

BURNABY INTERCULTURAL PLANNING TABLE REVIEW OF ONLINE RESOURCES

COORDINATION OF EMPLOYMENT SERVICES

A COLLABORATIVE MODEL FOR DELIVERING MENTORING TO IMMIGRANTS IN OTTAWA

<http://www.hireimmigrantsottawa.ca/downloads/HIOCollabMentENWEB.pdf>

Hire Immigrants Ottawa, 2012

This report describes mentoring programs for immigrants in the Ottawa region, highlights best practices for mentoring programs in other Canadian municipalities, and proposes a collaborative model for delivering mentoring-to-employment programs for skilled immigrants in Ottawa. A summary of mentoring programs, including brief descriptions and web links, are available in the Appendices.

KNOCKING DOWN THE BARRIERS FACED BY NEW IMMIGRANTS TO CANADA: FITTING THE PIECES TOGETHER

http://www.td.com/document/PDF/economics/special/ff0212_immigration.pdf

TD Economics, 2012

This report provides recommendations for making Canada's immigration system more effective and efficient. It suggests that the myriad of immigrant settlement services in major Canadian cities could be made considerably more effective in part through better cooperation among service providers. The patchwork way in which services are delivered has resulted in uneven outcomes for newcomers. Many have fallen through the cracks and could benefit from a more integrated approach to service delivery. It suggests that business leaders need to make diversity a priority for themselves and their organizations and provides examples of what TD Bank Group is doing to support and connect with newcomers. It also recommends the TRIEC model as an example of a promising practice around service coordination.

STUDY OF INNOVATIVE AND PROMISING PRACTICES WITHIN THE IMMIGRANT SETTLEMENT SECTOR

<http://p2pcanada.ca/wp-content/uploads/2013/08/CISSA-ASCEI-Promising-and-Innovative-Practices-Report.pdf>

Canadian Immigrant Settlement Sector Alliance, 2012

This report provides a detailed analysis of 19 case studies of settlement initiatives from across Canada that span a range of service areas and client groups. The goal was to identify excellent practices and a process for replicating them. It describes three promising practices on "integrated needs assessment and one stop shop" and five promising practices on "building relationships with employers".

FACILITATING CONNECTIONS BETWEEN IMMIGRANTS AND EMPLOYERS

GLOBAL TALENT FOR SMES: BUILDING BRIDGES AND MAKING CONNECTIONS

<http://alliescanada.ca/wp-content/uploads/2012/04/SMEs-Report-English.pdf>

ALLIES, 2012

This report summarizes the findings of a year-long study of promising, new or innovative initiatives that can help connect SMEs with the skilled immigrant labour pool. It draws on input from nearly 300 SMEs through focus groups in five Canadian cities, individual interviews and an online survey conducted by the conference board of Canada.

BREAKING DOWN THE BARRIERS

<http://www.bipt.ca/past-bipt-projects/>

Burnaby Board of Trade / Burnaby Intercultural Planning Table, 2011

Breaking Down the Barriers was a joint collaboration between the Burnaby Board of Trade and Burnaby Intercultural Planning Table that connected more than 250 immigrants with Canadian companies over a period of 18 months. The project was designed to create meaningful dialogue between immigrants and employers, allowing attendees to exchange experiences. Through two employer forums and six workplace tours, the program raised awareness in the business community regarding the importance of newcomer integration into society, particularly through employment opportunities.

ACHIEVING SCALE AND QUALITY IN SCHOOL-TO-WORK INTERNSHIPS: FINDINGS FROM AN EMPLOYER SURVEY

http://www.nrccte.org/sites/default/files/publication-files/achieving_scale_and_quality_in_school-to-work_internships.pdf

National Center for Research in Vocational Education, 1998

This report examines the issue of employer involvement in the school-to-work strategy by comparing characteristics of participating employers to a comparison sample of non-participating employers in the same labour markets. It was discovered that the most important motivation for participation was philanthropic, though a strong minority of firms reported bottom-line oriented reasons as the most important reasons for their participation. Firms in the non-participating sample indicated a need for more bottom-line oriented arguments to convince them to join up. Public sector and not-for-profit organizations were the mainstay of the participant pool. To penetrate the for-profit world more successfully, it was found that program operators would have to convince employers that participation would be in their firm's interest.

LABOUR MARKET ATTACHMENT

LABOUR MARKET INTEGRATION PROJECT: IMPROVING COLLABORATION IN CALGARY FOR BETTER EMPLOYMENT OUTCOMES FOR IMMIGRANTS

<http://www.isccalgary.ca/wp-content/uploads/2015/03/Improving-Collaboration-in-Calgary-for-Better-Employment-Outcomes-for-Immigrants.pdf>

Immigrant Sector Council of Calgary, 2015

This report provides recommendations for enhancing labour market attachment – program recommendations, policy recommendations and recommendations regarding collaboration between different stakeholders. It includes information from employers’ perspectives, as well as an inventory of labour market integration programs in Calgary.

MENTORING PRACTICES IN EUROPE AND NORTH AMERICA: STRATEGIES FOR IMPROVING IMMIGRANTS’ EMPLOYMENT OUTCOMES

<http://www.migrationpolicy.org/research/mentoring-practices-europe-and-north-america-strategies-improving-immigrants-employment>

Migration Policy Institute, 2015

This report highlights several one-on-one mentoring practices in Europe and North America, focusing on the role of different initiators and stakeholders, forms of collaboration, methods and target groups. It looks exclusively at apprenticeship and business or employment-related mentoring efforts that aim to generate sustained employment. It summarizes a number of key “ingredients” that several promising mentoring initiatives share.

PERCEPTIONS OF EMPLOYMENT BARRIERS AND SOLUTIONS

<http://alliescanada.ca/resources/policy-research/perceptions-of-employment-barriers-and-solutions/>
ALLIES, 2015

This report explores the perceptions of challenges newcomers face in finding and retaining employment in order to better understand the types of supports that would encourage employers to hire newcomers for jobs commensurate with their international experience and education. It offers recommendations to employers, the settlement sector, governments and newcomers on how to improve employment outcomes for skilled immigrants. It is broken down into four documents – full report, summary report, tips for newcomers seeking employment and employer best practices for hiring skilled newcomers.

“Canadian work experience’ is an overused euphemism: A majority of newcomers (64%) interviewed cited the lack of Canadian work experience as their most significant barrier to employment. Although 70% of employers also identified it as a barrier, focus group discussions with them revealed that it is only a barrier for positions that require an understanding of the Canadian landscape (e.g., jobs within the legal profession). Many acknowledged that “Canadian work experience” is actually a euphemism for understanding Canadian workplace culture and having the soft skills to adapt.”

SURVIVAL TO SUCCESS: TRANSFORMING IMMIGRANT OUTCOMES REPORT FROM THE PANEL ON EMPLOYMENT CHALLENGES OF NEW CANADIANS

http://www.esdc.gc.ca/eng/jobs/credential_recognition/consultations/index.shtml

Employment and Skills Development Canada, 2014

In the fall of 2014, the Panel on Employment Challenges of New Canadians was appointed to consult with immigrant-serving organizations, regulators, employers and other stakeholders to identify and report on successes, innovative approaches and promising practices on the licensing, hiring and retention of recent immigrants, as well as the challenges faced by employers. It includes promising practices of employers and immigrant serving organizations in areas such as hiring and retaining newcomers, transforming workplace culture to be more inclusive, and assisting immigrants in obtaining workplace experience.

THE ROLE AND VALUE OF SHORT-TERM PAID OR UNPAID WORK PLACEMENTS FOR IMMIGRANT AND REFUGEE YOUTH

<http://www.mosaicbc.com/sites/all/files/publications-public/The%20Role%20and%20Value%20of%20Short-term%20Paid%20or%20Unpaid%20Work%20Placements%20for%20Immigrant%20and%20Refugee%20Youth.PDF>

BC Centre for Employment Excellence / MOSAIC, 2014

This report explores the role and value of paid or unpaid short-term work placements for refugee and immigrant youth aged 15-29 participating in five employment programs in Vancouver, and the impact of findings on policy and service provision. The research involved interviews with young people and employers who participated in different work placements

HIRING IMMIGRANTS IN HAMILTON: A STUDY OF EMPLOYER READINESS

<http://workforceplanninghamilton.ca/publications/251>

Workforce Planning Hamilton, 2013

This report summarizes findings from Hamilton-area employers on hiring and employing immigrants. It looks at experiences hiring and employing recent immigrants, including hiring expectations, attitudes, barriers and challenges regarding the hiring of recent immigrants. It was found that employers rely heavily on informal methods for recruiting new employees, including word of mouth, personal contacts and employee networks. Many employers do not know how to source immigrant talent or connect with local immigrants, yet some specifically wish to hire immigrants.

INCLUSIVE WORKPLACES FINAL REPORT

http://www.mosaicbc.com/sites/all/files/publications-public/Inclusive%20Workplaces%20Final%20Report_12042013-2.pdf

New West WINS, 2013

This report identifies barriers, gaps and opportunities related to new immigrants in the workplace and documents promising practices from various employers around hiring, supervision and retention. The consultation process was designed to ensure that participating employers represented all sectors of the New Westminster labour market. The findings are divided into four parts, based on the core themes of recruitment, selection, integration and retention of new immigrant employees. Each section includes a list of recommendations to help employers implement the best practices identified.

MORE EMPLOYERS ADOPT GOOD IMMIGRANT EMPLOYMENT PRACTICES: A TREND ANALYSIS OF THE *BEST EMPLOYERS FOR NEW CANADIANS* COMPETITION

<http://alliescanada.ca/wp-content/uploads/2013/03/Best-Employers-for-New-Canadians-Trends-2011-2012.pdf>

ALLIES, 2013

This report highlights trends in the immigrant employment practices of leading employers in the annual national competition *Best Employers for New Canadians*. It draws on practices reported in 69 winning applications to the 2011 and 2012 competitions. In each of the eight categories of practice studied (recruitment and hiring, credential recognition, mentoring, internships, upgrading skills and designations, language training, partnerships and diversity training), there was an increase over the first five years of the competition. Some practices showed considerable increases, such as the use of mentorship (up nearly 55%) and internships (up nearly 15%).

THE LABOUR MARKET INTEGRATION OF RESETTLED REFUGEES

<http://www.unhcr.org/5273a9e89.pdf>

United Nations High Commissioner for Refugees, 2013

This literature review synthesizes what is currently known about labour market integration of resettled refugees. It examines the extent to which resettled refugees have been able to integrate into the labour market of the host country, the barriers and resilience factors to labour market integration, and promising practices for improving labour market integration.

THE RESULTS ARE IN: MENTORING IMPROVES EMPLOYMENT OUTCOMES FOR SKILLED IMMIGRANTS

http://alliescanada.ca/wp-content/uploads/2010/05/ALLIES_Mentoring_report_2013_final.pdf

ALLIES, 2013

This report measures the impact of mentoring on skilled immigrants. The findings come from a survey that was sent to mentees who had completed mentoring relationships in eight cities across Canada. Key findings include a decrease in unemployment, an increase employment in their field, and an increase in full-time earnings.

PROMISING PRACTICES: CONNECTING EDUCATED PROFESSIONALS WITH SECTOR-APPROPRIATE EMPLOYMENT

<http://www.workforceinnovation.ca/sites/default/files/PromisingPractices%20to%20post.pdf>

Toronto Workforce Innovation Group, 2012

This report identifies best / promising practices in sector-specific bridging programs that help highly skilled IEPs attain commensurate employment. Categories of best / promising practices include employer engagement, networking and collaboration, staff skills and training, and program models.

ATTRACTING, RETAINING AND INTEGRATING SKILLED IMMIGRANTS: AN ANALYSIS OF CANADA'S LEADING EMPLOYERS

<http://alliescanada.ca/wp-content/uploads/2010/05/AttractingRetainingIntegrating11.pdf>

ALLIES, 2011

This report examines the practices of winners and shortlisted candidates in the annual national competition *Best Employers for New Canadians*. It looks at practices developed and implemented by organizations across Canada to attract, retain and integrate skilled immigrants into their workforce. Effective practices are divided into eight categories: recruitment and hiring, credential recognition, mentoring, internships, upgrading skills and designations, language training, partnerships and diversity training.

WINNING STRATEGIES FOR IEPs' SUCCESS IN THE WORKPLACE: EMPLOYERS' AND IEPs' PERSPECTIVES

https://www.iep.ca/11documents/2011_IEP_Research_Study_Eng.pdf

Progress and Career Planning Institute, 2011

This report focuses on what is working today for IEPs. It looks at approaches used by IEPs to successfully integrate into the Canadian workforce and programs used by employers to support IEPs in the workplace. Case studies showcase effective strategies and lessons learned, as well as other insights from the practical experiences of IEPs and their employers in the Greater Toronto Area. Strategies that have helped IEPs include mentoring / coaching, investing in improving language and communication skills, networking and actively seeking learning opportunities. Strategies used by employers include strong support from the start of employment, support in understanding Canadian culture, open and honest feedback, work-life balance and building on reciprocal relationships.

IMMIGRANTS AND NEWCOMERS: WORKING IN TORONTO'S DOWNTOWN NEIGHBOURHOODS

http://www.torontolip.com/Portals/0/Resources/Employment,%20Labour%20Market%20and%20Economic%20Dev/TWIG%20Employer%20Research%20-%20Final%20Report%20-%20Oct2010_0.pdf

Toronto Workforce Innovation Group, 2010

This report examines the employment and training experiences of newcomers and immigrants through interviews with employers in significant employment sectors in downtown Toronto. Sectors represented include retail, financial services, health services, construction and maintenance, information, communications and technology, and self-employed agents and brokers.

WHAT WORKS: EMPLOYMENT STRATEGIES FOR REFUGEE AND HUMANITARIAN ENTRANTS

https://www.refugeecouncil.org.au/docs/resources/reports/What_Works.pdf

Refugee Council of Australia, 2010

This report looks at sustainable employment pathways for refugee and humanitarian entrants settling in Australia. It explores solutions to the barriers they face in making the transition to meaningful, sustainable employment.

BRIDGING TO SUCCESS: A LEARNING DAY ABOUT BRIDGING PROGRAMS IN REGULATED PROFESSIONS

<http://www.citizenship.gov.on.ca/english/publications/docs/BridgingtoSuccess.pdf>

Ontario Regulators for Access Consortium, 2008

In November 2007, the Ontario Regulators for Access Consortium and the Government of Ontario's Ministry of Citizenship and Immigration hosted a learning day about bridging programs in regulated professions. Those involved in bridging programs shared experiences, promising practices, lessons learned and ideas for enhancing the integration of internationally educated individuals into the Ontario and Canadian labour markets. This report summarizes the contributions from participants who attended the learning day. It includes sections on building partnerships for success, designing bridging programs, mentorship, language issues, intake, employer engagement, structures and sustainability, and program evaluation, research and knowledge dissemination.

FROM IMMIGRATION TO PARTICIPATION: A REPORT ON PROMISING PRACTICES IN INTEGRATION

https://www.ppforum.ca/sites/default/files/from_immigration_to_participation_final_report.pdf

Public Policy Forum, 2008

This report explores perspectives on immigrant integration and innovative strategies that engage receiving communities in the settlement process of newcomers. It looks at key areas for prioritization in the selection and assessment of various integration programs and initiatives. It provides descriptions of several promising practices in the area of immigrant employment programs and services.

ADDRESSING LABOUR MARKET SHORTAGES: HIGH-RISK IMMIGRANTS AND SUSTAINABLE EMPLOYMENT

<http://www.calgaryunitedway.org/main/images/Research/addressing-labour-market-shortages-2007.pdf>

Poverty Reduction Coalition, 2007

This report examines issues associated with finding sustainable employment for high-risk immigrants. It looks at barriers to employment, gaps in services, role of service agencies, businesses and government, and promising practices. Information from this report was used to develop a pilot project that was implemented in Calgary's business community.

MAKING THE CONNECTIONS: OTTAWA'S ROLE IN IMMIGRANT EMPLOYMENT

http://www.quebec.ca/observgo/fichiers/53123_PSOC-1.pdf

Institute for Research on Public Policy, 2007

This report focuses on the role of the federal government in finding solutions to skilled immigrant employment in Canada, with special attention to foreign credentials and skills recognition and effective labour market integration strategies. It includes a review of programs and practices that provide several examples of successes / promising practise and strategic recommendations for the federal government.

HELP WANTED: BRIDGING THE GAP BETWEEN IMMIGRANTS AND EMPLOYERS

http://publications.gc.ca/collections/collection_2013/rhdcc-hrsdc/HS28-72-2007-eng.pdf

Policy Research and Coordination Directorate, 2006

This report presents results from a multi-jurisdictional review of academic and grey literatures concerning effective policies and practices supporting immigrant labour market attachment. It includes an overview of known barriers at both the macro, systemic level and at the micro, individual level. Policies and practices that address barriers identified in each area are presented from the international and Canadian perspectives.

CANADIAN ORGANIZATIONAL CULTURE STUDY

<http://workforceplanningboard.com/Files/English/workplace%20org%20study.pdf>

Waterloo Wellington Training and Adjustment Board, 2005

This report looks at the experiences of employers who have hired new Canadian employees, as well as the experiences of new Canadians who have integrated into the workplace, in order to provide recommendations to better support the transition of new Canadians into Canadian organizational culture. Employers from various sectors in the Waterloo region were surveyed, including manufacturing, professional, scientific and technical services, automotive repair, military, and regulatory boards.

ENGAGEMENT WITH REGIONAL STAKEHOLDERS ON INTEGRATING INTERNATIONALLY-TRAINED WORKERS INTO THE WORKFORCE: REPORT ON FIVE CANADIAN ROUNDTABLES: FREDERICTON, HAMILTON, VICTORIA, SASKATOON, WINDSOR

<http://www.voced.edu.au/content/ngv%3A25889>

Canadian Labour and Business Centre, 2005

This report summarizes the findings from roundtables held in five cities across Canada. A range of issues faced by immigrants was identified, as well as innovative initiatives that may prove potable to other communities. One section of the report focuses on instructive examples of community and region-wide initiatives and projects designed to increase attraction, retention and integration of ITWs into the workforce.

ACCELERATING THE IMPACT OF MENTORING: TOOLS, RESOURCES AND PROMISING PRACTICES

<http://www.aspect.bc.ca/userfiles/file/Accelerating%20the%20Impact%20of%20Mentoring.pdf>

ALLIES, 2003

In 2003, Maytree brought together significant players in Toronto, including representatives from TRIEC and other immigrant employment councils, to look at building and enhancing the capacity of mentoring programs across Canada. The presentation includes different tools, resources and promising practices on mentoring programs.

EMPLOYER'S GUIDE TO INTEGRATING IMMIGRANTS INTO THE WORKPLACE

<http://hrcouncil.ca/hr-toolkit/documents/HIO-Employer-Guide-EN.pdf>

Ottawa Chamber of Commerce / Hire Immigrants Ottawa

This guide provides information about and insight into the most common challenges faced by employers in Ottawa when recruiting and integrating immigrants into the workplace. It offers practical tips and suggestions for addressing these challenges and highlights local resources. It is aimed at SMEs, which typically do not have dedicated HR departments and staff. It provides a list of relevant resources with links to more information.

ONTARIO BRIDGE TRAINING: EMPLOYER ENGAGEMENT PROGRAMS

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

Ontario Ministry of Citizenship, Immigration and International Trade

This website provides an overview of innovative programs for employers in Ontario to help them hire, integrate and retain internationally trained professionals into their workforce. It includes a brief description of each program, contact information, and links to more information.

TAPPING INTO TALENT: A CASE STUDY

http://www.hireimmigrantsottawa.ca/downloads/HIOCaseStudy_EN.pdf

Hire Immigrants Ottawa

This case study describes the history and evolution of an ongoing community-based response to the issue of underemployed skilled immigrants in the Ottawa region. It includes lessons learned from the process, interventions for successful workforce integration, and benefits of effective economic inclusion.

SECTOR-SPECIFIC EXAMPLES

GOVERNMENT AS EMPLOYER OF SKILLED IMMIGRANTS

http://www.hireimmigrants.ca/wp-content/uploads/Government_as_Employer.pdf

ALLIES, 2014

Governments are Canada's largest employers, but immigrants are only about half as likely to work in the public sector compared to Canadian-born populations. This report looks at the conditions that influence various levels of government in hiring skilled immigrants, as well as the challenges faced by immigrants in gaining employment in public service, and provides practical recommendations for public sector employers.

RECRUITMENT AND RETENTION OF NEW IMMIGRANTS AND MEMBERS OF VISIBLE MINORITIES IN THE NONPROFIT SECTOR'S WORKFORCE

http://www.hrcouncil.ca/documents/recruitment_newimmigrants.pdf

HR Council for the Nonprofit Sector, 2012

The HR Council for the Nonprofit Sector engaged in a research process to examine why nonprofit employers were not accessing the talents of new immigrants and members of visible minorities. This report identifies and explores systemic barriers, related opportunities and positive actions needed to foster ethnic diversity within the sector. It also highlights specific issues that concern employers when hiring new immigrants and provides recommendations for recruitment and outreach.

ACCELERATING THE INTEGRATION OF INTERNATIONALLY EDUCATED HUMAN RESOURCES PROFESSIONALS

<https://www.careeredge.ca/storage/resources/5413d97c-15a7-40ee-84af-11652d26c0e1.pdf>

Human Resources Professionals Association, 2010

This report looks at the barriers to entry for HR IEPs in order to enhance the capacity of HRP to integrate HR IEPs into the Ontario labour market. The findings were used to develop the HR IEP Integration Strategy to accelerate the integration of HR IEPs into the Ontario HR profession.

MENTORING AND TRAINING INTERNATIONALLY TRAINED GEOSCIENTISTS: A PROFESSIONAL RESPONSIBILITY OF THE GEOSCIENCE COMMUNITY

http://www.searchanddiscovery.com/abstracts/pdf/2014/90172cspg/abstracts/ndx_ford.pdf

GeoCanada, 2010

In recognition of the need to break down barriers faced by ITPs and assist fellow geoscientists in becoming recognized professionals, Toronto and Region Conservation took action to promote access to Canadian work experience through their Professional Access and Integration Enhancement (PAIE) program, a unique bridging program. This report looks at the history of the PAIE programs and highlights successes, challenges, stakeholders and next steps. In the PAIE I program, 24 out of 35 participants were employed in their field, and to date almost 75% of PAIE II program participants have gained relevant, full-time employment or are in their one-year placement period with a host employer.

EMPLOYER SURVEY: IMMIGRANTS AND THE CANADIAN TOURISM SECTOR

http://cthrc.ca/~media/Files/CTHRC/Home/research_publications/credential_recognition/foundational_research/FCR-Employer-Survey-Immigrants-Tourism-Sector-Findings-en.ashx

Canadian Tourism Human Resource Council, 2006

This report provides findings from a survey directed at tourism employers in seven cities across across Canada on the needs and experiences in working with an immigrant workforce. Respondents largely represented very small businesses. It examines views on foreign credential recognition, government-funded services, immigrant workers and more.

49% do not require new employees to have Canadian work experience, though 35% felt it was a priority. Businesses in eastern Canada were more likely to see Canadian work experience as a need than those in western Canada. 52% consider work experience from other countries as equivalent to Canadian work experience. Job type had an impact on the need for Canadian work experience. For example, 42% of employers said Canadian experience was important when it came to sales and marketing positions.

PLUGGED IN: ACCESSING THE WORLD'S TALENT

http://electricityhr.ca/itw/itwe/index9a3a.html?page_id=316

Electricity Human Resources Canada

This resource kit was developed by Electricity Human Resources Canada in partnership with Citizenship and Immigration Canada. It is designed to assist industry employers in recruiting and retaining workers who have studied and trained abroad. Some of the resources and tools include a business case for hiring internationally trained workers, an overview of the recruitment process, licensure / certification requirements, tips for integrating internationally trained workers in the workplace, and examples of promising practices. Promising practice case studies include: SaskPower (Saskatchewan), Emera Utility Service (Nova Scotia), Manitoba Hydro (Manitoba), BC Hydro (British Columbia) and SUCCESS (British Columbia).

CANADIAN WORK EXPERIENCE

AN OVERVIEW OF DISCOURSES OF SKILLED IMMIGRANTS AND “CANADIAN EXPERIENCE”: AN ENGLISH LANGUAGE PRINT MEDIA ANALYSIS

http://www.ceris.metropolis.net/wp-content/uploads/2013/03/CWP_98_Sakamoto_et_al.pdf

CERIS – The Ontario Metropolis Centre, 2013

This report examines public discourses on “Canadian experience” through English-language print media in Toronto, ON, in order to identify and unpack the tacit dimension of popular concept. It was found that recurring discourses construct “desirable” immigrants, often through archetypes of “successful”, “humble” and “unlucky” immigrants. While print media may involve multiple voices, it represents immigrants largely as a problem to be solved within the legal and social policy context. It also links the analysis of “Canadian experience” to ideological investments and tensions in Canadian immigration and the role immigrants are perceived to play in Canadian nation-building.

“Canadian experience” is an elusive but influential factor in immigrants’ unsuccessful attempts to obtain gainful employment. It may constitute “hard skills” (e.g., credentials) and, more importantly, “soft skills”, an ability to operate within “Canadian workplace culture”, a concept that is tacitly understood within a given context and difficult to articulate (Sakamoto et al., 2010).

WHAT EMPLOYERS WANT WHEN HIRING IMMIGRANTS

<http://canadianimmigrant.ca/featured/new-series-what-employers-want-when-hiring-immigrants>

Canadian Immigrant, 2012

This article comes from a series in the *Canadian Immigrant* called “What Employers Want”. It speaks to people who are instrumental in hiring talent for their companies – HR managers, recruiters and senior managers – and shares their insights on what’s affecting the employment of newcomers. In this article, Jason Winkler, Chief Talent Officer, Deloitte Canada, speaks of the importance of recruiting immigrant talent.

All the above skills I mentioned are more important than having Canadian experience with the exception in some areas where we need to understand specific Canadian regulatory or legal requirements; we need candidates to understand that quickly. We value global experience quite a bit. I can think of a number of people that I have hired who have had no Canadian experience, but have wide international experience. It’s not essential, but is it nice to have ... people who understand Canada? Sure. But we want to bring global experiences to this marketplace.

GLOBAL TALENT: HIRING NEWCOMERS MAKES GOOD BUSINESS SENSE

http://www.globaltalent.ca/includes/pdf/Employers_Kit.pdf

London Economic Development Corporation

This guide was designed to help companies in the London (Ontario) region access this valuable pool of workers. The information and stories in this guide were compiled with the help of dozens of regional employers, recruiters, newcomers and workers. It highlights the success of companies that are putting global talent to work and offers new perspectives on issues that may have prevented organizations from hiring immigrants in the past. It asks employers to consider why Canadian experience is important and provides recommendations for helping newcomers gain Canadian work experience.

VOLUNTEERISM

RELATIONSHIPS MATTER: VOLUNTEERISM IN IMMIGRANT COMMUNITIES

<http://www.mavanetwork.org/resources/Documents/Relationships%20Matter%20Report%20FINAL.pdf>
Minnesota Association for Volunteer Administration, 2010

This report provides findings and recommendations from a three-year project exploring how volunteerism is perceived within immigrant communities, and the struggle of non-profit organizations to successfully connect with them. Data collection for this research included interviews with 29 individuals from the Hmong, Latino and Somali communities, 4 focus groups, and 100+ survey responses.

MAKING CONNECTIONS: SOCIAL AND CIVIC ENGAGEMENT AMONG CANADIAN IMMIGRANTS

<https://volunteer.ca/content/making-connections-social-and-civic-engagement-among-canadian-immigrants>
Canadian Council on Social Development, 2006

This report examines broad patterns of social and civic engagement of immigrants by looking at the different ways in which they participate in Canadian society and whether factors such as age, gender, education level, employment status, household income, and length of time in Canada influence their participation levels. The following measures were used to gauge social and civic participation: rates of volunteering and donating, memberships in non-profit and charitable community groups, voting rates, frequency of following the news and current affairs, and rates and methods of informal giving.

“CAN VOLUNTEER WORK HELP ME GET A JOB IN MY FIELD?” ON LEARNING, IMMIGRATION AND LABOUR MARKETS

<http://wall.oise.utoronto.ca/resources/SchugurenskyPaper.pdf>
Ontario Institute for Studies in Education / University of Toronto, 2005

This case study is part of a larger research project on the connections between informal learning and volunteer work. The data collection included interviews and focus groups with 45 immigrants from 17 different countries. It also included a focus group with representatives from immigrant serving agencies. It examines what immigrants learned through volunteer placements, how that learning was acquired, and what impact the learning had on their ability to find paid employment appropriate to their education and work experience.

Labour Market Partnerships Project: Diversity in Volunteerism for Labour Development in BC's Non-Profit Sector: Culturally Welcoming Volunteer Program

http://www.volunteerbc.bc.ca/wp-content/uploads/2014/02/LMP_CWVP-Final-Report.pdf
Volunteer BC, September 2012