Queen's International
Institute on Social Policy

THE FUTURE OF WORK:
WHAT DO WE DO?

August 15 - 17, 2018   Kingston, Ontario

QueensSPS
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#FutureOfWork

Queen's UNIVERSITY | SCHOOL OF POLICY STUDIES

THE FUTURE OF WORK:
WHAT DO WE DO?

Are Canadians ready for the work of the future? Is Canadian social policy? New technologies such as artificial intelligence, advanced robotics and nanotechnology are rapidly altering the skills composition of jobs, prospects for different occupations and the very nature of work itself. The contours of the future of work are beginning to emerge. The federal government's Advisory Council on Economic Growth estimates that by 2030 technological change will displace nearly a quarter of the tasks currently performed by Canadian workers, and that over 10% of workers will lose their jobs (Learning Nation, December 2017).

Knowledge workers and professionals will not be immune from the transformative impact of these technologies. But the occupations most at risk are likely those involving routine activities — jobs usually held by relatively low-skilled and low-paid workers. For many, the place and nature of work will also likely change, with the prospect of less job security, lower wages, and less predictable work. On the other hand, some occupations and industries are likely to grow – especially those that engage higher-order cognitive skills, interpersonal skills and comfort with technology. Across the board, one thing is certain -- change will be ubiquitous, putting a premium on all individuals' adaptability, resilience and ability to reskill across the life course.

QIISP 2018 does not attempt to predict the precise future of the labour market; the direction of change is clear. Rather QIISP asks whether our social policies are nimble enough for an uncertain future, whether incremental change will suffice or whether radical rethinking is in order. QIISP will ask what Canadians need to do to get ready for the future of work.

Wednesday August 15
Ban Righ Hall, Queen's University, 10 Bader Lane

5:30 – 7:00   **RECEPTION and KEYNOTE**

5:45 PM   **Welcome Remarks**
David M.C. Walker, Executive Director, School of Policy Studies, Queen's University

Introduction:
Margaret Biggs, Matthews Fellow in Global Public Policy, Queen's University

Keynote Address:
Gabriela Ramos, Chief of Staff and G20 Sherpa, OECD
"The Future of Work: Preparing for a Digital Future"

Thursday August 16

Ban Righ Hall, Queen's University, 10 Bader Lane

7:15 - 8:30   **CONFERENCE REGISTRATION and BREAKFAST**

8:30 - 8:45   **Welcome and Introduction**
Keith Banting, Stauffer-Dunning Fellow in the School of Policy Studies and Professor Emeritus in the Department of Political Studies, Queen's University

8:45 - 10:30   Session 1: **The Future of Work: International Trends**
Moderator: **Louise Levonian**, Deputy Minister, Employment and Social Development Canada

Stijn Broecke, Senior Economist, OECD
Susan Houseman, Vice-President and Director of Research, W.E. Upjohn Institute
Werner Eichhorst, Coordinator of Labor Market and Social Policy, IZA Institute of Labor Economics

10:30 -11:00   **BREAK**

11:00 -12:30   Session 2: **Learning for the 2030s: What Do We Do?**
Moderator: **David Lindsay**, President and CEO, Council of Ontario Universities

Eliza Easton, Principal Policy Researcher, Creative Economy and Data Analytics, Nesta
Harvey Weingarten, President and CEO, Higher Education Quality Council of Ontario

12:30 -1:30   **LUNCH**

1:30 - 3:00   Session 3: **Up-skilling and Re-skilling: What Do We Do?**
Moderator: **Erin McGinn**, Assistant Deputy Minister, Workforce Policy and Innovation Division, Ministry of Training, Colleges and Universities, Ontario

Max Palamar, Director, Analytics and Evaluation, Blueprint ADE
Sarah Doyle, Director of Policy + Research, Brookfield Institute
Ethan Pollack, Associate Director for Research and Policy, The Future of Work Initiative, The Aspen Institute

3:00 - 3:30   **BREAK**

3:30 - 5:00   Session 4: **Future of Work and Social Protection: What Do We Do?**
Moderator: **Janet Menard**, Deputy Minister, Ministry of Children, Community and Social Services, Ontario

Jacqueline O'Reilly, Professor of Comparative Human Resource Management, University of Sussex Business School
Valerio De Stefano, Institute for Labour Law/Faculty of Law, University of Leuven
Miles Corak, Professor and Senior Scholar, James M. and Cathleen D. Stone Center of Socio-Economic Inequality, City University of New York

6:30   **RECEPTION**
Isabel Bader Centre for the Performing Arts
390 King St. West, Kingston

7:00   **BANQUET and KEYNOTE**
Isabel Bader Centre for the Performing Arts, 390 King Street West, Kingston

Darrell West, Vice-President, and Founding Director, Center for Technology and Innovation, Brookings Institution
"The Future of Work: Robots, AI and Automation"

Introduction: **John Knubley**, Deputy Minister of Innovation, Science and Economic Development Canada

Friday August 17
Ban Righ Hall, Queen's University, 10 Bader Lane

7:30 – 8:30   **BREAKFAST**

8:30 -10:00   Session 5: **The Future of Work and Social Cohesion**
                     Moderator: **Janice Sheehy**, Commissioner of Human Services, Region of Peel

                     Kristyn Frank, Senior Research Analyst, Social Analysis and Modelling, Statistics Canada
                     Sarah Box, Counsellor, The Directorate for Science, Technology and Innovation, OECD
                     Parisa Mahboubi, Senior Policy Analyst, CD Howe Institute

10:00 - 10:30   **BREAK**

10:30 - 12:00   Session 6: **Armchair Discussion: Preparing Canadians for the Future of Work: Who Needs to Do What?**
                     Moderator: **John Stackhouse**, Senior Vice-President, Office of the CEO, Royal Bank of Canada

                     Vass Bednar, Senior Policy Associate, Airbnb; Chair, Expert Panel Youth Employment
                     Catherine Chandler-Crichlow, President and Chief Human Capital Officer, 3C Workforce Solutions; Chair,
                     Toronto Region Immigrant Employment Council
                     Zabeen Hirji, Global Advisor Future of work, Deloitte, and former Chief Human Resources Officer, RBC
                     Alan Shepard, President and Vice-Chancellor, Concordia University

12:00 - 1:00   **LUNCH**

1:00 – 2:30   Session 7: **The Future of Work: Public Attitudes and Political Risks**
                     Moderator: **Marta Morgan**, Deputy Minister, Immigration, Refugees and Citizenship Canada

                     Aaron Smith, Associate Director, Internet and Technology, Pew Research Center
                     Mike Colledge, President, Ipsos Public Affairs Canada

2:30   **CONFERENCE ENDS**

Things to know...

- Bus transportation will be provided for banquet attendees on the evening of Thursday August 16. There will be 2 buses departing at 6:10 PM from the Clarence Street entrance of the Four Points by Sheraton, with an additional pick-up at 6:25 PM. Buses will be available after the banquet to take you back to the hotel.

- Check out at the Four Points by Sheraton is at 12:00 PM and from the university residences at 11:00 AM. It is recommended that you check-out in the morning on your date of departure and bring your luggage with you to the conference venue. There will be a room available where your luggage can be stored.

- Taxis can be ordered in advance for guests needing transportation to the airport or train station These can be ordered by visiting the conference registration table

- **Please ensure that you fill in the conference evaluation form** that you received in your conference package. Once it is filled out, please leave it and your conference name badge at the registration table as you leave on the final day.

Reception Keynote: **The Future of Work: Preparing for a Digital Future**

Gabriela Ramos is the Special Counsellor to the Secretary-General, the Chief of Staff and OECD Sherpa to the G7 and G20. Besides supporting the Strategic Agenda of the Secretary General, she is responsible for the contributions of the Organisation to the global agenda, including the G20 and the G7.

Ms Ramos also leads, and sets strategic direction for, the OECD's flagship Inclusive Growth Initiative and the New Approaches to Economic Challenges, while also overseeing the OECD's work on Education, Employment and Social Affairs. A champion for gender equality, Ms Ramos has overseen the launching of the OECD's Gender Strategy, and pioneered initiatives such as NiñaSTEM Pueden, an initiative to challenge stereotypes and encourage young girls in Mexico to take up STEM subjects. In recognition of her efforts on inclusive growth and gender equality, Ms Ramos was awarded the Forbes Prize for Entrepreneurial Excellence in June 2017. In May 2018, she was included in Apolitical's Gender Equality Top 100: The Most Influential People In Global Policy.

To support member and partner countries with their policy reforms agendas, Ms Ramos launched the OECD's Better Life Series and the "Getting it Right" publications, which includes tailored policy advice. She is also the Head of the OECD Task Force for Greece. She was decorated with the Ordre du Merit by the President of France in 2013.

Previously, Ms Ramos served as Head of the OECD Office in Mexico and Latin America, where she co-ordinated several reports on Mexico to advance health and education reforms.

Prior to joining the OECD, Ms Ramos held several positions in the Mexican Government, including Director of Economic Affairs (and OECD issues) in the Ministry of Foreign Affairs and Technical Secretary at the Office of the Minister for the Budget. She has also held several positions as Professor of International Economy at the Universidad Iberoamericana and at the Instituto Tecnológico Autónomo de México. Ms Ramos holds an MA in Public Policy from Harvard University, and was a Fulbright and Ford MacArthur fellow.

SESSION 1: **The Future of Work: International Trends**

Louise Levonian became the Deputy Minister of Employment and Social Development in May 2016. In addition, she serves as the chair of the Labour Market Information Council, which identifies pan-Canadian priorities for the collection, analysis and distribution of labour market information.

Prior to her appointment as DM, Ms. Levonian served as the Senior Associate Deputy Minister of Employment and Social Development and Chief Operating Officer for Service Canada for close to two years. She also served as the Chair of the Board of Management and Renewal Sub-Committee on Public Service Engagement and Workplace Culture for four years. In this capacity, she has helped shape the Blueprint 2020 exercise and ensured an engaged public service that is world-class and equipped to serve Canada and Canadians now and into the future.

Prior to joining Employment and Social Development Canada, Ms. Levonian served as Associate Deputy Minister for the Department of Finance. She worked at the Department of Finance from September 1995 to July 2014 with two intervals outside the Department: the most recent at the Privy Council Office of the Government of Canada as the Director of Operations (Planning) in the Priorities and Planning Secretariat; and one working for KPMG – Barents Group as a tax consultant. At the Department of Finance, Ms. Levonian also held several positions of increasing seniority including as Departmental Secretary in the Deputy Minister's Office, Director of Business Income Tax, General Director (Analysis), and Senior Assistant Deputy Minister Tax Policy Branch. Ms. Levonian also held positions at the Treasury Board Secretariat and the Department of Transportation prior to joining the Department of Finance.

Ms. Levonian graduated from Queen's University in 1990 with a Master of Arts in Economics, majoring in Public Finance and Industrial Organization. She was granted a Queen's University Graduate Scholarship in 1989–90. Ms. Levonian also obtained a Bachelor of Arts in Economics with High Honours at Carleton University and was on the Deans' Honour List in 1988–89.

Stijn Broecke is a senior economist in the Employment, Labour and Social Affairs Directorate of the OECD. Since joining the organisation in 2012, he has worked on a range of issues, including skills, youth employment and labour market reforms. He now leads the Future of Work initiative at the OECD and is part of the team revising the OECD Jobs Strategy. Prior to joining the OECD, Stijn worked at the African Development Bank, as well as for the UK and Mozambique civil service. During that time, he worked on a wide variety of topics, including higher education, pensions, child poverty, and health policy and planning.

Susan Houseman is Vice-President and Director of Research at the Upjohn Institute for Employment Research. She is a labor economist whose recent research focuses on temporary and contract employment arrangements, domestic outsourcing, offshoring, manufacturing, and measurement issues in economic statistics. Other research examines the short-time compensation program in state Unemployment Insurance systems, older worker and retirement issues, and comparative labor market policies in Japan and Europe.

She is a member of the Research Advisory Board to the MIT Task Force on the Work of the Future; is a member of the Future of Work Program at the Russell Sage Foundation; chairs the Technical Advisory Committee to the U.S. Bureau of Labor Statistics; co-directs the Labor Statistics Program at the Institute of Labor Economics (IZA) in Bonn, Germany; is a member of the Conference on Research in Income and Wealth, NBER; and serves on committees of the American Economic Association and the Labor and Employment Research Association. She received her Ph.D. in economics from Harvard University.

Werner Eichhorst studied sociology, political science, psychology, and public policy and administration. He received his doctoral degree from the University of Konstanz in 1998. Having worked at the Max Planck Institute for the Study of Societies in Cologne (1996-1999), the Bertelsmann Foundation (1999-2004), and at the IAB Institute for Employment Research (2004-2005), he joined the IZA Institute of Labor Economics in July 2005 and currently serves as Coordinator of Labor Market and Social Policy in Europe. Since November 2017 he is Honorary Professor for European and International Labour Market Studies at Bremen University, affiliated also with the Research Center on Inequality and Social Policy (SOCIUM).

His main research area is the comparative analysis of labor market institutions and employment performance as well as the political economy of labor market reform strategies, using an interdisciplinary approach. He also specializes in different aspects of the future of labor, in particular the different aspects of flexibility in modern employment systems. At IZA, Werner Eichhorst coordinates international and European policy-oriented research activities which address both national and EU level employment policies. Serving as a regular advisor to ministries, think tanks and international organizations, he is also frequently featured in national and international media.

SESSION 2: **Learning for the 2030s: What Do We Do?**

As President and CEO of the Council of Ontario Universities, **David Lindsay** is committed to a strong postsecondary education system that advances the contributions of universities for the success of our students, the betterment of our economy, and the vitality of our communities.

David has previously served as President and CEO of the Forest Products Association of Canada, a provincial Deputy Minister, President and CEO of Colleges Ontario, President of the Ontario SuperBuild Corporation, and Principal Secretary and Chief of Staff to the Premier of Ontario. *@COUpresident*

Eliza Easton is the Principal Policy Researcher in the Creative Economy and Data Analytics team at Nesta, the UK's leading innovation foundation. She works with the economists and data scientists in her team to analyse and develop policies for the creative economy and then with policy-makers to see them enacted. She is currently researching the combination of creative and digital skills most likely to be needed in the jobs of the future. Prior to joining Nesta, Eliza was part of the founding team of the Creative Industries Federation, a membership body for the creative industries. She worked across a

number of policy areas including trade, funding, skills and immigration and with policy makers across eight UK government departments - including the Prime Minister's Office and the Treasury, as well as with national and regional governments across the United Kingdom. In 2016 she was part of a government trade delegation scoping out opportunities for collaboration between the British government and the South Korean government. Before she worked on creative industries research and policy, Eliza was a freelance arts journalist, and part of the curatorial team at Waddesdon Manor, a National Trust property in Buckinghamshire. She studied History of Art at the University of Oxford. *@ElizaEaston @Nesta_UK*

Harvey P. Weingarten is president and CEO of The Higher Education Quality Council of Ontario (HEQCO), an independent agency of the Ontario government with the legislated mandate to improve the accessibility, quality and accountability of colleges and universities. Since joining HEQCO in 2010, Dr. Weingarten has expanded the agency's research capacity, strengthened its influence and impact with government and institutions, and mounted a larger knowledge-mobilization and solutions-orientation for HEQCO. He served as president and vice-chancellor of the University of Calgary from 2001 to 2010. Under his leadership, the university increased access, invested in students, recruited world-class faculty, and attracted record amounts of research revenue and philanthropic support. Dr. Weingarten was provost at McMaster University from 1996 to 2001. During a 21-year career at McMaster he served as dean of science, professor of psychology, department chair, and a teacher and mentor to many undergraduate and graduate students. He received his BSc from McGill University, and his MS, MPhil and PhD from Yale University. Dr. Weingarten has served on many boards and councils including the Science, Technology and Innovation Council of Canada; Council for Aid to Education; CD Howe Human Capital Policy Council; Association of Universities and Colleges of Canada; and Shad Valley. He writes and speaks regularly on postsecondary education, innovation and research policy, and higher education policy.

SESSION 3: **Up-skilling and Re-skilling: What Do We Do?**

Erin McGinn is Assistant Deputy Minister of Ontario's Ministry of Training, Colleges and Universities' Workforce Policy and Innovation Division. Erin's work for the Ontario government is focused on developing innovative labour market and workforce strategies that facilitate connections between the economy, education, employers and jobseekers.

Since joining the Ontario Public Service in September 2017 as Assistant Deputy Minister, Erin has led collaborative policy work focused on areas such as postsecondary experiential learning, adult education, apprenticeship modernization and labour market information.

Prior to joining the ministry, Erin served as Assistant Vice-President, Communications, Government and Community Engagement at Ryerson University, and before joining Ryerson in 2005, held positions in the offices of the Premier of Ontario and of the Prime Minister of Canada.

Max Palamar is the Director of Analytics & Evaluation at Blueprint, a non-profit, mission-driven research organization dedicated to improving the social and economic well-being of Canadians. As a co-founder of Blueprint, he has developed and executed on a diverse portfolio of research projects focused on designing and testing evidence-informed solutions to pressing public policy challenges in employment and training, income security, and housing. He is passionate about working with governments, non-profit organizations and other partners to foster innovative approaches, learn what works, and advance new thinking on how to meet Canada's current and future social and economic challenges.

Max leads Blueprint's work in developing data-driven tools and generating relevant evidence to help policymakers navigate complex challenges. He works with Blueprint's evaluation and analytics team to design performance measurement strategies, evaluate complex initiatives, and analyze administrative and survey data in order to generate actionable insights for partner organizations. Before co-founding Blueprint, Max was a senior research associate at SRDC. He holds a Master of Arts in Economics from the University of Toronto.

Sarah Doyle leads the development of the Institute's research agenda and oversees the work of the Brookfield Institute's policy team.

Having worked on policy development both inside and outside government, Sarah sees a need for translators with the ability to bridge sectors and disciplines.

Sarah is committed to policy that supports inclusive growth. Prior to BII+E, Sarah was a Senior Manager at the Centre for Impact Investing at the MaRS Discovery District, where she was responsible for working with community, government and private sector stakeholders to develop and advance policy that unlocks the potential of the Canadian impact investing market.

Sarah also worked within Canada's Privy Council Office, where she developed advice for the Prime Minister on a range of social policy issues. She has experience in refugee and asylum policy through a past position at Citizenship and Immigration Canada.

Sarah is a member of the Board of St. Stephen's Community House and Chair of its Quality Committee. She holds a Master of Science in International Relations from the London School of Economics and Political Science, where she was a Commonwealth Scholar, and is a graduate of the McMaster University Arts and Science program. ***@BrookfieldIE***

Ethan Pollack is the Associate Director of Research and Policy for the Future of Work Initiative. Prior to his work at the Aspen Institute, he worked for the Pew Charitable Trusts researching and advising states on budget, tax, and infrastructure policy. He has served as Director of Fiscal Programs for the Economic Policy Institute and as a staff economist for the Bowles-Simpson deficit reduction commission, and has also worked for the Office of Management and Budget and Freedman Consulting. His work has been used in numerous publications, and he has appeared as a guest on CNN, Fox News, BBC World News, Canada TV, and WNYC. He holds a BA from the University of California, Los Angeles and an MPP from The George Washington University. ***@EthanPollack***

SESSION 4: **The Future of Work and Social Protection: What Do We Do?**

Janet Menard was appointed Deputy Minister of Children, Community and Social Services and Deputy Minister Responsible for Women's Issues in June 2018.

She previously served as Deputy Minister of Community and Social Services and Deputy Minister Responsible for Poverty Reduction, bringing with her more than 30 years of experience in the field of human services from Peel and Halton Regions and the City of Toronto.

Janet was named the Commissioner of Human Services at Peel in 2009 following leadership roles in Social Services and Housing. There, she led the integration of human services and child care transformation to align with full-day kindergarten.

Janet has participated on numerous community boards, including mental health, supportive housing, legal clinics and community planning, as well as the Ontario Municipal Social Services Association and the Ontario Non-Profit Housing Association. She also co-chaired both newcomer and poverty reduction coalitions in Peel.

In 2018, Janet was recognized as a Distinguished Alumna of Renison University College (University of Waterloo) and received the Ontario Municipal Social Services Association's Champion of Human Services Award.

Janet's academic credentials include both human services and broader management studies at the Universities of Waterloo, York, Queen's and Ryerson, as well as Centennial College.

Jacqueline O'Reilly is Professor of Comparative Human Resource Management at the University of Sussex Business School.

She is co-editor of the book *Work in the Digital Age* (2018) and *Youth Employment: the STYLE Handbook* (2018). She was coordinator of a EU funded large-scale research project STYLE: Strategic Transitions for Youth Labour in Europe (www.style-research.eu) (2014-17), and UK lead on the EU funded project NEGOTIATE, examining how young people deal with early career insecurity (www.negotiate-research.eu) (2015-18).

Her research focuses on fairness and the digital transformation of work, international comparisons of gender and labour market transitions across the life cycle and on labour market policy evaluation. Her research has been funded by the Economic and Social Research Council, the Leverhulme Trust, the European Commission, the European Science Foundation and Santander Bank.

She completed her doctorate at Nuffield College, University of Oxford on an Anglo-French comparison of employment practices in the banking sector. She worked for ten years at the Social Science Research Centre Berlin (WZB), Germany, at Sciences Politiques in Paris, and at London and Manchester Universities in the UK. In 2000 she was awarded a Jean Monnet Research Fellowship at the European University Institute in Florence.

She has provided consultation for the HM Treasury, Full Employment Team and the Cabinet Office Open Innovation Unit. She is an Evaluation Rapporteur for the European Commission Horizon 2020 research programme on Science With And For Societies; she was invited advisor for the ILO Work4Youth programme funded by The MasterCard Foundation; and was an evaluator for the German Excellence Initiative of the Deutsche Forschungsgemeinschaft. She is a visiting research fellow at the Collegio Carlo Alberto, University of Turin, a member of the Scientific Advisory Board of Sciences Politiques, Paris, and Visiting Research Fellow at the Wirthschafts- und Sozialwissenschaftes Institut, Dusseldorf. She is Chair of the editorial board of Work, Employment and Society and was elected to the Executive Council of the Society for the Advancement of Socio-Economics. *@StyleEU*

Valerio De Stefano is the BOFZAP Research Professor of Labour Law at Ku Leuven, Belgium, where he does research on non-standard employment, work in the "platform" (gig) economy, technology and fundamental labour rights. He obtained his PhD (2007-2011) at Bocconi, where, after his doctorate, he received a postdoctoral fellowship for four years (2011-2014). He was a post-doctoral member at Clare Hall College at the University of Cambridge (2013) and a visiting academic at the University College of London (2012) and, until 2014, he was an associate of Freshfields Bruckhaus Deringer LLP in Milan. From 2014 to 2017, he worked as an officer of the International Labour Office (ILO) in Geneva**.**

Miles Corak is a full professor of economics with The Graduate Center of the City University of New York, and senior scholar at the James M. and Cathleen D. Stone Center on Socio-Economic Inequality. During the 2017 calendar year he was the Economist in Residence at Employment and Social Development Canada, and continues to play a role as a part-time advisor in the Deputy Minister's Office.

His research focuses on different dimensions of social mobility. He has edited and co-authored four books, and his paper published in the Journal of Economic Perspectives, "*Income Inequality, Equality of Opportunity, and Intergenerational Mobility*," examines the relationship between inequality and social mobility across countries, a relationship that has become known as the "Great Gatsby Curve." It was awarded the 2014 Doug Purvis Prize by the Canadian Economics Association, which annually recognizes a highly significant contribution to Canadian economic policy.

Dr. Corak holds a BA in economics and political science and an MA in economics from McGill University, and completed his PhD at Queen's University. You can learn more at *MilesCorak.com*. *@MilesCorak*

Banquet Keynote: The Future of Work: Robots, AI and Automation

Darrell M. West is the Vice President of Governance Studies and Director of the Center for Technology Innovation at the Brookings Institution. He holds the Douglas Dillon Chair in Governance Studies. Previously, he was the John Hazen White Professor of Political Science and Public Policy and Director of the Taubman Center for Public Policy at Brown University. His current research focuses on workforce issues, technology policy, artificial intelligence, and data analytics.

West is the author of 23 books including *The Future of Work: Robots, AI, and Automation* (Brookings, 2018); *Megachange: Economic Disruption, Political Upheaval, and Social Strife in the 21st Century* (Brookings, 2016), *Billionaires: Reflections on the Upper Crust* (Brookings, 2014), *Digital Schools* (Brookings, 2012), *The Next Wave: Using Digital Technology to Further Social and Political Innovation* (Brookings, 2011), *Brain Gain: Rethinking U.S. Immigration Policy* (Brookings, 2010), *Digital Medicine: Health Care in the Internet Era* (Brookings, 2009), *Digital Government: Technology and Public Sector Performance*, (Princeton University Press, 2005), and *Air Wars: Television Advertising in Election Campaigns* (Congressional Quarterly Press, 2013), among others.

He is the winner of the American Political Science Association's Don K. Price award for best book on technology (for Digital Government) and the American Political Science Association's Doris Graber award for best book on political communications (for Cross Talk). His books have been translated into Chinese, Japanese, and Korean, and he has delivered nearly 150 lectures in a dozen different countries, including China, Japan, Russia, Taiwan, Mexico, Brazil, Germany, Netherlands, Portugal, Turkey, Bahrain, and the United States, and has been quoted in leading newspapers, radio stations, and national television networks around the world. ***@DarrWest***

John Knubley has been Deputy Minister of Innovation, Science and Economic Development since September 2012. In his role, he is supporting the development of an Innovation agenda for the new government. This involves promoting an inclusive agenda that links growth, competitiveness, sustainability and social well-being to innovate.

He has been a longstanding public servant with experience in over eight departments, including the Privy Council Office, Agriculture and Agrifood Canada, Transport and Infrastructure Canada, Natural Resources Canada as well as the Atlantic Canada Opportunities Agency.

John is married and has three children and lives in Ottawa. He has degrees in politics and economics from Yale, Oxford, Harvard and Nice universities. ***@JohnKnubley***

SESSION 5: The Future of Work and Social Cohesion

Janice Sheehy joined the Region of Peel in March 2016 as Commissioner, Human Services. In this role she provides strategic leadership to services in the areas of Peel's housing and homelessness, early learning and child care as well as social assistance and employment support programs.

Over the course of her 28 year career, Janice has had the opportunity to work in various leadership roles within the public sector. Before joining the Region of Peel she was the General Manager of Finance and Treasurer with the City of Guelph and employed with Halton Region, City of Hamilton, the Ministry of the Attorney General and the Ministry of Municipal Affairs and Housing.

Throughout her career Janice has held positions that provide connections between her strong financial background and her desire to make an impact on the lives of residents and clients. Janice's focus is on delivering the best possible customer service that will make a positive impact on the lives of residents in Peel. Janice has a Bachelor of Commerce (B.Com.) and holds certified designations with the Association of Certified Fraud Examiners, Institute of Internal Auditors, and Institute of Chartered Professional Accountants.

Kristyn Frank is a senior research analyst in the Social Analysis and Modelling Division at Statistics Canada, where she has worked since 2011. She holds a Ph.D. in Sociology from the University of Waterloo. Prior to working at Statistics Canada, Dr. Frank was a SSHRC postdoctoral fellow at the University of Guelph and a research analyst at the Higher Education Quality Council of Ontario. Her research primarily focuses on the skills and employment of postsecondary graduates and the social and economic integration of immigrants in Canada. Her work has been published in various journals including *Canadian Journal of Higher Education*, *Canadian Studies in Population*, *International Migration Review* and *Journal of Marriage and Family*.

Sarah Box is Counsellor to the Directors of the OECD Directorate for Science, Technology and Innovation (DSTI). In this role she assists with the strategic oversight, coordination and communication of DSTI's work, which spans a wide array of topics including digital transformation of economies and societies, innovation policy, business dynamics and productivity, and sectoral issues such as steel and shipbuilding. She supports Directors in delivering DSTI's contributions to the G20 and G7, which this year includes work on bridging the digital gender divide and the impact of transformative technologies on jobs and productivity. Sarah previously worked in the Directorate's digital economy policy division on Internet openness issues, coordinated the activities of the OECD Council Working Party on Shipbuilding, and worked in the Directorate's science and technology policy division on issues related to innovation, human resources and research institutions. Prior to coming to the OECD, Sarah worked as a Senior Research Economist in the Australian Productivity Commission, and as an Analyst at the New Zealand Treasury. She holds Master of Economics and Bachelor of Economics (Honours) degrees from the University of Auckland, New Zealand. *@OECDinnovation*

Parisa Mahboubi is a Senior Policy Analyst and leads the C.D. Howe Institute Human Capital Policy Council. Her research interest focuses on social policy with a concentration on demographic, skills, education, immigration and labour market concerns. In addition to authoring research studies, she regularly writes a column for the Globe and Mail's business section.

Prior to joining the C.D. Howe Institute in 2016, Parisa worked at the Statistics Canada Research Data Center, and as an Instructor and a Research Assistant at the University of Guelph while completing her PhD studies.

She has a Bachelor of Science and a Master of Science in Economics from Shiraz University in Iran, and a Master of Arts and a PhD in Economics from the University of Guelph. Her PhD research areas mainly focused on the life cycle analysis of social security reforms as well as investment-specific technology shocks using Dynamic Stochastic General Equilibrium models with an emphasis on the human capital accumulation. She also studied the skills, education, and labour market outcomes of the second generation immigrants in Canada.

SESSION 6: **Armchair Discussion:**
Preparing Canadians for the Future of Work: Who Needs to Do What?

As Senior Vice-President, Office of the CEO at RBC, John Stackhouseis responsible for interpreting trends for the executive leadership team and Board of Directors with insights on how these are affecting RBC, its clients and society at large. Prior to this, John was editor-in-chief of The Globe and Mail (2009-14), editor of Report on Business, and from 1992-1999, a foreign correspondent based in New Delhi, India. He has authored three books: *Out of Poverty, Timbit Nation*, and *Mass Disruption: Thirty Years on the Front Lines of a Media Revolution*. John is a Senior Fellow at the Munk School of Global Affairs, C.D. Howe Institute and on the boards of Saint Elizabeth Health Care and the Aga Khan Foundation of Canada. *@StackhouseJohn*

Vass Bednar is a Senior Policy Associate at Airbnb and chaired the Expert Panel on Youth Employment for the federal government. She earned a master's degree in public policy from the University of Toronto and served as Associate Director of the Rotman School of Management's Martin Prosperity Institute, where she worked with urbanist Richard Florida on a range of economic geography projects. A proud millennial wonk, Bednar has also worked as a Senior Advisor at Queen's Park and has completed the Action Canada and Civic Action DiverseCity fellowships. She is also the co-host of Detangled, a pop-culture and public-policy radio show. ***@VassB***

Catherine Chandler-Crichlow is the President & Chief Human Capital Officer of 3C Workforce Solutions. Her consultancy focuses on workforce research, the changing nature of work and alternative careers. She has worked on a range of initiatives that span private, public and voluntary institutions in Canada, Europe, Latin America, South-East Asia and the Caribbean. She was a senior advisor to agencies such as the World Bank, The Central Bank of Trinidad and Tobago, and the Securities and Exchange Commission of Malaysia. An active volunteer, some of her roles are Chair - Toronto Region Immigration and Employment Council (TRIEC); Board Member – Postsecondary Education Quality Assessment Board (PEQAB); and Co-Founder and Co-Chair of the Francophone Workforce Development Council. As an Ontario Graduate Scholar, she completed a doctorate in education from the University of Toronto. On a fellowship from the Organisation of American States (OAS), she completed a Masters in Education from Harvard University, USA. Dr. Chandler-Crichlow holds a Diploma in Education as well as a Bachelor of Science (Honours) degree from University of the West Indies, Trinidad and Tobago. In celebration of Canada 150, The Philanthropist, selected Dr. Chandler-Crichlow as one of Canada's leaders in the non-for-profit sector.

Zabeen Hirji is Strategic Advisor to the private, public and academic sectors and a director on not-for-profit boards. She focuses on Future of Work, diversity and inclusion, leadership and talent management and corporate citizenship. She retired from RBC in 2017, after a long career spanning Human Resources and Business senior leadership roles.

As Global Advisor, Future of Work at Deloitte, she advises the firm and its clients on an issue key to the transformation agendas of business and government. A proponent of building inclusive growth and prosperity, she advises senior levels of government and academia on diversity and inclusion, and preparing youth for the future of work. She Co-Chairs the External Advisory Board for Diversity and Inclusion for the Ontario Public Service, and is a Visiting Professor at the Public Policy Institute at King's College, London, U.K. She Chairs the Board of Civic Action, a City-Building organization, and sits on the Governing Council of the University of Toronto.

From 2007 to 2017, Zabeen was RBC's Chief Human Resources Officer, covering 80,000 employees in 40 countries, a member of RBC's Group Executive Committee, and also responsible for Brand, Communications and Corporate Citizenship. RBC has consistently been recognized as a Best Place to Work, reflecting its high-performance, high engagement, inclusive culture and leading talent practices. Zabeen has been recognized with numerous external honours for her contributions. She holds an MBA from Simon Fraser University. ***@DeloitteCanada***

Alan Shepard is president of Concordia University in Montréal. Concordia's founding institutions, Loyola College (1896) and Sir George Williams University (1926), gave rise in 1974 to the modern Concordia, now home to 48,000 students.

Alan joined Concordia in 2012 from Toronto, where he had served as provost of Ryerson. There he led teams developing entrepreneur-based experiential learning, including the Digital Media Zone (DMZ). Alan has held leadership roles in Virginia and Texas and at Guelph.

His doctorate is from the University of Virginia, and he has been a visiting student at Cambridge.

His past and present public service includes Canadian Research Knowledge Network, Universities Canada, Montréal Board of Trade, Stratford Festival of Canada, and Montréal's Quartier d'innovation.

At Concordia, Alan and his team are focused on building a "next-generation" university.

SESSION 7: **The Future of Work: Public Attitudes and Political Risks**

Marta Morgan was appointed Deputy Minister of Immigration, Refugees and Citizenship effective June 27, 2016. Before this appointment, she served as the Associate Deputy Minister of Finance and the Associate Deputy Minister of Industry where she also held the positions of Assistant Deputy Minister, Industry Sector, and Assistant Deputy Minister, Strategic Policy Sector.

Prior to Industry Canada, Ms. Morgan held positions at the Forest Products Association of Canada, the Privy Council Office, and Human Resources Development Canada.

Ms. Morgan has a Bachelor of Arts (Honours) in Economics from McGill University and a Master in Public Policy from the John F. Kennedy School of Government at Harvard University.

Aaron Smith is associate director of research on internet and technology issues at Pew Research Center. Much of his recent research focuses on the impact of technology on workforce and economic issues, Americans' attitudes towards the sharing and gig economy, and the potential impact of advancements in workforce automation. He has also conducted studies examining the impact of the digital divide and the growing role of mobile devices in Americans' digital access habits, the importance of technology to special populations such as older adults, and the role of digital platforms in connecting Americans to political and civic information. He has a master's degree in public policy from the University of Texas at Austin. Smith has testified before Congress and conducts regular briefings and media interviews on the Center's technology research.commissioned by the European Commission, the national governments of The Netherlands, Germany, Denmark, Norway, and the UK, and various welfare institutes. As a social security expert he is a consultant for various organisations and institutions.

Mike Colledge joined Ipsos in 1997 after more than twelve years of working within both social and economic portfolios of the Government of Canada. With over 20 years in the research and intelligence business, Mike has worked with leading governments and businesses across Canada to use evidence and data to drive change and help organizations succeed.

Mike's background and expertise covers all facets of public and private sector communications as well as government policy and program development. He has examined issues that range from encouraging people to donate blood, to positioning the Government of Canada's annual Budget, to measuring the influence of social media during elections. Mike's focus of late has been on Ipsos CanadaNext a national study that looks at the wave of change about to happen across Canada. Driven by demographic shifts and technology advancement, our economy, our communities, our governments, our businesses, and our lives are about to change drastically. CanadaNext bring the views of Canadians and their expectations into the conversation about the next 10 years and the changes that are occurring across Canada.

Mike currently oversees a cross country team of 45 research professionals whose main goal is to help their clients better understand the world around them. Whether it is through surveys, consultations, engagement exercises, social media listening or other qualitative exercises, the Public Affairs Group provides clients with the evidence, insight and advice they need to make the decisions that move their organizations forward.   *@MikeDColledge*

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