

Exploring Future Employment Pathways



Getting Youth Back to Work

Design Principles for Digital Employment Services for Youth during COVID-19

May 31, 2020







ACKNOWLEDGEMENTS

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INTRODUCTION

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In the early weeks of March 2020, the COVID-19 pandemic abruptly forced closures of all "non-essential" businesses and has since had reverberations throughout the Canadian economy. Stay-at-home orders forced those who could work or study from home to do so with little planning or preparation. Many others faced temporary layoffs, furloughs or a more permanent change in employment. For months since, the sudden shutdown has upended all aspects of life and work and holds uncertainty, anxiety and hardship for many in how the crisis might play out. As businesses slowly reopen over the summer and fall months, the post-pandemic workplace and our evolving economy will hardly look like the ones we left behind.

At the height of the crisis, the Canadian economy lost nearly three million jobs over March and April and close to one million youth who traditionally work in seasonal or contract jobs now face a frozen labour market. Service sector workers, new graduates and other youth are three of the groups most vulnerable to the negative economic impacts of the COVID-19 crisis. Youth, specifically those with pre-existing vulnerabilities, are now likely to experience losses in wages and unemployment as the recession continues to unfold over the rest of 2020. Student-contract workers are likely to lose income typically earned from summer jobs, and the future remains uncertain for the anticipated 500,000 new graduates who would have joined the labour force in 2020.

Amid the chaos, employment services and youth networks have had to respond, but have been hampered by working in offices with minimal technology tools or virtual service delivery. The Ontario Tourism Education Corporation (OTEC) and a coalition of partners that includes First Work, MaRS Data Catalyst and the Canadian Council for Youth Prosperity (CCYP) began working with The Future Skills Centre – Centre des Compétences futures (FSC-CCF) to test an innovative, evidence-based approach to skills development for the new economy, known as **Project Integrate**. Technology-enabled career services are needed now more than ever and must be ramped up on a scale that will succeed at getting Canadian youth back to work and developing skills for their future. While COVID-19 has served as an unexpected shock to the Canadian economy, there may be undiscovered opportunities through work done by initiatives like **Project Integrate** to finally accelerate digital models in extending employment supports to youth who need them most.



OBJECTIVES

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This whitepaper begins by exploring the employment outlook and implications for youth employment in Canada in the context of the COVID-19 pandemic and opportunities for employment services to accelerate digital adoption. The following pages outline work performed by **Project Integrate**, design principles for digital adoption researched during the project, and additional design considerations due to the COVID-19 pandemic that employment services may consider in developing a blueprint for getting Canadian youth back to work.

Specifically, this whitepaper seeks to:

- 1. Profile **Project Integrate** and the work done to date to understand key considerations for creating a blueprint for enabling tech-driven pathway systems;
- 2. Anticipate what return to work might mean for youth employment opportunities and skill development post-COVID-19;
- **3.** Outline how **Project Integrate** and digital employment service initiatives might pivot in anticipating these changes and what kinds of tools might be required.



BACKGROUND

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Long before the COVID-19 pandemic, much of the Canadian workforce ecosystem and training infrastructure was unequipped and unprepared to meet the challenges the future of work will bring, and even unaware of what those challenges might be. Representing just under 20 per cent of Canada's total population, our youth play a critical role in strengthening the Canadian economy, maintaining international competitiveness and building toward an even brighter civic, social and political future. While trends such as artificial intelligence, big data and the gig economy pose challenges to youth employment and skills, COVID-19 acts as an abrupt structural shock that our systems were not designed to meet.

Throughout the research phases of **Project Integrate**, secondary research found evidence that youth employment services persist as a patchwork system, disconnected from many of the current needs of youth and the technological abilities that now exist. Career pathways have become less predictable and now, in the context of COVID-19, today's youth face significant challenges making sense of bridging early job experience or education to career. As the Canadian economy enters and recovers from an unprecedented recessionary period, marked by mass layoffs, chronic joblessness, accelerated automation and a "new normal," it is essential that employment services adapt quickly in leveraging the technology and tools that can deliver employment support at the level needed. Furthermore, the anticipated continuation of many physical distancing practices due to COVID-19 provides an additional driver for encouraging the adoption of digital service delivery. Advanced data analytics, assessment, career pathing, job matching and skills development tools are increasingly available online, but their adoption across the employment and training ecosystem remains inconsistent or siloed. But it is this lack of adoption and implementation that provides ample opportunity to level up employment services during the COVID-19 response through initiatives like **Project Integrate**.

Project Integrate Overview

coalition of partners that includes First Work, OTEC, MaRS Data Catalyst and the Canadian Council for Youth Prosperity began working with Canada's Future Skills Centre - Centre des Compétences futures (FSC-CCF) to test an innovative, evidence-based approach to skills development for the new economy in 2019. The initiative, known as **Project Integrate**, is researching and testing the potential impact and feasibility of a single technology-enabled employment and training pathway for youth. Working with employment service provider (ESP) networks across Canada, the project has been conducting systems research and field testing with a range of promising employment-related technologies in each of the following three phases in the employment pathway: Engagement, Systems Navigation and Career Laddering.

Career pathways have become less predictable and now, in the context of COVID-19, today's youth face significant challenges making sense of bridging early job experience or education to career

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The project seeks to improve job seeker experience by leveraging digital technologies, contributing to systems innovation by addressing enablers and constraints,

and modelling future employment pathways through the integration of new and emerging tools that improve services capacity. While the project goals remain unchanged, the challenges and uncertainties resulting from COVID-19 mean those goals must now be sensitive to the new realities and burdens that job seekers and ESPs now face.

YOUTH EMPLOYMENT AND COVID-19 JOB IMPACT

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At the start of the year 2020, much of the economic data pointed to a healthy and improving labour market for youth since the Global Financial Crisis in 2009. Yet, employment service gaps and barriers remained for those furthest from the labour market, leaving certain segments such as youth Not in Education, Employment or Training (NEET) behind their peers in terms of advancement opportunities in the labour force. Furthermore, characteristics of the future of work such as automation pose additional challenges for all, often resulting in fewer consistent full-time jobs, more frequent job transitions throughout one's career and rapid changes in skills requirements from employers.

Modern work models such as gig work provide more flexible work opportunities but come with their own hidden costs, such as a lack of benefits, low pay, inconsistent scheduling, lack of opportunity for advancement and hidden fees. This type of work has also been particularly vulnerable to health risks posed by COVID-19, impacting many retail, food delivery, grocery and transportation jobs. In assessing health risk, food service and retail jobs both score particularly high in physical proximity, employ a significant number of young people and involve significant risk due to minimum wages and common lack of benefits.

Beyond the significant health risks, younger workers will likely pay a more severe and lasting price during the recessionary period to come. While recessions are never kind to the younger generation of workers, the current one may come with unique risks to youth. Those sectors that traditionally offer youth a stepping stone in their career through entry-level work experience are the same sectors that have been particularly hard hit by COVID-19-related closures and social distancing measures, such as retail, hospitality and tourism. In addition, many graduates have found their summer jobs or internships canceled without many alternatives. Young people who have retained their jobs since COVID-19 have seen a sharp reduction in the number of hours worked, with a quarter reporting having lost all or most of their usual working hours. Due to fewer years worked, there is also doubt as to whether young employees will be the first to be called back to work as employers reopen.

As a result, Canadians under 25 years of age have been the hardest hit by job losses due to COVID-19. Their employment, earnings and savings prospects are likely to suffer longer-term as they make up nearly 30 per cent of those unemployed due to the pandemic even though they make up just under 20 per cent of the population (see Figure 1).

Youth have faced the most abrupt job loss due to COVID-19



FIGURE 1: CHANGE TO EMPLOYMENT DUE TO COVID-19, MARCH-APRIL 2020

A study of Canadian data from the recessions of the 1980s and 1990s showed that young people graduating into a recession had earnings that averaged more than 10 per cent below other graduating cohorts where the unemployment rate was lower. This gap remained in place for up to a decade and lifetime earnings were reduced by roughly five per cent compared to other colleagues. The results have been shown to lead to longer-term effects such as underemployment upon graduation as youth find themselves "trading down" to lower-skilled jobs and less stability in building up a pension and benefits. All of this could lead to an aggravated vulnerable position that many underserved and NEET youth find themselves in when it comes to the future of work.

FIGURE 2: EMPLOYMENT DECLINES DURING THE LAST THREE RECESSIONS COMPARED TO COVID-19



Larger employment declines since February than during any of the last three notable recessions

Source: Statistics Canada, - Yable 14-10-0355-01 (formerly CANSIM table 282-0088)

The "New Normal": The Future of Work for Youth

Several future of work trends are also likely to accelerate due to COVID-19. Automation, for example, is likely to occur at a faster pace during the COVID-19 response and should be considered when evaluating employment impact for youth. Increased digitization and freelance forms of work are also likely to become much more accepted as employers accommodate more work from home. This comes with profound implications for youth – with both challenges and opportunities for a few reasons.

Firstly, before the pandemic, examples of automation and increased digitization were already evident among select industries in Canada, such as automotive, manufacturing and mining, and among more "hidden" manual processes common in office tasks such as robotic process automation (RPA). Now, due to recessionary pressure, employers are even more likely to consider automation as a way to save labour costs. As the Brookings Institute points out, in an economic downturn, labour becomes relatively more expensive compared to technology, resulting in automation acceleration. Other studies have evaluated evidence showing as much as 88 per cent of recent automation having occurred during previous recessionary periods.

Secondly, this automation phenomenon may be especially true of the more recent COVID-19 downturn due to the abruptness of the economic shock. Recent estimates suggest that nearly one-third of Canadian firms have seen revenues drop by 40 per cent as a result of the pandemic in just a few months' time. Many of these firms and small businesses have resorted to temporary layoffs and furloughs or relied on government funds to keep their staff. These temporary measures, however, are likely to fail under the weight of a prolonged recovery, especially in industries like retail where cashflows are tight. In many industries where automation was less prevalent, it becomes a much more sustainable and attractive alternative given the uncertainty of the economic recovery.

Thirdly, the specific health factors of the crisis mean that automation becomes much more attractive for jobs and tasks that are now considered dangerous. Regardless of the form, technology can go where people cannot, and it will often perform duties at higher speed and scale. Businesses may also use the crisis as an opportunity to look for new markets that technology can unlock in the "low touch" economy, as well as mitigate against any public perception risk to automating where it can.

FIGURE 3: YOUTH SHARE, EMPLOYMENT CHANGE AND AUTOMATION RISK BY INDUSTRY



Industries with higher youth share have been hiy harder by COVID and have high automation risk

Source: Statistics Canada, Labour Force Survey, April 2020; PwC Risk by Industry Calculations, 2019

All of this comes with the caveat that just because a firm decides to automate, it doesn't necessarily mean a reduction in workers. In fact, research has shown that when firms choose to automate, they often do increase the number of people they employ and jobs created due to cost savings and higher productivity. But what does occur regardless of jobs that stay or go is a higher rate of change in the skills and other job requirements as automation accelerates.

If the future of work truly does accelerate and exacerbates existing structural shifts and systematic barriers for those underserved in the economy, youth are likely to be the most exposed. While COVID-19 poses many challenges, it also presents unique opportunities for employment services in applying the same technology to filling gaps and expanding access to services, specifically for those farthest away from the labour market. While youth may be the most at risk, their digital nativeness and ability to adapt are likely to be key in leveraging the opportunities coming out of the crisis. It is these opportunities that need the full support of Canada's employment service ecosystem and ones that can be ramped up with a digital services blueprint.



GOING DIGITAL TO GET YOUTH BACK TO WORK

While youth remain at risk under an uncertain future, ESPs have their own challenges and opportunities ahead. Now faced with an increasingly digital world, ESPs in Canada likely face additional barriers in shifting quickly to a remote model of work. In a recent survey conducted by the Heldrich Center in the U.S. on delivering workforce services in the COVID-19 environment, 80 per cent of respondents reported a longer-term need for remote teams and service delivery. However, 86 per cent reported a lack of client-accessible technologies as a major barrier to virtual service delivery and 70 per cent said they themselves don't have access to proper online tools. Specific themes such as lack of technology skills, inadequate hardware devices and caps on mobile data plans often come up in terms of barriers to providing digital employment services. These themes resonate with work conducted by Project Integrate finding that systemic, organizational and individual barriers to providing digital services often include problem areas like skills, resources or funding constraints.

Going forward, the Project Integrate team has a number of opportunities to pivot and adapt its work to the current context. Areas to be considered for the evolution of a blueprint (see Figure 4) that uses technology to reach those furthest from the labour market include asking a few core questions:

- 1. Which existing project insights have become even more urgent and relevant given current conditions?
- **2.** How can solving for the challenges of COVID-19 be turned into opportunities to mitigate against "distance from the labour market" being a barrier to service delivery?
- **3.** During the COVID-19 recovery period, how might the team adapt a stacked-solution blueprint for digital employment services so that the user experience is preserved across different platforms?

FIGURE 4: EVOLUTION OF A DIGITALLY ENABLED BLUEPRINT FOR EMPLOYMENT SERVICES

The Evolution of Digital Employment Services: Capacity Design

based on Distance to Distance to the Labour Market



Time

Source: Author

Mapping Enablers and Barriers to COVID-19 Implications

During Phase 1, the project focused on use case analysis of assessment and career laddering tools and identified systems barriers and enablers for ESPs when considering

FIGURE 5: USER LEVELS

the adoption of new technology tools. A wide variety of factors were identified based on primary research with employment service provider management and staff, including enablers and barriers defined at the user, operational and systemic levels (see Figure 5).



Source: Project Integrate Interim Report, 2019.

Phase 1 also identified important leverage points to test the full stack choice over the duration of Phase 2, planned for April to September 2020. Below is a summary of the different enablers and barriers, important takeaways and design principles from Phase 1, as well as possible implications to consider in a digital model accelerated by COVID-19.

User

 User-centric design: One of the most common findings during the ESP roundtable conversations was the importance of "user-friendliness" as a significant enabling factor to technology adoption. Several technology adoption models also support this finding. One common impediment in the feature design of most tools currently used involves multiple signins between tools and complex navigation across them. Critical feature enhancements were outlined as part of Phase 1 and should be considered as essential for testing throughout the next Phase.

2. Extending human supports: ESP frontline staff expressed concern that an overemphasis on digital tools to engage job seekers could result in the loss of a "human touch" element often needed in supporting the individual. Building trust with the client through the employment process is critical to successful service delivery and outcomes. ESPs identified "unclear value-add" as a major barrier to supporting a new technology.





Source: Based on research from Project Integrate Interim Report, 2019.

Implications for the user post-COVID-19: Both user-centric design and human supports may become even more critical to serve youth in the COVID-19 context. Implementing feature design should consider the two in tandem with the emphasis on extending the services of the front-line worker and/or counsellor, not replacing them. This may include video conferencing software, SMS/text, social media, automated check-ins, live chat features, direct scheduling and other flexible communication methods built into a system enabled by single sign-on (SSO) protocols to enable usability.

Operational

 Mitigating risks of technology adoption: ESPs believe that innovative technologies are critical for enhancing service quality, but many risks need to be considered carefully. These include low digital maturity of the ESPs, IT capacity, funding constraints and lack of configurability to the ESP context. Phase 1 highlighted a shared-risk model to support overall efficiency and utilizing a consensus-based adoption process.



Implication for operations post-COVID-19: As the recessionary period caused by COVID-19 unfolds, the addition of tools that deliver a higher quality of digital employment services may be required. The approach to considering these tools should allow for sufficient operational flexibility in both vendor agreements and the features adopted. Tools that allow for flexible configuration options, phased pilot testing, localized labour market information, contextualized triage based on users' needs and stacked integrations are likely to come with lower implementation risks in the context of a changing labour market and evolving ESP service model. Further, COVID-19 presents a unique opportunity to address previous concerns held by ESPs about increased service digitization with a smart and tested approach to using technology to reach those furthest from the labour market.

Systemic

- Aligning the proper incentives: ESPs expressed hesitation at adopting technologies that might contribute to overachievement of metrics that could be increased at the time of contract renewal. Current funding structures do not incentivize overachievement of metrics, such as number of job seekers served. It became clear that funders should be involved in the policy design alongside implementation of a stacked solution to align the proper incentives. Furthermore, digital tools that enable measurement of the longer-term impact on the job seeker could aid in supporting new policy design for improved outcomes.
- 2. Data portability and ownership: ESPs felt that the growing focus on privacy legislations and ever-increasing focus on data security and privacy had placed a large administrative burden on them. For job seekers, because of the multiple ESP services they may interact with, there is often duplication of the information they are required to provide and multiple log-ins to complete leading to a higher level of disengagement. The multiplicity of tools current-ly in use leads to both a higher drop-off of users and siloed data on the employment service history of the youth. Solutions for data portability and ownership that enhance data privacy and security need to be considered.
- 3. Alignment with employer practices and needs: Employers are increasing use of digital in their talent acquisition and development strategies. Through each point of the talent pipeline from job postings to talent evaluation and interviews to talent development, employers have largely adopted a digital-first model, influencing both how they connect with job seekers and what they are looking for in a potential candidate. In an effort to both align with employers and prepare youth for the employment journey ahead, ESPs should be equipped to understand employer needs and requirements in a timely fashion.



Implications for systems design post-COVID-19: It is obvious that no one technology alone can improve the entire employment services system. Several ESP factors, including their workflow, incentives and stakeholder alignment, need to be considered in any kind of stacked- deployment model. Due to the increased uncertainty of COVID-19 and the economic recovery to follow, it will be even more critical to enable flexible and open information protocols like a shared data cloud with youth records across programs, foundational service platforms with standardized data capture, and access to timely information on the labour market and employer demand. Technology exists today to enable a fully integrated system at the data layer with foundational features that allow each ESP to choose the modular features of its design. Going forward, design considerations as to what level of shared vs. closed information systems are enabled may be even more important in the COVID-19 context in prioritizing a higher level of flexibility and shared best practices across the system.

Prioritizing Technology that Adapts

Drawing on the foundational work done during Phase 1, this section looks to emphasize key design principles and tools that emphasize adaptive architecture (see Box 1) as a key design pillar. While there is a plethora of assessment and career planning tools to aid ESPs, it's likely that an urgent response to COVID-19 through a remote environment will require new methods of working for both ESPs and the youth they serve. Field testing conducted during the project has included testing tools such as the ALiGN psychometric assessment and MaRS planext tool, as well as a comprehensive research scan of over 600 different assessment tools and technologies. Due to impacts from COVID-19, there may be additional opportunity to consider other tools that embed adaptive architecture by:

- Considering a variety of factors that influence career navigation through assessment integrations (interests, personality, values, etc.) so individuals can receive what they need when they need it;
- Supporting multiple interfaces and communication methods for different stakeholders (for ESPs, youth, funders, partners, employers, etc.) like online portals, SMS, chatbots, etc.;
- **3.** Enabling timely adaptation to shifting labour market conditions, including real-time market analytics;
- **4.** Developing a focus on personalization and scalability to increase capacity for ESPs to focus on additional support for those most in need.

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Box 1: Adaptive Architecture as a Key Design Pillar

Adaptive architecture is a key design pillar that seeks to incorporate all factors of the employment services systems, including technology, organizational and policy design, in enabling the system to respond to changes in demand or resources available over time. Adaptive architecture prioritizes adaptability in being able to respond quickly and effectively to an uncertain environment. Technology design implications of adaptive architecture include modular back-end infrastructure, predictive algorithms and layered database systems enabled at a foundational level to serve the system, while being able to respond to localized needs without disrupting that same system. This may enable features such as secure data flows between ESPs, standardized platforms and graphical user interfaces to serve common needs and flexible integrations through Application Programming Interfaces (APIs) to serve local labour markets.

Technology exists today to enable a fully integrated system at the data layer with foundational features that allow each ESP to choose the modular features of its design.

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It is clear that current forms of career navigation and employment support aren't meeting the needs of youth today, nor what they will need in order to successfully navigate through COVID-19 recovery. Many tools address pain points in isolation, minimize data capture to the short time in which the tool is used and fail to address the full range of what youth need. The new realities for both youth and ESPs should be reflected in a blueprint that is considered by the project, addressing the true scope of user needs. Informed by the enabling factors identified during the project, outlined below are core design principles that emerge from adaptive architecture applied to the ESP context, as well as illustrative examples of what these tools may look like.

Enabling Factors for Digital Employment Tools						
User	Operational	Systemic				
 Relevance and functionality User friendly design Product-specific training 	 Management commitment Consistent communications Funding 	 Sector investment Commitment to innovation Incentives for technology adoption 				
• Service expertise	• Planning	Government-led technology development				
 Internal support 	Inclusion	Vendor service				
 External support 	 Monitoring 	 Inter-agency sharing 				

Key Design Principles from Adaptive Architecture

- Holistic and connected
- Mobile and flexible
- Adaptive and informed
- Seamless and trusted

Holistic and Connected

Although young people want formal education to lead to a good job, they no longer believe it is effective in preparing them for good careers. Based on recent research, only a third of students believe they will graduate with the skills they need to be successful. And many NEET youth don't have the kind of launching pad that higher educational environments can offer. While higher education and training certainly still have their place in supporting career development, personalized assessment and learning tools are now available to deliver more specific guidance beyond a one size fits all approach. These types of tools can also aid ESPs in synthesizing information on available careers and opportunities as it relates specifically to each youth's needs. By incorporating factors such as personality, interests, values and skills, holistic career navigation systems can serve as "digital career coaches" available on demand.

Case Study: Hats & Ladders

Hats & Ladders helps users discover career interests and preferences (hats) through assessments and hands-on opportunities. It recommends activities (ladders) that provide real-world learning and motivation with functions like achievements badges and social sharing. The company provides a curriculum for K-12 advisors to use alongside the product to guide students on how to get the most from the tool and interpret what they're learning.



Enabling Factors: Relevance and functionality, user-friendly design

Mobile and Flexible

Today's youth are digital natives. A great way to incentivize user adoption of digital tools among ESPs is to start with low-hanging fruit – tools easily available through mobile with formats that are most familiar. This includes text, email, social media and messaging (e.g., WhatsApp, Slack, etc.). Considering career navigation tools that allow for flexibility and mobility in communication can go far in lowering the bar to adoption by both youth and ESPs and allows digital services to meet people "where they are at."

Case Study: Signal Vine

Signal Vine is a two-way messaging platform that reconnects job seekers to the workforce by nudging them toward success. Its solution for workforce development enables timely and personalized text messages to improve user engagement of applicants and ensures they're connected to the right upskilling resources. From resume building to interview practice, texts can be used to steer applicants through the job search. The platform also comes with an AI-enabled Virtual Advisor to reply to frequently asked questions, as well as reporting and analysis to track progress.

Enabling Factors: Inclusion, service expertise

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Adaptive and Informed

The economic upheaval from the COVID-19 pandemic has disrupted entire industries and may continue to shape them over the longer term. Long before this change, automation and other technological changes presented us with very different ways of imagining and performing work, with educational institutions struggling to keep up. The gap between the skills that higher education teaches and the actual ones that employers need continues to grow. Before COVID-19, research showed that skills today may lose up to half their relevance in just over five years. Up to one-third of workers may need to learn entirely new skills and find work in new occupations by 2030. This has made it increasingly difficult to rely on static sources of information on jobs and their requirements. Fortunately, technology also holds part of the key to accessing more relevant, timely information from digital sources. Today, many tools and technologies integrate these sources through machine translation methods and API systems

Case Study: CyberSeek Tool

In an effort to close the cybersecurity skills gap, Cyber-Seek provides detailed, actionable data about supply and demand in the cybersecurity job market. It hosts an online heat map of real-time cybersecurity supply and demand, as well as an interactive career pathway showing common roles within cybersecurity and transition opportunities between them. CyberSeek can support local employers, educators, guidance and career counselors, students, current workers, policy makers and other stakeholders as they answer key questions about working in the industry. CyberSeek uses a combination of real-time labour market information sources, in partnership with industry associations, to extend timely information to users considering various career paths in the industry.



Enabling Factors: User-friendly design, funding, sector investment, inter-agency sharing

Seamless and Trusted

While the back-end architecture of an integrated technology stack may be complex or cutting edge, user-friendliness supported by a seamless user experience and trust is key to successful technology adoption. Maintaining trust in the brand and a simplified navigation experience is critical to both ESPs and youth to continue to use an employment tool. Such experiences can be easily supported through single sign-on (SSO) and data-sharing agreements between technology partners without sacrificing data privacy and security. This allows an undisrupted flow between platforms offering different services from assessments to labour market data to skills training to job opportunities. Accommodating different access protocols through social media integrations can also enable adoption by allowing youth to access employment services from their mobile device. Above all, both youth and ESPs want a reliable tool they can trust and one that complements their service expertise.

Case Study: CareerOneStop

CareerOneStop is a comprehensive source for employment information and inspiration, sponsored by the U.S. Department of Labor. Its main priorities are to serve as a place to manage one's career, serve as a pathway to career success and host tools to help job seekers, students, businesses and career professionals. CareerOneStop also offers a wide range of career, employment and education data as web APIs, allowing third parties to obtain quality-controlled data sets and seamlessly integrate them into their own websites. While CareerOneStop hosts a plethora of tools, resources, training videos and labour market data. It also delivers integrated, easy-to-understand workforce information that helps a wide range of audiences. It operates through a seamless navigation experience allowing users to easily find what they're looking for, including O*NET career assessments, job search tools, a locator for American job centers and personalized resources.

Above all, both youth and ESPs want a reliable tool they can trust and one that complements their service expertise.

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Enabling Factors: Inter-agency sharing, government-led technology development, funding, user-friendly design, service expertise, external support





CONCLUSION

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The career navigation process is iterative and nonlinear, requiring a well-researched and tested stacked solution that leverages an ecosystem of different technologies designed with both youth and ESPs in mind. In the context of COVID-19, youth across NEET, students and recent graduates are likely to require even more support in the coming months in navigating a higher level of uncertainty. It's clear that COVID-19's job impact has been felt most by those most vulnerable. In addition, trends common to the future of work such as automation have already taken shape and may pose significant challenges to youth struggling through the pandemic. But where there is challenge, there is opportunity. The work undertaken by the Project Integrate team has laid a strong foundation in ramping up a blueprint for digital employment services that may be applied throughout Canada. Work going forward in encouraging ESP adoption of a technology stack should consider these new realities and move at pace to leverage a current shift to digital through adaptive architecture where possible. Getting youth back to work quickly requires being both reflective about which design principles remain most important and honest about their fit in adequately addressing our "new normal" for the future of work.



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 x For example, see the Technology Acceptance Model by Davis, 1989, as outlined in the Foundational Report.
 xii Strada Gallup Student Survey 2017, "Crisis of Confidence: Current College Students Do Not Feel Prepared for the Workforce," 2017.
 xiii McKinsey Global Institute, "Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation," December 2017.