

TAKE A LOOK AT WHAT'S WORKING

ACNOWLEDGEMENTS

Business Results Through Hiring Internationally Trained Workers In Canada: “Right Before Your Eyes” is the result of a successful partnership between Canadian Manufacturers & Exporters (CME) – Ontario Division and the Ontario Ministry of Training, Colleges & Universities (MTCU).

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Yours Very Truly,



Vice President
Ontario Division

We would like to express our gratitude for the contribution, dedication and commitment of the following companies and associations:

- Canadian Manufacturers & Exporters
- Ontario Ministry of Training, Colleges & Universities
- 3M Canada
- IFS Industrial & Financial Systems Canada Inc. (IFSCA)
- Linamar Corporation
- Nanowave Inc.
- Osram Sylvania Ltd.
- Palliser Furniture
- Vitafoam Products Canada Ltd.

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What Works

The human resource needs of leading Canadian businesses are as varied as the firms themselves, but one thing is common to all. Canadian businesses want qualified, professional and skilled personnel, and they will go to great lengths to find the best person for the job, regardless of nationality.

Progressive companies look for people who not only bring superior skills to the job, but also new ideas and innovation. They provide opportunities for all their employees to use their knowledge and contribute to the success of the company. These companies also provide additional training and education so employees can grow within the firm.

Companies face several challenges in finding the right person for the job. Let's look at some of the best practices used today. While this is only a small sample of "what works" in these companies, these activities are common to all world-class firms, and directly impact the bottom line in terms of increased profits, greater productivity and employee retention.

3M CANADA

3M Canada is a subsidiary of 3M, which has offices and plants throughout the world. Its London, Ontario, plant is the company's largest in Canada, and employs approximately 1,000 people.

3M, like most other companies, seeks only to hire the best-qualified candidate. The person's nationality is irrelevant. For 3M, the key criteria are that the individual suits the job and has the skills to perform its related tasks. One area in which 3M has had success with internationally trained staff is with scientists and engineers, where the skills required are highly technical. The company also encourages and supports language improvement and education upgrading courses through their tuition reimbursement program.

At 3M, the hiring supervisors decide the best mode of interviewing, with the objective being to determine how closely the candidates' skills match the requirements.

In the plant, for example, 3M uses a method of comprehensive testing for about eight to ten hours, spread out over a number of days, along with interviewing and role-playing, to determine literacy, numeracy and other relevant skills.

Ravi Samuel, 3M Canada's Quality Manager, says that, aside from the benefit of a second language in a global environment, the assets international workers offer include their exposure to different cultures and major change, along with creative ideas and a different approach to problem-solving.

Mr. Samuel says, *"Hiring foreign-trained employees can be a competitive advantage for an organization, as well as develop a more varied perspective on issues."*

IFS INDUSTRIAL & FINANCIAL SYSTEMS CANADA INC. (IFSCA)

IFSCA of Waterloo, Ontario, is the Canadian arm of Swedish-based IFS, a developer of component-based business applications for medium and large enterprises used in a variety of management processes and systems. The company handles sales of all software applications, and works with many implementation partners across Canada.

IFSCA currently has 24 employees in Canada involved in sales, partner support, training, programming and systems support. Thirty percent of these employees are internationally trained. Highly educated, many of their employees have engineering and MBA degrees, or both. Employees were recruited from other divisions of IFS overseas because company expertise did not exist in Canada. Their knowledge assists IFSCA's customers, and prospects and helps in the development of Canadian employees.

Although English as a Second Language (ESL) is offered, most of the workers at the company have quite sophisticated English language skills at the time of hire, even though English is their second language. The company also reimburses ESL tuition costs for spouses, in order to allow the workers' families to integrate as smoothly as possible into their new environment. Once candidates are hired, they participate in a one-week orientation process. During orientation new hires spend time with staff members with whom they will work. New employees also meet with Human Resources personnel who will help them find accommodations, healthcare, drivers' licenses, vehicles, taxation, etc.

To further encourage their staff to integrate into Canadian culture, IFSCA has set up a "buddy" system in which new staff pairs with an employee, preferably from a different country of origin. This "mentoring" process exposes the staff to different ideas, cultures and perspectives.

Retention efforts include a variety of training opportunities, such as educational upgrading, and an excellent salary, benefit and vacation package. In addition, IFSCA has a very visible, open and approachable management style, which combined with their other efforts, has contributed to an extremely high retention level.

Trudie Carlesso, President, stated, *"The hiring of internationally trained workers has enabled IFS to grow and support the Canadian market approximately a year ahead of what we would have been able to accomplish otherwise. It is our hope that the opportunities and policies we have established will ensure these valuable personnel will remain in Canada with us long-term."*

LINAMAR CORPORATION

Linamar Corporation of Guelph, Ontario, is a world leader in precision machining of components, modules and systems. Linamar employs almost 8,500 employees worldwide, with approximately 6,000 in Canada.

Linamar has a culturally diversified workforce and some 16 different languages are spoken in the company. The company's focus for hiring is always to hire staff that has the necessary skills, regardless of nationality. As such, internationally trained workers have helped Linamar to compete successfully in the global marketplace.

Linamar looks for specific skill sets when it recruits. Because many of their jobs are highly technical, workers provide proof of their certification, tickets and journeyman papers for their trade.

Company interviews are generally conducted in English. However, if the candidate interviewed does not speak English well, the company may bring in another staff member who speaks the candidate's native language.

English as a Second Language (ESL) training is offered to staff as required, with Linamar picking up half the cost of the program. Such training takes place either in-house or off-site, and varies from plant to plant.

As a retention practice, Linamar also supports promoting from within and posts all jobs throughout the organization. Work assignments to other plants are offered to help employees gain additional skills and experience. Employees are encouraged to plan their careers and take courses that benefit both themselves and the company. Linamar pays fees for those courses in advance.

NANOWAVE INC.

Nanowave Inc. of Etobicoke, Ontario, designs and manufactures microwave and millimetre wave components and subsystems, used for commercial communications. The company has more than 100 employees and its workforce reflects the demographics of the Greater Toronto Area. The company's philosophy is to hire the best people for the job, regardless of their nationality.

Although knowledge of English is preferred, it is the applicant's technical language knowledge that is critical to Nanowave. For that reason, interview teams, where possible, include a person with the candidate's native language to capture the candidate's educational background and work history. Candidates with limited English skills receive an opportunity to demonstrate their technical skills by preparing technical drawings and presenting technical solutions to a particular problem.

Company President Dr. Justin Miller says that unique assets international workers bring to the job, such as a second language, are often beneficial when competing in international markets such as Europe and Asia. As well, many international workers are more adept at using different theoretical and innovative solutions for unusual problems.

"The result," says Dr. Miller, "is that our superior technical knowledge base has allowed us to compete successfully against much larger companies in both North America and Europe."

Nanowave strives to ensure that the worker's ability matches the requirements necessary to carry out the job. In cases where employees do not need to improve their language skills, but would still benefit from retraining, the company offers tuition reimbursement for ESL and language retraining.

OSRAM SYLVANIA LTD.

Osram Sylvania Ltd. in Mississauga, Ontario, manufactures lighting products, including light bulbs and ballasts, for industrial, commercial and retail customers. In Canada, there are approximately 800 employees, with the Mississauga office employing approximately 125 staff. These locations make up the Canadian workforce within a global company that employs 35,000 people worldwide.

The company's internationally trained workers are employed throughout different parts of the company. When recruiting for vacancies, Osram

Sylvania posts positions internally, at its sister company Siemens, or on the Internet, to ensure a wider distribution. The interview process at the company encompasses a standard oral component, as English skills are a core skill required for job competency. The company also tests office workers, and plant workers as required, for knowledge of software. As well, Osram Sylvania conducts manual dexterity and aptitude tests for job fit.

In order to integrate all staff optimally, the company offers a staggered orientation process to introduce company values, health and safety, benefits, and workers' rights and responsibilities.

Human Resources Vice President Bob Lalancette, states, "*The integration of internationally trained staff has been a natural occurrence, without barriers. For applicants that submit accreditation, the workers often submit assessments or equivalency testing to the company.*"

Although there are no significant differences noted between internationally trained workers and Canadian trained workers, Mr. Lalancette finds that internationally trained workers are often extra attentive and committed in the early stages, to ensure they adapt to a new and foreign work environment.

"*We need, and want to hire, the best people we can find for our company. Internationally trained workers are an essential part of that process,*" says Mr. Lalancette.

PALLISER FURNITURE

Palliser Furniture of Winnipeg, Manitoba, is a global furniture manufacturing company employing approximately 5,100 employees. The majority of the staff is located in Winnipeg, with the remaining at facilities in Calgary, Mexico, Indonesia and North Carolina. The Conference Board of Canada recognizes Palliser Furniture as one of the most culturally diverse workplaces in Canada.

Approximately 70% of Palliser's workforce consists of international workers. While Palliser does employ some technical and professional internationally trained workers, many of the other positions are not highly technical. However, these positions are vital to the company's skill needs as there has been a lack of resources available locally to fill the requirements for staffing.

When assessing applicants for job vacancies, the company foregoes the conventional interview process. Instead, the company invites prospective employees to an information session where initial screening takes place, and tours them around one of the plants to ensure a clear understanding of the

jobs available. During this session individuals are invited to a two-day assessment process to test whether their skills match the job requirements. As required, trainers will speak the languages native to candidates who do not speak English adequately for training purposes. Those hired after the two-day assessment join an employment pool where further training can occur.

English as a Second Language (ESL) and language classes, as well as other courses are offered to assist in the integration process.

Palliser started English as a Second Language (ESL) classes over ten years ago, and has added literacy, math/numeracy, computer and leadership programs since. In 2002, there were 14 classes running that included multi-level English as a Second Language (ESL) classes, advanced tutorials for reading, writing and accent reduction, computer literacy for Excel, Word and PowerPoint (individualized to meet the learner's language competency level) and on-site accredited English classes for Grades 9 to 12 in the mature student High School Diploma Program.

Programs run at different times to accommodate varied schedules, and employees receive their hourly rate for 50% of their class time while the other 50% of the class is on their own time.

Art DeFehr, Palliser President and CEO, notes, *“Design captures the attention of our consumers. Innovation creates distinctives that lead to value. Excellence in service closes the loop to a successful sale. But people make it happen. People who are competent, committed and who care. There are over 5,000 at Palliser from 70 nations who speak 40 languages. But we speak in only one voice as to our purpose, and we live by one set of values. We are committed to use the skills and resources of our globe to bring leading-edge design and innovation.”*

VITAFOAM PRODUCTS CANADA LTD.

Vitafoam Products Canada Ltd. of Toronto, Ontario, produces and fabricates polyurethane foam used for many purposes, such as for use in furniture manufacturing, carpet underlay and in the automotive sector.

Vitafoam has plants across Canada, with over 100 employees in the Toronto plant. In order to maximize staff skills, Vitafoam uses a broad-based advertising approach, which includes conventional methods as well as contacts from within the company.

Along with hiring the most qualified candidate for any given position, this

company recognizes the resources that internationally trained workers bring to their staffing needs. Recently there has been a marked increase in the number of internationally trained workers that now occupy more technical positions. Often, these individuals come from abroad with high levels of skills and education.

In cases where language is a barrier, Vitafoam offers English as a Second Language (ESL) classes in-house for improving language skills.

The company recognizes that it can take time for internationally trained workers to adapt, but because they have a diverse background and a broad base of experience, these workers often apply their skill sets in novel ways. Being relatively new to the culture and the Canadian workplace can also fuel workers' desires to prove their ability and succeed.

Vice-President and Corporate Counsel Sheldon Caplan says: *"Those companies that are not recognizing the skills of internationally trained workers will not succeed in the 21st century."*

On the whole, Vitafoam's goal to hire the best person for the job has allowed them to cast a net that includes all possible candidates. In doing so, Vitafoam recognizes that a company must include the widest breadth of individuals to meet its skills needs.

THE BOTTOM LINE

Internationally trained workers bring value to any company, including increased productivity and innovation. As well, these workers offer:

- the skills you need;
- a workforce in touch with more sectors of the global market, drawing on a wider range of knowledge, experience and perspectives to achieve creative solutions and improvements;
- excellent employee relations and attendance;
- optimized employee commitment and effort; and
- improved reputation in the community, resulting in easier recruitment of potential new employees.

For more information, refer to the “Resources Section of this booklet”.

FREQUENTLY ASKED QUESTIONS

1. **How do I find internationally trained workers who have the skills I need?**
 - a. Community agencies that provide employment services for internationally trained professionals and workers are an excellent source for employers who are looking for highly motivated, skilled individuals. A list can be found in the resource section.
 - b. Job Connect
 - c. Ontario Bridging Initiative
 - d. Ontario Works
 - e. Human Resources Development Canada (HRDC)
 - f. Electronic Labour Exchange
 - g. National Job Banks
 - h. Ethnic Media
 - i. Recruiting Agencies

2. **How do I determine whether an applicant with international training or education meets my skill needs?**

You can:

- a. ask for certification papers or journeyman papers where applicable
- b. get an assessment of their academic credentials through an academic credential assessment service (see resource section)
- c. discern their skills through the interview process
- d. conduct skills testing by assessment done through technical demonstrations at the worksite

3. **What if the applicant doesn't speak English?**

You need to determine the following:

- a. Are English skills a requirement of the job? If so, the candidate may not be suitable. If not, look at the core skills needed to do the job and test for those skills
- b. If the candidate qualifies for the job despite a lack of English skills, consider offering English as a Second Language (ESL) or language upgrading to the worker after hire.

4. What do I do if there is a problem between staff because of cultural or language issues?

- a. Deal with the issues as you would any other Human Resources issue – with professionalism and sensitivity. In order to make workplace operations and relations run as smoothly as possible, ensure your staff has adequate training and education on teamwork, workplace diversity and workplace relations.
- b. Encourage open sharing of diverse ideas and workplace solutions to problems that arise. Foster positive relations between diverse cultures. Encourage positive staff relations through staff meetings, events and functions.

5. What about a mentoring process to help with the integration process?

Mentoring is a great way to help a new staff member become integrated as quickly as possible. This can be achieved in a number of ways. Consider introducing the new employee to the staff he or she will work with on the job. Also, wherever possible, give the employee a short orientation period where he or she can talk to fellow staff about the roles and responsibilities of the position.

If possible, pair the new worker with a more senior member of the staff to help the worker with any questions or concerns he or she may have in the early weeks of work. If language is a barrier, consider allowing the worker to pair with a mentor of the same cultural background for a period of time, where appropriate and when possible.

If language is not a barrier, and the workplace is highly culturally diversified, consider pairing the new employee with someone of a different cultural background to expose the person to the diversity that exists in the workplace. When using such mentoring procedures, be sure to implement them consistently with all staff whenever possible.

6. How do I find resources for English as a Second Language (ESL) and/or language upgrading or training?

(See resource section)

7. If I hire internationally trained workers, doesn't that mean I'm taking a job away from a Canadian worker?

No. The internationally trained workers discussed here are Canadians or landed immigrants currently residing in Canada.

The purpose of hiring internationally trained workers is not to give them priority, but to use their capabilities to supplement our existing pool, and help meet our skills shortages.

8. How will my company benefit from hiring internationally trained workers?

First and foremost, these workers will be hired because they provide the skills employers need. If you are competing in a global environment, the internationally trained worker brings a second language to the workplace that, in many cases, can help you with global communication or interaction. Even if you do not interact globally, with Canada's highly multi-cultural population, diversity is absolutely essential to meeting the needs of your customers. Also, internationally trained workers often bring a different perspective on how things are done, which complements the Canadian workplace.

Finally, consider that most of these individuals have chosen to make a new start in a different environment – a choice few people would make lightly. These individuals moved to Canada despite the challenges of integration for anyone entering a new environment. Because of this choice and commitment, an internationally trained worker's drive to succeed in the Canadian workplace may result in a strong work ethic and loyalty.

NEED HELP?

HERE ARE SOME RESOURCES TO ASSIST YOU IN FINDING INTERNATIONALLY TRAINED WORKERS:

HOW DO I FIND INTERNATIONALLY TRAINED WORKERS?

COMMUNITY AGENCIES

Community agencies that provide employment services for internationally trained professionals and workers are an excellent source for employers who seek highly motivated skilled individuals.

A.C.C.E.S. (Accessible Community Counseling and Employment Services)	www.acestrain.com	(416) 921-1800 (Toronto) or (416) 431-5326 (Scarborough)
Centre for Foreign-Trained Professionals and Trades People (COSTI/HUMBER COLLEGE)	www.cftpt.org	(416) 789-3420 (Toronto) or (416) 748-7200 (Etobicoke)
COSTI Immigrant Services	www.costi.org	(416)-789-3499 (Toronto) or (905) 669-5627 (Concord)
JobStart	www.jobstart-cawl.org	(416) 231-2292
JVS (Jobs, Vision, Success)	www.jvstoronto.org	(416) 787-1151
OCASI – Ontario Council of Agencies Serving Immigrants	www.ocasi.org	(416) 322-4954
Seneca College – Re-Employment Centre for International Professionals	www.senecac.on.ca/parttime/main.html	(416) 491-5050
New Canadian Program - An excellent resource that helps skilled newcomers find employers who need them and helps employers find newcomers with the desired skills. The program targets international professionals and trades people seeking employment in their profession or trade who have been permanent residents in Canada for less than five years.	www.newcanadians.org	(519) 883-0216

Skills for Change – Through its recruitment and placement services, can help companies tap into the rich pool of skilled, professionally trained and experienced newcomers in Canada.

www.skillsforchange.org/employer (416) 658-3101

JOB CONNECT

Job Connect, funded by the Ontario Ministry of Training, Colleges & Universities (MTCU), assists employers with finding and training appropriate individuals for job vacancies, including internationally trained workers. Financial assistance may be available for employers to help offset training costs. For further information about the program, call The MTCU JobGrow Hotline toll free at 1-800-JOB-GROW or (416) 326-5656.

The following agencies delivering Job Connect provide services for internationally trained workers.

A.C.C.E.S. (Accessible Community Counseling and Employment Services)	www.acestrain.com	(416) 921-1800 (Toronto) or (416) 431-5326 (Scarborough)
COSTI Immigrant Services	www.costi.org	(416-789-3499 (Toronto) or (905) 669-5627 (Concord)
Durham Region Unemployed Help Centre in Oshawa	www.unemployedhelp.on.ca	(905) 579-1821
Lutherwood Community Opportunities Development Association in Guelph	www.lutherwoodcoda.com	519) 884-7755
Niagara Falls Employment Help Centre in Niagara Falls	www.ehc.on.ca	(905) 358-0021
St. Catharine’s Employment Help Centre in St. Catharine’s	www.employmenthelp.org	(905)685-1353
The Working Centre in Kitchener	www.employmenthelp.org	(519) 743-1151
London Unemployed Help Centre Inc. in London	www.luhc.org	(519) 439-0501
Windsor Unemployed Help Centre	www.uhc.ca	(519) 944-4900

ONTARIO GOVERNMENT BRIDGING INITIATIVE

The Ontario Ministry of Training, Colleges & Universities (MTCU) is funding the development of bridge training projects to provide internationally trained people with the skills and knowledge they need to practice their occupation, profession or skilled trade in the province, without duplicating what they have already learned elsewhere.

These innovative bridge training projects help employers, regulatory bodies and educational institutions to assess an individual's skills and competencies, and provide targeted training and workplace experience, to help people move quickly into the labour market.

Bridge training projects exist across wide range of occupational sectors, including engineering, nursing, pharmacy, medical radiation, medical laboratory technologies, respiratory therapy, teaching, manufacturing, computer technology, midwifery and biotechnology.

If you seek highly motivated candidates in any of these fields, and you are interested in offering work placements/internships for program participants or hiring program graduates, contact the program director for the bridge program for your particular field. For a list of current projects and contact names, visit: http://www.equalopportunity.on.ca/eng_g/apt/bridge.html.

ONTARIO WORKS

Employers may be eligible for financial assistance to hire individuals on social assistance. For further information check out their employer leaflet at <http://www.cfcs.gov.on.ca/CFCS/en/programs/IES/OntarioWorks/Publications/broch-employers.htm> or call the Ontario Ministry of Community, Family and Children's Services toll free at 1-888-789-4199 or (416) 325-5666.

HUMAN RESOURCES DEVELOPMENT CANADA (HRDC)

Human Resources Development Canada (HRDC) provides information, programs and services on human resources planning including recruiting foreign workers. In addition, HRDC has on-line placement and recruitment services as well as market and industry information. Additional information can be obtained by visiting their website at <http://www.hrdc-drhc.gc.ca>.

ELECTRONIC LABOUR EXCHANGE (ELE)

The Electronic Labour Exchange (ELE) is a free on-line employment service, run through Human Resources Development Canada that matches work to people and people to work. Using a checklist, employers create a profile of the position they need filled, identifying the skills, education and experience they seek. Work seekers create similar profiles, using a skills checklist to describe their skills, education and experience. For more information, visit their website at www.electroniclabourexchange.ca.

NATIONAL JOB BANK

The National Job Bank allows employers to post job advertisements free of charge through the Human Resources Development Canada website at <http://www.jobbank.gc.ca> or by calling toll free at 1-800-263-8364 or (416) 952-4473.

ELECTRONIC JOB BOARDS

www.Jobshark.com

www.Canadajobs.com

www.Workopolis.com

www.ele-spe.org (Electronic Labour Exchange)

www.jobsonline.com

www.careerowl.com

<http://jb-ge.hrdc-drhc.gc.ca> (Human Resources Development Canada)

www.jobsat.com

www.monster.ca

ETHNIC MEDIA

You can find a comprehensive list of all Ontario newspapers specified by region. Within those lists are many ethnic publications.

<http://dmoz.org/news/newspapers/regional/Canada/Ontario>

RECRUITING AGENCIES

Future Executive Personnel Ltd. has been providing recruitment solutions for over 27 years. With over 60 full-time employees across North America, they align their clients with top tier professionals in their respective industries. Their experienced group of recruitment specialists is dedicated to completing searches for Engineering and Manufacturing, Accounting and Finance, IT and Software and Sales and Marketing.

In the past 27 years Future Executive has continuously provided a link between **internationally trained workers** to corporate clients in North America.

Future Executive Personnel is a member of the Association of Canadian Search, Employment and Staffing Services (ACSESS Canada) and the National Association of Personnel Services (NAPS, USA).

For further information about Future Executive Personnel, please contact Mike Mehta, President, by e-mailing mike@futureexec.com or by calling (416) 979-7575, ext. 236.

Association of Canadian Search, Employment & Staffing Services provides links to recruiting agencies. Visit www.access.org and click on "links".

HOW DO I ASSESS ACADEMIC QUALIFICATIONS?

WORLD EDUCATION SERVICES (WES)

The World Education Services (WES) evaluation is a document that converts educational credentials from any country in the world into their Canadian equivalents. The document describes each certificate, diploma or degree earned and states its academic equivalency in terms of Canadian educational standards in Canada.

World Education Services evaluation reports are widely accepted and often

specifically requested by academic institutions, licensing boards, employers and government agencies throughout Canada.

Employers can benefit from both the renowned quality of WES evaluations and the convenience of working with the most responsive and accessible evaluation service in Canada.

The mission of World Education Services is to facilitate employment and educational opportunities for internationally educated individuals through the provision of credential evaluation services. WES is recognized and funded in part by the Government of Ontario. For more information contact 1-866-343-0070 or (416) 972-0070 or visit the WES website at <http://wes.org/ca>.

HOW CAN I ASSESS LANGUAGE SKILLS?

CENTRE FOR CANADIAN LANGUAGE BENCHMARKS

The Canadian Language Benchmarks are a tool to describe, measure and recognize the language proficiency of an individual. This tool provides standardized descriptions of an individual's language proficiency at 12 benchmark levels, using real life tasks to illustrate what individuals can be expected to do at each benchmark level. These benchmarks can help employers know what language is required to do the job and understand what language skills a worker possesses. The Centre can advise you on how you can develop your own workplace-specific assessment tool or refer you to existing assessment tools to meet your needs. For further information on the language benchmarks and how the Centre can assist, visit www.language.ca, e-mail info@language.ca or call (613) 230-7729.

WHERE CAN I GO TO SET UP WORKPLACE LANGUAGE TRAINING AND/OR REFER EMPLOYEES FOR LANGUAGE TRAINING?

ENGLISH AS A SECOND LANGUAGE (ESL)

English as a Second Language classes (ESL) are offered through public and separate school boards, community colleges, non-profit agencies and settlement and immigrant services organizations. In addition, Language Instruction for Newcomers to Canada (LINC) classes are available to landed immigrants.

For general advice and routing to colleges, schools and other providers, contact The Ontario MTCU JobGrow Hotline toll free at 1-800-JOB-GROW or (416) 326-5656.

WORKPLACE LANGUAGE TRAINING – PRIVATE TRAINERS/CONSULTANTS

MALKAM

Malkam promotes linguistic and cultural diversity to build bridges that further employee understanding, communication and interactivity.

Visit www.malkam.com or call (613)761-2440 for details.

WORKPLACE TRAINING & SERVICES INC. (WTS)

Workplace Training & Services Inc. (WTS) offers a variety of training services, including English as a Second Language (ESL) workplace communications skills, and diversity and teambuilding. For more information, visit <http://www.trainingforwork.com/index.html> or call (905) 403-9994.

SPEAKWELL

Speakwell uses a "blended learning" approach to offer the flexibility of on-line training combined with the interaction of in-class sessions.

For more information, visit <http://www.speakwell.ca> or call (905) 257-3768.

OTHER TRAINING RESOURCES

COLLEGES OF ONTARIO NETWORK FOR EDUCATION AND TRAINING (CON*NECT)

The Colleges of Ontario Network for Education and Training (CON*NECT) is a marketing alliance of Ontario's 25 colleges of applied arts and technology. CON*NECT's mandate is to establish strategic partnerships between the colleges and business, industry and government. The Ontario college network includes 25 colleges operating at 850 sites in 200 communities across the province. One call to CON*NECT puts your organization in touch with a range of services, including comprehensive needs assessment and customized or "off-the-shelf" training solutions. Visit www.acaato.on.ca/connect or call (416) 596-0744 for details.

APPRENTICESHIP

Apprenticeship is an agreement between a person (an apprentice) who wants to learn a skill and an employer who needs a skilled worker. In short, apprenticeship is "earning while learning." Apprenticeship is a proven industry-based learning system that combines on-the-job experience with technical training to produce a certified journey person. Upon completion of

the specified training period, apprentices receive a Certificate of Qualification. On average, 85% of the apprentice's two to five year program is spent in the workplace; the rest is spent at a training institution.

In Ontario, apprenticeship falls under the responsibility of the Ontario Ministry of Training, Colleges & Universities (MTCU). MTCU can help employers develop on-the-job training plans for new apprentices. For more information, call The MTCU JobGrow Hotline toll free at 1-800-JOB-GROW or (416) 326-5656.

CAREER EDGE

Career Bridge is an innovative program offered by Career Edge that offers paid internships for highly trained recent immigrants, men and women with a minimum of 3 years international work experience who are qualified to apply their skills to the Canadian workplace.

Career Bridge also helps employers across all industry sectors to recruit qualified new Canadians for a wide range of professional and managerial positions.

For information, call (416) 363-0003 or visit their website: www.careeredge.ca.

CROSS-CULTURAL AND DIVERSITY TRAINING

CAREER PARTNERS INTERNATIONAL/HAZELL & ASSOCIATES

Dr. Lionel Laroche specializes in the impact of cultural differences on business and technical functions, such as engineering, science and software. He provides cross-cultural training, coaching and consulting. The author of more than 80 publications, Dr. Laroche has recently published a guide to integrating New Canadian engineers into the workplace. For more information, call (416) 961-3700, ext. 224, or visit <http://www.hazell.com>.

ANY OTHER QUESTIONS?

JOBGROW AND TRAINING HOTLINE

The Ontario Ministry of Training, Colleges & Universities (MTCU) JobGrow and Training Hotline can provide phone advice to help employers identify and navigate some of the resources available to help them hire and train internationally trained individuals. For more information, call The Ontario MTCU JobGrow Hotline toll free at 1-800-JOB-GROW or (416) 326-5656.

LOCAL TRAINING BOARDS

Local Training Boards play a leadership role in the planning and coordination of local labour force development activities across Ontario. To find out more about their partnership projects and activities, go to their provincial website at www.localboards.on.ca and click on the "Board Locator" menu item to find the Local Training Board nearest you. Local Training Boards also maintain comprehensive and up-to-date inventories of programs and services leading to employment that are available on-line at <http://ips.iwin.ca>. You may also get in touch with the JobGrow and Training Hotline 1-800-387-5656 or (416) 326-5656, to obtain contact information for the Local Training Board in your area.

MAYTREE FOUNDATION – “FULFILLING THE PROMISE” DATABASE

The Maytree Foundation of Toronto maintains a database consisting of initiatives, programs and projects related to improving access to the labour market for skilled international workers. The database can be accessed at <http://ftpd.maytree.com>. For further information call the Maytree Foundation at (416) 944-2627.

HUMAN RESOURCES DEVELOPMENT CANADA (HRDC)

Human Resources Development Canada (HRDC) provides information, programs and services on human resources planning including recruiting foreign workers. In addition, HRDC has on-line placement and recruitment services, as well as market and industry information. Additional information can be obtained by visiting their website at www.hrdc-drhc.gc.ca or (800) 206-7218.

EMPLOYMENT INSURANCE AND SOCIAL INSURANCE NUMBERS

Inquiries concerning employment insurance and social insurance numbers can be obtained from Human Resources Development Canada at 1-800-206-7218.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION OF ONTARIO (HRPAO)

The Human Resources Professionals Association of Ontario (HRPAO) is the not-for-profit association focused on innovations, issues and ideas that inspire leading human resources management. With over 12,500 members across the province, we are the source of knowledge and the voice of experience for any practitioner or business in Ontario that wants to find ways to create the best practices in the working world and draw the best work from people on the job.

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While the information included herein is to be used as a guideline, you may find that your situation may require further assistance than what may be included within the pages of this publication. For information regarding your particular situation, please contact CME at (905) 568-8300, ext. 257 or the MTCU JobGrow Hotline toll free at 1-800-JOB-GROW or (416) 326-5656.

CME will be holding a series of Executive Breakfast Briefings in the near future. To find out when these briefings are being held, or for information on hosting one, please contact CME at the above number.

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