



Citizenship and
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FOREIGN CREDENTIALS REFERRAL OFFICE



THE EMPLOYER'S ROADMAP

HIRING AND RETAINING
INTERNATIONALLY TRAINED WORKERS

This publication was prepared by the Alliance of Sector Councils for the Foreign Credentials Referral Office of Citizenship and Immigration Canada. The Foreign Credentials Referral Office thanks all participants who provided input into the development of the guide.

The Employer's Roadmap to Hiring and Retaining Internationally Trained Workers is a guide for employers in small and medium-sized enterprises.

The roadmap is a practical resource for anyone involved in hiring, including business owners, human resources professionals, recruiters and managers. While efforts have been made to ensure the accuracy of information contained in the document, it should be noted that the information is subject to change. Resources cited throughout the document are not exhaustive.



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The Alliance of Sector Councils
L'Alliance des conseils sectoriels



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1. THE ROADMAP: WHAT'S IN IT FOR ME?

In this section you will find information on:

- What is the roadmap?
- Why do I need it?

1.1 WHAT IS THE ROADMAP?

This roadmap is a step-by-step guide for employers in small to medium-sized enterprises interested in hiring internationally trained workers for their organizations.

The roadmap is a practical resource for anyone involved in hiring, including business owners, human resources professionals, recruiters and managers.

In the roadmap, you'll find:

- Different routes you can take to hire and retain internationally trained workers
- Helpful tips on issues you may encounter on the way
- Answers to questions you may have
- Practical tools you can use at each step
- Resources to help you on the journey

At the end of each section of the roadmap, you will find a list of available resources grouped by category and including national, regional and sectoral resources. Appendix A provides a list of all the resources cited throughout the roadmap.

The diagram below provides an overview of the roadmap that will assist you in hiring and retaining internationally trained workers.

DIAGRAM 1: THE ROADMAP AT A GLANCE

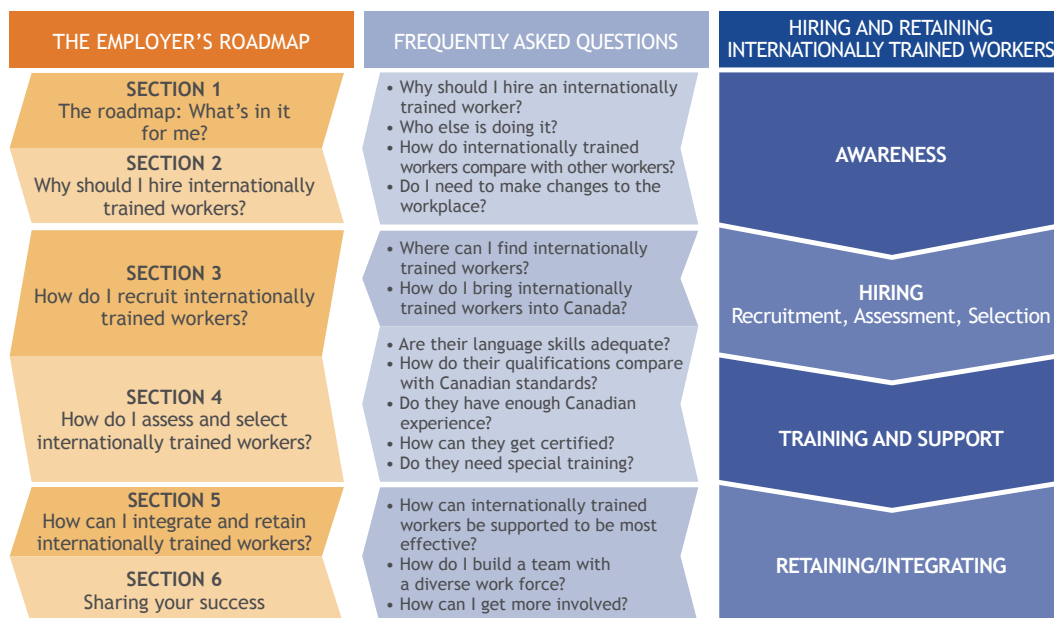


Diagram adapted from The Alliance of Sector Councils FCR Workshop Materials

1.2 WHY DO I NEED IT?

Hiring internationally trained workers can help you meet your staffing needs as well as increase your productivity and efficiency which, ultimately, can help you achieve success.

As an employer, you already undertake work force planning as part of your normal employer responsibilities. This planning includes:

- Determining job standards
- Recruiting, orienting and training staff
- Managing and evaluating staff
- Complying with the laws of the land

To hire and retain internationally trained workers successfully, you may have to tailor these actions to meet their needs by:

- Providing information and reaching out to potential recruits
- Assessing international qualifications

- Participating in bridge-to-work and mentoring programs
- Getting involved in language and job or skills training
- Implementing diversity and integration programs

Many employers in a number of sectors across the country are experiencing significant skilled labour shortages. Statistics Canada research indicates that before the middle of the next decade, almost all labour force growth will come from immigration. As an employer, you will gain in many ways from hiring and retaining internationally trained workers. Updating your organization's staffing strategy and practices to effectively hire and retain internationally trained staff will also help you to be more effective in the recruitment and employment of all workers.

The diagram below shows how employers can incorporate hiring and retaining internationally trained workers into their work force planning.

DIAGRAM 2: HOW TO INCLUDE HIRING AND RETAINING INTERNATIONALLY TRAINED WORKERS IN YOUR CURRENT RESPONSIBILITIES



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



2. WHY SHOULD I HIRE INTERNATIONALLY TRAINED WORKERS?

In this section you will find information on:

- The benefits of hiring internationally trained workers
- International qualifications and experience
- Language and communicating effectively
- Cultural differences
- Other considerations for successful integration
- Related resources

2.1 THE BENEFITS OF HIRING INTERNATIONALLY TRAINED WORKERS

Do you need to hire new staff? Do you need a special set of skills and experience? Are you having trouble finding enough workers? Do you want your business to become more competitive? Do you want your business to develop new markets, at home and internationally?

Have you considered hiring internationally trained workers? These are people who received their education and training in other countries and whose work experience was gained outside of Canada. Internationally trained workers may be immigrants, refugees, foreign students living in Canada, citizens of other countries willing and able to work in Canada, or Canadians who trained or worked outside of the country.

Many employers do not know there are internationally trained workers ready and willing to work in Canada. They are unaware of the skills and talents of internationally trained workers and do not know if and how international skills and experience are transferable to the Canadian workplace. Employers may not know how to go about recruiting these workers, or they may anticipate difficulties in integration.

There are many good reasons to hire internationally trained workers. They can:

- *Help meet your labour needs.* With the retirement of baby boomers and a declining proportion of young workers, immigrants will continue to play an increasingly significant role in Canada's labour force growth over the coming years.
- *Increase your competitiveness.* Many internationally trained workers have high levels of skills and talents that enable them to compete for jobs in the global labour market. Many have also developed unique and comparable skills and experience they can bring to help your organization compete nationally and internationally.
- *Help develop new markets, locally and globally.* Internationally trained workers may speak languages other than English and French and have knowledge of business practices in other cultures and countries that can be useful in developing other markets nationally and internationally.

HIRING AND RETAINING INTERNATIONALLY TRAINED WORKERS SHOWS YOUR ORGANIZATION'S CONNECTION TO YOUR COMMUNITY.

CANADIAN SOCIETY IS INCREASINGLY DIVERSE, AND THE LABOUR MARKET IS INCREASINGLY MULTICULTURAL. INTEGRATING INTERNATIONALLY TRAINED WORKERS INTO YOUR WORK FORCE ACKNOWLEDGES THE CONTEXT IN WHICH YOUR ORGANIZATION OPERATES AND ENHANCES THE SOCIETY IN WHICH YOU LIVE.

- *Make your organization more effective.* With their different training and cultural experiences, internationally trained workers bring fresh perspectives on work processes, management styles and human relationships that can make your organization more effective or stimulate new thinking and ways of doing business.
- *Connect you to other internationally trained workers and other organizations that may be valuable to your business.* If the employment experience is successful, your internationally trained workers may be able to link you to others who can be potential candidates for future job openings in your organization. They may also be able to connect your business to other helpful national or international organizations.
- *Succeed.* Internationally trained workers are highly motivated to succeed in Canada. This often translates into a strong ethic for hard work and dedication to their job.

2.2 INTERNATIONAL QUALIFICATIONS AND EXPERIENCE

As an employer, you may wonder whether or not an internationally trained candidate has the required qualifications and work experience. How can you verify the candidate's education, training and job experience obtained in another country? How do these credentials compare to Canadian standards?

Assessing international credentials easily and accurately is one of the biggest challenges in hiring internationally trained workers. Fortunately, there are now many organizations and resources to help you assess and verify international credentials and compare them against Canadian standards. Some of these resources are specific to a sector or an occupation; others are more general.

BE CLEAR ABOUT WHAT YOU ARE LOOKING FOR IN A CANDIDATE FOR A POSITION IN YOUR ORGANIZATION.

Are you trying to find out if:

- The worker has the skills to do the job?
- The worker has had exposure to a variety of different situations and challenges in performing the job?
- The worker is familiar with Canadian workplace norms and practices?

You can measure what you are looking for against other criteria, such as:

- The number of years of experience in a specific field or a specific job, or in performing specific tasks

- Demonstration of skills through verbal descriptions or practical tests
- Demonstration of knowledge through written exams

More information about assessing credentials and work experience is provided in Section 4.

2.3 LANGUAGE AND COMMUNICATING EFFECTIVELY

As an employer, you may be concerned that internationally trained workers are not proficient enough in either English or French to communicate effectively in the workplace.

When you are assessing a candidate's language skills, consider the following:

- Which language skills are really needed for the job? Some jobs may not require a high level of language proficiency, while others may need specific job-related language abilities.
- Some positions require minimal communication skills. Consider staffing those positions with candidates who are still learning how to speak fluent English or French.
- Some internationally trained workers may be very proficient in English or French but speak with an accent, use different vocabulary or express themselves differently. Don't attach too much importance to superficial aspects of communication.
- Weakness in language skills can be overcome through language training or on-the-job experience.

More information about language skills is provided in sections 4 and 5.

REMEMBER

- YOUR ASSESSMENT AND SELECTION PROCESS SHOULD BE DESIGNED TO HELP YOU DETERMINE IF THE WORKER CAN DO THE JOB, REGARDLESS OF THEIR CULTURAL BACKGROUND.
- YOU CAN PROVIDE TRAINING IN CROSS-CULTURAL COMMUNICATIONS TO ALL YOUR EMPLOYEES, INCLUDING INTERNATIONALLY TRAINED WORKERS.
- CULTURAL DIFFERENCES CAN BE BRIDGED. EXPOSURE TO DIFFERENT CULTURES CAN BE ENRICHING.
- AN INCLUSIVE WORKPLACE BENEFITS EVERYONE.

2.4 CULTURAL DIFFERENCES

Will the internationally trained worker's different cultural background make it difficult to "fit in" with other employees in your organization? Will the worker's cultural background influence his or her ability to do the job? You may also be concerned about how other employees will react to and interact with internationally trained workers.

Section 4 of the roadmap provides more information about assessment and cultural differences.

2.5 OTHER CONSIDERATIONS FOR SUCCESSFUL INTEGRATION

You may have questions about how ready your workplace is to accept internationally trained workers, including:

- How will other employees react?
- Will you have to make adjustments in the workplace to receive an internationally trained worker?

- How can you ease the transition for both the newly recruited internationally trained worker and others in the workplace?

Section 5 of the roadmap provides information that will help you effectively integrate internationally trained workers into your organization.

2.6 RELATED RESOURCES

GENERAL

Hire Immigrants (Pan-Canadian)
www.hireimmigrants.ca/

Immigration and Industry – Alberta Ministry of Employment (Alberta)
www.alberta-canada.com/immigration/employers/index.html

Employment Access Strategy for Immigrants – Looking Ahead Initiative (British Columbia with pan-Canadian applicability)
www.lookingahead.bc.ca

Manitoba Labour and Immigration/Immigration and Multiculturalism (Manitoba)
www2.immigratemanitoba.com/browse/employers

Skills Without Borders (Brampton Board of Trade) (Ontario – Brampton)
www.skillswithoutborders.com

Immigration et Communautés culturelles Québec (Quebec)
www.immigration-quebec.gouv.qc.ca/en/employers/index.html

HUMAN RESOURCES

Canadian Manufacturers and Exporters (Pan-Canadian)
www.cme-mec.ca/shared/upload/on/reference_piece.pdf

continued

CREDENTIAL ASSESSMENT AND EVALUATION

Alliance of Credential Evaluation Services of Canada (Pan-Canadian)
www.canalliance.org/indexe.stm

Canadian Information Centre for International Credentials (CICIC) (Pan-Canadian)
www.cicic.ca

International Qualifications Assessment Service (IQAS) (Alberta, Saskatchewan and Northwest Territories) www.employment.alberta.ca/cps/rde/xchg/hre/hs.xsl/4512.html

World Education Services (Ontario with pan-Canadian applicability)
www.wes.org/ca/employers/index.asp

Centre d'expertise sur les formations acquises hors du Québec (CEFAHQ) (Québec)
www.immigration-quebec.gouv.qc.ca/en/education/comparative-evaluation/index.html

Immigration et Communautés culturelles Québec (Quebec)
www.immigration-quebec.gouv.qc.ca/en/employers/index.html

COMPETENCY ASSESSMENT, SKILLS TRAINING AND DEVELOPMENT

Canadian Tourism Human Resource Council (Pan-Canadian)
www.cthrc.ca/en/resource_centre/employers.aspx

Electricity Sector Council's Foreign Credential Recognition Research Project (Pan-Canadian)
www.brightfutures.ca/careers/training.html

LANGUAGE

Centre for Canadian Language Benchmarks (CCLB) (Pan-Canadian)
www.language.ca

DIVERSITY AND EMPLOYEE INTEGRATION

Integration Resources Canada (Pan-Canadian)
www.integrationresourcescanada.com



3. HOW DO I RECRUIT INTERNATIONALLY TRAINED WORKERS?

In this section you will find information on:

- Recruitment process
- Defining the job to be done
- Finding internationally trained workers in Canada
- Finding internationally trained workers outside Canada
- Incentives and legal considerations in hiring internationally trained workers
- Related resources

3.1 RECRUITMENT PROCESS

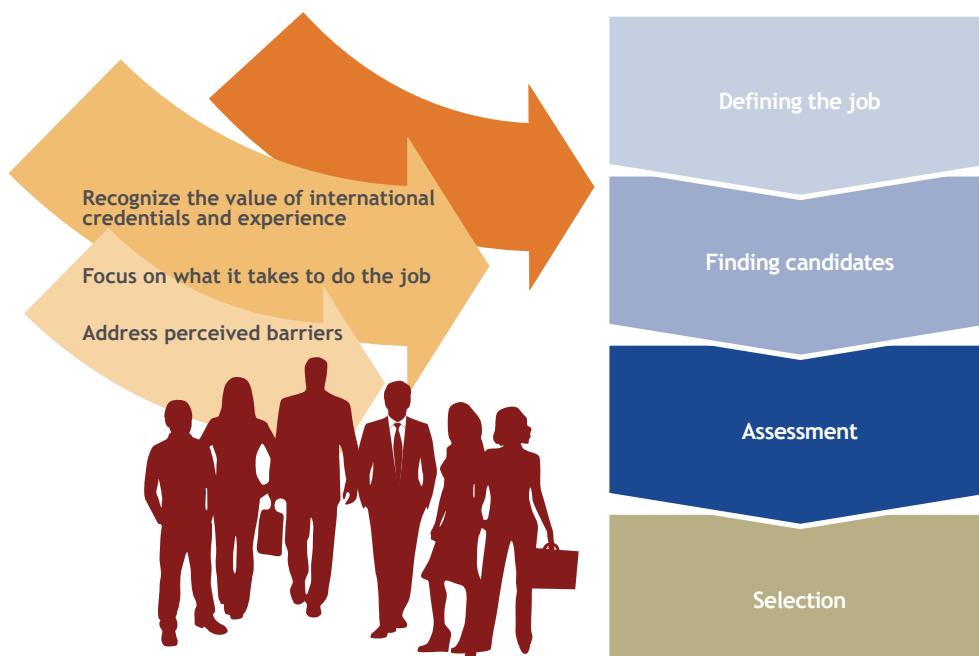
As an employer, you want to hire the best candidate for the job. To do that, you need to make sure that:

- Your hiring process gathers the best possible candidates.
- Your assessment of candidates' qualifications is fair, accurate and equitable.
- Your final selection is the best person for the job.

As shown in the diagram below, there are four steps in any recruitment process:

- Defining the job

DIAGRAM 3: THE RECRUITMENT PROCESS, INCLUDING INTERNATIONALLY TRAINED WORKERS



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

- Finding candidates
- Assessing candidates, their credentials and experience
- Selecting a candidate

Each of the above steps is closely linked to the others. The way you define the job will affect the candidates you find, the way you assess a candidate's ability to do the job, and your final selection.

This section of the roadmap is intended to help strengthen your recruitment process.

There are three important points to keep in mind at each step of the recruitment process:

- Focus on what it takes to do the job. This is what matters most. How can you fill your job opening so that the job will get done?
- Recognize the value of international credentials and experience. Don't underestimate them because they are unfamiliar or gained outside Canada.
- Address perceived barriers. Be aware that your recruitment process may unintentionally create barriers for internationally trained workers. These barriers may correspond to the difficulties employers face in hiring these workers: difficulties with the assessment of international credentials, the lack of Canadian work experience, inadequate language skills, different communication styles and cultural differences.

You may decide to review your recruitment process to make sure it's free of bias. You may also decide to provide diversity and cross-cultural training to those in your organization who are involved in hiring.

3.2 DEFINING THE JOB TO BE DONE

Defining the job is the first task in filling a position. How you describe the job and its requirements will determine the sort of candidates you will look for and the person you will eventually hire.

ANSWERING THESE TWO QUESTIONS IS THE FIRST STEP IN RECRUITMENT:

- What is the job you are trying to staff?
- What requirements must candidates be able to meet to qualify for the job?

THE NINE ESSENTIAL SKILLS

- READING TEXT
- WORKING WITH OTHERS
- DOCUMENT USE
- CONTINUOUS LEARNING
- NUMERACY
- THINKING SKILLS
- WRITING
- COMPUTER USE
- ORAL COMMUNICATION

Source: Human Resources and Skills Development Canada

Keep the following in mind:

- *Define the essential skills required for the job.* To create an effective job description, you will need to define the essential skills required for the job. Essential skills are the nine basic skills used for work, learning and life. They provide the foundation for learning all other skills and make it possible for people to grow in their jobs and adapt to workplace change.

At the federal government's essential skills site, you can search for a job title or category and find the job requirements related to each of the nine essential skills. Over 250 occupations have been profiled and profiles of other occupations are being developed.

- *Make use of information available in your industry.* Many industries have developed national occupational standards that provide a benchmark for various occupations within an industry or a sector. These standards allow you to evaluate workers according to standards recognized throughout the industry and across the country. Some industries have also developed information resources on job conditions, employee rights and other matters that can help you structure your job description.
- *If the job you are filling is regulated, state clearly what licensing or certification is required.* For occupations regulated by law, state clearly what level of licensing you expect a candidate to have attained. In some circumstances, it may be possible to hire at a lower level of responsibility and help the candidate obtain the required licensing and regulation while on the job. If so, make this clear in your description of the job opening.

ANOTHER USEFUL RESOURCE IS THE NATIONAL OCCUPATIONAL CLASSIFICATION (NOC), DEVELOPED AND UPDATED BY THE FEDERAL GOVERNMENT AND BASED ON EXTENSIVE OCCUPATIONAL RESEARCH AND CONSULTATION ACROSS CANADA.

THE NOC IS A STANDARDIZED WAY OF DESCRIBING THE WORK PERFORMED BY CANADIANS IN THE LABOUR MARKET AND PROVIDES OCCUPATION-SPECIFIC INFORMATION SUCH AS MAIN DUTIES OR RESPONSIBILITIES, EMPLOYMENT REQUIREMENTS AND SAMPLE TITLE (E.G., THERE ARE 97 JOB TITLES RELATED TO THE CATEGORY OF SEWING MACHINE OPERATOR).

For non-regulated occupations, consider the various types of voluntary certification that may apply. If you will give preference to candidates who have this certification, make this clear in your description of the job opening.

- *Ask for relevant work experience instead of Canadian work experience as a job requirement.* For many jobs, the relevance of the work experience is what matters, not the country where the work was done. Certain regulated occupations still require a specific number of years of work experience in Canada. In these cases, you could consider the possibility of on-the-job certification or opening the job to candidates in bridge-to-work programs.

- *Establish the level of language proficiency needed for the job.* Consider the language proficiency really needed for the job. Some jobs may not require a high level of language proficiency, while others may need a specific job-related level of language abilities.

3.3 FINDING INTERNATIONALLY TRAINED WORKERS IN CANADA

There are many internationally trained workers in Canada who may have the skills and experience your organization needs. These individuals may be:

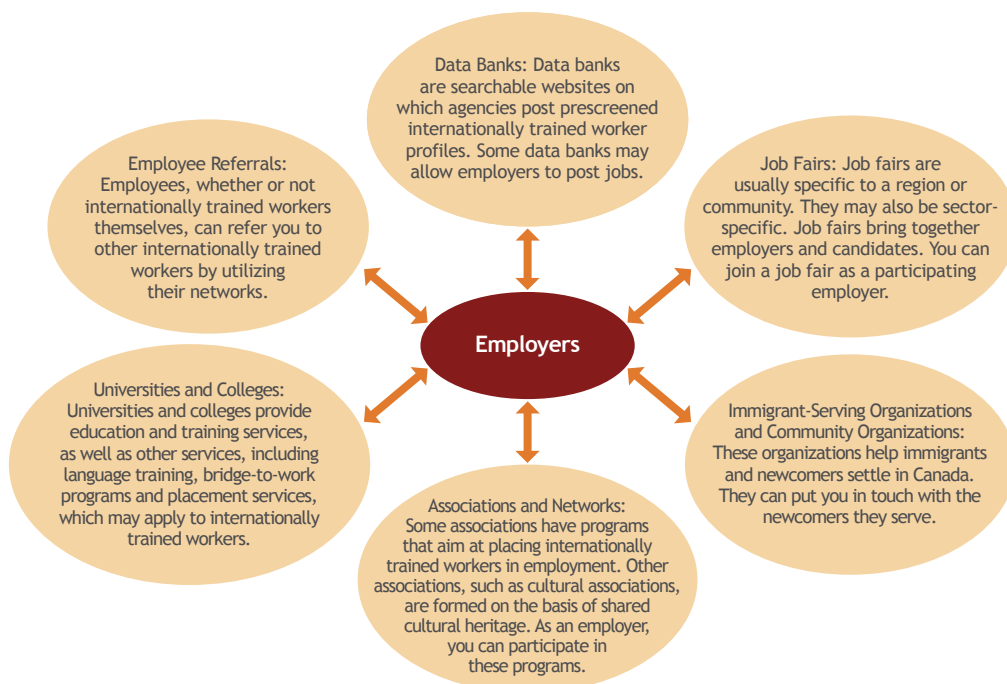
- New or recent immigrants to Canada
- Refugees
- Canadians who obtained their education or work experience in other countries
- Temporary foreign workers employed in Canada

- Students from other countries studying in Canada

Immigrant-serving organizations are often the first point of contact for new immigrants to Canada. These organizations help immigrants get settled into their community by helping them find housing, update language skills and find employment, among other things. This makes immigrant-serving organizations uniquely positioned to link new immigrants with Canadian employers, and many of them also offer programs that help employers integrate new immigrants into the workplace. These organizations can put you in contact with skilled immigrants who are ready to work in the Canadian labour market. To find immigrant-serving organizations in your area, see the link provided in Related Resources: Human Resources at the end of this section.

There are many agencies and programs that can help you find internationally trained workers, as the following diagram illustrates.

DIAGRAM 4: FINDING INTERNATIONALLY TRAINED WORKERS IN CANADA



3.4 FINDING INTERNATIONALLY TRAINED WORKERS OUTSIDE CANADA

Several government programs can help you recruit internationally trained workers from outside of Canada to work for your organization.

Under the Canada-Quebec Accord on Immigration, Quebec establishes its own immigration requirements and selects immigrants who will adapt well to living in Quebec. Employers should be aware that internationally trained workers who want to come to Canada as Quebec-selected skilled workers must first apply to the Quebec government for a certificate of selection (Certificat de sélection du Québec). A link to the provincial site is provided under Related Resources: Human Resources at the end of this section.

3.4.1 FEDERAL SKILLED WORKER PROGRAM

As an employer, if you plan to hire skilled workers and support their permanent immigration for permanent positions in your company, you can improve the chances of having their applications approved by applying for an arranged employment opinion (AEO) from Human Resources and Skills Development Canada. An AEO is one factor that Citizenship and Immigration Canada considers when reviewing an application for permanent residence. However, an AEO only supports an application for permanent residence; it will not result in a work permit being issued.

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

Since some countries require that their citizens meet certain conditions to work abroad, you should ask the foreign worker to verify if additional conditions apply in his or her country, or contact the country's consulate in Canada or visit its website for more information.

3.4.2 TEMPORARY FOREIGN WORKER PROGRAM

The federal government's Temporary Foreign Worker Program allows eligible internationally trained workers to work in Canada for an authorized period of time if employers can demonstrate that they are unable to find suitable Canadians or permanent residents to fill the jobs and that the entry of these workers will not have a negative impact on the Canadian labour market. In the majority of cases, there are four steps involved in hiring a temporary foreign worker from outside Canada. The need to complete each step will depend on the specifics of the job offer, and the foreign worker's country of citizenship and last place of permanent residence.

Employers and foreign workers must ensure that they provide accurate and complete information or the application process may be delayed.

If a foreign worker wants to apply to work temporarily in Quebec, he or she must meet all the federal requirements and also obtain and complete a Certificat d'acceptation du Québec (Certificate of acceptance) from the province. A link to this form is available under Related Resources: General at the end of this section.

A Labour Market Opinion is one requirement that Citizenship and Immigration Canada considers when deciding to issue a work permit allowing a foreign worker to work in Canada. At a later date, if you choose to support your temporary foreign worker's transition to permanent residence, you can improve the chances of having the application approved by applying for an LMO from Human Resources and Skills Development Canada.

Step 1: Determine if you require a labour market opinion

Most job categories require an LMO. However, some job categories do not. The purpose of an LMO is to assess the impact that hiring a foreign worker would have on Canadian jobs. It seeks to ensure that Canadians have first access to available jobs. It is also carried out to ensure that an employer will pay and treat a foreign worker fairly.

To check if your job offer is exempt from an LMO, you should contact a Citizenship and Immigration Canada Temporary Foreign Worker Unit. You will likely need to provide them with some details about the position in order for them to advise you.

These units are located in Moncton, Montréal, Toronto, Calgary and Vancouver. Please visit the website under Related Resources: Human Resources at the end of this section.

Step 2: Apply for a labour market opinion

The following categories of occupations generally require an LMO: high-skilled occupations, low-skilled occupations, seasonal agricultural workers and live-in caregivers.

If the job offer requires an LMO, the employer will need to complete an *Application for a Labour Market Opinion* and submit it to the Service Canada centre in your region.

If the LMO is positive or neutral, Service Canada will send you a written confirmation. You will need to send this written confirmation, a signed job offer and an employment contract (if applicable) to the foreign worker, which they will use to apply for a Canadian visa (if applicable) and work permit.

Note: a positive or neutral LMO does not guarantee a visa, a work permit or entry into Canada.

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

Step 3: Advise the foreign worker to complete the work permit application

Work permits are not required for all job categories in Canada. You can find a link to the list of exempt job categories under Related Resources at the end of this section.

The foreign worker or candidate is required to apply for and obtain a Canadian work permit and visa (if applicable) from Citizenship and Immigration Canada before they can work in Canada.

The procedures for acquiring these documents may differ depending on the visa office contacted. For specific requirements, please contact the applicable visa office. A link is provided under Related Resources: Human Resources at the end of this section.

The visa office will usually require information concerning the identity of the candidate, a copy of the job offer or signed employment contract, the labour market opinion, photographs of the worker and any accompanying family, and proof of the present immigration status. A fee will be collected from the applicant. In addition, a medical examination and criminal background check will be completed.

You should note that a work permit is usually valid only for a specified job, employer and period of time.

The processing time for the visa and work permit application varies. The visa is granted before the applicant leaves the home country.

Step 4: Advise the foreign worker about obtaining the work permit from the Canada Border Services Agency officer at a port of entry

The work permit is granted by the Canada Border Services Agency (CBSA) at a port of entry.

To be granted entry into Canada, foreign workers must present the necessary documents to the CBSA officer upon entry into Canada.

Foreign workers may be denied a work permit or entry into Canada at the port of entry if the CBSA officer believes that they do not meet the requirements of the *Immigration and Refugee Protection Act*.

3.4.3 TEMPORARY FOREIGN WORKER PROGRAM AND INTERNATIONAL STUDENTS

There are two programs that allow international students to work in Canada. The Off-Campus Work Permit Program allows students to work in Canada while they are completing their academic program. The Post-Graduation Work Permit Program allows students to work in Canada after they have graduated from their academic program.

Off-Campus Work Permit Program

The Off-Campus Work Permit Program allows certain foreign students to work off campus while completing their studies. To qualify, the individual must be a full-time student enrolled at a participating publicly funded post-secondary educational institution or in an approved program at an eligible privately funded institution.

To work off campus, the individual must apply for a work permit. They may not begin to work off campus until they have received their work permit. The work permit authorizes the student to work up to 20 hours per week during regular academic sessions, and full time during scheduled breaks (for example, winter and summer holidays and spring break).

Post-Graduation Work Permit Program

Under the Post-Graduation Work Permit Program (PGWPP), employers may hire international students who have graduated from participating Canadian post-secondary institutions, to work for up to three years in a job related to their field of studies, without the need for the employer to obtain an LMO from Human Resources and Skills Development Canada and Service Canada.

Following the completion of their initial period of employment authorized under the PGWPP, some employers may wish to offer these individuals permanent employment in order to retain their skills and expertise. Employers who want to permanently employ such graduates following completion of their initial period of employment, for positions requiring at minimum post-secondary education or trade qualification, must apply for an LMO from Human Resources and Skills Development Canada. Please note that the job opportunity can be offered by a different employer from the employer who offered the position under the PGWPP.

3.4.4 CANADIAN EXPERIENCE CLASS

The Canadian Experience Class (CEC) is an immigration program that allows temporary foreign workers and graduated international students to apply for permanent residence. To qualify, the candidate must:

- Intend to live outside Quebec;
- Be either a temporary foreign worker with at least two years of full-time (or equivalent) skilled work experience in Canada; or
- A foreign graduate from a Canadian post-secondary institution with at least one year of full-time (or equivalent) skilled work experience in Canada;
- Have gained their experience in Canada with the proper work or study authorization; and

- Apply while working in Canada or within one year of leaving their job in Canada.

Candidates under the CEC will be assessed on their Canadian skilled work experience, their proficiency in English or French, and their Canadian post-secondary credential (if applicable). A link to more information and the CEC application package can be found under Related Resources: Human Resources at the end of this section.

To be considered for permanent residence under the CEC, the candidate's work experience must fall within one of the following Canadian National Occupational Classification (NOC) categories: Skill Type 0 (managerial occupations); Skill Level A (professional occupations); or Skill Level B (technical occupations and skilled trades). A link to more information on the NOC and a list of skilled occupations can be found under Related Resources: Human Resources at the end of this section.

3.4.5 PROVINCIAL NOMINEE PROGRAM

The Provincial Nominee Program allows provinces and territories to nominate immigrants who will settle in the province or territory and contribute to its economic development. Each province and territory has its own criteria for nomination based on regional labour market needs. In some provinces and territories, employers can participate in the Provincial Nominee Program. You will find a link to this information under Related Resources: Human Resources at the end of this section.

Employers and foreign workers must ensure that they provide accurate and complete information or the application package will not be processed and will be returned to the applicant. There are seven steps involved in applying to immigrate to Canada as a provincial nominee that you should be aware of as an employer.

Step 1: Determine whether a certificate of provincial nomination is required

A foreign worker who wants to come to Canada as a provincial nominee must first be nominated by a participating province or territory. Since the criteria vary among the provinces, please visit their individual websites for more information and to see if you can participate as an employer. Once an applicant has been successfully nominated by a province, he or she will receive a certificate of provincial nomination. Please note that a copy of this certificate will be sent directly to the visa office by the province or territory. For this reason, the applicant is not required to submit a copy of the certificate with the application.

Step 2: Advise the foreign worker to obtain and print the application package

The package includes the application guide and all the forms which the foreign worker will need to fill out. A link to the online *Application for Permanent Residence: Guide for Provincial Nominees* is available under Related Resources: Human Resources at the end of this section.

Step 3: Advise the foreign worker to complete the application forms

The foreign worker must complete and sign all the forms:

- Application for Permanent Residence in Canada
- Schedule 1: Background/Declaration
- Schedule 4: Economic Classes: Provincial Nominees
- Additional Family Information
- Use of an Immigration Representative. This form is only to be completed if a foreign worker wants to use a representative to obtain advice and to assist in completing the application. Using a representative is a personal choice and there is usually a fee for this service.

All questions should be answered carefully, completely and truthfully.

Step 4: Advise the foreign worker to submit the application to the correct visa office

The foreign worker must submit the application to the visa office that serves their country of nationality or the country where they have been legally admitted for at least one year. Please note that applicants who are already working in Canada temporarily should submit their application to the visa office in Buffalo, U.S. A list of countries and corresponding visa offices is available under Related Resources: Human Resources at the end of this section (see Provincial Nominee Program – Citizenship and Immigration Canada).

Step 5: Advise the foreign worker to carefully follow the instructions to submit their application to the visa office

The foreign worker should print the forms and instructions required for the applicable visa office. The instructions include information on medical examinations and the criminal and security checks that they and their dependants will have to undergo.

Step 6: Ensure that the foreign worker is aware that he will have to pay a fee for the application to be processed

As an employer, you should advise the foreign worker to visit the Provincial Nominee Program – Citizenship and Immigration Canada website to determine which fees will have to be paid (see Related Resources: Human Resources at the end of this section).

There is a processing fee for foreign workers and their dependants that must be paid when the application is submitted. This fee is not refundable, even if the application is not approved.

Foreign workers are advised to wait until their application is processed before paying the Right of Permanent Residence fee for themselves and their accompanying spouse or common-law partner, if applicable. The fee must be paid before Citizenship and Immigration Canada issues a permanent resident visa. This fee is refundable if the foreign worker cancels the application, if the application is not approved, or if they do not use their visa.

Fees will also need to be paid to third parties for a medical examination, a police certificate if one is required as part of the criminal and security check, and language testing, as required. Medical examinations have to be carried out at prespecified locations. The list of doctors by country, territory or region who have been designated by Citizenship and Immigration Canada and who are authorized to perform medical examinations is included in the *Application for Permanent Residence: Guide for Provincial Nominees*.

Information on how to pay the processing fee and the Right of Permanent Residence fee is included in the instructions for the visa office where the application is submitted.

Step 7: Advise the foreign worker to check their application before submission

As an employer, it is important that you remind the foreign worker to make sure the application is completed correctly, and that all the necessary supporting documents are included. There is a checklist in the *Application for Permanent Residence: Guide for Provincial Nominees* that is helpful.

The visa office cannot process an application if the supporting documents or processing fees are missing, or if the forms are not completed and signed. This will delay the application. Finally, remind the foreign worker to submit the application and fees to the appropriate Canadian visa office.

3.5 INCENTIVES AND LEGAL CONSIDERATIONS IN HIRING INTERNATIONALLY TRAINED WORKERS

You may be able to get financial support to hire an internationally trained worker. Both the federal and provincial governments recognize that the effective integration of internationally trained workers into the Canadian labour force is good for the Canadian economy. They offer programs to promote the hiring and integration of internationally trained workers. Section 3.6 provides information on some of these programs.

In Canada, federal and provincial laws protect employers and workers. Laws set minimum wage levels, health and safety standards and hours of work. Human rights laws protect employees from unfair treatment based on their sex, age, race, religion or disability. All these laws apply to internationally trained workers. As well, there may be provincial laws that provide additional protection to foreign workers.

3.6 RELATED RESOURCES

GENERAL

Canadian Labour and Business Centre (CLBC) (Pan-Canadian)
www.clbc.ca/files/Reports/Immigration_Handbook.pdf

Hire Immigrants (Pan-Canadian)
www.hireimmigrants.ca/

Immigration Programs – Foreign Credentials Referral Office – Citizenship and Immigration Canada (Pan-Canadian)
www.credentials.gc.ca

Going to Canada Portal – Citizenship and Immigration Canada (Pan-Canadian)
www.goingtocanada.gc.ca

Petroleum Human Resources Council of Canada (Pan-Canadian)
www.petrohrsc.ca/english/projects/current-projects.cfm

Working in Canada Tool – Human Resources and Skills Development Canada (Pan-Canadian)
www.workingincanada.gc.ca/

Immigration and Industry – Alberta Ministry of Employment (Alberta)
www.alberta-canada.com/immigration/employers/index.html

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GENERAL

British Columbia Internationally Trained Professionals Network (British Columbia)
www.bcitp.net

Employment Access Strategy for Immigrants – Looking Ahead Initiative
(British Columbia with pan-Canadian applicability)
www.lookingahead.bc.ca

Manitoba Labour and Immigration/Immigration and Multiculturalism (Manitoba)
www2.immigratemanitoba.com/browse/employers

Manitoba WorkinfoNet (Manitoba)
mb.workinfolnet.ca

Ontario Ministry of Citizenship and Immigration (Ontario)
www.citizenship.gov.on.ca/english/working/employers

Skills for Change (Engineers, Engineering Technicians, Technologists and Information Technology Professionals) (Ontario – Greater Toronto Area)
www.skillsforchange.org/elt/index.html

Skills Without Borders (Brampton Board of Trade) (Ontario – Brampton)
www.skillswithoutborders.com

Immigration et Communautés culturelles Québec (Quebec)
www.immigration-quebec.gouv.qc.ca/en/employers/index.html

HUMAN RESOURCES

GOVERNMENT OF CANADA

Application for Permanent Residence: Guide for Provincial Nominees – Citizenship and Immigration Canada (Pan-Canadian)
www.cic.gc.ca/english/immigrate/provincial/apply-application.asp

Canadian Experience Class – Citizenship and Immigration Canada (Pan-Canadian)
www.cic.gc.ca/english/immigrate/cec/apply-how.asp

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HUMAN RESOURCES

GOVERNMENT OF CANADA

Essential Skills – Human Resources and Skills Development Canada (Pan-Canadian)

www.hrsdc.gc.ca/eng/workplaceskills/essential_skills/general/home.shtml

Federal Skilled Worker Program – Citizenship and Immigration Canada (Pan-Canadian)

www.cic.gc.ca/english/immigrate/skilled/index.asp

Foreign Workers – Human Resources and Skills Development Canada (Pan-Canadian)

www.hrsdc.gc.ca/eng/workplaceskills/foreign_workers/index.shtml

Job Bank – Service Canada (Pan-Canadian)

www.jobbank.gc.ca/intro_en.aspx

Labour Market Opinion Basics – Citizenship and Immigration Canada (Pan-Canadian)

www.cic.gc.ca/english/work/employers/lmo-basics.asp

Immigrant-Serving Organizations – Citizenship and Immigration Canada (Pan-Canadian)

www.cic.gc.ca/english/resources/publications/welcome/wel-20e.asp

National Occupational Classification – Human Resources and Skills Development Canada

(Pan-Canadian)

www5.hrsdc.gc.ca/noc/

Off-Campus Work Permit Program- Citizenship and Immigration Canada (Pan-Canadian)

www.cic.gc.ca/english/study/work-offcampus.asp

Post-Graduation Work Permit Program – Citizenship and Immigration Canada (Pan-Canadian)

www.cic.gc.ca/english/study/work-postgrad.asp

Provincial Nominee Program – Citizenship and Immigration Canada (Pan-Canadian)

www.cic.gc.ca/english/immigrate/provincial/apply-who.asp

Temporary Foreign Worker Program – Citizenship and Immigration Canada (Pan-Canadian)

www.cic.gc.ca/english/work/employers/index.asp

Test of Workplace Essential Skills – Human Resources and Skills Development Canada

(Pan-Canadian)

www.towes.com/home.aspx

continued

HUMAN RESOURCES

GOVERNMENT OF CANADA

Visa Offices – Citizenship and Immigration Canada (Pan-Canadian)

www.cic.gc.ca/english/information/offices/index.asp

Work Permit Exemptions – Citizenship and Immigration Canada (Pan-Canadian)

www.cic.gc.ca/english/work/apply-who-nopermit.asp

Working Temporarily in Canada – Citizenship and Immigration Canada

www.cic.gc.ca/english/work/employers/index.asp

PROVINCIAL

Central Alberta – Welcoming Communities Employer Guide (Alberta)

www.centralalberta.ab.ca/index.cfm?page=WelcomingCommunitiesEmployerGuide

Certificat de sélection du Québec – Immigration et Communautés culturelles Québec (Quebec)

www.immigration-quebec.gouv.qc.ca/en/immigrate-settle/refugees-other/refugee-recognized/obtaining-csq.html

NON-GOVERNMENTAL

Canadian Manufacturers and Exporters (Pan-Canadian)

www.cme-mec.ca/shared/upload/on/reference_piece.pdf

Human Resources Management Canada (Pan-Canadian)

www.hrm.ca/jobs.htm

Information and Communications Technology Council (Pan-Canadian)

www.ictc-ctic.ca/en/

Internationally Trained Workers Partnership (Ontario – Ottawa)

www.itwp.ca

Society of Internationally Trained Engineers of British Columbia (British Columbia)

www.sitebc.ca

Society of Punjabi Engineers and Technologists of British Columbia (British Columbia)

www.speatbc.org

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LEGAL CONSIDERATIONS

Workers Rights and Minimum Wage Rates – Going to Canada – Citizenship and Immigration (Pan-Canadian)

www.workingincanada.gc.ca/content_pieces.do?content=worker_rights&lang=en



4. HOW DO I ASSESS AND SELECT INTERNATIONALLY TRAINED WORKERS?

In this section, you will find information on:

- Addressing perceived barriers for internationally trained workers
- Assessment
 - Assessing and verifying international credentials
 - Assessing and verifying competencies
- Language standards
- Certification and licensure
- Selecting internationally trained workers
- Related resources

4.1 ADDRESSING PERCEIVED BARRIERS FOR INTERNATIONALLY TRAINED WORKERS

There are many barriers that make it difficult for internationally trained workers to find suitable employment. As an employer, you can take steps to identify and remove these barriers in your process of recruitment, assessment and selection.

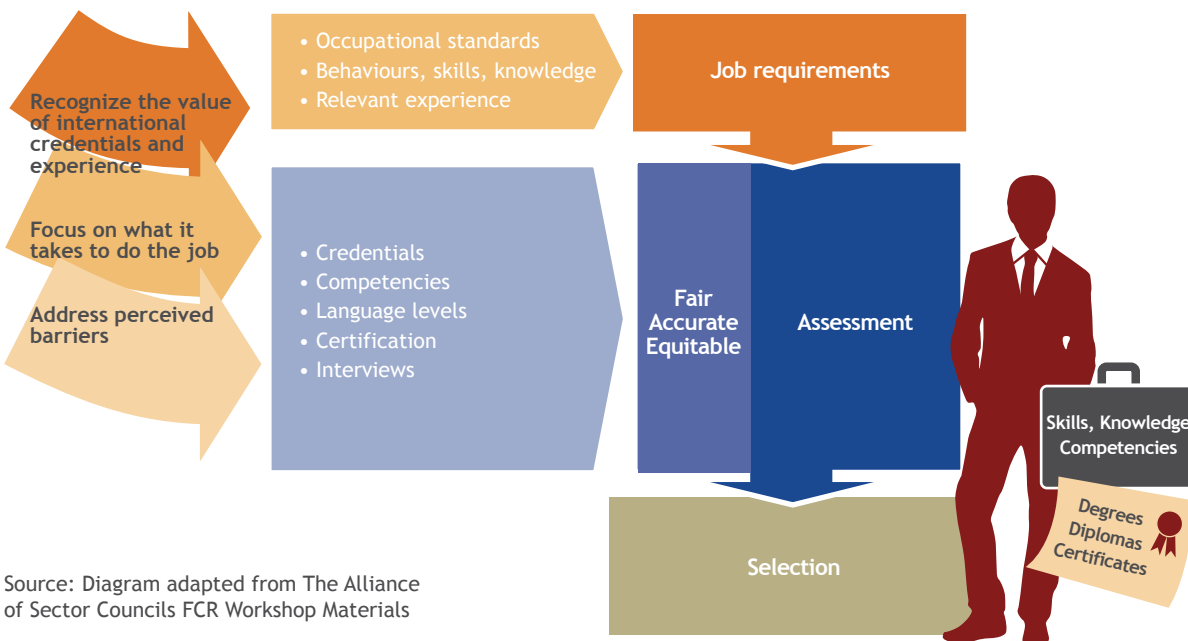
- Make sure everyone involved in hiring is aware of the value and transferability of international skills and credentials.
- Provide diversity and cross-cultural training to all employees, including those who will be involved in the hiring process.
- Focus on the skills and job experience of the candidates rather than on where they came from or where they gained their education and experience. Establish skill-focused criteria and do not screen out résumés just because an applicant's credentials and experience were obtained outside Canada.
- Explain the selection and interview process and the selection criteria to candidates in advance or include the process and criteria on your job posting.
- In advertising the job opening and required qualifications, let workers know that you value international credentials and competencies.
- Let potential candidates know that your workplace is an inclusive workplace that welcomes diversity.
- Post health, safety and employment standards in multiple languages to make employees feel welcome.

4.2 ASSESSMENT

As an employer, you have experience in assessing the qualifications of candidates for a job. This section will help you assess qualifications for

internationally trained workers. You will be able to make sure your assessment procedures are as fair, accurate and equitable as possible so that you can find the best candidate for the job.

DIAGRAM 5: ASSESSING INTERNATIONAL CREDENTIALS AND COMPETENCIES



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

Diagram 5 summarizes the key aspects of this section. For the assessment process to be fair, accurate and equitable, and to lead to the selection of the best candidate for the job, you will need to:

- Recognize the value of international credentials and experience;
- Focus on the skills, behaviours and knowledge required for the job;
- Develop assessment criteria based on a good job description; and
- Address perceived barriers for internationally trained individuals.

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. THE TERM FCR OFTEN ENCOMPASSES THE ASSESSMENT OF COMPETENCIES GAINED OUTSIDE OF CANADA. AT TIMES, THE TERM IS USED BROADLY TO ENCOMPASS THE RANGE OF ISSUES ASSOCIATED WITH THE INTEGRATION OF INTERNATIONALLY TRAINED WORKERS IN THE WORK FORCE.

Source: TASC Web portal on recruiting and retaining internationally trained workers

Assessment of international qualifications should measure accurately the candidate's competencies, skills and language abilities and allow you to determine if they meet the standards required to do the job. Certification needs (if any) and how they can be addressed must also be part of the assessment process.

How can you verify the candidate's education, training and job experience obtained in another country? How can you know how these credentials compare to Canadian standards?

The term *credential* usually refers to paper qualifications: certificates, diplomas and degrees. While it is important to know how paper credentials compare to Canadian standards, employers usually want and need to know more when considering a candidate whose work experience and training have been acquired outside Canada. Employers need to know if the candidate can do the job. Does the candidate have the necessary *competencies* for the job?

4.2.1 ASSESSING AND VERIFYING INTERNATIONAL CREDENTIALS

There are organizations that can assess the credentials of internationally trained workers and establish their equivalencies in Canadian standards for you. Some of these organizations are provincially mandated to assess credentials. The availability and type of credential assessment services offered will vary by region.

You can help internationally trained workers by using the services of credential assessment agencies and paying the fees for their services, or you can ask that potential employees have their credentials assessed as part of their application for a job.

CREDENTIAL ASSESSMENT AGENCIES IN CANADA

- INTERNATIONAL QUALIFICATIONS ASSESSMENT SERVICE
- INTERNATIONAL CREDENTIAL EVALUATION SERVICE
- ACADEMIC CREDENTIALS ASSESSMENT SERVICES
- WORLD EDUCATION SERVICES
- CENTRE D'EXPERTISE SUR LES FORMATIONS ACQUISES HORS DU QUÉBEC

For occupations that require licensing or certification, some regulatory bodies provide advice and assistance to internationally trained workers on the assessment and recognition of international credentials.

For non-regulated occupations in certain sectors, there are voluntary certification systems that can assess and recognize the abilities of internationally trained workers.

Many colleges and institutes have prior learning assessment and recognition (PLAR) services. PLAR is the identification and measurement of skills and knowledge acquired outside formal educational institutions. It could be formal credits or credentials, skills and knowledge gained through work and life experience, or prior learning acquired in formal education institutes. The PLAR process can establish credential equivalencies for the skills and knowledge gained outside of Canada by internationally trained workers. Assessments are most often used to grant academic credit or determine eligibility

to practise in a trade or profession. PLAR may also include the determination of future goals and individual training needs.

Assessing international credentials:

- Don't assume applicants will know what they need to submit to apply for a job. Be specific about documents you want to see included with résumés from internationally trained workers (e.g., credential equivalencies, diplomas, reference letters, etc.).
- Inform applicants about credential assessment services in your job advertisement and put a link to these services on your organization's website.

4.2.2 ASSESSING AND VERIFYING COMPETENCIES

Employers can use competency-based testing to assess all candidates for the job. Here are some tips on how to measure competencies.

- *Make use of available resources such as occupational standards and the Test of Workplace Essential Skills (TOWES).* Many sector councils have developed competency-based occupational standards for their industries. You can assess the competencies of internationally trained workers against these standards for specific occupations.

TOWES uses workplace documents to accurately measure the three essential skills that are needed for safe and productive employment: reading text, document use and numeracy. TOWES is used for entry-level assessment of skills. There are also sector-specific TOWES assessments customized to individual sectors. A growing national network of 33 colleges across Canada distributes the TOWES assessments.

- *Distinguish between job competencies and language competencies.* An internationally trained worker may have the technical skills to do the job but may not have the right level of language skills. Do not let the candidate's language proficiency affect your assessment of job competencies unnecessarily. Language ability may be required, but other non-language competencies are also often needed to do the job.
- *Develop practical tests when possible.* Practical skills tests are a useful way of assessing whether or not a worker can do the job. Practical tests allow you to see the candidate "in action." If properly designed, the candidates' actual abilities are tested.
- *Overcome barriers in competencies and work experience.* In your job advertisement, explicitly state that you recognize and value experience gained outside of Canada. If, however, work experience in Canada is a prerequisite for the licensing required for the job, consider recruiting candidates at an associate level until their licensure requirements are met.

4.3 LANGUAGE STANDARDS

- *Establish the level of proficiency needed for the job you are trying to fill.* Some jobs may not require a high level of language skills,

A COMPETENCY IS A MEASURABLE SKILL OR SET OF SKILLS, LEVEL OF KNOWLEDGE, AND BEHAVIOURAL PRACTICES OBTAINED THROUGH FORMAL, NON-FORMAL OR INFORMAL LEARNING; ABILITY TO PERFORM OCCUPATION-SPECIFIC TASKS AND DUTIES.

Source: TASC FCR Workshop Materials

while others may need a specific job-related level of skills. Consider selecting workers who do not speak fluent English or French for positions where basic language skills are sufficient. The Centre for Canadian Language Benchmarks has developed national standards in English and French for describing, measuring and recognizing the second-language proficiency of adult immigrants and prospective immigrants for living and working in Canada. These standards can be useful in developing language requirements in job descriptions. The Centre is currently developing occupational language analyses that describe job tasks using the Canadian Language Benchmarks and the nine essential skills (see Section 3.2). Several sector councils have also developed sectoral or occupation-specific language testing and training materials.

- *Ignore the superficial aspects of communication and concentrate on what the applicant is trying to say.* Internationally trained workers may actually be very proficient in English or French but they may speak with an accent, use different vocabulary or express themselves differently. Be aware of cultural differences in communication styles. The candidate's weakness in language skills can be overcome through language training or on-the-job experience. Also consider that a candidate's weakness in language skills may be made worse by nervousness in the interview process.
- *Overcome barriers in language proficiency and different communication styles.* In advertising the job, use simple, direct and plain language, free of jargon and slang. You may want to consider advertising the job in languages other than English or French, especially for jobs that do not require a high level of language skills.

You will “cast a wider net” for potential candidates this way. Also, give candidates advance notice of interviews so that they can properly prepare.

4.4 CERTIFICATION AND LICENSURE

The job you are trying to fill may be a regulated occupation that requires a licence to practise. Even if the job you are trying to fill is not a regulated occupation, you may be interested in voluntary certification to establish a certain standard of job proficiency.

Many resources on credential assessment are provided by regulatory bodies and professional associations. Some industries have also developed certification tools.

In some cases, licensing requires Canadian work experience. In such cases, consider recruiting candidates at an associate level until their licensure requirements are met when they can be fully employed at the appropriate level.

4.5 SELECTING INTERNATIONALLY TRAINED WORKERS

Having good job descriptions, good recruitment practices and fair, equitable and accurate assessment processes will give you the tools you need to select the best workers for the job. Here are a few tips on selection:

- Base your selection on an assessment process that recognizes the value and transferability of international skills and credentials.
- Consider all aspects of a candidate's profile, balancing pros and cons rather than focusing on just a few factors.

- Use a consistent, equitable set of criteria for selecting workers applying for the same type of position. For example, create an evaluation table to use for each candidate to ensure consistency.
- Be clear as to how you will make the final selection and be honest with yourself and the candidate about the basis for selection. When rejecting applicants, explain clearly and honestly why. If you are rejecting them because of poor communication skills, insufficient credentials or other reasons, provide the actual reason and do not say “lack of Canadian experience” if it is not the real reason.
- To ensure a fair and equitable selection process, invite a human resources advisor or hire a consultant to assist in the interview process.
- You may want to make a specific commitment to hiring internationally trained workers for your organization. You can also allocate a number of positions to work transition programs.

4.6 RELATED RESOURCES

GENERAL

Alliance of Sector Councils (Pan-Canadian)
www.councils.org

Construction Sector Council Strategy Paper (Pan-Canadian)
www.csc-ca.org/pdf/Strategy-english-2.pdf

Educational Testing Service Canada, Inc. (Pan-Canadian)
www.etscanada.ca

Engineers Canada (Pan-Canadian)
www.engineerscanada.ca/fc2i/e/index.cfm

Immigration Programs – Foreign Credentials Referral Office – Citizenship and Immigration Canada (Pan-Canadian)
www.credentials.gc.ca

Going to Canada Portal – Citizenship and Immigration Canada (Pan-Canadian)
www.goingtocanada.gc.ca

Immigration et Communautés culturelles Québec (Quebec)
www.immigration-quebec.gouv.qc.ca/en/employers/index.html

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CREDENTIAL ASSESSMENT AND EVALUATION

Alliance of Credential Evaluation Services of Canada (Pan-Canadian)
www.canalliance.org/indexe.stm

Canadian Association of Prior Learning Assessment (Pan-Canadian)
www.capla.ca/news.php

Canadian Information Centre for International Credentials (CICIC) (Pan-Canadian)
www.cicic.ca

University of Toronto – Comparative Education Service (Pan-Canadian)
www.adm.utoronto.ca/ces

International Qualifications Assessment Service (IQAS) (Alberta, Saskatchewan and Northwest Territories) www.employment.alberta.ca/cps/rde/xchg/hre/hs.xsl/4512.html

International Credential Evaluation Service (ICES) (British Columbia, Institute of Technology) (British Columbia)
www.bcit.ca/ices

Academic Credentials Assessment Service (ACAS) (Manitoba)
www2.immigratemanitoba.com/browse/work_in_manitoba/work-recognition-acas.html

World Education Services (Ontario, with pan-Canadian applicability)
www.wes.org/ca/employers/index.asp

Centre d'expertise sur les formations acquises hors du Québec (CEFAHQ) (Quebec)
www.immigration-quebec.gouv.qc.ca/en/education/comparative-evaluation/index.html

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COMPETENCY ASSESSMENT, SKILLS TRAINING AND DEVELOPMENT

Assisting Local Leaders with Immigrant Employment Strategies (ALLIES) (Pan-Canadian)
www.maytree.com/integration/allies

Canadian Automotive Repair Service Council (Pan-Canadian)
www.cars-council.ca

Canadian Aviation Maintenance Council (Pan-Canadian)
www.camc.ca/en/32

Canadian Tourism Human Resource Council (Pan-Canadian)
www.cthrc.ca

Canadian Trucking Human Resources Council (Pan-Canadian)
www.cthrc.com

Centre for Canadian Language Benchmarks (CCLB) (Pan-Canadian)
www.language.ca

Electricity Sector Council's Foreign Credential Recognition Research Project (Pan-Canadian)
www.brightfutures.ca/careers/training.html

Enhanced Language Training – Citizenship and Immigration Canada (Pan-Canadian)
www.hrsdc.gc.ca/en/cs/comm/hrsd/news/2005/050425ba.shtml

**Language Instruction for Newcomers to Canada (LINC) –
Citizenship and Immigration Canada** (Pan-Canadian)
www.cic.gc.ca/english/resources/publications/welcome/wel-22e.asp

Textiles Human Resources Council's Global Skills Connection (Pan-Canadian)
www.thrc-crhit.org/en/programs/development-en.asp

Multicultural Helping House Society – Bamboo Network (Construction) (British Columbia)
www.helpinghouse.org/bamboonetWORK.html

Toronto Region Immigrant Employment Council (TRIEC) (Ontario – Toronto)
www.triec.ca

Waterloo Region Immigrant Employment Network (WRIEN) (Ontario – Waterloo)
www.wrien.com/main.cfm

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LANGUAGE

Canadian English Language Benchmark Assessment for Nurses (CELBAN) (Pan-Canadian)
www.celban.org/celban/display_page.asp?page_id=1

Centre for Canadian Language Benchmarks (CCLB) (Pan-Canadian)
www.language.ca

Test de connaissance du français (Pan-Canadian)
www.ciep.fr/en/tcf/index.php

Test de français international (Pan-Canadian)
www.etscanada.ca/tfi/index.php

Test of English as a Foreign Language (TOEFL) (Pan-Canadian)
www.toefl.org

Test of English for International Communication (TOEIC) (Pan-Canadian)
www.etscanada.ca/toeic

DIVERSITY AND EMPLOYEE INTEGRATION

Cultural Profiles Project – Citizenship and Immigration Canada (Pan-Canadian)
www.cp-pc.ca

Integration-Net – Citizenship and Immigration Canada (Pan-Canadian)
www.integration-net.ca

Integration Resources Canada (Pan-Canadian)
www.integrationresourcescanada.com

Intercultural Insights (Pan-Canadian)
www.thiagi.com/email-intercultural101-tips.html



5. HOW CAN I INTEGRATE AND RETAIN INTERNATIONALLY TRAINED WORKERS?

In this section, you will find information on:

- Bridge-to-work programs
- Training opportunities
- Mentoring programs
- Career development
- Using all your workers' skills
- Creating an inclusive workplace
- Evaluating your success
- Related resources

You can help your internationally trained workers effectively integrate into the workplace so that their skills are fully utilized. As with all employees, there are many different ways to support internationally trained workers so that your organization can use their skills effectively.

5.1 BRIDGE-TO-WORK PROGRAMS

Bridge-to-work programs allow employers to minimize risk in finding a suitable worker and support the integration of internationally trained workers into the workplace. Bridge-to-work programs include internships, occupation-specific training and placement, and other programs that bridge or ease the transition from a worker's international training and experience to working in Canada.

These programs typically provide employers with benefits, including:

- Candidate prescreening to ensure that applicants are eligible to work in Canada and that they have relevant experience and appropriate language skills
- An opportunity for employers to “test the waters” before making hiring commitments
- An opportunity for an organization to benefit from the services of an internationally trained worker without increasing its head count on a permanent basis

Bridge-to-work programs also help internationally trained workers integrate effectively into the workplace. These programs:

- Give the internationally trained worker relevant work experience in Canada;
- Provide structured guidance through a coach or mentor during the placement;
- Provide opportunities for professional development and networking;
- Provide regular evaluations and feedback.

5.2 TRAINING OPPORTUNITIES

You can help internationally trained workers succeed in your workplace by providing different kinds of training, including:

- **Skills training.** Skills training is offered by community organizations, municipal public libraries and community centres. Colleges and institutes also offer various courses to upgrade technical and language skills. Some programs combine technical training with occupation-specific language training and bridging programs. As an employer, you can provide skills training for your employees, including internationally trained workers, on the job or by helping community organizations and other training institutes develop job-related skills training. Peer-to-peer practical training is also very effective.
- **Language training.** Internationally trained workers can benefit from language training in English or French, occupation-specific language training, or customized business English or French courses within the workplace. If you cannot provide such training, let your workers know where courses are available.
- **Cultural and communications training.** Cultural and communications training helps all workers to be more effective in the workplace. Cultural training helps workers interact more effectively with colleagues, suppliers or customers. Communications training develops presentation skills and helps workers to communicate their ideas more clearly and assertively in the workplace.

- **Organizational training.** Like all new employees, internationally trained workers will benefit from training on the expected norms and practices of your organization.

5.3 MENTORING PROGRAMS

An internal mentoring program can help new employees, including internationally trained workers, adjust to the workplace. External mentoring programs will bring you into contact with internationally trained workers in specific occupations. This will give you good insight into the needs of internationally trained workers and help you find potential candidates for vacant positions in your organization.

5.4 CAREER DEVELOPMENT

You can support all employees, including internationally trained workers, by providing ways for them to develop their careers within your organization. Some options are:

- Include internationally trained workers in formal leadership development programs in your organization.
- Be open to new forms of leadership and collaboration. Don't overlook the abilities of internationally trained workers just because they conduct themselves differently from what has been the norm in your workplace.
- Support workers in their career development with coaching, communication and leadership skills. Internationally trained workers may have special needs that vary according to their cultural background, abilities, training and work experience.

- Support workers through processes for licensure or certification in their professions. For example, your organization could provide financial support for examinations or paid time off to prepare for and write important examinations.

5.5 USING ALL YOUR WORKERS' SKILLS

If you value and acknowledge internationally trained workers' skills and talents, they will be more motivated at work and your organization will benefit. You can:

- Include internationally trained workers in the development and implementation of new organizational processes, products or services. Their unique perspectives may present unusual but very effective new ideas.
- Watch for the hidden skills of internationally trained workers that may not have been identified during the hiring process. The diversity of backgrounds of internationally trained workers can be a rich source of skills and talents that can help your organization. Find ways to use these skills appropriately.
- Recognize and use the cultural intelligence, language skills and international networks of internationally trained workers to develop international business or marketing programs aimed at local ethnospecific markets.
- Use the language skills of internationally trained workers to translate materials and to provide customer service in multiple languages.

5.6 CREATING AN INCLUSIVE WORKPLACE

You can create a workplace that is inclusive and welcoming for internationally trained workers:

- Employ workers with different backgrounds to make your organization representative of Canada's changing demographics.
- Create a unifying vision for your organization that brings together workers from all cultures.
- Create a climate where all workers are welcomed by their colleagues and managers, and let all workers know this is important to your organization.
- Provide a formal orientation program that makes all new workers feel valued and included when they start their job.
- To put newcomers at ease, pair them with existing staff members, if possible with someone who shares the same cultural background.
- Help create a welcoming environment by connecting newly arrived internationally trained workers with people and community supports that will help them and their families settle.
- Provide diversity and cross-cultural training to all staff.
- Celebrate cultural diversity within your organization through posters, newsletters or other documents. Hold social events that celebrate different cultures.
- Create opportunities to communicate the value of diversity, with specific mention of internationally trained workers.

- Participate in and support initiatives related to hiring, mentoring, promoting and retaining internationally trained workers. Encourage everyone in your organization to participate.
- Identify key workers who will champion or promote diversity in your organization. Include them in decision making, and give them the scope and resources to implement special initiatives to create an inclusive culture.
- Ensure access to management and higher level opportunities for internationally trained workers.

5.7 EVALUATING YOUR SUCCESS

Has the investment of your time and effort in hiring and retaining internationally trained workers been worthwhile? You can evaluate the success of your efforts by:

- Keeping track of how internationally trained workers are doing in your workplace. However, it should not be compulsory for workers to participate in any tracking process.
- Tracking how many internationally trained workers you are employing. Are these workers advancing within your organization? Are they appropriately employed in terms of level, skills and qualifications?
- Consider how internationally trained workers have contributed to your workplace and learn from the experience.

5.8 RELATED RESOURCES

GENERAL

Construction Sector Council Strategy Paper (Pan-Canadian)
www.csc-ca.org/pdf/Strategy-english-2.pdf

Engineers Canada (Pan-Canadian)
www.engineerscanada.ca/fc2i/e/index.cfm

Hire Immigrants (Pan-Canadian)
www.hireimmigrants.ca/

Petroleum Human Resources Council of Canada (Pan-Canadian)
www.petrohrsc.ca/english/projects/current-projects.cfm

Working in Canada Tool – Human Resources and Skills Development Canada (Pan-Canadian)
www.workingincanada.gc.ca/public_html/content_pieces.jsp?category_id

Immigration and Industry – Alberta Ministry of Employment (Alberta)
www.alberta-canada.com/immigration/employers/index.html

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GENERAL

Employment Access Strategy for Immigrants – Looking Ahead Initiative

(British Columbia with pan-Canadian applicability)

www.lookingahead.bc.ca

British Columbia Internationally Trained Professionals Network (British Columbia)

www.bcitp.net

Manitoba Labour and Immigration/Immigration and Multiculturalism (Manitoba)

www2.immigratemanitoba.com/browse/employers

Ontario Ministry of Citizenship and Immigration (Ontario)

www.citizenship.gov.on.ca/english/working/employers

Skills for Change (Engineers, Engineering Technicians, Technologists and Information Technology Professionals) (Ontario – Greater Toronto Area)

www.skillsforchange.org/elt/index.html

HUMAN RESOURCES

Canadian Manufacturers and Exporters (Pan-Canadian)

www.cme-mec.ca/shared/upload/on/reference_piece.pdf

Information and Communications Technology Council (Pan-Canadian)

www.ictc-ctic.ca/en

Society of Punjabi Engineers and Technologists of British Columbia (British Columbia)

www.speatbc.org

COMPETENCY ASSESSMENT, SKILLS TRAINING AND DEVELOPMENT

Assisting Local Leaders with Immigrant Employment Strategies (ALLIES) (Pan-Canadian)

www.maytree.com/integration/allies

Canadian Apprenticeship Forum's Accessibility and Removal of Barriers Project (Pan-Canadian)

www.caf-fca.org/english/accessibility.asp#

Canadian Automotive Repair Service Council (Pan-Canadian)

www.cars-council.ca

Canadian Aviation Maintenance Council (Pan-Canadian)

www.camc.ca/en/32

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COMPETENCY ASSESSMENT, SKILLS TRAINING AND DEVELOPMENT

Canadian Tourism Human Resource Council (Pan-Canadian)
www.cthrc.ca

Canadian Trucking Human Resources Council (Pan-Canadian)
www.cthrc.com

Electricity Sector Council's Foreign Credential Recognition Research Project (Pan-Canadian)
www.brightfutures.ca/careers/training.html

Integration Resources Canada (Pan-Canadian)
www.integrationresourcescanada.com/

Textiles Human Resources Council's Global Skills Connection (Pan-Canadian)
www.thrc-crhit.org/en/programs/development-en.asp

Jobs in Alberta – Government of Alberta (Alberta)
www.alberta.ca/home/jobs.cfm

Government of British Columbia (British Columbia)
www.aved.gov.bc.ca/industrytraining

Multicultural Helping House Society – Bamboo Network (Construction) (British Columbia)
www.helpinghouse.org/bamboonetWORK.html

Nunavut Finding and Funding Employees – Government of Canada (Nunavut)
www.entreprisescanada.ca/gol/bsa/site.nsf/en/su07024.html#a4

Competitiveness, Training and Trade – Government of Manitoba (Manitoba)
www.gov.mb.ca/tce/edu_train/index.html

Post-Secondary Education, Training and Labour – Government of New Brunswick (New Brunswick)
www.gnb.ca/0311/index-e.asp

Employment and Development Supports – Government of Newfoundland and Labrador (Newfoundland and Labrador)
www.hrle.gov.nl.ca/hrle/findajob/developmentsupports.html

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COMPETENCY ASSESSMENT, SKILLS TRAINING AND DEVELOPMENT

Education, Culture and Employment – Government of the Northwest Territories
(Northwest Territories)
www.ece.gov.nt.ca

Labour and Workforce Development – Government of Nova Scotia (Nova Scotia)
www.nsworkplaceeducation.ca

Bridge-to-work – Ontario Immigration (Ontario)
www.ontarioimmigration.ca/english/bridge_other.asp#professions

LASI World Skills (Ontario – Ottawa)
www.ottawa-worldskills.org

Mentoring Partnership (Ontario – Toronto)
www.thementoringpartnership.com/

Toronto Region Immigrant Employment Council (TRIEC) (Ontario – Toronto)
www.triec.ca

Waterloo Region Immigrant Employment Network (WRIEN) (Ontario – Waterloo)
www.wrien.com/main.cfm

Continuing Education and Training – Government of Prince Edward Island
(Prince Edward Island)
www.gov.pe.ca/infopei/index.php3?number=790&lang=E

Assistance for Immigrants and Visible Minorities – Government of Quebec (Quebec)
www.emploiquebec.net/anglais/individus/msemploi/aide-pimv.htm

JobStart and Future Skills – Government of Saskatchewan (Saskatchewan)
www.aeel.gov.sk.ca/jsfs

Advanced Education – Government of the Yukon (Yukon)
www.education.gov.yk.ca/advanceded

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LANGUAGE

Enhanced Language Training – Citizenship and Immigration Canada (Pan-Canadian)
www.hrsdc.gc.ca/en/cs/comm/hrsd/news/2005/050425ba.shtml

Language Instruction for Newcomers to Canada (LINC) – Citizenship and Immigration Canada (Pan-Canadian)
www.cic.gc.ca/english/resources/publications/welcome/wel-22e.asp

DIVERSITY AND EMPLOYEE INTEGRATION

Cultural Profiles Project – Citizenship and Immigration Canada (Pan-Canadian)
www.cp-pc.ca

Integration Resources Canada (Pan-Canadian)
www.integrationresourcescanada.com

Intercultural Insights (Pan-Canadian)
www.thiagi.com/email-intercultural101-tips.html



6. SHARING YOUR SUCCESS

In this section, you will find information on:

- Sharing your experience and expertise
- Participating in the development of programs for internationally trained workers
- Related resources

Do you think that hiring internationally trained workers is an effective way to meet your organization's human resources needs? Did you find it was a worthwhile and beneficial experience for your organization? Do you want to help other internationally trained workers find appropriate work? Do you want to make it easier for employers like you to recruit and retain internationally trained workers?

6.1 SHARING YOUR EXPERIENCE AND EXPERTISE

Your experience and expertise can help other employers and internationally trained workers. Here are some of the ways you can do more:

- **Build awareness.** Within and outside your organization, build advocacy by talking about the benefits of hiring and retaining internationally trained workers; the importance of internationally trained workers to our future labour pool; the business case for employing internationally trained workers; and the loss to the Canadian economy when internationally trained workers are unemployed or under-utilized.

- **Share your experience and knowledge.** You can spread the word about how you are recruiting and retaining internationally trained workers by sharing your experiences with other employers in your circle. You can also share your experiences with the various groups and organizations that you interacted with in recruiting internationally trained individuals. This will give them valuable feedback on their programs and services.
- **Participate in employer initiatives.** Many initiatives that promote the integration of internationally trained workers in the Canadian work force require the engagement of employers. Your participation can make them more effective, build a positive image for your organization, and help you develop new contacts and networks.

6.2 PARTICIPATING IN THE DEVELOPMENT OF PROGRAMS FOR INTERNATIONALLY TRAINED WORKERS

Many programs rely on employer participation for their success. Even if you can't participate in these programs, you can help make them more effective by providing an employer viewpoint.

Work with the sector council for your industry as your sector council aims to improve the quality of the Canadian labour force and assists organizations like yours in being more flexible in meeting changing competitive demands.

They bring together corporate executives, owner-operators of smaller firms, employees, union leaders, educators and interested government representatives to address a wide range of issues related to technological change, quality standards, planning and human resources development.

Speak up about your needs and your experience, and support the sector council's initiatives to promote the hiring, integration and retention of internationally trained workers.

6.3 RELATED RESOURCES

GENERAL

Global Experience at Work Initiative – Ontario Chamber of Commerce (Ontario)
www.occ.on.ca/communications/media%20releases/358

Ontario Ministry of Citizenship and Immigration (Ontario)
www.citizenship.gov.on.ca/english/working/employers

Immigration and Industry – Alberta Ministry of Employment (Alberta)
www.alberta-canada.com/immigration/employers/index.html

COMPETENCY ASSESSMENT, SKILLS TRAINING AND DEVELOPMENT

Assisting Local Leaders with Immigrant Employment Strategies (ALLIES) (Pan-Canadian)
www.maytree.com/integration/allies

Electricity Sector Council's Foreign Credential Recognition Research Project (Pan-Canadian)
www.brightfutures.ca/careers/training.html

Toronto Region Immigrant Employment Council (TRIEC) (Ontario – Toronto)
www.triec.ca

Waterloo Region Immigrant Employment Network (WRIEN) (Ontario – Waterloo)
www.wrien.com/main.cfm



APPENDIX A: ALPHABETICAL LIST OF ALL RESOURCES

NATIONAL RESOURCES

Alliance of Credential Evaluation Services of Canada
www.canalliance.org/indexe.stm

Alliance of Sector Councils
www.councils.org

Application for Permanent Residence: Guide for Provincial Nominees – Citizenship and Immigration Canada
www.cic.gc.ca/english/immigrate/provincial/apply-application.asp

Assisting Local Leaders with Immigrant Employment Strategies (ALLIES)
www.maytree.com/integration/allies

Canadian Association of Prior Learning Assessment
www.capla.ca/news.php

Canadian Experience Class – Citizenship and Immigration Canada
www.cic.gc.ca/english/immigrate/cec/apply-how.asp

Canadian Information Centre for International Credentials (CICIC)
www.cicic.ca/

Canadian Labour and Business Centre (CLBC)
www.clbc.ca/files/Reports/Immigration_Handbook.pdf

Canadian Manufacturers and Exporters
www.cme-mec.ca/shared/upload/on/reference_piece.pdf

Centre for Canadian Language Benchmarks (CCLB)
www.language.ca

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Cultural Profiles Project – Citizenship and Immigration Canada
www.cp-pc.ca

Educational Testing Service Canada, Inc.
www.etscanada.ca

Employment Access Strategy for Immigrants – Looking Ahead Initiative
www.lookingahead.bc.ca

Enhanced Language Training – Citizenship and Immigration Canada
www.hrsdc.gc.ca/en/cs/comm/hrsd/news/2005/050425ba.shtml

Essential Skills – Human Resources and Skills Development Canada
www.hrsdc.gc.ca/eng/workplaceskills/essential_skills/general/home.shtml

Federal Skilled Worker Program – Citizenship and Immigration Canada
www.cic.gc.ca/english/immigrate/skilled/index.asp

Foreign Workers – Human Resources and Skills Development Canada
www.hrsdc.gc.ca/eng/workplaceskills/foreign_workers/index.shtml

Going to Canada Portal – Citizenship and Immigration Canada
www.goingtocanada.gc.ca

Hire Immigrants
www.hireimmigrants.ca

Human Resources Management Canada
www.hrm.ca/jobs.htm

**Immigration Programs – Foreign Credentials Referral Office –
Citizenship and Immigration Canada**
www.credentials.gc.ca

Immigrant-Serving Organizations – Citizenship and Immigration Canada
www.cic.gc.ca/english/resources/publications/welcome/wel-20e.asp

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Intercultural Insights

www.thiagi.com/email-intercultural101-tips.html

Integration-Net – Citizenship and Immigration Canada

www.integration-net.ca

Integration Resources Canada

www.integrationresourcescanada.com

Job Bank – Service Canada

www.jobbank.gc.ca/intro_en.aspx

Labour Market Opinion Basics – Citizenship and Immigration Canada

www.cic.gc.ca/english/work/employers/lmo-basics.asp

**Language Instruction for Newcomers to Canada (LINC) –
Citizenship and Immigration Canada**

www.cic.gc.ca/english/resources/publications/welcome/wel-22e.asp

National Occupational Classification – Human Resources and Skills Development Canada

www5.hrsdc.gc.ca/noc-cnp/app/index.aspx?lc=e

Off-Campus Work Permit Program – Citizenship and Immigration Canada

www.cic.gc.ca/english/study/work-offcampus.asp

Post-Graduation Work Permit Program – Citizenship and Immigration Canada

www.cic.gc.ca/english/study/work-postgrad.asp

Provincial Nominee Program – Citizenship and Immigration Canada

www.cic.gc.ca/english/immigrate/provincial/apply-who.asp

Temporary Foreign Worker Program – Citizenship and Immigration Canada

www.cic.gc.ca/english/work/employers/index.asp

Test de connaissance du français

www.ciep.fr/en/tcf/index.php

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Test de français international

www.etscanada.ca/tfi/index.php

Test of English as a Foreign Language (TOEFL)

www.toefl.org

Test of English for International Communication (TOEIC)

www.etscanada.ca/toeic

Test of Workplace Essential Skills – Human Resources and Skills Development Canada

www.towes.com/home.aspx

University of Toronto- Comparative Education Service

www.adm.utoronto.ca/ces

Visa Offices – Citizenship and Immigration Canada

www.cic.gc.ca/english/information/offices/index.asp

Workers Rights and Minimum Wage Rates – Going to Canada – Citizenship and Immigration

www.workingincanada.gc.ca/content_pieces.do?content=worker_rights&lang=en

Working in Canada Tool – Human Resources and Skills Development Canada

http://workingincanada.gc.ca/public_html/content_pieces.jsp?category_id

Working Temporarily in Canada – Citizenship and Immigration Canada

www.cic.gc.ca/english/work/employers/index.asp

Work Permit Exemptions – Citizenship and Immigration Canada

www.cic.gc.ca/english/work/apply-who-nopermit.asp

World Education Services

www.wes.org/ca/employers/index.asp

REGIONAL RESOURCES

ALBERTA

Immigration and Industry – Alberta Ministry of Employment
www.alberta-canada.com/immigration/employers/index.html

Central Alberta – Welcoming Communities Employer Guide
www.centralalberta.ab.ca/index.cfm?page=WelcomingCommunitiesEmployerGuide

**International Qualifications Assessment Service (IQAS)
(Alberta, Saskatchewan and Northwest Territories)**
www.employment.alberta.ca/cps/rde/xchg/hre/hs.xsl/4512.html

Jobs in Alberta – Government of Alberta
<http://alberta.ca/home/jobs.cfm>

BRITISH COLUMBIA

British Columbia Internationally Trained Professionals Network
www.bcitp.net

Employment Access Strategy for Immigrants – Looking Ahead Initiative
www.lookingahead.bc.ca

Government of British Columbia
www.aved.gov.bc.ca/industrytraining

International Credential Evaluation Service (ICES) (British Columbia Institute of Technology)
www.bcit.ca/ices

Multicultural Helping House Society – Bamboo Network (Construction)
www.helpinghouse.org/bamboonetwork.html

Society of Internationally Trained Engineers of British Columbia
www.sitebc.ca

Society of Punjabi Engineers and Technologists of British Columbia
www.speatbc.org

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MANITOBA

Academic Credentials Assessment Service (ACAS)

www2.immigratemanitoba.com/browse/work_in_manitoba/work-recognition-acas.html

Competitiveness, Training and Trade – Government of Manitoba

www.gov.mb.ca/tce/edu_train/index.html

Manitoba Labour and Immigration/Immigration and Multiculturalism

www2.immigratemanitoba.com/browse/employers

Manitoba WorkinfoNet

<http://mb.workinfo.net.ca>

NEWFOUNDLAND AND LABRADOR

Employment and Development Supports – Government of Newfoundland and Labrador

www.hrle.gov.nl.ca/hrle/findajob/developmentsupports.html

NEW BRUNSWICK

Post-Secondary Education, Training and Labour – Government of New Brunswick

www.gnb.ca/0311/index-e.asp

NORTHWEST TERRITORIES

Education, Culture, and Employment – Government of the Northwest Territories

www.ece.gov.nt.ca

International Qualifications Assessment Service (IQAS)

(Alberta, Saskatchewan and Northwest Territories)

www.employment.alberta.ca/cps/rde/xchg/hre/hs.xsl/4512.html

NOVA SCOTIA

Labour and Workforce Development – Government of Nova Scotia

www.nsworkplaceeducation.ca

NUNAVUT

Nunavut: Finding and Funding Employees – Government of Canada

www.entreprisescanada.ca/gol/bsa/site.nsf/en/su07024.html#a4

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ONTARIO

Internationally Trained Workers Partnership (Ottawa)

www.itwp.ca

LASI World Skills (Ottawa)

www.ottawa-worldskills.org

Mentoring Partnership (Toronto)

www.thementoringpartnership.com

Global Experience at Work Initiative – Ontario Chamber of Commerce

www.occ.on.ca/communications/media%20releases/358

Bridge to work – Ontario Immigration

www.ontarioimmigration.ca/english/bridge_other.asp#professions

Ontario Ministry of Citizenship and Immigration

www.citizenship.gov.on.ca/english/working/employers

Skills for Change (Engineers, Engineering Technicians, Technologists and Information Technology Professionals) (Greater Toronto Area)

www.skillsforchange.org/elt/index.html

Skills Without Borders (Brampton Board of Trade)

www.skillswithoutborders.com

Toronto Region Immigrant Employment Council (TRIEC)

www.triec.ca/

Waterloo Region Immigrant Employment Network (WRIEN)

www.wrien.com/main.cfm

PRINCE EDWARD ISLAND

Continuing Education and Training – Government of Prince Edward Island

www.gov.pe.ca/infopei/index.php3?number=790&lang=E

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QUEBEC

Assistance for Immigrants and Visible Minorities – Government of Quebec
www.emploi.quebec.net/anglais/individus/msemploi/aide-pimv.htm

Centre d'expertise sur les formations acquises hors du Québec (CEFAHQ)
www.immigration-quebec.gouv.qc.ca/en/education/comparative-evaluation/index.html

Certificat de sélection du Québec – Immigration et Communautés culturelles Québec
www.immigration-quebec.gouv.qc.ca/en/immigrate-settle/refugees-other/refugee-recognized/obtaining-csq.html

Immigration et Communautés culturelles Québec
www.immigration-quebec.gouv.qc.ca/en/employers/index.html

SASKATCHEWAN

JobStart and Future Skills – Government of Saskatchewan
www.aeel.gov.sk.ca/jsfs

International Qualifications Assessment Service (IQAS) (Alberta, Saskatchewan and Northwest Territories)
www.employment.alberta.ca/cps/rde/xchg/hre/hs.xsl/4512.html

YUKON

Advanced Education – Government of the Yukon
www.education.gov.yk.ca/advanceded

SECTORAL RESOURCES

Canadian Apprenticeship Forum's Accessibility and Removal of Barriers Project
www.caf-fca.org/english/accessibility.asp#

Canadian Automotive Repair Service Council
www.cars-council.ca

Canadian Aviation Maintenance Council
www.camc.ca/en/35.html

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Canadian English Language Benchmark Assessment for Nurses (CELBAN)

www.celban.org/celban/display_page.asp?page_id=1

Canadian Tourism Human Resource Council

www.cthrc.ca

Canadian Trucking Human Resources Council

www.cthrc.com

Construction Sector Council Strategy Paper

www.csc-ca.org/pdf/Strategy-english-2.pdf

Electricity Sector Council's Foreign Credential Recognition Research Project

www.brightfutures.ca/resource-centre/reports.html

Engineers Canada

www.engineerscanada.ca/fc2i/e/index.cfm

Information and Communications Technology Council

www.ictc-ctic.ca/en/

International Credential Evaluation Service (ICES) (British Columbia Institute of Technology)

www.bcit.ca/ices

Multicultural Helping House Society – Bamboo Network (Construction)

www.helpinghouse.org/bamboonetWORK.html

Petroleum Human Resources Council of Canada

www.petrohrsc.ca

**Skills for Change (Engineers, Engineering Technicians, Technologists
and Information Technology Professionals)**

www.skillsforchange.org/elt/index.html

Society of Internationally Trained Engineers of British Columbia

www.sitebc.ca/

Society of Punjabi Engineers and Technologists of British Columbia

www.speatbc.org

Textiles Human Resources Council's Global Skills Connection

www.thrc-crhit.org/en/programs/development-en.asp
