



The future of work is now—are you ready?

In today's continuously evolving and challenging landscape, education professionals and workforce experts alike are trying to determine what the future of work will look like. Well, the future of work is here now and those that have not figured out the dynamics may already be behind.

With the teacher vacancy rates escalating, with thousands of open positions in each state, and fewer college students choosing to be educators, it is more important than ever to get this equation right. Additionally, non-instructional positions are also becoming more difficult to hire as talent is now in the driver's seat and has choices, you are only one of their many options.

Why would either of these important groups of talent choose your district? That is the question that needs to be answered to ensure that each day your classrooms are led by high-quality educators and all your non-instructional positions are hired to guarantee the best education experience possible; ultimately, that is what we are here for.

The four dimensions

Kelly has determined that there are four key dimensions that districts need to consider when contemplating the future of work: the workforce, the workplace, technology, and social norms. By taking these four dimensions into account, you can gain a comprehensive overview of the range of talent models you may want to utilize to engage and execute a workforce plan that will make an impact.

The workforce: The overall workforce is being impacted by several powerful trends. A simple demographic aspect that we're dealing with is the multigenerational workforce. We have five generations working together in one environment, each with different desires, needs, and growth drivers. In addition, the gig economy continues to grow, and, according to some estimates, will comprise 43 percent of the U.S. workforce by 2020.¹ This is allowing talent to become more empowered to create their own individualized career paths. Creating a strategy and unique value proposition for the talent you need within your district is imperative, especially in this critical time of teacher shortages.

The workplace: Broadly, in the past 20 years, employee's expectations of the workplace have changed dramatically. Today, employees want their workplaces to match their lifestyle. Some employees want amenities such as a gym and access to retail. Others want a flexible co-working space, while others prefer to work entirely remotely. These changing preferences introduce significant challenges within the education environment. These amenities and options are not typical within the education space, yet the newest talent generation expects different things. Couple this with the enhanced focus on safety and how schools are perceived through media channels and socially, creates an even greater challenge.

Technology: We have also found that the technology is disrupting the way talent connects with employment, chooses their profession, and how

work gets done. In fact, some experts predict that 65 percent of children who are in elementary school today will eventually work in jobs that do not yet exist.² Also, the emergence of the platform economy is creating conflict. There are currently more than 1,800 digital work platforms, each designed to support a specific community and purpose.³ With all these choices and the speed of change within this category, the use of technology must be a central component to your talent strategy.

Social norms: Social norms include regulatory, cultural, generational, and socioeconomic norms, to name but a few. These norms change over time due to a wide range of factors. As an example, it used to be the norm for talent to retire at 65; but today, many are working beyond that age due to financial pressures or personal preference. Similarly, early adopters of technology may be leading the way in remote work, but while one might expect those workers to be Millennials, they might well be Baby Boomers with considerable experience who want to continue working.

The key to understanding social norms is recognizing that they're also driven by consumerization and individualization; that they're unique to each market, segment, and in many cases, each human being that's engaged in the process. There's no "one size fits all" generalization, and districts need to be conscious of the various impacts.

What this means to your district

When a district considers only one, two, or three of these dimensions, it results in a skewed view of the talent landscape and employment. In contrast, when a district considers these four dimensions in a balanced manner, it leads to a wide range of models of how to engage with talent; how to construct talent communities; how to build sourcing strategies; how to govern relationships; and when to buy, build, or borrow talent.

The challenges facing districts today are complex, more complicated than most organizational environments. By knowing what dimensions to look at, you will gain a comprehensive overview and consequently break down the complexity to determine what's important for your workforce strategy. In addition, it's imperative to also keep talent's perspective in mind, since this is critical to engagement and culture.

Finally, it's important to understand that moving forward in this journey isn't always about having the answers; it's about sharing experiences to learn from each other and to grow. In this endeavor, Kelly brings a broadly informed perspective to help districts decipher the challenges you are facing, and will face in the years to come.

The time for change is now, are you ready?

Sources:

1. CNN Money: Intuit: Gig economy is 34% of U.S. workforce
2. World Economic Forum Global Challenge Insight Report: The Future of Jobs – Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution
3. Dell Technologies: The next era of human – machine partnerships: Emerging technologies' impact on society & work in 2030