

Information Package

WELCOMING WORKPLACES



Human Resource Information for Regional Employers

- Diversity
- Recruitment
- Retention
- Immigration
- HR Trends
- Staffing Resources



Introduction

NovaKnowledge recently reported that 50% of Nova Scotia's workforce will retire by 2015, does your company have a strategy to ensure that you can attract and retain the skilled workers in a competitive labour market?

This information package has been designed to provide support to employers and businesses that may want to include immigration in their future human resource strategies. Creating a more diverse workplace through immigration or other sources is a proactive way to increase global competitiveness or meet a demand for skilled labour. Information provided in the *Welcoming Workplace Package* is based on current labour market information and human resource trends and highlights why it employers should consider diversity as part of their human resource strategy. Resources for finding and supporting skilled employees and best practices for implementing a diversification strategy are also included to support you in planning for the future.

This package is divided into four distinct chapters, section one looks at demographic trends and diversity and its impact on the labour pool in Canada and the Strait highlands region, Section two looks at the benefits of diversifying your workforce through immigration and non traditional sources, Section three identifies human resource trends and how employers can attract and retain a strong workforce. Finally, section four provides the contacts and resources you need to move forward with a diversity plan.

Immigration is increasingly becoming an important source of skilled labour in Canada; employers have an important role to play in integrating new Canadians and in providing them the experience necessary to succeed in the regions job market. According to the Census Canada, 1 in 5 Canadians is an immigrant, over 90 percent of immigrants coming to Canada as a skilled worker posses post secondary qualifications. The number of immigrants to Canada is expected to grow as the rate of growth for Canadian born individuals falls below the rate of replacement and immigration becomes a key source of the nation's population and labour market.

Skilled employment in Canada is a key factor in determining the eligibility of a worker applying for permanent residency in Canada. Unfortunately many immigrants are unable to find employment to match their skills and qualification and as a result many remain unemployed or underemployed for longer periods of time. According to the Canadian Labour and Business Centre, immigrants with Bachelor of Arts or Masters Degree have roughly the same unemployment rate as Canadian born individuals with a less than grade 12 education, this is 3.5 times higher than Canadian born individuals with the same qualifications.

Rural Nova Scotia is also undergoing some significant demographic changes including a trend towards urbanization, an aging population, workforce retirements and out-migration. Locally, immigration is part of a strategy to build for the future - by ensuring that our regions communities continue to grow and our employers have the skilled workforce required to be competitive. It is the Strait Highlands Regional Development Agencies goal to support and build vibrant communities, supporting the development of *welcoming workplaces* is part of this strategy.

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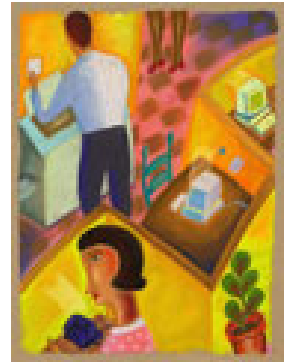
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**SECTION I: WORKPLACE DIVERSITY AND
LABOUR MARKET TRENDS**



Diversity in the workplace

Today, the key to your businesses success will depend on your ability to attract the right people, manage them well and preserve their loyalty to your company.

This approach is not limited to the incorporation of new Canadians but is part of an integrated style of workforce management that can be applied to your current labor force and future hiring, regardless of background or recruitment source.

Diversity in the workplace is made distinct by the presence of many religions, cultures, skin colors, both sexes, differing sexual orientation, varying styles of behavior, differing capabilities, and unlike background.

Traditionally the hiring of immigrants and minorities was shaped by numerical targets imposed or offered to employers through programs and in response to the need to include more minorities in the workplace (affirmative action). Today diversity is shaped by changing values, increased immigration, global markets, economics and marketplace shifts and the changing nature of work. Today hiring form no traditional sources is employer driven, as companies and businesses respond to changing labour markets and a more global economy. Diversity is viewed as a sign of a progressive, well-rounded workplace that is more flexible, available to recruit a wider range of applicants and is personnel focused.

If your market is locally based your business should reflect the clientele and demographic of the area in which you do business. If you market outside of the region, to visitors, develops new products, require innovation or competes on the national or global scale, your business could be enhanced by including diversity as part of your future HR strategy.

Why should I consider a more diverse human resource strategy?

The population in the Strait Highlands Region has been on a steady decline since 1981, this is due mainly to a decline in birth rates and little in migration to counterbalance the flow of out migrants. To grow a health economy, a steady influx of skilled youth is needed to replenish the workforce, create new opportunities and ensure future growth.

Achieving this goal is a significant cause for concern in the majority of rural and semi-rural communities in Canada and the industrialized world- as the demand for human capital increases and labour pools shrink. Declining labour pools is not a rural phenomenon but an issue across the industrialized world, interestingly this population labour pool shortage is not going to be slow and steady, but over a short period of time with all regions across Canada (US, Britain, UK, Australia) competing for the same labour pool. In rural areas there is a direct need to address this issue and find ways to retain a vibrant workforce and compete with larger urban centers.

Beginning this year, (2006) this competition for human capital is expected to increase as the front end of the baby boom generation reaches 60 years old, by 2010 the retirement cohort will outnumber youth- as a large portion of boomer generation, who entered the labour force in the 70's, retire.

The National Picture:

Significant demographic and labour market changes are simultaneously influencing our workplaces and economic performance; these changes are taking place rapidly and right now.

- It has been observed that the economy and labour pool in Canada is undergoing some fundamental and “deep structural changes,” these changes in the Canadian labour market are attributed to the technological change and globalization.

- Technological change and globalization is impacting the demand side of labour, changing the skills required for the job, the distribution of rewards and the nature of work itself.
- Some of these profound developments in the workplace include changes in gender, age and ethnic composition.
- With an aging population, much of the labour growth is expected to come from immigration. This trend does not exclude more rural areas, particularly in areas with high out migration. To keep pace with a changing labour market, employers play a key role in the growth of a region through the hiring of skilled, dynamic individuals.
- Canadian work experience in the most significant barrier immigrants face when applying for work in Canada; this barrier has been identified by both employers and newcomers alike.
- According to Statistics Canada, 70% of net population growth comes from immigrants, within 25 years 100% of Canada's population growth will be through immigration.
- By 2011, 100% of Canada's net labour force growth is expected to come from immigration.
- Immigration is a significant contributor to labour force growth, over 90% of immigrants applying to Canada as Skilled Workers have post secondary qualifications.
- Citizenship and Immigration reports that between 2000 and 2002, 430,425 immigrants came to Canada through the Economic Class (61%), comprised of business people, skilled workers and investors. This class and their families (additional 192,554 Or 27%) are subject to strict guidelines based on age, experience, financial means, language skills and adaptability -before being granted permanent residency. This is a significant yet underutilized pool of labour available to Canadian employers competing for the best people.
- Canadians and immigrants alike are influenced by the pull factor of metropolitan areas and large economies such as Toronto, Vancouver, Montreal and regions in the province of Alberta.

The Regional Picture

In a recent survey of 32 economic and social groups in the Strait Area, 100% of participants agreed that we are facing a period of economic and social transition and have been for some time (Economic Transition Team Report, June 28, 06).

- According to a report by Statistics Canada released in August 2004 on settlement patterns of Canadian immigrants; unless immigration improves, Nova Scotia will continue to lack ethnic diversity and experience demographic challenges.
- A 2003 survey conducted by the Strait Highlands Regional Development Agency (SHRDA) of the employers in this region of Cape Breton indicated, that national trends were having a significant and marked change in the way they conduct business. (A copy of the Strait Human Resource Action Research Plan is available through the SHRDA office in Port Hawkesbury).
- This report (SHARP) also indicated that without factoring in out-migration, the Counties of Inverness/Richmond and Town of Port Hawkesbury will have 475 less entrants into the labour force by 2011 and over 1250 less, if out migration continues at 2003 levels.
- The years following the release of this report has seen a marked increase in out migration from the area, increasing the need for employers to become more competitive, prepare for shortages or recruit from non traditional sources.
- Employers play a significant role in a population strategy for the region. For new immigrants to Canada, deciding where to live is based on two major factors- the proximity of family and friends and employment opportunities, respectively. Therefore the attraction and retention of immigrants to rural and small-town Cape Breton, must be community and employer driven- in a collaborative effort.
- It is increasingly important for regional employers to consider their ability to compete with other labour markets as workers become more mobile. Over the past year, changes in the regions economy combined with strong economic growth in Western Canada and led to an increase in out-migration of skilled workers from communities in Cape Breton, competition for skilled workers has intensified and moved outside the region, workers are no longer looking at just local employment options.
- In discussions with immigrants employed in the region and residents seeking work elsewhere; in addition to wage rates, workers were seeking workplaces that value their contribution, offer career advancements or learning opportunities and rewards based on performance.

- Although there are some employers in the region with immigrant employees, like other rural areas in Canada, skilled newcomers are less likely to consider rural areas home. Employers in the region indicate that they have only considered alternative hiring sources when they were unable to find the skill sets required among the local population. Employers have also indicated that the number of skilled applicants for positions posted through traditional sources is decreasing (for example: local newspapers or the Service Canada Job Bank).
- Larger employers were more likely to advertise for positions outside of the region or consider recruiting new Canadians or foreign workers. The vast majority of employers indicate that they would hire foreign workers if they applied for the position and were qualified. Only a small number of employers actively sought out foreign workers from outside of the region, mainly to fill labour shortages or for specialized skills.
- According to Statistics Canada; in 2003, Nova Scotia had only 1,475 immigrants compared to the 3,589 it had in 1995.
- It is expected that by the end of this year (2006) deaths in Nova Scotia will outnumber births.
- According to Atlantic Metropolis, the top ten source countries of immigrants destined for Nova Scotia since the early 1990s heavily represents countries of East Asia and the Middle East. While the United States and United Kingdom remained on the top ten list of immigrant source countries during 1996-2001, most immigrants came from Kuwait during that period. China and India are also growing sources of immigrant populations in NS.
- Only 180 immigrants chose Inverness and Richmond Counties as their destination in NS between 1996 and 2001, 4,435 chose Halifax as their new home. Overall, Nova Scotia's retention record for immigrants has been poor, slipping to just 37% between 1996 and 2001.
- As noted in the following charts, employers in the Strait Highlands region are not recruiting skilled immigrants on a significant scale. The opportunity to build a stronger region through immigration is a relatively new venture for regional employers, but important nonetheless.
- There are several opportunities and programs for employers to consider if they would like to explore the idea of recruiting from outside the region, hiring a new Canadian or to diversify. Including mentorship programs. financial incentives, workplace support for language, business skills and screening services.

Table 10: Geographic distribution of highly skilled immigrants, Nova Scotia, 2001				
County	Senior managers	Other Managers	Total	Professionals
Halifax	300	1925	2225	4080
Metro Adjacent	75	470	545	800
Colchester	20	60	80	210
Lunenburg	25	175	200	240
Hants	10	95	105	120
Richmond	0	25	25	10
Cape Breton	20	75	95	220
Victoria	0	40	40	0
Non-Metro Adjacent	70	620	690	1125
Shelburne	0	15	15	25
Yarmouth	0	60	60	95
Digby	10	75	85	55
Queens	15	25	40	30
Annapolis	20	95	115	80
Kings	10	145	155	375
Cumberland	15	40	55	110
Pictou	0	100	100	105
Guysborough	0	10	10	10
Antigonish	0	35	35	150
Inverness	0	20	20	90
Other (not specified)	147	241	388	877
TOTAL	592	3256	3848	6882

Source: Census 2001 Target Group Profile, Statistics Canada (customized tabulations). The "Other" category is computed as the difference between totals in Target Profile data and the PUMF data. Counties are grouped into "metro adjacent" and "non-metro adjacent" by Statistics Canada

Table A1: Immigrants (principal applicants) destined for Nova Scotia in the defined period by year, category, educational level, language ability (English, French or both), age, gender, occupation, 1981-2002 (Contd.)

Year	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Category																						
Family	339	302	280	315	274	293	300	239	326	307	266	456	424	318	238	263	247	213	290	290	382	362
Skilled Workers	282	238	132	162	181	196	222	259	254	241	179	181	194	244	358	370	398	277	263	244	308	258
Business	26	25	18	15	14	19	32	28	27	53	88	262	480	506	499	434	297	174	122	113	75	43
Refugees	52	80	56	94	111	138	140	164	195	198	137	86	93	104	98	102	97	99	116	136	130	118
Other Immigrants	54	76	37	53	39	46	45	48	32	29	23	23	9	4	4	14	7	6	2	3	4	2
TOTAL	753	721	523	639	619	692	739	738	834	828	693	1008	1200	1176	1197	1183	1046	769	793	786	899	783
County																						
Halifax	435	385	312	421	429	463	534	509	598	645	579	776	942	984	1007	995	900	624	618	602	686	583
Metro Adjacent																						
Colchester	15	21	8	7	6	16	9	8	16	17	17	20	20	24	18	25	11	11	12	14	19	11
Lunenburg	16	16	6	0	0	0	1	1	23	15	16	25	23	24	14	19	13	14	20	19	15	16
Hants	2	3	1	0	0	0	0	0	11	9	7	10	9	6	3	7	10	0	4	2	3	5
Richmond	1	1	2	0	0	0	0	0	5	3	2	4	3	1	1	3	2	1	2	10	3	6
Cape Breton	28	40	21	14	13	19	19	18	40	27	17	25	30	19	10	12	19	12	16	16	17	14
Victoria	0	1	0	0	0	0	0	0	4	4	4	7	2	5	4	5	2	1	3	2	2	2
Non-Metro Adjacent																						
Shelbourne	3	4	4	0	0	0	0	0	5	5	5	10	8	5	2	5	0	4	2	0	7	5
Yarmouth	19	12	10	10	10	10	6	10	18	14	9	20	12	8	11	8	4	8	9	9	12	6
Digby	12	6	4	0	0	0	0	0	4	7	7	10	7	6	5	6	3	3	3	2	2	1
Queens	3	6	1	0	0	0	0	0	2	5	1	1	5	3	2	5	1	0	2	4	1	1
Amnapolis	12	7	5	0	0	0	0	1	8	8	9	6	11	7	7	9	9	7	10	6	7	5
Kings	26	29	15	9	1	4	6	4	27	23	39	36	24	31	21	23	19	20	21	30	37	28
Cumberland	9	3	3	0	0	0	0	0	5	6	1	5	3	2	3	5	4	3	5	6	2	2
Pictou	28	15	12	5	9	12	4	6	15	26	9	20	15	5	8	12	8	7	8	7	7	17
Guysborough	0	0	1	0	0	0	0	0	1	0	0	4	5	4	4	5	2	3	1	2	2	1
Antigonish	15	15	9	8	9	12	10	10	13	9	3	4	11	5	4	4	4	3	4	7	6	11
Inverness	0	0	0	0	0	0	0	0	6	0	4	4	6	1	2	5	7	4	5	4	5	8
Other	129	157	109	165	142	156	150	171	33	38	26	51	67	40	72	32	28	44	48	44	66	61
TOTAL	753	721	523	639	619	692	739	738	834	861	755	1038	1203	1180	1198	1185	1046	769	793	786	899	783

*High skilled = NOC "O" and "A", Medium Skilled = NOC "B" and Low skilled = NOC "C" and "D". NOC = National Occupational Classification. For details regarding NOC please refer to Appendix Table A5.

A diverse workforce improves the bottom line

- Expand global business opportunities
- Strengthen relationships with customers, suppliers and the public
- Enhance creativity and decision-making by bringing synergy and perspective to problem solving, new products and markets
- Improve its reputation with investors and consumers
- Attract and retain top talent
- Focuses attention on the companies employees as a agent for change and competitiveness
- Provides opportunities to capture non traditional, emerging and ethno-specific markets.
- Makes the business a viable supplier of goods and services to the others who recognize the value of diversity both domestically and globally.
- Fosters a flexible and innovative environment
- Increases respect for the company as an employer that values individuals and their contributions
- Exemplifies the company as a positive role model in the community
- Increases ability to attract capital and investment, increase shareholder interests

SECTION TWO: HIRING SKILLED IMMIGRANTS



Why hire skilled immigrants?

1. The Canadian-born Workforce is shrinking and the demand for labour is growing.

Challenge

The Canadian talent pool is shifting to reflect a diverse demographic mix. According to the Canada Labour and Business Centre, labour force growth will drop below 1% between 2005 and 2009; by 2015 it will have decreased to below 0.5%. Additionally, a number of employment sectors and occupational categories are expected to grow in the near future, emphasizing the approaching demand for skilled employment in a range of industries, from sales/service, trades and business to science, manufacturing and healthcare.

The following chart reflects the high growth that is projected to occur in several occupational categories. These numbers are a snapshot of the Greater Toronto Area and the high growth in sales and service and administration mirrors national and regional trends.

National Occupational Category	Greater Toronto Area Occupational Size 2000	Greater Toronto Area Occupational Size Projected to 2010	Projected Growth in Demand 2000-2010
Sales & Service	746,400	881,800	135,400
Business/Finance/Administration	664,000	785,500	121,500
Social Service/Government/Education	195,100	228,900	33,800
Trades/Transp./Equip. Operators	335,300	364,500	29,200
Natural & Applied Sciences	168,200	193,700	25,500
Health	125,200	146,100	20,900
Art/Culture/Recreation/Sport	96,700	111,500	14,800
Processing/Manufacturing	258,800	271,000	12,200
Primary Industries	25,700	032,500	6,800

Source: *Immigration, Labour Force & Age Structure of the Population*, HRDC 1999

Opportunity

By identifying future skill requirements and planning for the new face of work, employers will be better able to source, screen, select, and invest in the skilled immigrants who will make up the labour shortfall.

2. Skilled immigrants can help Canadian companies do business with the world.

Challenge

Global trade is rising. Nations such as China and India are increasing their economic global footprint. Today global buyers interact with global suppliers. Canadian companies no longer compete only with neighborhood industries in local markets; they must respond to worldwide demands and source international talent. In particular, employers who service the needs of international trade operations will feel the pressures of the new world economy.

Opportunity

Building more international networks, increasing diversity awareness and improving relationships with global suppliers are all essential for maintaining a global competitive advantage. Skilled immigrants can contribute international skills, experience, and languages to the benefit of an organization, and aid with its global goals.

3. Skilled Immigrants Bring International Expertise

Challenge

A shrinking workforce and employers with an increased demand for labour need to understand how skilled immigrants can meet their workforce needs. In addition, Canadian-born workers are being courted across Canada and globally in a variety of disciplines, which means that local employers are facing a shortage of highly educated and skilled applicants.

Opportunity

In 2002, 46% (81,986) of all immigrants to Canada had at least one post-secondary degree, while the Canadian average was 22%. Skilled immigrants may possess talents or accreditation in a variety of fields. Employers will benefit from understanding their international credentials and conducting workforce planning that emphasizes the quality of an immigrant's abilities.

4. The National Market is Changing

Challenge

Major Canadian cities have seen an influx of immigration over the past several years, with minority group populations outpacing Canada's overall population growth. To gain access to these potential consumers, companies are faced with the challenge of building networks and relationships with customers of diverse cultures. Although immigration to

rural areas is in smaller numbers, unless your customer base is local, your business should consider building the capacity to build relationships and knowledge of changing Canadian markets.

Facts:

- In 2001, 44% of the Greater Toronto Area population was born outside Canada, representing over two million consumers.
- Italian, Chinese, Portuguese and South Asian native language speakers spend more than \$25.1 billion per year in the Greater Toronto Area alone.
- The Canadian Chinese community grew 26% from 1996-2001. Over the same time, Canada's overall population grew 4%.

In response, employers should consider:

- Understanding new product and service needs and opportunities in ethno-specific markets.
- Increasing their cultural competence for stronger competitive advantage in local sales.
- Improving their reach and relationships with local communities and networks.
- Hiring staff with multilingual capabilities.

Opportunity

Skilled immigrants may prove to be valuable resources for understanding product and service needs in ethno-specific markets, by improving networks and relationships, by speaking a variety of languages and by adding diverse perspectives, experiences and skills sets to the workforce.

(Information for the above section was derived from www.hireimmigrants.ca).

Common Concerns

This is a region with high unemployment; why should we provide employment opportunities to foreign residents?

This is a common concern for both residents and employers alike. Diversity and immigration can be viewed as an opportunity for some and a threat to others, but a deeper examination of the contributions immigrants have historically made and continue to make to Canadian society quickly dispels this old myth.

Here are some points to consider:

- Newcomers applying for residency through Citizenship and Immigration Canada's- Economic Class (Canada's largest class of immigrants) are subject to strict criteria, based on education, age, training, language ability and financial resources. A key component of a skilled workers application is a permanent job offer based on an employer's demonstrated inability to find a qualified individual within Canada to fill the position.
- Immigrants stimulate the economy by investing, purchasing goods and services, therefore creating jobs.
- Hiring immigrants give employers access to skills and resources that are assets to their employer, enabling them to advance and become more competitive.
- It is expected that by 2015, there will be more people leaving the workforce than entering it, immigrant are expected to play a key role in meeting labour force needs for all regions in Canada- attracting talent is crucial to business success.
- Previously, diversity was encouraged by governments through hiring programs and affirmative action strategies, therefore viewed as a threat and added expense to employers.
- Diversity is increasingly gaining the respect of employers and job seekers who see the value, openness and competitiveness of a multicultural workplace; therefore the responsibility is becoming more and more the onus of the employer.

important to demonstrate leadership to avoid polarization in the workplace.

Benefits vs. employer commitments needed to hire skilled immigrants

Benefits:

Decreased dysfunctional turnover costs

Decreased absenteeism

Increased productivity

Decreased cost of poor quality goods and services

Decreased cost of outside consultation

Increased effectiveness and productivity

Decreased legal and reputation costs for diversity related grievances

Increased organizational innovation

Increased moral and satisfaction

Increase customer service

Enhanced reputation

Commitments:

Time to establish diversity policies and procedures

Developing and maintaining an inventory of organizational skills

Developing and maintaining internal communication strategies

Developing internal reward and merit based system

Executing the above

Training and education, entrenching diversity values

Image building and public relations

Expending benefits that recognize diverse needs

Preparing supplements to annual reports

Increase in long run profitability

**SECTION THREE: BUILDING A WELCOMING WORKPLACE
FOR NEWCOMERS**



What is a welcoming workplace?

A welcoming workplace readily absorbs new employees, values the difference in perspective and experience they bring to the company and assists their integration into the work environment.

Broadening your human resources strategy to include minority communities and networks in the region, posting across Canada, with immigration settlement providers or even internationally can help you to diversify your workforce and attract first-rate employees.

It is important to recognize some of the demographic changes taking place in Canada and its possible impact on the local labour market. For example, according to 2001 Canadian Association of Chartered Accountants, immigrants are expected to account for all net labour force growth by 2011, and for all net population growth by 2031.

In addition labour force growth through immigration, the aboriginal population in Nova Scotia has a predominantly young population, with over 88% being aged 55 and under. Yet, according to Statistics Canada the Aboriginal population in NS has the highest rate of unemployment at 22% compared to 11% for the provincial average.

Other groups to consider in your diversification strategy could include persons with disabilities, according to the Nova Scotia league for Equal Opportunities, 17% of people in the province have some form of disability, employers can offer opportunities for disabled individuals to contribute fully to society. Women have also made significant gains in the workplace, with participation rate in Inverness and Richmond Counties rising from 37.05% in 1981 to 50.05% in 2001, hiring women in non traditional positions makes good business sense.

- The value of leadership in the workplace cannot be underestimated.
- Leadership in management is key to the success of any business or organization. To insure that a diverse workforce brings business results, individuals in key positions in an organization need to commit to and take charge of the necessary changes. This commitment cannot be intermittent or tokenistic; leaders must show on-going, sustained commitment.
- To value diversity is to recognize and acknowledge individual differences and accommodating individual needs and expectations. Valuing and managing diversity must work in tandem.
- Creating a welcoming work environment for newcomers requires support and integration. This is particularly important when hiring minorities, by ensuring that your strategy includes the community, fellow employees and support networks for newcomers. This helps reduce the anxieties of newcomers in the workplace, help co-workers appreciate the value they bring to the organization and
- Involving the community as a whole and removes perceived barriers and threats associated with immigrants in the workplace.
- Integrating HR Strategies- As companies begin to grow, the division between management and labour fades. The workplace becomes a community. Employees take pride in their job, their team, and their company. They feel that they can be themselves at work. They celebrate the successes of their co-workers and cooperate with others throughout the organization. This is not a utopian vision of the workplace but a successful strategy used by employers to succeed and retain good employees.

Welcoming workplace culture

Employees are increasingly looking for fair compensation and really want a workplace and managers they can trust- this is the key criteria for an excellent workplace. For employees to find management credible, information must be shared effectively.

Credibility (two-way communication, competence, integrity)

Respect (support, collaboration, caring)

Fairness (equity, impartiality, justice)

Pride (in personal job, team, company)

Comaraderie (intimacy, hospitality, community)

Trust (primary, between management & staff, co-workers)

Employee identified keys to a welcoming workplace:

"The best Places to Work in Canada" by Laura Bogomolny, Peter Evans, Andy Holloway, Zena Olijnyk, Erin Pooley, Andrew Wahl- Canadian Business April 10-23,2006.

Employers that demonstrated a workplace culture that exemplifies these principals outperform their competitors on the stock market, in recruitment and in the long run.

Employees note that fair and equitable compensation is important but, the above noted principals can trump compensation. Retaining and attracting employees is not only about wages and compensation. Striking a balance between home and work or flexibility, diversity, employee appreciation and involvement can often help retain/attract employees.

Tips for management to ensure that diversity is successful:

- **Ensuring adequate human and financial resources to support diversity efforts;**
- **A feedback system is needed when planning to implement diversity strategy.**
- **Taking a survey of attitudes and generic list of performance indicators.**
- **Performance evaluations are needed before and after implementing a diversity strategy to identify the cost and benefits of its implementation**
- **Track changes in HR costs:**
 - Recruitment costs**
 - Litigation \Consulting**
 - Absenteeism**
 - Employee performance**
- **Holding executives, managers and employees accountable for change by building diversity measures right into performance agreements.**
- **Hold themselves accountable for the results to their boards of directors, shareholders and customers and citizens by reporting through supplementary statements to boards and shareholders, back to employees.**
- **Lead by example. Building organizational support for, and commitment to, workplace diversity by promoting and participating in diversity-related activities and events in the organization; and**
- **Speaking on topics related to diversity at external events, such as recruitment drives, business forums and visible minority community functions.**
- **Consider people as a strategic resource, it create competitive advantage and environment where people can do their best without attitude or systematic discrimination and places emphasis on innovation and productivity.**

Suggestions from the Conference Board of Canada: Handbook for Employers, 2006 & recommendations from the CAC- measuring the impact of diversity 1996 Society of management Accountants of Canada, Toronto. Issue paper 12

Challenging discrimination and building cultural competence

Diversity involves addressing issues of racism, sexism and all other forms of discrimination, addressing intolerances requires leadership and the ability to understand and speak out against oppressive behaviors, attitudes and systems.

Without addressing these issues, discrimination quickly creates a climate of insecurity, isolation and resentment. The concepts of power, privilege, race and equity are linked.

Given that the top three source countries for immigrants to Nova Scotia represent visible minority populations, addressing racism should be a key part of your strategy to diversify and build a welcoming workplace.

What is Racism?

Racism - The belief that race accounts for differences in human character or ability and that a particular race is superior to others.

Overt Racism - Attitudes, actions, policies and practices that openly embody the assumption that one's ethnoracial group is superior to other(s). This form of racism includes hate propaganda and hate crimes.

Systemic Racism-This form of racism may be introduced consciously or unconsciously. Policies and practices that adversely affect ethno-racial and ethno-cultural policies are a dominant part of the fabric of society.

Internalized Racism - The perception among those from outside the dominant culture that racists' ideology is true/inevitable. It is racism turned inward. The process occurs when society as a whole rewards the attitudes, values and behaviors of the dominant group or culture.

Teaching diversity in the workplace requires taking an in-depth look at who you are and your workforce. It demands openness, learning and can be personally challenging. Valuing and managing diversity requires companies to alter familiar and comfortable ways of doing things that has served well in the past. Companies must be able to take advantage of opportunities that arise from outside change, including diversity. Building cultural competence within your organization is very important when hiring from non traditional sources. All individuals have culturally diverse backgrounds have differing skills, knowledge, and values.

Therefore, it is important to understand people as individuals within the a certain context. While culturally diverse populations often experience barriers to employment or feelings of exclusion in general, it cannot be assumed that all people within these groups experience the same reality. The exclusion experienced may not be the same across groups of people.

Cultural competency is an improvement process that occurs along a continuum towards cultural proficiency. It is very important for employers to regularly assess where they are on this continuum.

Assessing Cultural Competency

1. Examine your values, behaviors, beliefs and assumptions.

- 2. Recognize racism and the institutions or behaviors that breed racism.**
- 3. Engage in activities that help you to reframe your thinking, allowing you to hear and understand other world views and perspectives.**
- 4. Familiarize yourself with core cultural elements of the communities you serve.**
- 5. Engage all staff to share how their reality is similar to, or different from, what you have learned about their core cultural elements.**
- 7. Develop a relationship of trust with co-workers and customers by interacting with openness, understanding, and a willingness to hear different perceptions.**
- 8. Create a welcoming environment that reflects the diverse communities and customers that you serve.**

Recommendations for this section were adapted from A Cultural Competence Guide for Primary Health Care Professionals in Nova Scotia, 2006 and the information from the Multicultural Association of Nova Scotia (MANS).

Evaluating your workplace

Conducting an evaluation of your organization and identifying the opinions of employees is key to identifying what your workplace culture is and how to improve based on these principals.

Evaluation: Is your workplace a great place to work?

Actions on Credibility:

- How visible are you with your staff?
- Do managers behaviors match their words? Do they keep promises?
- How effective is the two way communication?

Actions on respect

- Do you view someone as an employee or a whole person?
- How collaborative is decision making?
- Have you put the right people in the right job and given them the resources to be effective?

Actions on Fairness:

- How consistent is the distribution of benefits and perks?
- Are promotion processes widely understood and consistently followed?
- What can employees do when they need to appeal a decision?

Actions on Pride:

- Have you defined what you want your employee experience to be?
- Would you recommend your company as an employer to a close friend?
- How have you connect your employees job to a tangible outcome?

Actions on Camaraderie:

- How do teams and supervisors welcome new employees to the company?
- How much fun is it to work here?
- Are you better at task accomplishment than relationship building?
- How are employees involved in the community?

This assessment was retrieved from "*The best Places to Work in Canada*" by Laura Bogomolny, Peter Evans, Andy Holloway, Zena Olijnyk, Erin Pooley, Andrew Wahl- Canadian Business, April 10-23, 2006.

Tips for Managers:

1. Determine where your organization is on trust and continuum- how do business decisions affect employee trust, is trust even talked about?
2. Managers need to understand that every interaction is an opportunity to build trust and missteps can break trust.

3. Focus on a few key trust building changes and pursue these consistently and relentlessly, this takes time and patience.
4. Understand that how you actually carry out changes to improve the work environment- especially involving employees in the process is more important than the changes themselves.
5. Leverage what is already special- energize and encourage employees to do their best and celebrate the unique strengths of your organization.

Doing this can push managers comfort levels but it is well worth the effort.

Building Awareness of Skilled Immigrants

Awareness

1. Build awareness among managers and supervisors that skilled immigrants are now a significant segment of the Canadian population and labour pool.

2. Build awareness among supervisors and hiring decision makers that the majority of skilled immigrants to Canada have been accepted specifically for their skills and education (i.e. through a points system).

3. Hold internal meetings or workshops on the value of and the business case for hiring skilled immigrants.

Economic Impact

4. Develop an understanding in your company/organization of the potential benefits of employing skilled immigrants: enthusiasm, work ethic and ability to bring new perspectives to business problems.

5. Build awareness internally of the loss to the Canadian economy because of high unemployment or under-utilization of skilled immigrants.

6. Educate hiring decision makers in your company/organization about the various business drivers for employing skilled immigrants (e.g. shrinking workforce, globalization, specific skill sets within the skilled immigrant pool).

New Markets

7. If you conduct business outside of the region, highlight the value of skilled immigrants for access to international markets.

8. Highlight the value of skilled immigrants for the development of niche/ethno-specific markets that your business could expand into.

9. If you develop new products or conduct research, build awareness that skilled immigrants bring new ideas and perspectives that may improve innovation.

Barriers

10. Create understanding among managers and hiring decision makers that recruitment processes and tools may create barriers to skilled immigrant applicants.

11. Build awareness among managers and hiring decision makers of specific cultural stereotypes or nuances during recruitment that may lead to potentially high-performing candidates being excluded.

Credentials

12. Build awareness among management and hiring decision makers of the value and transferability of international skills and credentials.

Inclusion and Integration

13. Build awareness among hiring decision makers the key differences between "visible minorities" and "skilled immigrants" to ensure programs for visible minorities are also inclusive of skilled immigrants.

14. Create opportunities for the CEO and/or other senior management to communicate the value of diversity, with specific mention of skilled immigrants.

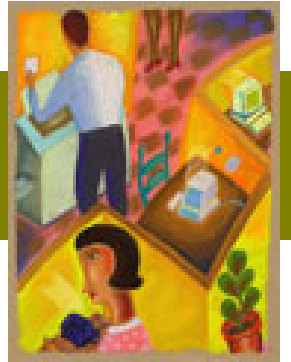
15. Create opportunities for the CEO and/or other senior management to specifically mandate that qualified skilled immigrants be hired into the company.

16. Create opportunities for the CEO and/or other senior management to sponsor internal or external initiatives related to hiring, mentoring, promoting and retaining skilled immigrants.

17. Identify a diversity champion within the most senior levels of the organization (e.g. CEO or other senior executive).

18. Ensure access to management, executive and board level opportunities for skilled immigrants.

SECTION FOUR: RESOURCES



Immigration Contacts

NS Office of Immigration The Nova Scotia Office of Immigration promotes immigration to our province and selects immigrants through our provincial nominee program.

1741 Brunswick Street, Suite 110A
PO Box 1535
Halifax NS B3J 2Y3
Telephone: (902) 424-5230
Toll Free in Nova Scotia: 1-877-292-9597
Fax: (902) 424-7936
email: immigration@gov.ns.ca
<http://www.novascotiainmigration.com/>

Citizenship and Immigration Canada (CIC) was established in 1994 to link immigration services with citizenship registration, to promote the unique ideals all Canadians share and to help build a stronger Canada.

The Department admits immigrants, foreign students, visitors and temporary workers who enhance Canada's social and economic growth; resettles, protects and provides a safe haven for refugees; helps newcomers adapt to Canadian society and become Canadian citizens; and manages access to Canada to protect the security and health of Canadians and the integrity of Canadian laws.

Website: <http://www.cic.gc.ca/>

Service Canada Foreign Worker Program- Information for Workers & Employers

For information on working in Canada or hiring foreign workers, please refer to the Service Canada/ Citizenship and Immigration Foreign Worker Program link to identify what is required to obtain a work permit and what you need to know before being employed in Canada.

This site is also useful to identify what criteria needs to be met to hire from outside of Canada and what support the employer is expected to provide to a foreign worker.

Website: http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/fw.shtml

Newcomers Employer/Employment Services

Contact Information for Newcomer Employment Services

MISA - Metropolitan Immigrant Settlement Association

The Metro Immigrant Settlement Association has been working hard to extend immigrant services and promotion into regions outside of Metro Halifax. This year in cooperation with the *Halifax Immigrant Learning Centre*, they are offering a host of new programs in support of immigrants, employers and promotion of rural/small town Nova Scotia.

MISA's Employment Services Unit works with a large number of skilled newcomers from a wide variety of fields. If you are looking for employees or staff, please visit their website employment posting link at the ULR below:

http://www.misa.ns.ca/ForEmployers/Employers_PostJobs.htm

Complete the form and they will make every effort to refer qualified, pre-screened candidates to you. They can also post your job advertisement on our employment board.

All candidates are legally entitled to work in Canada.

7105 Chebucto Road, Suite 201
Halifax, NS B3L 4W8

Tel: (902) 423-3607 ~ Fax: (902) 423-3154

Email: info@misa.ns.ca

Website : www.misa.ns.ca

Note : MISA also administers the *New Beginnings Program* which gives employers the opportunity to meet and assess an immigrant professional on the job, gain extra brainpower and be an example of a diverse business/organization in your community.

There is no obligation to pay or hire. Just introduce a challenging project to these talented candidates! This list shows some of the skilled workers who are willing to gain Canadian experience through the New Beginnings Program. Please email the NBP Work Placement Coordinator at: lcosta@misa.ns.ca for further information or if you think your organization would benefit from a work placement. MISA will answer your questions and will arrange for you an informational interview with the participant.

Halifax Immigrant Learning Centre

HILC has been providing language and training to newcomers since 1988, this support has been extended to the regions outside of Metro Halifax through a new Pilot Project, English for Communication and Networking-Videoconference Pilot. Below is a list of training opportunities currently being offered by HILC.

- [English for Communication and Networking - Videoconferencing Pilot](#)
- Part-time LINC classes morning and afternoon
- English in the Workplace
- English for Work and Business

- Language Learning Strategies
- English for Internationally Educated Health Professionals
- Communication and Orientation Program for Internationally Educated Engineers New!
- ESL Literacy
- Evening ESL for employed newcomers Benchmarks 4-7
- Canadian Citizenship Preparation
- Computer skills training
- English for Immigrant Entrepreneurs

Halifax Immigrant Learning Centre
 Suite 201
 7105 Chebucto Rd
 Halifax, NS
 B3L 4W8

Tel: (902) 443-2937
 Fax: (902) 423-3154

Email: info@hilc.ns.ca
 Web address: www.hilc.ns.ca

Employment Posting Services for other Cultural & Minority Groups

Contacts Information for Local/National First Nations Employment Services

Chapel Island First Nations

Human Resource Office
 Contact: Diane Basque
 Phone: (902)535-3317
 Fax: (902)535-3004

Mi'kmaq Employment / Training Secretariat

Contact Info: P.O. Box 99,
 Shubenacadie, NS
 Canada, B0N 2H0 Phone: (902) 758-4181

Fax: (902) 758-2127
Email: metsada@mets.ns.ca

Inclusion Network

Created by Aboriginal Human Resource Development Council of Canada to assist employers with Aboriginal staffing needs, and the Aboriginal community find new employment opportunities.

Phone: 1-866-711-5091
Web address and registration: www.inclusionnetwork.ca

Contacts for the French/Acadian Community

L'Université Sainte-Anne

3433 Route 206
Petit-de-Grat, N.-É.
B0E 2L0
Tel : (902) 226-3900
www.usainteanne.ca

La Fédération acadienne de la Nouvelle-Écosse (FANE)

Phone: 902-902.433.0065
Email: fane@fane.ns.ca
Web address: www.federationacadienne.ca

Le Conseil de dÉveloppement Économique de la Nouvelle-Écosse

Richmond
C.P. 130
Petit-de-Grat (N.-É.)
B0E 2L0
Tel : 902-226-0064
Web address: www.cdene.ns.ca

Contact Information for African NS Employment Services

Cape Breton Black Employment Partnership Committee

Address: 731 Victoria Road Sydney, Nova Scotia B1N 1J3
Telephone: (902) 562-6656
Fax: (902) 562-3436
E-mail: info@cbbepc.ca
Web-site: www.cbbepc.ca

Contact Information for Employment Services for Persons with Disabilities

Inverness-Richmond Persons with Disabilities

Provides employment related services to unemployed and underemployed individuals facing barriers to employment. Provide personalized programming, services to meet employers skill needs, such as candidate identification and referrals to wage subsidization programs.

609 Church St.
Port Hawkesbury, NS
B9A 2X4

Phone: 902-625-0001

Fax: 902-625-2361

Email: irspd@ns.aliantzinc.ca Web Address : www.irspd.ca

Resources for Youth and New Graduates

Part of a diversity strategy should include youth and new workforce entrants; posting employment opportunities with universities, community colleges and career centres is a good way to get the word out that your business is responsive to employing youth. Taking part in mentorship and cooperative programs, being visible at career fairs, informing guidance councilors of employment options available here in our region and word of mouth are other important ways to reach out to new and future employees.

NS Youth Secretariat

For a complete listing of employment, mentor and cooperative programs for youth please contact the Nova Scotia Youth Secretariat:

Nova Scotia Youth Secretariat
2021 Brunswick Street, 5th Floor
PO Box 578
Halifax, Nova Scotia
B3J 2S9

Web address: <http://youth.ednet.ns.ca/secretariat/secretariat.htm>

Additional resources for hiring youth and new graduates

Local School Board Contacts

Strait Regional School Board
Port Hastings
1-902-625-2191

<http://ls-strait.ednet.ns.ca/srsb/SRSBoard.nsf/MainFrameSet/>

conseil scolaire acadien provincial
<http://csap.ednet.ns.ca/>

Local Colleges and Universities:

Nova Scotia Community College: Strait or Marconi Campus
www.nsccl.ca

St Francis Xavier University
www.stfx.ca

Cape Breton University
www.capebretonu.ca

For a links to colleges and universities in the province of NS: visit the NS Department of Education website at: <http://www.novascotiaeducation.com/>

Hiring Nationally and Abroad

Sample of Canadian resources:

Foreign workers and new Canadians usually search some of Canada's largest online employment sites. Employers are encouraged to increase their hiring profile by posting nationally. If you are planning to hire a Foreign Worker, posting the position nationally to obtain a labour market opinion from Service Canada is a key part of the process. Here is a listing of Canada's most frequently used online employment postings.

Brainstalent: www.brainstalent.com

Career Beacon: www.careerbeacon.com

Job Boom: www.jobboom.com

JobsPress: www.jobpress.com

Workopolis: www.workopolis.com

Service Canada Job Bank: www.jobbank.gc.ca

Labour Market Links for Human Resources and Skills Development Canada

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

<http://www.hrsdc.gc.ca/en/gateways/topics/hze-lyc.shtml>

Sample of international recruitment services

www.networkcanada.ca Network Canada is a member of the Canadian Society of Immigration Consultants and assists Canadian employers to fill their labour market needs through foreign recruitment, and assists the process of foreign individuals with skills to come and work in Canada on a temporary or permanent basis and provides comprehensive, effective and efficient immigration services to individuals in Canada and abroad.

<http://goinglobal.com> Going Global is the leading provider of country specific career and employment information. Our online, unlimited access subscription database contains country career guides, corporate profiles and more than 100,000 international job openings.

Information for Employers-Hiring Foreign Workers

Making a permanent job offer to a Skilled Worker can be an effective way to fill a full-time position in your company and bring needed skills to Canada. If you plan to hire a skilled employee through the CIC Foreign Worker Program, the process begins with a permanent job offer and an application to Service Canada for a labour market opinion so a work permit can be obtained.

Information for this section was collected from the Citizenship & Immigration website, to ensure that information is current or needs further clarification please visit [30Hwww.cic.gc.ca](http://www.cic.gc.ca)

Citizenship & Immigration Canada- Foreign Worker Program

The Application Process for Employers Supporting Permanent Residency in Canada:

If you plan to hire a Skilled Worker for a permanent position in your company, and at the same time, strengthen his/her application for permanent immigration to Canada, you can choose to:

Submit an application for an HRSDC labour market opinion (LMO):

A positive LMO is one requirement that Citizenship and Immigration Canada considers when deciding to issue a work permit allowing the person to work in Canada. At the same time, a positive LMO, the work permit, and your permanent job offer also strengthen the worker's application for permanent residency to Canada.

Or

Submit an application for an HRSDC arranged employment opinion (AEO):

A positive AEO supports the immigration of a Skilled Worker to Canada and is one factor that CIC considers when reviewing an application for permanent residency. Please note that an HRSDC AEO only supports the person's

application for permanent residency, but will not result in CIC issuing a work permit and does not allow the person to work in Canada before receiving his/her permanent residency.

Please note that the Skilled Worker can apply directly to CIC for permanent residency and can gain additional points for having a permanent job offer from you if he/she already holds a work permit that:

- Is valid at the time of application and was originally issued by CIC based on a positive HRSDC labour market opinion (including national opinions like the Canada Research Chairs program)
- **Or** is valid at the time of application and was originally issued by CIC based on an international trade agreement (e.g. NAFTA) or an economic benefit exemption.

Please note that a permanent job offer on its own does not allow a Skilled Worker to immigrate to Canada. Before a Skilled Worker can become a permanent resident, they must:

- Meet the requirements of the Skilled Worker Class;
- Have at least one year of work experience in a professional, managerial, or technical occupation under Canada's National Occupational Classification (NOC) system.

To assist your company in the application process, below is a description of the factors that HRSDC takes into consideration when reviewing your job offer. Submitting a complete application and providing information on these factors can result in faster decisions by HRSDC and CIC officers and reduce delays in the recruitment of your foreign worker.

When assessing a job offer, HRSDC considers primarily:

- The occupation that the foreign worker will be employed in;
- The wages and working conditions offered;
- The employer's advertisement and recruitment efforts;
- The labour market benefits related to the entry of the foreign worker;
- Consultations, if any, with the appropriate union;
- Whether the entry of the foreign worker is likely to affect the settlement of a labour dispute.

For your information, please note that CIC may also require additional criteria when issuing work permits to foreign workers in regulated occupations.

Occupation

HRSDC and CIC use the National Occupational Classification (NOC) system to categorize the job you are filling based on the majority of duties you expect the foreign worker to perform. HRSDC also uses the NOC occupation to identify wages and labour market trends when assessing your job offer.

The NOC system can help you as an employer more accurately describe the duties and identify the occupation that the foreign worker will be expected to perform, noting that HRSDC officers will work with you if the NOC does not precisely reflect your employment needs.

Wages and Working Conditions

HRSDC reviews the wages that you are offering the foreign national, and compares them to wages paid to Canadians in the same occupation based on labour market information from Statistics Canada, HRSDC, provincial ministries, and other reliable sources. If you are offering wages below rates paid to Canadians in the occupation, HRSDC will not confirm your job offer. HRSDC also expects you to provide working conditions that are consistent with federal and/or provincial standards for the occupation and workplace.

Advertisement and Recruitment

HRSDC generally requires evidence of recruitment efforts to find qualified Canadians before applying to hire foreign workers.

You will be asked to provide copies of advertisement in local and national newspapers, recognized INTERNET job banks, job-specific and professional publications, along with receipts to show how long the advertisements were published. The advertisements must clearly show the job duties, position requirements, wages and working conditions.

In some situations, evidence of recruitment of Canadians through other means such as job fairs, co-operative education programs, and apprenticeships may be acceptable.

Labour Market Benefits to Canadians

HRSDC will consider direct labour market benefits from the hiring of the foreign worker(s). Showing how the entry of the foreign worker(s) will transfer skills and knowledge to Canadians, fill a labour shortage, or directly create or retain job opportunities for other Canadians will support your application.

Union Consultation

If the position being filled by the foreign worker is part of a bargaining unit, the following information will support a positive HRSDC decision and will reduce delays in the recruitment of the foreign national:

- An explanation of the union's position on hiring a foreign national for your job. If you have not contacted the union, explain why you have not done so.
- An indication of whether you actively work with union officials to identify unemployed Canadians.
- Confirmation that the conditions of the collective agreement (e.g. wages, working conditions) will apply to the foreign worker.

Please note that HRSDC may contact the applicable union for additional information when reviewing your application.

Labour Disputes

Please be aware that HRSDC and CIC will not confirm the hiring, or issue a work permit to the foreign national if you are making an offer to a foreign national for a position that may affect a labour dispute at your workplace, or affects the employment of any Canadian worker involved in such a dispute.

Exemptions from the HRSDC process

In specific cases under the Immigration and Refugee Protection Act, employers in Canada can hire foreign workers without requiring an HRSDC job offer confirmation. IRPA exemptions from the HRSDC confirmation requirements are intended to facilitate the entry of foreign workers to support broad economic and trade objectives in Canada.

In the case of IT specialists, you should be aware that under the North American Free Trade Agreement, Canadian employers may hire US and Mexican citizens in the following occupations without needing an HRSDC confirmation:

- Computer Systems Analysts with a Bachelor's degree, or a post-secondary degree, or a post-secondary diploma and three years work experience
- Engineers with a Bachelor's degree or state/provincial license
- Graphic Designers with a Bachelor's degree, or a post-secondary diploma, or a post-secondary certificate and three years work

Foreign Workers that meet the conditions above may apply for a CIC work permit directly at a CIC Mission abroad, or at a Port of Entry.

Employing foreign information technology specialists can be an essential part of a company's business strategy. Foreign IT specialists can help you bring needed skills and knowledge to your company and help Canada be a world leader in innovation.

In general, when hiring a foreign IT specialist to work in Canada, employers need to get a Human Resources and Skills Development Canada (HRSDC) job offer confirmation and the Foreign Worker needs a work permit from Citizenship and Immigration Canada (CIC).

Hiring Steps for IT Professionals

Employers hiring foreign IT specialists for work in Canada must:

1. Submit an HRSDC Foreign Worker Application for a Labour Market Opinion (LMO) to the HRSDC Foreign Worker office responsible for your area.
Learn more about the HRSDC LMO assessment criteria noting that a Québec Acceptance Certificate (CAQ) issued by the province is also required for jobs in Quebec.
2. Once HRSDC has approved your job offer, send a copy of the HRSDC labour market opinion letter to the foreign worker.
3. Tell the foreign worker to apply for a work permit from Citizenship and Immigration Canada (CIC). Next, CIC decides whether the foreign worker will get a work permit according to the requirements to work and reside temporarily in Canada.

Facilitated Process in High Demand Occupations and Hiring IT Specialists under Exemptions
HRSDC and CIC have developed a facilitated processing for IT specialists in high demand occupations in cooperation with employers and the Software Human Resources Council (SHRC). Under the facilitated processing, HRSDC has issued national confirmations for the following occupations:

- Senior animation effects editors
- Embedded systems software designers
- MIS software designers
- Multimedia software developers

- Software developers - services
- Software products developers
- Telecommunications software designers

Find full job descriptions at www.cic.gc.ca/english/work/itw-jobs.html.

If you are hiring foreign workers in the occupations above, the foreign IT specialists may apply directly for a work permit at a CIC Mission abroad or at a Port of Entry in the case of citizens of contiguous states including the United States, St. Pierre et Miquelon, and Greenland

Learn more about the facilitated processing for IT specialists from Citizen and Immigration Canada (CIC) or from the Software Human Resource Council (SHRC).

The Worker's Role- Information for Foreign Workers

Foreign applicants are allowed to work in Canada for a short time if they have skills that are needed. In most cases, they must have a valid work permit. There are several steps they must follow to apply for a work permit.

Permit holders must follow the conditions on your work permit or they could be asked to leave Canada. Foreign workers must apply to change their permit if you wish to change these conditions or renew the work permit.

Do they need a work permit?

Foreign workers may work at some jobs in Canada without a permit. Check to see if your work is exempt.

The Job Offer

The worker must be offered a job in Canada before they apply for a work permit. The employer plays a pivotal role in the application process for Skilled Workers and Temporary Foreign Workers.

Where to Apply

Applicants may apply for a work permit at a Canadian embassy, high commission or consulate at any time. There are also situations in which they may apply for a work permit upon entering Canada or once they are in Canada.

Qualifying for a Work Permit

To qualify for a work permit, they must meet the requirements for temporary residence as well as the requirements for issuance of a work permit. They do not

have to apply for a temporary resident visa when you apply for their work permit. It is included in your work permit application.

Spouses and Dependants: Spouses (wife, husband or common-law partner) and dependants who come to Canada with a foreign worker need to have their own work permit if they want to work in Canada. In many cases, they may apply for a work permit without having to obtain an HRSDC job confirmation. Learn more about the Spousal Program [here](#).

Changing Your Permit

Once in Canada, foreign workers need to apply to change your permit if:

- Your job changes;
- Your work will take longer than planned; or
- You need to change jobs or employers.

Employment and Labour Standards: Each province and territory has laws to protect employers and employees. Labour standards include minimum wages, overtime, holidays, vacations, hours of work, rest periods and days of rest. If you have any questions, difficulties or complaints, permit holders may call or visit the ministry responsible for labour or employment standards in your province or territory.

Regulated Occupations

Also, please be aware that CIC will not issue a work permit if the foreign worker does not meet certification and licensing requirements for regulated occupations in Canada (e.g. doctors, engineers, tradespersons). Making the necessary arrangements with the regulatory body for certification and licensing is the employer's and the foreign worker's responsibility.

Will You Qualify as a Skilled Worker?

Skilled workers are people who may become permanent residents because they are able to become economically established in Canada.

To be accepted as a Skilled Worker, applicants must:

- Meet the minimum work experience requirements;
- Prove that they have the funds required for settlement; and earn enough points in the six selection factors to meet the pass mark.

**Language Proficiency
Education
Employment Experience
Age
Arranged employment in Canada
Adaptability**

Please visit 31H www.cic.gc.ca for full details

The Six Selection Factors are evaluated based on a point system based on the following:

Interview Strategies

General Information

- Demonstrate fair and equitable values with all candidates throughout the recruitment process.
- Being consistent in how you approach candidates will ensure all are evaluated on the same basis. Have a structured interview prepared.
- Follow the Canadian Human Rights Act. Check your questions against the Legal Do's and Don'ts.
- Conduct a focused behavioral-based interview to explore the behavioral competencies considered critical to the role, focusing on the technical skills and requirements for the position (job fit) and organizational awareness (organization fit). Questions you pose are intended to be job-related. Your goal is to assess a candidate's ability to do a job.
- Use past performance to predict future behavior by asking what candidates have *done*, not what they *would do*. Incorporate into your questions tasks the job requires now *and* in the future.

(Excerpt from Interview Guidelines for Managers, RBC Financial Group)

Preparing for the Interview

- Schedule interviews for the candidates you have selected to interview
- Let the candidate know in advance how long the interview will last and details on the interview process (For example: Interviewing with multiple people, getting more information on experience, preparing a case analysis, etc.). Ensure you book sufficient time.
- Review candidate information from the resume and the Recruitment interview summary. Note any relevant areas you may wish to explore further (For example: job experience, education, behavioral examples).

- Prepare a structured set of interview questions.
- Be consistent with each interview; ask the same questions of each candidate.
- Arrange an appropriate location for your interview that will convey a positive image of the organization, is quiet, comfortable and free of interruptions. Know where accessible restrooms, drinking fountains and telephones are located.
- If the candidate has requested accommodation for the interview, ensure this is arranged prior to the applicant's arrival.

Structuring the Interview

- A structured interview consists of a planned set of questions that relate directly to the required and desired competencies, skills and experience that are identified in the position description. The use of a structured interview guide is a convenient way of conducting a legal interview that is consistent with each applicant. Remember to use the same interview questions for each candidate.
- You may use the resume and interview notes to prepare questions specific to the candidate's work experience such as length or gaps in employment, or anything else you need more detailed information on when interviewing. Another option is to review the resume with the candidate and have them explain the resume in further detail.

(Source: <http://www.upwardlyglobal.org/interviewing/index.php>
Upwardly Global-Cross-cultural Interviewing: A Training for Human Resources and Hiring Managers)

Acknowledgements

Special thanks to the Nova Scotia Office of Immigration for providing funding for this document and their continued support of efforts to attract and retain newcomers in the Strait highlands Region. Thank you to all of the employer and organizations who participated in interviews and discussion, to the Immigration @ Work Steering Committee members for their time and participation and to all of the newcomers interviewed during this project.

Document prepared by:
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Port Hawkesbury, NS
B9A 3J8

Appendix: Publication Resources

The best Places to Work in Canada by Laura Bogomolny, Peter Evans, Andy Holloway, Zena Olijnyk, Erin Pooley, Andrew Wahl- Canadian Business April 10-23,2006.

Diversity in Recruiting-The 10 Lenses

By: Frank X. McCarthy, Frank X. McCarthy Assoc., Inc.
<http://www.nehra.com/articlesresources/article.cfm?id=461>

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- Citizenship & Immigration Canada- cultural profiles link/ provides a brief profile of over 100 countries.

<http://www.cp-pc.ca/english/index.html>

- Diversity and population projections for 2017.
<http://www.cprn.org/en/diversity-2017.cfm>
- Youth Against Racism
<http://www.youthagainstracism.ca/home.html>
- Canadian CED Network
<http://www.ccednet-rcdec.ca/en/pages/home.asp>
- Atlantic Metropolis Centre
<http://www.atlantic.metropolis.net/>

Additional Immigration Resources

- Service Canada Foreign Worker Program
http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/fw.shtml
- Canada Border Services Agency
<http://www.cbsa-asfc.gc.ca/menu-e.html>
- Multicultural Association of Nova Scotia
<http://www.mans.ns.ca/>
- World Education Services- Credential Assessments
www.wes.org
- Canadian Information Centre for International Credentials
<http://www.cicic.ca/indexe.stm>
- Shaping Our Future – A Practical Guide to the Selection, Reception and Integration of Resettled Refugees (This guide is intended not only for officials involved in running resettlement programs but also for other actors including resettled refugees, international organizations, NGOs, service providers, training providers, and local community groups).

http://www.more.fi/files/handbook/Handbook_English.pdf

- CIC Integration- Net, new site to support communities welcoming immigrants- includes numerous Canada wide links for welcoming communities.

<http://integration-net.cic.gc.ca/english/index.cfm>

- Best Settlement Practices: Settlement Services for Refugees and Immigrants in Canada- Canadian Council for Refugees (This document is to present an overview of what is generally agreed to make for successful settlement programs).

<http://www.web.net/%7Eccr/bpfina1.htm>

- Handbook on Integration for Policy-Makers and Practitioners (Prepared for the European Commission, this handbook depicts best practices and offers lessons drawn from practices in member states of the European Union on two kinds of integration programs: introduction courses for newly arrived immigrants and recognized refugees; and civic participation).

http://europa.eu.int/comm/justice_home/doc_centre/immigration/integration/doc/handbook_en.pdf

- Immigration Today- Canadian Statistics

<http://www.cprn.org/en/diversity-glance4.cfm>

- Learning Together: A Resource for Volunteers Working with Adult ESL Learners (Manitoba Labour and Immigration. Adult Language Training Branch- Volunteering with Adult ESL).

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