# AWIA Merit America

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**SPEAKERS**

Connor Diemand-Yauman, Steve

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S **Steve** 00:10

The HR Happy Hour Network is proudly supported by our friends at Workhuman. Here's a wild stat: six in 10 employees have never been meaningfully recognized for a work anniversary. Think about that: 5, 10, 20 years of someone's life, and too often the moment falls flat. Workhuman service milestones makes recognition more personal, memorable, and impactful. Milestone tracking happens automatically through your HRIS. The right colleagues are inspired to share stories and congratulations, and employees get access to rewards they actually want. Ready to make your milestones meet the moment with Workhuman? Click the banner on this episode page or follow the link in the show notes to learn more. Thanks for joining us. Welcome to the At Work in America Show, my name is Steve Boese. I am so excited for today's show. We have done a lot of shows over the years on the on the network about opportunity and access to opportunity, and trying to make the pie just more available to more people. And because it's not easy, right? Not everyone has all the advantages. Some of us maybe had when we came up, and you know, I'll say it for myself: a lot of doors were kind of halfway open, if not fully open, to me, and I took advantage of that. But that's not the case for everybody, and we need to think about that. And economic mobility shouldn't depend on kind of being born in the right place and having access to the right school and having access to the right kind of training and all the advantages should should be available to everybody. And our guest today is going to help us talk about that. How his organization that he co-founded, Merit America, helps make that a reality for lots and lots, 1000s, literally people in America. He is Connor Diemand-Yauman. Connor, first off, welcome to the show. How are you?

C Connor Diemand-Yauman 02:06

Thank you. I'm excited to be here. I'm unfortunately sick. I test. I just tested positive for COVID, which is actually my first, my first positive test. So I'm a little sad, but also a little proud. You know, like this feels like a it feels like a milestone.

S Steve 02:24

It really is. You made it a long run without getting. Well, thank you for soldiering through and joining us today, despite you know being being a little bit down for the count, if you will. But I appreciate that, and yeah, and hope you feel better really soon, Connor. I think this story is a wonderful one for us, as I said. But let's start at maybe a little bit at the beginning of the story. Your background is really, really interesting, so I'd love to learn a little bit more about you, and then maybe some of the, you know, the founding of Merit America story, like what was missing in education and in development and in prep that you guys saw that led you to think, hey, there's maybe a better way to try to get more people access to better opportunities in the workplace.

C Connor Diemand-Yauman 03:08

Thanks so much, Steve. I really appreciate that. You know, I first got interested in this work through my mom and my upbringing because, in many ways I was, I am a byproduct of the American dream. You know, the story-it's-it's-it's almost out of like central casting. My mom, she grew up in steel country in Youngstown, Ohio, and I grew up hearing stories about my mom and her family who were so poor that they would have meals that were entirely made of corn.

S Steve 03:44

Yeah.

C Connor Diemand-Yauman 03:45

And she went from that to paying her way through college, working three jobs, including at a truck stop where these old guys would ask her to put her finger in their coffee to sweeten it up.

S Steve 03:59

Oh my goodness.

C Connor Diemand-Yauman 04:01

It always makes me vomit in my mouth a little while, but anyway, you know, to to eventually getting her doctorate in psychology and becoming a school psychologist in my public school in Ohio, and so I just I saw this, and then I was also just surrounded by educators. So it was both seeing the power of education, but also the opportunities that were afforded to me and my family through my mom's and and and my dad's trajectory, and so this you know this this sparked a real interest in in education and access. I ended up joining on the early team of Coursera, the ed tech company, and that's where I met my co-founder and work wife, Rebecca. Rebecca and I were building the B2b business there, so we were you know as a B2c business, we were building the product line and the the services for companies and governments and and non profits around the world. And we were in the back of an Uber one day and we were talking shop, and at the end of the ride, the Uber driver pulls over and he said, "Hey, you know, I've heard of Coursera. We were so excited because, like, we got to meet one of our users. Said, "Yeah, I heard of Coursera. I've actually completed a class, which blew our mind because no one completed classes back then.

S Steve 05:20

Right.

C Connor Diemand-Yauman 05:21

But then he said something that really struck us. He said, "Yeah, I completed the class, I got a certificate, but here I am still driving for Uber.

S Steve 05:28

Yeah.

C Connor Diemand-Yauman 05:29

And it was this light bulb moment where we realized that access is not the same thing as opportunity. You know, you can have all of these incredible resources and free online courses, but it won't make a difference if folks don't know what to take, how to complete it, and most importantly, how do you translate that into a job opportunity? And so that was the impetus for for Merit America, and specifically, how do we create a product that is custom built for the 53 million Americans who are stuck in low-wage work and can't get ahead.

S Steve 06:07

Yeah, that was a stat, Connor. Thank you for for the background. That was a stat I read and prepped for the show from from your site. Honestly, 53 million Americans working adults don't earn a living wage, and that's a problem, and certainly a challenge, and one I think is talked about some net lately, but but but maybe not through the right kind of lens. Perhaps I think it's talked about mainly from oh, these big bad core companies are not right paying people enough, which is certainly debatable and potentially even true. But that doesn't really solve the problem for the 53 million Americans, right? I think we're naive to think these massive companies will suddenly start raising everybody's wages to to living standards and mass, or certainly anytime soon, right? So, therefore, how can we find other pathways for folks who who want them, right, and and and and want to put in the time to do it to get into careers and into opportunities that are going to be a little bit more sustainable for them, get them maybe elevate them a little bit, so they're not as you evocatively described, you know, eating corn based meals all the time, right? And and I don't mean say I don't say that as a joke. I say that very seriously, Connor. So, what are the types of people you mentioned the the story about the Uber driver? What are the types of people, the types of learners that Merit America serves and and sort of come find their way to Merit America, and or the you know in general, right? I know there's 1000s of people. So, but who are the types of people who come to you guys to who are interested in kind of better opportunities in better career pathways?

C Connor Diemand-Yauman 07:52

So you you hit on this, but just to reinforce the point, our our unique angle or entry point into this problem is that we are focused on working adults, low wage working adults, so folks who are stuck in gig work or hospitality, food service, and have no way out. You know, and where these jobs, instead of them being a launching pad, they are a life sentence, and there's just no real no real opportunity, and when we, you know, first started this work, there was this, we were just shocked to see that, despite this being one of the largest segments of the workforce, there are no real scalable model models that are designed to drive that impact at scale. So we're focused on low wage working adults. You know, our our learners, on average, are making let's say 25, $26,000 per year. They're usually in their mid 30s. Again, in predominantly gig work, hospitality, and food service, and a huge swath of them have some college. They have depth, but they have no degree, which again is a an articulation of the broader problem and the failure that we're trying to to address.

S Steve 09:09

Yeah, and and so are these folks generally, Connor, folks who maybe know what they would like to do, but just haven't been able to get the kinds of of training and experiences and certifications, perhaps they need to do those things, or are they more? Hey, I just know I need something better, and and here's an here's an opportunity through an organization, Merit America, that I I can help, you know, help find my way to something better, or or as I imagine, it's probably maybe some of some of each.

C Connor Diemand-Yauman 09:41

It it's across the board. You know what? What I can say is that the common denominator for our learners is that these are folks who have tremendous talent, drive, grit, really relevant skills, and want more for their lives. And their families, and and candidly deserve more. But this feeling of being boxed out of a system that wasn't designed for them.

S Steve 10:09

Yeah.

C Connor Diemand-Yauman 10:10

And there's there are a lot of folks in there who are immediately drawn to oh, you know, like cybersecurity or semiconductor technician or IT support, you know, you know, there's one learner who comes to mind who loved video games as a kid and always wanted to, you know, wanted to work with tech and work with.

S Steve 10:33

Yeah.

C Connor Diemand-Yauman 10:34

Game design, and so you know, there's certain we really encourage our learners to follow the light and the heat to to identify the tracks that really resonate with them, because we're constantly spinning up new tracks as part of our model. Like, how can we how can we develop new tracks that move at the pace of disruption for our learners? But what one interesting learning that we've had, and my my cofounder and I were just talking about this the other day, is that while most people, most of all learners, come for the tracks, they come for a you know semiconductor technician certification, or IT support or project management. When we poll learners about the value that they got from the program and what was most transformational-it is very rarely the track or the certificate. Okay, and it's almost always the coaching. It's having someone who met them where they were at and helped them understand Hey, like here are the opportunities that you have, and here's how we get there, and we're going to do it together, and I understand. I've seen. I've been in your shoes, or I've worked with hundreds of folks who have been in your shoes, and I've got your back. And we are continue to be so moved and and impressed by the power of this human coaching. Just a quick quick story there. A few months ago, I heard a story from one of our one of our phenomenal coaches. There was a learner who was working at a local hospital in in in his in his hometown, changing bed pans. You know, making minimum wage, doing work that he really hated. He heard about Merit America. He joined the because the IT support program completed it and was in the you know job search phase and his coach discovered that his hospital three floors down had an IT support department that was hiring.

S Steve 12:37

Wow.

C Connor Diemand-Yauman 12:38

And the coach you know, got got this learner, Mark, on the phone. Said, you know, Mark, there's an IT support desk three floors down. Go down there and introduce yourself. Mark said, No, I'm not going to do that. I'm not ready. A week later, his coach gets him on the phone. Says, Mark, you are ready. Get go down there three floors. No, and I'm ready.

S Steve 12:58

Great example.

C Connor Diemand-Yauman 12:59

Finally, next week, she gets him on the phone. Says Mark, "I am not getting off the phone with you until you go to the elevator with me and introduce yourself. And so, Mark begrudgingly takes the phone with him, keeps his coach on the line, goes down, introduces himself to the IT support desk, and three months later, he's working there and he's more than doubled his wages, and he has a real upwardly mobile career track. I raise that to say that the coaching, when done well, can truly be transformative, and and I do think that the challenge and opportunity for us at Merit America is continuing to cultivate that magic, but scale it in creative ways with AI and some of these new tools that we're that we're working with.

S Steve 13:46

Yeah, I love the example, Connor, and a couple things about it really make me love it. Is one is you know just traditional HCM HR practices and workforce practices. There's no way that hospital finds that gentleman or that person for that role just never happens, right? Even you know, even even if the person went into whatever system that company uses to to keep track of employee skills and you know updated it, I still don't think they find it. They find it, right? I just don't think so. And so, and secondly, it really shows you the that the the difference in the model, like as you said, there's loads of training, there's loads of courses, there's lots of free courses, there's lots of, I mean, heck, you can learn almost anything, right? If you try if you want to these days, but that coaching element, right?

C Connor Diemand-Yauman 14:40

I have a certificate in astrophysics.

S Steve 14:42

Yeah, I mean, sorry, I don't want to brag, but a good, good, good member of the team here is forklift certified, right? But I don't think she's-I don't want to call her out. I don't think she's ever driven a forklift, but she's.

C Connor Diemand-Yauman 14:54

Hey, don'tcall her out. She can do whatever she wants. She can operate that forklift. She's certified.

S Steve 15:00

Element maybe let's talk about that just for a second, just so you can maybe help our listeners understand how that piece of it works for for the learners and how it enhances their experience and certainly their opportunity. You know, subsequent to to obtaining their credentials, certificates, and additional training.

C Connor Diemand-Yauman 15:18

Yeah, I think it's an important question because you know, we we hire some of the best coaches on the planet, and it's something that we've continued to double down on. And we get pressure from folks saying, "Hey, you know, why why don't you just do the coaching with an AI? Why don't you just you know figure out these you know use some of these new some of these new tools, and and and we've we've tried, and we are doing we are again we are really investing in in AI in creative ways, and we can we can get into that and how we're doing it, but at the end of the day, I just so deeply believe in humans being persuaded and inspired by, and held accountable to other humans, and that's the thrust of the model. I mean, the secret sauce. What we do is we find the best coaches in the country. You know, we have methodology. You know, some core methodology around how we work with learners and the structure and the tooling that we've created to help folks navigate the experience and and customize it to based on their needs. But at the end of the day, it's about humans being with humans and showing up for all the craziness that happens in life, and and that's that's a it's a difficult reality that a lot of people aren't exposed to. That when you think about the 10s of millions of low-wage workers in this country who are hanging on by a thread, small disruptions can be massive in putting them off their trajectory and and and their dreams, you know. There's that that study that came out about the you know the parking ticket and how the the number of folks in this country who couldn't even afford that, or if you know basic medical expenses. You know, we've had learners who are experiencing you know taking care of multiple dependents and have deaths in the families, and their houses burn down, and they don't have insurance. I mean, there's just so much that comes up, and it's really easy, I think, for us to understate the challenges that folks in this country face when trying to seek the opportunity, which is inherent in the American dream and supposedly promised to all of us. One way that you can address that is to pair a human with another really dynamic human who can bob and weave around the challenges that that come up, and and really provide that intrusive support that's needed to allow someone to complete this program over over several months while they keep their job.

S Steve 17:59

Yeah, yeah, that's a really important point, right? Because it it takes the experience and enhances it to the point where that person is juggling a lot of things, as you said, juggling the realities of trying to survive as a low wage worker in America, which are not easy, right? And trying to then learn new skills and acquire new capabilities, right along the way. Tough and tough thing to do as well. I mean, think about folks listening to this show, right? We're probably largely professionals, right? Well, just ask yourself that question, right? Would you be able, willing, and engaged enough to just in your spare time and your nights and weekends take on a whole new, you know, learning course and be prepared and capable and go interview for a job in that in that field, which previously you didn't really maybe know much about, and that's tremendous non-pressure, right? You were these people are really asking a lot.

C Connor Diemand-Yauman 18:49

Assume you're doingit, and assume you're doing it with no savings on a minimum wage salary, caring for multiple dependents, right? You know, all that other stuff does oftentimes no health insurance. Like I am, I just I really appreciate you say that because I am blown away by our learners and what they are able to achieve. Like I'd like to say that Merit America has unlocked this secret pill, like the Ozempic for workforce training, where you just like take it as like, oh my god, I look and feel amazing. This works so well. It's like human transformation is hard.

S Steve 19:23

Yeah.

C Connor Diemand-Yauman 19:23

Like and and I and I don't. I actually have a difficult time imagining maybe through like some bionics or something in in several decades we'll be able to solve that. But until then, self transformation, learning, changing habits, doing new things as adults is extremely difficult, and it requires a tremendous amount of focus and grit. And doing that in the midst of often chaos is really, really hard. Yeah, and yet they persist, and and we have the outcomes to show it. I mean, we have we've served 10s of 1000s of learners at this point, we've driven over $1.4 billion in wage gains that have gone back into the economy, back through our learners' pockets, and it just shows there's there's a real demand here, and we're and in many ways we're just beginning to scratch the surface.

S Steve 20:17

Yeah, the the the quality of life leap from someone making 25, $27,000 a year to making 50, $55,000 a year is astronomical, right? You know, it's we could probably do a whole show on that. But one, Connor, one thing I wanted to make sure I asked you about before we we didn't run out of time, which was one of the challenges, right? You have, and and and a lot of the education business, the business side of education has had for a while is making sure what you're, what people are being, what they're learning, what they're being certified in, what they're training in. These are useful skills. These are skills that are in demand. Hopefully, these are skills that are going to translate to those outcomes that we've talked about that you published on the website. We've alluded to some of them here. You know, how do you guys vet that and think about? Hey, these are the fields, or these are the skills, these are the tools, right? Technology changes so quickly. You know, code that you learn today is obsolete tomorrow in some cases, right? How do you guys think about that? Like, hey, this is this is relevant. This is going to be enduring at least somewhat, right? Before you kind of launch a cohort, you know, down down a learning path.

C Connor Diemand-Yauman 21:35

Yes, we have a an entire process and team that's focused on answering this question. And I mean, the boring answer is that it starts with a lot of a lot of data and a lot of interviews. We have we have a number of different different close corporate partners who we work with, in addition to working with Lightcast data and bureau the BLS data as well. And so we're we're we're constantly going through that to identify like where are the trend lines, and and also pairing that with what our learners are seeing on the ground, you know, because in many ways at our scale, we're able to see, you know, kind of contractions or fluctuations in the job market for some of the tracks that we're doing through our learners' eyes and what they're experiencing. Like, wow, why is it taking, you know, an additional month for folks to get placed out of the cybersecurity track. Like, let's look into that, which they can then go back into the data. But I think one one important point that we've realized is, you know, we we have incredible data at our dis at our disposal now, and there's so many great thinkers and organizations that are helping, kind of, to burn away the fog a bit, and to show, hey, here, here are the tracks, or here are the career careers that are more resilient and growing. But at the end of the day, like we just don't know, and and the cycles of disruption are becoming so fast, and will only get faster in terms of the new skills that come online and then go offline. New job categories that are destroyed and created, and that's why the one organizational skill that we are betting on, perhaps above all others, is agility. Okay, you know how can we adjust the tracks that we are creating, but also the the way that we support our learners as in in a way that is as dynamic as the labor market that they're entering, and so we we're getting to a point now where we can now launch identify and launch new tracks in a matter of months when that used to take us, you know, over a year. Colleges can take years, and how can we? Yeah, exactly, forever, right? And so the question is, just how can we continue to be a incredibly dynamic and responsive force, such as the labor market changes, so that when the labor market changes, we are changing with it.

S Steve 24:01

Yeah, that's great, Connor, and it's so important here, right? I think you mentioned in in that answer, you mentioned you've got great corporate partners that you work with too. I'd love to get your thoughts on and just a little perspective on the role of corporations, the I don't know the attitude, maybe if you will, of corporations here in this work, we do hear often corporations talk about, oh, we, you know, we have a hard time finding talent, or you know, we can't engage with the right talent in certain ways, or it's corporations love lamenting on things that they have lots of control over, but act like they don't. But the you know just just the role that do you guys play in sort of brokering some of these connections, if you will? Are you getting direct feedback from corporations? You know, just how's that role? And then I guess the follow up to that would be what can corporations actually, do here to sort of help further this work and and help meet their own goals too.

C Connor Diemand-Yauman 25:06

Yeah, we hear that a lot. Like, oh God, it's there's such a talent shortage. It's hard to find find folks. And what we and and while that's true sometimes, what we often find is the case is that corporate leaders, CEOs are often repackaging a business model problem as a talent problem. Yeah, just a you know quick antidote. We were talking with this one CEO who ran a a factory, and they're like, God, you know, we have these these jobs, and you know, we we can't find anyone to work in his factory, and it's so hard. There's a talent shortage, and it's you know sharing this with other CEOs who also like ah they clink glasses. They're like oh yeah I know we have it too, but then you ask you know just ask oh why and why and you just keep following up and you learn that yeah the factory is they they can't they're not bought they they have not bought an air conditioner for the factory. The factory gets to over 104 degrees, and the pay is shit. And so it's like no one, there's no talent to do these jobs because many of the jobs aren't jobs that people want to do. And so there's there is this question around like, is is it more of a flawed business model where you're just actually not willing to pay for the talent that you that you need, are you are you're not willing to create the working environment for the talent that you need? But but there are you know but there are folks who and and a lot of really well meaning corporate leaders who do want to find this talent, but have a have a hard time have a hard time doing so. And I just I think it's um it's a challenging problem for the space. There have been a number of different tools and aggregators that are intermediaries that have tried to make this easier for companies. We we were we're partnered with with a number of them. I think there are some very tactical things that corporate leaders can do. I mean, partnering with organizations like Merit America is one of them, and there there are a lot of other organizations that that great organizations out there. We have a lot of talent, and and the talent that we have, you know, people keep coming back. You know, once you once you work with the Merit America learner, we have so many repeat repeat customers, and so I think you know working with these workforce development providers is one is one thing. I think lifting degree requirements is another. But but really, just I think the biggest thing is investing in culture change around talent in a very bottom up way. What I see so often is you'll you'll see these impassioned and inspired CEOs talk about alternative talent and new talent pipelines, and you know the American dream and tapping folks who are normally left behind, and yet there's very little thought into how do you actually implement that in a very tactical, operational way, while also cultivating the culture in a bottom-up way that allows those changes to to take hold, and so I think that's the the big thing I'd stress is that it's easy to say it operationally, like it's a it's a hairy beast, and it takes real thoughtfulness and planning, not only on the operations but also the culture.

S **Steve** 28:24

Yeah, Connor, I think that's really well said, and we have heard that a lot, right? And even there's some interesting data I saw not too long ago that talked about how even at companies which had made really public statements around removing barriers to hiring in terms of credentialing and required credentialing, that they still were hiring the same percentage of, you know, bachelor's degree holders and master's degree holders that they always had hired, right? Right. And so that those making those changes is hard, and it's easy to talk about, harder to make. But working with organizations like yours is one way, certainly, to turn some of that rhetoric or turn some of that those statements into into into actions, I think important, right? Because because ultimately, even the demographics, right, suggest at least in America, right, suggest that the talent problems are not going to get any easier, really, anytime soon, right? We we've heard a lot about that. We've talked about that on on this show and others as well. That workforce is getting older and fewer people coming in, et cetera, et cetera, right? And just the ability for organizations to meet these challenges if they stick to their sort of hide bound, you know, Stanford degree or four year degree in this, and four-year degree in that, and five years experience in the thing-the specific thing that we're asking you to do-you must have done it somewhere else for a really long time. Maybe even in our same industry, which always baffles me. Right? You'll see like job postings that want-I don't know-like an HR person who, you know, was in the retail industry.

C **Connor Diemand-Yauman** 30:00

Yeah, entry level role for someone who's done this for 18 years at our company.

S **Steve** 30:06

Right. In this industry, in this right, so there's a lot of opportunity here. But you guys are proving that that solutions do exist, right? And I, what I loved about when I was doing research from the show is you guys are pretty transparent about the you know the success you're having, right? The number of folks who've come in, folks who are getting placed, the success rate of that, like, and I think that's a testament to, hey, we're we're we're open about what we're doing here. We think it's working, and and and you know it's a story worth sharing. So I kudos to you on that.

C Connor Diemand-Yauman 30:38

Thank you. I appreciate that. It's it's incredible work, and I think it is such an important priority for this country at this moment. How can we ensure that the American dream doesn't become an illusion for the majority of workers in this country? Because I think that this issue-it's just so much bigger than work. You know, this this this is an issue about personal identity, national identity, and in many ways is braided through the strength of of our republic, and so it it feels like something that we should try to get right. Merit America is one solution, one angle, but there are lots of others, and we're excited to you know keep hitting the pavement and working on this issue with with other folks who care about as much as we do.

S Steve 31:33

Yeah, I I love the story. I love what you guys are doing. I was so happy when I when I heard about it and we got a chance to talk to you today. So a couple things I want to say. First off, the website is meritamerica.org. We'll put it in the show notes as well. We encourage everybody, both from again, we have a lot of HR leaders, a lot of corporate leaders who listen to the show. We encourage you guys to check it out. But as well as just individuals, right? You know, this show filters out to folks who are hey, or you know someone right in that position who's maybe in a job that's not gonna gonna help them get to where they want to be in life. It's a dead end job. It's some of the examples Connor gave as well. Maybe maybe connect them to Merit America and see what kind of opportunities available to them. That both the both the both the connection to the certifications and the training and the career pathways, but as well as the individualized coaching and that personal investment in your success, I think, is just a huge differentiator, and one to me sounds like like a win-win for for everybody. So I encourage everybody to check out meritamerica.org. Connor, is there anything else you might want to leave the audience with? Maybe slanted slightly to maybe that corporate audience, which is typically who we we get on the show, you know, maybe just word or two for them as they think about how to maybe expand opportunities in their organization.

C Connor Diemand-Yauman 32:52

Yeah, there's a lot of lofty rhetoric out there about addressing this problem and making the American dream a reality, and from what I understand about this show, the folks who are listening, the majority of the folks are where the rubber hits the road. Yeah, and so I think again, we we would love to hear from you. We would love to partner with you, but I think it will be a much better world if the HR and corporate leaders who are who are tuning in can open up the aperture a bit, yeah, around how they think about talent and opportunity. Take some risks, take some swings, and be willing to see some some things fail. But that's the only way that we are going to change the system, and it needs to be one corporate leader, one HR executive at a time.

S Steve 33:47

Yeah, and and a lot of the folks who listen to the show have a lot of influence over that in their organizations. You can you can come in, go into the office tomorrow, and say, Hey, let's try this. Let's do this a little bit differently. Let's let's open up that aperture, as you said, Connor, a little bit more. I mean, training is great, and education can prepare people for opportunity. You guys are doing an amazing job connecting people to that education, to that learning. But the the labor market side of it, you know, has to be willing to open that door too, right? There's people on both sides of it. There's lots of folks who you work with at Merit America who are wanting to walk through that door, and let's let's try to keep that door open for them for that opportunity. So that's great stuff, Connor. Thank you again for soldiering on today through COVID. Good luck. I hope you feel better soon, and I appreciate your time today. That is Connor Diemand-Yauman. COVID stricken, but but but smiling and happy, and and made it through today's show and doing great work. I want to thank Rebecca. He mentioned your co-founder Rebecca. Shout out Rebecca. I hope you listen to this. Good job as well, my congrats to you too. And thanks everybody for listening. And I hope you do check out meritamerica.org and and check out the great work there. Remember always, of course, subscribe to The HR Happy Hour network wherever you get your podcasts. Go to HRHappyHour.net Find us on YouTube as well. For our guest Connor, my name is Steve Boese. Thank you so much for listening. We'll see you next time, and bye for now.