

Workforce of the Future

- Emerging trends
- Attracting and retaining talent
- Building a diverse and inclusive workforce
- Upskilling and reskilling employees
- Policy implications and recommendations
- Government role in fostering the workforce of the future



JOINT COUNCILS' EXECUTIVE MONTHLY REPORT

Developed by the Research Committee

March 2023

1. What is workforce of the future?

- The nature of work and the evolving expectations of employees continue to shift in the wake of the COVID-19 pandemic. The last two years have had a significant impact on the way we work and has accelerated the adoption of hybrid work models. With many organizations embracing remote work and flextime, it's clear that the workplace of the future will look very different from what we were accustomed to in the past.
- The workforce of the future will be defined by greater flexibility, agility, and resilience. The global pandemic has highlighted the importance of adaptability and has necessitated the adoption of new technologies and work practices to ensure continuity in a rapidly changing world. Many organizations have already embraced digital transformation and have implemented tools such as video conferencing, cloud-based collaboration, and virtual communication platforms to facilitate remote work and hybrid work models.
- Moreover, employee expectations are changing, and they now expect more autonomy, work-life balance, and a greater emphasis on mental health and well-being. Employers must now adapt to these expectations to attract and retain top talent, which has led to a significant shift in organizational culture and leadership styles.
- The workforce of the future will be characterized by greater flexibility, agility, and resilience, and employers must be prepared to adapt to changing expectations to remain competitive. As this subject gains greater prominence, it's important to recognize that the changes we are witnessing are not merely temporary reactions to the pandemic. Rather, they represent a fundamental shift in the way we think about work and the workplace. The pandemic has merely accelerated trends that were already underway, such as the rise of remote work, the increasing importance of skills and adaptability, and the focus on well-being and mental health.

Why Is This Report Important?

Knowledge of the workforce of the future is essential for organizations to remain successful in their operations. It provides valuable insights into trends and future developments, helping organizations make informed decisions about their future direction. By staying abreast of changes, organizations can position themselves to take advantage of emerging opportunities and address potential challenges proactively.

The workforce of the future will be very different from today's workforce, and this has significant implications for employees. Workers will need to develop new skill sets and approaches to work to remain employable and relevant in a flexible, remote, and skill-focused work environment.

As organizations adapt to changing work environments, they must also consider the needs and expectations of their employees. By understanding the needs of their workforce, organizations can attract and retain top talent, boost productivity, and create a positive workplace culture that benefits both employees and the organization as a whole.

What is Covered in this Executive Report?

This report includes the following:

- Emerging trends
- Attracting and retaining talent
- Building a diverse and inclusive workforce
- Upskilling and reskilling employees
- Policy implications and recommendations

2. Attracting and retaining talent

Attracting and retaining talent is a critical challenge for organizations in the workforce of the future. With the rise of remote work and the increasing importance of skills and adaptability, competition for top talent is likely to be intense.

Here are some key strategies that organizations can use to attract and retain the best employees.

Offer competitive compensation packages. Compensation is a critical factor for attracting and retaining top talent. In addition to competitive salaries, organizations should also consider other benefits such as health insurance, retirement plans, and stock options. Offering benefits that align with employees' values and priorities, such as flexible work arrangements, can also be a powerful incentive for attracting and retaining top talent.

Create a positive workplace culture. Workplace culture is a key factor in attracting and retaining talent. A positive culture that values diversity, inclusion, and employee well-being can be a significant draw for employees. Organizations can create a positive culture by fostering open communication, recognizing employee achievements, and providing opportunities for professional growth and development.

Invest in employee development. Investing in employee development is critical for retaining top talent. Providing opportunities for training, mentorship, and career growth can help employees develop new skills and advance their careers within the organization. Organizations can also offer opportunities for employees to participate in industry events and conferences, further enhancing their knowledge and skills.

Emphasize work-life balance. Work-life balance is becoming increasingly important for employees. Offering flexible work arrangements, such as remote work and flextime, can help employees balance their work and personal commitments. Organizations can also promote work-life balance by encouraging employees to take breaks, offering mental health resources, and supporting employees in managing their workload.



3. Building a diverse and inclusive workforce

Building a diverse and inclusive workforce is critical for organizations in the workforce of the future. A diverse and inclusive workforce can drive innovation, increase employee engagement, and enhance organizational performance. In this slide, we will explore some key strategies that organizations can use to build a diverse and inclusive workforce.

Establishing a Diversity and Inclusion Strategy

- Organizations that want to succeed in the workforce of the future must create a diverse and inclusive workforce. By doing so, they can drive innovation, increase employee engagement, and enhance organizational performance. One of the critical strategies for building a diverse and inclusive workforce is to establish a diversity and inclusion strategy.
- A diversity and inclusion strategy should reflect the organization's values and goals, be driven by the leadership team, and communicated to all employees. Metrics should also be established to measure the success of the strategy and ensure accountability. To ensure the success of the strategy, it should address recruitment, retention, and advancement of diverse talent.



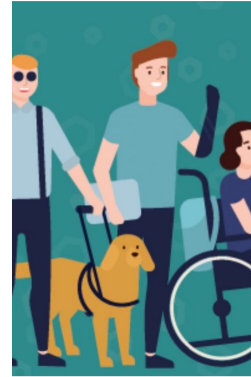
Diversifying Hiring Practices

- Diversifying hiring practices is another important strategy for building a diverse and inclusive workforce. Organizations can implement a blind hiring process and expand recruiting efforts to attract candidates from underrepresented communities.
- They can also offer internships, apprenticeships, and mentorship programs and establish partnerships with community organizations. Establishing a referral program can also encourage current employees to refer diverse candidates.



Creating an Inclusive Workplace Culture

- Creating an inclusive workplace culture is essential for building a diverse and inclusive workforce. Organizations can foster open communication and collaboration, provide diversity and inclusion training, and establish employee resource groups (ERGs). ERGs can provide a platform for employees to connect, share experiences, and build community.
- Organizations should encourage the creation of ERGs and support them with resources and funding. Encouraging employees to bring their whole selves to work and create an environment where all employees feel valued and respected is also crucial.



Measuring and Evaluating Success

- Measuring and evaluating the success of diversity and inclusion initiatives is critical for building a diverse and inclusive workforce. Organizations should establish metrics to measure the success of diversity and inclusion initiatives, conduct regular surveys and focus groups to assess employee satisfaction and engagement, and use data to identify areas where diversity and inclusion can be improved.
- Continuous evaluation and adjustment of diversity and inclusion strategies are also important to ensure they are aligned with organizational goals and values. Celebrating successes and recognizing the contributions of diverse employees can create a culture of inclusion and appreciation."



4. Upskilling and reskilling employees

As the nature of work continues to evolve, upskilling and reskilling employees is critical for organizations to remain competitive. Upskilling involves developing new skills that build on existing ones, while reskilling involves learning entirely new skills. The factors below illustrate why upskilling and reskilling are important and how organizations can implement effective upskilling and reskilling programs to support their workforce. By investing in the skills and abilities of their employees, organizations can future-proof their workforce and remain agile in a rapidly changing work environment.



As the nature of work continues to evolve, organizations must prioritize upskilling and reskilling employees to remain competitive. In today's fast-paced business environment, organizations that do not invest in their employees' skills and knowledge risk falling behind. By investing in upskilling and reskilling programs, organizations can keep up with industry changes, remain agile, and stay competitive.



One of the key benefits of upskilling and reskilling programs is that they can help organizations attract and retain top talent. Today's employees are looking for opportunities to learn and grow professionally. By providing access to training and development programs, organizations can attract new talent and retain existing employees.



Upskilling and reskilling programs can also help organizations address skill gaps and improve overall productivity. As employees learn new skills, they can apply them to their work, improving their performance and driving better results for the organization. By addressing skill gaps, organizations can also reduce the risk of errors and mistakes, which can lead to costly downtime or lost business.



One effective way to implement upskilling and reskilling programs is through online learning. Online learning platforms offer a flexible and cost-effective way for employees to access training and development resources. They can also be customized to meet the specific needs of the organization and its employees.



Job shadowing and mentoring programs can also be effective for upskilling and reskilling employees. These programs allow employees to work closely with experienced colleagues and learn new skills on the job. Mentors can provide guidance, support, and feedback, helping employees develop new skills and improve their performance.



Organizations can also implement cross-training programs to upskill and reskill employees. Cross-training allows employees to learn skills outside of their current role or department. This can not only help employees develop new skills but also increase their understanding of the organization as a whole, leading to better collaboration and communication across teams.

5. Policy implications and recommendations



One key policy implication is the need to establish clear guidelines for remote work. This includes guidelines for employee rights, data privacy, and cybersecurity. By establishing clear guidelines, policymakers can ensure that employees have access to the tools and resources they need to work safely and productively from anywhere.

Another policy implication is the need to promote diversity and inclusion in the workforce. Policymakers can work with organizations to establish targets and metrics for diversity and inclusion, and provide funding and support for programs that promote these goals.

Policymakers should also consider the impact of automation and artificial intelligence on the workforce. This includes developing strategies to reskill and upskill workers who are at risk of displacement, and investing in education and training programs that support the development of new skills and competencies.

Another policy recommendation for supporting small and medium-sized enterprises (SMEs) is to provide funding and resources for upskilling and reskilling programs. SMEs often lack the resources and infrastructure to implement these programs on their own, and government support can help bridge this gap.

Policymakers should also consider the impact of the gig economy on worker rights and protections. By working with organizations and labor unions, policymakers can establish guidelines and regulations that ensure that gig workers are treated fairly and have access to benefits and protections.

A good way to promote sustainability in the workforce is to establish incentives for organizations that adopt environmentally friendly practices. This can include tax breaks, funding, and recognition programs that promote sustainable practices and reduce the carbon footprint of organizations.

Policymakers should also consider the impact of demographic changes on the workforce. By working with organizations and community groups, policymakers can establish programs that support the development and advancement of diverse talent, including women, minorities, and older workers.

A policy implication for promoting lifelong learning is to establish incentives for organizations that provide training and development opportunities for their employees. This can include tax breaks, funding, and recognition programs that promote lifelong learning and support the development of new skills and competencies.

Policymakers should consider the impact of emerging technologies on the workforce, and develop regulations and guidelines that ensure that these technologies are developed and used responsibly. This includes guidelines for data privacy, cybersecurity, and ethical considerations for the use of emerging technologies.

5. Government role in fostering the workforce of the future



Investments in education and training programs. By providing funding for education and training programs, the government can ensure that workers have access to the skills and knowledge they need to succeed in the jobs of the future. This includes programs that provide technical skills training, as well as programs that support lifelong learning and the development of soft skills.



Establishment of policies that promote diversity and inclusion. This includes providing funding and support for programs that promote diversity and inclusion in the workforce, and establishing targets and metrics for achieving these goals. The government can also work with organizations and community groups to address systemic barriers that prevent certain groups of people from fully participating in the workforce.



Support of entrepreneurship and innovation. By providing funding and support for startups and small businesses, the government can help create new job opportunities and foster a culture of innovation. This can include funding for research and development, as well as initiatives that support access to capital and resources for entrepreneurs.



Promotion of the adoption of new technologies. This includes developing policies and regulations that support the development and use of emerging technologies such as artificial intelligence and automation, while ensuring that these technologies are used responsibly. The government can also provide funding and support for research and development in these areas.



Cooperation with organizations and community groups to address social and economic barriers. This can include initiatives that address issues such as poverty, housing insecurity, and access to healthcare, which can all impact an individual's ability to participate in the workforce. The government can also work to promote policies that support work-life balance, such as parental leave and flexible work arrangements, to ensure that all individuals have the opportunity to participate fully in the workforce.



For Further Reading

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- Dumay, John, and Jim Rooney. "Dealing with an ageing workforce: current and future implications." *Journal of Human Resource Costing & Accounting* 15, no. 3 (2011): 174-195.
- Madrigano, Jaime, Anita Chandra, Tracy Costigan, and Joie D. Acosta. "Beyond disaster preparedness: Building a resilience-oriented workforce for the future." *International Journal of Environmental Research and Public Health* 14, no. 12 (2017): 1563.

Other noteworthy articles:

- Melchor, Oscar Huerta. "The government workforce of the future: Innovation in strategic workforce planning in OECD countries." (2013).
- Card, Debora, and Craig Nelson. "How automation and digital disruption are shaping the workforce of the future." *Strategic HR Review* 18, no. 6 (2019): 242-245.

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Trends in the Daily Newsletter

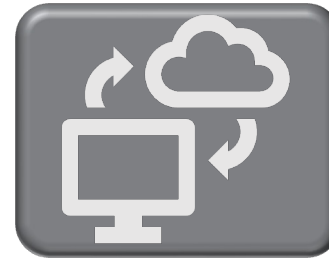


[Public service institutions](#) have long been challenged to deliver a wide array of programs for governments and the public, and they continue to deliver programs and services as technology and public expectations evolve. However, what is driving change and creating anxiety in public services is the frequency and complexity of emerging new policy issues, as well as structural concerns such as competency gaps and the ability to address future issues.

This is not news to those in public management: cabinets and ministers are attuned to the policy agenda and drive policy as best they can with available resources.

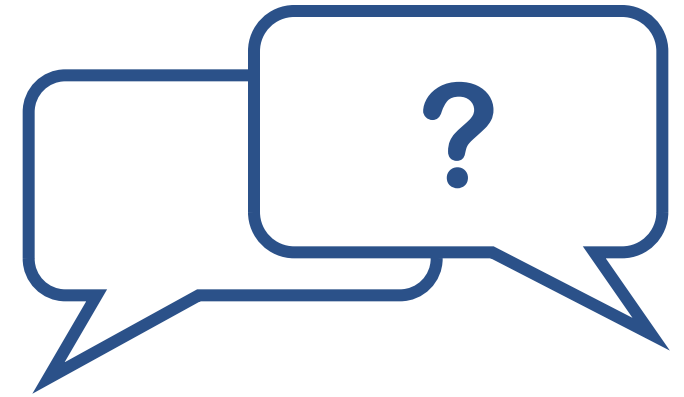


It is near impossible for any energy, mining or infrastructure projects to be successfully developed in Canada today without securing [support and consent](#) from affected Indigenous Peoples. In order to secure that support and consent, more Indigenous Peoples are interested in equity participation in such projects, and more project developers or facility owners are interested in partnering with such Indigenous Peoples to facilitate economic reconciliation and to manage project risk. Indigenous equity helps to align the interests of the parties in the project or facility, share direct benefits, and build capacity.



Canada's intelligence service warns that technological innovations adopted by municipalities could be exploited by adversaries such as the Chinese government to harvest sensitive data, target diaspora communities and interfere in elections.

A newly released [report](#) by the Canadian Security Intelligence Service urges policy-makers and the technology industry to consider steps that can be taken to address and ease the emerging security threat before "smart city" platforms are widely adopted. Such systems feature electronically linked devices that gather, analyze, store and transmit information through centralized platforms.



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