



OPERATIONAL PLAN 2019-2020

**OVERVIEW OF ACTIVITIES TO SUPPORT
OUR STRATEGIC GOALS**

JULY 2019

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INTRODUCTION

Openness and transparency are the core values of LMIC and are thus central to our planning process. As a not-for-profit organization ultimately accountable to Canadians, it is important to provide an additional level of detail on what we aim to achieve for our stakeholders and for the wider public.

To that end, in July 2018, we released our first Operational Plan to provide detailed insights into the projects to be undertaken during 2018–2019. Each project and activity was aligned with our three established core strategic goals — **Collect**, **Analyze**, and **Distribute** — as detailed in our 3-year Strategic Plan. In September 2019, we will release our inaugural Annual Report to document our progress, achievements, and lessons learned from our first full year of operation.

As we begin our second full year, we are updating and revising our planned projects and activities that will guide us towards our broader vision of helping Canadians succeed in a dynamic, changing world of work.

Our 2019–2020 Operational Plan is organized as follows: for each strategic goal of **Collect**, **Analyze**, and **Distribute**, we list a number of activities, expected outputs, and preliminary timelines. With many of our projects and activities being cross-cutting in nature, all of our output metrics and targets are detailed under **Distribute**.

Strategic goals and supporting priority areas

Collect

Gather and improve the availability of relevant labour market information to Canadians

Identify specific gaps and develop solutions to enhance the availability and relevance of labour market information that Canadians need and want

Improve the availability of local, granular labour market information

Increase collaboration and leverage investments in pan-Canadian labour marketing information



Analyze

Undertake insightful, high-quality analyses of labour market information

Provide insights on the jobs of today and tomorrow

Advance efforts to assess and report on labour market outcomes of Canadians

Champion best practices in the area of labour market information



Distribute

Provide Canadians with timely, relevant, reliable labour market information and insights in an effective manner

Tailor labour market information in a way that addresses the diversity of user needs

Place information in the hands of Canadians to maximize impact and engagement

Facilitate information sharing among and between stakeholders

Stakeholders and the critical role they play in our work

Throughout our Operational Plan, we use the term “stakeholder” to represent a broad range of interests. Stakeholders include, of course, the members of our National Stakeholder Advisory Panel, as well as the Labour Market Information Experts Panel. They also include our partners and generators of labour market information (LMI) — federal, provincial, and territorial governments, Statistics Canada, provincial and territorial statistical agencies, and departments with whom we will work to improve LMI and insights.

Our outreach doesn't stop there. The term stakeholder also defines the many organizations, associations, think tanks, individuals, or anyone with a direct interest and need for LMI. Depending on the specific topic or issue, the applicable stakeholders may change. Through effective collaboration and partnerships, these stakeholders can help us to improve the overall quality of our efforts and to magnify our work by leading and effecting change that better serves Canadians. In short, consultation ensures that our work will be better informed.

PROJECTS

Collect

Gather and improve the availability of relevant labour market information to Canadians

Activity C-1: Polling Canadians on their LMI needs

LMIC will continue to generate deeper insights on the LMI that Canadians currently use, how they use it, and what they feel is missing. Research into all of these areas will result in LMI that better supports their decision-making processes. These efforts will include further analyses of results from our existing LMI surveys, as well as the rollout of new, targeted quantitative and qualitative public opinion research. The following sub-activities are envisioned:

Sub-activity C-1.1: Through qualitative research, obtain more refined understandings of the LMI needs and challenges of current college and university students.

Sub-activity C-1.2: Conduct a targeted survey of youth not in employment, education, or training (NEET) that identifies their engagement with and evaluation of LMI. The survey will complement the nine groups surveyed in 2018–2019.

Sub-activity C-1.3: Establish partnerships with groups that represent under-represented populations to further investigate their specific LMI needs.

Sub-activity C-1.4: Conduct empirical analyses of the quantitative and qualitative survey results to assess and isolate various factors that drive certain uses of LMI (e.g., education).

Sub-activity	Outputs	Timeline
C-1.1-C-1.2	Report(s) ¹ that highlights the main findings of qualitative research and information needs of NEETs	2019 Q4
C-1.2-C-1.3	A dataset of targeted responses from key Canadian demographics about their access to and use of LMI including an open, online, interactive platform ² of results from NEET survey	2019 Q3
C-1.4	In-depth empirical report(s) on the key drivers of LMI use	2019 Q4
C-1.1-C-1.4	Communication of key results to stakeholders through workshops, seminars, and other fora	Ongoing

- 1 The term “report” is used throughout this Operational Plan to denote a publication that can take a number of forms, ranging from, but not limited to, 1-page infographics, 4-5 page briefs, factsheets, or lengthier more in-depth studies. In some instances, for a given activity, there will be multiple, complementary reports.
- 2 The term “platform” is used throughout this Operational Plan to denote a tool that tailors LMI in a manner that addresses user needs. This includes, but is not limited to, dashboards, applications, maps, and other interactive visualizations.

Collect

C2

Activity C-2: Pilot study to assess feasibility of attaining more local, granular, timely, and reliable LMI related to the working population

In collaboration with Statistics Canada and our federal, provincial, and territorial colleagues, we are working to bridge identified gaps in LMI, notably the availability of more local (smallest geographic area) and granular (the categories by which LMI can be grouped across individuals) data. The following sub-activities are envisioned:

Sub-activity C-2.1: Leverage and assess small area estimation techniques to generate local, granular, timely, and frequent labour market data on the working-age population.

Sub-activity C-2.2: Access and analyze linked administrative datasets that can provide highly localized LMI for stakeholders.

Sub-activity	Outputs	Timeline
C-2.1	Report on the options to achieve more local, granular supply-side data on a frequent basis	2019 Q3
	Feasibility report related to the chosen option to achieve more local, granular data on a frequent, timely basis	2020 Q1
	Full report on local, granular supply-side data methodologies	2020 Q2
C-2.2	Report assessing the feasibility, robustness, and timelines of small area estimation approaches based on administrative data identified or acquired	2020 Q2

Collect

C3

Activity C-3: Document key LMI and data sources

Together with support from key partners, LMIC is creating an inventory that will compile, document, and facilitate access to a wide range of LMI-related concepts, data types, and sources. The following sub-activities are envisioned:

Sub-activity C-3.1: Document the characteristics of key LMI data (e.g., definition sources, variables, frequency, geographic detail, access, etc.), drawing on existing definitions and descriptions whenever possible.

Sub-activity C-3.2: Engage with stakeholders to ensure content of labour data documentation, concepts, and sources remains accurate, up-to-date, and relevant for a broad array of users.

Sub-activity C-3.3: Build awareness of the depth and breadth of labour market data in Canada through communication channels to encourage the use of prevailing LMI.

Sub-activity	Outputs	Timeline
C-3.1-C-3.2	An inventory of key LMI data sources, characteristics, caveats, and uses	2019 Q3 and ongoing
C-3.3	A user-friendly tool for accessing and navigating the prevailing LMI data	2019 Q3 and ongoing

Collect

C4

Activity C-4: Survey stakeholders to determine common data requirements

Working in collaboration with our stakeholders, we will identify relevant gaps in LMI. We will also look for areas where LMIC can help reduce duplication of efforts in gathering LMI. Our intent is to enable stakeholders to access a wider set of LMI more quickly. This will provide opportunities for stakeholders to reinvest any savings in new LMI activities to the benefit of all. Chief among these efforts are sharing easily reproducible data with institutional partners, employers, and other researchers. The following sub-activities are envisioned:

Sub-activity C-4.1: Engage with and survey stakeholders to identify common LMI needs. Develop an approach to secure pertinent data via the following:

- Surveying key stakeholders on data needs
- Bilateral exchanges and discussions
- Hosting workshops around common data requirements

Sub-activity C-4.2: Share the LMI obtained through C-4.1 with a broader community of LMI users and providers.

Sub-activity C-4.3: Develop access points through partners and our website to increase data sharing within the LMI community.

Sub-activity	Outputs	Timeline
C-4.1	Workshops and meetings with stakeholders to identify and address LMI needs	Ongoing
C-4.2-C-4.3	Standardized data generated or gathered are made available on various platforms in a secure, easily accessible manner	2020 Q1

Analyze

Undertake insightful and high-quality analyses of labour market information

A1

Activity A-1: Research labour market outcomes of students and apprentices

We will analyze how individuals fare in terms of income level following their participation in a university, college, or apprenticeship program. With support from Statistics Canada, we will explore and leverage the Education and Labour Market Longitudinal Platform (ELMLP) and support rigorous analyses that can be translated into actionable information and user-friendly insights. To the extent possible, we will examine the outcomes for under-represented groups as observable in this data environment. The following sub-activities are envisioned:

Sub-activity A-1.1: Establish indicators and approaches in collaboration with stakeholders for measuring labour market outcomes of graduates from education and training programs, notably those feasible from ELMLP.

Sub-activity A-1.2: Analyze labour market outcomes of post-secondary education students and apprentices.

Sub-activity	Outputs	Timeline
A-1.1	Analysis identifying the benefits and caveats of labour market outcome indicators	2019 Q3
A-1.2	Report analyzing the earnings trajectories of college and university graduates pursuing different types and levels of education	2019 Q3
	Report analyzing the earnings trajectories of college and university graduates from different fields of study	2019 Q4
	Report analyzing the earnings trajectories of graduates from different Red Seal apprenticeship programs	2020 Q2

Analyze

A2

Activity A-2: Analyze and document information, data, and research gaps related to the future of work

We will review and assess ongoing research efforts in Canada and around the world to study the future of work. We will promote a more holistic approach to the future of work research by encouraging systems analyses focused on the multiple, interconnected drivers of change in the world of work. The following sub-activities are envisioned:

Sub-activity A-2.1: Document the prevailing analyses and foresight regarding how Canada is affected by factors unfolding in the context of the future of work.

Sub-activity A-2.2: Assess data gaps related to the future of work and provide insights on how to address these gaps.

Sub-activity	Outputs	Timeline
A-2.1	Continuous monitoring and review of literature and insights regarding the future of work relevant to Canada	Ongoing
A-2.2	Report that identifies gaps in current foresight techniques	2019 Q3
	Report that assesses and documents LMI needs and gaps regarding labour market outcomes related to the future of work	2019 Q4

Analyze

A3

Activity A-3: Develop guidelines on LMI generation, analysis, and dissemination

Promoting best practices for how LMI is produced and shared is essential for improving the overall LMI system in Canada. Working with Statistics Canada, we will engage and collaborate with stakeholders in developing guidelines and toolkits for generating and analyzing information that responds to user needs. The following sub-activities are envisioned:

Sub-activity A-3.1: Conduct iterative dialogue with stakeholders to advance collaborative efforts to develop common criteria for generating reliable LMI. This would include, for example, best practices when designing surveys.

Sub-activity A-3.2: Support stakeholders in implementing best practices for key LMI products, such as occupational outlooks.

Sub-activity A-3.3: Research and establish clear criteria for measuring and defining key LMI subject areas including, but not limited to, skills and skill shortages.

Sub-activity	Outputs	Timeline
A-3.1	Best practice guidelines for the collection, analysis, and distribution of LMI	2020 Q2
A-3.2	Reports documenting methodologies in a consistent manner, developed in collaboration with stakeholders, to improve transparency of occupational outlooks	2020 Q1 and ongoing
A-3.3	Conceptual analyses and reports related to best practices in measuring and defining key LMI topics	Ongoing

Analyze

A4

Activity A-4: Identify the skills associated with occupations

To help education and training providers better prepare and support workers in navigating the changing world of work, it is critical to better understand the skills and training needs of employers and workers. To that end, we will work with Employment and Social Development Canada, Statistics Canada, our provincial and territorial counterparts, as well as various stakeholders to identify the skills associated with jobs categorized in the National Occupational Classification (NOC) system. The following sub-activities are envisioned:

Sub-activity A-4.1: Research, identify, and assess various methods to find a consistent approach to associating skills with occupations.

Sub-activity A-4.2: Seek external input and feedback throughout the process to ensure the method meets the needs of stakeholders.

Sub-activity	Outputs	Timeline
A-4.1	A series of reports assessing — against established criteria — prevailing and emerging approaches to mapping skills to occupations	2019 Q4 and ongoing
A-4.2	Report documenting input and feedback of how various approaches of mapping skills to occupations align with stakeholder needs	2020 Q1

Distribute

Provide Canadians with timely, relevant and reliable labour market information and insights in an effective manner



Activity D-1: Establish diverse, peer expert review mechanisms

We will establish and moderate a network of experts to ensure robust peer review mechanisms for research on LMI in Canada. The following sub-activities are envisioned:

Sub-activity D-1.1: Identify and maintain close relationships with labour market experts in Canada and abroad.

Sub-activity	Outputs	Timeline
D-1.1	A network of Canadian and international peer reviewers who represent diverse LMI perspectives	Ongoing

Distribute

D2

Activity D-2: Develop online presence showcasing LMIC’s expertise and mandate

LMIC will seek out opportunities to build our brand and credibility and to raise awareness among our diverse stakeholders, including Canadians in general. By contributing insight and analysis to established publications and sharing information on social media, we will raise our profile and establish ourselves as a credible source of LMI with our various audiences. The following sub-activities are envisioned:

Sub-activity D-2.1: Distribute LMIC’s research through our website (*LMI Insights*, blog, and reports), social media (LinkedIn and Twitter), and newsletter.

Sub-activity D-2.2: Contribute opinion editorials and informative insights to other Canadian publications.

Sub-activity	Outputs	Timeline
D-2.1	Variety of in-house channels and tools that respond to diverse user needs (website, dashboards, infographics, social media — including LinkedIn articles — short reports, etc.)	Ongoing
	Monthly LMIC newsletter sharing original content and perspectives on recent LMI related articles/publications	Ongoing
D-2.2	Articles and editorials published by external entities, such as newspapers, magazines, guest blog posts, etc.	Ongoing

Distribute

D3

Activity D-3: Collaborate and consult with stakeholders on LMI initiatives

LMIC will create spaces and opportunities for collaboration and information sharing with and among stakeholders, including the newly formed Future Skills Centre and Future Skills Council. This will include establishing a variety of platforms to promote the work and ideas of our stakeholders, sharing our own insights, and holding and participating in conferences, workshops, and events to exchange labour market knowledge, best practices, data, and ideas.

We understand that our audience is diverse and requires information in different ways. As such, we will also track and monitor this multiplicity of needs to ensure that our information and insights are accessible and relevant. The following sub-activities are envisioned:

Sub-activity D-3.1: Organize workshops and related fora in various jurisdictions with LMI stakeholders to promote awareness of our mandate and share insights from our work.

Sub-activity D-3.2: Create digital platforms to engage with the National Stakeholder Advisory Panel, the LMI Experts Panel, and the extended stakeholder network.

Sub-activity	Outputs	Timeline
D-3.1	Workshops and webinars held in various locations to build awareness of LMIC, gather input on our mandate and activities, and present recent project findings	Ongoing
D-3.2	Digital platforms that engage and share LMI and insights with our stakeholders and partners	Ongoing
D-3.1-D-3.2	User feedback surveys to gauge the success and utility of our communication tools and platforms	Ongoing

Monitoring Outputs and Next Steps

For all the activities discussed above, we will track the progress of a number of common key outputs including but not limited to those listed below. We have also set ourselves targets for 2019–2020, based upon industry benchmarks where they exist. The targets also consider the nascent phase of LMIC as an organization and are thus a function of our own progress to date, which we aim to build upon.

Output	Metric	Target	
Digital products	Shorter reports (e.g. <i>LMI Insights</i>)	# of page views and downloads	30% increase
	Longer reports (to be determined)	# of page views and downloads	30% increase
	Blogs	# of page views	15% increase
		Average session duration (mins) ¹	3:00 min
	Data visualization platforms	# of page visits and downloads	15% increase
		Average session duration (mins)	2:00 min
Social media	Twitter	# of followers	30% increase
		# of impressions ²	50% increase
		Engagement rate (%) ³	0.09%-0.33%%
		# of link clicks	20% increase
	LinkedIn	# of followers	30% increase
		# of page views	10% increase
		Average number of views per article	5% increase
		Average number of clicks per post	20% increase
Other channels	Website	# of page views	15% increase
		# of new users	20% increase
		# of return users	25% increase
		Average session duration (mins)	5:00 min
	Newsletter	Bounce rate (%) ⁴	41-55%
		# of subscribers	40% increase
		Open rate (%) ⁵	30%
		# opens	10% increase
	Click rate (%) ⁶	35%	

- 1 The average session duration is the sum the duration of each session during a specific date range and divides that sum by the total number of sessions.
- 2 The number of times a user is served a Tweet in timeline or search results.
- 3 Total number of times a user interacted with a Tweet divided by impressions.
- 4 The percentage of visits in which a person leaves a website from the page first page they land on without browsing any further.
- 5 Measure of how many successfully delivered campaigns were opened by subscribers.
- 6 Measure of how many successfully delivered campaigns registered at least one click.

During the 2019–2020 fiscal year, in addition to providing additional information on our outputs, we will publish an annual report that provides you with an update on our overall progress to date and areas where improvements are needed.



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