



# EMPLOYER'S TOOL KIT

FOREIGN TRAINED PROFESSIONALS

Essential guide to employing highly skilled  
workers in the Greater Quinte Area



[www.quintewestchamber.on.ca](http://www.quintewestchamber.on.ca)



[www.quintemanufacturing.com](http://www.quintemanufacturing.com)



[www.quis-immigration.org](http://www.quis-immigration.org)



[www.focusontraining.com](http://www.focusontraining.com)

This Employer's Tool Kit is provided in response to major shifts in the demographic makeup of the Ontario workforce. The Tool Kit is a product of the Global Experience @ Work Project – Quinte, special thanks to John L. Robertson, Project Coordinator.



An initiative of the Ontario Chamber of Commerce

<http://globalexperienceatwork.ca>

Supporters of the Global experience @ Work Project – Quinte include the Quinte West Chamber of Commerce, the Quinte Manufacturers Association, the Quinte United Immigrant Services and the East Central Ontario Training Board. Assistance has also been provided by the Belleville and District Chamber of Commerce, and the Prince Edward County Chamber of Tourism and Commerce.

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# INTRODUCTION

## Global Experience @ Work Project – Quinte (GE@W – Quinte)

A project designed to assist with the integration of foreign trained professionals by increasing awareness and assisting Small and Medium sized enterprises to attract, recruit, and retain these skilled individuals in the Greater Quinte Area and surrounding environs including Quinte West, Belleville, Brighton and Prince Edward County. The GE@W Project - Quinte fosters the design and implementation of local strategies and solutions (with local partners and stakeholders) that serve to better integrate foreign trained professionals into the workplace.

## Employment Trends

If employment trends continue to unfold as have been predicted, the foreign trained professional will become an extremely important recruitment resource.

## Why Should You Consider Foreign Trained Professionals When Hiring?

Attracting, recruiting, and retaining foreign trained professionals makes good business sense, providing new sources of talent that may have been otherwise overlooked.

## Global Economy

As the global economy moves forward and more enterprises strive to find ways to increase their bottom line, those that have a culturally diverse workforce may improve their access to foreign markets and also increase their customer base by reaching out to a wider diverse community.



# WHY HAS THE EMPLOYER'S TOOL KIT BEEN PRODUCED FOR THE SMALL TO MEDIUM SIZED ENTERPRISE EMPLOYERS IN THE GREATER QUINTE AREA?

This Employer's Tool Kit is provided by the Ontario Chamber of Commerce and the Quinte West Chamber of Commerce through the GE@W project to supply Small and Medium sized enterprises the necessary tools and resources to ensure they are equipped to attract, recruit, and retain foreign trained professionals to fill skill shortages.

Studies have shown that Ontario is facing skills shortages and if demographic trends continue the shortages could become worse. In 2011 and beyond immigration will account for a large part of our labour force growth in Canada. Foreign trained professionals offer great experience, international perspectives, possible contacts, and knowledge of other cultures and language, making them a great asset for businesses, particularly in an increasingly global marketplace.<sup>1</sup>

The enhanced integration of foreign trained professionals into our labour force will benefit not only the Greater Quinte Area but also all of Ontario creating a better connection between skilled immigrants and Small to Medium sized enterprises.

Statistics Canada has discerned that immigrants of the last 10 years, while highly educated, are having more difficulty achieving success in the labour market. Small and Medium sized enterprises may not be fully aware of the support and services that are available to help them integrate immigrants into their organizations. There are organizations that can help employers realize the benefits and the advantages of employing internationally trained professionals.

In addition, the Quinte Economic Development Commission's (QEDC) publication "Greater Quinte Region – Manufacturing Local Labour Market Report – Strategic Blueprint for Economic Growth", reported that immigration is becoming a major source of labour in Ontario... and Ontario's labour market is becoming increasingly reliant on immigrants to fill their labour needs.<sup>2</sup>

The QEDC report also noted that: The Ontario Chamber of Commerce predicts that 52% of skilled trades people are expected to retire within the next 15 years. Many industry sectors will face considerable labour shortages in the coming years and industries such as mining, manufacturing, retail, food services, financial services, health care, construction, environment and electric power require a substantial amount of new workers. Compounding this challenge is that a significant portion of Ontario's labour force will be retiring within the next 10 years.<sup>3</sup>

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<sup>1</sup> Foreign Credentials Referral Office, The Employer's Roadmap – Hiring and Retaining Internationally Trained Workers, p. 3., Prepared by the Alliance of Sector Councils for Citizenship and Immigration Canada, PWGSC 2009, ISBN: 978-1-100-12644-9

<sup>2</sup> Quinte Economic Development Commission and Loyalist College, "Greater Quinte Region – Manufacturing Local Labour Market Report – Strategic Blueprint for Economic Growth" 2007, p. 19

<sup>3</sup> Quinte Economic Development Commission and Loyalist College, "Greater Quinte Region – Manufacturing Local Labour Market Report – Strategic Blueprint for Economic Growth" 2007, p. 20

# GOOD BUSINESS SENSE

In our efforts to attract, recruit and retain foreign trained professionals it should always be kept in mind that the benefits of having a diverse workforce are multifold and may include:

## A Wider Customer Base

- It may enable your company or enterprise to increase its customer base reaching out to a wider diverse community.

## A New Source of Skilled Workers

- The foreign trained professional may be your key to accessing new sources of skilled workers that have been yet untapped or utilized to its fullest. If trends continue, the foreign trained professional will likely become a leading recruitment source for many sectors of our economy.

## Access to Foreign Markets

- If your future involves a move into foreign markets or if you are contemplating this change a diverse workforce may enhance those efforts providing important insights, language capabilities, and cultural expertise.

## Add to Your skills Set

- Through the inclusion of foreign trained professionals or foreign skilled workers employers may find that they may bring fresh ideas, insights, and additional creativity, which may positively affect productivity.

## Employer's Tool Kit

The Employer's Tool Kit is designed to assist small to medium sized enterprises in their efforts to attract, recruit, evaluate, select, and retain foreign trained professionals who possess the skills and the abilities to meet the needs of enterprises that may have challenges today or in the future finding talent. There will possibly be some adapting required to include new ways of conducting procedures and approaches within the hiring process. In addition, the workplace environment in some cases may need to be reinforced in new ways.



In our method to attract, recruit, hire, retain and develop highly skill personnel Human Resources professionals and hiring managers should review how they approach the entire process in terms of systemic barriers and assumptions that we normally hold during these processes in relation to foreign trained professionals.

“Most Human Resources practitioners will tell you that you recruit for the job and that you match the skills, education and work experience of the applicant against the job requirements. This is often not the case: we usually bring our own perceptions, assumptions and stereotypes into the recruiting process. A good understanding of the recruitment and selection steps, followed by a review of your own practices, will assist you to overcome many challenges and to develop a process, which ensures that you recruit and select the best candidates for the job.”<sup>4</sup>

Reviewing one’s approach can only help to improve the process and the way we deal with applicants and people of interest. We of course are looking for the “best fit” in terms of the job requirements but we need to review what we mean by the “best fit”.

On the following pages we look at the hiring process from the HR professional’s or the hiring manager’s perspective. This takes us from the job description through to the job placement.

There are normally many hurdles to be overcome by the foreign trained professional and we can improve upon that situation through our action at every step in the hiring process and beyond.

For the HR professional it begins normally with the job description and flows on through to the placement stage. For the foreign trained professional it normally begins with not just the resume and cover letter but also their language skills and their education certification for Canada.

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<sup>4</sup> SISO: Settlement and Integration Services Organization’s “The Workplace Development Toolkit”







# PRIOR TO THE SELECTION PROCESS: QUESTIONS ONE MIGHT ASK WHEN CONSIDERING THE HIRING OF A FOREIGN TRAINED PROFESSIONAL

The Human Resources perspective of Recruitment and Selection builds from the job description through to the final placement.

## Frequently Asked Questions - Beginning Your Labour Search <sup>5</sup>

1. Are there other ways to determine if someone who has international training or education has the appropriate skills for the job?

- Ask for certification or journey papers
- Ask appropriate questions through the interview process
- Offer skills testing on the job/worksite
- Focus on skills and competencies as opposed to specific credentials

2. Does hiring someone who is a temporary foreign worker mean that we are taking a job away from a Canadian worker?

No, hiring someone with international education and training complements your workplace and meets skills shortages.

3. What if there is a language barrier?

Consider whether fluency in English is a necessary job requirement. If knowledge of English is not necessary, then review what skills are required for the job and assess the applicant based on those skills. If the applicant qualifies for a job, but requires increased proficiency in English, then consider recommending English as a Second Language (ESL) courses.

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<sup>5</sup> British Columbia Ministry of Economic Development, The WorkBC - Employer's Tool Kit: A Resource for British Columbia Businesses: Booklet 4 Diversity at Work - Recruiting and Retaining Immigrants, p.9 [http://www.workbc.ca/docs/toolKit\\_Book4.pdf](http://www.workbc.ca/docs/toolKit_Book4.pdf)

# ANOTHER CONSIDERATION: ENGLISH AS A SECOND LANGUAGE - KEY FACTOR IN EMPLOYABILITY

Employers have indicated that command of the English language is key to the success of a foreign trained professional in the working environment. In this case it is reassuring to know that English as a Second Language ESL courses are offered at Loyola School of Adult and Continuing Education in the Greater Quinte Area. Web link: <http://www.learningatloyola.ca>

**Loyola Belleville:** 41 Octavia Street, Unit 6, Belleville, Ontario K8P 3P1  
Phone 613-966-9210 Fax 613-966-0204

**Loyola Kingston:** 1440 Princess St., Kingston, Ontario K7M 3E5  
Phone: 613-544-3361 Fax: 613-547-0999

The benefits of language training can be very helpful to an employer. There is always the possibility that an employee could attend ESL training under some form of trade-off initiative for time, or through another working arrangement. If the language skills of an employee improve that could translate into improved productivity, and performance, and an improved working environment for the enterprise.

## Loyola ESL training benefits:

- TESL certified instructors
- Ongoing assessment of progress
- Beginner, intermediate and advanced level classes
- Part and full time classes offered daily Monday to Friday
- Learn about Canadian culture
- Make new friends
- Join any time from September to June
- Language instruction based on Canadian Language Benchmarks (CLB)<sup>6</sup>

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<sup>6</sup> The benchmarks are well defined as to the level of competence of the individual and are a national standard used in Canada for describing, measuring and recognizing the English language proficiency of adult immigrants and prospective immigrants for living and working in Canada.  
<http://www.language.ca>

# THE BASICS OF RECRUITMENT AND SELECTION

## The Job Description

From an employer's perspective a job placement begins with the job description itself and the requirements that are necessary to actually get the job done.

## The Job Parameters and Posting

Once the job parameters are defined in terms of the level of education and skills needed the job posting will be dependent on the possible source of applicants.

## Applicant Review and Evaluation

Resumes and or applications are reviewed and persons deemed qualified may be tested, interviewed, and evaluated.

## The Hiring Decision

The hiring decision, once references are confirmed will be based on a variety of factors beyond the basic qualifications, and other considerations might include communication skills, past experience, location to the worksite, and other factors that might be deemed as value added to the job.

## Posting the Position

Whether you are posting your position to a web service or simply placing an advertisement in a major publication, or the local neighborhood newspaper it is of course best to base your decision on the market available.

In terms of ensuring that your envisioned market includes as many qualified job hopefuls as possible, one must consider the attributes that are essential for the job. Those "core job skills" that without which the job will likely not get done are extremely important. There are always the "nice to have" skills and talents that we think are a part of the job but often we may miss out on good candidates by not focusing on the core essentials.

Whichever way one chooses to post the job in various media available it is important to always look at the job posting as your company's chance to garner the interest of potential candidates and of course the best approach is the old adage "keep it simple", so be clear on your requirements especially the essential skills and abilities plus any licenses and or education.

## Screening – Assessing

Screening the applicants is the first step after you have been provided with the resultant documents from the advertisement or web posting or it may be that you accomplished a combination of the two, in any event now one must screen the applications on their merits to find the "best fit". The best fit may be different depending on the skills and abilities of the job requirements.



## Screening - Reviewing Resumes

If a resume is submitted from a foreign trained professional there are certain things that should be noted. The format may be quite different from the usual Canadian resume.

There may be a photograph of the applicant, which should not be looked upon as negative but rather with an understanding that in some countries it is quite normal to include one's photograph. In addition, the resume of a foreign trained professional may include information that is unusual compared to the norm, and may include such things as the applicants' date of birth, family information, and possibly cultural information. The applicant may have a name that is foreign in relation to the "usual" Canadian names but we need to move past that and concentrate on the skills and abilities within the resume in relation to the essential skills and abilities that were derived prior to posting the job.

## Assessing

In assessing candidates screened into the process ensure that any human resources tools that may be used are reviewed accordingly taking into consideration that a foreign trained professional might have results that are unexpected due to cultural differences. The results may need to be discussed with the candidate to ensure clarity.

## Foreign Credentials – How can an employer relate to them?

When an employer reviews a resume from a foreign trained professional there may be questions relating to some terms, "Terms like job titles, industry sectors, academic qualifications, and names of educational institutions and programs don't always translate well into more familiar Ontario terms... That's a big reason why, as an employer, you may prefer to see several years of successful Canadian work experience in an immigrant job applicant's résumé.... But, of course, every skilled immigrant arrives in Canada with no Canadian experience."<sup>7</sup> An employer can request Ontario equivalencies for the information in the resume by contacting a service such as the World Education Services, and the fee charged for that service can be determined by contacting the WES organization. Their Web Site is located at: <http://www.wes.org/CA/immigrants/index.asp>

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<sup>7</sup> Hire Immigrants Ottawa and the Ottawa Chamber of Commerce, "Employer's Guide to Integrating Immigrants into the Workplace", Available at: <http://www.hireimmigrantsottawa.ca>





## Performance/Skills Based Assessment vs. Credentials-Based Assessment

“Foreign credentials not known to HR practitioners and hiring managers may be undervalued or ignored during the selection process. Many jobs do not require certification or credential equivalencies – in such cases, a culturally-competent HR practitioner or hiring manager will use performance-based methods to rate a skilled immigrant’s abilities. Rather than judging by ‘impressions’, he/she will ask the candidate to perform a skill, explain the steps in a project, or take a test... In certain cases, certification and/or appropriate credentials are required. In such cases, employers can substitute skill-based testing, and look to link the employee with a credentialed supervisor. Possessing the skills, but not the credentials, this scenario allows skilled immigrants to build Canadian credentials while working under certified supervisors, and for organizations to begin closing their skill gaps.”<sup>8</sup>

## Interviewing Foreign Trained Professionals

When it is time for the interviews of those screened into the process make sure that if there is a foreign trained professional who will be interviewed that the person or persons doing the interview are made aware of the norms that one can expect in behaviour and presentation, and make allowances for those who may express themselves differently and who may need clarification of questions or terminology used in the interview.

Hiring managers and Human Resources managers will need to be aware of the different pitfalls that relate to cultural differences when interviewing a foreign trained professional to ensure that all applicants get a fair review. The following sections on interviews and, having a productive interview, include tips for hiring managers.

After the resume and cover letter review is completed and one has narrowed down the field of applicants, and a “short list” has been created, the next step is the initial contact call to each one on the “short list”.

When calling those on the “short list” it will be important to discuss:

- why they applied for the position
- what in their personal history makes them feel the position is right for them
- how they feel they meet the core qualifications, the ones that are critical to getting the job done, and
- their availability for an interview with the company.

<sup>8</sup> BC Human Resources Management Association (BC HRMA) In partnership with Diversity Clues & EGC Associates, Hiring and Retaining Skilled Immigrants - A Cultural Competence Toolkit, pg. 6., an excellent resource available at: <http://www.bchrma.org/pdf/itiguide.pdf>





## INTERVIEWS

Interviews are of course difficult at times for any applicant, but especially for some foreign trained professionals. Their way of expressing themselves may not come across as enthusiastic and they may express themselves in a way that might seem that they are not able to communicate well. One must try to look beyond first impressions and accept the fact that a foreign trained professional may express ideas and concepts differently than the typical candidate.

During the follow-up “in person” interview with a foreign trained professional one should be aware that shaking hands with someone is not always the norm, do not be offended if this does not happen.

A foreign trained professional when answering a question or giving a statement may use words that one is not altogether familiar with in the context of the question and it is best to ask for clarification if this occurs just as one would during any interview.

If one finds that the responses of the candidate seem “choppy” or words are not coming easily to the candidate, again ask for clarification and it may be helpful to probe deeper by asking for an example from their past work experience to ensure one understands the context, and the whole picture.

It is also wise to try as best as possible to clear up any misunderstandings by asking questions over again in a different way to see if the candidate is clear on any statements made, and if there are any lingering doubts ask for more from the candidate about his or her desire to work for the company or what has motivated him or her to apply for this type of position.



# HAVING A PRODUCTIVE INTERVIEW

The following is an excerpt from an article by Sarah Penfold, Jouta Performance Group, "Understanding Cultural Differences in Immigrant Employees", available at the link: <http://jouta.com>

There are a few things employers can do to help decrease the stress of immigrant interviews and improve communication during the interview:

- Make a sincere effort to learn and pronounce the interviewee's name.
- Check your pace and speak slowly and clearly if necessary.
- Try not to use slang or 'uncommon' language like acronyms or idioms.
- If possible and appropriate, use written or visual aids to help comprehension.
- Give candidates permission to ask for clarification or rephrasing of your questions.
- While humor can be a good tool to create ease and comfort, be aware that sometimes the subtleties of humor may not be understood.
- Give people time after you ask a question to process and formulate an answer.
- If your interviewer has an accent, this can create even more challenges for someone newer to the English language.
- Keep in mind that some languages have different stress, intonation, and usage patterns that will affect the tone of someone speaking English as a second language and which may make them seem impolite, or convey the impression that they don't have as strong a command of the language as they actually do.

It is important to understand that visible minority does not equal new immigrant. Someone who is a visible minority may very well be a 4th generation Canadian with very little connection to their ancestral culture. Depending on the applicant's background, training, education and previous work experience, they may have already adapted to the cultural differences in Canada. So, keep a focus on the individual, and take cues from them in terms of their comfort with patterns of communication, behaviour, and content. When evaluating the responses and behaviours of an immigrant candidate, consider the following:

**Self Promotion** - In many regions all over the world, humility is valued and it is against cultural norms to speak highly of oneself. Compliments may be brushed off and accomplishments downplayed. Furthermore, being critical (even constructively) might not be common. This could result in a poor impression of the candidate by the interviewer, who may expect to hear about career highlights, or want a critical answer to a situational question. There is a stronger focus on group harmony in some parts of Asia (as opposed to the Western focus on the individual and autonomy) that may affect the tendency toward humility and 'saving face' of others.

**Silence** - In addition to needing time to interpret questions and formulate responses in a second language, members of some cultures prefer to pause and think before answering questions. In Canada, where silences in conversation are often considered awkward, interviewees may be cut off before having a chance to respond.



**Directness** - Speech in some cultures is more general and indirect. Don't cut a seemingly indirect answer off. Often answers will get more specific as the candidate's comfort level increases. Furthermore, a candidate may not elaborate or volunteer information and may only answer the specific question asked. Be aware of this and encourage them to elaborate.

**Time** - In North America we are time-limited. We feel we only have a finite amount of time in which to get things done. In some other regions of the world, time is more circular, renewable and infinite. In 'time-plentiful' cultures, deadlines and punctuality may not be adhered to as strictly. While it is important that immigrants understand and adjust to Canadians' concept of time as it relates to job expectations, knowing that different concepts of time exist, might help employers to understand instead of react to someone who is tardy for an interview. Keep in mind that many immigrants are open to learning to help them adapt to Canadian culture.

**Interview Experience** - For some candidates, the job interview may be a totally new concept. Some countries may not have job interviews as formally or in the same sense that we do in Canada. Furthermore, employers may not have the same expectations for business attire. If someone had to leave their country in a hurry, they may not have had time to pack things like business clothes if they had them. Additionally, people working entry level jobs or taking language training (instead of work) may not have the budget yet for business attire.

**Body Language** - In the Middle East and some parts of Asia, pointing at someone or waving them over to you with upturned fingers is considered rude. It may also be offensive to shake hands, or give and receive things using your left hand. Use your right hand or both hands instead. When receiving business cards, for example, use your right, or both hands, look at the card, and then put it away. In some Asian and Latin American countries, personal space is not as big a bubble as it is in Canada and in some countries in South Asia, such as India, a side to side head gesture is used commonly to imply agreement or understanding rather than disagreement.

**Greetings and Social Etiquette** - It is fairly common knowledge that a hand shake is the usual way to greet people in North America. However, it may not be known that a firm, brief handshake is favoured. In fact, many Canadians don't seem to know this. In some parts of Africa a limp handshake held for many minutes is common. In some Middle Eastern and Asian countries, it is considered polite to discuss social or family matters before commencing the business discussion. Furthermore, it is fairly common to ask questions about salary, marital status, etc. that many Canadians would consider impolite. This is so they know how to behave towards you, and is not intended to be offensive.<sup>9</sup>

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<sup>9</sup> Sarah Penfold, Jouta Performance Group <http://jouta.com> "Understanding Cultural Differences in Immigrant Employees", Jouta Performance Group, Vancouver, B.C. Web link listed at excerpt.

# A WELCOMING ENVIRONMENT

Organizations in Canada wishing to employ and retain foreign trained professionals will be more successful by providing a welcoming environment that accepts and embraces cultural diversity in the workplace. Employees who feel welcome and accepted within the organization will be more likely to perform and more likely to remain with the company. Creating a welcoming environment at work can take many steps to achieve the goal and any positive actions can start the process moving forward, as can be illustrated by the simple action of adding wall posters displaying a diverse work setting with slogans attesting to the enterprise's move to establishing an environment where all are welcome. It may be very helpful to contact an agency like the Quinte United Immigrant Services (QUIS) and begin to build a relationship. The QUIS agency is detailed in a follow-on chapter.

As mentioned, there are ways to promote a welcoming environment within an organization including putting into effect policies and procedures that reflect a commitment on the part of the employer to embracing diversity in the workplace.

Diversity training is one factor in a list of items listed below that can make a difference.

"Diversity training is a critical part of any initiative. Training should be provided by a skilled facilitator and be designed to heighten awareness, strengthen communication, generate discussion and enhance teamwork. Diversity training can provide a safe place for people to explore their own experiences, values and beliefs and can help to alleviate fear associated with change."<sup>10</sup>

Diversity in the workplace may be very common in some enterprises while others may be less aware of how an inclusive workplace affects worker retention by providing a workplace that employees can be at ease with. It all starts with business values:

- Commitment to valuing diversity
- Training in diversity at the workplace
- Welcoming diversity in team management
- Communication on diversity at all levels
- Matching diversity goals to business objectives
- Using current successes in diversity as a learning process
- Policies that reflect a commitment to diversity in all areas that affect employees and recruitment of new employees<sup>11</sup>

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<sup>10</sup> British Columbia Ministry of Economic Development, The WorkBC - Employer's Tool Kit: A Resource for British Columbia Businesses: Booklet 4 Diversity at Work - Recruiting and Retaining Immigrants,, P. 13, Available at: [http://www.workbc.ca/docs/toolKit\\_Book4.pdf](http://www.workbc.ca/docs/toolKit_Book4.pdf)

<sup>11</sup> Adapted from the British Columbia Ministry of Economic Development, The WorkBC - Employer's Tool Kit: A Resource for British Columbia Businesses: Booklet 4 Diversity at Work - Recruiting and Retaining Immigrants, p.10. [http://www.workbc.ca/docs/toolKit\\_Book4.pdf](http://www.workbc.ca/docs/toolKit_Book4.pdf)





## DIVERSITY AND AN INCLUSIVE WORKPLACE LEAD TO IMPROVED WORKPLACE EXPERIENCES

A workplace that embraces diversity and also provides the related training and programs may find an associated increase in employee career satisfaction for visible minorities. Hopefully that can translate into a plus for employees who are foreign trained professionals and their employers.

This positive aspect of providing diversity related training and programs in the workplace is described in a study conducted on “Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Diversity & Inclusion Practices”<sup>12</sup>, which found in part that through these programs visible minorities may experience improved career satisfaction. For those interested in the complete study and their findings please access the following link:

[http://www.catalyst.org/file/246/visible\\_minorities\\_d\\_and\\_i\\_practices\\_finalpdf.pdf](http://www.catalyst.org/file/246/visible_minorities_d_and_i_practices_finalpdf.pdf)

The study seems to support the idea that visible minorities who have access to a mentorship program in the workplace may find their career experience more satisfying. In addition, the study found that visible minorities in workplaces with established employee networks and resource groups also benefited.

Workplace diversity training can also add to the level of career satisfaction. Again, the study adds support to the notion that by providing appropriate diversity training to all levels of the organization may well lead to improved career satisfaction for those employees who are visible minorities.

It is encouraging to find that suitable diversity related workplace training and programs can make a difference.

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<sup>12</sup> Katherine Giscombe and Laura Jenner, Career Advancement In Corporate Canada: A Focus On Visible Minorities ~ Diversity & Inclusion Practices, 2009 pp. 6-7 by CATALYST, Catalyst Publication Code D87; ISBN# 0-89584-291-2, 8 King Street East, Suite 505, Toronto, Ontario M5C 1B5









# QUINTE UNITED IMMIGRANT SERVICES

## SUPPORT SERVICES

Support services are available to help organizations successfully integrate highly skilled immigrant professionals.

Quinte United Immigrant Services (QUIS) offers direct essential services to newcomers to Canada including reception, orientation, translation/interpretation, referral to community resources, solution focused counselling, general information, and services to meet the needs of newly arrived immigrants any time after their arrival in Canada, through the Immigrant Settlement and Adaptation Program, and the Newcomer Settlement Program.

A Citizenship and Immigration Canada Host Program is also offered and designed to match resident Canadians with new immigrants to help them learn how to live in Canada. Clients who need to locate housing, transportation, furniture, and most commonly practice their English or French skills generally access this service.

QUIS also offers a translation service as well as Central Eastern Ontario Translation and Interpretation Services that provides face-to-face interpretation, telephone interpreting, message relay, and document translation.

If your enterprise or organization is interested in diversity sensitivity training for the workplace QUIS can be contacted to arrange interactive training, simply give them a call.

The Quinte United Immigrant Services is located at 41 Octavia Street in Belleville, Ontario.

Quinte United Immigrant Services Contact information:

Belleville, ON K8N 5V7

PO Box 22141

Phone: 613-968-7723

Fax: 613-968-2597

Email: [info@quis-immigration.org](mailto:info@quis-immigration.org)

Web Site: <http://www.quis-immigration.org>

The Government of Canada, the Government of Ontario, and the United Way of Quinte fund Quinte United Immigrant Services.

# MENTORING

## What is mentoring?

Mentoring is the pairing of an experienced or skilled person (mentor) with a person who would like to improve his or her skills and knowledge (mentee).

Mentors can assist newcomers with:

- Networking and partnership opportunities
- Understanding Canadian workplace culture
- Identifying skills required by market demand
- Improving professional terminology
- Mastering self-marketing techniques and confidence building
- Identifying technical skills, upgrading programs, and resources
- Establishing professional networks
- Supporting and encouraging efforts to become professionally established
- May provide for a more vigorous and spirited organization

Mentors gain from the experience:

- Develop stronger leadership and coaching skills
- Foster cross cultural understanding, diversity skills and knowledge of international markets
- Enrich your workplace by better appreciating other cultures
- Forge new friendships
- Contribute to our community's economic and social well-being

Mentees gain from the experience:

- Improved skills
- Increased self-confidence
- Increased motivation
- Increased job satisfaction
- Increased productivity

In any enterprise there are most likely mentoring relationships that occur when a new employee is hired and it may be quite an informal situation intended to guide and teach, or one may find very structured mentor/mentee relationships that are created for a purpose and may involve benchmark meetings, team meetings, and training with coaching.<sup>13</sup>

<sup>13</sup> Adapted in part from: Human Resources and Skills Development Canada, Office of Literacy and Essential Skills, Mentoring and Essential Skills, also available in pdf format at: [http://www.hrsdc.gc.ca/eng/workplaceskills/LES/pdfs/training\\_supports/mentoring.pdf](http://www.hrsdc.gc.ca/eng/workplaceskills/LES/pdfs/training_supports/mentoring.pdf) and adapted in part from: The Workforce Development Board, in partnership with the New Canadians Centre Peterborough, Newcomers Mentorship Program, Solutions@work November 2009 <http://www.wdb.ca> "files", "newsletters", "WDB2009NovemberNewsletter"



## Defining Mentorship

Mentoring can be defined in varying ways and the following is an excerpt from the Human Resources Division of the University of Cambridge. Web site available at:

<http://www.admin.cam.ac.uk/offices/hr/cppd/opportunities/mentor/what.html>

Mentoring has been defined in many different ways but it's basically a system of semistructured guidance whereby one person shares their knowledge, skills and experience to assist others to progress in their own lives and careers. Mentors need to be readily accessible and prepared to offer help as the need arises — within agreed bounds.

Mentors very often have their own mentors, and in turn their mentees might wish to 'put something back' and become mentors themselves—it's a chain for 'passing on' good practice so that the benefits can be widely spread.

Mentoring can be a short-term arrangement until the original reason for the partnership is fulfilled (or ceases), or it can last many years.

Mentoring is rather more than 'giving advice', or passing on what your experience was in a particular area or situation. It's about motivating and empowering the other person to identify their own issues and goals, and helping them to find ways of resolving or reaching them — not by doing it for them, or expecting them to 'do it the way I did it', but by understanding and respecting different ways of working.

Mentoring is not counselling or therapy — though the mentor may help the mentee to access more specialised avenues of help if it becomes apparent that this would be the best way forward.<sup>14</sup>

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<sup>14</sup> Human Resources Division, University of Cambridge, The Old Schools, Trinity Lane, Cambridge, England CB2 1TT, Information provided by [hr.online@admin.cam.ac.uk](mailto:hr.online@admin.cam.ac.uk), 7 December 2009



# LOCATING CANDIDATES WHO ARE FOREIGN TRAINED PROFESSIONALS WITHIN THE GREATER QUINTE AREA

In reference to the Greater Quinte Area it may be very helpful and practical to make contact with an agency that deals with the settlement of new Canadians as a means of tapping into the possibility of making contacts. Contacts who may be aware of foreign trained professionals in the area or someone affiliated with the agency with the ability to assist in locating the newcomers who may have the talent, qualifications, and skills you need. In the Greater Quinte Area we are very fortunate to have the Quinte United Immigrant Services agency QUIS (information noted above) a not-for-profit settlement agency.

## Quinte United Immigrant Services

41 Octavia Street  
Belleville, Ontario K8N 5V7  
PO Box 22141  
Phone: 613-968-7723  
Fax: 613-968-2597  
Email: [info@quis-immigration.org](mailto:info@quis-immigration.org)

<http://www.quis-immigration.org>

## Service Canada Job Bank

The Service Canada Job Bank is used by organizations that seek applicants for the vacancies they may need to fill and in addition the Employers Site provides information that is very useful in accessing programs that may be related to the candidate search.

<http://www.jobbank.gc.ca>

## Employment Ontario

Employment Ontario is a network of organizations that make the hiring process a more streamlined and cost-efficient process. They match motivated people to job openings at your firm. Applicants are pre-screened and you make the final hiring decision. If you have any questions about services to employers the following contact information should get you started.

## Community Employment Services – Loyalist College

54 Dundas Street East  
Belleville, Ontario K8N 1B8  
Phone: (613) 966-0205  
1-866-8605652  
Fax: (613)966-6318  
Email: [questions@jconnect.on.ca](mailto:questions@jconnect.on.ca)

## META Vocational Services Inc

Bayview Mall  
470 Dundas Street East, Unit 66  
Belleville, Ontario K8N 1G1  
Phone/TTY: 613-966-9069  
Toll Free: 1-888-401-9636  
Fax: 613-966-7357  
Email: [meta@ihorizons.net](mailto:meta@ihorizons.net)





## Career Edge

Employer Services include Job Postings, referral of potential employees and subsidies to offset the costs of training for the individual.

81 Dundas Street West,

Trenton, Ontario K8V 3P4

Phone: 613-392-9157

Toll Free: 1-888-401-9636

Fax: 613-392-8331

Email: [careereg@careeredge.on.ca](mailto:careereg@careeredge.on.ca)

## Skills International

Skills International provides a web-enabled, searchable database of candidate profiles and is dedicated exclusively to profiling the skills of immigrant job seekers in Ontario. It is described on their site as cost effective, efficient and easy to use. <http://www.skillsinternational.ca>

## Human Resources Management for Employers - Job Bank Employer Programs

The following programs were available at this web link at the time of printing.

<http://www.hrmanagement.gc.ca/gol/hrmanagement/site.nsf/eng/index.html>

## Apprenticeship Job Creation Tax Credit

The AJCTC is a non-refundable tax credit equal to 10% of the eligible salaries and wages payable to eligible apprentices in respect of employment after May 1, 2006. The maximum credit an employer can claim is \$2,000 per year for each eligible apprentice. If your business hires an "eligible apprentice", you qualify to claim the credit.

## Temporary Foreign Worker Program

Every year, Canadian employers hire thousands of foreign workers to fill immediate skills and labour shortages. Human Resources and Skills Development Canada (HRSDC) and Citizenship and Immigration Canada (CIC) work to ensure that the employment of foreign workers supports economic growth and helps create more opportunities for all Canadians.

# IF AN EMPLOYER IS LOOKING FOR A FOREIGN TRAINED PROFESSIONAL FROM OUTSIDE OF CANADA



If an employer is looking for a foreign trained professional from outside of Canada, a worker who is a “foreign national”, you must go through one of several federal or provincial immigration programs. There are responsibilities that need to be fulfilled by the employer and by the foreign trained professional. In order to ensure accuracy in the process requirements, the following information is contained in the “Employer’s Roadmap” produced by the Foreign Credentials Referral Office of Citizenship and Immigration Canada.<sup>15</sup>

The following is an excerpt from their web site: <http://www.credentials.gc.ca/employers/roadmap/roadmap.pdf>

## Federal Skilled Worker Program

The Federal Skilled Worker Program is for foreign citizens who wish to immigrate to Canada or become permanent residents of the country.

### What you need to know

The program uses six selection factors to assess applications: education, language skills, experience, age, arranged employment and adaptability. Each factor is allotted a maximum number of points, and applicants must obtain at least 67 points in order to qualify for a Canadian immigration (permanent resident) visa.

Some countries require that their citizens meet certain conditions to work abroad. Ask the foreign worker to verify if additional conditions apply in his or her country. You can also contact the country’s consulate in Canada or visit its website for more information.

If you plan to hire skilled workers for permanent positions and support their immigration, you can improve their chances of being approved by applying for an arranged employment opinion (AEO) from Human Resources and Skills Development Canada.

Note that Citizenship and Immigration Canada considers AEO’s when reviewing applications for permanent residence, but that an AEO does not guarantee that a work permit will be issued.

<sup>15</sup> Foreign Credentials Referral Office, The Employer’s Roadmap – Hiring and retaining Internationally trained Workers, Prepared by the Alliance of Sector Councils for Citizenship and Immigration Canada, PWGSC 2009, ISBN: 978-1-100-12644-9



## Temporary Foreign Worker Program

The federal government's Temporary Foreign Worker Program allows you to hire eligible internationally trained workers to work in Canada for an authorized period of time.

Before you start recruiting, you must demonstrate that you are unable to find Canadians or permanent residents to fill the jobs, and that the entry of new foreign workers will not have a negative impact on the Canadian labour market.

In most cases, there are four steps involved in hiring a temporary foreign worker from outside Canada.

The number of steps will depend on the specifics of the job offer, and on the foreign worker's country of citizenship and last place of permanent residence.

## STEPS FOR EMPLOYERS

### Employer Action

#### **Step 1:** Determine if you require a labour market opinion (LMO)

Citizenship and Immigration Canada considers labour market opinions (LMOs) when deciding whether to issue work permits to foreign workers. An LMO is an assessment of the impact that hiring a foreign worker would have on Canadian jobs. It seeks to ensure that people in Canada have first access to available jobs and that employers pay and treat foreign workers fairly.

Most job categories require an LMO but some do not. Contact a Citizenship and Immigration Canada Temporary Foreign Worker Unit to check if your job offer is exempt. You will likely need to provide details about the position before CIC can advise you.

You can get an LMO for one worker or position, or approval in principle for a series of positions. This **SECOND OPTION** might be helpful if you need to recruit a large number of people.

### Employer Action

#### **Step 2:** Apply for a labour market opinion (if applicable)

If the job you're offering requires an LMO, complete an LMO application and submit it to the Service Canada centre in your region. Service Canada will send you a letter of confirmation.

If the LMO is positive or neutral, send the foreign worker a copy of this letter, a signed job offer and an employment contract (if applicable). The worker will use these documents to apply for a Canadian visa (if it is required) and a work permit. Note that a positive or neutral LMO does not guarantee a visa, a work permit or entry into Canada.

If the LMO is negative, you are advised not to continue the process for hiring a foreign worker. You may request a review of the decision at a later date if you have new information.

## STEPS FOR FOREIGN WORKERS

**Step 3:** Complete the work permit application. Most foreign workers or candidates must apply for and obtain a work permit and visa from Citizenship and Immigration Canada before they can work in Canada.

Work permits are not required for all job categories. Check jobs that do not require a work permit before you advise candidates about applying.

Some countries do not require their citizens to obtain visas to enter Canada on a temporary basis. Check Countries and territories whose citizens require visas in order to enter Canada as visitors for a list that covers all temporary visa types.

The procedures for acquiring these documents may differ depending on the visa office contacted.

The foreign worker must submit applications to the applicable visa office — the office that serves his or her country of origin, or the country in which he or she legally resided for at least one year.

To find the applicable visa office, go to Where to send your application.  
<http://www.cic.gc.ca/english/information/offices/apply-where.asp>

- Note that applicants already working in Canada temporarily should submit their applications to the visa office in Buffalo, New York.

Information the worker will need to provide usually includes:

- information concerning his or her identity;
- a copy of the job offer or signed employment contract;
- the labour market opinion;
- photographs of himself or herself and any accompanying family;
- proof of his or her present immigration status;
- a medical examination; and
- a criminal background check.

An application fee will be collected from the applicant.

**Step 4:** Obtain the work permit from the Canada Border Services Agency officer at a port of entry.

The Canada Border Services Agency (CBSA) grants foreign workers their work permits at ports of entry.

Workers may be denied a work permit or entry into Canada if the CBSA officer believes that they do not meet the requirements of the Immigration and Refugee Protection Act.<sup>16</sup>

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<sup>16</sup> Foreign Credentials Referral Office, The Employer's Roadmap – Hiring and retaining Internationally trained Workers, pp. 14-16., Prepared by the Alliance of Sector Councils for Citizenship and Immigration Canada, PWGSC 2009, ISBN: 978-1-100-12644-9



## EDUCATION AND CREDENTIALS

If your candidate needs credentials verified, services are available at, but not limited to the following:

### World Education Services

<http://www.wes.org/CA/immigrants/index.asp>

The World Education Services (WES) evaluation compares credentials from any country in the world to the Canadian equivalent, whether it is a certificate, diploma or degree.

### University of Toronto - Comparative Education Service (CES)

<http://learn.utoronto.ca/ces.htm>

The Comparative Education Service (CES) of the University of Toronto is a Canadian owned and operated credential evaluation and assessment service.

# HELPFUL WEB SITES & OTHER USEFUL INFORMATION: A STARTING POINT

This Employer's Tool Kit has been designed as a starting point for employers of Small to Medium sized enterprises in terms of meeting current and future needs in acquiring skilled talent in shortage areas. There are many tools to assist employers that can be accessed on-line and provide information for employers in their quest to find answers to questions in relation to recruiting and retaining highly skilled foreign trained professionals.

## Settlement and Integration Services Organization (SISO)

SISO site provides information on the hiring of internationally trained professionals and trades people. Their Workplace Development Toolkit provides you with the information, tools and resources that will assist you to plan for your future work force.

## The WorkBC - Employer's Tool Kit: A Resource for British Columbia Businesses: Booklet 4 Diversity at Work - Recruiting and Retaining Immigrants

This Tool Kit provides information that applies in part to any location in Canada.  
[http://www.workbc.ca/docs/toolKit\\_Book4.pdf](http://www.workbc.ca/docs/toolKit_Book4.pdf)

## ALLIES

The ALLIES site provides information and links to hiring foreign trained professionals. Their Roadmap on the hireimmigrants.ca website is an interactive step-by-step guide to assist in your human resources planning and practice, from recruiting to retaining skilled immigrants. The Roadmap also explains how and where you can recruit skilled immigrant candidates, understand their credentials, find language training providers and more.  
<http://www.alliescanada.ca>

## Career Edge - Canada's Internship organization

The Career Edge site for internationally qualified professionals - where interns gain meaningful work experience with on the job coaching and mentoring in a supportive and professional business environment.  
<http://overview.careeredge.ca>

## Career Bridge - For Employers

Career Bridge Organization, a national not-for-profit, has worked with over 1000 employers across Canada to provide meaningful work experiences through paid internships to over 10,000 talented interns since 1996. It operates three paid internship programs: Career Edge for recent graduates from Canadian universities and colleges, Ability Edge for graduates with disabilities and CareerBridge for internationally qualified professionals.  
<http://www.careerbridge.ca/becomehost.asp>

## Foreign Credentials Referral Office

Site for Employers includes tools and Information on hiring foreign trained professionals  
<http://www.credentials.gc.ca/employers/index.asp>

## The Mentoring Partnership

Bringing together skilled immigrants and established professionals  
<http://www.thementoringpartnership.com/>



## Ontario Association of Architects

Information for Internationally-trained Professionals - the Ontario Association of Architects Web site focusing on information that is of interest and of use specifically to individuals who were trained in the profession of architecture in countries outside of Canada.

<http://www.oaa.on.ca/client/oaa/OAAhome.nsf/web/Information+for+Internationallytrained+Professionals>

## Human Resources and Skills Development Canada Overview - Foreign Credential Recognition

Foreign Credential Recognition is the process of verifying that the education and job experience obtained in another country are equal to the standards established for Canadian professionals.

<http://www.hrsdc.gc.ca/eng/ws/programs/fcr/overview.shtml>

## Environment Careers Organization (ECO)

Environmental Immigrant Bridging Program pilot to assist internationally trained professionals in succeeding in the environmental sector, and employers to meet their recruitment needs.

<http://www.eco.ca/public/services/projects-in-development/immigrant-bridging/359>

## Global Talent - Guide for Employers

Hiring Immigrants Makes Good Business Sense

[http://www.globaltalent.ca/e\\_home](http://www.globaltalent.ca/e_home)

## Human Resources Division, University of Cambridge UK – Mentoring

For the purpose of this project, the information on mentoring was beneficial. The Division provides a range of services to leaders and staff across the University, and it devises HR policies, procedures and initiatives to promote the University's objectives of being a good employer. <http://www.admin.cam.ac.uk/offices/hr/cppd/opportunities/mentor/what.html>

## Canadian Manufacturers & Exporters – Ontario – People & Skills

CME Ontario among other things runs a number of policy committees that are actively involved in the critical issues that affect the bottom line. Committees provide a forum for members to advance concerns, develop policy positions, advocate for change and network with government officials and other business leaders. For more information or to get involved, please contact them at (905) 568-830. The CME Ontario recognizes the looming shortfall in the availability of skilled employees. <http://on.cme-mec.ca/ontario/advocacy/people---skills.html>

## Small Business Centre – Quinte

The Small Business Centre is your link to Ontario's small business support network. A leading source for business information in the Quinte area, which includes Belleville, Quinte West, Brighton, Prince Edward, Hastings and Lennox & Addington Counties. Whether you are just starting your own business or have been in business for less than five years, the Small Business Centre provides you with resources, tools and no-cost consultations to help you with your small business dream. <http://www.smallbusinessctr.com>

## Opportunities Ontario: Employers

Finding it difficult to recruit the skilled workers you need Opportunities Ontario: Provincial Nominee Program helps employers meet their human resource needs for workers, by enabling them to recruit foreign workers and international students. [http://www.ontarioimmigration.ca/en/pnp/OI\\_PNPEMLOYERS.html](http://www.ontarioimmigration.ca/en/pnp/OI_PNPEMLOYERS.html)

## Hireimmigrants.ca

Find job-ready immigrants through non-profit employment service agencies, organizations and/or programs <http://www.hireimmigrants.ca>

## The Manufacturing Resource Centre (MRC)

An active agent working on behalf of manufacturers in Hastings County, Lennox & Addington County, Northumberland County and Prince Edward County and the separated municipalities of Belleville and Quinte West. <http://www.manufacturingrc.ca>

## Skills Without Borders

Skills Without Borders (SWB) is a program designed to raise the awareness of employers in North Peel about the benefits of hiring skilled immigrants along with a study of Labour Needs and Barriers to Hiring Skilled Immigrants in North Peel. Their Employer Resource Guide provides helpful information on hiring and employing Immigrants. The web link to their Employers Guide follows is: <http://www.skillswithoutborders.com>

## TRIEC - Toronto Region Immigrant Employment Council

Their mission is to create and champion solutions to better integrate skilled immigrants in the Greater Toronto Region labour market, and the site also contains very useful information for employers outside of the GTR. <http://www.triec.ca>

## Trenton Military Family Resource Centre

Another resource available in the Greater Quinte Area - networking possibilities in terms of employment of foreign trained professionals who may be military family members. <http://www.trentonmfrc.cfbtrenton.com>

## Foreign Credentials Referral Office

The Employer's Roadmap – Hiring and Retaining Internationally trained Workers, provides extensive follow-up to the Employer's Tool Kit. <http://www.credentials.gc.ca/employers/roadmap/index.asp>

# BIBLIOGRAPHY

Lionel Laroche and Don Rutherford, "Recruiting, Retaining, and Promoting Culturally Different Employees", Butterworth-Heinmann 2006

**Special Note:** The above work by Lionel Laroche and Don Rutherford is an essential work published to help US and Canadian organizations make full use of the significant human capital that immigrants represent. It is a very practical book that will provide employers and HR professionals with key information. It takes readers through the recruiting process used by most organizations and examines why cultural differences can throw this process off, explaining what cultural differences are and a description of cross-cultural communication issues and suggested solutions. It examines the retention and promotion of culturally different employees and proposes solutions that individuals and organizations can implement.<sup>17</sup>

Sarah Penfold, Jouta Performance Group (<http://jouta.com>), "Understanding Cultural Differences in Immigrant Employees", Jouta Performance Group, 304 - 1080 Howe Street, Vancouver, B.C., <http://jouta.com>

British Columbia Ministry of Economic Development, "The WorkBC - Employer's Tool Kit: A Resource for British Columbia Businesses: Booklet 4 Diversity at Work - Recruiting and Retaining Immigrants", available at: [http://www.workbc.ca/docs/toolKit\\_Book4.pdf](http://www.workbc.ca/docs/toolKit_Book4.pdf)

BC Human Resources Management Association (BC HRMA) In partnership with Diversity Clues & EGC Associates, "Hiring and Retaining Skilled Immigrants - A Cultural Competence Toolkit", pg. 6., an excellent resource available at: <http://www.bchrma.org/pdf/itiguide.pdf>

Foreign credentials Referral Office, "The Employer's Roadmap – Hiring and Retaining Internationally Trained Workers", provides extensive follow-up to the Employer's Tool Kit: <http://www.credentials.gc.ca/employers/roadmap/index.asp>

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<sup>17</sup> Adapted from the description of the book by Elsevier publishing  
[http://www.elsevier.com/wps/find/bookdescription.cws\\_home/710063/description#description](http://www.elsevier.com/wps/find/bookdescription.cws_home/710063/description#description)





