



# **OPERATIONAL PLAN 2020-2021**

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

**MAY 2020**

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## INTRODUCTION

As highlighted in our inaugural **Annual Report**, released in September 2019, we have documented our progress, achievements and lessons learned from our first full year of operation and are pleased to show our progress towards achieving our objectives and setting targets to measure our continuous efforts to deliver our mandate. As 2020 begins with the unprecedented health and economic crisis caused by the COVID-19 pandemic, that mandate is more important — and challenging — than ever. As such, we remain focused on materially improving the relevance and accessibility of labour market information that helps Canadians and Canadian organizations navigate an increasingly uncertain labour market.

As we respond to this crisis and its eventual recovery with insightful analysis and information, we nevertheless remain focused on our long-term strategic direction. We are approaching the end of our current three-year strategic plan and moving to a new phase of helping Canadians make more informed decisions regarding the changing world of work.

In 2019–2020, we worked towards our strategic goals of collecting, analyzing and distributing labour market information (LMI). We largely achieved what we set out to: first, collecting clear data on what is and is not available in terms of LMI and generating a better understanding of what Canadians are looking for when making their decisions regarding careers, training, education, investments and workplace practices. Second, we looked at enhancing our understanding of the skills requirements for jobs —top-of-mind for Canadians — and began laying the foundation for upcoming work on student outcomes. Lastly, we built awareness and credibility with key stakeholders through social media, digital and email marketing, and other distribution channels.

Throughout our work, we will continue to emphasize openness, create partnerships and be accountable to all Canadians. As a not-for-profit organization, it is important for us to be transparent about what we aim to achieve for our stakeholders and for the wider public.

Undeniably, our stakeholders play a critical role in our work. These stakeholders include the members of our **National Stakeholder Advisory Panel**, **LMI Experts Panel** and partners in all orders of governments, Statistics Canada, provincial and territorial statistics agencies and other departments. Our definition of the term “stakeholder” also spans to include many organizations, associations, think tanks, individuals and all other parties with direct interest in and need for LMI. Understanding the broadness of this term is crucial, as our Operational Plan covers a range of interests, applicable to our stakeholders in their respective realms. Fortunately, our stakeholders also help us to improve the overall quality of our efforts and magnify our work by leading and effecting change that better serves Canadians.

Beginning our second full year of operation, we are currently undertaking an organizational review and evaluation to allow us to make impactful changes in our operations to help us best carry out our mandate. We are also updating and revising our planned projects and activities to rapidly respond to the current crisis in order to carry out our broader vision of helping Canadians succeed in the world of work.

Our 2020–21 Operational Plan is once again organized by three strategic goals: **Collect**, **Analyze** and **Distribute**. For each strategic goal, we list several activities, expected outputs and preliminary timelines. Since many of our projects and activities are crosscutting in nature, all 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

# PROJECTS

## Collect

### Gather and improve the availability of relevant LMI for Canadians



#### Activity C-1: Polling Canadians on their LMI needs

LMIC will continue to generate insights into the LMI that Canadians need to make more informed decisions, especially considering the widespread uncertainty prevailing in early 2020. This entails more targeted research on the use of and access to LMI among under-represented and vulnerable groups. These efforts will include new, targeted quantitative and qualitative research. The following sub-activities are envisioned:

**Sub-activity C-1.1:** Undertake quantitative baseline research on the LMI needs and challenges of under-represented and vulnerable populations not currently surveyed, consistent with **past research** in this area.

**Sub-activity C-1.2:** Commence qualitative research on under-represented populations that focuses on experiences, needs and challenges with respect to accessing LMI, with an initial focus on those groups already surveyed in our public opinion research.

Sub-activity	Outputs	Timeline
C-1.1	Report(s) <sup>1</sup> on survey results on LMI needs and challenges of under-represented and vulnerable populations	2021 Q2
C-1.2	Report(s) on qualitative results on LMI experiences, needs and challenges of under-represented and vulnerable populations in accessing and interpreting LMI and related insights	2021 Q2

<sup>1</sup> The term “report” is used throughout this Operational Plan to denote a publication that can take several forms: 1-page infographics, blogs, 4-5-page briefs, factsheets, lengthier more in-depth studies or other formats. In some instances, for a given activity, there will be multiple, complementary reports.

## Collect

C2

### **Activity C-2:** Improving the availability of local, granular LMI related to the world of work

A top priority across the country is the need for labour market information that is both granular (e.g., with demographic details of the working population) and made available at a local level. We will work with Statistics Canada and other partners to better understand the information needs of this nature, especially those due to recent economic, labour market and social developments related to COVID-19. To that end, we will continue to explore ways to make available local and granular labour market information that responds to emerging issues, that meets a variety of needs and helps to close persistent gaps (while being mindful of constraints in information gathering because of the pandemic). The following sub-activities are envisioned:

**Sub-activity C-2.1:** Work with Statistics Canada to assess the evolving labour market information needs of stakeholders and to increase the availability of more local, granular LMI, including assessing new administrative datasets for use in small-area estimations.

**Sub-activity C-2.2:** Work with Vicinity Jobs to provide local, granular insights on job postings. This work will entail collaboration with other partners including Magnet and the Conference Board of Canada.

Sub-activity	Outputs	Timeline
C-2.1	<b>Report, joint with Statistics Canada, that assesses both approaches for creating local, granular LMI and prevailing administrative datasets that could be used in small-area estimations</b>	<b>2020 Q3</b>
	<b>Report, joint with Statistics Canada, that identifies and establishes a path forward to address persistent gaps in labour market information needs at the local, granular level</b>	<b>2021 Q1</b>
C-2.2	<b>Dashboard and report(s) with local, granular insights related to online job postings</b>	<b>2020 Q2 and ongoing</b>

## Collect

C3

### Activity C-3: Staying current with emerging LMI needs of stakeholders

In an ongoing effort to stay current with their LMI needs, we will collaborate with all our stakeholders to identify those needs and relevant gaps in LMI. We will continuously gauge our stakeholders' evolving environments via ongoing communications and formal meetings, seeking to identify emerging gaps in LMI. The following sub-activity is envisioned:

**Sub-activity C-3.1:** Engage with and survey stakeholders to identify common and evolving LMI needs. Develop an approach to secure pertinent data via the following activities:

- Surveying key stakeholders on labour market information needs
- Writing joint reports with key partners
- Facilitating bilateral exchanges and discussions
- Hosting workshops around common labour market information requirements

Sub-activity	Outputs	Timeline
C-3.1	Workshops and meetings with stakeholders to identify and address emerging LMI needs as the COVID-19 pandemic unfolds	Ongoing
	Reports and survey results of stakeholders that share information and insights on their evolving LMI needs	Ongoing

# Analyze

## Undertake insightful and high-quality analyses of labour market information

A1

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

The Education and Labour Market Longitudinal Platform (ELMLP) is a tremendous resource that we will continue to leverage in order to analyze how individuals are faring in terms of income level following their participation in a university, college or apprenticeship program. Following our work related to **post-secondary education** (PSE) graduates, research will focus on three broad areas: 1) assuring that our data and insights related to PSE remain timely and relevant; 2) analyzing the earnings of those who complete apprenticeship programs and 3) assessing the feasibility of drawing additional insights on the earnings profiles of under-represented groups. Given the nature of this data, the following sub-activities will be undertaken in consultation with Statistics Canada, federal, provincial and territorial governments, as well as academic experts:

**Sub-activity A-1.1:** Continue to update earnings profiles of graduates from colleges and universities and seek opportunities to complement with additional insights (e.g. more detailed fields of study and differences across groups within fields of study).

**Sub-activity A-1.2:** Analyze labour market outcomes of apprentices in terms of their earnings patterns.

**Sub-activity A-1.3:** Assess the feasibility of using ELMLP data to 1) analyze the earnings patterns of under-represented groups (paralleling ongoing work related to the broader student population) and 2) document the interjurisdictional movements of graduates.



Sub-activity	Outputs	Timeline
A-1.1	<p>Ongoing updates on the earnings profiles on an open, online, interactive platform<sup>2</sup></p> <p>Report(s) on earnings profiles of graduates of PSE and additional insights drawn from earnings data updated in ELMLP</p>	2020 Q4
A-1.2	<p>An interactive dataset, <b>similar to that of our PSE grads</b>, of the earnings patterns of apprentices on an open, online, interactive platform</p> <p>Report(s) on labour market outcomes of apprentices and their earnings patterns</p>	2020 Q4
A-1.3	<p>Feasibility report(s) on the potential of using ELMLP data to provide insights on under-represented groups and interjurisdictional movements of graduates</p>	2021 Q1

<sup>2</sup> The term “platform” is used throughout this Operational Plan to denote a tool that tailors LMI in a manner that addresses user needs including dashboards, applications, maps and other interactive visualizations.

## Analyze

A2

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

Discussion and debate regarding the world of work, and its impacts, remain a prescient policy concern. We will focus this year's efforts on documenting, summarizing and reviewing ongoing research efforts in Canada and around the world that assess the implications of COVID-19 for the labour market. We will also continue our efforts on the future of work. We will encourage a less siloed approach to research in these areas while adding necessary transparency and limitations to the central debates. The following sub-activities are envisioned:

**Sub-activity A-2.1:** Analyze and summarize timely reports related to the policy, labour market and macroeconomic implications of the COVID-19 pandemic and recovery.

**Sub-activity A-2.2:** 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-2.3:** Explore techniques and methods for forecasting the future skill requirements of the Canadian labour market.

Sub-activity	Outputs	Timeline
A-2.1	Continuous updating of the Now of Work (NoW) Annotated Bibliography based on monitoring and reviewing current reports	Ongoing
A-2.2	Continuous updating of the Future of Work (FoW) Annotated Bibliography based on monitoring and reviewing related literature	Ongoing
A-2.3	Report, developed with the Future Skills Centre, on the best approaches and methods to forecast skills requirements	2020 Q3

## Analyze

A3

**Activity A-3:** Improve our understanding of the skill requirements associated with specific jobs

To help understand what is and will be required of workers, better clarity of definitions and measurement of skills are needed, as well as easily accessible information about the emerging skills demanded. This will help job seekers, education and training providers, employers, policy makers and other stakeholders to leverage emerging opportunities and better understand and prepare for ongoing changes. To that end, we will continue our work with Employment and Social Development Canada, Statistics Canada, our provincial/territorial counterparts, as well as various stakeholders, to identify the skills associated with jobs. The following sub-activities are envisioned:

**Sub-activity A-3.1:** Research, identify and assess various methods of associating skills with occupations.

**Sub-activity A-3.2:** Seek external input and feedback throughout the process to ensure that skills-related LMI and insights meet the needs of stakeholders.

Sub-activity	Outputs	Timeline
A-3.1	Report(s) assessing prevailing and emerging approaches to mapping skills to occupations	Ongoing
A-3.2	Assess feasibility of rolling out a targeted consultation process, potentially in partnership with other organizations, to understand the information needs of stakeholders as they pertain to skills	2020 Q3 and ongoing

# Distribute

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

D1

**Activity D-1:** Document, promote and encourage the use of key LMI concepts and data sources

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, analyzing and using LMI. To complement this work, we will also compile an online inventory that will facilitate access to a wide range of documented LMI-related concepts, data types and sources. The following sub-activities are envisioned:

**Sub-activity D-1.1:** Generate LMI guidelines, promote and encourage their adoption and support stakeholders in the adoption process by providing supplementary communications highlighting best practices and emerging concepts/requirements.

**Sub-activity D-1.2:** Document the characteristics of key and emerging LMI data (e.g., definition sources, variables, frequency, geographic detail, access, etc.), drawing on existing definitions and descriptions whenever possible. This will also include guidance on when to use each source and why, key limitations and assumptions, in which context each source can be used and other definitions.

**Sub-activity D-1.3:** Conduct conceptual research on emerging labour market realities and LMI terms, especially in the context of the COVID-19 pandemic. This conceptual analysis will be similar to our previous work on distinguishing differences between **labour shortages and skills shortages**.

Sub-activity	Outputs	Timeline
D-1.1	<b>Best practice guidelines for the collection, analysis and distribution of LMI</b>  <b>Guidelines of when/how to use certain LMI</b>	<b>Ongoing</b>
D-1.2	<b>An inventory of key LMI data sources, characteristics, caveats and uses</b>	<b>Ongoing</b>
D-1.3	<b>Report(s) documenting research on emerging LMI terms</b>	<b>2020 Q3</b>

## Distribute

D2

**Activity D-2:** Facilitate distribution opportunities through appropriate channels for a broad range of users

To ensure the work conducted within Collect and Analyze is appropriately disseminated to its intended target audiences, LMIC will support and view all projects through an end-user lens. To do so, LMIC will seek opportunities to raise awareness and build credibility among our diverse stakeholders, including Canadians in general. By contributing insight and analysis to established publications, sharing information on social media and via our growing network of LMI ambassadors, we will raise our profile and establish ourselves as a dependable source of LMI. The following sub-activities are envisioned:

**Sub-activity D-2.1:** Distribute LMIC's research through our website (LMI Insight Reports, blogs and other reports), social media (LinkedIn and Twitter), webinars and newsletter.

**Sub-activity D-2.2:** Contribute opinion editorials and offer insights to other Canadian publications and news broadcasters.

Sub-activity	Outputs	Timeline
D-2.1	Variety of in-house channels and tools that respond to diverse user needs (website, dashboards, infographics, blogs, 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: Public relations and stakeholder engagement

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 promoting the work and ideas of our stakeholders, sharing our own insights and hosting and participating in conferences, workshops and events to exchange LMI, 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 and participate in workshops and related fora in various jurisdictions with LMI stakeholders to share insights from our work.

**Sub-activity D-3.2:** Expand the use of 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 and present recent project findings	Ongoing
D-3.2	Increased exposure and network of stakeholders, partners and followers	Ongoing
D-3.1-D-3.2	Targeted feedback through qualitative and quantitative 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 2020–2021, 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) <sup>1</sup>	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 <sup>2</sup>	50% increase
		Engagement rate (%) <sup>3</sup>	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 (%) <sup>4</sup>	41-55%
		# of subscribers	40% increase
		Open rate (%) <sup>5</sup>	30%
		# opens	10% increase
	Click rate (%) <sup>6</sup>	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.



Please connect with us by email at  
[info@lmic-cimt.ca](mailto:info@lmic-cimt.ca), on [LinkedIn](#) or [Twitter](#).

[lmic-cimt.ca](http://lmic-cimt.ca)