



Progress: IEPs' Experience Matters

February 10, 2012

IEPs' Workforce Integration Experiences

Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Avril Phillip and Denise Ghanam

STUDY CONTEXT



STUDY OBJECTIVES

- Collect IEP workforce integration perception & experience data
- Maintain a mid-career IEP focus
- Collect employer/ stakeholder perception & experience data
- Identify successful practices to build upon



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

METHODOLOGY



- **Literature /Knowledge Review**
 - Thematic Summary
 - Annotated Bibliography
- **Primary Data Collection**
 - **Surveys**
 - IEP (Employed /Unemployed)
 - Employers
 - Job Developers
- **Interviews**
 - Employers
 - Associations



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



THEMATIC SUMMARY

- IEPs experience career disruptions
 - Workplace acculturation
 - Disparity in wages
 - Underemployment
 - Lower levels of job satisfaction and security
 - Lack of networks
 - Undervaluation of qualifications



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



THEMATIC SUMMARY

- Disproportionate longer time to make careers that utilize skills optimally
- New Canadians unemployed at higher rates at every level of education
- New Canadians secure employment through same pathways (family, friends, personal networks)
- IEPs lack networks forged during post-secondary education & training



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



THEMATIC SUMMARY

- Workforce integration success factors:
 - Credentials & type of occupation
 - Regulated profession/trade qualifications
 - Recognized skill sets
 - Educational attainments
 - Canada or English speaking country education
 - Ongoing skills development & formation of occupational networks



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



THEMATIC SUMMARY

- Part-time/full-time work major factor in mid-career integration success
- New Canadians find securing credential recognition difficult
- Employers have long-term interest in developing strong workforce integration programs & practices
- Toronto employers interested in incorporating & accommodating IEPs in HR planning

STUDY HIGHLIGHTS



IEP PROFILE

- **5,000** IEPs invited to participate in survey
- **560** IEPs participated
 - **238** employed IEPs participated
 - **322** unemployed IEPs participated



Funded by:

Financé par :



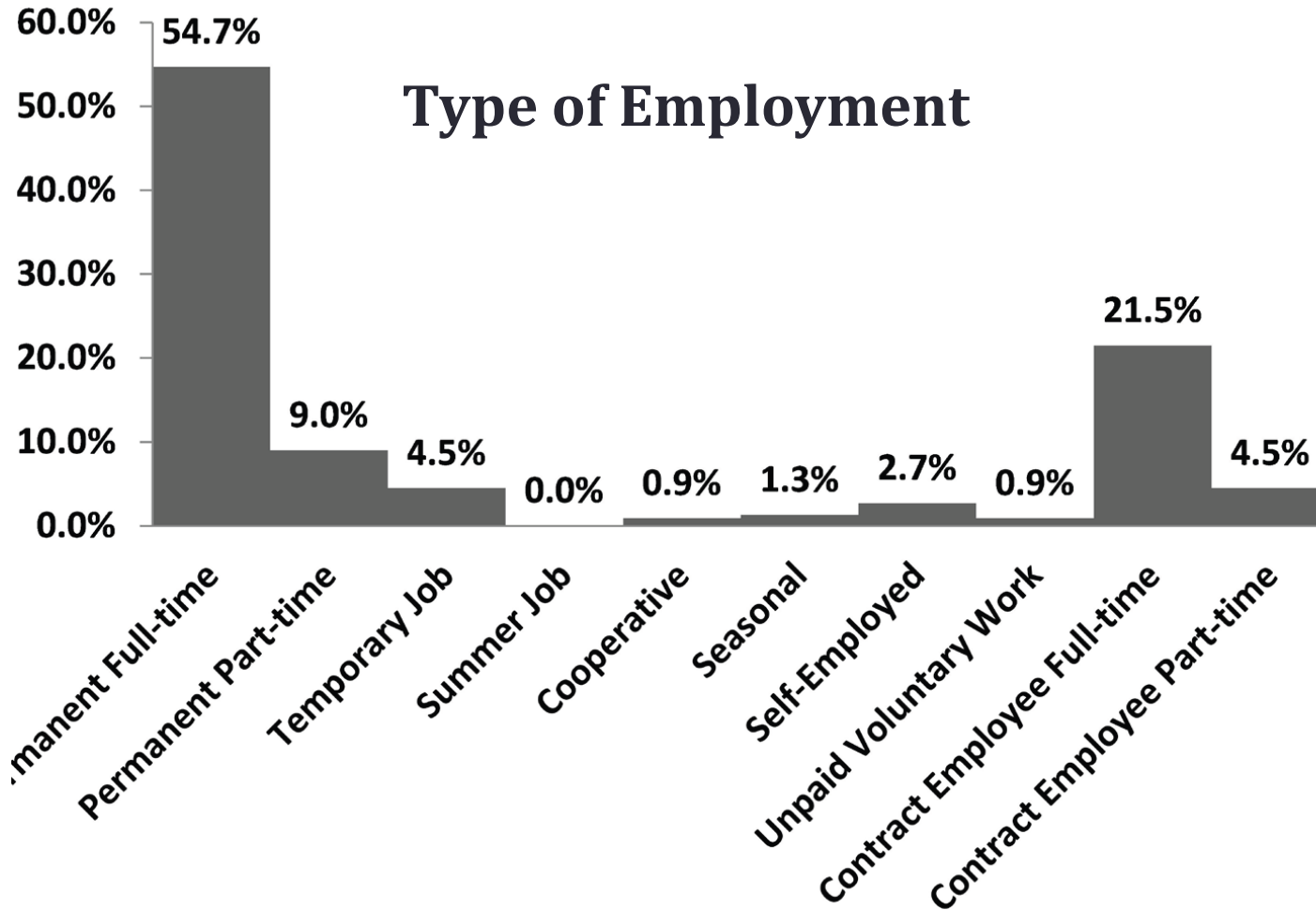
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

IEP PROFILE



MAJORITY OF EMPLOYED IEPs HAD FULL-TIME WORK



Funded by:

Financé par :



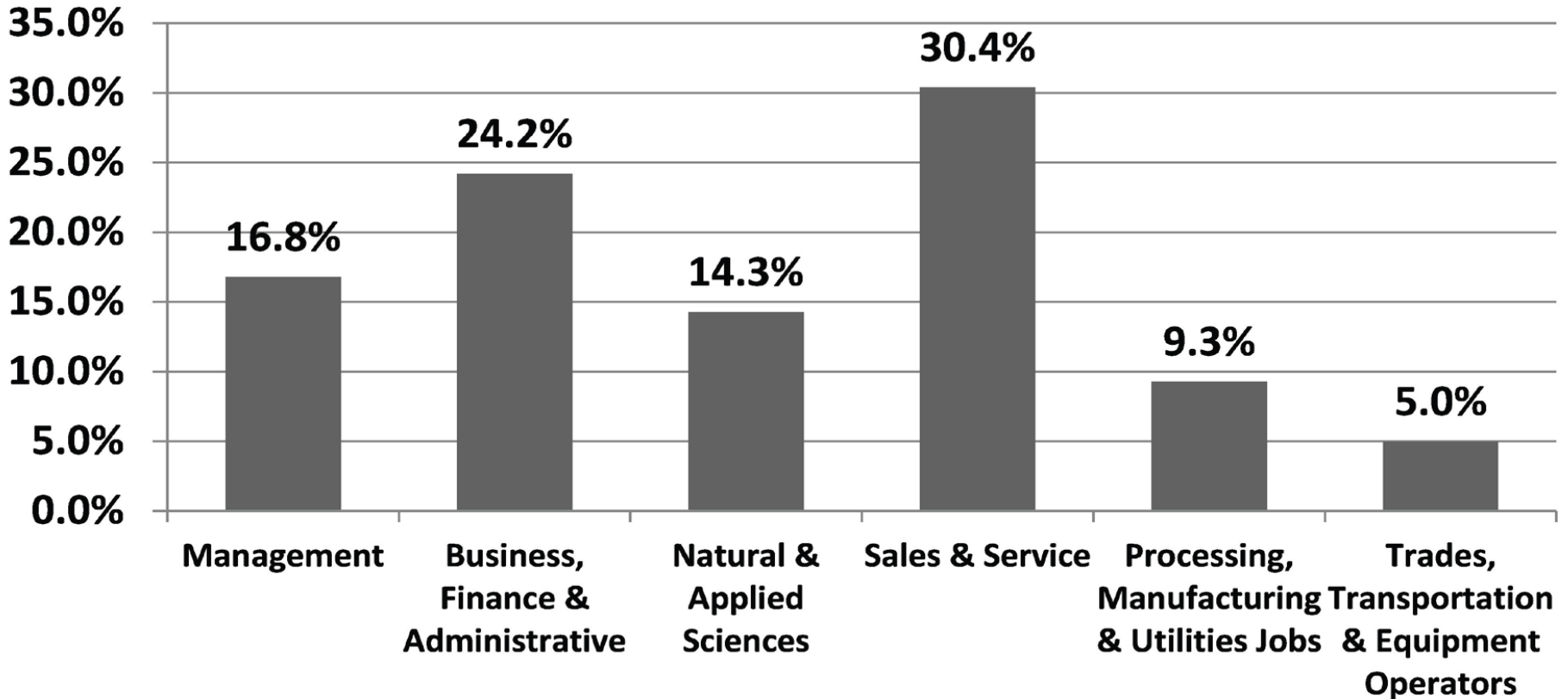
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

IEP PROFILE



ALMOST ONE-THIRD EMPLOYED IN SALES & SERVICE



Job Function



Funded by:

Financé par :



Citizenship and
Immigration Canada

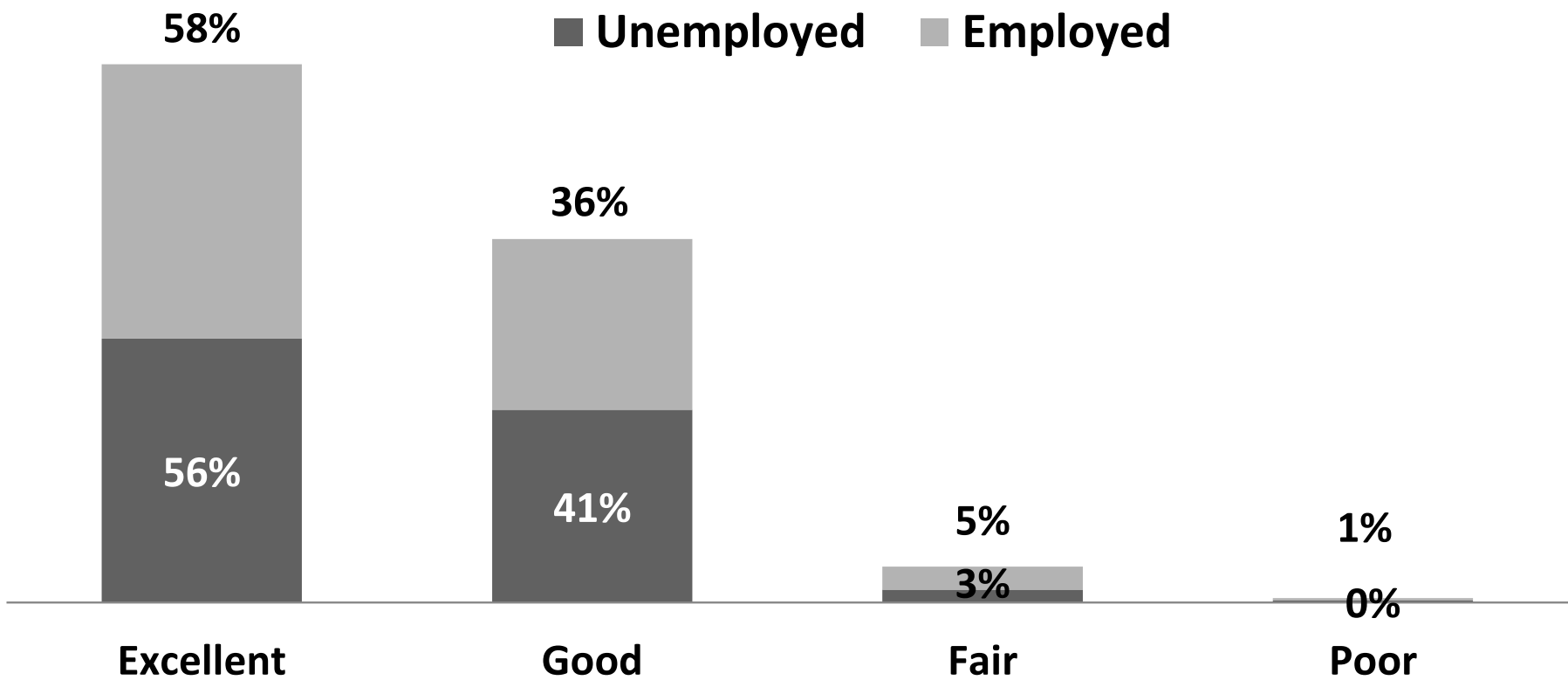
Citoyenneté et
Immigration Canada

IEP PROFILE



IEPs RATE ENGLISH LANGUAGE SKILLS AS PROFICIENT

Knowledge of English



Funded by: Financé par :

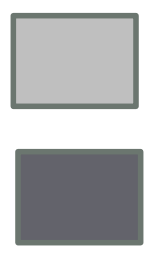
 Citizenship and Immigration Canada
Citoyenneté et Immigration Canada

IEP PROFILE



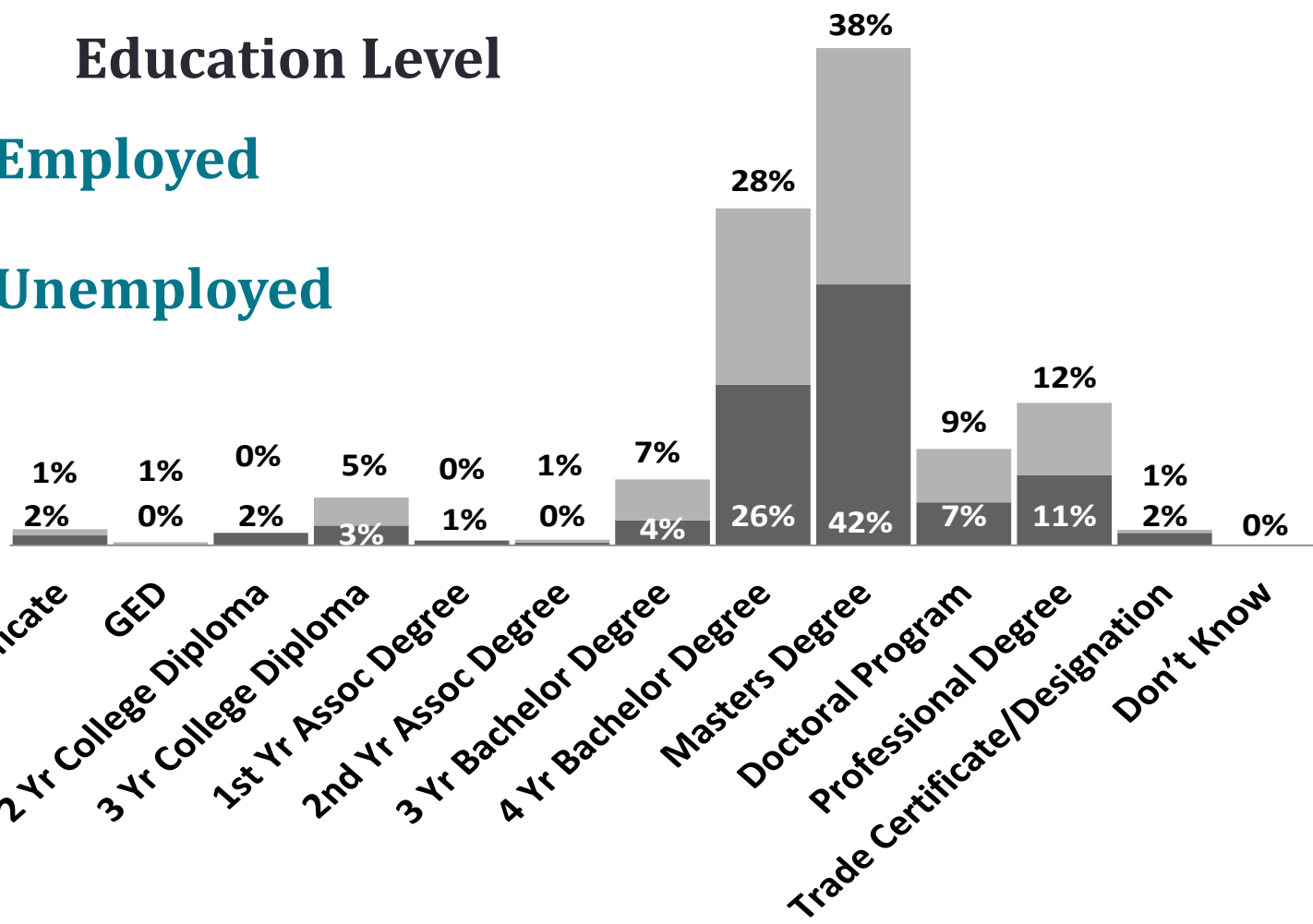
EMPLOYED IEPs WERE HIGHLY EDUCATED

Education Level



Employed

Unemployed



Funded by: Financé par :

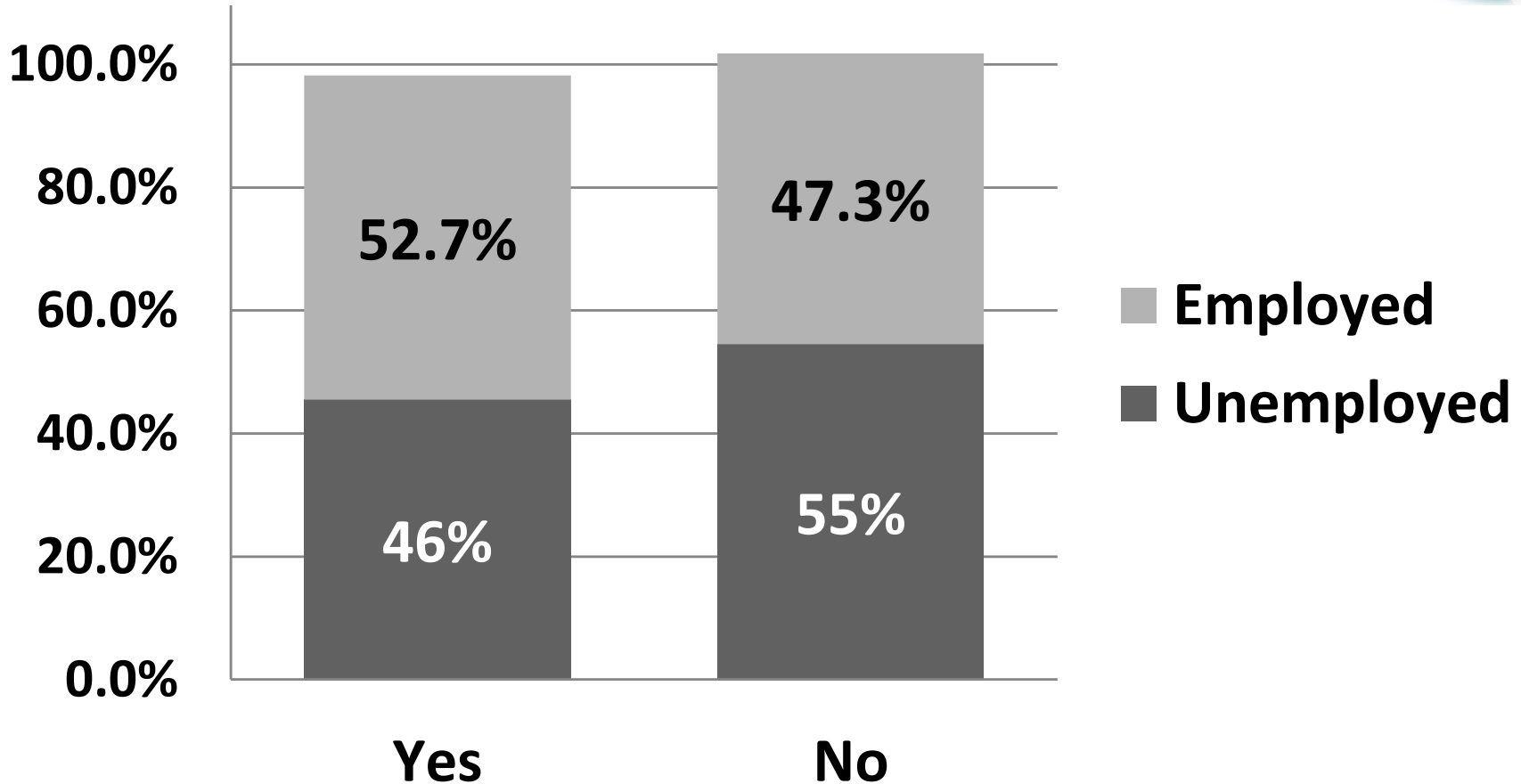


Citizenship and Immigration Canada
Citoyenneté et Immigration Canada

IEP PROFILE



A SIGNIFICANT NUMBER OF IEPSs HAVE CANADIAN EDUCATIONAL QUALIFICATIONS



Received Canadian Degree, Diploma, Certificate



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



PROGRESS: IEPs' EXPERIENCE MATTERS

- Lack of Canadian experience perceived greatest barrier to getting work in field of study
- Pre-immigration work experience & qualifications key to IEPs getting work
- Most described workforce integration experiences as one of being overqualified for the jobs have



Funded by:

Financé par :



Citizenship and
Immigration Canada

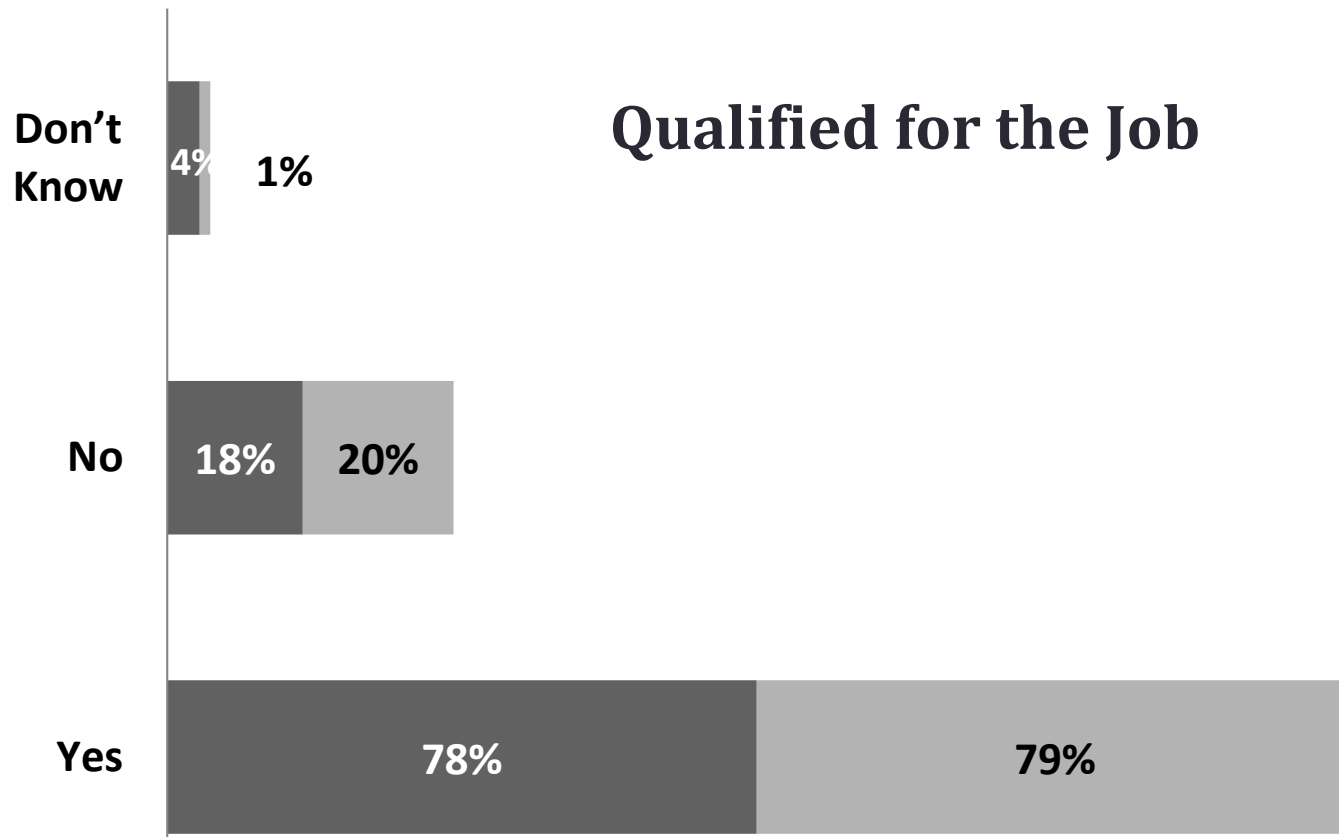
Citoyenneté et
Immigration Canada

PRIOR WORK EXPERIENCE & JOB FIT



MOST QUALIFIED FOR THE JOBS LOOKING FOR WHEN FIRST CAME TO CANADA

■ Unemployed ■ Employed



Funded by:

Financé par :



Citizenship and
Immigration Canada

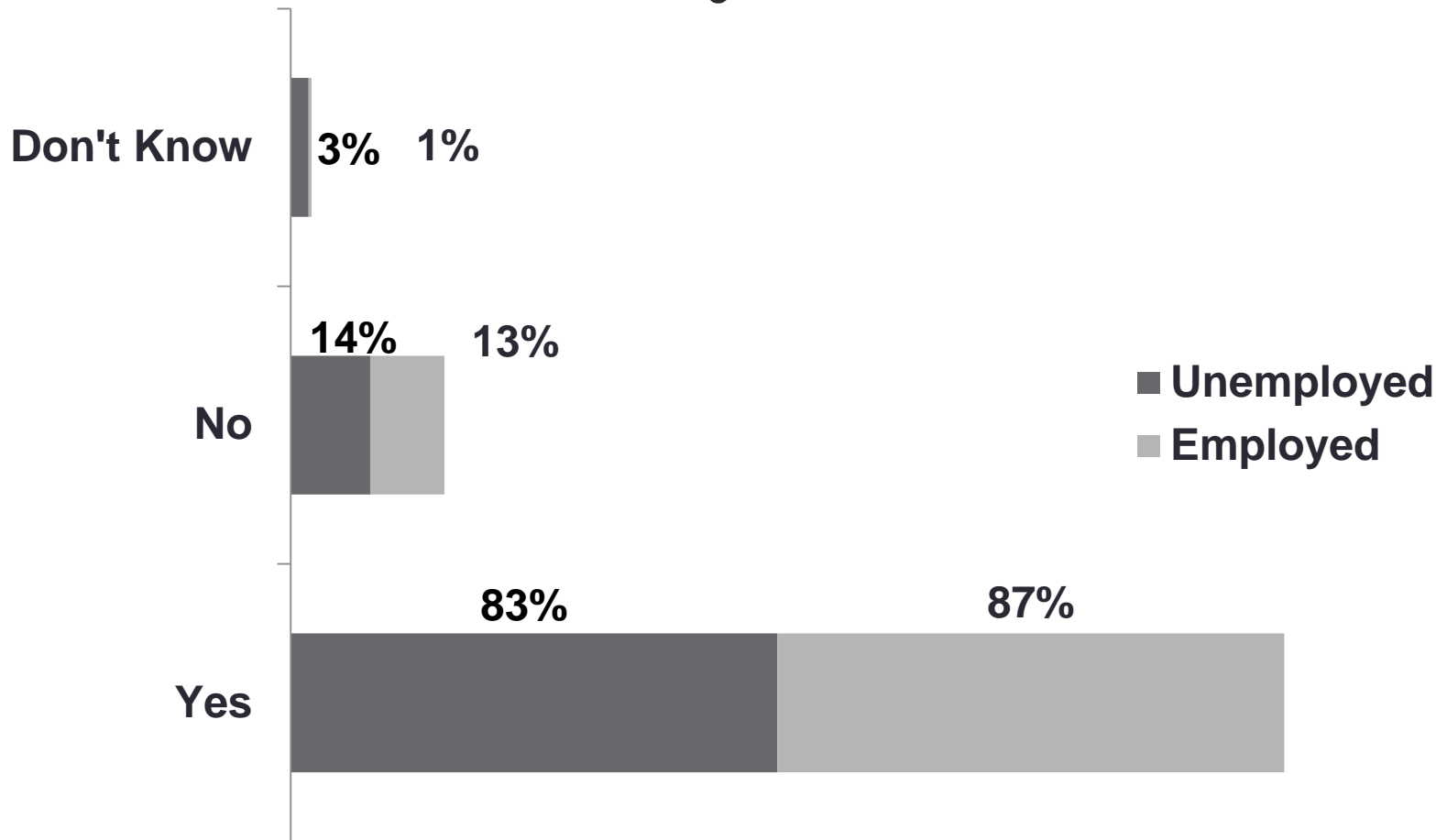
Citoyenneté et
Immigration Canada

PRIOR WORK EXPERIENCE & JOB FIT



MAJORITY HAD THE EDUCATIONAL BACKGROUND

Educational Qualifications



Funded by:

Financé par :



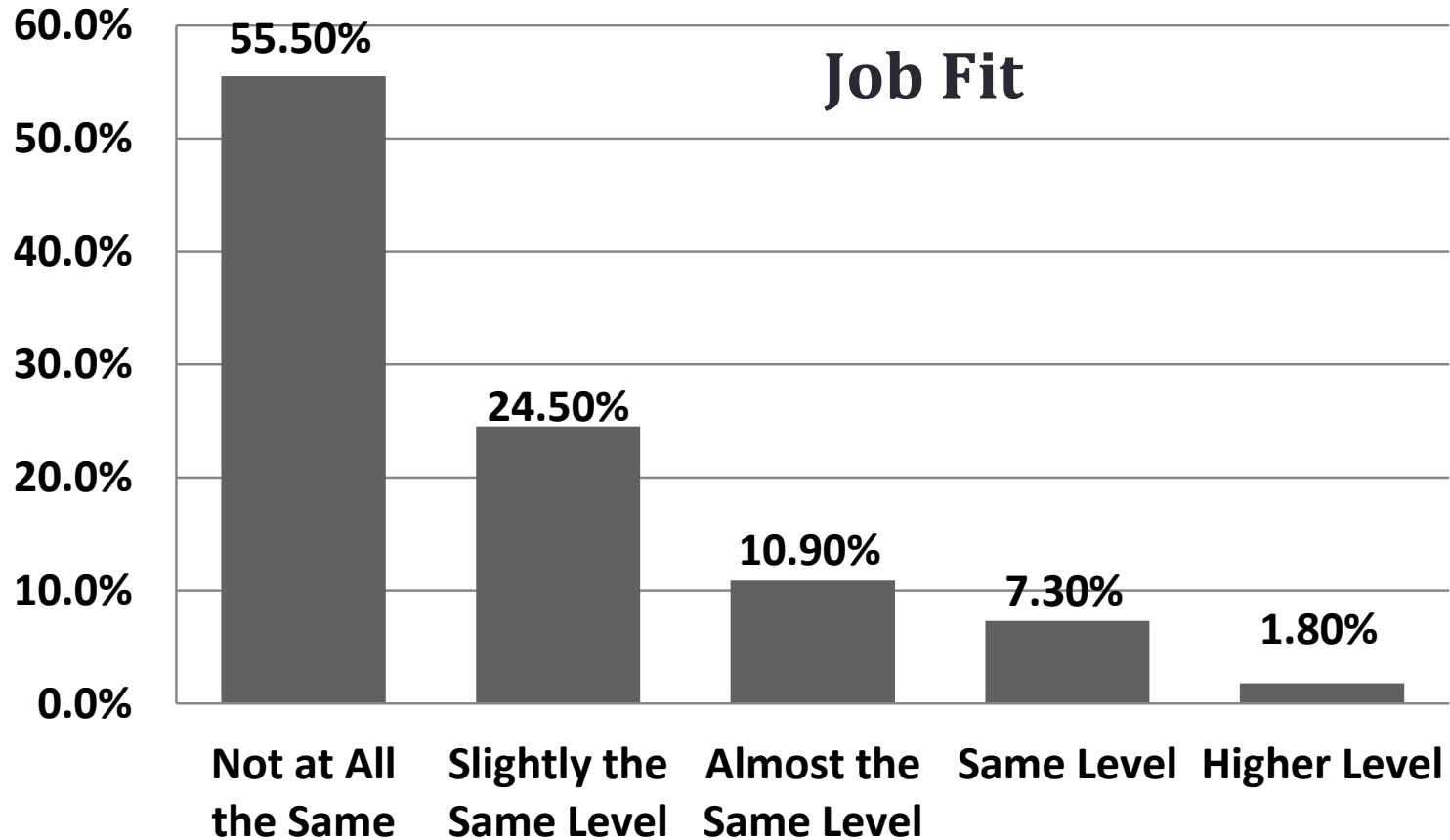
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

PRIOR WORK EXPERIENCE & JOB FIT



MOST DID NOT FIND JOBS AT THE SAME LEVEL AS HELD IN NATIVE COUNTRIES



Funded by:

Financé par :



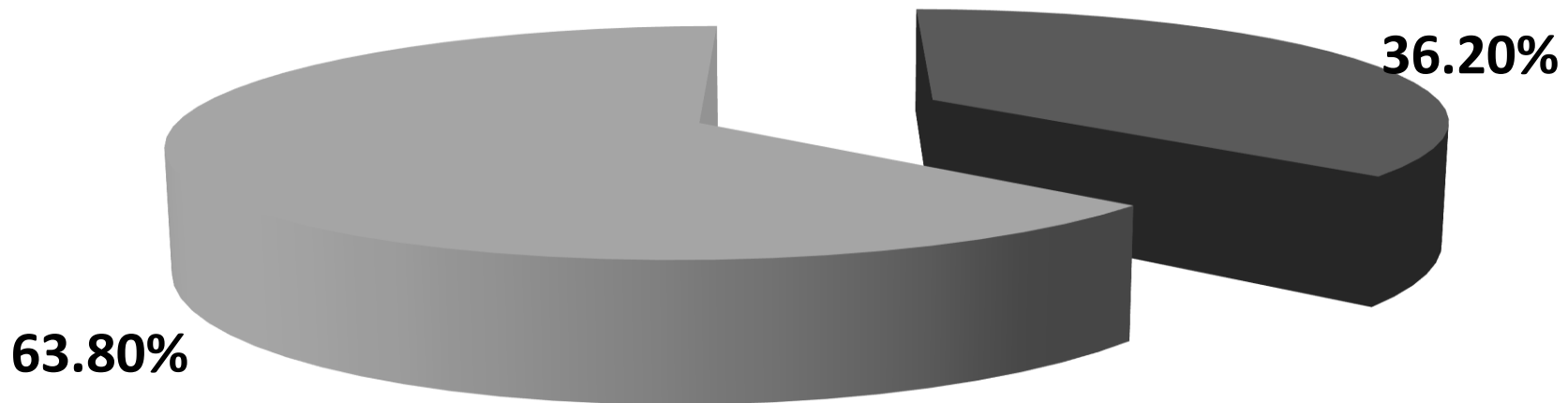
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

PRIOR WORK EXPERIENCE & JOB FIT



ALMOST TWO-THIRDS OF UNEMPLOYED IEPs' FIRST CANADIAN JOB DID NOT MEET EMPLOYMENT GOALS



First Job Match with Employment Goals



Funded by:

Financé par :



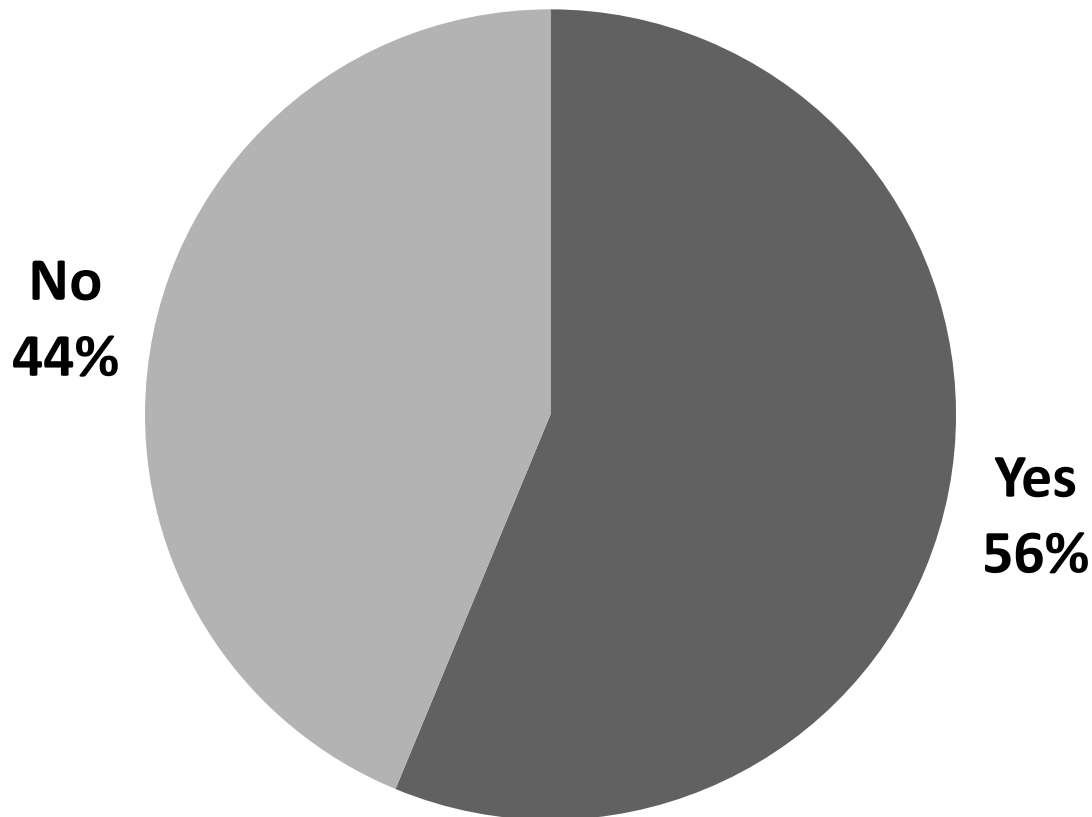
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

PRIOR WORK EXPERIENCE & JOB FIT



**THE MAJORITY OF EMPLOYED IEPs ARE ACTIVELY
LOOKING FOR NEW JOBS**



Looking for Another Job



Funded by:

Financé par :



Citizenship and
Immigration Canada

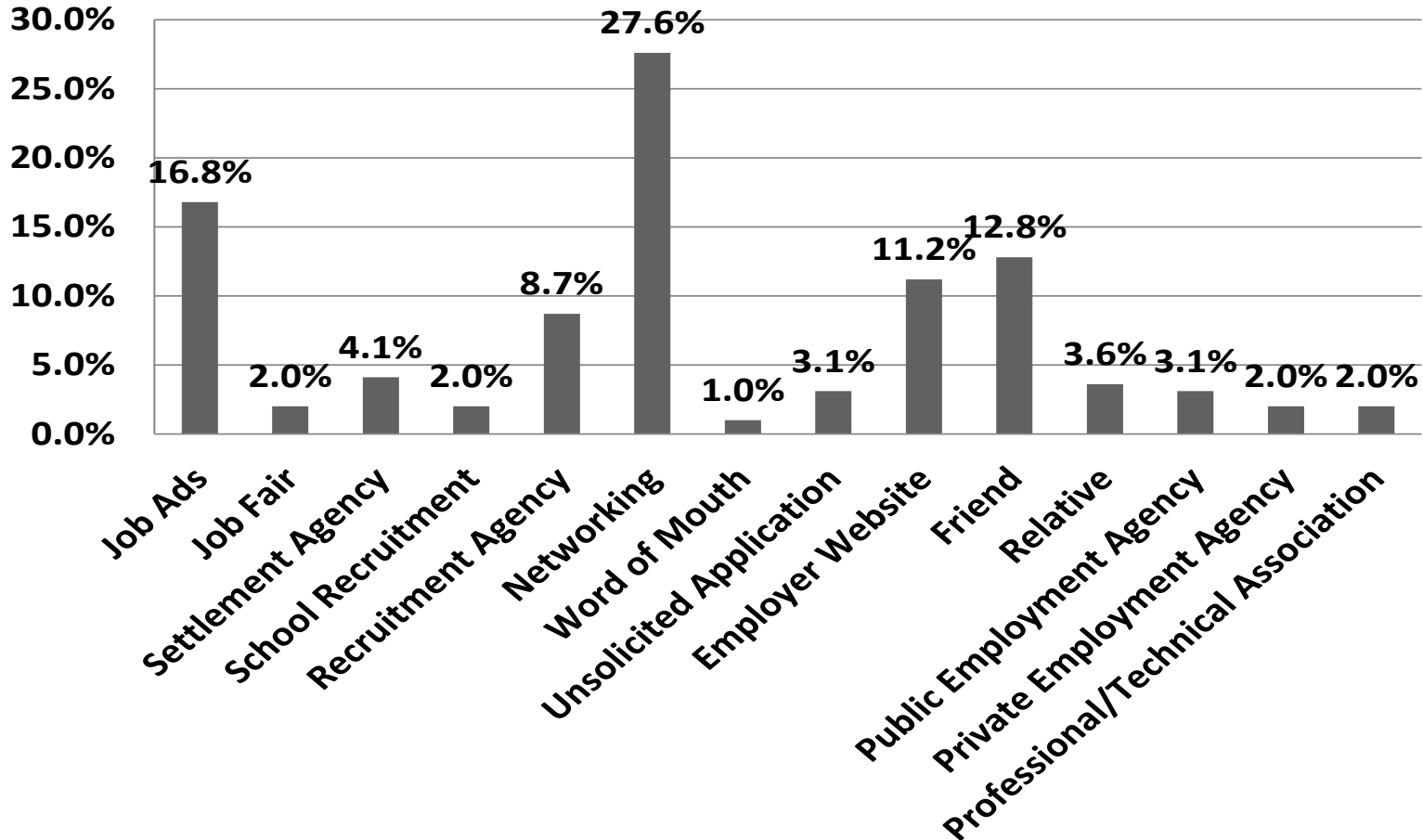
Citoyenneté et
Immigration Canada

JOB SEARCH



NETWORKING SYSTEMS PLAY IMPORTANT ROLE IN OPTIMAL WORKFORCE INTEGRATION

How Found Current Job



Funded by:

Financé par :



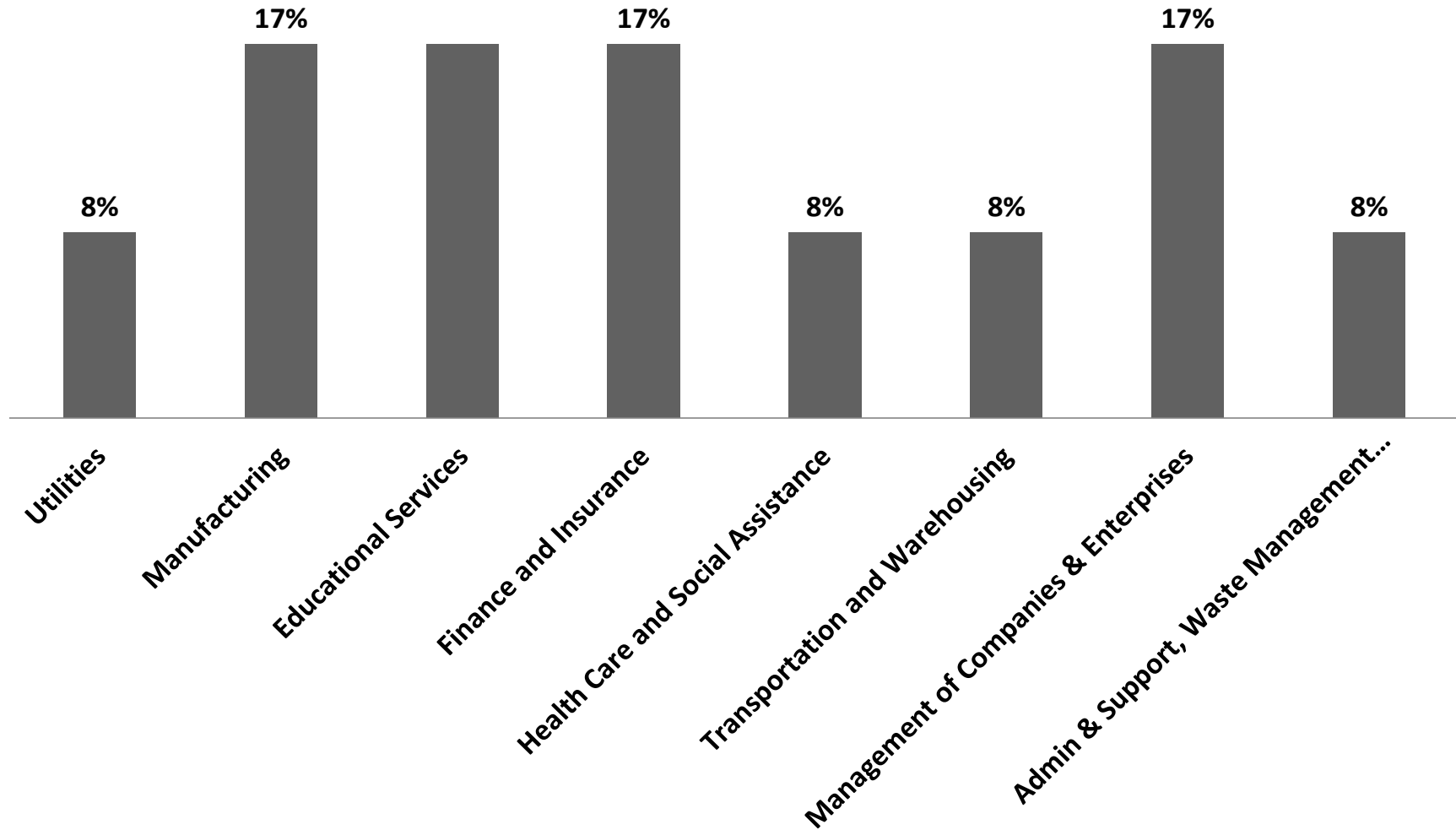
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

EMPLOYER PROFILE



Industry



Funded by:

Financé par :



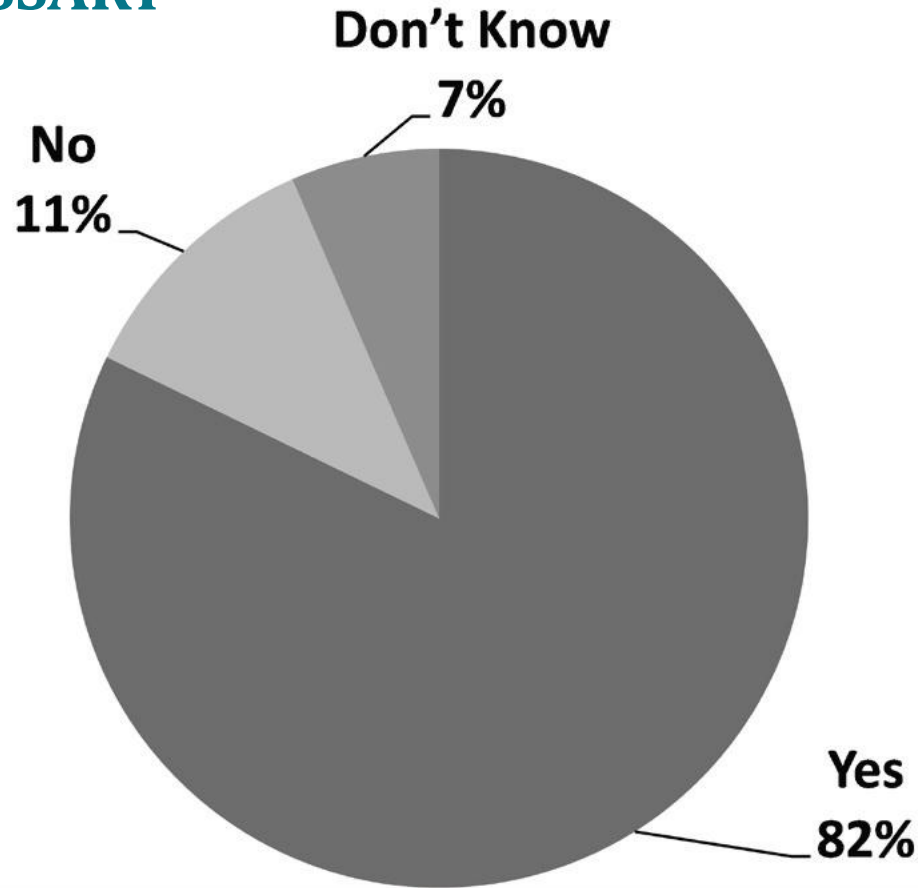
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

WORKPLACE ORIENTATION



IEPs PERCEIVE WORKPLACE ORIENTATION TO BE HELPFUL & NECESSARY



HELPFULNESS OF TRAINING



Funded by:

Financé par :



Citizenship and
Immigration Canada

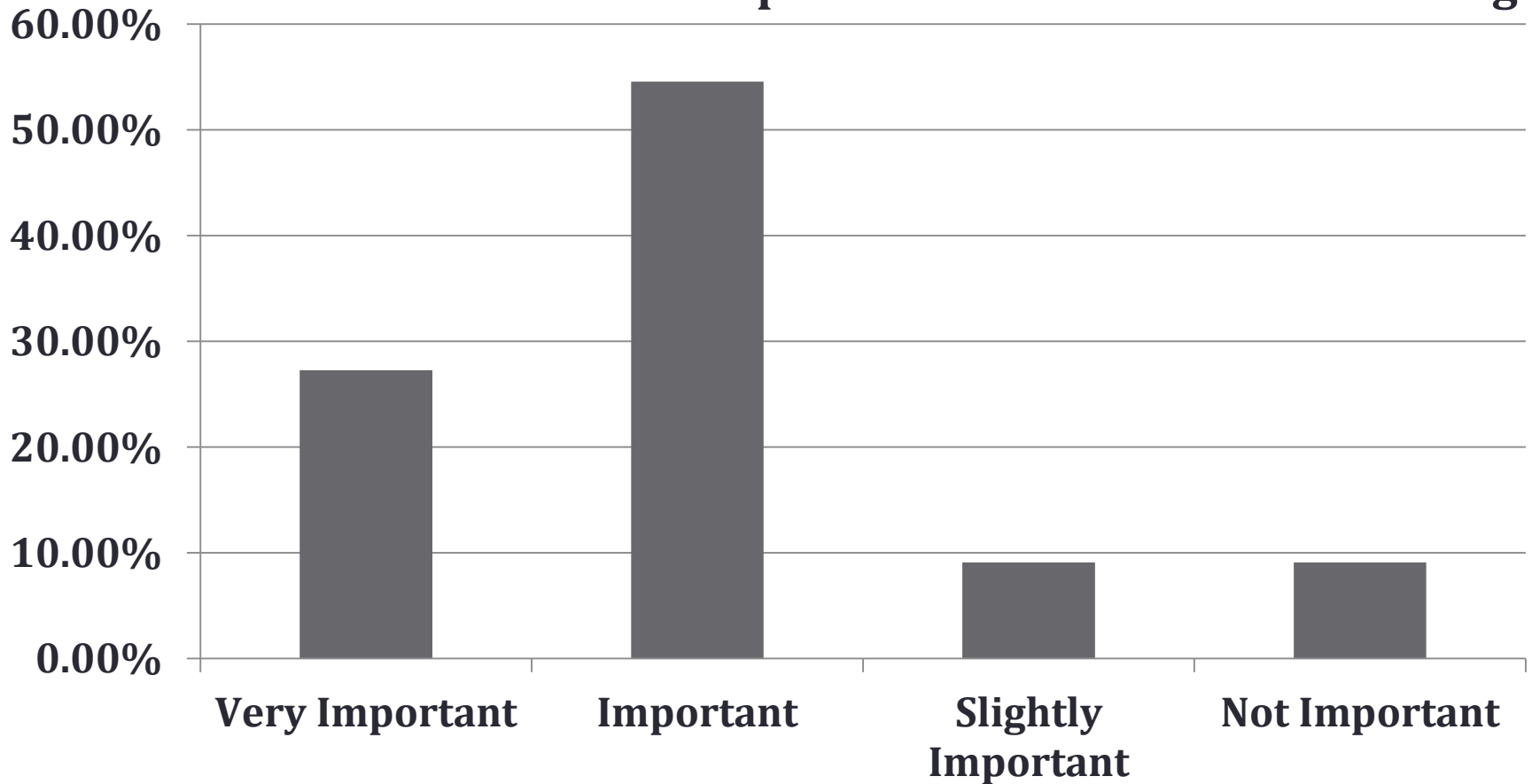
Citoyenneté et
Immigration Canada

WORKPLACE ORIENTATION



EMPLOYERS ALSO PERCEIVE WORKPLACE ORIENTATION AS HELPFUL & NECESSARY

Importance of New Worker Training



Funded by:

Financé par :



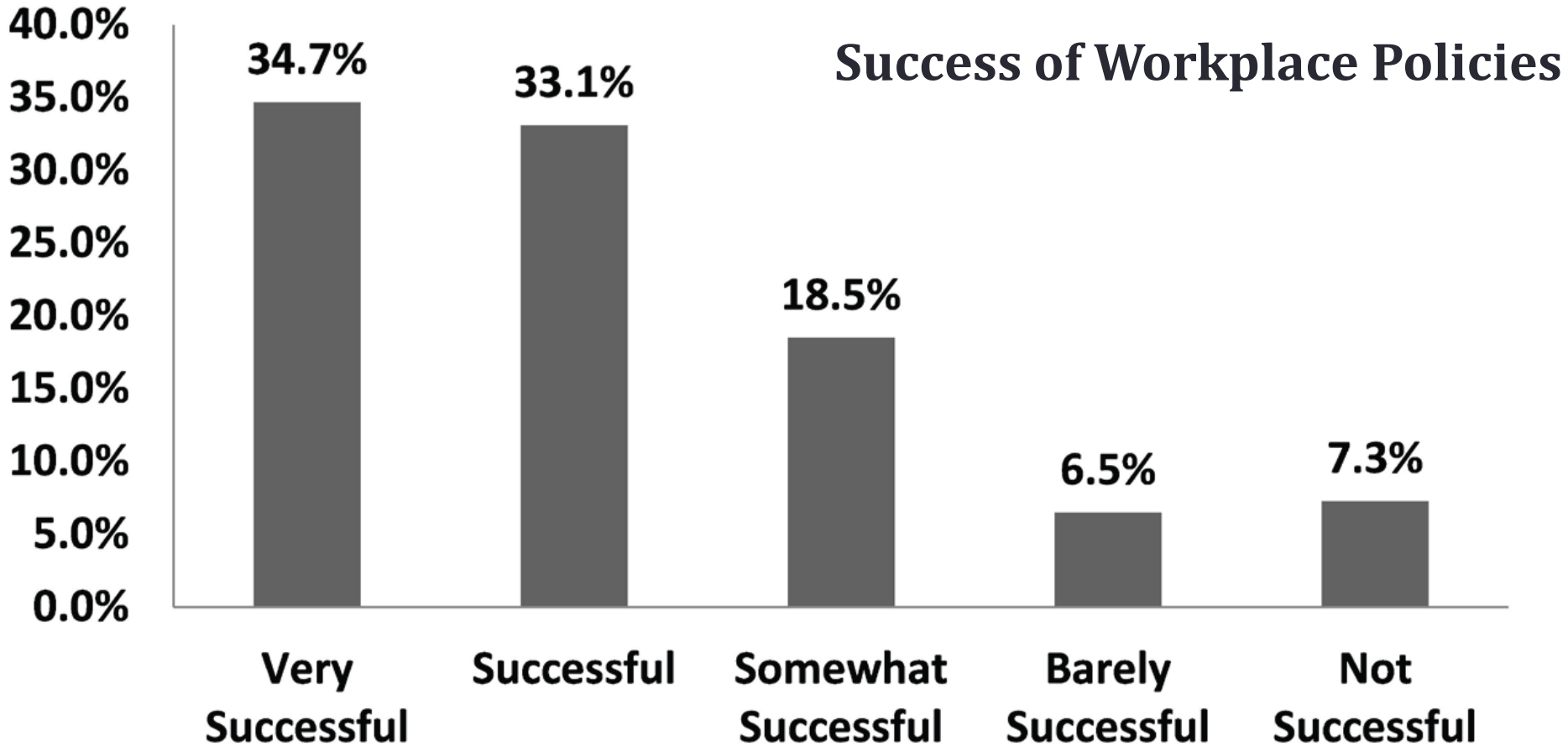
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

WORKPLACE DIVERSITY



IEPs FEEL POLICIES WORK FOR THOSE WHO HAVE THEM



Funded by:

Financé par :



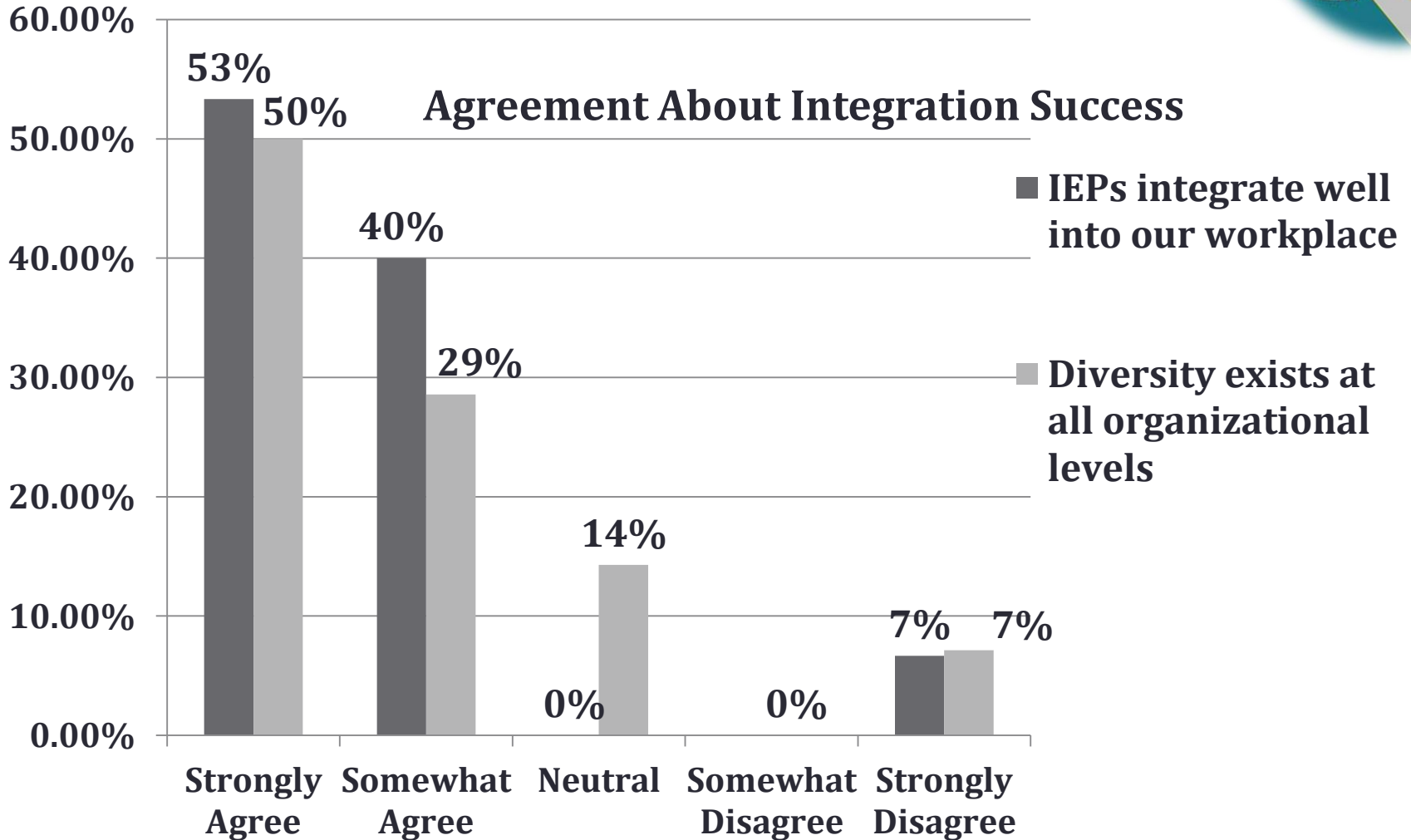
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

WORKPLACE DIVERSITY



EMPLOYER PERCEPTIONS OF IEP INTEGRATION



Funded by:

Financé par :



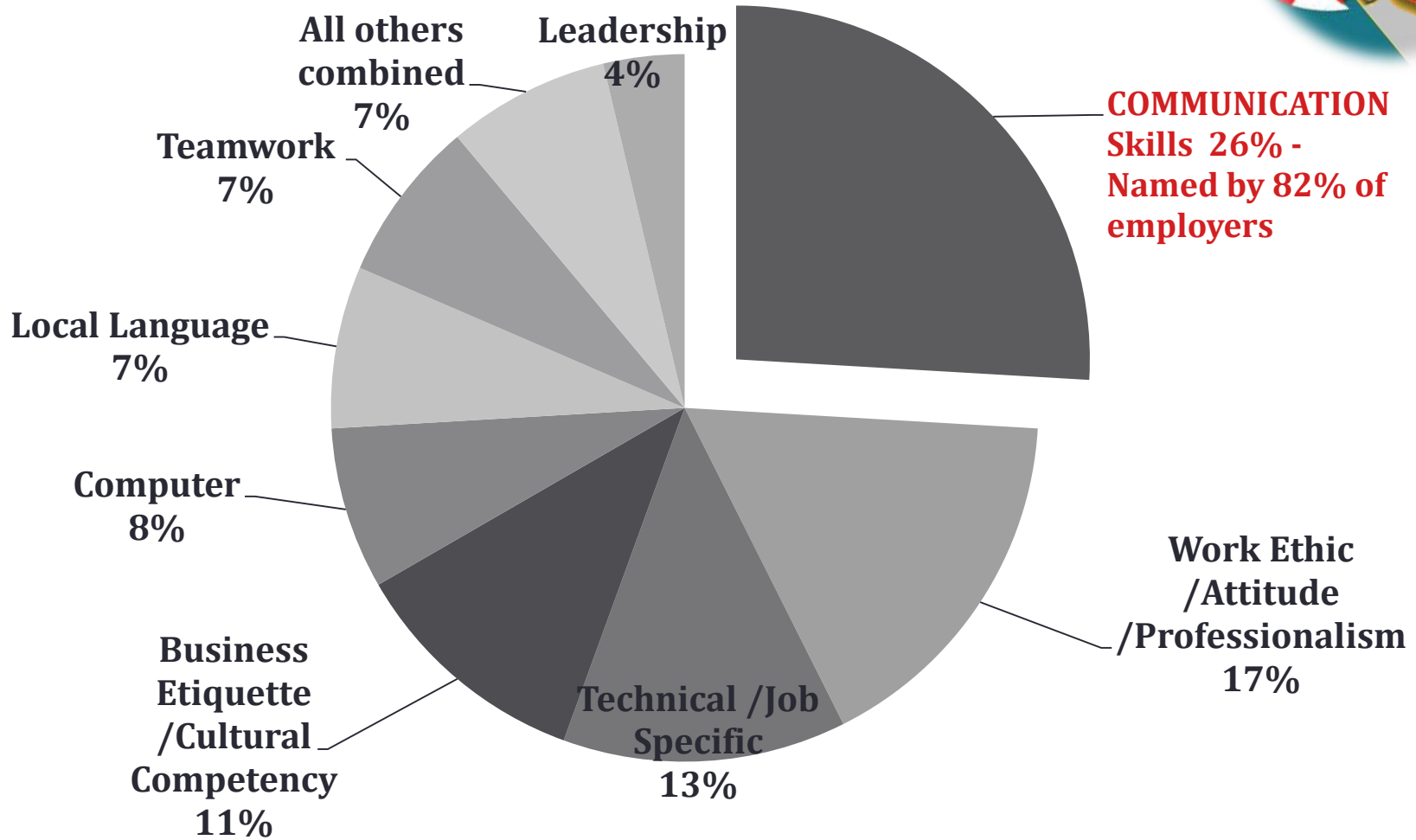
Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

EMPLOYER SKILL DEMANDS



EMPLOYER PRIORITIES WHEN HIRING IEPs



Skills Focus of Hiring Personnel



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

INTERESTING INSIGHTS



PERSPECTIVES FROM EMPLOYER INTERVIEWS

- Many large firms “self-focused” when it comes to recognition of **ANY** external experience
- Encourage IEPs to accept jobs that can provide income, experience & acculturation; allow **talent** to create growth to full potential within firm
- IEPs need to “**unlearn**” old job search patterns and adopt local approaches and habits (especially networking practices)



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

IN SUMMARY



PROGRESS, BUT IT STILL TAKES TIME

- Despite progress in credential recognition & jobs matching goals, IEPs still experiencing significant career disruption
- Many employed IEPs actively seeking different work as talent is not being fully utilized & rewarded
- IEPs agree employers take diversity seriously on paper—good intentions do not always translate into effective practices



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

IN SUMMARY



PROGRESS, BUT IT STILL TAKES TIME

- Employers identified a number of promising practices, including:
 - Cultural competence / intelligence training
 - More IEP targeted recruitment policies
 - Expansive credential recognition
- Most companies value hiring and orienting new Canadian workers— it is unclear whether there is real organizational change, or sufficiently developed programs and efforts across all firms



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

RECOMMENDATIONS



REALISTIC GOALS

- Realistic goal for organizations & programs mandated to support IEP workforce integration:
 - Minimize length of disruption
 - Lessen long-term affect on career progress



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

RECOMMENDATIONS



COORDINATION & PARTNERSHIPS ARE KEY TO OPTIMAL WORKFORCE INTEGRATION

- Employ a strategic approach to IEP workforce integration
- Build adaptable and flexible partnerships between IEP-serving organizations and:
 - Post-secondary institutions
 - Human resources and business-affiliated associations



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

RECOMMENDATIONS



SPECIFICALLY...

- Assess how bridging programs or conferences can serve to replace lack of network systems
- Identify best practices for streamlining IEPs' credential recognition
- Connect the design of support systems to career stage



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

RECOMMENDATIONS



EMPLOYER-SPECIFIC RECOMMENDATIONS

- Support IEP workplace integration & diversity
 - Embrace proven best practices with a focus on enhancing cultural competence
 - Implement a workforce diversity policy standard that includes promotion of workplace differences and cultural exchanges



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

RECOMMENDATIONS



EMPLOYER-SPECIFIC RECOMMENDATIONS

- Enhance IEP communication skills
- Establish broad communications training for IEPs (spoken language, listening skills, non-verbal signals, and business writing)
- Learn from like-minded, progressive companies
- Tailor strategies to the Toronto Region Workforce



Funded by:

Financé par :



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada