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FOREIGN CREDENTIALS REFERRAL OFFICE



EMPLOYER'S ROADMAP

TO HIRING AND RETAINING INTERNATIONALLY
TRAINED WORKERS

This publication was prepared by the Alliance of Sector Councils for the Foreign Credentials Referral Office of Citizenship and Immigration Canada. The Foreign Credentials Referral Office thanks all participants who provided input into the development of the guide.

The *Employer's Roadmap to Hiring and Retaining Internationally Trained Workers* is a guide for employers in small and medium-sized enterprises.

The roadmap is a practical resource for anyone involved in hiring, including business owners, human resources professionals, recruiters and managers. While efforts have been made to ensure the accuracy of information contained in the document, it should be noted that the information is subject to change. Resources cited throughout the document are not exhaustive.



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1. WHY HIRE INTERNATIONALLY TRAINED WORKERS?

In this section you will find information on:

- 1.1 Finding workers in a changing labour market
- 1.2 The benefits of hiring ITWs
- 1.3 Sharing your success

1.1 FINDING WORKERS IN A CHANGING LABOUR MARKET



The Canadian-born work force is aging, baby boomers are retiring and the number of young workers entering the work force is declining. Many employers across the country are already experiencing skilled labour shortages. Statistics Canada research indicates that before the middle of the next decade, almost all labour force growth will come from immigration.

Many employers do not know that there are ITWs ready and willing to work in Canada. These are people who were educated and trained in other countries and whose work experience was gained outside of Canada. They may be:

- immigrants;
- refugees;

- foreign students living in Canada;
- citizens of other countries willing and able to work in Canada; or
- Canadians who trained or worked outside of the country.

As an employer, you may not be aware of the skills and talents that ITWs have to offer, and you may not know if and how [international skills and experience will transfer to the Canadian workplace](#). You may also be unsure about how to recruit these workers, or you may anticipate difficulties integrating them into your organization.

1.2 THE BENEFITS OF HIRING ITWs



You can benefit in many ways from hiring and retaining ITWs. They are often highly motivated dedicated hard-working employees who can:

- **Help meet your labour needs.** Skilled Canadian-born workers are getting harder to find and, over the coming years, immigrants will play an increasingly significant role in Canada's labour force.

- **Increase your competitiveness.** Many ITWs have the skills and talents to help your organization compete in the global marketplace.
- **Help develop new markets.** ITWs may speak languages and have knowledge of cultures that can help you develop new local and global markets.
- **Make your organization more effective.** ITWs can bring fresh perspectives into your organization, stimulating new thinking and introducing more effective ways of doing business.
- **Connect you with other valuable workers and organizations.** ITWs may be able to link you to other prospective employees and connect your business to useful national or international organizations.

1.3 SHARING YOUR SUCCESS



Canadian society is increasingly diverse, and the labour market is increasingly multicultural. Integrating ITWs into your work force acknowledges the context in which your organization operates and enhances the society in which you live.

You can contribute to your corporate image and your society by [sharing your successes and building on them](#).

- **Report on how ITWs have contributed to your workplace.** Celebrate your success with stories in company newsletters, press releases to community or trade publications, or reports to shareholders.
- **Share what you have learned from recruiting and working with ITWs.** Contribute best practices or case studies to your industry association or sector council. Offer to speak at industry workshops, community group meetings or immigrant-serving organizations.
- **Consider working with educational institutions or industry associations** that seek to improve skills training and foreign credential recognition programs.

EMPLOYER TIP

UPDATING YOUR ORGANIZATION'S STAFFING STRATEGY AND PRACTICES TO EFFECTIVELY HIRE AND RETAIN ITWs CAN HELP YOU BUILD MORE EFFECTIVE RECRUITMENT AND EMPLOYMENT PROGRAMS FOR ALL WORKERS.



2. TIPS ON PREPARING FOR A DIVERSE WORK FORCE

In this section you will find information on:

- 2.1 Planning for a diverse work force
- 2.2 Addressing perceived barriers for ITWs
- 2.3 The recruitment process
- 2.4 Defining the job to be done
- 2.5 Determining the importance of language skills
- 2.6 Dealing with cultural differences
- 2.7 Legal considerations

2.1 PLANNING FOR A DIVERSE WORK FORCE



Find good people and keep them – start by designing a workplace that welcomes everyone.

As an employer, you already engage in work-force planning that includes:

- determining job standards;
- recruiting, orienting and training staff;
- managing and evaluating staff; and
- complying with the laws of the land.

You can successfully hire and retain ITWs by tailoring these activities to meet their needs.

- Provide detailed job information and reach out to a wider range of potential recruits.
- Become familiar with – and use – available tools and services that can help you assess international qualifications.
- Participate in bridge-to-work and mentoring programs that include ITWs.
- Get involved in language and job or skills training.
- Implement diversity and integration programs.

2.2 ADDRESSING PERCEIVED BARRIERS FOR ITWs



To attract the people you need, don't just open your door: tear down the invisible walls.

ITWs face many barriers when they're looking for suitable employment.

You can take steps to identify and remove these barriers in your recruitment, assessment and selection processes.

- Make sure everyone involved in hiring is aware of the value of international skills and credentials.
- Provide diversity and cross-cultural training to all employees, including those involved in hiring.
- Focus on the skills and job experience of the candidates rather than on where they came from or where they gained their education and experience.
- Outline the selection and interview process in your job postings.
- When advertising jobs, let workers know that you value international credentials and competencies.
- Let potential candidates know that your workplace is inclusive and that it welcomes diversity.
- Post health, safety and employment standards in multiple languages to make employees feel welcome.

For background information on cultures around the world, see Citizenship and Immigration Canada's [Cultural Profiles Project](#).

2.3 THE RECRUITMENT PROCESS



Want the best person for the job? Attract the best possible candidates and assess their qualifications fairly and accurately.

There are four steps in any recruitment process:

- defining the job;
- finding candidates;
- assessing candidates' credentials and experience; and
- selecting a candidate.

These steps are closely linked: how you define the job will affect the candidates you find, the way you assess their abilities and your final selection.

Improve your recruitment process by keeping three important points in mind.

- Focus on what it takes to do the job. This is what matters most.
- Don't underestimate international credentials and experience because they are unfamiliar.
- Be aware of barriers related to international credentials, Canadian work experience and language skills.

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

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

You can also turn to the many organizations and resources that can help you assess and verify international credentials. Some of these resources are specific to a sector or an occupation; others are more general.

EMPLOYER TIP

YOU MAY DECIDE TO REVIEW YOUR RECRUITMENT PROCESS TO MAKE SURE IT'S FREE OF BIAS. YOU MAY ALSO DECIDE TO PROVIDE DIVERSITY AND CROSS-CULTURAL TRAINING TO STAFF WHO ARE INVOLVED IN HIRING.

2.4 DEFINING THE JOB TO BE DONE



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

- **Defining the essential skills required for the job.** These skills provide the foundation for learning and make it possible for people to grow in their jobs and adapt to workplace change.
- **Defining the duties, responsibilities and other requirements of the job.**
 - o The National Occupational Classification (NOC) can help you define the main duties or responsibilities, employment requirements and titles for a wide range of occupations.
- **Using information available in your industry.** Many industries have developed national standards that can help you evaluate workers.
- **For regulated occupations, stating clearly the licencing or certification required by law.** In some circumstances, it may be possible to hire at a lower level of responsibility and help the candidate obtain the required licencing while on the job. If so, make this clear in your job postings.

- **For non-regulated occupations, consider voluntary certification that may apply.** If you prefer candidates who have this certification, make this clear in your job postings.
- **Asking for relevant work experience instead of Canadian work experience.** For many jobs, relevant work experience is what matters, not the country where the work was done.
- **Weakness in language skills can be overcome** through language training or on-the-job experience.
- **Don't be fooled by accents.** Some ITWs may be very proficient in English or French but speak with an accent or use different vocabulary. Don't attach too much importance to these superficial aspects of communication.

Keep in mind that some positions require minimal communication skills. Consider filling these positions with candidates who are still learning how to speak fluent English or French.

2.5 DETERMINING THE IMPORTANCE OF LANGUAGE SKILLS



Focus on the real communication requirements of the job. Hear the real communication skills of the candidate.

As an employer, you may be concerned that ITWs are not proficient enough in either English or French to communicate effectively in the workplace.

Communication is important, but before you assess a candidate's language skills, consider the following:

- **What language skills are really needed for the job?** Some jobs may not require a high level of language proficiency, while others may need specific job-related language abilities.

2.6 DEALING WITH CULTURAL DIFFERENCES



Bridge the differences between cultures and enrich your workplace.

You may wonder whether a worker from a different cultural background will “fit in” and be able to do his or her job. You may be concerned about how other employees will react to and interact with ITWs.

You can address these concerns by preparing your workplace to embrace diversity. Here are some points to keep in mind.

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

2.7 LEGAL CONSIDERATIONS



In Canada, federal and provincial laws protect employers and workers. Laws set minimum wage levels, health and safety standards and hours of work. Human rights laws protect employees from unfair treatment based on their sex, age, race, religion or disability.

Familiarize yourself with these laws: they apply to internationally trained workers. You should also be aware of any provincial laws that provide additional protection for foreign workers.

Following these laws can help ensure that talented staff remain dedicated and loyal to your organization.



3. FINDING INTERNATIONALLY TRAINED WORKERS

In this section you will find information on the following:

- 3.1 Finding ITWs in Canada
- 3.2 Finding ITWs outside of Canada
 - 3.2.1 Federal Skilled Worker Program
 - 3.2.2 Temporary Foreign Worker Program
 - 3.2.3 Temporary Foreign Worker Program and international students
 - 3.2.4 Canadian Experience Class
 - 3.2.5 Provincial Nominee Program
- 3.3 Related resources

3.1 FINDING ITWs IN CANADA



ITWs in Canada have the skills and experience you need, and there are many ways to find them.

There are a number of good places to start recruiting, including the following:

- **Immigrant-serving organizations** help immigrants and newcomers settle in Canada. These organizations can put you in touch with the newcomers they serve.
- **Data banks** are searchable websites where agencies post ITW profiles. Some also allow employers to post jobs.
 - o **Service Canada's Job Bank** is a free, easy-to-use, online job listing and recruitment service that connects workers and employers across the country.
- **Employees**, including Canadian-born staff, can often refer you to ITWs.
- **Associations and networks** may have programs aimed at placing internationally trained workers in employment.
- **Job fairs** can bring you face to face with promising candidates in your region, community or sector. You can join a job fair as a participating employer.
- **Universities and colleges** provide many services, including bridge-to-work programs and placement services that connect ITWs with employers.

3.2 FINDING ITWs OUTSIDE OF CANADA



To hire a foreign national, you must go through one of several federal or provincial immigration programs.

- This section is intended to provide you with a quick overview of a variety of immigration programs. It covers your responsibilities as an employer or sponsor and provides background information on the responsibilities of the immigrant.
- It is important that you do further research into your responsibilities if you choose to support the immigration of an ITW to Canada through one of these immigration streams.

3.2.1 FEDERAL SKILLED WORKER PROGRAM



The [Federal Skilled Worker Program](#) is for foreign citizens who wish to immigrate to Canada or become permanent residents of the country.

What you need to know

- The program uses six selection factors to assess applications: education, language skills, experience, age, arranged employment and adaptability. Each factor is allotted a maximum number of points, and applicants must obtain at least 67 points in order to qualify for a Canadian immigration (permanent resident) visa.
- Some countries require that their citizens meet certain conditions to work abroad.
 - o Ask the foreign worker to verify if additional conditions apply in his or her country. You can also contact the country's consulate in Canada or visit its website for more information.

HIRING IN QUEBEC

QUEBEC ESTABLISHES ITS OWN IMMIGRATION REQUIREMENTS AND SELECTS IMMIGRANTS WHO WILL ADAPT WELL TO LIVING IN QUEBEC. EMPLOYERS SHOULD BE AWARE THAT INTERNATIONALLY TRAINED WORKERS WHO WANT TO COME TO CANADA AS QUEBEC-SELECTED SKILLED WORKERS MUST FIRST APPLY TO THE QUEBEC GOVERNMENT FOR A CERTIFICATE OF SELECTION ([CERTIFICAT DE SÉLECTION DU QUÉBEC](#)).

- If you plan to hire skilled workers for permanent positions and support their immigration, you can improve their chances of being approved by applying for an arranged employment opinion (AEO) from Human Resources and Skills Development Canada.
 - o Note that Citizenship and Immigration Canada considers AEOs when reviewing applications for permanent residence, but that an AEO does not guarantee that a work permit will be issued.
- **In most cases, there are four steps involved** in hiring a temporary foreign worker from outside Canada.
 - o The number of steps will depend on the specifics of the job offer, and on the foreign worker's country of citizenship and last place of permanent residence.

STEPS FOR EMPLOYERS

EMPLOYER ACTION

STEP 1: DETERMINE IF YOU REQUIRE A LABOUR MARKET OPINION (LMO)

CITIZENSHIP AND IMMIGRATION CANADA CONSIDERS LABOUR MARKET OPINIONS (LMOs) WHEN DECIDING WHETHER TO ISSUE WORK PERMITS TO FOREIGN WORKERS. AN LMO IS AN ASSESSMENT OF THE IMPACT THAT HIRING A FOREIGN WORKER WOULD HAVE ON CANADIAN JOBS. IT SEEKS TO ENSURE THAT PEOPLE IN CANADA HAVE FIRST ACCESS TO AVAILABLE JOBS AND THAT EMPLOYERS PAY AND TREAT FOREIGN WORKERS FAIRLY.

MOST JOB CATEGORIES REQUIRE AN LMO BUT SOME DO NOT. CONTACT A CITIZENSHIP AND IMMIGRATION CANADA [TEMPORARY FOREIGN WORKER UNIT](#) TO CHECK IF YOUR JOB OFFER IS EXEMPT. YOU WILL LIKELY NEED TO PROVIDE DETAILS ABOUT THE POSITION BEFORE CIC CAN ADVISE YOU.

- YOU CAN GET AN LMO FOR ONE WORKER OR POSITION, OR APPROVAL IN PRINCIPLE FOR A SERIES OF POSITIONS. THIS SECOND OPTION MIGHT BE HELPFUL IF YOU NEED TO RECRUIT A LARGE NUMBER OF PEOPLE.

3.2.2 TEMPORARY FOREIGN WORKER PROGRAM



The federal government's [Temporary Foreign Worker Program](#) allows you to hire eligible internationally trained workers to work in Canada for an authorized period of time.

- **Before you start recruiting**, you must demonstrate that you are unable to find Canadians or permanent residents to fill the jobs, and that the entry of new foreign workers will not have a negative impact on the Canadian labour market.

EMPLOYER ACTION

STEP 2: APPLY FOR A LABOUR MARKET OPINION (IF APPLICABLE)

IF THE JOB YOU'RE OFFERING REQUIRES AN LMO, COMPLETE AN [LMO APPLICATION](#) AND SUBMIT IT TO THE SERVICE CANADA CENTRE IN YOUR REGION.

SERVICE CANADA WILL SEND YOU A LETTER OF CONFIRMATION.

- IF THE LMO IS POSITIVE OR NEUTRAL, SEND THE FOREIGN WORKER A COPY OF THIS LETTER, A SIGNED JOB OFFER AND AN EMPLOYMENT CONTRACT (IF APPLICABLE). THE WORKER WILL USE THESE DOCUMENTS TO APPLY FOR A CANADIAN VISA (IF IT IS REQUIRED) AND A WORK PERMIT. NOTE THAT A POSITIVE OR NEUTRAL LMO DOES NOT GUARANTEE A VISA, A WORK PERMIT OR ENTRY INTO CANADA.
- IF THE LMO IS NEGATIVE, YOU ARE ADVISED NOT TO CONTINUE THE PROCESS FOR HIRING A FOREIGN WORKER. YOU MAY REQUEST A REVIEW OF THE DECISION AT A LATER DATE IF YOU HAVE NEW INFORMATION.

STEPS FOR FOREIGN WORKERS

STEP 3: COMPLETE THE WORK PERMIT APPLICATION

Most foreign workers or candidates must apply for and obtain a work permit and visa from Citizenship and Immigration Canada before they can work in Canada.

- Work permits are not required for all job categories. Check [Jobs that do not require a work permit](#) before you advise candidates about applying.

- Some countries do not require their citizens to obtain visas to enter Canada on a temporary basis. Check [Countries and territories whose citizens require visas in order to enter Canada as visitors](#) for a list that covers all temporary visa types.



The procedures for acquiring these documents may differ depending on the visa office contacted. The foreign worker must submit applications to the applicable visa office – the office that serves his or her country of origin, or the country in which he or she legally resided for at least one year.

- To find the applicable visa office, go to [Where to send your application](#).
 - Note that applicants already working in Canada temporarily should submit their applications to the visa office in Buffalo, New York.

Information the worker will need to provide usually includes:

- information concerning his or her identity;
- a copy of the job offer or signed employment contract;
- the labour market opinion;
- photographs of himself or herself and any accompanying family;
- proof of his or her present immigration status;

- a medical examination; and
- a criminal background check.

An application fee will be collected from the applicant.

STEP 4: OBTAIN THE WORK PERMIT FROM THE CANADA BORDER SERVICES AGENCY OFFICER AT A PORT OF ENTRY

The Canada Border Services Agency (CBSA) grants foreign workers their work permits at ports of entry.

- Workers may be denied a work permit or entry into Canada if the CBSA officer believes that they do not meet the requirements of the [Immigration and Refugee Protection Act](#).

3.2.3 TEMPORARY FOREIGN WORKER PROGRAM AND INTERNATIONAL STUDENTS



Two [Temporary Foreign Worker Programs](#) allow you to hire international students to work in Canada.

Off-Campus Work Permit Program

The [Off-Campus Work Permit Program](#) allows certain foreign students to work off campus while completing their studies.

NOTE

- A WORK PERMIT IS USUALLY VALID ONLY FOR A SPECIFIED JOB, EMPLOYER AND PERIOD OF TIME.
- PROCESSING TIMES FOR VISA AND WORK PERMIT APPLICATIONS VARY.
- A VISA MUST BE GRANTED BEFORE THE APPLICANT LEAVES HIS OR HER HOME COUNTRY.
- EMPLOYERS AND FOREIGN WORKERS MUST PROVIDE ACCURATE AND COMPLETE INFORMATION OR THE APPLICATION PROCESS MAY BE DELAYED.
- To qualify, students must be enrolled at participating publicly funded post-secondary educational institutions or in approved programs at eligible privately funded institutions.
- Students must apply for and receive work permits before they can begin to work off campus.
 - o Work permits authorize students to work up to 20 hours a week during regular academic sessions, and full-time during scheduled breaks, such as summer holidays and spring break.

Post-Graduation Work Permit Program

Under the [Post-Graduation Work Permit Program \(PGWPP\)](#), employers may hire international students who have graduated from participating Canadian post-secondary institutions.

- They can work for up to three years, in jobs related to their fields of study, without the need for the employer to obtain an LMO.
- Graduated students who have worked under the PGWPP may be eligible for permanent residence under the Canadian Experience Class stream of immigration described below.

NOTE

AT A LATER DATE, IF YOU CHOOSE TO SUPPORT YOUR TEMPORARY FOREIGN WORKER'S TRANSITION TO PERMANENT RESIDENCE, YOU CAN IMPROVE HIS OR HER CHANCES OF HAVING THE APPLICATION APPROVED BY APPLYING FOR A LABOUR MARKET OPINION FROM HUMAN RESOURCES AND SKILLS DEVELOPMENT CANADA.

3.2.4 CANADIAN EXPERIENCE CLASS



The [Canadian Experience Class \(CEC\)](#) program allows temporary foreign workers and graduated international students to apply for permanent residence.

- **To qualify**, the candidates must:
 - o intend to live outside Quebec;
 - o be either:
 - temporary foreign workers with at least two years of full-time (or equivalent) skilled work experience in Canada, or
 - foreign graduates from a Canadian post-secondary institution with at least one year of full-time (or equivalent) skilled work experience in Canada;
 - o Have gained their experience in Canada with the proper work or study authorization; and
 - o Apply while working in Canada or within one year of leaving Canada.

- **To be considered for permanent residence** under the CEC, the candidate's work experience must fall within one of the following [Canadian National Occupational Classification \(NOC\)](#) categories:
 - o Skill Type 0 (managerial occupations);
 - o Skill Level A (professional occupations); or
 - o Skill Level B (technical occupations and skilled trades).
- **Candidates are assessed on** their Canadian skilled work experience, their proficiency in English or French, and their Canadian post-secondary credential (if applicable).

3.2.5 PROVINCIAL NOMINEE PROGRAM



The [Provincial Nominee Program](#) allows provinces and territories to nominate immigrants who will settle within their boundaries and contribute to their economic development.

- You can help foreign workers succeed by advising them on the process.

STEPS FOR FOREIGN WORKERS

STEP 1: APPLY FOR PROVINCIAL NOMINATION

Workers who choose to immigrate to Canada as provincial nominees must first apply to the province where they wish to settle and complete the provincial nomination process.

- Each jurisdiction has its own criteria, so interested workers should visit the appropriate website.
 - o [Alberta](#)
 - o [British Columbia](#)
 - o [Manitoba](#)
 - o [New Brunswick](#)
 - o [Newfoundland and Labrador](#)
 - o [Northwest Territories](#)
 - o [Nova Scotia](#)
 - o [Ontario](#)
 - o [Prince Edward Island](#)
 - o [Saskatchewan](#)
 - o [Yukon](#)

EMPLOYER ACTION

EMPLOYERS MAY PARTICIPATE IN THE NOMINATION PROCESS IN SOME PROVINCES AND TERRITORIES. TO SEE IF YOU CAN PARTICIPATE, VISIT THE APPROPRIATE PROVINCIAL OR TERRITORIAL WEBSITE.

NOTE

A SUCCESSFUL APPLICANT WILL RECEIVE A CERTIFICATE OF PROVINCIAL NOMINATION FROM THE PROVINCE OR TERRITORY. A COPY OF THE CERTIFICATE WILL BE SENT DIRECTLY TO THE VISA OFFICE, SO THE APPLICANT DOES NOT HAVE TO SUBMIT A COPY WITH HIS OR HER APPLICATION.

STEP 2: OBTAIN AND COMPLETE THE FORMS IN THE PERMANENT RESIDENCE APPLICATION PACKAGE

After workers have been nominated by a province or territory, they have to make a separate application to Citizenship and Immigration Canada for permanent residence.

The [Application for Permanent Residence: Guide for Provincial Nominees](#) package includes an application guide and all the forms that need to be filled out.

The applicant should print the following forms from the website and carefully follow the instructions for filling them out. All questions should be answered carefully, completely and truthfully, and the forms must be signed.

Application for Permanent Residence in Canada

- Schedule 1: Background/Declaration
- Schedule 4: Economic Classes: Provincial Nominees
- Additional Family Information

- Use of an [Immigration Representative](#). This form is for foreign workers who get advice and assistance from immigration representatives. Using a representative is a personal choice. There is usually a fee for this service.



STEP 3: CHECK THE APPLICATION BEFORE SUBMITTING IT

The foreign worker must make sure the application is completed correctly, and that all the necessary supporting documents are included.

- There is a helpful checklist in the [Application for Permanent Residence: Guide for Provincial Nominees](#).

STEP 4: SUBMIT THE APPLICATION TO THE CORRECT VISA OFFICE

The foreign worker must submit applications to the applicable visa office – the office that serves his or her country of origin, or the country in which he or she legally resided for at least one year.

- To find the applicable visa office, go to [Where to send your application](#).
 - o Note that applicants already working in Canada temporarily should submit their applications to the visa office in Buffalo, New York.

STEP 5: PAY THE APPLICABLE FEES

The foreign worker should visit the [Provincial Nominee Program – Citizenship and Immigration Canada](#) website to determine the fees that will have to be paid. Information on how to pay fees is included in the instructions.

- **A processing fee** for foreign workers and their dependants must be paid when the application is submitted.
 - o This fee is not refundable, even if the application is not approved.
- **A Right of Permanent Residence fee** for applicants and accompanying spouses or common-law partners may apply.
 - o The fee should not be paid until the application is processed, but must be paid before Citizenship and Immigration Canada issues a permanent resident visa. This fee is refundable if the foreign worker cancels the application, if the application is not approved, or if the worker does not use the visa.
- **Other costs** may include fees for a medical examination, a police certificate and language testing.
 - o Medical examinations must be carried out at pre-specified locations. The list of authorized doctors, organized by country, territory or region, is included in the [Application for Permanent Residence: Guide for Provincial Nominees](#).

NOTE

- APPLICATION FORMS AND FEES MUST BE SUBMITTED TO THE APPROPRIATE CANADIAN VISA OFFICE.
- EMPLOYERS AND FOREIGN WORKERS MUST ENSURE THAT THEY PROVIDE ACCURATE AND COMPLETE INFORMATION OR THE APPLICATION PACKAGE WILL NOT BE PROCESSED AND WILL BE RETURNED TO THE APPLICANT.
- THE VISA OFFICE CANNOT PROCESS AN APPLICATION IF THE SUPPORTING DOCUMENTS OR PROCESSING FEES ARE MISSING, OR IF THE FORMS ARE NOT COMPLETED AND SIGNED. THIS WILL DELAY THE APPLICATION.

3.3 RELATED RESOURCES

Canadian Experience Class – Citizenship and Immigration Canada (Pan-Canadian)

A guide for workers with Canadian work experience who wish to apply for permanent residence.

<http://www.cic.gc.ca/EnGLISH/immigrate/cec/index.asp>

Essential Skills

Guidelines on the essential skills needed for over 250 occupations.

http://www.hrsdc.gc.ca/eng/workplaceskills/essential_skills/general/home.shtml

Federal Skilled Worker Program – Citizenship and Immigration Canada (Pan-Canadian)

Information about the Federal Skilled Worker Program, plus guides and forms to apply.

<http://www.cic.gc.ca/english/immigrate/skilled/index.asp>

Immigrant-Serving Organizations – Citizenship and Immigration Canada (Pan-Canadian)

A directory of services for newcomers to Canada, with links to provincial, territorial and local services.

<http://www.cic.gc.ca/english/resources/publications/welcome/wel-20e.asp>

Job Bank – Service Canada (Pan-Canadian)

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

http://www.jobbank.gc.ca/intro_en.aspx

National Occupational Classification – Human Resources and Skills Development Canada (Pan-Canadian)

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

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

Off-Campus Work Permit Program – Citizenship and Immigration Canada (Pan-Canadian)

Information about, and applications for, the Off-Campus Work Permit Program for foreign students studying in Canada.

<http://www.cic.gc.ca/english/study/work-offcampus.asp>

Post-Graduation Work Permit Program – Citizenship and Immigration Canada (Pan-Canadian)

Information about, and applications for, the Post-Graduation Work Permit Program for foreign students completing their studies in Canada.

<http://www.cic.gc.ca/english/study/work-postgrad.asp>

Provincial Nominee Program – Citizenship and Immigration Canada (Pan-Canadian)

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

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

continued

Temporary Foreign Worker Program – Citizenship and Immigration Canada (Pan-Canadian)

Information about the requirements and conditions for hiring temporary foreign workers.

<http://www.cic.gc.ca/english/work/employers/index.asp>

Test of Workplace Essential Skills – Human Resources and Skills Development Canada

(Pan-Canadian)

Tests and training for three essential skills: reading text, document use and numeracy.

<http://www.towes.com/home.aspx>

Work Permit Exemptions – Citizenship and Immigration Canada (Pan-Canadian)

Information on job categories that may not require work permits.

<http://www.cic.gc.ca/english/work/apply-who-nopermit.asp>



4. ASSESSING AND SELECTING INTERNATIONALLY TRAINED WORKERS

In this section you will find information on the following:

- 4.1 Assessment
- 4.2 Assessment and verification of international credentials
- 4.3 Assessment and verification of competencies
- 4.4 Language standards
- 4.5 Certification and licensure
- 4.6 Success factors in selecting internationally trained workers
- 4.7 Related resources

4.1 ASSESSMENT



Make better hiring choices with a fair and accurate assessment process.

As an employer, you have experience in assessing the qualifications of candidates for a job. You know that accurately measuring competencies, skills and language abilities is the key to selecting candidates who meet the job requirements.

You can improve your assessment process by ensuring that it is fair, accurate and equitable for all workers, including ITWs:

- develop assessment criteria based on a good job description;
- recognize the value of international credentials and experience;
- focus on the skills, behaviours and knowledge required for the job; and
- address barriers for ITWs.

The assessment process should also address any certification requirements.

EMPLOYER TIP

FOREIGN CREDENTIAL RECOGNITION IS THE PROCESS OF VERIFYING EDUCATION, TRAINING AND JOB EXPERIENCE OBTAINED IN ANOTHER COUNTRY AND COMPARING IT TO THE STANDARDS ESTABLISHED FOR CANADIAN WORKERS.

Source: TASC Web portal on recruiting and retaining ITWs

4.2 ASSESSMENT AND VERIFICATION OF INTERNATIONAL CREDENTIALS



Foreign certificates, diplomas and degrees may be equivalent to Canadian credentials. It pays to find out.

Credential assessment agencies can assess foreign credentials such as certificates, diplomas and degrees and tell you how they compare to Canadian standards. You can find some of these agencies through the [Canadian Information Centre for International Credentials](#).

You can help internationally trained workers by using these agencies, or you can ask potential employees to have their credentials assessed as part of their job applications.

Other resources

- Some regulatory bodies provide advice and assistance on recognizing foreign credentials.
- Some sectors have voluntary certification systems that can be used to assess the abilities of internationally trained workers in non-regulated occupations.
- Prior Learning Assessment Recognition (PLAR) services are available at many colleges and institutes.
 - o PLAR is the identification and measurement of skills and knowledge acquired outside of formal educational institutions. The PLAR process can establish competency equivalencies for skills and knowledge gained outside of Canada and determine eligibility to practise in a trade or profession.

EMPLOYER TIP

DEALING WITH INTERNATIONAL CREDENTIALS

- DON'T ASSUME APPLICANTS WILL KNOW WHAT TO SUBMIT WHEN THEY APPLY FOR A JOB. BE SPECIFIC ABOUT THE DOCUMENTS YOU WANT TO SEE (RESUMÉ, CREDENTIAL EQUIVALENCIES, DIPLOMAS, REFERENCE LETTERS, ETC.).
- IN YOUR JOB ADVERTISEMENTS, INFORM APPLICANTS ABOUT CREDENTIAL ASSESSMENT SERVICES AND PUT A LINK TO THESE SERVICES ON YOUR ORGANIZATION'S WEBSITE.
- BE AWARE OF THE TIME IT TAKES TO HAVE CREDENTIALS ASSESSED AND WORK THIS INTO YOUR HIRING TIMELINES.

4.3 ASSESSMENT AND VERIFICATION OF COMPETENCIES



Focus on performance and find workers who can *really* do the job.

Competency refers to the scope of skills, knowledge and abilities needed to perform specific tasks and duties. You can benefit by using competency-based testing to assess all candidates for a job.

Tips on measuring competencies

- **Make use of existing occupational standards**, which have been developed by [sector councils](#) and [professional associations](#) for many industries. You can assess the competencies of ITWs against these standards for specific occupations.
- **Use the [Test of Workplace Essential Skills \(TOWES\)](#)** to assess entry-level skills. TOWES uses workplace documents to accurately measure the essential skills needed for safe and productive employment. Sector-specific TOWES assessments are also available. A national network of colleges across Canada conducts TOWES assessments.
- **Develop practical tests when possible.** Properly designed practical tests allow you to see the candidate “in action” and assess his or her actual abilities.

- **Overcome barriers in competencies and work experience.** When advertising a job, explicitly say that you recognize and value experience gained outside of Canada.
- **Help candidates meet their licencing requirements.** If a job is regulated and workers must have Canadian work experience to be licenced, consider recruiting candidates at a lower level until their licensure requirements are met.

4.4 LANGUAGE STANDARDS

Make your hiring more effective: identify the language skills you need, and the ones you can foster.



The [Centre for Canadian Language Benchmarks](#) has developed national standards for measuring the English or French language proficiency of adult immigrants and prospective immigrants. You can use these standards to help define language requirements for job descriptions.

Several sector councils, national associations and regulatory bodies have also developed sectoral or occupation-specific language testing and training materials. You can find links to individual sector councils at the [Alliance of Sector Councils](#).

Tips

- **Determine the language skills needed for the job.** Some jobs may require a high level of language skills, while others may not. Consider selecting workers who do not speak fluent English or French for positions where basic language skills are sufficient.
- **Try to overcome language barriers when recruiting.** Use plain language, free of jargon and slang, in your job postings and ads. Consider “casting a wider net” by advertising in languages other than English or French, especially for jobs that do not require a high level of skill in these languages.
- **Give candidates time to prepare for interviews.** Keep in mind that a candidate may be nervous during a job interview and his or her language skills may appear worse than they are. Make allowances and give candidates advance notice of interviews so that they can properly prepare.
- **Concentrate on what the applicant is saying.** Candidates may be proficient in English or French but speak with an accent or express themselves differently. Make allowances and try to focus on the content. Keep in mind that a good candidate's language skills can be improved through training or on-the-job experience.

4.5 CERTIFICATION AND LICENSURE



Help a worker acquire a licence or certification and gain a dedicated, long-term employee.

The job you are trying to fill may be in a regulated occupation that requires a licence to practise. If licencing requires Canadian work experience, consider hiring candidates at lower levels until they meet the licensure requirements of the job for which they applied.

If the job you are trying to fill is not a regulated occupation, you may be interested in voluntary certification to establish job proficiency. Remember to communicate this preference to candidates at the beginning of the job process.

Regulatory bodies and professional associations provide many resources on credential assessment. Some industries have also developed certification tools.

4.6 SUCCESS FACTORS IN SELECTING INTERNATIONALLY TRAINED WORKERS



Find the best candidates – develop good tools and be open, fair and proactive.

Having good job descriptions, good recruitment practices and fair, equitable and accurate assessment processes will give you the tools you need to select the best workers for the job.

You may want to make a specific commitment to hiring ITWs for your organization. You can also allocate a number of positions to work transition programs.

Other success factors include these approaches:

- Be clear about how you will make the final selection.
- Use a consistent, equitable set of criteria for similar positions. For example, create an evaluation table to use for each candidate to ensure consistency.
- Base your selection on an assessment process that recognizes the value and transferability of international skills and credentials.
- Consider all aspects of a candidate's profile, balancing pros and cons.
- To ensure a fair and equitable selection process, invite a human resources advisor or hire a consultant to assist in the interview process.
- When rejecting applicants, explain clearly and honestly why. Do not say “lack of Canadian experience” if it is not the real reason.

4.7 RELATED RESOURCES

Alliance of Sector Councils (Pan-Canadian)

Information about how sector councils are helping their industries integrate internationally trained workers and links to specific sector council websites where you can find useful tools for hiring ITWs.

<http://www.councils.org/>

Canadian Association for Prior Learning Assessment (Pan-Canadian)

Links to provincial prior learning assessment and recognition (PLAR) websites.

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

Canadian Information Centre for International Credentials

Links to member organizations offering standardized assessment of foreign credentials.

<http://www.cicic.ca/415/credential-assessment-services.canada>

continued

Centre for Canadian Language Benchmarks (CCLB) (Pan-Canadian)

Information on national standards for second-language proficiency for immigrants and prospective immigrants.

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

Cultural Profiles Project – Citizenship and Immigration Canada (Pan-Canadian)

Overview of life and customs in 100 foreign countries.

<http://www.cp-pc.ca/>

Educational Testing Service Canada Inc. (Pan-Canadian)

The Canadian branch of the world's largest private educational testing and measurement organization.

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

Enhanced Language Training – Citizenship and Immigration Canada (Pan-Canadian)

Language training for newcomers to help them upgrade their English or French skills.

<http://www.cic.gc.ca/english/newcomers/elt-newcomer.asp>

Essential Skills

Guidelines on the essential skills needed for over 250 occupations.

http://www.hrsdc.gc.ca/eng/workplaceskills/essential_skills/general/home.shtml

Test de connaissance du français (Pan-Canadian)

Information on one of the standardized French language tests used in Quebec.

<http://www.ciep.fr/en/tcf/index.php>

Test of Workplace Essential Skills – Human Resources and Skills Development Canada

(Pan-Canadian)

Tests and training for three essential workplace skills: reading text, document use and numeracy.

<http://www.towes.com/home.aspx>



5. INTEGRATING AND RETAINING INTERNATIONALLY TRAINED WORKERS

In this section you will find information on the following:

- 5.1 Bridge-to-work programs
- 5.2 Training, mentoring and career development
- 5.3 Using all your workers' skills
- 5.4 Creating an inclusive workplace
- 5.5 Evaluating your success
- 5.6 Related resources

5.1 BRIDGE-TO-WORK PROGRAMS



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

These programs give employers:

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

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

- structured guidance through coaches or mentors during the placement;
- opportunities for professional development and networking; and
- regular evaluations and feedback.

5.2 TRAINING, MENTORING AND CAREER DEVELOPMENT



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

Training programs

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

Training options include the following:

- **Skills training.** Skills training is offered by community organizations, municipal public libraries and community centres. Colleges and institutes also offer various courses to upgrade technical and language skills. Some programs combine technical training with occupation-specific language training and bridging programs.
- **Language training.** ITWs can benefit from language training in English or French, occupation-specific language training, or customized business English or French courses.
- **Cultural and communications training.** Cultural and communications training helps all workers to be more effective. Cultural training helps workers interact more effectively with colleagues, suppliers or customers. Communications training develops presentation skills and helps workers to communicate their ideas more clearly.
- **Organizational training.** Like all new employees, ITWs will benefit from training that focuses on your organization's norms, practices and expectations.

Your organization can also benefit by helping community organizations and training institutes develop job-related training.



Mentoring programs

Providing mentors — dedicated and experienced staff members — to answer new workers' questions will help them integrate into your workplace faster. Mentoring programs can help all new employees but may be particularly valuable to internationally trained workers.

Career development

Career development opportunities are important for all employees and for your organization. Be sure to make these opportunities available to internationally trained workers.

- Include ITWs in formal leadership development programs.
- Be open to new forms of leadership and collaboration. Don't overlook the abilities of ITWs just because they don't reflect the norm in your workplace.
- Provide coaching and courses to develop communications and leadership skills. Remember that ITWs may have special needs based on their cultural background, abilities, training and work experience.

- Support workers who are pursuing certification or licensure. Your organization could benefit by providing financial support for examinations, or by offering workers paid time off to prepare for and write important examinations.

5.3 USING ALL YOUR WORKERS' SKILLS



Motivate your work force – acknowledge and use your workers' skills and talents.

There are many ways to make the best use of your internationally trained workers.

- Include them in the development of new processes, products or services. Their unique perspectives may present unusual but effective new ideas.
- Watch for hidden skills that may not have been identified during the hiring process. Their diverse backgrounds can be a rich source of skills and talents. Find ways to use these skills appropriately.
- Recognize and use their cultural knowledge, language skills and international networks to develop international business or marketing programs aimed at specific local markets.
- Use their language skills to translate materials and to provide customer service in multiple languages.

5.4 CREATING AN INCLUSIVE WORKPLACE



Make your workplace truly Canadian – make sure it welcomes everyone.

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

- Employ workers with different backgrounds.
- Create a unifying vision for your organization that brings together workers from all cultures.
- Create a climate where all workers are welcomed by their colleagues and managers, and let all workers know that this is important to your organization.
- Provide a formal orientation program that makes new workers feel valued and included.
- To put newcomers at ease, pair them with existing staff members: if possible, with people who share the same cultural backgrounds.
- Connect newly arrived ITWs with people and community supports that will help them and their families settle.
- Provide diversity and cross-cultural training to all staff.

- Celebrate your cultural diversity in posters, newsletters or other communications. Hold social events that celebrate different cultures.
- Create opportunities to communicate the value of diversity, with specific mention of ITWs.
- Participate in and support initiatives related to hiring, mentoring, promoting and retaining ITWs. Encourage everyone in your organization to participate.
- Identify workers to champion diversity in your organization. Include them in decision making, and give them the scope and resources to implement special initiatives to create an inclusive culture.
- Ensure access to management and higher-level opportunities for ITWs.

5.5 EVALUATING YOUR SUCCESS



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

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

- **Track how many ITWs you are employing.** If you've made a commitment to hire ITWs, or have allocated positions to work transition programs, assess your progress on a regular basis.
- **Keep track of how ITWs are doing in your workplace.** Are these workers appropriately employed for their skills and qualifications? Are they advancing within your organization? (Keep in mind that it should not be compulsory for workers to participate in any tracking process.)
- **Report on how ITWs have contributed to your workplace.** Celebrate your success with stories in in-house newsletters, press releases to community or trade publications, or reports to shareholders.
- **Share what you have learned from recruiting and working with ITWs.** Contribute best practices or case studies to your industry association or sector council. Offer to speak at industry workshops, community group meetings or immigrant-serving organizations.

5.6 RELATED RESOURCES

Assisting Local Leaders with Immigrant Employment Strategies (ALLIES) (Pan Canadian)
ALLIES provides funding, information, networks and technical expertise to employers and skilled immigrants in six Canadian cities.

<http://www.maytree.com/integration/allies>

CanLearn (Pan-Canadian)

A guide to training and skills upgrading programs across Canada.

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

Cultural Profiles Project – Citizenship and Immigration Canada (Pan Canadian)

An overview of life and customs in 100 foreign countries.

<http://www.cp-pc.ca/>

Enhanced Language Training – Citizenship and Immigration Canada (Pan Canadian)

Language training for newcomers to help upgrade their English or French skills.

<http://www.cic.gc.ca/english/newcomers/elt-newcomer.asp>

Intercultural Insights (Pan Canadian)

Guidelines and tips for working with people from other cultures.

<http://www.thiagi.com/email-intercultural101-tips.html>



6. RESOURCES

- National Resources
- Regional Resources
- Sectoral Resources

NATIONAL RESOURCES

Alliance of Sector Councils

<http://www.councils.org>

Application for Permanent Residence: Guide for Provincial Nominees – Citizenship and Immigration Canada

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

Assisting Local Leaders with Immigrant Employment Strategies (ALLIES)

<http://www.maytree.com/integration/allies>

BioTalent Canada – (Pan-Canadian)

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

Canada's Top 100 Employers – Best Employers of New Canadians

<http://www.canadastop100.com/immigrants/>

Canadian Association of Prior Learning Assessment

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

Canadian Experience Class – Citizenship and Immigration Canada

www.cic.gc.ca/english/immigrate/cec/apply-how.asp

Canadian Information Centre for International Credentials (CICIC)

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

Canadian Labour and Business Centre (CLBC)

http://www.clbc.ca/files/Reports/Immigration_Handbook.pdf

Canadian Manufacturers and Exporters

http://www.cme-mec.ca/shared/upload/on/reference_piece.pdf

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CanLearn

<http://www.canlearn.ca>

Centre for Canadian Language Benchmarks (CCLB)

<http://www.language.ca>

Cultural Profiles Project – Citizenship and Immigration Canada

<http://www.cp-pc.ca>

Educational Testing Service Canada, Inc.

<http://www.etscanada.ca>

Employment Access Strategy for Immigrants – Looking Ahead Initiative

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

Enhanced Language Training – Human Resources and Skills Development Canada

<http://www.hrsdc.gc.ca/en/cs/comm/hrsd/news/2005/050425ba.shtml>

Essential Skills – Human Resources and Skills Development Canada

http://www.hrsdc.gc.ca/eng/workplaceskills/essential_skills/general/home.shtml

Federal Skilled Worker Program – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/immigrate/skilled/index.asp>

Foreign Workers – Human Resources and Skills Development Canada

http://www.hrsdc.gc.ca/eng/workplaceskills/foreign_workers/index.shtml

Going to Canada Portal – Citizenship and Immigration Canada

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

Hire Immigrants

<http://www.hireimmigrants.ca>

Human Resources Management Canada

<http://www.hrm.ca/jobs.htm>

Immigration Programs – Foreign Credentials Referral Office – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/immigrate/index.asp>

Immigrant-Serving Organizations – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/resources/publications/welcome/wel-20e.asp>

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Intercultural Insights

<http://www.thiagi.com/email-intercultural101-tips.html>

Integration-Net – Citizenship and Immigration Canada

<http://www.integration-net.ca>

Integration Resources Canada

<http://www.integrationresourcescanada.com>

Job Bank – Service Canada

http://www.jobbank.gc.ca/intro_en.aspx

Labour Market Opinion Application – Citizenship and Immigration Canada

http://http://www.hrsdc.gc.ca/eng/workplaceskills/foreign_workers/fwp_forms.shtml

Labour Market Opinion Basics – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/work/employers/lmo-basics.asp>

Language Instruction for Newcomers to Canada (LINC) – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/resources/publications/welcome/wel-22e.asp>

National Occupational Classification – Human Resources and Skills Development Canada

<http://www5.hrsdc.gc.ca/NOC/English/NOC/2006/Welcome.aspx>

Off-Campus Work Permit Program – Citizenship and Immigration Canada

www.cic.gc.ca/english/study/work-offcampus.asp

Post-Graduation Work Permit Program – Citizenship and Immigration Canada

www.cic.gc.ca/english/study/work-postgrad.asp

Professional Associations – Canadian Information Centre for International Credentials

<http://www.cicic.ca/en/profess.aspx?sortcode=2.19.21.21>

Provincial Nominee Program – Citizenship and Immigration Canada

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

Temporary Foreign Worker Program – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/work/employers/index.asp>

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Temporary Foreign Worker Units – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/work/employers/tfw-units.asp>

Test de connaissance du français

<http://www.ciepf.fr/en/tcf/index.php>

Test de français international

<http://www.etscanada.ca/tfi/index.php>

Test of English as a Foreign Language (TOEFL)

<http://www.toefl.org>

Test of English for International Communication (TOEIC)

<http://www.etscanada.ca/toeic>

Test of Workplace Essential Skills – Human Resources and Skills Development Canada

<http://www.towes.com/home.aspx>

Visa Offices – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/information/offices/index.asp>

Worker Rights and Minimum Wage Rates – Going to Canada – Citizenship and Immigration

http://www.workingincanada.gc.ca/content_pieces.do?content=worker_rights&lang=en

Working in Canada Tool – Human Resources and Skills Development Canada

<http://workingincanada.gc.ca>

Working Temporarily in Canada – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/work/employers/index.asp>

Work Permit Exemptions – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/work/apply-who-nopermit.asp>

Visa Applications – Citizenship and Immigration Canada

<http://www.cic.gc.ca/english/information/offices/apply-where.asp>

Visa Exemptions – Citizenship and Immigration Canada

<http://www.cic.gc.ca/EnGLISH/visit/visas.asp>

REGIONAL RESOURCES

ALBERTA

Central Alberta – Welcoming Communities Employer Guide

<http://www.centralalberta.ab.ca/index.cfm?page=WelcomingCommunitiesEmployerGuide>

Immigration and Industry – Alberta Ministry of Employment

<http://www.alberta-canada.com/immigration/employers/index.html>

International Qualifications Assessment Service (IQAS)

(Alberta, Saskatchewan and Northwest Territories)

<http://employment.alberta.ca/immigration/4512.html>

Jobs in Alberta – Government of Alberta

<http://alberta.ca/home/jobs.cfm>

BRITISH COLUMBIA

British Columbia Internationally Trained Professionals Network

<http://www.bcitp.net>

Employment Access Strategy for Immigrants

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

Government of British Columbia

<http://www.aved.gov.bc.ca/industrytraining>

International Credential Evaluation Service (ICES) (British Columbia Institute of Technology)

<http://www.bcit.ca/ices>

Multicultural Helping House Society – Bamboo Network (Construction)

<http://www.helpinghouse.org>

Society of Internationally Trained Engineers of British Columbia

<http://www.sitebc.ca>

Society of Punjabi Engineers and Technologists of British Columbia

<http://www.speatbc.org>

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MANITOBA

Academic Credentials Assessment Service (ACAS)

http://www2.immigratemanitoba.com/browse/work_in_manitoba/work-recognition-acas.html

Career Destination MANITOBA for Newcomers

<http://www.immigrantsandcareers.mb.ca/cdmb-newcomers/general/pages/home/>

Entrepreneurship, Training and Trade – Government of Manitoba

http://www.gov.mb.ca/tce/edu_train/index.html

Manitoba Labour and Immigration/Immigration and Multiculturalism

<http://www2.immigratemanitoba.com/browse/employers>

Manitoba WorkinfoNet

<http://mb.workinfo.net.ca>

NEWFOUNDLAND AND LABRADOR

Employment and Development Supports – Government of Newfoundland and Labrador

<http://www.hrle.gov.nl.ca/hrle/findajob/developmentsupports.html>

NEW BRUNSWICK

Post-Secondary Education, Training and Labour – Government of New Brunswick

<http://www.gnb.ca/0311/index-e.asp>

NORTHWEST TERRITORIES

Education, Culture, and Employment – Government of the Northwest Territories

<http://www.ece.gov.nt.ca>

International Qualifications Assessment Service (IQAS)

(Alberta, Saskatchewan and Northwest Territories)

<http://employment.alberta.ca/immigration/4512.html>

NOVA SCOTIA

Labour and Workforce Development – Government of Nova Scotia

<http://www.nsworkplaceeducation.ca>

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ONTARIO

Access Centre for Regulated Employment (ACRE) (Southwestern Ontario)

<http://www.accesscentre.ca>

Bridge to work – Ontario Immigration

http://www.ontarioimmigration.ca/english/bridge_other.asp#professions

Comparative Education Service (CES)

<http://learn.utoronto.ca/ces.htm>

International Credential Assessment Service of Canada (ICAS)

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

Internationally Trained Workers Partnership (Ottawa)

<http://www.itwp.ca>

LASI World Skills (Ottawa)

<http://www.ottawa-worldskills.org>

London-Middlesex Immigrant Employment Council (LMIEC) (London)

<http://www.lmiec.ca>

Mentoring Partnership (Toronto)

<http://www.thementoringpartnership.com>

Global Experience at Work Initiative – Ontario Chamber of Commerce

<http://www.ontarioimmigration.ca/ENGLISH/geo.asp>

Ontario Ministry of Citizenship and Immigration

<http://www.citizenship.gov.on.ca/english/working/employers>

Ontario Skills Passport: Skills and Work Habits for the Workplace

<http://skills.edu.gov.on.ca/OSPWeb/jsp/login.jsp>

Skills for Change (Engineers, Engineering Technicians, Technologists and Information Technology Professionals) (Greater Toronto Area)

<http://www.skillsforchange.org/elt/index.html>

Skills Without Borders (Brampton Board of Trade)

<http://www.skillswithoutborders.com>

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Toronto Region Immigrant Employment Council (TRIEC) (Toronto)

<http://www.triec.ca>

Waterloo Region Immigrant Employment Network (WRIEN) (Waterloo)

<http://www.wrien.com/main.cfm>

World Education Services

<http://www.wes.org/ca/employers/index.asp>

PRINCE EDWARD ISLAND

Continuing Education and Training – Government of Prince Edward Island

<http://www.gov.pe.ca/infopei/index.php3?number=790&lang=E>

QUEBEC

Assistance for Immigrants and Visible Minorities – Government of Quebec

http://www.emploi quebec.org/individus/immigrants-minorites/index_en.asp

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

<http://www.immigration-quebec.gouv.qc.ca/en/education/comparative-evaluation/index.html>

Certificat de sélection du Québec – Immigration et Communautés culturelles Québec

<http://www.immigration-quebec.gouv.qc.ca/en/immigrate-settle/refugees-other/refugee-recognized/obtaining-csq.html>

Immigration et Communautés culturelles Québec

<http://www.immigration-quebec.gouv.qc.ca/en/employers/index.html>

SASKATCHEWAN

International Qualifications Assessment Service (IQAS)

(Alberta, Saskatchewan and Northwest Territories)

<http://www.immigration.alberta.ca/iqas>

JobStart and Future Skills – Government of Saskatchewan

<http://www.aeel.gov.sk.ca/jsfs>

YUKON

Advanced Education – Government of the Yukon

<http://www.education.gov.yk.ca/advanceded>

SECTORAL RESOURCES

Canadian Apprenticeship Forum's Accessibility and Removal of Barriers Project

http://www.caf-fca.org/en/reports/accessing_apprenticeship.asp

Canadian Automotive Repair and Service Council

<http://www.cars-council.ca>

Canadian Aviation Maintenance Council

<http://www.camc.ca/en/35.html>

Canadian English Language Benchmark Assessment for Nurses (CELBAN)

http://www.celban.org/celban/display_page.asp?page_id=1

Canadian Tourism Human Resource Council

<http://www.cthrc.ca>

Canadian Trucking Human Resources Council

<http://www.cthrc.com>

Construction Sector Council Strategy Paper

<http://www.csc-ca.org/pdf/Strategy-english-2.pdf>

Electricity Sector Council's Foreign Credential Recognition Research Project

<http://www.brightfutures.ca/resource-centre/reports.html>

Engineers Canada

<http://fc2i.engineerscanada.ca/e/index.cfm>

Information and Communications Technology Council

<http://www.ictc-ctic.ca/en/>

Petroleum Human Resources Council of Canada

<http://www.petrohrsc.ca>

Skills for Change (Engineers, Engineering Technicians, Technologists and Information Technology Professionals)

<http://www.skillsforchange.org/elt/index.html>

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Society of Internationally Trained Engineers of British Columbia

<http://www.sitebc.ca>

Society of Punjabi Engineers and Technologists of British Columbia

<http://www.speatbc.org>

Textiles Human Resources Council's Global Skills Connection

<http://www.thrc-crhit.org/en/programs/development-en.asp>
