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**Strategic Workforce Planning and
Internationally Educated Professionals:
*An Employer Perspective***

Results from an Employer IEP survey
conducted in the summer of 2007

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Table of Contents



Executive Summary.....	2
Acknowledgements.....	6
Introduction.....	7
Study Objectives.....	8
Contextual Notes.....	8
Approach and Methodology.....	9
Literature Review.....	10
Online Employer Survey.....	11
Overall Survey Results.....	11
Survey Participant Profile.....	12
Section 1: IEP Considerations in Strategic Workforce Planning.....	13
Commitment to Cultural Diversity as a “Core Value”.....	13
IEP Considerations in Strategic Workforce Planning.....	15
Filling the Broader Workforce Skills Needs.....	16
Section 2: Employer Viewpoints on IEP Employment Challenges and Barriers.....	18
Organizational Recruitment Activities in Relation to IEPs.....	19
IEP Recruitment Practices.....	21
Effectiveness of Interview Practices Relative to IEP Candidates.....	22
Retention of IEPs in Organizations.....	23
Section 3: Employer Viewpoints on Developing Culturally Intelligent Front-Line Managers.....	24
Front-Line Managers: Commitment to managing a diverse workforce.....	25
Front-Line Managers: Skills and Skills Development Related to Managing Diverse Workforce.....	26
Major Findings.....	27
Conclusions.....	29
Appendix I: Literature Review – Workforce Planning and IEP Considerations in Canada.....	30
Bibliography.....	41
APPENDIX II: Summary Data Tables.....	46



Background

Numerous studies have pointed to the growing and vital role internationally educated professionals can play to fill the labour force skills gap. The literature clearly identifies that internationally educated professionals are significantly under represented within the labour force in Canada, yet they represent an effective, untapped human resource that can be leveraged to create a stronger economic base in Canada.

Internationally Educated Professionals (IEP) face a myriad of challenges and barriers to entering the Canadian workforce and gaining meaningful employment in their profession or trade. Recent efforts by the Provincial and Federal governments to offer programs to reduce these barriers represent positive steps to assisting IEPs and meeting labour market requirements.

From an employer perspective, a wide range of opportunities and benefits can be derived from employing IEPs to meet their labour market requirements. These benefits and opportunities are well represented in the current literature, and include filling skills and knowledge gaps in the organization, offering specialized skills not readily available in the local or regional labour market pool, and fulfilling niche employment areas, such as those positions that require bilingual or trilingual language capabilities in non-traditional languages. Further, the challenges faced by employers and IEPs are also well documented, including limitations in current assessment and recognition systems. Following this “employer’s perspective theme”, there is an area of research that is under-represented in, or missing from, today’s literature. This knowledge gap is particularly evident in the area of strategic workforce planning in relation to the employment of IEPs.

Objective

The objective of this study was to undertake a quantitative and qualitative assessment of workforce planning approaches and tools associated with IEP integration into the Canadian workforce. Specifically:

- The study focused on the viewpoints and practices of employers in the Greater Toronto Area, a region rich in cultural diversity and equally rich in economic prosperity.

Benefits of the Study

- The study will enrich the current literature on strategic workforce planning as it pertains to IEP integration into the Canadian workforce.
- The study will provide additional tools and approaches that can be used by Canadian employers associated with IEP recruitment and integration into Canadian workplaces.



Major Findings

The following summarizes the major findings derived from this study.

Survey Participant Demographics

- A range of different size of employers responded to the survey. Approximately one quarter of the respondents were large private and public sector organizations operating in the GTA.
- The cultural diversity of the survey respondent's workforce was varied; over 26% of respondents cited a workforce consisting of 30% or more IEPs.

IEP Considerations in Strategic Workforce Planning

- In general, employers in the GTA are committed to cultural diversity and to IEPs in their strategic workforce plans
- Approximately 30% of organizations did not view cultural diversity as a core value or were at the very initial stages of identifying cultural diversity as a core value in their strategic workforce plans
- Employers view IEPs as critical and vital to filling future workforce skills needs
- Employers are committed to a balance of workers to fill their current and future workforce needs, including IEP and non-IEP workers.

Employer Viewpoints on IEP Employment Challenges and Barriers

- Employer views are consistent with the current literature as provided in the attached literature review
- 60% of organizations were relatively neutral on the challenges posed to recruitment by IEP behaviors not in accord with Canadian norms.
- Employers identified internal referrals and web advertising (internal website and public-facing sites) as a primary means to attract an IEP talent pool to employment opportunities in their organization.
- Competency-based interviews were identified as the primary IEP interview technique of choice by employers.
- Including cultural representatives on selection panels was reported as an effective interview tool for those employers who use the practice.
- The majority of employers face minor to no issues of IEP retention in their organizations except in high demand fields.



Developing Culturally Intelligent Front-Line Managers

- Three quarters of all employers consider that their front-line managers are somewhat equipped to manage culturally diverse workplaces
- One quarter of employers consider their front-line managers to be well equipped to manage culturally diverse workplaces
- Three-quarters of employers believe that most, but not all, front-line managers are committed to nurturing and advancing inclusive work environments and a culturally diverse workforce.
- Five key managerial skills were deemed “highly essential and vital” to managing a culturally diverse workforce:
 - team leadership
 - oral communications
 - people supervision
 - coaching and mentoring
 - managing conflict
- Cultural awareness and intelligence was deemed an essential skill by 96.4% of employers; with 75% considering cultural intelligence as a highly essential and vital skill for GTA front-line managers
- Almost 50% of employers believe that their current IEP inclusion and integration practices are not successful and effective, leading to the conclusion that there is a need to improve these on these practices
- Over 80% of employers agreed that middle managers would benefit from sharpening their cultural intelligence skills
- Over 80% of employers deemed previous training of their front-line managers in managing cultural diversity as marginally successful or not successful at all.
- Employers deemed “attendance at formal learning workshops or sessions” and “participating in community practice” as the two most effective means of training front line managers in “Diversity management skills”
- Over 50% of employers deemed “online learning offerings” as moderate to high utility and effectiveness.



Conclusions

Several main conclusions can be stated from the findings derived from this study, as follows:

- The majority of employers participating in this study clearly demonstrate a commitment to workforce planning and the inclusion of IEP considerations in their workforce plans.
- Employers clearly see a vital and important role for IEPs in their current and future labour market needs. Further, they view IEPs as an important part of meeting their future skills needs.
- Employer views on challenges and barriers to IEP recruitment are consistent with current literature.
- The study provides a number of employer 'practices' in IEP recruitment and interview practices.
- A significant percentage of employers believe that their current IEP inclusion and integration practices are not successful and effective, leading to the conclusion that there is a need to improve these on these practices.
- Employers consider cultural intelligence skills as important and vital for their front line managers, yet have concerns on current success in developing this skill in their front-line managerial staff. Practices have been identified in this area of concern.



Acknowledgements

We would like to acknowledge the contribution of 124 individuals from organizations across the GTA who took the time to complete the online survey and share their viewpoints and their practices. Several organizations permitted their names to be formally acknowledged as project participants:

Cadre
Ontario Power Generation
Toronto and Region Conservation Authority
Starbucks Coffee Canada
Toronto Transit Commission
Idea Technosoft Inc.
Alterna Savings
Bridgepoint Community Rehab
ESM Group Inc.
Aviva Canada
EPIC Educational Program Innovations Centre
Regional Municipality of Peel
City of Toronto
Information and Communications Technology Council

PCPI is grateful to the organizations and individuals who distributed the questionnaire through their networks.

PCPI is particularly grateful to Citizenship and Immigration Canada for their financial support to undertake this study.



Introduction

Over the past several years, a significant effort has been made by public and private organizations to project Canadian labour market trends into the future. Human Resources and Social Development Canada (HRSDC) recently estimated that as much as 41% of Canada's labour force will be between the age of 45 and 64 by the year 2011—a sharp increase from the 29% this group represented in 1991 (2002). Already 46% of Canada's workers within this age bracket are close to their retirement or pre-retirement years (ibid). An aging population, coupled with lower fertility rates, has resulted in greater numbers of people leaving the workforce and fewer young people entering the workforce. Canada will not only be in a position of attempting to meet its skilled labour requirements, but will also be competing for skilled labour globally, as other countries find themselves in a similar situation. Generating a sufficient supply of skilled workers to foster an environment conducive to growth is of paramount importance in today's economy.

Numerous studies have pointed to the growing and vital role internationally educated professionals (IEPs) can play to fill this skills gap in the labour force. Metropolis identified that immigrants currently account for 70% of labour market growth in Canada; and by 2011, immigrants are projected to account for all labour market growth in Canada (2003).

IEPs face a myriad of challenges and barriers to entering the Canadian workforce and gaining meaningful employment in their profession or trade. Recent efforts by the Provincial and Federal governments to offer programs to reduce these barriers represent positive steps in assisting IEPs and filling labour market needs (Ratna 2006).

From an employer perspective, a wide range of opportunities and benefits can be derived from employing IEPs to meet their labour requirements. These benefits and opportunities are well represented in the current literature and include:

- filling skills and knowledge gaps in the workforce
- filling specialized skills not readily available in the local or regional labour market pool
- filling niche employment areas, such as those positions that have bilingual or trilingual language requirements for non-traditional languages

Further, the challenges faced by employers and IEPs are also well documented, including limitations in current assessment and recognition systems. Following this “employer's perspective theme”, there is an area of research that is under-represented or missing in today's literature. This knowledge gap is particularly evident in the area of workforce planning in relation to the employment of IEPs.



Strategic Workforce Planning is the process of ensuring that the right people are in the right place, at the right time to accomplish the mission of the organization. A workforce plan translates strategic thinking into concrete action in the area of staffing and training needs. The challenge for Canadian industry is to ensure that they have an adequate supply of workers who are equipped with the skills needed for the future. One of the sources of this supply is the internationally educated professional (IEP) and Canadian industry is quickly recognizing that it will have to rely on the IEP to respond to this challenge. However, the reality is that immigrants often encounter difficulty in getting access to jobs in their field of expertise. To assist in meeting this challenge, a focus on workforce planning strategies that includes IEPs as part of the solution will be examined.

Study Objectives

The objective of this study was to undertake a quantitative and qualitative assessment of workforce planning approaches and tools associated with IEP integration into the Canadian workforce. Specifically, the objective was to

- Review current literature on strategic workforce planning in relation to IEPs
- Obtain the viewpoints and current practices of employers in the Greater Toronto area
- Seek out tools and approaches that are being used by Canadian employers in respect to the recruitment and integration of IEPs into the Canadian workforce

Contextual Notes

This study was initiated and led by the Progress Career Planning Institute (PCPI). PCPI is an award-winning, business-focused, not-for-profit organization that offers education and consulting products and services in the growing area of cultural intelligence. For further information on PCPI, please refer to the PCPI website: <<http://www.pcpic.ca/>>.

The results in this report were derived from the aggregation of responses to a comprehensive online survey. Several organizations in the Greater Toronto Area assisted PCPI in the distribution of the survey across hundreds of employer organizations throughout the GTA. Over 124 survey responses were received over the course of six weeks. This sample size was more than adequate to derive broader trends; however caution should be made on the use of the data for statistical purposes.

Please note that, for the purposes of this study, “Internationally Educated Professionals” (IEPs) refers to the wide range of recent immigrants to Canada who were trained and educated in other countries and now seek employment in Canada in the discipline or field of work for which they were trained or educated.



Study Objectives

Reference is made throughout the report to the term “cultural intelligence”. Thomas and Inkson (2004) provides the following definition of cultural intelligence:

An individual or organization is “culturally intelligent” when able to work successfully with people and groups whose cultural background is different from their own. Cultural intelligence can increase capability through *learning* and understanding diverse cultural heritages and values, to allow managing and dealing effectively with people from different cultural backgrounds.

Cultural intelligence involves understanding the fundamentals of intercultural interaction, developing a mindful approach to intercultural interactions and finally building adaptive skills and a repertoire of behaviors so that one is effective in different intercultural settings.

Note: If you would like to receive a copy of the on-line survey, please contact PCPI at info@pcpi.ca.

Approach and Methodology

The objectives of this study were accomplished through conducting a review of the literature, and the development and implementation of a comprehensive online survey.

1. Literature review: PCPI contracted CBI Canada Inc. to prepare an evaluative report of information found in the literature pertinent to workforce planning approaches and tools associated with the integration of IEP in the Canadian labour market. This literature review focused on aspects of workforce planning and IEP integration from an organizational and employer perspective. This work formed the basis of data collection activities.
2. Employer Surveys: A web-based survey approach was taken to quantify current practices and approaches by employers in the area of workforce planning as it pertains to the recruitment and integration of IEP into the workforce. This survey targeted a wide range of employers in the Greater Toronto Area, including public, private and not-for-profit organizations. The survey targeted the viewpoints and practices from an employer perspective.

The following approach and methodologies were used to plan for and implement the literature review and online survey.



Literature Review

In the winter of 2007, PCPI initiated a comprehensive research project focused on workforce planning and internationally educated professionals (IEPs) in Canada. The focus of this research project was broadly defined with the intent to refine the research project objectives after an initial review of pertinent literature on the subject. The literature review was also critical in identifying information and data gaps that could be the focus of a directed survey.

A review of recent literature was conducted by CBI Canada (CBI), a leading and experienced Canadian consulting firm. For the purposes of using contemporary literature search databases and the web, several key words were identified as the basis for review:

- workforce planning
- human capital planning
- strategic human resource planning
- international educated professional
- foreign trained worker
- workforce diversity
- exemplar employers diversity
- immigrant employment
- barriers, obstacles
- opportunities, best practice

CBI conducted a literature review over a four week period, with emphasis placed on:

- Literature search using both Academic One File and Canadian Reference Centre online literature search databases
- Literature search of Conference Board of Canada e-library publication offerings
- Literature search of Corporate Leadership Council e-library publications offerings
- Web-based literature review of related Canadian business sites, including the Canadian Federation of Independent Business
- Web-based literature review of related sites and documents
- Utilization of CBI Canada's extensive book, article and periodical library
- Submissions provided by PCPI in support of the literature review

Appendix I provides the summary of results of this literature review .



Overall Survey Results

Online Employer Survey

A comprehensive online employer survey was developed and implemented during the summer of 2007. The following provides highlights of the approach and methodologies to develop and implement this survey.

- The online survey was designed to gain viewpoints and information from a diverse range of employers based in the Greater Toronto Area, an area of significant IEP settlement in Canada.
- The survey was developed to secure viewpoints and data from an employer perspective, with the target participant being a manager, owner or human resource specialist within an organization.
- The survey was distributed to the full spectrum of agencies and companies across the GTA, including private sector, public sector and not-for-profit organizations. The link to the online survey was sent to several hundred organizations with the overall intent to secure and receive 80 completed surveys. The data collected through this approach was meant as an appropriate data set to conduct broader trend analysis; however, absolute statistical utility of the data is cautioned.
- The survey was designed to be completed within a 20-minute timeframe. The identity of the respondent was anonymous; however there was an opportunity for the respondent to indicate whether their organization could be identified as a project contributor.
- The survey was distributed through email from July 25, 2007 through to September 15, 2007. Over this time period, 124 responses were received.

Overall Survey Results

The survey was organized into four main sections:

1. Survey participant profile
2. IEP Considerations in Strategic Workforce Planning
3. Employer Viewpoints on IEP Employment Challenges and Barriers
4. Employer Viewpoints on Developing Culturally Intelligent Front-Line Managers

The overall survey findings and results are provided under these four headings.

The data supporting the findings of this survey is provided throughout the text. Chart format was used in four different sections of the report; and the data to support these charts is provided in Appendix II.

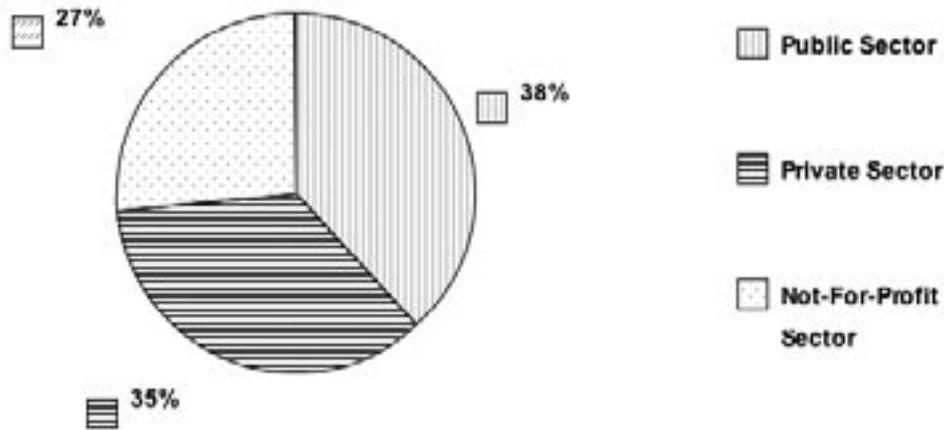


Overall Survey Results

Survey Participant Profile

The survey attracted a balance of employers and organizations across the GTA, both in size of workforce and the type of organization. Figure 1 clearly demonstrates a balance of respondents from the private, public and not-for-profit sector throughout the GTA.

Figure 1: Type of organization responding to IEP Survey



A range of different size of organizations responded to the survey, as indicated in Figure 2.

Figure 2: Size of survey respondent GTA based workforce

Size of Workforce	GTA-based Workforce (%)
Less than 100	27.2
100-250	18.2
251-500	6.1
500-1,000	12.2
1,000-2,500	9.1
2,500-5,000	15.1
5,000-10,000	3.0
Greater than 10,000	9.1

Approximately one quarter of the respondents were large private and public sector organizations in the GTA.

Figure 3 provides a profile of the cultural diversity in the respondent organizations. Over 26% of respondents cited a workforce consisting of 30% or more IEPs. Only 25% of organizations cited a workforce of less than 10% IEPs.



Overall Survey Results

Figure 3: Percentage (%) of recent immigrants in current survey respondent GTA workforce

Proportion of immigrants in current GTA workforce	Response (%)
Over 80%	2.2
50-70%	8.9
30-50%	15.6
10-30%	31.1
Less than 10%	24.4
Don't know	17.8

Section 1: IEP Considerations in Strategic Workforce Planning

The first set of survey questions related to IEP considerations in respondent's organizational strategic workforce plans and corporate strategies.

Commitment to Cultural Diversity as a "Core Value"

The survey posed three survey questions related to gauging organizational commitment to cultural diversity. Figure 4 provides a summary of responses related to the level of commitment to cultural diversity as an organizational core value. The key trends were:

- 46% of organizations viewed cultural diversity as a vital organizational core value
- Almost 70% of organizations viewed cultural diversity as a vital core value, or a core value embedded in a broader commitment to being an inclusive organization
- Approximately 30% of organizations did not view cultural diversity as a core value or were at the very initial stages of identifying cultural diversity as a core value
- 18.1% of organizations contend that cultural diversity is not a core organizational value; these values were expressed primarily by a limited number of small to medium-sized private sector organizations)

Figure 4: Response to question: Identification of "cultural diversity" as a core organizational value

Variable	%
Yes, cultural diversity is a vital organizational core value	45.5
My organization has included "cultural diversity" as a part of our broader "inclusive organization" core value	24.2
My organization the initial stages of identifying cultural diversity as a core value	12.2
No, cultural diversity is not a core value	18.1



Overall Survey Results

Organizations were asked whether their organization had a formal cultural diversity strategy. The results, as summarized in Figure 5, reveal the following:

- Two-thirds of organizations have a cultural diversity strategy, either standalone, or embedded in the broader organization's strategic workforce plan; one-third did not have a plan.
- Over 92% of public sector organizations indicated they had a cultural diversity strategy
- Over 53% of private sector organizations indicated they did not have a formal cultural diversity strategy, either standalone or embedded in the broader corporate workforce strategic plan.

Figure 5: Response to question: Does your organization have a cultural diversity strategy?

Variable	%
Yes we do	33.3
No we do not	33.3
Our cultural diversity strategy is embedded in our broader corporate strategic plan	33.3

Two questions were posed to gauge employer progress in meeting cultural diversity goals in their organizations. Figure 6 provides a summary of responses, with the following highlights:

- 17% of organizations believe they are strongly committed to cultural diversity and their actions show they are making good to excellent progress
- 70% of respondents affirmed they are committed to cultural diversity; however they struggle with meeting their cultural diversity goals based on a myriad of external barriers and challenges that stand in the way of realizing diversity goals

Overall Survey Results



Figure 6: Response to question: “From the perspective of an organization managing a cultural diverse workforce in the Greater Toronto Area, how strongly do you agree or disagree with the following statements?”

Variable	Strongly agree	Agree	Marginally agree	Marginally disagree	Disagree	Strongly disagree
Our organization is strongly committed to cultural diversity and our actions show we are making good to excellent progress on this front	16.7	46.7	20.0	6.7	6.7	3.2
	83.4% agree (consistent across all organizations)			16.6% disagree		
Our organization is committed to cultural diversity; however, we struggle with realizing our goals in this area. There are many external barriers and challenges that stand in the way of realizing our diversity goals.	6.7	30.0	33.3	13.3	10.0	6.7

IEP Considerations in Strategic Workforce Planning

The question “Are IEPs a critical consideration in your Strategic Workforce Planning?” was posed. Figure 7 provides a summary of the full set of responses, including those organizations that do not engage in any form of strategic workforce planning. Figure 8 provides a summary of data from the organizations that indicated that they engage in some form of strategic planning. Based on this data, the following key trends were observed:

- Approximately 90% of organizations indicated that they engage in some form of Strategic Workforce Planning.
- Of the organizations who engage in Strategic Workforce Planning (as represented in Figure 8):
 - 31% consider IEPs to be an important, to vital, consideration in their strategic workforce planning
 - 55% consider IEPs as an important consideration in balance with other important considerations
 - 14% consider IEPs to be a minor or non-consideration in their strategic workforce planning.



Overall Survey Results

These results clearly show that organizations in the GTA are firmly committed to IEPs in their workforce planning efforts. Further, these results clearly show that most organizations conduct some form of strategic workforce planning and that IEPs are an important consideration for most organizations' labour force requirements.

Figure 7: Response to question: Are IEPs a critical consideration in your Strategic Workforce Planning?

Variable	%
Yes IEPs are a vital and essential consideration	3.0
Yes IEPs are an important consideration	24.3
IEPs are one of many equally important considerations	50.1
IEPs are a minor consideration	3.0
IEPs are not a consideration	9.4
Our organization does not undertake strategic workforce planning	9.4

Figure 8: Response to question "Are IEPs a critical consideration in your Strategic Workforce Planning?" (Respondents engage in Strategic Workforce Planning)

Variable	%	%
Yes IEPs are a vital and essential consideration	3.4	31.0
Yes IEPs are an important consideration	27.6	
IEPs are one of many equally important considerations	55.2	55.2
IEPs are a minor consideration	3.4	13.8
IEPs are not a consideration	10.4	

Filling the Broader Workforce Skills Needs

Three questions were posed to delve into organizations views on meeting future skills needs with IEPs.



Overall Survey Results

Figure 9 provides a summary of respondent views on future workforce skills needs, with the following key findings:

- Approximately 87% of respondents clearly agree that IEPs will fill a vital and important role in meeting future skills needs.
- 93% of respondents also acknowledged that future skills needs will be met through a mix of people, including IEPs and non-IEPs, and through different means of skills development and acquisition (e.g., reskill existing staff, increase skills in new hires, hire IEPs with appropriate and recognized foreign credentials).
- As shown by responses to the third question, summarized in Figure 9:
 - Almost 93% of private sector respondents view future skill requirements being met, for the most part, by retaining existing staff and by upgrading their skills where required. Private sector respondents cited a larger percentage of IEPs in their organizations (40% of private sector respondents reported over 30% or more IEPs, and 65% reported 10% or more IEPs), which leads to suggesting that private sector respondents may invest in their IEP workforce to meet future skills need.
 - In contrast, two-thirds of public sector respondents disagreed with this statement.

Figure 9: Response to question “Reflecting on your organization’s future workforce skills needs, how strongly do you agree or disagree with the following statements?”

Variable	Strongly agree	Agree	Marginally agree	Marginally disagree	Disagree	Strongly disagree
Q1: IEPs will fill a vital and important element of our organization’s future skills needs	30.0	40.0	16.7	3.3	3.3	6.7
	86.7 (Public: 90.9%; Private 78.6%)			13.3		
Q2: Our future skill requirements will be met by a mix of IEPs, new hires of non-IEP individuals and reskilling existing staff.	30.1	63.3	0	0	3.3	3.3
	93.4%			6.6%		
Q3: Our future skill requirements will be met, for the most part, by retaining existing staff and upgrading their skills where required.	16.1	29.0	22.6	22.6	9.7	0
	93.3% Private organizations agree with this statement			63.6% of Public organizations disagree with this statement		



Overall Survey Results

Figure 10 summarizes responses to the question “Does your organization have specific recruitment strategies directed to IEP recruitment?”.

- 72% of respondents do not have specific recruitment strategies directed specifically to IEPs; and 28% do.
- For organizations that answered “No” to this question, it would be fair to suggest they have broader recruitment strategies, which could include a wide range of talent pool (including IEPs).

Figure 10: Response to question

“Does your organization have specific recruitment strategies directed to IEP recruitment?”

Variable	%
Yes	28.1
No	71.9

A question was posed on how critical cultural diversity is in an organization’s recruitment practices. Summary data provided in Figure 11 suggests:

- Approximately 61% of respondents view cultural diversity as a critical component of their organizational recruitment practices at this time.
- Almost 39% of organizations do not view cultural diversity as a critical component of their recruitment practices.

Figure 11: Response to question: “From the perspective of an organization managing a cultural diverse workforce in the Greater Toronto Area, how strongly do you agree or disagree with the following statements?”

Variable	Strongly agree	Agree	Marginally agree	Marginally disagree	Disagree	Strongly disagree
Our organization does not view cultural diversity as a critical component of our organizational recruitment practices at this time.	6.4	19.4	12.9	9.7	35.5	16.1
	38.7% agree			61.3% disagree		

Section 2: Employer Viewpoints on IEP Employment Challenges and Barriers

The literature and recent media offerings cite significant challenges and barriers to IEP employment in Canada. There is ample literature on the issues from an IEP perspective,



but the literature is relatively scarce on this issue from an employer perspective. Several questions were posed on the broader topic of IEP employment challenges and barriers from an employer viewpoint.

Organizational Recruitment Activities in Relation to IEPs

Four statements related to the challenges and barriers being encountered in the recruitment activities of organizations were provided. Figure 12 provides a summary of employer agreement or disagreement to these statements. Figures 13 and 14 summarize questions posed to further our understanding of employers' viewpoints relative to mitigation of language and accent barriers.

The following trends and results were observed, based on the data provided in Figures 12, 13 and 14:

Language and Accent:

- 77% of respondents agreed that IEP language and accent are a real and pressing challenge to the effective recruitment of IEPs.
- Approximately 46% marginally agreed that IEP language and accent are a pressing challenge to effective recruitment from an employer perspective.
- 28% of employers indicated that they have support programs in place to assist IEPs in language and accent improvement.
- Notably, 60% of public sector organizations have programs, of which 42% support “in house” programs and 25% use community colleges.

Foreign Credentials:

- 63% of respondents believe that recognition of IEP foreign credentials is a major challenge to IEP recruitment

Canadian Experience:

- 71% of respondents (80% for private sector respondents) believe that Canadian experience is a critical requirement in their recruitment programs, regardless of cultural considerations.
- Further, 54% of respondents indicated that they marginally agree or marginally disagree with the statement that Canadian experience is a critical requirement in their recruitment programs; this indicates that half of employers are relatively neutral on the Canadian experience as a recruitment requirement.



Overall Survey Results

Canadian Behavior Norms:

- 60% of organizations were relatively neutral on the challenges posed to recruitment by IEP behaviors not in accord with Canadian norms.

Figure 12: Response to question: "Reflecting on your organization's recruitment activities in relation to IEPs, how strongly do you agree or disagree with the following statements?"

Variable	Strongly agree	Agree	Marginally agree	Marginally disagree	Strongly disagree	
IEP language and accent are a pressing challenge to effective recruitment of IEPs in our organization	0	30.8	46.1	15.4	7.7	0
	76.9% agree (this trend is consistent across all organizations)			23.1% disagree		
Recognition of IEP foreign credentials is a major challenge to our organization's efforts to recruit IEPs	7.4	33.4	22.2	29.6	7.4	0
	63.0% agree with this statement			37.0% disagree with this statement		
Canadian experience is a critical requirement in our recruitment programs, regardless of cultural considerations.	3.6	32.1	35.7	17.9	7.1	3.6
	71.4% agree with this statement 80% of private sector organizations agreed with this statement			28.6% disagree with this statement		
IEP behaviors not in accord with Canadian norms (e.g., lack of eye contact) is a challenge to effective recruitment of IEPs in our organization	3.7	18.5	44.5	14.8	14.8	3.7
	22.2% agree		59.3% of organization are relatively neutral on this statement		18.5% disagree	

Figure 13: Response to question: "Do you have support programs in place to assist IEPs in language and accent improvement?"

Variable	%
Yes	27.6
No	72.4

Overall Survey Results



Figure 14: Response to question: If yes to the last question (shown in Figure 13), where do you access these language and accent support programs?

Variable	%
Community service providers	16.7
Community colleges	25.0
Private sector firms specializing in language and accent	16.7
We support an in-house program	41.6

IEP Recruitment Practices

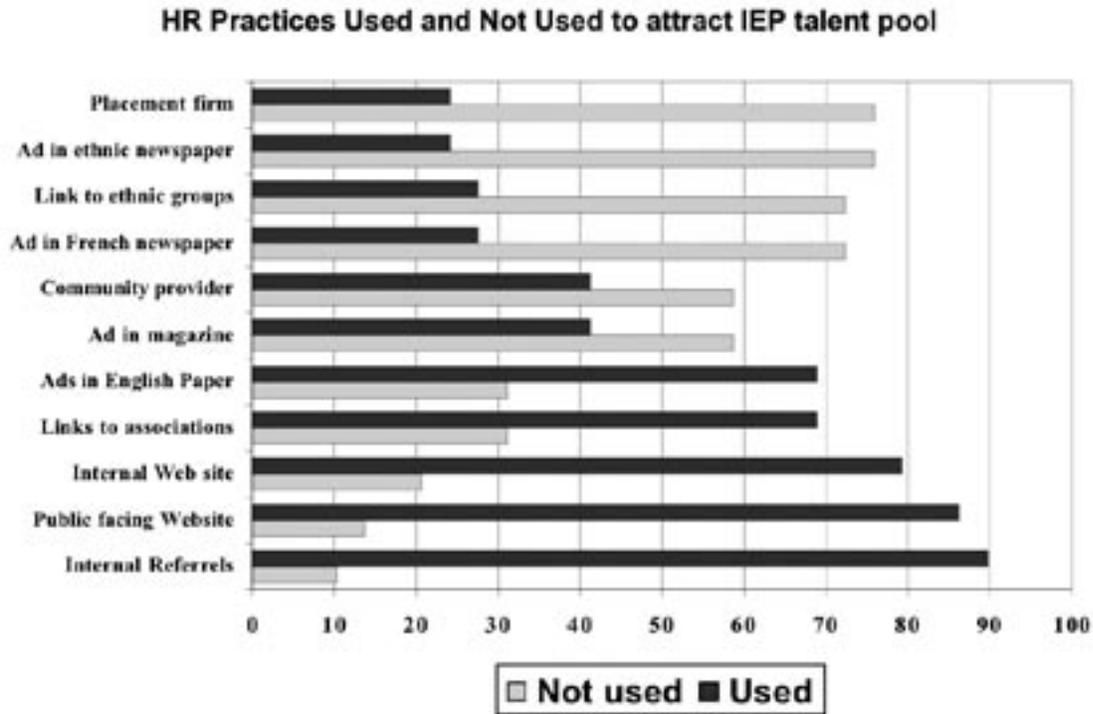
A question was posed on current employer practices related to IEP recruitment, specifically on tools to attract an IEP talent pool. The summary data is provided in chart format (Figure 15); and the base data summary for this chart is provided in Appendix II, Table 1. Highlights of this question include the following:

- 90% of employers cite “referrals by employees within their organization” as the most widely used practice to attract an IEP talent pool to their organization.
- 80% of employers cite the use of the internal website and, 86% the use of the public-facing Internet site as a common practice to attract IEP talent.
- 69% of employers continue to use traditional advertising in English newspapers to attract IEP talent. Conversely, 28% of respondents use ads in French newspapers, and 24% use ads in specific ethnic newspapers.
- 69% of employers have used trade or professional association magazines and newsletters to attract IEP candidates; 21% use this practice significantly.
- Approximately one-quarter of the organizations indicated that they use placement firms for their IEP recruitment programs.



Overall Survey Results

Figure 15: Human Resource practices used by employers in the GTA to attract IEP talent pool (data from Appendix II, Table 1).



Effectiveness of Interview Practices Relative to IEP Candidates

A question was posed on current employer interview practices relative to IEP interview candidates. The summary data is provided in Figure 16. Highlights of key findings include:

- 79% of employers consider the use of competency-based interview techniques as effective or highly effective to explore candidate's skills, background and knowledge; this technique is by far the most widely accepted and used practice for IEP interviews
- Pre-interview screening processes have been deemed effective by the majority of employers for those respondents that use the technique.
- Inclusion of an appropriate cultural representative on selection panels was reported as effective by 64% of those employers who use the practice.

Overall Survey Results



Figure 16: Response to question: “Based on your organization’s experience, how effective are the following Human Resource practices relative to interviewing IEPs?”

Practices	Highly effective	Effective	Not effective	Not used
Ensure inclusion of appropriate cultural representatives on selection panels	3.6	25.0	10.7	60.7
Outsource interview process to firms specializing in IEP interview techniques	0	7.1	7.1	85.8
Utilize pre- interview candidate screening processes and practices to fully explore the depth and abilities of IEP candidates	7.1	35.8	0	57.1
Utilize competency-based interview techniques to explore candidate’s skills, background and knowledge	27.7	51.7	10.3	10.3
Provide interviews in candidate’s mother-tongue (e.g., translation services)	3.6	3.6	3.6	89.2
If applicable, please elaborate on line item #3 (prescreening processes)				
1. We utilize telephone prescreening only for positions involving high volume recruitment, we do screen only IEPs, if we were screening we would do it for all candidates not just IEP candidates.				
2. Workforce Effectiveness Index is an online survey that measures key competencies related to the position you are applying for and helps us make effective recruiting decisions.				

Retention of IEPs in Organizations

The issue of IEP retention was posed to the survey participants. Figure 17 provides a summary of survey responses. The highlights of this question include:

- 70% of respondents cited no difficulties in the retention of IEPs, and 26% cited minor difficulties—in essence, 96% of respondents are not experiencing difficulties in IEP retention
- Respondents cited retention issues with high demand fields, and the ability to counter more lucrative offers from larger or better paying employers.

Figure 17: Response to question “Does your organization have difficulties retaining IEPs in your organization?”

Variable	%
Yes we have significant difficulties	0
Yes, we have some difficulties	3.7
Yes, but very minor	25.9
No we do not have difficulties	70.4



Overall Survey Results

Section 3: Employer Viewpoints on Developing Culturally Intelligent Front-Line Managers

Most employers would readably agree that their front-line managers are the key to successfully managing inclusive work environments and effective culturally diverse workforces. Notably, the successful management of culturally diverse work teams is a highly skilled management skill that requires a host of people skills. This section of the survey delves into the commitment of front-line managers to manage culturally diverse workforces and the skills required to manage diverse workforces effectively.

Front-Line Managers: Commitment to managing a diverse workforce

Two questions were posed exploring employer’s viewpoints on the commitment of middle managers in their organization to managing culturally diverse workforces. Highlights from data presented in Figures 18 and 19 are as follows:

- Three quarters of all employers consider that their front-line managers are somewhat equipped to manage culturally diverse workplaces
- 21% of employers consider their front-line managers are well equipped to manage culturally diverse workplaces
- 75% of employers believe that most, but not all, front-line managers are committed to nurturing and advancing inclusive work environments and a culturally diverse workforce.

Figure 18: Response to question: “From a broader organizational perspective, do you believe your front-line (GTA based) managers are well equipped to manage a culturally diverse workforce?”

Variable	%
Yes	21.4
Somewhat	71.4
No	7.2

Figure 19: Response to question: “How committed are your front-line managers to nurturing and advancing an inclusive, diverse workforce?”

Variable	%
Most, if not all, front-line managers are highly committed	14.8
Many, but not all, are highly committed	59.3
Variable—some are committed, some are not	18.5
Many, if not most, front-line managers are marginally committed	0
Most are not committed	7.4



Overall Survey Results

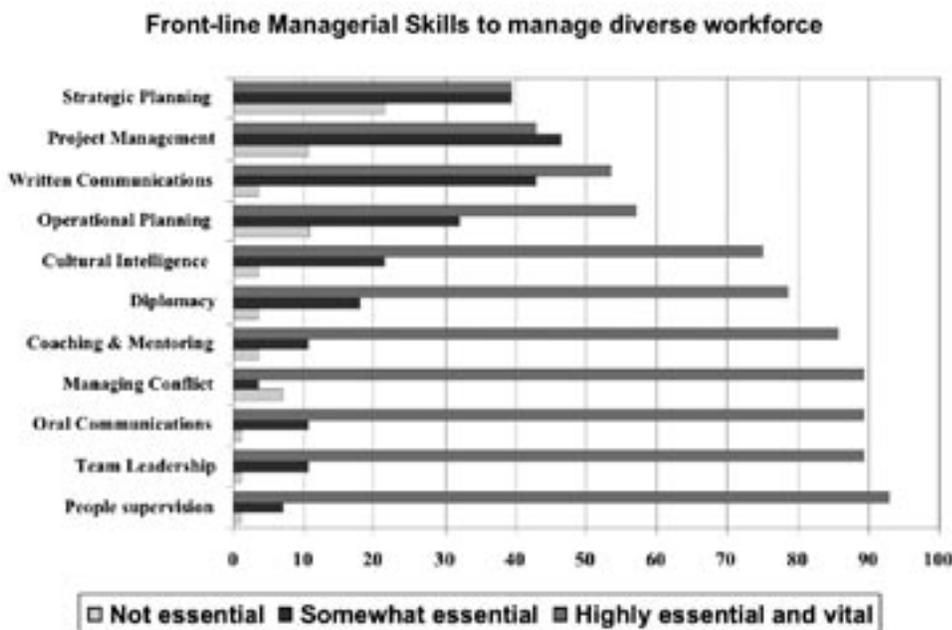
Front-Line Managers: Skills and Skills Development Related to Managing Diverse Workforce
Several questions were posed related to the skills and skills development of front-line managers currently faced with managing an inclusive work environment and a culturally diverse workforce.

Figure 20 provides a summary of the survey responses relative to employer views on essential skills for front-line managers vested with the management of culturally diverse workforces (supporting data is provided in Appendix II). Highlights of the survey responses to this question are as follows:

- Five key managerial skills are deemed “highly essential and vital” to managing a culturally diverse workforce: team leadership, oral communications, people supervision, coaching and mentoring, and managing conflict
- Cultural awareness and intelligence was deemed an essential skill by 96.4% of employers; 75% considered cultural intelligence as a highly essential and vital skill for GTA front-line managers
- Diplomacy skills were deemed essential by 96% of employers

Based on data provided in Figures 21 and 22, employers suggest that previous efforts to train managers in cultural diversity were somewhat effective, or not effective, yet data in Figure 22 provides current practices in manager diversity training from an employer perspective. These practices could be a reflection of employers experience in training managers in the broader array of managerial skills, including cultural diversity.

Figure 20: Employer assessment of front-line management skills to manage inclusive work environments and a culturally diverse workforce.





Overall Survey Results

Figures 21 and 22 provide a summary of data pertaining to two topics:

- Effectiveness of employer practices related to IEP inclusion and integration
- Current cultural intelligence skills and skills training of front-line managers

The highlights of the conclusions derived the data from Figure 21 include:

- Definite room for improvement exists on developing and employing “best practices” relative to IEP inclusion and integration.
- 46% of employers believe that their current IEP inclusion and integration practices are not successful and effective, leading to the conclusion that there is a need to improve these on these practices
- 81.6% of employers agreed that middle managers would benefit from sharpening their cultural intelligence skills
- 81.5% deemed previous training in managing cultural diversity as somewhat successful or not successful at all. This result leads to learning and applying results from Diversity training (below).

Figure 21: Employer agreement relative to statements on front-line manager cultural intelligence skills

Statement	Yes	Some-what	No
Our organization has developed successful and effective “best practices” for IEP inclusion and integration	11.5	42.3	46.2
Our middle managers could benefit from sharpening their cultural intelligence skills. This would benefit our overall organization’s interest in strengthening our diverse workforce.	48.3	33.3	7.4
Previous training of our front-line managers in managing a culturally diverse workforce and teams has met with success.	18.5	59.3	22.2

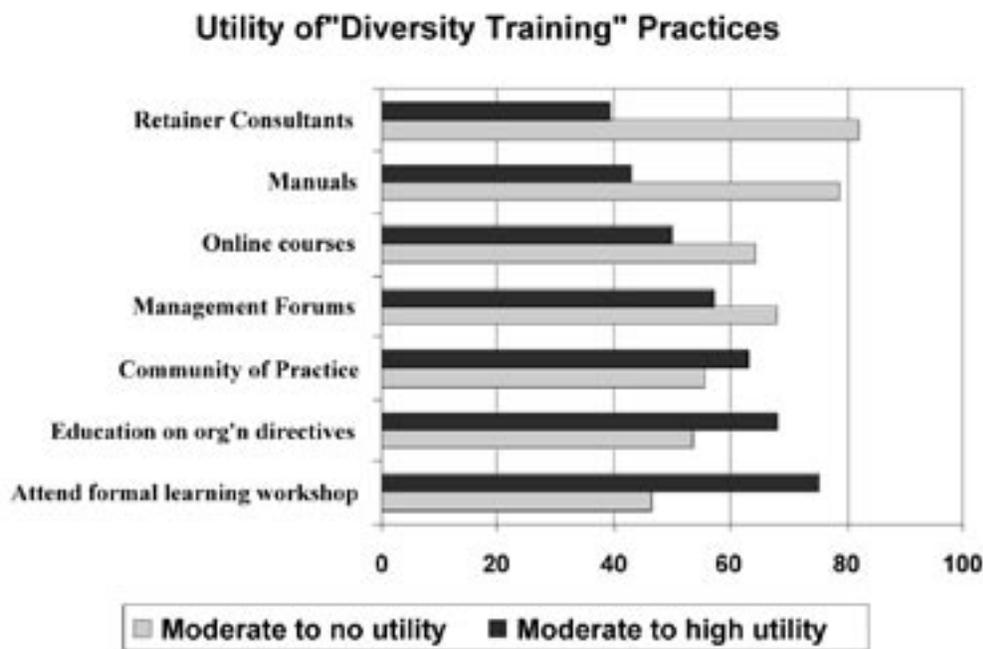
Figure 22 provides a graphical representation of responses related to employer views on the effectiveness of training and learning practices relative to Diversity training for front-line managers. Support data for this graph is provided in Appendix II. Highlights of these responses are as follows:



Major Findings

- Employers indicated that “attendance at formal learning workshops or sessions” and “participating in community practice” are the two most effective means of training front line managers in “Diversity management skills”
- Employers identified manuals and retainer consultants as the two least favored means of training and expanding skills in “Diversity management” in front-line managers
- 50% of employers deemed “online learning offerings” as moderate to high utility and effectiveness.

Figure 22: Manager Diversity training effectiveness (adapted from data provided in Appendix II)



Major Findings

The following summarizes the major findings derived from this study.

Survey Participant Demographics

- A range of different size of employers responded to the survey. Approximately one quarter of the respondents were large private and public sector organizations operating in the GTA.
- The cultural diversity of the survey respondent’s workforce was varied; over 26% of respondents cited a workforce consisting of 30% or more IEPs.



Major Findings

Section 1: IEP Considerations in Strategic Workforce Planning

- In general, employers in the GTA are committed to cultural diversity and to IEPs in their strategic workforce plans
- Approximately 30% of organizations did not view cultural diversity as a core value or were at the very initial stages of identifying cultural diversity as a core value in their strategic workforce plans
- Employers view IEPs as critical and vital to filling future workforce skills needs
- Employers are committed to a balance of workers to fill their current and future workforce needs, including IEP and non-IEP workers.

Section 2: Employer Viewpoints on IEP Employment Challenges and Barriers

- Employer views expressed through this survey on the major challenges and barriers facing organizations relative to IEP recruitment are consistent with the current literature as provided in the attached literature review
- 60% of organizations were relatively neutral on the challenges posed to recruitment by IEP behaviors not in accord with Canadian norms.
- Employers identified internal referrals and web advertising (internal website and public-facing sites) as a primary means to attract an IEP talent pool to employment opportunities in their organization.
- Competency-based interviews were identified as the primary IEP interview technique of choice by employers.
- Including cultural representatives on selection panels was reported as an effective interview tool for those employers who use the practice
- The majority of employers face minor to no issues of IEP retention in their organizations.

Section 3: Developing Culturally Intelligent Front-Line Managers

- Three quarters of all employers consider that their front-line managers are somewhat equipped to manage culturally diverse workplaces
- One quarter of employers consider their front-line managers to be well equipped to manage culturally diverse workplaces
- Three-quarters of employers believe that most, but not all, front-line managers are committed to nurturing and advancing inclusive work environments and a culturally diverse workforce.
- Five key managerial skills were deemed “highly essential and vital” to managing a culturally diverse workforce:
 - team leadership
 - oral communications



Conclusions

- people supervision
- coaching and mentoring
- managing conflict
- Cultural awareness and intelligence was deemed an essential skill by 96.4% of employers; with 75% considering cultural intelligence as a highly essential and vital skill for GTA front-line managers
- Almost 50% of employers believe that their current IEP inclusion and integration practices are not successful and effective, leading to the conclusion that there is a need to improve these on these practices
- Over 80% of employers agreed that middle managers would benefit from sharpening their cultural intelligence skills
- Over 80% of employers deemed previous training of their front-line managers in managing cultural diversity as marginally successful or not successful at all.
- Employers deemed “attendance at formal learning workshops or sessions” and “participating in community practice” as the two most effective means of training front line managers in “Diversity management skills”
- Over 50% of employers deemed “online learning offerings” as moderate to high utility and effectiveness.

Conclusions

Several main conclusions can be stated from the findings derived from this study, as follows:

- The majority of employers participating in this study clearly demonstrate a commitment to workforce planning and the inclusion of IEP considerations in their workforce plans.
- Employers clearly see a vital and important role for IEPs in their current and future labour market needs. Further, they view IEPs as an important part of meeting their future skills needs.
- Employer views on challenges and barriers to IEP recruitment are consistent with current literature.
- The study provides a number of employer “practices” in IEP recruitment and interview practices.
- A significant percentage of employers believe that their current IEP inclusion and integration practices are not successful and effective, leading to the conclusion that there is a need to improve these on these practices.
- Employers consider cultural intelligence skills as important and vital for their front line managers, yet have concerns on current success in developing this skill in their front-line managerial staff. Practices have been identified in this area of concern.



Workforce Planning and IEP Considerations in Canada

The following provides a concise summary of the findings derived from a scoped literature review. PCPI contracted CBI Canada Inc. to prepare an evaluative report of information found in the literature pertinent to workforce planning approaches and tools associated with the integration of IEPs in the Canadian labour market. This literature review focuses on aspects of workforce planning and IEP integration from an organizational and employer perspective.

The following provides a summary of key literature related to the topic area of strategic workforce planning and IEPs in Canada. A synopsis is provided for a number of papers.

1. Strategic Workforce Planning

Recent times have seen a marked rise in the public and private sector interest in, and application of, strategic workforce planning to guide short and longer term human resource management in organizations. Fundamental to workforce planning is the identification of human resource needs or gaps in the future and subsequent identification of strategies and actions to fill the need or gap.

The Minnesota State Department of Human Resources recently developed a comprehensive workforce planning program for utilization by the department (Minnesota 2004). This manual is mirrored by several other states in the United States, as evident by the resource links on the Washington State Department of Personnel (2007). Minnesota provides the following introductory narrative, which succinctly summarizes the definition and nature of strategic workforce planning (2004):

Although there are many ways to define workforce planning, the following definition addresses key aspects of planning for the public sector HR professional:

“Workforce planning is the strategic alignment of an organization’s human capital with its business direction. It is a methodical process of analyzing the current workforce, determining future workforce needs, identifying the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives.”

As a process, workforce planning includes elements such as strategic planning (by both the organization and its partners), workload projections, forecasts, turnover analyses, and budget



Appendix I: Literature Review

projections. Workforce planning forecasts the numbers of people and types of skills needed to achieve success by comparing the available workforce with future needs to determine needs that may be unmet (gaps). Workforce planning is a management tool that affects the full life cycle and range of human resources activities including recruitment/selection, classification and compensation, training and development, performance management, and retention.

Many public and private organizations have developed their own workforce planning models. However, aside from variations in terminology, the processes are very much alike. All models rely on:

- Analyzing the current workforce
- Identifying the workforce needed for the future
- Comparing the present workforce to future needs to identify gaps
- Preparing plans to eliminate these gaps and build the workforce needed in the future
- Evaluating the process and results to ensure that the workforce planning model remains valid, and organizational objectives are being met

Workforce planning should be flexible, ongoing, and linked to organizational strategies that are influenced by economic conditions. As a leader, business partner, and change agent, the HR professional is responsible for engineering the process.

The Conference Board of Canada recently released a milestone document entitled “Strategic Workforce Planning: Forecasting Human Capital Needs to Execute Business Strategy” (Young 2006). This comprehensive report provides a strong case for the increased application of strategic workforce planning by both public and private sector employers in Canada. The following conclusions made in the report are particularly pertinent to the subject of IEP integration into the Canadian workforce.



SWP Drivers: Strategic workforce planning is becoming increasingly important to organizations in response to a variety of factors:

- The aging workforce and approaching retirement wave
- Current and project labour shortages
- Globalization
- Growing use of a contingent, flexible workforce
- The need to leverage human capital to enhance return
- Mergers and acquisition
- Evolution of technology and tools

Strategic workforce planning is a relatively new practice in many organizations; most are still in the process of fully implementing SWP or realizing its ultimate potential.

The Corporate Leadership Council (CLC) recently released several informative reports on different aspects of workforce planning in North America (CLC 2002a; CLC 2002b; CLC 2003; CLC 2006). CLC (2002a). These reports provide a strong case for multinational companies that face increased competition for their talent labour pools, to apply strategic workforce planning.

Kiyonaga provides an excellent case for the increased application of workforce planning relative to the issue of impending projected labour shortages in North America in the coming decade (2004).

2. Labour Force and Immigration Projections

Over the past decade, the literature has been saturated with studies, reports and briefs on all aspects of Canadian demographic and labour force trends and projections. Pertinent to this review, there are countless studies profiling the impacts of immigration on Canadian societal and workforce demographics. The following provides a snapshot of a few relevant studies and reports:

- A recent Canadian Policy Research Network Policy Brief (Canadian Policy Research Network 2006) provides the following key statistics on Canadian cultural diversity projected to the year 2017:



Appendix I: Literature Review

- Nearly 20% of Canadians will be immigrants by 2017 (up from 18% in 2001); a similar proportion will be racially visible (up from 13% in 2001)
 - One in four Canadians will have a mother tongue other than French or English.
 - 95% of Canada's racially visible population will live in Canada's census metropolitan areas;
 - 75% of Canada's racially visible population will live in Toronto, Vancouver and Montreal; the majority of the population of Toronto will be racially visible
- Metropolis provides links to several related Metropolis Conversation Series reports (2007). Metropolis provides the following commonly accepted projection of the Canadian workforce (2003a):

Immigrants have become an increasingly important part of the Canadian labour market. Currently immigrants account for 70% of labour market growth and it is estimated by 2011, immigrants will account for all labour market growth.

- Bloom predicts that one million skilled job vacancies will become available in Canada within the next 20 years (2006).
- The Canadian Federation of Independent Business (CFIB) estimated there were 265,000 vacancies for skilled workers in the SME sector in 2002, of which 70% were vacant for more than four months ((Mallett, 2002).
- The Canadian Labour and Business Centre provides the following statement (2004):

Immigration makes an enormous contribution to the pool of people in Canada with post-secondary qualifications. Among new immigrants aged 15 and over arriving in 2002, 46% held a university degree and a further 13% held some other form of post-secondary credential such as a non-university diploma or trade certificate.

These statistics are corroborated by Owen (2005).

- Deloitte provides a comprehensive study of the Toronto financial services industry talent market (2007). The financial services industry is a mainstay employer in Toronto and represents an excellent example of the current and future role of visible minorities in the Canadian large urban centres. Deloitte provides the following statement:



Appendix I: Literature Review

30% of the organizations surveyed indicated that visible minorities account for 30 to 50% of their workforce. Leading the way, 70% of banking organizations surveyed indicated that 30-50% of their workforce represents visible minorities. 75% of organizations indicate that between one and five % of their new hires have been new immigrants. 64% suggested that the number of new immigrant hires will increase over the next five years.

All available studies and reports point to the same conclusions:

- Canada is and will continue to grow as a true multi-cultural nation
- The Canadian workforce will become more and more reliant on internationally educated and trained workers to fulfill the workforce skills needs.

3. IEP Employment and Integration Barriers

The recruitment and integration of IEPs into the workforce, from an IEP perspective, has not been an easy task. Report after report cites numerous barriers and challenges facing IEPs, including foreign credential recognition, discrimination, and language and accent limitations. This evidence has led to a myriad of government and not-for-profit support programs and policies to reduce barriers to meaningful employment for IEPs.

The barriers and challenges associated with employment and integration facing foreign-trained people is well represented in numerous government, association and not-for-profit organizational websites. Notable documents discovered in this literature review on this subject include:

- On March 19 and 20, 2006 the Public Policy Forum held a roundtable attended by approximately 200 Canadian leaders from all levels of government, academia, educational institutions, business employers, groups representing immigrants and voluntary sector organizations. The conference was organized to build consensus and facilitate partnerships to address the challenges facing immigrants. The topics covered throughout the session are a good indicator of the challenges and barriers immigrants face as they attempt to settle in communities, apply for jobs and integrate into Canadian workplaces. Consider these topics as provided in Lopes (2006):
 - Role of local communities in attracting and retaining immigrants
 - Selection as the key to integration
 - Skill and credential recognition in the regulated and unregulated occupations
 - Racism and discrimination



Appendix I: Literature Review

- Engaging employers
- Provincial initiatives and nominee programs
- Language training for successful integration
- Demographics and immigration

This 100-page document provides the reader with an excellent overview of the issues and challenges facing immigrants and offers solutions to these issues.

- The Canadian Labour and Business Centre provides a number of insights into the most common barriers to employment for IEPs. As paraphrased from the report (2004):
 - 70% of immigrants report problems in finding employment
 - 72% of managers (employers) expect problems when hiring foreign-trained workers
 - Most commonly cited problems include:
 - Immigrants cite lack of Canadian work experience, transferability of foreign credentials and lack of official language skills
 - Managers cite lack of Canadian work experience (46%), transferability of foreign credentials (52%), and lack of official language skills (66%) as barriers in the hiring process
 - Generally new immigrants to Canada have very high levels of unemployment. As their time in Canada increases, the level of unemployment falls. This is referred to as the transition penalty. It now takes more than 10 years in Canada before the observed unemployment rate of immigrants falls to the level found among the Canadian-born population.
 - In 2001, the unemployment rate among recent immigrants was 1.5 times that of the Canadian-born unemployment rate (11.4% vs. 7.4%). As education increases, the relative difference between the unemployment rates of immigrants and the Canadian born also increases. Consider recent immigrants with a bachelor's degree: they have unemployment rates that are three times greater than Canadian-born holders (11.8% vs. 3.9%). The highest rates are among immigrants with Masters or Doctorates (3.5 times)... Even though the demand for post-secondary school credentials appears to be high, recent immigrants with university education have roughly the same rate of unemployment as those who did not complete high school.
 - Of all immigrants landed between 2000 and 2002 and intending to join the labour force, 71% indicated abilities in at least one of Canada's official languages. About 10% spoke both languages. However, 29% did not have ability with either language.



- Immigrant literacy skills vary considerably. When educational levels increase, literacy skills tend to be much higher. However, literacy and numeracy levels are below the averages of the Canadian-born population with equivalent educational credentials.
 - Between October 2000 and September 2001, a total of 124,700 immigrants arrived in Canada with one or more foreign credentials. After six months in Canada, only 14% of these immigrants had their credentials assessed and fully accepted.
 - Of the 164,200 immigrants aged 15 and over who arrived in Canada between October 2000 and September 2001, 24% of immigrants were without foreign credentials and 76% had at least one foreign credential.
 - Immigrants demonstrate a keen interest in furthering their training after arrival. 40% of immigrants intending to seek further training reported one or more problems in executing their plans. Of these, 27% reported language as the most serious barrier, 25% cited financing, 11% the availability of courses; 9% lacked time and 8% were thwarted by credential recognition problems. 22% of Canadian-born workers received employer-supported training in 2002, up from 19% in 1997. The comparable figure for immigrants remained static at 14% over this period.
-
- Metropolis provides an excellent Conversation Report on the current success and continuing challenges of foreign credential recognition. This paper provides a series of policy and program-level recommendations (2003b).
 - Lopes in a survey of 120 Canadian employers, asked the question “Hiring immigrants with foreign credentials / experience: Do barriers exist?” (2006). Over 44% of those surveyed indicated that barriers to hiring individuals with foreign credentials and work experience exist in their organizations.
 - Lopes found that organizations with more than 10,000 employees are least likely to report presence of barriers to hiring individuals with foreign credentials and experience (2006). Organizations with 251 to 499 employees are the most likely to report the presence of barriers to hiring individuals with foreign credentials.
 - Ratna provides an excellent summary of challenges and opportunities to integrating skilled immigrants into the Ontario labour market (2006).

Within the scope of this literature review, hundreds of publications document, for the most part, the conclusions represented in the feature publications summarized in this section. An outstanding level of information on this subject exists on websites belonging to the myriad of agencies and NGOs in the fields of immigration, foreign-trained workers, IEPs and Canadian labour force.



4. Employer barriers (external and internal) to effective IEP employment and integration into Canadian organizations

The literature related to IEP and foreign-trained worker employment and integration in Canada from an employer vantage is relatively scarce in comparison to the literature provided in Section 3; that is, from an IEP and agency vantage point. The following literature is highlighted.

The Report on Diversity: Priorities, Practices and Performance in Canadian Organizations (Lopes 2006) present the results of the Conference Board of Canada's survey on policies and practices related to diversity in Canadian organizations. This report provides a number of key summary findings, including the following:

...while Canadian organizations that participated in the survey stated a strong commitment to diversity, their performance on diversity related measures (such as representation, integrated (HR) strategic plans and diversity-related investments, activities and initiatives) is mediocre. There is a gap between policy and performance, with many organizations failing to follow through on their stated commitment to diversity with initiatives and practices that foster and sustain diverse and inclusive workplaces.

Responses regarding diversity-related activities and initiatives – such as training and development for employees and managers, the ability to manage a diverse workforce and recognition of foreign credentials – indicate that organizational performance in these areas is unexceptional. The results also suggest that Canadian organizations recognize the challenge, with the majority rating their organization's culture as only moderately inclusive.

Many (organizations) indicate a high level of commitment to diversity and clearly identify key business reasons for investing in diversity and inclusiveness. If such commitment can be translated into strategies and practices that are successful in building and maintaining a high-performing and diverse workforce, then Canadian organizations will be in an excellent position to cultivate advantage.

Lopes provides additional statistics that provide an excellent higher-level look at Canadian employers relative to the recruitment and integration of IEPs in the Canadian workforce (2006).



Appendix I: Literature Review

- It is estimated that the removal of age, gender and culture-related barriers would lead to an additional 1.6 million Canadians being able to participate in the workforce. That represents approximately CDN \$174 billion in personal income.
- Canadian workforce representation rates have been tracked since 1987. Representation of visible minorities has risen from 5.0% in 1987, to 12.7% in 2003.
- Top business reasons for investing in diversity include:
 - To access a broader talent pool (58.3% respondents)
 - To be an employer of choice (55%)
 - Social responsibility (right thing to do) (41.7%)
 - To mirror the organization's customer base (26.7%)
 - To meet legal requirements (24.2%)
 - To mirror local demographics (21.7%)
- 58% of employers indicated they have a strategic plan for diversity. Of those who do have strategic plans for diversity, 91.4% integrate the plan with the organization's HR strategic plan, and 73.9% integrate it with their business plan.
- The top diversity-related activities and initiatives reported by employers include: diversity training for management and employees, and hosting cultural events and celebration
- The most commonly cited barriers to hiring workers with foreign credentials or work experience were:
 - Evaluation of foreign credentials
 - Lack of Canadian work experience
 - Inadequate language skills
 - Evaluating foreign work experience
 - Lack of Canadian citizenship
 - Pressure of time to hire
 - Cost of evaluation

The Canadian Federation of Independent Business (CFIB) (Bourgeois, A. et al. 2006) provides an interesting summary of a survey of CFIB members in 2006.

Of interest to this review:

- Problems integrating immigrants into the workplace or community (SMEs that hired an immigrant already in Canada) include:
 - Language barriers (80%)
 - Relationships with other workers due to cultural and religious differences (28%)
 - Evaluating foreign credentials (21%)
 - Lack of services to help new immigrants /families integrate into the community (9%)
 - Lack of new immigrants into my community (8%)



Appendix I: Literature Review

- Actions taken to ease the transition of immigrants into the workplace or community (SMEs that hired an immigrant already in Canada):
 - Mentorship / social activities (49%)
 - Offered language training (32%)
 - Assisted with settlement (28%)
 - Cultural awareness training for existing employees (16%)
- Actions taken to ease the transition of immigrants into the workplace or community (SMEs involved in bring new immigrant):
 - Assisting in settlement (84%)
 - Mentorship / social activities (53%)
 - Offered language training (20%)
 - Cultural awareness training for existing employees (12%)

Lochhead provides a summary of a comprehensive survey of a Canadian Labour and Business Centre survey of over 6,100 business, labour and public sector organizations in Canada on issues associated with immigration in Canada and the barriers faced by employers in recruiting and integrating immigrants into the Canadian workforce (2003). The key results cited in this study are as follows:

- Among private sector managers, 64% indicated that hiring foreign-trained workers was not important to addressing their organization's skill needs. The statistic was 53% for public-sector managers.
- The same survey indicated that upgrading the skills of current workers, improving succession planning, and retaining existing workers represented key actions to meet skill requirements.
- The author noted that this was a cross-Canada survey, where managers in traditionally low immigrant settlement areas were respondents to the survey.
- The main obstacles to hiring foreign-trained workers (private and public sector) include:
 - Language difficulties (63%)
 - Difficulties assessing foreign credentials (51%)
 - Lack of Canadian experience (46%)
 - Too difficult to recruit abroad (40%)
 - Cultural differences (33%)
 - Safety concerns (10%)
 - No major obstacles expected (23%)



Appendix I: Literature Review

The Public Policy Forum invested in a comprehensive survey and conference on the broad topic of “Bringing Employers into the Immigration Debate” (Lopes, 2004). The Survey of Canadian Employers and Human Resource Managers was conducted by Environics and surveyed 2,091 employers from across Canada. The resulting document of over 100 pages, provides a number of key papers and briefs on the subject. The conclusions of the survey and conference are highlighted:

- Employers have a positive attitude towards immigrants and immigration.
- Employers see many positives and few negatives to hiring recent immigrants.
- Employers welcome opportunities to participate in strategies that seek the integration of immigrants into the workforce.
- The survey and focus groups also discovered:
 - Employers do overlook immigrants in their human resource planning
 - Employers do not hire immigrants at the level they were trained
 - Employers face challenges integrating recent immigrants into their workforce.
- Canadian work experience is seen as important by employers for the following reasons:
 - It proves that immigrants are able to work in the Canadian work environment (32%) and that they are able to meet Canadian standards (14%)
 - It lowers the risk of hiring employees who do not fit into the culture of the organization (11%)

Employers who hire mostly regulated professionals are much less likely than other employers with no regulated professionals to say that foreign experience is accepted on par with Canadian experience.

The Conference Board of Canada provides an interesting article entitled “Middle Managers: Engaging and Enrolling the Biggest Roadblock to Diversity and Inclusion” (2007). This study makes the case that diversity practitioners challenge the status quo, which puts them in direct conflict with middle managers who are often vested and concerned with preserving the status quo. The article clearly demonstrates the need to influence middle managers to adopt the ideals and need for diversity in recruitment and integration of the workplace.

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Appendix II: Summary Data Tables

(Basis of Chart-Format Figures)

Table 1. Base data to support Figure 15: Response to question: “Most organizations employ a suite of practices to access their recruitment ‘talent pool’. In reflection of your organization’s Human Resources (HR) practices to attract an IEP recruitment talent pool in your GTA operations, how would you rate each of the following practices?”

Practices	Not use	Used	Used Significantly
Placement firms specializing in IEP placement	75.9	20.7	3.4
Ads in newspapers (English language only)	31.0	38.0	31.0
Ads in newspapers (French)	72.4	24.2	3.4
Ads in newspapers (language directed to target talent pool)	75.9	20.7	3.4
Ads in trade magazines or newsletters	58.7	37.9	3.4
Links to ethnic community groups	72.4	17.2	10.4
Community service providers	58.6	31.0	10.4
Links to formal trades or professional associations or organizations	31.0	48.3	20.7
Organizational website or HR website (e.g., intranet site)	20.7	34.5	44.8
Referrals by employees within organization	10.3	55.2	34.5
Internet	13.8	55.2	31.0

Table 2. Base data to support Figure 20: Response to question: “How essential are the following managerial skills for your front-line managers relative to managing your organization’s diverse workforce?”



Appendix II: Summary Data Tables

Managerial Skills	Highly essential and Vital (%)	Somewhat essential (%)	Not essential (%)
Team leadership	89.3	10.7	0
Cultural awareness / intelligence	75.0	21.4	3.6
Oral communications	89.3	10.7	0
Written communications	53.6	42.9	3.5
Diplomacy	78.6	17.9	3.5
Project management	42.9	46.4	10.7
People supervision	92.9	7.1	0
Coaching and mentoring	85.7	10.7	3.6
Managing conflict	89.3	3.6	7.1
Strategic planning	39.3	39.3	21.4
Operational planning	57.1	32.1	10.8

Table 3. Base data to support Figure 22: Manager “Diversity training” effectiveness

Learning Support Practice	1	2	3	4	5
Online offerings related to managing diverse work teams	28.6	21.4	14.3	21.4	14.3
Manuals with learning materials	21.4	35.7	21.5	10.7	10.7
Participating in a manager level cultural diversity “community of practice”	22.2	14.9	18.5	33.3	11.1
Attendance at formal learning workshops and sessions	7.1	17.9	21.4	42.9	10.7
Management forums on the issue	21.4	21.4	25.1	21.4	10.7
Education on human resource procedural directives and policies	10.7	21.4	21.4	28.6	17.9
Access to “on retainer” consultants with expertise in cultural diversity	32.1	28.6	21.4	10.7	7.2
Survey question provided to survey participants: “Many organizations offer support to front-line managers to strengthen their skills and abilities to manage a diverse workforce. For each area listed below, please rate, on a scale from 1 to 5, the support practice in terms of overall effectiveness and utility to front-line managers where: 1 is “no utility or use for our managers” and 5 is “significant utility and application for our managers.”					



Notes

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