

The 21st Century Workforce

Strategies for enhancing productivity and attracting talent in a competitive environment through flexible workplace practices

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 California State University
Transportation Consortium



SOUTH BAY CITIES
COUNCIL OF GOVERNMENTS

CSUDH
CALIFORNIA STATE UNIVERSITY
DOMINGUEZ HILLS

**SOUTH BAY
ECONOMICS
INSTITUTE**
CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS



America's JobCenter
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A WORKFORCE
DEVELOPMENT BOARD

Welcome to the 21st Century Workforce Conference

This conference is sponsored by the California State University Transportation Consortium and the South Bay Workforce Investment Board, and has been organized by the South Bay Economics Institute at California State University Dominguez Hills and the South Bay Cities Council of Governments.

Flexible workplace practices

Who Benefits?

Employers

- Lower real estate costs
- Increased talent pool
- Reduced Attrition
- Reduced cost of new hires
- Reduced salaries
- Relocation cost savings
- Increased productivity

Workers

- Improved work/life balance
- Reduction or elimination of commute
- Reduced commute costs and burden
- Increased engagement
- Relocation cost savings
- Improved job opportunities
- Increased productivity

South Bay Community

- Increased labor force participation
- Improved housing options
- Reduced pollution
- Increased productivity

For further information and resources, please go to:
<https://www.sbwib.org/telework>

Agenda

8.30 - 9:00 a.m. **Breakfast**

9:00 - 9:10 a.m. **Welcome**
CSUDH Provost Michael Spagna

9:10 - 9:30 a.m. **Keynote speaker**
Dr. Kathryn Bouskill, Social Scientist,
RAND Corporation

9:30 - 10:30 a.m. **Panel discussion**
Moderator: Aaron Baum,
South Bay Cities Council of
Governments
Elham Shirazi
Principal, E-Planning
Jeff McLarty
Director, Information
Technology, Ignited
EllenMary Michel
VP of Worldwide
Human Resources,
Pelican Products
Heidi Butzine
Owner and Co-Captain,
Social Workplace

10:30 - 10:45 a.m. **Break**

10:45 - 11:45 a.m. **Breakout sessions/Focus groups**

11:45 - 12:30 p.m. **Lunch** - Telework case studies and research
presentation

Speakers & Panelists



Michael E. Spagna, Ph.D.

Provost and VP for Academic Affairs, CSU Dominguez Hills

Provost Spagna came to CSUDH as a former professor, chair, and dean at California State University, Northridge, where he worked for the past 25 years. As a longtime member of the CSU community, Dr. Spagna is committed to CSUDH's collective mission of improving student success and ensuring access for the underserved and diverse communities we serve.

Prior to CSUN, Dr. Spagna served as consultant to the California State Department of Education; Co-coordinator of Services to Students with Learning Disabilities at the University of California, Berkeley; a Learning Disabilities Specialist and Lecturer at Chabot College in Livermore, CA; and a Special Education teacher at Landmark West School in Culver City, CA. He earned his Ph.D. in 1991 through the joint-doctoral program in Special Education from the University of California, Berkeley and San Francisco State University; M.A. in Special Education from UCLA in 1985; and a Bachelor of Science in Communicative Disorders from Northwestern University in 1984.

In the role of Provost, Dr. Spagna's responsibilities include overseeing all academic units, including the university's six colleges and the University Library, as well as all academic centers, institutes, and instructional programs and activities. As the chief academic officer, the provost provides leadership, in collaboration with the Academic Senate and other stakeholders, to strive for high quality in teaching, scholarship, creative activities, and service for faculty and academic programs.



Kathryn Bouskill, Ph.D.

Social Scientist, RAND Corporation

Kathryn (Casey) Bouskill is an anthropologist at the RAND Corporation and consultant for technology companies in the healthcare sector. Bouskill draws on qualitative and quantitative methods to study how culture and technology impact health and well-being. Her research interests include issues in cultural perceptions of health and wellness, emerging health technologies, cancer prevention and control, and global health. A Fulbright scholar, Bouskill has worked and taught in Austria. In addition, she has performed multiple collaborative and interdisciplinary projects in the United States, the European Union, Sub-Saharan Africa, South America, Southeast Asia, and the Middle East. She has a Ph.D. in anthropology and an M.P.H. in epidemiology from Emory University.

Speakers & Panelists



Aaron Baum

Environmental Analyst, South Bay Cities Council of Governments (SBCCOG)

As an Environmental Analyst, on staff at SBCCOG, Aaron specializes in Transportation and Mobility issues. His responsibilities have included the project management of the SBCCOG's Neighborhood Electric Vehicle and full-sized Battery Electric Vehicle studies. Aaron continues to manage the Metropolitan Transit Agency's transportation demand management (TDM) outreach and program efforts in the South Bay. His interest continues to drive the SBCCOG's work on electric vehicles and the infrastructure issues necessary to support this growing and important market. Aaron is an integral member of the SBCCOG's Sustainability Team helping to successfully complete 15 individual city climate action plans as well as the SBCCOG's sub-regional plan. Aaron's graduate work at the University of Southern California's Annenberg School of Communications as well as his long history in the areas of transportation, urban planning and communications - including work at the Rand Corporation, City of Los Angeles, the Association of Bay Area Governments and his leadership position at the former Telecommuting Advisory Council - informs his efforts and approach to the complicated and multifaceted issues that are required to be addressed to effect real and sustainable behavioral changes in area of personal transportation and mobility. Aaron's experience and ideas for change are uniquely colored through his entrepreneurial perspective of having been a small business manufacturer of gourmet foods - he brings a creative "can-do" spirit to effecting meaningful and sustainable change in how we get around.



Elham Shirazi

Principal, e-planning

Elham Shirazi, principal of e-planning, has 33 years of experience in developing telework and flexible scheduling programs. Elham Shirazi is a certified WBE/DBE in the States of CA, GA, CT, NY, MA, MN, and FL. She has developed resource materials, conducted training workshops, worked with hundreds of employers, and evaluated the impacts of telework and flexible scheduling on employers, employees, and trip reduction. She has also helped develop regional telework resources and flexible scheduling and assistance programs throughout California, Florida, Georgia, Washington DC, Colorado, Texas, Connecticut, Minnesota, Washington, and Arizona.

Speakers & Panelists



Jeff McLarty

Director, Information Technology, Ignited

Founded by the team that successfully led marketing in the turn-around of Activision, driving the company to become the market leader. 19 years later, Ignited continue to help clients work at start-up speed to drive profitable growth.



Ellenmary Michel

VP of Worldwide Human Resources, Pelican Products.

As Vice President of Worldwide Human Resources, Ellenmary Michel has spent the last 13 years administering Pelican's Compensation, Benefits, Organizational Design and Development plans as well as several other key functions through three multi-million dollar corporate acquisitions.

Prior to joining Pelican, Michel served in HR management roles at Bryant Mold & Die, M. Stephens Mfg, and Reuland Electric.

She has seen the company through an amazing era of growth and most recently headed up recruiting and local regulation compliance for Pelican's global expansion which includes 12 different countries with 22 offices and six manufacturing facilities. Michel has also created and run many different employee related programs that have helped Pelican become a world-class manufacturer of advanced lighting systems and virtually indestructible cases for protecting valuable equipment.

Michel's degrees include a Bachelor of Arts in Communications from Cal State Long Beach and a Masters of Business Administration from the UCLA Anderson School of Management. She also holds a Senior Professional Human Resources certification from SHRM and is fluent in Spanish.

Speakers & Panelists



Heidi Butzine

Owner & Co-Captain, Social Workplace

Bringing together over 25 years of career experience in business management and marketing, I help small businesses and organizations cut through the clutter of overwhelming marketing methods to make the right choices to save money, time and frustration.

Throughout my career, I've worked my way from retail to mail room, marketing to operations, and from C-level executive to sales. I've learned most of what I know about business from running a small niche consulting company for 12 years, managing a team of 50, my experience working for a global corporation and being in business for myself. Having worked in non-profit, corporate and small business worlds, I've worn all the hats in running a company from idea to start-up, to ultimately selling a business to a Fortune 500 company.

At this conference, we will explore:

- Trends shaping the future workforce and workplaces.
- Current problems and opportunities facing employers and workers.
- Strategies and policy solutions to improve productivity and attract talent.

You may be asking some of the following questions.

What is the connection between transportation, commuting, & the workplace?

The workplace is changing. The way in which employees travel to and connect with workplaces is changing also. As flexible workplace practices are introduced, commutes are reduced, leading to benefits in terms of congestion and the local environment.

As highlighted in *GO-Virtual South Bay: A Primer on Flexible Workplace Practices*, numerous strategies – such as telecommuting, working at home, and using co-working spaces – will be increasingly employed by businesses and organizations in order to improve productivity, reduce real estate costs, and attract talented employees.¹ Each of these changes will lead to unique impacts in terms of transportation, commuting, network connectedness, workplace design, and working practices.

Conference Information

What forces are driving changes in workplace and commuting practices?

Figure 1 presents some of the societal trends influencing changes in the 21st Century workplace. As the South Bay economy continues to move towards innovative service industries and emerging sectors, technological advancements such as Artificial Intelligence (AI) and Blockchain will continue to transform the workplace.ⁱⁱ Generational changes in the workforce will also see employees, especially those of younger generations, demand flexible and mobile workplaces that allow for a greater work-life balance.ⁱⁱⁱ Rising real estate prices will encourage businesses to reduce their footprint and employees to demand remote work.

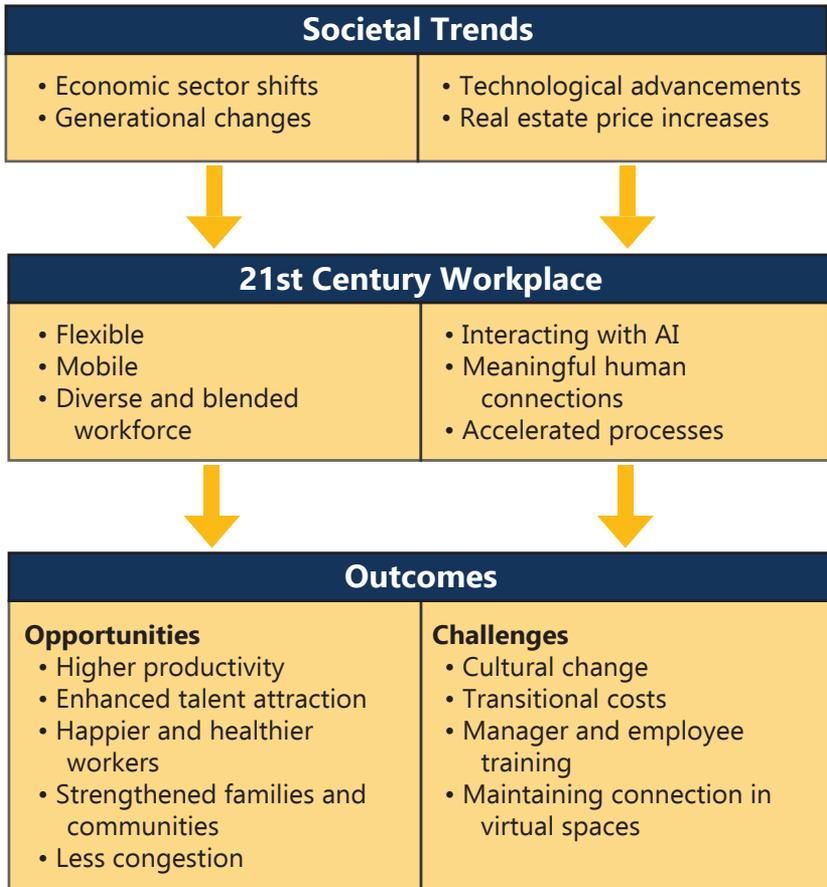


Figure 1. Causes and consequences of changes to the 21st Century workplace

Conference Information

What will the “21st Century Workforce” look like?

Most commentators agree that the future workforce will be increasingly mobile, diverse, and connected across numerous geographies. This workforce will use multiple communication modes and tools to complete projects collaboratively. The future workforce will also use an increasingly sophisticated range of productivity tools and AI mechanisms, and yet doing so will require greater critical thinking and emotional intelligence skills in order to maintain meaningful human connections with customers, collaborators, and clients.^{iv}

It is notable that already 57.3 million people freelance in the US, and this workforce grew at a rate 3 times faster than the overall workforce. Nearly half of working millennials freelance, and within 10 years the majority of US workers will be freelancers.^v

What will the “21st Century Workplace” look like?

The architecture and design firm Gensler sees a “next-gen” workplace emerging.^{vi} As the younger generation hits the workforce, workspaces will be transformed – office blocks and campuses will blend with the city and local communities. Co-working spaces will continue to scale up and diversify, and “smart” environments – both cities and workplaces – will develop and be enhanced by AI. In addition to the creation of facilities that enable mobility and flexibility, consultants ISG see a future workplace that will empower users and provide a “weekend experience during the week.”^{vii} Cities and employers will need to work together to attract young and creative talent.

Why aren't more people working from home?

As highlighted in *GO-Virtual South Bay: A Primer on Flexible Workplace Practices*, the percent of residents working from home in South Bay Cities increased by only 0.5% between 2009 and 2016, to a total of 5.1%. If we look at the bigger picture, overall there was relatively little change in commuting patterns during this period. Between 2009 and 2016, public transit use increased by 0.3% and mean travel time to work increased by around 1 minute. It may be that instead of allowing remote working, companies and organizations are encouraging flexibility start times and other practices such as the use of co-working spaces.

Conference Information

Why aren't more people working from home? (cont.)

The growth in co-working spaces has been remarkable, both in the US and worldwide. 542,000 people worked in co-working spaces in the US in 2017, a number expected to double over five years.^{viii} Over the past ten years, co-working space has grown from 40,000 square feet to 26.9 million square feet, and is currently 1.2% of office space in the major markets.^{ix} In 2018, 3 million square feet of flexible work-space were added worldwide. By 2022, it is expected there will be 30,000 co-working spaces worldwide.^x

What's happening in the South Bay?

The South Bay Cities Council of Governments, South Bay Workforce Investment Board and CSU Dominguez Hills among others are working to guide policy and programming around flexible workplace practices. One major approach is to improve internet connectivity with the South Bay Broadband Initiative. The Workforce Investment Board and CSUDH are collaborating on efforts to train and retrain the future workforce in specialist areas such as Blockchain and Six Sigma.

Co-working spaces are thriving in the South Bay. Here are some of the options in the current market place:

BizHaus	1730 E. Holly Ave, El Segundo, CA 90245 (310) 870-1730	Flex/Open Desk \$175-\$275/mo Dedicated Desk \$375+/mo
CrossCampus	840 Apollo Street, Ste 100 El Segundo, CA 90245 (424) 325-6212	Hot Desk \$350/mo Reserved Desk \$550/mo
El Camp	2150 Park Pl #100, El Segundo, CA 90245 (442) 224-3702	Cafe Membership \$300/mo Dedicated Desk \$575/mo
nuwork	618 Cypress Ave #201, Hermosa Beach, CA 90254 (310) 374-4300	Dedicated Desk \$375/mo
Social Workplace	2315 Lomita Boulevard, Ste 200 Lomita, CA 90717 (888) 432-7624	Social Desk \$265/mo Reserved Desk \$365/mo
WeWork	1240 Rosecrans Ave #120, Manhattan Beach CA 90266 (646) 491-9060	Hot Desk \$175-\$275/mo Dedicated Desk \$375+/mo

This table aims to provide a brief comparison of some company prices for solo workers. Prices are those publicized on company websites as of January 2019. Other pricing and payment schedules are available. Please contact companies for specific quotes.

References

ⁱ Efron, L. 2018. Three Future Workplace Realities You Must Be Prepared For. Forbes. Available from <https://www.forbes.com/sites/louisefron/2018/10/14/three-future-workplace-realities-you-must-be-prepared-for/#36b3c022500e>

ⁱⁱ Codorniou, J. 2018. 6 Trends Shaping a Future for People in the Workplace. Entrepreneur. Available from <https://www.entrepreneur.com/article/309804>

Henderson, T. 2017. The future of the workplace and what HR can do to prepare. Forbes Coaches Council. Available online at: <https://www.forbes.com/sites/forbescoachescouncil/2017/07/07/the-future-of-the-workplace-and-what-hr-can-do-to-prepare/#3c95a3912148>

ⁱⁱⁱ A recent Ernst & Young study found that 76% of respondents find managing personal, family, and work responsibilities challenging. Moreover, it was found that a lack of work flexibility was the cause of 66% of resignations. Ernst & Young. 2015. Global generations: A global study on work-life challenges across generations. Ernst & Young. Available online at [https://www.ey.com/Publication/vwLUAssets/EY-global-generations-a-global-study-on-work-life-challenges-across-generations/\\$FILE/EY-global-generations-a-global-study-on-work-life-challenges-across-generations.pdf](https://www.ey.com/Publication/vwLUAssets/EY-global-generations-a-global-study-on-work-life-challenges-across-generations/$FILE/EY-global-generations-a-global-study-on-work-life-challenges-across-generations.pdf)

^{iv} Odell, P. 2018. Are you ready for the workplace of the future? Chief Marketer. Available online at: <https://www.chiefmarketer.com/ready-workplace-future/>

^v Edelman Intelligence, Freelancing in America (<https://www.upwork.com/i/freelancing-in-america/2018/>)

^{vi} Gensler. 2014. Design Forecast 2014: Top Trends. Gensler. Available online at: <https://www.gensler.com/the-future-of-workplace>

^{vii} Murray, A. 2017. Building the Workplace of the Future. ISG. Available online at: <https://www.isg-one.com/articles/building-the-workplace-of-the-future>

^{viii} Statista. 2018. Number of people working in coworking spaces in the United States from 2015 to 2022 (in 1,000s). Available online at: <https://www.statista.com/statistics/797564/number-of-people-working-in-coworking-spaces-us/>

^{ix} <https://www.smallbizlabs.com/2018/02/study-finds-us-has-27-million-square-feet-of-coworking-space.html>

^x Amador, C. 2018. Coworking by the numbers: stats that show that coworking is dominating office real estate. Available online at: <https://allwork.space/2018/10/coworking-by-the-numbers-stats-that-show-that-coworking-is-dominating-office-real-estate/>

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