

Discussion question

- What would it be like to return to your last job?
 - What experiences and knowledge would be useful?
 - What excites you about the idea?
 - What scares you?





The Changing World of Work

Doing the job

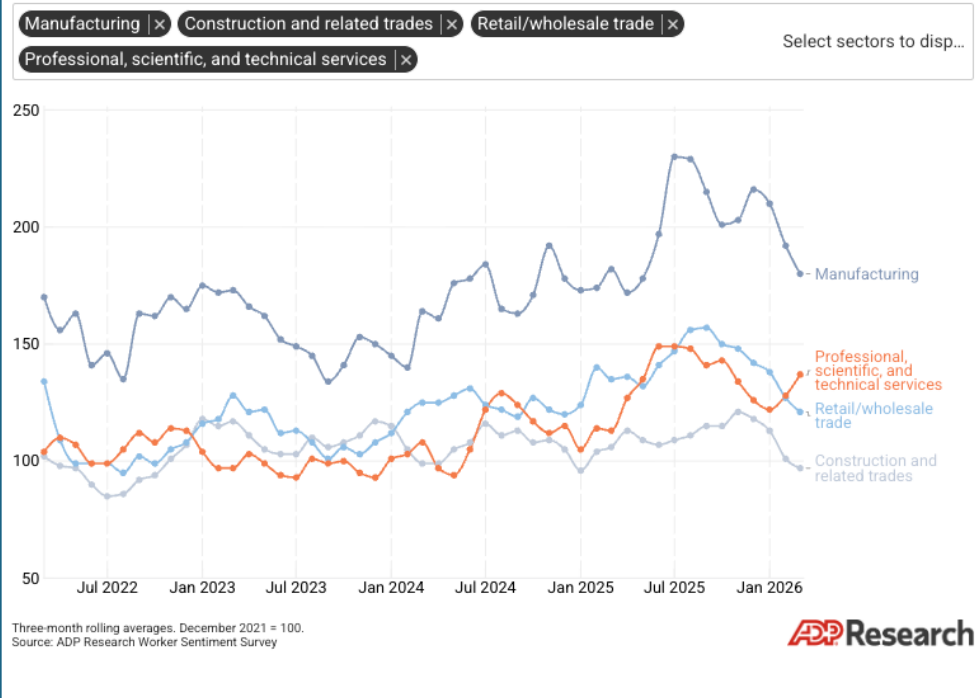


Class Schedule

Date	Topic
3/23	Introduction Finding a Job
3/30	Doing the Job
No class meeting on 4/6	
4/13	Keeping the Job
4/20	Losing the Job
4/27	Looking Ahead



Employee Motivation and Commitment Index, by sector

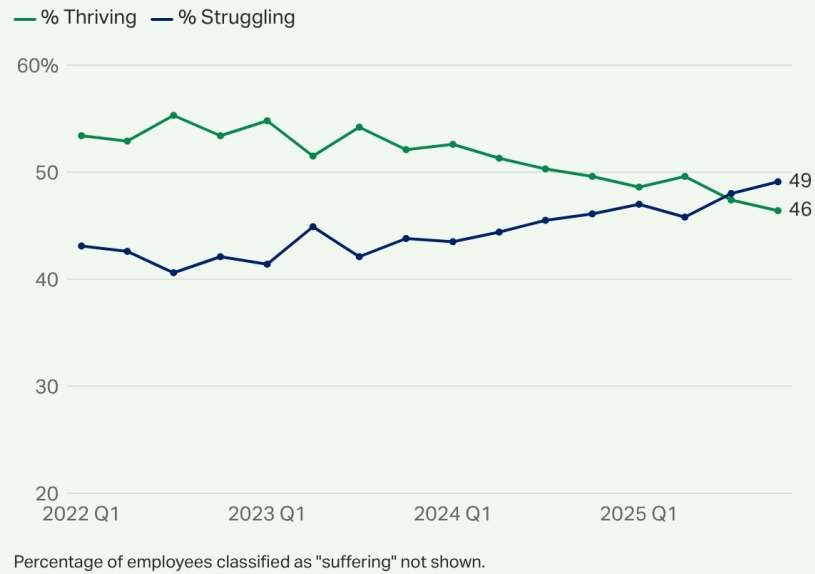


What's it like out there?



U.S. Worker Life Thriving Rate, 2022-2025

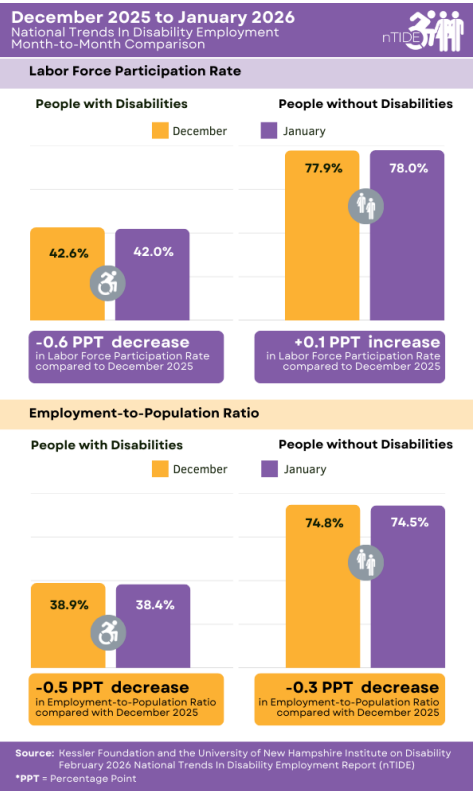
Employees classified based on Gallup's Life Evaluation Index



GALLUP

U.S. Worker Thriving Declines as Job Market Pessimism Grows





Employment of People with Disabilities Declines but Remains Near All-Time High





Welcome to the Office. Now Take Off Your Shoes.



Child care costs in the U.S. are higher for younger children and in counties with larger populations

Estimated median annual cost of child care for one child in a center-based program in 2018, by county size and child's age (expressed in 2022 dollars)

	Infant	Toddler	Preschool	School-age
Small counties (1-99,999 people)	\$8,310	\$7,529	\$6,949	\$5,890
Medium (100K-499,999)	11,354	9,852	9,356	7,498
Large (500K-999,999)	14,947	12,452	11,224	9,325
Very large (1M+)	17,171	13,500	12,307	10,245

Note: Infants are children under 2 years old; toddlers are ages 24-35 months; preschoolers are ages 36-60 months; and school-age children are 5-12 years old. Center-based child care programs are nonresidential and oversee a larger number of children than do home-based programs.

Source: National Database of Childcare Prices 2018, Women's Bureau, U.S. Department of Labor and American Community Survey 2014-2018, U.S. Census Bureau.

PEW RESEARCH CENTER

Child Care (Worcester County population 862,000)



Illinois	\$12,470	37%	11%	\$9,943	27%	8%	15%
Indiana	\$7,884	26%	8%	\$7,884	26%	8%	9%
Iowa	\$10,437	33%	10%	\$6,823	21%	6%	14%
Kansas	\$8,074	26%	8%	\$5,706	18%	6%	12%
Kentucky	\$7,162	27%	8%	\$6,362	24%	7%	12%
Louisiana	\$7,000	25%	7%	\$5,150	17%	5%	10%
Maine	\$10,923	32%	10%	\$9,798	28%	8%	15%
Maryland	\$11,090	25%	8%	\$9,551	22%	7%	12%
Massachusetts	\$19,961	53%	13%	\$13,344	35%	9%	12%
Michigan	\$11,309	37%	11%	\$7,496	25%	7%	14%
Minnesota	\$14,607	38%	12%	\$9,081	23%	7%	11%
Mississippi	\$4,202	10%	5%	\$4,020	17%	5%	12%
Missouri	\$8,962	28%	9%	\$6,785	22%	7%	10%
Montana	\$8,680	29%	9%	\$7,093	24%	7%	12%
Nebraska	\$10,422	31%	10%	\$7,505	22%	7%	6%
Nevada	\$13,877	38%	15%	\$10,511	29%	11%	13%
New Hampshire	\$12,496	31%	9%	\$9,940	25%	8%	14%
New Jersey	\$12,694	34%	9%	\$9,796	26%	7%	12%
New Mexico	\$9,156	33%	11%	\$10,284	37%	12%	12%
New York	\$16,551	48%	14%	\$11,778	34%	10%	13%

“In Massachusetts, about 25 to 30 percent of full-time working parents can afford child care prices on the market without any financial assistance.”





The idea is straightforward enough — rather than giving engineers only salary, equity, and bonuses, companies would also hand them a budget of AI tokens, the computational units that power tools like Claude, ChatGPT, and Gemini.

Neologism of the day: *Tokenmaxxing*

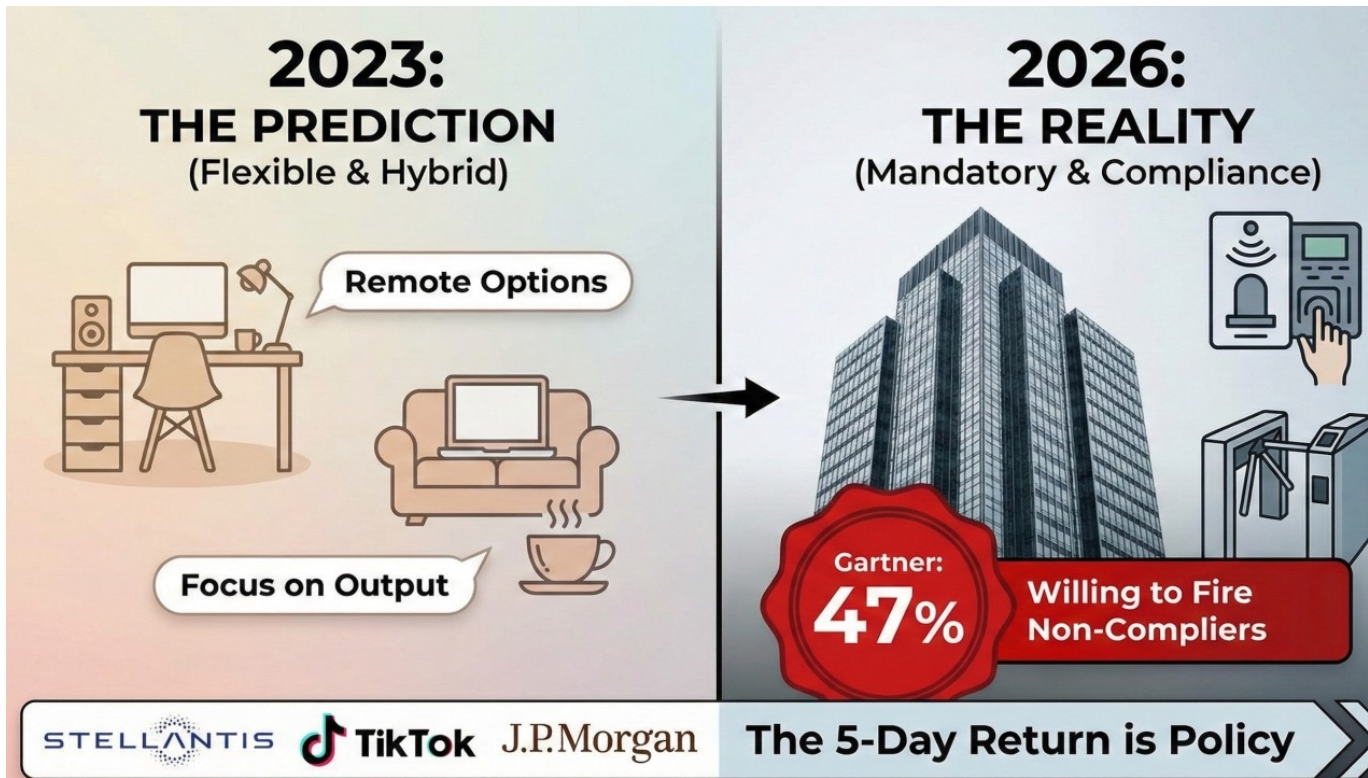


The 337 tokens

Four score and seven years ago our fathers brought forth on this continent, a new nation, conceived in Liberty, and dedicated to the proposition that all men are created equal. Now we are engaged in a great civil war, testing whether that nation, or any nation so conceived and so dedicated, can long endure. We are met on a great battle-field of that war. We have come to dedicate a portion of that field, as a final resting place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this. But, in a larger sense, we can not dedicate -- we can not consecrate -- we can not hallow -- this ground. The brave men, living and dead, who struggled here, have consecrated it, far above our poor power to add or detract. The world will little note, nor long remember what we say here, but it can never forget what they did here. It is for us the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us -- that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion -- that we here highly resolve that these dead shall not have died in vain -- that this nation, under God, shall have a new birth of freedom -- and that government of the people, by the people, for the people, shall not perish from the earth.

A brief diversion about tokens (272 words = 337 tokens)





Remote work is officially dead ... except for 'very special' talent



Starbucks's New Boss Gets an Unusual Perk: Remote Work

Brian Niccol can stay in his Southern California home and commute via a corporate jet to Seattle

By *Chip Cutter* [Follow](#)

Aug. 19, 2024 5:00 am ET



301



Gift unlocked article



Listen (6 min)



The Starbucks C.E.O.'s New Commute: 1,000 Miles on a Corporate Jet





WaQar MuGhal
@itswaqarmughal



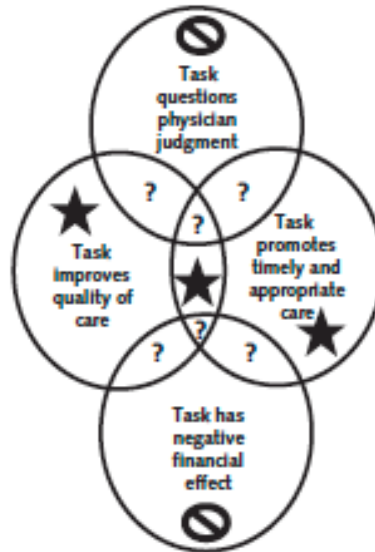
Zoom tells employees to return to office for work



Zoom announced that employees living within 50 miles of a Zoom office must work there at least two days a week.



- ★ Task is worthwhile.
- ? Task requires careful consideration of alternatives.
- ⊘ Task should be eliminated.



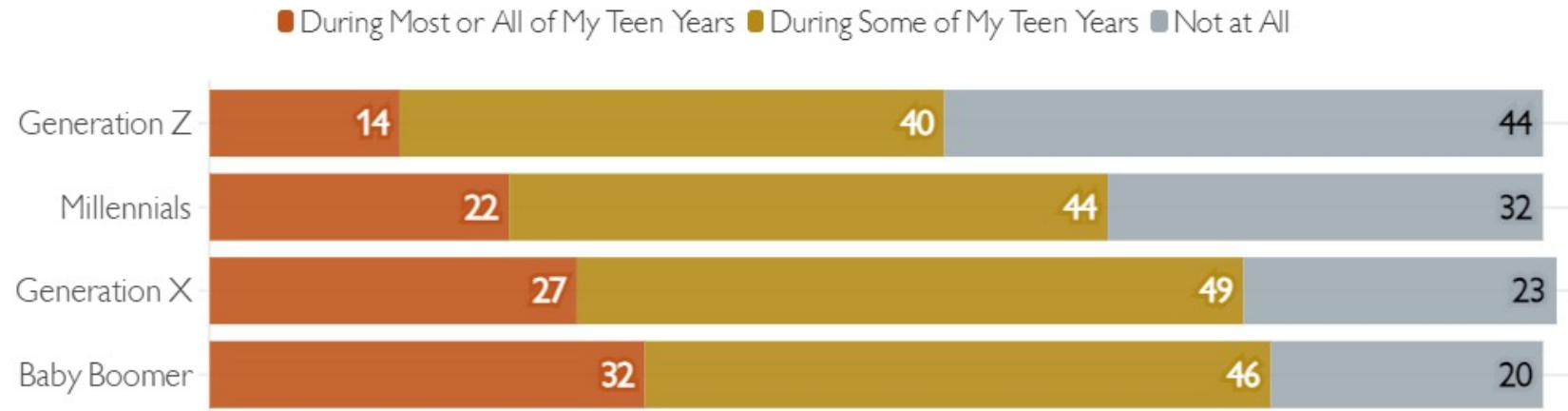
Each circle indicates a characteristic of an administrative task.

Administrative work takes up bulk of week for clinicians, medical office staff



Gen Z Men are Dating Less During Their Teen Years

Percentage of American men who say they had a girlfriend or boyfriend . . .

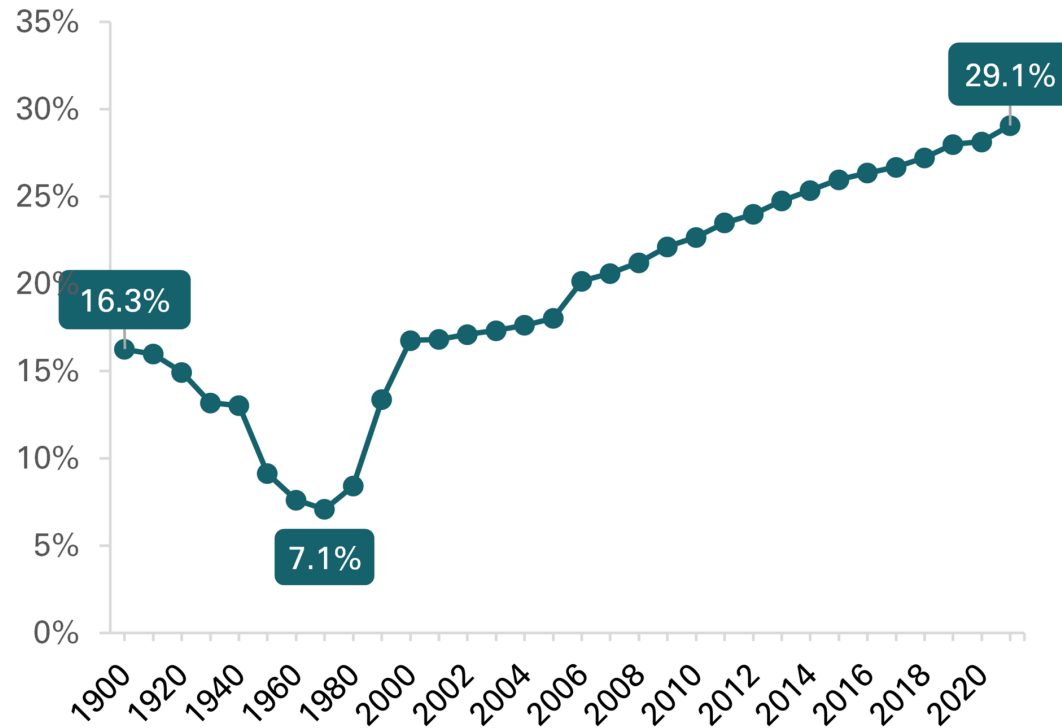


Note: Survey of US adults [N= 5,459].
Source: Survey Center on American Life, 2023.



Gen Z is dating less. The result is one of the most unprepared workforces





Never-married adults in US workforce



More never-married people are in the US workforce

About 51 million of the 268 million Americans who are over 15 had never married in 2025, up from 32 million in 2000, when 212 million Americans were in that age group.

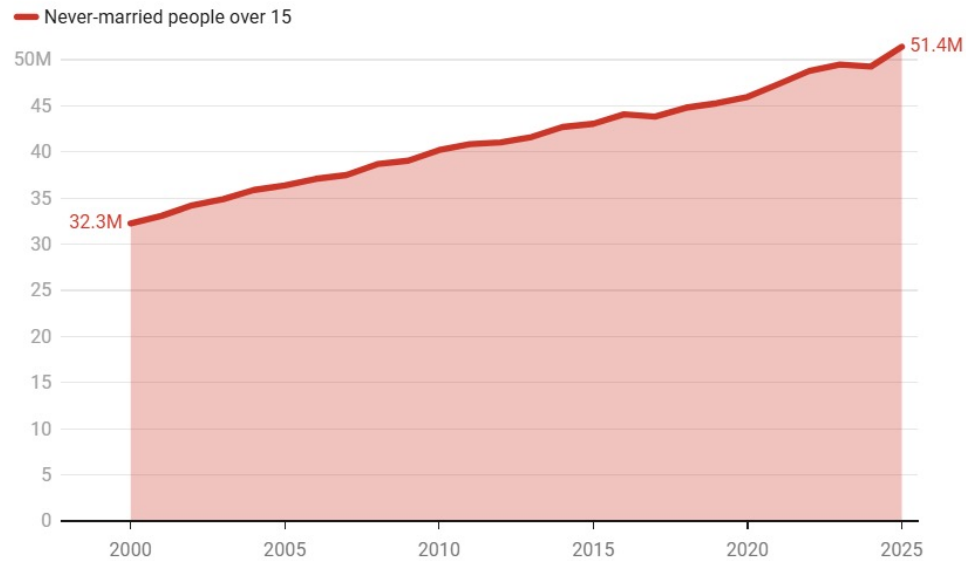
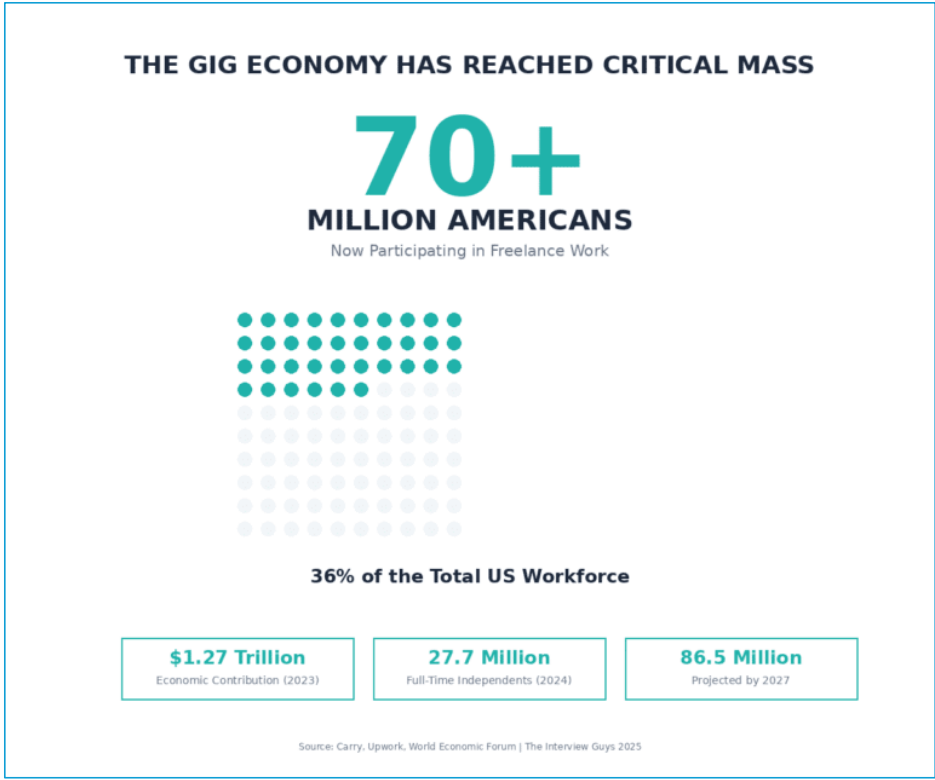


Chart: The Conversation, CC-BY-ND • Source: U.S. Census Bureau • [Get the data](#) • [Embed](#) • [Download image](#) • Created with [Datawrapper](#)

You're going to hate me for this word

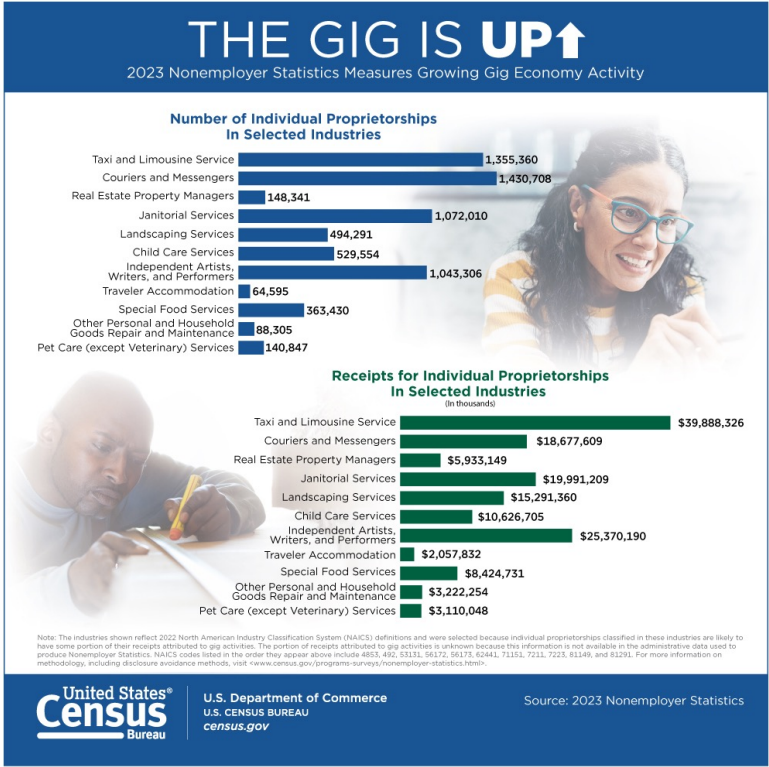
Amatonormativity





The State of the Gig Economy in 2025





Nonemployer Businesses are Key Contributors to Gig Activities and Economic Growth Nationally (2023)

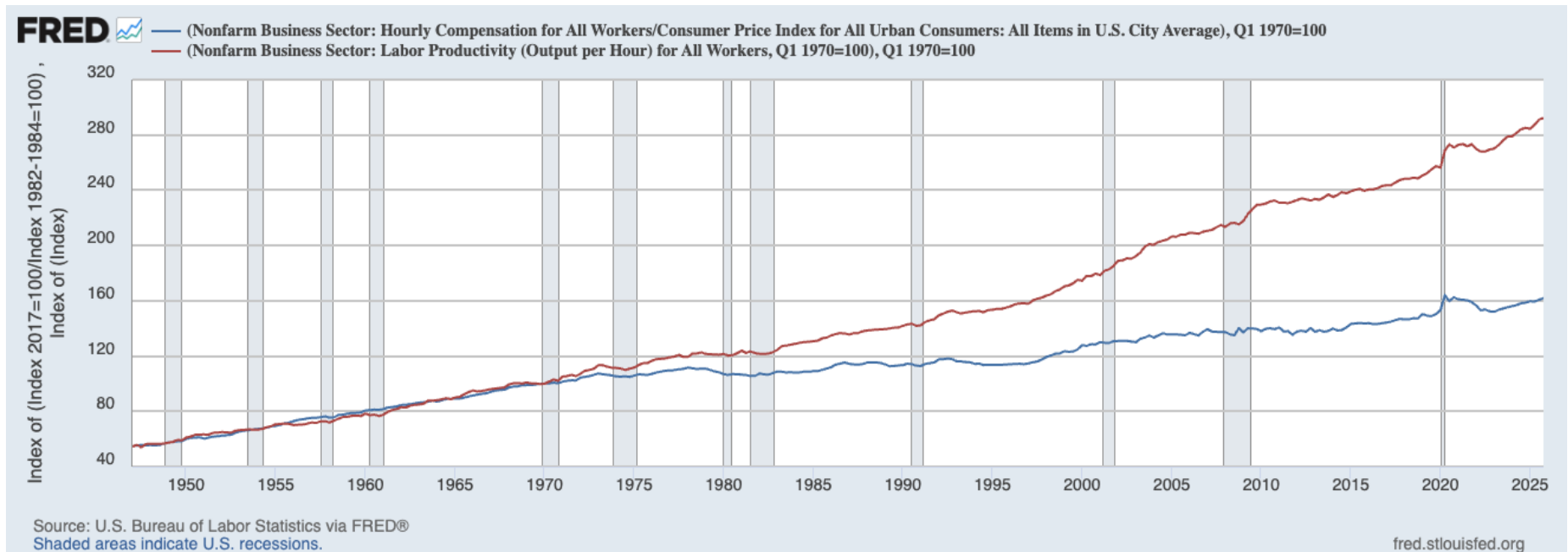


Me after having a talk with myself about how unproductive I've been today



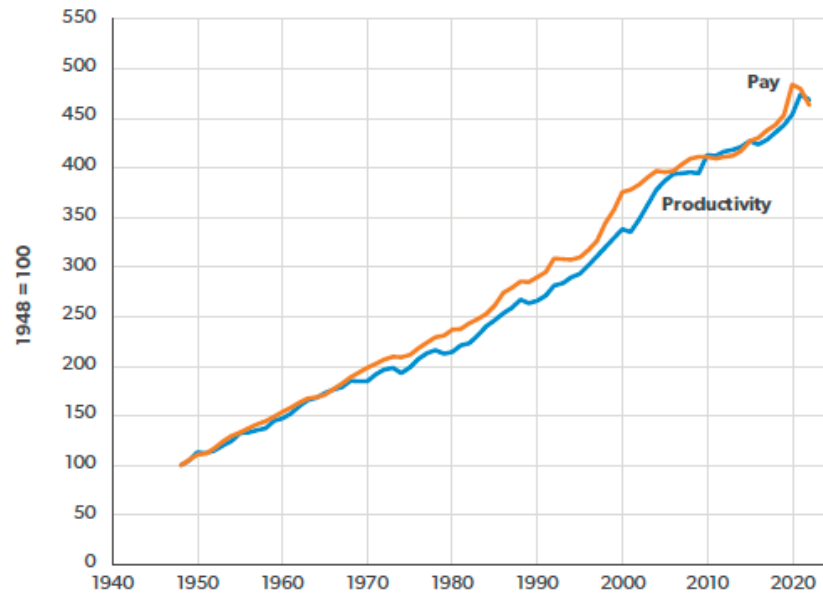
Productivity





Productivity vs. Wages (Federal Reserve, St. Louis)





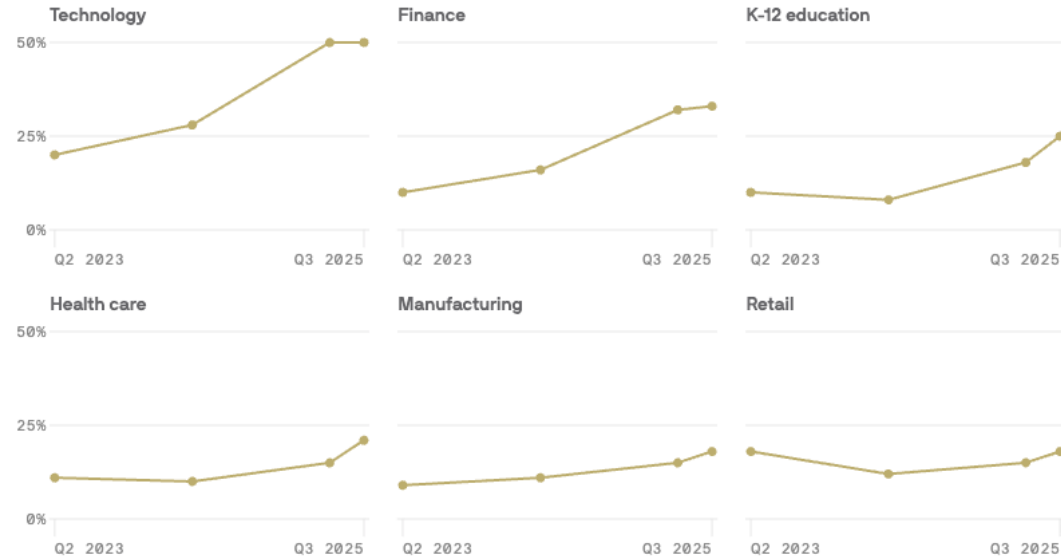
Source: US Bureau of Economic Analysis, "Table 1.14. Gross Value Added of Domestic Corporate Business in Current Dollars and Gross Value Added of Nonfinancial Domestic Corporate Business in Current and Chained Dollars," March 28, 2024, <https://apps.bea.gov/iTable/?reqid=19&step=2&isuri=1&categories=survey>; and US Bureau of Labor Statistics, "Major Sectors: Nonfarm Business, Business, Nonfinancial Corporate, and Manufacturing," March 7, 2024, <https://www.bls.gov/productivity/tables/home.htm>. See note 26 for details.

Understanding Trends in Worker Pay over the Past 50 Years



Share of U.S. employees who say they use AI at least a few times per week, by industry

Surveys of approximately 20,000 full- and part-time adults, conducted Q2 of each year, 2023 to 2025; Most recently conducted with 23,068 respondents in Q3 2025



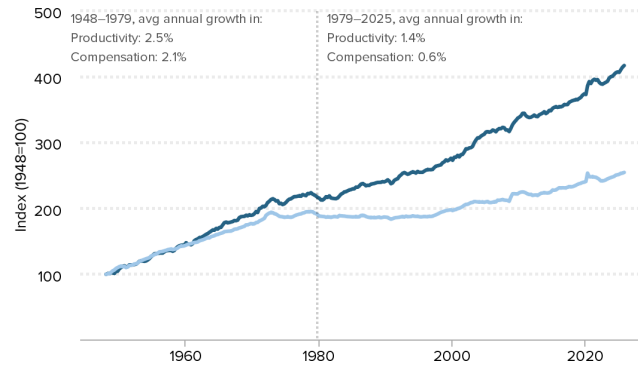
Data: Gallup; Chart: Jacquie Schrag/Axios Visuals

The jobs where people are using AI the most



The gap between productivity and a typical worker's compensation has increased dramatically since 1979

Productivity growth and hourly compensation growth, 1948–2025



Economic Policy Institute

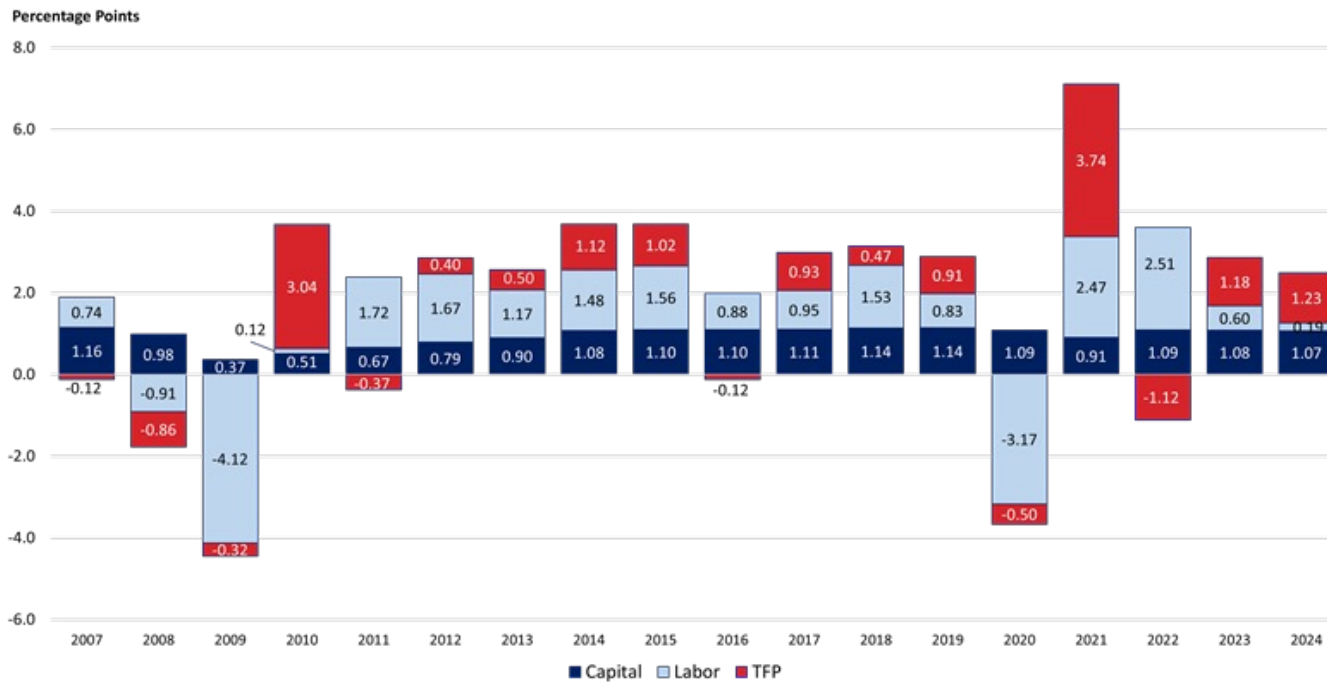
Notes: Data are for compensation (wages and benefits) of production/nonsupervisory workers in the private sector and net productivity of the total economy. "Net productivity" is the growth of output of goods and services less depreciation per hour worked.

Source: EPI analysis of unpublished Total Economy Productivity data from Bureau of Labor Statistics (BLS) Labor Productivity and Costs program, wage data from the BLS Current Employment Statistics, BLS Employment Cost Trends, BLS Consumer Price Index, and Bureau of Economic Analysis National Income and Product Accounts.

The Productivity–Pay Gap

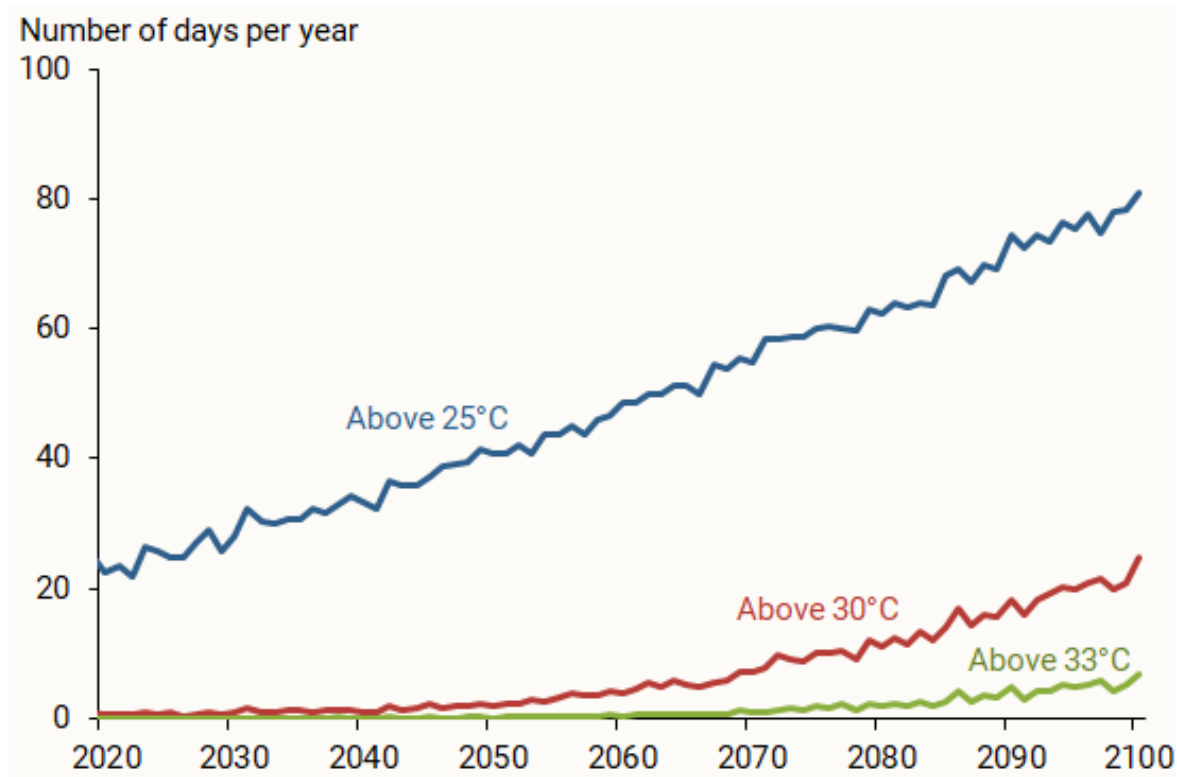


Chart 1: Contributions to Output Growth in Private Business



TPM = total productivity measure ≈ efficiency or process improvement





Impact of U.S. Labor Productivity Losses from Extreme Heat





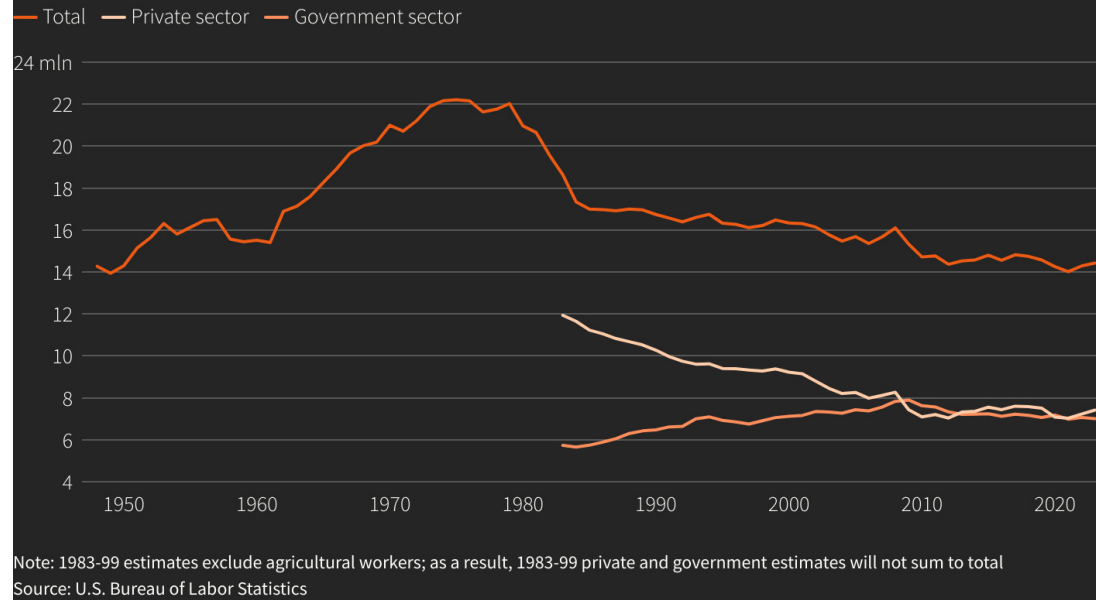
TSA working without pay since February 14

If a private employer did this, they'd go to jail



U.S. union membership

The number of unionized workers peaked in the 1970s and has fallen steadily since. In the early 1980s about two-thirds of union jobs were in the private sector. That has fallen to a 50-50 split with the government sector.



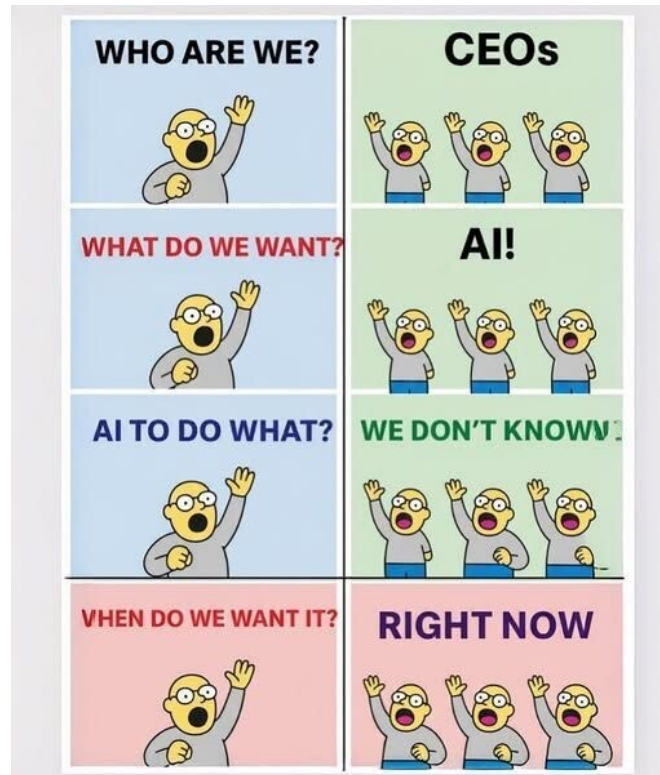
US union membership rate hits fresh record low in 2023 -Labor Dept





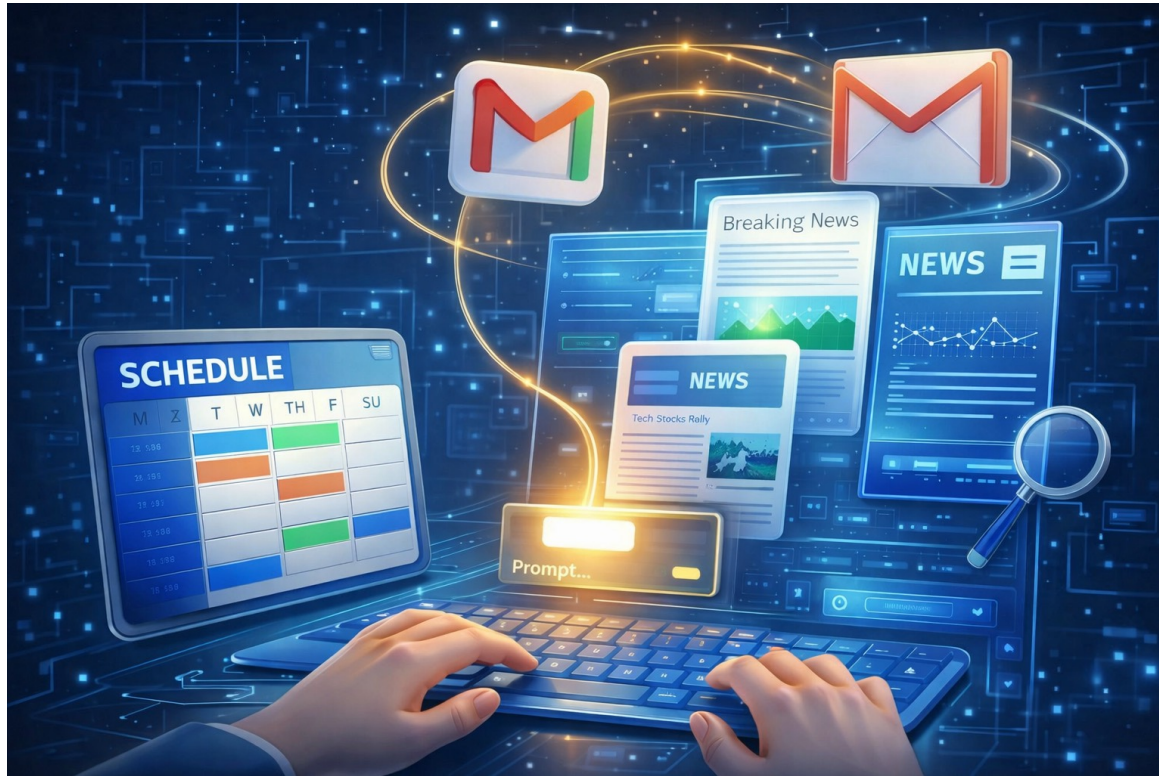
Mass General Brigham Home Care clinicians call for union contract to improve patient safety





AI and Skills





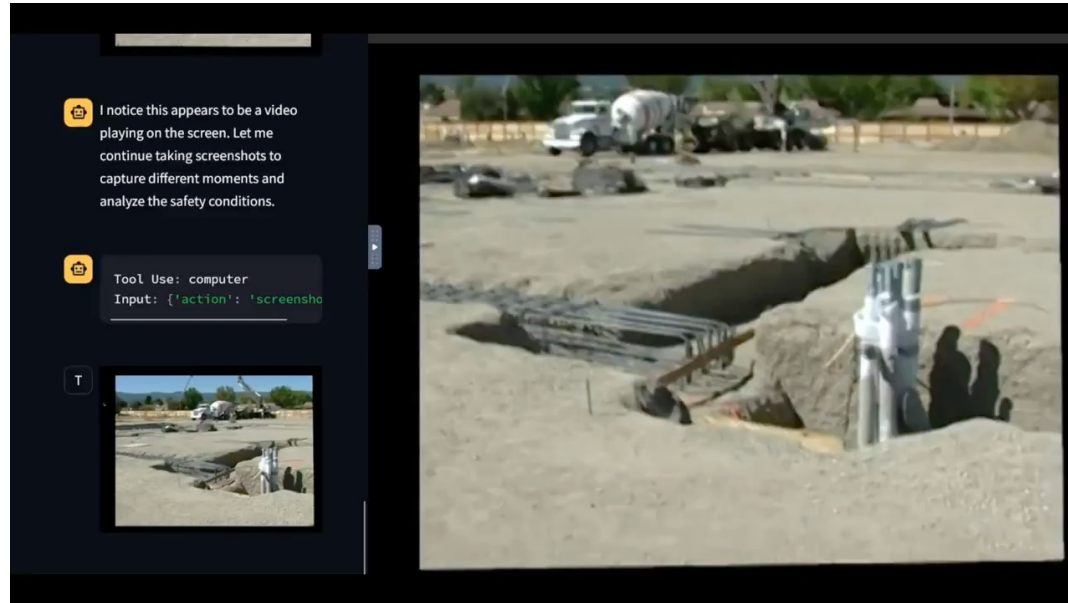
Everyone hates AI





Safety AI: The future of jobsite safety





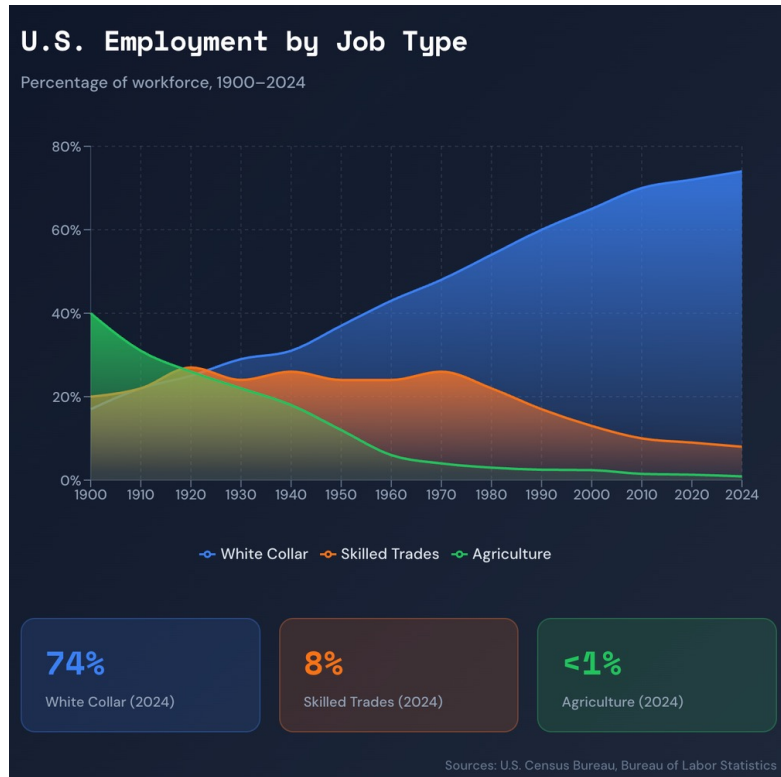
The Present Future: AI's Impact Long Before Superintelligence





Governor Healey Announces Massachusetts to Become First State to Deploy ChatGPT Across Executive Branch

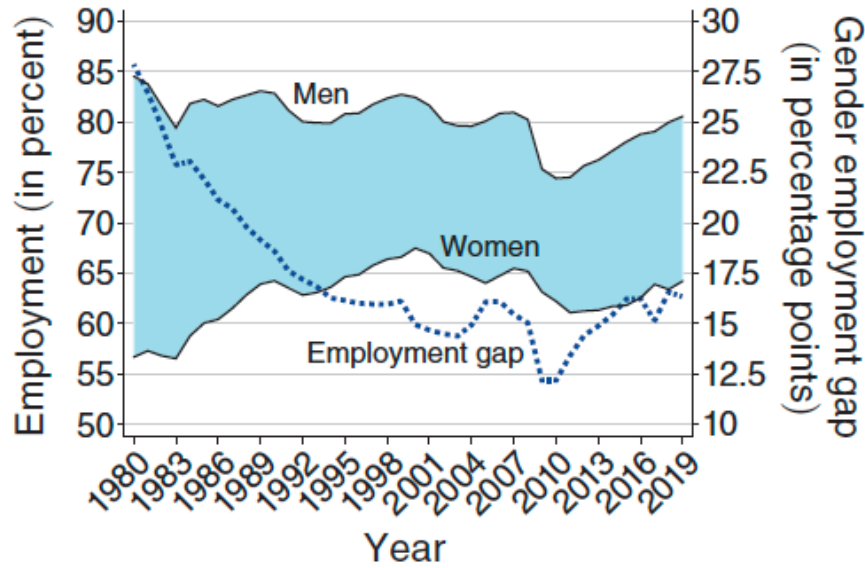




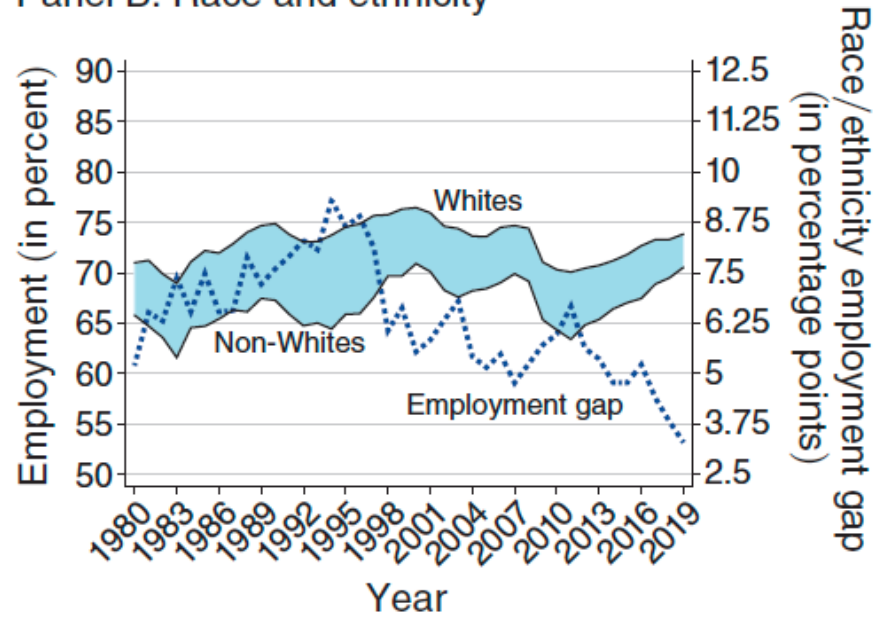
The Industrial Revolution for White-Collar Work is Here.



Panel A. Gender

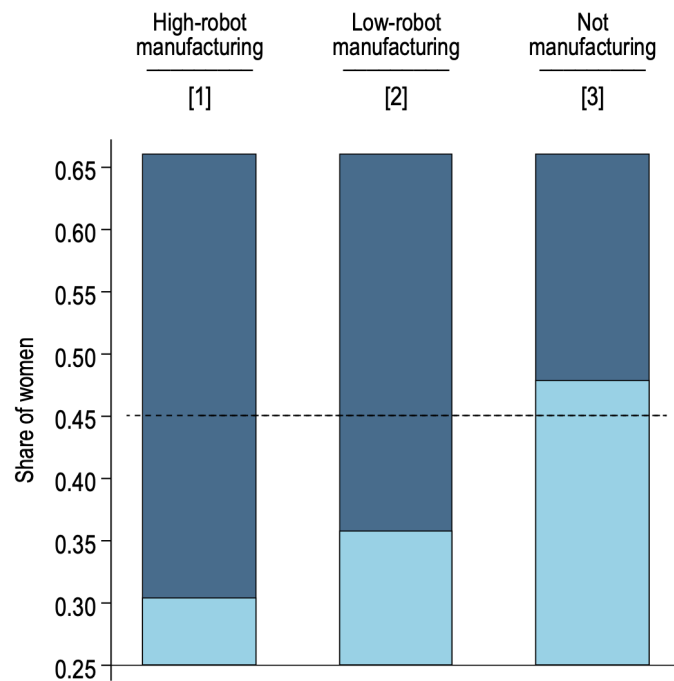


Panel B. Race and ethnicity



From Blue to Steel-Collar Jobs

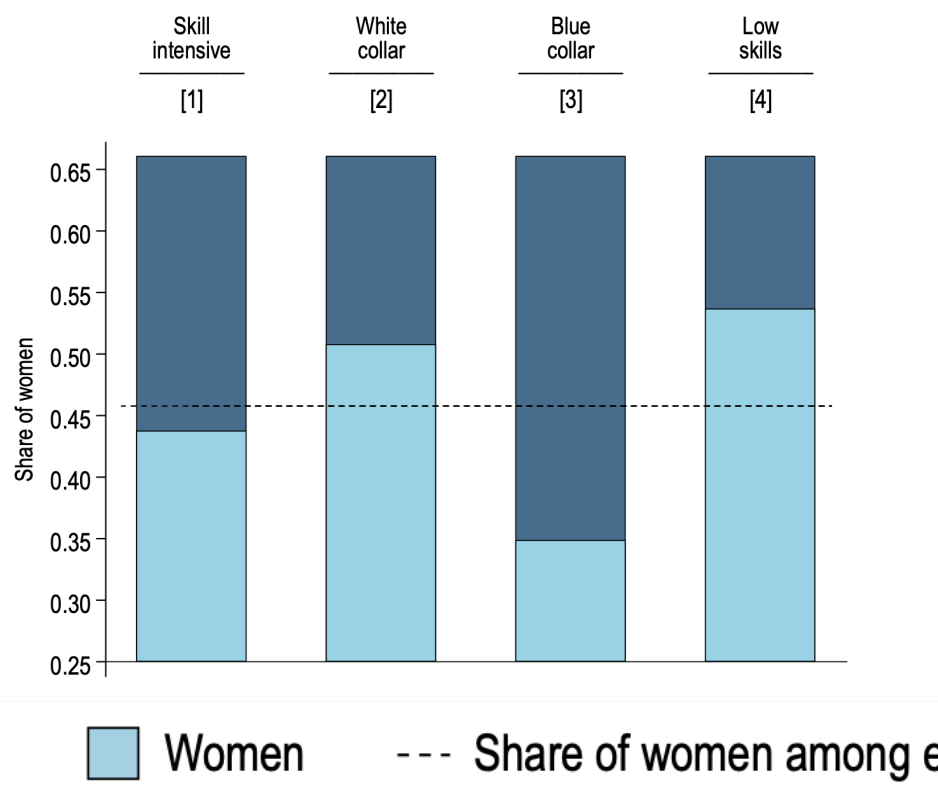




Men
 Women
 --- Share of women among employed

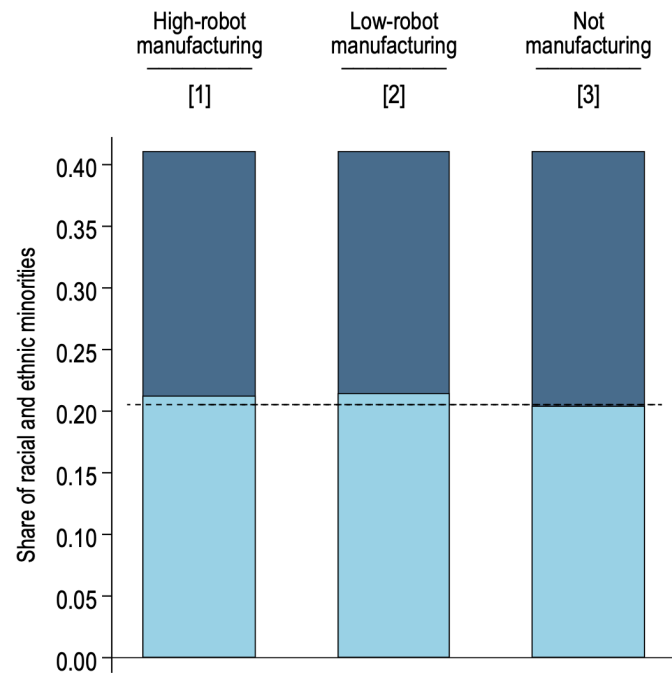
From Blue to Steel-Collar Jobs: Robots and Gender





From Blue to Steel-Collar Jobs: Skills and Gender

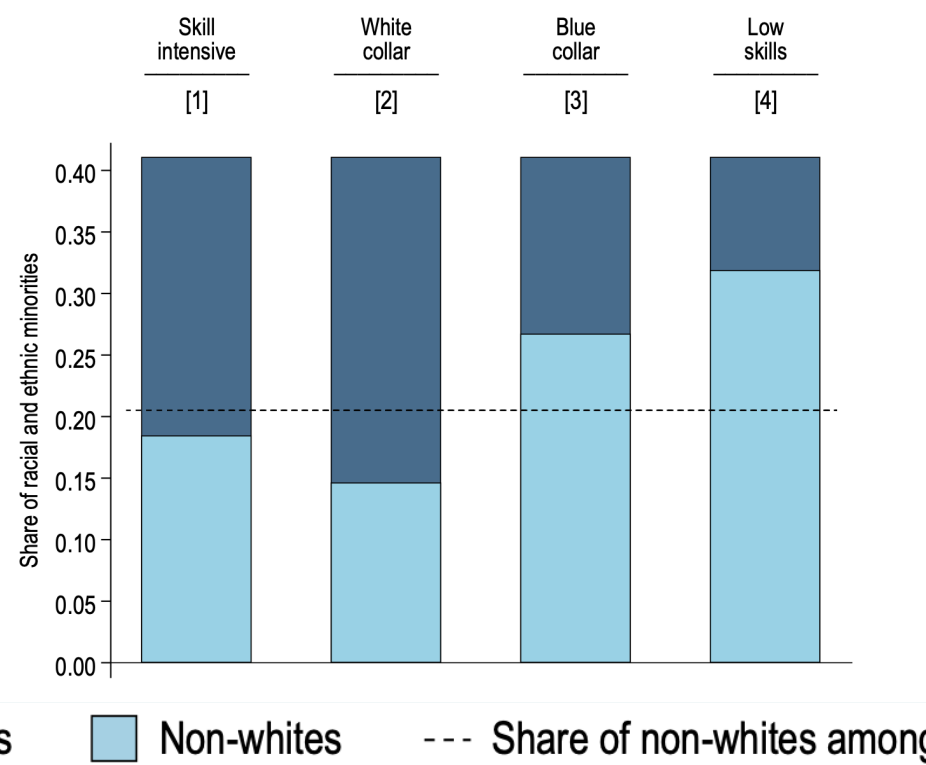




Whites
 Non-whites
 Share of non-whites among employed

From Blue to Steel-Collar Jobs: Robots and Race



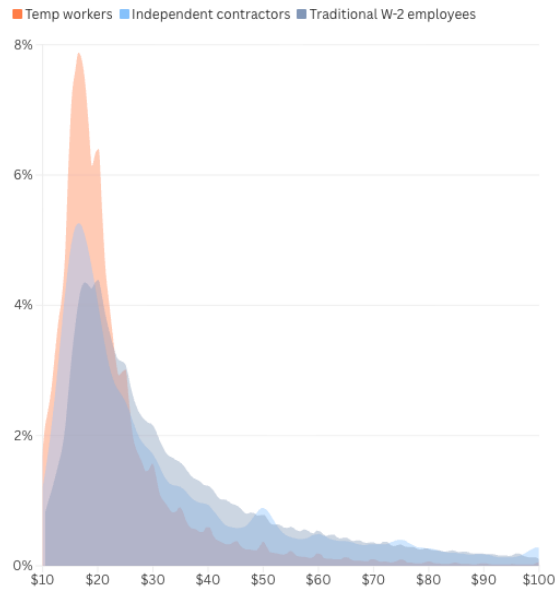


From Blue to Steel-Collar Jobs: Skills and Race



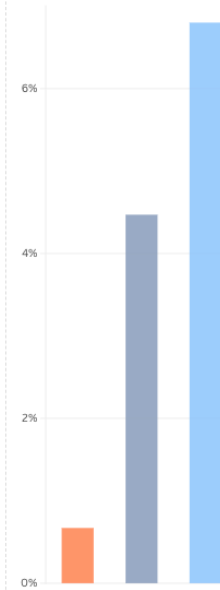
Gig work ranges from highly-paid specialists to less-skilled, lower-paid task workers.

HOURLY WAGE DISTRIBUTION
By share of workers, 2024



Source: ADP payroll data

SHARE OF WORKERS EARNING ABOVE \$100/HOUR, 2024



ADP Research

The gig economy: A tale of two labor markets





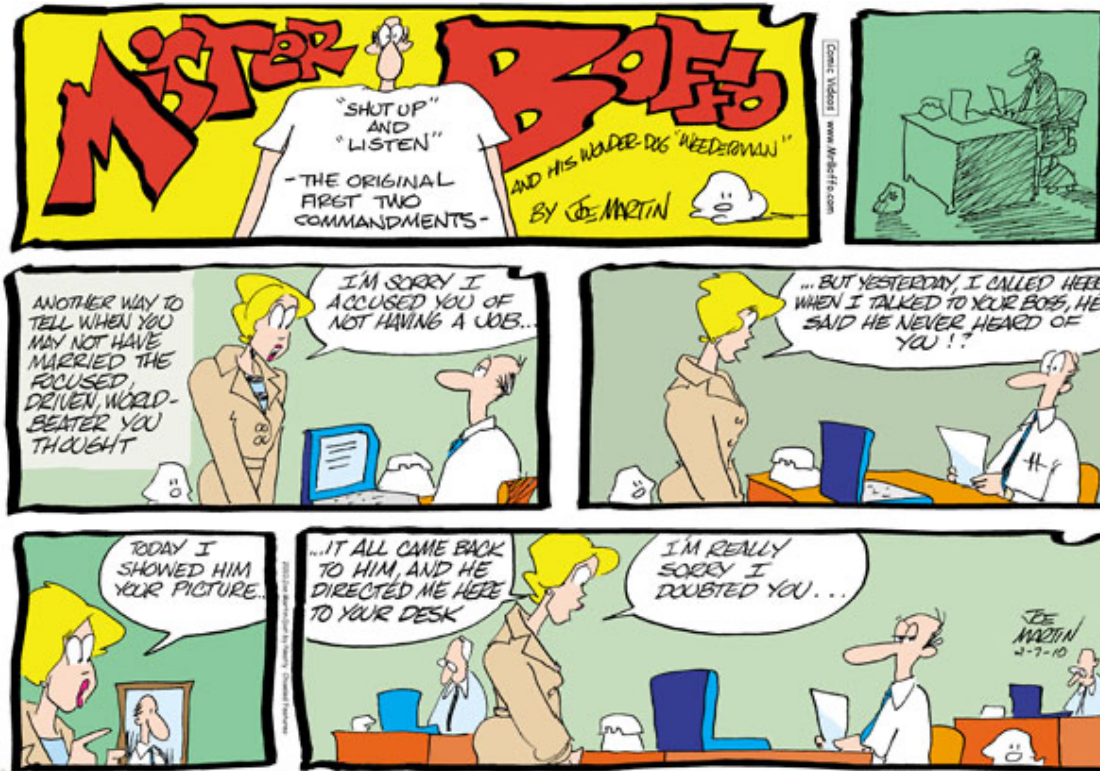
Conclusions





No class meeting on April 6





Next time: Keeping the job

