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# EMPLOYERS' GUIDE

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Newcomers & Your Workplace

**THUNDER BAY, ON**



## Acknowledgements

Professions North/Nord wishes to thank the North Bay & District Multicultural Centre (NBDMC) for granting permission to reproduce copyright materials. This guide is based off of the Employers' Guide produced by the NBDMC in 2010. Through this sharing of resources, Professions North/Nord is able to provide these guides to other communities and better serve internationally trained professionals throughout northern Ontario.

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*Funded by:*



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# Welcome

## Introduction

This guide has been designed as a resource for employers to assist with the inclusion of internationally trained professionals (ITPs) in the workplace. Attraction, hiring and retention strategies are important aspects that employers must embrace to ensure a competitive business environment. As an employer, hiring the best person for the job is instrumental to business success.

This guide will help employers with:

- Accessing a greater wealth of experience, talent and potential
- Enhancing the recruitment process
- Increasing employee motivation and loyalty
- Building a welcoming and inclusive workplace for newcomers
- Increasing staff retention and engagement
- Increasing business productivity
- Becoming branded as an employer of choice by desirable employees

Internationally trained professionals contribute to the Canadian labour market supply by offering valuable insights from varying perspectives based on different cultural backgrounds.

Internationally trained professionals' knowledge and expertise offer employers a competitive advantage to doing business around the world and serving customers with diverse needs.

*Visit your municipality's immigration portal, a one-stop-shop designed to support newcomers and provide information for employers:*

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

*Visit [www.skillsinternational.ca](http://www.skillsinternational.ca) to browse International Trained Professionals' profiles and to learn more about their skills and experiences.*

Internationally trained professionals will stay in the company, consequently reducing employees' turnover and improving productivity.

Internationally trained professionals are the solution for the shrinkage in the Canadian workforce.

Internationally trained professionals can lead to a successful business and a more vibrant community.

There are many services available to assist employers with recruiting, hiring, integrating, and retaining internationally trained professionals in the workplace. Refer to the back cover of this guide to locate resources available near you.



# The Facts

## How will Canada's changing population and workforce affect employers?

- The Canadian government estimates that by 2015, approximately 48% of the working population will be between the ages of 45 and 64, compared to 35% in 2004.
- According to the Canadian government, lower birth rates are leading to fewer young people entering the workforce.
- According to the Canadian government, roughly two-thirds of Canada's population growth now comes from net international migration.
- The Conference Board of Canada estimates that Canada needs 375,000 new immigrants annually in order to stabilize the workforce and ensure economic growth.

## Statistics Canada 2006 Census reports the following:

- By 2013, the Government of Canada predicts that immigration will account for 100% of Canada's net labour force growth.
- By 2026, it is estimated that Canada will be facing a labour shortage of up to one million workers.
- By 2020, Canada's population will be static and 100% of population growth will come from immigration.



## NOTES

# Northern Ontario Landscape

## Did you know?

Many communities around the North recognize immigration as an economic growth strategy that has the ability to reverse the trends of a declining population and can attract skilled and professional trades. There have been several reports produced that emphasize that municipal growth in the North hinges on the influx of immigrants to support an aging demographic and smaller family sizes.



**Statistics derived from the 2006 Census data indicate that:**

There were 3,360 people who migrated into northern Ontario from outside of the country within the past five years (between 2001-2006). The breakdown per city is as follows (the percentage between brackets reflect percent out of total):

<b>North Bay</b>	565 (16.8%)	<b>Timmins</b>	180 (5.4%)
<b>Greater Sudbury</b>	895 (26.6%)	<b>Sault Ste. Marie</b>	490 (14.6%)
<b>Elliot Lake</b>	90 (2.7%)	<b>Thunder Bay</b>	1,030 (30.7%)
<b>Temiskaming Shores</b>	60 (1.8%)	<b>Kenora</b>	50 (1.5%)

Between 2001 and 2006, Canada as a whole has seen a net migration of +1,160,040, whereas northern Ontario has seen a loss at -285. These figures refer to the difference between the total number of in-migrants (52,495 for northern Ontario) less the total number of out-migrants (52,780 for northern Ontario).

# Advantage

## Advantage of Internationally Trained Professionals

"At Atlas Copco Exploration Products, we encourage multiculturalism within our worldwide corporation. We believe that hiring internationally trained professionals provides us with valuable insights from the many different perspectives of various cultures, which contribute to the betterment and success of our corporation.

Atlas Copco Exploration Products strongly supports this guide; when hiring internationally trained professionals we use the Employers Guide to ensure ultimate success in our hiring process.

- Sorel Harrison, Human Resources

## Fill the Knowledge Gap

Many companies are faced with a knowledge gap that emerges when older workers retire and younger workers are hired. A high percentage of internationally trained professionals come to Canada with extensive skills and experience, and these individuals will assist in closing this gap.

Professions North/Nord works with internationally trained professionals who have solid experience in their fields to transfer this knowledge to a Canadian workplace. These candidates bring to the table a vast professional background that can have strong positive outcomes for their company.

- The Canadian immigration policy prioritizes those candidates who will contribute to the economic health of the country, and has comprehensive criteria in place to ensure the selection and admission of well-qualified individuals.
- Over 70% of newcomers to Ontario have some post-secondary education or training.

There are many advantages to hiring international trained professionals and the effects can have a positive impact on a company's bottom line.



According to a recent research study, employers describe their internationally trained professionals as:

- Willing to be a life-long learner
- Flexible to adapt to changing circumstances
- Able to take informed and calculated risks
- Aware of new perspectives and approaches

A diverse workforce gives companies a competitive edge. Internationally trained professionals have the knowledge, experience, and connections to help companies compete in the global marketplace.

## Talent Shortages

Many companies are relying on internationally trained professionals to fill their talent shortages because these individuals possess the skills and experience required for the job.

*Internationally trained professionals contribute:*

- *Technical Expertise*
- *Creative and innovative thinking*
- *Linguistic and cultural diversity*
- *Global insight and interaction*



ADVANTAGES

# Frequently Asked Questions

## 1. Why should I be concerned about hiring an internationally trained professional? Isn't it just a matter of hiring the best person?

### Answer:

Yes, that approach is correct; however, unless you are sure your process is bias-free you may find the best person is excluded from your competition.

- As workforce shortages increase, finding qualified candidates will require that you broaden your search to include international talent.
- If your workforce is not welcoming to a diversity of workers, you may have difficulty meeting workforce demands to remain competitive. This will become apparent when competitors begin to take market share due to superior workforce.
- You may be passing over some of the most qualified candidates because your hiring practices may intentionally or unintentionally be geared to favour Canadian born applicants. People quickly learn of corporate receptiveness to diversity and focus their job seeking efforts accordingly. This can result in lack of applicants in the long-term.
- If your workplace is not welcoming of diversity, you may find that you are unable to retain the international talent that you were able to hire.

## 2. How do I know if the internationally trained candidate can legally work in Canada?

### Answer:

There are several employee classifications that permit a newcomer to legally work in your organization. They include the following:

- Permanent Residents
- Temporary Foreign Workers
- Opportunities Ontario Provincial Nominee Program Participants
- International Students (with work permits).

To learn about these different employee classifications and requirements, please refer to the Hiring section of this guide.

*Candidates that are referred to you by Professions North/Nord directly or by a Professions North/Nord Service Partner are already legally qualified to work in Canada. This is part of the pre-screening process that we have undertaken.*

### 3. I would like to hire an internationally trained professional but I am worried that he/she will not speak English well enough to perform the job. What can I do?

#### Answer

Many newcomers to Canada have good language skills. English is taught as a second language in many countries. In Canada's point-based immigration system for skilled workers, language skills count for almost one-quarter of the total assessment.

You may wish to consider available programs in your city to help you with your assessment. For more information about these programs, refer to the list at the back of this guide. They provide services such as:

- English as a Second Language (ESL) classes. The classes are for newcomers who want to improve their English language skills. New students are accepted throughout the year. Canadian Language Benchmarking assessments may also be available.
- English language circles. Small groups meet regularly in informal sessions to talk about day-to-day topics. Participants are encouraged to practice speaking in public and understanding conversations in English.
- Literacy Councils may offer one-on-one tutoring services, small group literacy classes, workplace essential skills training, GED preparation, and/or a variety of workshops.
- Bridging programs. There are bridging programs for almost every profession in Ontario such as Professions North/Nord. These programs help ITPs to bridge their credential and improve their soft skills to be ready for the Canadian workplace.

To learn more about the bridging programs in specific professions, visit this provincial website:

<http://www.citizenship.gov.on.ca/english/keyinitiatives/bridgetraining.shtml>

- Enhanced Language Training (ELT). These are federally funded program that provide job-specific language training in English and French. The program helps ITPs to communicate in a work-related setting. ELT also offers activities and experiences to help newcomers prepare for the realities of the Canadian work environment. ELT also provides work-related experiences, such as mentoring, job placements and other ways to help newcomers find work. There are many ELT programs in Greater Toronto Area (GTA).

*Candidates that are referred to you by Professions North/Nord directly or by a Professions North/Nord Service Partner have good English language communication skills. Many of them have taken the Intercultural Communication for the Canadian Workplace course, which is geared towards enhancing their English skills specifically within the workplace setting. Ensuring that they receive language training as necessary is part of the pre-screening process that we have undertaken.*

#### Post-Secondary Institutions

Many post-secondary institutions offer English as Second Language programming designed to meet needs of Canadian and international students whose first language is not English. The programs language training for a variety of skill levels and geared towards the participants' use requirements.



### Canadian Language Benchmarks

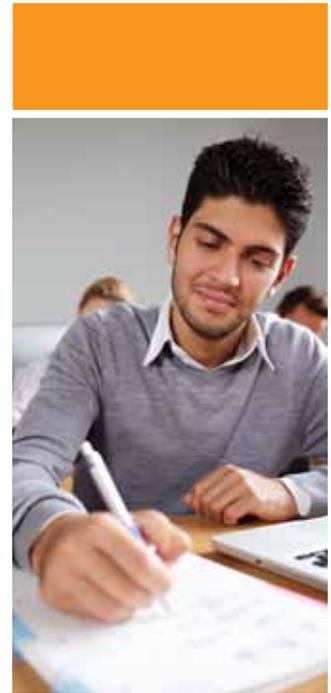
The Canadian Language Benchmarks (CLB) are the national standards for assessing English language proficiency. The Canadian Language Benchmarks Assessment (CLBA) and the Canadian Language Benchmark Placement Test (CLBPT) are nationally recognized tools in English as a Second Language (ESL). CLB can also help employers develop evaluation tools that are specific to an occupation or job.

Centre for Canadian Language Benchmarks  
294 Albert St., Suite 400  
Ottawa, ON K1P 6E6  
Tel: 613.230.7729  
[www.language.ca](http://www.language.ca)

### International English Language Testing System (IELTS)

International English Language Testing System is designed to assess the language ability of candidates who need to study or work where English is the language of communication. IELTS is used for Canadian immigration purposes and is acceptable for demonstration of language proficiency requirements when applying to colleges and universities. In Ontario, test centres are located in Hamilton (Mohawk College), Kitchener (Conestoga College), London (Fanshawe College), Ottawa (Algonquin College), Niagara Region (Niagara College), Toronto (multiple sites) and Windsor (St. Clair College).

[www.ielts.org](http://www.ielts.org)



Employers with a diverse workforce who communicate effectively in more than one language have a competitive business advantage within changing local markets and growing international markets.



4. When reviewing applications from internationally trained professionals, I am unsure how to determine if their education compares to a Canadian designation. How can I assess this?

### Answer

The greatest barrier for employers when hiring internationally trained professionals is finding a way to accurately assess the applicant's education, skills, and experience. This barrier can be overcome by having the person's international academic credentials verified and compared with the Canadian equivalent. The regulating bodies for each profession will have specific information for credential recognition.

Increasingly, internationally trained individuals are seeking evaluation of their own credentials. As an employer, you can expect to receive documents from applicants that have been evaluated.

*Refer to the back cover of this guide to locate resources available for credential assessment and a list of regulated bodies in Canada.*

## Credentialing Services

### Professions North/Nord

1.866.210.3020

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

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

1.800.321.6021

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

### University of Toronto Comparative Education Service (CES)

1.416.978.2191

[www.adm.utoronto.ca/ces](http://www.adm.utoronto.ca/ces)

### The Alliance of Sector Councils (TASC)

1.613.565.3637

[www.councils.org](http://www.councils.org)

### World Education Service (WES)\*

1.800.343.0070

[www.wes.org/ca](http://www.wes.org/ca)

\*An analysis by World Education Services (WES) showed that more than 75% of engineering, health care and technology degrees evaluated from the top countries of origin (India, China, Pakistan, Russia and Romania) for Canadian immigrants were equivalent to a Canadian degree.



Standards and licensing differ from country to country, and licensed professionals in particular need to ensure that their skills are at least equal to Canadian Standards.

*Candidates that are referred to you by Professions North/Nord directly or by a Professions North/Nord Service Partner have undergone evaluation of their credentials. Many of them have prepared a professional portfolio, which outlines their qualifications and relates it to its equivalent standard in Canada. This is part of the pre-screening process that we have undertaken.*

5. My preferred candidate is an internationally trained professional but I am uneasy about the reference process. How do I check references from other countries?

**Answer:**

Being able to connect with internationally trained professionals' references is not always an easy task. If possible, consider using Canadian references provided from language instructors and employment counsellors to help determine "soft skills". When hiring newcomers through agencies such as Skills International, they are able to conduct international reference checks on your behalf using reliable third party companies.

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

You may also consider contacting third party companies that offer professional reference check services for a fee. There are a number of firms available such as:

**First Advantage**

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

**LP Human Resources**

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

**CSI Inc.**

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

A few tips when conducting international references include:

**Time Zones**

- Be aware of the time zone difference
- Establish a set time to have the discussion
- If you cannot find a mutually convenient time to have a live conversation, consider e-mailing your questions, allowing the reference to provide their feedback via e-mail as well.



### Language barriers

If possible, confirm with the candidate beforehand that the contact speaks English. If they do not you can consider one of the following strategies:

- Ask the candidate if there is someone in the reference's workplace who could be used as an interpreter.
- Check if the candidate has an English speaking reference that could provide equivalent information as the non-English speaking reference.
- Check to see if someone in your office speaks the required language and arrange for them to conduct the check on your behalf.
- Use an external interpreter to conduct the reference check on your behalf.
- Contact the local service providers referenced at the back of this guide to determine if there are any local support services available to assist with translation.

## 6. I am uncomfortable about the idea of hiring an internationally trained professional who has not worked in a North American environment. How can I become more comfortable with this?

### Answer:

It is important to be open and consider all aspects of an internationally trained professional's work experience. Consider their overall foreign experience and skills including volunteer roles, mentorship or job shadowing ventures. Volunteer experiences can be valuable if the work environment supports it, as it provides an opportunity for the internationally trained professional to be part of a work team and gain a variety of skills in a Canadian work setting.

To be successful with any new hire, it is important that you have an orientation program in place. This program should include support to help the newcomer learn about the company's expectations and way of doing business. An orientation program also provides your company with an opportunity to learn from the newcomer about international work place cultures and look for ways you can become more flexible and adaptable to the global market place

If you are still uneasy, further explore the question "Why is it important that this person has Canadian experience?"

### If your response is:

#### "To make sure they are able to fit into a Canadian workplace environment"

First consider what it means to "fit" into your organization. It is hard to assess this if you are not sure what makes an employee a good fit. Ask how does your orientation and new hire supports help new employees fit into your organization?

You may consider hiring the professional on a short-term contract, or through a work placement or internship. This will provide you with an opportunity to see them in a work environment demonstrating their skills and abilities. Keep in mind you need to give this person a chance to settle in and become familiar with how things operate.

## If your response is:

### “To determine how their international work experience relates to the requirements”

Consider if there is a way to determine the standard of work they do. For instance, there may be a test or some questions you might ask to establish their level of knowledge. Standards and practices vary greatly from country to country, therefore you may wish to check web resources for professional standards. You may also be able to learn more about international certification bodies such as The Alliance of Sector Councils [www.councils.org](http://www.councils.org) or World Education Services (WES) [www.wes.org](http://www.wes.org).

Internationally trained professionals might have some difficulty with the Canadian version of occupational language, but that does not mean they are not highly skilled and capable. Language training on technical terminology might help address these issues.

By offering a Canadian work experience opportunity to an internationally trained professional, you can determine where they may best fit in. As both of you get more comfortable, you can allow the employee to progress to a higher level of responsibility.

## 7. How will an internationally trained professional get along with the rest of the team?

### Answer:

Some employers are apprehensive about what might happen when different cultures come together in one workplace; however this can be a rewarding and successful experience when the appropriate planning is put toward setting up effective communication systems.

The behaviour of managers sets an example for all employees about whether diversity is appreciated and respected, or simply tolerated. As an employer, your goal should be to create an inclusive workplace where people with diverse backgrounds, skills, and perspectives feel valued. Your leadership plays a key role in establishing the corporate culture.

Additional information about integrating internationally trained professionals can be found further on in this guide under the Integrating and Retaining Section.

As many as 140,000 newcomers arrive in Ontario each year. In the past two years, more than half were university educated. Within five years, newcomers will account for all of the province’s net labour force growth.

- Ontario Ministry of Citizenship and Immigration



# Attracting & Recruiting

To attract the right internationally trained professionals to your organization, you will need a solid plan. Creating a diverse dynamic workforce means having a commitment to hiring the best, which can position you as an employer of choice. To help you develop your plan, consider the local resources available to support you.

## Local Employers' Councils

Employers' Councils usually consist of employers such as yourself, as well as local service providers to newcomers. They identify the necessary tools and resources to assist employers successfully attract and retain internationally trained professionals. Employers' Councils are becoming more popular throughout northern Ontario in order to:

- Identify and advise on ways to reduce the barriers newcomers face when entering the local labour market
- Identify and help resolve common issues impacting on the ability to recruit and retain skilled newcomers

A complete list of tools and resources can be found by contacting the organizations referenced at the back of this guide.

## When developing your recruitment strategy, consider the following tips:

- Contact the service providers referenced at the back of this guide and speak to a qualified representative about your planned recruitment strategies and how you can utilize existing community programs to support attracting internationally trained professionals.
- Post your job openings with organizations that work with immigrants or have a multicultural and diversity-friendly focus. Consider registering with and utilizing the Skills International provincial search engine: [www.SkillsInternational.ca](http://www.SkillsInternational.ca).
- Network with other employers who have diverse workforces.
- Direct your recruitment efforts towards educational programs/institutions.
- Create a policy that clearly welcomes and encourages all applicants. Become known as an employer of choice.
- Ensure your company website and recruitment materials communicate a diverse and welcoming environment.
- Examine your hiring processes carefully to make sure that you are not inadvertently screening out candidates with international education and experience. e.g. do you specifically ask for Canadian experience?
- Accept one or more recent internationally trained professionals on a placement from a local employment support agency such as a Bridging Program (e.g. Professions North/Nord).

## Before you begin recruiting, ask yourself the following questions:

- Are your recruiting practices inclusive?
- Do hiring decision makers know the difference between job requirements and job preferences?
- Is your evaluation criteria for the hiring process clearly stated?
- Are policies and practices in place to eliminate bias in selecting candidates for interviews?
- Have interviewers had appropriate diversity training?
- Is Canadian experience absolutely necessary or do you consider international experience to be as good?
- Do you have contacts with language assessment agencies?
- Do you have contacts with credentialing agencies?
- Do you check international references?
- Is your workplace welcoming to newcomers to encourage them to apply to your company?



## NOTES

## Welcoming & Networking Programs

Social networks are an integral part of daily life at work and in the community. When a newcomer moves to northern Ontario they may feel isolated from all that was familiar to them. This feeling applies to the family members who are working and especially so to those at home. To reduce isolation and foster integration, Networking Programs have been put in place in many northern communities. As well Welcoming Programs serve to increase a sense of community and access necessary resources (e.g.: schooling, libraries, health care facilities, etc.).

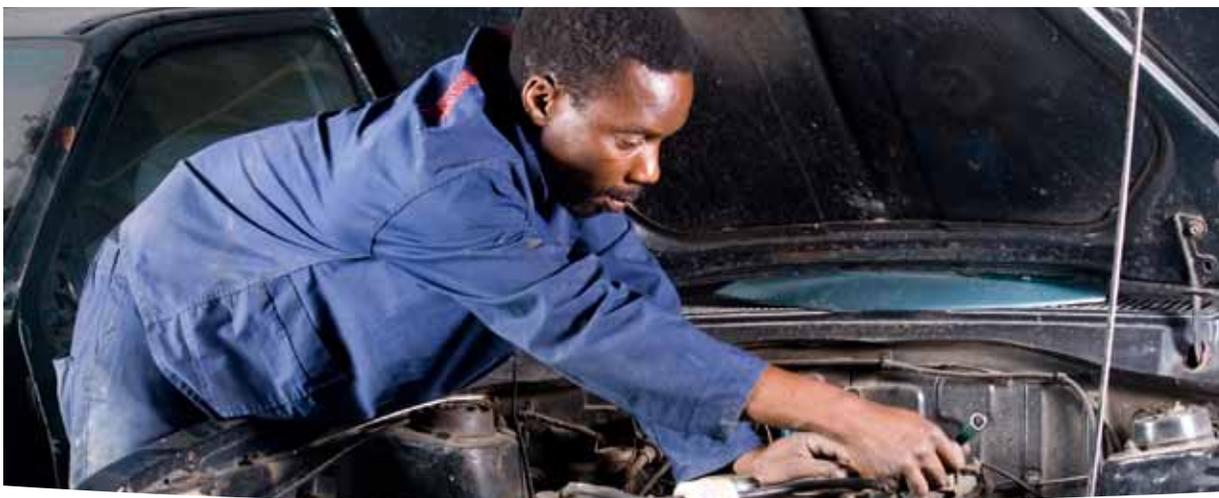
These programs can also help open the door to new opportunities for your organization. Newcomers are sometimes put in touch with business owners and operators, managers, volunteers and community leaders to help create professional and social networks for internationally trained professionals, business immigrants, newcomers and their spouses. By having staff as part of these networks, you are expanding your access to this pool of talent. When a newcomer and their family feel connected to work and the community, they are more likely to integrate and remain in that community.

For more information about Welcoming and Networking Programs near you refer to the resources at the back of this guide.

## Skills International

This organization provides employers with a searchable on-line database of pre-screened internationally trained professionals and skilled trades people that have been deemed “job ready” by partnering community-based agencies. The organization provides the following support:

- It has been developed to meet employer needs by providing a one-stop place to access and hire educated and experienced newcomers to Canada
- All candidates are pre-screened, including international education and work experience verification by immigrant serving organizations. References may be obtained directly from the candidates profile for initial screening
- There are no fees for matching however small fees may be applied if you request specialized services such as international reference checking.
- Employers can send their job postings to [info@skillsinternational.ca](mailto:info@skillsinternational.ca) or contact the Professions North/Nord Service Partners referenced at the back of this guide for more information and assistance.



# Hiring

## Are you Ready?

Yes No

- |   |       |       |
|---|-------|-------|
| <input type="checkbox"/> Do you currently employ internationally trained professionals?   | _____ | _____ |
| <input type="checkbox"/> Do you know where to recruit international talent?   | _____ | _____ |
| <input type="checkbox"/> Do you engage in diversity training for your company?  | _____ | _____ |
| <input type="checkbox"/> Does your marketing material reflect a diverse workforce?  | _____ | _____ |
| <input type="checkbox"/> Do you have procedures or an orientation program in place to help newcomers understand your company culture and their expected role within the organization? | _____ | _____ |
| <input type="checkbox"/> Do you know if your company is inadvertently excluding or preventing qualified newcomers from applying for jobs?   | _____ | _____ |
| <input type="checkbox"/> Do you know about the programs and services offered to help you access skilled applicants?   | _____ | _____ |

If you answered no to any of these questions above, and would like additional resources to support your efforts, contact the Professions North/Nord Service Partner referenced at the back of this guide.





## What Gets in the Way?

Diversifying your workforce can create challenges and opportunities. There are several factors to consider:

### Experience

Gaining a full understanding of the potential employee's work history will offer great insight about their track record and their work experiences. Refer to the answer to question 6 in the Frequently Asked Questions section.

### Credentials

People new to Canada may or may not have credentials recognized as equal to those in their country of origin. For information on foreign credentials assessment. Refer to the answer to question 4 in the Frequently Asked Questions section.

### Communication

Even if a worker is less comfortable speaking English, the cultural competency and awareness they bring to a position will provide you with an advantage in a diverse market. Refer to the answer to question 3 in the Frequently Asked Questions section.

## Types of Foreign Workers

Types of Immigrant workers	What does this mean?	What are the benefits to this worker?	Any restrictions I need to know?	How long does this take?	What are my next steps?
<b>Permanent Resident</b>	These are newcomers that are eligible to work anywhere in Canada.	There is no wait time or immigration requirements.	None	Immediate	You may need to verify their credentials and work history. See the Recruitment section of this guide for more information.
<b>Temporary Foreign Worker</b>	Foreign workers are eligible to work in Canada on a temporary basis.	To fill temporary labour shortages.	<p>You will need to prove that you could not find a suitable Canadian candidate.</p> <p>You will need to show that hiring this worker will not negatively impact on the Canadian Labour Market.</p> <p>Temporary workers may require extensions to existing work visas.</p>	<p>The Labour Market Opinion (LMO) process may take approximately 6-8 weeks to complete.</p> <p>Following a positive LMO the worker must obtain a work visa and this can take 2-40 days.</p>	Contact the Professions North/ Nord Service Partner for assistance with the process and/ or completing the forms.
<b>Opportunities Ontario (formerly known as Provincial Nominee Program- PNP)</b>	<p>This is a program for Permanent Residents.</p> <p>You can recruit:</p> <ul style="list-style-type: none"> <li>•Individuals from outside Canada;</li> <li>•Temporary foreign workers or visitors legally in Canada; and international students who have completed at least half of their full-time studies at a publicly funded university.</li> </ul>	<p>You can target specific skills and experience needed for your work place.</p> <p>You can hire graduates with Canadian education and experience in addition to their international experience.</p> <p>These workers are eligible to apply for a work visa while waiting for Permanent Resident (PR) status.</p> <p>Once PR is granted there will be no further immigration requirements.</p>	Your company must be a corporation, limited partnership or sole proprietorship that has been in business for at least three years and have a minimum gross revenue of \$500,000 and a minimum of three full-time permanent employees.	<p>Employers submit a Pre-screen Application to Opportunities Ontario.</p> <p>If successful, the potential employee must apply to Opportunities Ontario within 60 days.</p> <p>A Provincial Nomination Certificate will be issued for all successful nominees, who must then apply to Citizenship and Immigration Canada (CIC) for permanent residence.</p>	<p>Contact the Professions North/ Nord Service Partner for assistance with the process and/ or completing the forms.</p> <p>You can contact: Opportunities Ontario</p> <p>Ministry of Citizenship and Immigration</p> <p>Email: <a href="mailto:opportunities.ontario@ontario.ca">opportunities.ontario@ontario.ca</a></p> <p>Telephone: 416-327-0374</p> <p>Toll-free in North America: 1-866-214-6820</p> <p>Website: <a href="http://www.ontario.ca/immigration">www.ontario.ca/immigration</a></p>

Types of Immigrant workers	What does this mean?	What are the benefits to this worker?	Any restrictions I need to know?	How long does this take?	What are my next steps?
<b>International Students</b>	You can hire international students attending a University or Community College who have an off-campus work visa or those graduating from university (see Provincial nomination program above).	Hiring international students attending school will help build Canadian work experience while bringing international experience to your company.  It gives you the opportunity to consider long term hiring under another program such as the Provincial Nomination Program.	Students eligible to work off-campus can work up to 20 hours per week	To hire under the off-campus work visa there is no waiting period.  For other types of hiring please see appropriate sections of the guide.	Refer to Hiring International Students in this section of the guide.

## Glossary of Terms

### Foreign Worker:

A Foreign Worker is any skilled or trained worker that is able to work but does not originate in Canada.

### ITP:

ITP, or internationally trained professionals are foreign workers who received their training or work experience in their country of origin.

### LMO:

The Labor Market Opinion (LMO), also known as an employment confirmation is a process used by Service Canada when hiring Temporary Foreign Workers. More information is available on the following page of this section.

### Temporary Worker:

A Temporary Worker is a foreign worker who is eligible to work in Canada on a temporary basis. You will need to show that you could not find a suitable Canadian candidate and that hiring this worker will not negatively impact on the Canadian Labour Market.

### Permanent Resident:

A Permanent Resident is a foreign worker who is eligible to work anywhere in Canada with no restrictions.

### Temporary Work Visa:

Foreign Workers must apply for a Temporary Work Visa in order to legally seek employment in Canada.

### Temporary Foreign Workers:

The federal government's Temporary Foreign Worker Program allows eligible foreign workers to work in Canada for an authorized period of time. The program is managed and delivered by Citizenship & Immigration Canada (CIC), Service Canada, and the Canada Border Services Agency (CBSA).

More information is available in this section of the guide

## Hiring Process:

In the majority of cases, there are just four steps involved in hiring a worker from outside Canada, while there is no over whelming process for hiring ITPs who already lives in Ontario or Canada in large. For detailed information, visit [www.cic.gc.ca](http://www.cic.gc.ca) and search for "How to Hire Temporary Foreign Workers guide".

### 1. Determine if the position requires a Labour Market Opinion (LMO)

- Most positions require a LMO

### 2. Apply for a LMO from Service Canada

- Applications are available online.
- Employers must demonstrate that they are unable to fill the jobs with Canadians and that the entry of these workers will not have a negative impact on the Canadian labour market.
- Employer must detail the occupation, wage, and working conditions; all recruitment efforts made inside Canada (job ads, etc); labour market benefits of hiring the foreign worker.
- Approximate time frame: 6-8 weeks

### 3. Work Permit Application

- The prospective foreign worker makes an application for a work permit through the Canadian visa office abroad. They must include a copy of the positive LMO and job offer.
- Visa offices check admissibility requirements, including security checks and medicals.
- Time Frame: 2 days – 40 days

### 4. Port of Entry Requirements (if employee is NOT already in Canada)

- To enter Canada, foreign workers must have all of the required documents (LMO, passport, job offer, etc).  
For support with this process contact:

#### Citizenship & Immigration Canada

[www.cic.gc.ca](http://www.cic.gc.ca)

Toll Free: 7.888.242.2100

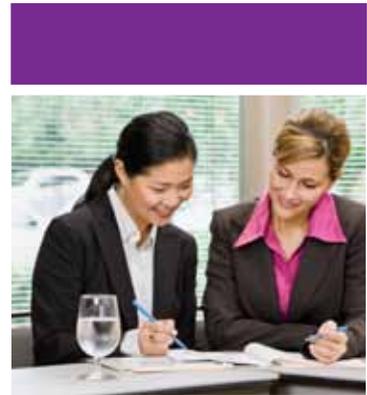
## NOTES

## Useful Websites

Citizenship & Immigration Canada – Temporary Foreign Worker Guide  
[www.cic.gc.ca/english/resources/publications/tfw-guide.asp](http://www.cic.gc.ca/english/resources/publications/tfw-guide.asp)

HRSDC Guide to Hiring Foreign Workers  
[www.hrsdc.gc.ca/en/workplaceskills/foreign\\_workers/index.shtml](http://www.hrsdc.gc.ca/en/workplaceskills/foreign_workers/index.shtml)

Labour Market Opinion application  
[http://www.hrsdc.gc.ca/en/workplaceskills/foreign\\_workers/fwp\\_forms.shtml](http://www.hrsdc.gc.ca/en/workplaceskills/foreign_workers/fwp_forms.shtml)



## Foreign Worker Application for a Labour Market Opinion

To hire a foreign worker, you generally must obtain a positive LMO (also known as an employment confirmation) from Service Canada, unless the work category is exempt from the LMO process. To determine if you are exempt from the LMO process, contact Citizenship & Immigration Canada. Refer to step #1 of “[Hiring Foreign Workers in Just 4 Steps](#)”. This guide can be found at [www.cic.gc.ca](http://www.cic.gc.ca) by searching for “How to Hire Temporary Foreign Workers guide”.

- If a LMO is required, you must obtain the employment confirmation before your prospective foreign worker(s) apply for a work permit.
- When applying for a LMO, you will have to demonstrate:
  1. The efforts made to recruit and/or train willing and available Canadians/permanent residents;
  2. That the wages you are offering are consistent with the prevailing wage rate paid to Canadians in the same occupation in the region;
  3. That the working conditions for the occupation meet the current provincial labour market standards; and
  4. Any potential benefits that the hiring of the foreign worker may have on the Canadian labour market (e.g., creation of new jobs, transfer of skills and knowledge, etc.)
- In most cases, foreign workers must apply for a work permit at a Canadian visa office abroad.
- Depending on their country of citizenship, foreign workers may require a temporary resident visa (TRV) to enter Canada.
- Depending on the type of work they will undertake in Canada and where they have resided in the last year, foreign workers may also require a medical examination before entering Canada.
- Foreign workers may be refused a work permit and entry into Canada by a Border Services officer (regardless of whether employment confirmation has been obtained) if they are found inadmissible for a number of reasons, including criminal, security or medical grounds.

## Service Canada considers the following factors in a LMO application:

- The occupation in which the foreign worker will be employed
- The wages and working conditions offered to the foreign worker
- The employer's advertisement and recruitment efforts to hire Canadians/permanent residents
- The associated labour market benefits that may occur from hiring the foreign worker (e.g., transfer of new skills/knowledge, creation/retention of jobs, etc.)
- Consultations with organized labour if the position the foreign worker will fill is part of a bargaining unit
- Determination if the entry of the foreign worker is likely to affect the settlement of an ongoing labour dispute

## International Students

International students make excellent employees because they:

- Add cultural and ethnic diversity
- Bring a global perspective
- Are usually multilingual
- Are eager for Canadian work experience
- Educated in Canadian higher education institutions
- Eligible to work during study period and upon graduation as per Citizenship and Immigration Canada (CIC) regulations

Every year, international students come to study at our northern universities and colleges. Even though a student may not have Permanent Resident status, most are entitled to work through the Off Campus Permit Program. Students may work off campus for 20 hours a week during the academic year, and up to 40 hours a week during the school breaks. Once they have graduated they can apply for a work permit that will allow them to continue to work in Canada for up to two years if they have studied for one year. If the student has studied for two or more years they may obtain the Post Graduate Work Permit for a three-year period.

For more information, please refer to the chart in the Hiring section of this guide.



## NOTES

## Hiring Students Upon Graduation

Upon graduation from a university or college, international students are eligible to work for up to three years. Human Resources Skill Development Canada does not require an assessment from the employer for the student to obtain a Post-Graduate Work Permit.

To qualify for a Post-Graduate Work Permit, students must submit their application form within 90 days of receiving written confirmation from the University that their degree requirements have been met, or students from the college must provide written confirmation that their diploma program requirements have been met.

## Job Offer Letter

To hire a foreign graduate, it is recommended that employers provide a written offer of employment on company letterhead, including the following information:

- Job title and brief job description
- Education, skills, and experience requirements
- Start date and expected end date of employment
- Salary and other benefits
- Address of employment location

Information pertaining to work permits for students can be found at [www.cic.gc.ca/english/study/work.asp](http://www.cic.gc.ca/english/study/work.asp)

If you wish to retain a foreign graduate after the Post-Graduate Work Permit expiration visit the following website for more information. [www.hrsdc.gc.ca/en/workplaceskills/foreign\\_workers/index.shtml](http://www.hrsdc.gc.ca/en/workplaceskills/foreign_workers/index.shtml)

For more information on hiring students contact Citizenship & Immigration Canada.  
[www.cic.gc.ca/english/study/work.asp](http://www.cic.gc.ca/english/study/work.asp)



### 3 Tips for Hiring a Diverse Labour Pool:

1. Focus on relevant skills and qualifications the job requires and consider other desired skills to the job. Ensure the qualifications you are asking for do not inadvertently rule out other potentially qualified applicants.
2. Keep language positive by removing wording such as “people not authorized to work in Canada will not be considered”. If this must appear in your ad, consider rewording it to read “proof of eligibility to work in Canada required.”
3. Clearly reference your diverse/inclusive hiring practices. This may appear as a statement with regards to equal opportunity hiring, but could be a statement you have created for marketing your business (i.e. “a company who values the diversity and integrity of all people.”)

At any point in the process, you are encouraged to contact the Professions North/Nord Service Partner to ask questions or request additional resources to support your specific needs. Their contact information is provided at the back of this guide.

With a culturally diverse workplace employers may take advantage of competitive global markets. Corporations with a diverse set of employees tend to have creative staff to advance company goals and prove successful in long term sustainability.

*- Local Northern Employer*



# Interviewing

Most internationally trained professionals are permanent residents and will have a 'PR' card to demonstrate that status. A permanent resident is legally entitled to work in Canada with the same rights and obligations as a Canadian citizen.

## Top 10 Interview Tips

1. Begin with a fair process that recognizes that international candidates may have different or little experience with interviews.
2. Create an environment that will increase the comfort level and decrease nervousness.
3. Use clear language, pronounce words with care, and finish your sentences.
4. Speak more slowly, not more loudly. If the candidate speaks too fast usually due to nervousness, remind them to take their time and speak more slowly so you can understand fully what they are saying.
5. Encourage the person to ask questions or seek clarification. Explain that asking questions is expected.
6. Use visual aids to assist with communicating your information e.g. charts, reports, diagrams.
7. Make sure the interview panel has some degree of ethnic diversity. At least, those conducting the interview should be trained in cultural sensitivity.
8. Be aware of non-verbal communication differences.
9. Give credit for international experience.
10. Use a competency (behavioural) based interview process that emphasizes transferable skills. There may be differences in technical background that can be mitigated through on-the-job learning.



## Do's & Don'ts

### If the candidate has a strong accent:

Don't: Lose focus or become frustrated.

Do: Seek clarification and encourage the person to speak slowly.

Be patient. Accents lessen and become easier to understand with experience in the workplace.

### If you are not certain of the language level of the candidate:

Don't : Assume the person can't do the job.

Do: Request an English test at specific Canadian Benchmark Levels.

Immigrants may have different proficiencies for oral and written English and jobs may have differing requirements. Utilize the language training resources identified in the guide to help you assess and determine language proficiency. You may advise your candidate to seek language-training courses.



## Common Challenge 1

Interviewer:

"Tell me about yourself."

ITP

"I have a wife and two children."

### Possible Solution 1

Interviewer:

"Tell me about your education/ experience."

ITP

"I have a Masters in Business and I was a Business Manager for five years with..."

### Why?

Different cultures have difficulty answering open-ended questions. By asking specific questions you will likely receive more focused answers.

## Common Challenge 2

Interviewer:

"Tell me about a time at your last job where you exceeded a goal."

ITP

"My colleagues and I worked very hard to exceed the expectations set, we..."

### Possible Solution 2

Interviewer:

"I am interested in hearing about a time when you exceeded a goal. Please explain your particular role."

ITP

"I was the project leader and..."

### Why?

Collectivism and individualism are two concepts that vary from culture to culture. Focus the question around the ITP's specific role within that work project.

*ITP- Internationally Trained Professional*

## Test your knowledge

### 1. You receive a brief reply to a question that you were expecting to receive rationale for, do you:

- A) Assume the person doesn't know.
- B) Be patient, polite and probe for more detail.

**The correct answer is B.** It is important to understand that because of culture differences, respect for authority can cause people from different cultures to answer the question very literally. As a result, elaborating on an answer without being directly asked is disrespectful.

### 2. If you ask a question and receive a slow response to your question, do you:

- A) Be patient. Encourage with a smile and nod.
- B) Become impatient and think the candidate is incompetent.

**The correct answer is B.** Pauses in some cultures are natural as it demonstrates a high regard for the significance of the question. Thinking before speaking is common for many cultures.

### 3. The interview is concluding and you ask if the candidate has any further questions. He/she indicates that they do not. Do you:

- A) Assume that the candidate lacks interest or is slow.
- B) Assure the candidate that he/she can ask any question at all about either the job or the process of selection.

**The correct answer is B.** Remember that in some cultures it is uncommon to be asked questions because it is associated with challenging authority.

### 4. When discussing technical matters it is important to:

- A) Use acronyms and complex phrases.
- B) Communicate clearly using simple words.

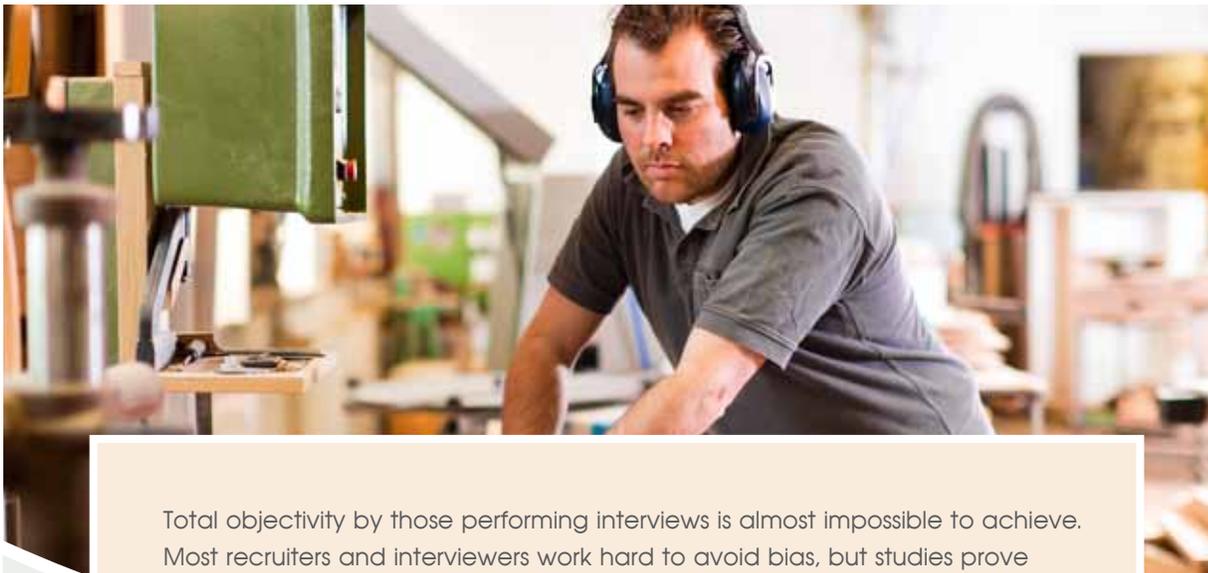
**The correct answer is B.** It is the core competency and knowledge that is critical. While the internationally trained individual may be extremely competent with the job, common Canadian acronyms or phrases may not be as common in their culture. Be patient because complex communication will become possible with familiarization.

## NOTES



The following may provide ideas on how get to know the internationally trained professional better before offering them a full-time position.

- Conduct information interviews with the internationally trained professional to get to know them on a deeper level.
- Allow an internationally trained professional an opportunity to job shadow or volunteer in your business to showcase their experiences and skills.
- Offer internship programs to internationally trained professionals to have an opportunity to get to know their abilities and fit.



Total objectivity by those performing interviews is almost impossible to achieve. Most recruiters and interviewers work hard to avoid bias, but studies prove that even the most open-minded are inclined to make assumptions based on appearance and behaviour.

For more information on how to implement strategies or programs such as these, contact the Professions North/Nord Service Partner. Their contact information is located at the back of this guide.

## NOTES

# Integrating & Retaining

A cultural barrier happens when two people interact and have a different perception of behaviors. Culture shock is an internal reaction to unfamiliar or confusing external stimuli.

"I make sure to understand as much as I can about the background of the internationally trained professional. This includes their country and their cultural traditions. When they arrive I am able to ask a few basic questions so they know I have an interest in them."

- Employer

Employers need to ensure that internationally trained professionals feel welcome in their organization. Creating a comfortable work environment for existing staff and newcomers requires cultural awareness and appropriate orientation training. One of the most important steps is to organize opportunities and activities that set the stage to encourage newcomers and staff to interact and mingle. Cultural awareness is difficult to develop if there are few opportunities for people from different backgrounds to meet and learn about each other.

A truly dynamic and inclusive workforce is the product of an organizational culture in which everyone from top management to front line employees embraces and practices the understanding of differences.



The Workplace Environment	Common Workplace Occurrences	Different Culture Norms	Suggested Tips
Meeting discussion	A prompt start and agenda-directed discussion.	Certain cultures prioritize relationships over tasks.	ITP may expect greetings to come first.
Group decision-making	Group decisions are made by majority or consensus and everyone has a say.	Certain cultures adopt a hierarchical leadership style where authority is not questioned.	ITP may have to be asked directly to provide input.
Managing team conflicts	Team member deals with other team members in a democratic manner.	Certain cultures expect that supervisors will deal with other team members.	ITI may need to be encouraged to work it out.
Supervising and being supervised	A supervisor will delegate roles and expect staff to take initiative.	Certain cultures expect direction to come from the supervisor.	ITP may need training on how to delegate and perform tasks without being told.
Performance evaluations	Managers provide feedback on performance, and expect discussion from staff.	Certain cultures find it inappropriate to challenge authority.	ITP should be encouraged to provide critical feedback.
Promotions	If an employee is looking for a promotion they will often communicate this to the manager and work to demonstrate their abilities.	Certain cultures view it as inappropriate to self-promote and expect their good work is sufficient to communicate their intent.	ITP should be encouraged to communicate their growth plans/desires with management.

*ITP- Internationally Trained Professional*

Canadian performance feedback is often given with negative comments “sandwiched” between positive feedback

The most effective way to integrate an internationally trained professional is to help them be understood.

### You can do this by:

- Sharing responsibility for communication difficulties when they arise. This action will relieve pressure on the internationally trained professional and minimize fear.
- Repeat what the internationally trained professional has said in your own words and ask if you heard or understood correctly.
- Politely ask the internationally trained professional to slow down, take a few minutes to gather ideas, and then try again.
- Suggest that the internationally trained professional writes a message or word down if verbal communication is hitting a rough patch. It may even be useful to provide the worker with a small pad and pencil that he or she can have with them at all times.
- Encourage internationally trained professionals to practice English in non-threatening ways.
- Ask open-ended questions.
- Show interest in internationally trained professionals by asking questions about their family, life in their home country, personal interests, and the origin of their name.
- Show respect for their efforts.
- Try a few words in their language – it will turn the internationally trained professional into the teacher and let them know you're willing to learn and make mistakes as well.





## Top Tips for Supervisors and Trainers

1. Avoid using technical terms and culturally based sayings or expressions.
2. Slow down your speech and pronounce words clearly and correctly.
3. Stick to one subject at a time.
4. Phrase your words positively.
5. Don't be afraid to show that you're open to trying to learn too.
6. Avoid filling space with unnecessary chatter – it's better to leave quiet time for the learner to process what was said. Silence is okay.
7. Don't insist an internationally trained professional speak in front of a group. Not all cultures are verbal.
8. It's great to use humour to ease tension, but avoid telling jokes. Jokes often use slang, jargon and are not easily understood by another culture. They can also have discriminatory undertones.
9. Be clear about expectations when delivering directions or providing instruction.
10. Be specific and use examples to explain things.
11. Ask the internationally trained professional to repeat your instructions in his/her own words and demonstrate if appropriate.
12. If there are no interruptions, questions, or eye contact, you might want to check for understanding.
13. Keep the tone calm and respectful.

## NOTES

For more details view the TRIEC video "Recruiting: Finding Talent"  
(<http://www.hireimmigrants.ca/resources-tools/videos/finding-talent>).

The meaning of body language varies from culture to culture. Keep the following differences in mind when working with internationally trained professionals.

Body Language	Common Workplace Occurrences	Different Culture Norms
When someone doesn't provide eye contact.	When someone doesn't provide eye contact we interpret this as not trustworthy or hiding something.	In some cultures you show your respect for authority by not looking the other person in the eye. In some cultures eye contact indicates a challenging or defensive position.
When someone shakes their head from side to side.	We assume this means no.	In some cultures, this means yes!
When someone provides unusual gestures or is in our personal space.	We find this to be rude and uncomfortable.	In some cultures, this is acceptable convention.
When someone offers a soft or gentle handshake.	We take this to be an indication of a lack of confidence or assertiveness.	In some culture, this conveys respect rather than power or strength.

## The following techniques will provide ideas and strategies on how you can create a culturally-aware workforce.

### Diversity Training

Provide diversity training for existing employees to enhance their understanding of different cultures. Common themes in diversity training include:

- Reflection of personal values and methods of doing things and recognizing the importance of different perspectives
- Awareness of stereotypes
- Commitment to communicate effectively with individuals from diverse backgrounds
- Focus on commonalities to facilitate teamwork

### Corporate Events

Host corporate events for staff and encourage all employees and their families to attend. This interaction furthers increased awareness of cultural diversity and fosters a cohesive atmosphere.

## Orientation Program

An effective orientation program for all employees is an integral part of an organization's human resource strategy. This program can build awareness across the organization of the culturally-friendly practices. It is equally important to provide awareness training to staff members to address concerns and answer questions that will minimize awkwardness and potential difficulties. Get to know as much as you can about the country of origin, religion, communication style and social norms of the internationally trained professional because your knowledge can help ease the transition for newcomers.

## Buddy or Mentoring Program

Mentoring is an invaluable professional development tool for employees. It facilitates the transfer of information, the enhancement of skills and productivity, and the development of professional relationships. Each workplace has a unique culture and code of etiquette that can be quite baffling to a newcomer unfamiliar with general social customs of Canadians.

### **Mentors/Buddies can:**

- Explain local business practices
- Facilitate skills enhancement and professional development
- Gain information about business practices in other countries
- Learn creative new ways of approaching professional challenges
- Gain better understanding of the obstacles facing immigrants

### **Internationally trained professionals will:**

- Better understand the systems and culture of the workplace
- Receive moral support and encouragement
- Enhance their skills
- Develop potential links to global markets
- Increase productivity

Some typical questions and concerns an internationally trained professional may have include:

- My boss yelled at me, now what do I do?
- Some people joked about my clothing. How do I respond?
- My co-workers don't talk to me because they think I don't understand what they are saying.
- Who do I talk to if I have a conflict or don't get along with a co-worker?



## Language Training Programs

If necessary, help the internationally trained professional enhance his/her English language skills and support language training programs. Refer to the answer to question 3 in the Frequently Asked Questions section of this guide.

## Paperwork and Documentation

Review the written information that you will provide the internationally trained professional throughout the welcoming and orientation activities and ask yourself the following:

1. Is it written in clear language?
2. Do the materials make sense?
3. Will the internationally trained professional understand the instructions and terminology?

## 5 Diversity Tips

1. Talk with managers about how they can set appropriate expectations with their teams about what constitutes culturally-competent behaviour.
2. Identify important information such as safety procedures and ensure that translation, either verbally or in writing occurs.
3. Post multi-cultural calendars in all departments so everyone can see the full range of cultural holidays and celebrations every week.
4. Hold a diversity week and celebrate with different food and cultural events.
5. Celebrate the "country" day of every member of your workforce. Display culturally symbolic items, like a flag. Bring in a local dish at lunch time or break time to celebrate.

## Physical Environment and Safety Considerations

Evaluate your organization and determine if it is a welcoming and safe environment for internationally trained professionals. To ensure maximum safety, consider if:

- The signage is written in clear language
- Symbols and images are used to provide basic instructions
- Safety instructions and emergency procedures are clearly marked and identified in a way that will be understood by internationally trained professionals
- The workplace reflects culture diversity
- Images, posters, calendars, or photographs are displayed where appropriate to reflect an open-minded attitude and an inclusive environment



Employers worry that they may invest in hiring and training internationally trained professionals, only to have them leave for another job. In truth, that loss of talent is possible for all employees, and the same strategies that work for other employees apply to internationally trained professionals.

**Internationally trained professionals who are welcomed feel:**

- Respected
- Prepared
- Safe
- Valued
- Proud
- Included

**Internationally trained professionals who aren't welcomed express feelings of:**

- Anxiety
- Frustration
- Fear
- Confusion
- Loss of pride and dignity
- Depression



**NOTES**

## The following checklist will get you thinking about what you can be doing to retain internationally trained professionals.

- 1. Is age, race and gender diversity apparent to those who visit or tour your business?
- 2. Is your business diverse at all levels?
- 3. Is there a formal commitment to diversity and inclusion?
- 4. Has management set diversity goals? Do teams understand them and the reasoning behind them? Are senior managers accountable for them?
- 5. Are staff members from different backgrounds involved in decision making and in social activities?
- 6. Does the company have practices that recognize and celebrate diversity?
- 7. Are the processes in place to help them find their way once they are hired?
- 8. Are employees encouraged to participate in a Mentorship/Orientation Program?
- 9. Do you have a process for employees to communicate concerns?
- 10. Are internships given consideration?
- 11. Are coworkers encouraged to correct an internationally trained professional's English?
- 12. Are you connected to immigrant service organizations which can assist your employees with settlement issues?

Contact the Professions North/Nord Service Partner to ask questions or request additional resources to support your specific needs. Their contact information is provided at the back of this guide.



## Employers can take a proactive approach to retaining employees, including internationally trained professionals, by considering the following tips:

### Training & Development

- Does your company provide training and development opportunities to people at all levels in the organization?
- Are internationally trained professionals encouraged to take advantage of training opportunities?
- Are in-house training programs designed to appeal to internationally trained professionals and allow them to be successful?

### Company Leadership

- Does company management respect the skills and efforts of all of its employees?

### Company Culture

- Does your company have a welcoming feeling to both customers and employees?
- Is there a sense of teamwork that crosses departments and cultures?

### Work-Life Balance

- Is there an understanding that people with balanced lives often do the best work?
- Is there flexibility that allows people to meet family and personal obligations without putting their job at risk?

### Compensation and Benefits

- Is there a good understanding of what motivates your company's employees?
- Are employees consulted about their personal compensation/benefits goals?

### Workplace Diversity

- Has your company examined recruiting efforts and procedures to ensure they target a broad range of applicants?
- Do your recruiters represent a broad cross-section of the community?
- Is age, race and gender diversity apparent to those who visit your company?



# ADDITIONAL

## Additional Programs

### Spousal Services

There are many organizations offering a host of programs and services ideal for internationally trained professionals, their spouse, and family members. Services include: needs assessments and referrals; consumer and community information; assistance completing government forms; language classes; volunteer opportunities; access to resources; interpretation; and translation support.

For more information visit the Northern Ontario Immigration Portal, linking to city specific resources [www. ImmigrationNorthernOntario.com](http://www. ImmigrationNorthernOntario.com).

### Business Immigration Attraction Program

The Business Immigration Attraction Program is a confidential matchmaking tool that connects newcomers looking to invest in Canadian businesses directly with businesses for sale in northern Ontario. Designed to support businesses with their succession planning and exit strategies, this unique program contributes to the local economy by attracting new talent, contributing to business/job retention and growing the region's small business sector.

Program information can be found at [www.investnorthernontario.com/match](http://www.investnorthernontario.com/match)



# Resources

## Resources Available Near You

Professions North/Nord Service Partner:

### Thunder Bay Multicultural Association

[www.thunderbay.org](http://www.thunderbay.org)

[info@tbma.ca](mailto:info@tbma.ca)

Phone: (807) 345-0551

Toll free: 1-866-831-1144

17 North Court Street,

Thunder Bay, ON P7A 4TA



### Services for Newcomers/Employers

- Settlement services (housing, healthcare, education, immigration and citizenship applications, classes, etc.)
- Job preparation skills
- Translation and interpretation services
- English conversation circles
- French as a Second Language courses
- Local Immigration Partnership
- Community connection
- LINC classes
- Volunteering program
- Resource center

### North Western Immigration Portal

- Multilingual immigration information for newcomers prior to arriving in Canada
- Multilingual settlement information and community resources for newcomers after arriving in Canada
- Thunder Bay community profile

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

## NOTES



Organization	Services For Newcomers/Employers	Contact Information
Lakehead University International	Bridging program for newcomers Lakehead English Communication Programs	isa@lakeheadu.ca Phone: (807) 343-8068 955 Oliver Road, Thunder Bay, ON P7B 5E1
Association francophone du Nord Ouest de l'Ontario (AFNOO)	Newcomer settlement programs Community connections Volunteering programs French resource center	admin@afnoo.org Phone: (807) 684-1951 Toll free: 1-888-229-5845 292 South Court Street, Suite 200, Thunder Bay, ON P7B 6C6
Lakehead Adult Education Centre	English as a Second Language courses French as a Second Language courses	<a href="http://www.lakeheadschoools.ca/adulted/main">www.lakeheadschoools.ca/adulted/main</a> Phone: (807)625-5145 Toll Free: 1-877-625-5145 125 South Lillie Street, Thunder Bay, ON P7E 2A3
Confederation College International Education Centre	English as a Second Language courses	Phone: (807) 475-6110 Toll free: 1-800-465-5493 1450 Nakina Drive, P.O. Box 398 (Room 251), Thunder Bay, ON P7C 4W1

## NOTES



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