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Hi Ho! Hi Ho! Its off work we go?

Future of Work Series - Part I - Inside the Box

THE FUTURES OF WORK: Localism, the Post-Job Economy & the Local Labor Market Organisation

Let us ask ourselves what will our children's' children see as 'the' limitation in our thinking and learning that inhibited the emergence of creative, fruitful responses to unemployment today? Anon

Research Report

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Abbreviations

ALMS Australian Labour Market Systems – States and Commonwealth

ALMP Active Labour Market Programs – programs that look to the demand side as well as the supply side of the labour market eg enterprise generation, LEI's

EMGO Emergent Macro Governance Organisation ie. organisations of impacting global governance ie. collections of NGO's, corporations and States eg. NAFTA, European Union

FPR Flexible Productive Region

FTE Full Time Equivalent

HMGO Historical Macro Governance Organisation eg. the British Empire etc. Essentially based on the Nation-State.

JNM Job Network Member

LEI Local Employment Initiatives (as outlined by NAGLEI) – LEI is a subset of ALMP's

LG Local Government

LMP Labour Market Programs

LMO Labour Market Organisation eg. Job Network members

MGO Macro Governance Institution ie. State, Corporation

NGO Non Government Organisation

PLMP Passive Labour Market Programs – supply ie. skill sided programs that look at adapting to the emergent skill/training needs of industry

This report is based on that drawn up in 22-7-98 for Brisbane City Council, it has since been updated and directed at local labour market and community based alternative economics organisations

Executive Summary

The future is a low job future not a no work future

There is nothing more axiomatic to our view of wealth and society than the notion of jobs. This paper suggests that the most likely future is a longer-term low job future. It then pulls this back to 10-15 years out. The paper is therefore focused on the different responses required and recommends that we need to do a fundamental rethink on jobs policy and the role of the labour market. Here we distinguish between jobs-work-involvement. Because increasingly there aren't enough jobs to go round doesn't mean folk do not want to work or be involved in contributing to the broader community.

Five significant drivers have been identified as impacting on the future of work. Two of these, globalism and digitalism, are profound shapers of the future of work and jobs. Corporatism, localism, and utopianism are significant response drivers to the first two. How regions and nations respond to globalism and digitalism will determine not only the future social and economic fabric but also how work and jobs will be carried out. Not surprisingly, the interaction of these drivers contains tension, challenge and paradox. How they play out, particularly at the local level are contained within four scenarios developed within the paper.

Globalism is changing the rules about the nature of jobs

Globalism is rewriting the rules of economies, sources of production, and the nature of work. No country on earth seems to be insulated from its effects for better or worse. The speed of change and the apparent powerlessness of traditional institutions to withstand globalism leave many societies poorly equipped to respond. As Peter Drucker points out; "the forthcoming knowledge revolution will change the nature of every organisation and every job".

If globalism is the impact, then digitalism is the vehicle. As the key transformer of how information is delivered digitalism is shaping many new and existing jobs and brings with it opportunity and peril. The opportunities seem to accrue to those who can see and exploit new knowledge and ideas, even those linked with traditional resources. The perils seem to come for those who seek to maintain jobs where information is used and bundled in traditional ways. From travel agent to stockbroker, digitalism by its very nature erodes the traditional information infrastructure of our society, and creates endless possibility for those who seek to play in an unfettered global arena.

Corporatism is the idea that work and jobs can be created through bureaucratic control rather than a market facilitation model. The bureaucratic control model seeks to impose conformity over performance and detail over flexibility. It pursues work, job ideas, and structures largely inappropriate to the knowledge age we are moving in

to.

Localism as a concept seeks to provide non traditional work models

Localism on the other hand focuses on the increasing demand by communities to have work and jobs reflect not just economic norms but also cultural and sociological realities as well. The challenge is in how to balance localism and globalism in future policy and role. Localism seems to fit well with those communities who need to behave differently in order to ensure the environmental sustainability of their region. It is eagerly adopted by those who have either missed out, or been by-passed by the so-called benefits of industrial age success.

The only alternative to low job futures is a search for utopian yet practical alternatives

The third response driver, utopianism is paradoxical and Janis faced, in nature. In one face it reflects the nature of the search for a better way through upholding ideas such as full employment. It suggests this not only is a noble but also is an achievable end and that the challenge is simply to create the right mix of economic activity. Such an approach has been found wanting.

Its contrary face suggests quite radical notions such as the idea that jobs are not central to our existence or that approaches such as localism are possible. The discarding of this alternative face without consideration condemns us all to the worst of a low job future, and inhibits the search for alternatives. Such discarding results in us seeing “best practice” as something done elsewhere, and NIMBY being the dominant decision making model. This alternative face does, though, need to translate into hard nose results, new models, strategies and policies.

The paper identifies four scenarios, outlined below, for future jobs. These scenarios have been developed on a simple high/low skills, and a many/few jobs matrix.

Jobs Nirvana is a high skills and many jobs approach driven from a notion that technology will deliver

The Jobs Nirvana scenario is driven from a high skills/many jobs view. It suggests that with the aging population major labour shortages will be experienced by businesses to the benefit of those willing and able to work. Business in this scenario responds through rapid technological progress, which matches the patient and global acquisition of skills by labour. Significant challenges appear in this scenario.

The first assumes an investment in skills many of, which are different from those offered now. The second suggests that businesses, particularly on a regional basis, are willing to migrate to new forms where they benefit from technology. Most importantly, the scenario assumes that the technology will deliver. The ability to adapt at the appropriate speed is critical to Jobs Nirvana. The failure to meet the challenges results in non-competitiveness and decline.

Jobs Disaster is a few jobs and low skills approach driven from a negative effect of globalisation

Jobs Disaster is based on a 1929 revisited scenario of few jobs and low skills. It may be driven from a failure of technology to deliver, or from an inability or unwillingness to meet the challenges of Jobs Nirvana. It suggests few benefits from globalisation, or perhaps even a failure of the “Global Economic” experiment.

It is the consequence of loss of economic control by the nation state, and of a concentration of speculative rather than technological and productive enterprise. It may be triggered by environmental sustainability challenges confronting us in the early 21st Century. These challenges clearly demonstrate that much of our current economic enterprise if continued will result in our inability to live in an environment, which in turn produces such enterprises.

Jobs Desert which has few jobs that are highly skilled as a result of technological success and the consequences of automation

Jobs Desert is a scenario, based on a high level of technological success, which in turn suggests only a few jobs that are highly skilled and few in number. Society in this scenario succeeds in automating much of its labour intensive enterprise and as a result condemns many to lives without much meaning or hope, if the notion of the job is still central existence.

The Jobs Desert scenario is driven from; a desire of high-income countries to remain competitive with low labour costs countries, a need for micro management techniques to combat environmental challenges, and the polarisation of wealth. The effect of this technological virtuous circle is that jobs as we know them have disappeared for most, although there are a few casualised jobs for the poor. The scenario describes the collapse of both blue collar and white-collar jobs.

Oz Jobs is a many jobs low skills scenario that relies on the success of a “Fortress Australia” approach

Oz Jobs is a steady as she goes scenario. It is based on traditional comparative [rocks and crops] rather than competitive advantage. It assumes that somehow we can create many (often low skilled) jobs in an internationalising world with super cheap third world labour, and ubiquitous digital technology. It involves a search for devices, which will keep “Fortress Australia”, intact yet allow us to enjoy the benefits of being internationally competitive.

At its worst it is driven from an incident driven, uncoordinated, incoherent, muddling through approach. At its most deliberate, it requires target investment of public money to create space and time. It assumes that the prices we pay for protection are manageable. If the scenario is adopted and it fails then its consequences will condemn

The central argument of this paper is that Jobs Desert is the most likely scenario and that what we must face is a low job future. Eight indicators point to this scenario.

The first is that the amount of employment in an economy is not linked to its success or growth as long as new knowledge and technology are available. Population, employment and economic wellbeing in that sense are uncoupled. If this is not the case then the outlook for China and India is very rosy indeed!!

Most of the indicators point to a low job future where as few as 20% of the current workforce will be required to satisfy the demand for products and services

Statistics also point to a low job future. Some international projections forecast that by 2025 as little as 2% of the worlds current labour force will be necessary to produce the goods required. Others suggest a figure a little higher – 20%. Whatever the figure, it is an exponential drop from today.

The spectre of technology replacing human beings was envisaged by Marx and is well developed in current sci-fi such as The Matrix. Evidence suggests that even today’s primitive robotics replaced four jobs for every current job in the economy. This suggests a bleak future for our children’s children especially those, whose life is shaped by the unemployment, or under employment of their elders.

Much of the new work is ‘virtually informal’. The future it seems will be even more so. It is likely that satisfying work portfolios will be more achievable than serial full time work. Little of job policy thinking either recognises or advocates this reality, indeed, it is often directed away from it. Much of this low job future is driven from key crossovers in the nature of the labour market. These include; small business having contributed more to jobs than large ones since 1999, and the proportion of unskilled jobs being less than 10% of skilled jobs by 2010.

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If the future then is a low job future then how might we respond? This paper suggests that conventional responses have met with limited success. The inability of conventional education, for example, to meet the challenge of future market trends is evident. In its current format it traps many of its learners into a vanishing industrial world. For example, some of the sunrise areas such as IT move so quickly that the systems seem unable to generate meaningful programs. In the 1990s it took up to 10 years to declare a new vocation in a world where new occupations emerge in the market place in less than 10 months.

More insidiously the emerging low job economy is undermining the social fabric. Its most obvious manifestation is in the demographics of aging where the numbers in work, and thus paying taxes, will be insufficient to maintain pensions and social services without widespread

[and targeted by way of skills] immigration. Such a policy assumes of course that societies understand what future skills are required. The collapsing civic fabric also effects local government authorities reliant on rates for revenue, yet facing rising ratepayer expectations. For instance, what is viable local government when welfare recipient levels are over 40%, as in some Australian country towns.

Traditional responses to labour market challenges have little affect and the expectations of work and its value are radically changing

Traditional political forms are similarly challenged in this future. For traditional organised labour it is problematic. If they are to protect traditional jobs then how can they position in a globalised world? Is there truly an International Workers Federation, when the third world economies by their very development undermine first world jobs. How to, should organised labour position on informal work portfolios and unemployment? In this confusing world the allegiance to traditional unions seems to be waning.

Notions of left and right ideology scarcely fare better. Neither left nor right seems to be engaging in debate about the nature of post market or post job economies. Instead they seem to compete on differing strategies to create notions of work that seem unsustainable. To be fair the public is complicit in the game as the social implications of long term unemployment are all too evident.

In this cauldron the job expectations of employees are radically changing. Value for labour is now in share options, benefits such as child care, mobile skills acquisition, and compatibility with lifestyle. Loyalty, job security and traditional hierarchy are treated with indifference at best and mostly suspicion. A small but significant group of employees now require organisations to demonstrate their alignment with their personal and environmental ethics. All of these notions turn traditional environmental integrity and business accountability on its head.

Local government has the opportunity to develop a new role which is more relevant and effective in the promotion of

A positive response is the proactive development of **FLEXIBLE PRODUCTIVE REGIONS** [FPR's]. FPR's can be defined as definite, localised, complexes of networked economic and social activity. For such expert FPR's to have competitive [versus comparative] advantage they need five main components. These are;

- .Clusters of specialisation and complimentarity
- .A skilled and mobile workforce
- .Interactive networks that generate cumulative learning
- .Proactive local employment development
- .Facilitative governments

The challenge is for regional government organisations such as a LMO to facilitate these. Some options include;

- The development of a macro economic policy for the region. This

**flexible
productive
regions**

- would probably require a unitary SEQ approach.
- The leveraging of current “skills adoption” labour market programs to benefit such an FPR approach.
 - Challenging and partnering with emerging and traditional skills building organisations to develop preferred portfolios of skills that will be required in an emerging region.
 - .Building into urban design the creation of jobs.
 - Learning about the emerging “post job economy” through partnerships, which explore new work, models particularly for young people.
 - Facilitating networks of existing local solutions and initiatives already outside the box of traditional work. [e.g. group enterprises and cyber co-ops].
 - Hosting information webs which encourage an FPR approach.
 - Integrating alternative job models into its own structures.
-

In a globalising world each region will need to seek its own path. A LMO is uniquely placed to serve its immediate geographic locality in this non-traditional government area. For other institutions of government the ability to effect FPR’s is both problematic and difficult.

*“It is not the strongest of the species that survives
nor the most intelligent,
it is the one that is most adaptable to change.*

Charles Darwin

INTRODUCTION

Twenty percent employment by 2030? Sounds bizarre? Well strange as this may sound other authors are projecting even more scary scenarios. This paper explores both the nature and the likelihood of such entrenched long-term structural unemployment and implications for the 'post job' economy. Potential roles for local governance organisations such as Brisbane City Council are also explored. The likely nature of the 'future of work' is then the lens through which recent developments in the labour market such as jobless growth and informal work are reviewed and various critiques of mainstream Local and Regional responses are explored.

Democracy is surely to be judged by its ability to meet the needs of its members – or what else is it for? After all democracy is about the creative participation of all as equals in their own governance. Three key needs in this regard as leading social indicators are work, health and learning. In our culture work gives meaning and acts as an initiation rite to our youth. So in the view of this paper a democracy is to be judged importantly on its success or not on meeting the work needs of its members.

The paper suggests we need to move on from the concept of 'job' by distinguishing between jobs-work-involvement. Because increasingly there aren't enough jobs to go round doesn't mean folk do not want to work or be involved in contributing to the broader community. Further identifying various 'localist' options and initiatives with the Labour Market Organisation (LMO) being seen as a 'futures oriented' governance organisation has a key role in implementing initiatives to build an LMO as part of initiatives such as, NeWork, Flexible Productive Region, Minimum Guaranteed Income and so forth..

Will the jobs future be a bleak one? One where an automated machine just requires an occasional crank? This paper explores some macro labour market trends and decides - probably 'yes' with current trends. Political parties, labour market programs and social policy in general seem fundamentally unequal to the challenge. In fact there still seems to be the paradigm of lets train and apprentice the unemployed in existing jobs or even worse 'warehouse' the unemployed person in 'make work-for-the-dole' type projects.

This paper concludes with several innovatory ideas for Active Labour Market Programs (ALMP) specifically tailored to a LMO's role in helping local wards address these dilemmas. Conclusions are also offered as to strategic responses to move towards sustainable local employment development within the present policy mix and emerging political environment for a LMO.

1. WHAT IS A JOB ANYWAY?

As well as payment for labour a job is, in Western terms, one of the few positive initiation rites left in the culture. It signifies, especially for a young person, the commitment to make a positive contribution to society and thus gain the understanding of, and the material apparatus for, ones visible place therein. (Author)

The nature of job has not only been used as a method for 'social survival', but it is at the heart of our economic and political system. We depend on them for such things as tax and social welfare.

Should the nature of work change - and in a possible low job future, be broadened to include informal socially relevant work, then a fundamental rethinking will be required. For example in the current system the further away from a full time job one gets, the more labour market assistance is required. Robertson (1998). The question has to be asked why if the future does not equal full time jobs.

2. SIGNIFICANT DRIVERS IMPACTING ON THE FUTURE OF WORK

Several authors have explored the futures of our Western economic system. # Collectively there are common threads in such futures especially in regard to job futures. This section outlines the key drivers behind these common threads and then uses a Deep Futures technique to weave the implications of these drivers into a fabric comprising four future jobs scenarios.

Key Jobs Drivers can be futures push and futures pull oriented.

2.1 Globalism (futures push)

This is more a 'steady as she goes' response than a strategic response. Embedded in this approach are beliefs such as technology has created jobs in the past and will do so again, we need a level playing field internationally, think global act global. As such these sorts of statements have been seen as part of the Economic Rationalist debate. This 'rational' approach has got a lot to offer especially in that it seeks to remove political largess and vested interests replacing them with the discipline of the market. Remember Adam Smith's great works *Wealth of Nations* and *Theory of Moral Sentiments* - both are seminal. It is impossible to posit the 'invisible hand' of individual economic actions (self-love) without blending it with the moral sentiment of compassion (love-of-others).

Already over 1/3 of world trade is made up of shipments within the same company and over 1/2 of the top 200 economic entities in the world are Corporations not countries. Korten (1995). Adam Smith had a concept more aligned to a multitude of small to medium enterprises trading with a high degree of competition. Rather today we have a handful of transnational corporations trading with and between themselves to a largely captive market while the Nation States act as little more than their 'corporate agencies'.

This approach needs to be set in the context of differentiating 'internationalisation' and 'globalisation'. The former speaks of the 'global corporatas' while the latter speaks of the 'think global respect local' approach. The think global, respect local approach however brings destruction to the region it seeks to grow if it only embraces the 'internationalisation' motif. Such a market facilitation globalism position overcomes the naive duality inherent in the 'internationalise everything' [Jobs Nirvana scenario] V's 'fortress region/sovereignty' [True Blue jobs scenario] positions.

2.2 Corporatism (futures push)

Corporatism can be defined as an approach essentially reinforcing conformance over performance and its model is bureaucratic control over market facilitation. This flavour has historically been embedded in the Australian public sector.

From a theoretical perspective the Australian public policy system is based on a Bureaucratic Control Model*, which tends to be inward looking, detail focused and conformance oriented. Rather than a Market Facilitation Model, which is outward looking, big picture and results focused and performance oriented, with latitude for entrepreneurial activities, flexibility and initiative.

History here is illustrative, in the late 80's ALMS's showed signs of moving in the market facilitation direction. NAGLEI (1987). For instance all up by 1991 I estimate that Australia wide expenditure by states in this policy area was in the vicinity of \$50m (inc. salaries). By the mid 90's however, and somewhat predictably innovatory responses, especially 3rd sector and youth ones, came under the corporate state Bureaucratic Model and have all but ceased to exist. Changes from both levels of Government have rendered the LMP's almost exclusively passive and punitive for the unemployed [all considered actual or potential dole bludgers] with practically nothing left for third sector or regional initiatives. Employers have been left filling in hundreds of forms (not even mentioning GST). In this sense ALMS's have located firmly within the BCM paradigm.

The ALM system is now incomprehensibly bureaucratic and beyond the understanding of the unemployed – and all but the very largest employers. More disturbingly the bureaucratic model is the one that triumphed in CES and eventually led to its unmanageability and thence its demise.

A **bureaucratic conformity** focus in a corporatist approach generates:

- An obsession with conformance in minutia i.e. on forms/paper dates.
- Front, middle and rear-end legalistic.
- Administration loads increasing towards 80% of operations type activity thereby effectively eclipsing proactive marketing activity or allowing for creativity or diversity at point of delivery.
- Minimisation or effective non-existence of Key Performance Indicators on facilitation, marketing and longer-term local diversity type initiatives.
- Minimisation of field proactivity.

In comparison a **market facilitation approach** (also see Globalism) would generate:

- An opening of the Service Delivery Agency process up for innovative labour market responses NAGLEI (1987) *
- Local employment initiatives even including the informal economy.
- Suite of responses available at the local governance level such as skill, development, ALMP's, apprenticeships and trainee-ships, focused regional development, State infrastructure provision, national soft infrastructure with tax/welfare reform etc.
- Flexibility to move towards performance as well as conformance.
- Innovation at the local level.
- Diversity of initiatives

2.3 Localism (futures push and pull)

This paper strongly suggests that such a cultural/ sociological response to economic development such as Active labour market programs (ALMP) be seen as 'localism'. Many authors have identified local identity with economic development. ## In an increasing number of places in our world today, small regions and cultures continue to struggle for the right to assert their identity. Unfortunately today identity is seen as little more than themed shopping malls or 'multicultural food-fests'. With localism identity takes on a broader sociological even cultural dimension. Nadel-Klein (1991), Cohen (1982)

Seeking local identity then may be seen as an act of comprehensive and informed resistance to the dominating homogenising global economic influences. In turn this may be seen as historically produced and strategically re-negotiated by those who claim it. This raises issues of authority and authenticity, not only for those who claim local identity for themselves eg. Indigenous peoples, yet also for those who seek to research or encourage such identification for other audiences and ultimately for those who seek to replace local diversity with internationalised homogeneity.

'Localism,' maybe defined, after Nadel-Klein, as:

the representation of group identity as defined primarily by a sense of commitment to a particular place and to a set of cultural practices that are self-consciously articulated, and to some degree separated and directed away from, the surrounding socio-economic world. (Adapted).

Nadel-Klein (1991)

The result of conventional development processes is a kind of cannibalism. This cannibalism represents, in the minds of many popular writers at least, the consuming of local voices in a cacophony of blaring television sets, humming fax machines and the flickering screens of the World Wide Web all tuned to the same station. To accept this view uncritically would be to take at face value Anthony Cohen's statement that **'locality is anathema to the logic of the modern political economy'**. Cohen (1982). Inclusion in the sense of locality in this paper is comprehensive and by way of choice rather than ethnicity etc.

Sustainability and ethical capitalism through intra-regional economic co-operation have been identified by some 300 world futurists as key emerging issues for the next 30 years by the State of the Future Project of the United Nations Universities' American Council. Glenn & Gordon (1999)

So when localism extends to include trans-regional economic co-operation and combines with a regional responsive approach to labour market programs can become an effective alternative to internationalism. ### [see also Appendix B] Localism is the stuff of recent movies such as *Brave Heart*, *Rob Roy* even *Star Wars* has shades of a cosmic localism. Just as internationalism and globalism have their ups and downs so does localism such as in the ethnic localist violence in what was the USSR. Often indigenous struggles for land rights are conceived in localist terms, for instance a birth link to place ie. the sacredness/spirit of place.

This paper maintains that Local Governance Organisations such as Brisbane City Council can assist authentic third sector localist development processes within the context of active labour market programs (ALMP) as part of a commitment to a LMO as

a Flexible Productive Region's. Further a LMO could be one of the first Local Governments in Australia to require jobs to be designed into urban developments. SEQ2001 showed that in aggregate around 1/5 of jobs on average are provided within a particular Local Government area. Wildman (1998)

The more jobs can be provided via. good design and interconnectivity the less cross border daily commutes are required. My research shows that with some careful planning (not of the prescriptive town planning type) this figure can be doubled towards 50% ie. over half of all jobs required can be provided for appropriately sited regions upwards of 2000. A design guide of one job per family is achievable through proper urban design. Clearly localism of this design type has enormous advantages in terms of costs of commuting and installation costs when it is built into the design stage not retrofitted as would needs be the case in Woodridge and Inala. This will compel the private sectors participation. Wildman (1998).

2.4 Digitalism

Digitalism is the overwhelming technology of our age. It will effect the nature of every job and every organisation.

Given that digitalism will irrevocably change the future of work and that many information collection, analysis and synthesis jobs will simply disappear, as a minimum, the most important issue is to whose benefit will it be used.

The current trend seems to suggest that the most benefit will accrue to corporates and those individuals whose style is enhanced by this corporate model. Little attention has been given to the wider community benefit, although some voluntary agencies have harnessed freeware in creative and beneficial ways and collectives using the internet have stopped the World Trade Organsiation (WTO) deliberations in Seattle.

The LMO initiatives and the South East Qld 'digital corridor' seem to provide a platform for a range of exciting local options if they are leveraged properly.

2.5 Utopianism (futures pull)

"I believe that in the future the world has two choices – convenience or community ie. the choice to push on with technology as we know it, or to harmonise everything in accordance with each other."

15 year old male student from a Sydney Secondary school 1996

Is it worth searching for a better way or should the pragmatic and the rationalist prevail? The search for the better way is often seen as Utopian. For example, the renewed interest in environmental movements is seen by some as Utopian.

Localism might be seen at best a bit player and even worse, a failed and dangerously naive form of '60s escapist utopianist 'myth' that urgently needs to be replaced, as do its quixotic advocates, with more pragmatic considerations and rationalist apologies. Such a view however ignores the role of utopias in futuring and their ability to allow us to think, dream, imagine and dare to believe that things can be different, even better. In short that alternatives to the status quo are possible.

The challenge for the Utopian is to translate romantic myths such as freedom, democracy, co-operation and environmental sustainability in such a way that its results are hard nosed and productive. In a job futures sense is "full employment" the Utopian end or is an alternative future where the job is not central to existence the Utopian end? This paper argues the latter.

3. JOB->WORK SCENARIOS - CONVENTIONAL

3.1 Job Scenarios - conventional

These drivers wrap together in identifiable collective ways to produce some 4 principal scenarios. They are represented diagrammatically as follows:

<p>3 Jobs Desert</p> <p><i>Few</i></p>	<p><u>Skills</u> <i>High</i></p> <p>1 Jobs Nirvana</p> <p><i>Many</i> <u>Jobs</u></p>
<p>2 Jobs Disaster</p>	<p>4 Oz Jobs</p> <p><i>Low</i></p>

Observations

. Scenarios in Futures Research to be authentic must stretch beyond the present generation of those doing the Futures work. Consequently the scenario time line is 25-30 years.

. Probabilities of these scenarios occurring over the next 15-25 years are included in brackets below

. These scenarios are considered conventional in that they all accept the concept and strategy that is called 'job' or 'work'. Clearly Governments generally opt for 1 or 2, while option 3 or 4 are likely given our current trajectory.

. Further theoretical explanations of the Futures Research methodology adopted in this paper may be found in Appendix C.

3.1.1 Jobs Nirvana

(internationalist tech positive view) (0.3)

Most neo-classical economic views of the labour market posit a blue-sky future with skill shortages and ever lower levels of government involvement as the ‘Market’ reigns supreme – the end of economic history. Keynesians on the other hand have difficulty with all the ‘delta G’ ie. additional Government expenditure needed for full employment although Neo-Keynesians accept the necessity. This scenario requires a very narrow and very sophisticated set of responses from Government and Business – yet unlikely as this is, it could happen.

Looking back from 2025

In this scenario, looking back from 2025, and assuming no untoward events such as depressions, environmental crises, major labour shortages are being experienced in Australia. This has been due to the demographic shifts (i.e. population aging) that occurred in the first 15 years of the new millennium. Which led to a consequent large lift in real wages (for those who were still in the workforce) and resulted in an increased share of business income flowing to working labour. Subsequently this led to an associated pressure for rapid technological progress to maintain investor profitability through reduction in staffing levels.

The way in which work is organised today is very different to the early 2000’s because both knowledge/experience and flexibility are now critical to obtain, maintain and retain competitive advantages. These two have opposed implications for the durability of employment contracts. Presumably by then the social safety net will also have adapted to these requirements.

Scenario Reality Check

Ultimately the outcome in this scenario will depend in large measure on the technological progress achieved over the next 20 years. For example, a breakthrough in gaining large quantities of clean cheap energy (a possibility but not a certainty) will cause the situation will be vastly different to what will happen if this is not achieved. People will work just as hard whether or not such a technological breakthrough occurs - yet the nature of that work and the standard of living this translates into will be dramatically different.

In a postindustrial environment, competitive advantage (and the ability to capture large value-added) is no longer available through capital intensive mass production activities - as it had been until the late 1970s. Competitive advantage now requires the knowledge and skills to be an innovator, plus the flexibility to focus closely on rapidly changing market demand. The knowledge and skills requirements favor employing people for a longer period of time (ie. to enable learning), yet the flexibility required to respond to market change favors doing the reverse. It is challenging to know how an economy organises production to meet both of these needs.

Possibly one solution will be through some loose-tight long-term relationship between people-regional-urban centre and a cluster of firms ie. Flexible Productive Regions (FPR). FPR’s can provide a base income to sustain relevant learning and career development, and intense periods of work for different firms in the cluster currently requires that person’s specialised skills.

Automation produces goods, yet does not generate for the region as a whole the income required to achieve a high living standard (because in a competitive environment the amount you get paid depends on your knowledge, skills and application). In a non-competitive environment the rate of change declines dramatically, as does the value of production and the overall wealth available to be shared. Technological change (ie. learning) has not, and will not, eliminate the need for work to provide income. In this scenario the 'age of leisure' is in many ways a foolish and self-serving view as most people are working full time even overtime.

3.1.2 Jobs disaster

*(1929 revisited – actually the dark side of the force of the tech positive scenario)
(0.1).*

In short no jobs as economic collapse drives jobs downward. Looking back from 2025 it seems almost as if the 1929 depression never ended. It disappeared into mobilisation for World War II and the subsequent baby boom only to be borne again as the .com revolution, which faltered in the early 2000's to reemerge as convergent technologies by 2005 and even more forcefully as sentient technology by 2015.

Looking back from 2025

Unemployment rates of 25-30% were considered catastrophic in 1929 yet today in 2025 levels of underemployment and unemployment already exceed this figure and have doubled from the 20% of the early 2000's. In 2000 governance emphasis was to maintain the integrity of the safety net by tightening eligibility requirements and enhanced audit and inspection of claimants. Yet this missed the main game as all the time the paradigm was changing.

Today these sorts of figures are not considered in the same light as in our great-great-grand parent's generation of the 1930's, nor even our parent's generation of the early 2000's. The reason in the 1930's there was a substantial drop off in employment in most employment categories and as well no social safety net. Well by 2000 Australia's safety net was the envy of the world however by 2025 it was seriously frayed and has started to unravel. Yet employment conditions are getting better for the elite, some 20% of the labour market, who have jobs and worse for the remaining 80%.

Scenario Reality Check

In the first great depression of last century it could take a year for a drop in share price in Argentina to reach Wall Street now it takes less than a second. Further the Nation State economies and associated empires so dominant then have all but dissipated. This adds up to a wired world wherein one part is instantly dependent on all other parts. So what happens in one part is instantly known and felt in all other parts.

Simultaneously this means this scenario is both stronger and weaker than the world economic system was in the late 1920's. This attribute is called tensegrity where a combination of strong and weak elements generates an internally tensioned structure-design of substantial integrity. In this sense it is unlikely that a full system 1929 type melt down will occur. Witness the recent decline in the .coms – down one day by up to 30% and recovering the next while other stocks especially the blue chip's actually increased in value in the days following the fall.

So that even though there is a lot of unemployment this simultaneously occurs with an increase in employment for the elite of highly paid specialist infotech workers and macro managers.

3.1.3 Jobs desert

(the view of this paper – for more details please see section entitled ‘From 98% employment in 1965 to 20% by 2035?’) (0.5)

Global full time employment continues to fall towards 50% by 2025 [from its present 70%] as technology drives employment levels. For Australia this has meant employment falling towards 80% [from its 2000 level of 90%]. This is the view taken in this paper.

This is a centralised ‘artificial future’ where only a few work and the rest of us exist without meaning or hope. All our needs being met by artificial cloned and otherwise mutated ‘living’ supplicants. Inayatullah (2000:10)

In essence the above scenario has about a 0.5 chance of occurring.

Looking back from 2025

By 2025 technological change has removed the need for work. Even by 2000 almost all systems on the globe didn't need people to operate them e.g. pilotless planes, automated vehicle manufacturing and so forth. Today some 2/3 of the worlds workforce is un/underemployed and crime and water restrictions are increasing.

So there is a pincer movement from technology (no jobs), the environment (no water etc for jobs) and the increasing polarisation of wealth (a few jobs for rich and casual ones for the poor people/countries). Psychologically this is a huge transition especially for young males as part of the ethos of the industrial revolution has been job=identity nexus.

Governance interest at last is focusing on how to soften the fall i.e. with the elimination of jobs in blue-collar industries (generally male jobs) cp. high tech jobs. This ratio may well be as high as seven to one i.e. 7 jobs lost for 1 job created. Recent research however has shown a less dramatic figure and would put it at 4 full time (blue and white collar) jobs lost for each two jobs created ie. 1 full time high tech full time (silk collar) equivalent job and one fte lower tech series of part time casual jobs.

Well we may ask if only some far-sighted local government had started improving its Governance process in the early 2000's instead of putting it off till there were no options left but to change.

Scenario Reality Check

Automation produces goods, but does not generate for the region as a whole the income required to buy them. For to achieve a high living standard in a competitive environment the amount you get paid depends on your knowledge, skills and application. In a non-competitive environment the rate of change declines dramatically, as does the value of production and the overall wealth available to be shared. Technological change (i.e. learning) has not, and will not, eliminate the need for work to provide income. The 'age of leisure' is in many ways a foolish escape clause because most people have no job to have leisure from.

The mal-distribution of wealth is a product of poor economic development strategies. Further in this scenario technology does not only eliminate jobs. It also creates them. Even labour saving technologies typically create jobs by lowering prices, and increasing

demand so that some additional service and highly skilled jobs are created. The sectors undergoing the most rapid technological change (e.g. finance recently) have always been the ones where jobs grow fastest. On average the ratio seems set on around 4 jobs lost to one created. So there will be some (high skilled) oases in the desert.

Please note somewhat unlike authors such as Rifkin and Dator et al, this paper uses the term 'low job' not in the sense of 'no job' or 'no work' rather in the sense of low FTE employment not no work.

3.1.4 Oz Jobs

(continuation of 2000 position) (0.1)

This is a steady as she grows scenario – more faith than fact. It's what you get with an underlying paradigm of full employment in today's internationalising world with super cheap third world labour and hyper efficient digital technology. Scratch this scenario and we have a 'fortress Australia' attitude.

Looking back from 2025

By 2025 the labour market has become highly problematic and, in spite of the Government rhetoric, has all but collapsed for the declining number of school leavers and increasing number of youth on the outside of establishment systems. Except, of course, for the digerati who by now had access to the elite jobs and exclusive use of high tech communication and transportation.

Some said the emergence of this labour market polarisation should have been obvious because of harsh labour market realities that arose in the early 2000's from casualisation, labour market crossovers, labour market polarisation and technological change. All these trends were identified by 2000 and before, yet politicians and local governments did nothing.

Now most believe it was too late to wind turn back the tide as, unlike in the early 2000's, we now have trenchant long term unemployment and burgeoning petty crime. Some of the sharper pundits argue that Government inaction in the early 2000's actually contributed to today's dilemmas by acting in reverse and leading to a crumbling in social cohesion the social contract and safety net was supposed to prevent.

Scenario Reality Check

This scenario represents a 'muddling through' option for a Government unable to reinvent itself as relevant to us the people in the post industrial and post Nation State era. Results are more rhetoric than reality in terms of Labour Market Programs that 'hit the spot'. The emergence of trenchant long term unemployment, declining rates of year 12 completions and burgeoning petty crime predominantly by youth all point to the non reversibility of this labour market scenario's timeline. In short this paper views such a business as usual approach to Labour Market Programs as a fundamental failure in governance. Our yet unborn children and grand children deserve better – much much better.

3.2 WORK SCENARIOS – outside the box

Three other scenarios (not developed fully) can be identified based on extreme reaction to the paradigm shifts confronting society. One reaction to paradigm shifts is a back to basics approach. The other, a proactive move ahead. Both of these approaches represent a vertical aspect of alternative ‘outside the box’ options.

The above four conventional scenarios represent ways of dealing with ‘work as jobs’ somewhat as we know it. Here we look at work how we knew it and how we may well come to know ‘work as involvement’ and how we could get to know it, such outside the box options needs must move from Jobs->Work->Involvement ie. beyond the market. Work has for centuries provided an ‘apparent’ moral consensus around ‘the approbation’ of hard work or ‘a job well done’.

Our social worth and status is still largely shown by our income and job position. With this income we purchase our markers of status ie. icons of the consumptive renaissance through conspicuous consumption. Though the market fed by earnings from our ‘jobs’ capitalism functions. Take away jobs and unless you replace them with social welfare, consumption ceases and the market fails to clear and the economy grinds to halt. So for us today no jobs means no economy and no economy means a society with torn social fabric and damaged people. So if we face the end of jobs we needs must face the end of the market as we know it. The welfare state can continue as long as taxes provide income for Government redistribution (after some 2/3rds are removed for governance costs that is).

So in short end of jobs means end of the market which means end of one crucial aspect of social cohesion and the end of a vital arm of ‘moral consensus’ for Western industrial society. We will need to establish nothing short of a new ‘moral consensus’ and to do this our constitutions will need to be re-written. In the next generation we face like never before the chance of moving to be prisoners in a bureaucracy or citizens in a democracy.

End of jobs means end of capitalism – as we know it.

This is why any serious look at future of work and jobs tomorrow must look seriously at ways of replacing the market.

This is for me the call of the early 21st Century – the call for governance systems to incorporate a move beyond the market as we move to a global ethic. This last point ensures the inclusion of what in postmodern terms is called the vertical gaze. The vertical gaze relates to levels of consciousness even a spiritual edge in terms of an embedded answer for the question ‘What is the end poing/rationale for all this?’

Frankly none of the following three scenarios actually do this. NeWork goes the furthest in this direction and I believe provides a jumping off point for such a transition. Much more work however remains to be done. 99.9% of existing labour market programs are in this regard quite dysfunctional in that they do not build towards community capability beyond jobs.

For the purposes of this paper ie. it was originally developed for the specific region of Brisbane with a time frame of two civic terms of 4 years each, these paradigms are not explored in any detail as they are at least generational in timescape.

These scenarios could play out as follows:

3.2.1 True Blue Work

(almost a 'Pauline's One Nation's' version of reality)

A reactive, back to basics paradigm – Historically defined Full Employment - back to basics, keep Australian jobs in Australia ie. tariffs etc.

Technology and social change however has moved, and is moving, too far too fast for this genie ever to go back into its 60's bottle. At essence a Fortress Australia Nation-State sovereignty perspective. This remains the paradigm within which much of Australia's social policy was developed in.

Certainty is the modus operandi here. A sort of 'Pas Australiana' back to the post world war full employment certainty of mid last century. What we need in Government is 'the Man with the Macro Plan'. The national jobs plan and we are away. Well this has some appeal and there is room for proactive planning to facilitate movement of the margins however this is still in the 'jobs' paradigm and fails to take into account the huge changes impacting us today from tomorrowland. This is the land of the disgruntled dairy farmer and retrenchee. I've been there – however a back to the future approach is today naïve in the extreme.

We can however use this energy and deep dissatisfaction with politicians who continue to reap huge benefits all the while telling us how hard they work. Politicians have to work towards a democracy that is inclusive and as such we have a right to demand their accountability, ethical behaviour and commitment to work for all Australians. No longer can we accept self serving politicians telling us how hard they work and how their new policies will assist 10,000 unemployed when, for instance, in Queensland alone, there is upwards of 100,000 ie ten times that number of long term unemployed let alone a similar number of underemployed.

This has huge appeal politically in Australia, particularly with the disaffected workers and concerned middle, yet almost no chance of reoccurring.

3.2.2 Work in Cyberia - Digital City +

(incorporating Flexible Productive Regions)

A proactive paradigm – Futures oriented digitally Networked Regions incorporating low cost mass transport for people and product, low cost communications and instant transnational capital flows.

Uncertainty is the modus operandi here. I suspect however that this scenario will do a 'full frontal' with advanced 'technolife'. Here other life forms, or at least intelligent computers by 2030, will undertake basic work activities inc. data and digital processing. The workaholic digitati of tomorrow will be smart, very smart but they wont be 'human'.

The paradigm incorporates recognition of locality, social capital and thereby employment considerations. So this paradigm has maximum labour market reality yet minimum real political appeal.

3.2.3 NeWork – work transformed

(New ways of working - NeWorkstyle).

That is an idealistic view of the possible longer term future writ back to the present. The first two vertical scenarios do not really represent transformation however this NeWork scenario, in my opinion, does and so I will develop it somewhat as a counterpoint to the principal four scenarios developed above.

Transformation is the modus operandi here.

.1 Transforming Work

In this scenario we have the reconstruction of what is meant by work. Such a reconstruction is nothing short of a transformation. Given that jobs are increasingly scarce for the reasons elaborated in this report such as technology, globalisation, economic rationalisation etc. Certainly nowadays the need for ‘work’ as we conventionally know it is rapidly disappearing. In this sense work as an artefact of the industrial revolution can now become a thing of the past. The fewer and fewer people with it don’t have to work longer and longer hours and although sharing it around on a more equitable basis is a step forward it still does not approach the underlying issue of work in our society.

Frankly ‘Work’ as we know it is no longer needed.

We have historically had a somewhat ambivalent attitude to work. The protestant work ethic, the liberal sense of the interchangeability of worth and wor(k)th, even the Marxist labour theory of value, even the welfare capital ethic of controlling the sharper edges of the industrial state all reinscribe the meme we have called ‘work’. Wolfe (1977). These compare to the utopian urge to escape from the drudgery into technotopia or communism, memories of the sweatshops of the early industrial revolution, and the power for social control in credulising then rationing an increasingly short commodity.

We could take the ‘bit in the teeth’ and change our social memes before we are forced to. In this scenario we take on board the idea that work is a social good and it is actually about income and involvement then we don’t need to link payment to it nor have it full time as is the case at present. In fact it ceases to be work at all. In short it becomes what may be called NeWork.

.2 Enter from left field - NeWork

As discussed in this report over the past decade there have been fundamental shifts in the Australian labour market including the advent of jobless growth, industry restructuring, decline in middle management and blue-collar jobs (particularly but not exclusively for males). This has led to a rapid increase in the number of Australians, especially mature ones, being retrenched, made redundant, accepting Voluntary Early Retirement etc. With them, their families and communities generally being the human casualties of this restructuring. Further many of these people find it extremely difficult to regain suitable employment.

In this overall process the expectations of many would be labour market re-entrants regarding employment changes significantly. No longer is the 9-7 by 5 the ideal job. Many people at this stage in their working-life (and young people who are alert to these changes in their work futures) prefer to work less than 5 days per week. Further they often wish to volunteer time to various community projects even mentoring emerging small businesses or young peoples projects, work for themselves (often from home).

Enter the informal sector – which is now validated without being forced into the formal sector definitions of employment/unemployment. Currently informal work is at least as large as the formal sector at approx. \$4bea. Further these folks can also work as an employee yet also be self-employed, undertake formal and informal training and learning, provide leadership development, while ensuring adequate quality time for family and friends, while taking opportunities to engage in civic duties thereby strengthening democracy. In all this integrity and ethics are important esp. in the way they treat customers and vice versa.

This is in short a New way of Working ie. NeWork.

.3 A NeWork Lexicon

For this we need a new lexicon with words such as:

- . **NeWork** – that no longer differentiates on the old industrial categories of employed and unemployed - shared goal directed sustainable activity
- . **NeWorkstyle** – a recombinant helix of lifestyle and workstyle that is NeWork.
- . **Protirement** – proactive retirement
- . **Plerk** – combining play and work
- . **Priaction** – prioritising ‘involvement’ in such shared goal directed sustainable activity

It is this NeWork life/workstyle NeWokstyle this article seeks to respect and enhance through proposing the involvement of Labour Market Organisations in self-help projects, public education, provision of corporate opportunities and awareness, Government policy advocacy, integrity and leadership development, training and development, mentoring, NeWork experience, publication. And we believe that over the next decade this workstyle will be of great importance in the overall welfare of the Australian labour force.

.4 How can the Government help and for once, not hinder, all this?

In a NeWork world Government’s role changes more to one of a ‘social compact’ whereby the emphasis shifts from control to consensus. Here innovations such as minimum guaranteed income, restructuring of the taxation system, accountability for the provision of NeWork opportunities to all desirous of same.

.5 Where to NeWorkers and NeWork employers fit in?

Basically all our lives we have been brought up with the view that employees work for employers. Labour market autonomy and self-reliance is not generically encouraged. Indeed the vast majority of workers are employees. Employers on the other hand have been brought up with the view that workers essentially lose their democratic rights when they enter the workplace. Clearly NeWork challenges both these memes and substantial amounts of public education will be necessary to adjust.

.6 What next?

While NeWork gets out of the employment/unemployment box it remains within the market system. Eventually systems of offering all citizens the 2I's (Income and Involvement) that extend the 'social compact' to non market means of distribution and contribution. Certainly recognition that work currently provides one of the few moral consensus points in our society portends the amount of 'work' needed as socioeconotechnical changes render work obsolete for large segments of society. A new moral consensus is needed a consensus that derives not from us becoming prisoners in a bureaucracy but rather citizens in democracy.

4. THE FUTURE OF WORK IN A LOW JOB TOMORROW

This paper contends that the 'Jobs Desert' scenario is closest to the probable and explores the evidence in this section.

4.1 The jobs future as an automated crank

As far back as 1819 the famous economist David Ricardo wrote that the amount of employment in an economy was of no consequence, as long as rent and profits, out of which flowed its new investment were undiminished. 'Indeed?' replied Simonde de Sismondi a well-known Swiss critic of the times. 'Wealth is everything, men are absolutely nothing? What? In truth then, there is nothing more needed than that the king, remaining alone on the island, by constantly turning a crank, might produce, through automata, all the output of England'.³

4.2 From 98% employment in 1965 to 20% by 2035?

Many can remember the 1960's in Australia with its three job offers for each of us when we finished and 'left' high school. In those days there was minuscule unemployment (less than 2% for two decades from the late 50's) - the 'Secure 60's' I call them. Nowadays unemployment is between 6 - 10% and rising. If we include underemployment it might even be double. In the rural regions of Australia over the past decade unemployment rates of 15% with youth unemployment some three times have been all too common.

Even more severe prognoses are emerging from international projections. For example the International Metalworkers Federation in Geneva is forecasting that in around 30 yrs (ie. by 2025) as little as 2% of the worlds current labour force will be needed to produce all the goods necessary for total demand. Authors such as Rifkin, Dator, Lerner, Aronowitz and Di Fazio anticipate employment will fall to 20% or less by 2035-40. ## Rifkin has employment at less than 10% by 2050. While many would not go that far an increasingly exponential drop in employment levels over the next 20 years is likely.

In the decade from 1985-1995 the manufacturing sector of the US economy lost one million jobs and created only 250,000. Judy & D'Amico (1999:45). Further those created were in the white-collar occupations of the sector eg. management, professional support and marketing. One of the big losers was the Admin support occupation. By 2020 upwards of 3/4ers of the workforce is anticipated to be in the service sector. Further dis-intermediation through web shopping etc. is expected to reduce the market for SME's by 10% with onflow expected to labour/jobs of more than a 10% reduction.

This will be driven by complete automation of entire plants that will occur well within our children's generation. Labour is disappearing as even a significant (let alone key) factor of production. The 1999 United Nations University's State of the Future, supports Rifkin, and Dator et al, in their theses in its estimate that already around 1/3rd of the global workforce of some 3 billion people is either unemployed (150m) or underemployed (nearly 1billion people). Glenn & Gordon (1999).

4.3 Our children's' children's' jobless future

When one focuses this labour market prediction through the lens of intelligent machines, one has the situation where intelligent machines could well become the

proletariat of the future. This, rather than class war, may well prove to be the great unfinished business of capitalist society. Marx foresaw this as the last metamorphosis of labour when automatic system of machinery finally replaces human beings. Capital finally absorbs and cannibalises our children's' children's' labour, that which gave it birth. Indeed it has been estimated that each robot replaces four jobs in the overall economy and if in constant use twenty-four hours per day, will pay for itself in a year. Rifkin (1995:12-17, 131), Forrester (1999)

Can laid off workers regain good jobs? Butts (1997:111) maintains that they can't. He posits the following figures for the US economy:

- 1960-1980 – 80% regained good jobs
- 1980-85 – the percent had fallen to 50%
- 1990's – the percent had fallen to 25%

In general this suggests the figure of for four jobs destroyed one is created at a similar level.

What then for a pro-active labour market programs for our children's' children?

4.4 Wage Earning to Wage Yearning

Wage earning is disappearing and the availability of the panoply of temporary doles and allowances designed to replace it is expanding. Simultaneously means tests are being tightened a policy response that is fundamentally out of touch with the trends outlined in this report. The economy, especially thorough technology stocks, is generating its own system of stock valuation no longer speculation rather 'techulation'. Today falling labour costs contribute to the profits of big companies, one of whose favourite management tools are replacing workers with technology. When this happens their stock market values generally soar. Dator (2000), Forrester (1999).

Full employment is a thing of the past, yet our tax/welfare system still uses criteria that were current in the nineteenth century, or twenty or thirty years ago, when it still existed. So that the further one gets away from a full time job (which are shrinking in number any how) the more labour market assistance one gets.

The present situation raises a vital question for the future labour market policy, above all for young people and their future. Young people live in a society with its associated tax and welfare system, which still regards salaried employment as the only acceptable, honest and lawful way of life, yet many of them are deprived of the opportunity to achieve this. What is left is not wage earning but wage yearning. This is nothing short of a betrayal of their generation.

4.5 Vitally informal

The mid 90's in Australia there saw much informal or unpaid work done as formal or paid work eg. 3.4b hrs cp. 3.6b hrs respectively. Of the informal work about 3/4 (70%) was done by women and 3/4 of all informal work was done in the home with the rest being unpaid (read volunteer) work in the community. Of paid work 1/3 was part time. Further about 1/4 of full and part time was casual. Such a phenomenon may be called multiployment - assembling a full time equivalent job from several within the informal sector. To date the informal work has not been recognised in our national accounts. These trends suggest that jobs in future will increasingly rely on the informal economy.

The Informal Economy is broader in concept, and its future significance than purely multiployment and barter ie. the green market, it also includes 'virtual' economies, businesses and jobs as well as the black market of drugs, arms and crime. An additional emerging informality is in global trade, finance and telecommunications is the 'offshore' economy eg. tax havens that have been established yet exist largely beyond the states control. Further third world informal or 'subterranean' economies can enhance innovation. A somewhat unexpected positive is the contribution that informal economies can make towards adaptation in highly controlled or corrupt formal economies by facilitating lateral exchanges between economically disadvantaged groups. In all these the yearning seems to be to link again the social and the economic, consumption and production, so much a part of village life. # # # # #

4.6 Underemployment

Today all authors writing broadly about labour market futures even 10 years out all identify 'job shift' as a major issue. Further most but not all see a shift broadly in line, though not necessarily as severe, with that espoused in this report. Most however see 'job shift' as being between jobs rather than shifting out of, or never even into, employment altogether forever.

Neo-rationalist economists however see the reverse job shift trend ie. shift towards employment. They do this by adding skill and wage levels in a way that says given the labour market, by being wage competitive (accepting lower wages) and upskilling yourself (individual responsibility for collective failure) unemployment will disappear as the market clears itself. Even in this approach there is a grudging acknowledgment that that the 'natural' rate of unemployment has increased from 2% in the 60's to around 8% today.

Importantly this approach hardly ever raises the issue of underemployment. Underemployment is considered to be double the unemployment rate and youth unemployment generally three times the aggregate unemployment rate. That means an additional 15-16% giving between 1/4er and 1/3rd of the labour force severely marginalised - today. Once one allows the reality of the third world labour markets to be included one is hit by the stark reality and sheer magnitude of a collapsing 'jobs' portal of meaning. This is particularly intense for youth (for whom obtaining a job is a form of 'initiation' in a culture largely devoid of myths).

The UN estimates that 1/3rd of the worlds workforce or 1billion people yes one billion people is either unemployed 0.2b or underemployed 0.8b. Australian Treasury (1995), Glenn & Gordon (1999). Further present pressure on Public Policy can be seen from the perspective that the traditional source of public sector redistribution payments has been income tax from those in work in PAYE full time employment. Now these numbers are falling while the numbers of retirees claiming retirement pensions benefits is increasing. This catch 22 of Public Policy will come into much clearer focus by 2010. This collective silence by the expensive publicly funded labour market bureaucracies of today is nothing short of sabotaging our children's future.

Further when the intricacies of modern decision making are included along with, shortage of such human essentials as water, medical service, power, increasing crime and 'underclass' turbulence and so forth the jobs issue can be seen as part of a broader credibility crisis for governance and by default democracy itself. How can Government

respond to the challenge of jobs when housing, power, water and medical assistance ie. social and physical infrastructure on which to mount such a response is also deteriorating in many parts of the World?

4.7 A 'low job future' is not a 'no work future'!

Eg. Work for the Dole

– just reflect on the title of this major Australian social program.

As discussed elsewhere in this report by job is meant full time wages and conditions such as long service leave, superannuation, recreation leave, sick leave etc. – with a future ie. Career structure of possible reward for effort and accomplishments. What is meant by work is often part time casual with none of the awards and conditions.

What is included in unemployment or low job is:

- Unemployed – working being defined as one hour or more per week is stretching the definition somewhat.
- Underemployed ie. those working less hours or at more basic occupations than they are qualified for or, they wish to.
- Discouraged job seekers ie. those in the civilian labour force not actively seeking work.

Witness also the labour market crossovers (as discussed in the crossover section) and increase in self-employment over the past decade. So what happens is that authorities keep changing the benchmark ie. the statistical definition of work to constrain the unemployment rate and suit their policy ends.

In fact as we move into the post job era work for the dole or community service programs will proliferate for the key reasons explicated in this report. We could well have an extremely busy society hard at work with no jobs.

4.8 Labour market crossovers

Historical trends show that several fundamental crossovers in the Australian labour market are now more than a decade old. These are hugely significant, yet remain almost totally unrecognised in some policy circles. Taken together they represent labour market transitions not seen since the Second World War and form the still unrecognised background for the present turbulent job times of the late 90's and today.

These crossover employment trends include:

- **Male and female employment** - the male falling below the female trend and both falling below the growth in GDP ie. jobless growth from **Jan 1990**
- **Male and female unemployment** rate trends where the male now exceeded the female for the first time in **late 1991**
- **Part-time V's full time** - the part-time falling below the full time trend from **Jan 1990**
- For the first time since the war **small business contributed** more to employment growth than large business from **Sept 1991**

- **IT or quaternary labour market sector exceeded 50%** [up from 10% at federation] of the full time Aust labour force **1994** – almost an exact counterpoint to agriculture
- The **number of underemployed** people in Australia reached **1million** in **late 1992**
- The **proportion of unskilled jobs in the workforce fell below 1/3** [1/2 its 1960 figure] for the first time in **1991** and continues to fall towards 10% in 2010
- **The self employment rate rises** to around 1/4er of business employment **late 1992** [up from around 20% in 1990]

Source: Australian Treasury (1995).

In these crossovers lies a labour market earthquake at least of 10 on the Richter scale. The results of these statistical transitions are now being felt in the broader society yet are being addressed by social policy set in the secure 60's a generation and a half ago – well before any of these crossovers emerged.

5. SOME IMPLICATIONS OF A LOW JOB FUTURE

5.1 Conventional responses

What is not occurring at present is any concerted attempts in public policy to respond to this shift. The usual labour market response is 'training', upskilling, futureskills and so forth. These responses essentially reinscribe the conventional wisdom and its associated status quo bureaucracies, that espouse the mantra 'skills=jobs'. This paradigm quotes endless statistics to show people in jobs have 'skills' whereas people out of jobs don't.

So 'skills=jobs' QED.

For 'the' classic ANTA (Australian National Training Authority) type response see Framing Our Future <http://dino.tafe.sa.edu.au/institutes/para/ftf/> pushed out somewhat to <http://www.jobfutures.org.au/> . Never do these analyses discuss the movement in the aggregate number of full-time jobs (which is falling), seldom do they discuss the fundamental changes in the labour market ie. the crossovers discussed above including its casualisation, wholesale disappearance of blue collar young male jobs, jobless growth, increasing skill level required to get even a basic job, collapse of traditional youth labour market entry points such as the Public Sector, Banking, Retail etc. And so forth.

'Inadvertently' such a status quo paradigm is in part creating a public blindness towards an emerging 'underclass' of underemployed youth and middle-aged retrenched. Here chronic indicators of social turbulence resulting from a death in the 'job as meaning portal' for the youth, and more recently middle-aged retrenched, are emerging.

5.2 Demographic Impact on Pensions and Benefits

The UN Population Division warns that if developed countries do not lift their birth rates over the next generation there will be major consequences in the future. The study says that, at current birthrate levels, in order to maintain pensions and social services at the present rates, that:

- Employment levels will have to be maintained and
- The retirement age will need to be pushed back to between 70 and 75 years
- Developed countries will have to open their door to immigrants to support the aged and unemployed.

5.3 For the Job Network Skills Discourse

These labour market trends have, when pushed 15 or so years out, most disturbing implications for conventional systems of job placement eg Job Network and Vocational Education inc. Apprenticeships and Traineeships and thereby New Apprenticeship Centers. In short the very skills being taught for the very jobs existing now will be redundant. Technology is replacing the need for ALL forms of labour. Rifkin's 80-20 rule in two generations 100% of the world's work will be able to be done by 20% of the population leaving 80% unemployed. Rifkin (1995).

Virtualisation and Globalisation have removed the rationale for industrial model of mass education including its derivative vocational education. Thus the 'raison detre' of mass vocational education is being destroyed by the very technology that it birthed over the past 21/2 centuries. Already commercial airliners don't need a pilot, wars don't need soldier's only 'smart' 'genetic or conventional' bombs, Australia is planning for pilotless aircraft to replace the replacement of the F18 and vehicles are made for people without people making them or soon even being needed to drive them.

The skills discourse as it has become, is the 'doxa' ie. the received doctrine in Australia. It is essentially part of Globalism, which is in turn an example of neo-classical positivist economics. This approach sees diversity as an anathema and seeks to make component economies 'internationally competitive' by 'benchmarking' and 'removing restrictions to trade' and homogenising products and preferences. Almost all Local Governments somewhat naively locate all their economic development strategies firmly within this 'Globalism' discourse. This approach then requires 'structural adjustment' such as 'upskilling' of 'labour' and other markets to bring them into line with 'international standards'.

Intriguingly what has happened since the advent of the web is amply demonstrated in the social critique of this discourse through serious events such as the 1999 'Battle for Seattle'. Here a recent World Trade Organisation meeting was disrupted then prevented by a concerted attack from Non Government Organisations (NGO's) self co-ordinating through the web and mobile phones. This critique would never have surfaced without the web nor through conventional nation states.

Additionally the skills discourse locates the responsibility for being employed or not with the individual person. This is much easier for the declining Nation-State than taking national responsibility for providing 'broadacre' employment opportunities or alternatives thereto. Yet it is fatally flawed for three key reasons:

- 1) If the jobs aren't there it doesn't matter how many skills you have you wont get a job

- 2) Skills filter those who will miss out on a job because of 1) to the end of the Job Network line and
- 3) Labour Market trends are eliminating many vocations as we speak, and the ones being created are usually not covered by Vocational Qualifications for at least for 10 or so years.

Many of the sunrise areas eg. IT moves so quickly that they exist beyond the ability of the ponderous Vocational System to generate meaningful programs. In the early 90's it would take up to 10 years to declare a new vocation. Now new occupations emerge in the market place in less than 10 months.

5.4 For Local Government Authorities

Government public policy strategies will be seriously challenged especially those reliant on specific taxes eg. rates, for revenue. Already in Australia some country towns have welfare recipient levels of over 40%. Principal impacts will be in the areas of access, participation and revenue policy.

From an Australian perspective BCC is several times the size of the ACT, NT or Tasmania. BCC, can be seen as an example of an LMO, is a seriously large and diverse urban system, as indeed is SEQld. A conurbation of this scale will see all the implications outlined in this paper manifest to varying extents depending on socio-demographics, policy responsibility and strategic intent of the various levels of Government.

Still Governments keep to the line that 'accredited' skills get jobs – and guess who does the accrediting. This comes from the perspective that almost all long-term unemployed under 30's have low skill levels. As discussed earlier the obvious logical flaw to this argument, and one that government's should be held accountable for, is that **the reason for this relative sorting of jobs towards the skilled is that the aggregate number of traditional jobs in the labour market is falling.** And falling particularly at the low skilled male end ie. blue collar jobs. Consequently should a LMO such as NAC, Job Network Members etc., continue to value these key policy settings then lack of job opportunities and associated social instability will prove to be of key interest to its policyholders and makers over the forthcoming decade. Someone will have to break the truth to the populace LMO's are in a unique position to show the leadership to be able to do this slowly and practically over the next few years.

5.5 For organised labour

Organised labour has struggled for centuries to 'fight' employers for socially just work conditions. It has achieved much. Much has changed over the past 30 yrs with unemployment rising from 2% in the 70's to 10% in the 90's. Yet union membership continues to fall from over 40% a generation to just over half that today. Many pundits today are understandably distinguishing between 'organised labour' and 'unions'. To the point that today as organised labour fights to protect the rights of the ever decreasing workforce it in effect fights the unemployed while simultaneously declaring volunteer or informal work unacceptable. Judge (1996)

All in all organised labour seems unable to adjust to the new labour market and moreso has directed only scant attention to innovative ways of generating employment. By recognising the crossovers discussed above and acknowledging their implications could

provide a 'future secure cp. historically determinist' basis for increasing membership. This side of hell freezing over is not to be.

5.6 For right and left ideologies

To put matters somewhat basically the Right Wing approach to labour market issues seems to be to retreat to corporate headquarters, start promoting small business and resuscitate the family. While the Left Wing approach seems to be to commodify and alienate the skills of labour, build more bike paths and park the unemployed in temporary training jobs in subsidised positions.

Tragically for our youth **neither ideology engages the issue of the post market or post job economy** discussed in this paper. Even worse, neither in any way even attempts to engage seriously the issue of our childrens' 'futures'. Both are impoverished metaphors today that seem strangely more suited to the industrial age and in particular, the mid 1900's.

In today's capitalist society ones status is to a large extent determined by ones material possessions through what may be called conspicuous consumption. In this way we 'embody' ourselves in our society ie. the big house the big yacht etc. all represent our 'em-bodiness'. In this scenario then - how sits discarded labour? That is people who can't embody themselves in this manner. Is it in fighting the degenerative disease of 'no-bodiness' that we see our children's future? A sort of 'your as visible/important as your possessions' approach to social meaning.

5.7 Social implications of large scale long term underemployment

In Washington DC in the mid 90's, almost one half (42%) of the black male population between 18 and 25 was either in jail, on parole, awaiting trial, or being sought by the police. The leading cause of death among young black males throughout the United States is now murder. In this context the distinctions between war and crime are blurring.

Even the white-collar criminals are being described as vigilantes and we have seen the violent emergence of citizen's militia and internal urban bombings. Thus as unemployment is added to the increasing drug culture, what may be called a low-level internecine civil war, sometimes self-inflicted, is emerging in many Western nations.¹⁰ Certainly youth depression and even suicide are on the rise and regarded with increasing seriousness. In Australia for young males the youth suicide rate has increased 13 fold in the last 20 yrs to 40 per 100,000 and is four times the rate for young women and one of the highest of all Western nations. Gidley (1997). Appendix B outlines how New Zealand, through the Mayors Taskforce on Employment, is seeking to make hope possible for New Zealand's youth.

Rifkin goes so far as to argue that long term unemployment in effect produces a sort of psychic social numbness eventually leading to psychological death, which he argues, is often followed by actual death. He graphically describes the plight of the unemployed thus:

Their masculinity and strength sapped, they appear shameful, childlike, as if they deserve to be the invisible, reclusive people. Which they in fact, have become. Rifkin (1995:24)

Further he gives the example of a forty seven-year-old long serving manager of a small tool company - who says:

There are only two worlds, either you work every day in a normal nine-to-five job with a couple of week's vacation, or you're dead! There's no in between ... Working is breathing. It's something you don't think about: you just do it and it keeps you alive. When you stop you die. Rifkin (1995:195-6) [within a year of making these remarks Wilkinson killed himself with a shotgun]

With increasing polarisation in income distribution a secondary, or dual, economy is emerging along side the formal sector. For instance Korten argues that the bottom 2/3rds of the worlds population earns around 5% and the top 20% earns 82% of worlds income. The average of US CEO's salaries is now almost 200 times the level of their average factory worker. Butts (1997:118)

5.8 For Organisational Recruiting and Employee Expectations

These trends in employment project Corporations facing a very different workforce emerging over the next 5-10 years. This workforce will:

- Be split between a full-time core and casual periphery with
- Have core workers doing 60-hour weeks and be paid for it
- Expect very high levels of flexibility in the workplace from employers

Such that employees will:

- Value child care
- Seek to include share options
- Want to include salary sacrifice for vehicle etc,
- Consider part time (not casual) work as a serious option esp. 4 days per week
- Look to include home based work as a possibility.
- Anticipate inclusiveness and transparency also high on the expectation list
- Look for professional development as well as money in the bank

Further these employees:

- Will not be loyal in the traditional sense to you as their employer; they will be loyal to, and mobile for, their ever changing 'work portfolio'. This has a deeper dimension in that the majority of today's workers no longer expect the employer to be responsible for their career development.
- Want job security as much as ever, however they see themselves playing a bigger role than their parents do in achieving this
- Will view the old traditional [duty statement defined anchored in a hierarchical organisational chart] with some suspicion. These types jobs are gone, and in their place is a fluid, cross-trained task focused and results oriented team [enhancing individual's skills not multiskilled] which does things that no job description can encompass.
- Will challenge Corporations to 'obtain, maintain and retain' a viable core workforce for the corporation and its workers. This is 'THE' HRM question of the next decade.

Increasingly management is encountering workers who prefer to work a 4-day week. They have lives to lead apart from work and no longer share for instance my fathers view that 'weekends are time you have off from work'. So part time doesn't mean party time.

. 9 For Laid Off Workers

Can laid of workers regain good jobs? Butts (1997:111) maintains that they can't. He posits the following figures for the US economy:

- . 1960-1980 – 80% regained good jobs
- . 1980-85 – the percent had fallen to 50%
- . 1990's – the percent had fallen to 25%

In general this suggests the figure of for four jobs destroyed one is created at a similar level.

. 10 Product Semantics - Workplace as product

A recent trend in marketing is called product semantics. Product Semantics asks what will this product mean for the user? Not what will this product do for the user? Not what will the user do with this product? Products are now seen in terms of 'meaning'. Grantham (2000:165). It is about appealing to and being congruent with the cognitive models of your customers (ratepayers and workers) with the product you supply for them in this instance your workers and their workplace respectively.

Product semantics then is about designing into the product, in this case the workplace, signs, perceptions, motivation, aesthetic sensibility, design against organisational entropy and spatial connectivity. This will result in the employee co-constructing the workplace as shared reality between employer and employee and with other employees,

At base product, semantics sees products generating meaning through three key factors experiential social interactivity. Meaning thus generated manifests via.

- Different (generations of) people will have different cognitive models of the same product viz. the workplace
- Employees will seek to construct to build their own meaning-realities-semantics into their work environment
- The consequent generation of shared meaning for the product called 'workplace'

5.10 Impacts Overview

Eleven significant implications/impacts of this low job future have been identified in this paper. These are:

1. Significant labour market crossovers that have occurred and are unrecognised.
2. The impact of the lack of coherency in public policy response.
3. The impact on pensions and benefits.
4. The challenge that today's taught skills will be redundant.
5. The erosion of traditional "local revenue" from such a future.
6. The emerging 'irrelevance' of organised labour.
7. The lack of debate from either left or right as to how to act in a post job economy.
8. The social implications of long term underemployment

9. Expectations of employees is rapidly changing
10. Displaced workers find great difficulty in getting another job
11. A workplace as product view is an ideal platform for organisations to demonstrate internally a changed corporate understanding of the meaning of work.

6. TOWARDS A STRATEGIC RESPONSE AT THE LOCAL GOVERNANCE LEVEL

6.1 The option of Flexible Productive Regions

This report argues that regional groupings are vital to our children's' childrens' jobs. These groupings are already starting to transcend the Nation State. Hopefully emerging systems of regional governance will include trust and a much greater level of citizen participation in the context of 'governance regions'. ##### What all this means is that as we enter the new millennium what may be described as a global regional mosaic comprising **Flexible Productive Regions** is emerging.

FPR's are intermeshed with international commodity chains. They are today the dynamic core of modern capitalism. Scott (1996). FPR's may be seen as definite localised complexes of economic and social activity inscribed durably on the landscape. This may well be the pattern that co-operative and intentional communities have demonstrated for the past generation. Such FPR's enhance competitive (rather than comparative) advantage. Such enhancement has five main aspects:

- **Specialisation and complementarity** (such as FPR's in fashion, TV production, convention centres, festivals)
- **Skilled, mobile work oriented flexible workforce**
- **Producer network interaction** that generates cumulative learning/innovation
- Potential for pro-active local **employment development** (Active Labour Market Programs – see Appendix A – including job design category 10) as part of these initiatives
- **Governance** to facilitate these.

When placed in the context of **low cost mass transport for people and product, low cost communications and instant transnational capital flows** one can see how it is that the velocity of trade inc. the circulation of finance, communication and goods and services movements has increased post World War II. And all this is in the space of two generations. Further it is happening largely in the space between Nation State's economies.

Some positive outcomes of this process include enhanced regional autonomy and competitiveness with the ability to develop meaningful governance.

Some negative outcomes of this process include - rural/urban shift, unemployment (particularly among youth), crime, social dislocation, and polarisation of income and occupations.

Consequently Labour Market Organisations such as a NAC or JNM (Job Network Member) in seeking a role in addressing low job futures need to be cognisant of this likely future. A future of low job prospects located in an international marketscape

being continuously shaped and reshaped by international trade policy and technology. All this is within the historically unprecedented economic uncertainty of emerging Asian economic ascendancy (sic!) and against a demographic backdrop where the proportion of Caucasian population of the world declining from 50% 100 yrs ago to less than 10% in 50 yrs time.

It is a time when our great western icons of Coke and Macdonald's have left home and are doing more business outside America. Further the anchor concept of the Nation State, in its Western (and Asian) manifestations, is declining in economic potency and succumbing to what may be described as old age pathologies of long term unemployment, crime, environmental degradation and other social pathologies.

This paper has argued that much of this social dislocation is triggered by the increasing polarisation of wealth manifest for instance through the distribution of employment opportunities. In turn this is leading to fundamental unsustainabilities in the social, economic and natural environments. Korten (1995), Thurow (1996), Wells (1994).

Yet many local organisations, particularly governance oriented ones such as Local Governments, remind me of what HG Wells said of them over 60 yrs ago when commenting on Universities seeming inability to facilitate the emergence of improved social actions and welling such as through a Word Brain. Incidentally this has now fallen to the anarchist Web to birth. When he said it was as if they were '*hovering over a battlefield watching the setting sun*' unable or unwilling to intervene. Wells (1994).

6•2 Experience from active labour market programs

These are some recent developments in active labour market programs in Australia. These sorts of changes are I believe illustrative of those happening in Western democracies as they at last try to come to terms with our future:

- Swing to the right where the right is no longer afraid of bold socially responsible though sometimes unpopular initiatives ie. euthanasia, mandatory sentencing, safe injecting rooms, youth suicide intervention. This is not to be confused with racist policies of some right and left ideologues.
- By the late 90's funding to Regional Development Boards in Australian was withdrawn by the Federal Government as well as the disestablishment of the Active labour market programs (ALMP) area in the State and Federal Government Departments. Plus most State Governments moved to down scale their labour market activities, abandon any demand sided local employment initiatives for supply sided 'upskilling' schemes while relying on the existing labour market to apply employer subsidies.
- A recent Canadian ALMP journal *Making Waves* has a major focus section by Paul Born on how the incoming right wing Provincial (State) Government in Ontario reacted to reduction of Federal funding to Active labour market programs (ALMP) schemes. CCE (1995), Levine (1993). ALMP practitioners who were seeking to reduce or even shed the need for Government funding saw this as an opportunity. This opportunity would allow all involved to build an authentic Third Way (first Government, second Private). Further there are an increasing number of articles on the importance of local finance as a key to local autonomy eg. Bendigo Bank.

- Korten, argues that the world economy is out of control and goes so far as to quote, in the frontispiece, one of the World's leading alternative economists Herman Daly as saying that **'future generations are being betrayed by corporations, Governments and multilateral banks'**. Wildman (1996). He describes a nightmarish system of international finance and dependency that is out of control and generating increasing poverty, inequality, unemployment, economic dependence and environmental destruction. Amazingly his solutions chapter (*Agenda for Change* Ch 24) advocate the development of 'a local enterprise economy' and emphasises the importance of ALMP type initiatives including local finance, worker ownership, link between innovative labour unions and local government.
- **A LMO and Nework** If one accepts the labour market theses of this paper ie. multiployment, crossovers, e-commerce, telework, volunteerism, there emerges a genuine role for organisations such as a LMO to fulfil. This is, **as Nework Options Centres** would combine education, computer-internet access, E-Consortium access, e-commerce support and social interaction.

Once telenetworking-commuting is added the possibility of social isolation increases exponentially. Consequently a NeWork Options Centre can help provide this much needed problem solving, interaction, socialisation and support. It is envisaged three labour market groups will be strongly represented in such an initiative – males 25-29 (well qualified seeking to start an employment portfolio), males 45-55 (seeking to change careers) and females 40-50 (seeking to upskill and re-enter the workforce). Teleworkers will come from all categories.

- Recognition of the importance of thinking outside the box about social issues. Gottleib (1996), Walzer (1996)

At least much of the UN work recognises the issues of this balance. It is now part of a strategic response to the challenges emerging from and to the so-called 'global village'. Glann & Gordon(1999), MacLeod (1991), Wildman (1996), NAGLEI (1987). As capitalism reaches towards its own 'criticality' a mere decade after Communism reached its, responding to a low jobs future is more than just an 'nice dash of social justice' to the human needs for income and involvement. It is more than 'a soft way to acclimatise communities to internationalism and rationalise mass layoffs' and subsequent epidemic of youth suicide. Rather it emerges as a crucial strategy to help save an unsustainable and unaccountable global system nearing meltdown.

6.3 Innovative Labor Market Responses

Clearly with the 'jobs desert' scenario explored in this report coupled with predictions made by the likes of Rifkin and Dator et al employment levels will continue to fall and fall rapidly for our children and our grandchildren. In this scenario more flexible innovative Labour Market responses are needed.

Solutions such as Apprenticeships, wage subsidies etc. **are** part of the suite of responses however a forgotten and ignored in all this is the importance of FPR's incorporating ALMP's which incorporate the third sector or locally based job

initiatives. Such facilitative initiatives as ALMP's have been explored thoroughly but never implemented by the Federal Government [see the National Advisory Group on Local Employment Initiatives (NAGLEI) report of almost 15 years ago]. NAGLEI (1987), Wildman (1999).

Transforming the existing welfare system will take some years and the nexus with full time employment is in urgent need of review. Wildman (1997)

6.4 A future low-job regional economy - what can a Local Governance Organisation do?

Essentially the strategy identified in this Project for a LMO to consider is a macro development policy that incorporates:

- A LMO as a Flexible Productive Region with
 - Existing passive skills adaptation labour market programs eg. via TAFE and Private Providers, which are very well developed in Australia and don't need reinventing. Rather they need focussing on the local task at hand
- While moving into
- ALMPS as the major focus inc. category 10 Job Design into Urban settlements
 - A LMO walking its talk and reinventing itself as a jobs sensitive employer

This report argues that such a development policy will incorporate within the rubric of a FPR the following – globalist orientation, corporatist market facilitation approach, localist ALMP's achieved though digitalist connectivity. In practical policy terms this means a LMO could well consider:

- **Harmonising the LG's FPR processes that incorporate passive AND active LMP activities** and provide a common interface point between the locality and the Local Government (LG) as well as: relevant courses/workshops/speakers, drive to support continuous improvement, knowledge development and application, and with facilitation replacing regulation. Have a job counter on the web site that says how many jobs each LMP has produced (not only trained but also created). Wherever efficacious use State and Commonwealth monies for this.
- **Networking, not absorbing, existing localist solutions and initiatives already outside the box** eg. innovative labour intensive companies, group enterprise and cyber co-operatives. For example list them on a web based clearing house of such local active labour market solutions (see below).
- Providing on a user cost/commission basis labour market information and **regional statistical summaries**
- Offering to **act as a critical friend** to local ALMP projects developing **strategic plans** and action initiatives
- **Building into urban design the creation of jobs** – just like suburban developments nowadays have recreation areas, shopping malls even civic furniture, jobs can be built into the initial design. It is my estimate that well designed urban villages can generate 50% of required employment on site²⁸

- An SES type response when this collapse in the labour market for mature aged re-entrants is coupled with the increasing volatility in the world financial markets one can be forgiven for advocating a catastrophe plan for individuals and LMO's such as BCC. In this sense a **LMO** could consider, at least in outline form, developing a sort of **SES response to a large scale financial meltdown** and its manifest labour market impact in the LMO area.
- Recognising the **importance of finance** for these emerging enterprises and move to enhance the provision of ethical finance to bottom S-D ALMP initiatives
- Considering sponsoring a '**local/regional jobs ombudsman**' to have emergent powers to bend the rules and overcome hurdles to get jobs happening and help prevent them going
- Acknowledging the **emerging post-job economy** and explore its relevance to a LMO and youth in particular through the informal economy
- Creatively yet conservatively **advocating for localism** through bottom up locally responsive development forums, media etc. Such advocacy to include adult education learning circles of discussion of 'future of work' issues including 'outside the box' options, what is work etc.
- Helping local organisations **recognise that dependency on Governments and bureaucracies is seldom useful** to their intent and that the ALMP's can at least be useful in part in breaking this dependency. Therefore communities can resist initiatives that rely exclusively on Government funding
- **Innovating public policy** - start suggesting valid labour market programs such as 'Minimum Guaranteed Income' &/or its mirror 'Minimum Guaranteed (Ne)Work' proposals based on these types of issues to State and Commonwealth Government. This will mean the development of some truly **innovative third sector employment initiatives/policy** proposals aimed at enhancing local capability esp. using networking, local finance, superannuation fund contributions, web work, employee share ownership, informal economic development, alternatives to conventional full time work and ultimately to work itself.
- Recognising that a **futures orientation and governance are crucial considerations** in all the above.
- **Initiating pilots that are 'outside the box'** of the conventional job. This needs must remove the distinction of 'employed|unemployed'. Suggestions include: plerk – combining play and work; NeWork – combining workstyle and lifestyle in ways that balance for instance quality of life, family life, volunteer service, paid work and self employment; protirement – proactive retirement commencing at 50 with superannuation entitlements coming at 55.
- Distributing information on a LMO initiative through a **NeWork type web site**. Such a site could include:

- . Ongoing hosted bulletin board discussion
 - . Visiting speakers with the chapters of this report in PDF
 - . Index of activity
 - . Bartering
 - . Ways to respond for employers-employees etc.
 - . Useful links
- <http://www.dol.gov/dol/asp/public/futurework/report.htm> gives some indication of the potential use of this concept
- . Providing on-line concrete examples of actual nitty gritty projects eg. through a clearing house/newsletter and action governance projects
- The CIT capability of a LMO in terms of computing and library resources, distributed network with maximal public access can provide a unique opportunity to use some of this capability or expertise for the emergence of a FPR through the establishment of an **E-Commerce Incubator**.

Such a third generation ‘digital city’ telecottage would emerge through the combination of a LMO CIT capability and design and expertise**. Such an E-Com Incubator would in essence prepare the SME’s to engage in horizontal and vertical strategic alliances eg.

<http://www.mycomport.com/>
<http://www.goldcoast.mycomport.com/~digitalcit/>
<http://www.communities.co.nz>

Such an E-consortium could be proactive in assisting its member SME’s through: readiness assessment, CIT assessment and training, provision of safe exposure to new markets, partial test bedding – BB listing for new products, mix ‘n match re. alliances, mentoring and applied research. Such an E-consortium then provides the infrastructure to implement Levin’s business networking for regional development protocols. Korten (1995). Thus the E-Consortium can become a proactive component of a LMO as a Flexible Productive Region. In turn FPR’s of today may well become the cyber-nations of tomorrow.

6.5 How can this be done? - an emerging active role for Local Governance Organisations

As a start a strategic approach could link the LMO ie Brisbane City Council’s future and that of the region and embed this in a proactive role for the LG in the regions development – a revamped SEQROC as a working example of a networked FPR. Then through co-operation and ongoing liaison between industry, the locality and the LG in line with the above points a Localist orientation could be incorporated. An innovative idea here is for a two way interactive web page to be generated that allows rapid access between local businesses, local activists and LG researchers (anything but more committees). Indeed Walzer sees this as a key role for University and genuine Government extension services.#####

Further the LMO could walk its talk and apply the reconceptualised version of work internally in its own structures. For instance Butts (1997:126) recognises the importance of fourth wave governance for organisations and localities. These values

include a fundamental revaluation of the 'worth of work' from material gain to contributive identity.

Such identity includes: transparency, inclusiveness, access, personal growth and authenticity, collaborative values and customer-planet benefit LMO's such as BCC could well demonstrate this by walking the talk and seeking to establish this fourth wave Learning organisation type structure internally as well as externally in the Brisbane region.

In all instance in this paper where labour market initiatives are proposed their **delivery** is on the basis of the LMO undertaking feasibility and pilot activities in the short run and using the local development strategy of third party facilitation for long run implementation. In this way local innovation and capability can be enhanced with market presence and multiple sources of funding sought without any possibility of conflict of interest. The LMO can in some small but important way facilitates local understandings of Flexible Productive Region, NeWork, E-Com Incubator, Local Employment Initiatives and so forth.

For instance by getting the selected local organisation to read and respond to this report or even making this part of the application process. In this way the LMO can move to genuine facilitation of a local learning process with concrete positive outcomes as well as capability building.

CONCLUSION

Today socio-economic change initiatives such as FPR's , ALMP's and NeWork are indispensable parts of rebuilding local multiployment opportunities, as well as a legitimate response to the need for recovery from global economic dysfunction. As such this recovery includes recognising the role of the informal sector and local responses as a counterpoint to 'internationalisation'. Ultimately this means being able to act ethically, learn from our mistakes, and engage perspective's beyond the purely rational. Consequently this report has argued that the future of 'work' and 'those out of it', into this decade, without substantial change in policy settings, is indeed bleak.

There remains however, a great opportunity for a LMO to serve its immediate geographic locality in helping it reconstruct the meaning of work through public debate and 'lighthouse' projects to generate of sustainable jobs while introducing longer term alternatives to 'job consciousness' within its own ranks. Clearly conventional industry and infrastructure development strategies also play an important role in future work. This report however is targeted at Labour Market Futures rather than Capital or Infrastructure Futures. So that innovative formal and informal initiatives are seen as crucial to assist a LMO play a crucial role in helping a locality/region prepare to engage an uncertain low jobs future.

In short reconstructed initiatives such as NeWork, Active labour market programs (ALMP) and FPR's can provide practical things like increased community spirit and informal and sustainable jobs for young people. See Appendix A. Clearly the crisis in jobs in the West is one that has the potential for greater citizen engagement or greater bureaucratic enslavement. This paper strongly argues that we take the opportunity to

move beyond 'jobs' and to work collectively to a new moral consensus. My great fear is that without 'jobs' we lose one of the few points of moral cohesion left in our society. And lose jobs we must. This is the challenge for Government today.

Further this approach can offer a theoretical and practical challenge for Business, Government and Unions alike to lift their act and embrace **harmonised local diversity** rather than forsaking all in the interests of **homogenised international conformity**. Even if this sort of approach impacts directly only 10-20% of the local economy it will by multiple effect at least double that figure and thereby can earn its place as part of a strategy combining conventional and innovative approaches

Consequently this report has sought to argue strongly for **the LMO's involvement in developing futures oriented FPR's incorporating ALMP's**. It has proposed several innovative pilot projects that can seed 'future work' ideas. For instance by incorporating employment considerations into:

- Informal job networks inc. a web based clearinghouse
- Recognition of the importance of Portfolio work such as Nework to the over 45's and under 30's
- Community based local informal study circles to enhance bottom up intelligence and identification of basic economic processes and opportunities
- Urban design and
- Networking via. the web as in Digital City
- Local small scale venture finance
- Strategic planning assistance and futures thoughtpieces in suitably digestible ward mail out formats
- Viewing its own workplaces as testbeds for futurework or NeWork

In turn the locality via. selected pilot wards (say 3) can be involved in joint Flexible Productive Regions' pilot initiatives and the in the provision of these employment opportunities. In these ways a LMO can help generate meaningful 'new work' for a positive future in an uncertain world - so important to our international competitiveness today and yet unborn children's tomorrow.

So our motto can become

Hi Ho! Hi Ho! Its off (to new) work we go?

* Dator and Rifkin are but to name two. I explored some of the issues in this paper in Wildman (1998) on the post-job economy. Most of today's labour market programs have been abolished (eg. Self-Employment Venture Scheme, Local Employment Development Scheme, Enterprise Centres, Local Employment Initiatives, Innovative Employment and Training Scheme, Youth Employment Initiatives. Most of these were spawned by the National Advisory Group into Local Employment Initiatives (NAGLEI). Glenn & Gordon (1999), Wildman (1999). NAGLEI represented part of a locally oriented active labour market facilitation strategy adopted by many parts of the Australian Public Sector in the late 80's and early 90's. By the early 90's these sorts of ALMP's were worth some \$40m Australia wide as the States took up the field deserted by the Commonwealth in the late 80's.

By the mid 90's, however they had all but disappeared into the behemoth that is Corporatas Australia using the Bureaucratic Control Method having all succumbed to the totalisation of the skills discourse from both left and right ideologies. They do, however, still exist conceptually and can be effective as part of a comprehensive labour market strategy Once again various inquiries into youth suicide; homeless children, deaths in custody etc. are reinventing the wheel while reasserting the importance of such third sector initiatives.

** Digital City is the name of the project, masterminded by Neil Beattie and the first beta CD, 8-3-00, is based on the Gold Coast to Beenleigh corridor, is to provide the virtual geography of the various e-commerce lanes described above.

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About the Author

Paul Wildman is a Fellow in Futures Studies at the International Management Centre - Pacific Region. His research interests include Work Futures, Futures Studies, Local Economic Development, Public and Organisational Policy and Men's Issues. Overseas experience includes India, Tonga and Malaysia. Previously Paul worked as Deputy Commissioner for Training and Director Labour Market Directorate TAFE Qld (1988-94) and was responsible for an area with some 40 apprenticeship consultants and 60 youth employment consultants in 20 centres around Queensland.

During this time he took part in several national inquiries as the Queensland representative. These inquiries included youth employment, Group Apprenticeship Schemes, and the National Advisory Group into Local Employment Initiatives. He has lectured in social sciences esp. in the work and organisational studies area and in Futures Studies through a World Wide Web course he helped develop. Presently he is involved in the implementation and operation of a New Apprenticeship Centre for South East Queensland as well as writing and undertaking commissioned projects such as this one. He has published over 60 articles, books, audio's and videos on the above areas and co-ordinates the South Pacific node of the Millennium project of the United Nations University. pwildmam@optushome.com.au

Appendix A Labour Market Categories – an Australian Taxonomy – separate file in landscape

Please place here

Appendix B: Making Hope Possible – Some Second Thoughts on Labour Market Programs*

Our communities have been experiencing dramatic changes to employment over the past twenty years — fundamental changes to where and how people earn a living. The last time we experienced such a deep change to employment was probably three and then ten generations ago in the Great Depression and at the beginning of the Industrial Revolution. Some of these changes over the past generation years have been swift — like the impact of new technology in ushering in an economy based on information and knowledge, and the impact of economic globalisation on local jobs. Other changes have been slow — like the shifts in the nature of work in our culture, and in our personal lives.

It seems to a cynic that Labour Market Programs today mean a range of political, bureaucratic and public relations campaigns directed at our growing underclass. Yet the political response of the late 1990s could be summed up as ‘accentuate the positive’, ‘apply the old paradigm more stridently’ and ‘weed out the system abusers ie. the dole bludgers’. Consequently, we have entered "the future" with the same old baggage.

A 2000 briefing paper from New Zealand’s Department of Work and Income makes the astute observation that: "These **income disparities** [increasing employment and income gaps in the New Zealand labour market] have been well documented and in large measure have **been resistant to current labour market interventions**". Hutchinson (2000:4). Further in New Zealand young people’s income has decreased by nearly 45% in the last decade and already over 50% of youth live in low-income households. This is more than underclass emergence it represents the first undeniable signs of a crumbling of our post World War II labour market paradigm.

In short the labour market and its political manipulation has failed us as a society and in particular our youth and thereby our future. That is **the labour market now has to be considered another case of ‘market failure’** and with the emergence of the underclass also a failure in policy responses. It has failed in its central task of generating jobs and then matching people to them. This then starts to throw light on some of the reasons why these labour market challenges have been "resistant to interventions" is because the interventions haven’t addressed — or worse have been in denial about — the deeper and systemic layers of our problems.

I (VH*) am no longer satisfied with an objective of getting unemployment down to a level of 5 or 6 percent. Today our goals have to be culturally deeper. We must stop waste – the waste of New Zealand and Australian youth that is. To do this we will have to come to terms with the labour market impacts of the 2 century old ‘automated crank’. NZ Treasury has been using economic forecasting models that include what they describe as the ‘natural rate of unemployment’.

The Treasury models throughout the 1990s were setting the NRU at between 6-10%, and managing the economy with this built-in expectation. For me this bespeaks an extraordinary contradiction at the heart of government policy, where initiatives such as ‘work for the dole’ and punitive ‘eligibility tightening strategies’ suggest it is the fault of the unemployed that they are out of work. However, if the economy were to

somehow grow enough to absorb the unemployed, the Reserve Bank, wanting to avoid any outbreak of inflation, would immediately raise interest rates to slow the economy down, and unemployment would rise again. Under this policy, New Zealand and Australia is condemned to having a large, permanent pool of unemployed people.

Well we may ask - Where are the new jobs going to come from?

Of course there are going to be many new business opportunities, and hopefully these will be in the service (personal services, finance, hospitality and tourism) and IT areas, certainly informal part-time and third sector jobs will also play important roles. Yet new business opportunities will not be the only drivers of future employment. The jobs of the future will also come from us valuing different things. They will come from the acts of community and cultural leadership that have the capacity to make choices for a common good. These jobs will come not only from acts of economics or business development, as we traditionally know it ... these jobs and their distribution will also come from acts of governance.

When we choose to value different things ... then business in your local economy follows. The great paradox is this: at a time of high unemployment, we are surrounded by countless examples of good work that needs to be done. But it is work that needs to be valued ... even though they may not fit neatly into existing definitions of work and employment. A further paradox is that the skills to do these jobs are not dependent on high technology ... they require the caring, high-touch, earthy and practical skills that are already held in abundance by unemployed Australians.

The missing element here is what could be described as the social entrepreneurs. These are the people who can make hope possible in the face of stuckness, uncertainty and despair. The social entrepreneur looks at our need to value different things and can also figure out how we pay for it. These people work out how new ways of doing things can become both politically saleable, and also economically pragmatic.

Today we are surrounded by *insurmountable opportunities* and these require our choices to value things differently and put these into action. It is to localism as partners in creating jobs where they are needed, for whom they are needed and when they are required.

Local economies become more resilient if they have **leadership**, infrastructure, intelligence, capability and options. Leadership and governance are vital in maintaining a commitment to our deeper cultural goals ... affirming the importance of livelihood for and to our children's children. Lets make hope possible for them.

* This Appendix has been developed from the general references of this paper and specifically from *Making Hope Possible - some thoughts on the Mayors Taskforce for Jobs* - a keynote speech given by **Vivian Hutchinson (VH)** in Christchurch 5-6 April 2000 to launch the Mayors Taskforce for Jobs. This keynote address is also available on the internet at <http://www.jobsletter.org.nz/vivian/mtfj2000.htm>, or can be downloaded in pdf format at <http://www.jobsletter.org.nz/pdf/mtfj2000.pdf>

‘Our communities are based on livelihood. Livelihood underpins our ability to create whole and healthy communities. This is why ensuring jobs in your communities is a cornerstone of your leadership and governance roles as Mayors. The most important legacy you can leave your communities is a greater resilience of livelihood amidst these rapidly changing times ...’

Vivian Hutchinson 6-2000

Appendix C Theoretical Constructs

As these projects have progressed the theoretical section has moved more and more to the background (now as an abbreviated appendix). This is so as not to make the main arguments too obscure and to allow the text to flow as best I can. Please note there are always rigorous theoretical considerations behind these projects.

The theoretical constructs underlying this project are three fold:

. **Emerging Issue Analysis*** – emerging issue – Jobless Growth (see section on Labour Market Crossovers in trends section). Jobless Growth statistically is now a decade old. In this regard it is on the cusp of moving from an EI to a Trend. As such Trends are much more within the political purview of a LMO ie. up to 10 years out.

The emerging issue is used as a ‘futures theme’ and fed into a Deep Futures approach derived from **Critical Futures Studies** called themeing or strategic questioning. In this instance the theme is a carefully developed long-term strategic question with built in vertical, horizontal and lateral i.e. outside the box, components. This interrogation process is designed to build social foresight in the researcher and reader, thereby moving us towards what Slaughter** calls ‘a wise culture’. In this report the themeing question becomes ‘*critically engaging the emerging issue of jobless growth in order to explore lateral and near future implications of such low job futures for people in SEQld in order for LMO’s such as BCC to respond proactively*’.

Themeing then is critical in developing a **social foresight** capacity so crucial in a wise culture. In this sense critical futures studies can provide a LMO with a ‘critical purchase’ on our city’s historical trajectory in a way that opens-out social foresight possibilities for present day understanding, empowerment, intervention and action. In this manner a LMO can become an **institution of social foresight**. There are precious few IOSF’s if any in Australia.

This report argues that considerations of low job futures needs to include and develop such a foresight capability that can receive messages today from those living in a future 25years out. This report, and those before it, maintain we need to envision a world of 2025 (evident even in 2010) in a way that can start to listen to their voices as our forecestors in our present conversations. Social inclusiveness therefore includes our children’s children i.e. our jobless forecestors.

Further Deep Futures Theory is used in small part to provide a depth perception on the topic of low job futures. DFT does this through taking 3D approach to the topic viz. horizontal (4 scenarios) and vertical (2 paradigms) perspective. This approach is not developed to any detail in the paper as it is embedded in the three additional scenarios only tangentially developed. It is however implicit, and if developed at a later stage, can allow the scenarios to be elucidated and visualised from different perspectives. Much like rotating a 3D graphic on ones computer screen. More importantly DFT allows the intentional ie. the human intent and inner world to enter the discourse – and thereby seeks to address Wilber’s critique of system theory. In this way the paradigms bring in this inner world to the outer world of the scenarios.

. **Labour Market Theory***** The concept of the wage rate that clears the market by falls in wages/price. Traditionally labour market programs have been passive

whereby labour fills the need lead (or lags) created by capital by adjusting wages or nowadays skills also. The taxonomy outlined in Appendix A provides the basis for a theoretical distinction between **Active and Passive Labour Market Programs** which provide a more proactive role for labour than only passively being drawn towards a market clearing wage rate which is directly proportional to supply and demand and skill level.

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