



// DRAFT REPORT MAY 2018

ReframeWork: From Insights to Action

Held: February 27th & 28th 2018
Simon Fraser University Segal Graduate School of Business,
Vancouver BC

Hosted by: RADIUS SFU (Beedie School of Business at Simon Fraser University), Banff Centre for Arts and Creativity, and SFU Public Square as a part of the SFU 2018 Community Summit: Brave New Work

ReframeWork took place on the unceded and traditional homelands of the xwməθkwəy̓əm (Musqueam), skwxwú7mesh (Squamish), and selílwitlh (Tsleil Waututh) Coast Salish peoples.



BEEDIE SCHOOL
OF BUSINESS





"ReframeWork was an amazing opportunity to connect with people across the country that are living the future of work, and to take the time to think boldly about how we can shape the future to benefit all workers."

- Anonymous

Contents

Introduction	3
Participant list	4
Synopsis	5
Summary of Activities	6
Connecting and Grounding	6
Perspectives from a Changing Landscape of Work	7
Exploration	8
Experiments and Demonstrations	17
Final Reflections	22
Tensions	23
Canadian Opportunity	24
Main Takeaways	25
Thanks	26



Introduction

The purpose of ReframeWork was to connect a diverse, cross-sector Canadian network with broad perspective and deep expertise on relevant questions about the present and future of work. Together we worked to build a shared understanding of the richest areas of opportunity for innovation and entrepreneurial solution-building that can influence broader change. While there is rapidly growing interest in 'future of work' topics and important investments being made into research to identify risks and trends, there has been comparatively little focus on solution building.

ReframeWork took a proactive stance. Changes driven by factors like automation, the rise of independent workers and demographic shifts create both needs and opportunities. We wanted to learn from how people are responding creatively, the experience of those navigating these changes from various perspectives in the economy, and promising examples of new services, solutions, platforms and institutions being created to help people adapt and thrive in this new world of work.

This report was created from session notes, artifacts, and observations by the program team and highlights key dynamics, ideas, tensions and opportunities. While we can't possibly do full justice to the rich and nuanced discussion through the full two days, these inputs will help design the next phase of our work, and we hope support the ongoing efforts of this impressive emerging network.

Participant list

Abhishek Gupta, AI Ethics Researcher, Ethical AI

Aisha Sheikh, Synthesis Reporter, Simplicity

Alia Dharssi, Journalist, Discourse Media

Amy Mifflin-Sills, Manager of Innovation, Rideau Hall Foundation

Andrew Cash, Executive Director, Urban Workers Project

Ashley Proctor, Executive Director, COHIP/312 Main

Ben Scott, Project Director, EntrepreNorth

Charles Leadbeater, Author and Advisor

Chloe Waretini, Associate, Percolab & Member, Enspiral Foundation

Courtney Hughes, Manager HR Research, Mining Industry Human Resources Council

Emily MacNintch, Operations and Research Analyst, Social Capital Partners

Emma Anderson, Program Officer, HRJ Consulting

Frisia Donders, Strategic Partnership Development Manager, SMartBE

Howard Jang, Vice President Arts & Leadership, Banff Centre for Arts and Creativity

Ian Prinsloo, Facilitator, Reos Partners

Jamie Aitken, HR Senior Advisor, SAP

Jake Hirsch-Allen, Higher Education Lead, Lynda.com/LinkedIn

James Clarkson, Senior Director & lead on Future of Work Strategy, Employment Social Development Canada

Jenn McRae, BC Lead Organizer, Urban Workers Project

Jenna Van Draanen, Director, Basic Income Network Canada

Jennie Winhall, Co-Lead, ALT/Now and Banff Centre for Arts and Creativity

Jeremy Higgs, Executive Director and Chief Labour Market Economist, BC Government

Jocelyn Phillips, Future of Work Project Manager, Social Capital Partners

Jorge Salazar, Executive Director, Inner Activist

Joy Cramer, Director of Indigenous Programs, Beedie School of Business Simon Fraser University

Julius Tapper, Senior Consultant, Deloitte

Katie McPhearson, Chief Resilience Officer, City of Vancouver

Keita Demming, Head of Innovation and Development, The Covenant Group

Ken Sanderson, Executive Director, Broadband Communications North

Kerry Young, Director Future Economies File, BC Government

Kim Howson, Youth Strategy Lead, RBC Future Launch

Kiri Bird, Associate Director, RADIUS SFU

Kris Magnusson, Dean Faculty of Education, Simon Fraser University

Lissa Robinson, Program Officer, HRJ Consulting

Lorne Pelletier, Director General, Western Economic Diversification/Government of Canada

Marc-Etienne Ouimette, Director Public Policy & Government Relations, Element AI

Marcus Ballinger, Senior Researcher, Policy Horizons Canada

Marjorie Brans, Managing Director, School for Social Entrepreneurs Ontario

Mark Alexiuk, CTO, Sightline Innovation

Michelynn Lafleche, VP Policy, Research, Planning, United Way of Greater Toronto

Nada El Masry, Coordinator International Services for Students, Simon Fraser University

Nisa Malli, Senior Policy Analyst, Brookfield Institute for Innovation and Entrepreneurship

Paulina Cameron, Director, Futurepreneur

Rajah Lehal, Founder/CEO, Cobalt Lawyers/Clausehound

Sam Meneghin, Manager, Vancity

Scott Allinson, Vice President Public Affairs, Human Resources Professionals Association

Shawn Smith, Co-Director, RADIUS SFU and Co-Lead Alt/Now

Shayna Rector, Catalyst Team, League of Intrapreneurs

Simon Mhanna, Innovation Designer, The Moment

Stephanie Guico, Director, Cooperatives and Mutuels Canada

Stephen Harrington, Senior Manager, Deloitte Canada

Steve Rio, Founder/CEO, Briteweb

Tessica Truong, Co-Founder, CityHive

Vickie Cammack, Senior Advisor, Various

Synopsis

Over 50 participants gathered over two days to share their expertise on challenges and opportunities in the present and future of work. The group included representatives of multiple levels of government, technologists, community leaders, educators, researchers, industry leaders and entrepreneurs. They came from 14 cities across 7 provinces and territories, with experts joining from as far as New York, San Francisco, Copenhagen, London and Belgium. Most participants knew very few others in the room to begin.

While informed by interviews with a wide range of stakeholders and analysis of key trends driving changes in how people experience work, we took as our starting point a proactive view, looking for ways we can get on the front foot in crafting a future of work that creates broad opportunities all Canadians can be excited about.

We explored the role of work in our own lives, heard personal stories from different perspectives in the changing landscape, dove deep into areas of potential opportunity, developed ideas based on what solutions and systems would need to exist for a positive world of work in 2035, and finally surfaced useful tensions and uniquely Canadian strengths, risks and opportunities.

We left with a rich set of starting points for creating new models and solutions, a new network of actors with fresh insight into how their work intersects with others around these questions, and three broad insights guiding our next steps.

// KEY INSIGHTS

There is both appetite for big universal ideas, and need for widespread self-organization at a local level.

Universal platforms can be the basis for diversity: ideas like a public data trust; a national toolkit for all workers; citizen wealth funds and learning accounts could underpin diverse forms of localised activity to organise, upskill, and enable mutual support.

Mass democratisation of the power to shape these changes is needed.

That means new ways to ensure voices from diverse communities help define what 'good work' is and could be; that access to the tools shaping work are in the hands of small businesses as well as large; and that technology decentralizes knowledge and access while generating greater participation. We need innovations that put many hands on the levers so that people themselves determine what work is desirable, and inequalities are not reproduced.

Human potential can be furthered through the future of work.

Technology could increase autonomy, meaning, and relationships in human work; enable people across all strata of society to learn and grow their capabilities; release energy for the contributions people themselves want to make; and measure value differently. But this won't happen automatically. Many of these changes can only occur within a new narrative that people can see their positive future in. Innovative approaches to shaping this story will be crucial.

Summary of Activities

This section shares a snapshot of activities to provide some perspective on process and discussion over the course of the workshop, which began with a brief welcome and recognition of the unceded territories of the Coast Salish People on which the event was being held.

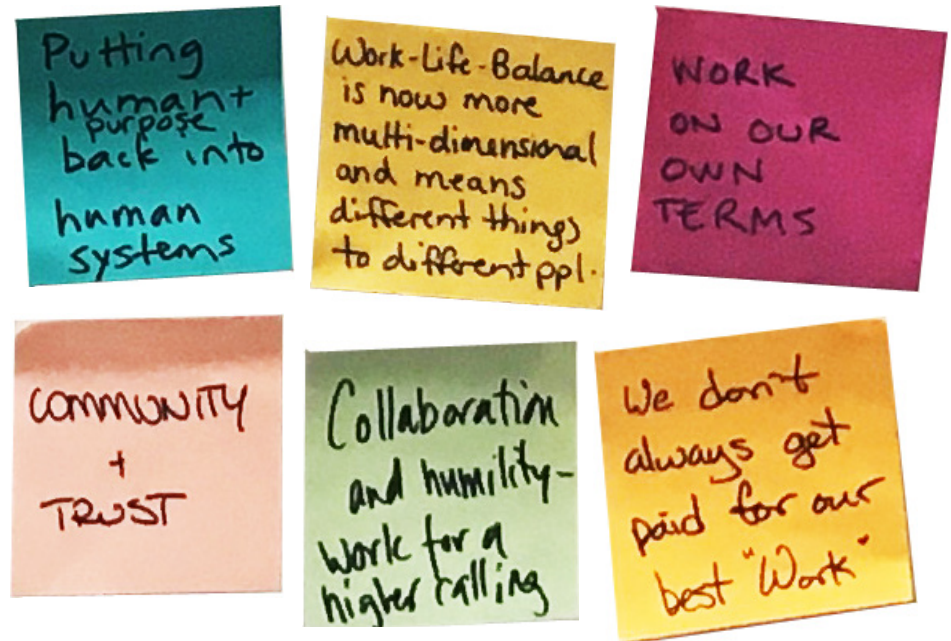
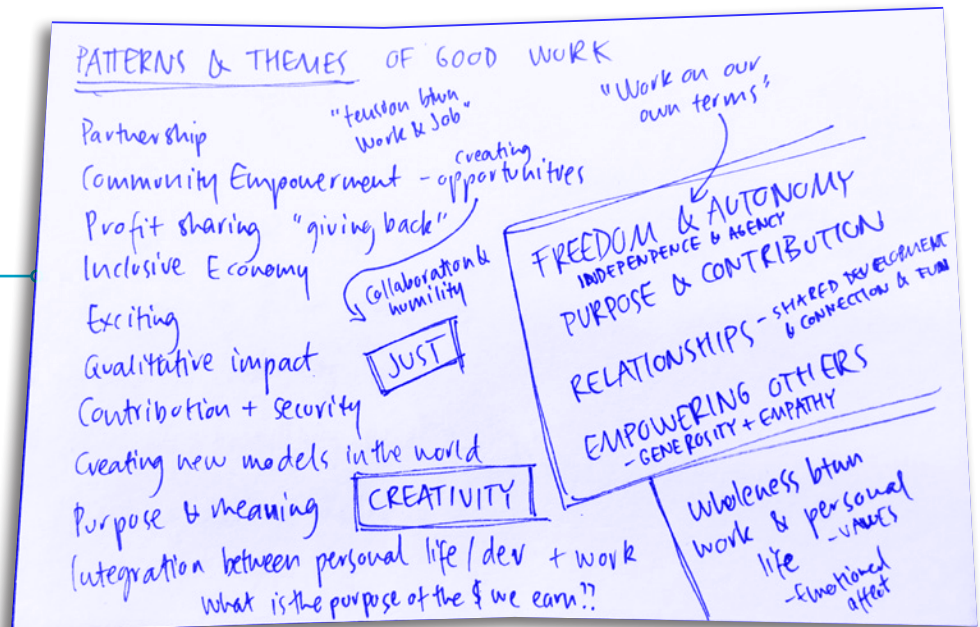
Connecting and Grounding (Day 1)

The first session began by connecting participants to each other and grounding what "Good Work" means to us. Participants paired up to share stories around two questions intended to establish our personal connection to the challenge at hand, and to open space to explore broad conceptions of what meaningful work brings to people's lives:

What has good work been for you?
What role has work had in a good life?

Participants listened for the ingredients of good work in each others' stories and for what made that possible. Sample quotes shared by participants:

*"Different people hold different meanings of good work."
 "We don't always get paid for our best work."
 "Flexibility is not what everyone wants; some people want security."
 "Not just balance, but also purpose, alignment with work and life."
 "Value and meaning for self and others."
 "Purpose is not just found in work, but also in what we do with the money we earn."*





"ReframeWork opened my mind to the power of a diverse group of forward-looking humans focused on some of the most important challenges confronting our society."

- Jake Hirsch-Allen, [Lynda.com/LinkedIn](https://www.linkedin.com/company/lynda-com/)

Perspectives from a Changing Landscape of Work (Day 1)

A number of participants then shared their observations as witness to the changing landscape of work in different industries and communities. These conversations were held in small, rotating groups, and helped others build more perspective and new shared points of entry to the conversation:

Ashley Proctor shared insights into the lives of coworking communities where workers are finding shared values, collective mindsets and meaningful human connections, in what can otherwise be an increasingly isolating and lonely world of work.

Nada El Masry shared perspectives from her work with young people coming to Canada as immigrants or refugees, and those who often remain marginalized through work that does not afford opportunities for greater integration or mobility.

Steve Rio shared his experience as an employer of a remote workforce, thinking about a company as a community and experimenting with models that build purpose, connection and ongoing learning.

Courtney Hughes shared observations from the mining sector, which is already undergoing rapid change due to automation, with driverless fleets on some job sites and management wrestling with how they create new opportunities for workers in this environment.

Tesicca Truong from CityHive shared her perspective as a recent graduate trying to build a career centred on social value, while navigating a variety of employment, contract and project based opportunities, including building her own organization.

Ken Sanderson shared insights from growing a community-owned broadband utility in rural, remote and northern communities, the ways value is experienced differently by members and the new types of working opportunities this opens up.

Kris Magnusson brought experience from a long history and exposure to career development, training and education models, adult education and organizational development.

Jennifer McRae contributed from her perspectives as an educator, independent worker, and organizer with the Urban Worker Project to reflect on her own journey and those of the many young people and workers her efforts have supported.



Exploration (Day 1 and Day 2)

Participants next broke into four groups and dove into an exploration of each of four themes that were drawn from our interviews with 40+ experts and contributors prior to the event. These themes were neither exhaustive nor mutually exclusive, and interesting insights emerged in the overlaps and at the edges as well:

- A - New systems for non-standard work**
- B - Automation for good work**
- C - Designing for continuous transitions**
- D - Shared technological wealth creation**

Individuals had the opportunity to participate in two theme groups over the afternoon and following morning.

Theme Exploration Process

Facilitators in each theme group provided a quick overview of the theme, definitions, and why it had been chosen.

We grounded conversations in concrete experiences group members had with the theme from their own lives or those of people close to them, then surfaced questions and challenges we were each driven to explore in relation to the theme.

Individually we shared specific hopes for what would be available for people in 2035. What would the 'ideal situation' look like if we were

successful in this theme? 2035 was chosen as within our lifetimes but far enough out to open up possibilities.

As a group we then reviewed the questions and hopes shared (on post it notes of course!), and identified clusters of interesting opportunity. We framed these as ambitions and challenges to meet.

The group then split into sub groups, and chose specific ambitions to work on. The task was to propose, and then flesh out initiatives that could be done in the next 3- 5 years, and that could act either as:

- An iconic demonstration of a new approach to meeting the challenge
- An experiment to inform key questions around a particular direction or opportunity.

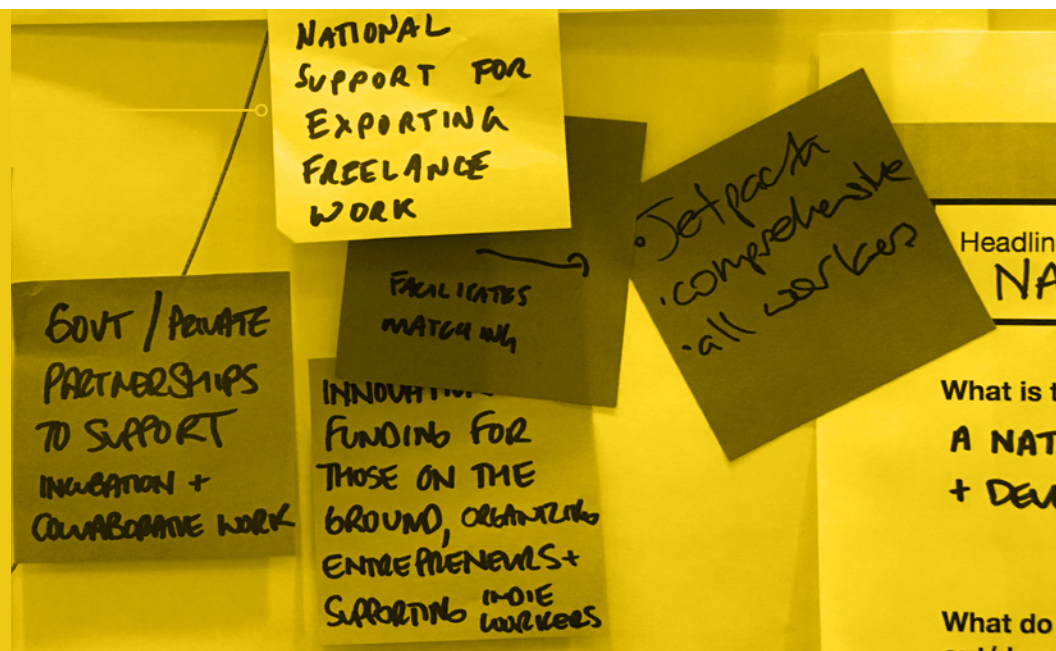
The resulting initiatives and experiments were shared in plenary with the other theme groups for feedback.

Following is a summary of these two rounds of exploration in each theme group containing:

- an outline of the theme;
- what we heard from participants;
- questions and ambitions that surfaced during discussions; and
- starting points for experimentation.

// THEME A: NEW SYSTEMS FOR NON-STANDARD WORK

How might Canada become the best place in the world for non-standard work?



Theme outline

Roughly a third of the workforce is in non-standard forms of employment, that is part-time, temporary, fixed-term contracting, and self-employment. Full-time temporary or contract work has risen by 53 percent in the last two decades, and for many this has presented challenges of security, earning power and predictability. Non-standard work also gives some people who would otherwise be outside the labour market opportunities to participate, and many welcome the flexibility it provides. Either way, thriving in this landscape requires new skills to navigate, organize, and distribute work; new ways to manage security, benefits and wellbeing; and recognition of new challenges and opportunities in professional and social mobility. There is an opportunity to imagine a very different kind of ecosystem that enables all workers to thrive.

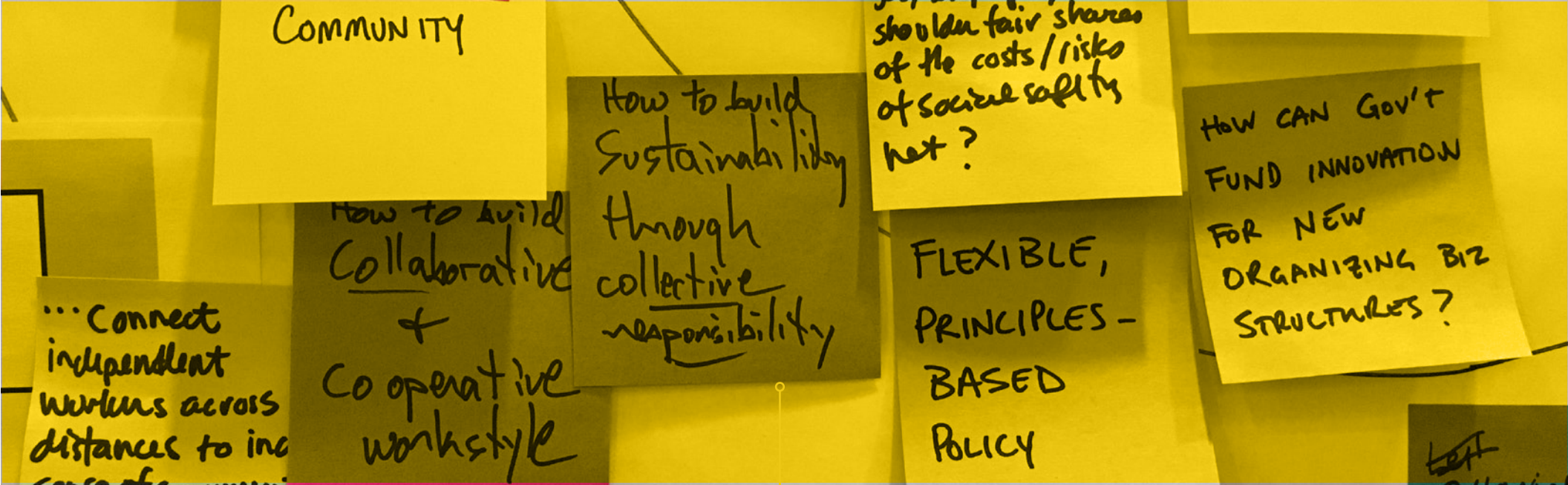
What we heard from participants

"Jobs are scarce, but work is plentiful."

Two consistent issues raised were the need for personalization and health and wellbeing. Independent workers have a variety of different needs depending on context, but broadly it can be more isolating and stressful to navigate the economy independently.

The group discussed differences between independent workers who value flexibility and thrive in independent work, and those who may not have chosen it nor have the position or opportunity to benefit from its potential upside, and are seeking more security. Neither group is well served by current programs and services, leaving a split system where full time workers are well supported and the now significant independent worker segment often remains left to figure it out on their own.

Independent workers may be more socially isolated, report difficulty taking time off, and may face risks of being one illness or injury away from financial disaster without workplace coverage.



We rarely train students or early career professionals in how to manage ongoing transition, and don't develop the life and soft skills necessary to participate effectively in this growing part of the economy. Whether by choice or chance, working in this way is riskier and more stressful than it has to be.

There was some concern about normalizing words like "non-standard" and "precarious" to describe what has actually become an increasingly significant part of the economy, alongside some tension in interviews and discussions about whether to emphasize normalization so appropriate systems and solutions can be built, versus trying to reinforce more traditional employment models. Our discussion leaned to the imperative to recognize this is the here and now, and to design for it with urgency.

The group was curious about how distinctions between categories of independent workers should be recognized or could be eroded, what big companies could learn from co-working, and what next generations of safety nets like basic income could look like. Some participants noted that many of ideas in this theme are low hanging fruit, with early prototypes and models already being developed.

Ambitions We Heard for 2035

- There are new models of pooled resources (ie. for sick leave pay for independent workers)
- Community responsibility has grown through freelancer unions and co-working movements
- All workers have ongoing training and development
- Independent workers have greater resilience and reduced anxiety
- There has been a complete reboot to the social safety net

Starting Points Suggested for Experimentation

- How might we train people to work independently?
- How might we create a virtual network that connects isolated workers?
- How might we create systems that enable people to be in control?
- How might we ensure all people have full health care coverage?
- How might we create diversified funding that includes independent workers?

// THEME B: AUTOMATION FOR GOOD

How might we harness the potential of new technologies, such as AI and robotics, to promote 'good work'?

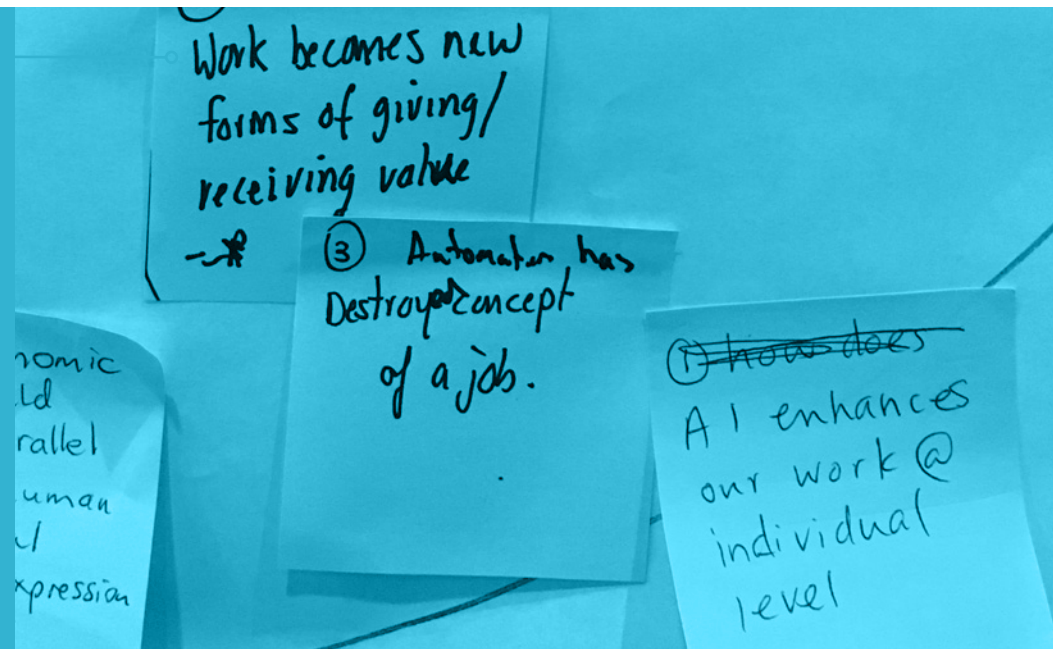
Theme outline

There is much speculation about the pace and scope of automation and its impact on jobs, but agreement that changes will disproportionately impact low-skilled workers, including young people, the low-paid and the less educated. Small businesses, who often have closer connections to communities, are less able to adapt as quickly, meaning larger firms are likely to gain further economic advantage. The end game is less likely to be wholesale elimination of jobs — but transformation as occupations are re-shaped to combine human and machine tasks. To at least some degree new jobs will be created to replace many of those phased out, but this will still result in winners and losers as people are required to retrain, shift careers and move in search of new opportunities. Might the challenge be to accelerate the adoption of artificial intelligence and robotics in the face of these fears — but on our own terms?

What we heard from participants

As we start to develop and implement AI and turn increasing numbers of tasks over to machines, we must consider the ethics behind the decisions that we (and the machines) will make. Machine-learning models are already having an impact on lives, and will inevitably reflect the same biases that we have as a society if this isn't carefully avoided. We need to be able to govern the design of these systems. Participants said that AI needs to aim at the right things. Could there be a way of approaching this that actually reinforces a different and better dynamic, prioritizing equity and fairness?

The group asked who gets to decide what is desirable or not desirable work. Can we eliminate parts of jobs people do not want to improve work and life quality? Instead of asking what jobs we want to eliminate, can we ask what jobs we actually want?





In a similar vein, instead of technology obscuring how to do things, the group was curious about how it could help us learn to do things. We looked at where people could better do their job with AI, especially if there was an ethical foundation to its development. Rather than AI driving cost savings and efficiencies which, in a competitive economy, leads to layoffs, organizations could identify new goals and use AI to allow workers to focus on improving quality of work (e.g. how much time a child welfare worker spends with families rather than doing paperwork). Participants also asked what opportunities there might be for a new industrial framework, and how that might be put in place.

Ambitions We Heard for 2035

- Technological innovations enhance peer-to-peer value creation and open-sourced production. This has democratized access to technology advancements.
- Workers across organizations in various types of jobs pool their knowledge about the elements of their jobs that are ripe for AI innovation.
- There are incentives to replace yourself, so if you automate your job, the company will find a new opportunity for you or share the savings.
- Scarcity has become uncommon and capitalism has been replaced with a more equitable model.
- AI has created opportunities to provide open-source learning pathways and certify learning.

Starting Points Suggested for Experimentation

- How might data be democratically controlled, so that SMEs can access datasets and AI solutions?
- How might there be an uptake of AI to ensure everybody is reskilled, to shorten training experience?
- How can we apply 'Canadian values' to AI in applications such as healthcare?
- How might AI foster the appetite for continuing learning and create a culture in which we can automate our own jobs to maximize our own potential?
- How might work be reconceptualized through AI, to create new forms of giving and receiving value, and destroy the concept of a job?
- How might new economic models and technologies support parallel growth of human intelligence, expression and culture?

// THEME C: DESIGNING FOR CONTINUOUS TRANSITION

How might we support the nimble, adaptive Canadian workforce required to thrive in the future of work?

Theme outline

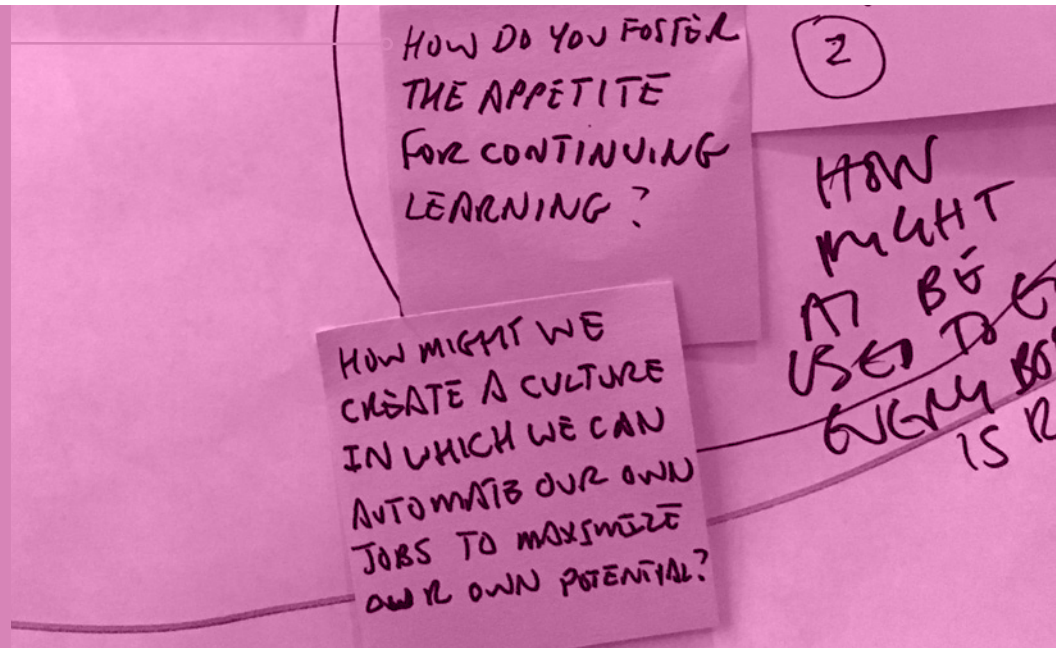
The nature of work in many industries will change significantly as occupations are re-shaped in combination with new technologies. Accelerating technological change makes it harder than ever to predict and prepare as workers, employers, educators or policymakers. There is no single "right" scenario to plan for; rather we need to quickly build adaptive capacity for ongoing change. Educators are tasked with preparing young people for forms of work we cannot fully imagine while paths for professional development are changing as employers invest less in a workforce they are less likely to retain. Much of this shifts responsibility to workers to create their own routes for learning and career progression, without commensurate growth in the tools and training to do so, and at the risk of amplifying existing divides in access, power and and privilege.

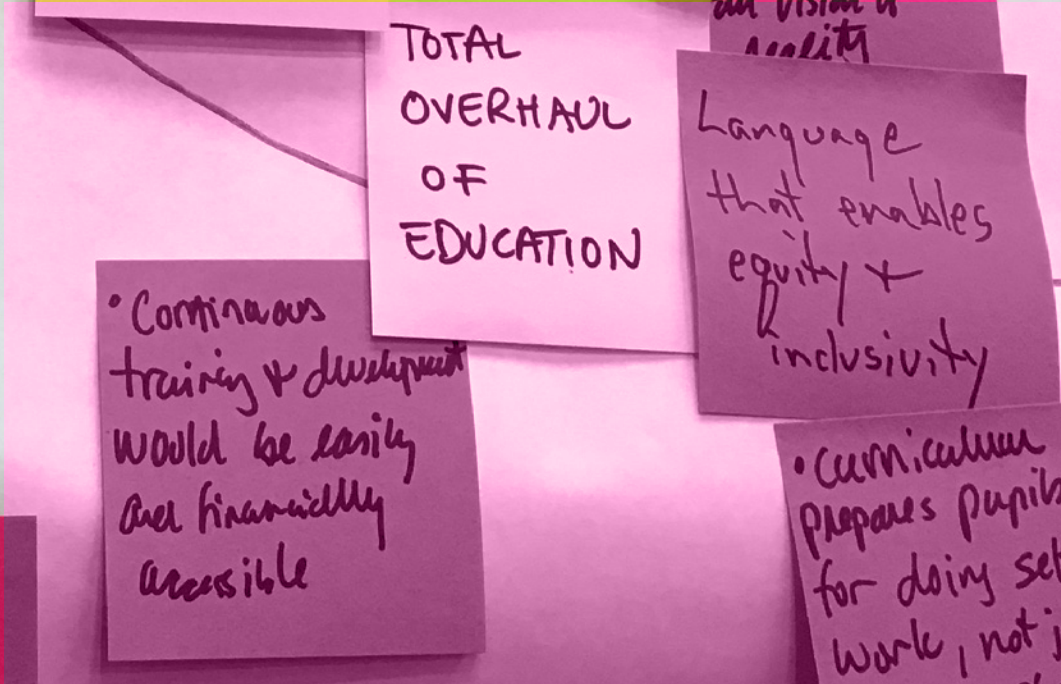
What we heard from participants

"Change is the only constant."

For some people change and flexibility are exciting, while for others this represents insecurity and instability. For all a more effective safety net and support structures during ongoing transition will likely help workers make decisions that maximize their quality of life and ability to contribute.

The changing nature of work isn't new, but the pace of change is accelerating and our systems aren't adaptive enough to respond. What do these changes mean for the Canadian social contract? Post-secondary credentials don't guarantee a good job (let alone high school), employers and employees give and expect less loyalty and so don't invest in one another, and young people aren't being prepared for the ongoing adaptation that will be required.





One risk raised is the social and mental friction of constant change and the impacts on mental wellbeing, and the potential for a more transactional work and erosion of caring workplace relationships. Workplace connections and cultures of caring can produce trust, which seems to be in increasingly short supply in current social discourse. Where do we find value in ourselves and our contributions if 'Work' has become a less reliable source for some?

New models are needed that support equitable, continuous adaptation and transitions for workers across jobs, gigs and industries. The abilities to navigate, adapt and be resilient are themselves skills, requiring a "growth mindset" - how might we help more people cultivate this? Transition is not simply about more efficient matching of supply and demand, but building ways to re-skill and adapt efficiently, to build self-efficacy and resilience, and to explore meaning and purpose beyond traditional work models.

What can we learn from history of sectors, regions, and occupations that have had to adapt to changing circumstances in the past? As transitions accelerate, how do we remain more to each other than a bundle of skills in the workplace? How do we avoid retrenching or compounding current biases and inequities as the pace of change increases?

○ Ambitions We Heard for 2035

- There is quick adoption by companies to address skill shortages
- Universities are focused on lifelong learning (not just 4 yr degrees)
- Private sector, education institutions, community and government collaborate seamlessly to address training and skills needs
- A remodelling of education has resulted in a system where everyone is exposed to timely opportunities
- There is a collaborative system for policy makers to keep up with rapid change
- There is a culture of caring in work
- There are alternative social security nets, such as guaranteed basic income

○ Starting Points Suggested for Experimentation

- How might everyone have access to appropriate reskilling and upskilling at every stage of their lives?
- How might policy change at the same pace as work?
- How might all individuals feel secure throughout ongoing work transitions?
- How might community, relationships and life be honoured throughout transitions?
- How might dynamics driving equity and fairness be reinforced at each juncture of transition?
- How might everyone have access to mentorship and advice when needed?

// THEME D: SHARED TECHNOLOGICAL WEALTH CREATION

How might everyone have the opportunity to benefit from the upside of technology?

Theme outline

Robot taxes and universal basic incomes are among recent suggested responses to the need for a modern social contract in an era that may see less income tax revenue, more concentration of technology ownership, more frequent periods of unemployment and re-skilling, and less traditional wage- and salary-based work.

The changes driving the future of work are predicted by many to concentrate wealth and influence as immense investments are required to stay at the forefront of fields such as AI and robotics. Others think technologies such as blockchain, AI enabled decision making and new business models may help democratize participation in value and wealth creation. Which models are we investing in, and how might we provoke new explorations of those that benefit and engage the most people? Beyond wage earning, could the future of work be about the future of more broadly conceived value creation and economic participation?



What we heard from participants

To distribute the spoils of technological gains more widely, our conversations surfaced how decentralization and democratization go hand in hand (and demonetization is likely a bigger future influence than we understand). As technology gets more abundant, we should be able to share more wealth if we can find ways to spread concentrations of ownership and control, to give more people access to the levers of change. For example, there is a lot of interest in the potential of decentralized blockchain based business models.

Data, common access to data, and data literacy were major themes. To get from here to there, with more people and representative groups empowered to take advantage of big data, AI, robotics and other technology driven advances, we need to dramatically improve data literacy and access.

Data ownership dashboard
- makes literacy around privacy & data value easy



Passive income from use of your data or attention
(see bitcoin generation of energy)

Corporates can pay in tax \$ or by providing service to create actionable information
- analysis capacity

What happens as you gets more + more behind in data storage + analysis + companies can't circle around them?

What does privilege look like in VR/AR

- anonymized and open data

Wifi + internet as a public good

Break up tech giants or at least take

ACCESS:
+ Literacy
+ Devices

Our discussion explored ways this could open up passive income generation and wider participation in creating value and benefitting from that contribution, and a higher likelihood of groups like co-ops, small businesses, social sector organizations and diverse communities driving change.

If we want to push a dramatic shift in how we think about access to data and the development of these technologies, we need to invest in more and more powerful ways to craft narratives about the economy and society we want, including many more opportunities for historically excluded groups with important perspectives on economic relationships, wealth and work.

Ambitions We Heard for 2035

- Citizen control of data is the norm
- A new story has emerged for a commons-based economy
- The field of economics is disrupted - there are different measures of success, not just financial returns
- The innovation imperative is for the common good, eg. UBI and other basic allowances
- There is less worry about redistribution of wealth because less wealth is needed

Starting Points Suggested for Experimentation

- How might we make data a public good?
- How might citizens own, manage, and generate value from their own data?
- How might everyone benefit from technological growth and the new business models it enables?
- How might we increase data literacy, laying a foundation for negotiated data agreements, etc?
- How might we create a society driven by quality of life and redefine our metrics of success?
- How might our socioeconomic systems be shifted by changing the stories we tell, at scale?



"ReframeWork did a very good job of helping us shift our understanding of the the future of work and connected the network in a thoughtful way. As a result of this gathering, the people who came together can help support each other in their work."

**- Jeremy Higgs, Chief Labour Market Economist
Government of BC**

Experiments and Demonstrations (Day 2)

Based on their work in their small groups, participants decided on the most interesting proposals that could be done in the next 3- 5 years - ideas that would either serve as iconic demonstrations of a new approach, or as an experiment to help answer a key question about an opportunity. These were all put on large pieces of paper and showcased in a gallery style format.

Participants then voted on the ideas in several ways:

- those with the most power as 'iconic exemplars'
- those that could have a 'ripple effect' in the wider system, and
- those where there was greatest 'pent-up energy for change'.

Our intention was to build a heat map of the types of ideas and opportunities participants were sensing, more than identifying fully formed solutions for development - many interesting ideas emerged, and we're looking for insights into what key intervention points, gaps, tensions, opportunities, and shifts in narrative they might represent.

The following represents a cross section of those that caught the imagination of participants, lightly edited for clarity from the rough presentations drawn up in the room.



Experiments

// CROWDSOURCING NEEDS AND SKILLS

Objective: Online platform connecting people to opportunities they otherwise would not have access to - kijiji of skills with AI to facilitate connections. People with less access to top of pool. Marketplace for "brain dates".

What do we want to find out/demonstrate? Measure connection to the labour force. How do we define progression for those who already connected to the workforce?

Where should we start and who should we start with? People who are currently under-served in the labor market.

// CANADIAN NATIONAL TRAINING BENEFIT

Objective: Federally Mandated two-week leave from work for training to be selected by the employee from a pool of accredited micro-programs. Time off is covered EI-style by the Federal government.

What do we want to find out? Number of people retraining going up, labour market transitions - \$ maintains / augments / less of a loss, real-time mapping of skills / competencies / tasks being trained for, and feedback loop into training, and analysis of diversity of users.

Where should we start and who should we start with? Pilot in federal areas of responsibility, say banking.

// NATIONAL WORKFORCE TOOLKIT

Objective: A national comprehensive package of support and development tools for all workers.

What do we want to find out/demonstrate? What happens if we remove barriers and risk for independent workers and we create the conditions for creativity and productivity.

Where should we start and who should we start with? Connecting existing networks and organizations that are developing solutions.



"ReframeWork offered a tremendous opportunity to connect with others and discuss possibilities regarding the future of work in Canada. Time extremely well spent."

– Lorne Pelletier, Western Economic Diversification

// CENTRE FOR RADICAL TRANSPARENCY

Objective: Reveal what data is being collected about us, by who, what are potential uses; sliding scale comfort/ideal permission/passive income generation

What do we want to find out/demonstrate? How literate people are about their data; what would people's preference be of how their data is used; how data might be circulated back as a "public good".

Where should we start and who should we start with? Survey where people check boxes as to where they are giving data plus what their preferences would be and circling the value back to increase equality; do this in a way that doesn't create data classes where only the wealthy can afford privacy.

// SUPERCLUSTERS-TYPE APPROACH (TARGETED INVESTMENT IN SITES OF TRANSITION AND INNOVATION)

Objective: Federal government qualitatively assesses a limited number of projects from companies willing to work with employees to automate their positions (or part of) and identify retraining (skills) opportunities and implement.

What do we want to find out? How a company can become more productive while retaining/re-skilling/reassigning employees; Levels of satisfaction of employees/employers with jobs before and after; How it can be win/win.

Where should we start and who should we start with? Immediately! Whichever "clusters" area appraised as the most interesting/with the broadest impact

// CANADA DATA TRUST

Objective: Data as a public good that increases equality. Discover scenarios for the value of proprietary data being circulated back to society, Discover preferences and values around privacy and use of data by the public.

What do we want to find out/demonstrate? What is the most effective mechanism for data being used to increase equality; what are our values as a society around this?

Where should we start and who should we start with? Survey to increase awareness of where our data is being collected, by who, who can use it, how it is being stored, etc. (national level-setting on data literacy). Possible outcomes might include: companies taxed to enclose data; individuals receiving passive income from their data; revenues could be used to fund basic income/universal access to technology.



"There is nowhere I'd rather be than in a room full of innovative minds who are passionate about systems change. Together we are shaping the future of work."

– Ashley Proctor, COHIP/312 Main

// WORKER WALLET

Objective: Combine the ownership benefits of an ESOP, co-op and union, but create something connected to workers and transferable across workplaces and gigs using blockchain

What do we want to find out/demonstrate? What does the union of the future look like and how do you negotiate, govern, and own across workplaces seamlessly

Where should we start and who should we start with? Larger more progressive companies in Canada

// COMMUNITY INFRASTRUCTURE FOR WORKING AND LEARNING

Objective: Public libraries used as community co-working spaces, and for rapid upskilling

What do we want to find out/demonstrate? Which community assets can be used for work training.

Where should we start and who should we start with? Smaller city centres, all three levels of governments, public libraries/infrastructure.

// THE RISING TIDE

Objective: The public has a minimum stake in every company, via individually held investment

What do we want to find out/demonstrate? Reduce inequality; Citizen support and engagement; Local benefit for globally acquired businesses

Where should we start and who should we start with? Supportive venture fund; receptive local government

// \$3 BILLION FUND FOR NEW STORIES

Objective: To fund high quality, mainstream media productions that tell a compelling story of alternative possible socioeconomic systems.

What do we want to find out/demonstrate? Can socioeconomic systems be shifted by changing the stories we tell about our culture?

Where should we start and who should we start with? First Nations in Canada, Indigenous Peoples from Global South



"I really enjoyed the depth of conversation at ReframeWork, and am really looking forward to continued dialogue, and more importantly, continued action, with my new friends from across Canada."

– Paulina Cameron, Futurepreneur

A few areas of focus were put forward to help accelerate the development of individual experiments and ideas such as on the following pages :

- A Future of Work Fund, ready to invest in new models;
- A new set of goals and measurement related to how we unlock human potential;
- Development of collaborative infrastructure for cross-sector research, design, implementation and accountability, including government but led outside of it.

// DYNAMIC ORGANIZATIONAL FOUNDATIONS (CREATING CULTURES OF CARING)

Objective: To create cultures of caring in the context of work, to demonstrate that investing in care in relationships in this future of work remains important. It is an initiative that is test driven in a public/private/NGO organization, and is introducing policies and practices that enable acts and activities of caring.

What do we want to find out/demonstrate? Employees that engage in caring and feel cared for experience better health, less stress, well-being and job satisfaction.

// CENTRE FOR HUMAN POTENTIAL

Objective: Apply training in meta competencies with a program to a cohort of independent workers to measure perceived and actual outcomes.

What do we want to find out /demonstrate? That these meta competencies can be applied universally with good work related outcomes.

Where should we start and who should we start with? A group of existing independent workers (union, cowork, company).



Final Reflections (End of Day 2)

At the end of the voting session, participants were sent on a paired walk to debrief and digest what they'd seen and heard, before we moved into the final discussion of the event. Participants were asked to come back with the single most important thing they thought we needed to focus on as we carry this work forward.

We received many suggestions, but the most consistent was to be very careful about the assumptions we make based on the input of a small group that can afford two days to ponder the future of work. As impressive and thoughtful a group as was gathered, this cannot be thought to properly represent the broad perspectives carried by Canadian workers, and especially those with the least agency or privilege to navigate these shifts.

Following the paired walk, we stepped into a final debrief conversation moderated by Charlie Leadbeater and Aisha Shiekh, and focused on the patterns, insights and tensions emerging, and what the Canadian opportunity is in this global moment.

"The ReframeWork event provided a rare and valuable opportunity to collaborate with people on the design of tangible interventions to address a topic that is evolving, overwhelming and undefined. My own perspective was challenged and broadened, and I left with less dread, more hope, and a sense of agency and responsibility to support my own organization to reframe our work in a way that will serve citizens through a turbulent future."

**– Katie McPheason, Chief Resilience Officer
City of Vancouver**



Tensions

A number of interesting and useful tensions arose as inputs and starting points for future exploration:

CATEGORIZATION VS. FLUIDITY

Our language is no longer fully serving us in understanding this issue. Categorizations and dichotomies such as worker/owner, capital/labour, high skill/low skill, traditional/non-traditional, no longer effectively define the debate.

RIGHT SOLUTIONS VS. ADAPTIVE SYSTEMS

Many conversations and planning processes still focus on predicting future scenarios, to develop the "right" responses. Many participants resonated with the the need to instead focus on building far more adaptive processes and systems that can respond to a variety of difficult to predict scenarios.

EFFICIENCY VS. MEANING

While the dominant conversation is focused on efficiency in labour markets, and better solutions to match work and workers, there is a parallel crisis of connection and meaning in work that many argue is linked to more fundamental social uncertainty. As this may be less amenable to technical solutions, it may receive less focus.

UNIVERSALISM VS. DIVERSITY

We believe in universal needs, including income, access and equality. At the same time, needs are personalized and individualized across the diversity of Canadian society. A new type of universalism may create more security, leveling the playing field to to allow more diverse opportunity and self organization.

COLLECTIVE VS. INDIVIDUAL RESPONSIBILITY


System changes require the effort of government, private companies and workers. Is this a problem of unserved needs, or is it a problem of politics and citizenship? While the burden of action is increasingly shifted to individuals, it is difficult for any one person to come up with solutions on their own.

THICK VS THIN

Work is becoming increasingly thinned out into discrete tasks, which need to be supplied on demand, so people may need new ways to find the "thick" in cultures, communities, traditions and craft that supports affiliation and purpose.

SHORT-TERM VS LONG-TERM

There is tension between short term labour market shortages and long term displacement, captured by questions like "how do we deal with an acute lack of truck drivers today, knowing this field is highly susceptible to automation trends in the next 20 years?". There is related confusion around whose problem this is, accentuated by short vs. long term incentives and abilities to adapt and respond in sectors that must work together to address these issues (ie. technology, business, post-secondary, government and community).



"ReframeWork was the most meaningful convening around the topic of Future of Work that I've participated in. The ideas and connections will definitely be fuel for Briteweb as we continue to innovate in this space and work towards being the most flexible and inclusive company in the world."

– Steve Rio, CEO Briteweb

Canadian Opportunity

Canada's unique history and geography makes it a petri dish for the rest of the world in some ways. We were reminded by those joining from outside our borders that others do often look to Canada as a source of hope and inspiration, though we may at times fall short of these external ideals. From strong roots in the labour movement to public healthcare and education systems, and a Charter of Rights and Freedoms that emphasizes both liberty and equality, Canada often brings a more collective perspective to social wellbeing, that also allows for individual pursuit of success and mobility.

We heard how relatively open immigration policies, a comparative emphasis on pluralism, strength of social security systems and a nascent national conversation about reconciliation with Indigenous peoples could all be "tailwinds" in imagining a future of work that serves all in Canada, if explored with integrity. For example, how might new forms of collective ownership and wealth creation be connected to ideas of economic reconciliation?

Canada also represents a powerful place to explore rural vs urban contexts; local, regional and national contexts and identities; and transitions from a resource to a knowledge driven economy.

We have strong roots in the environmental movement and active experiments in policy and practice from carbon taxes to basic income to social emotional learning in K-12 systems. As a relatively wealthy and stable place on the global stage, we have the luxury to think about the equitable, fair and dynamic future economy we actually want.

Participants also noted small business is big in Canada. According to BDC, 98.2% of Canadian businesses have <100 employees, and <25% of Canadian SMEs invest in R&D while SMEs represented 54.2% of business economic output in 2005. SMEs seem set to fall behind in the ability to build and deploy new technologies that often demand significant investment - what will this mean for this lifeblood of the Canadian economy if true?

However rooted in Canadian perspective, our future of work remains intricately connected to globalized trends and pressures - a national future of work innovation program must engage proactively with the international community and stay adaptive/responsive to emergent opportunities, trends, research and technologies.



Main Takeaways

We left with a rich set of starting points for exploring new solutions, a new network of actors with fresh insight into how other sectors and fields connect with their interests in the subject, and three broad insights guiding our next steps.

There is both appetite for big universal ideas, and need for widespread self-organization at a local level.

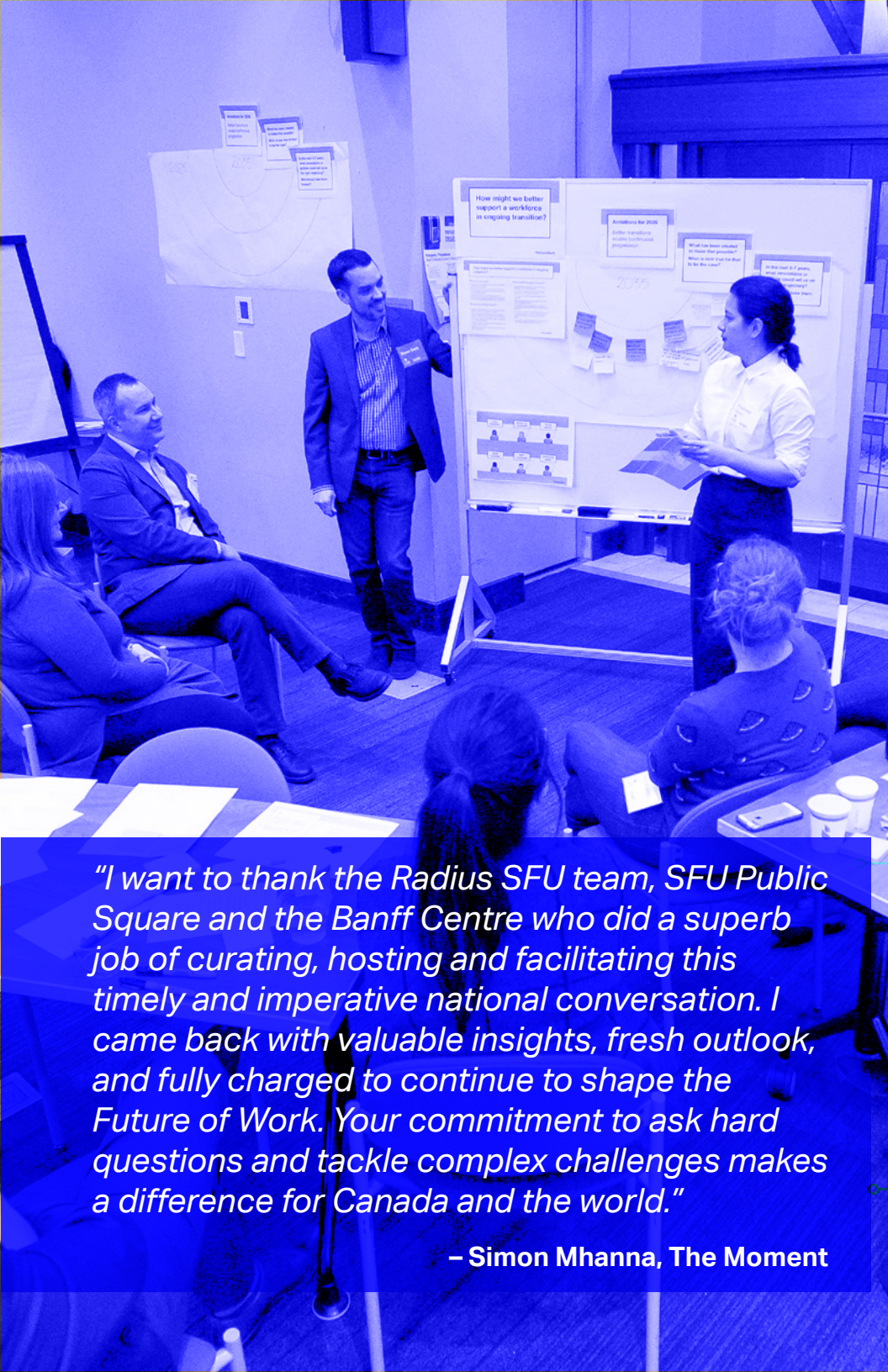
Universal platforms can be the basis for diversity: ideas like a public data trust; a national toolkit for all workers; citizen wealth funds and learning accounts could underpin diverse forms of localised activity to organise, upskill, and enable mutual support.

Human potential can be furthered through the future of work.

Technology can increase autonomy, meaning, and relationships in human work; enable people across all strata of society to learn and grow their capabilities; release energy for the contributions people themselves want to make; and measure value differently. But this won't happen automatically. Many of these changes can only occur within a new narrative in which people can see their own positive future. Innovative approaches to shaping this story will be crucial.

Mass democratisation of the power to shape these changes is needed.

That means new ways to ensure voices from diverse communities help define what 'good work' is and could be; that access to the tools shaping work are in the hands of small businesses as well as large; and that technology decentralizes knowledge and access while generating greater participation. We need innovations that put many hands on the levers so that people themselves determine what work is desirable, and that inequalities are not reproduced.



"I want to thank the Radius SFU team, SFU Public Square and the Banff Centre who did a superb job of curating, hosting and facilitating this timely and imperative national conversation. I came back with valuable insights, fresh outlook, and fully charged to continue to shape the Future of Work. Your commitment to ask hard questions and tackle complex challenges makes a difference for Canada and the world."

– Simon Mhanna, The Moment

Thanks

Thank you to the 80+ people who participated in ReframeWork and the dialogue interviews leading up to the event.

We gratefully acknowledge the contributions of Banff Centre for Arts and Creativity and SFU Public Square, without whose support ReframeWork would have not been possible. Additionally, we would like to thank those who shared their research and thinking about the present and future of work with us, including Social Capital Partners, Brookfield Institute, United Way of Toronto-York Region, Mowat Centre, Employment and Social Development Canada, Deloitte Canada and RBC.

Moving forward, we will continue to share broadly and collaborate generously as we seek to align our work with the emerging priorities of this group and the many Canadian workers not yet effectively included in this discussion. We look forward to working with many of you in the months to come.

Warmly,

The ReframeWork team

- Jennie Winhall, Co-Lead, ALT/Now and Banff Centre for Arts and Creativity
- Shawn Smith, Co-Director, RADIUS SFU and Co-Lead Alt/Now
- Kiri Bird, Associate Director, RADIUS SFU
- Ian Prinsloo, Facilitator, Reos Partners
- Charles Leadbeater, Host, ALT/Now and Independent Author and Advisor
- Aisha Sheikh, Synthesis Reporter, Simplicity

If you have any questions about this event or thoughts to share please feel free to email futureofwork@radiussfu.com.