



# **The Future of the Workforce**

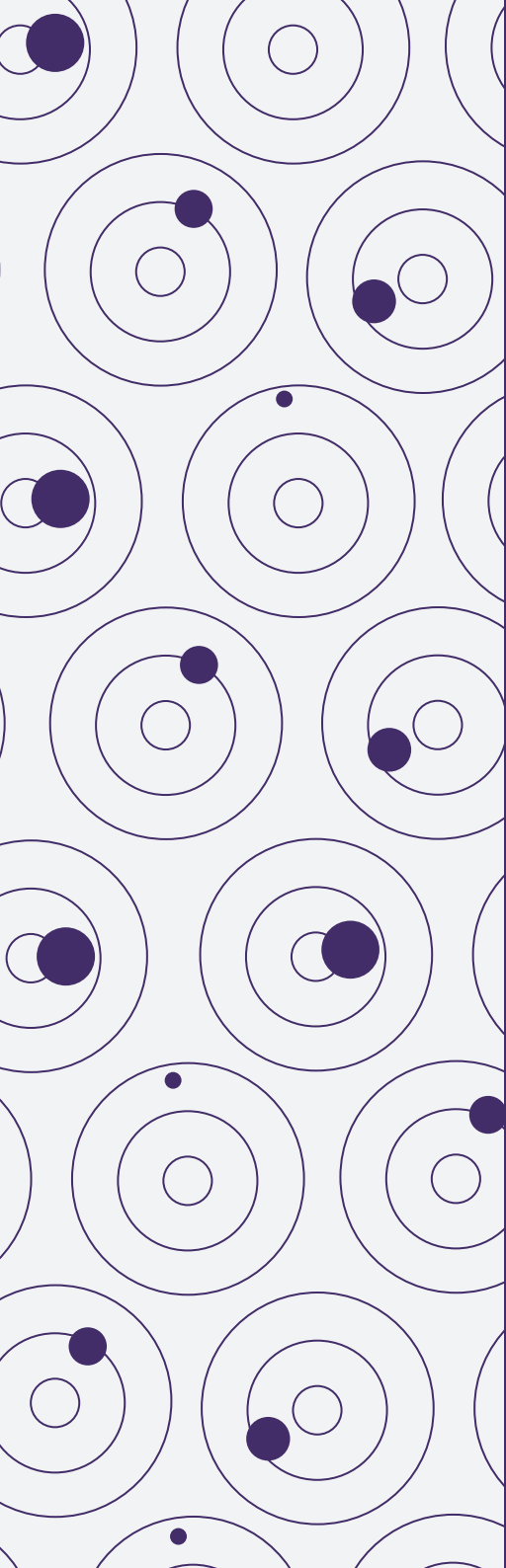
**Scan Club output for June 2022**



Employment and  
Social Development Canada

Emploi et  
Développement social Canada

**Canada**<sup>🇨🇦</sup>



In June 2022, the Human Resources Innovation Foresight Team (“HRI”) hosted its monthly Scan Club on “The Future of the Workforce”. Participants from across the Government of Canada participated in the hour and a half activity. HRI provided participants with three specific “Weak Signals”:

- [The upcoming climate migrant crisis](#)
- [I rate you, you rate me, but who rates us?](#)
- [Tech firms move away from college requirement for new hires](#)

Participants then discussed the importance of these signals and their potential impact on the Federal Public Service. The following infographics summarize each Weak Signal and organizes the participant’s’ insights and discussions into various areas of implications using a [STEEPV framework](#).

Visit HRI at:

GC-wiki: [https://wiki.gccollab.ca/EDSC\\_Innovation\\_RH\\_-\\_HR\\_Innovation\\_ESDC](https://wiki.gccollab.ca/EDSC_Innovation_RH_-_HR_Innovation_ESDC)

GC-collab: <https://gccollab.ca/groups/profile/928221/esdchuman-resources-innovation-innovation-en-ressourceshumaines-de-edsc>



## The upcoming climate refugee crisis

The World Bank warns that a sharp increase in climate refugees - those forced to resettle as Climate Change makes their regions uninhabitable – is likely to occur and estimates up to 216 million people to be displaced within their own countries by 2050. Countries, like Canada, reliant on immigration could play a significant role in the relocation of climate refugees. The Canadian Association of Refugee Lawyers (CARL) is calling on the federal government to implement proactive policies to respond to climate migration and recognize climate refugees as protected persons.

## Impacted groups:

- Newcomers
- Indigenous communities
- Rural communities
- Urban centres
- Labour forces
- Infrastructural supports for newcomers (languages, integration, skill transitions, etc.)
- Infrastructural supports for essentials (housing, health, education, etc.)

## So what?

### How might this impact us in the future?



#### **Social + Cultural**

- **Demographic Changes:** New communities and areas will experience drastic demographic shifts (i.e. older communities become younger, smaller towns get bigger, new religions, languages, and cultural/ethnic preferences require new and greater abundance of resources).

- **Assimilation vs Accommodation:** How do we align or reconcile climate refugees' needs with Canada's? Balancing a large influx of newcomers and their needs to maintain their ways of life while also integrating within the community.



### Technological + Infrastructural

- **High Demand:** Rural communities already struggle to meet certain needs for its members (internet, medical services, transportation, etc.).
- **Climate Change Challenges:** Canada will experience its own challenges (major flooding and fires, etc.) affecting where refugees locate and burdening overstretched resources.



### Values + Ethics

- **Altruism versus Pragmatism:** Accepting large numbers of refugees is a simpler initiative if it's a onetime effort (I.e. Syria and Ukraine refugees) or if it meets a specific need (I.e. labour shortages); when the duty is one of humanity and at the cost of political will or the Canadian economy, the duty to welcome climate

refugees becomes more difficult.

- **Taking Care of Everyone?:** Canadians still live in poverty; many will lose their livelihoods and homes to the effects of Climate Change. Is the responsibility first to Canadians and second to refugees? What strikes the balance?
- **Compensation for Contribution:** Canada plays its part in the cause of Climate Change; how will it pay amends to those affected?



### Policy + Government

- **Are We Ready?:** The needs for newcomers will be immense. Housing, jobs, languages, schools, medical services, mental health services will be required immediately for many people and put significant pressure on already-burdened industries and services.
- **Are We Ready Part 2?:** Climate Change will affect Canada too. Supply chains and imports/exports will fluctuate. Will this affect willingness to accept refugees and how will Canada prepare for sudden major disruption?
- **New Work Force:** Climate refugees will possess a variety of professional and academic backgrounds;

leveraging their skills and experiences quickly and optimally will be essential to their integration and preventing the overburdening of services. Equivalency processes will prove instrumental.

- **New Labour Force:** Agile and swift training, language training, upskilling, reskilling, and pre- and post-migration certification programs will help climate refugees fill Canada's worsening labour shortages.
  - **Defining "Climate Refugee":** Who is internationally defined as a "climate refugee" may not align with Canada's
  - **Internationalization:** This isn't a Canada-specific problem. Will this change the way we define borders, nations, and citizenship?
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Author (V)	Jeff Taylor	Alexia Bell	Elaine Haney	Steve Elfarbau
Ray Dello	3 Dots	4 Dots	1 Dot	4 Dots
Marie Centello		2 Dots		6 Dots
Orlem Cabeci	1 Dot	5 Dots		4 Dots
Lee Goss	3 Dots	3 Dots	2 Dots	
Zack Wieder	2 Dots	4 Dots	3 Dots	4 Dots
Jeff Taylor	6 Dots		2 Dots	6 Dots
Elaine Haney	1 Dot			

## Impacted groups:

- Introverted employees
- Radical/innovative/creative thinkers
- Non-white, non-male employees

## So what?

How might this impact us in the future?

## I rate you and you rate me but who rates us?

A measuring software, Dot Collector, allows colleagues to provide real-time, micro-feedback based on their interactions with each other. Overtime, the data is accumulated by leadership and distributed to employees to improve individual and collective performances in the moment and over time.

Coinbase, a major cryptocurrency exchange, has opted to use the Dot Collector program allowing employees to judge each other's performance in-person and remotely. Coinbase's cultural tenets, which include "positive energy," "efficient execution" and "clear communication", function as criteria.



## Social + Cultural

- **Feedback Loop Effect:** Employees, knowing they're monitored continuously, could behave or act in a way conducive to what the company determines as "good behaviour", defeating the purpose of peer-to-peer evaluation; or, leading to "cancel culture" or "outrage porn" in organizational settings.
- **Colleague-on-Colleague Crime:** Employees could use the app to leverage their positions or denigrate competition or those they dislike.
- **Greater Relationships:** Provides an open platform for employees with conflicts to work out differences through a mediated and controlled dynamic. Managers can

monitor exchanges and intervene accordingly.

- **The End of Gossip:** Platform could resolve grievances, frustrations, mistruths, etc.
- **360° in Full:** a micro-transactive system enables colleagues to give kind, simple, probative feedback that could incrementally improve an employees' social and professional interactions.



### Technological + Infrastructural

- **Data Hogs:** Employers and Dot Collector, as a third-party provider, will have access to immense amount of employee data – information that borders the “personal” and raise questions of privacy and oversight.



### Values + Ethics

- **Schrödinger's Act:** How will we know if people act as true selves being monitored by everyone.
- **Oh My, D + I:** Diversity and inclusion are threatened by a system collectivizing feedback and evaluation instead of creating individual dynamics with managers and peers.

Individuals might be more guarded with what they say and do.

- **Grind Culture:** Quickly this can turn into who works harder and longer and more obediently; has values tied to colonialism and capitalism dissonant to how organizations' relationships to its employees should be progressing.



### Policy + Government

- **Divergent Thinking:** the application could set criteria or search for feedback that rewards and acknowledges different approaches, giving those who may be quieter or more behind the scenes a better opportunity to be acknowledged by peers and leaders.
- **Death of Innovation + Creativity:** Conversely, aligning employees to a certain set of organizational values has the risk of rewarding the pandering and dissuading the radical, creative, and unique.
- **Democratizing Decision-Making:** A natural next step for this application could be to enable employees to make collective decisions – removing some of the power out of a traditional organizational hierarchy.
- **Oversight Over Work:** This process could draw away

from employee and managerial productivity or, at least,  
cause employees to be too precise or careful.







## No degree? No problem. Tech firms move away from college requirement for new hires

CompTIA, a nonprofit association for the Information Technology industry and workforce, recently revealed an IT-employee shortage in the US. With a 2% unemployment rate, the tech industry is rethinking hiring practices to recognize nontraditional paths applicants may have taken to develop technology skills, but don't possess a degree.

Earlier this year, an Indeed survey of 502 employers in the US revealed 59% of them have considered eliminating college degree requirements for hiring. It also said that 30% of employers believe removing degree requirements would help them hire more diverse talent. Apple, IBM, Google, and Tesla have already eliminated four-year bachelor's degrees as a

requirement for many job postings.

### Impacted groups:

- People unable to attend universities
- The self-taught
- Innovators/Inventors/Non-traditional thinkers
- Low-income groups without equal opportunities in private sector
- Universities
- Education systems
- Small businesses

### So what?

### How might this impact us in the future?



### Social + Cultural

- **What About Life?:** University is a safer, more open space for young adults to experience “life” and “responsibility”. Will managers now fill that role?

Similarly with many soft skills, if adolescents and young adults enter an organization early in life, who will be responsible for their development as a human?

- **Pigeon-Holing:** Employers can teach new employees skills and abilities relevant to the role and sector, but university, arguably, can teach and provide general principles, habits, and capabilities that are applicable to a wider range of sectors and industries.



### Values + Ethics

- **Valuing Different Ways of Learning:** Microcredentials, Indigenous and other cultural approaches, international accreditation, etc. may become more common if traditional western education systems falter.
- **Empowerment of the Employee:** People are now able to pursue hobbies, passions, interests and still find an occupation without the pressure of attaining an undergraduate degree looming overhead.
- **Equal[er] Access:** Removal of undergraduate requirements is a boost for diversity, equity, and inclusivity, assuming requirements open to a wide-range of qualifiable experiences and expertise.

- **Unequal[er] Access:** Some children will have greater access to “pre-employment training”; others will not (universities offer low-income opportunities that private sectors may not).



### Policy + Government

- **Debt Free:** Students are paid to learn instead of paying to learn.
- **Gatekeepers, Goodbye:** Universities and colleges no longer hold the power over employers and employees. The entire academic system can be circumvented.
- **Universities Undergo Urgency:** With more employers offering non-traditional pathways to employment, attendance rates and more importantly, tuition contributions could drastically shrink.
- **Capitalism Meets Academia:** Alternatively, universities are forced to stay relevant and be more competitive against the private sector who were never before their rival.
- **Farming the Youth:** Employers could either  
**(A)** offer high school graduates an immediate pathway to

its company or

**(B)** recruit the best of the best in high schools with big incentives. Powerful employers like Google/Apple can outcompete companies or public services unable to offer similar perks.

- **Keeping Up:** Public sectors will have to start considering its own internal developments and external requirements in order to adapt to private sector adjustments.
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***“The future is already here –  
it’s just not evenly distributed.”***

*— William Gibson*

