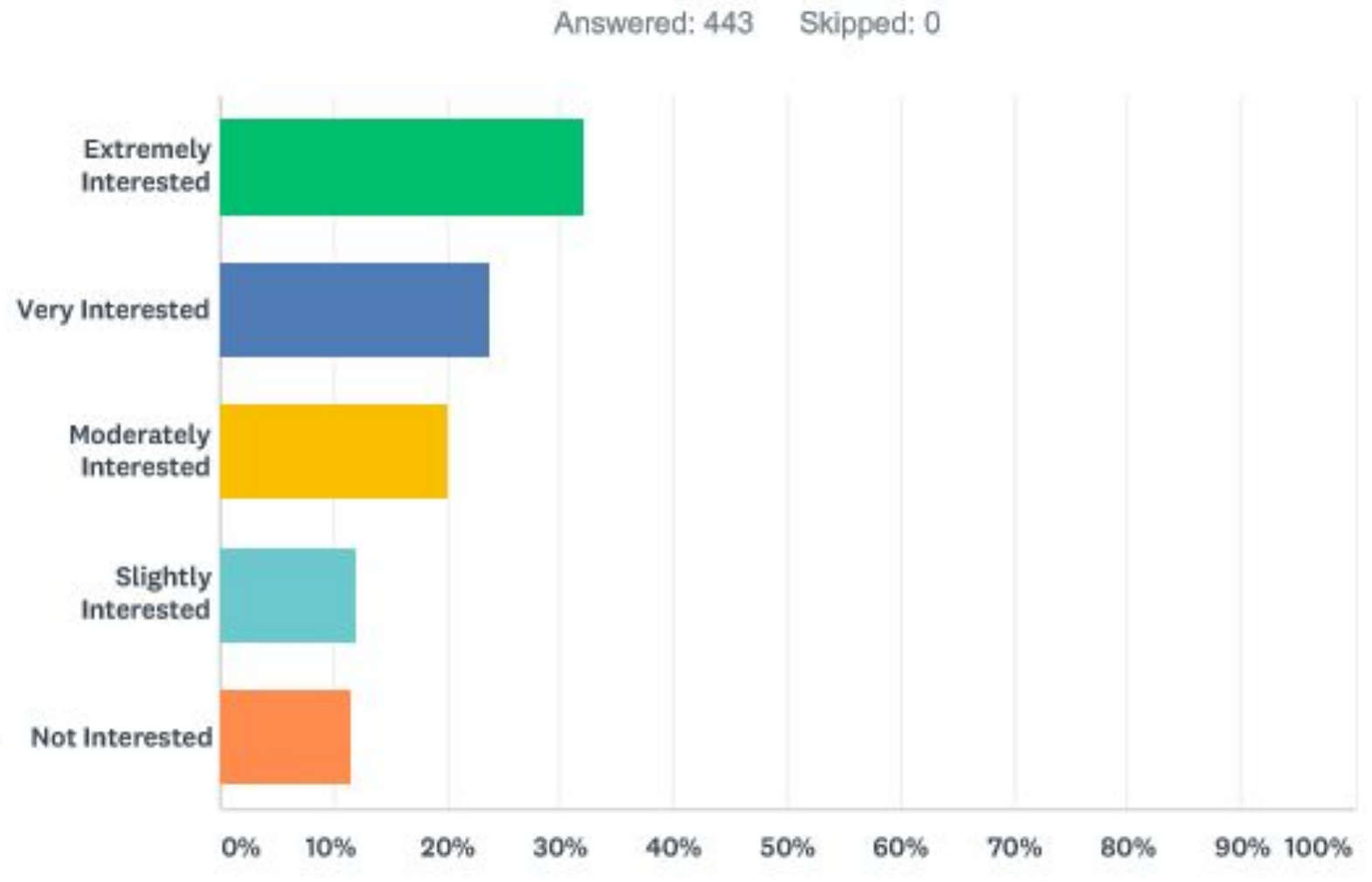
DIRECT EMPLOYMENT

Upskilling Framework – Goodwill’s Internal Mission

We believe in workplace-based initiatives that combine employment with wrap-around support services and training as most effective to prepare and place our Goodwill Team Members on a pathway for upward mobility.

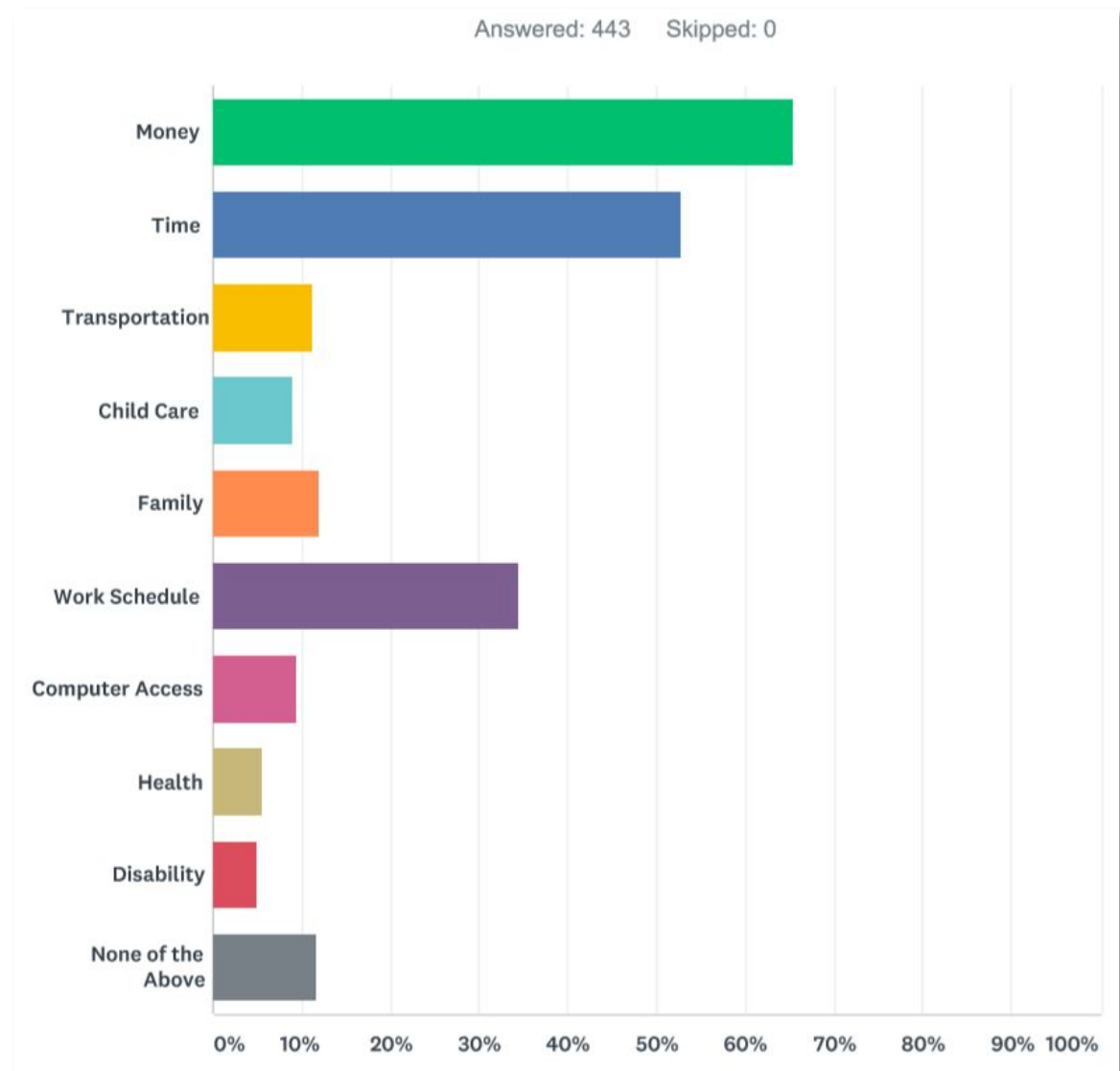


How interested are you in furthering your education?

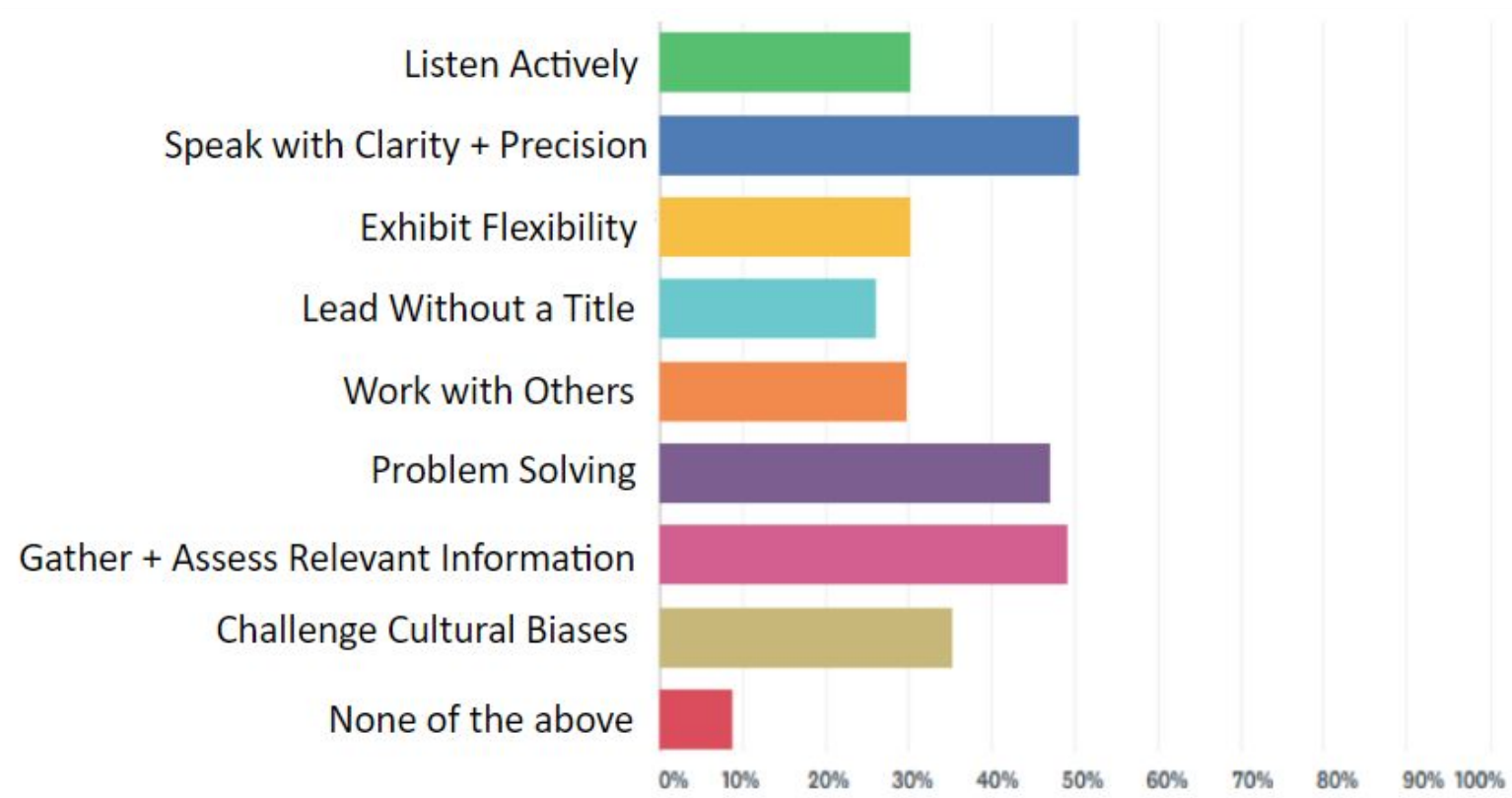


56% of 443 respondents are extremely interested or very interested!

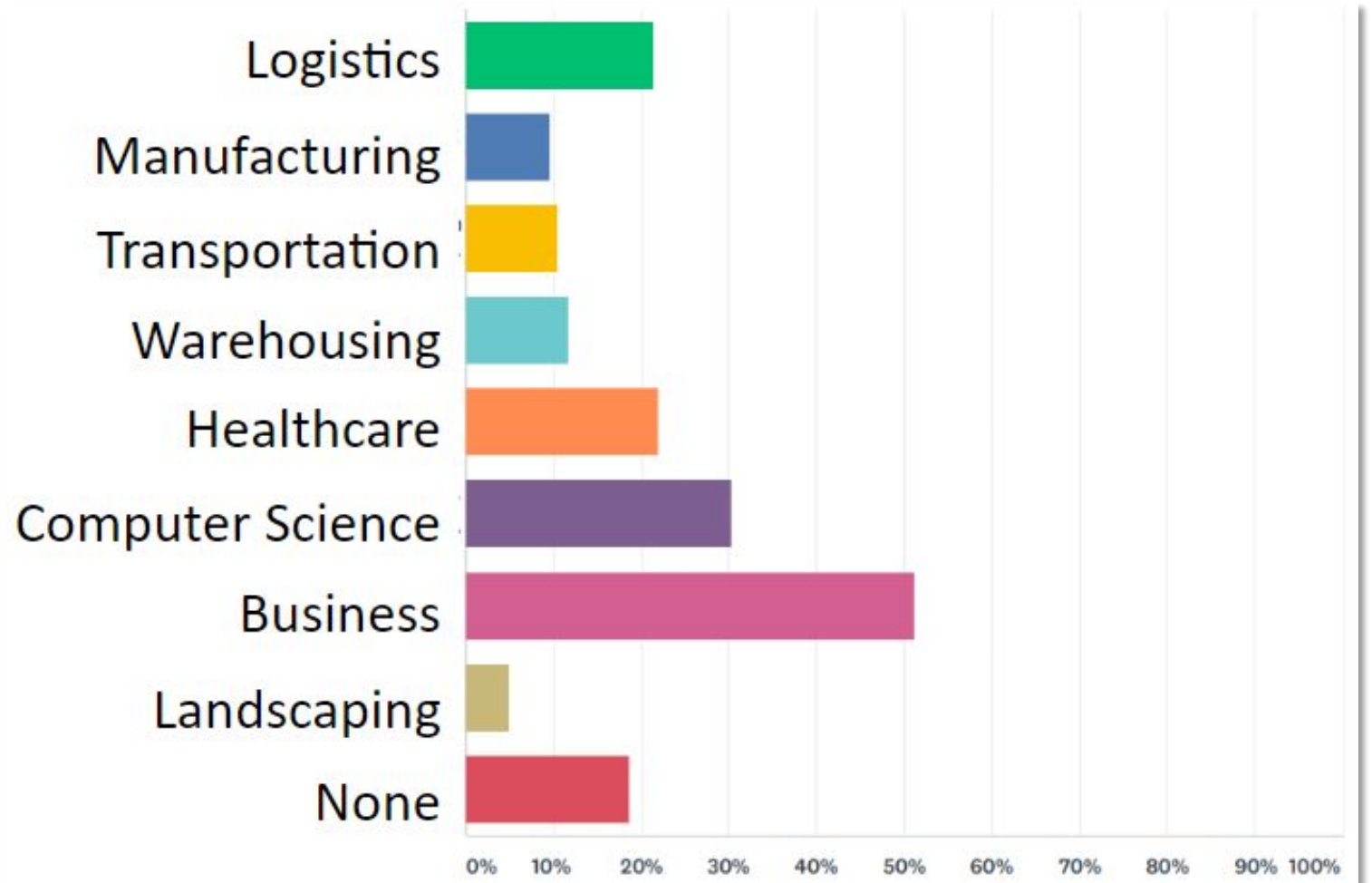
What keeps frontline workers from pursuing their education?



What skills are Goodwill Team Members interested in developing?



Which career fields are Goodwill Team Members interested In pursuing?



Business Case

San Antonio has the second highest poverty rate in US
[\(The Rivard Report, 2018\)](#)

The logistics field is experiencing job growth in San Antonio at twice the national rate.

Sample Logistics Managerial Job Titles (Transportation, Storage, and Distribution Industry)	National-level Salary of Logisticians (159,800 Employed)			
	PAY SCALE	MEAN	10 PERCENTILE	90 PERCENTILE
Traffic Manager	Mean Hourly Wage	\$37.86	\$21.55	\$57.57
Transportation Director	Mean Annual Wage	\$78,740	\$44,820	\$120,120
Transportation Coordinator				
Distribution Center Manager				
Warehouse Manager				
Warehouse Supervisor				
Logistics Manager				
Logistics Operations Manager				
Logistics Director				
Transportation Managers				
Storage and Distribution Managers				

Overview of Two Programs

See Infographic at your tables for more information.

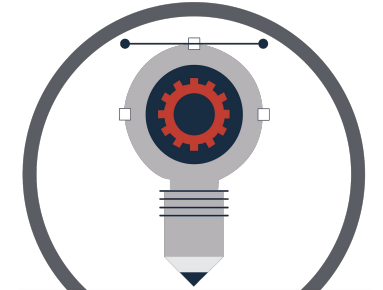
- **SkillsBooster** – a 21st Century Skills badge bundle



RESILIENCE



COLLABORATION



CREATIVE PROBLEM SOLVING

- **Certificate Plus** – a badge + certificate mash-up



COLLABORATION

Logistics
Management
Certificate +
Collaboration
Badge awarded by
Palo Alto College

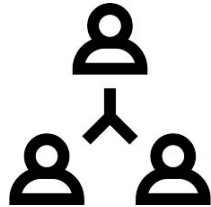
Critical Success Factor – Network of Support

GOODWILL LIFE SKILLS COACH

- Help team members to navigate any personal or work issues
- Provide coaching and refer team members to resources to overcome barriers



GOODWILL TRAINING AND DEVELOPMENT



- Coordinate info sessions to learn about the programs.
- Manage project deliverables internally for Goodwill San Antonio.

GOODWILL CAREER NAVIGATOR

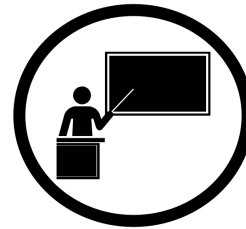


- Help team members identify their career and education goals
- Determine which upskill program is right fit and assist with college and financial aid applications.
- Host Community of Learner meetings and provides ongoing reassurance and support.

Critical Success Factor – Network of Support

PALO ALTO FACULTY

- Guide students through the learning and badge earning experience.
- Review and grade assignments and provide feedback and coaching.



ALAMO COLLEGES ONLINE

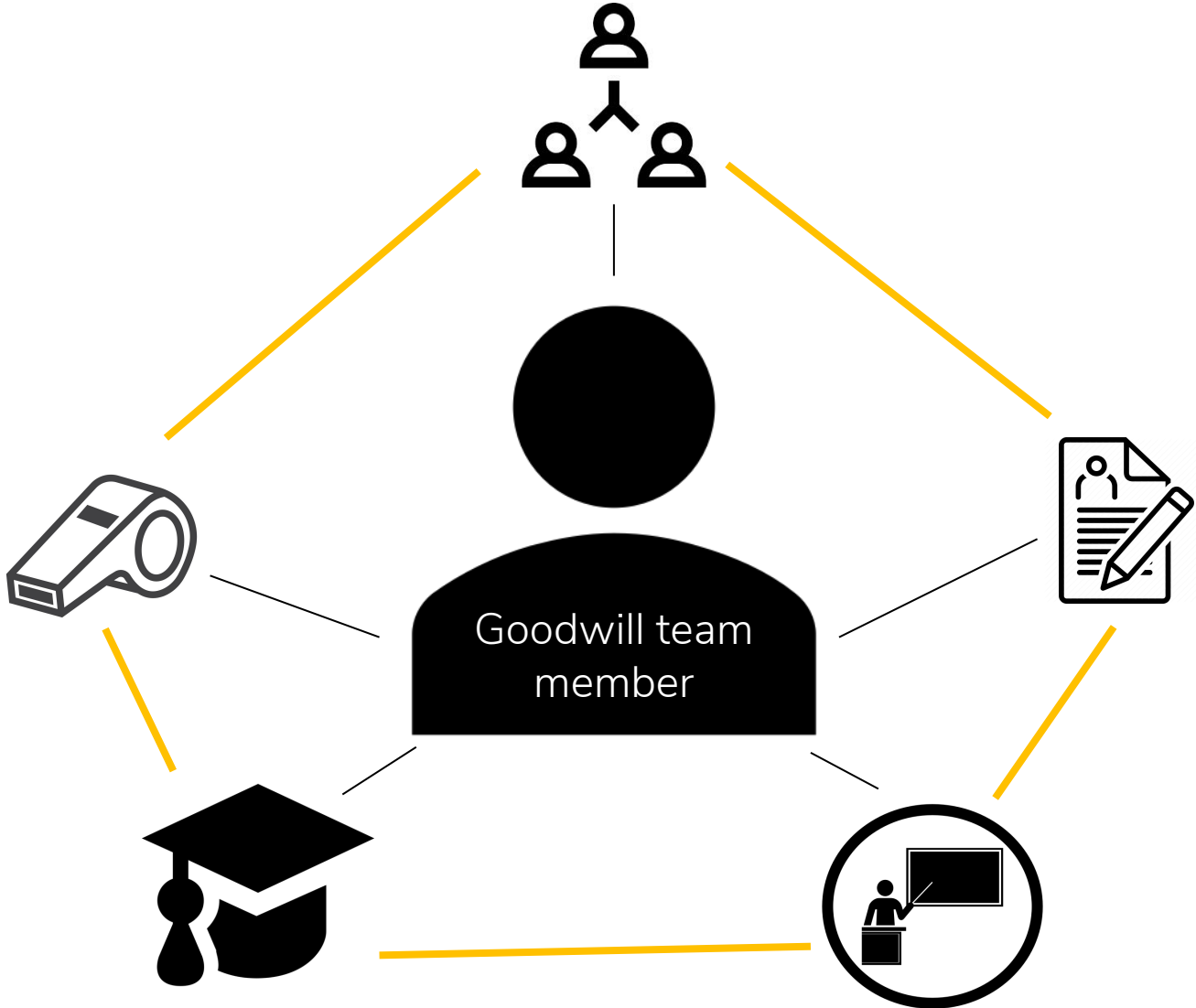
- Assist with admissions and enrollment process for team members.
- Co-design and build badge content into LMS.
- Advocate for process changes to serve students better.

PALO ALTO STUDENT SERVICES

- Support students throughout their enrollment to graduation.
- Includes services such as course advising, student services, auxiliary services, etc...



Network of Support





**“I was filled with a feeling of gratefulness.
I had to keep myself from tearing [up] because I was so excited to be there
starting the processes to something that is going to change my life.”
~ Goodwill San Antonio Team Member**



SkillsBooster Participants



CertificatePlus Participants



CertificatePlus Participants



Palo Alto
New Student Orientation

What Is The Learning Experience?

SkillsBooster Course Copy > Pages > Week 5: Overview - RESILIENCE Proving Ground

Home View All Pages Published Edit

Week 5: Overview - RESILIENCE Proving Ground

Congratulations! You made it to your first Proving Ground.

You are just one step away from earning your first badge. The purpose of this assessment is to give you an opportunity to demonstrate your resilience skills, which include:

- self-awareness
- ability to set personal goals and focus on solutions
- ability to learn from experience
- flexibility to adjust and adapt


Reminder: What's a Proving Ground?

To earn each badge you will also be able to prove your skills once you've completed the modules associated with each badge. Proving Ground Assessments are an opportunity for you to apply your skills to a real-life scenario you might face at work. A passing grade of 80% for each Proving Ground is required to earn the SkillsBooster badge.

This is a two-part assignment.

Please review the rubrics on the following pages to understand how you will be graded. The rubrics provide the requirements needed to achieve a passing score of 80% or higher on each part of the assessment.

Click **Next** to get started on Part I of the Resilience Proving Ground



Need Help? Visit the Q & A Café

◀ Previous Next ▶

SkillsBooster Current Status

- Current # of team members **actively enrolled - 25.**
- Current # of team members who earned the **Resilience Badge - 21.**
- Recruitment of an additional 25 team members **starts week of Feb. 3.**
- Cohort 2 starts **Feb. 28.**
- All team members actively enrolled are able to complete the modules **on their own with minimal help.**
- Feedback from team members and their managers has been **positive!**



SkillsBooster Highlights of Feedback

Team Member Highlights:

- “I am learning so much from this module. I have learned how to prepare myself before I start to work at my station, by getting everything I need to start with so I can just put out my production, and meet my goal.”
- “I particularly loved this module. At any level of understanding or learning I think these strategies are invaluable for attaining personal and professional success.”
- “The Skill Booster gives me confidence taking online classes. It's really easy to understand.”

SkillsBooster Highlights of Feedback Continued

Manager Highlights:

After the Resilience training, 11 managers responding to our post survey said:

- **82%** of the team members were Role Models or Capable and Effective, **up from 47%** prior to the training.
- **28%** rated the productivity levels of team members at Very High, **up from 11%** prior to the training.
- “[Team Member] struggles with social skills preventing her from being a candidate for an entry level supervisory position. We are working on this with her LSC. SkillsBooster has helped her in her performance.”
- “I have noticed him gaining confidence. He is a little timid by nature, however he seems much more self-assured. I like it -- he's doing great things for Goodwill and has a bright future.”

Certificate Plus Current Status

- **19** Team members passed first class in Logistics Management + obtained Collaboration Digital Badge
- **86%** Pass rate compared to Palo Alto pass rate **85%**
- **16** Team members taking second class in Logistics Management
- **1** Team member moving to Business Management
- **19** Team members starting in Spring 2020 cohort
 - 9** Logistics Management
 - 9** Business Management
 - 1** Computer Support Specialist



CertificatePlus Highlights of Feedback

Team Member Highlights:

- **100% strongly agreed or agreed** (of the 18 team members who responded to the post course survey) the experience will help them achieve their goals.
 - “I think in the long-term the impact a certificate plus is going to be **phenomenal** for the participants and for Goodwill.”
- **94% strongly agreed or agreed** the course increased their collaboration skills.

CertificatePlus Highlights of Feedback Continued

Manager Highlights:

After completing Supervision with Collaboration badge, 14 managers responding to our post survey said:

- **71%** strongly agreed the team member is confident about their ability to succeed in earning the certificate, **up from 42%** prior to the training.
- **57%** strongly agreed the team member has sufficient collaboration skills to perform well in their current role - including ability to focus on solutions, actively listen, consider diverse perspectives, and strengthen relationships to get things done, **up from 29%** prior to the training.
- **64%** rated the productivity of the team member very high, **up from 25%** prior to the training.

What Are We Learning?

Goodwill Managers are challenged by...

- Negotiating time off the floor and adjusting work schedules
- Variability of team members' education level
- Variability of support needed
- Long-standing tuition reimbursement policies

Goodwill Team Members are challenged by...

- Access to adequate computing and other college resources
- Time management

What Are We Learning?

What do are partners at Alamo Colleges say?

- Employer and College support helps more learners when design work aligns services.
- Partnerships with the employers have to be forged one at a time. Each partner has different needs.
- District focused on solutions that can scale to serve a maximum number of employees.
- Micro-credentials and the 21st century skills badges provided as college-level, online courseware validate employees' confidence, abilities to learn and enhanced digital literacy skills.

What's Next?

- This UpskillSA initiative has jumpstarted our whole upskilling strategy.
- We see a continued sustainment and even increase in the “culture of learning” that we started last year.
- We believe this will lead to many other pathway stacks and on-ramps to further education.
- Our team members are building their confidence.
- Managers are seeing increased business results.
- We have created a Logistics job shadowing opportunity for Certificate Plus participants.
- Our process has translated to other training and development initiatives.

Our Top Tips and Tricks for Successful Employer/College Partnerships

- Ask employees about what they want before creating it.
- Get employer Executive Staff buy-in.
- Create a Memorandum of Understanding, outlining specific roles and responsibilities.
- Outline data sharing agreements and expectations.
- Map the student / employee experience, including times where college and employer services overlap.
- Conduct employee and manager information sessions so that everyone understands the pathway from beginning to end.
- Ensure the employer has a dedicated project/program manager.



Coming soon... Our new platform to make learning visible.



And we're starting with our 21st century skill digital badges!

Education Design Lab





- Seamless System Integration
- Employer-backed Assessments
- Track Learner Engagement
- Earn a Facilitator Training Badge

Sign up for updates on the launch!

eddesignlab.org/vsbl

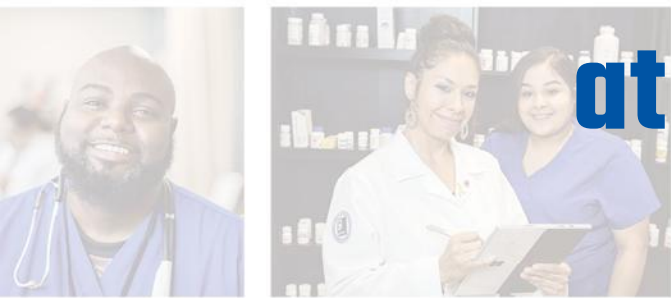
Education Design Lab





For more information, please contact us

at upskill@eddesignlab.org.



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SINCE 1945

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**ALAMO
COLLEGES
DISTRICT**

