



Immigrant Talent Integration Project

BC HRMA MEMBER SURVEY

SUMMARY REPORT

Prepared by Olga Scherbina, Diversity CLUES & Patrick Coady, Success Development Group Inc.

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The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada and the Ministry of Advanced Education and Labour Market Development.

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For more detailed information on the survey, please contact Olga Scherbina at olga@scherbina.com.

EXECUTIVE SUMMARY

Background

An online survey of the BC Human Resources Management Association's members was conducted in late December 2007 and early January 2008. Of the association's 3800 members, 322 responded, a response rate of 8.05%.

Due to the low respondent rate the survey error is relatively high (approx. +/- 5%) and, therefore, the results do not provide reliable information for serious & valid analytical interpretation and may be biased. For example, half of the respondents reported having immigrant HR professionals in their companies. However, HR practitioners who participated in the survey are potentially interested in the subject of a diverse workforce and, therefore, are more likely to be immigrants themselves or have an immigrant HR professional working with/for them. Keeping survey limitations in mind, it can be argued that it still allows for establishing trends on immigrant integration practices among BC's companies and identifies the general gaps and challenges companies face in hiring and retaining immigrants. For instance, very few companies reported having immigrant executives or having a large part of their workforce represented by immigrants. It is deemed highly unlikely that the remaining 90% of the BC HRMA's membership would have a drastically different situation in terms of immigrant workforce integration practices.

The major goal of this project was to create a baseline of understanding about the interest in and integration of immigrant professionals amongst BC HRMA members. The project included the creation of an advisory board & roundtable, and an environmental scan of the BC HRMA, as well as scans of various other organizations and local potential partners. The project also included a survey of members and was structured to capture respondent information, gauge current conditions, gather information on services and supports for immigrants, and foster an interest in training on the subject of diversity and immigrant integration.

Key Findings

- Most of the HR practitioners who participated in the survey were female and represented BC's private sector. There was a diverse geographical representation of companies. Over a third of those operate in the Greater Vancouver area and nearly a quarter have over 1,000 employees. The majority of the respondents hold middle management positions (9.8% executives; 41.7% middle/senior management; and 40.7% HR Generalist/Coordinators) with over half of the companies represented having at least one HR person with an immigrant background. The bulk of respondents are employed in IT/software, Retail and Manufacturing, Tourism, Finance and Health services. Fully three quarters of respondents indicated a shortage of skilled workers. Shortages worsened as companies increased in size.
- Very few companies (less than 10%) reported having at least half of their workforce represented by immigrants. This is contrasted by the fact that half of the respondents have an immigrant in their HR department. The dichotomy of this result may be influenced by the low respondent rate that a higher participation in the survey might alter, and potentially the ratio would be different with higher participation.
- Companies with Canadian born senior management tended to have fewer or no immigrants in their workforce and despite the boom in the BC economy and the labour shortages that exist,

one third of participating companies reported that they had not hired any 'immigrants without Canadian Experience' in the past year.

- New job postings are primarily advertised on company websites, through employee referrals and by way of internal recruitment. These channels clearly pose barriers to immigrants seeking employment.
- The survey suggests that employing immigrants in senior positions presents challenges since the majority of respondent companies have no immigrants in executive positions or senior management. However, in companies where immigrants do hold executive positions, these companies are more likely to have a larger immigrant workforce, hire immigrants for middle management positions and promote them.
- A specific question on the survey attempted to prioritize the type of groups that companies targeted for workforce recruitment. Slightly less than two thirds answered the question and nearly half did not target a specific group although immigrants and women were generally found to be the most frequent groups targeted by HRMA members. Furthermore, having an immigrant in the HR department influenced workforce recruitment practices. Companies with at least one HR immigrant professional were found to be more active in targeting immigrants (30%) compared to companies with no immigrants in the HR department (18%).
- While 98.8% of respondent companies reported having new openings for general positions during the past year, only 55% of these companies interviewed at least one immigrant for each job posting during that period. In general, companies reported less interest in interviewing immigrants for senior positions than for lower level jobs.
- The survey revealed that the majority of HR practitioners used personal interviews, resume screening, and reference checks as the top three recruitment practices with only a few undertaking some form of testing of prospective employees. Immigrant applicants were reported to make a better impression on recruiting managers during their probation period, when being referred and during personal interviews. Their performance was the least successful during reference checks and in telephone interviews. In other words, employers recognize that 'seeing is believing'.
- Immigrant professionals were reported to have performed poorly in the recruitment and selection process because of insufficient English & interpersonal skills, as well as a strong accent. These latter deficiencies were deemed to be of more importance to employers than were technical abilities and qualifications, although the majority of respondents also indicated that international practices and experience that immigrants might bring to companies would be a valuable benefit. Many companies also indicated that immigrants are harder working (45%) and more loyal (38%).
- HR practitioners reported using somewhat different hiring criteria for immigrants than for Canadian born applicants. While 'good impression from the interview' was rated the second most important criteria for both groups, immigrants are hired because of 'impressive work *experience abroad*' and 'unique skills'. In contrast, Canadian-born applicants are hired because of 'impressive local experience' and 'impressive educational background'. It is interesting to note that HR practitioners reported hiring more immigrants with Canadian experience than without Canadian experience. This tendency is not manifested clearly in HR professionals' answers to the survey's hiring criteria question: "*What are the most important criteria in selecting an immigrant?*"
- An overwhelming majority of respondents have no materials to assist them in the hiring/integration of internationally trained professionals. Those that do are primarily concerned with recruitment of foreign workers or the Provincial Nominee Program. Similarly, the majority of members reported that they have not participated in any government sponsored

projects designed to enhance immigrant economic integration. When companies provided assistance to their immigrant employees, it was primarily for technical course upgrades or for licensing purposes.

- Along the same lines, most companies have never provided cultural sensitivity training to their employees or managers (63.3%). Very few employers reported having used International Credential Evaluation Services (20.9%) with the vast majority indicating that they do their own testing/evaluation. It is worthwhile noting that the survey revealed that the practice of 'testing' was the tool least used in the recruitment and selection process.
- Clearly, the respondents believe that additional professional development on the subject of immigrant integration is beneficial. Ninety percent of the BC HRMA membership felt that workshops on the benefits and processes in recruiting and retaining immigrants would be useful, with a strong majority also interested in a one day symposium. Close to half indicated that learning about immigrant recruitment best practices at the upcoming BC HRMA conference would be time well spent.

Recommendations

Although the majority of members are experiencing labour shortages and there is an interest in immigrant integration, there is a significant difference within the respondent survey companies between this interest and actual policies, procedures or practices that facilitate economic integration of foreign trained professionals. Consequently, there is considerable concern about rectifying this incongruence and members have indicated that they would be open to learning more by participating in workshops and symposiums that can help them integrate immigrant talent into their respective companies. In light of this interest, and based on the data compiled from the survey, the following recommendations are made to the BC HRMA:

1. As over 60% of respondents indicated that they have no resources to recruit and/or integrate immigrant professionals, it would be beneficial for the BC HRMA to develop such resources and tools for their members, as well as to partner with diversity consultants to help facilitate the delivery of cross cultural training workshops.
2. Due to a number of response inconsistencies revealed while surveying BC HRMA members, it is recommended that techniques be developed that would better equip HR practitioners to differentiate between foreign worker recruitment efforts and local immigrant recruitment and integration processes.
3. Only 10% of companies reported that immigrants made up at least half of their workforce, a fact which contradicts current demographics. As a result, it is recommended that efforts be made to better educate employers on current and future demographics.
4. Clearly, the respondents believe that additional professional development on the subject of immigrant integration is beneficial. Therefore, it is recommended that conducting a 'Symposium on Immigrant Workforce Integration' be considered.
5. In the spring of 2009, a follow up survey should be conducted to evaluate the impact that the ITI project has had on BC HRMA membership. To ensure a higher response rate, it is recommended that a variety of valuable incentives be offered to survey participants. Additionally, to help foster senior/executive HR practitioner participation, it is recommended that the survey be sent directly to Leadership & Strategic Roundtable members as well as to BC HRMA Board members.

INTRODUCTION

Background and Research Objectives

The BC Human Resources Management Association (BC HRMA) and the BC's Ministry of Advanced Education and Labour Market Development's International Qualifications Unit (IQU), have cooperated in carrying out a comprehensive plan for increasing the immigrant professional labour market attachment within the BC HRMA's membership. The major goal of this project was to research the extent of the problem of immigrant integration into the work force within the HR community in BC and to identify a viable strategy for enhancing the capacity of HR practitioners' to recruit and retain immigrants. The project's operational dates were September 2007 through March 2008, and the project was funded by the province's Ministry of Advanced Education and Labour Market Development through the federal government's Department of Human Resources and Social Development.

The project deliverables included:

- the development of an advisory board
- the creation of a roundtable of HR practitioners
- an outreach to the HR community
- an environmental scan of the BC HRMA and various other organizations
- communication to HR practitioners on successful or promising hiring and retention practices
- gathering a base line of information on BC HRMA members through an online survey.

The survey was broken down into five sections with each section structured to capture respondent information, gauge current conditions, gather information on services and support systems for immigrants, and foster interest in training related to the subjects of diversity and immigrant integration. Specific objectives of the research were to ascertain:

- the number of immigrants in the HR field in BC and how they influence HR policies
- the range and structure of companies interested in the subject of immigrant integration
- existing immigrant recruitment and retention practices
- current integration practices and success rates
- success factors regarding immigrant hiring
- interest in further training concerning immigrant integration

Methodology

An online survey of 3,800 BC HRMA members was conducted between December 04, 2007, and January 02, 2008. The questionnaire, posted via 'Survey Monkey', was designed by Diversity Clues and Success Development Group Inc., in consultation with BC HRMA representatives and with feedback from the ITI Project Advisory Board. The questionnaire took approximately 15

Benefits immigrants bring to employers:

“Much needed scarce skills & resources”

“It widens & strengthens the base of talent available to us”

ITI Survey Respondents

“There may not be a high tech industry in Vancouver if immigrants were not part of the labour source”

ITI Survey
Respondent

minutes to complete. A notice was provided to the effect that any contact information supplied would be kept strictly confidential and only used to notify participants about participation prizes.

A request for survey participation was sent out by the association’s administrative staff via the BC HRMA proprietary database and subsequently followed up with an additional email reminder and notice in the weekly BC HRMA e-newsletter, HRVoice.

322 HR practitioners participated in the survey (8.05% respondent rate) and 275 completed all the questions. A wide variety of questions were used in the survey. The majority of questions were closed or multiple choice questions, with some being open-ended or partially open ended (with other options). Also included were several ranking questions (ranked 1 to 7 from most to least).

When the survey completion date was met, the data was collected, coded and analyzed. The survey questions can be found in Appendix A.

The detailed survey results are available upon request.

DETAILED FINDINGS

Section 1 - Respondent Profile (Q.1- Q.12)

Gender and demographics

Three quarters of the survey participants were female and over half were Canadian born HR practitioners. One of the primary objectives of the research was to ascertain the level of immigrant integration in the HR field and the survey revealed that almost a third of respondents reported being immigrants (7% - immigrated before the age of 19 and 21% after the age of 20). Fifty four respondents, or 18%, identified themselves as a visible minority.

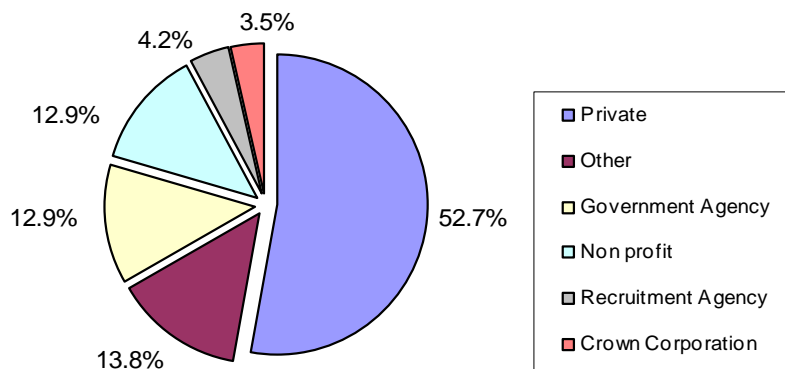
Economic and geographic representation

There was a good sectoral representation of the BC economy. The majority of companies participating in the survey represented the private sector (52%) with representation by government and non profit agencies at 12.9% each (Figure Q.5).

Although more than 13% indicated that they represented 'other', this was further analyzed and among those 43 companies, eight organizations represented the education sector, five public agencies, four identified themselves as consulting organizations and two identified themselves as credit union/finance. More detailed information is available in Appendix B, Box Q. 5.

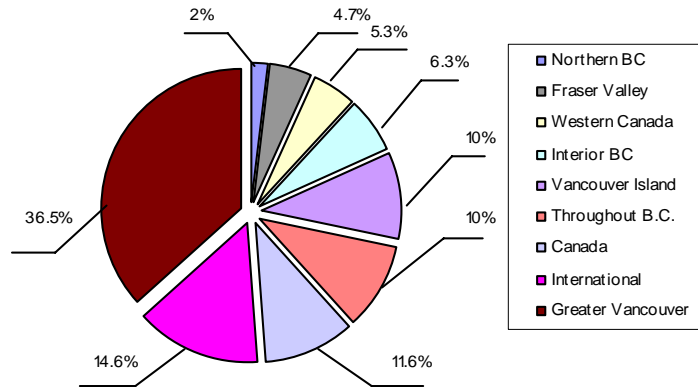
The majority of companies participating in the survey represented the private sector with over a third of the companies operating in Greater Vancouver.

Figure Q.5 What type of company you are currently employed by? N=311



Over a third of the companies operate in Greater Vancouver, with 14.6% conducting their operations internationally and just over 10% operate throughout Canada (Figure Q. 6)

Figure Q.6 Which geographic area best describes where your company conducts its main operations? N=301



*Limitations: some respondents might have provided information on their entire employee workforce, instead of only those employed in BC

Company size and respondent positions

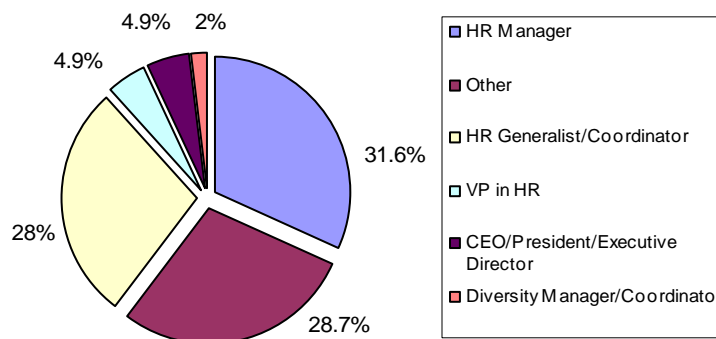
One third of the companies in the survey reported employing at least 100 employees. Almost a quarter of companies reported having over 1,000 employees. Only 14% of companies had fewer than 25 employees. Note: *Some respondents might have provided information on their entire employee workforce, instead of only those employed in BC.*

Most of the survey respondents hold middle management positions, such as HR Manager (97 respondents), and HR Generalist/Coordinator (86 respondents). Only 30 respondents identified themselves as CEO/President, Executive Director, or VP.

A third of the respondents reported that they hold 'other' positions and, after careful categorization, it was revealed that an additional 25 respondents could be identified as senior management / executives (Director, General Manager, etc.). Another 39 hold HR related positions such as recruiters and consultants. After summarizing 'other' and 'identified positions' 9.8% reported as executives; 41.7% as middle/senior management; and 40.7% as HR Generalist/Coordinators. Detailed information on 'other' positions is attached in Appendix B, Box Q.8

Most of the survey respondents hold middle management positions, such as HR Manager, HR Generalist, and HR Coordinator.

Figure Q.8 In what capacity are you responding? N=307



Over half of the companies (54.6%) that participated in the survey had at least one HR person with an immigrant background. Crown corporations have the highest rate of HR persons with immigrant backgrounds (73%), followed by NGOs, and recruitment and government agencies. The private sector showed the lowest rate of HR practitioners with immigrant backgrounds.

Respondent years of experience and represented sectors

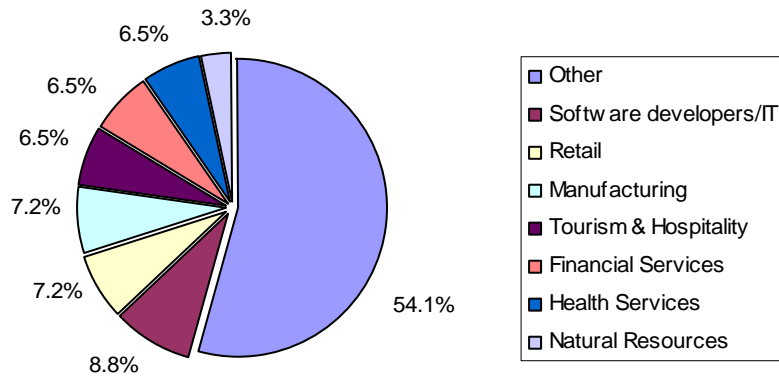
More than one third of survey participants reported having from 4 to 9 years of experience in HR with 20% having less than 3 years and 20% having more than 15 years experience. It is worth noting that both the younger and the most experienced HR practitioners reported themselves as less likely to become involved in the ITI project. However, those who are in the middle of their careers indicated more interest in the project.

A broad range of sectors were represented in the survey. 8% of companies identified themselves as representing Software/IT sector, over 14% as Retail and Manufacturing (7.2% and 7.2% respectively) and Tourism, Finance and Health Services were represented equally (6.5% for each industry). Detailed representation is in the Figure Q. 11

Despite the boom in BC's mining industry, only 3.3% of respondents represented the Natural Resources sector. Most of the companies participating in the survey did not select any of the identified sectors. The top five 'other' industry categories included Education (18 respondents or 5.9% of the total participants), Government (16 or 5.2%), Engineering (13 or 4.2%), Consulting (10 or 3.3%), and Human Services (6 or 2%). Detailed distribution of other sectors is available in Appendix B, Box Q. 11

Three quarters of the respondents indicated a shortage of skilled workers with over 89% of large (more than 1000 employees) companies reporting skill shortages.

Figure Q. 11, What kind of industry your company operate in? N=307



Three quarters of the respondents indicated a shortage of skilled workers with over 89% of large (more than 1000 employees) companies reporting skill shortages, 62% of medium to large size companies (100-254 employees) and only 42% of small size organizations (1-24 employees).

Section 2 - Immigrant Employee Snapshots (Q. 13 - Q. 18)

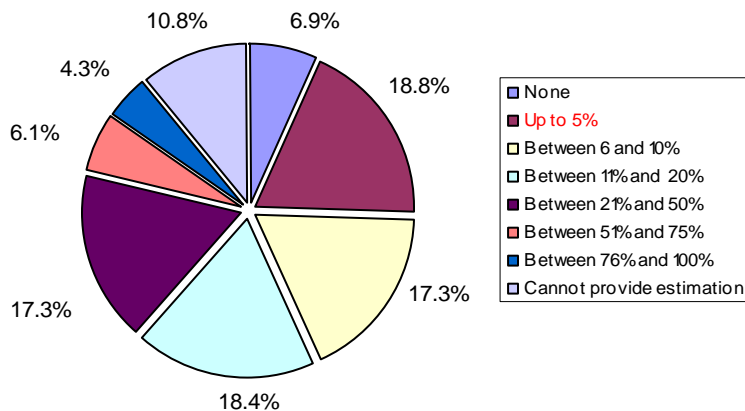
Immigrant workforce

Only 6% of respondent companies reported that immigrants make up at least half of their workforce. By comparison, 25% reported only 5% of their workforce was made up of immigrants. (Figure Q.13)

Companies with Canadian born Executive Directors or senior Managers tend to have fewer or no immigrants in their workforce. It is worthwhile noting that the majority of companies with no immigrant workforce operate either in consulting or in educational sectors and tend to have fewer than 25 employees.

Over 30 participants could not provide any estimate, and it should be noted that 46 participants skipped the question.

Figure Q.13 In general, how many immigrants are employed by your company in proportion to the company's total workforce? N=277



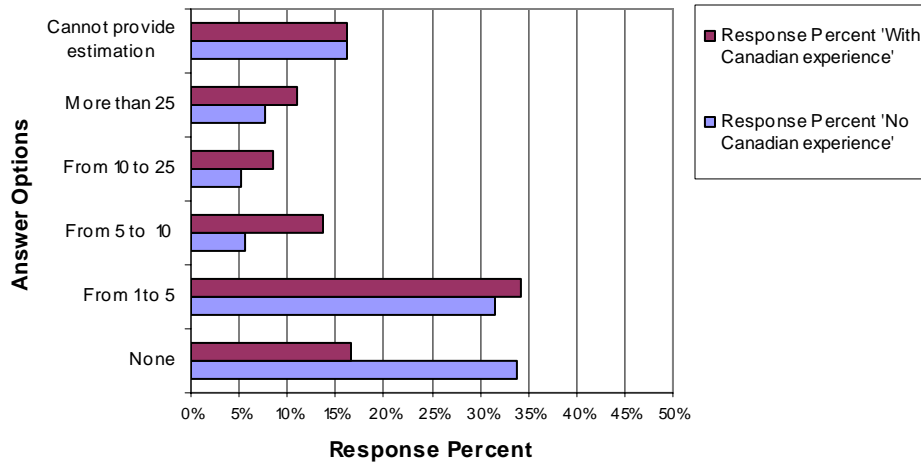
Companies with Canadian born Executive Directors or senior Managers tend to have fewer or no immigrants in their workforce.

Hiring immigrants

Over 30% of participating companies reported that they did not hire ANY 'immigrants without Canadian experience' in the past year, while another one third reported having hired at least one immigrant with no Canadian experience. (Chart Q.14 & 15)

By comparison, only 16.5% did not hire 'immigrants with Canadian experience'. There is a clear tendency to hire immigrants with Canadian experience.

Chart Q 14 & 15 In the last year, how many foreign trained skilled immigrants have your hired? N=272



Immigrants holding senior/executive positions

In over sixty percent of respondent companies, immigrants hold middle/senior management positions, while over a quarter reported no immigrants in middle management at all.

It should be noted that 6.3% of respondents could not provide an answer (with 54 participants skipping the question).

Almost one third of companies reported having immigrants in executive positions (CEO, Vice Presidents, CFO, etc.), which accounts for half of the middle/senior management result.

Almost 60% of respondents reported that they have no immigrants in executive management, and 10% experienced difficulty in answering the question. It should also be noted that 51 respondents skipped the question.

In companies where immigrants hold executive positions (84) only 4.7% appeared to have NO immigrants in senior management. By comparison, over 40% of companies that have Canadian born executives did not have immigrants in senior management.

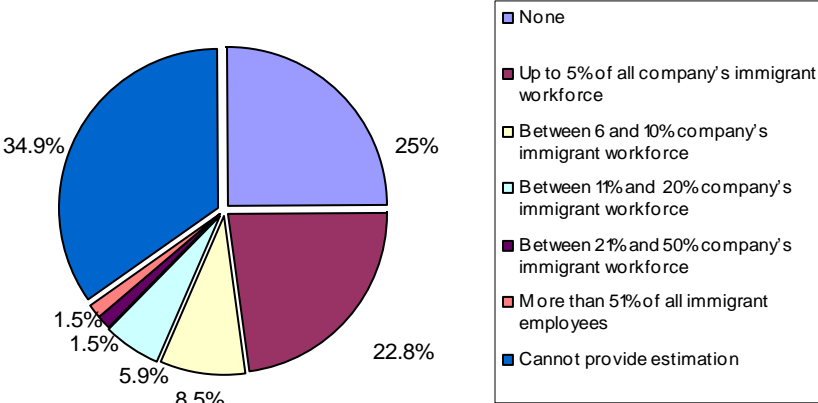
Immigrant career advancement

It is of interest to note that no immigrants were promoted during the past year in the case of one third of all respondent companies. Only 1.5% of the companies reported promoting half of their immigrant employees. (Chart Q18)

Of 65 companies which have not promoted immigrants in the past year, 75% have Canadian born executives, 25% do not have an immigrant workforce, and another quarter have only up to 5% of their workforce made up of immigrants.

Over 30% of participating companies reported that they did not hire ANY 'immigrants without Canadian experience' in the past year.

Chart Q.18, How many immigrant employees have been promoted within the last year? N=272



Section 3 - HR Recruiting Practices (Q. 19 - Q.28)

Recruitment & advertising strategies

Survey participants were asked to name the top three population groups they have targeted in their recruitment processes. Slightly less than two thirds answered the question and almost half of those who responded did not target a specific group for recruitment.

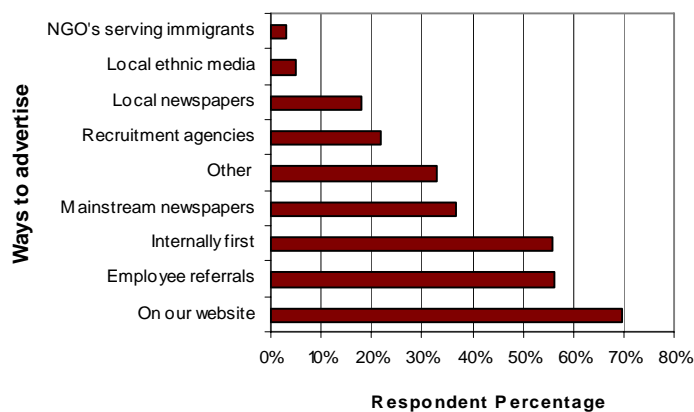
Of those who answered the question, immigrants and women were found to be the most popular groups targeted by HRMA members (35% and 35% respectively) with over 25% of companies targeting both visible minorities and the same percentage focused on aboriginal groups. Also, youth and people with disabilities were the focus of almost a quarter of respondents.

Only 15% of government agencies reported targeting immigrants compared to half of all recruitment agencies and close to 30% of all private agencies. Fifty one companies that have at least one HR professional with an immigrant background (or 31%) reported targeting immigrants. By comparison, only 18% of companies with no HR immigrant practitioner target immigrants for job recruitment.

Additionally, participants were asked to name the most frequently used ways of advertising job openings in their companies. Close to three quarters reported advertising on their company's website (69.7%), over half used employee referrals (56.4%), and another half recruited internally first (56%). A detailed analysis is provided in Chart Q.20.

Only 15% of government agencies reported targeting immigrants compared to half of all recruitment agencies and close to 30% of all private agencies.

Chart Q.20 How do you most frequently advertise job openings in your company? (please select top 3) N=241



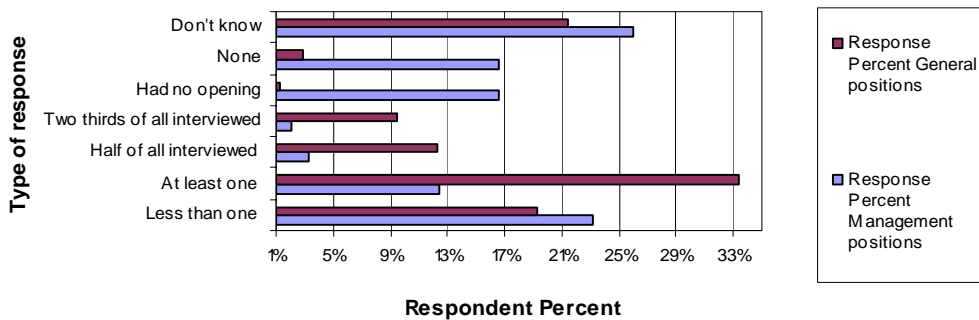
Management vs. general positions

Only one third of participants interviewed at least one immigrant for each job opening during the past year and 20% interviewed less than one immigrant for each opening. It is significant that only 1.2% reported having *no new* job openings in the past year. (Chart Q.21 & Q.22)

Companies also reported having considerably less interest in interviewing immigrants for senior management positions than for lower level positions. At least one immigrant was interviewed for each management position in only 12.4% of participating organizations.

Almost a quarter (23.1%) reported interviewing less than one immigrant for each management position. It is worthwhile pointing out that over 16% of companies reported having no new openings for senior positions.

Chart Q.21 & Q.22 Response Percent for recruiting immigrants for General v. Management Positions*



*Number of responses for general positions N=243; for senior positions N=242

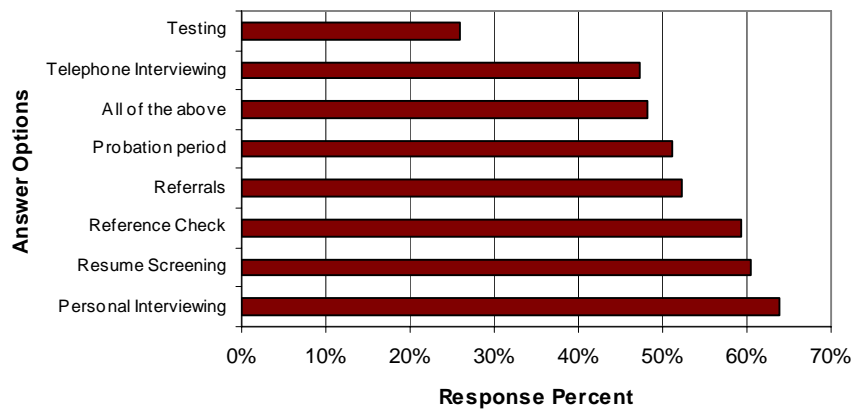
Companies also reported having considerably less interest in interviewing immigrants for senior management positions than for lower level positions

Recruitment & selection practices

Out of all listed recruitment and selection practices, close to 60% of companies use personal interviewing, resume screening, & reference checks.

Over half of all companies use referrals during recruitment and have a probation period for new employees. Only one quarter of the companies used testing in the recruitment/selection processes. (Char Q. 23)

Chart Q. 23 What kind of recruitment and selection practices do you generally use? (select all that apply)



Immigrant performance during recruitment

Of seven recruitment and selection processes, immigrants are reported to do very well during three recruitment practices, such as during the probation period, when being referred, and during personal interviews. Immigrant performance is less successful as a consequence of testing processes and their performance rated only average on the basis of their ability to develop well-crafted resumes.

While immigrant performance in obtaining jobs was rated poorly in the cases of reference checks and telephone interviews, the rating average margin between all 7 categories was quite narrow. The best performance was rated at 3.01 (probation period) and the worst one as 3.99 (telephone interviews).

Note: *Rating range varied from '1' being most successful performance and to '7' being least successful.*

It is interesting to note that immigrants were reported to perform much better during their probation period and during personal interviews rather than in telephone interviews. In other words, employers recognize that *'seeing is believing'*.

Hiring barriers for immigrants

The most influential reasons for immigrants to perform poorly in the recruitment/selection *processes are insufficient English communication skills and insufficient interpersonal / soft skills*. While difficulties in employing international credentials and international work experience were cited as moderately influential, a lack of technical skills was rated as least important. In other words, while language and soft skills are reported to be the major barriers in the hiring of immigrants, a lack of immigrant technical skills has little impact on their employability.

From 18 responses that cited other reasons regarding the poor performance of immigrants in the recruitment/selection process, one theme was singular in its unanimity and that was *'lack of [understanding] Canadian workplace culture'*. (Appendix B, Box Q. 25)

Note: *There is a slight possibility that in answering Question 24, respondents rated immigrant's performance in conducting interviews rather than their performance during interviews. For more details see wording in ITI Survey, Question 24.*

Evaluating foreign credentials

Only about 20% of employers reported using ICES (BC's International Credential Evaluation Service). Most employers (60.4%) reported conducting their own testing and about 35% used licensing body evaluation processes.

Close to one third of employers used third party evaluation of credentials (recruitment agencies). Ten employers reported that they do not know any evaluation methods, five said evaluation is not required and others suggested that evaluation is based on recruiters' personal experiences. (Appendix B, Box Q. 26)

The three most influential reasons for immigrants to perform poorly in the recruitment and selection processes are insufficient English communication skills, and insufficient interpersonal / soft skills.

Hiring criteria

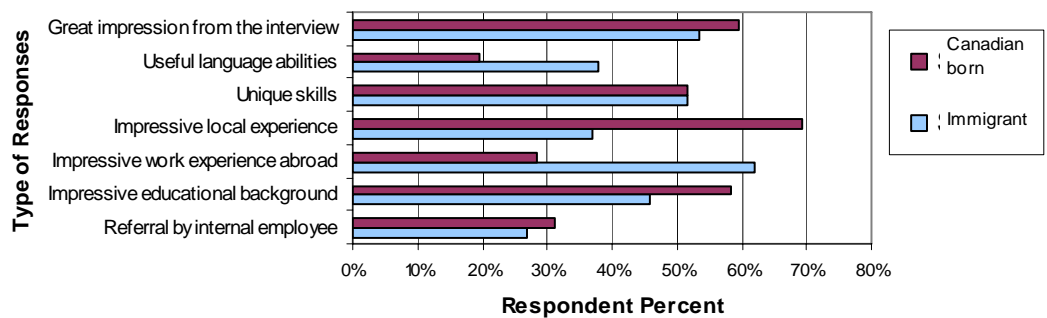
Employers reported using slightly different criteria when hiring immigrants than Canadian born applicants. Canadian born applicants are most likely to be hired because of their 'Impressive local experience' (69.4%), 'great impression from the interview' (59.5%), and 'impressive educational background' (58.2%). In contrast, immigrants are selected because of their 'impressive work experience abroad' (62.1%), 'great impression from the interview' (53.4%), and 'unique skills' (51.7%).

Employers reported using slightly different criteria when hiring immigrants than Canadian born applicants.

While 'great impression from the interview' is equally important for employers in hiring immigrants and Canadian born applicants, immigrants are most likely to be hired because of their work experience abroad and their unique skills.

Useful language abilities do not seem to be as important in the hiring process for either immigrants or Canadian born applicants, however, having useful language abilities is more helpful to immigrants than to Canadian born applicants.

Chart Q.27 and Q.28 What are the most important criteria in selecting an immigrant/Canadian born applicant to fill a professional positions? N=232



Section 4 - Training & Participation (Q. 29 - Q.33)

Immigrant recruitment resources

A very large proportion of members (65% of 120 answered the question) reported having no materials to assist them in the hiring/integration of internationally trained professionals. Only forty two employers indicated that they have used some materials/online resources in the immigrant hiring process.

Many respondents mentioned resources available to recruit and integrate foreign temporary/Provincial Nominee Workers. A detailed description of the materials is listed in Appendix B, Box Q. 29. It should be noted that over two thirds of respondents skipped the question about training materials.

Participation in government sponsored programs

The majority of members reported that they have not participated in any government sponsored projects designed to enhance immigrant economic integration. 20% of respondents reported taking part in career fairs. SUCCESS & ISS of BC were named as organizers of some of the local immigrant career fairs attended by employers. The Economic Development Commission was mentioned with respect to job fairs in Germany and France.

Another 21 organizations listed various programs they have been involved with, the most notable programs being "...eMAP, Skills Connect, PICS, Targeted Wage Subsidy and mentoring projects...". In total, two thirds of respondents either did not know of or did not participate in programs and slightly over a third utilized government sponsored programs to assist immigrants. More detailed information is available in Appendix B, Box Q.30.

Immigrant employee assistance

Most of the companies provided employee assistance for immigrants taking technical course upgrades (59.1%) or for those who needed assistance with the Licensing/Professional Certification process. Over one third of respondents (37.6%) provided English upgrade assistance, but only 12.1% delivered cross-cultural communication workshops. A total of 12% of those responding provided other types of immigrant employee assistance.

Note: Due to a technical error in the survey, there was no space for respondents to elaborate on other options in providing assistance to immigrant employees.

Diversity training

Over 63% of companies have never provided cultural sensitivity training to their employees/managers. Close to one quarter of the companies reported having provided such training at least once in the last 5 years and 8% provided training once a year. Cultural sensitivity training was provided on a regular basis (more than once a year) by only 5% of members.

A very large proportion of members reported that they have no materials to assist them in the hiring/integration of internationally trained professionals.

The benefits of hiring immigrants

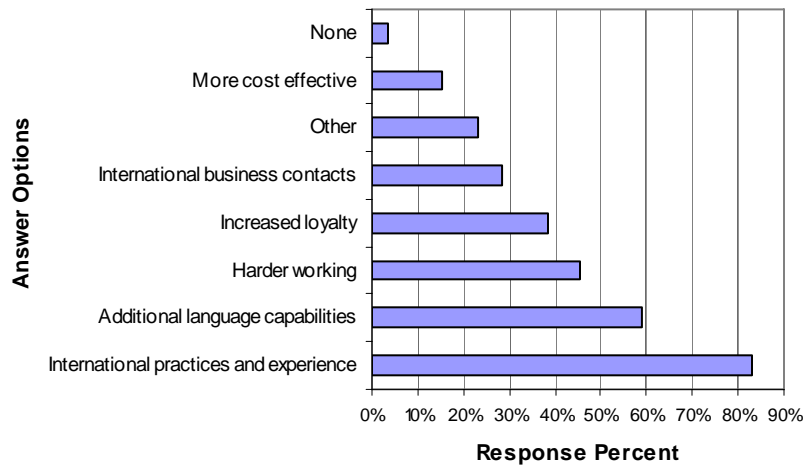
The vast majority of respondents (82.9%) believe that international practice and experience are the most valuable benefits immigrants bring to employers. It is also believed that companies benefit from the additional language capabilities of many immigrants (59%).

Almost half of the respondents (45%) noted that immigrants are harder working and over a third (38.6%) mentioned that immigrants are more loyal to the company. (Chart Q.33) Worth noting is that the surveyed employers did not attribute a high value to immigrant language abilities in the hiring process.

While HR practitioners named over 49 various benefits that immigrants bring to Canadian employers, three emerging themes prevailed: (i) cultural workforce diversity that reflect a client's base, (ii) unique/scarce (and mostly technical) skills, and (iii) immigrants' genuine desire to succeed.

The vast majority of respondents believe that international practice and experience are the most valuable benefits immigrants bring to employers.

Chart Q. 33 In general, what do you believe are the benefits that immigrants bring to your company? (select all that apply) N=210



Section 5 - Future Professional Development (Q. 34 - Q. 37)

Over 42% of survey respondents reported that it would be *very* useful for HR practitioners to attend a workshop on the benefits to employers of recruiting and retaining immigrants, and the processes involved in achieving that goal. Over 48% of the respondents reported that it would be somewhat useful while only 8% reported that it would not be useful at all.

Over 46% of survey respondents reported that it would be *very* useful for HR practitioners to learn about best immigrant recruitment practices at the next annual BC HRMA conference. Over 44.6% reported that it would be somewhat useful and slightly above 8% reported that it would not be useful at all.

The slightly more favorable answer rate on the latter question is potentially due to the fact that over 1000 HRMA members (25% of HRMA membership) regularly attend an annual conference, and 60% of BC HRMA members are based in large urban centres. Assuming a Vancouver or Victoria location, it might be more useful to attend a conference with multiple learning opportunities rather than a single theme workshop located elsewhere.

The overwhelming majority of respondents (73.9%) reported that they would be interested in participating in a one day 'Symposium on Integrating Immigrant Talent' organized by the BC HRMA.

Of six topics identified as potential themes for a training session the top three in sequence are:

1. "Losing competitive advantage: understanding common recruitment mistakes HR professionals make in screening immigrant applicants";
2. "Online recruitment educational resources for HR professionals to hire immigrants";
3. "BC's immigrant service agencies partnering with local businesses to meet emerging skill shortages".

Other suggested topics are listed in Appendix B, Box Q. 37.

The overwhelming majority of respondents (73.9%) reported that they would be interested in participating in a one day Symposium on immigrant integration.

APPENDIX A - Survey



Immigrant Talent Integration Survey

Project of
BC Human Resources Management Association
In partnership with
The International Qualification Unit of the Ministry of Advanced
Education and Labour Market Development

Funded by



Human Resources and
Social Development Canada

Ressources humaines et
Développement social Canada



Background

The survey WAS sent on December 4, 2007

Eblast text to HRMA members:

The Immigrant Talent Integration Survey

Please take 10-15 minutes to participate in the Immigrant Talent Integration Survey. The purpose of this survey is to obtain preliminary information on immigrant recruitment, and selection & promotion practices amongst BC's employer community. Three randomly selected respondents will receive a free attendance to any one of BC HRMA's workshops during the next twelve months.

Link to the survey

The survey will take place from December 3, 2007 to December 17, 2007. Survey results will be shared with HR professionals across the province and it is hoped that this will increase awareness about the systematic barriers that immigrants face as well as the benefits of hiring and promoting immigrant professionals within member organizations. If you have any questions, please contact Ms. Olga Scherbina via telephone at 604-306-4625 or via email at olga@scherbina.com

Online introduction

The Immigrant Talent Integration Survey

In recent years, Canada has welcomed over 225,000 immigrants and refugees a year, which is approximately 70 per cent of the stated target of 1.0 per cent of the national population. As current demographic trends show, Canada's net labour force growth within the next five years will come almost exclusively from immigration. Canada needs immigrant skills more than ever and while these immigrants are the most highly educated in our history they are not faring as well as their predecessors.

In this respect, the International Qualifications Unit of the Ministry of Advanced Education and Labour Market Development has announced that they are funding the HRMA to develop and carry out a comprehensive plan to increase immigrant professional labour market attachment among its 3,800 members and 2,500+ affiliates. The major objective is to better understand the extent of the problem of foreign credential recognition within the HR community in BC and to identify and/or enhance a viable strategy to increase the capacity of HR practitioners' to recruit and retain immigrant skilled labour.

Confidentiality Statement

This research project guarantees respondent confidentiality. All data will be used in a form that will make it impossible to determine the identity of individual responses. That is, the survey responses will not be integrated, analyzed, or reported in any way in which the confidentiality of the survey responses is not absolutely guaranteed.

Survey Section 1 - Respondent Profile

The first part of this survey section is optional. We need it for statistical purposes and to contact you in case you are a basket draw winner. This information won't be connected to your survey responses.

Definition:

Immigrants - foreign trained individuals who have come from another country in order to seek settlement in Canada. These individuals were born, raised, and educated in a country other than Canada and may have English as a second language.

Q1. Please indicate your name:

Name _____ Last Name _____

Q2. Please indicate the company/organization you are employed by:

Company/organization_

Name of the company _____

Q3. Please indicate if you are: (select more than one if applicable)

- a) *Female*
- b) *Male*
- c) *Canadian born*
- d) *Immigrated to Canada before age 19*
- e) *Immigrated to Canada after age 20*
- f) *Representing visible minority*

Q4. Please provide your contact information

Telephone _____

Email _____

Q5. What is the type of company you are currently employed by? (please select only one item)

- a) Private
- b) Recruitment Agency
- c) Government Agency
- d) Crown Corporation
- e) Non profit
- f) Others (please specify)

Q6. Which geographic area best describes where your company conducts its main operations? please select only one item)

- a) Greater Vancouver
- b) Vancouver Island
- c) Fraser Valley
- d) Interior BC
- e) Northern BC
- f) Throughout B.C.

- g) Western Canada
- h) Canada
- i) International

Q7. How many employees does your company employ in British Columbia? (please select only one item)

- a) 1-24
- b) 25-49
- c) 50-99
- d) 100-254
- e) 255-999
- f) Over 1000

Q8. In what capacity are you responding to this survey? (please select only one item)

- a) Diversity Manager/Coordinator
- b) HR Generalist/Coordinator
- c) HR Manager
- d) VP in HR
- e) CEO/President/Executive Director
- f) Others (please specify)

Q9. How many years of experience in Human Resources do you have? (please specify only one item)

- a) 1-3
- b) 4-9
- c) 10-14
- d) More than 15

Q10. Does anyone who handles the company's HR processes have an immigrant background? (please specify only one item)

- a) Yes
- b) No

Q11. What kind of industry does your company operate in? (please specify only one item)

- a) Natural Resources
- b) Tourism & Hospitality
- c) Financial Services
- d) Retail
- e) Software developers/IT
- f) Health Services
- g) Manufacturing
- h) Construction
- i) Energy
- j) Transportation
- k) Other (please specify)

Q12. Is your company currently experiencing any shortage of skilled workers?

- a) Yes

- b) No

Survey Section 2 - Immigrant Employees Snapshot

Definition:

Immigrants - foreign trained individuals who have come from another country in order to seek settlement in Canada. These individuals were born, raised, and educated in a country other than Canada and may have English as a second language.

The information we collect in this section is crucial to establish a base line for the project evaluation. However, we recognize that companies might not collect information on the immigrant background of new hires and, in these cases, we would appreciate if you could provide us with your *best possible estimation*. (Tips for large corporations: if a company conducts a diversity survey - the number of employees whose first language is other than English would be a sufficient answer for Q9.)

Q13. In general, how many immigrants are employed by your company in proportion to the total company's workforce? (please select only one item and make your best ESTIMATION)

- a) None
- b) Up to 5%
- c) Between 6 and 10%
- d) Between 11% and 20%
- e) Between 21% and 50%
- f) Between 51% and 75%
- g) Between 76% and 100%
- h) # of immigrant employees is _____
- i) Can not provide estimation

Q14. In the last year (Nov 06-Nov 07), how many foreign trained skilled immigrants who possess **NO Canadian experience/training** were hired by your company/by you personally?

- a) None
- b) 1-5
- c) 5-10
- d) 10-25
- e) More than 25
- f) Can not provide estimation

Q15. In the last year (Nov 06-Nov 07), how many foreign trained skilled immigrants who **DID possess either Canadian experience and/or training** were hired by your company/by you personally?

- a) None
- b) 1-5
- c) 5-10
- d) 10-25
- e) More than 25
- f) Can not provide estimation

- Q16. Do immigrants hold middle/senior management positions in your company? (an example of middle management positions would be Managers of Departments, Project Leaders, Senior Professionals)
- a) Yes
 - b) No
 - c) Do not know
- Q17. Do immigrants hold executive management positions in your company? (an example would be: Vice Presidents, CEO, CFO)
- a) Yes
 - b) No
 - c) Do not know
- Q18. How many immigrant employees have been promoted within the last year? (please select only one item and make your best estimation)
- a) None
 - b) Up to 5% of all company's immigrant workforce
 - c) Between 6 and 10% company's immigrant workforce
 - d) Between 11% and 20% company's immigrant workforce
 - e) Between 21% and 50% company's immigrant workforce
 - f) More than 51% of all immigrant employees
 - g) Can not provide estimation

Section 3 - HR Recruiting Practices

Definition:

Immigrants - foreign trained individuals who have come from another country in order to seek settlement in Canada. These individuals were born, raised, and educated in a country other than Canada and may have English as a second language.

Q19. Which of the following communities do you specifically target in your recruitment practices? (please select all if applicable)

- a) Visible minorities
- b) Aboriginals
- c) Women
- d) Youth
- e) Immigrants
- f) People with disabilities
- g) None

Q20. How do you most frequently advertise new job openings in your company? (please select top 3)

- a) Internally first
- b) Using employees' social networks - referrals
- c) Through local newspapers such as the Vancouver Sun, The Province, the Globe & Mail, etc.
- d) Through local free community newspapers such as the Vancouver Courier, the Employment Paper, etc.
- e) Through local ethnic newspapers
- f) On our website
- g) Through recruitment agencies
- h) Using NGOs serving immigrants
- i) Other _____

Q21. On average, how many immigrant applicants have you been interviewing for new openings during the last year?

- a) Less than one for each new opening
- b) At least one for each new opening
- c) At least half of all short listed applicants are immigrants
- d) Usually, two thirds of applicants are immigrants
- e) We did not have any new openings during the last year
- f) None
- g) Do know

Q22. On average, how many immigrant applicants have you interviewed for new openings for senior/executive management positions during the last year?

- a) Less than one for each new opening
- b) At least one for each new opening
- c) At least half of all short listed applicants are immigrants
- d) Usually, two thirds of applicants are immigrants
- e) We did not have any new openings for such positions during the last year
- f) None
- g) Do not know

Q23. What kind of selection practices do you generally use? (check as many as needed)

- a) Referrals
- b) Resume Screening
- c) Telephone Interviewing
- d) Personal Interviewing
- e) Testing
- f) Reference Check
- g) Probation period
- h) All of the above

Q24. In your opinion, how well did immigrants perform [on] the above mentioned tasks? Please order the following practices from most successful (1) to least successful (7)

- a) Referrals
- b) Resume Screening
- c) Telephone Interview
- d) Interview in person
- e) Testing
- f) Reference Check
- g) Probation period

Q25. In your opinion, the reasons why immigrants did not perform well during the selection process are: (please order in the following fashion: 1- least influential; 7 - most influential)

- a) Insufficient English communication skills
- b) Strong accent
- c) Insufficient interpersonal/soft skills
- d) Lack of technical skills
- e) Difficulty applying international credentials
- f) Difficulty applying international work experience
- g) Others (please specify)

Q26. How do you evaluate international qualifications? (please select top 2)

- a) Using BC's International Credential Evaluation Services (ICES)
- b) Conducting your own Testing
- c) Using licensing body evaluation
- d) Third party evaluation of credentials (recruitment agency, etc)
- e) Other (Please specify)

Q27. What are the most important criteria in selecting an immigrant applicant to fill a professional position? (please select top 3)

- a) Referral by internal employee
- b) Impressive educational background
- c) Impressive work experience abroad
- d) Impressive local experience
- e) Unique skills
- f) Useful language abilities
- g) Great impression from the interview

Q28. What are the most important criteria in selecting a local, Canadian born applicant to fill a professional position? (please select top 3)

- a) Referral by internal employee
- b) Impressive educational background
- c) Impressive technical skills
- d) Impressive work experience abroad
- e) Impressive local experience
- f) Unique skills
- g) Useful language abilities
- h) Great impression from the interview

Section 4 - Training and Participation

Definition:

Immigrants - foreign trained individuals who have come from another country in order to seek settlement in Canada. These individuals were born, raised, and educated in a country other than Canada and may have English as a second language.

Q29. Do you have any materials to assist you with hiring/integration of internationally trained professionals? If yes, please specify which ones and how you use them. (*An example of the materials would be a manual to hire ethnically diverse immigrants, etc.*)

Open answer: _____

Q30. Have you participated in any government funded projects to enhance immigrant economic integration? If yes, please specify which ones and the company role in the project. (Example initiatives: Skills Connect, Mentoring Project, Job Search Fairs, etc)

Open answer: _____

Q31. Does your company provide any training to its immigrant employees to upgrade their skills? (select all if applicable)

- a) English courses upgrade
- b) Technical courses upgrade
- c) Cross-cultural communication workshops
- d) Licensing/Professional Certification process
- e) Other (please specify)

Q32. Does your company *provide cultural sensitivity training* to its employees/managers? If yes, how often?

- a) Never
- b) Provided once in the last 5 years
- c) Once a year
- d) More than once a year

Q33. In general, what do you believe are the benefits that immigrants bring to your company? (please select all if applicable)

- a) None
- b) Additional language capabilities
- c) International practices and experience

- d) International business contacts
- e) Increased loyalty
- f) Harder working
- g) More cost effective
- h) Other (please specify)

Section 5 - Future Professional Development Component

Q34. In your opinion, how useful would it be for you to attend a workshop on benefits and processes in recruiting and retaining immigrants?

- a) Very useful
- b) Somewhat useful
- c) Not useful at all

Q35. How useful would it be for you to learn about best immigrant recruitment and retaining practices at the next Annual HRMA conference?

- a) Very useful
- b) Somewhat useful
- c) Not useful at all

Q36. Would you like to attend a one day Symposium on Integrating Immigrant Talent organized by HRMA?

- a) Yes
- b) No

Q37. Which of the following workshops would you consider attending? ((please order in the following fashion: 1-most likely to attend; 7-least likely to attend)

- a) Learning about official credential evaluation services in BC
- b) Best immigrant integrating practices: Lessons from BC's and other Canadian companies
- c) ROI on diversity initiatives: small scale initiatives for small/medium sized companies
- d) BC's immigrant service agencies partnering with local businesses to meet emerging skills shortage
- e) Online recruitment educational resources for HR professionals to hire immigrants
- f) Losing competitive advantage: understanding common recruitment mistakes HR professionals make in screening immigrant applicants
- g) Other (please specify)

Would you be interested in being involved in The Immigrant Talent Integration project?

Yes
No

What is the best way to contact you? (You do not need to provide your contact information if you have already provided it in the first section of the survey)

Email _____

Phone _____

APPENDIX B - Detailed 'Other' Responses

Box Q. 5 'Other' Types of companies

Accommodation	Game development studio
Advertising	High tech firm
Consulting (4)	Statutory authority
Credit union/financial institute (2)	Investment management of pension funds
Education k-12	N/A
Education post-secondary(8) both private and public	None
Public health care (2)	Public (5) US and Canadian owned
Library	Student
Municipal government	Quasi-government
Private companies:	HR consulting & recruitment
	US Corporation

Box Q. 8 'Other' positions

Management/Executive positions (25)	HR Advisor - Recruitment
Director(11), including HR Director and Director of HR Operations and Admin	HR & Finance Student & Bank Teller
Management (12) including Line Manager/Dept Manager/ Manager of Recruitment/ Employment Services Manager/Manager Hiring	General Administrator
Services/Manager	Personal
General Manager (2)	OD Assistant
Executive	Recruitment Specialist
HR related positions (39)	HR (8)
Recruiter (8), including Sr., Technical, Regional Recruiter, Western Canada	Not HR related positions (24)
Consultant (6), including OD, Employment	Student (2)
HR Specialist	Employment Counselling (4) including
Training Advisor	Employment Counsellor/Career Developer/Resume Writer/ Career Services Coordinator
Field Personnel Advisor	Owner
Training & OB	Program Administrator
Board Personnel Committee	Account Representative
Disability Specialist	Executive Assistant
No HR department, but I occasionally take on HR projects (i.e. employee orientation)	Operations Clerk
HR Analyst	Instructor/Counsellor
HR, Education	Instructor
Recruitment Admin	Not employed in HR at present
LR Analyst	Employee
	Educational Institution Professional
	A Canadian with an immigrant husband
	Other/not available (6)

Box Q. 11 'Other' industries

Cultural sensitivity training	Safety
Education (18), music, K-12, post secondary, services	All of the above
Government (16), civic, local, public sector, public service, municipal, public services	Events/Sport Venue
Engineering, (13), Construction, Hi Tech and Manufacturing, services, consulting	Fisheries
Consulting (10), employee benefits, HR, outsourcing, insurance, business services, all industries, various industries	Advertising
Human Services (6) employment and training, Employment Services/Community Development, Community Aid, social services	Human Services
Transportation (5), logistics, tracking	Insurance and financial services
Security (5)	Payroll
Recruitment, (4) temp and permanent, management, placement agency, outsourcing recruitment	Employment Assistance
Construction (3)	Membership Services, Employment Training
Aerospace maintenance, repair & overhaul (3)	Private club
Real Estate (2)	Case management for gov-t program
Human Resources (2)	Fresh produce distribution - wholesale/retail
Recycling (2)	Training
Professional Services (2)	Wide range of industries and sectors
Insurance (2)	Telecom
Law firm (2), legal services	Various
Mass Media (2), Broadcast and media	Foundation
Telecommunications (2)	Biotech
Non-profit immigrant services (2)	Resort & Vineyard Development
Worker safety and compensation (2)	Employment services/Community Development
CA	Gaming
Wholesale/distribution	Customer service / Call centre
Publishing and distribution	Electoral Administration
Manufacturing, wholesale and retail	Marine towage & salvage
Utilities	All of the above
Clinical Research Organization	Learning & Development
Retail - Customer Service	Various
Religious	Securities exchange
Pensions	Auction-service
Technology and Manufacturing	Manufacturing
	Certification body
	Municipal service provider
	Advertising/Marketing
	Utility
	Energy
	Heavy Equipment Sale and Service
	Fundraising for research

Box Q. 20 'Other' Frequently used advertising venues

We have a network of agencies we work with	Direct Target Emails
Associations	Schools
Job Boards	Government sponsored sites
NA	Technical job boards (e.g. Tnet and Techvibes)
University Career Fairs/Information presentation	Professional Association job posting boards
Other Internet services (Workopolis, Monster)	Closed union shop
Our own jobsite	The web
Immigrant Services Society of BC	Tnet
Job Web Sites (HRDC, Monster)	Internet Search Engines; Workopolis, Monster
Other recruitment websites	JobBank, etc
Monsters and Craig's List	University/college job boards
On-line (i.e. Monster, Apparel BC)	Transit ads
Search engines	Other websites such as Monster
Non-profit job board	Websites like Workopolis and T-Net
Professional journals & their websites;	Monster.ca
professional association websites	Sign on fence!
Internet such as JobBank, Craig's List, Monster	Industry Online Websites
Online Recruitment Sites	Online (e.g. Craig's List, Working.com)
Immigration Consultants Overseas and word of mouth	Job boards – Craig's List
Campus recruitment boards	Visible minority and other networks
Job websites	Professional Association Websites; UBC SLAIS;
Specific listings	UCFV Library Technician Program
Our industry organization	On line agencies
University/school	On-line job websites (international and local)
Internet Resources	On-line job boards
Workopolis, Craig's List, Playback, Mandy	Job search centers
Internet Job Boards	Online, usually through T-Net
Interior Newspapers	Various online job boards and job posting sites
Job Sites	Craig's List
Service Canada	Internet recruiting /job sites
Online Media	Job boards
Workopolis	Through career websites (Monster, Workopolis, Etc)
Industry Websites	Through Academic Partners and professional association webs sites.
External Websites such as Monster and Craig's List Websites	Websites – i.e. Monster, Workopolis, JobsNorth
Online Job Boards (T-net, sometimes Monster or Workopolis)	Government Job Bank Website
Craig's List, HRDC Website	Monster and Workopolis
Third Party Recruiters	Internet job sites and professional associations
BC Tech Portal, Craig's List	Job bank
N/A; not seeking employees	Industry specific websites
International Publications	Specific web sites
	Other internet sites

Box Q. 25 'Other' not perform well during recruitment process

In the airline business - the main barrier is getting security clearances that are necessary to work at the airport if the applicant has not resided and worked in Canada for the 5 year period immediately prior to the application date

na

Nature of projects worked on too small

No Canadian Experience

I do not know

Unable to concille: 8000 employee base organization

Too long to wait for paperwork - visas

Lack of Canadian workplace culture

Lack of specialist skills and training

Cannot adapt to difference in procedures, climate not eligible to work in Canada

Education credentials not satisfactory for local clients

Not knowing our local network of other service providers, their role and responsibilities (lack of local knowledge)

Depends upon where the person is from Intercultural values structures in conflict with resident staff to be supervised

Difference in cultural mannerism

XX failure to recognize foreign training

Lack of relevant work experience for the position

Box Q. 26 'Other' ways to evaluate credentials

Na (10)

None (4), Using none at the time, none of the above, I don't think that we have a method

Don't require (5), including: no formal qualifications required, most positions don't require accreditation, we don't evaluate qualifications officially, did not feel the need to evaluate international qualifications

Do not do (10), including: Generally do not do so, we don't evaluate, I am not involved in this aspect, we do not evaluate credentials, we don't

no formal evaluation, we have not had to, we don't, not using at this time

I do not do the testing so i am unsure

Not applicable for the entry level jobs in which we hire for

Our own understanding of our industry

Credential equivalency through BCIT service which is understood to be ICES

APEG BC

Subjective

2 recent hires had Canadian qualifications as well Through interview and probation period

Personal evaluation and comparison with known international agencies and organizations has not been applicable to our experiences

Evaluation not required as computer related certificates are issued international

Only used for a few positions (Pharmacy)

Interviewing and examples

We expect candidates to have their credentials evaluated by the ICES

Contact overseas authority

Check university websites

Discuss it with them

Back check

Experiences

Box Q. 29 'Other' Training materials used

Training in process of being developed for rollout in 2009

Hired an on site business English trainer

Hay Competency Dictionary

XX Equity Office's publications; Faculty Relations Office; HR Office

Foreign Workers Applications

Occupational profiles

Training in Awareness of Multicultural

Discriminating

EQI tests, group interviews, written exam

Services Canada Info

We have a foreign worker binder but it's more for recruiting foreign worker

We're in the process of putting together immigration manual

My own experience of hiring a diverse work force

As per our contract with Service Canada for

Employment Transitions & Employment Programs

We are a regulated industry so must have specific training

Yes, diversity policy and discussion paper

Immigration consultants

English Conversation Training, company Business

Skills Training, Lunch & Learn sessions on cultural differences

Yes, Puerto Rico translated documents and recruiting tools

PNP assists with immigration

PNP requirements, professional association overseas job fairs

Have used the services of a Federal agency to help in recruitment - that help link immigrants to organizations. I have forgotten the name.

Website with lots of employment related information about jobs in the public sector

Materials are not readily available. Rely on personal experience in this area.

Accent reduction service, internship programs

Interview guidelines provided by HEABC

We have our handbook translated into a couple of languages

Testing in particular simulator programs

Guideline to the PNP program to assist with immigration process

Recruitment handbook for managers deals with this issue

Box Q. 30 'Open' answers re: Gov't funded projects

Yes, Job Fairs (21)

Yes - Job Fair specifically geared to immigrants & aboriginal applicants

Job Fairs and University Programs

Job Fairs, Post Secondary references

Job fairs

Job Fair - employment and training

Job search fairs (3)

Yes- Job Fairs

Job fairs (2)

Job Search Fairs (4)

Job fairs at ISS

Job search fairs, Recruitment Seminars

No, we have conducted our own in-house job fairs

Job search fairs; the most recent was targeting the

Sikh community. We have also done immigrant

outreach to ethnic communities in the area of

prevention of injuries. Our key target audience,

however, is people with disabilities

Job Search Fairs with SUCCESS

Economic Development Commission job fairs in

Germany and France

Yes, Other (21)

PB have presented at S.U.C.C.E.S.S.

Immigration through Provincial Nomination

Program

Yes - internships through INTERNeX

Arrive BC

Providing Skills Connect program. Mentorship

program for our clients, free job search workshops

and Case Management.

Yes in my previous job: job search fairs, making contacts with recruitment agencies

Partnered with our ESL dept to offer an academic course for English for Career and Professional Integration (ECPD).

We hold a contract with BCCA to deliver the I Step program

FutureWorks Program

Reach out to our won community - education/job fairs

N/A

Program

Yes

Mentoring Project

Gov-t funded job search support group

PICS Targeted Wage Subsidy, ON-SITE, eMap

Yes program

Yes- do not remember their names (multiple)

Emap

Yes

Hired Skills Connect clients. We've provided

mentoring to immigrant employees. We've

exhibited at job search fairs that focus on the

immigrant population.

No (85)

Do not know (6)

Box Q. 33 'Other' benefits immigrants bring to employers

Unique skill sets, work ethic	Diverse perspectives
Ability to communicate with local minority population	Diverse cultural experiences
Industry expertise	Too broad of a statement - some groups bring more benefits than others, some bring more problems than others
Lack of skill in Canadian labour force	Diverse workforce
Qualified workforce	Immigrants bring their culture to the office - a great learning experience for many.
A willingness to perform well	Reflect the communities and customers in our marketplaces
To fill vacancies	Sense of community
It's the right thing to do and they bring diversity to our customer base	There may not be a high tech industry in Vancouver if immigrants were not part of the labour source.
Relate to our clients who are immigrants	I don't know that there are any distinguishing characteristics. We look for the best candidates for each position we fill.
Real diversity to the work place	Fill in hard to fill jobs
It widens and strengthens the base of talent available to us	Different perspectives
Specific skill set	Genuine desire to excel and to perform well
Different perspectives	Different ideas and ways of thinking about business
Provide a workforce that reflects our community	Customer is ethnically diverse
Attitude, work ethic, desire to succeed in Canada	Increased respect and tolerance
Availability - increase the numbers in the labour pool	Positive attitude - unique perspectives
Different perspective	Culturally and ethnically diverse workforce
Unique cultures and experiences - broadens our employees' and guests' horizons - promotes our missions and values	Much needed scarce skills and resources
Diversity of thinking and idea generation	Increased awareness of the world and other cultures
We require unique engineering experience so we hire where ever we can find what we need.	Global knowledge and platforms within the global investment industry
Cultural diversity	Hard to find technical skills i.e. Avionics
Skill set is primary thing they bring to the company	Mechanics
Diversity of approaches and ways to thinking - innovation	Skilled Trades
Positive Attitude	Technical skills
Diverse workforce that represents the community	Professional qualifications that are scarce in Canada

Box Q. 37 'Other' workshops

Cultural sensitivity training	How to prepare your organization to be "open" minded/receptive to immigrant hiring
Networking for HR professionals with immigrant background	Cross cultural Supervision
Cultural Diversity in the Workplace	Effective administration given wait times and inability for concurrent processing
Legal issues surrounding new immigrant work forces, i.e. issues between workers and organization; Security issues related to a new immigrant work force	Understanding works visas, landed immigrant status, employer sponsorship
How to change the HRSDC recruitment process to hire internationally trained engineers.	I strongly suggest BC HRMA support of the AISEC's program for internal student coop's
My responses may not be fair, due to my role, I would defer to our HR resource, and I am more of a General Manager	