



The Alliance of Sector Councils (TASC)

Becoming More Competitive with Internationally Trained Workers (ITWs)

A Toolkit for Employers

North Bay, October 18, 2011



Human Resources and
Skills Development Canada

Ressources humaines et
Développement des compétences Canada



Toolkit For Employers

Objectives:

- Increase awareness of the benefits and value of *hiring* and *retaining* internationally trained workers (ITWs)
- Show how Canadian businesses (large or small) can hire and retain ITWs using local and national tools and resources



Aboriginal Human Resource Council
connections – partnerships – solutions

HR Council for the Voluntary & Non-profit Sector
Conseil RH pour le secteur bénévole communautaire



Contact Centre Canada
Centres de contact clientèle du Canada
Answering the call for quality - Répondre à l'appel de la qualité



Canadian Plastics Sector Council
Conseil canadien sectoriel des plast



Canadian Grocery HR Council
Conseil canadien des RH du secteur de l'alimentation



Canadian Trucking Human Resources Council
Conseil canadien des ressources humaines en camionnage



Council for Automotive Human Resources
Conseil des ressources humaines de l'automobile



Canadian Supply Chain Sector Council

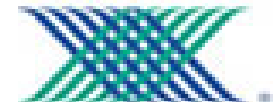
Conseil canadien sectoriel de la chaîne d'approvisionnement



CHRC Cultural Human Resources Council
Conseil des ressources humaines du secteur culturel



MHRM MINING INDUSTRY HUMAN RESOURCES COUNCIL
CONSEIL DES RESSOURCES HUMAINES DE L'INDUSTRIE MINIERE





The Alliance of Sector Councils (TASC)

- The Alliance of Sector Councils (TASC) supports Canada's network of sector councils (33 sector councils)
- Sector councils are dedicated to developing industry-driven labour market solutions in key sectors of the economy
- TASC practices an effective partnership approach that brings employers, labour unions, governments, educators, professional associations together



Toolkit for Employers

Big picture:

- Overview (national, regional and local)
 - why Canada needs international talent
 - what ITWs can do for businesses, communities, etc.
- Introduction to the Employer's Toolkit:
 - practical tools and resources
 - *where* to find internationally trained workers (ITWs)
 - *how* to select, integrate and retain international talent
 - success stories: e.g. SMEs with international talent



Chance

favours

the

prepared

Mind



GDP Forecasts

Are we growing or shrinking? Will someone please tell us?



“Forecasting is very difficult, especially if it is about the future.”



Forecasts and Trends



Trend:

- A change in social direction – wide in scope – identified by many sources
- There is always a history



Forecast:

- Starts with the here and now



Forecast:

- Forecasts are simplifications
- Existing conditions + assumptions
- If...if...if...if...



Forecast:

In forecasting, authors state the results,
but often not the assumptions



Trend:

Examples:

The rise and fall of tennis clubs and, more recently, video stores...



David Foot (with Daniel Stoffman):

*Boom, Bust & Echo: How to Profit from the
Coming Demographic Shift - 1996*



New trends in sports activity in Canada

StatsCan:

- 1992-2005 – Participation in sports dropped by half



Can you make a guess:

- What sports have grown in popularity?
- What sports have dropped in popularity?



Contributing factors:

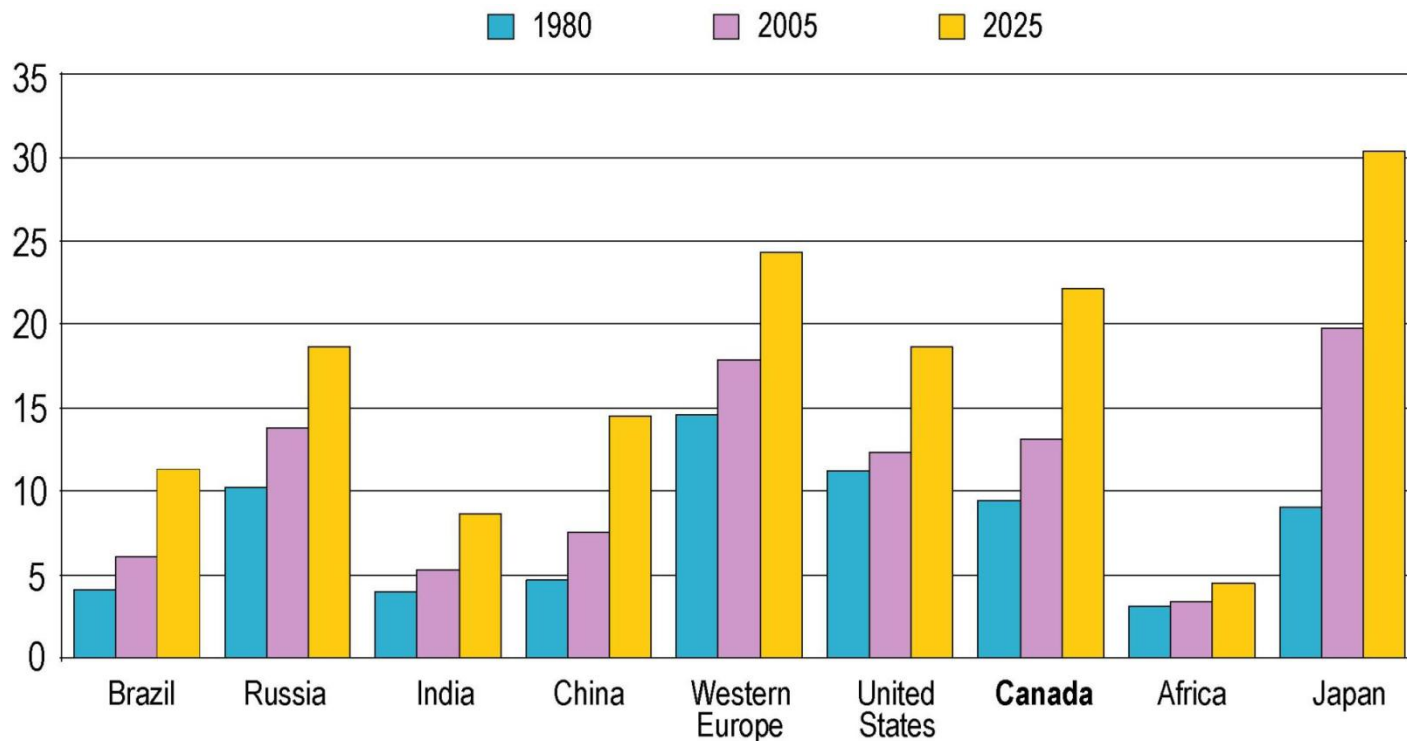
- Aging population
- Lack of time
- Lack of interest
- TV, Internet, Facebook, etc.



Close to 20% of Canada's working population will reach retirement age by 2025



Population aged 65 and over (percent, share of population)





Organizations will need to fill positions
for which only a limited applicant pool exists



Key Facts about Immigrants

Approximately 250,000 immigrants annually

- From 2001-2006 immigration accounted for over 60% of Canada's population growth
- By 2011 immigration is estimated to account for all of Canada's net labour force growth
- Currently, 23% of employees in the tourism sector were born outside of Canada



Immigrants are Good for Business

Immigrants and internationally educated talent boost our economy. They:

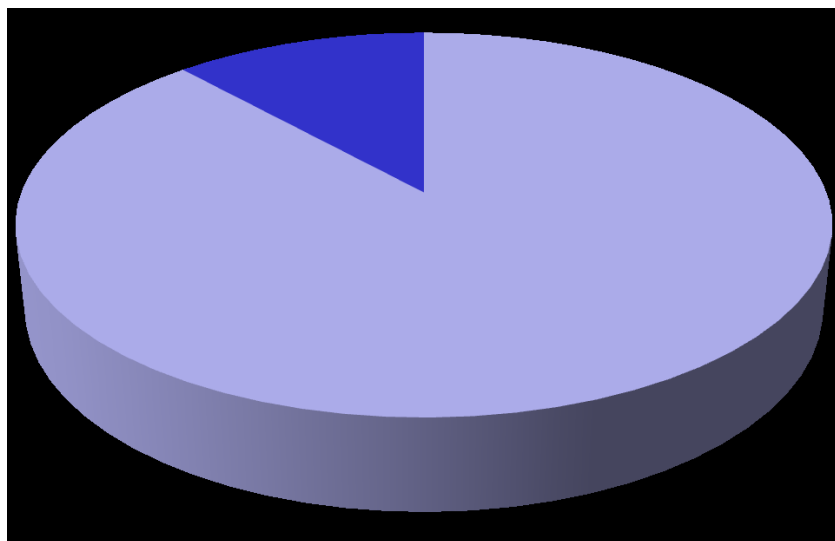
- add *skilled workers* to our labour force
- bring a *desire to succeed*
- stimulate *innovation and creativity*
- enrich our *global economic perspective*
- provide *connections to foreign markets*



Immigrants and Canadian Communities

In 2007, Canada's ten largest cities attracted 85 per cent of new immigrants –

- Toronto, Montreal and Vancouver are the three most preferred destinations



Toronto, Montreal and
Vancouver

Other



Immigration is Important in Closing the Skill Gap.

Yet...

- Canadian organizations, and many communities, continue to ***underutilize*** the skills and talents of immigrants:
 - Approximately 60% of immigrants do *not* work in the occupational field they worked in before coming to Canada
 - 42% of immigrants feel that they are over-qualified for their current job



Employment conditions for immigrants: 1996 and 2011

The challenges:
then and now



The Challenges...

Barriers for Organizations and Communities

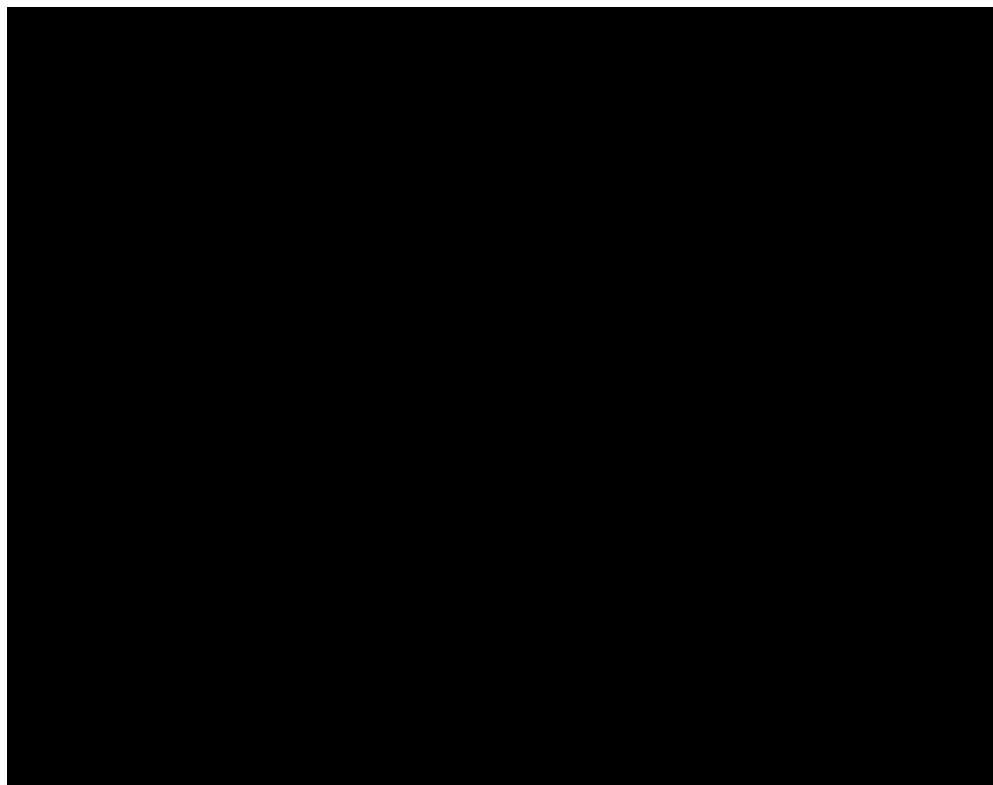
- Difficulties in connecting with and attracting ITWs
- Difficulties in assessing skills, competencies and experiences
- Difficulties in integrating and retaining ITWs

Barriers for ITWs

- Difficulties in connecting with employers and communities
- Difficulties in getting skills, competencies and experience recognized by employers and others
- Difficulties integrating into the workplace and finding the right “fit” with an employer/community
- Discrimination



A Land of Lost Opportunities and Lost Productivity?





The Solutions...

The TASC workshops and Toolkit are part of the solution:

- Provide you with information on a number of practical tools and resources available
- Introduce you to Sector Councils and other organizations and agencies that work with immigrants and connect to regional employers

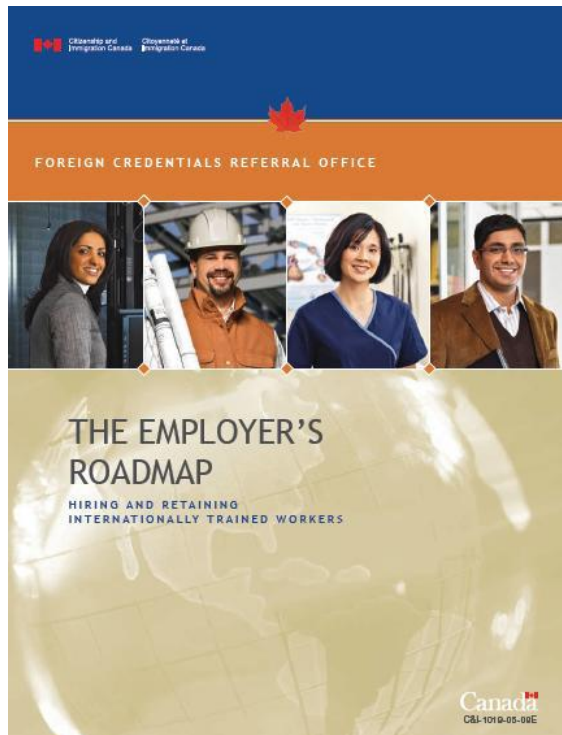


The Employer's Roadmap

1. Assessing Workforce Requirements
 - Assessing jobs and assessing job requirements
2. Connecting with ITWs
 - Where to find international talent (in Canada and abroad)
3. Assessing and Selecting ITWs
 - Assessing credentials and competencies
4. Integrating and Retaining ITWs
 - Bridge to work programs, mentoring, cultural and language training, and career development opportunities



Becoming More Competitive with ITWs



CIC/TASC publication, *The Employer's Roadmap*, at:

www.credentials.gc.ca/employers/roadmap/roadmap.pdf



1. Assessing Workforce Requirements

Employers should take a number of steps when assessing their workforce needs:

- A. Define their job requirements (skills, knowledge, abilities, responsibilities, tasks...)
- B. Access information on industry and occupational standards
- C. Identify requirements for licensing, relevant work experience, and language proficiency



1. Assessing Workforce Requirements

Identify requirements for licensing, work experience, and language proficiency. Resources that can help include:

- The National Occupation Classification (NOC) System (provides overview information on occupational standards)
- Professional Licensing Bodies (e.g., Engineers Canada, Society of Human Resource Professionals)
- Canadian Council of Directors of Apprenticeship (Ellis Chart – regulated and non-regulated trades requirements)



1. Assessing Workforce Requirements

Define the most important skills needed for the job

- The Conference Board's *Employability Skills 2000+ Profile* helps employers identify their skills requirements
- A copy of the ES2K+ profile can be downloaded for free at:
www.conferenceboard.ca/Libraries/EDUC_PUBLIC/esp2000.sflb



1. Assessing Workforce Requirements

Practical Resource: The “*Working in Canada*” website tool

- The “*Working in Canada*” tool provides detailed labour market information on job opportunities and job requirements to recent and prospective immigrants
- It is a valuable resource for employers as well
- Information is detailed and location specific. See:

www.workingincanada.gc.ca/welcome-eng.do

Working in Canada reports include:

1. Main job duties, skills and certification requirements
2. Wage and salary information
3. Job opportunities (by occupation and region)
4. Education and training information
5. Language assessment information...



2. Connecting with ITWs

There are several ways employers can connect with ITWs, and the best place to start is here in Canada. Proven avenues include:

- Personal networks
- Immigrant-serving agencies
- Campus recruitment
- Job fairs
- Advertising through non-traditional channels
- Recruiting agencies
- Industry associations
- Company websites
- Online job boards
- Sector councils



2. Connecting with ITWs

Promising Practice:

Connecting with ITWs through an immigrant serving agency

Immigrant serving agencies provide:

- Employment services and training for immigrant workers
- Tools and resources for employers to select, integrate, and retain ITWs



2. Connecting with ITWs

Practical Tool: Bridge to work programs

- Includes internships, occupation-specific training and placements, and other similar programs

Example: *The Career Bridge Program*, www.careerbridge.ca

- The program “pre-screens” the education and training credentials of ITWs, as well as their work experience and language skills
- It then places ITWs in a “pool” from which employers recruit for paid internships lasting between 4-12 months



2. Connecting with ITWs

When local talent is scarce, employers can also connect with ITWs through a variety of other mechanisms, including:

- Temporary Foreign Worker Program (TFWP)
 - e.g. Prestige Hotels and Resorts
- Provincial Nominee Program (PNP)
 - TFW can move up into the PNP
- Federal Skilled Worker Program (FSWP)
 - Note that there have been changes to this program.



2. Connecting with ITWs

For more information on how to connect with ITWs through the PNP and TFWP:

- *Provincial Nominee Programs*, Citizenship and Immigration Canada (CIC) website, www.cic.gc.ca/English/immigrate/provincial/apply-who.asp
- *How to Hire a Temporary Foreign Worker: A Guidebook for Employers*, Citizenship and Immigration Canada (CIC) website, www.cic.gc.ca/ENGLISH/RESOURCES/PUBLICATIONS/tfw-guide.asp
- *Eligibility criteria for federal skilled worker applications*, (CIC) website, <http://www.cic.gc.ca/english/immigrate/skilled/apply-who-instructions.asp>



2. Connecting with ITWs

Other options include:

- Off-Campus Work Permit Program
 - authorizes student to work up to 20 hours per week
- Post-Graduation Work Permit Program
 - open to international graduates from participating Canadian post-secondary institutions. No Labour Market Opinion (LMO) required.
- Canadian Experience Class (CEC)
 - enables TFWs and international graduates of Canadian postsecondary institutions to apply for permanent residence



3. Assessing and Selecting ITWs

Definitions:

- **Foreign Credential Recognition (FCR)** – is the process of verifying education, training, and job experience obtained in another country and comparing it to the standards established for Canadian workers
- **Credential** – typically refers to paper qualifications (e.g., certificates, diplomas, and degrees), although it is sometimes used more broadly
- **Competency** – usually refers to measurable skills, knowledge levels, and abilities



3. Assessing and Selecting ITWs

Programs and organizations that facilitate FCR include:

- Foreign Credential Recognition Program (FCRP)
- Foreign Credential Referral Office (FCRO)
- Sector Councils
- Regulatory Bodies
- Universities and Colleges



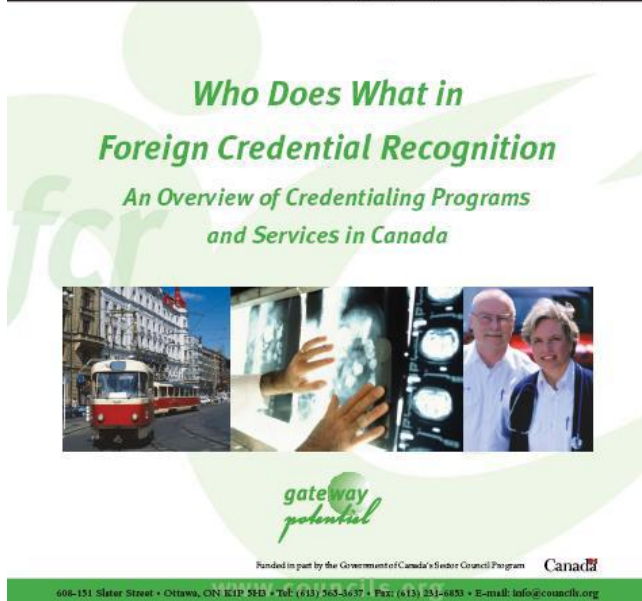
3. Assessing and Selecting ITWs



Who Does What in Foreign Credential Recognition (FCR)

See:

www.councils.org/uploadedFiles/Resources_and_Publications/Publications/TASC-FCR-Who-English.pdf?n=6221





3. Assessing and Selecting ITWs

- Pan-Canadian Framework for the Assessment and Recognition of Foreign Credentials
 - **Purpose:** to implement a system for recognizing international credentials in fourteen occupations
 - **Objective:** to improve the efficiency of the FCR process; within one-year of submitting an application to immigrate ITWs will know if their credentials will allow them to work in Canada



3. Assessing and Selecting ITWs

Practical Resources:

- There are many other agencies that participate in the assessment of the credentials of ITWs. Examples include:
 - International Credential Assessment Service of Canada (Pan-Canadian)
 - World Education Services (Pan-Canadian)

* It is essential that employers and ITWs check with the appropriate professional associations and regulatory bodies to make sure these assessment agencies are accepted.



3. Assessing and Selecting ITWs

Testing Competencies:

- Employers may also need to assess an ITW's competencies for a particular position. One way of doing so is to implement “competency-based” testing
- Competency-based tests may be developed by third-party agencies or employers
 - Either way, it is important that such tests distinguish between *technical competency* and *language proficiency*
 - It is also essential that tests focus on the main competencies necessary to do the job, so as to assess the most important proficiencies



3. Assessing and Selecting ITWs

Competency-based testing tools:

- Test of Workplace Essential Skills (TOWES) – a system for testing reading text, document use, and numeracy
- Sector Councils – have developed competency-based standards for many industries
- Employers – can develop practical tests suited to their own specific needs



3. Assessing and Selecting ITWs

Practical Tools:

For more information on defining and setting skills requirements for specific industries and occupations

Check out Sector Council website resources such as:

- *emeritCertified Professional Designation, provided by the Canadian Tourism Human Resource Council (CTHRC)*

emerit.ca/en/emerit_certification/emerit_certified_occupations_designations.aspx

- *Canada Readiness Tool, Information and Communications Technology Council (ICTC)*

<http://www.ictc-ctic.ca/en/Content.aspx?id=2536>



3. Assessing and Selecting ITWs

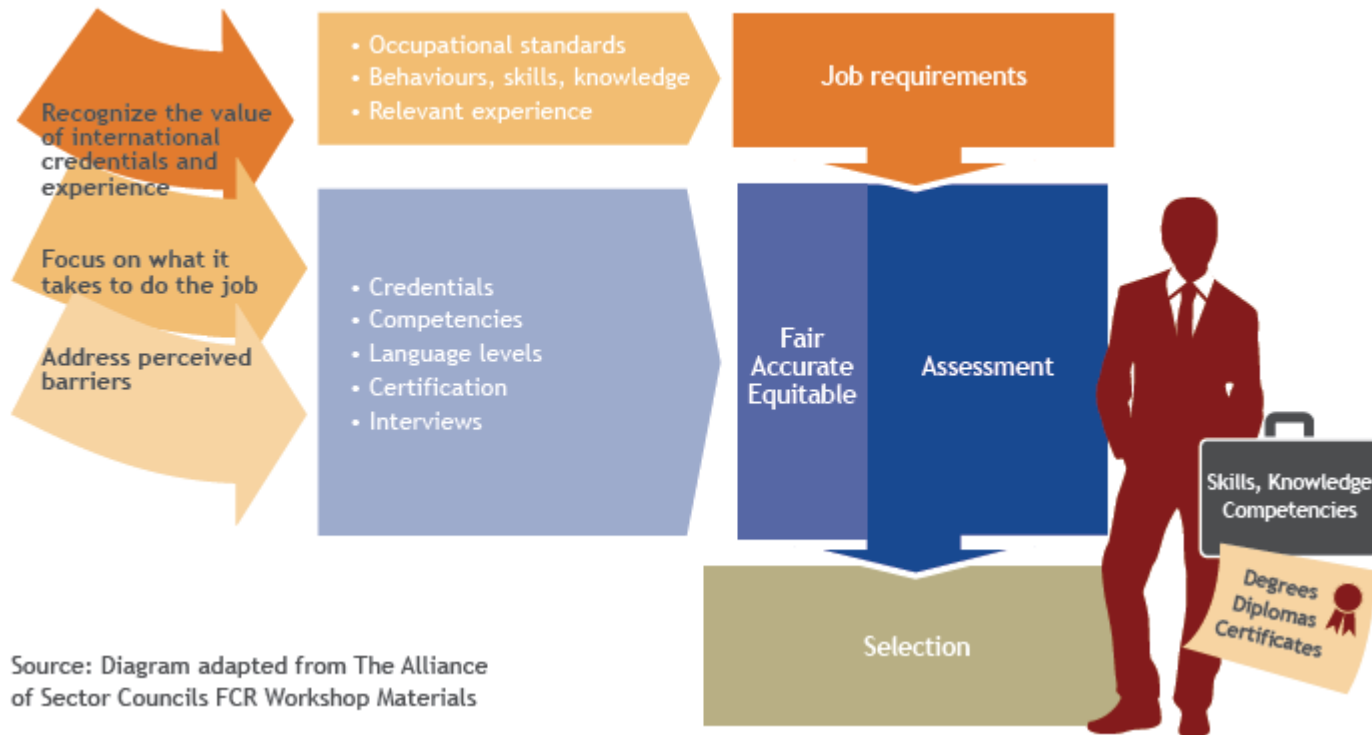
Testing Language Proficiency:

- Language testing is another important component of assessing an ITW's suitability for a particular position. It can also be a good way to assess areas in which the ITW may need additional training
- Language testing tools and resources include:
 - Canadian Language Benchmarks (CLB)
 - Test of English as a Foreign Language (TOEFL)
 - International English Language Testing System (IELTS)



3. Assessing and Selecting ITWs

DIAGRAM 5: ASSESSING INTERNATIONAL CREDENTIALS AND COMPETENCIES



Source: Diagram adapted from The Alliance of Sector Councils FCR Workshop Materials



4. Integrating and Retaining ITWs

- Once an ITW has been assessed and selected, there are several ways employers can integrate and retain these workers
 - *Integrating* ITWs helps them adjust to the Canadian workplace, boosts their capacity to contribute to organizational goals, and improves the prospects for retention
 - *Retaining* ITWs helps them to develop and increase their contributions to the organization, and can improve an employer's bottom line by reducing turnover and increasing productivity



4. Integrating and Retaining ITWs

Practical Tools:

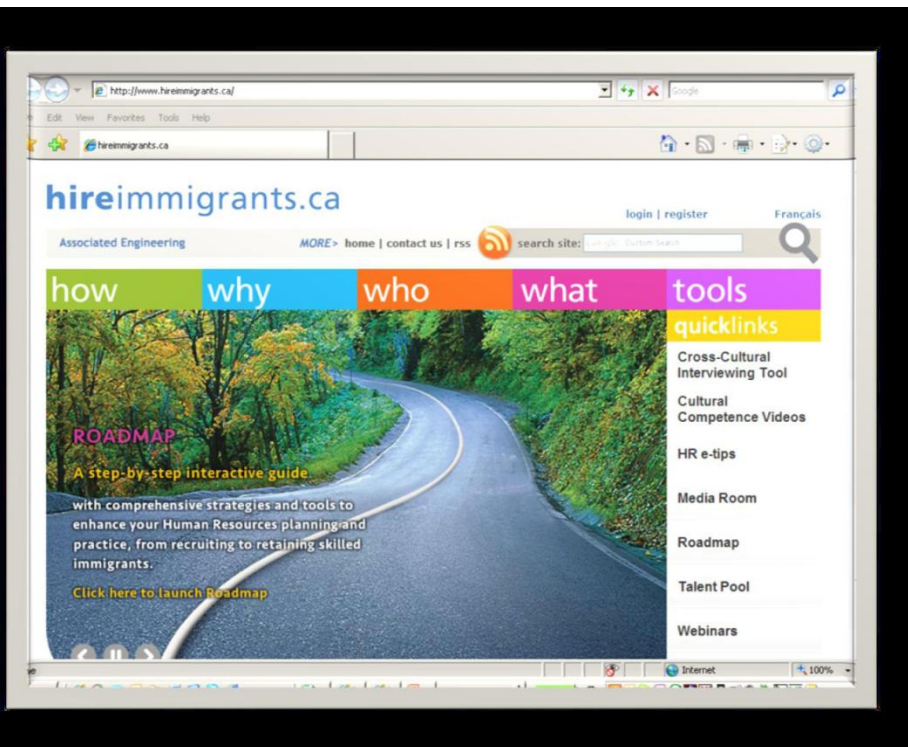
Where can employers find some practical tools for integrating and retaining ITWs?

Possibilities include:

- “Roadmap” at www.hireimmigrants.ca, a website funded by Employment Ontario containing a wealth of resources for employers
- *Employer’s roadmap to hiring and retaining internationally trained workers*, from Foreign Credential Referral Office – <http://www.credentials.gc.ca/employers/roadmap/section5.asp>
- *e-library service*, The Conference Board of Canada’s online library of research reports, employer toolkits, and other resources



4. Integrating and Retaining ITWs



The [hireimmigrants.ca](http://www.hireimmigrants.ca) website will show you:

- How to connect with ITWs
- Why hiring ITWs can help your organization
- Who has had success with hiring ITWs
- What you can do to get started in improving your competitiveness with ITWs



Immigrant-Friendly Businesses

Stage 1:

Immigrant-Friendly

Attraction & Recruitment Practices

- Expand recruitment methods.
- Implement culturally sensitive screening practices.
- Provide information and pre-employment training through community organizations.
- Offer bridging and mentoring programs.
- Obtain recognition of foreign qualifications through credential service agencies or in-house competency tests.
- Provide assistance to acquire credential papers/documents.

Stage 2:

Immigrant-Friendly

Integration & Development

Practices

- Offer workplace mentoring programs.
- Provide professional language and communication skills training.
- Support and encourage the achievement of professional goals and objectives.

Stage 3:

Immigrant-Friendly

Retention Practices

- Promote cultural awareness.
- Support affinity groups.
- Provide cultural diversity training.
- Engage executive support for diversity

Source: The Conference Board of Canada, 2009.



4. Integrating and Retaining ITWs

Effective Practice: Provide Training Opportunities

Example: Forster's, a chain of four restaurants in the BC interior, uses *emerit* supervisor training program.

Example: Robinson Paperboard Packaging, a small employer that offers on-site language training

Off-Site Option:

- Language Instruction for Newcomers to Canada
www.cic.gc.ca/english/resources/publications/welcome/wel-22e.asp



4. Integrating and Retaining ITWs

Effective Practice: Mentorship Programs

Example: Nova Scotia Mentorship Program for Tourism Operators

- The mentorship program matches experienced Tourism Industry operators who are willing and able to share their expertise with their Industry colleagues.

Objectives:

- Improve communication and cooperation within industry
- Facilitate the transfer of specific skills and knowledge
- Encourage collaboration as part of the culture in advancing tourism in Nova Scotia



4. Integrating and Retaining ITWs

Effective Practice: Build an Inclusive Workplace

Example: KPMG undertakes a number of efforts to ensure that it develops and maintains an inclusive workplace culture

Sample initiatives:

- “***Cultural holidays***” integrated into Outlook calendars
- “***Reflection rooms***” that can be used for prayer or meditation
- “***Diversity training***” offered to all employees
- “***International clubs***” offering advice on settlement issues



4. Integrating and Retaining ITWs

Immigration to small communities can:

- help employers meet labour needs
- increase the education and skill levels of the local workforce
- improve access to investment, innovation, and global markets
- revitalize smaller communities



Immigrant-Friendly Communities

Employers

- Implement efforts to attract, recruit, integrate and retain immigrants and other ITWs
- Consider partnering with other community stakeholders to coordinate immigrant settlement and assist in providing affordable housing and other social services
- Help and encourage other stakeholders to do their part

Municipalities:

- Create an immigration steering committee involving employers and other stakeholders
- Build community awareness of the benefits of immigration, ITWs, and diversity
- Work to provide affordable housing for new community residents
- Adapt municipal programs and services to the specific needs of immigrants and ITWs

Other Stakeholders:

- **Health Service Providers**—create a newcomer health centre or liaison service.
- **Churches**—explore the possibility of accommodating immigrant spiritual needs
- **Public Libraries**—examine the possibility of expanding services in locally spoken foreign languages
- **Ethnic community groups**—become involved in assisting immigrants and ITWs

Source: The Conference Board of Canada 2009.



Community Organizations

The Maytree Foundation

- Works with employers, immigrant serving agencies, and other stakeholders to build strong and prosperous communities
- The Cities of Migration website (<http://citiesofmigration.ca/>) is one of its major immigrant integration initiatives
- The site includes “more than 100 ideas” relating to:
 - Employment and labour force integration
 - Settlement, housing, and community life
 - Education and learning for immigrants and ITWs



Take-Home Message

- Expand your recruiting methods
- Implement culturally sensitive screening practices
- Recognize qualifications and experience
- Provide meaningful and ongoing training for employees
- Make your organization “culturally inclusive”



Becoming More Competitive with ITWs

- Some Canadian businesses have made progress in the recruitment, integration and retention of immigrants and ITWs, but more remains to be done.
- There are opportunities to learn from the practices of others, while adapting programs and practices to meet your own needs. There is no “cookie-cutter” approach.
- Employers: get ahead of others – use workplace learning, education, recognition and integration strategies to get the most benefit from immigrants...they are your future!