



HARVARD
UNIVERSITY

THE PROJECT ON
WORKFORCE

FUTURE OF WORK AND LEARNING: CHALLENGES AND OPPORTUNITIES

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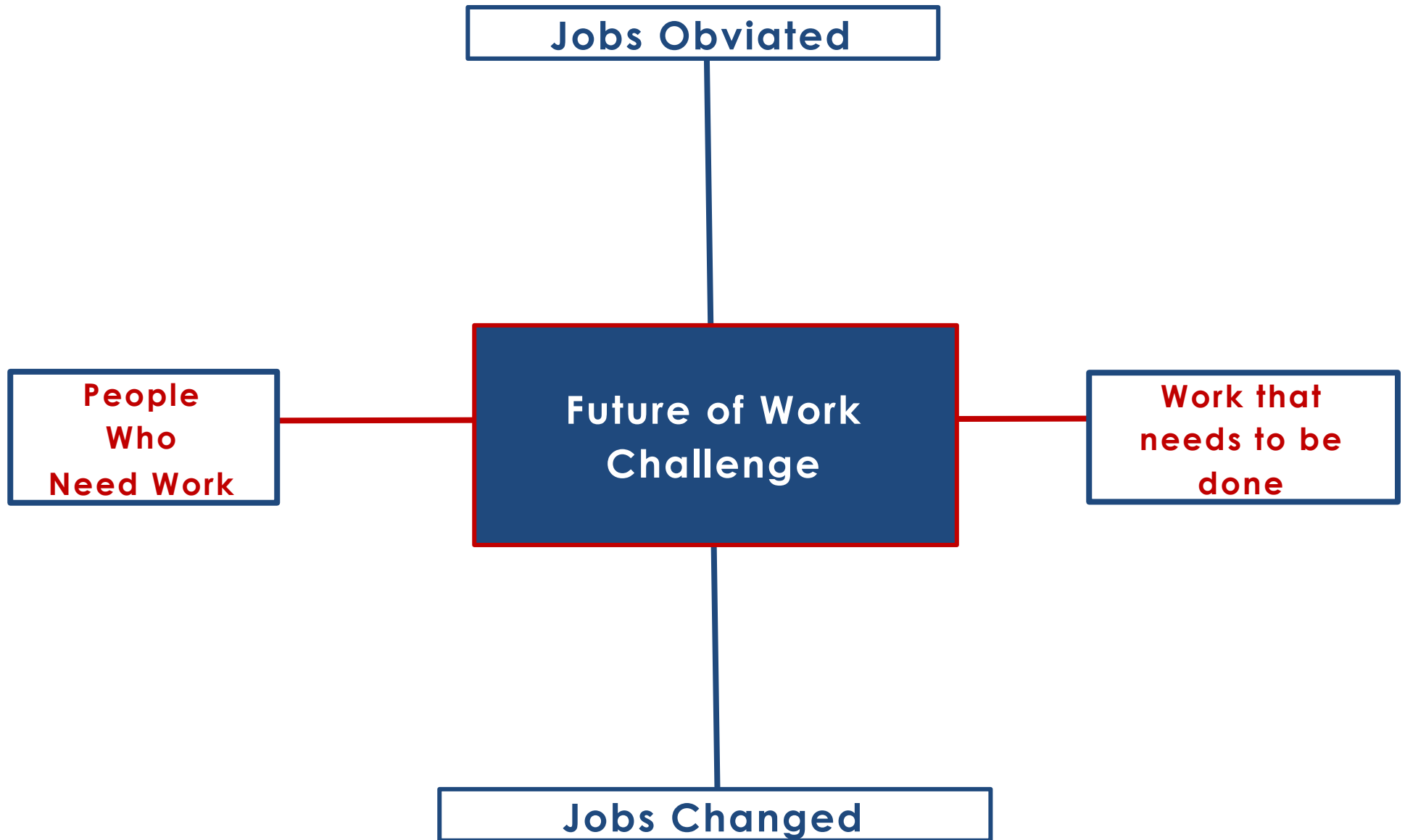
Agenda

1. Roadmap for Our Time
2. If you Remember Nothing Else I Say...
3. The Two Axes of the Future of Work: Defining the Challenge
4. Additional Cross Currents
5. The Questions We Must Answer
6. How do we know we've done it?

The economically sidelined today are the workers needed tomorrow



Two Axes



Future of Work Challenge: Jobs Either Eliminated or Changed



**Autonomous
Vehicles**

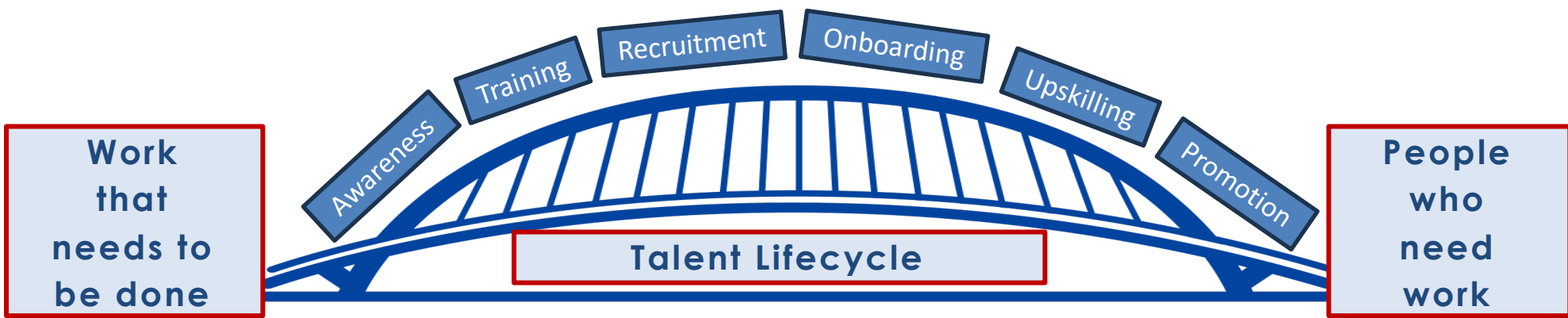
**Jobs Potentially
Obviated by Technology**



**Loan
Officer**

**Jobs Irrevocably
Changed by Technology**

Macroeconomic Challenge: Connecting Workers and Work



This talent lifecycle is broken at many companies and in many industries currently, particularly those critically important to American economic competitiveness, this leads to:

- Customer Demand Unfilled
- Turnover Costs Increased
- Worker Productivity Unmaximized
- Critical Goods/Services for America Unprovided

4 Additional and Strong Currents




Different Form Factor of Work

For the 45% of the workforce that can work remotely or in a hybrid fashion, there is a greater disconnection than ever before between where a firm is headquartered and where its work is done

This new class of technologies is deploying to scale in the population faster than any prior technologies



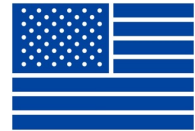
New Technologies, Unprecedented Speed



“Forever Tight” Labor Market

The American workforce is growing slowly at best or slightly shrinking at worst. While we are down from the job vacancies of 2021, we still have roughly 8 people looking for every ten open jobs

The American government has invested ~\$2T towards key sectors which has spurred follow on investments from the private sector at exponential levels



A new American Industrial Policy

To Meet the Challenge, Five Questions Must Be Answered

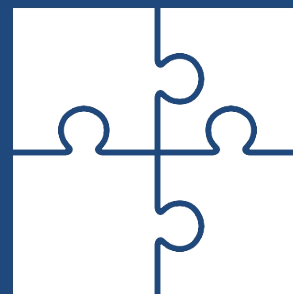
To prepare for this future of work, there are five questions to answer



Where are the current and future jobs?



How will the workers of the future be prepared for them?



How will the work and workers find each other?



How do we support workers through this process?



How do we ensure that workers are protected, dignified and advancing once on the job?



What and Where is the Work of the Future?

What is the Work of the Future?

*In-Time and
Timeless Skills*

*Made in
America...Again*

*Every job, a
technology job*

Critical task for Employers

Knowing not just the fields that are growing but knowing the exact occupations and needed skills in priority order

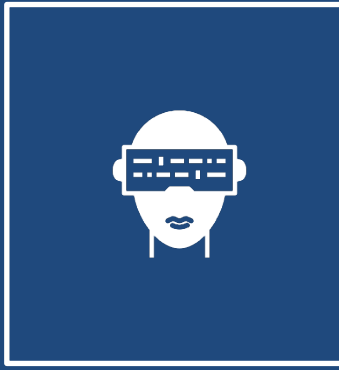


How will workers be prepared for that new work?

New and old form factors will proliferate and persist



(Registered)
Apprenticeship



Technology Enabled
Training



Short Form
Credentials



Traditional Degree Programs



How do the work and worker find each other?

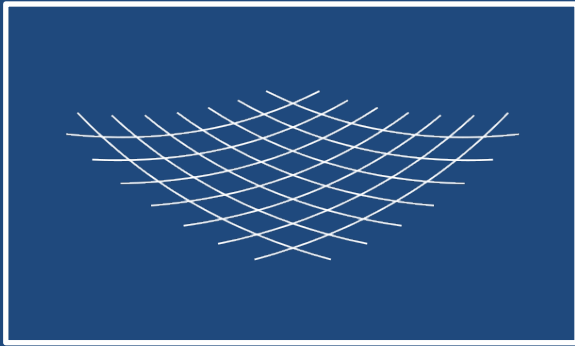
Case Study: MGM Casino National Harbor, MD



Workers and work will not necessarily find each other without intention and strategy from all players in ecosystem



How do we support workers in the labor market?



Safety Net (with some holes):
Simply and imperfectly keeps
workers from economic ruin



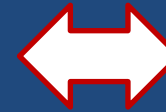
Economic Trampoline: Bouncing
workers back into the labor market
when they fall out of it



**Students who need
services**



**Students who need
work**



**Beneficiaries who need
training/education**



How do we keep workers advancing once on the job?

Good Jobs Principles: Biden Administration



Key Principles

- Family sustaining wages
- Adequate benefits
- Predictable Scheduling
- Freedom to Organize
- Protection from Discrimination
- **Access to Training and Advancement**

How do we know when we are getting it right?





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