

Employer Perspectives on Non-Degree Credentials: Recent Research Results and Implications for Future Study



Non-Degree Credentials Research Network
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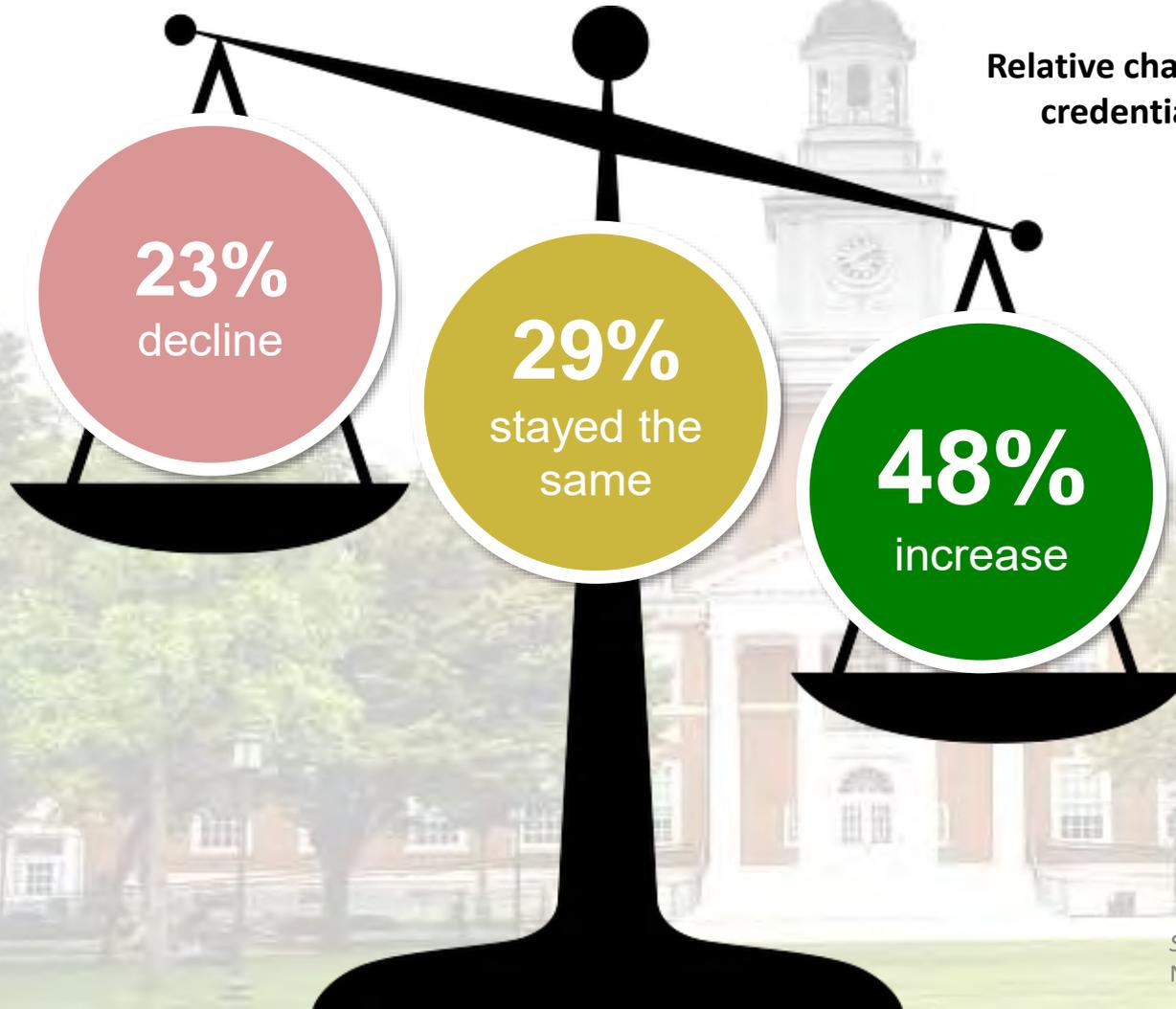
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 @HiEdStrat

A National Survey of Employers

- **Role of educational credentials in hiring understudied**
- **New developments further complicate the picture:**
 - **New types of credentials**
 - **Online learning**
 - **Technology-driven shifts in hiring practice**
- **National survey of 750 HR leaders (Aug-Sept 2018)**
- **Census-representative across industry sectors and company sizes**
- ***Focus on perceptions, policies, practices***

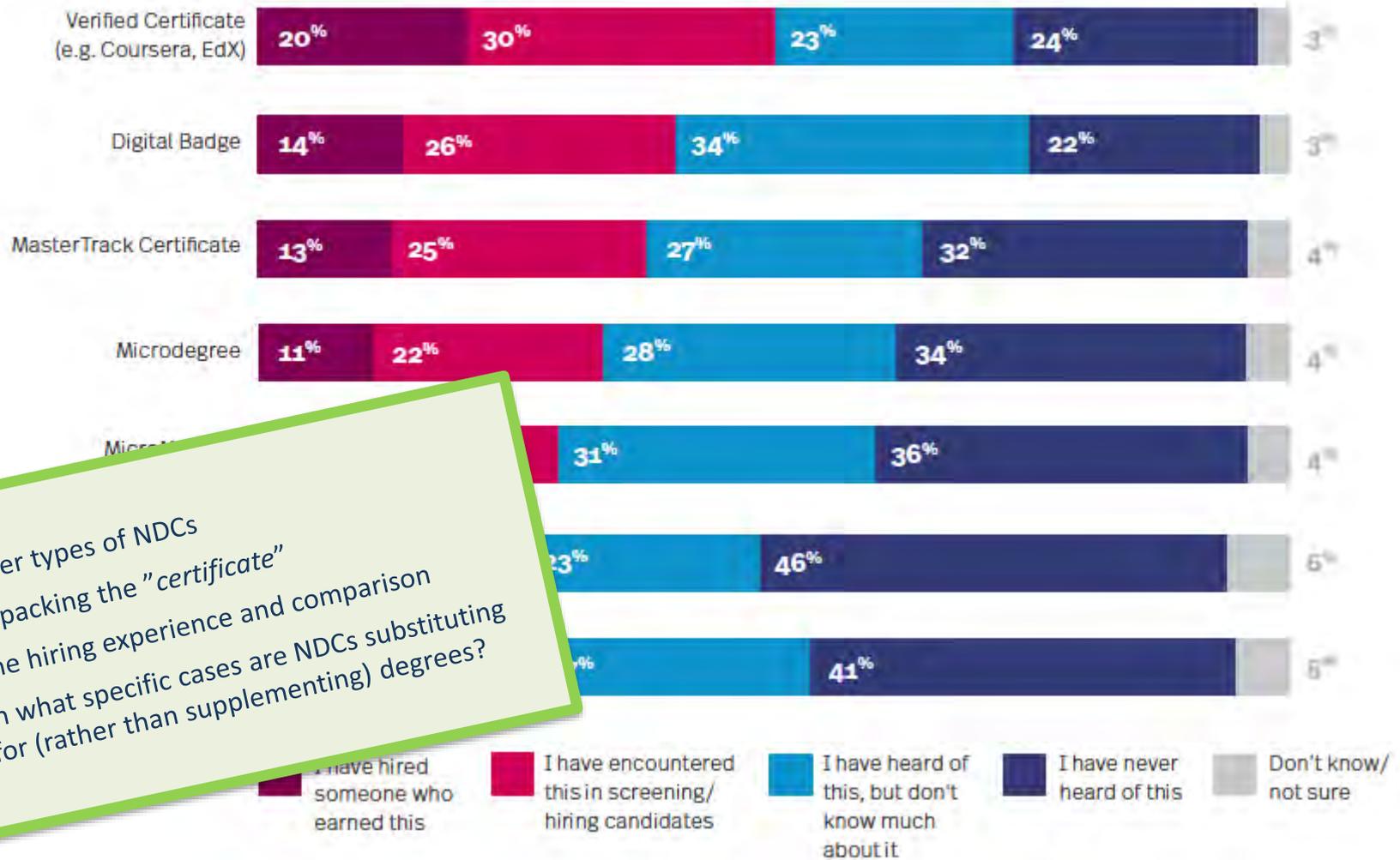
Over the Last 5 Years, the Value of Educational Credentials in Hiring Has *Increased or Stayed the Same* for Most Employers



Relative change in the value of educational credentials compared to 5 years ago

Microcredential Awareness is Growing

Figure 8. Level of Awareness or Experience with the Various Types of "Microcredentials" that May Appear on a Candidates' Resume

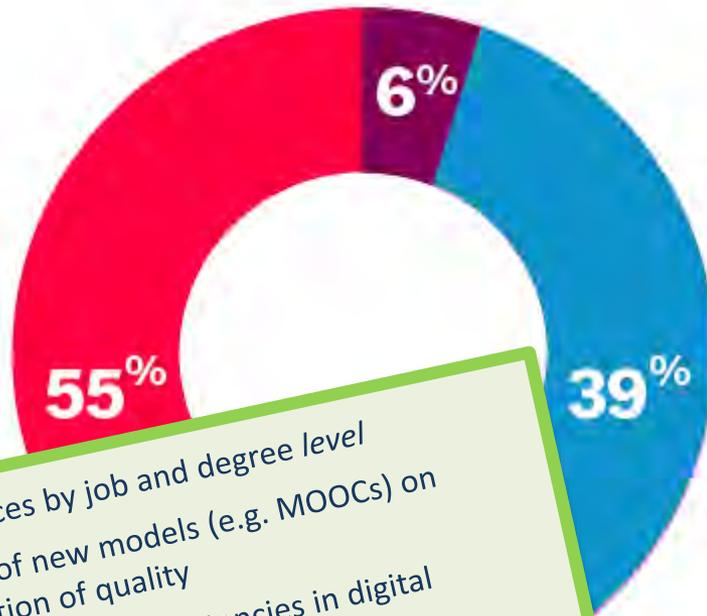


- Other types of NDCs
- Unpacking the "certificate"
- The hiring experience and comparison
- In what specific cases are NDCs substituting for (rather than supplementing) degrees?

Source: Northeastern University national employer survey of hiring leaders, September 2018 (n=750)

Online Credentials Are Now Mainstream

Perception of Quality for Credentials Earned Online



 Credentials earned online are generally lower quality than those completed in-person

 No difference - credentials earned online are generally equivalent to those completed in-person

 Credentials earned online are generally higher quality than those completed in-person

- Differences by job and degree level
- Impact of new models (e.g. MOOCs) on perception of quality
- Granularity of competencies in digital credentials
- Exploring and overcoming legacy of stigma
- Employer-side online credential outcomes

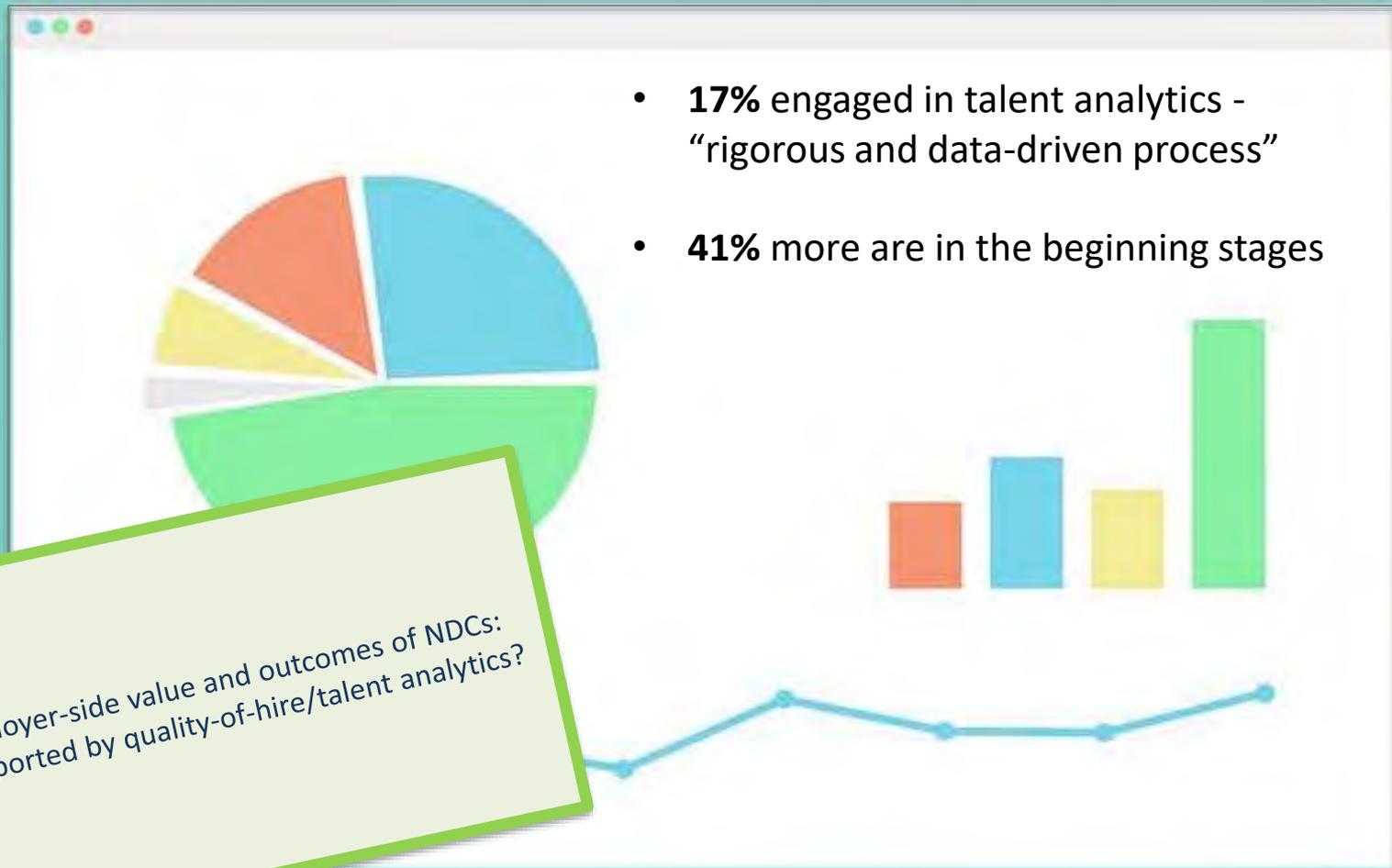
What Attributes Signal Credential “Quality?” (Issuer)

Importance of Credential Issuer Attributes in Signaling Quality



- What models of industry validation are most effective and valued?
- How is employee performance being measured?
- How can third-party quality assurance be made more important?

Talent Analytics is Beginning to Reshape Hiring and the Setting of Educational Qualifications

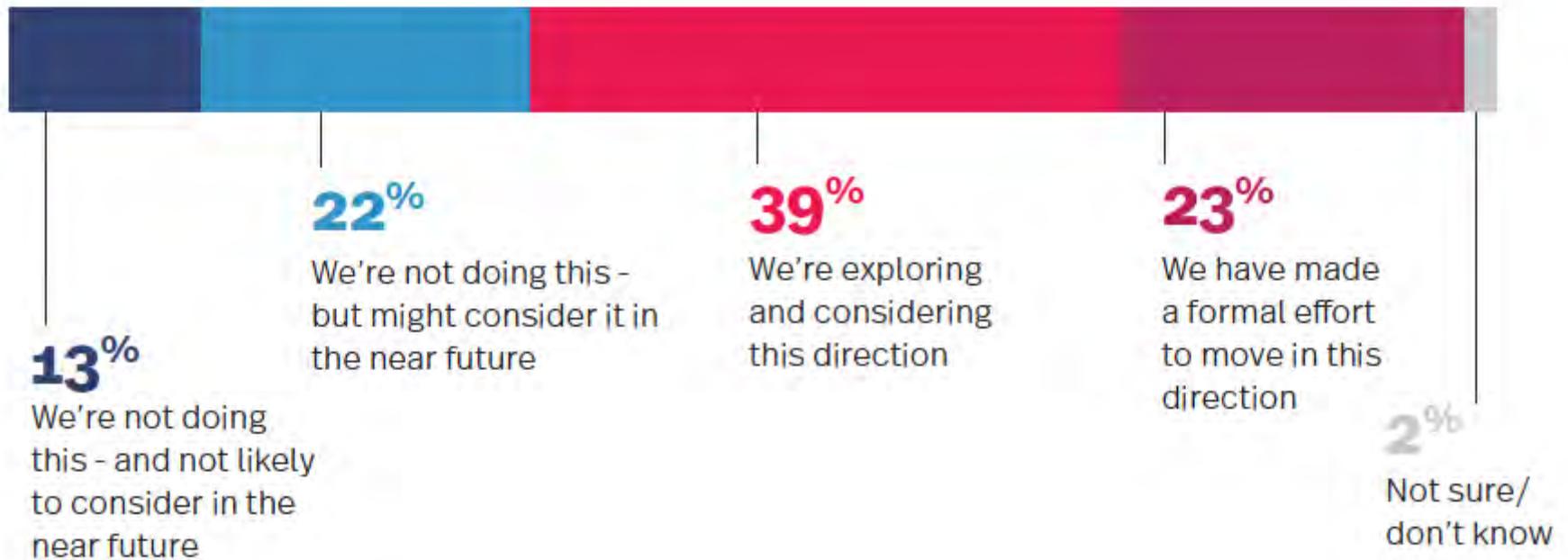


- **17%** engaged in talent analytics - “rigorous and data-driven process”
- **41%** more are in the beginning stages

• Employer-side value and outcomes of NDCs: supported by quality-of-hire/talent analytics?

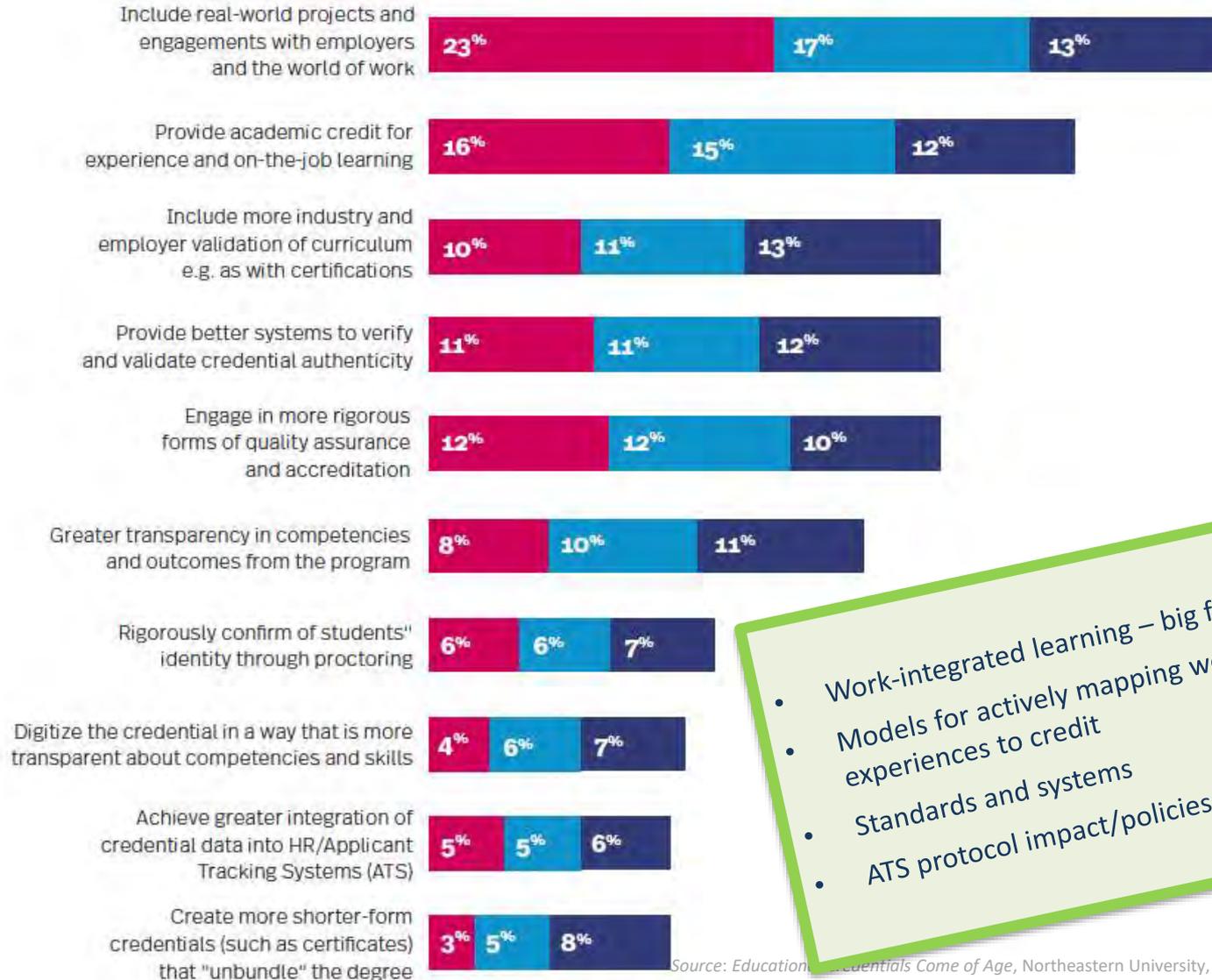
Growing Momentum for *Skills-Based Hiring*

Extent to Which Organizations Have Formal Skills-Based Hiring Initiatives Underway or Are Considering a Strategy That De-Emphasizes Degrees and Prioritizes Skills



Work-Integrated Learning: A Key Theme in Employers' Recommendations for Colleges & Universities

Top 3 Ranking



- Work-integrated learning – big frontier
- Models for actively mapping work experiences to credit
- Standards and systems
- ATS protocol impact/policies

Concluding Thoughts

- **Broader talent strategy and workforce planning - where NDCs fit in**
- **Fragmented decision-making: policies and practices**
- **Education and experience intertwined: unpacking this and W.I.L.**
- **Understanding employer-side outcomes of NDC hires**
 - **Leading to potential shifts in talent acquisition**
- **Understanding potentially significant differences by context:**
 - **Industry sector; occupational type/level; geography; employer scale**
- **An employer network/standing intelligence - vs. recreating the wheel**
- **Tracking impact of continuous innovation in credential types and forms**
- **What does the ideal non-degree credential look like in various contexts?**