

# PLUGGED IN

## ACCESSING THE WORLD'S TALENT

*Resource Kit for Hiring and  
Retaining Internationally  
Trained Workers*



Canada 

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## About the Electricity Sector Council

Approximately 100,000 Canadians are involved in the generation, transmission and distribution of one of our country's essential utilities: electricity. Their work powers homes and businesses across the country, fuelling everything from light bulbs, cell phones and refrigerators to water treatment plants and road vehicle assembly lines.

The Electricity Sector Council (ESC) provides support to this dedicated workforce by collaborating with industry employers and other stakeholders to research and resolve human resource and workplace development issues.

This report is also available in French and can be obtained electronically at [www.brightfutures.ca](http://www.brightfutures.ca).



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## Resources

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Mining Immigration Reference Guide. 2009.  
Mining Industry Human Resources Council.

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## About the Resource Kit

- Critical occupations in the sector.
- Purpose, audience and contents of the Resource Kit, and industry challenges it aims to address.
- Business case for employing internationally trained workers in the sector.

### What is the purpose of the Resource Kit?

Canada's electricity and renewable energy sector is facing a skills shortage.

Internationally trained workers (ITWs) can provide the sector with a much-needed source of skilled labour.

Currently, however, immigrants represent only 13% of the total labour force in Canada's utilities industry (of which the electricity and renewables sector is a key component) – well below the national average of 19% of immigrants employed in all industries.

Furthermore, other industries are facing similar challenges with skill shortages and are also vigorously pursuing ITWs as an attractive source of talent. According to the Conference Board of Canada, "Those organizations with 'immigrant-friendly' policies and practices in place that address the needs and issues of international talent are the ones that will attract and retain the workers needed to succeed."<sup>1</sup>

In this context, the Electricity Sector Council (ESC) has developed this Resource Kit to support employers to more effectively reach and leverage this valuable talent pool. The Kit provides pragmatic, accessible and user-friendly resources to enable employers to quickly become more effective at recruiting, hiring, integrating and retaining ITWs.

<sup>1</sup> *Immigrant-Friendly Businesses: Effective Practices for Attracting, Integrating, and Retaining Immigrants in Canadian Workplaces*. The Conference Board of Canada, November 2009.

### Who are ITWs?

Internationally trained workers (ITWs) are people who were educated and trained in other countries and whose work experience was gained outside Canada. They may be:

- Immigrants
- Refugees
- Foreign students living in Canada
- Citizens of other countries willing and able to work in Canada; or
- Canadians who trained or worked outside of the country



## Who should use it?

The Resource Kit is designed for employers and other stakeholders in the electricity and renewable energy industry.

The primary audience is employers involved in the generation, transmission and/or distribution of electricity. Secondary audiences include agencies working with newcomers to Canada, employment services, training organizations and educational institutions, unions, and individuals seeking work in the industry.

## What's in the Resource Kit?

Following is an overview of the contents of the Resource Kit.

Section	Contents
1. About the Resource Kit	Demonstrates the imperative for employers in the electricity and renewable energy sector to employ ITWs, including an overview of the occupations for which immigration will be a key labour source in the coming years. This section also provides an overview of the Resource Kit and industry challenges it aims to address.
2. Recruiting ITWs	<p>Provides practical tools, steps and tips for defining the job to be filled, as well as for sourcing, assessing, and selecting ITWs. It also includes pragmatic information on how to assess foreign credentials.</p> <p>While the Resource Kit focuses on supporting employers in employing ITWs who are already in Canada, it also provides a brief overview of the relevant considerations and process steps for directly recruiting ITWs from outside of Canada.</p>
3. Integrating and Retaining ITWs	Offers practical tools, steps and tips for onboarding, developing and ultimately keeping valuable ITW talent within your organization, including information on preparing ITWs and the workplace for a successful integration.
4. Promising Practices in the Recruitment and Integration of ITWs	Presents case studies on a range of successes employers and industry stakeholders have had in directly or indirectly employing ITWs in the electricity and renewables sector – the examples showcased reflect several occupational categories, industry segments and regions.
5. Glossary	Includes definitions of terms frequently used in this Resource Kit and in relation to recruiting and integrating ITWs.
6. Additional Resources	Identifies useful sources of information on available credential recognition supports, training and certification bodies, educational institutions, immigrant-serving agencies, and immigration programs that will help employers and stakeholders in their efforts to employ ITWs.

## How can the Resource Kit help electricity and renewable energy employers?

Both ITWs looking for employment and employers who wish to hire them may face challenges. Following are the key challenges encountered by employers and ITWs in the electricity and renewables industry, accompanied by an identification of how this Resource Kit can help employers address them.

Employer Challenge <sup>2</sup>	Resource Kit Section
<b>Not fully aware of the value of hiring ITWs: Recent immigrants are the least common source of new hires (4.3%)</b>	<i>The Business case for employing Internationally Trained Workers and Critical occupations in the sector</i> in <a href="#">Section 1: About the Resource Kit</a> demonstrate the need to consider this increasingly significant source of talent.
<b>Limited awareness of the process of hiring ITWs</b>	<a href="#">Section 2: Recruiting ITWs</a> both demystifies and provides user-friendly guidance on the process of recruiting ITWs.  Also see Annex A for a <i>Process Map for Recruiting ITWs</i> .
<b>Lack awareness of how to assess foreign credentials: Work in the sector is very technical and highly regulated - 94% of workers have some form of credential</b>	<i>Assessing ITW candidates</i> in <a href="#">Section 2: Recruiting ITWs</a> includes helpful resources and tips for employers on assessing foreign credentials for both regulated and non-regulated occupations in the electricity and renewable energy sector.
<b>Uncertain how to assess ITWs without Canadian work experience</b>	<i>Assessing ITW candidates</i> in <a href="#">Section 2: Recruiting ITWs</a> includes helpful resources and tips for employers on assessing and verifying competencies.  <i>Onboarding/orientation tips</i> and checklist in <a href="#">Section 3: Integrating and Retaining ITWs</a> provides information on how to bring an ITW up to speed with an organization's structure, vision and values.
<b>Growing competition for same talent pool: 77% of employers say that other utilities are the key competition for professional and skilled workers, followed by Contractors (33%), and Oil and Gas (25%)</b>	<i>Promoting the Electricity and Renewable Energy industry</i> as a career choice in <a href="#">Section 2: Recruiting ITWs</a> provides sample key messages to help attract ITW talent to your organization.  <i>Creating an inclusive workplace and Training, mentoring and career development</i> in <a href="#">Section 3: Integrating and Retaining ITWs</a> provides advice on engaging and keeping talent within your organization.
<b>Lack knowledge of the immigration process</b>	<i>An Overview to recruiting ITWs from outside Canada</i> in <a href="#">Section 2: Recruiting ITWs</a> provides step-by-step information on options available to an employer looking to hire an ITW from overseas.
<b>Lack tools and resources for managing language and communications barriers faced by ITWs</b>	<i>Assessing ITW candidates</i> in <a href="#">Section 2: Recruiting ITWs</a> helps you identify the language skills you need from a candidate and the ones you can foster.  <i>Tips for managing employees from a different culture</i> in <a href="#">Section 3: Integrating and Retaining ITWs</a> includes tips on communicating across cultures.



Employer Challenge <sup>2</sup>	Resource Kit Section
Limited cultural awareness by both employers and ITWs	<i>Tips for managing employees from a different culture</i> in <a href="#">Section 3: Integrating and Retaining ITWs</a> provides information on how to be welcoming to employees from all cultures and backgrounds.
Interest in hiring and retaining ITWs is cyclical and not a key component of the HR strategy	<i>Sustaining efforts to hire and integrate ITWs</i> in <a href="#">Section 3: Integrating ITWs</a> provides guidance on why and how to maintain interest in hiring and retaining ITWs.
Issues related to hiring and retaining ITWs can vary significantly across occupational categories and industry segments	<p>Case studies in <a href="#">Section 4: Promising Practices in the Recruitment and Retention of ITWs</a> showcase a range of practices from a variety of organizations in different regions:</p> <p><i>BC Hydro</i>: A British Columbia employer that advertises openings in multicultural media and conducts active outreach with agencies in the region.</p> <p><i>Emera Utility Services</i>: a Nova Scotia employer that supports ITWs in improving language skills and passing Red Seal examinations.</p> <p><i>Manitoba Hydro</i>: A Manitoba employer that offers a two-year Career Development Program for Internationally Educated Engineers.</p> <p><i>SaskPower</i>: A Saskatchewan employer that provides their affinity groups, inclusive of ITWs, an opportunity to act as consultative bodies to a diversity committee, senior management, employees and unions on issues affecting employees.</p> <p><i>S.U.C.C.E.S.S.</i>: A British Columbia immigrant-serving agency that has partnered with industries and employers, including in the energy sector, to develop various initiatives that support the hiring and retention of ITWs.</p>

<sup>2</sup> Adapted from ESC's study *Powering Up the Future: 2008 Labour Market Information*. 2008, ESC's report *Generating Solutions: Review of Foreign Credential Recognition in Canada's Electricity Sector*. 2008, and research conducted with employers and industry stakeholders to inform the design of this Resource Kit.

## **The business case for employing Internationally Trained Workers**

There are many reasons for employers in the electricity and renewable energy industry to employ Internationally Trained Workers (ITWs).

### **Help Meet Your Labour Needs**

With an ageing workforce, impending mass retirements, and a decrease in uptake of certain educational programs related to the electricity sector, immigrants will play an increasingly significant role in meeting the sector's labour force needs.

From 2011 to 2018, Human Resources and Skills Development Canada (HRSDC) estimates that employers will be relying on immigrants as a source of labour for several electricity-related occupations – see Annex B for more details.

### **The Business Case: Quick Facts**

Over the next decade, immigration is projected to account for 100 % of net growth in the domestic labour force. After 2025, all net population growth in Canada is expected to come from immigration (Source: Citizenship and Immigration Canada. *Report on Plans and Priorities. 2008–2009.*)

Recent immigrants are more than twice as likely as Canadians to have a university degree (source: Statistics Canada. *2006 Census of Population*).

In 2009, 12% of permanent residents to Canada had a trades certificate; 60% had a Bachelors degree; 23% had a Masters degree; and 4% had a Doctorate degree. (Source: Citizenship and Immigration Canada. *Canada Facts and Figures. Immigrant Overview – Permanent and Temporary Residents. 2009.*)

## **Increase Your Competitiveness**

Many ITWs have the skills and talents to help your organization compete in the global marketplace. ITWs offer a talent pool of already-trained intermediate level professionals with prior relevant experience – many already have vast experience in many countries, which can reduce training costs. Many ITWs have completed a pre-employment program to help them prepare for the Canadian workplace.

### **Help Develop New Markets**

ITWs may have the languages, cultural skills, knowledge and networks that can help you develop new local and global markets, more effectively manage project activities with a global perspective, and establish positive relationships with members of your local communities.

### **Make Your Organization More Effective and Innovative**

Hiring ITWs can increase diversity in the workplace. This, in turn, can bring fresh perspectives into your organization, stimulating new thinking and approaches, and introducing more effective ways of doing business. ITWs may also bring new knowledge and experience – e.g. of specific work practices, equipment and technologies, or suppliers – that can help you be successful on new projects.

### **Connect You With Other Valuable Workers And Organizations**

ITWs may be able to become your “pipeline” to other prospective employees and connect your business to new suppliers, customers and partners.

## Critical job occupations in the industry

The skills gap and increasing number of immigrants projected to join the electricity and renewables industry continues to provide opportunities for employers to meet their labour shortage needs through the hiring of ITWs. Therefore, identifying the critical job occupations in the industry becomes crucial in enabling the industry to attract, select, integrate and retain ITWs with the needed skill sets.

Annex B highlights these critical occupations. Key findings are identified below.

Vacancy rates among employers who responded to ESC's 2008 labour market information survey, Powering Up the Future showed that the following occupations were in highest demand:<sup>3</sup>

- Electrical Powerline and Cable Workers – 4.9%
- Electrical Technicians and Technologists – 3.9%
- Power System Electricians – 3.8%

Other occupations above the natural vacancy rate were Power Systems Operators, Millwrights/Industrial Mechanics and Mechanical Engineers, as were a number of engineer and technician occupations.

Provincial job futures data<sup>4</sup> shows where in Canada these occupations are projected to be in most demand. Mechanical Engineers, Power System Electricians and Millwrights or Industrial Mechanics occupations have positive prospects for job seekers across several provinces – that is, projections suggest that there will be more jobs than qualified people. Other critical occupations likely to be in demand across the country are Financial Auditors and Accountants and Information Systems Analysts and Consultants.

HRSDC data highlights the electricity occupations for which employers will be relying on immigrants as a source of labour. Employers seeking Engineers/Engineering Technologists occupations over the period 2011-2018 are projected to rely on ITWs for 20% or more of their labour supply.

Note that the provincial and HRSDC data<sup>5</sup> applies to all industries in which each occupation exists in Canada, and so is not specific to the electricity sector. This highlights the fact that employers in the electricity and renewable energy sector will be competing for this pool of labour with other industries. For example, the pool of available Mechanical Engineers will also be in demand in the construction, automotive, petroleum, pharmaceutical and mining industries. In this context, the purpose of this Kit is to support the industry by helping employers effectively find and keep the talent they will need.

### Preparing for the Talent Shortages

“Businesses that hire culturally diverse talent are better positioned to meet skills and talent shortages facing some sectors of the economy, particularly in occupations where the domestic labour supply is scarce or difficult to attract.”

SOURCE: Conference Board of Canada. *Immigrant-Friendly Businesses: Effective Practices for Attracting, Integrating, and Retaining Immigrants in Canadian Workplaces*. November 2009.

<sup>3</sup> See p.103 of Powering Up the Future: 2008 Labour Market Information. 2008. Note that there is a natural vacancy rate of 2% to 3% at any given time.

<sup>4</sup> See Section 6: Additional Resources for a list of available provincial job futures websites.

<sup>5</sup> Data is derived from HRSDC's Canadian Occupational Projection System (COPS): <http://www23.hrsdc.gc.ca/c.4nt.2nt@-eng.jsp?cid=3>



# Recruiting Internationally Trained Workers

- Assessing and selecting candidates
- Defining the job; sourcing and attracting candidates
- Assessing the need for ITWs
- Overview of recruiting ITWs from outside Canada

## Defining the job to be done

The job description determines the sort of candidates you look for and the person you eventually hire. You can write more effective job descriptions by:

- **Defining the essential skills for the job.**  
These skills provide the foundation for learning and make it possible for people to grow in their jobs and adapt to workplace change. ESC has defined essential skills profiles and standards for several key occupations in the electricity and renewable energy sector – for more information on available ESC supports, see [Section 6: Additional Resources](#).
- **Defining the duties, responsibilities and other requirements of the job.**  
HRSDC's Working in Canada tool ([www.workinginCanada.gc.ca](http://www.workinginCanada.gc.ca)) allows you to develop a customized report containing credential recognition information, job descriptions, skill and education requirements, wages and job opportunities in a specific region for a specific occupation.

There are four steps in any recruitment process:

1. Defining the job
2. Finding candidates
3. Assessing candidates' credentials and experience; and
4. Selecting a candidate



Sample screen from Working in Canada tool ^

Sample job description from Bright Futures BC website >



## ESC has developed job descriptions for the key occupations in the industry:

[www.brightfuturesbc.ca/8jobDescriptions.php](http://www.brightfuturesbc.ca/8jobDescriptions.php)

[www.brightfuturesbc.ca/en/careers/job-descriptions.shtml](http://www.brightfuturesbc.ca/en/careers/job-descriptions.shtml)

When drafting the job description, use plain language to accurately define the position (for more on language in the recruiting process, see page 24).

## For non-regulated occupations, considering voluntary certification that may apply.

If you prefer candidates who have this certification, make this clear in your job postings.

## Asking for relevant work experience instead of Canadian work experience.

For many jobs, relevant work experience is what matters, not the country where the work was done. In fact, in many spheres of activity, there might be greater supply of experience outside of Canada. Relevant work experience might mean, for example – recent experience with large hydroelectric construction projects, wind turbines, or smart meters.

## Finding candidates

There are a number of great places to recruit ITWs within Canada including the following:

- Immigrant-serving organizations which help immigrants and newcomers settle in Canada. These organizations can put you in touch with the immigrants they serve.
- Searchable data bank websites where agencies post ITW profiles. Some also allow employers to post jobs. Service Canada's Job Bank is a free, easy-to-use, online job listing and recruitment service that connects workers and employers across the country.
- Current employees can often refer you to ITWs within their network.
- Associations and networks may have programs aimed at placing ITWs in employment – e.g. the Professional Engineers and Geoscientists of BC have a Career Listing used by ITWs.
- Job fairs can bring you face-to-face with promising candidates in your region, community or sector. You can join a job fair as a participating employer.
- Universities and colleges provide many services, including bridge-to-work programs and placement services that connect ITWs with employers.
- The Electricity First Work Program, Career Focus Initiative Through the Government of Canada's Sector Youth Career Focus Program, the Electricity Sector Council has been providing wage subsidies to energy-related companies that offer employment to recent engineering and technical graduates. For one year, employers may receive funding that amounts to one-third of new workers' base salaries, to a maximum of \$10,000.

### Examples of Where to Source ITWs within Canada:

The Internationally Educated Engineers Qualification (IEEQ) Program consists of engineering courses, co-op terms, cultural, language and communication support, and networking. Through the Program, ITW engineers are considered 'academically qualified' by the Association of Professional Engineers and Geoscientists of the Province of Manitoba (APEGM), as part of the process of achieving a P.Eng. licence in Manitoba

<http://umanitoba.ca/faculties/engineering/programs/ieeq/index.html>

Skills Connect for Immigrants is a Government of British Columbia-funded program connecting highly skilled immigrants to employers based on their pre-arrival skills, knowledge, and experience. Services are free to employers who hire, provide mentorship or welcome clients for work experience.

<http://www.skillsconnect.ca/index.html>



## Promoting the Electricity and Renewable Energy industry as a career choice

Once you are ready to start reaching out to potential ITW candidates, you should develop messaging for use in your communications to attract the qualified and skilled people you need. You can adapt some of the following key messages for your website, careers section, job ads or targeted communications to ITWs.

### Benefits of working in electricity

#### Secure Future

Forecasters predict that demand for electricity will continue to increase in proportion to Canada's population and economy growth at a rate of 1.3% per year. Electricity is a necessity and is one of the most stable industries to work in.

#### Wide Range of Jobs

With a wide variety of occupations and employers operating in every region of Canada, the electricity sector has one of the most diverse workplaces of any industry. It offers a variety of careers, including Electrician, Power System Operator, Powerline Technician, Nuclear Engineer, Industrial Technician, and many more. And as the current workforce gets older the demand for skilled people keeps growing.

#### Focus on Safety

Safety procedures and protocols are the first things a worker learns when starting to work in the electricity sector. There are always multiple back-up systems in place to protect both workers and the public. The number of job-related injuries has dropped by more than 49% since 1992.<sup>6</sup>

#### Environmentally Aware

The electricity sector takes its responsibility to the environment very seriously. All environmental laws are followed to minimize the impact on the environment, and projects are designed to have the smallest ecological footprint. More and more effort is being made to use power more efficiently and educate consumers on how to conserve electricity.

### INDUSTRY INSIGHT

ITWs interested in the electricity sector see it as:

- A “stable industry, with a high demand for the product.”
- Offering “room for new technology, ideas and innovation to find new and better ways to generate power.”

*Educator working with ITWs*

**“Mention in hiring materials that ITWs are welcome.”**

*Employment counsellor in government-funded pre-employment program*

<sup>6</sup> Source: ESC website: [www.brightfutures.ca/en/projects/labour-market-transition.shtml](http://www.brightfutures.ca/en/projects/labour-market-transition.shtml)

## INDUSTRY INSIGHT

**“Many know about Employment Equity, and see it as offering them a level playing field to opportunities in the sector.”**

*Industry employer*

**“If the family is not happy, the worker is not happy.”**

*Industry employer*

**“ITWs have knowledge and experience from overseas, but need to get familiar with local standards, electrical codes, and procedures used in Canada. Employers should provide training or manuals for this.”**

*ITW Engineer*

### Support for Diversity

The electricity sector supports diversity. It values and is committed to an equitable workplace where everyone can realize their full potential with equal access to opportunities. Employers in this industry understand that a mix of talents, perspectives, backgrounds and experiences ultimately benefits their business. Internationally trained talent is welcome, and international credentials and competencies are valued.

### Integration Supports

Many electricity employers offer immigration and settlement supports to new employees, including for family members. Employers may have their own support programs in place to meet these needs, or can direct ITW employees to immigrant-serving organizations who offer such services in their community.

### Opportunities to Grow and Advance

Opportunities for new electricity workers are being created by the Baby Boomers - the generation born in a “baby boom” following World War II - who are now retiring in record numbers. Choosing a career in the sector opens a lot of doors.

Many employers offer training to help newcomers operate successfully in the Canadian workplace – such as English or French writing and speaking skills, work culture and soft skills (e.g. Canadian norms for making presentations, negotiation, interacting with clients, working on a team, etc.), as well as any upgrading of technical skills to obtain necessary certification and licences.

### Competitive Rewards

The electricity sector pays some of the most competitive salaries in Canada. As you gain experience and move up to more senior positions, your pay may increase. In addition, many workers in the sector are part of a union, and benefit from the power of collective bargaining. The sector offers good working conditions, good pay and excellent benefits, such as drug and dental plans. This is a great advantage, especially if you have a family.

### A Sector that Satisfies

Approximately 70% of electricity sector employees rated the sector as a good or excellent field of work compared to other industries.

### Growth of New and Green Technologies

The electricity sector has always shown a strong commitment to renewable energy – in BC, for example, around 90% of power is generated from hydro-electric dams. However, experts predict the use of solar, geothermal and tidal power, as well as of wind and other renewable sources of electricity, will increase even more dramatically over the next ten years. Intelligent energy transmission is also on the rise - some utilities have already begun to adopt these ‘intelligent systems’, and sector-wide implementation is expected by 2020.

## Regulation and certification in the Electricity and Renewables Sector in Canada

Given the highly technical nature of the electricity industry, many jobs require a licence or certificate to practice. Companies that seek to attract ITWs can benefit from informing potential applicants about these requirements. The following information provides a starting point.

### Regulated and Non-Regulated Professions

In Canada regulated occupations, such as Electrical Engineering, require a professional licence. Regulated professionals are expected to complete several years of university or college education, acquire practical experience in their chosen profession and have successfully completed a licensure examination.

It is important for an ITW to understand how his or her credentials compare to those of workers in Canada. For example, an ITW may work as an Engineer in his or her home country, but may find that his or her occupation is classified as a Technician or a Technologist in Canada. Most Technicians and Technologists are not regulated by Canadian provincial laws; however, many employers require them to be certified. The Canadian Council of Technicians and Technologists (CCTT) is responsible for granting the certificates based on national benchmarks: <http://www.cctt.ca/> Also see Section 6: [Additional Resources](#) for contact information for provincial associations of Technicians and Technologists.

### Regulated and Non-Regulated Skilled Trades

Many occupations in the electricity sector, such as Machinist and Industrial Mechanic, are certified trades. In these trades, it is required to complete an apprenticeship before obtaining certification. On-the-job training counts for about 80% of apprenticeships. The other 20% of training involves classroom instruction at a designated training institution.

Some certified trades are known as “Red Seal” Trades. This program enables workers to work in all provinces and territories without having to be recertified. For more information, see <http://www.red-seal.ca> Note that although many Red Seal trades transfer across jurisdictions, some provinces and territories have different licensure and certification requirements. When workers move to a different province or territory after becoming licensed, they might need to apply for a new licence. Workers can use the Working in Canada tool to find out more: see [www.workingincanada.gc.ca](http://www.workingincanada.gc.ca) .

**For additional information on licensure and certification requirements in regulated electricity sector occupations, see page 27.**



## INDUSTRY INSIGHT

**“The quality of internationally trained workers is phenomenal – most have lots of experience in many countries. We have found it difficult to hire workers from Canada with as much experience.”**

*Industry employer*

## Tips for assessing the need for Internationally Trained Workers

ITWs bring various benefits to an organization. Organizations considering hiring ITWs may have various questions such as:

1. How can my organization benefit from having ITWs in its workforce?
2. Can ITWs help me meet my future skill requirements?
3. Is the talent I need in the available labour pool?

The following considerations can help you assess your needs.

### 1. Articulate your organization's business case for hiring ITWs

**Are you looking for:**

- A new labour source to address labour shortages?
- Talent with an understanding of the culture, language and needs of an increasingly diverse domestic market?
- Expertise and experience in international markets?
- New ideas and approaches to completing tasks?
- Already-trained talent with prior and varied experience?

### 2. Conduct an internal workforce analysis

- What is the nature of projected business / work volumes?
- Does my current workforce have the capacity to meet the business/work volumes without a drop in productivity? Can they be trained to meet anticipated needs?
- How many people will be retiring from the organization in the next...years?
- What is the labour turnover rate like in my organization?
- Do I need temporary or permanent workers?
- Does the contract or job require specialized skills vs. volume hires?

### 3. Conduct an external labour market analysis

- What is the workforce level like (regionally, provincially, and nationally)?
- What are the supply and demand levels of required skills in the labour market?
- What is the projected number of graduates with required skills (regionally, provincially, and nationally)?

### 4. Consider the business context

- What is the state of the economy? Is it experiencing a boom or recession?
- What other industries are competing for the same pool of labour?
- Are there any legislative changes that could impact my decision?
- What are the considerations for other stakeholders: Unions, Associations, Communities, Interest Groups, Government?

The resulting recruitment strategy will allow the employer to determine if they can find sufficient numbers of workers in Canada. If this is not possible, the employer can then expand on the recruitment strategy to determine whether hiring employees abroad is a viable option. Employers looking to pursue the latter option must be able to demonstrate that they have exhausted all options to hire workers from within Canada. Following are some considerations to guide an employer on this matter.

#### 5. Determine viability of hiring ITWs from outside Canada

- What are the results of the recruitment efforts? Was it easy or hard to find required skills?
- Did we meet the minimum advertising and recruitment requirements for the skill level of the position(s) for which we are hiring? (See Annex B to identify the National Occupational Classification (NOC) code for key occupations in the electricity sector. For more information on advertising requirements, contact Service Canada.)
- Can we provide the following evidence to show that reasonable efforts have been made:
- copies of advertisements, number of Canadian applicants and why they were rejected
- evidence of ongoing recruitment efforts, including among underrepresented groups that face barriers to employment (e.g., Aboriginal peoples, older workers, immigrants/newcomers, persons with disabilities and youth)

For an overview of recruiting ITWs from outside Canada, see page 20.

For an overview of the steps involved in hiring ITWs, see the Process Map for Hiring Internationally Trained Workers on page 85.



## Overview of recruiting ITWs from outside Canada

Following is an overview of the options available to you to recruit ITWs from outside of Canada. It is important for employers to exhaust all options in Canada before seeking to hire someone from overseas. Also note that legislation changes periodically and each application is unique, so it is important that you do further research into your responsibilities if you choose to support the immigration of an ITW to Canada through one of these immigration streams. For more information, consult the resources on immigration in [Section 6: Additional Resources](#).

	Immigration Program	Highlights
TEMPORARY	<b>Temporary Foreign Worker Program (TFWP)</b>  Federal program that enables Canadian employers to bring foreign workers to Canada on work permits for an authorized period of time in order to address critical talent shortages.  (www.cic.gc.ca/english/work/employers/tfw-units.asp)	<ul style="list-style-type: none"> <li>Recruitment must comply with directives from Service Canada; employer must provide advertisement and attempts to recruit local workers.</li> <li>Usually faster processing than permanent immigration.</li> <li>Usually valid only for a specified job, employer and period of time.</li> <li>At a later date, if you choose to support your temporary foreign worker's transition to permanent residence, you can improve his or her chances of approval by applying for a Labour Market Opinion from HRSDC.</li> </ul>
	<b>Provincial Nominee Programs (PNP)</b>  Allows provinces and territories to nominate immigrants who will settle within their boundaries and contribute to their economic development.	<ul style="list-style-type: none"> <li>Recruitment to involve whatever the employer perceives as necessary.</li> <li>Longer processing times than for TFWP; for PNP, generally the initial screening by the provinces greatly shortens the time it takes for the application for permanent residence to be processed.</li> </ul>
PERMANENT	<b>Federal Skilled Worker Program (FSWP)</b>  Federal program for foreign citizens who wish to immigrate to Canada or become permanent residents.	<ul style="list-style-type: none"> <li>Recruitment to involve whatever the employer perceives as necessary.</li> <li>Longer processing times than for TFWP; for PNP, generally the initial screening by the provinces greatly shortens the time it takes for the application for permanent residence to be processed.</li> </ul>



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

## Steps for an Employer

1. Determine if you need a Labour Market Opinion (LMO):
    - An LMO is an assessment of the impact that hiring a foreign worker would have on Canadian jobs. It seeks to ensure that qualified Canadians or permanent residents have first access to available jobs, and that employers pay and treat foreign workers fairly. To qualify for a LMO, employers must demonstrate that they cannot fill the job(s) from within Canada, and have documentation on their recruiting efforts and corresponding results.
    - Most jobs require an LMO, but some do not – contact a Citizenship and Immigration Canada (CIC) Temporary Foreign Worker Unit to confirm.
    - You can get an LMO for one worker or position, or a series of positions.
  2. Apply for an LMO (if needed):
    - Complete an LMO application and submit it to the Service Canada centre in your region.
    - If Service Canada replies that the LMO is positive or neutral, send the foreign worker a copy of this letter plus a signed job offer and an employment contract (if applicable).  
The worker will use these documents to apply for a Canadian visa (if required) and a work permit. Note that this does not guarantee a visa, work permit, or entry into Canada.  
If the LMO is negative, you are advised to discontinue the process; you may request a review of the decision at a later date should new information arise.
  3. *Advise the worker to complete the work permit application and, if approved, obtain the work permit from the Canada Border Services Agency officer at a port of entry.*
    - If the application to the Provincial Nominee Program is successful, the foreign worker will receive a nomination letter. An employer can help the foreign worker succeed by advising them on the process of making an application to CIC for permanent resident status. At this time, the spouse (if applicable) of the nominated foreign worker can apply for a work permit as well, through CIC.
    - Employers may participate in the nomination process in some provinces and territories. To see if you can participate, visit the appropriate provincial or territorial website (see links in Section 6: Additional Resources).
- If you plan to hire skilled workers for permanent positions and support their immigration, you can improve their chances of being approved by applying for an Arranged Employment Opinion from Human Resources and Skills Development Canada (HRSDC). CIC will consider the AEO when reviewing an application, but it does not guarantee that a work permit will be issued.

## FAQ:

### What external support is available to help me with hiring internationally trained workers?

Some employers use recruiters, authorized immigration representatives, and settlement services instead of managing the entire process in-house. Some use third party providers that specialize in evaluating certificates, diplomas and degrees earned by immigrants. The federal and provincial governments also offer supports and resources for hiring ITWs.

### How do I know if I should use the Provincial Nominee Program (PNP) or Federal Skilled Workers Program (FSWP)?

The PNP enable provinces or territories to expedite processing of worker applications in order to meet the labour needs of local employers and allow the immigration of entrepreneurs or investors. One advantage is that the worker can often qualify for permanent residence without the full amount of points required for the FSWP.

### I employed a foreign student a few months ago – can I still employ her after she graduates?

Foreign students are allowed to work up to 20 hours per week; after graduation they can apply for a post-graduate work permit, which would allow them to work, without limitation (on type of work, or number of hours worked), for up to three years. An LMO is not required. After working under the post-graduate work permit, it may be possible to apply for Canadian Experience Class of immigration for permanent residency.

### Will a current work permit in Canada make any difference in the assessment of the application for permanent residence?

Yes. If the foreign worker is currently working in Canada with a valid work permit, he/she may be eligible for additional points.

### Is the spouse of my temporary foreign worker eligible to work in Canada?

The conditions of a work permit can vary, and each permit request is assessed on a case-by-case basis, so it is recommended to check with CIC regarding this possibility.

### How can I renew my temporary worker's work permit?

To extend a foreign worker's stay beyond the original period of the work permit, the worker must complete an *Application to Change Conditions or Extend Your Stay in Canada as a Worker*. Applications for extensions must be made no later than 30 days before the expiry date of the foreign workers' current status. To renew a work permit a new LMO is also required.

## INDUSTRY INSIGHT

**"I worked in the US before but couldn't get my family in. My [Canadian] employer helped get my family all the supporting papers to come here, find a place to live, and find the best school. That is why I am here. I am very thankful."**

*ITW Journeyman-Lineman*

See [Section 6: Additional Resources](#) for more resources on immigrating to Canada.

## Assessing ITW candidates

Accurately measuring competencies, skills and language abilities is the key to selecting candidates who meet the job requirements. You can improve your assessment process by ensuring it is fair, accurate and equitable for all workers, including ITWs.

### Assessing and Verifying...

Following is an overview of how to go about assessing international credentials, competencies, language skills and certification and licensure.

#### Where you can get Support

##### *...International Credentials*

The credential assessment process differs depending on whether the position for which you want to hire is regulated or unregulated.

- For regulated professions, credential assessment and recognition is a provincial responsibility that has been delegated to regulatory bodies – e.g. Professional Engineers. For unregulated occupations, the responsibility for the assessment lies with the employer who will assess foreign degrees and work experience based on its own procedures.
- The Canadian Information Centre for International Credentials acts as a national clearing house and referral service to support the recognition and portability of Canadian and international educational and occupational qualifications.
- The federal Foreign Credentials Referral Office (FCRO) offers information for newcomers on how to have their credentials assessed (see Annex C for more information).
- Prior Learning Assessment Recognition (PLAR) services are available at many colleges and institutes. This process can establish competency equivalencies for skills and knowledge gained outside of Canada and determine eligibility to practice in a trade or profession

#### Tips for Employers

- Don't assume applicants will know what to submit when they apply for a job. Be specific about the documents you want to see (resume, credential equivalencies, diplomas, reference letters, etc.)
- In your job advertisements, inform applicants about credential assessment services and include a link on your careers website.
- Be aware of the time it takes to have credentials assessed and work this into your hiring timelines.
- For assessing credentials for an unregulated occupation, consider using practical skills tests, external services, or informal networks of individuals from the source country. You could also consider hiring employees on a probationary basis to test abilities.

#### What is Foreign Credential Recognition (FCR)?

FCR is the process of verifying education, training and job experience obtained in another country and comparing it to the standards established for Canadian workers.

## Where you can get Support

## Tips for Employers

### ...Competencies

Competency refers to the scope of skills, knowledge and abilities needed to perform specific tasks and duties. Competency-based testing can be used to assess all candidates for a job.

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|--|--|
| <ul style="list-style-type: none"> <li>• ESC has developed standards for several key occupations that you can use to assess competencies – see Section 6: Additional Resources for more details.</li> <li>• Several pre-hiring services operate that offer testing, etc. especially for certified trades.</li> <li>• Use the Test of Workplace Essential Skills (TOWES) to assess entry level skills. TOWES uses workplace documents to accurately measure the essential skills needed for safe and productive employment. TOWES is administered by colleges across Canada.</li> </ul> | <ul style="list-style-type: none"> <li>• Develop practical tests when possible – they will allow you to see the candidate “in action” and assess his or her actual abilities.</li> <li>• Overcome barriers in competencies and work experience – when advertising a job, explicitly say that you recognize and value experience gained outside Canada.</li> <li>• Help candidates meet their licensing requirements – if a job is regulated and workers must have Canadian work experience to be licensed – e.g. Professional Engineer – consider recruiting candidates at a lower level until their licensure requirements have been met.</li> <li>• Take part in job shadowing and co-op programs offered by immigrant-serving agencies and educational institutions – this gives an employer insights into an employee before considering hiring them.</li> </ul> |
|--|--|

### ...Language

Identify the language skills you need and the ones you can foster.

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| <ul style="list-style-type: none"> <li>• Centre for Canadian Language Benchmarks has developed national standards for measuring the English or French language proficiency of adult immigrants – use these standards to help define language requirements for job descriptions.</li> </ul> | <ul style="list-style-type: none"> <li>• Consider selecting workers who are not fluent in English or French for positions where basic language skills are sufficient.</li> <li>• In your job postings, use plain language, free of jargon or slang. Consider advertising in languages other than English or French, especially for jobs that do not require a high level of fluency in these languages. For plain language resources, see <a href="http://www.noslangues-ourlanguages.gc.ca/decouvrir-discover/outils-tools/oar-wt-eng.html">http://www.noslangues-ourlanguages.gc.ca/decouvrir-discover/outils-tools/oar-wt-eng.html</a></li> <li>• Keep in mind that a candidate may be nervous during a job interview and his or her language skills may appear worse than they are. Make allowances and give candidates advance notice of interviews so they can properly prepare.</li> <li>• Candidates may be proficient in English or French but may speak with a different accent or express themselves differently. Try to focus on the content and keep in mind that a good candidate's language skills can be improved through training or on-the-job experience.</li> <li>• Remember that communication skills are a basic ingredient to a safe workplace. There are many options for providing coaching and training to quickly upgrade the language skills of an otherwise well-qualified worker – see Section 6: Additional Resources for a list of language and communication upgrading programs for immigrants.</li> </ul> |
|--|---|



**...Certification and licensure**

As several key occupations in the electricity sector are fully or partially regulated, the job you are trying to fill may well require certification or a license to practice.

- Depending on the occupation, regulatory standards are either set and applied provincially – e.g. Engineers – or provincially and nationally – e.g. Red Seal Trade occupations.
- Provincial or territorial licensing bodies or apprenticeship offices issue the required licenses after assessing the documentation and qualifications provided by the ITW.
- If licensing requires Canadian work experience, consider hiring candidates at lower levels until they meet the licensure requirements of the job for which they applied.
- If the job you are hiring for is not a regulated profession, you may be interested in voluntary certification to establish job proficiency. Remember to communicate this preference to candidates at the beginning of the job process.
- Applications to have engineering credentials assessed do not have to be made in the province in which the ITW will work, but can be filed with the regulatory body that has the most experience with handling applications from the specific source country to improve processing times. Note that in order to become a professional engineer in Canada, however, an individual must be licensed in the provincial/territorial jurisdiction in which he or she is employed. Having credentials assessed is only one step in the licensure process (for more information on licensing and certification, see page 27).
- Some regulatory authorities now offer a provisional licence for ITWs who fulfill the academic requirements for licensure but do not have sufficient Canadian work experience. Employers can hire these candidates as Engineers-in-Training until they have obtained the required work experience and are eligible for the final licence.
- Several regulatory bodies have adopted rules to allow ITWs to use dictionaries and interpreters during exams for a licence.

## Licensure/Certification Requirements in Regulated Electricity Sector Occupations<sup>7</sup>

Use the federal government's Working in Canada Tool for more information on licensing and certification requirements in various locations across Canada. Also see [Section 6: Additional Resources](#) for information on national and provincial professional bodies.

Occupation	Elements Required to Obtain Licence or Certificate	Transferability of Assessment
<b>Engineers (e.g. Electrical and Electronics, Mechanical, Civil, Metallurgical)</b>	<ul style="list-style-type: none"> <li>• Must be Canadian citizen or permanent resident.</li> <li>• Post-secondary degree.</li> <li>• Pass professional practice exam.</li> <li>• Have four years work experience with a minimum of one year Canadian experience.</li> <li>• Pass a professional practice examination on professional practice, ethics, engineering law and liability.</li> <li>• Be proficient in English or French.</li> </ul>	<p>Mobility agreement among the provinces and territories regarding the transfer of the final licence.</p> <p>Assessment of post-secondary degrees must be obtained from the regional regulatory office.</p>
<b>Technologists and Technicians (Electrical and Electronics)</b>	<ul style="list-style-type: none"> <li>• Requires certification and membership in the appropriate provincial association.</li> <li>• Must have the appropriate educational degree (diploma or certificate).</li> <li>• Minimum of two years progressive technical experience.</li> <li>• Pass professional practice and ethics exam.</li> </ul>	<p>Membership in provincial association.</p>

<sup>7</sup> *Generating Solutions: Review of Foreign Credential Recognition in Canada's Electricity Sector*. February 2008.

Occupation	Elements Required to Obtain Licence or Certificate	Transferability of Assessment
<b>Red Seal Trades (e.g. Industrial Instrument Technicians and Mechanics, Construction Electricians)</b>	<ul style="list-style-type: none"> <li>Complete a recognized provincial or territorial apprenticeship training program or obtain a Journeyperson level certificate from a province or territory.</li> <li>Pass the Interprovincial Standards Examination for the trade.</li> </ul>	Final certificate is valid nationwide.
<b>Trades that require certification in some provinces (Industrial Mechanics, Electricians, Electrical Powerline and Cable Workers)</b>	<ul style="list-style-type: none"> <li>Industrial mechanic trade certification is compulsory in Quebec and available, but voluntary, in all other provinces and territories.<sup>8</sup></li> <li>Red Seal certification is available.</li> </ul>	<p>Certification is valid in the jurisdiction where it was issued.</p> <p>Some provincial certifications are valid nationwide.</p> <p>Red Seal Certification allows interprovincial mobility.</p>
<b>Construction Millwrights, Electrical Mechanics, Power System Electricians</b>	<ul style="list-style-type: none"> <li>Trades certifications may be available across the country, but voluntary, or not available at all.</li> <li>FCR is left to the individual employer who verifies the credentials internally or via universities or commercial services, or relies on a practical test.</li> </ul>	

<sup>8</sup> Source: Human Resources and Skills Development Canada- <http://www5.hrsdc.gc.ca/noc/english/noc/2006/QuickSearch.aspx?val65=2243>

## Success factors in selecting ITWs

Effective selection processes that minimize bias in order to fairly and accurately assess skills, of ITWs as well as all other job candidates, are outlined below:

### Pre-Interview

- Develop assessment criteria based on a good job description.
- Provide mock interview training to ITW jobseekers in partnership with immigrant-serving agencies.
- Outline the selection and interview process in your job postings.
- Help candidates prepare for the informal part of the interview – provide ready access to information about the industry in Canada, workplace norms, etc.
- Be clear about how you will make the final selection.
- Make sure everyone involved in hiring is aware of the value of international skills and credentials.
- Consider asking an employee who is also an ITW or a member of the organization's diversity committee to help review job applications.
- Train hiring managers on reducing bias in interviews.

### During the Interview

- Use a consistent, equitable set of criteria for similar positions. For example, create an evaluation grid to use for each candidate to ensure consistency.
- Adapt your communication style to the candidate. Do not hesitate to re-phrase questions in a more culturally inclusive way, or probe more fully to ensure you are able to obtain the fullest information on the candidate's fit with the position. Avoid the use of industry jargon or terminology that is specific to your organization. The following resource provides guidance on rephrasing common interview questions: [http://www.hireimmigrantsottawa.ca/downloads/RephrasingQuestions%20\\_HRfinal%20200207%20-ArneHI.pdf](http://www.hireimmigrantsottawa.ca/downloads/RephrasingQuestions%20_HRfinal%20200207%20-ArneHI.pdf)
- Recognize the value of international credentials and experience.
- To ensure a fair and inclusive selection process, invite a human resources advisor or consultant to assist in the interview process.
- Focus on the skills, behaviours and knowledge required for the job.
- Consider all aspects of a candidate's profile, balancing pros and cons.

### Make more effective assessments

If you don't know how international qualifications compare to Canadian credentials, base your assessment on other criteria. Consider asking candidates to:

- Describe their years of experience in a field or job, or in performing specific tasks;
- Explain their skills or demonstrate them in practical tests; and
- Demonstrate their knowledge through written examinations.

You can also turn to the many organizations and resources that can help you assess and verify international credentials. See [Section 6: Additional Resources](#) for more information.



### Post-Interview

- Focus on the skills and job experience of the candidates rather than on where they came from or where they gained their education and experience.
- Base your selection on an assessment process that recognizes the value and transferability of international skills and credentials.
- If more than one candidate meets your criteria, consider having a second round of interviews or a workplace assessment, where the candidates can demonstrate their skills.
- When rejecting applications, explain clearly and honestly why. Be detailed and explicit – for example, rather than “lack of Canadian experience”, explain that “more experience with designing transmission lines for remote geographies” was required.

### Ongoing

- Assign dedicated recruiter for ITWs.
- Train recruiters and hiring managers to value international work experience, and to address and recognize cross-cultural issues that may arise during the recruitment process. For more information on these topics, review the resources available on [www.hireimmigrants.ca](http://www.hireimmigrants.ca)
- Provide diversity and cross-cultural training to all employees, including those involved in hiring.

#### What to Keep in Mind When Dealing with Cultural Differences

- Design your assessment and selection processes to help you determine if the worker can do the job regardless of cultural background.
- Provide training in cross-cultural communications to all employees, including ITWs.
- Cultural differences can be bridged. Exposure to different cultures can be enriching.
- An inclusive workplace benefits everyone.

#### INDUSTRY INSIGHT

**“Cultural adaptation is their weakest link – they need to address this before getting to the level they left in their home country – e.g. learn how to motivate people, have people adopt their vision of a project. Starting at a lower level gives them time to practice and learn.”**

*Educator of ITWs*

# Integrating and Retaining Internationally Trained Workers

- Onboarding and orientation
- Bridge-to-work programs
- Training, mentoring and career development
- Managing employees from a different culture
- Creating an inclusive workplace
- Evaluating your successes
- Sustaining your interest in hiring and retaining ITWs

## Onboarding/orientation tips and checklist

### What is Onboarding?

Onboarding is a process designed to welcome and educate new employees to an organization. Onboarding can allow new ITWs to learn about their new organization's structure, vision and values as well as to complete benefit and legal paperwork. Depending on the organization and the type of hire, this process could last anywhere from one day to two weeks and is sometimes referred to as "New Hire Orientation." Some organizations create onboarding programs that can last up to two years. Why create an onboarding program for ITWs in the electricity sector?

1. Helps new ITWs to an organization or location feel welcome.
2. Helps ITWs be better prepared sooner to meet the challenges of the sector.
3. More likely to improve retention of ITWs.

## Questions to ask when onboarding ITWs may include:

1. How does your organization currently welcome new employees? Is the welcoming process received well by new ITWs? What is your organization's commitment to diversity? Is this being explicitly communicated to new employees either before or directly following their start date?
2. Is the experience of Canadian-educated employees different from that of ITWs? If so, how? If a difference exists, what could be done to close the gap?
3. How knowledgeable on the subject of diversity are the recruitment and hiring personnel, training facilitators and senior leaders in recognizing and responding to the differing needs of ITWs?
4. How are new ITWs assigned during peer sponsoring and mentoring?
5. How are your competitors onboarding their ITWs?
6. Who leaves your organization before two years' tenure? What do their exit interviews tell you about what was wrong and/or missing from their onboarding experience?
7. Do you check in with ITWs within the first three months of employment to determine the quality of their experience and their sense of the organization? If your organization offers this feedback opportunity, are you clear that an ITW's candour during this process will not impact their continued employment?
3. Create a robust schedule for each ITW's first day on the job, including a meeting with his or her manager and HR, required paperwork (payroll, benefits, etc.), briefing on all aspects of the employee's job description, a celebratory lunch with the new manager (which could also include key team members), an appointment with IT or other groups to receive necessary resources (laptop, safety equipment, tools etc.), and an end-of-day check-in to ensure that the new employee is starting the new job on a positive note.
4. Create a checklist for the individual or person acting as mentor or "buddy", which may include who to introduce the new employee to on the tour and facilities to show him or her (e.g. washroom, cafeteria, etc.)
5. Encourage Affinity Groups (e.g. sexual orientation, disability, culture, ITWs, etc) if any exist within your organization, to create peer sponsor programs for new members. Following is a sample New Hire Orientation checklist that you can adapt to your needs.

## Some Practical Action Tips

1. Coach the people most likely to have first contact with potential or new ITWs to properly articulate the organization's mission, vision, values and philosophy with regard to diversity.
2. Design helpful information pointers to services within the region that can assist ITWs in their transition to life in the area, if applicable (e.g. the community centres, social services, etc).

### INDUSTRY INSIGHT

**"Apart from technical knowledge, most of the ITWs find it challenging learning the soft skills needed for a job in the field. To encourage them to grow within their previous experience; we have rotational programs. We try to put them in areas of previous experience in their home countries by matching them to determine what they are best at doing."**

*Industry employer*

**"Most of the time ITWs move to bigger cities because they feel they have more opportunities or services available to them. This can sometimes create a negative impression with regard to the line manager who has invested so much in getting them up to speed only for them to move away. ITWs often move because they are not aware of the availability of local support."**

*Industry employer*

## New Hire: Orientation Checklist<sup>9</sup>

<b>FIRST DAY</b> (Human Resources)	1. <input type="checkbox"/> Provide employee with New Employee Work or log book. 2. <input type="checkbox"/> Assign "buddy" employee(s) to assist with general questions.																		
<b>POLICIES</b> (Human Resources)	3. <input type="checkbox"/> Review key policies. <table border="0" style="width: 100%;"> <tr> <td>• Anti-harassment</td> <td>• Overtime</td> <td>• Confidentiality</td> </tr> <tr> <td>• Vacation and Sick Leave</td> <td>• Performance reviews</td> <td>• Safety</td> </tr> <tr> <td>• Leaves of Absence</td> <td>• Dress code<sup>10</sup></td> <td>• Emergency procedures</td> </tr> <tr> <td>• Statutory Holidays (Including cultural and religious holidays, if any)</td> <td>• Personal conduct standards</td> <td>• Visitors</td> </tr> <tr> <td>• Time and leave reporting</td> <td>• Progressive disciplinary actions</td> <td>• Canadian tax and payroll system</td> </tr> <tr> <td></td> <td>• Security</td> <td></td> </tr> </table>	• Anti-harassment	• Overtime	• Confidentiality	• Vacation and Sick Leave	• Performance reviews	• Safety	• Leaves of Absence	• Dress code <sup>10</sup>	• Emergency procedures	• Statutory Holidays (Including cultural and religious holidays, if any)	• Personal conduct standards	• Visitors	• Time and leave reporting	• Progressive disciplinary actions	• Canadian tax and payroll system		• Security	
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• Time and leave reporting	• Progressive disciplinary actions	• Canadian tax and payroll system																	
	• Security																		
<b>ADMINISTRATIVE PROCEDURES</b> (Human Resources)	4. <input type="checkbox"/> Review general administrative procedures. <table border="0" style="width: 100%;"> <tr> <td>• Office/desk/work station</td> <td>• Business cards</td> <td>• Conference rooms</td> </tr> <tr> <td>• Keys</td> <td>• Purchase requests Telephones</td> <td>• Picture ID badges</td> </tr> <tr> <td>• Mail (Incoming and Outgoing)</td> <td>• Building access cards</td> <td>• Expense reports</td> </tr> <tr> <td>• Shipping (courier)</td> <td></td> <td>• Office supplies</td> </tr> </table>	• Office/desk/work station	• Business cards	• Conference rooms	• Keys	• Purchase requests Telephones	• Picture ID badges	• Mail (Incoming and Outgoing)	• Building access cards	• Expense reports	• Shipping (courier)		• Office supplies						
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• Mail (Incoming and Outgoing)	• Building access cards	• Expense reports																	
• Shipping (courier)		• Office supplies																	
<b>INTRODUCTIONS AND TOURS</b> (Facilities)	5. <input type="checkbox"/> Give introductions to department staff and key personnel during tour. 6. <input type="checkbox"/> Tour of facility, including: <table border="0" style="width: 100%;"> <tr> <td>• Rest rooms</td> <td>• Parking</td> <td>• Kitchen</td> </tr> <tr> <td>• Mail rooms</td> <td>• Printers</td> <td>• Coffee/vending machines</td> </tr> <tr> <td>• Copy centres</td> <td>• Office supplies</td> <td>• Water coolers</td> </tr> <tr> <td>• Fax machines</td> <td>• Warehouse and supplies</td> <td>• Emergency exits and supplies</td> </tr> <tr> <td>• Bulletin board</td> <td></td> <td></td> </tr> </table>	• Rest rooms	• Parking	• Kitchen	• Mail rooms	• Printers	• Coffee/vending machines	• Copy centres	• Office supplies	• Water coolers	• Fax machines	• Warehouse and supplies	• Emergency exits and supplies	• Bulletin board					
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• Copy centres	• Office supplies	• Water coolers																	
• Fax machines	• Warehouse and supplies	• Emergency exits and supplies																	
• Bulletin board																			
<b>POSITION INFORMATION</b> (Manager)	7. <input type="checkbox"/> Introductions to team and department staff, including a buddy or mentor. 8. <input type="checkbox"/> Review initial job assignments and training plans. 9. <input type="checkbox"/> Review job description and performance expectations and standards. 10. <input type="checkbox"/> Manager's preferences .of how ITW can approach him/her.																		
<b>COMPUTERS</b> (Information Services)	11. <input type="checkbox"/> Hardware and software review, including: <table border="0" style="width: 100%;"> <tr> <td>• E-mail, Intranet, MS Office suite</td> <td>• Internet, Databases, Data on shared drives</td> </tr> </table>	• E-mail, Intranet, MS Office suite	• Internet, Databases, Data on shared drives																
• E-mail, Intranet, MS Office suite	• Internet, Databases, Data on shared drives																		
<b>ACKNOWLEDGMENT:</b> <i>(to be signed upon completion of all orientation items)</i>																			
Employee: _____	Date: _____																		
Manager: _____	Date: _____																		
Return original to Human Resources - Copies to Manager and Employee																			
Employee: _____	Date: _____																		
Manager: _____	Date: _____																		

<sup>9</sup> Adapted from onboarding [www.shrm.org](http://www.shrm.org) accessed 21 May, 2011– The key in working with this checklist is to be sensitive to cultural differences between the ITW and your workplace.

<sup>10</sup> Be willing to consider religious accommodation that does not jeopardize an employee's safety.



## Bridge-to-work programs

Bridge-to-work programs help provide a bridge between international training and experience and working in Canada. They include internships, occupation-specific training and placement, and external mentoring programs. The programs start with a work placement, after which you may offer a more permanent position to the ITW.

### These programs give employers:

- support by offering workplace training to ITWs outside of work hours;
- an opportunity to upgrade an ITW's skills to meet specific needs; and
- assurance that the ITW's skills meet Canadian technical and safety standards before deciding whether to make a more permanent hiring commitment.

### Bridge-to-work programs also help ITWs integrate effectively into the workplace with:

- language training specific to the occupation and cultural orientation training;
- structured guidance through coaches or mentors during work placement;
- opportunities for professional development and networking; and
- regular evaluations and ongoing feedback.

### Where to start

Most bridge-to-work programs involve skilled immigrants completing in-class training and work placements to bridge their prior education and work experience. It allows ITWs to meet the requirements to practice within their professions in Canada. Employers can start by contacting:

- Industry professional or trade associations.
- Educational institution providing industry related training and skills upgrading programs (see Section 6: Additional Resources for contact information of

educational institutions, and professional and trade associations in your area).

- Partner with these institutions in offering paid internship work placements to qualified ITWs.

### Available support/funding

Financial assistance and support may be available to employees that enrol in a bridge-to-work program. Some of these include:

- *Federal programs* - e.g. Immigration Loans Programs (delivered by CIC); Skills Development Benefits (implemented by Service Canada and the provinces) through Labour Market Development Agreements (LMDAs).
- *Provincial program* - e.g. BC Skills Connect for Immigrants program, Manitoba Credential Recognition Program.
- *Nongovernment financial assistance:*
  - » *Credit Union and Banks* - e.g. Skilled Immigrant Loan program, LIBRO Financial Group, (credit union) Ontario; Immigrant Employment Loan Program, Maytree and Alternative Savings, Ontario.
  - » *Micro-credit* - e.g. Immigrant Access Fund Calgary Foundation, Alberta; Ottawa Community Loan Fund, Internationally-Trained Professionals Program, Ontario.
  - » *Educational institutions* - e.g. Ryerson Continuing Education Foundation offers grants for participants in bridge training programs; Sheridan College - Internationally Trained Individual Entrance Scholarship - Mississauga Technology Awards.

## Training, mentoring and career development

Ensure your own success — help your workers learn, grow and succeed.

### Training programs

You can provide training courses or peer-to-peer practical training in the workplace or let your workers know where training is available. Training options include the following:

- **Skills training.** Skills training is offered by community organizations, municipal public libraries and community centres. Colleges and institutes also offer various courses to upgrade technical and language skills. Some programs combine technical training with occupation-specific language training and bridging programs.
- **Language training.** Some ITWs can benefit from language training in English or French, occupation-specific language training, or customized business English or French courses. Sometimes accent reduction coaching/training can also be helpful. It is important for ITWs to have good communication and language skills in order to communicate technical and safety standards to ensure employee and public safety in the field.
- **Cultural and communications training.** Cultural and communications training helps all workers to be more effective. Cultural training helps workers interact more effectively with colleagues, suppliers or customers. Communications training helps workers to communicate their ideas more clearly.

- **Organizational training.** Like all new employees, ITWs will benefit from training that focuses on your organization's norms, practices and expectations. Educate yourself about the practices within the electricity and renewable energy sector in the employee's previous country — this will help to focus your time and attention on the most critical areas. An important aspect to cover is your organization's safety principles and practices — these might be quite different from what the new employee experienced in other countries.

Your organization can also benefit by helping community organizations and training institutes develop job-related training or mentor ITWs. You can share your knowledge to educate ITWs on Canadian business culture, working in your industry, as well as practical issues that may impact their satisfaction in their new job and country such as taxation, education and health care.

Employers should consider how the culture, values and work practices of the candidate's home country fit into their culture, values and work practices. This can have a significant impact on the workplace particularly in the area of workplace and public safety.

### Mentoring or “buddying” programs

Providing mentors — dedicated and experienced staff members — to answer new workers' questions will help them integrate into your workplace faster. Mentoring programs can help all new employees, but may be particularly valuable to ITWs. Mentorship support may be available through professional organizations like engineers association (see [Section 6: Additional Resources](#)).

### INDUSTRY INSIGHT

**“ITWs can easily fill entry positions within [our organization]. All we need is to get them to learn the Canadian culture aspects of doing their job in the electricity sector. We find that most of them already have technical skills.”**

*Industry employer*

## Tips for cross-cultural mentoring of ITWs

Once the ITW is on the job, implementing the integration or settlement plan is key. Integration is hastened with formal and informal team building activities, on-the-job support and coaching and continued skills enhancement (e.g. language and technical). Other pointers for mentoring ITWs include:

- Identifying workers within the company and organizations in the larger community who share a similar cultural background to an ITW can speed up the process of integration and settlement.
- Ongoing technical and language training can hasten the integration process and is especially important for permanent workers.
  - » Programs do not require customization to the employer's environment unless physical barriers (i.e., remote work sites) prevent access to publicly available training programs.
  - » In urban centres, encouraging or supporting the worker with skills and language training through publicly offered programs can also speed up the integration process as the worker has the opportunity to interact with members of the larger community.
- Some of the areas useful to focus on include:
  - » Communication differences in the Canadian workplace (verbal or non verbal) –including differences in workplace /field terminologies.
  - » How the Canadian workplace culture operates, e.g. how promotions are handled, how to approach the boss, health and safety procedures.
  - » How to work as part of a team; how to handle conflict.
  - » Technical and safety expectations.
  - » Information and assistance on how to obtain necessary certification or licensing.
  - » How to augment skills– technical, safety, language and communication.
  - » Community groups (e.g. cultural groups) identified for ITW inside and outside the organization.

### INDUSTRY INSIGHT

**“For the mentorship program, we pair ITWs with Engineers in a similar discipline or from a similar cultural or study background - for example, those Engineers that have also studied abroad. Part of this mentoring process involves the soft skills they need to succeed at the workplace. It is important to provide mentors with mentees’ background information and useful resources that can help the process. We suggest that they do this over a lunch meeting to help build a relationship.”**

*Industry employer*

## INDUSTRY INSIGHT

**“Advancement often has less to do with technical skills and more with one’s ability to communicate within the workplace. Within an ITW’s own country, they may have been treated on a more senior level due to their technical ability. Often, many ITWs find it difficult learning to work as part of a team, giving opinions, and often don’t communicate directly and openly due to cultural differences.”**

*Industry employer*

**“ITWs possess a vast amount of experience. Most of the time they already have good technical skills and good experience; more so, than recent graduates.”**

*Industry employer*

## Career development

Career development opportunities are important for all employees and for your organization. Note that cultural differences may impact expectations of ITWs in this regard. ITWs often come from hierarchical cultures where status and rank are important, and everyone has a defined position within society. In the workplace, there are many levels of promotions, and promotions are obtained by doing what you do well. In Canada, a more egalitarian society, roles are less defined. In the workplace, all employees can freely take the initiative and take on more advanced tasks; official promotions are preceded by an employee incrementally taking on higher level responsibilities while still in the current job.

Consequently a manager is more likely to interpret an employee turning down challenging tasks or opportunities that are designed to prepare them for future leadership positions as not ready to advance. Be sure to continue to make these opportunities available to an ITW, and explicitly explain that you are doing so to broaden their experience and give them an opportunity to demonstrate their abilities. It is important to help an ITW understand the career advancement processes within the organization.

- Include ITWs in formal leadership development programs.
- Be open to new forms of leadership and collaboration. Don’t overlook the abilities of ITWs just because they don’t reflect the norms of your workplace.
- Provide coaching and courses to develop communications and leadership skills. Remember to consider the person’s cultural background, abilities, training and work experience when identifying options for training and development.
- Support workers who are pursuing certification or licensure. Your organization could benefit by providing financial support for examinations, or by offering workers paid time off to prepare for and write important examinations.



## Volunteerism<sup>11</sup>

Volunteering can give a strong boost to other orientation, integration and retention efforts – it can act as a vehicle for the ITW and possibly his or her family to practise language skills, understand the Canadian context, broaden their personal network and make connections with the community. Volunteering also demonstrates the valuable contribution that ITWs can make in a wide range of situations. Support volunteering by:

- Encouraging employees to take part in group activities that contribute to a community organization.
- Allowing for time off or changing of schedule for volunteer activities.
- Informing staff about community activities and volunteer opportunities.
- Seeking opportunities for professional development for your employees through volunteer activities.

## Tips for managing employees from a different culture

1. **Understand the dimensions of cultural differences that exist in your firm** – Start by acknowledging that there are differences between different cultures – these can include perception of time, distance, communication patterns, hierarchy, etc. It is important to educate yourself, staff and the ITWs about these differences, with a goal of maximizing strengths and minimizing the weaknesses of these differences.
2. **Make the commitment to diversity clear** – Continuously review your policies to ensure that there are no systemic barriers to inclusion, and to the integration and advancement of ITWs. Clearly state your support for diversity in both your internal and external communication strategies. Celebrate diversity by supporting cultural events.

3. **Create a work environment where people are comfortable talking about their differences and learning from one another** – An appreciation and acceptance of both commonalities and differences are essential to effective working relationships. As diversity within an organization grows, so does the complexity of communication. It is important to create a work environment that encourages relationship-building, open discussion of personal or cultural preferences, and an understanding the preferences of others. This can be done in many ways; mentoring/coaching/buddying programs, open dialogue sessions, special events (i.e. pot lucks, celebration of different religious holidays, lunch and learns, diversity days, etc.)
4. **Understand and practice better communications** – Practicing better communication helps remove the major barriers faced by people from diverse cultures who work together. Practical examples include:
  - » Learning to listen to what is really being said, not what you want to hear;
  - » Avoiding making judgments based on someone's accent or grammatical inaccuracies;
  - » Adapting your communication style to fit the situation (e.g. when speaking on the phone, speak slowly if English or French is not the first language of the listener; if a miscommunication is suspected, repeat and rephrase).

*Also note that when conflicts arise, the problem may result from style rather than content, therefore strive for understanding of content but focus on how things are said, which is often more important than what is said.*

5. **Flexibility of management style** – managers should be flexible when leading people from various cultures. Flexibility may involve providing time off for culturally significant events, holy days, family issues and training courses, to name a few.

<sup>11</sup> Adapted from Petroleum Human Resources Council.  
*Increasing the Talent Toolkit*. 2008.

6. **Training** – Provide both managers and employees with diversity training designed to build understanding and appreciation for differences. Boldly address myths, stereotypes and cultural differences that interfere with the full contribution of staff members.
7. **Assign mentors/coaches/buddies to ITWs to help their integration into the organization** – Implement mentorship, coaching and buddying programs, which research has found to be one of the key strategies or practices that help ITWs be successful in the Canadian workplace.<sup>12</sup>
8. **Provide exemplary leadership** – Articulate and show ways in which ITWs are an integral part of the organization's mission and vision. Support staff so that they, in turn, support a diverse and inclusive workplace by recruiting, retaining and promoting people from different cultural backgrounds. Include staff from different backgrounds in decision-making and social activities.
9. **Continuous learning** – Becoming culturally competent takes a lot of time and work. This is why we should consider the value of ongoing personal learning and change, solicit views and opinions of diverse people, seek and utilize ongoing and timely feedback about personal behaviour and blind spots and be open to belief modifications and actions based on feedback.
10. **Offer ongoing feedback** – Provide feedback in a timely fashion and on an ongoing basis to new staff from different backgrounds. When providing feedback to employees or colleagues from a culture different from your own, start at your typical level of emphasis. Follow-up may be required, depending on whether the individual did not react or reacted more strongly than intended.

## Creating an inclusive workplace

*Make your workplace truly Canadian — Make sure it welcomes everyone.*

There is no better way to improve the morale of your organization and ensure the dedication of your employees than by creating a welcoming workplace. Make sure that welcome extends to ITWs.

- Employ workers with different backgrounds.
- Create opportunities to solicit input from ITWs, based on their experience outside of Canada. Encourage them to describe other practices and equipment that might be helpful to your work unit.
- Create a unifying vision for your organization that brings together workers from all cultures.
- Create a climate where all workers are welcomed by their colleagues and managers, and let all workers know that this is important to your organization.
- Provide a formal orientation program that makes new workers feel valued and included.
- To put newcomers at ease, pair them with existing staff members: if possible, with people who share the same cultural backgrounds.
- Connect newly arrived ITWs with people and community supports that will help them and their families settle.
- Provide diversity and cross-cultural training to all staff.
- Celebrate your cultural diversity in posters, newsletters or other communications.
- Hold social events that celebrate different cultures.
- Create opportunities to communicate the value of diversity, with specific mention of ITWs.
- Participate in and support initiatives related to hiring, mentoring, promoting and retaining ITWs. Encourage everyone in your organization to participate.

<sup>12</sup> Winning Strategies for IEPs Success in the Workplace: Employers' and IEPs' Perspectives. PCPI. January, 2011.

- Identify workers to champion diversity in your organization. Include them in decision-making, and give them the scope and resources to implement special initiatives to create an inclusive culture.
- Ensure access to management and higher-level opportunities for ITWs.

## Evaluating your success

*Has the investment of your time and effort in hiring and retaining ITWs been worthwhile?*

Don't forget to evaluate — and celebrate — your success.

- **Track how many ITWs you are employing.** If you've made a commitment to hire ITWs, or have allocated positions to work transition programs, assess your progress on a regular basis. If your organization has an automated system for tracking applicants or monitoring workforce diversity, it might be possible to analyze the information for ITWs. It might be more feasible to track the information specifically for targeted positions where there have been industry shortages (Engineer, Power Line Technician, Millwrights, etc.) or where your organization has a strategic interest.
- **Keep track of how ITWs are doing in your workplace.** Are these workers appropriately employed for their skills and qualifications? Are they advancing within your organization? (Keep in mind that it should not be compulsory for workers to participate in any tracking process.)

- **Strengthen your relationships with referral agencies.** Provide feedback to agencies, training institutions and other recruitment partners who have referred ITW applicants to your organization. Let them know whether the candidates were hired, how they are doing, and most importantly, what this experience indicates about future referrals. Discuss the outcomes with recruitment partners so that they can fine-tune their processes and refer more successful candidates to you.
- **Report on how ITWs have contributed to your workplace.** Celebrate your success with stories in in-house newsletters, press releases to community or trade publications, or reports to shareholders.
- **Share what you have learned from recruiting and working with ITWs.** Contribute best practices or case studies to your industry association or the Electricity Sector Council. Offer to speak at industry workshops, community group meetings or immigrant-serving organizations.

### INDUSTRY INSIGHT

**“The biggest challenge was to prepare myself for the Canadian power sector job market, i.e. how to present myself in an environment that is different in so many aspects to the environment that I had left behind. Although the basics of generation, transmission and distribution of electricity are the same worldwide, the approach is different - the standards and codes are different, and above all the behaviour.”**

*ITW Engineer*

## Sustaining efforts to hire and integrate ITWs<sup>13</sup>

Employers are often most interested in hiring ITWs when they have hard-to-fill vacancies – often highly specialized roles or highly in-demand occupations. Then, when economic, labour market or business conditions ease these pressures, the interest in hiring ITWs wanes.

However, it is important for employers to create long-term strategies and recruitment strategies to maintain employment equilibrium. Many employers experience marked peaks and valleys in terms of employee demand – which result in large numbers of employees in certain age cohorts. Maintaining sustained levels of employment would mean that retirement would not have such a major impact.

Key to maintaining commitment is gaining buy-in from leaders and others in your organization. Following are some tips on sustaining your initiatives to employ ITWs:

- Build a strong business case for hiring ITWs, specific to your organization.
- Formulate a recruitment strategy with a sustained focus and clearly defined goals, with clear links to the overall business strategy.
- Start well ahead of time with the work groups where ITWs might be working.
- Include unions in the process, if appropriate.
- Engage staff throughout the organization in the recruitment and retention efforts. For example:
  - » Invite employee volunteers to help review the credentials and applications of ITWs seeking membership in your industry professional association
  - » Solicit testimonials, success stories and learnings from managers and work groups as they gain experience with ITWs.
  - » Consult with groups of employees to continuously improve your organization's practices for recruiting, retaining and advancing ITWs.
- Build links with immigrant-serving organizations to help with ongoing recruitment by, for example,
  - » Involving senior management with the agency's council or steering committee to help develop and guide their programs;
  - » Offering your expertise for training programs that help ITWs find employment - e.g. mentor ITWs on workplace culture and norms, and how to establish networking relationships.

<sup>13</sup> Some content adapted from Hire Immigrants Roadmap: <http://www.hireimmigrants.ca/Roadmap>





### INDUSTRY **INSIGHT**

“I like working in a company that provides electricity - it’s a resource that will be needed all the time and everywhere. The market will always be there. That is why I chose a career in power systems engineering.”

*Engineer-in-Training*



# Promising Practices in Recruiting and Retaining Internationally Trained Workers in the Electricity Sector

- Promising practices drawn from sector employers and stakeholders directly or indirectly involved in employing ITWs in the electricity and renewables sector

## Selection of practices

The following five (5) practices developed and implemented by employers and stakeholders in the electricity sector serve to act as a guide or source of inspiration to you in your efforts to employ ITWs. They were chosen due to their adherence to the following criteria:

- Successful over a period of time;
- Produces quantitative and/or qualitative results;
- Develops recognized or recognizable positive outcomes including hiring of ITWs, employers engagement, and some type of definitive positive impact;
- Innovative and replicable, portable and/or transferable to other organizations with modifications.
- Adds value by improving service, quality, productivity or talent.

They also provide a range of examples based on region, organization type, organization size, and practice content.

## What you can learn from these practices

Note that the aim is that you adapt rather than adopt these practices. As you read through each practice, consider how you might do this using the following questions:

- How can I adapt elements of this practice for my own business needs?
- What are the equivalent supports available in my community – e.g. immigrant-serving organizations, training and development programs, educational institutions, and other community stakeholders, etc?
- How can it be adapted for my organization size?
- How can it be adapted for my financial capabilities and human resources capacity?
- How can it be adapted for my region (urban, rural, remote)?
- How can I make it work for my organizational culture, employee base and organization size?

## Promising Practice Case Study – BC Hydro

### Organization Background

BC Hydro is a Crown Corporation in British Columbia, reporting to the B.C. Ministry of Energy and Mines. It is a single entity that plans and delivers electricity, under the Clean Energy Act of 2010. BC Hydro operates 30 hydroelectric facilities and three natural gas-fuelled thermal power plants. About 80% of the province's electricity is produced by major hydroelectric generating stations on the Columbia and Peace rivers.

### The Challenge

Both supply and demand factors are increasing the importance of Internationally Trained Workers as a talent pool for BC Hydro.

- On the supply side, the demographics of BC reveal a high percentage of immigrants within the labour force, across a wide range of job categories – including ITWs with the technical qualifications required by BC Hydro; and
- On the demand side, BC Hydro will be undertaking significant capital projects and anticipates a high demand for new employees, particularly within operations roles.

### The Solution

To attract a diverse candidate pool, openings are advertised in multicultural media and active outreach is conducted with agencies in the region, including:

- Educating the agency on BC Hydro job requirements, corporate values, approach to business, etc.;
- Responding to queries from agency counsellors on recruitment process details such as what to look for in BC Hydro job postings (i.e., competencies that are broader than technical requirements), what to expect from the interview process and what the skill expectations are for certain positions.

For selection and hiring, the company supports ITWs in demonstrating and/or acquiring the necessary capabilities, by:

- Supporting new Canadians in navigating the processes for gaining formal recognition of their credentials;
- Recognizing provisional membership in professional organizations such as the Association of Professional Engineers, Geologists, and Geophysicists of Alberta (APEGGA);
- Training managers in how to minimize bias in the hiring process;
- Providing language skill development through a range of approaches such as “English for Occupational Purposes” language training, an Accent Reduction program, an in-house Toastmasters group for practice, and individualized coaching where needed (e.g., in remote communities). Training is conducted on company time;
- Strong on-boarding and orientation program for new employees; and
- Tailored information and tools that explain the “unwritten rules” within the BC Hydro environment, such as teamwork, development paths, etc.

For retention, a variety of supports are offered to create an inclusive work environment, including:

- Consistent corporate messaging and communications that highlight the benefits of diversity, including ITWs, and link diversity to the business strategy;
- Profiling of Internationally Trained Workers on the company's intranet site;
- Cross-cultural communication workshops that are open to all employees;
- Respectful workplace training that is mandatory for all employees;
- Tools for managers to use in talking with their team about diversity;



- Third party facilitation and skill-building for teams that are having difficulties with differences;
- A cross-functional Diversity Committee that addresses diversity challenges that have been escalated; and
- Employee-run “Hydro Employees’ Multicultural Society” that offers scholarships, runs various initiatives, and provides mentoring and networking.

### Partnerships and Other Supports

BC Hydro has a very positive relationship with many community partners. The company communicates proactively with agencies when opportunities are posted. This allows organizations such as Skills Connect for Immigrants, who are familiar with BC Hydro’s employment requirements, to help their clients prepare for the application process.

### Success

- BC Hydro tracks the diversity profile of their workforce – to understand how their various programs will deliver on the commitment to have a workforce fully representative of the BC labour market by 2017. Although they do not specifically report on the number of immigrants within the workforce, the feedback from line managers, employees and referral agencies is increasingly positive.
- The company was cited by the editors of Canada’s Top 100 Employers in partnership with ALLIES, a joint initiative of The Maytree Foundation and The J.W. McConnell Family Foundation, as being one of “Canada’s Best Employers for New Canadians.” It has also been named by Mediacorp as one of Canada’s Best Diversity Employers.

### What’s Next

BC Hydro expects that its recruitment strategies for job openings will increasingly include the possibility of internationally sourcing qualified candidates for specialized work.

## TESTIMONIALS

Testimonial from program representative:

**“A lot of the work that we do at BC Hydro is technical or specialized in nature, for example building a dam or deploying Smart Meters. We source qualified candidates from the local talent pool – but it is likely when we are looking for very specialized skills and experience that we will need to expand our search to international talent markets.”**

**“The Hydro Employees’ Multicultural Society helps employees be aware of different cultures via seminars and cultural events. It enables people to come together, break down barriers and learn to work together and respect one another.”**

*ITW Engineer*

**“To get a job at BC Hydro you have to have the right skills and abilities, but equally important is that your work is consistent with the corporate values of safety, accountability, teamwork, integrity, service and ingenuity. Once you are a member of the BC Hydro team, your manager will help you develop your career including education, training, and knowledge transfer from senior personnel.”**

*ITW Engineer*

## Promising Practice Case Study – Emera Utility Services, Nova Scotia

### Organization Background

Emera Utility Services (Emera) is an energy and services company that invests in electricity generation, transmission and distribution as well as gas transmission and utility energy services. Its headquarters is in Halifax, Nova Scotia.

### The Challenge

In 2007, Emera was experiencing a major shortage of Power Line Technicians, and worked with an external recruiting firm to hire 25 ITWs from the Philippines and Jamaica. Some of the ITWs hired needed support to improve their English language proficiency in order to pass the Red Seal exam for Power Line Technicians. Emera also wanted to ensure all employees were confident in their English language abilities in order to communicate effectively with each other to ensure a safe operating environment.

### The Solution

- In 2010, Emera invested in training a Human Resource (HR) Specialist to become qualified as an English as a Second Language Teacher so they could offer English language training in-house to prepare ITWs for the Red Seal examination and for communicating successfully in the workplace.
- Training is provided to a group of 12-24 ITWs with varying levels of English proficiency every Friday morning. Additional support is offered on an individual basis as required. ITWs attend on an ongoing basis until they pass the exam and have gained the confidence they need to express themselves.
- The HR Specialist developed a training curriculum that combined an ESL program with content from The Lineman and Cableman's Handbook.
- Emera also hires a translator to be present at the exam to translate for ITWs as needed.

### Partnerships and Other Supports

- The recruiting firm contracted sourced and pre-screened the workers and supported the workers in obtaining a work permit.
- Many ITWs brought family members with them to Canada. Emera puts the families in touch with Immigrant Settlement and Integration Services (ISIS) in Halifax, an organization offering language training, pre-employment and business development programs. ISIS helps family members find employment and integrate into the community.

### Success

- The language training program has been successful in assisting ITWs pass the Red Seal examination and improves overall safety in the workplace.
- 22 of 25 ITWs originally hired are still employed – two went to work for other employers and one is in the process of moving back to his home country. This 88% retention rate is significantly higher than data from Statistics Canada which shows that workers across the economy as a whole had a 56% probability of remaining in their jobs for four years.<sup>14</sup> This low turnover is equivalent to, or slightly better than, the average turnover rate of 4% reported across the electricity sector.<sup>15</sup>

### What's Next

A key lesson learned since the language program's inception is the importance of knowing different versions of industry terminology - both official and colloquial versions of various terms are in practice, which may also differ by province. The program has been enhanced to teach ITWs at least two versions of each term, which aims to help the ITW work safely and efficiently wherever they are working in Canada.

<sup>14</sup> Statistics Canada. *Study: Job stability and unemployment duration in manufacturing*. The Daily, Monday, November 23, 2009. Available at: <http://www.statcan.gc.ca/daily-quotidien/091123/dq091123e-eng.htm>. Accessed on May 31, 2011.

<sup>15</sup> *Powering Up the Future: 2008 Labour Market Information*. 2008.

## TESTIMONIALS

Testimonial from program representative:

**“Sometimes an ITW’s language skills are good but it is an issue of needing an opportunity to build the confidence to express themselves.”**

Testimonial from ITW who is past participant:

**“The training helps a lot. The teacher helps us with terminology, and we learn how to improve the way we speak, pronounce words and communicate with each other.”**

## Promising Practice Case Study – Manitoba Hydro

### Organization Background

Manitoba Hydro is a Crown Corporation and the province's major energy utility, generating electricity from 14 hydroelectric stations and exporting electricity to wholesale markets in Canada and the mid-western United States. It serves over half a million customers throughout Manitoba and is also a major distributor of natural gas, delivering to over 270,000 customers in nearly 100 communities across the province. Manitoba Hydro is governed through the Manitoba-Hydro-Electric Board with members appointed by the Lieutenant-Governor in Council.

### The Challenge

- Manitoba Hydro wanted to have access to a steady pipeline of qualified and experienced engineers in order to meet its labour needs.
- It also wanted to support its ITW employees in developing the necessary soft skills for success in the Canadian workplace.

### The Solution

Manitoba Hydro offers various programs that support ITWs.

- A key initiative is its Two-Year Career Development Program for Internationally Educated Engineers (IEEs). This is a partnership with University of Manitoba's Internationally-Educated Engineers Program (IEEQ) - a one-year full-time program at the University of Manitoba by which International Engineering Graduates (IEGs) can achieve eligibility for Engineer-in-Training licensing with the Association of Professional Engineers & Geoscientists of Manitoba (APEGM) and also earn a Post-Baccalaureate Diploma in Engineering from the University of Manitoba.

Following is an overview of the Program.<sup>16</sup>

### Program Objectives

- To attract and retain qualified Internationally Educated Engineers on a permanent basis.

- To enhance orientation to the Corporation through rotational work assignments. This will lay the foundation to ensure individuals are placed into positions where their specialized skills are recognized and effectively utilized to meet operational requirements.
- Provides the foundation for successful integration into the workplace through a formalized program that provides coaching, mentoring, and cross cultural communication.
- Recognizes that IEEs have a wealth of experience with either a broad base of knowledge, skills, and abilities, or an area of such specialty that recruitment within those fields is a challenge.

### Program Design

- The duration of the program is flexible; however, it is designed to be a two-year developmental assignment.
- Individuals selected will be assigned to various rotational assignments based on corporate requirements and incumbents' specialized skills (may only be one or two assignments based on unique experience and/or corporate requirements).
- Through rotational assignments, along with program supports, the individual will have the opportunity to successfully bid into ongoing permanent employment.

### What are the IEE Qualifications?

- Successful graduate from the Internationally Educated Engineers Qualifications program from the University of Manitoba.
- Incumbent must be deemed academically qualified and eligible to register with APEGM. Many of the graduates from this program have extensive training and experience within their field, but according to APEGM standards, they are still an Engineer-in-Training (EIT). Graduates could attain their P Eng, designation in a relatively short time period.

<sup>16</sup> Source: [http://www.hydro.mb.ca/careers/current\\_initiatives/career\\_development\\_program\\_iee.shtml](http://www.hydro.mb.ca/careers/current_initiatives/career_development_program_iee.shtml)



### Selection Process

- Once a department's job description has been accepted as a potential rotational assignment for an incumbent, the candidates will be interviewed by line management and a member of the IEE committee.

### Other supports Manitoba Hydro offer include:

- On the job paid programs and apprenticeships.
- Coop and internship program for students and ITWs– it hires 3-8 ITWs into their internship programs every year. There are no age limits with ages ranging from 19-57 years.
- Manitoba Hydro tends to promote from within–ITWs and other employees see great opportunities for advancement in their career.
- Committed to the development of ITWs by providing

### Partnerships and Other Supports

Manitoba Hydro has partnerships with the University of Manitoba, Manitoba Labour and Immigration, and also with other bodies working with ITWs..

### Success

- Manitoba Hydro has been successful in recruiting directly from other countries. The most frequent countries of origin are: Philippines, Germany, China and India.
- Overall, the company has had a positive experience in hiring ITWs. Currently 7% of their employees are immigrants with international training. Manitoba Hydro tracks immigrants through its Self Declaration Form.
- Success indicators for their partnership with the University on the IEEQ program include:
  - » A significant reduction in the length of time it takes for ITWs to obtain the qualifications to work as an Engineer in Manitoba. The replication of program by other institutions, including Ryerson University. Manitoba Hydro has also been promoting this model among industry employers.

- » Increase in the provincial funding for the IEEQ program, increasing from ten (10) spots to forty (40) in September 2010.

- The successful outcomes of IEE program are as follows:
  - » It has had a positive impact on ITWs and has helped many of them to advance within the company.
  - » The program helped Manitoba Hydro evaluate the practices they were using with ITWs. This helps ensure that the company has established the appropriate benchmarks for assessing candidate success.
  - » It is generally recognized to be a very effective process for more timely assessment of credentials and for providing assurances to all involved that the level of pay is equitable.

### What's Next

Manitoba Hydro recognizes that there are gaps in middle level engineer positions. They are currently investigating potential actions in this regard.

### TESTIMONIALS

**“Partnership programs with the University of Manitoba, Manitoba Labour and Immigration, and the internal mentorship programs have all worked well. It has resulted in more ITWs being properly assessed, hired and paid equitably.”**

*Program Representative*

**“My colleagues and supervisor were very helpful. They had patience to explain everything and how it works.”**

*Recent hire and graduate of the IEE Program*

**“The IEEQ program helps ITWs prepare for the Canadian workplace. Most ITWs who come to Canada are older than the new graduates coming out of university. Employers might choose young graduates over ITWs as they think less adaptation is required. The IEEQ program helps ITWs break this barrier.”**

*Engineer-in-Training and graduate of the IEEQ Program*

## Promising Practice Case Study – SaskPower, Saskatchewan<sup>17</sup>

### Organization Background

Saskatchewan Power Corporation (SaskPower) is the principal supplier of electricity in Saskatchewan. The company is engaged in the generation, transmission, distribution, purchase and sale of electricity and related products and services. Currently, the company owns and operates three coal-fired stations, seven hydro stations, five natural gas stations and two wind generation facilities. SaskPower serves more than 467,000 customers.

### The Challenge

- SaskPower estimates that over 30% of its employees will retire, with over half of senior leadership eligible to retire, within the next five to seven years. In this context, it recognizes that the ability to attract and retain talent is paramount to SaskPower's success.
- Electricians, industrial mechanics, power line technicians, engineers and electrical engineering technologists, as well as other professionals and specialists, will be in high demand as retirements increase.

### The Solution

SaskPower has various initiatives that support the hiring and retention of ITWs.

- Welcoming Committee – this group aims to “try to bridge people in whatever way we can” to both external and internal communities to assist with settlement in Canada:
  - » provides links to resources, such as places of worship, leisure activities, restaurants, etc.
  - » puts people in touch with other colleagues who can act as informal mentors
- Conversational English Group – an employee network that not only helps improve the English language skills of its members, but whose members also mentor and coach one another. The group meets every two weeks over lunch. SaskPower provides a qualified ESL instructor to work with the group for 3-4 hours per month.

- Engineer-in-Training (EIT) Program – provides new engineers, including ITWs, with a chance to be mentored by experienced SaskPower professional engineers. EITs are exposed to multiple engineering roles and projects through annual work rotations. After six months in the EIT Program, participants are able to apply for permanent engineering positions within SaskPower. New Engineers stay in the program until they find permanent positions within the company.
- Affinity Groups – one of the affinity groups within SaskPower's Diversity Program is the Visible Minorities Network; several members of the network are ITWs.
- Active Consultation with ITWs – the Visible Minorities Network and the Conversational English Group act as consultative bodies to a diversity committee, senior management, employees and unions on issues affecting the recruitment, retention, career development and progress of employees. They “feed [the organization] with what they feel is necessary to foster inclusion.”
- “Hotskills” Recruiter – a recruiter dedicated to seeking skills in demand based on SaskPower's workforce plan. The recruiter participates in career fairs – both general and those targeted to specific employee groups, inclusive of ITWs – to promote both the company and the province as a career location of choice.

### Partnerships and Other Supports

SaskPower partners with the Open Door Society, an immigrant-serving organization in Saskatoon, to offer short-term work placements (some paid) to graduates of Open Door's four-month Enhanced Language Training (ELT) program. It benefits ITWs by offering an opportunity to increase their understanding of workplace English, and give them Canadian work experience. The program has also provided SaskPower an opportunity to benefit from the skills of new immigrants, several of whom have been subsequently offered permanent positions.

<sup>17</sup> Information compiled from fact-finding interview with a company representative, as well as The Changing Energy Landscape: SaskPower Annual Report 2010 and SaskPower Sustainability Report 2009.

## Success

From 2008-11, SaskPower was named one of Saskatchewan's Top 20 Employers.

From 2009-11, it was named one of Canada's Best Diversity Employers. It was recognized in particular for:

- Tracking the progress of diversity-related initiatives through regular reporting to senior management; and
- Revising the company's training materials to include a component for supervisors on diversity in the workplace.

## What's Next

SaskPower's current Diversity Strategy, introduced in 2008, has four main components — awareness, learning, accountability and culture change. Culture change is ultimately where the organization “wants to be”, and it is working towards ensuring the first three pieces are in place “and ingrained in all aspects of how business is done before culture change can occur.”

## TESTIMONIALS

**“He contributed a lot of new ideas, and he’d always provide you with information on how companies he worked for in the past solved problems. It gets you thinking, and you come up with pretty good solutions.”**

*Supervisor of ITW hired permanently after an Open Door work placement*

**“We’ve ended up with some good employees, and we have the benefit of having someone with all that international education and experience coming into our organization and bringing those creative, innovative ideas to the work we do.”**

*Recruitment Consultant*

**“Language skills are important for career mobility – an ability to communicate confidently with first language English speakers is key to advancement. Participating in the [Conversational English] group builds this confidence and helps the individual feel comfortable in English settings.”**

*Diversity Leader*

**“The employer received me so graciously that I was really impressed. The SaskPower training programs for new employees were of great help to integrate quickly. At SaskPower we are all working as a team. The management is supportive and never criticizes mistakes. The coworkers are helpful and never mind interruption for some assistance.”**

*ITW Engineer*

## Promising Practice Case Study – S.U.C.C.E.S.S., British Columbia

### Organization Background

- S.U.C.C.E.S.S. is a multi-service agency in British Columbia. Having operated for almost forty years, they deliver services in five major areas: social services, employment services, business and economic development services, training and education services, and health services. While originally focusing on providing settlement service for new immigrants, the agency has now developed into a multi-service and multicultural organization offering services to everyone.
- Employment services, in particular, have been provided to assist job seekers to overcome employment barriers since 1984. With a diverse team of over 100 staff in multiple locations across the Lower Mainland, in Northern BC and overseas in Taipei, Taiwan and Seoul, South Korea, S.U.C.C.E.S.S. delivers services in a culturally sensitive manner to job seekers regardless of their cultural background and level of English language skills.

### The Challenge

- Qualified workers in skilled trades are projected to be in high demand, and short supply, as current workers retire from active employment.
- Recent immigrants face multiple barriers to entry in the skilled trades, including unfamiliarity with a complex apprenticeship and employment system, language skill requirements, lack of Canadian experience, limited understanding of the Canadian workplace culture, and challenges integrating into the community.
- Employers are also concerned with their ability to attract, integrate and retain internationally trained workers, especially in remote regions.

### The Solution

S.U.C.C.E.S.S. has partnered with industries and employers to develop various initiatives that support the hiring and retention of ITWs. Projects are often initiated as pilots, with external funding available through various levels of government.

Two elements are credited with making the initiatives particularly successful. Firstly, the agency takes a holistic approach to facilitating the integration of the ITWs, ensuring that social and community integration is considered along with economic and labour force integration. Secondly, their partnership model with industry sectors and/or individual employers ensures that there is a smooth transition from training into employment (see examples described below).

Innovative supports for community and social integration include:

- S.U.C.C.E.S.S. training programs include modules on Canadian culture, unionized work environments in Canada (if relevant), how to develop and maintain a network, and volunteering in the community.
- The program with Spectra Energy (see “Partnership examples” below) included a focus on easing the ITW’s transition to living and working in remote sites in Northern BC – including support for finding accommodation, travel logistics, and ensuring the ITWs felt welcome and not isolated in the community.
- A training program for IT professionals included 20 hours of community volunteering – either in groups or individually. The volunteering experience was very positively received by the participants.
- S.U.C.C.E.S.S. sees volunteering as a vehicle for the ITWs to practise language skills, broaden their personal network, make connections with the community and potential employers, and more importantly to powerfully demonstrate to the ITWs and the community that they have something of value to contribute.

### Partnerships and Other Supports

Partnership examples:

- The Immigrant Engineer Orientation Program was delivered in partnership with Spectra Energy. This pilot program was initiated in early 2007. It included a comprehensive ten-week training program with some training delivered by Spectra



Energy staff, followed by a six-week on-the-job Canadian engineering work practicum with an employer (Spectra and/or their suppliers).

- The Immigrant Trades Training Initiative assists immigrants in attaining recognized certification in the trades. A recent partnership with a unionized training association in the construction and building sector included a customized training program followed by a matching process with employers who could offer apprenticeship opportunities to the participants. A “Navigation Officer” works directly with the immigrant participant, and as needed with the employer, to help the individual gain knowledge and access to the apprenticeship system, connect to resources and employers, and progress through their apprenticeship.
- In collaboration with another agency, S.U.C.C.E.S.S. is currently involved in a mentoring project with the City of Vancouver. Targeting a wide range of occupations, the program provides a work placement opportunity where the ITW is matched with a City employee to benefit from mentoring focused strongly (though not exclusively) on the culture of the local workplace.
- In partnership with the Information and Communications Technology Council (ICTC), the Integrated Work Experience Strategy focused on supporting ITWs in the information technology and communications occupations. While offering a comprehensive classroom training, it also took a holistic approach to fast track the integration of ITWs into the labour market through approaches such as including a component of community volunteering.

### Success

Communities in hard-to-recruit locations, such as Fort St. John in northern BC’s oil and gas industry, have reported that engaging ITWs and their families in community volunteering significantly improves retention<sup>18</sup>.

<sup>18</sup> Learning drawn from the *Increasing the Talent* pilot projects of the Petroleum HR Sector Council. See: <http://www.petrohrsc.ca/media/20488/news-release-peace-region-jan17-08.pdf>

The various programs have been successful in integrating ITWs into the work force in Canada. For example, the Spectra Energy partnership led to direct employment of six engineers, a sponsored educational opportunity for one engineer, and quickly successful job searches for the remaining four participants. Previously all participants had been unemployed despite having professional engineering qualifications in their country of origin.

### What’s Next

The province of British Columbia is transforming the delivery model for employment services. S.U.C.C.E.S.S. expects that partnership will be a crucial component of the new model – partnership among agencies as well as closer working relationships with employers and industries.

### TESTIMONIALS

**“For internationally trained workers who have been unemployed or under-employed for a long time, volunteering is particularly beneficial – in so many ways.”**

*Program Manager*

**“S.U.C.C.E.S.S. provided me with four months of in-classroom training on language, communication and soft skills, and workplace culture, as well as information on the industry. It also offered a six-week practicum at an energy company – I appreciated this chance to get experience working in my profession in Canada. Afterwards I was offered a contract at the company.”**

*ITW Engineer and past participant of Employment Program*

## Summary of promising practices

Objective	Practice	Tips from Leading Employers
RECRUITING	<ul style="list-style-type: none"> <li>• Advertise openings in multicultural media.</li> </ul>	Educate immigrant-serving agencies on corporate job requirements, interview process and provide direct feedback on candidates referred (BC Hydro).
	<ul style="list-style-type: none"> <li>• Active outreach with local immigrant-serving agencies.</li> </ul>	Have recruiter participate in career fairs to both promote careers at the company and the province as a career location of choice (SaskPower).
	<ul style="list-style-type: none"> <li>• Profile ITWs in recruiting materials.</li> </ul>	Assign a “Navigation Officer” to work directly with an apprentice to help the individual gain knowledge and access to the apprenticeship system, connect to resources and employers, and progress through their apprenticeship (S.U.C.C.E.S.S.).
	<ul style="list-style-type: none"> <li>• Assign dedicated recruiter.</li> </ul>	
INTEGRATING	<ul style="list-style-type: none"> <li>• Support ITWs in acquiring necessary capabilities.</li> </ul>	Recognize provisional membership in professional organizations (BC Hydro).
	<ul style="list-style-type: none"> <li>• Train managers on minimizing bias in the hiring process.</li> </ul>	Take holistic approach to integration – support both social/community and economic/labour force adaptation (S.U.C.C.E.S.S.).
	<ul style="list-style-type: none"> <li>• Offer paid internships and apprenticeships.</li> </ul>	Connect ITW’s family members with local immigrant-serving agency (Emera).
	<ul style="list-style-type: none"> <li>• Offer, or facilitate access to, integration supports for an ITW’s family.</li> </ul>	Support employee “Welcoming Committee” that assists with settlement into community (SaskPower).
RETAINING	<ul style="list-style-type: none"> <li>• Provide training on language skills, a strong onboarding program, and education on the corporate “unwritten rules”.</li> </ul>	Offer in-house language training built around Red Seal examination materials, and provide translator at examination (Emera).
	<ul style="list-style-type: none"> <li>• Create an inclusive work environment.</li> </ul>	Highlight benefits of diversity, and link diversity to the business strategy in communications (BC Hydro).
	<ul style="list-style-type: none"> <li>• Provide cross-cultural and respectful workplace training and develop tools for managers.</li> </ul>	Offer career development program that includes rotational assignments to meet operational demand and option to secure permanent position (MB Hydro).
	<ul style="list-style-type: none"> <li>• Offer mentoring and career development programs for ITWs.</li> </ul>	Encourage volunteering as means of employee development and building links with the local community (S.U.C.C.E.S.S.).
	<ul style="list-style-type: none"> <li>• Support diversity committees and multicultural employee resource groups.</li> </ul>	Consult with employee resource groups on issues impacting employees (SaskPower).

## Success factors:

*Partnering* - with immigrant-serving agencies and educational institutions for sourcing, technical or language skills upgrading, and cultural orientation.

*Education* – to support hiring managers, ITWs and all employees.

*Person-centred approach* – taking a holistic view of what is required to attract, integrate and retain the ITW.

*Focus on business needs* – in demonstrating how the ITWs' skills align with the organization's efforts and investments for hiring and retention.

*Proactive planning* – in establishing partnerships and relationships, creating the readiness in the workplace, broad-based sourcing, planning for integration and so on.

*Building your own cross-cultural capacity* – by asking questions, exploring differences and reviewing current practices through a cross-cultural lens.



# SECTION 5

## Glossary

This section provides a definition of terminology that have been used within the resource kit.

### **AEO**

Arranged Employment Opinion — issued by HRSDC to support a foreign national's application for permanent residence

### **CBSA**

Canada Border Services Agency

### **CELP**

Canadian English Language Proficiency Index Program – approved test by CIC

### **CIC**

Citizenship and Immigration Canada

### **CPC**

Case Processing Centre (Vegreville for work permit applications in Canada)

### **Common-law spouse or partner**

The relationship must be exclusive, partners must live together for at least 12 months and be interdependent emotionally and financially

### **Dependent children**

Children under 22 years of age, unmarried; children over 22, unmarried, financially dependent on parents and enrolled in full-time post secondary education program

### **E-LMO**

Expedited Labour Market Opinion — available only in British Columbia and Alberta

### **Foreign Credential Recognition (FCR)**

The process of verifying education, training and job experience obtained in another country and comparing it to the standards established for Canadian workers.

### **GATS**

General Agreement on Trade in Service

### **HRSDC**

Human Resources and Skills Development Canada



**IEEQ**

Internationally Educated Engineers Qualifications

**IELTS**

International English Language Testing System – approved test by CIC

**Inadmissibility**

Medical, criminal, financial, security-related and misrepresentation may disqualify the applicant from being able to apply for temporary or permanent resident status

**IRPA**

Immigration and Refugee Protection Act

**IRPR**

Immigration and Refugee Protection Regulations

**ITW/ITP/IEP**

Internationally Trained Worker. Also referred to as Internationally Trained Professional (ITP) or Internationally Educated Professional (IEP).

**LMO**

Labour Market Opinion — approval of an offer of employment by HRSDC

**Ministerial instructions**

New rules governing federal skilled worker program; only 38 occupations identified as available to applicants for permanent residence who do not have an Arranged Employment Offer

**NAFTA**

North America Free Trade Agreement

**NOC**

National Occupation Classification — relevant to determining whether an occupation is skilled or semi Skilled

**NOS**

National Occupational Standard

**Level of NOC**

- 0 = Management occupations
- A = Occupations requiring university education
- B = Occupation requiring college education or apprenticeship training
- C = Occupation requiring secondary school and/or occupation-specific training
- D = On the job training is usually provided for these occupations

**Occupations under pressure**

Each province defines its own occupations under pressure and uses the list for various purposes (PNP, LMO issuance, etc.)

**PLAR**

Prior Learning Assessment Recognition (PLAR) is the identification and measurement of skills and knowledge acquired outside of formal educational institutions. The PLAR process can establish competency equivalencies for skills and knowledge gained outside of Canada and determines eligibility to practice in a trade or profession.

**PNP**

Provincial Nominee Program

**PR**

Permanent resident — landed immigrant

**SC**

Service Canada

**TEF**

Test d'évaluation du Français — approved test by CIC

**TFW**

Temporary Foreign Worker

**TOWES**

TOWES stands for Test of Workplace Essential Skills. It is Canada's Essential Credential, a nationally accepted test that measures essential skills in the workplace.

**TRP**

Temporary resident permit — issued to overcome inadmissibility

**TRV**

Temporary resident visa — visitor visa

**Washington Accord**

An agreement between the bodies responsible for accrediting professional engineering degree programs in the signatory countries. It recognizes the substantial equivalency of programs accredited by those bodies, and recommends that graduates of accredited programs in any of the signatory countries be recognized by the other countries as having met the academic requirements for entry to the practice of engineering. Signatory countries include Australia, Canada, Ireland, New Zealand, United Kingdom, United States, Hong Kong, South Africa, Japan and Singapore. Generally, the signatories only accept accredited degrees earned from the date of acceptance of a signatory into the Accord.

## Additional Resources

This section provides selected information sources, lists and links that might be helpful to electricity industry employers and other stakeholders – including regional information.



## Key Resources

### Websites

#### **CanLearn (Pan-Canadian)**

A guide to training and skills upgrading programs across Canada.

<http://www.canlearn.ca/>

#### **Cross-cultural interviewing tools and others**

It provides cultural considerations and understanding when hiring, integrating and integrating new immigrants.

<http://www.hireimmigrants.ca/>

#### **Job Bank — Service Canada (Pan-Canadian)**

Canada's one-stop job listing website, the Job Bank connects job seekers and employers online, at no charge.

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

#### **List of all community services for newcomers**

Citizenship and Immigration Canada website provides a directory of immigrant serving agencies/ services (including language training and assessment) for newcomers to Canada, with links to provincial, territorial and local services.

<http://www.servicesfornewcomers.cic.gc.ca/browse.php>

#### **National Occupational Classification — Human Resources and Skills Development Canada (Pan-Canadian)**

Occupational information to help workers to understand job requirements and employers to write job descriptions.

<http://www5.hrsdc.gc.ca/noc/>

#### **Provincial Nominee Program — Citizenship and Immigration Canada (Pan-Canadian)**

Permanent residence application forms, and information for workers nominated through the Provincial Nominee Program.

<http://www.cic.gc.ca/english/immigrate/provincial/apply-who.asp>

### Publications

#### ***Attracting, Retaining and Integrating Skilled Immigrants: An Analysis of Canada's Leading Employers.***

Allies-Maytree. January, 2011.

#### ***Hiring and Retaining Foreign Workers: Information for Employers Considering Hiring Temporary Foreign Workers.***

Government of Alberta. March 2010.

#### ***Hiring International Workers in Atlantic Canada: An Employer's Guide.***

Atlantic Provinces Economic Council. March 2010.

#### ***Immigrant-Friendly Businesses: Effective Practices for Attracting, Integrating, and Retaining Immigrants in Canadian Workplaces (report)***

The Conference Board of Canada, November 2009.

#### ***Instructor Curriculum Framework for a Working in Canada Seminar. Engineering Qualification Recognition Model.***

University of Manitoba. March 2008.

#### ***Recruiting, Retaining and Promoting Culturally Different Employees (book)***

Lionel Laroche and Dan Rutherford.

Butterworth-Heinemann. 2006.

## Electricity Sector Council (ESC) Resources and Tools

Links to ESC resources, tools and programs that would be helpful to stakeholders in recruiting and retaining ITWs can be found at:

<http://www.brightfutures.ca/en/projects/index.shtml>

Some of these tools include:

### National Occupational Standard Tool – Essential Skills Profiles

In the electricity sector, occupation descriptions and classifications are not standardized. As a result, there is much confusion about the occupational diversity and training requirements of each segment of the sector, making it difficult for firms to recruit effectively from other organizations, sectors and regions. To address this problem, ESC has developed several national occupational standards and essential skill profiles for benchmark occupations related to electricity generation, transmission and distribution, as well as renewable energy.

### Succession Planning

The Report on Succession Planning Best Practices and Tools for the Canadian Electricity and Renewable Energy Sector not only details the best practices for succession planning but also identifies the difficulties that are often faced when putting these best practices into action.

## Knowledge Management and Transfer Tool

With the anticipated retirement of almost 29% of electricity employees between 2007 and 2012, there is an urgent need to ensure that industry stakeholders have in place a formal knowledge management system to ensure the timely transfer of knowledge to both new and existing employees. The overarching objective of this project is to undertake a comprehensive body of research to identify knowledge management and transfer best practices within the electricity industry in Canada. It will also provide a number of strategic recommendations that will aid industry members in ensuring effective knowledge transfer planning processes are adopted within their organizations, particularly for their critical, scarce and 'long lead-time hire' positions.

Electricity First Work Program – through the Government of Canada's Sector Youth Career Focus Program, the Electricity Sector Council has been providing wage subsidies to energy-related companies that offer employment to recent engineering and technical graduates. For one year, employers may receive funding that amounts to one-third of new workers' base salaries, to a maximum of \$10,000.

### Reports Include:

- Generating Solutions: Review of Foreign Credential Recognition in Canada's Electricity Sector<sup>19</sup>. The report emphasizes the necessity for a comprehensive strategy to enable employers to more readily access a labour pool of workers with foreign credentials
- The Labour Market Information<sup>20</sup> (LMI) website is designed to help industry, government and the field of education plan effective human resource strategies. By providing clear and up-to-date labour market information, the site paints a clear picture of the industry's current workforce while providing a valuable glimpse into future issues and challenges

<sup>19</sup> [http://www.brightfutures.ca/en/projects/FCR%20final%20reports%20ENG/ESC\\_FCR\\_Final\\_eng.pdf](http://www.brightfutures.ca/en/projects/FCR%20final%20reports%20ENG/ESC_FCR_Final_eng.pdf)

<sup>20</sup> <http://www.brightfutures.ca/lmi/en/reference.html>



## Language and Communication Upgrading Programs for Immigrants

The following providers can offer onsite and/or offsite classes to employees who need to improve their workplace communication skills.

Regularly updated lists of providers are also available at:

<http://www.cic.gc.ca/english/newcomers/before-language.asp>

<http://www.cic.gc.ca/francais/nouveaux/avant-langue.asp>

## Alberta

### Assist Community Services Centre

9653 105A Ave NW  
Edmonton, AB T5H 0M3  
(780) 429-3111  
[www.assistcsc.org](http://www.assistcsc.org)

### Calgary Catholic Immigration Society- CCIS Language Development Programs

120 - 17 Avenue SW, 3rd Floor  
Calgary, AB  
(403) 262-2006  
[contact@ccis-calgary.ab.ca](mailto:contact@ccis-calgary.ab.ca)  
[www.ccis-calgary.ab.ca](http://www.ccis-calgary.ab.ca)

### Calgary Catholic Immigration Society- CCIS Training Centre

200, 1111-11th Avenue SW  
Calgary, AB  
(403) 264-4850  
[contact@ccis-calgary.ab.ca](mailto:contact@ccis-calgary.ab.ca)  
[www.ccis-calgary.ab.ca](http://www.ccis-calgary.ab.ca)

### Calgary Immigrant Women's Association (CIWA)

#200, 138 - 4th Avenue SE  
Calgary, AB  
(406) 444 1756  
[language@ciwa-online.com](mailto:language@ciwa-online.com)  
[www.ciwa-online.com](http://www.ciwa-online.com)

### Centre for Newcomers

#125- 920 36th St. NE  
Calgary, AB  
(403) 569-3325  
[www.centrefornewcomers.ca/](http://www.centrefornewcomers.ca/)

### Cultural Connections Institute - The Learning Exchange (CCI-LEX)

#428, 10621 - 100 Ave  
Edmonton, Alberta  
(780) 944-0792  
[www.cci-lex.ca](http://www.cci-lex.ca)

### Edmonton Mennonite Centre for Newcomers (EMCN)

11713 - 82 Street  
Edmonton AB T5B 2V9  
(780) 424-7709  
[info@emcn.ab.ca](mailto:info@emcn.ab.ca)  
[www.emcn.ab.ca](http://www.emcn.ab.ca)

### Immigrant Services Calgary (ISC)

#1200, 910 - 7th Avenue S.W.  
Calgary, AB  
(403) 265-1120  
[info@immigrantservicescalgary.ca](mailto:info@immigrantservicescalgary.ca)  
[www.immigrantservicescalgary.ca](http://www.immigrantservicescalgary.ca)

### ISC Immigrant Language and Vocational Assessment- Referral Centre (ILVARC)

#1401, 910 - 7th Avenue S.W.  
Calgary, AB  
(403) 262-2656  
[info@immigrantservicescalgary.ca](mailto:info@immigrantservicescalgary.ca)  
[www.immigrantservicescalgary.ca](http://www.immigrantservicescalgary.ca)

### ISC Settlement / Language Bank Centre

#1200, 910 - 7th Avenue S.W.  
Calgary, AB  
(403) 265-1120  
[info@immigrantservicescalgary.ca](mailto:info@immigrantservicescalgary.ca)  
[www.immigrantservicescalgary.ca](http://www.immigrantservicescalgary.ca)

## British Columbia

### Immigrant Services Society of BC (ISSofBC)

#501 – 333 Terminal Avenue  
Vancouver, BC  
(604) 684-2561  
dianne.russell@issbc.org  
www.issbc.org

### MOSAIC Language Centres - North Vancouver Location

#207 - 123 East 15th Street  
North Vancouver, BC  
(604) 988-2931  
esl@mosaicbc.com  
www.mosaicbc.com

### MOSAIC Language Centres - South Vancouver Location

#301 - 2730 Commercial Drive  
North Vancouver, BC  
(604) 684-8825  
mosaiclc@direct.ca  
www.mosaicbc.com

### S.U.C.C.E.S.S.

A network of eleven offices located across the Lower Mainland of Vancouver.  
(604) 684-1628  
www.successbc.ca/

## Manitoba

### English Skills Centre

275 Portage Ave, 15th Floor  
Winnipeg, MB  
(204) 927-4375

### University of Winnipeg

English for Specific Purposes Programs  
and Communication Coaching Program  
515 Portage Avenue  
Winnipeg, MB  
(204) 982-1818  
infoesp@winnipeg.ca  
esp.uwinnipeg.ca

## **New Brunswick**

### **Multicultural Association of Carleton County**

24 McCain St  
Florenceville, NB  
(506) 392-6011  
admin@macc.ca

### **Multicultural Association of Fredericton**

123 York Street, Suite 201  
Fredericton, NB  
(506) 454 8292  
mcaf@mcaf.nb.ca  
www.mcaf.nb.ca

### **New Brunswick Multicultural Council**

390 King Street, Suite 310  
Fredericton, NB  
(506) 453-1091  
www.nb-mc.ca

### **Saint-John YM-YWCA**

100 Prince Edward Street  
Saint John, NB  
(506) 634-7720  
www.saintjohnny.com

### **The Multicultural Association of the Great Moncton Area (MAGMA)**

1299A Mountain Road, Suite 2  
Moncton, NB  
(506) 858-9659  
info@magma-amgm.org  
www.magma-amgm.org

## **Newfoundland**

### **Association for New Canadians - ESL Adult Training Centre**

10 Smithville Crescent  
St. John's, NL  
(709) 726-6848  
lincschooll@nfld.net  
www.ancnl.ca

## **Nova Scotia**

### **Immigrant Settlement and Integration Services (ISIS)**

Immigrant Settlement & Integration Services  
6960 Mumford Road  
B3L 4P1  
902-423-3607  
www.isisns.ca

## Ontario

### ACCES Employment

10 Queen Street East  
Brampton, ON  
(905) 454-2316  
[www.accestrain.com](http://www.accestrain.com)

### ACCES Employment

151 City Centre Drive, #700  
Mississauga, ON  
(905) 361-2522  
[www.accestrain.com](http://www.accestrain.com)

### ACCESS Employment

489 College Street #100  
Toronto, ON  
(416) 921-1800  
[www.accestrain.com](http://www.accestrain.com)

### Caledon Community Services

18 King Street East  
Bolton, ON  
(905) 951-2300 ext.253  
[www.ccs4u.org](http://www.ccs4u.org)

### Centre for Education and Training

190 Robert Speck Parkway  
Mississauga, ON  
(905) 949-0049  
[www.tcet.com](http://www.tcet.com)

### Dixie Bloor Neighbourhood Centre

3461 Dixie Road, #504  
Mississauga, ON  
(905) 290-7626  
[www.dbncentre.com](http://www.dbncentre.com)

### Inter-Cultural Neighbourhood Social Services

3050 Confederation Parkway, 4th Floor  
Mississauga, ON  
(905) 273-4884  
[www.icnss.ca](http://www.icnss.ca)

### Language Assessment and Resource Centre

308 - 240 Catherine Street  
Ottawa, ON  
(613) 238-5462  
[www.ymcaywca.ca](http://www.ymcaywca.ca)

### Malton Neighbourhood Services

3540 Morningstar Drive  
Mississauga, ON  
(905) 677-6270  
[www.mnsinfo.org](http://www.mnsinfo.org)

### Newcomer Centre of Peel

165 Dundas Street West, #202  
Mississauga, ON  
(905) 306-0577 ext. 227  
[www.ncpeel.ca](http://www.ncpeel.ca)

### Polycultural Immigrant and Community Services

Multiple locations across the GTA - see website  
Administrative Office  
56 Aberfoyle Crescent, Suite 800  
Toronto, Ontario  
(416) 233-1655  
[www.polycultural.org](http://www.polycultural.org)

### Settlement.Org: Enhanced Language Training (ELT) Programs

provides a list of ELT programs across Ontario. Some programs are designed for overall language enhancement, while others are geared toward specific occupations.

### Sheridan Institute of Technology and Advanced Learning

7899 McLaughlin Road  
Brampton, ON  
(905) 459-7533  
[www.sheridancollege.ca](http://www.sheridancollege.ca)

### Skills for Change

791 St. Clair Avenue West  
Toronto, ON  
(416) 658-3101  
[www.skillsforchange.org](http://www.skillsforchange.org)



### **The Language Assessment and Resource Centre**

308 - 204 Catherine Street  
Ottawa, ON  
(613) 238-5462  
[www.ymcaywca.ca/](http://www.ymcaywca.ca/)

### **York Catholic District School Board**

320 Bloomington Road West  
Aurora, ON L4G 0M1  
(905) 713-1211, (416) 221-50  
320 Bloomington Road West  
Aurora, ON L4G 0M1  
(905) 713-1211, (416) 221-50  
[joana.sotomayor@ycdsb.ca](mailto:joana.sotomayor@ycdsb.ca)  
[www.ycdsb.ca](http://www.ycdsb.ca)

## **Prince Edward Island**

### **PEI Association for Newcomers to Canada**

Holman Building  
25 University Avenue, Suite 400  
Charlottetown, PEI  
(902) 628-6009 ext. 203  
[www.peianc.com](http://www.peianc.com)

## **Quebec**

### **Government of Quebec - Immigration**

Offers a range of French-language courses to suit the needs of immigrants. These courses, of different durations and levels, are held in government offices or in public educational institutions or community facilities.  
[www.immigration-quebec.gouv.qc.ca/](http://www.immigration-quebec.gouv.qc.ca/)

## Credential Assessment and Qualification Recognition Services

All agencies and organizations listed below adhere to the General Guiding Principles for Good Practice in the Assessment of Foreign Credentials and the Recommendation on Criteria and Procedures for the Assessment of Foreign Qualifications adopted under the 1997 Lisbon Recognition Convention.

### Alberta

#### International Qualifications Assessment Service (IQAS)<sup>21</sup>

Alberta Employment, Immigration and Industry  
9th Floor, 108th Street Building  
9942 - 108 Street  
Edmonton, AB T5K 2J5  
Tel: 1-780-427-2655  
Toll-free in Alberta: 310-0000 ask for 427-2655  
Fax: 1-780-422-9734  
Website: <http://employment.alberta.ca/immigration/4512.html>

### Manitoba

#### Academic Credentials Assessment Service - Manitoba (ACAS)

Manitoba Labour and Immigration  
Settlement & Labour Market Services Branch  
5th Floor, 213 Notre Dame Avenue  
Winnipeg, MB R3B 1N3  
Tel: 1-204-945-6300  
Toll-Free within North America: 1-800-665-8332  
Fax: 1-204-948-2148  
Website: [www.gov.mb.ca/labour/immigrate/work/recognition/acas.html](http://www.gov.mb.ca/labour/immigrate/work/recognition/acas.html)

### British Columbia

#### International Credential Evaluation Service (ICES)

3700 Willingdon Avenue  
Burnaby, BC V5G 3H2  
Tel: 1-604-432-8800  
Toll-Free within North America: 1-866-434-9197  
Fax: 1-604-435-7033  
Email: [icesinfo@bcit.ca](mailto:icesinfo@bcit.ca)  
Website: [www.bcit.ca/ices](http://www.bcit.ca/ices)

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<sup>21</sup> The Government of Saskatchewan and Northwest Territories provides this service through an interprovincial agreement with the Government of Alberta.

## Ontario

### Comparative Education Service (CES)

University of Toronto  
315 Bloor Street West  
Toronto, ON M5S 1A3  
Tel: 1-416-978-2190  
Fax: 1-416-978-7022  
Costs for service  
Website: <http://learn.utoronto.ca/ces.htm>

### International Credential Assessment Service of Canada (ICAS)

Ontario AgriCentre  
100 Stone Road West, Suite 303  
Guelph, ON N1G 5L3  
Tel: 1-519-763-7282  
Toll-free: 1-800-321-6021  
Fax: 1-519-763-6964  
Email: [info@icascanada.ca](mailto:info@icascanada.ca)  
Fees and Services  
Website: [www.icascanada.ca](http://www.icascanada.ca)

### World Education Services-Canada (WES Canada)

45 Charles Street East, Suite 700  
Toronto, ON M4Y 1S2  
Tel: 1-416-972-0070  
Fax: 1-416-972-9004  
Toll-free: 1-866-343-0070 (from outside the 416 area code)  
Email: [ontario@wes.org](mailto:ontario@wes.org)  
Website: [www.wes.org/ca/](http://www.wes.org/ca/)

## Québec

### Centre d'expertise sur les formations acquises hors du Québec (CEFAHQ)

Ministère de l'Immigration et des Communautés culturelles  
255, boulevard Crémazie Est, 8e étage  
Montréal QC H2M 1M2  
Tel: 1-514-864-9191  
Elsewhere in Quebec (toll free): 1-877-264-6164  
Fax: 1-514-873-8701  
Email: [renseignements@micc.gouv.qc.ca](mailto:renseignements@micc.gouv.qc.ca)  
Website: <http://www.immigration-quebec.gouv.qc.ca/en/education/comparative-evaluation/index.html>

## Other provinces and territories

For credential evaluation services in New Brunswick, Newfoundland and Labrador, Nova Scotia, Prince Edward Island, Nunavut or the Yukon, you may contact any of the nongovernmental services listed on this page.

## Provincial Regulatory Bodies

The ability of a Canadian company to bring a foreign worker to Canada whether on a temporary or permanent basis will depend on the ability of the foreign worker to obtain a license required by the provincial regulatory body. It is highly advisable that the employer checks the licensing requirements and compares them with the qualifications of the foreign worker intended to perform the duties of the job.

### Trades

#### British Columbia Industry Training Authority

Suite 110, 2985 Virtual Way  
Vancouver, BC V5M 4X7  
Tel: 778-328-8700 or toll free: 1-866-660-6011  
Fax: 778-328-8701  
Email: [customerservice@itabc.ca](mailto:customerservice@itabc.ca)  
Website: [www.itabc.ca](http://www.itabc.ca)

#### Apprenticeship and Industry Training Office

7th Floor, South Tower  
Capital Health Centre 10030 – 107 Street  
Edmonton, AB T5J 4X7  
Tel: 780-427-8517 Fax: 780-422-3734  
Email: [aitinfo@gov.ab.ca](mailto:aitinfo@gov.ab.ca)  
Website: [www.tradesecrets.gov.ab.ca](http://www.tradesecrets.gov.ab.ca)

#### Department of Advanced Education and Literacy

Apprenticeship Branch  
Room 1010 - 401 York Avenue  
Winnipeg, MB R3C 0P8  
Tel: 204-945-3337 or toll free: 1-877-978-7233  
Fax: 204-948-2539  
Email: [apprenticeship@gov.mb.ca](mailto:apprenticeship@gov.mb.ca)  
Website: [www.gov.mb.ca/tce/apprent/index.html](http://www.gov.mb.ca/tce/apprent/index.html)

#### Saskatchewan Apprenticeship and Trade Certification Commission

2140 Hamilton Street  
Regina, SK, S4P 3V7  
Tel: 306-787-2444 or toll Free: 1-877-363-0536  
Fax: 306-787-5105  
Email: [apprenticeship@sasked.gov.sk.ca](mailto:apprenticeship@sasked.gov.sk.ca)  
Website: [www.saskapprenticeship.ca](http://www.saskapprenticeship.ca)

#### Ministry of Training, Colleges and Universities Workplace

Support Services Branch  
17th Floor - Mowat Block  
900 Bay Street Toronto, ON M7A 1L2  
Tel: 416-326-5605 or 1-800-387-5656 Fax: 416-325-6162  
Email: [info@edu.gov.on.ca](mailto:info@edu.gov.on.ca)  
Website:  
<http://www.tcu.gov.on.ca/eng/employmentontario/training/>

#### Department of Post-Secondary Education, Training and Labour, Apprenticeship Certification

Chestnut Complex  
P.O. Box 6000  
Fredericton, NB E3B 5H1  
Tel: 506-453-2260 or toll free: 1-877-453 3030  
Fax: 506-453-5317  
Email: [aoc-acp@gnb.ca](mailto:aoc-acp@gnb.ca)  
Website: [www.gnb.ca/0381/index-e.asp](http://www.gnb.ca/0381/index-e.asp)

#### Department of Education Apprenticeship Training and Skill Development Division

P.O. Box 578  
Halifax, NS B3J 2S9  
Tel: 902-424-5651 or 1-800-494-5651  
(Toll free within Nova Scotia)  
Fax: 902-424-0717  
Email: [apprenticeship@gov.ns.ca](mailto:apprenticeship@gov.ns.ca)  
Website: [www.apprenticeship.ednet.ns.ca](http://www.apprenticeship.ednet.ns.ca)

#### Apprenticeship Office Department of Education

16 Fitzroy Street, 3rd Floor Sullivan Building  
P.O. Box 2000  
Charlottetown, PE C1A 7N8  
Tel: (902) 368-4460  
Fax: (902) 368-6144  
Email: [dmdoyle@edu.pe.ca](mailto:dmdoyle@edu.pe.ca)  
Website: [www.apprenticeship.pe.ca](http://www.apprenticeship.pe.ca)



### **Division of Institutional and Industrial Education**

Confederation Building, West Block  
Prince Philip Drive  
P.O. Box 8700, 4th Floor  
St. John's, NL A1B 4J6  
Tel: 709-729-2729  
Fax: 709-729-5878  
Email: [app@gov.nl.ca](mailto:app@gov.nl.ca)  
Website: [www.ed.gov.nl.ca/app](http://www.ed.gov.nl.ca/app)

### **Department of Education Apprenticeship and Tradesperson**

Qualifications  
Department of Education  
Advanced Education Branch  
P.O. Box 2703  
Whitehorse, YT Y1A 2C6  
Tel: 867-667-5298 or toll free (in Yukon) 1-800-661-0408 ext 5298  
Fax: 867-667-8555  
Email: [contact.education@gov.yk.ca](mailto:contact.education@gov.yk.ca)  
Website: [www.education.gov.yk.ca/advanceded/apprenticeship/certification.html](http://www.education.gov.yk.ca/advanceded/apprenticeship/certification.html)

## **Engineers**

### **Association of Professional Engineers, Geologists and Geophysicists of Alberta**

1500 Scotia One, 10060 Jasper Avenue  
Edmonton, AB T5J 4A2  
Tel: 780-426-3990 or  
toll free (within North America) 1-800-661-7020  
Fax: 780-426-1877  
Email: [email@apegga.org](mailto:email@apegga.org)  
Website: [www.apegga.org](http://www.apegga.org)

### **The Association of Professional Engineers and Geoscientists of British Columbia**

200-4010 Regent Street  
Burnaby, BC V5C 6N2  
Tel: 604-430-8035 or toll free (in Canada) 1-888-430-8035  
Fax: 604-430-8085  
Email: [apeginfo@apeg.bc.ca](mailto:apeginfo@apeg.bc.ca)  
Website: [www.apeg.bc.ca](http://www.apeg.bc.ca)

### **The Association of Professional Engineers and Geoscientists of Manitoba**

850A Pembina Highway  
Winnipeg, MB R3M 2M7  
Tel: 204-474-2736 or toll free: 1-866-227-9600  
Fax: 204-474-5960  
Email: [apem@apegm.mb.ca](mailto:apem@apegm.mb.ca)  
Website: [www.apegm.mb.ca](http://www.apegm.mb.ca)

### **The Association of Professional Engineers and Geoscientists of New Brunswick**

183 Hanwell Road  
Fredericton, NB E3B 2R2  
Tel: 506-458-8083  
Fax: 506-451-9629  
Email: [info@apegnb.com](mailto:info@apegnb.com)  
Website: [www.apegnb.ca](http://www.apegnb.ca)

### **Professional Engineers and Geoscientists of Newfoundland and Labrador**

10 Fort William Place  
Suite 203, Baine Johnston Centre  
P.O. Box 21207  
St. John's, NL A1A 5B2  
Tel: 709-753-7714  
Fax: 709-753-6131  
Email: [main@pegnl.ca](mailto:main@pegnl.ca)  
Website: [www.pegnl.ca](http://www.pegnl.ca)

### **The Association of Professional Engineers, Geologists and Geophysicists of the Northwest Territories and Nunavut**

Bowling Green Building  
201, 4817-49th Street  
Yellowknife, NT X1A 3S7  
Tel: 867-920-4055  
Fax: 867-873-4058  
Email: [napegg@tamarack.nt.ca](mailto:napegg@tamarack.nt.ca)  
Website: [www.napegg.nt.ca](http://www.napegg.nt.ca)

### **The Association of Professional Engineers of Nova Scotia**

1355 Barrington Street  
P.O. Box 129  
Halifax, NS B3J 1Y9  
Tel: 902-429-2250 or toll free: 1-888-802-7367  
Fax: 902-423-9769  
Email: [info@apens.ns.ca](mailto:info@apens.ns.ca)  
Website: [www.apens.ns.ca](http://www.apens.ns.ca)

### **Professional Engineers Ontario**

25 Sheppard Avenue West, Suite 1000  
Toronto, ON M2N 6S9  
Tel: 416-224-1100 or toll free: 1-800-339-3716  
Fax: 416-224-8168 or toll free: 1-800-268-0496  
Email: [webmaster@peo.on.ca](mailto:webmaster@peo.on.ca)  
Website: [www.peo.on.ca](http://www.peo.on.ca)

### **The Association of Professional Engineers of Prince Edward Island**

49 North River Road  
Charlottetown, PE C1E 1J6  
Tel: 902-566-1268  
Fax: 902-566-5551  
Email: [info@engineerspei.com](mailto:info@engineerspei.com)  
Website: [www.aepei.com](http://www.aepei.com)

### **The Association of Professional Engineers and Geoscientists of Saskatchewan**

2255-13th Ave, Suite 104  
Regina, SK S4P 0V6  
Tel: 306-525-9547 or toll free: 1-800-500-9547  
Fax: 306-525-0851  
Email: [apegs@apegs.sk.ca](mailto:apeg@apegs.sk.ca)  
Website: [www.apegs.sk.ca](http://www.apegs.sk.ca)

### **Ordre des ingénieurs du Québec**

Windsor Station, Suite 350  
1100 Rue De La Gauchetière  
Montréal, QC H3B 2S2  
Tel: 514-845-6141 or toll free: 1-800-461-6141  
Fax: 514-845-1833  
Email: [admission@oiq.qc.ca](mailto:admission@oiq.qc.ca)  
Website: [www.oiq.qc.ca](http://www.oiq.qc.ca)

### **The Association of Professional Engineers of Yukon**

312B Hanson Street  
Whitehorse, YT Y1A 1Y6  
Tel: 867-667-6727  
Fax: 867-668-2142  
Email: [staff@apey.yk.ca](mailto:staff@apey.yk.ca)  
Website: [www.apey.yk.ca](http://www.apey.yk.ca)

## **Technicians and Technologists**

### **Association of Engineering Technicians and Technologists of Newfoundland and Labrador (AETTNL)**

P.O. Box 790  
22 Sagona Ave, Donovan's Industrial Park  
Mount Pearl, NL A1N 2Y2  
Tel: 709-747-2868  
Fax: 709-747-2869  
Toll Free: 1-888-238-8600  
[www.aettnl.com](http://www.aettnl.com)

### **Association of Certified Engineering Technicians and Technologists of Prince Edward Island (ACETTPEI)**

Box 1436 Charlottetown, PE  
C1A 7N1  
(902) 892-TECH (8324)  
[registrar@techpei.ca](mailto:registrar@techpei.ca)  
[www.techpei.ca/](http://www.techpei.ca/)

### **TechNova**

202 Brownlow Avenue, Cambridge 1, Suite 308 Dartmouth,  
Nova Scotia B3B 1T5  
Telephone: (902) 463-3236  
Toll Free: 1-866-723-8867  
Email: [info@technova.ca](mailto:info@technova.ca)  
[www.technova.ca](http://www.technova.ca)

**New Brunswick Society of Certified Engineering Technicians and Technologists (NBCETT)**

2-385 Wilsey Road Fredericton, NB  
Canada E3B 5N6  
T: (506) 454-6124  
F: (506) 452-7076  
TF: (800) 665-TECH  
Email: [nbscett@nbscett.nb.ca](mailto:nbscett@nbscett.nb.ca)  
[www.nbscett.nb.ca](http://www.nbscett.nb.ca)

**Certified Technicians and Technologists Association of Manitoba (CTTAM)**

602 - 1661 Portage Avenue  
Winnipeg, Manitoba, R3J 3T7  
Phone: (204)784-1088  
Fax: (204)784-1084  
E-mail: [admin@cttam.com](mailto:admin@cttam.com)  
[www.cttam.com](http://www.cttam.com)

**Ordre des technologues professionnels du Québec (OTPPQ)**

720-1265, rue Berri  
Montréal, QC H2L 4X4  
Téléphone : 514 845-3247  
ou 1 800 561-3459  
Télécopieur : 514 845-3643  
[www.otppq.qc.ca](http://www.otppq.qc.ca)

**Ontario Association of Certified Engineering Technicians and Technologists (OACETT)**

Telephone: (416) 621-9621  
Fax: (416) 621-8694  
Mailing Address:  
10 Four Seasons Place  
Suite 404, Etobicoke Ontario  
Canada M9B 6H7  
[www.oacett.org](http://www.oacett.org)

**Saskatchewan Applied Science Technologists and Technicians (SASTT)**

363 Park Street, Regina, SK. S4N 5B2  
Bus: (306) 721-6633 Fax: (306) 721-0112  
E-mail: [info@sastt.ca](mailto:info@sastt.ca)  
[www.sastt.ca](http://www.sastt.ca)

**Association of Science and Engineering Technology Professionals of Alberta (ASET)**

1630 - 10020 101A Avenue NW  
(Phipps-McKinnon Building)  
Edmonton, Alberta T5J 3G2  
Phone: 780.425.0626  
Toll free within Alberta: 1.800.272.5619  
Fax: 780.424.5053  
[www.aset.ab.ca](http://www.aset.ab.ca)

**Applied Science Technologists and Technicians of British Columbia (ASTTBC)**

10767 - 148th Street  
Surrey, B.C. V3R 0S4  
Tel (604) 585-2788  
Fax (604) 585-2790  
[techinfo@asttbc.org](mailto:techinfo@asttbc.org)  
[www.asttbc.org/](http://www.asttbc.org/)

## Training and Bridging Programs <sup>22</sup>

This section provides a list of educational institution providing industry related training and skills upgrading programs such as safety standards, engineering and trades training.

### Career Bridge

National Head Office  
Tel: (416) 977-EDGE (3343)  
Fax: (416) 977-4090  
Toll-free: 1-888-507-EDGE (3343)  
email: [info@careeredge.ca](mailto:info@careeredge.ca)

### Internationally Trained Electrical Workers' Bridging Programme

International Brotherhood of Electrical Workers Local 353 (IBEW)  
Website: [www.ibew353.org](http://www.ibew353.org)  
Telephone: 416-510-3530  
Location: Toronto

### Bridging Internationally Trained Engineers to Job Readiness in the Green Economy

Ontario Society of Professional Engineers (OSPE)  
Phone: 416-223-9961 ext. 230  
E-mail: [lweissling@ospe.on.ca](mailto:lweissling@ospe.on.ca)  
Website: <http://www.ospe.on.ca>  
Location: Toronto

### Internationally Educated Engineers Qualification Program

E2-262 EITC, Faculty of Engineering  
University of Manitoba  
Winnipeg, MB R3T 2N2  
(204) 474-8961  
[ieeq@UManitoba.ca](mailto:ieeq@UManitoba.ca)

### Engineering Qualifications Recognition Model (eQRm)

University of Manitoba  
[info@eQRm.ca](mailto:info@eQRm.ca)  
[www.eqrm.ca](http://www.eqrm.ca)

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<sup>22</sup> Educational Institution list adapted from Electricity Sector's "Powering up the Future–2008 Labour Market Information", Long version, p.122



## Relevant Provincial Educational Institutions

### Alberta

#### The Northern Alberta Institute of Technology

11762 - 106 Street  
Edmonton, Alberta, Canada, T5G 2R1  
Tel: 780-471-NAIT (780-471-6248)  
Toll Free: 1-877-333-NAIT (1-877-333-6248)  
Website: <http://www.nait.ca>  
Email: [AskNAIT@nait.ca](mailto:AskNAIT@nait.ca)

#### SAIT Polytechnic

1301 - 16 Avenue NW, Calgary,  
Alberta, Canada, T2M 0L4  
Tel: 403.284.7248;  
Toll Free: 1.877.284.7248  
Website: <http://sait.ca>

#### University of Alberta

114 Street – 89 Avenue  
Edmonton, Alberta T6G 2E1  
Tel: 780-492-3111  
Website: <http://www.ualberta.ca/>

#### University of Calgary

2500 University Drive NW  
Calgary, Alberta T2N 1N4  
Tel: 403-220-5110  
Website: <http://www.ucalgary.ca>

### British Columbia

#### British Columbia Institute of Technology (BCIT)

Willingdon Avenue, Burnaby,  
British Columbia,  
Canada V5G 3H2  
Tel: 604-434-5734  
Toll free: 1-866-434-1610  
Website: <http://www.bcit.ca>

#### College of New Caledonia

3330 22nd Avenue, Prince George,  
British Columbia, Canada, V2N 1P8  
Tel: 1 250 562 2131  
Toll free: 1 800 371 8111  
Website: <http://www.cnc.bc.ca>  
Email: [askcnc@cnc.bc.ca](mailto:askcnc@cnc.bc.ca)

#### Douglas College

PO Box 2503  
New Westminster, BC  
V3L 5B2 Phone: 604-527-5400  
Fax (NW): 604-527-5095  
Website: <http://www.douglas.bc.ca>

#### Northern Lights College

11401 - 8th Street,  
Dawson Creek, BC Canada V1G 4G2  
Tel: (250) 782-5251  
Toll Free: 1-866-463-6652  
Fax: (250) 782-5233  
Email: [appinfo@nlc.bc.ca](mailto:appinfo@nlc.bc.ca)

#### Selkirk College

301 Frank Beinder Way  
Castlegar, BC V1N 4L3  
Tel: 250-365-7292  
Toll free: 1-888-953-1133  
Fax: 250-365-6568  
Website: <http://selkirk.ca>

#### Vancouver Island University

900 Fifth Street  
Nanaimo, British Columbia V9R 5S5  
Tel: 250-753-3245  
Website: <http://www.viu.ca/>

## Manitoba

### University College of the North

Box 3000  
The Pas, Manitoba  
R9A 1M7, Canada  
Tel: 204-627-8500 or 866-627  
Email: [admissions@KeewatinCC.mb.ca](mailto:admissions@KeewatinCC.mb.ca)

### Red River College

Language Training Centre  
300-123 Main Street  
Winnipeg, Manitoba R3C 1A3  
Tel: (204)-945-6151  
Fax: (204)-948-3214  
Website: <http://www.rrc.mb.ca>

### University of Manitoba

66 Chancellors Cir  
Winnipeg, Manitoba R3T 2N2  
Tel: 204-474-8880  
Website: <http://umanitoba.ca/>

## New Brunswick

### Collège communautaire du Nouveau-Brunswick

Website: <http://www.ccnb.nb.ca>

### New Brunswick Community College

500 Beaverbrook Court  
5th Floor  
Fredericton, NB E3B 5X4  
Tel: (506) 462-5012  
Website: <http://www.nbcc.ca>  
Email: [collegeworks@nbcc.ca](mailto:collegeworks@nbcc.ca)

### Université de Moncton

18, avenue Antonine-Maillet  
Moncton (Nouveau-Brunswick) E1A 3E9  
Tel: 506-858-4000  
Toll free: 1-800 363-8336  
Website: <http://www.umoncton.ca/>

## Newfoundland

### College of the North Atlantic

Several campuses across Newfoundland  
Website: <http://www.cna.nl.ca/>

## Nova Scotia

### Dalhousie University

Halifax, Nova Scotia,  
Canada B3H 4R2  
Tel: 1.902.494.2211  
Website: <http://www.dal.ca>  
Email: [Admissions@Dal.Ca](mailto:Admissions@Dal.Ca)

### Nova Scotia Community College

PO Box 220, Halifax, NS, B3J 2M4 [view map](#)  
Tel: (902) 491-4911  
Toll Free: (866) 679-6722  
Website: [www.nsccl.ca/](http://www.nsccl.ca/)

## Ontario

### Canadore College

100 College Drive  
P.O. Box 5001, North Bay, Ontario P1B 8K9  
Tel: 705.474.7600  
Fax: 705.474.2384  
Email: [info@canadorec.on.ca](mailto:info@canadorec.on.ca)

### Carleton University

1125 Colonel By Drive  
Ottawa, Ontario  
K1S 5B6 Canada  
Tel: 613-520-7400  
Fax: 613-520-7858  
E-mail: [info@carleton.ca](mailto:info@carleton.ca)  
Website: [carleton.ca/infocarleton](http://carleton.ca/infocarleton)

### **Centennial College**

P.O. Box 631, Station A  
Toronto, Ontario  
Canada M1K 5E9  
Tel: 416-289-5000 or  
Toll free: (in Ontario) 1-800-268-4419  
Website: [www.centennialcollege.ca](http://www.centennialcollege.ca)  
Email: [success@centennialcollege.ca](mailto:success@centennialcollege.ca)

### **Confederation College**

1450 Nakina Drive,  
P.O. Box 398, Thunder Bay, Ontario  
Canada P7C 4W1  
Tel: (807) 475-6110  
Toll free: 1 800 465-5493  
Website: <http://www.confederationc.on.ca>

### **George Brown College**

P.O. Box 1015, Station B  
Toronto, Ontario Canada M5T 2T9  
Tel: 416-415-2000  
Toll free: 1-800-265-2002  
(in Canada and the United States)  
Website: <http://www.georgebrown.ca>

### **Georgian College**

One Georgian Drive, Barrie  
Ontario L4M 3X9  
Tel: 705-728-1968  
Fax: 705-722-5123  
Website: <http://www.georgianc.on.ca>

### **Lakehead University**

955 Oliver Road, Thunder Bay, ON  
P7B 5E1 Canada,  
Tel: (807) 343-8110  
Fax: (807) 343-802  
Website: <http://www.lakeheadu.ca/>

### **Loyalist College**

Wallbridge-Loyalist Road, P.O. Box 4200  
Belleville ON, K8N 5B9  
Tel: (613) 969-1913  
Fax: (613) 962-1376  
Toll Free: 1-888-569-2547  
Website: <http://www.loyalistcollege.com>

### **Niagara College Canada**

Southern Ontario (Niagara Region), Canada  
Tel: 905.735.2211, ext. 7559  
Fax: 905.736.6000  
Website: <http://www.niagaracollege.ca>

### **Sault College of Applied Arts & Technology**

443 Northern Ave.  
Sault Ste. Marie, ON, Canada P6A 5L3  
Tel: 705.759.2554  
Website: <http://www.saultcollege.ca>

### **Queen's University**

99 University Avenue  
Kingston, Ontario  
Canada K7L 3N6  
Tel: 613.533.6000  
Website: <http://www.queensu.ca>

### **Sheridan Institute of Technology and Advanced Learning**

PO Box 2500, Stn Main  
Oakville, Ontario, Canada L6L 7T7  
Tel: 905-845-9430  
Website: <http://www.sheridancollege.ca>  
Email: [infosheridan@sheridaninstitute.ca](mailto:infosheridan@sheridaninstitute.ca)

### **Fleming College**

599 Brealey Drive, Peterborough, Ontario  
CANADA K9J 7B1  
Tel: (705) 749-5530  
Toll free: 1-866-353-6464  
Website: <http://www.flemingc.on.ca>  
Email: [info@flemingc.on.ca](mailto:info@flemingc.on.ca)

### **St. Clair College of Applied Arts and Technology**

Windsor – Main  
South Campus  
2000 Talbot Road West  
Windsor, ON N9A 6S4  
Tel: (519) 966-1656  
Fax: (519) 972-3811  
Website: <http://www.stclaircollege.ca>  
E-mail: [info@stclaircollege.ca](mailto:info@stclaircollege.ca) for general inquiries

### **University of Guelph**

50 Stone Road E  
Guelph, Ontario N1G 2W1  
Tel: 519-824-4120  
Website: <http://www.uoguelph.ca>

### **University of Ontario Institute of Technology**

2000 Simcoe Street N  
Oshawa, Ontario L1H 7K4  
Tel: 905-721-8668  
Website: [www.uoit.ca](http://www.uoit.ca)  
Email: [admissions@uoit.ca](mailto:admissions@uoit.ca)

### **University of Waterloo**

200 University Avenue W  
Waterloo, Ontario N2L 3G1  
Tel: 519-888-4567  
Website: <http://uwaterloo.ca>

## **Quebec**

### **Collège Constituant De Joliette**

20, rue St-Charles Sud Joliette (Québec) CANADA  
J6E 4T1  
Tel: (450) 759-1661  
fax: (450) 759-7120  
Website : [www.cegep-lanaudiere.qc.ca/joliette/default.asp](http://www.cegep-lanaudiere.qc.ca/joliette/default.asp)  
Email : [infocom@collanaud.qc.ca](mailto:infocom@collanaud.qc.ca)

### **Université Laval**

Québec (Québec) G1V 0A6  
Tel: 418-656-2131 ou 418-656-3333  
Toll free : 877-785-2825  
Website: <http://www2.ulaval.ca>

## **Saskatchewan**

### **SIAST Kelsey Campus**

1130 Idylwyld Drive at 33rd Street  
PO Box 1520  
Saskatoon SK S7K 3R5  
Tel: (306) 659-4300  
Website: <http://www.siastr.sk.ca/>

### **University of Saskatchewan**

107 Administration Place  
Saskatoon, Saskatchewan S7N 5A2  
Tel: 306-966-4343  
Website: <http://www.usask.ca>



## Contact Information for Temporary Foreign Worker Programs-Service Canada & Citizenship and Immigration Canada

### Temporary Foreign Workers Units:

#### British Columbia/Yukon Region

##### Vancouver Temporary Foreign Worker Unit

Tel: 604-666-7509  
Fax: 604-666-7548  
Email: TFWU-Vancouver-UTET@cic.gc.ca

#### Alberta, Saskatchewan, Manitoba, Northwest Territories and Nunavut

##### Calgary Temporary Foreign Worker Unit

Tel: 403-292-4183  
Fax: 403-292-4172  
Email: TFWU-Calgary-UTET@cic.gc.ca

#### Ontario

##### Toronto Temporary Foreign Worker Unit

Tel: 416-954-7954  
Fax: 416-973-9768  
Email: TFWU-Toronto-UTET@cic.gc.ca

#### Québec

##### Montreal Temporary Foreign Worker Unit

Tel: 514-283-1061  
Fax: 514-283-1877  
Email: CIC-QUE-SRTE@cic.gc.ca

#### Atlantic Region, including Nova Scotia, Prince Edward Island, New Brunswick, and Newfoundland and Labrador

##### Moncton Temporary Foreign Worker Unit

Tel: 506-851-2664  
Fax: 506-851-3238  
Email: TFWU-Atlantic-UTET@cic.gc.ca

### If you are applying for Arranged Employment Opinion, please send your application to:

#### For all Regions (except Québec):

Service Canada Temporary Foreign Worker  
Centre of Specialization  
1 Agar Place, PO Box 7000  
Saint John, NB E2L 4V4  
Fax: 1-866-585-7524 (toll free)

#### For Québec

Service Canada Temporary Foreign Workers  
715 Peel Street  
Montréal, QC H3C 4H6  
Tel: 514-877-3680  
Fax: 514-877-3680

## **For LMO approval, send the application to:**

### **Regina**

Service Canada  
Foreign Worker Unit  
1783 Hamilton St.  
Regina, SK. S4P 2B6  
Tel: 1-866-725-6169  
Fax: 306-780-7720

### **Montréal**

715 rue Peel, 3rd floor  
Montreal, QC H3C 4H6  
Bilingual: 514-877-0022  
Toll-free: 1-866-840-0222

### **Charlottetown**

85 Fitzroy Street  
Box 8000 Charlottetown, PE C1A 8K1  
Tel: 902-566-7652  
Fax: 902-368-0925

### **Ontario**

Foreign Worker Programs, HRSDC  
P.O. Box 6500  
L.C.D. Downsview A  
Toronto, ON M3M 3K4  
Tel: 416-954-3111  
Toll Free: 1-866-556-5518  
Fax: Local: 416-954-3107  
Fax: 1-866-720-6094 (toll free)

## **Regional Job Futures Websites**

British Columbia: <http://www.workfutures.bc.ca/>

Saskatchewan: <http://saskjobfutures.ca/>

Manitoba: <http://mb.jobfutures.org/>

Ontario: <http://www.tcu.gov.on.ca/eng/ojf/>

Quebec: [http://www.servicecanada.gc.ca/eng/qc/job\\_futures/job\\_futures\\_statistics.shtml](http://www.servicecanada.gc.ca/eng/qc/job_futures/job_futures_statistics.shtml)

## **Federal and Provincial Information and Resources on Immigration**

### **Citizenship and Immigration Canada**

Telephone: 1-888-242-2100  
<http://www.cic.gc.ca/employers>  
Find a CIC Office:  
<http://www.cic.gc.ca/english/information/offices/index.asp>

### **Newfoundland and Labrador Office of Immigration and Multiculturalism**

Telephone: 1-709-729-6607  
Email: [immigration@gov.nl.ca](mailto:immigration@gov.nl.ca)  
<http://www.nlimmigration.ca/>  
<http://www.nlpnp.ca/>

### **Nova Scotia Office of Immigration**

Telephone: 1-877-292-9597  
Email: [immigration@gov.ns.ca](mailto:immigration@gov.ns.ca)  
<http://www.novascotiainmigration.com/>

### **New Brunswick Population Growth Secretariat**

Telephone: 1-506-453-3981  
Email: [immigration@gnb.ca](mailto:immigration@gnb.ca)  
<http://www.gnb.ca/population>  
<http://www.gnb.ca/immigration>

### **Prince Edward Island Immigration Services**

Telephone: 1-902-620-3628  
Email: [peinominee@gov.pe.ca](mailto:peinominee@gov.pe.ca)  
<http://www.gov.pe.ca/immigration/>

### **Immigration Quebec**

1 877 864-9191

<http://www.immigration-quebec.gouv.qc.ca/>

### **Ontario Ministry of Citizenship and Immigration**

1-800-267-7329

[info.mci@ontario.ca](mailto:info.mci@ontario.ca)

<http://www.citizenship.gov.on.ca/>

### **Immigrate to Manitoba**

Tel: 204- 945-3744

Toll Free 1-866-626-4862

Email: [mgi@gov.mb.ca](mailto:mgi@gov.mb.ca)

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

### **Saskatchewan Immigration**

[www.aeei.gov.sk.ca](http://www.aeei.gov.sk.ca)

### **Alberta Immigration**

1-877-427-6419

[immigration.info@gov.ab.ca](mailto:immigration.info@gov.ab.ca)

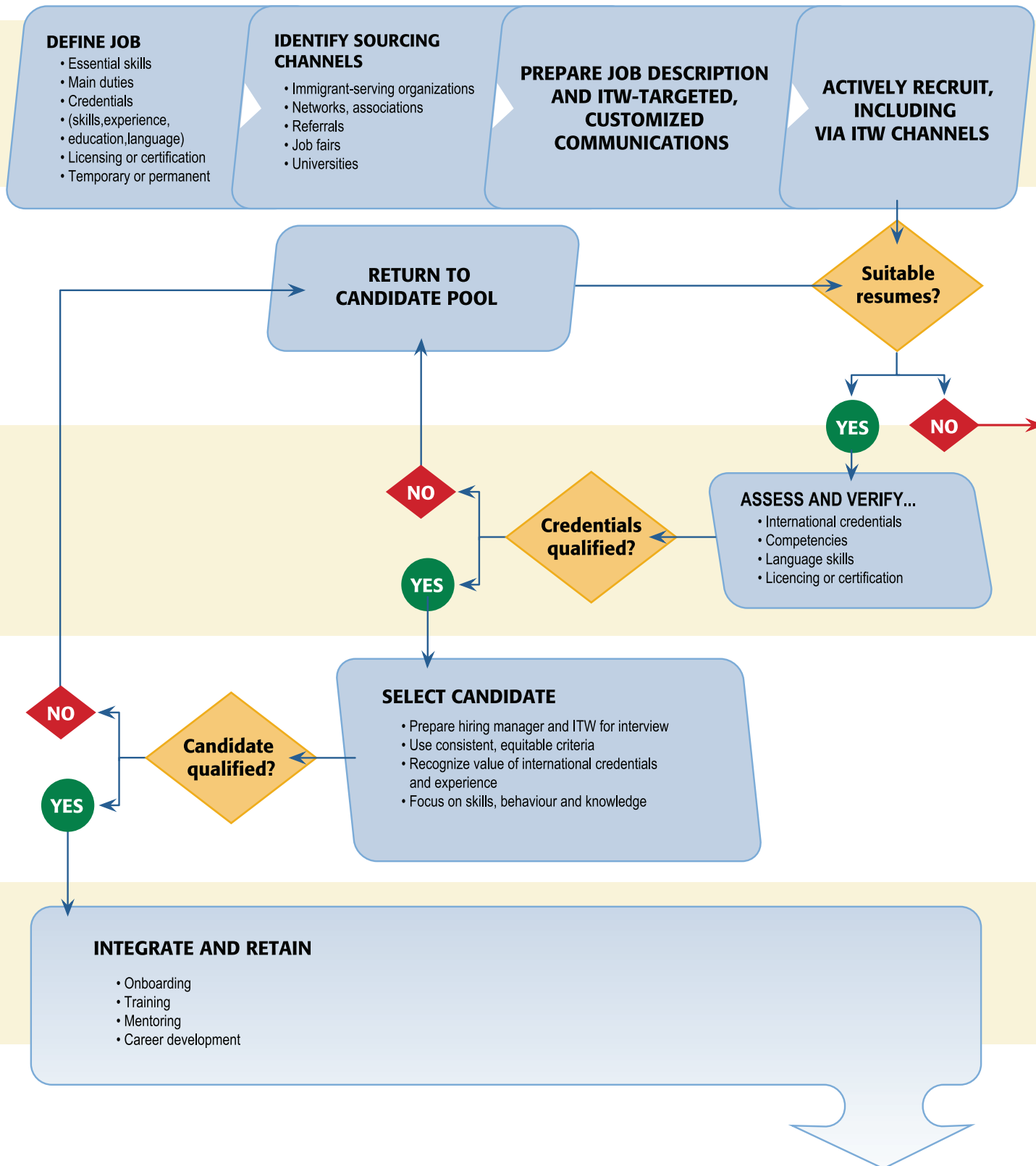
[albertacanada.com/immigration](http://albertacanada.com/immigration)

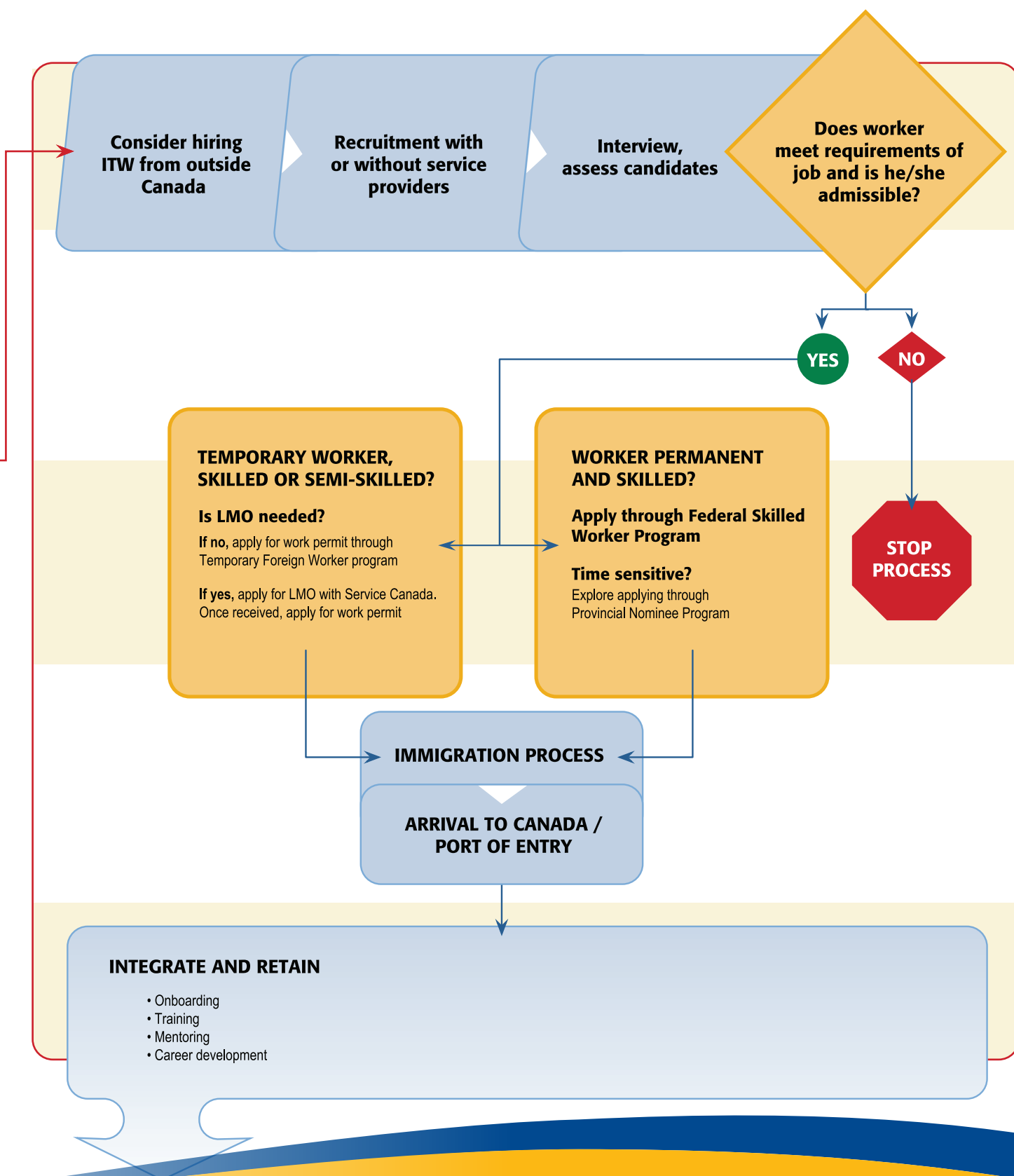
### **British Columbia**

1-800-663-7867

[www.welcomebc.ca](http://www.welcomebc.ca)

# Annex A: Process Map for Hiring Internationally Trained Workers







## Annex B: Critical Occupations in the Electricity Sector

Occupation and NOC <sup>23</sup>	Description	Electricity Sector Vacancy Rate in 2008 <sup>24</sup>	Projected Above Average Demand for Job Seekers by Province <sup>25</sup> (NOTE: Across all industries)	Outlook 2011-2018 % from Immigration (NOTE: Across all industries)
<b>Managers/Supervisors</b>				
<b>Utilities Managers (e.g., electric power plant managers) (0912)</b>	Managers who plan, organize, direct, control and evaluate the operations of utility companies. They manage the operations of electrical power distribution systems including generating stations, transmission stations and distribution networks. They may also plan and direct the distribution activities of a municipal electrical power establishment. Also known as operations managers or electric power plant managers.	2.1%	Quebec: <i>Good</i>	11%
<b>Supervisors of Electricians &amp; Supervisors of Electrical Power Line Workers (7212)</b>	Includes supervisors of Electricians, Industrial Electricians, Power System Electricians, Electrical Power Line and Cable Workers and Maintenance Technicians. Also known as Foreman/Woman or Subforeman/Woman and Power Line Technician Foreman/Woman or Subforeman/Woman	2.3%	British Columbia (2010-15): <i>Above average</i>  Saskatchewan: <i>Good</i>	5%

Occupation and NOC <sup>23</sup>	Description	Electricity Sector Vacancy Rate in 2008 <sup>24</sup>	Projected Above Average Demand for Job Seekers by Province <sup>25</sup> (NOTE: Across all industries)	Outlook 2011-2018 % from Immigration (NOTE: Across all industries)
<b>Engineers/Engineering Technologists</b>				
<b>Electrical and Electronics Engineers</b> (2133)	Design, plan, research, evaluate and test electrical and electronic equipment and systems. Also referred to as design or process control engineers.	2.5%	Saskatchewan: <i>Good</i>  Manitoba (2011-15) <i>Good</i>	32%
<b>Mechanical Engineers</b> (2132)	Research, design, and develop machinery and systems for heating, ventilating and air conditioning, power generation, transportation, processing and manufacturing.  They also perform duties related to the evaluation, installation, operation and maintenance of mechanical systems. Also includes nuclear engineers	3.6%	Saskatchewan: <i>Good</i>  Manitoba (2011-15) <i>Good</i>  Quebec: <i>Good</i>	32%
<b>Civil Engineers</b> (2131)	Civil engineers plan, design, develop and manage projects for the construction or repair of buildings, powerhouses, earth structures, roads, airports, railways, rapid transit facilities, bridges, tunnels, water distribution and sanitation. Civil engineers may also specialize in foundation analysis, building and structural inspection, surveying, geomatics and municipal planning.	2.3%	Saskatchewan: <i>Good</i>  Manitoba (2011-15) <i>Good</i>  Ontario (2009-13) <i>Good</i>  Quebec: <i>Good</i>	32%

Occupation and NOC <sup>23</sup>	Description	Electricity Sector Vacancy Rate in 2008 <sup>24</sup>	Projected Above Average Demand for Job Seekers by Province <sup>25</sup> (NOTE: Across all industries)	Outlook 2011-2018 % from Immigration (NOTE: Across all industries)
<b>Engineers/Engineering Technologists</b>				
<b>Electrical and Electronics Engineering Technologists and Technicians *</b> (2241)	May work independently or provide technical support and services in the design, development, testing, production and operation of electrical and electronic equipment and systems.  Also known as electronics design technologists, electricity distribution network technologists.	3.9%	Manitoba (2011-15) Good	20%
<b>Mechanical Engineering Technologists and Technicians</b> (2232)	Provide technical support and services in the design, development, testing and maintenance of machines, components, tools, heating and ventilation systems, power generation and power conversion plants, and manufacturing plants and equipment.	3.3%	British Columbia (2010-15): Above average	20%
<b>Civil Engineering Technologists and Technicians</b> (2231)	Provide technical support and services to scientists, engineers and other professionals, may develop engineering designs and drawings from preliminary concepts and sketches, conduct or supervise inspection and testing of construction materials.	2.4%	British Columbia (2010-15): Above average	20%

Occupation and NOC <sup>23</sup>	Description	Electricity Sector Vacancy Rate in 2008 <sup>24</sup>	Projected Above Average Demand for Job Seekers by Province <sup>25</sup> (NOTE: Across all industries)	Outlook 2011-2018 % from Immigration (NOTE: Across all industries)
<b>Trades</b>				
<b>Power System Electricians (7243)</b>	Install, maintain, test and repair electrical power generation, transmission and distribution system equipment and apparatus. Also known as electricians/power electricians	3.8%	British Columbia (2010-15): <i>Above average</i>  Saskatchewan: <i>Good</i>  Manitoba (2011-15) <i>Good</i>	12%
<b>Electrical Power Line and Cable Workers (7244)</b>	Construct, maintain and repair overhead and underground electrical power transmission and distribution systems. Also known as Power Line Technicians, Cable Splicers, Trouble Technicians.	4.9%	Manitoba (2011-15): <i>Good</i>	12%
<b>Power Systems Operators * (7352)</b>	Monitor and operate switchboards and related equipment in electrical control centres to control the distribution of electrical power in transmission networks. They are responsible for coordinating and scheduling power loads and line voltages to meet demands during daily operations, system outages and repairs. Also known as Apprentice Power Dispatcher.	3.8%	Saskatchewan: <i>Good</i>	7%

Occupation and NOC <sup>23</sup>	Description	Electricity Sector Vacancy Rate in 2008 <sup>24</sup>	Projected Above Average Demand for Job Seekers by Province <sup>25</sup> (NOTE: Across all industries)	Outlook 2011-2018 % from Immigration (NOTE: Across all industries)
<b>Trades</b>				
<b>Power Station Operators *</b> (7352)	Operate reactors, turbines, boilers, generators and other related equipment in electrical generating stations and substations. Also known as Diesel Station Operator, Electrical Station Operator, Nuclear Station Operator	2.8%	Saskatchewan: <i>Good</i>	7%
<b>Millwrights or Industrial Mechanics</b> (7311)	Install, maintain, troubleshoot and repair stationary industrial machinery and mechanical equipment. This category includes mechanics, millwrights, plant equipment mechanics.	3.7%	British Columbia (2010-15): <i>Above average</i>  Saskatchewan: <i>Good</i>  Manitoba (2011-15) <i>Good</i>	9%
<b>Other Key Critical Occupations</b>				
<b>Financial Auditors and Accountants</b> (1111)	Examine and analyze the accounting and financial records of individuals and establishments to ensure accuracy and compliance with established accounting standards and procedures. Accountants plan, organize and administer accounting systems for individuals and establishments	3.4%	Saskatchewan: <i>Good</i>  Manitoba (2011-15) <i>Good</i>  Quebec: <i>Good</i>	17%



Occupation and NOC <sup>23</sup>	Description	Electricity Sector Vacancy Rate in 2008 <sup>24</sup>	Projected Above Average Demand for Job Seekers by Province <sup>25</sup> (NOTE: Across all industries)	Outlook 2011-2018 % from Immigration (NOTE: Across all industries)
<b>Trades</b>				
<b>Information Systems Analysts and Consultants</b> (2171)	Develop and implement information systems development plans, policies and procedures, and provide advice on a wide range of information systems issues.	6.4%	British Columbia (2010-15): <i>Above average</i>  Manitoba (2011-15) <i>Good</i>  Ontario (2009-13) <i>Good</i>	23%
<b>Stationary Engineers and Auxiliary Equipment Operators</b> (7351)	Operate and maintain various types of stationary engines and auxiliary equipment to provide heat, light, power and other utility services for commercial, industrial and institutional buildings and other work sites.	N/A	British Columbia (2010-15): <i>Above average</i>  Saskatchewan: <i>Good</i>	7%

<sup>23</sup> National Occupational Classification code. The asterisk indicates that an occupational standard and essential skills profile has been developed by ESC.

<sup>24</sup> Average vacancy rates in key critical occupations in the electricity sector, calculated as the number of unfilled vacancies divided by the total number of positions (current employees plus unfilled vacancies).

<sup>25</sup> Data is from provincial job futures websites. Note that not every province and territory tracks data on occupational outlook or prospects, and those that do, differ in their use of terminology, timeframe of projection and occupations included. Terminology and timeframe (if specified) are used above. See list of job futures website in Section 6: Additional Resources.

## Annex C: Support with Foreign Credential Recognition

### Foreign Credentials Referral Office<sup>26</sup>

**Organization's Name** The Foreign Credentials Referral Office (FCRO) is an initiative of the federal Government of Canada. The mandate of the FCRO is to actively guide, monitor and facilitate the implementation of the foreign credential recognition (FCR) process.

**Purpose** Newcomers report foreign credential recognition as one of their top challenges once they immigrate to Canada. The economic costs due to underutilization of skills and learning as a result of challenges with the foreign credential recognition process are estimated at \$2.6 billion.

The FCRO was established in May 2007 within Citizenship and Immigration Canada to provide internationally trained and educated individuals with the information, path-finding and referral services on foreign credential recognition to help internationally trained workers succeed and put their skills to work in Canada more quickly.

**Services and Supports** In cooperation with federal partners, provinces and territories, regulatory bodies, credential assessment agencies, industry associations, and employers, the FCRO supports initiatives and funds the development of projects to provide complementary services, initiatives and programs in the area of credential recognition for ITWs.

Current initiatives of most relevance to employers in the electricity sector are highlighted below:

- **In-person service at Service Canada:**  
As part of its services for newcomers, Service Canada provides the FCRO's toll-free telephone and in-person services to immigrants and Canadian citizens in Canada who have earned their professional credentials abroad. Information and resources are available on the Service Canada website which provides useful tools to assist immigrants. The Service Canada Web content includes links to the FCRO websites, the Working in Canada tool, the Going to Canada Immigration Portal, the Planning to work in Canada? An essential workbook for newcomers and the Employer's Roadmap tool.

### Services and Supports

Clients who want information on FCR can receive services through a dedicated toll-free telephone service (1-888-854-1805) in Canada or through in-person services at 329 Service Canada centres. Service Canada agents draw on the same comprehensive information provided through the Internet. In addition, Service Canada agents guide clients to information on specific occupations and jurisdictions and refer them to the appropriate regulatory body for their occupation or to credential assessment agencies.

- **Canadian Immigrant Integration Program**  
The Canadian Immigrant Integration Program (CIIP), designed and managed by the Association of Canadian Community Colleges (ACCC) offers pre-departure orientation services for internationally educated immigrants in the Philippines, China, India and the UK (which will also serve various Nordic and Arab states according to demand). CIIP orientation workshops are offered free of charge to provide information on Canada's various credential assessment and professional licensing processes to immigrants in the Federal Skilled Worker and Provincial Nominee immigration streams who will be entering the Canadian labour market. The information helps prospective immigrants make informed choices and take preparatory steps before coming to Canada so that they can put their training and knowledge to work here soon after they arrive.
- **The Employer's Roadmap**  
In 2009, the FCRO launched *The Employer's Roadmap: Hiring and Retaining Internationally Trained Workers*, an online guide for employers in small to medium enterprises who are interested in hiring internationally trained workers. It provides information, tools and resources for the successful recruitment, assessment of foreign qualifications, integration and retention of internationally trained workers. The *Roadmap* was the source of much of the information provided in the present Resource Kit.
- **Planning to Work in Canada? Workbook**  
*Planning to Work in Canada?* Is an essential workbook for newcomers that provides step-by-step information on housing, accessing settlement services, official languages, finding a job and the credential recognition process. Used in conjunction with the HRSDC's *Working in Canada (WiC)* tool, these products support prospective and new immigrants to Canada in making informed choices on employment and settlement options. The FCRO partnered with the province of Manitoba in 2010 to create a version of the workbook specifically for immigrants to that province.

## Foreign Credentials Referral Office<sup>26</sup>

### Supports Related to Electricity and Renewable Energy

Canadian Language Benchmark assessment tool for international engineering graduates  
The Canadian Council of Professional Engineers (CCPE) has received funding to develop a Canadian Language Benchmark assessment tool for international engineering graduates project. The aim is to develop engineering-specific language assessment tests for internationally educated engineers. Two core versions of the test have been developed (two in English and two in French), with additional content specific to four engineering discipline groups: electrical, chemical, computer and civil. The English versions have been piloted and validated. CCPE is currently piloting the French versions.

Engineers Canada will also create a web-based Roadmap to Engineering in Canada for International Engineering Graduates. It will include self-assessment tools, information on the engineering profession in Canada, how to get started, the Canadian work environment, available support as well as training opportunities and labour market information.

### More Information

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

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<sup>26</sup> Information from <http://www.credentials.gc.ca/>

## NOTES



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