



Rachel Angel

Rachel Angel: [00:00:00] If we don't, we figure out how to create equal opportunity, equal access, equal education for individuals with diverse backgrounds, then we won't have a workforce in 20 years.

Annalies Corbin: [00:00:16] Welcome to Learning Unboxed, a conversation about teaching, learning, and the future of work. This is Annalies Corbin, Chief Goddess of the PAST Foundation and your host. We hear frequently that the global education system is broken. In fact, we spend billions of dollars trying to fix something that's actually not broken at all, but rather irrelevant. It's obsolete. A hundred years ago, it functioned fine. So, let's talk about how we reimagine, rethink, and redesign our educational system. So, today, we're going to talk about the future of employment. So, as always, super excited about the conversation we're going to have.

Annalies Corbin: [00:00:59] And in particular, my guest today, because we have with us Dr. Rachel Angel, who is President and CEO of a company called Anexsis. But really, she's going to talk with us about her work and their work as the developers of something called Peerro, which is an interactive software that engages young adults seeking employment. And I, for one, am super, super excited about this because it's a space that we're all talking about that's really, really complex, both for those seeking employment and those looking to hire. And I think that there's going to be a wonderful conversation. So, Rachel, thank you for joining us today.

Rachel Angel: [00:01:36] Yeah. Thank you for having me. This is great.

Annalies Corbin: [00:01:38] So, I want to dive right in, because over the last week-and-a-half or so at PAST, we have hired a number of young adults into part-time work that we hope scales with them as they move sort of through their own journeys. And it's a really complex thing to do, both for the young folks seeking employment and for the companies trying to make that right hire just in time, especially in the middle of a global pandemic. So, let's just dig right in and tell us about what is Peerro. Give us the background.

Rachel Angel: [00:02:16] Sure, sure, sure. So, I mean, first and foremost, thank you again for having me on the show. And then, Peerro is called a career path management system. We coined this term of a career pathway management system. So, we absolutely try to get young adults into immediate entry-level employment. But the bigger thing that we want to accomplish is not only to get to an entry-level employment, but to get you on a pathway to a greater career, higher available wages.

Rachel Angel: [00:02:45] And this does sound simple, but it's just a really difficult thing to do. And I kind of talk about like where are all the difficult things and what makes this difficult? Well, when you really think about the process of a young person going from this kind of individual, it's like, oh, I want to make more money, yay, we go find a job that I can actually do. And it's typically something like throwing papers on someone's driveway or

sweeping up here. All those things matter to how well you're able to progress yourself through life and through the career that you find passion in.

Rachel Angel: [00:03:18] And so, in somewhere, we've kind of lost this process and we've gotten confused, and mainly because the nature of society now is that position to change quickly. Like you, the decisions that we're going to have four years from now, we probably don't even know what they are or even what they're called. So, how do you prepare yourself for that? And how do you even make sure that we're creating an environment that is, one, allowing young people to access opportunity at 16 and 15 years old, helping them leverage that to get to the next step and the next step after that and having companies clearly define what that is, what is that actual pathway?

Rachel Angel: [00:03:55] And then, within that pathway, there are resources that are required in order to get someone there. So, I'll give you an example. If you're a company like Kroger, you might hire IT individuals, but you may not train IT. So, where do you actually get that training from? So, it's a whole path and there's a whole ecosystem that exists. And we wanted to create a platform that made sure that we clearly define that and made it very simple through an app to go through each step that you needed to take in order to get to that end goal. And at the end of, they provide an interview with the employer that actually is providing that.

Annalies Corbin: [00:04:32] And I think that one of the things I love probably more than anything else about what you just said is the fact that you put career and passion side by side because I think that's the other amazing disconnect. And certainly, for us and one of the reasons why we are so adamant about engaging students very young and trying to find a way in our work largely through STEM, but also, through opportunity and experience. That's what it's all about.

Annalies Corbin: [00:04:57] I can't grow up to become a thing if I've never explored it, experienced it, been able to reach out and touch it, been able to find folks that look like me and come from the same places or the same experiences that I have. And the hope is that somewhere along the way, if we can scaffold opportunity for your journey, that we can help folks find careers in the things they love. Not just a job, but truly a passion that will let them make a difference in the world. That's power.

Rachel Angel: [00:05:34] That is power. So, my story of how I even became a pharmacist, I was kind of like a B, C, sometimes, A student. And I was sitting in class, and there is the valedictorians in the class, and I'm somewhat of a class clown, I'm like, hey, Nicole, what do you want to be when you grow up? She's like, I want to be a chef. And I was like, A chef? I couldn't believe, what do you mean a chef? I must have gave her a good look, like I thought you would be like a rocket scientist, but she wants to be a chef.

Rachel Angel: [00:06:08] So then, she says, well, my mom wants me to be a pharmacist. And I was like, oh, okay, well, what's that and why? She tells me what a pharmacist is. And she says, well, because they just make a lot of money. And I mean, it's like, okay, great, I'm going to do that. And from that conversation on, I spend the next 10 years, that would be 15 years old, so I spent the next 9, 10 years working on becoming a pharmacist, and I had never been exposed to what a pharmacist was prior to that. And so, how in the world can someone make a decision about a career, about their future if it's uninformed? You got to figure out how to inform young people.

Rachel Angel: [00:06:51] And it's got to be for a lot of like companies, it's got to be more than just a philanthropic effort. It can't just be philanthropy. This matters. This matters to society. This matters to business. It matters to you when you become 75 and you may need someone's help. You need someone's help in the hospital and you hope that there's a nurse there to help you along. That is the investment that you made when you were capable and able to expose, to develop, and help a young person get through this matriculation into

an opportunity or a career that might be appropriate for them. And that matters. It matters. It matters every step of our lives.

Annalies Corbin: [00:07:29] It absolutely matters, and I think that it's one of those pieces that, like you said, when we first started the conversation, somewhere along the way, we lost the sense of need, and urgency, and quite frankly, purpose. So, let's step back. So, let's look at this question from the company, the industry side. So, you've built up this platform and I will circle back around to the sort of student or user experience. But from the industry side, walk me through how this works for us and where and why we would want to partner with Peerro as opposed to the traditional way we've always been doing it, I would argue it doesn't work, but that's neither here nor there, side note, but let's just put that hat on for a minute.

Rachel Angel: [00:08:18] Well, because, one, I want to be very clear, we're not in a traditional society. We're in a society where we can only meet someone, and we shake their hand when we have a conversation. So, our youth don't know that world. And so, we can't try to force them to be a part of the world that they don't know. What we can do if we're being sincere about this is meet them where they are, and say that the world that you have is okay, and we'll be a part of it. And so, I think that's the first thing. It's probably not the right way to go because we don't live in a traditional society.

Rachel Angel: [00:08:52] The second thing is that we have so much information out here, and we have so many different resources, and so many different things all over the place. We have to get to a point where we can agree to be in one place. We can agree that we need to centralize some information to make it easy for our youth to find what they need to do, and for us to be able and for them to be able to follow those pathways one by one. And we know data and stats tell us that if a person knows their path, they need to have a very clear pathway, they'll make a lot more money over the course of their lifetime than if they had no clue or no understanding of it.

Rachel Angel: [00:09:33] So, even in Franklin County right now, we work with a lot of nonprofits, we don't work with money directly. What they've done in the US is an organization that is just a model or just an amazing model for what we do. And the reason I say that is because they've created IT and health care pathways. They are connected to high schools. They are providing training within their organization. Not only are they providing training within their organization, at the completion of their training, there is an employment opportunity at the end, and you can clearly see that.

Rachel Angel: [00:10:10] So, they do that with their healthcare pathway. So, you can see Mercy Hospital. This is the opportunity at the end. Here is the step to take. Here is the training. We're going to provide that for you. And then, here, young people, here's a platform so that you can walk through that. And they do that with healthcare and IT. So, any organization that can clearly define opportunity, the pathway to get there, get them in the system, and continuously get them through where, they should be on the system, because we then can hand that over to a guidance counselor, and a guidance counselor can make sure no young adult leaves high school without being placed on a path.

Annalies Corbin: [00:10:49] Which is absolutely critically important. And the other thing that I sort of love about my perusing through the information was also the fact that there's the potential for micro certificates or credentialing that comes with this. And what we see at PAST, no matter what program we're talking about, is the minute you open up an opportunity that comes with a credential or stackable opportunities, suddenly, the demand is so much higher.

Annalies Corbin: [00:11:21] And I think that if we can get more traditional sort of thoughts, I guess, if you will, or the thinking of the world to recognize that life happened, we don't always have the opportunity to go all the

way through school to become a pharmacist, or to become a nurse, or to become whatever that thing that is that we want to do, but that if we could figure out meaningful ways to take small chunks of that learning and stack it, that way, when life does interfere—my favorite is we had a kiddo here.

Annalies Corbin: [00:11:52] I'll never forget this young woman. She dreamed she wanted to be a nurse. For as long as I met this young woman in middle school, she wanted to be a nurse. She was going to be the first kid in her family to go to college, and that's what she wanted to do. She's really passionate about it. And her and her mom, she was about, oh, I don't know, a-year-and-a-half into post-secondary, into nursing school, and her mom got cancer. And there was no one to help, right?

Annalies Corbin: [00:12:20] And so, she had to leave school to go and take care of her mom, who unfortunately lingered for several years. But the thing that was so important, and so meaningful, and the reason I share this story is because along the way, we sort of helped to make sure that she got every stackable start in her training that she could, so that when she had to step away from school, she could at least work in the industry she loved. So, we had helped her get her certificate to be a licensed EMT, right? And so, that was a huge step along the way.

Annalies Corbin: [00:12:58] It's not a traditional thing that somebody going through nursing school takes the time to do, but we built it in as a training module. So, all she had to do was sit for the test, so she could be employed, she could have benefits she needed. And then, after her mom passed away, she went back to school. But that would have never been possible for her if she would have gotten some other job, doing some of the thing, and she might have gotten so far away from the thing that she loved, that she wouldn't have been able to figure out how to finish. And I think that is thinking like that, which is part of what I love about the fact that you have those microcertifications tied to this somehow is really important.

Rachel Angel: [00:13:35] Yeah, absolutely. So, we store all the medical certifications into a profile. We also, in the pathway, any organization that's in our system, if they're capable, if they're able to do this, you can actually provide the training on our platform. So, if within their pathway is training, you can actually give them the training and it could auto-grade, or it can be open-ended, and you'd have to grade and confirm when you're in. But then, whatever certification that you have, it automatically goes into your profile.

Rachel Angel: [00:14:04] And from here on out, any person or any company that attaches their certification requirements to their opportunity, they are now showing in their pathway the best completed, and they're at least 25% there. And then, we have a progress work for every position. So, you can see that there are 25% there, 35% there, whatever the case may be. And so, there is opportunity there to do exactly what you're talking about, but the number one thing that you said is information.

Rachel Angel: [00:14:33] And a lot of times, one, we've got two things that we have to address before we can get to pathway's credentials and progression. And that is need. There's usually need and there's access. And so, how do we address the fact that I need capital now and how do I address the fact that I may not have the access to this information? And duplicating you and I, how do we duplicate ourselves? We can talk to so many people, come in contact. And that's what I think that we're really focused on trying to solve, and getting it as engaged in making sure the platform is as intuitive as possible in order to make sure that we're making that happen.

Annalies Corbin: [00:15:17] Yeah. So, how many places? How broadly is this platform deployed at this point? So, how many users? How many companies? I'm trying to really sort of get a saturation and scale as it relates to then my follow-up question.

Rachel Angel: [00:15:33] Okay. Sure. No problem. So, we have a private presence in Cleveland, Franklin, and Cincinnati. So, right now, Franklin County, we have posted about 500 young people on the platform. In Cleveland, we put 5,000 young people on our platform. This actually was a mistake because what we found was that young people want opportunity, they're hungry for it, but we've got to get them the opportunity. And one of the world's biggest challenges for us is that we have to engage companies into a process that they're not used to being a part of. Like being a part of a process that really says, you have to create pathways.

Rachel Angel: [00:16:13] And some people who are going into these pathways are, you won't see the results of these pathways for two or three years. That's a hard pill to swallow for a company because they are usually looking for results within 12 months. And that's one of our bigger challenges, but we're overcoming. And I think people are coming to the realization that we need this. But to answer your question, I mean, we're new to Cincinnati. We have engaged about 30 companies and we have about 10 different agencies or nonprofits and organizations in the platform as well. I think that we definitely have some more work to do in terms of getting as many concentration and getting as many variables on the platform as possible, but we've done pretty well up until this point.

Annalies Corbin: [00:16:55] So then, given that and given that saturation in terms of sort of the, it's not really a pilot at this point because you're deploying at scale, different scale in these three different locations, but I assume that your intent is to be very broadly available all over the US and potentially other parts of the world, maybe one day. But with the group that you have and the time that you've been running this, are you seeing trends as it relates to workforce?

Annalies Corbin: [00:17:31] Specifically, what I'm asking for is, because we get asked this question all the time, especially from our K-12 partners that are working on pathways to career for their students, which is great, we encourage them to do that, but what are the trends that you are seeing? Because it's always posted, in-demand jobs, all of that sort of stuff that's going on, but sometimes, where the rubber meets the road is not the same as the public perception or what it is that we're saying out loud in sort of those social spaces. So, what's the reality of the trends that you're seeing?

Rachel Angel: [00:18:03] Yeah. So, there's a lot going on right now. So, where to even start? I mean, COVID grown a whole different situation, I mean, than what we had six months ago. It was clear that we had a bunch of positions open and we didn't have any of them even filled. Everybody was employed. Everybody had a job. And then, there came COVID. And then, all of a sudden, people stopped having employment. But right now, what we're hearing from employers is still that there's plenty of positions open, but people are not taking those positions.

Rachel Angel: [00:18:35] So, we have an issue right now where companies are scrambling to get employment opportunities filled even though the narrative, it seems like, in the media, is that there is no work. So, there is this kind of confusion right now, I think, with the general workforce employment opportunity. The other thing that I think were specifically talking about you, I think that there is something that has happened that we just overlooked and we didn't realize they happen.

Rachel Angel: [00:19:05] The thing that we don't have right now is a lot of opportunities for you that are between the ages of 14 and 17. This is a big issue. I don't even think companies realize how impactful the amount of time that we've seen this happen is. The reason why I say that is that maybe it's because of policy. Maybe there's some policies that need to be adjusted in order to deal with these issues is that some of the hardest workers, some of the most committed individuals in society that work for different companies will tell you that I started working when I was 13 or 14 years old, the paper route, some odd job.

Rachel Angel: [00:19:51] And so, I may get into details why this is happening, but we may or may not have time for, but to me, what the trend that I'm seeing is that youth are not going into employment, and then companies are starting to communicate that a lot of the individuals that are coming in entry level, and that's with a degree or without a degree, they don't have soft skills or they don't know how to communicate or they don't know these things.

Rachel Angel: [00:20:16] It's a combination of, yes, that our culture is now more social, and we have a social identity online, and we have one in person, it's almost two completely different people, but there's also an issue with the fact that we've excluded these young people out of the workforce, and now, they're unable to get development that they want to have 10 years ago. So, I think that's the biggest issue that I'm seeing right now.

Annalies Corbin: [00:20:41] And I think you're spot on, on that. We see the same thing. And as we think about the fact that when folks apply, and we have a fair number of folks that will apply to want to come in and work with us in the summer, they're college kids, right? And you would think that when they apply, to your point, they would have small odd jobs. But this whole series of experiences they've had, as an employer, you would hope that that has given you the sort of breadth and depth of who you are, a work ethic that you at least have some basic understanding of what it means to have a job.

Annalies Corbin: [00:21:19] And yet, we see people who, them applying to come work with us this summer is the first time they've even applied for a job, because to your point, society has shifted so much. And yet, the flip side of it, the young man that, quite literally, I just hired a few minutes before we hopped on this call is 16 years old. And this will be at least his third job. And we first hired him as an intern. Obviously, he's still in high school as a paid apprenticeship.

Annalies Corbin: [00:21:49] And now, we want him to actually come, and have a full part-time job while he finishes high school, and into college working for our company. And the best part of this and the reason I mention it is because of the difference, because he has come from a situation where I believe I don't know this for sure, but that he's probably had a number of jobs. So, as soon as he was legally able to work, I think this young man has probably had a job because he needed it for himself and for his family, right?

Annalies Corbin: [00:22:15] So, he says to me, even though the job has right now, his after-school job, if you will, it's in a fast food restaurant. Great. That's awesome. But he said, well, I can't start when you want me to start, because even though it's just fast food, I still have to give them two weeks notice. That's the kid we want to hire, right? I'm like, you can wait two weeks, your job will still be here. Yes.

Rachel Angel: [00:22:37] Absolutely. Yeah. And that's amazing. That's a perfect example of these little things that we see within an individual that we say, this is indicative of a great employee. We don't give young people opportunity because they're most motivated. I don't care what background you come from, usually, as a kid, you're motivated to get your own money at some point. That's what happens around 12, 13 years ago. And then, if we don't capture it at that time, then we'll be struggling to help teach you lessons that you learn along the way.

Rachel Angel: [00:23:12] I'll give you a conversation I had with one of our young people that we had placed into a cashier position. They got placed into being a cashier at one of the local grocery stores. And maybe two or three months later after she had been placed, that she can work, she says, I just don't want to be a cashier anymore. I don't want to be a cashier. And the teacher thought that I would take that as a negative or that that is an issue for him, but that's exactly a conversation I want you to have with yourself. That is exactly the conversation you should be having like 15 and 16 years old so that you can start working towards something else.

Rachel Angel: [00:23:55] And if we don't let them have that conversation and we wait until they're 18, there's a whole slew of other issues that come along that then can make someone, forces someone to be in that position when they could have changed it two years ago. And I don't know if people fully realize that there is a natural progression. We talk about the matriculation and the development of a young person to be a great employee. And if we don't like start to recognize that, take it seriously as a whole community, we'll continue to see these trends with young people not in employment, education, or training.

Annalies Corbin: [00:24:28] No, absolutely. Again, we see exactly the same thing. And so, it's really funny because we have a process and we have a fair number of young people. And what we have learned because we run programs in STEM, a lot of STEM summer camps, if you will, programs, and we call them camps because that's what parents' expectations broadly are, right? But that's not really what they are. The secret of the sauce is these are workforce experience opportunities, right? So, we bring them in. We're going to teach you how to fly drones.

Annalies Corbin: [00:24:59] We're going to teach you how to do computer science. We even had one called pills and potions a few years ago. It was all about, you want to be in pharmacy or pharmaceuticals. We're going to scaffold you into all these things. And what we learned years ago is that we could take those kids in middle school, run them through those programs, and then in high school, as we keep running them through more of these, and again, it's all about, hey, we're helping along the way, you find a thing you love, right?

Rachel Angel: [00:25:27] Yes.

Annalies Corbin: [00:25:28] And if you can find the thing you love, then we're going to help you figure out how that could be a job and a career path for you. But the other piece that we've also found through this process over time has that by the time the kids become juniors, seniors in high school, maybe first or second year in either career tech, or college, or job, whatever that happens to be, that they are amazing teachers of other young people, that mere peer mentoring piece as part of this. And so, we bring them back. And so, some of these kiddos that we have, their first jobs are back with us because they're great facilitators of other kids exploring and experiencing. And I think there's a tremendous power in those early scaffolded job opportunities.

Rachel Angel: [00:26:15] Absolutely. You asked about some of the trends, and I don't know if this is like a recording or a documentary, but it's something I hear a lot. And I'm not sure if it's a good thing. And I think we should all re-examine it, and the reason, and this is what I'm referencing is that I talk to a lot of parents, and the parents might say, I don't want my kid working in McDonalds or I don't want my kid working at the Wendy's. And I'm like, I don't know if that's the right message. What we see, even as these youth kind of become adults, they sometimes have unrealistic expectations of what they can accomplish with the level of experience that they may have. For example, we had some college students that, well, when I graduate, I think I'm just going to become a chief technology officer.

Annalies Corbin: [00:27:05] Yeah, probably not.

Rachel Angel: [00:27:10] You're probably not going straight there. And so, there's a level of like humility, I worked in assisted living home. Like I had to do anything from helping the elderly get dressed to whatever needed to be at that time, and I wasn't too good for that. And it taught me a lot. It taught me humility. It's helped me to work hard and care about people. And I know friends that work in fast food, and they're great workers, they're responsible adults today.

Rachel Angel: [00:27:41] And it taught them something. And so, we can't kind of cuddle our children to the point that they are too good or too afraid to go and start at a lower level where they need to start, where they're qualified at, and work their way up because I think we're developing this kind of psychological complex that young people are experiencing. And it really is our fault as parents. We've made them too good for things.

Annalies Corbin: [00:28:11] Yeah. No, I haven't heard anybody articulate that, but I think you're dead right on in that remark. And my high school job, I worked at a video store, which dates me, I know. Who've seen a video, right? But to your point, just like you working in the assisted living facility, I mean, it was everything. I had to clean the bathrooms. I had to stock the shelves. It's all that stuff, right? But it was incredibly valuable. And part of it is I learned a lot of skills, obviously, but I also learned a lot of things I didn't want to do back to the point of the young woman who didn't want to be a cashier, great, awesome conversation to have. Now, you know that, right?

Rachel Angel: [00:28:55] Absolutely. I can tell you, I don't have any children, but I can tell you right now, my children are going to be forced to work in some entry-level—I mean, true entry level like fast food for at least six months. They're going to be required to do it for at least six months because they need to know. Like nothing that's not a way to go through life thinking.

Annalies Corbin: [00:29:17] Right. No. And it doesn't serve anyone. And so, let me circle back around sort of as we get ready to sort of wrap up the conversation because the other thing that I think is really, really important, and I'm curious in your work with these different organizations and companies as they start to come on, there's so much conversation, and thank goodness, we needed to have it, but I'm really curious about how, as part of this process, we collectively, and I'm not suggesting that you have a solution, I know I don't have a solution, but maybe somewhere along the journey, right? How do we also help companies and these young folks sort of reconcile a lot of the social justice and equity issues that have plagued our country for a really long time, but that we, the young people, are craving resolution and solution right now?

Annalies Corbin: [00:30:20] So, rather than continuing this sort of ongoing dialogue that's been happening for a bazillion years at this point, the actual point of action piece, and I'm asking the question because it's a driver for you today in ways, I think, it's not that it hasn't been there, but I think that because of the evolution of sort of where we are from a social standpoint in the tools of resources, the technology that's available now, we have the ability to put some of these things front and center in ways that maybe we weren't tapping into from a workforce standpoint before. What does that look like at Peerro?

Rachel Angel: [00:30:59] Yeah. I mean, well, just kind of a Peerro standpoint, we talk about access. This is the main thing that we wanted to do was, create efficient and effective access. We want to do that for everyone, leverage technology to do that, clearly communicate the steps that anybody can take. And then, if they can take these steps, they can schedule interview. And that has nothing to do with your color. Access is what we have to provide. The other thing is, I use this word sincerity a lot because there is a difference between doing something and doing something with sincerity.

Rachel Angel: [00:31:40] So, what we've seen over the years when it comes to diversity, diversified women, diversified African-American, Latinos, so on and so forth, we haven't seen sincere efforts. We've checked on boxes. We've said we'll have a town hall meeting and have a conversation about it, and then we'll just leave that there and do nothing, but we can at least say that we talked about it. And so, this has been the behavior of the majority of companies and people who should have an invested interest in having these conversations actually put an action to them.

Rachel Angel: [00:32:16] Well, up until maybe five years ago, we really weren't having the narrative that there is an issue with business if you don't address diversity. There is an issue with your ability to survive as a company if you do not create a diversified course. That's where the true change comes from. That's a business case in order for it to really take action. Because right now, I mean, if it was just pulling at the heartstrings and this is the right thing to do, we don't typically see that.

Annalies Corbin: [00:32:47] No, we don't. At all, right? Nothing changes, right.

Rachel Angel: [00:32:52] Now. And it's not. I mean, it doesn't boil down to the dollar. All the times, it doesn't get done. Okay. And I think that our young people are definitely pushing on this because it's a different generation. A lot of those barriers and those mental psychosis that we all kind of share as a result of oppression, stereotypes, slavery, whatever the case may be, they're not sharing the same things. And each generation is a little bit of the past. And so, I do think that they're looking at a lot of the things and saying that this isn't right, this should be different, and you guys have got to change it.

Rachel Angel: [00:33:33] That's pressure, and I think they actually do. And I think companies are taking hold and being a bit more serious about it because they know that if we don't figure out how to create equal opportunity, equal access, equal education for individuals with diverse backgrounds, then we won't have a workforce in 20 years. And I think that we know that and we're starting to see it. But I think that the effort, they have to increase the effort, they've got to get really serious about it and be super sincere. And if we're not seeing it in numbers and we're not seeing it in the data within the organization, then it's not happening.

Annalies Corbin: [00:34:09] Yeah. No, absolutely. And it is certainly my hope. But what I see sort of as the youth are pushing on a variety of different workplace based topics, the flipside with some of that, which I think is an intriguing space for workforce and for companies. So, I'm encouraged to hear you say that the companies that are working with Peerro are actually making a genuine effort, right? Because on the one hand, you have a large percentage of corporate population that are retiring, and they are taking with them both institutional knowledge, but also, a lot of practical workplace, workforce knowledge, right?

Annalies Corbin: [00:34:09] And so, as those folks go off and we bring in all these young new folks who are unfortunately getting further and further out of having that early experience, how do we ensure that we don't end up with a knowledge gap? Right? And so, again, not that we necessarily have the solution at the moment, but it is one of those pieces that I've seen, back to your point, I'm going to leave college and I'm going to be a CIO. Well, that's a great aspiration, but you're not going to start there.

Annalies Corbin: [00:35:20] But how do you bridge the gap for them as that career ladder progresses and to truly understand where the value is of the mentorship opportunity of somebody that's about to leave that same company or position? Because we are seeing that happen in companies. We're retiring all these folks off. We're saving money. We're hiring all these young folks, but they don't have a clue.

Rachel Angel: [00:35:42] They don't. But you got to ask yourself, though, this has not always been the case. We all have to ask ourselves, what did we dismiss that caused us to get to a place where an 18-year-old has no idea how to get to where this more seasoned vets within your company are? Like we got to ask that question. The other is that the culture has completely changed. As companies started cutting costs, those are the first thing to go, programs for youth. And we kept cutting and we kept cutting because we need our bottom line to look good to shareholders. And so, that culture that has become the standard thing has got to stop.

Rachel Angel: [00:36:27] We've got to stop it. If you even look at like the kind of industrialists, and they get a bad rap, like they created public education. And you know what, public education is outdated because the

industrialists created it. Okay. That's actually not a bad thing. A company should be really involved in the development of education because those industries had enough foresight to know that we have to influence the youth that are coming across and we think that we're going to have someone that is going to be capable of doing the work or being capable of performing the opportunities that exist today. And today, we have to take that same mentality and apply it. And we hope that we do. I think we're far from it. We hope that we can get there.

Annalies Corbin: [00:37:18] Well, thank you very much, Rachel, for spending time with us today. I hope that everybody that listens to this hops on the internet and wants to either be part of what's happening at Peerro, or more importantly, get their organizations, their companies to sign up and encourage you to be part of it because you are spot on. So, thank you so much. I just feel this kindred spirit. I could talk to you for hours. And I'm so jazzed about the work that you're doing. So, thank you very much for that.

Rachel Angel: [00:37:55] I appreciate it. And thank you. Yes. Anyone that's interested and wants to kind of have impact, please do get in touch.

Annalies Corbin: [00:38:02] We'll make sure that we post all of the contact information and all the links when we send everything up. So, thank you for joining us today.

Rachel Angel: [00:38:11] Thank you.

Annalies Corbin: [00:38:15] Thank you for joining us for Learning Unboxed, conversation about teaching, learning, and the future of work. I want to thank my guests and encourage you all to be part of the conversation. Meet me on social media @Annalies Corbin and join me next time as we stand up, step back, and lean in to reimagine education.