Executive Summary

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+ Yukon University
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  NL Workforce Innovation Centre, College of the North Atlantic
+ Labour Market Information Council (LMIC)
+ Blueprint ADE

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What does the future hold for Canada's labour market?
What trends in technology, society, and the environment are in store for Canada's labour market, and how will it impact the way we work?
What skills will be in-demand across geographies, industries, and demographic groups?
How can workers prepare for the future of employment, and how can we ensure that no one is left behind?

These were the questions that the Brookfield Institute set out to answer over the last three years via the Employment in 2030 initiative. It combined futures research, expert workshops, and a machine-learning algorithm to generate the _Forecast of Canadian Occupational Growth (FCOG)_, a forecast of skills demand and occupational growth in 2030. The initiative produced four reports to date: _Turn and Face the Strange_, _Signs of the Times_, _Ahead by a Decade_ and _Yesterday's Gone_.

The intent of this initiative was to fill a gap in Canada's labour market information (LMI) by providing a skills-based forecast that was responsive to changing labour market conditions across the country.

But how do we turn this information into action?

Employment in 2030 Action Labs is the bookend of the Employment in 2030 initiative. Building upon these efforts to date, Action Labs explores how to translate the FCOG (and other sources of labour market information) into tangible solutions that could help job seekers and workers prepare for their future. Based on the data, we identified five regions across Canada each with their own distinctive regional challenges and collaboration partners:

+ Yukon University (Whitehorse, Yukon);
+ RADIUS SFU (Vancouver, British Columbia);
+ Tech Manitoba (Winnipeg, Manitoba);
+ Observatoire compétences-emplois (Montréal, Québec); and
+ NL Workforce Innovation Centre, College of the North Atlantic (Corner Brook, Newfoundland and Labrador)

In collaboration with these partners, the project took an innovation-based approach to identify new solutions to pressing labour market challenges in the identified regions. The project was geared towards identifying new, or improving existing interventions that would help workers and job seekers develop the five skills identified (by the FCOG) that are associated with occupations projected to grow in demand over the next 10 years. Those skills included fluency of ideas, instruction, memorization, persuasion, and service orientation.

Using a justice, equity, diversity and inclusion (JEDI) approach (based on partner RADIUS SFU's framework), this project involved conducting interviews with living experts to gain a deeper understanding of their current experience. We also facilitated two virtual workshops per region to translate the challenge into possible solutions. However, in speaking with job seekers or worker groups in the five regions, which included 60 workshop participants and 18 living experts, as well as staff within the five regional partners, the existing LMI data did not reflect the real and complex challenges that workers, job seekers, and students are experiencing in finding, keeping, and preparing for employment.

In an effort to clarify and make LMI data more accessible, Employment in 2030 Action Labs expands on the LMI data by using information collected from participant interviews in the five identified regions. Each regional summary puts forth worker-centric labour market solutions that account for these complexities with input from the populations that the LMI solutions are designed to serve. Through our trends research and engagement of labour market experts, we also identified how COVID-19 is disrupting labour market expectations by accelerating some elements and impeding the trajectory of others.

What is a living expert?

Every day, each of us use the skills and experience we possess to solve challenges. These skills and experiences are part of our "expertise" and the result of our lived experiences, education, and training. While we may each take a different approach to tackle a challenge based on our expertise, problem solving is a shared human experience, a skill we are all required to use on a daily basis. This project invited participants to bring their expertise, as a living expert, to explore and suggest ideas that respond to the regional challenge.

Incorporating this new data, efforts from Employment in 2030 Action Labs resulted in five summaries that each identify an employment challenge in each region, along with solution criteria put forth by the workshop participants, and lastly, tangible ideas on how to take action on the identified challenges using a human-centered design approach.

The final phase of Employment in 2030 Action Labs focused on translating this process into LMI insights, which led to the generation of a series of considerations and ideas about how we might redesign LMI in the future to be more worker-centric. We learned that current forms of LMI do not adequately understand the needs of workers, and are typically not in a form that is relevant, accessible, or understandable. This information is summarized in the _LMI Insights Report, Ground Control to LMI: Making Labour Market Information Work for Workers_.
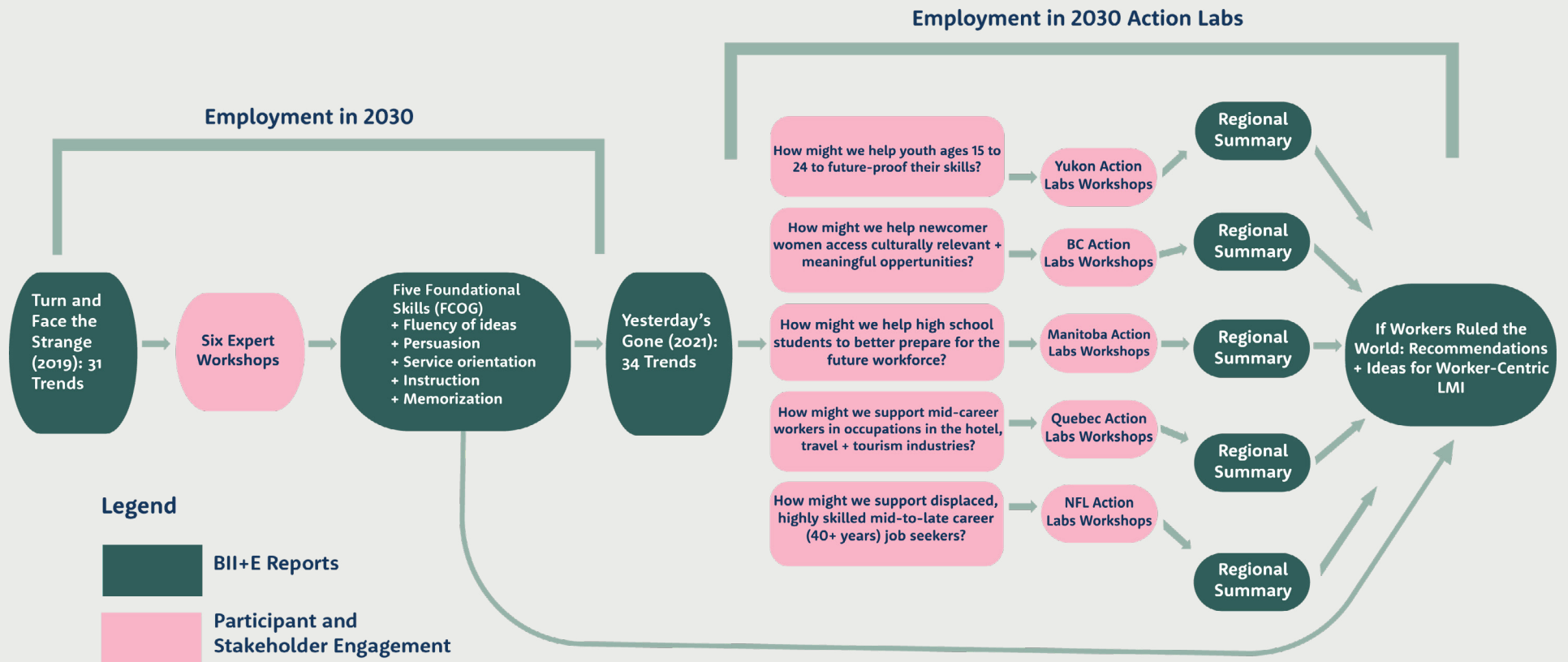
Ground Control to LMI: Making Labour Market Information Work for Workers details the need to take a worker-centred approach to developing LMI to ensure that it can inform relevant, timely, and impactful solutions. As the Brookfield Institute explores the future of the _FCOG_ (or other new sources of LMI), these insights will guide overall design. We encourage other organizations generating labour market information to also consider new ways to engage workers in their process.

The following audiences can use this report to inform policy design, employment training programs, and educational courses concerned with employment readiness and skills development:

+ Regional workforce innovation centres
+ Employment service agencies
+ Educators (middle, high school and colleges/ universities)
+ Government agencies concerned with workforce skills development
+ Employers looking to recruit and retain talent

Overview of the Employment 2030 and Action Labs research process

Employment in 2030 Action Labs

Employment in 2030

Turn and Face the Strange (2019): 31 Trends

Six Expert Workshops

Five Foundational Skills (FCOG)
+ Fluency of ideas
+ Persuasion
+ Service orientation
+ Instruction
+ Memorization

Yesterday's Gone (2021): 34 Trends

How might we help youth ages 15 to 24 to future-proof their skills?

Yukon Action Labs Workshops

Regional Summary

How might we help newcomer women access culturally relevant + meaningful oppertunities?

BC Action Labs Workshops

Regional Summary

How might we help high school students to better prepare for the future workforce?

Manitoba Action Labs Workshops

Regional Summary

How might we support mid-career workers in occupations in the hotel, travel + tourism industries?

Quebec Action Labs Workshops

Regional Summary

How might we support displaced, highly skilled mid-to-late career (40+ years) job seekers?

NFL Action Labs Workshops

Regional Summary

If Workers Ruled the World: Recommendations + Ideas for Worker-Centric LMI

Legend

BII+E Reports

Participant and Stakeholder Engagement

Regional Summary Highlights

BRITISH COLUMBIA

+ We learned from newcomer women in British Columbia that they already possess many of the five identified skills (fluency of ideas, instruction, memorization, persuasion, and service orientation), and they are frustrated that employers do not always recognize their credentials and experience

+ British Columbia has the fastest-growing population of immigrants, refugees, and newcomers in Canada; 28.3 percent of BC residents are immigrants and 22.9 percent of BC residents are second-generation immigrants

Regional Challenge Question:
How might we help immigrant, refugee, and newcomer women to access culturally-relevant and meaningful opportunities to leverage and future-proof their skills?

Solution Ideas:
1. Build on pre-arrival programs such as Community Airport Newcomers Network (C.A.N.N.)
2. Develop a competency-based assessment for employers that identifies immigrants' skills and abilities
3. Create an online platform that allows women to showcase their talents and exchange knowledge

Regional Partner: RADIUS SFU
Link to BC regional summary report.

MANITOBA

+ We learned from high school students that they are obtaining skills from social media, and interested in entrepreneurship and non-linear career pathways. They anticipate having many different careers over their lifetime

+ In Manitoba, 34 percent of workers are in occupations projected to change by 2030. Recent research from the Brookfield Institute identified that young workers are half as likely to be in a growing occupation compared with other age groups

Regional Challenge Question:
How might we help high school students to better prepare for the future workforce, and in particular for navigating non-linear career paths, through improved career guidance and development of foundational skills and abilities?

Solution Ideas:
1. Develop a global learner support app connecting students to wellness services, career resources, and mentorship opportunities
2. Create a career exploration and internship program for students in grades 6 to 12
3. Develop an app that aggregates connections to labour market information, career-cruising platforms, community / industry mentors, and educational partners

Regional Partner: Tech Manitoba
Link to Manitoba regional summary report.

NEWFOUNDLAND AND LABRADOR

+ We learned from career practitioners in Newfoundland and Labrador that mid- to late-career job seekers want to see how other people who have made a career transition have approached exploring other career possibilities

+ According to the *Forecast of Canadian Occupational Growth (FCOG)*, over 45 percent of workers in occupations projected to decline are between 45 and 65 years old

+ While there are a number of programs to support job seekers in Newfoundland and Labrador, there are none specifically designed to target the needs of mid- to late-career job seekers particularly related to career transitions

Regional Challenge Question:
Regional challenge: How might we support career practitioners to support displaced, highly skilled mid- to late-career (40+ years) job seekers to explore future-oriented skills and new, alternative careers in order to facilitate career transitions?

Solution Ideas:
1. Create an internship program or career trials for late-career job seekers

2. Develop a visual map of career pathways for late-career job seekers

3. Create a skills-match app to link past experience and skills to in-demand alternative career options with connections to industry (also linked with LMI and future trends)

Regional Partner: Newfoundland and Labrador Workforce Innovation Centre, College of the North Atlantic (NLWIC)
Link to NL regional summary report

QUÉBEC

+ We learned from workers in the tourism and hospitality sector that they have transferable skills but those skills aren't always recognized, and that they are looking for ways to upgrade their skills without the requirement of being unemployed

+ Based on the regional analysis of the Forecast of Canadian Occupational Growth (FCOG), 33 percent of workers in the province are in occupations that are set to change in 2030

+ Mid-career workers in less skilled occupations will face many challenges around adapting to and maintaining their footing in the labour market

+ Québec does not have an employment or training program to support mid-career workers

Regional Challenge Question:
How can we support mid-career workers in less-skilled occupations in the tourism, hotel and leisure industry to acquire new skills that will equip them for tomorrow's labour market?

Solution Ideas:
1. Develop a program that gamifies training, skills building, and innate talent with a human-centered design that helps workers navigate the workforce
2. Create official certifications for skills-training programs that respond to the needs of the labour market and that employers can recognize
3. Develop personalized training courses

Regional Partner: Observatoire compétences-emplois
Link to Rapport sommaire régional, Québec

Regional Challenge Question:
How might we help youth (15 to 24) to future-proof their skills and enable an easier transition to the workforce, and in particular to prepare to navigate non-traditional or undefined career paths?

Solution Ideas:
1. Focus on passion-based career development that connects youth with resources, coaching, and mentorship opportunities in their field of interest
2. Develop an accredited work-placement program that is provides academic credit, payment, and employable skills-development opportunities

Regional Partner: Yukon University

Link to Yukon regional summary report

YUKON

+ We learned from youth in Yukon that there is a lot of pressure placed on "being successful" and there is not enough support within the school system for all students

+ In Yukon, 35 percent of workers are in occupations projected to change by 2030

+ Young workers (15 to 24) are 60 percent more likely to be in occupations projected to decline than average

LMI Insights Report Snapshot

Action Labs identified the following key insights for worker-centric labour market information (LMI):

1. Workers and job seekers are looking for access to region-specific labour market information
2. Workers and job seekers are motivated to share ideas to improve solutions and labour market information
3. There is a current focus on skills, but supporting individuals in navigating future labour market disruptions will require a focus on systemic challenges
4. The skills and training ecosystem has a limited understanding of non-linear career paths
5. Not everyone is able to access the available programs

To create worker-centric labour market information (LMI), imagine if...

1. We talked to job seekers and workers early in the process to understand their needs
2. We experimented and innovated instead of getting stuck in legacy systems or structures
3. We tested LMI with job seekers and workers before we published
4. We shared LMI in a format suitable for the target audience
5. LMI could connect to pre-existing job seekers or workers' transferable skills

Quick Links:

British Columbia Regional Summary
Manitoba Regional Summary
Newfoundland and Labrador Regional Summary
Rapport sommaire régional, Québec
Yukon Regional Summary
Ground Control to LMI: Making Labour Market
Information Work for Workers

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The Brookfield Institute for Innovation + Entrepreneurship (BII+E) is an independent and nonpartisan policy institute, housed within Ryerson University, that is dedicated to building a prosperous Canada where everyone has the opportunity to thrive in an inclusive, resilient economy. BII+E generates forward-looking insights and stimulates new thinking to advance actionable innovation policy in Canada.

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