

“A WASTE OF TALENT”

RECOMMENDATIONS FOR CALGARY BUSINESS TO REAP THE FULL BENEFIT OF PROFESSIONAL IMMIGRANTS

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Executive Summary

The Talent Pool Development Society of Calgary is a business driven organization assisting employers to fully access the potential of Calgary's under-utilized workforce. Immigrants are a large part of this under-utilized workforce. In 2006, Calgary received about 16,000 immigrants, some directly from their home countries and others migrating from other Provinces. It is estimated that about 40% of these skilled, in most cases professional immigrants, either must start at the entry level in their chosen profession to get a job or they do not find employment in their chosen profession at all. Most are not able to continue their careers, end up in survival jobs and cannot get the means to pursue Canadian credentials. Thousands are under-utilized and their talent and skills are wasted.

The purpose of this survey was to learn from Calgary Employers what they want from and expect foreign trained professional and skilled immigrants to have in order to be eligible for hire. We needed to learn more about the recruiting and selection processes utilized by large organizations when they are seeking professional or skilled workers. The questionnaire, found in Appendix II, focused in four areas.

1. Language, i.e. what level of English (or French) language skills are required to work as a professional in Calgary?
2. International education, training, work experience and credentials, i.e. what are required and how does an employer assess them?
3. Canadian workplace norms, essential skills, how professions are practiced here and the computer software used; how much must internationally trained professional know before they can be hired?
4. Recruiting process, how are candidates attracted, how are they screened, interviewed and then if selected, integrated into the job?

Forty, mostly large Companies in Calgary agreed that a high level of proficiency in English (or French) language skills is required. Professional/skilled workers need to be easily understood by their peers, and those outside of the company with whom they need to interact. They must be able to understand directions or coaching by their Supervisor. Their English reading and writing skills must be strong as much of the communication is done by e-mail and professionals are required to prepare reports and pitch their ideas to others within the Company.

Further, more effort and resources need to be devoted to improving language skills of those who speak English and to bring those who are learning the language to a level where they can function, professionally. English language skills need to be assessed long before immigrants arrive in Canada and training provided while they are in the process so that they can be ready to resume their careers quickly once arriving in Alberta.

Those responding to the survey said overwhelmingly that the immigrant candidate's education must be comparable to a degree from a Canadian University and that the candidate must provide such evidence. The candidate's professional (work) experience must relate to the position for which he/she is applying and this needs to be described in the resume in a manner in which the recipient of the resume can understand. The international credentials or license held by the candidate must be recognized in Canada though a large number of the responding Companies would consider such a candidate while they were working towards Canadian credentials.

The assessment of international education should be conducted while the immigrant is in the process before arriving in Canada. At a minimum, they should know that just because they were given points for their education to qualify to immigrate doesn't mean it will be recognized in Canada. There should be a reliable source for employers to get more information about the post secondary education systems in the top three countries from which Canada gets immigrants (China, India and the Philippines).

There is an expectation by employers that an immigrant candidate will "fit in" and begin to add value quickly. Over half of those responding said it was important, or a must that the candidate has an understanding of Canadian workplace norms and workplace essential skills, although eighty-five percent of the companies were willing to assign the new employee with a "buddy" to help integrate them into the workplace. Similarly eighty percent said the candidate must be familiar with how the profession was practiced in Canada and an even higher percentage were willing to allow time on the job for the new employee to learn how the profession is practiced in Canada.

Much can and should be done by employers and new employees' co-workers to help them understand the Canadian work culture, its norms and how the particular profession or trade is practiced.

Most companies use technology to solicit and screen candidates. Many post jobs on their website and will only accept resumes in response to these postings and only electronically. Then, electronic screening devices are used to weed out those resumes not using "key words" or in some other way conforming to a set format. Once recruiters get to see the resume, they do so online and quickly screen out those not seeming to fit the posted requirements. Recruiters agree that it is important to catch their attention on the first page, or be screened out. Not all companies however, refuse to accept unsolicited resumes.

The interview process is set up for the candidate to describe skills and accomplishments by answering a number of behaviour-based questions, describing what they did in their previous job when a certain set of circumstances presented itself. The interviewer, or in many cases interviewers, then determine if the behaviours described would fit into their work culture. They also assess the candidate's ability to communicate clearly and get

along with others. The behaviour-based interview is full of barriers for a candidate from another culture unless someone from that culture is conducting the interview. It is easy for the interviewers to misinterpret the described behaviour and therefore incorrectly evaluate the candidate's skill and suitability for the job. Sometimes, the circumstances used for the interview questions are not ones that the candidate has ever faced before, because of the different culture or way the profession is practiced in his/her home country.

Overall, many organizations said they had initiatives in place for the immigrant employee, but few were certain that the workplace was ready to hire and fully utilize an internationally trained professional. Businesses do not appear to be ready to capture the value that professional or skilled workers from another country can offer. Processes and recruiting protocols have not changed over the years even though the pool of talent business is accessing has changed dramatically.

The shortage of skilled workers Alberta employers are experiencing will not ease but will get more critical in the next decade. Those that develop new ways to find and recognize the skills and talents immigrants bring will reap benefits their competitors that stay with the status quo will not.

Julie Ball, Executive Director,
Talent Pool Development Society of Calgary

1 Situation Analysis

A majority of the 16,000 immigrants who came to Calgary in 2006 had post secondary education, English language skills and work experience in their chosen profession/vocation from their home country. Despite these qualifications, most find it difficult to get work for which they deem they are qualified. Many are not granted interviews, some who are, are not considered because they do not have Canadian experience, or because they perform poorly in the interview. Others, willing to work at an entry level are told they are over-qualified for the position.

The Calgary Chamber of Commerce reports that three quarters of Calgary employers say labour supply is a critical issue. Over 65,000 full time jobs were created in the City in 2006 while the labour force grew by 53,000. Given this gap, why aren't new immigrants finding good jobs? Why isn't Calgary business doing more to find and fully utilize those immigrants who are here? Many companies are going through the lengthy, costly process of hiring temporary foreign workers. Mario Lefebvre, senior economist with the Conference Board of Canada says "the days where it was business going someplace and then people following are soon to be over. It will be people going someplace and business following". Calgary's strong economy is a magnet for workers, skilled immigrants having landed elsewhere in Canada quickly learn the jobs are here and they move here. Why aren't employers ready to fully utilize them?

Problem statement

Can Calgary businesses really afford to continue to squander the capabilities of internationally trained professionals and trades workers? Other countries, many of which can ill afford to export brainpower, have paid to educate and train these workers. Employers need to do what is necessary to reap the benefits of this talent, talent that chose to come here to continue careers and thrive in a new country.

2 Objective

To determine from Calgary employers (from a variety of industries) what they are looking for when they require Canadian experience and what their needs, expectations and misconceptions are about hiring immigrants. The employer survey and discussions reveal a desire to hire immigrants, or more immigrants, what they would be prepared to do to be more successful in hiring immigrants and level of support they believe they would need, to hire, manage, develop and retain immigrants.

Benefits sought

- Once Employers' hiring practices are better understood, their knowledge of the skills that professional/trades immigrants bring and how to effectively assess these abilities are determined, a small group of Leaders from business, education and Government will champion initiatives and the changes required to bring worker-starved employers and work hungry immigrants together.

3 Methodology

A survey instrument in the form of a questionnaire was developed with the advice of human resources professionals from companies in oil and gas, pipelines, transportation and high tech sectors. The topics and scope of the questionnaire were also reviewed with the leader and manager preparing immigrants for jobs in Calgary from a large immigrant-serving agency. The questionnaire was designed to be completed electronically. A copy forms Appendix II of this report.

The questionnaire had four sections. One on English language skills, one on international education, professional credentials and work experience, another on the Canadian workplace culture and workplace essential skills and finally on the mechanism and protocols for finding a professional level job in Calgary. Each section was comprised of multiple choice questions, open answer question types to gather suggestions or comments, and yes/no questions. For the multiple choice questions, respondents could choose whether they agreed or disagreed with the statement on a 1 to 5 point scale indicating the degree to which the items listed were important to them in the hiring process. The choices were:

1. Not Important
2. Nice to have
3. Important
4. Must have
5. Don't know

The survey tested employers' needs for English language skills and their willingness to accommodate a candidate whose English is not at a fully functional level. Questions were asked about the recognition of international education and prior experience. Information was gathered about how knowledgeable an immigrant candidate needed to be about Canadian workplace norms and culture and how his/her profession was practiced in Canada in order to be seriously considered for hire as a professional or credentialed worker.

Steps in the recruiting and selection processes were tested to determine the likelihood that an immigrant candidate would be screened out or that a resume would even be

accepted if it were not in response, electronically, to a vacancy advertised on the company's website.

The questionnaire was e-mailed, on May 15th to all members of the Human Resource Association of Calgary, 1,000 human resources professionals in Calgary. It was also sent to all 3200 members of the Calgary Chamber of Commerce and a list of forty employers in a variety of business sectors employing professionals and skilled tradespeople. This special list was compiled to ensure a better response from a broad range of business sectors. Contact people were identified and advised that the survey was being conducted and why. Each was asked to complete and return by June 15th. Ten of the forty were interviewed in person to gather background information and learn more about their experiences in hiring professional immigrants and their perceptions about the readiness of their organizations to accept immigrant workers at other than entry level.

4 Key Requirements

The following are the key requirements that need consideration when dealing with hiring foreign trained professional and skilled immigrants for Calgary Employers.

1. Language, the ability to understand, be understood, read and write
2. Credentials, international education and work experience
3. Recruiting process
 - Advertising/attraction mechanisms to reach the immigrant population
 - Screening devices to screen-in qualified candidates
 - Interviewing to assess the skills, experience and fit
 - Integrating to capture value as quickly as possible
4. Fitting-in, on the job
 - knowing how the profession is practiced in Canada
 - familiarity with computer software used in the industry or profession
 - familiarity with Canadian workplace essential skills

5 Findings

5.1 Language

An overwhelming percentage of respondents indicate that English speaking, writing and listening skills are a crucial requirement to be fully employed as a professional or skilled worker.

Requirement	Importance/ Application assessment
Speak English well enough to be easily understood in person (Refer to Appendix I Figure 1)	92.5% of respondents agreed this is <i>IMPORTANT</i> or a <i>MUST HAVE</i> for hire
Speak English well enough to be easily understood on the telephone (Refer to Appendix I Figure 1)	85% consider this as being <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Be proficient enough to quickly understand instructions and to complete safety or regulatory training (Refer to Appendix I Figure 1)	95% say that this is <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Be familiar with the industry jargon and technical terms (Refer to Appendix I Figure 1)	55% think that this is <i>IMPORTANT</i> or a <i>MUST HAVE</i> and 37.5% think this would be <i>NICE TO HAVE</i>
Be proficient in reading and writing English because most communication is by e-mail (Refer to Appendix I Figure 1)	82.5% answered that this is <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Remarks	
"The responses vary depending upon the position for which the company is recruiting. For some positions, the ability to speak, read, write, and understand the English language is more critical than others. For example, some incumbents must communicate with external contacts/agencies on behalf of the company. That is, they represent the company in their role." -- <i>Husky Energy</i>	

5.2 International Education

It is expected that an immigrant candidate's education/degree *must be* comparable to a degree from a Canadian university or college and that the candidate must provide evidence of this comparability.

Requirement	Importance/ Application assessment
An immigrant candidate's education/degree must be comparable to a degree from a Canadian university or college (Refer to Appendix I Figure 2)	72.5% of the Companies responding said this was <i>IMPORTANT</i> or a <i>MUST HAVE</i>
The candidate must provide evidence of this comparability (Refer to Appendix I Figure 2)	60% think its <i>IMPORTANT</i> or a <i>MUST HAVE</i> and 27.5% of the respondents agreed that it would be <i>NICE TO HAVE</i>
Does your Organization have ways of confirming the relevance of a foreign degree/diploma?	52.5% DO NOT have a way to confirm this compared to 45% that DO
Does it matter?	67.5% think it DOES matter if their company can verify a foreign degree/diploma, whereas 32.5% DO NOT

5.3 International Work Experience & Foreign Credentials

Foreign-work experience must relate to the position for which the candidate is being considered and must be described in the resume to secure an interview. However, if a candidate is in the process of applying for Alberta (or Canadian) professional/ trade credentials, a large majority of the employers will consider the candidate for the position.

Requirement	Importance/ Application assessment
Foreign-work experience must relate to the position for which the candidate is being considered (Refer to Appendix I Figure 3)	80% of the Companies responding indicated that this was <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Foreign-work experience relevant to the job being applied for must be described in the resume to secure an interview (Refer to Appendix I Figure 3)	85% agree that it is <i>IMPORTANT</i> or a <i>MUST HAVE</i> so that a Canadian recruiter could understand this relationship
Professional/ trade credentials must be recognized by the credential-granting body in the relevant Canadian province (Refer to Appendix I Figure 3)	72.5% consider this as <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Will a candidate be considered if s/he is in the process of applying for Alberta (or Canadian) professional/ trade credentials?	85% of the respondents WILL consider a candidate if he/she is applying for Cdn./AB credentials, whereas 15% WILL NOT
Remarks	
"The importance of these items will vary with the position applied for. If a designation is a component of the position, it is definitely an advantage if the candidate is in the process of achieving that designation through the applicable Canadian body/association." – Husky Energy	

5.4 Canadian Workplace Norms & Essential Skills

Although most companies are willing to assign a new employee a buddy or allow time for on the job learning, the candidate must have a good understanding of Canadian workplace norms and essential skills.

Requirement	Importance/ Application assessment
The candidate needs to have an understanding of Canadian workplace norms (Refer to Appendix I Figure 4)	55% of those surveyed think it is <i>IMPORTANT</i> or a <i>MUST HAVE</i> and 37.5% think that it would be <i>NICE TO HAVE</i>
Is the company willing to assign the new employee a buddy to show him/her how to act at work or manage the unfamiliarity in other ways?	85% of the companies are WILLING to assign a new employee a buddy compared to 15% that are NOT
The candidate needs to have an understanding of Canadian workplace essential skills (teamwork, communication, managing information, problem-solving etc.) (Refer to Appendix I Figure 4)	55% indicate that this is <i>IMPORTANT</i> or a <i>MUST HAVE</i> , whilst 45% of the respondent agree this would be <i>NICE TO HAVE</i>
The candidate must be familiar with how his/her chosen Profession/ trade is practiced in Canada (Refer to Appendix I Figure 4)	80% regard this as <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Will the employer allow time for this learning on the job?	85% of the employer WILL allow time for the candidate time on the job to become familiar with how his/her profession is practiced in Canada, whereas 12.5% WILL NOT
Remarks	
"Candidates must understand the culture of the organization and the 'culture' of the work performed." – Mastel Associates Ltd.	

5.5 Professional Practices in Canada

It is increasingly important for a candidate to be familiar with the English/ French terms used in the profession/ trade and with the software/ other processes used, despite that many employers will provide the information and time to learn.

Requirement	Importance/ Application assessment
The candidate must be familiar with the English/ French terms used in the profession/ trade (Refer to Appendix I Figure 5)	80% of the respondents indicate that this is <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Will the employer provide the information and time to learn this?	72.5% of the companies WILL allow the time and information to become familiar with the terms of the profession/trade, but 20% WILL NOT
Candidate must be familiar with the software and other processes used in the profession/ trade in Canada (Refer to Appendix I Figure 5)	72.5% underline this as <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Will the employer provide the information and time to learn this?	70% of the employers WILL allow time and information to learn the software on the job, even though 27.5% WILL NOT
Remarks	
"There is a general expectation that a candidate is able to manage their own workload, time and priorities." -- <i>Husky Energy</i>	

5.6 Applying for a Job

Most companies now require that a candidate apply online on the organizational website or through an online search service for a position and provide a resume and cover letter that will catch a recruiter's attention when screened online. As well, a candidate must provide a translation of his/her education, experience and professional/ trade credentials so a Canadian recruiter will know what they mean in Canadian terms.

Requirement	Importance/ Application assessment
To apply for a job in my Organization the candidate needs to apply online, only to vacancies posted on the Organization website or through an online search service such as Monster, Workopolis, etc. (Refer to Appendix I Figure 6)	77.5% of the organizations survey find it <i>IMPORTANT</i> or a <i>MUST HAVE</i> for candidates to apply online
Provide a resume that will pass electronic screening (Refer to Appendix I Figure 6)	50% of the responses indicate that this is <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Provide a resume and cover letter that will catch a recruiter's attention when screened online (Refer to Appendix I Figure 6)	67.5% indicate that it is <i>IMPORTANT</i> or a <i>MUST HAVE</i> to have a catchy resume and cover letter
Provide a translation of his/her education, experience and professional/ trade credentials so a Canadian recruiter will know what they mean in Canadian terms (Refer to Appendix I Figure 6)	70% think that this is <i>IMPORTANT</i> or a <i>MUST HAVE</i>
Can a candidate send a resume to the Recruiting or H.R. Department?	67.5% of the companies WILL accept a resume sent to the Recruiting or HR dept., but 32.5% WILL NOT
Remarks	
<p>"So that we can consider all candidates equally, we require individuals to apply online. A current resume is a must; a cover letter is nice to have but not crucial. Candidates can apply directly to one of our job postings or send a general profile/resume for consideration." -- <i>Husky Energy</i></p> <p>"Candidates can apply online without applying to a specific vacancy. Work experience programs/English for skilled immigrants are other pathways to finding employment/employee referrals." -- <i>Suncor Energy Inc.</i></p>	

5.7 Succeeding in an Interview

Although most organizations do not provide interview preparation information including typical questions, nor do they have someone skilled at interviewing across cultures, most companies however use team interviews for candidates. Success in an interview requires that a candidate be familiar with the interview process and have considered the questions he/she will be asked.

Requirement	Importance/ Application assessment
Success in an interview entails that a candidate needs to be familiar with the interview process and have considered the questions he/she will be asked (Refer to Appendix I Figure 7)	52.5% find it <i>IMPORTANT</i> or a <i>MUST HAVE</i> , whilst 37.5% of the respondents think this is <i>NICE TO HAVE</i> for a candidate to succeed in an interview
The organization provides interview preparation information including typical questions	77.5% of the organizations DO NOT provide this information, compared to 22.5% that DO
Will the candidate be interviewed by a Team?	75% of the organizations DO conduct team interviews, whereas 25% DO NOT
Will the candidate be interviewed by a cross-cultural Team, or someone skilled at interviewing across cultures?	60% of the companies DO NOT have someone skilled at interviewing across cultures or a cross- cultural team, whilst 35% DO
Remarks	
<p>“Demonstrate potential if a junior candidate or experience if a senior candidate. Also, it’s not just the technical work; the candidate needs to demonstrate that he/she can work with others and make the team happy.”-- <i>Alberta Electric System Operator</i></p> <p>“It is very important the candidate be coached, or informed of the interview technique used by various companies. Although a language barrier may exist, tough questions should still be asked to determine if they are a right fit. The candidate needs to be prepared for those questions, and be willing and open to the participation of the interview process in its entirety.”-- <i>Circa Enterprises Inc.</i></p> <p>“Practice behavioral interviewing skills and ensure resume and cover letter accurately and clearly presents skills and experience.” -- <i>Siemens Canada Limited, Calgary</i></p>	

5.8 Readiness of Calgary Employers to Fully Utilize Immigrant Professionals

Requirement	Importance/ Application assessment
The organization is willing to consider foreign trained professionals and skilled workers who learned their craft in another country (Refer to Appendix I Figure 8)	97.5% of all organizations surveyed WILL consider foreign trained professionals and skilled workers for hire, compared to 2.5% that WILL NOT
How would you rate the readiness of your Organization to hire and integrate these kinds of immigrants to your workplace?	57.5% of the workplaces have either <i>initiatives in place to help the immigrant</i> or are very ready whilst 32.5% of those interviewed are <i>unsure if their workplace is ready</i>
Remarks	
<p>"The readiness of our organization depends on which department is doing the hiring. Some are more open and ready than others. It is an ongoing issue to prepare departments, hiring managers and supervisors so they can hire and integrate qualified foreign trained workers." -- <i>Petro-Canada</i></p> <p>"Some departments are already very diverse, such as IT, Finance, Corporate Properties, Development and Building Approvals. Transit and Police Services have done recruitment among diverse communities and across Canada. What is missing for us is training on cross-cultural interviewing."-- <i>City of Calgary</i></p> <p>"We are presently exploring hiring immigrant workers but, due to our rapid growth, are not sure if the business is willing to take the extra time and effort required to bring an immigrant up to speed with working in Canada. This would be a new area for us to explore and are presently looking at a program through the universities to bring new grad interns in from other countries." – <i>Agrium</i></p> <p>"We are trying to be ready but are in our infancy. We are about to bring in some foreign trained trades people and we will be trying to help them and our organization to adapt and be ready to accept them." – <i>ENMAX Corporation</i></p>	

6 Recommendations

6.1 Language

It is clear that understandable, English speech, writing and listening skills are required to be fully employed as a professional or skilled worker, therefore immigrants coming to Alberta should be provided with English language training early and to Canadian Language Benchmark level 8.

WHAT	HOW
English language assessments should be conducted at the time the professional begins the immigration process	<ul style="list-style-type: none"> • Canadian Language Benchmark tests (or an equivalent) should be administered in the immigrant's home country, begin in the three countries from which Alberta draws most of its professional/skilled immigrants • If online testing is possible, then it would be the preferred method • The English language gap should be identified
ESL training provided in country of origin	<ul style="list-style-type: none"> • English language training provided to close the gap while the immigrant is awaiting clearance to come to Canada
Broaden the scope of enhanced language training	<ul style="list-style-type: none"> • Make enhanced English language training available to professional immigrants from English speaking countries like India immediately to give them the language skills they need to resume their careers
Profession/trade specific English language training provided once immigrant arrives	<ul style="list-style-type: none"> • Professional associations and/or credential granting bodies should develop and provide profession/trade specific English language training
Accent reduction training should be available	<ul style="list-style-type: none"> • "Accent on Canadian English" pronunciation program or other such programs should be available without cost to professional/trade certified immigrants who have good English but need to improve their pronunciation to be easily understood

6.2 International Education, Experience and Credentials

Companies, rightly or wrongly expect that an internationally trained professional/skilled worker presents his/her qualifications in the same manner a Canadian educated, experienced and credentialed candidate would.

WHAT	HOW
IQAS, service provided to immigrants in home countries	<ul style="list-style-type: none"> Beginning in the three countries from which Alberta receives the highest number of immigrants, IQAS available through the immigration offices, documents provided by fax for assessment
Online information about the post secondary education system in the top 3 Countries available for Alberta Companies	<ul style="list-style-type: none"> Online information source for Alberta-based employers to check the comparability of a university degree from the top three countries, and others if the information is available
Organizations licensing professional/trades skilled immigrants provide evidence of education and training comparability	<ul style="list-style-type: none"> A letter confirming the immigrant has the education and training sufficient for entry to the licensing process provided to assist the immigrant in finding employment in chosen profession/trade Or, a contact point for a potential employer to confirm the immigrant candidates' enrolment in the process
Credential-granting bodies provide immigrants with clear description of the credentialing process	<ul style="list-style-type: none"> Such organizations (begin with top 3 professions attracted to Alberta) encouraged to provide an online map – the road to Alberta credentials, what candidate needs to have, needs to do and approximate time and cost of each step
Explore the issue of translating international professional work experience into terms that Calgary recruiters can understand or relate	<ul style="list-style-type: none"> Hold roundtable discussions with HRAC members involved in recruiting to determine the best way to represent immigrant professionals' work experience Encourage HR Institute of Alberta to include training in translating international work experience for human resource professionals as they work toward CHRP designation

6.3 Canadian Workplace Norms and Essential Skills

A majority of the employers said that it is important or a must that candidates have an understanding of Canadian workplace norms and Canadian workplace essential skills in order for them to “fit in” and to begin to add value quickly. It is encouraging that 85% of Companies were willing to assign a “buddy” to the new employee to help them understand the workplace culture and norms

WHAT	HOW
Cross cultural awareness training for workplaces hiring immigrants	<ul style="list-style-type: none"> • Employers should make cultural awareness a requirement for those work groups accepting immigrants • Business specific and cultural specific training should be developed and provided through organizations representing business (i.e. Chamber of Commerce, Human Resources Assn. of Calgary)
Mentors (buddy's) handbook provided to employee-buddies	<ul style="list-style-type: none"> • Online or written source of information for mainstream employees assigned to be a buddy to a new immigrant employee, developed and provided to business to help the mainstream employee coach the new employee in a system made for and by the mainstream (i.e. showing a fish how to teach another species to live underwater)
Employers provide job shadowing opportunities for professional/trade immigrants	<ul style="list-style-type: none"> • Companies could select one day/quarter to provide job shadowing to new immigrants in specific professions • Immigrant candidates provided by immigrant serving agencies or other organizations preparing professional immigrants for employment
Career counselors at immigrant serving agencies and other organizations provided with industry specific work culture training	<ul style="list-style-type: none"> • Specific industries could provide one day job shadowing for counselors working with new immigrants so that the counselors could better prepare clients for work in those industries
Professional Associations provide information on how profession is practiced in Canada	<ul style="list-style-type: none"> • Information should be provided to internationally trained professionals on how the profession is practiced in Canada • Could be provided as part of the credentialing process

6.4 Applying for a Job

Many companies require all candidates to apply online; some will not accept unsolicited resumes, 50% use electronic screening to eliminate resumes and a majority screen online so a resume needs to catch a recruiter's attention on the first page to be seriously considered.

WHAT	HOW
Immigrants need to learn how to research the industry and Companies providing jobs in their chosen careers that relate to their professional experience	<ul style="list-style-type: none"> • “How to Find a Job in Alberta” online training could be developed for professional immigrants • Additional support provided by organizations preparing immigrants for employment • Industry and professional associations should provide input to this training
Employers should accept unsolicited resumes	<ul style="list-style-type: none"> • Companies offer online resume drop mailbox • Screening and categorizing resumes good training for new recruiters
Employers provide resume format “tips”	<ul style="list-style-type: none"> • Company websites could provide successful resume formatting “tips” • Counselors working with new immigrants coach them to prepare resumes in the most industry friendly format
Explore the issue of translating international professional work experience into terms to which Calgary recruiters can relate	<ul style="list-style-type: none"> • Hold roundtable discussions (as IQAS did) with HRAC members involved in recruiting to determine the best way to represent immigrant professionals' work experience • Encourage HR Institute of Alberta to include training in translating international professional work experience for human resource professionals as they work toward CHRP designation

6.5 Succeeding in an Interview

If an immigrant candidate is lucky enough to secure an interview, he/she must outshine a mainstream candidate in order to be offered the job. A majority of the Companies responding said it is a must, or important for a candidate to be familiar with the interview process and the questions to be asked. Over seventy percent said they do not provide interview preparation information. Most use behaviour-based interviews and sixty percent do not have interviewers with cross-cultural interviewing skills.

WHAT	HOW
Companies posting jobs and soliciting resumes online should provide interview preparation information	<ul style="list-style-type: none"> • Companies "Career" pages on their websites should include a job interview tutorial with typical questions and information about other screening devices used (i.e. in-basket exercises)
Companies using behaviour-based interviewing need to equip their recruiters to use it in a multi-cultural setting	<ul style="list-style-type: none"> • Interviewing across cultures training developed and provided to Companies • Such training should be part of CHRP requirements for human resource professionals • Cross culturally aware HR professional will recognize the need for such training for other Company people in the interview and can arrange such training

6.6 Readiness of Calgary employers to fully utilize immigrant professionals

It is very encouraging to learn that almost all Companies responding said they will consider foreign trained professionals and skilled workers for hire. Over half say they have initiatives in place to help the immigrant employee and fifteen percent believe their organization is ready to accept immigrant professionals. About a third though said they were unsure their workplaces were ready to accept such new employees.

WHAT	HOW
<p>Calgary employers need to ensure their workplaces are open to accepting and fully utilizing foreign trained professionals and trades workers</p>	<ul style="list-style-type: none"> • Cultural competency needs to be seen as a required leadership skill in Calgary business, today • Leaders in organizations need to require that not only their human resources professionals, but others are open to accepting and working with colleagues who learned their professions outside of Canada • Cultural competency training should be widely provided

Appendices

Appendix I – Survey Findings (pp. 24-31)

I. Graphs

Figure 1 highlights a breakdown of the degree of importance in percentage values for each of the five language requirements surveyed in section 5.1, Language Abilities, as they correspond to the five-point scale.

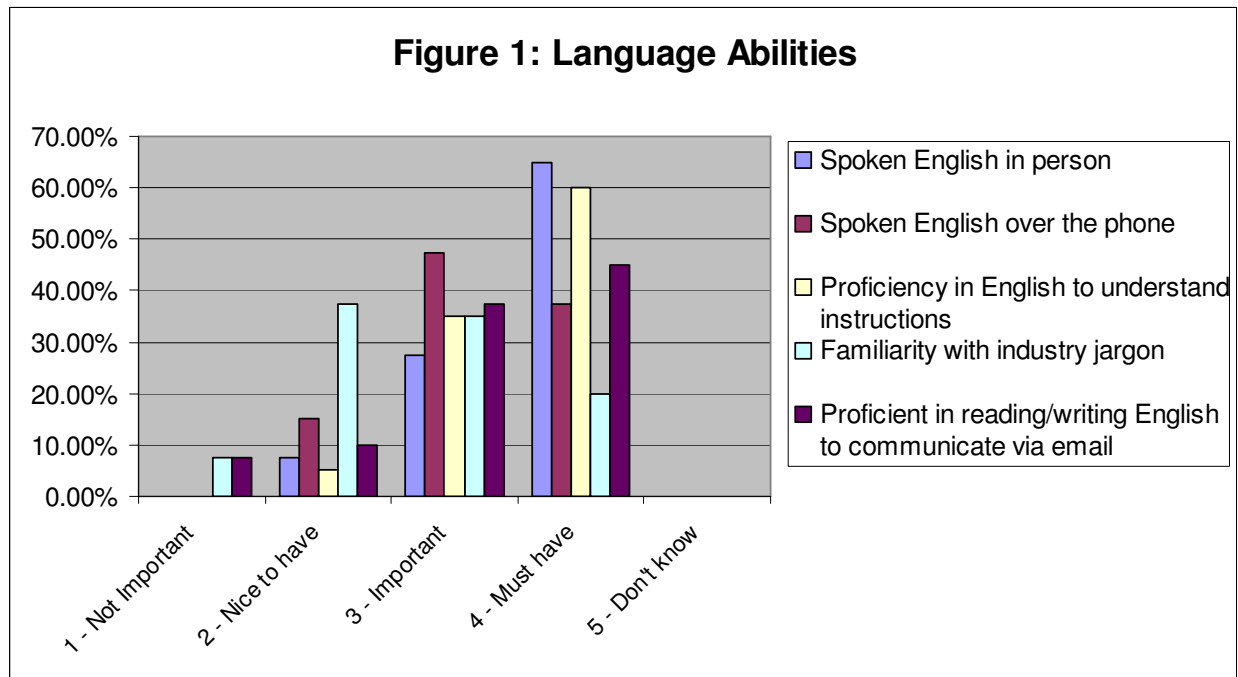


Figure 2 highlights a breakdown of the degree of importance in percentage values for International Education requirements as they correspond to the five-point scale.

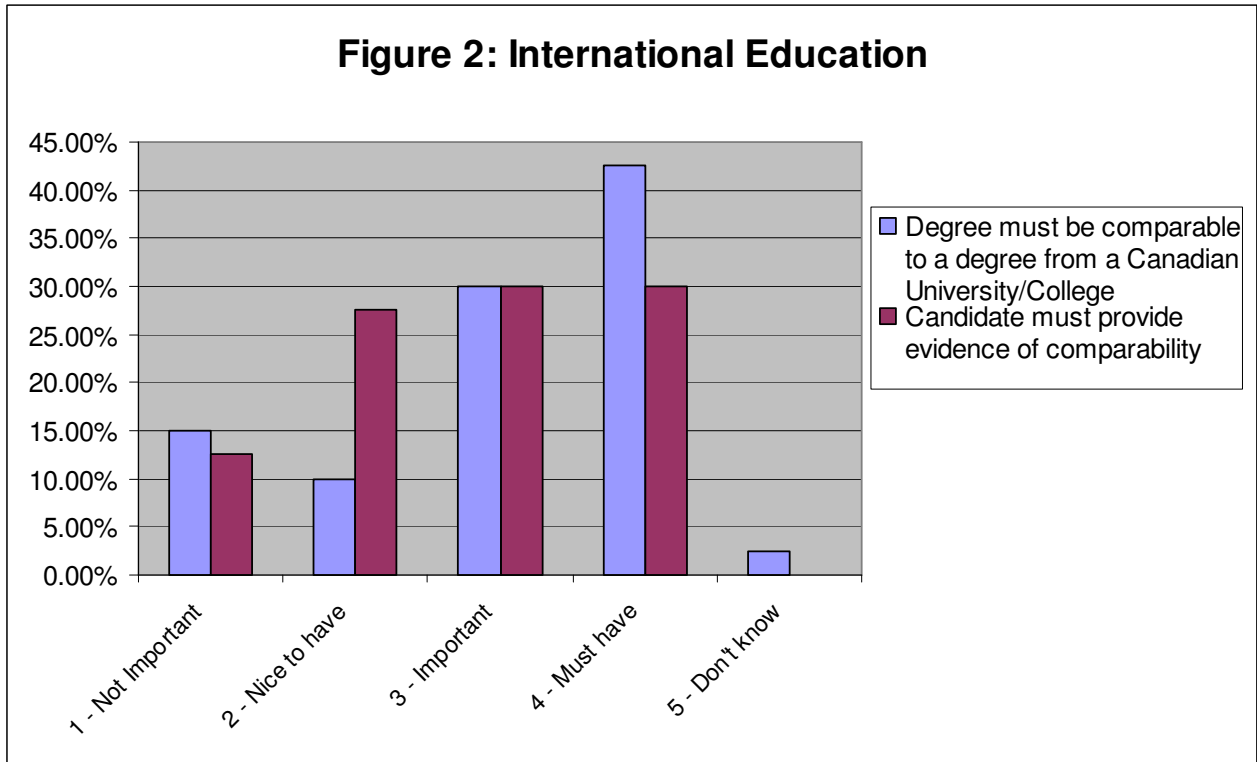


Figure 3 provides a breakdown of the degree of importance in percentage values for International Work Experience requirements as they correspond to the five-point scale.

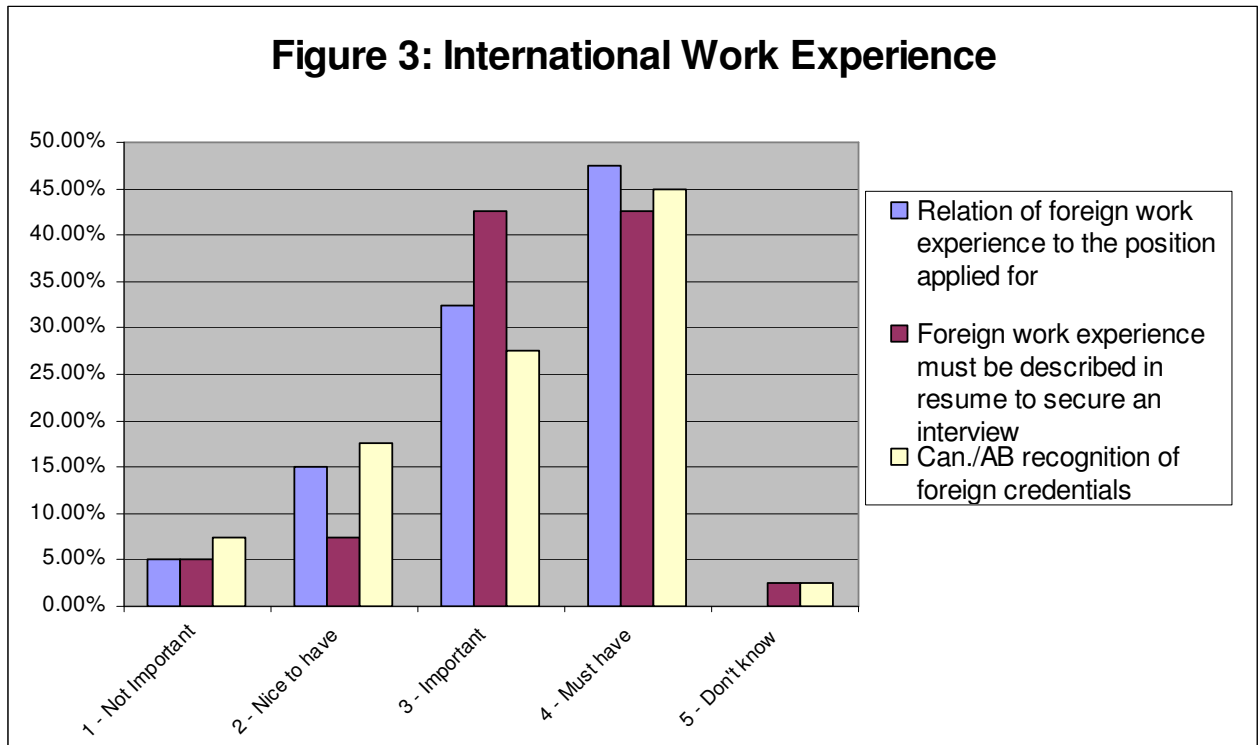


Figure 4 provides a breakdown of the degree of importance in percentage values for Canadian Workplace Norms and Workplace Essential Skills' requirements as they correspond to the five-point scale.

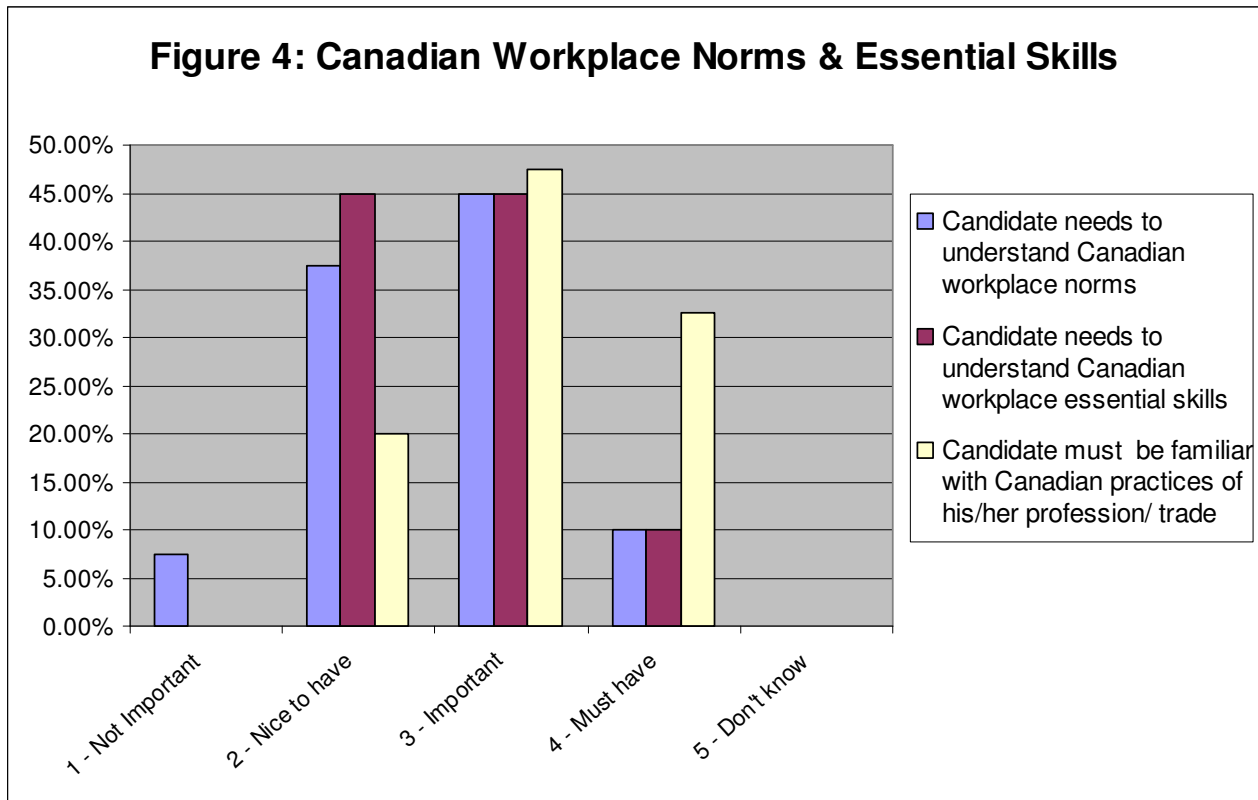


Figure 5 highlights a breakdown of the degree of importance in percentage values for Canadian for the requirements of Professional/Trade practices in Canada as they correspond to the five-point scale.

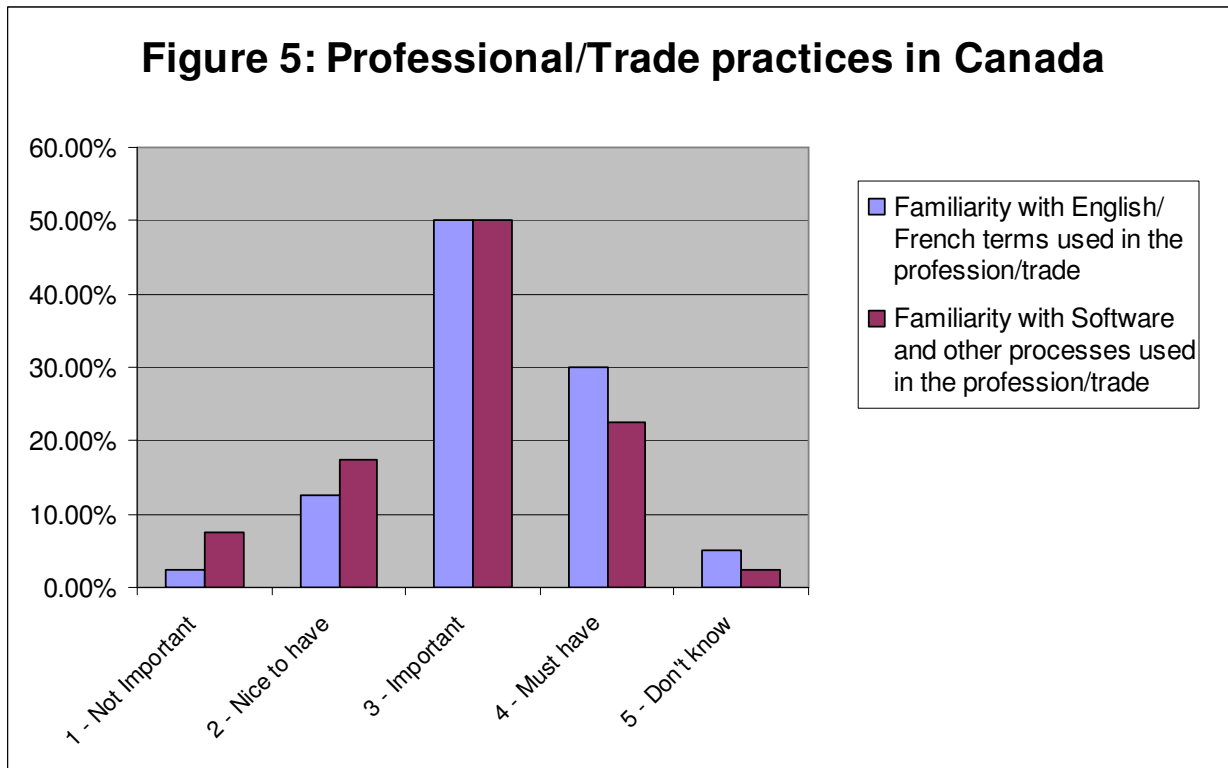


Figure 6 provides a breakdown of the degree of importance in percentage values for the requirements to apply for a Job as they correspond to the five-point scale.

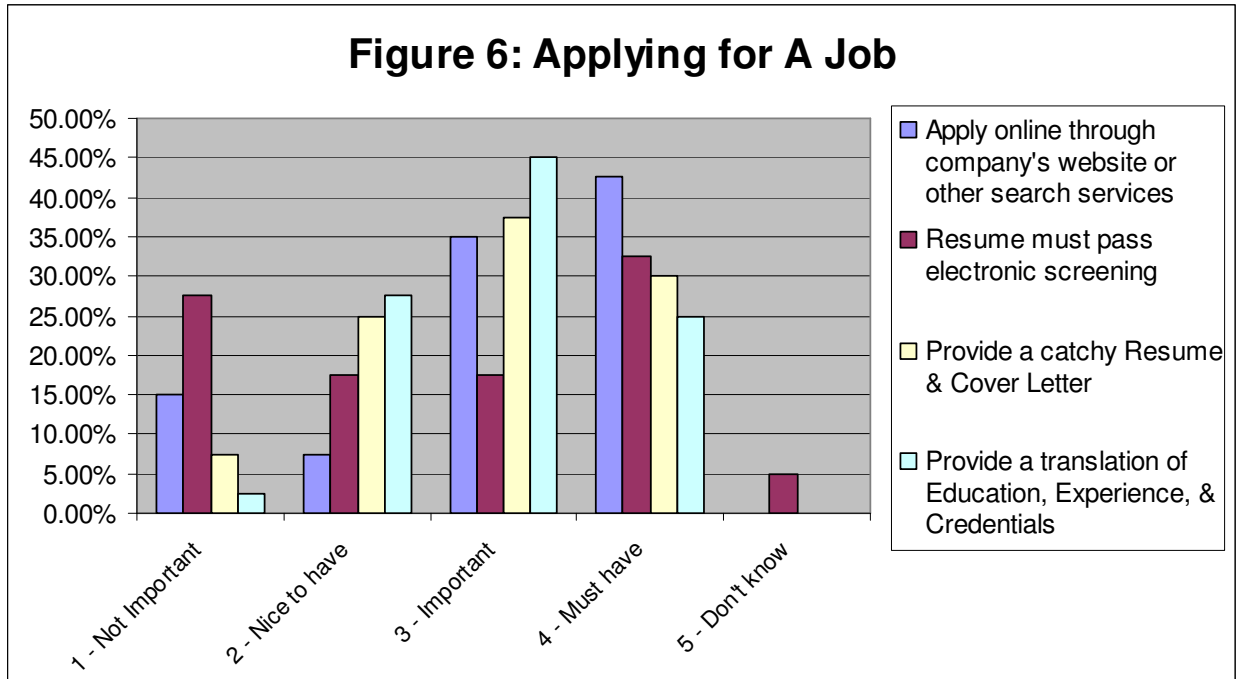


Figure 7 provides the degree of importance in percentage values for the requirement of how to succeed in a Job Interview as it corresponds to the five-point scale.

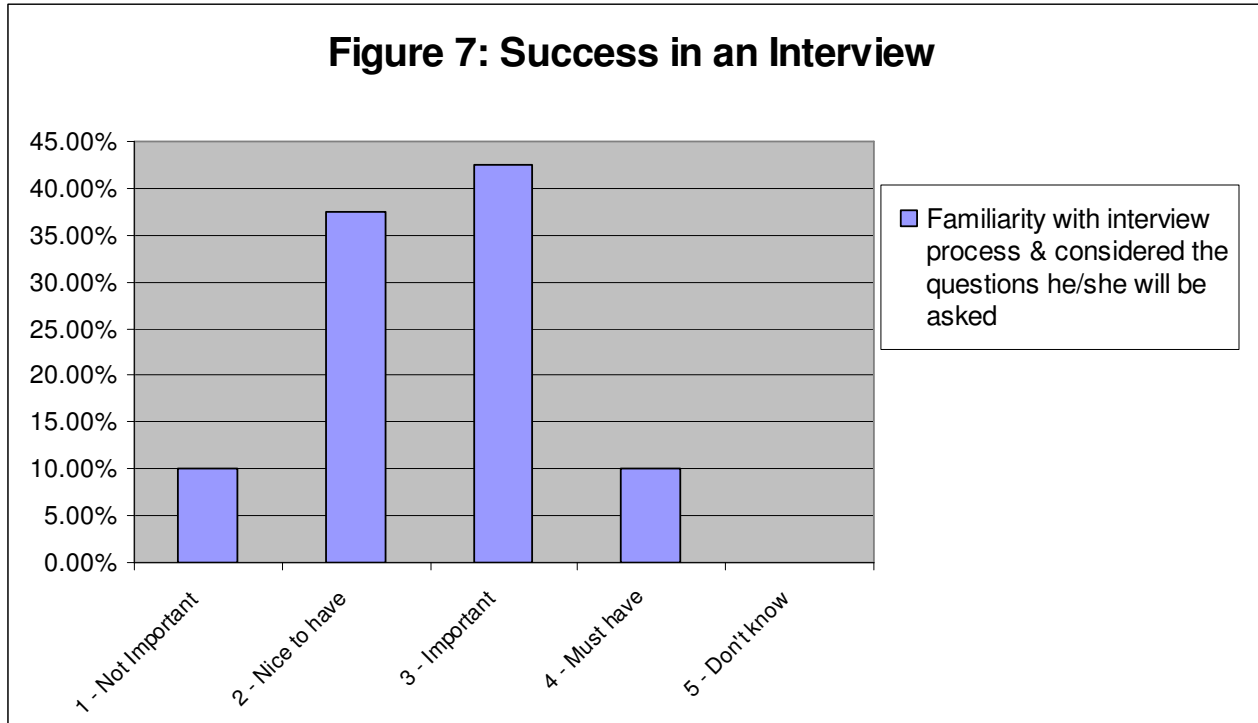
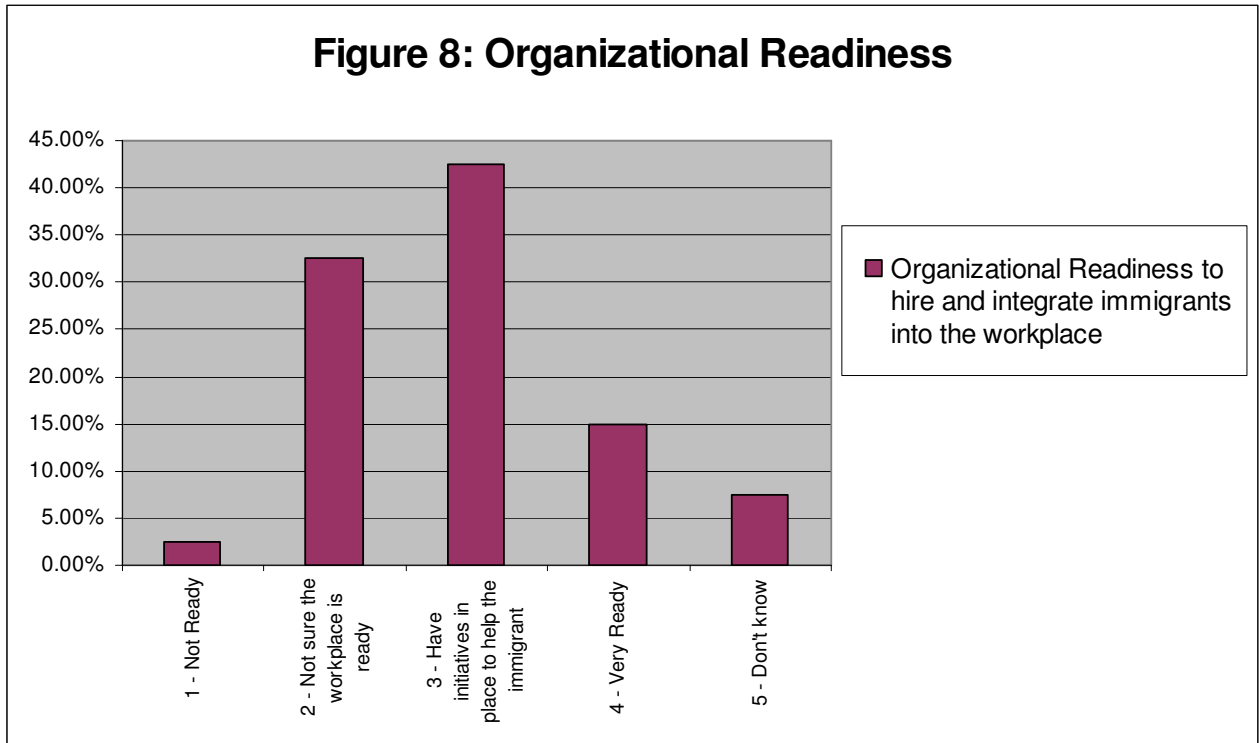


Figure 8 shows the degree of importance in percentage values for how ready Organizations are to hire and integrate immigrants into the workplace as it corresponds to the values on the five-point scale.



Appendix II (pp. 32-36)

II. The Survey Questionnaire

EMPLOYER SURVEY – HELP US BETTER PREPARE IMMIGRANTS BECOME FULLY EMPLOYED

The Talent Pool Development Society of Calgary is a business driven organization assisting employers to fully access the potential of Calgary's under-utilized workforce. Immigrants are a large part of the under-utilized workforce. We do this through

- * education and awareness building
- * demonstration projects/actions
- * influencing policy.

The purpose of this survey is to learn from Calgary Employers what they want and expect foreign trained professional and skilled immigrants to have in order to be eligible for hire. Information will be gathered in four general areas deemed to be barriers for immigrants when they are seeking employment in their professions/vocations.

The majority of the 16,000 immigrants coming to Calgary have post secondary education, English language skills and work experience in their chosen profession/vocation from their home country. Despite these qualifications, most find it difficult to find work for which they are qualified. Many are not granted interviews, some who are, are not considered because they do not have **Canadian experience**, others are told they are over-qualified for the vacant position.

This Survey will be sent to about 100 Calgary employers like you. What you tell us will help shape the support and services new immigrants get when they come to Calgary. **The Survey results will form a report** that will be prepared over the summer and sent to all who participated, to the funder of this study, Alberta Employment Immigration and Industry and immigrant serving agencies and others who prepare professional and skilled immigrants for work.

The names of the Employers and people responding to the Survey will not be revealed. If a quote or specific information you provide in the Survey will be included in the report, you will be asked to give permission for your organization to be identified. The attached Survey contains 40 questions in four key areas:

Language;	Education, Experience and Credentials;
Canadian Work Culture	Finding a Job in Canada

Thank you for your time and information. Please respond by June 15th, 2007.
Julie Ball, Executive Director,
Talent Pool Development Society