Overview:
The Labour Market Framework for Yukon
The Labour Market Framework

In order for Yukon to take a more strategic approach in addressing labour market needs in the territory, the framework outlines five strategies that needed to be developed:

• Comprehensive Skills and Trades Training Strategy;
• Immigration Strategy;
• Labour Market Information Strategy; and
• Recruitment Strategy and Employee Retention Strategy.

Four summary documents of the five strategies have also been produced (the Recruitment Strategy and Employee Retention Strategy were combined into one).

*Ce document est également disponible en français.*
Overview

Framework Strategies

In 2008, the Government of Yukon developed a Labour Market Framework for Yukon (“the framework”) in response to labour market concerns raised by the Whitehorse Chamber of Commerce. The framework outlined strategies that needed to be developed if Yukon was to take a more strategic approach to addressing labour market issues in the territory.

In order to more effectively develop these strategies for all Yukon, labour market stakeholders were invited to provide their feedback on the development of the strategies at a symposium held in October 2008. The event brought together individuals representing business, industry, all levels of government (federal, territorial, municipal and First Nations), non-governmental organisations, under-represented labour market groups and employees affected by labour market demands.

The symposium provided an excellent opportunity for participants to discuss current and future labour market challenges and solutions. Building on the success of the event, and to ensure stakeholder participation in the planning and implementation of the strategies identified in the framework, the Yukon government created stakeholder working groups. These stakeholder working groups drafted the following five strategies to support Yukon’s economic growth over the next ten years:

- Comprehensive Skills and Trades Training Strategy;
- Employee Retention Strategy;
- Immigration Strategy;
- Labour Market Information Strategy; and
- Recruitment Strategy.
**Vision and Guiding Principles**

The framework’s vision is an inclusive and adaptable labour market that meets the demands of a strong, diversified economy and provides opportunity for a better quality of life for Yukoners.

Each strategy developed under the framework supports this vision.

The Labour Market Framework also established principles to guide the development of the strategies:
- adaptable — responds to changes in the economy through innovation and flexibility;
- inclusive — embodies an holistic approach that considers the interests of individuals, workers and employers;
- builds on strengths and successes: recognises the positive activities already underway in Yukon to attract, retain, educate and train people for the labour market, while remaining open to new ideas;
- accountable — focuses on results; and
- emphases partnerships.

**The four pillars of the labour market framework**

The framework strategies address four key areas of labour market development. These four “pillars” are training and development, recruitment, retention and labour market information. Figure 1 shows the four pillars and how they relate to the framework strategies.

*These are now combined into one strategy*
The process of information sharing and collaboration that took place during the development of the framework strategies articulated linkages between the four pillars. During the drafting of the framework strategies, it became apparent that while a strategy was needed for each of the four pillars of labour market development, the strategies must be inter-related and inter-dependent in order for meaningful action to take place.

These are just a few examples of how the framework strategies overlap:

- Bridging programs that enable immigrants to integrate into the labour force effectively are skills training initiatives that promote recruitment and retention.
- Labour force information is an essential contributor to enabling effective career development for Yukoners, expansion for local business and integration programs and services for immigrants.
- An important element of recruitment and retention of workers is the provision of suitable workplace training programs, developed according to what needs are identified through labour market information.

The Labour Market Information Strategy plays an over-arching role in that it provides the data to support the implementation of strategies for training, immigration, recruitment and retention. Also of note is that many of the challenges and opportunities for recruitment and retention are shared, to the point where one document was created to set out the strategic direction for both recruitment and retention in Yukon.

### Translating the framework into strategic direction

In February 2009, four working groups began the development of the framework strategies and action plans. The framework strategies describe why the strategies are needed; the labour market outlook; challenges and opportunities; and strategic goals and objectives. The action plans, on the other hand, describe specific actions to support the implementation of the goals and objectives of the strategies and how they will be implemented, monitored and evaluated.

The working groups welcomed new stakeholder members throughout the development of the strategies and action plans, wherever gaps in representation, knowledge and expertise were identified.
Each working group was chaired by a representative of the Yukon government, with the exception of the Labour Market Information Strategy working group, which was co-chaired by the Yukon government and Service Canada.

The working groups’ collective mandate was to ensure coordination of the development of the strategies in accordance with the direction set by the Labour Market Framework. This involved providing coordinated advice and input into the development of the strategy in regard to scope, content, timing and processes for development and consultation; ensuring coordination as required with the Yukon government and other stakeholder programs and policies related to the strategies and; providing coordinated advice and input to the development of monitoring and evaluation systems for the implementation of the strategies.

Decision-making by the working groups followed a consensus-based and interest-based model. This was an essential approach to creating meaningful strategies given the diverse number of individuals and organisations contributing their time to the working groups. On a procedural level, the approach helped to:

- clarify misunderstandings;
- build mutual appreciation for the challenges;
- collectively explore options;
- invent creative and inclusive solutions; and
- jointly determine labour market information needs.

During the process, the stakeholders shared their perspectives, considered one another’s interests in a cooperative way and enhanced partnerships.

The consensus-based approach ensured that working group members contributed to and saw their contributions reflected in the development of the strategies. In addition to regular meetings, a password-protected website was set up for the framework strategies where minutes, documents and discussion papers could be viewed, ensuring all working group members had access to the same information.

Because the process was interest-based, each working group member contributed to the drafting of at least one strategy based on the interests they represented. With this approach, stakeholders took ownership of each strategy and were highly motivated to reach agreement (and compromise) on actions that resolved (and advanced) issues.

The consensus-based approach ensured that working group members contributed to and saw their contributions reflected in the development of the strategies.
Commitment to the strategic direction

In order to complete the process of finalising and committing to the recommendations contained within each framework strategy, working group members signed an accord. Each accord indicates working group member support for the goals and objectives of respective framework strategies.

Implementation of the strategies and action plans

The framework strategies represent a map for labour market development in Yukon for the next ten years in the areas of training and skills development, immigration, national and international recruitment, employee retention and information on the labour market. Working together, these strategic documents will guide the direction of labour market development.

The framework strategy action plans will guide the implementation of each framework strategy. These implementation-focused documents will be revisited as often as needed to address changing labour market needs in Yukon.

The mandate of the four working groups who developed the framework strategies and action plans has ended. Four new committees are being created to support the implementation of the framework strategies and action plans. Supported by Yukon government staff, these new committees will monitor the activities and evaluate the implementation of the framework during implementation. Figure 2 represents the implementation process.

Stakeholder committees will monitor and evaluate the implementation and recommend adjustments to the action plans as per Figure 2.
If you would like more information about how the framework strategies can benefit you or how you can participate in the stakeholder committees, please call 867-667-5131 (toll-free 1-800-661-0408, ext. 5131) or go to www.labourmarketframeworkyukon.com.

These documents are also available:
- summaries of the strategies;
- strategies and action plans; and
- a complete list of the organisations involved in the creation of each strategy and action plan.