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. Focus on three guiding principles before turning toward that goal: collaboration, meaningful work, and job readiness. Collaboration is required 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.

THREE GUIDING PRINCIPLES FOR WORKFORCE DEVELOPMENT

1. **Ensure Equity**
   - The next decade, gig economies and algorithmic scheduling threaten to create two worlds: one for those who can adapt and the other for those who cannot. In the employment system of the future, the needs of targeted workforce segments, such as job seekers with disabilities, will need to be considered.

2. **Expand Job Readiness**
   - In the next decade, gig economies and algorithmic scheduling threaten to create two worlds: one for those who can adapt and the other for those who cannot. In the employment system of the future, the needs of targeted workforce segments, such as job seekers with disabilities, will need to be considered.

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 job seekers will have access to real-time information about opportunities, anytime, anywhere. Skill to help job seekers and newly vulnerable populations effectively navigate the new world of work is critical. Workforce development organizations need to convene to facilitate collaboration. They need to connect to government resources and to one another across the city to help workers acquire the skills they need to thrive in the ever-changing world of work.

A MESSAGE FROM THE OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT

In the midst of a workforce development ecosystem, OED/EDO set out to envision the future of work and identify the challenges that the workforce development ecosystem must address. The guiding principles and key challenges we must address in the next decade.

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FUTURE FORCES

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 is well poised to navigate the coming decade. The City’s workforce development programs are informed by three guiding principles that will be beacons for navigating the coming decade.

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 increases, employers need for human labor will be massively and continuously disrupted by automation over the next decade. Even when it is possible, employers will increasingly demand that employees prove skills through competency tests and employer reviews. Online courseware certificates indicate employers that workers have skills—but only if employers recognize those certificates. Additionally, many trainees still lack access to the resources to upskilling, or to even consider becoming certified.

2. **Platform Economies and Task Routers**
   - Employment platforms and task routers are changing the way people find and do work. For years, we have been accustomed to career paths that are more affordable and agile than traditional education, which is saddled with debt and may not even be aligned with the needs of today’s employers. The City’s workforce development ecosystem must be flexible, innovative, and responsive to the needs of the today’s and tomorrow’s employment systems. Workforce training organizations could expand focus to currently employed workers looking to get credentials to transition to different sectors. Local government could collaborate in the creation of courses directed at vulnerable workers but also begin to share strategies and resources as they attempt to thrive in the work world.

3. **Open and Independent Learning Pathways**
   - The rapid pace of technological change has brought an increased focus on continuing education. However, the traditional education system falls short when it comes to preparing students for the jobs of the future. Workforce training organizations could expand focus to currently employed workers looking to get credentials to transition to different sectors. Local government could collaborate in the creation of courses directed at vulnerable workers but also begin to share strategies and resources as they attempt to thrive in the work world.
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.
In the next decade, gig economies and algorithmic scheduling threaten to create access points to employment and clearer paths to meaningful work. In an ideal world, companies that automate workers’ lives. For example, financial savvy workers who work with financial institutions, may now look back on internet access as a basic right.

Workers are moving from job to job at a more rapid rate. Savvy workers—who leverage social networks to their advantage—find opportunities for lateral and vertical promotions. Many work communities lack access to these networks or feel unwelcome, compounding problems of income and racial segregation. Training platforms could be standalone or as part of larger organizations; the same training and certification could be gained toward a composite degree.

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

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.

The workforce development ecosystem can respond and adapt to change to continue serving workers. OEWD’s Workforce Development Division coordinates San Francisco’s workforce development ecosystem.

The Institute for the Future is located in Palo Alto, California. Our mission is to provide insights into what the future could hold and how we might make the future desirable. We do this by focusing on the future and creating tools and resources to enable and encourage others to do the same.

The Institute for the Future is an educational nonprofit organization dedicated to understanding and creating the future. Our work is driven by three guiding principles: focus on equity, job readiness, and collaboration.

The strategies are concrete actions you can take to move you towards the future that you want. The strategies are designed for use in the 2015-2025 timeframe, but are intended to be used at any time. Here’s how to use them:

1. Read the strategies section by section. Then, think through the guiding principles and map.

2. Use the map to navigate and make the future.

3. Add any future forces or trends important to you and your organization.

4. Consider the range of future possibilities and identify opportunities or threats to your organization.

5. Use the guiding principles to assess your organization’s role in the emerging future forces context.

These are not future facts. The future is open and it’s anyone’s. It’s a safe space for creative and critical thinking. We will offer 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 about the workforce. It is not a prediction or forecast, but a tool for thinking systematically about the future. Each section of the map is intended to be used in concert with its corresponding chapter. Start with the Future Forces section and consider the range of future possibilities over the next decade. Then, read through the insights and map. Finally, move toward Action and Strategy. A map is the tool you need to take to the future that you want forward.

What if workforce training organizations educate job seekers about new platforms and build district networks? Service providers can connect individuals to employment and support professional drivers to find and fund innovation and create new opportunities for vacancies left by the upskilled workforce.

What if workforce training organizations helped workers understand when and how to tap into these resources? Local government could help provide both access to internet and devices to trainees.

What if workforce training organizations helped workers develop skills to avoid unemployment? As automation advances, workers will be displaced from jobs. This displacement process can be anticipated, creating an opportunity to rethink work. Seeing the "winding down" of large manufacturing and transportation is by disengaging workers from automation, thereby expanding the window. Workers must find new skills while retaining existing skills, not only for those with multiple part-time jobs or other responsibilities.

What if workforce training organizations helped workers think about their long-term goals? Understanding individuals’ long-term goals is critical to saving and begin thinking about their future.

What if workforce training organizations helped workers identify and pursue opportunities for greater social and financial benefits? Many of these new support platforms benefit from economies of scale. Buying health insurance and retirement services in bulk could provide work communities access to leverage them. Resources like Coursera put top-tier university classes within reach of gig workers.

What if workforce training organizations helped workers embrace new ways of working? In an ideal world, companies that automate and make us redundant should provide the training and support needed to help workers understand and navigate their new jobs.

What if workforce training organizations helped workers connect to government resources and to one another to find existing populations, as well as meet the needs of newly vulnerable populations? It’s never too early to start preparing for the future workforce. Workers can connect to government resources and to one another to find existing populations, as well as meet the needs of newly vulnerable populations. The workforce development ecosystem can respond and adapt to change to continue serving workers.

What if workforce training organizations helped workers leverage new software services? Many of these new support platforms benefit from economies of scale. Buying health insurance and retirement services in bulk could provide work communities access to leverage them. Resources like Coursera put top-tier university classes within reach of gig workers.

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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
   Automation, accelerated algorithms, and robots are replacing much human work. ‘Jobs红线’ becomes a moving target as many jobs disappear, replaced by different ones.
2. Open and independent learning platforms
   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 TaskRabbit to Elance-Odesk are matching people who need tasks to those who can perform them, changing work from many from a single job to real gig-based work.

**Anticipate Job erosion and the need for reskilling**

During the current period when workforce is clearly headwinds rather than tailwinds, there is an opportunity to train them for a career that leverages their existing skills but pays more. Seizing this “winding window” is key to ensuring equity and expanding job readiness. A new level of transparency and cooperation from employers is required to ensure equity and expanding job readiness. A new level of transparency and cooperation from employers is required. An innovative ecosystem that matches people’s existing skills and employable in 90 days with a portfolio of income sources.

**Identify new ways to build skills and credentials**

Online courses and course credit completion are new ways for workers to prove to employers that they have valuable skills—but only if employees recognize them. At the same time, the majority of those who see such courses are college graduates, invalidating in opportunity to create or modify learning platforms to make them more inclusive. Finding ways to get employers to recognize online courses and designing learning platforms that are accessible to the most vulnerable populations is key strategies. That many women still lack access to the Internet at home today and in the future is a basic rights issue that must be addressed first.

**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 “asynchronous” nature, platform work can supplement traditional incomes. But although these jobs might offer access to quick money, they provide little job stability, access to opportunities, and opportunities for advancement. And given the highly commoditized nature of the tasks workers are making, making these platforms work systems is hampering this desire. But by tapping into these resources and how to manage these new sources of income like a portfolio.

**Teach networking skills for self-directed work**

With the industrial model of employment declining along with the sun setting on the sun, workers moving from job to job at a more rapid pace. With the need to social networking to find and secure jobs, for the new, high-speed, digital and service networks have never been more important. While middle-income workers are stagnating on new networking technologies, low-income workers are having difficulty accessing these new services. Workers who do not feel welcome to them. Developing all prominent, out-of-work networks, and finding networks associated with job opportunities more inclusive and accessible, both physically and socially, will be critical.

**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. Workers unions and new financial services, including opportunities to receive impact investing and microloans, as well as new management platforms designed to support gig workers.

**Rethink pathways to meaningful work**

As the paid labor economy changes, initiatives like the basic income guarantee are特有的但 not a silver bullet. As the paid labor economy changes, initiatives like the basic income guarantee are特有一种但 not a silver bullet. The sharing economy allows people to create new work opportunities and make a living in ways that are not traditionally possible. These opportunities can be leveraged to create new work opportunities and make a living in ways that are not traditionally possible. These opportunities can be leveraged to create new work opportunities and make a living in ways that are not traditionally possible.

**Anticipate Erosion & Need for Reskilling**

Starting with lessons from decreasing demand in manufacturing, a new generation of urban workers faces new challenges. The talk of the town is the need for reskilling. However, as it becomes clear that the problem is not just one of reskilling but one of rethinking the very nature of work itself, what is the role of reskilling in shaping the future of work?

**Identify New Ways to Build Skills and Credentials**

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**Guiding Principles**

1. Ensure equity
   Empowering workers and job-seekers with the ability to control and negotiate their working conditions.
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 outcomes.

**From homes to skilled and employable in days**

The Learning Shelters help former foster youth and individuals who have left the child welfare system find and keep jobs, helping them build skills and confidence.

**Sharing Economy Resource Platforms**

Pioneers in a revolution that connects people in the workplace to resources such as on-demand platforms for managing jobs, legal assistance, insurance, and even ways to build the initial capital, such as access to capital, in the sharing economy.
The Institute for the Future (IFTF) is an independent, nonprofit strategic research group with 40 years of experience researching into building better systems that work for all. In partnership with numerous workforce development stakeholders, OEWD set out to envision how do we make the future we want? What if workforce training organizations more actively worked with employers to save and begin thinking about their future. Platforms like Uber and TaskRabbit can create a clear sense of direction as city government strives to create the economic vitality by strengthening its neighborhoods, businesses, commercial corridors and cities make the future. They're where people from all walks of life and cultures face position. Cities make the future, they're where people from all walks of life and cultures face position. Cities make the future. They're where people from all walks of life and cultures face position.

In the next decade, gig economies and algorithmic scheduling threaten to create worker ratings and reviews do not transfer from one platform to the next. The resume and college degree are tools for proving skills. New learning platforms create alternative credentials. As automation advances, workers will be displaced from jobs. This displacement process can be anticipated, even when automation is no factor. What if workforce training organizations more actively worked with employers to save and begin thinking about their future? Platforms like Uber and TaskRabbit can create a clear sense of direction as city government strives to create the economic vitality by strengthening its neighborhoods, businesses, commercial corridors and cities make the future. They're where people from all walks of life and cultures face position.

WHAT WORKERS VALUE MOST AT WORK

- Purpose: Understanding the personal and professional goals and aspirations of workers
- Meaning: Ensuring that the job provides opportunities for personal and professional growth
- Relationships: Fostering a positive and collaborative work environment
- Rewards: Providing competitive compensation and benefits
- Opportunities: Offering professional development and advancement opportunities

IN SITUATE OUR STRATEGIES FOR THE NEXT DECADE

- Automation and job erosion
- Job erosion—the destruction and creation of jobs caused by automation—is accelerating rapidly and spreading across occupations. Even workers’ need for meaningful and sustainable employment includes, employee’s need for human labor will be massively and continuously damped by automation over the next decade. Even the most skilled and experienced workers will see many of their professions eroded as automation moves into service, knowledge, and professional domains. Job restructuring and retraining are becoming a swiftly moving target. Expect to see a rebalancing of jobs and gigs, and a transition of government and public employment.

- platform economies and task routing
- Employers and workers are taking an active role in helping people define what workers need. Platforms like Uber and TaskRabbit can create a clear sense of direction as city government strives to create the economic vitality by strengthening its neighborhoods, businesses, commercial corridors and cities make the future. They're where people from all walks of life and cultures face position. Cities make the future. They're where people from all walks of life and cultures face position.

- Open and independent learning paths
- Old ways of learning and job skills accumulation are obsolete. Lifelong learning is more important than ever before as people come to rely on networking and reputation for their future. New living arrangements, like co-living, prioritize quality of life while workers are moving from job to job at a more rapid rate. Savvy workers—those who leverage social networks and reputation—will be able to adapt and thrive in the workforce of the future. Platforms like Uber and TaskRabbit can create a clear sense of direction as city government strives to create the economic vitality by strengthening its neighborhoods, businesses, commercial corridors and cities make the future. They're where people from all walks of life and cultures face position. Cities make the future. They're where people from all walks of life and cultures face position.

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- About the Future of Workforce Development: This overview introduces the concepts, trends, and challenges shaping the future of workforce development. It provides a guide to the guiding principles, tools, and strategies presented in the overview. It is designed to help guide practitioners and policymakers in making informed decisions about workforce development.

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