

Employer's Guide:

Newcomers and Your Workplace



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Introduction

This guide has been designed as a resource for employers to assist with the inclusion of Internationally Trained Individuals (ITIs) in the workplace. Attraction, hiring and retention strategies are important aspects that employers must embrace to ensure a competitive business environment. As an employer, hiring the best person for the job is instrumental to business success.

This guide will help employers with:

- Accessing a greater wealth of experience, talent and potential
- Enhancing the recruitment process
- Increasing employee motivation and loyalty
- Building a welcoming and inclusive workplace for newcomers
- Increasing staff retention and engagement
- Increasing business productivity
- Becoming branded as an employer of choice by desirable employees

Internationally trained individuals contribute to the Canadian labour market supply by offering valuable insights from varying perspectives based on different cultural backgrounds.

Internationally trained individuals' knowledge and expertise offer employers a competitive advantage to doing business around the world and serving customers with diverse needs.

Internationally trained individuals can lead to a successful business and a more vibrant community.

Internationally trained individuals contribute to a diverse workforce which allows for different perspectives on how to reach goals, frame tasks, create effective teams, communicate ideas, and lead others.

North Bay & District Multicultural Centre

A key resource for newcomers and employers is the North Bay & District Multicultural Centre. This organization provides newcomer support services to the community including information sharing, referral services and a variety of programs. Call and speak to the knowledgeable staff about your needs related to hiring, retaining and integrating newcomers in your workplace. www.nbdmc.ca

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The following services are available to assist employers with recruiting, hiring, integrating, and retaining internationally trained individuals in the workplace.

North Bay Newcomer Network

The North Bay Newcomer Network (NNN) currently has over 40 community partners and works with employers, newcomers, service delivery agents, education representatives, and government agencies to create and implement innovative strategies to attract, integrate, and retain newcomers to North Bay and area. NNN was created as part of the City of North Bay's immigration attraction and retention strategy. NNN functions as the Local Immigration Partnership (LIP) Council for North Bay and area.

North Bay Newcomer Network Employers' Council

The Employers' Council supports employers with the integration of internationally trained individuals in the local workforce. The Employers' Council plays a lead role in the development of events, seminars, and programs to assist employers in attracting, hiring, and retaining internationally trained individuals.

For more information about these services:

North Bay & District Multicultural Centre

100 Main St. East,

North Bay, ON, P1B 1A8

Phone: 705.495.8931

Toll Free: 877.495.8931

www.northbayimmigration.ca

www.nbdmc.ca

info@nbdmc.ca

Visit North Bay's immigration portal, a one-stop-shop designed to support newcomers and provide information for employers. www.northbayimmigration.ca



NBDMC Information

A key resource for newcomers and employers is the North Bay & District Multicultural Centre (NBDMC). The North Bay & District Multicultural Centre emerged from the work of the North Bay Newcomer Network (Local Immigration Partnership), spearheaded by the Mayor's Office of Economic Development. It became a reality in 2008 and is a reflection of the changing face of the city.

NBDMC provides settlement support services to newcomers in the community including information sharing and a variety of programs. Their services include: settlement, community connections, training and workshops, interpretation, translation, referrals and more.

■ The North Bay Newcomer Network

The North Bay Newcomer Network (NNN) currently has over 40 community partners and works with employers, newcomers, service delivery agents, education representatives, and government agencies to create and implement innovative strategies to attract, integrate, and retain newcomers to North Bay and area. NNN was created as part of the City of North Bay's immigration attraction and retention strategy. NNN functions as the Local Immigration Partnership (LIP) Council for North Bay and area.

■ North Bay Newcomer Network's Employers' Council

The Employers' Council brings together local employers to collectively develop employer-driven strategies designed to reduce the barriers newcomers face when connecting to the local labour market. The Council provides leadership to the NNN regarding employer related issues impacting employers' ability to recruit and retain newcomer talent; propose programs and services to resolve identified issues; and function as ambassadors with other employers regarding the local supports available to employers in their recruitment and retention of newcomer talent.

Connect with knowledgeable staff about your needs related to hiring, retaining and integrating newcomers in your workplace. www.nbdmc.ca/nnn.htm

For more information about these services contact:

North Bay & District Multicultural Centre

100 Main St. East,

North Bay, ON, P1B 1A8

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City of North Bay Information

The City of North Bay, also known as the “Gateway of the North”, is a welcoming and safe community of 54,000 people. It is located at just a three and a half hour drive from Toronto and Ottawa. North Bay is known for its great quality of life, as there are many opportunities to learn and grow professionally in an economically diverse city. Porter Airlines just recently announced that it will be flying to North Bay from Toronto and Timmins, making the city all the more accessible. The city has grown over the past number of years thanks to the increasing number of individuals accessing the programs and services offered that support settlement services to new residents from around the world.

■ Economy:

A large portion of employment is in healthcare, education, government and military sectors. The City of North Bay recognizes immigration as an economic growth strategy that has the ability to reverse the trends of a declining population and can attract skilled and professional trades.

■ Language:

The first language of North Bay residents according to the Statistics Canada Census 2011.

First Language	Total	% of population
English Only	50,275	79.7%
French Only	9,475	15%
Other Languages	2,440	3.9%
Multiple Responses	905	1.4%

■ Education:

Nipissing University and Canadore College are a driving force in North Bay's economy attracting more than 7,000 students to the area. Renowned programs between the two institutions include Canadore College's Aviation Program and Nipissing University's Bachelor of Education Program.

■ Arts, Culture & Heritage:

North Bay has a number of community artists, musicians, actors and writers. There are many art galleries, theatre companies, and a 1000-seat arts centre, all in the downtown core. Other attractions include The Discovery North Bay Museum, and more.

For more information on the city of North Bay, visit www.northbayimmigration.ca

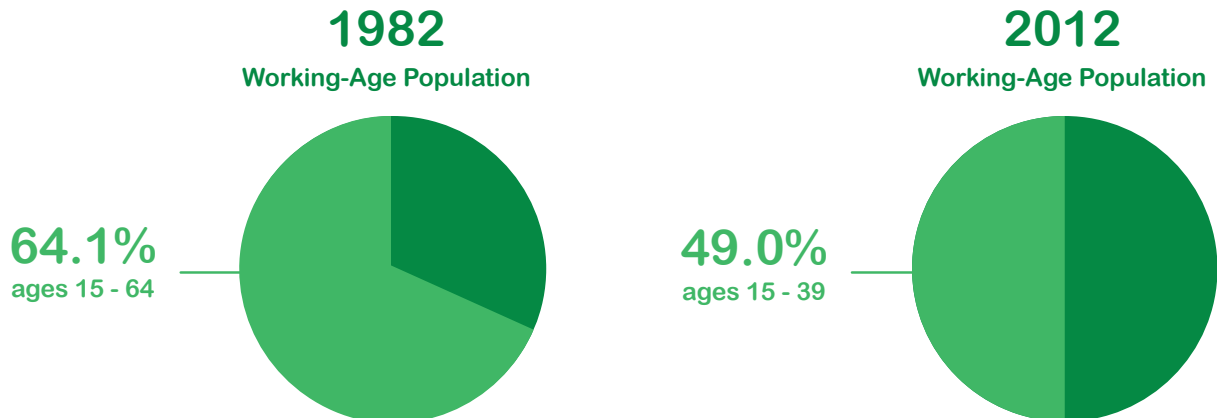


The Facts

Canada's changing population and workforce:

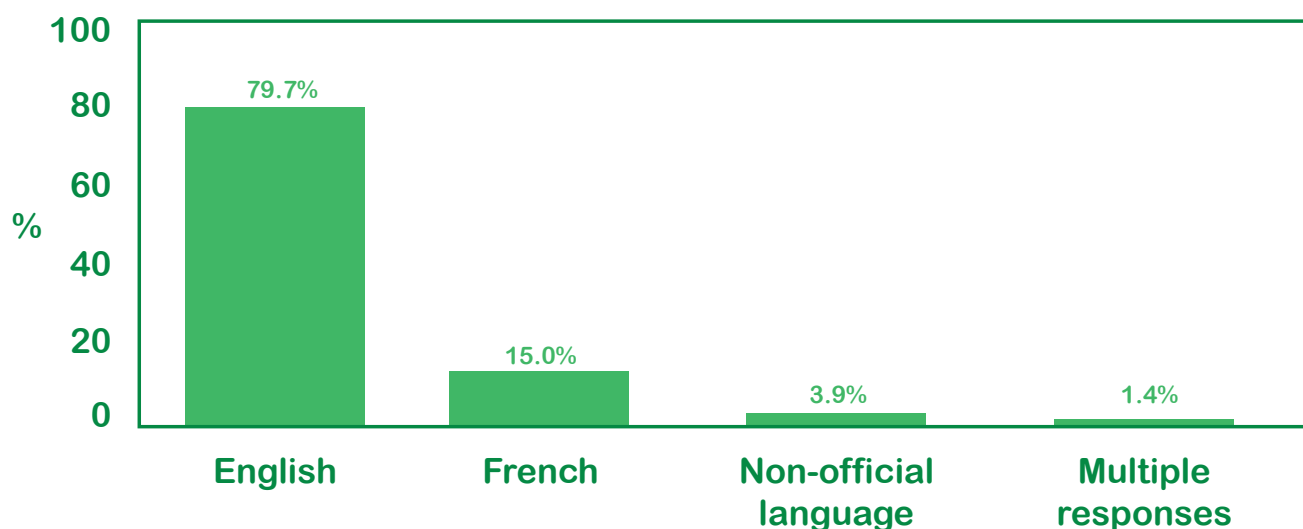
Disclaimer: The 2011 Census was not mandatory, therefore data gathered is not necessarily an accurate depiction of what is happening in the region.

- According to the Canadian government, migratory increase could account for more than 80% of Canada's population growth by 2031. (Source: www12.statcan.ca/census-recensement/2011/as-sa/98-310-x/98-310-x2011003_1-eng.cfm)
- Population growth could rely almost entirely on immigration increase. The aging population will increase between 2011 and 2031 as baby boomers reach the age of 65. The numbers of deaths will increase significantly. (Source: www12.statcan.ca/census-recensement/2011/as-sa/98-310-x/98-310-x2011003_1-eng.cfm)
- According to the most recent population projections, the proportion of the population that is of working age could gradually decline to 60% by the early 2030s, when the baby boomers will all have crossed the age 65 threshold. (Source: www.statcan.gc.ca/pub/91-215-x/2012000/part-partie2-eng.htm)



- The working-age population can be divided into two groups: the younger segment (aged 15 to 39) and the older segment (aged 40 to 64). On July 1, 2012, the younger segment comprised 49.0% of the working-age population. On the other hand, the older segment of the working-age population has exceeded the younger segment since 2005. In 1982, the younger segment of the working-age population comprised 64.1% of the population aged 15 to 64. (Source: www.statcan.gc.ca/pub/91-215-x/2012000/part-partie2-eng.htm)
- According to Citizenship and Immigration Canada, researchers estimate that sometime during this decade, immigrants will account for 100% of net labour force growth. (Source: www.cic.gc.ca/english/resources/research/2012-migrant/sec04.asp)

- Skills Canada has estimated that one million skilled trade workers will be needed by 2020 (Source: business.financialpost.com/news/economy/jason-kenney-canada-skilled-workers)
- According to The Conference Board of Canada, Canada will need levels of immigration of 350,000 annually by 2035 to stabilize the workforce and ensure economic growth (Source: www.conferenceboard.ca/commentaries/immigration/default/15-04-08/why_canada_needs_a_national_immigration_action_plan.aspx)
- Lowest birth rate increase from 2014 to 2015 since 1998/1999 reflects that the population growth is slow (Source: www.statcan.gc.ca/daily-quotidien/150929/dq150929b-eng.htm)
- The 2011 Census reported that 595 of respondents in the City of North Bay and 825 in Nipissing District spoke languages other than English, French or aboriginal languages most in the home. (Source: www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3548044&Geo2=CD&Code2=3548&Data=Count&SearchText=north%20bay&SearchType=Begin&SearchPR=01&B1=All&Custom=&TABID=1)
- Total population of North Bay and area: 64,043.



- In the 2011 Census, 3.9% of respondents in North Bay reported that the language they speak in the home is neither French or English. 1.4% reported to speaking multiple languages in the home. (Source: www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-cma-eng.cfm?LANG=Eng&GK=CMA&GC=575)
- In 2011, there were 5,145 immigrants living in the area of Renfrew-Nipissing-Pembroke. (Source: www12.statcan.ca/nhs-enm/2011/dp-pd/prof/details/Page.cfm?Lang=E&Geo1=FED&Code1=35074&Data=Count&SearchText=Renfrew%20-%20Nipissing%20-%20Pembroke&SearchType=Begin&SearchPR=01&A1=All&B1=All&GeoLevel=PR&GeoCode=10)

- According to 2011 National Household Survey (NHS), 3,390 or 5.4% of the population of North Bay were immigrants. (Source: www12.statcan.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=3&GeoCode=575)
- Of the immigrants living in North Bay in 2011, 208 came to Canada between 2006 and 2011 (Source: www12.statcan.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=3&GeoCode=575)
- The 2011 NHS estimates that 1,610 individuals in the North Bay belonged to a visible minority group, accounting to 2.6% of its total population. (Source: www12.statcan.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=3&GeoCode=575)

North Bay Area Landscape

■ Did You Know?

The City of North Bay recognizes immigration as an economic growth strategy that has the ability to reverse the trends of a declining population and can attract skilled and professional trades.

A report, “Experience of Immigrating to North Bay” (2007) by Ann Welsh, provided a local snapshot of the immigration landscape in North Bay. Below are a few key findings and a full copy of the report is available at www.nbdmc.ca/publications.htm

Statistics derived from the 2006 Census data indicate that:

- Since 2001, there has been an 18% increase in immigrants residing in the City of North Bay and a 20% increase overall in the Nipissing District.
- There have been 490 new arrivals in North Bay since 2001, translating to approximately 100 new arrivals per year. Nipissing District has had 715 immigrants arrive, translating to approximately 143 new arrivals per year.
- New immigrants, those who have moved to Canada since 2001, make up 0.5% of the entire North Bay population, which is up 150% from 0.2% in 2001.

Advantage

Advantages of Newcomer Talent

“At Atlas Copco Exploration Products, we encourage multiculturalism within our worldwide corporation. We believe that hiring internationally trained individuals provides us with valuable insights from the many different perspectives of various cultures, which contribute to the betterment and success of our corporation.

Atlas Copco Exploration Products strongly supports this guide; when hiring internationally trained individuals we use the Employers Guide to ensure ultimate success in our hiring process.” - Sorel Harrison, Human Resources

The Canadian immigration policy prioritizes those candidates who will contribute to the economic health of the country, and has comprehensive criteria in place to ensure the selection and admission of well-qualified individuals.

Over 70% of newcomers to Ontario have some post-secondary education or training. There are many advantages to hiring [international trained individuals](#) and the effects can have a positive impact on a company's bottom line.

Fill the Knowledge Gap

Many companies are faced with a knowledge gap that emerges when older workers retire and younger workers are hired. A high percentage of internationally trained individuals come to Canada with extensive skills and experience, and these individuals will assist in closing this gap.

A diverse workforce gives companies a competitive edge. Internationally trained individuals have the knowledge, experience, and connections to help companies compete in the global marketplace.

Newcomers are known to be:

- Life-long learners
- Flexible and able to adapt to changing circumstances
- Able to take informed and calculated risks
- Aware of new perspective and approaches
- Unafraid of hard work
- Organized and able to work to tight deadlines



Talent Shortages

Many companies are relying on newcomer talent to fill their talent shortages because these individuals possess the skills and experience required for the job.

Newcomers contribute:

- Technical Expertise
- Creative and innovative thinking
- Linguistic and cultural diversity
- Global insight and interaction

Attracting and Recruiting

To attract the right newcomer talent to your organization, you will need a solid plan. Creating a diverse dynamic workforce means having a commitment to hiring the best, which can position you as an employer of choice. To help you develop your plan, consider the local resources available to support you.

North Bay Newcomer Network Employers' Council

The Employers' Council identifies the necessary tools and resources to assist employers successfully attract and retain internationally trained individuals. The main objectives of the Employers' Council are to:

- Identify and advise on ways to reduce the barriers newcomers face when entering the local labour market.
- Identify and help resolve common issues impacting on the ability to recruit and retain skilled newcomers.

A complete list of tools and resources can be found on the City of North Bay's Immigration Portal in the Employer's section. www.northbayimmigration.ca

■ When developing your recruitment strategy, consider the following tips:

- Contact the North Bay & District Multicultural Centre and speak to a qualified representative about your planned recruitment strategies and how you can utilize existing community programs to support attracting internationally trained individuals.
- Post your job openings with organizations that work with immigrants or have a multicultural and diversity-friendly focus.
- Network with other employers who have diverse workforces.
- Direct your recruitment efforts towards educational programs/institutions.
- Create a policy that clearly welcomes and encourages all applicants. Become known as an employer of choice.
- Ensure your company website and recruitment materials communicate a diverse and welcoming environment.
- Examine your hiring processes carefully to make sure that you are not inadvertently screening out candidates with international education and experience. e.g. do you specifically ask for Canadian experience?
- Accept one or more recent internationally trained individuals on a placement from a local employment support agency such as a Bridging Program (e.g. Professions North/Nord).

■ Before you begin recruiting, ask yourself the following questions:

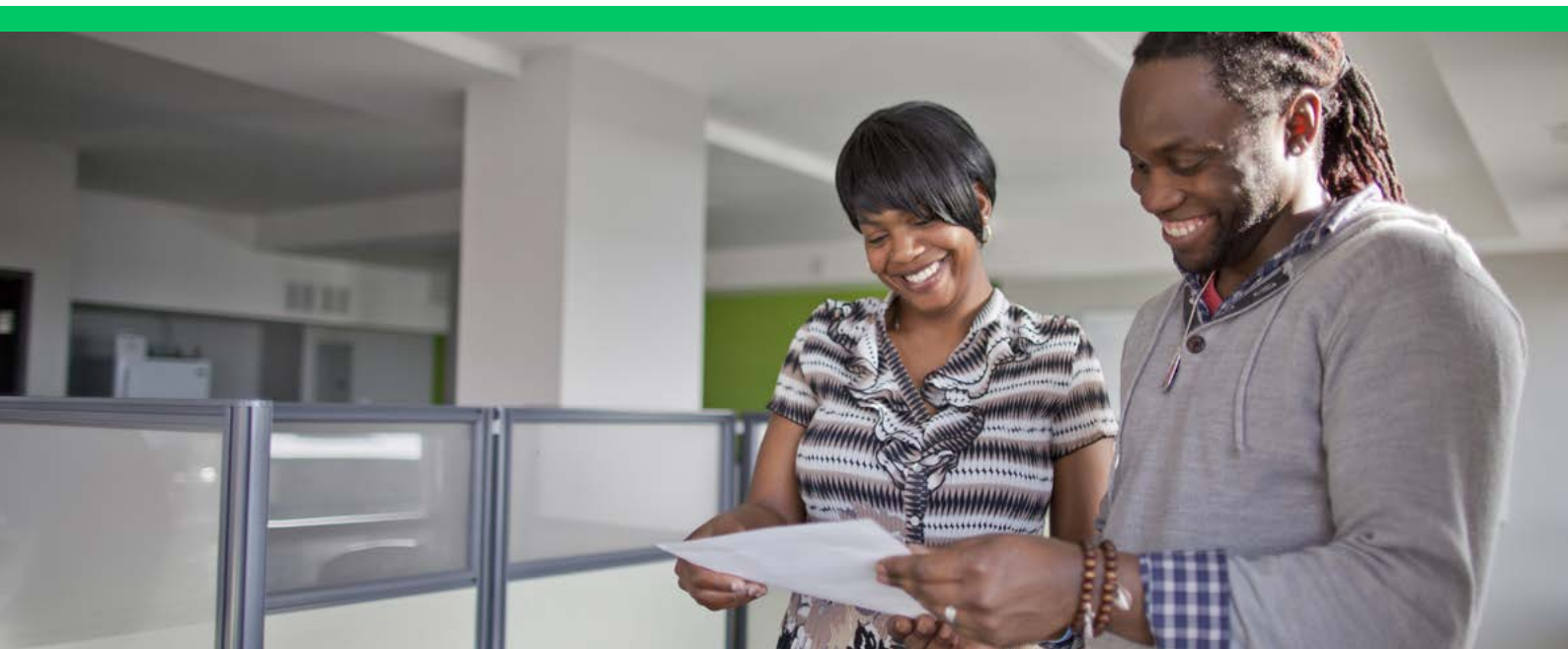
- Are your recruiting practices inclusive?
- Do hiring decision makers know the difference between job requirements and job preferences?
- Is your evaluation criteria for the hiring process clearly stated?
- Are policies and practices in place to eliminate bias in selecting candidates for interviews?
- Have interviewers had appropriate diversity training?
- Is Canadian experience absolutely necessary or do you consider international experience to be as good?
- Do you have contacts with language assessment agencies?
- Do you have contacts with credentialing agencies?
- Do you check international references?
- Is your workplace welcoming to newcomers to encourage them to apply to your company?

The North Bay & District Multicultural Centre can help if you are unsure of your answers to any of these questions.

Integrating and Retaining

■ Networking 101

This NNN workshop in partnership with The Business Centre Nipissing Parry Sound will take newcomers through what networking and business etiquette look like in Canada. This is a 1.5 hour workshop followed by a practice networking session the following week.



■ Mentor Program

Being a newcomer to North Bay is challenging in many ways, especially if one is new to Canadian society. There are many unwritten codes of behaviour which Canadians follow in their day to day lives which may be completely new or even opposite to a newcomer's expectations. Mentoring can help newcomers navigate cultural barriers and acclimatize to the Canadian workplace environment. NBDMC provides four different types of mentoring to clients with their Mentor Program, including:

- **One-on-One:** This type of mentoring involves the mentor meeting face-to-face with the mentee for eight planned sessions as well as a final wrap-up meeting with the mentoring coordinator present. The easy-to-follow session instructions focus on professional development and job readiness, and allow the mentor to share his or her expertise with their mentee while also learning about the mentee's background and goals.
- **Group Mentoring:** Following the framework of the one-on-one program, group mentoring allows multiple mentees to benefit from the expertise of a single mentor. This program is useful when there are more mentees than mentors available.
- **Speed/targeted Mentoring:** This type of mentoring is short and to-the-point: mentorship is needed to provide help with a specific challenge or professional requirement.
- **E-Mentoring:** When distance is an issue and face-to-face mentoring is not possible e-mentoring is the best choice. This type of mentoring follows the process of any of the other programs (one-on-one, group, speed or targeted) but is adapted for implementation through electronic communication, such as email or Skype video.

For more information, contact NBDMC: www.nbdmc.ca

■ HR North

HR North was devised to help address the number one challenge to business growth in Northeastern Ontario: limited HR capacity. The Ontario Chamber of Commerce has indicated that 46% of Northeastern Ontario businesses struggle to hire appropriate talent. Coupled with the low birth-rate, youth out-migration and retirements, businesses are facing a difficult situation.

HR North is an established Human Resources Support Centre for small and medium sized enterprises (SMEs) facing labour market challenges. It provides employers with a searchable on-line database of pre-screened internationally trained individuals and skilled trades people that have been deemed 'job ready' by partnering community based agencies.

All candidates are pre-screened, including international education and work experience verification by immigrant serving organizations. References may be obtained directly from the candidates profile for initial screening.

HR North works in partnership with Skills International for overseas recruit. For more information, contact HR North today.

www.hrnorth.ca

1-877-249-5318

■ Professions North/Nord (PNN)

PNN is an initiative of Laurentian University to assist employers with labour shortages and internationally trained professionals in finding jobs in Northern Ontario. It provides employers with help in recruitment, job matching, employee retention and resume screening with offices located in Sudbury, Timmins, Thunder Bay, Sault Ste. Marie and North Bay.

PNN also assists internationally trained professionals reach their goals with a bridging program, intended to bridge the gap between education, experience, culture and employment. For information, check out their website.

www.professionsnorth.ca

■ Intercultural Communication for the Canadian Workplace (ICCW), PNN

To support your newcomer hire in integrating into your workplace can refer newcomer employees to Professions North/Nord's Intercultural Communication for the Canadian Workplace (ICCW). This online course addresses common Canadian norms and nuances in order to enhance newcomer's culture-based professional communication. Newcomers will build their soft skills to succeed in the Canadian workplace. Once completed the newcomer will have increased cultural awareness of the Canadian workplace and a certificate from Laurentian University.

<http://www.professionsnorth.ca/onlinecourses>



Hiring

Are you Ready?

- ☐ Do you currently employ newcomers?
- ☐ Do you know where to recruit newcomer talent in Canada or globally?
- ☐ Do you engage in diversity training for your company?
- ☐ Does your marketing material reflect a diverse workforce?
- ☐ Do you have procedures or an orientation program in place to help newcomers understand your company culture and their expected role within the organization?
- ☐ Do you know if your company is inadvertently excluding or preventing qualified newcomers from applying for jobs?
- ☐ Do you know about the programs and services offered to help you access skilled applicants?

If you answered no to any of these questions above, and would like additional resources to support your efforts, contact the North Bay & District Multicultural Centre. www.nbdmc.ca

What Gets in the Way?

Diversifying your workforce can create challenges and opportunities. There are several factors to consider:

■ Experience

Gaining a full understanding of the potential employee's work history will offer great insight about their track record and their work experiences. Refer to the answer to question 6 in the Frequently Asked Questions section.

■ Credentials

People new to Canada may or may not have credentials recognized as equal to those in their country of origin. For information on foreign credentials assessment. Refer to the answer to question 4 in the Frequently Asked Questions section.

■ Communication

Even if a worker is less comfortable speaking English, the cultural competency and awareness they bring to a position will provide you with an advantage in a diverse market. Refer to the answer to question 3 in the Frequently Asked Questions section.

Newcomers Categories

Newcomers to Canada will fall under one of two following categories; those who are legally eligible to live and work anywhere in Canada, and Internationally Trained Individuals who are seeking temporary or permanent status to live and work in Canada.

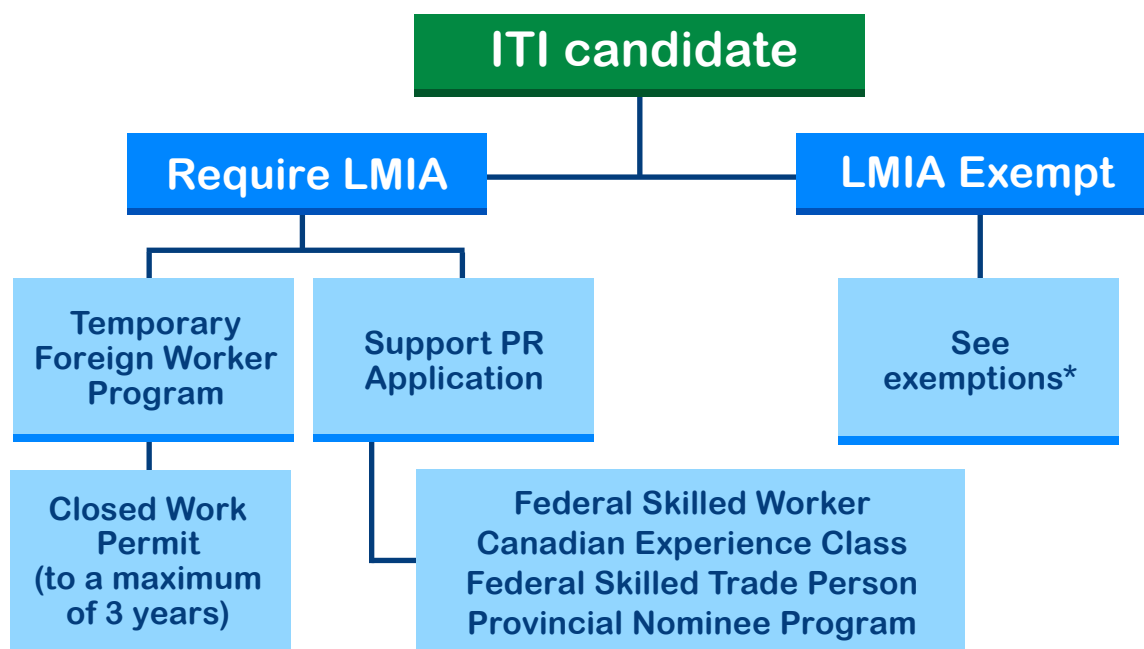
■ 1. Legally eligible to live and work anywhere in Canada include:

- Permanent Resident (PR)
- Naturalized Canadian Citizen
- Open Work Permit (unless restrictions listed on permit)
- Post-Graduate Work Permit
- International Student (limited to 20 hours a week unless on break from school i.e. Summer/Winter break)

Check out IRCC's website for more detailed information. www.cic.gc.ca/english/refugees/welcome/overview.asp

■ 2. Seeking temporary or permanent status to live and work in Canada

How do you hire Internationally Trained Individuals who fall within category two?



*If you hire a temporary worker through the IMP, you will need to pay an employer compliance fee and submit an offer of employment form to Immigration, Refugees and Citizenship Canada (IRCC). This must be done before the foreign national can apply for a [work permit](#). You will submit the offer of employment through IRCC's Employer Portal.



Glossary of Terms

■ **LMIA (Labour Market Impact Assessment):**

The LMIA is a permit that an employer in Canada needs to get before a prospective employee can obtain a work permit. It indicates whether or not the job can be filled by a Canadian worker. Employers must contact Employment and Social Development Canada to begin the process.

■ **Permanent Resident:**

A Permanent Resident is a person who has legally immigrated to Canada but is not yet a citizen. They are eligible to live and work anywhere in Canada with no restrictions.

■ **International Trained Individual (ITI):**

ITI's are individuals who have received their workplace training and/or education in a country other than Canada.

■ **Open Work Permit:**

An open work permit is a work permit that is not job and employer-specific. Because it is not job-specific, you will not need a Labour Market Impact Assessment (LMIA) from Employment and Social Development Canada; or proof that an employer has submitted an offer of employment through the Employer Portal and paid the employer compliance fee.

■ **Work Permit:**

A work permit is what allows newcomers who are not Permanent Residents or Canadian Citizens to work in Canada. Work permits can vary.

■ Post-Graduate Work Permit:

Recent College and University graduates can apply for a post-graduate work permit. They vary in length based on the length of the program studied to a maximum of three years.

■ Express Entry:

Canada's Express Entry system encompasses the Federal Skilled Worker Program, the Federal Skilled Trades Program, the Canadian Experience Class, and certain elements of the Provincial Nominee Program. It provides employers with access to a pool of candidates who fit current labour market needs.

■ Federal Skilled Worker Program:

The Federal Skilled Worker Program is for people with skilled professional work experience who are chosen as permanent residents based on their ability to contribute to the Canadian economy.

■ Federal Skilled Trades Program:

The Federal Skilled Trades Program is for people who want to become permanent residents based on being qualified in a skilled trade.

■ Canadian Experience Class:

The Canadian Experience Class (CEC) allows those with Canadian work experience to become permanent residents.

■ Opportunities Ontario:

Opportunities Ontario is the name of Ontario's Provincial Nominee Program. The program enables the province of Ontario to nominate people for permanent resident status. For more information check online www.ontarioimmigration.ca/en/pnp/OI_PNPQUESTIONS.html#display

■ Temporary Foreign Worker Program:

The Temporary Foreign Worker Program (TFWP) allows Canadian employers to hire foreign nationals to fill temporary labour and skill shortages when qualified Canadian citizens or permanent residents are not available. For more information about hiring Temporary Foreign Workers, check online www.cic.gc.ca/english/hire/worker.asp

■ International Mobility Program:

The International Mobility Program (IMP) lets employers hire temporary workers without a Labour Market Impact Assessment (LMIA). Exemptions from the LMIA process are based on broader economic, cultural or other competitive advantages for Canada and reciprocal benefits enjoyed by Canadians and permanent residents.

■ International Student:

A foreign student being educated in a Canadian post-secondary institution. While classes are in session, international students are limited to no more than 20 hours per week. During breaks from classes, such as winter, spring and summer break, international students are eligible to work full time.

Translation Services

The North Bay & District Multicultural Centre offers translation services on a fee for service basis. Documents are scanned and sent to a registered third party agency, which will provide a quote for the document. The client then gets to decide if they wish to proceed with the translation. For more support contact:

North Bay & District Multicultural Centre

100 Main St. East,

North Bay, ON, P1B 1A8

Phone: 705.495.8931

Toll Free: 877.495.8931

www.northbayimmigration.ca

www.nbdmc.ca

info@nbdmc.ca



Useful Websites

IRCC

www.cic.gc.ca/english/departement

HRSDC Guide to Hiring Foreign Workers

www.esdc.gc.ca/en/foreign_workers/index.page

Labour Market Impact Assessment

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

For more information or assistance with completing the forms, contact the North Bay & District Multicultural Centre. www.nbdmc.ca

3 Tips for Hiring a Diverse Labour Pool:

1. Focus on relevant skills and qualifications the job requires and consider other desired skills to the job. Ensure the qualifications you are asking for do not inadvertently rule out other potentially qualified applicants.
2. Keep language positive by removing wording such as “people not authorized to work in Canada will not be “considered”. If this must appear in your ad, consider rewording it to read “proof of eligibility to work in Canada required.”
3. Clearly reference your diverse/inclusive hiring practices. This may appear as a statement with regards to equal opportunity hiring, but could be a statement you have created for marketing your business (i.e. “a company who values the diversity and integrity of all people.”)

At any point in the process, you are encouraged to contact the North Bay & District Multicultural Centre to ask questions or request additional resources to support your specific needs.

■ North Bay & District Multicultural Centre

www.nbdmc.ca



“My experience by hiring Immigrants has been one where our Hotel’s corporate culture is enhanced so that it enables us to better understand our guests’ cultural needs and therefore provide them with a more meaningful customer experience. Coming to us with a very strong work ethic, it deepens our ability to serve our guests well and exceed their expectations. It has been an absolute pleasure working with our Internationally Trained staff and continuously seek to add this international flavour to our team.”

- Jacques Lacourse, Clarion Resort Pinewood Park



Interviewing

Many newcomers are **permanent residents** and will have a 'PR' card to demonstrate that status. A permanent resident is legally entitled to work anywhere in Canada with the same rights and obligations as a Canadian citizen.

Job Postings and Interviewing

■ Interview Tips for Employers

1. Begin with a fair process that recognizes that newcomer candidates may have different or little experience with interviews.
2. Create an environment that will increase the comfort level and decrease nervousness.
3. Use clear language, pronounce words with care, and finish your sentence.
4. Speak more slowly, not more loudly. If the candidate speaks too fast usually due to nervousness, remind them to take their time and speak more slowly so you can understand fully what they are saying.
5. Encourage the person to ask questions or seek clarification. Explain that asking questions is expected.
6. Use visual aids to assist with communicating your information e.g. charts, reports, diagrams.
7. Make sure the interview panel has some degree of ethnic diversity. At least, those conducting the interview should be trained in cultural sensitivity.
8. Be aware of non-verbal communication differences.
9. Give credit for international experience.
10. Use a competency (behavioural) based interview process that emphasizes transferable skills. There may be differences in technical background that can be mitigated through on-the-job learning.
11. Use an interview marking guide that includes the interview questions, ideal responses, and allows each candidate to be objectively scored.
12. Ensure interview questions are related to the duties of the job and can be objectively scored (avoid questions such as "Why did you apply for the job?").
13. Consider providing the interview questions in writing, so that the candidate can reflect before the interview.

14. At the beginning of the interview, take time to provide thorough information about the scope of the interview.
15. Explain to the candidate it is acceptable to ask for interview questions to be repeated. Also tell them it is okay to take time to think before answering.
16. Have a piece of paper and pen at the candidate's seat. Tell them they may take notes if they find that helpful.
17. Explain that they will have the opportunity to ask questions at the end of the interview.
18. If the candidate has a strong accent ask for clarification and encourage the person repeat. Be patient. Accents become easier to understand with experience in the workplace.
19. Keep in mind that culture can have a strong influence on the way someone responds to an interview question.
20. Rephrasing interview questions can help uncover the potential of candidates.
21. Avoid using slang, jargon or acronyms. Some examples: think outside the box, pushing the envelope, face time, kept in the loop, hammer it out, ASAP.
22. Remember that nonverbal communication varies across cultures.
23. Eye contact patterns vary by culture and should not be used to assess truthfulness.
24. Request a language test if you are not certain of a candidate's language level.



Do's and Don'ts of Job Ads and Recruitment

■ Do's:

- Include an equity or diversity statement on the job ad.
- Include a statement that the organization will provide accommodation, based on disability, religion and any other human rights protections and encourage applicants to self identify.
- Include information about the organization and working conditions on the job ad so that applicants have a good understanding of not only the work to be performed, but also the context within which the work is to be done.
- Share job ads with community and employment agencies, professional associations, and ethno-cultural organizations.
- Use social media, like LinkedIn, Facebook and Twitter to share job openings.
- When educational requirements are stated, specify that equivalent education and work experience will also be accepted.
- Accept resumes and applications through the mail as well as electronically
- Don't eliminate applicants simply because their resume is structured differently than what you normally receive. For example, some cultures expect a personal photograph included in an application.
- Be open to asking for clarification.
- Factor in work experienced gained from volunteer work and from work outside of Canada.
- Use an interview panel that includes people from different backgrounds and experiences.
- Review your interview questions and format for unintended bias.
- Reflect on your own prejudices and biases and consider how they might impact job applicants.
- Modify how you communicate with others to ensure that you understand and are understood by them.
- Reflect on any discomfort you feel when interacting with those who are different from you.

■ Don'ts:

- Don't eliminate candidates who appear to be over-qualified.
- Don't factor in the candidate's perceived enthusiasm (or lack of) for the job, this is expressed differently across cultures.
- Don't take into account non-verbal interactions of the candidate, such as eye contact and tone of voice, which are culturally determined.
- Don't gauge a candidate's professionalism by their handshake. Shaking hands is not practiced everywhere.

Immigrants may have different proficiencies for oral and written English and jobs may have differing requirements. Utilize the language training resources identified in the guide to help you assess and determine language proficiency.



Common Challenge 1

Interviewer:

“Tell me about yourself.”

ITI:

“I have a wife and two children.”

■ Possible Solution 1

Interviewer:

“Tell me about your education/experience.”

ITI:

“I have a Masters in Business and I was a Business Manager for five years with...”

■ Why?

Different cultures have difficulty answering open-ended questions. By asking specific questions you will likely receive more focused answers.



Common Challenge 2

Interviewer:

“Tell me about a time at your last job where you exceeded a goal.”

ITI:

“My colleagues and I worked very hard to exceed the expectations set, we...”

■ Possible Solution 2

Interviewer:

“I am interested in hearing about a time when you exceeded a goal. Please explain your particular role.”

ITI:

“I was the project leader and...”

■ Why?

Many cultures are very modest about personal “achievements” but may focus on collective achievements. In many cases, it is against their culture to speak about individual achievement.

By emphasizing that you want to know their particular role in a specific situation will help them elaborate.

Test Your Knowledge

■ 1. You receive a brief reply to a question that you were expecting to receive rationale for. Do you:

- A) Assume the person doesn't know.
- B) Be patient, polite and probe for more detail.

The correct answer is **B**. It is important to understand that because of cultural differences, respect for authority can cause people from different cultures to answer the question very literally. As a result, elaborating on an answer without being directly asked is disrespectful.

■ 2. If you ask a question and the candidate takes longer than you expected to respond. Do you:

- A) Be patient. Encourage with a smile and nod. Ask if they would like the question repeated.
- B) Become impatient and think the candidate is incompetent.

The correct answer is **B**. Pauses in some cultures are natural as it demonstrates a high regard for the significance of the question. Thinking before speaking is common for many cultures. Also, if English is not the candidate's first language, consider the time it can take to translate the questions and their responses.

■ 3. The interview is concluding and you ask if the candidate has any further questions. They indicates that they do not. Do you:

- A) Assume that the candidate lacks interest in the job or does not understand.
- B) Assure the candidate that they can ask any question at all about either the job or the process of selection.

The correct answer is **B**. Remember that in some cultures it is uncommon to ask questions because it is associated with challenging authority.

■ 4. When discussing technical matters it is important to:

- A) Use acronyms and complex phrases.
- B) Communicate clearly using simple words.

The correct answer is **B**. It is the core competency and knowledge that is critical. While the newcomer candidate may be extremely competent with the job, common Canadian acronyms, colloquialisms, slang or phrases may not be as common in their culture. Be patient because complex communication will become possible with familiarization.

The following may provide ideas on how to get to know the newcomer better before offering them a position.

- Conduct information interviews with the newcomer to get to know them on a deeper level.
- Allow the newcomer an opportunity to job shadow or volunteer in your business to showcase their experiences and skills.
- Offer internship programs to newcomers to have an opportunity to get to know their abilities and fit.

Total objectivity by those performing interviews is almost impossible to achieve. Most recruiters and interviewers work hard to avoid bias, but studies prove that even the most open-minded are inclined to make assumptions based on appearance and behaviour. In using resources like this guide, your organization can implement policies and procedures to provide equitable access to employment.

For more information on how to implement strategies or programs such as these, contact the North Bay & District Multicultural Centre. www.nbdmc.ca



Integrating & Retaining

A cultural barrier happens when two people interact and have a different perception of behaviors. Culture shock is an internal reaction to unfamiliar or confusing external stimuli.

“I make sure to understand as much as I can about the background of the internationally trained individual. This includes their country and their cultural traditions. When they arrive I am able to ask a few basic questions so they know I have an interest in them.” - Employer

Employers need to ensure that newcomers feel welcome in their organization. Creating a comfortable work environment for existing staff and newcomers requires cultural awareness and appropriate orientation training. One of the most important steps is to organize opportunities and activities that set the stage to encourage newcomers and staff to interact and mingle. Cultural awareness is difficult to develop if there are few opportunities for people from different backgrounds to meet and learn about each other.

A truly dynamic and inclusive workforce is the product of an organizational culture in which everyone from top management to front line employees embraces and practices the understanding of differences.



The Workplace Environment	Common Canadian Workplace Occurrences	Differing Cultural Practices	Suggested Tips
Meeting discussion	A prompt start and agenda-directed discussion.	Certain cultures prioritize relationships over tasks.	Newcomers may expect greetings to come first.
Group decision-making	Group decisions are made by majority or consensus and everyone has a say.	Certain cultures adopt a hierarchical leadership style where authority is not questioned.	Newcomers may have to be asked directly to provide input.
Managing team conflicts	Team member deals with other team members in a democratic manner.	Certain cultures expect that supervisors will deal with other team members.	Newcomers may need to be encouraged to work it out.
Supervising and being supervised	A supervisor will delegate roles and expect staff to take initiative.	Certain cultures expect direction to come from the supervisor.	Newcomers may need training on how to delegate and perform tasks without being told.
Performance evaluations	Managers provide feedback on performance, and expect discussion from staff.	Certain cultures find it inappropriate to challenge authority.	Newcomers should be encouraged to provide critical feedback.
Promotions	If an employee is looking for a promotion they will often communicate this to the manager and work to demonstrate their abilities.	Certain cultures view it as inappropriate to self-promote and expect their good work is sufficient to communicate their intent.	Newcomers should be encouraged to communicate their growth plans/ desires with management.

Canadian performance feedback is often given with negative comments “sandwiched” between positive feedback.

The most effective way to integrate an internationally trained individual is to help them be understood.

■ You can do this by:

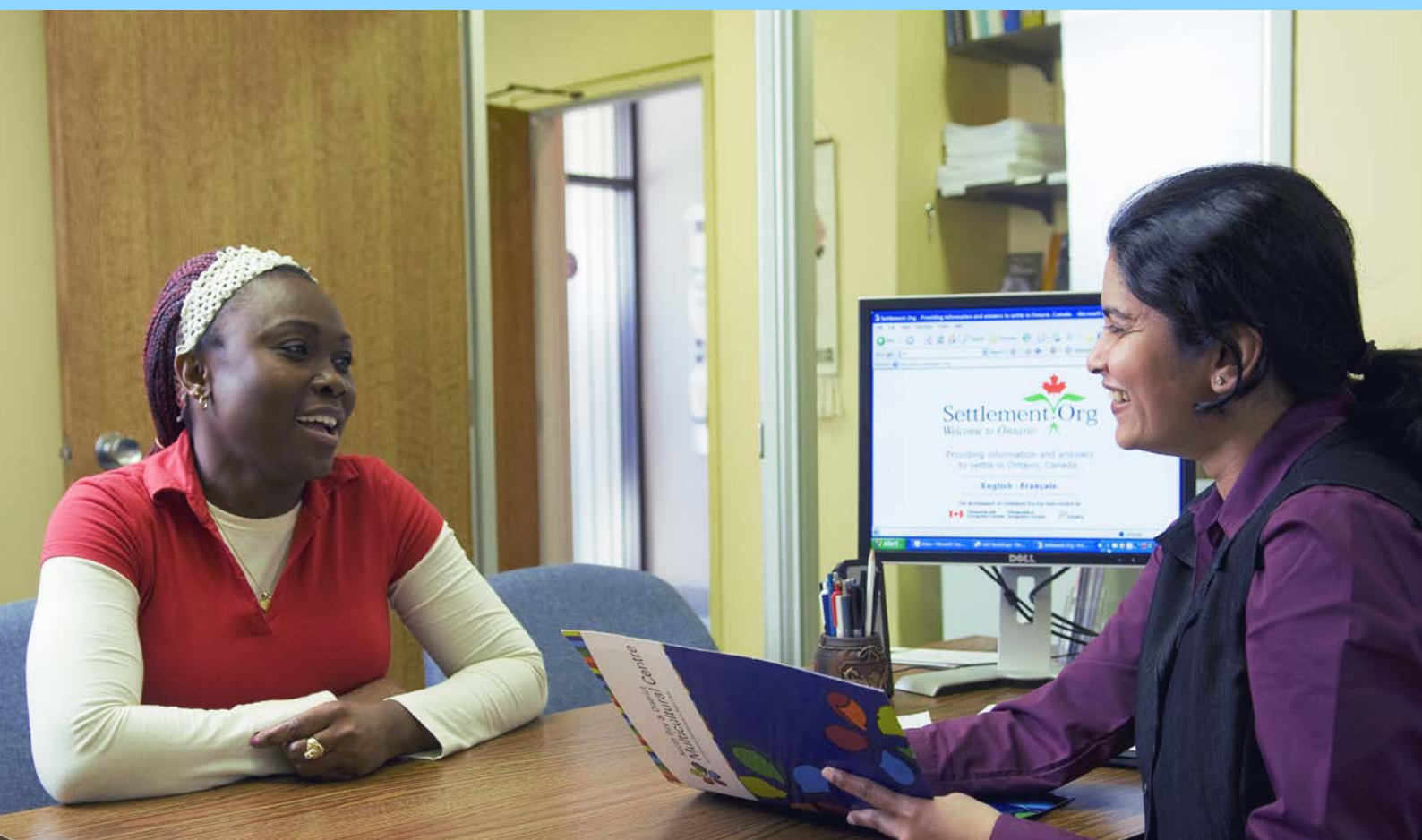
- Sharing responsibility for communication difficulties when they arise. This action will relieve pressure on the newcomer and minimize fear.
- Repeat what the internationally trained individual has said in your own words and ask if you heard or understood correctly.
- Politely ask the newcomer to slow down, take a few minutes to gather ideas, and then try again.
- Suggest that the newcomer writes a message or word down if verbal communication is hitting a rough patch. It may even be useful to provide the worker with a small pad and pencil that he or she can have with them at all times.
- Encourage newcomers to practice English in non-threatening ways.
- Ask open-ended questions.
- Show interest in newcomers by asking questions about their family, life in their home country, personal interests, and the origin of their name.
- Show respect for their efforts.
- Try a few words in their language – it will turn the newcomer into the teacher and let them know you’re willing to learn and make mistakes as well.

Top Tips for Supervisors and Trainers

1. Avoid using technical terms and culturally based sayings or expressions.
2. Slow down your speech and pronounce words clearly and correctly.
3. Stick to one subject at a time.
4. Phrase your words positively.
5. Don’t be afraid to show that you’re open to trying to learn too.

6. Avoid filling space with unnecessary chatter – it's better to leave quiet time for the learner to process what was said. Silence is okay.
7. Don't insist an internationally trained individual speak in front of a group. Not all cultures are verbal.
8. It's great to use humour to ease tension, but avoid telling jokes. Jokes often use slang, jargon and are not easily understood by another culture. They can also have discriminatory undertones.
9. Be clear about expectations when delivering directions or providing instruction.
10. Be specific and use examples to explain things.
11. Ask the internationally trained individual to repeat your instructions in his/her own words and demonstrate if appropriate.
12. If there are no interruptions, questions, or eye contact, you might want to check for understanding.
13. Keep the tone calm and respectful.

For more details view the TRIEC video “Recruiting: Finding Talent” under the Tools & Resources Employers section at www.northbayimmigration.ca



The meaning of body language varies from culture to culture. Keep the following differences in mind when working with internationally trained individuals.

Body Language	Common Workplace Occurrences	Different Culture Norms
When someone doesn't provide eye contact.	When someone doesn't provide eye contact we interpret this as not trustworthy or hiding something.	In some cultures you show your respect for authority by not looking the other person in the eye. In some cultures eye contact indicates a challenging or defensive position.
When someone shakes their head from side to side.	We assume this means no.	In some cultures, this means yes!
When someone provides unusual gestures or is in our personal space.	We find this to be rude and uncomfortable.	In some cultures, this is acceptable convention.
When someone offers a soft or gentle handshake.	We take this to be an indication of a lack of confidence or assertiveness.	In some culture, this conveys respect rather than power or strength.

The following techniques will provide ideas and strategies on how you can create a culturally-aware workforce.

■ Diversity Training

Provide diversity training for existing employees to enhance their understanding of different cultures. Common themes in diversity training include:

- Reflection of personal values and methods of doing things and recognizing the importance of different perspectives.
- Awareness of stereotypes.
- Commitment to communicate effectively with individuals from diverse backgrounds.
- Focus on commonalities to facilitate teamwork.

■ Corporate Events

Host corporate events for staff and encourage all employees and their families to attend. This interaction furthers increased awareness of cultural diversity and fosters a cohesive atmosphere.

■ Orientation Program

An effective orientation program for all employees is an integral part of an organization's human resource strategy. This program can build awareness across the organization of the culturally-friendly practices. It is equally important to provide awareness training to staff members to address concerns and answer questions that will minimize awkwardness and potential difficulties. Get to know as much as you can about the country of origin, religion, communication style and social norms of the internationally trained individual because your knowledge can help ease the transition for newcomers.

■ Buddy or Mentoring Program

Mentoring is an invaluable professional development tool for employees. It facilitates the transfer of information, the enhancement of skills and productivity, and the development of professional relationships. Each workplace has a unique culture and code of etiquette that can be quite baffling to a newcomer unfamiliar with general social customs of Canadians.

Mentors/Buddies can:

- Explain local business practices.
- Facilitate skills enhancement and professional development.
- Gain information about business practices in other countries.
- Learn creative new ways of approaching professional challenges.
- Gain better understanding of the obstacles facing immigrants.
- Internationally trained individuals will:
 - Better understand the systems and culture of the workplace.
 - Receive moral support and encouragement.
 - Enhance their skills.
 - Develop potential links to global markets.
 - Increase productivity.

Some typical questions and concerns an internationally trained individual may have include:

- My boss yelled at me, now what do I do?
- Some people joked about my clothing. How do I respond?
- My co-workers don't talk to me because they think I don't understand what they are saying.
- Who do I talk to if I have a conflict or don't get along with a co-worker?

Language Training Programs

If necessary, help the internationally trained individual enhance his/her English language skills and support language training programs. Refer to the answer to question 3 in the Frequently Asked Questions section of this guide.

Paperwork and Documentation

Review the written information that you will provide the internationally trained individual throughout the welcoming and orientation activities and ask yourself the following:

1. Is it written in clear language?
2. Do the materials make sense?
3. Will the internationally trained individual understand the instructions and terminology?

5 Diversity Tips

1. Talk with managers about how they can set appropriate expectations with their teams about what constitutes culturally-competent behaviour.
2. Identify important information such as safety procedures and ensure that translation, either verbally or in writing occurs.
3. Post multi-cultural calendars in all departments so everyone can see the full range of cultural holidays and celebrations every week.
4. Hold a diversity week and celebrate with different food and cultural events.
5. Celebrate the "country" day of every member of your workforce. Display culturally symbolic items, like a flag. Bring in a local dish at lunch time or break time to celebrate.

Physical Environment and Safety Considerations

Evaluate your organization and determine if it is a welcoming and safe environment for internationally trained individuals. To ensure maximum safety, consider if:

- The signage is written in clear language.
- Symbols and images are used to provide basic instructions.
- Safety instructions and emergency procedures are clearly marked and identified in a way that will be understood by internationally trained individuals.
- The workplace reflects culture diversity.
- Images, posters, calendars, or photographs are displayed where appropriate to reflect an open-minded attitude and an inclusive environment.

Employers worry that they may invest in hiring and training internationally trained individuals, only to have them leave for another job. In truth, that loss of talent is possible for all employees, and the same strategies that work for other employees apply to internationally trained individuals.

Internationally trained individuals who are welcomed feel:

- Respected
- Prepared
- Safe
- Valued
- Proud
- Included

Internationally trained individuals who aren't welcomed express feelings of:

- Anxiety
- Frustration
- Fear
- Confusion
- Loss of pride and dignity
- Depression

The following checklist will get you thinking about what you can be doing to retain internationally trained individuals.

- ☐ 1. Is age, race and gender diversity apparent to those who visit or tour your business?
- ☐ 2. Is your business diverse at all levels?
- ☐ 3. Is there a formal commitment to diversity and inclusion?
- ☐ 4. Has management set diversity goals? Do teams understand them and the reasoning behind them?
- ☐ Are senior managers accountable for them?
- ☐ 5. Are staff members from different backgrounds involved in decision making and in social activities?
- ☐ 6. Does the company have practices that recognize and celebrate diversity?
- ☐ 7. Are the processes in place to help them find their way once they are hired?
- ☐ 8. Are employees encouraged to participate in a Mentorship/Orientation Program?
- ☐ 9. Do you have a process for employees to communicate concerns?
- ☐ 10. Are internships given consideration?
- ☐ 11. Are coworkers encouraged to correct an internationally trained individual's English?
- ☐ 12. Are you connected to immigrant service organizations which can assist your employees with settlement issues?

Contact the North Bay & District Multicultural Centre to ask questions or request additional resources to support your specific needs. www.nbdmc.ca

Employers can take a proactive approach to retaining employees, including internationally trained individuals, by considering the following tips:

■ Training & Development

- Does your company provide training and development opportunities to people at all levels in the organization?
- Are internationally trained individuals encouraged to take advantage of training opportunities?
- Are in-house training programs designed to appeal to internationally trained individuals and allow them to be successful?

■ Company Leadership

- Does company management respect the skills and efforts of all of its employees?

■ Company Culture

- Does your company have a welcoming feeling to both customers and employees?
- Is there a sense of teamwork that crosses departments and cultures?

■ Work-Life Balance

- Is there an understanding that people with balanced lives often do the best work?
- Is there flexibility that allows people to meet family and personal obligations without putting their job at risk?

■ Compensation and Benefits

- Is there a good understanding of what motivates your company's employees?
- Are employees consulted about their personal compensation/benefits goals?

■ Workplace Diversity

- Has your company examined recruiting efforts and procedures to ensure they target a broad range of applicants?
- Do your recruiters represent a broad cross-section of the community?
- Is age, race and gender diversity apparent to those who visit your company?



Frequently Asked Questions

1. Why should I be concerned about hiring newcomer talent? Isn't it just a matter of hiring the best person?

Answer: Yes, that approach is correct; however, unless you are sure your process is bias-free you may find the best person is excluded from your competition.

- As workforce shortages increase, finding qualified candidates will require that you broaden your search to include newcomer talent.
- If your workforce is not welcoming to a diversity of workers, you may have difficulty meeting workforce demands to remain competitive. This will become apparent when competitors begin to take market share due to superior workforce.
- You may be passing over some of the most qualified candidates because your hiring practices may intentionally or unintentionally be geared to favour Canadian born applicants. People quickly learn of corporate receptiveness to diversity and focus their job seeking efforts accordingly. This can result in lack of applicants in the long-term.
- If your workplace is not welcoming of diversity, you may find that you are unable to retain the newcomer talent that you were able to hire.



2. How do I know if the newcomer candidate can legally work in Canada?

Answer: There are several employee classifications that permit a newcomer to legally work in your organization. They include the following:

- Permanent Residents
- Temporary Foreign Workers
- Opportunities Ontario Provincial Nominee Program Participants
- International Students
- Canadian Citizen

To learn about these different employee classifications and requirements, please refer to the Hiring page of this guide.

3. I would like to hire a newcomer but I am worried that they will not speak English well enough to perform the job. What can I do?

Answer: Many newcomers to Canada have good language skills. English is taught as a second language in many countries. In Canada's point-based immigration system for skilled workers, language skills play a significant role in the total assessment.

You may wish to consider available programs to help you with your assessment. For more information about these programs, contact the North Bay & District Multicultural Centre.

www.nbdmc.ca

To learn about the various local language, please refer to the Additional Programs section of this guide.

4. When reviewing applications from internationally trained individuals, I am unsure how to determine if their education compares to a Canadian designation. How can I assess this?

Answer: The greatest barrier for employers when hiring internationally trained individuals is finding a way to accurately assess the applicant's education, skills, and experience. This barrier can be overcome by having the person's international academic credentials verified and compared with the Canadian equivalent. The regulating bodies for each profession will have specific information for credential recognition. Increasingly, internationally trained individuals are seeking evaluation of their own credentials. As an employer, you can expect to receive documents from applicants that have been evaluated.

In 2013, Citizenship and Immigration Canada required that individuals applying for immigration through the Federal Skilled Worker Program submit education credential assessments for foreign credentials.

A survey by the World Education Services (WES) shows that the rate of individuals having a bachelor's degree, master's degree, doctoral degree, or postdoctoral fellowship was high. Forty-two per cent of all the survey's respondents holding a master's degree, and 52 per cent holding a bachelor's degree as their highest level of education.

Credentialing Services

■ World Education Service (WES)*

WES is a non-profit organization that provides research about international education and trends and offers expert credential evaluation services.

1.416.972.0070

www.wes.org/ca

■ International Credential Assessment Service of Canada (ICAS)

ICAS provides reports that help employers, education institutions, immigration officials and community agencies understand the education you completed outside Canada.

1.800.321.6021

www.icascanada.ca



■ University of Toronto Comparative Education Academic Service (CES)

The Comparative Education Service (CES) can provide you with an educational credential assessment report that will show how your academic achievements earned outside of Canada compare to credentials earned in Canada.

1.416.978.2400

www.learn.utoronto.ca/international-professionals/comparative-education-service-ces

5. My preferred candidate is an internationally trained individual but I am uneasy about the reference process. How do I check references from other countries?

Answer: Being able to connect with internationally trained individuals' references is not always an easy task. If possible, consider using Canadian references provided from language instructors and employment counsellors to help determine "soft skills".

You may also consider contacting third party companies that offer professional reference check services for a fee. There are a number of firms available such as:

■ First Advantage

www.fadv.com

■ CSI Inc. Background Screening

www.csiscreening.com

■ LP Human Resources

www.lphumanresources.com

A few tips when conducting international references include:

■ Time Zones

- Be aware of the time zone difference
- Establish a set time to have the discussion
- If you cannot find a mutually convenient time to have a live conversation, consider e-mailing your questions, allowing the reference to provide their feedback via e-mail as well.

■ Language barriers

If possible, confirm with the candidate beforehand that the contact speaks English.

If they do not you can consider one of the following strategies:

- Ask the candidate if there is someone in the reference's workplace who could be used as an interpreter.
- Check if the candidate has an English speaking reference that could provide equivalent information as the non-English speaking reference.
- Check to see if someone in your office speaks the required language and arrange for them to conduct the check on your behalf.
- Use an external interpreter to conduct the reference check on your behalf.
- Contact the North Bay & District Multicultural Centre to determine if there are any local support services available to assist with translation. www.nbdmc.ca

6. I am uncomfortable about the idea of hiring an internationally trained individual who has not worked in a Canadian environment. How can I become more comfortable with this?

Answer: It is important to be open and consider all aspects of an internationally trained individual's work experience. Consider their overall foreign experience and skills including volunteer roles, mentorship or job shadowing ventures. Volunteer experiences can be valuable if the work environment supports it, as it provides an opportunity for the internationally trained individual to be part of a work team and gain a variety of skills in a Canadian work setting.

To be successful with any new hire, it is important that you have an orientation program in place. This program should include support to help the newcomer learn about the company's expectations and way of doing business. An orientation program also provides your company with an opportunity to learn from the newcomer about international work place cultures and look for ways you can become more flexible and adaptable to the global market place.

Additional information about integrating internationally trained individuals can be found further on in this guide under the Integrating & Retaining section.

If you are still uneasy, further explore the question “Why is it important that this person has Canadian experience?”

■ If your response is: “To make sure they are able to fit into a Canadian workplace environment”

First consider what it means to “fit” into your organization. It is hard to assess this if you are not sure what makes an employee a good fit. Ask how does your orientation and new hire supports help new employees fit into your organization?

You may consider hiring the individual on a short-term contract, or through a work placement or internship. This will provide you with an opportunity to see them in a work environment demonstrating their skills and abilities. Keep in mind you need to give this person a chance to settle in and become familiar with how things operate.

■ If your response is: “To determine how their international work experience relates to the requirements”

Consider if there is a way to determine the standard of work they do. For instance, there may be a test or some questions you might ask to establish their level of knowledge. Standards and practices vary greatly from country to country, therefore you may wish to check web resources for professional standards. You may also be able to learn more about international certification bodies such as World Education Services (WES) www.wes.org

Internationally trained individuals might have some difficulty with the Canadian version of occupational language, but that does not mean they are not highly skilled and capable. Language training on technical terminology might help address these issues.

By offering a Canadian work experience opportunity to an internationally trained individual, you can determine where they may best fit in. As both of you get more comfortable, you can allow the employee to progress to a higher level of responsibility.

7. How will newcomers get along with the rest of the team?

Answer: Some employers are apprehensive about what might happen when different cultures come together in one workplace; however this can be a rewarding and successful experience when the appropriate planning is put toward setting up effective communication systems.

The behaviour of managers sets an example for all employees about whether diversity is appreciated and respected, or simply tolerated. As an employer, your goal should be to create an inclusive workplace where people with diverse backgrounds, skills, and perspectives feel valued. Your leadership plays a key role in establishing the corporate culture.

Additional information about integrating newcomer employees can be found further on in this guide under the Integrating & Retaining section.

Immigrants make up 30 per cent of Ontario's labour force. Over the next 15 years, immigration will account for all of the increases in the province's working-age population, and it is expected to be a major source of future labour force growth. The change of the name of the Provincial Nominee Program to the Ontario Immigrant Nominee Program (OINP) in 2015 reflects the important shift in the selection of individuals with high education, skills, and language capabilities to permanently live and work in the province.

- Ontario Ministry of Citizenship and Immigration



Additional Programs

Language

■ Near North District School Board

The Near North District School Board offers free English as a Second Language (ESL) classes. The classes are for newcomers who want to improve their English language skills. Adult students may register and begin classes at any time during the school year (September - June). This is a very flexible program offered to adults. The curriculum is designed to meet the needs of each student whether at the beginning, intermediate or advanced level. Canadian Language Benchmarking assessments are also available.

For information and registration contact:

North Bay & District Multicultural Centre

100 Main St. East, P1B 1A8

North Bay, ON, P1B 3W7

Phone: 705.495.8931

Toll Free: 877.495.8931

www.northbayimmigration.ca

www.nbdmc.ca

info@nbdmc.ca

■ Literacy Nipissing

Literacy Nipissing provides opportunities for adults in the Nipissing District to improve English literacy and numeracy skills. It offers one-on-one tutoring services, small group literacy classes, workplace essential skills training, GED preparation, and a variety of other workshops. The Literacy Council has been providing ESL classes to newcomers for more than 35 years and offers one-on-one tutoring sessions, free of charge.

347 Sherbrooke Street, Suite 301

North Bay, ON P1B 2C1

Phone: 705.494.9416

www.literacynipissing.ca

■ Canadore College

Canadore College offers English as a Second Language programming designed to meet the needs of Canadian and [international students](#) whose first language is not English. The program focuses on language training from low intermediate to advanced level proficiency. Class sizes are small and participants have an opportunity to practice oral skills and improve pronunciation in a state-of-the-art language laboratory.

100 College Drive

North Bay, ON

Phone: 705.474.7600 ext. 5839

www.canadorecollege.ca

■ English Conversation Circles

English Conversation Circles are informal group gatherings, held throughout the year, to help newcomers improve their conversational English skills. For more information, contact the North Bay & District Multicultural Centre. www.nbdmc.ca

■ North Bay Mentor Program

The North Bay & District Multicultural Centre's Mentor Program matches local residents with newcomers to help them navigate cultural barriers and acclimatize to the Canadian workplace environment. The mentor can help your newcomer hire improve their English skills.

■ Canadian Language Benchmarks

The Canadian Language Benchmarks (CLB) are the national standards for assessing English language proficiency. The Canadian Language Benchmarks Assessment (CLBA) and the Canadian Language Benchmark Placement Test (CLBPT) are nationally recognized tools in English as a Second Language (ESL). CLB can also help employers develop evaluation tools that are specific to an occupation or job.

Centre for Canadian Language Benchmarks

294 Albert St., Suite 400

Ottawa, ON K1P 6E6

Tel: 613.230.7729

www.language.ca

■ International English Language Testing System (IELTS)

International English Language Testing System is designed to assess the language ability of candidates who need to study or work where English is the language of communication. IELTS is used for Canadian immigration purposes and is acceptable for demonstration of language proficiency requirements when applying to colleges and universities. Test centres are located in Barrie (Georgian College), Kitchener (Conestoga College), London (Fanshawe College), Ottawa (Algonquin College), Toronto (multiple sites) and Windsor (St. Clair College). www.ielts.org

■ ESL Day Program

The Near North District School Board offers free English as a Second Language (ESL) classes. The classes are for newcomers who want to improve their English language skills. New students are accepted anytime throughout the year. Canadian Language Benchmarking assessments are also available.

For information and registration contact:

North Bay & District Multicultural Centre

Phone: 705.495.8931

www.nbdmc.ca

■ LINC Home Study

LINC Home Study is a free English language training program for eligible newcomers to Canada who cannot attend regular classes. The LINC curriculum allows students to learn about Canada and the Canadian way of life while learning English. Students study online or by correspondence and work one-on-one with a TESL certified teacher each week.

LINC Home Study is funded by Immigration, Refugees and Citizenship Canada and delivered by the Centre for Education & Training through LEAD (Language Education at a Distance).

www.linchomestudy.ca/Online

■ Canadore College ESL Program

Canadore's two semester program is designed for student's whose first language is not English. It provides English language training using modern and social technologies. The includes grammar, pronunciation and listening, writing, reading, conversational English and cultural/social issues.

canadorecollege.ca/programs-and-courses/english-second-language

Employers with a diverse workforce who communicate effectively in more than one language have a competitive business advantage within changing local markets and growing international markets.

■ Spousal Services

The North Bay & District Multicultural Centre offers a host of programs and services ideal for newcomers, their spouse, and family members. Services include: needs assessments and referrals; consumer and community information; assistance completing government forms; language classes; volunteer opportunities; access to resources; interpretation; and translation support.

For more information visit the Immigration Portal www.northbayimmigration.ca



Programs and Resources

The North Bay & District Multicultural Centre is available for all immigration and settlement related inquiries in the region. Support is available for training, recruitment, hiring, integrating, and retaining requirements.

■ North Bay & District Multicultural Centre

North Bay & District Multicultural Centre

100 Main St. East,

North Bay, ON, P1B 1A8

Phone: 705.495.8931

Toll Free: 877.495.8931

www.northbayimmigration.ca

www.nbdmc.ca

info@nbdmc.ca

■ North Bay & District Multicultural Centre Publications

www.nbdmc.ca/publications.htm

■ The North Bay Newcomers Network

705.495.8931

www.nbdmc.ca/nnn.htm

■ North Bay & District Community Capacity & Needs Report (PDF)

www.nbdmc.ca/nnn/Final%20Capacity%20Needs%20Report%20April%2009%202011.pdf



■ Canadian Language Benchmarks

Centre for Canadian Language Benchmarks

294 Albert St., Suite 400

Ottawa, ON K1P 6E6

Tel: 613.230.7729

www.language.ca

■ Canadore College

100 College Drive

North Bay, ON

Phone: 705.474.7600 ext. 5839

www.canadorecollege.ca

■ Canadore College ESL Program

canadorecollege.ca/programs-and-courses/english-second-language

■ Centre of Canadian Language Benchmarks

The Centre for Canadian Language Benchmarks has practical employer resources covering a wide range of topics including occupational language analyses (OLAs), cross-cultural interviewing, and more.

www.language.ca

■ Characteristics of a Welcoming Community

www.nbdmc.ca/nnn/17Characteristics%20of%20a%20Welcoming%20Community%5B1%5D.pdf

■ CSI Inc. Background Screening

www.csiscreening.com

■ Financial Post: Canada's Coming Economic Headache

business.financialpost.com/news/economy/jason-kenney-canada-skilled-workers

■ First Advantage

www.fadv.com

■ Government of Canada: Employer's Roadmap

www.cic.gc.ca/english/resources/publications/employers/roadmap/index.asp

■ Government of Canada: Welcome Refugees

www.cic.gc.ca/english/refugees/welcome/overview.asp

■ HR North

1.877.249.5318

www.hrnorth.ca

■ HRSDC Guide to Hiring Foreign Workers

www.esdc.gc.ca/en/foreign_workers/index.page

■ Immigration & Entrepreneurship (PDF)

www.nbdmc.ca/nnn/Immigration%20Entrepreneurship.pdf

■ Intercultural Communication for the Canadian Workplace (ICCW), PNN

www.professionsnorth.ca/onlinecourses

■ International Credential Assessment Service of Canada (ICAS)

1.800.321.6021

www.icascanada.ca

■ International English Language Testing System (IELTS)

www.ielts.org

■ IRCC

www.cic.gc.ca/english/department

■ IRCC: Section 2: Population by Age and Sex

www.statcan.gc.ca/pub/91-215-x/2012000/part-partie2-eng.htm

■ IRCC: Section 4

www.cic.gc.ca/english/resources/research/2012-migrant/sec04.asp

■ Labour Market Impact Assessment

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

■ LP Human Resources

www.lphumanresources.com

■ LINC Home Study

www.linchestudy.ca/Online

■ Literacy Nipissing

347 Sherbrooke Street, Suite 301

North Bay, ON P1B 2C1

Phone: 705.494.9416

www.literacynipissing.ca

■ Municipality Use of Sport and Recreation to Support the Integration of Newcomers and their Families (PDF)

www.nbdmc.ca/nnn/NNN%20-Municipality%20use%20of%20sports%20and%20recreation%20to%20support.pdf

■ Opportunities Ontario

www.ontarioimmigration.ca/en/pnp/OI_PNPQUESTIONS.html#display

■ Pathways to Prosperity: Canada

p2pcanada.ca/lip

■ Professions North/Nord (PNN)

www.professionsnorth.ca

■ Relocation Guide (PDF)

www.nbdmc.ca/nnn/Employers%27%20Council/relocation_guide.pdf

■ Statistics Canada: Canada's population estimates: Age and sex, July 1, 2015

www.statcan.gc.ca/daily-quotidien/150929/dq150929b-eng.htm

■ Statistics Canada: Census Profile

www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3548044&Geo2=CD&Code2=3548&Data=Count&SearchText=north%20bay&SearchType=Begin&SearchPR=01&B1=All&Custom=&TABID=1

■ Statistics Canada: Focus on Geography Series, 2011 Census

www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-cma-eng.cfm?LANG=Eng&GK=CMA&GC=575

■ Statistics Canada: NHS Focus on Geography Series

www12.statcan.ca/nhs-enm/2011/as-sa/fogs-spg/Pages/FOG.cfm?lang=E&level=3&GeoCode=575

■ NHS Profile, Renfrew - Nipissing - Pembroke, Ontario, 2011

www12.statcan.ca/nhs-enm/2011/dp-pd/prof/details/Page.cfm?Lang=E&Geo1=FED&Code1=35074&Data=Count&SearchText=Renfrew%20-%20Nipissing%20-%20Pembroke&SearchType=Begin&SearchPR=01&A1=All&B1=All&GeoLevel=PR&GeoCode=10

■ Statistics Canada: Population Growth in Canada: From 1851 to 2061

www12.statcan.ca/census-recensement/2011/as-sa/98-310-x/98-310-x2011003_1-eng.cfm

■ Sport Integration Report (PDF)

www.nbdmc.ca/nnn/NNN%20Sport%20Integration%20Report%20FINAL%20Revised%20Sep%207%202011.pdf

■ Temporary Foreign Worker Program

www.cic.gc.ca/english/hire/worker.asp

■ The Conference Board of Canada: Why Canada Needs a National Immigration Action Plan

www.conferenceboard.ca/commentaries/immigration/default/15-04-08/why_canada_needs_a_national_immigration_action_plan.aspx

■ University of Toronto Comparative Education Academic Service (CES)

1.416.978.2400

www.learn.utoronto.ca/international-professionals/comparative-education-service-ces

■ World Education Service (WES)*

1.416.972.0070

www.wes.org/ca

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