



FUTURE OF THE WORKFORCE DEVELOPMENT ECOSYSTEM

Cities make the future. They're where people from all walks of life and cultures live, work, and play in close quarters. This intersection of diverse people, ideas, and ways of living creates and remakes culture with astounding speed.

San Francisco has a long history of charging forward, rebuilding and reinventing itself. From the gold rush to the sixties counterculture to the Silicon Valley tech revolution, the City and the Bay Area have led social movements and pioneered new technologies that shape the future. The city's workforce development ecosystem—workers, employers, labor activists, and community organizations, along with everyone and everything else that impacts people's livelihoods—has constantly adapted to booms, busts, and innovations.

Today, the City and its economy are once again experiencing profound transformation. The rise of new technologies and platforms are challenging traditional notions of work and what workers need. Platforms like Uber and Elance-oDesk are unbundling jobs into tasks and multiple income streams. And activists are pioneering new ways to ensure that workers

have access to the resources they need in the face of unprecedented inequality.

But this is just the beginning. Over the next ten years, change will be even more rapid and dramatic, opening up a whole new spectrum of possibilities even as it renders many traditional workforce development approaches ineffective. From this possibility space, we have the opportunity to create the workforce development ecosystem we want—but only if we work together now.

This map is your guide to anticipating and shaping the San Francisco workforce development ecosystem of the next decade. It outlines the major technology-based forces likely to disrupt employment and highlights opportunities we can seize today to ensure equity, expand job readiness, and catalyze collaboration among stakeholders.

FUTURE FORCES

shaping the workforce development ecosystem

San Francisco's workforce development ecosystem has successfully adapted and evolved over the last 150 years, meeting all manner of technological and economic changes head on, ensuring that the City and its people prosper. Today, three disruptive technology-based forces in particular will alter the overall work landscape, demanding responses across the workforce development ecosystem.

1 automation and job erosion

Job erosion—the destruction and creation of jobs caused by automation—is accelerating rapidly and spreading across occupations. Even as workers' need for meaningful and sustainable employment endures, employers' need for human labor will be massively and continuously disrupted by automation over the next decade. Even white-collar workers will see many of their professions eroded as automation moves into service, knowledge, and even governance work—creating new vulnerable populations. Job readiness is becoming a swiftly moving target. Expect to see a rebalancing of jobs and gigs, and of government and private employment.

2 platform economies and task routing

Employers have long functioned as middlemen, connecting employees to customers purchasing labor outputs. New platforms from TaskRabbit to Lyft to Elance-oDesk are now matching people in need of goods or services directly with people providing them. Over the next decade, many people will transition from working a single steady job to managing multiple income streams from gig-based work. In this world, platforms and algorithms instead of employers and managers define the rhythms of daily work. Workers may have greater access to new opportunities and more choice about the kinds of tasks they do and when, but they will also be subject to new vulnerabilities such as lack of benefits and income stability. Expect to see platform workers organize for compensation, worker rights, and greater equity, and begin to share strategies and resources as they attempt to thrive in this new world.

3 open and independent learning paths

New learning options create opportunities to learn and track accomplishments outside traditional institutions and career ladders—but only for people with the time, know-how, and access to leverage them. Resources like Coursera put top-tier university classes online for free; alternative credentialing models reduce the necessity of a diploma; and platforms like Skillshare turn anyone with something to teach into a teacher. Such learning paths are more affordable and agile than traditional education, which is saddling a generation of students with unprecedented debt and the burden of matching their learning to employment. And independent learners build meta-cognition skills: awareness of and control over their own learning journey, motivation to succeed, and a clear vision of where they aim to end up. Expect these new options to bring an element of improvisation, and a demand for more collaboration and intention, to the ever-shifting meaning and task of learning for job readiness.

THREE GUIDING PRINCIPLES

for workforce development

Even though we're entering a decade of increasing uncertainty, the goal of workforce development remains the same: to ensure equal access to meaningful work and a sustainable livelihood for all San Franciscans. Focusing on three guiding principles for action that move us towards that goal can create a clear sense of direction as city government strives to create the workforce development ecosystem we want in 2025. Workforce development has always been informed by these guiding principles, and they can serve as beacons for navigating the coming decade.

1 ensure equity

In the next decade, gig economies and algorithmic scheduling threaten to create employment systems that prioritize the needs of the client over those of the worker, even more so than now. Ensuring equity will mean finding new ways to empower workers and job seekers to control their work situation, to protect them from exploitation, and to create more access points to employment and clearer paths to meaningful work.

2 expand job readiness

Many workforce development programs primarily focus on helping people develop a skill set to find a full-time job with a single employer, the gold standard for job placement. As we move toward more dynamic, gig-based forms of employment, the concept of job readiness will need to expand accordingly. Workers and job seekers will need to constantly learn new skills and accumulate experience, and leverage that experience to find new work. Communication skills, etiquette, and cultural competency—which employers report matter more than job-specific tasks that can be taught on the job—will be more important than ever before as people come to rely on networking and reputation to seize job opportunities. The workforce development ecosystem will need to help workers and job seekers build networks and acquire the skills to thrive in the ever-changing work world of the next decade.

3 catalyze collaboration

The same technologies disrupting today's economy can be leveraged to create unprecedented opportunities for worker and job seeker support. And, for the first time, workers and jobseekers will be able to access a broad range of services on-demand, anytime, anywhere. But to help jobseekers and newly vulnerable populations effectively navigate and access these opportunities, stakeholders will have to coordinate and collaborate closely. Workers will need to connect to government resources and to one another to find meaningful work and sustain their livelihoods. And stakeholders will need to collaborate closely to create seamless experiences, spread best practices to the entire ecosystem, and ensure equal access to meaningful work and a sustainable livelihood for all San Franciscans.

The workforce development ecosystem can respond and adapt to change to continue serving existing populations, as well as meet the needs of newly vulnerable populations it's never served before. Workers can connect to government resources and to one another to find meaningful work and sustain their livelihoods. Stakeholders can collaborate closely to ensure that best practices spread to the entire ecosystem. Making progress on these fronts will help us move towards the unchanging goal of workforce development.

STRATEGIES FOR THE NEXT DECADE

acting on the guiding principles

ANTICIPATE JOB EROSION AND THE NEED FOR RESKILLING

As automation advances, workers will be displaced from jobs. This displacement process can be anticipated, creating an opportunity to reskill in advance. Seizing this “reskilling window” demands transparency and cooperation from employers by divulging plans to automate early, thus expanding the window. Workers must find time to build new skills while fulfilling existing duties, a tall order for those with multiple part-time jobs or additional responsibilities.

taking action

What if workforce training organizations more actively worked with employers to anticipate their future workforce needs?

Workforce training organizations could expand focus to currently employed workers looking to upskill, by partnering with employers to share the burden and benefits of training.

What if local government established a monitoring system, labelling job types as “threatened” and “endangered” and directed resources accordingly?

Local government could continuously monitor innovations in automation and communicate with employers proactively.

What if funding organizations devoted more resources to upskilling initiatives?

Innovative upskilling programs create new opportunities for vacancies left by the upskilled even when automation is no factor.

What if employers partnered with their employees to identify new work opportunities for them?

In an ideal world, companies that automate and make jobs redundant would upskill their employees. Employers can partner with government and service providers to bring in resources to ease job transitions.

IDENTIFY NEW WAYS TO BUILD SKILLS AND CREDENTIALS

The resume and college degree are tools for proving skills. New learning platforms create alternative credentials. Kelly Hiring Services, a leading hiring firm, is identifying job candidates by partnering with oDesk, where workers prove skills through competency tests and employer reviews. Online courseware certificates indicate workers have skills—but only if employers recognize those certificates. Additionally, many trainees still lack access to the internet at home today, a basic rights issue that must be addressed first.

taking action

What if workforce training organizations helped provide both access to internet and compelling training courseware?

Workforce training organizations can analyze their training regime and identify ways to harness online learning. Training organizations can pilot lending of internet-connected devices to trainees.

What if local government actively partnered with online courseware organizations?

Local government could collaborate in the creation of courses directed at vulnerable populations in order to vest trust, authority, and awareness into these certificates.

What if funding organizations devoted resources to agile training platforms?

These training platforms could be standalone or developed in partnership with existing online courseware platforms. The courses, content, delivery and testing method, and certification would be geared toward workforce development purposes.

What if employers sought local job candidates directly through online courseware platforms?

Google, AT&T, and other employers actively incorporate online courseware into their hiring strategy, finding candidates that are high performers in online courseware.

Although the technology-based disruptions we outline might undermine traditional workforce development approaches, they open up powerful new opportunities to act on the **three guiding principles**. Here we suggest **six strategies** for acting on these principles right now. Each strategy contains provocations aimed directly at **four distinct roles** in the ecosystem—workforce training, local government as authority, funding organizations, and employers—in the form of “what if” questions. Use them to jumpstart your thinking and begin taking action today.

HELP WORKERS BUILD A PORTFOLIO OF INCOME SOURCES

In the platform economy, Lyft drivers earn per ride, Elance-oDeskers per job, Airbnb hosts per guest. Because of its “wherever, whenever” nature, platform economy work can supplement traditional income. However, these jobs provide little stability, benefits, or opportunities for promotion and often require initial capital. A key strategy is to help workers understand when and how to tap into these resources.

taking action

What if workforce training organizations helped specific clients harness platform economies?

Unemployed people looking for first/survival jobs, older clients (in or nearing retirement) looking to socialize or boost their income, and traditional workers seeking supplemental income are good candidates for platform economy work.

What if local government helped streamline funding for service providers looking to harness the platform economy?

Platform economy jobs are disruptive, appealing to workers, and fraught with downsides. Government should help workforce trainers understand how to teach vulnerable populations about these resources.

What if funding organizations redefined jobs to allow jobseekers to explore opportunities without losing funding?

Job seekers should be able to tap into the platform economy without losing access to training funding because they are now technically “employed.”

What if employers hiring part-time or full-time employees worked with them to build schedules dynamically?

Today, working multiple part-time jobs is a reality for many Americans. Large employers are shifting away from unpredictable shift scheduling and should accept new kinds of work into their scheduling practices.

TEACH NETWORKING SKILLS FOR SELF-DIRECTED WORK

Workers are moving from job to job at a more rapid rate. Savvy workers—those who leverage social networks to their advantage—find opportunities for lateral and vertical promotions. Many low-income communities lack access to these networks or feel unwelcome, compounding problems of income and racial segregation. Developing workers’ social IQ and making professional networks more physically and culturally accessible is key for the workforce system we want.

taking action

What if workforce training organizations encouraged clients to try sharing economy platforms as a kind of “new internship?”

These platforms offer low-risk, work-appropriate social interaction practice, as worker ratings and reviews do not transfer from one platform to the next.

What if local government devoted resources to building strong networks by tapping into local businesspeople as mentors and leaders?

Finding and elevating community members into leadership and mentorship roles will help connect low-income communities with successful work role models.

What if funding organizations developed strategies to find and fund innovation around long-term professional mentoring?

Funding organizations like foundations should take risks and explore what happens when you bring professional mentors into a community long before youth start thinking about jobs.

What if employers encouraged employees to do microwork for soft skills development?

Skills learned on platforms like Elance-oDesk and Lyft can be directly transferred into greater competencies in any customer-facing position.

CREATE NEW SUPPORT SERVICES FOR GIG WORKERS

The platform economy and automation require us to rethink support services. Gig workers lack basic benefits—protection from discrimination, reliable income flow, health insurance, sick leave, paid vacations, and a way to speak with management. Understanding needs, such as new worker unions and financial services, can help in providing innovation tools and services.

taking action

What if workforce training organizations educated job seekers about new platforms and tools to build financial stability?

Service providers can connect individuals to microfinance and impact investments, automate savings for workers who never had savings before, and decrease their costs using new software services.

What if local government actively helped job seekers and the currently employed harness economies of scale in benefits platforms?

Many of these new support platforms benefit from economies of scale. Buying health care as a large group could be facilitated by city governments.

What if funding organizations devoted resources to researching and building better microwork platforms?

From Lyft to Elance-oDesk, each platform is a complete labor market. We need deeper research into building better systems that mutually benefit employers and workers.

What if conventional employers geared benefits to address emerging rather than traditional needs?

The most important benefits are the same today as they were fifty years ago: health care, sick leave, etc. However, new benefits might help employers cut costs while improving workers’ lives. For example, financial savvy benefits all parties.

RETHINK PATHS TO MEANINGFUL WORK

The “basic income guarantee” points to new priorities around freeing people up to take on more meaningful work. Such initiatives could create an environment where it’s safe to fail, giving people new incentives to pursue entrepreneurial enterprises. New living arrangements, like co-living, prioritize quality of life while reducing costs. Even in the absence of something as transformative as a basic income guarantee, think through ways to optimize quality of life instead of just maximizing income.

taking action

What if workforce training organizations took an active role in helping people define their career goals and life trajectories?

Understanding individuals’ long-term goals is a powerful approach to encouraging workers to save and begin thinking about their future.

What if local government measured the quality of life of all workers in their cities?

While boosting income is most important, measuring factors that impact workers locally, from access to public transport to seasonal conditions to hours could provide big data insights.

What if funding organizations helped job seekers identify passions and hobbies they could build into side enterprises?

Recent innovations in crowdfunding help individuals who can tell compelling stories access funding to pursue entrepreneurship. Less tech-savvy workers would benefit from access to funding as well.

What if employers led the conversation about the basic income guarantee and other forms of state-support?

While it might seem like such policies would hurt employers by making low-wage work unappealing, it could create a workforce that is happier and feels less coerced.

use this map to NAVIGATE AND MAKE THE FUTURE

There are no future facts. The future is open and it belongs to everyone. It is a safe space for collaboration, imagination, and for diverse stakeholders to meet, discuss possibilities, and uncover opportunities to work together.

This map is designed to help you and your collaborators anticipate the future and make better decisions in the present. To use this map most effectively, follow the Institute for the Future’s Foresight-Insight-Action process—a tool for thinking systematically about the future. Each section of the map represents a different part of the process.

Start with **Foresight [Future Forces]** and consider the range of future possibilities over the next decade. Then focus your attention on **Insight [Guiding Principles]**, uncovering those opportunities or threats these future possibilities create. And, finally move toward **Action [Strategies]**, and map the steps you need to take to bring the future that you want forward.

FORESIGHT | FUTURE FORCES

what changes can we expect in the future?

The future forces outline the kind of change we’re likely to see in the future. They’re not predictions, but instead clear directions of change we can already see early signals in the present. Here’s how to use it:

- **Read the future forces** section to immerse yourself in the future
- **Track the future** as it emerges by identifying early signals of change.
- **Add any additional future forces or trends** important to you and your organization.

INSIGHT | GUIDING PRINCIPLES

what does the future mean for us?

The guiding principles provide a filter for developing insight about what future change could mean for you. Keep each principle in mind as you consider future possibilities and identify emerging opportunities and threats that demand a strategic response. Here’s how you use it:

- **Read through the guiding principles** to calibrate your attention and sharpen your focus on equity, job readiness, and collaboration.
- **Consider the range of future possibilities** and identify opportunities or threats to equity, job readiness, or collaboration in the workforce development ecosystem. Use the guiding principles to assess your own organization’s role in the emerging workforce development ecosystem

ACTION | STRATEGIES

how do we make the future we want?

The strategies are concrete actions you can take to move you towards the future that you want. Each strategy highlights ways to move toward the workforce development ecosystem we want in 2015. Here’s how to use them:

- **Read through the strategies** as outlined in the map. Consider the range of possible ways to take action to bring your preferred future forward.
- **Mark and prioritize the strategies** that you and your organization have the capacity to respond to and begin taking action.
- **Return to the strategies** that you and your organization cannot respond to today. Think through and identify organizations or entities you could partner with to put these strategies into action.

FUTURE OF THE WORKFORCE DEVELOPMENT ECOSYSTEM

Cities are where we face the future first. This map highlights three **FUTURE FORCES**, major technological changes redefining work in cities, and outlines six powerful **STRATEGIES** for updating workforce development processes to address these changes.

FUTURE FORCES

1 Automation and job erosion

As automation advances, algorithms and robots are replacing much human work. "Job readiness" becomes a moving target as many jobs disappear, replaced by different ones.

2 Open and independent learning paths

New learning options, like online courses and new credentials, are enabling individuals to build their own learning pathways outside of institutions.

3 Platform economies and task routing

New platforms from Task Rabbit to Elance-oDesk are matching people who need services to those who can provide them, changing work for many from a single job to fluid gig-based work.

GUIDING PRINCIPLES

1 Ensure equity

Empowering workers and job-seekers with the ability to control and negotiate their working situation.

2 Expand job-readiness

Helping workers and job-seekers learn valuable skills for existing and emerging jobs quickly and efficiently.

3 Catalyze collaboration

Identifying new partnerships within the community of workforce development stakeholders to improve outcome.

ANTICIPATE JOB EROSION AND THE NEED FOR RESKILLING

During the crucial period when workers are clearly headed toward being replaced by machines, there is an opportunity to train them for a career that leverages their existing skills but pays more. Seizing this "reskilling window" is key to ensuring equity and expanding job readiness. A new level of transparency and cooperation from employers is required by divulging plans to automate early and thus extend the duration of the window. And workers must find time to build new skills while fulfilling their existing work requirements, a tall order for those who work multiple part-time jobs or have other responsibilities.

taking action

What if **workforce training organizations** ...

actively worked with employers to anticipate their emerging workforce needs in advance?

What if **local government** ...

monitored "threatened" and "endangered" job types in the economy and directed resources accordingly?

What if **funding organizations** ...

devoted resources to upskilling currently employed workers?

What if **employers** ...

actively worked with their employee-base to identify new employment opportunities and brought in resources to upskill them?

IDENTIFY NEW WAYS TO BUILD SKILLS AND CREDENTIALS

Online courseware and course completion certificates are new ways for workers to prove to employers that they have valuable skills—but only if employers recognize them. At the same time, the majority of people who take such courses are college graduates, revealing an opportunity to create or modify learning platforms that are accessible to the most vulnerable populations are key strategies. That many trainees still lack access to the Internet at home today and into the future is a basic rights issue that must be addressed first.

taking action

What if **workforce training organizations** ...

helped provide both access to internet and compelling training courseware?

What if **local government** ...

actively partnered with online courseware organizations?

What if **funding organizations** ...

devoted resources to rapidly building agile training platforms?

What if **employers** ...

sought local job candidates directly through online courseware platforms?

Flickr User Brit-Hines



Online courses built by leading companies

Udacity Nanodegrees—which combine project work, courseware, and certifications—are designed and built by leading companies, an innovative approach to establishing buy-in for these credentials.

Flickr User Oronzio



Skill test results as credentials

Skill tests developed by Elance-oDesk provide a universal testing standard to measure the aptitude of its workforce. Workers proudly display these credentials along with reviews and ratings to create a compelling profile.

HELP WORKERS BUILD A PORTFOLIO OF INCOME SOURCES

In the platform economy, workers make money when they complete a task rather than work a shift. Because of its "wherever, whenever" nature, platform economy work can supplement traditional income. But although these jobs might offer access to quick money, they provide little job stability, access to equity, or opportunities for promotion—and often requires existing assets, like vehicles. A key strategy for making these platforms work for workers is helping them understand when and how to tap into these resources and how to manage these new sources of income like a portfolio.

taking action

What if **workforce training organizations** ...

helped specific client groups obtain the skills and capital needed to take advantage of the sharing economy?

What if **local government** ...

helped streamline funding for service providers looking to harness the platform economy?

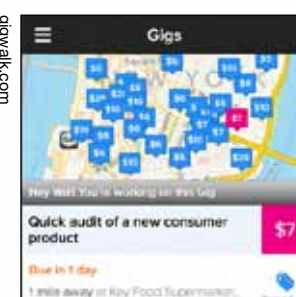
What if **funding organizations** ...

redefined 'jobs' to allow jobseekers to explore the sharing economy without threatening training funding?

What if **employers** ...

hiring part-time or full-time employees worked with them to build schedules dynamically so that workers do not get burned out?

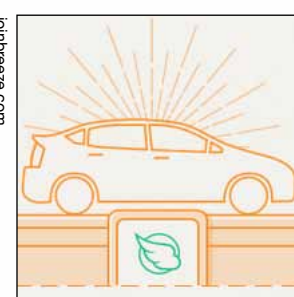
gigwalk.com



On-the-ground data and intelligence about brands

Gigwalk is a platform economy service that enables anybody to earn money performing location-dependent tasks, like taking photos of the inside of a restaurant or checking on how a product is presented in grocery stores.

joindash.com



No-commitment car lease for on-demand drivers

Breeze is a start-up that enables anybody to rent a fuel-efficient vehicle in order to use it for ridesharing, thus making it possible for someone who doesn't own a car to be a Lyft or Uber driver.

TEACH NETWORKING SKILLS FOR SELF-DIRECTED WORK

With the industrial model of employment declining along with tenure at jobs, workers are moving from job to job at a more rapid rate. With the need to use social networking to find and secure jobs on the rise, a high social IQ and access to networks has never been more important. While middle-income workers are capitalizing on new networking technologies, many in low-income communities lack access to these networks or do not feel welcomed to them. Developing all workers' and job seekers' social IQ and networks, and making networks associated with job opportunities more inclusive and accessible, both physically and culturally, will be critical.

taking action

What if **workforce training organizations** ...

encouraged clients to try working on sharing economy platforms simply as practice for work-appropriate interactions, as a kind of "new internship"?

What if **local government** ...

devoted resources to building strong local networks by tapping into local businesspeople as mentors and leaders?

What if **funding organizations** ...

developed strategies to find and fund innovative initiatives around long-term professional mentoring?

What if **employers** ...

outsourced the development of social skills by encouraging employees to do microwork?

twinklnews.com



Job loss by tweet

A teenager in Texas lost her job at a pizzeria when she bad-mouthed the job on Twitter and her boss spotted it, proving that her actions on social media can have a major impact on our work lives.

therideshareguy.com



Rideshare mentoring online

An engineer who drives on ridesharing platforms runs a blog and podcast called The Rideshare Guy that helps drivers identify ways to improve their customer ratings, among other things.

CREATE NEW SUPPORT SERVICES FOR GIG WORKERS

Gig workers lack many basic worker protections and benefits of full-time employees, such as reliable income flow, protection from discrimination, health insurance benefits, sick leave, paid vacations, and access to management and resources. Worker unions and new financial services, including opportunities to receive impact investing and microfinance, as well as task-management and decision-making tools are but a few of the new support services that will emerge over the next decade. Stakeholders in the workforce development ecosystem have the opportunity to facilitate the creation of responses to the needs of gig workers or even create support services themselves.

taking action

What if **workforce training organizations** ...

took it upon themselves to educate job seekers about new platforms and tools to build financial stability?

What if **local government** ...

took an active role in helping job seekers and the currently employed harness economies of scale in benefits platforms?

What if **funding organizations** ...

devoted resources to researching, building, and reinforcing platforms designed to support gig workers?

What if **employers** ...

helped their workers understand financial savvy and geared the benefits they offer to emerging, rather than traditional, needs?

Wallpaper.com



An app to even out income fluctuations

Even is an app that automatically manages a bank or credit union account so that workers get a steady paycheck no matter what kind of job they have—part-time, platform economy, or otherwise.

peers.co/mw/



Sharing economy resource platform

Peers is a network that connects people in the sharing economy to resources such as advice from peers, tools for managing gigs, legal assistance, insurance, and even ways to obtain the initial capital, such as a car, needed to participate in the sharing economy.

RETHINK PATHS TO MEANINGFUL WORK

As the paid labor economy changes, initiatives like the basic income guarantee point to responses that are less about getting people back into paid work and more about freeing them to take on meaningful work that can help them nurture their communities, their families, and themselves. While such initiatives are just entering policy discussions in some countries, more modest near-term initiatives could still create an environment where it's safe to fail, giving people new incentive to pursue small businesses and other entrepreneurial enterprises. At the same time, new living arrangements, like co-working and co-living, point to new ways to prioritize quality of life while reducing costs.

taking action

What if **workforce training organizations** ...

took an active role in helping job seekers and the currently employed define their career goals and life trajectories?

What if **local government** ...

measured the quality of life of all workers in their cities?

What if **funding organizations** ...

worked to help job seekers identify passions and hobbies they could build into side enterprises for well-being and a side income stream?

What if **employers** ...

led the conversation about the basic income guarantee and other forms of state-support?

thelearningshelter.org



From homeless to skilled and employable in 90 days

The Learning Shelter helps the homeless by mentoring them, teaching them high-demand skills in digital fabrication, and placing them in maker jobs, internships, or residencies.

opendoor.co/mw/



Buildings to encourage open, shared, collaborative lifestyles

OpenDoor Development Ventures seeks to build and engineer urban living spaces around the idea of co-living to maximize social interactions and creative collaboration, integrate commercial and residential functions, and improve communities.





A MESSAGE FROM THE OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT...

In partnership with numerous workforce development stakeholders, OEWD set out to envision the future of work and identify the challenges that the workforce development ecosystem must address. We met regularly with diverse stakeholders to consider the facts and craft a framework that meets the needs of jobseekers today, while proactively preparing for future workforce needs.

We would like to thank all of the stakeholders that worked with us to develop this map including jobseekers, non-profit education and training partners, public and private educational institutions, employers, labor, philanthropy and government. Your insights and contributions to this process were invaluable and helped us clearly articulate the goal of workforce development, our guiding principles and key challenges we must address in the next decade.

ABOUT IFTF

The Institute for the Future (ITF) is an independent, nonprofit strategic research group with 40 years of forecasting experience. The core of our work is identifying emerging trends and discontinuities that will transform global society and the global marketplace. We provide our members with insights into business strategy, design process, innovation, and social dilemmas. Our research generates the foresight needed to create insights that lead to action. Our research spans a broad territory of deeply transformative trends, from health and health care to technology, the workplace, and human identity. The Institute for the Future is located in Palo Alto, California.

ABOUT OEWD

The Office of Economic and Workforce Development (OEWD) supports San Francisco's ongoing economic vitality by strengthening its neighborhoods, businesses, commercial corridors and workforce. OEWD's Workforce Development Division coordinates San Francisco's workforce development system, a network of public, private, and nonprofit service providers; connecting jobseekers with employment opportunities in growing industries by providing industry aligned job training and access to job search assistance.

This workforce solution was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This solution is copyrighted by the institution that created it. Internal use, by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.



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