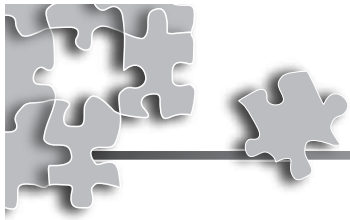
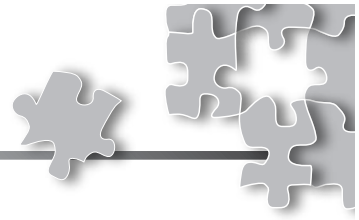


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Preamble

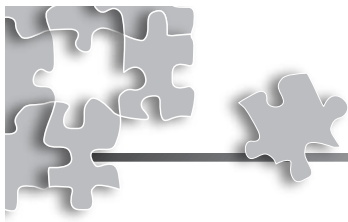
This report intends to both reflect and synthesize the themes, ideas, comments, and recommendations captured from the various speakers and delegates who participated in the 2009 IEP Conference in Toronto. The author (Turnbull Consulting Group) and conference presenter (Progress Career Planning Institute) have throughout the entirety of this report taken the utmost care to record and represent the proceedings as accurately as possible. Attendee feedback and information is completely unabridged and we accept no liability for any errors that may be represented herein.



Progress Career Planning Institute (PCPI) is a not-for-profit, business focused organization that enables individuals and organizations to achieve their full workplace potential by providing Career Development and Cultural Intelligence (CI) products and services designed to improve performance in a multicultural environment.

The Internationally Educated Professionals ("IEP") Conference is PCPI's distinctive contribution to assisting skilled immigrants achieve success in their Canadian career journey. Since its inception in 2003 (supported by original partners City of Toronto and Toronto Community News), this conference has been inspired by such principles as:

- 1** Acknowledging IEPs for their risk taking and courage; and for the experiences and education they bring as contributions to the economic and cultural richness of Canada
- 2** Affording immigrant professionals the 'locus of control' to access job information they want and need in a respectful, practical and inspirational setting (facilitated through a systems approach);
- 3** Bringing all stakeholders together to converse and benefit from the interchange of ideas advanced by employers, successful IEPs, regulatory bodies, credentialing organizations, service providers, and government
- 4** Raising awareness with employers, and bringing attention to key sectors and their needs; asking not 'what is', but what can be, when we all hold hands to make the system more equitable, efficient and accessible
- 5** Promoting economic development: settling IEPs quickly into employment that best utilizes their education, skills and experience (and mitigate the tremendous costs of talent 'sitting on the sidelines' and not fully participating).



IEP Conference Partners and Sponsors

PCPI is extremely appreciative of the support provided by these generous organizations

Title Sponsor



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Partners



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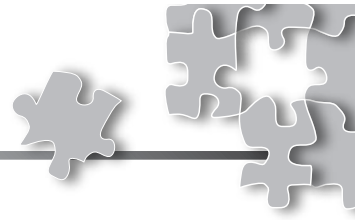
Where
Learning
Leads



Bank Financial Group



Certified
Management
Accountants

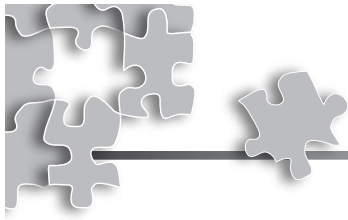


The 2009 IEP Conference was held at the Metro Toronto Convention Centre on February 20, 2009. Nearly 1500 delegates registered (the highest in conference history), the numbers likely reflecting the state of the economy plus general employment turbulence (downsizing and hiring freezes across many key sectors). Forty-nine percent (49%) of attendees acknowledged they were between 40 - 59 years of age, indicating the ongoing challenges associated with an aging workforce finding worthy employment. Forty-eight percent (48%) reported being a resident in Canada for one year or less; while 9% said they had been here for more than ten years. From the nearly 100 countries of origin acknowledged by registrants, India ranked highest, followed by China, the Philippines, and Pakistan. Seventy-three (73%) reported their skill level as “unspecified” or non-supervisory, and Business Management (HR, Sales, Marketing) was the top sector hub selected (31%).

The purpose of this conference is to advance the employment objectives of skilled immigrants in their fields through one central access point of information, dialogue, learning and inspiration. Additionally, this conference engages key stakeholders and aims to identify practical strategies that enable IEPs to fill current gaps reported by employers. To reinforce this, all the fresh graphics, tag lines (“ask questions, be inspired, get connected”), and vibrant images successfully launched in 2007 were further developed in this year’s conference materials and signage. Together with a streamlined registration process, better quality of peripherals, and enhanced volunteer coordination the conference took a significant step forward in brand maturity.

The agenda built on historically successful formats while incorporating IEP requests for greater access to employers, as well as more formal opportunities to network. To that end, panel presentations in the Sector Hubs occurred in the morning, complemented with separate facilitated networking sessions (by sector) in the afternoon. The panelists from all five hubs represented a healthy balance of employers, regulatory bodies, highly successful IEPs, government sponsored service agencies, and academic institutions.

In addition to the two keynote presentations, host PCPI expanded its Employer Luncheon (first offered in 2007) to include best practices presentations from senior leaders at RBC and TD Bank Financial Group. Most significantly, the authors of this year’s research report – a collaboration between PCPI’s commissioned research initiative, the *HR Best Practices Study* and York University’s *IEP Study* - presented their findings, with subsequent discussion and commentary provided by audience members. Citizenship & Immigration Minister Jason Kenney shared highlights of his government’s work on reducing the immigration processing backlog and improving recognition of foreign credentials - both topics on which he elaborated in the conference’s Closing Remarks segment.

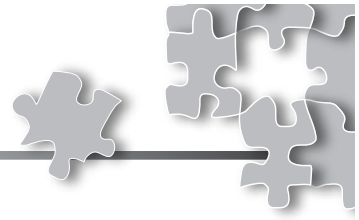


Selected Themes and Highlights

The More Things Change, The More They Stay the Same

Three predominant themes emerged from the presentations and sector hub dialogues:

- 1 Same old issues resurface - the 'Canadian experience' conundrum, and credentials recognition** - how to acknowledge progress achieved and move to the next level of improvement (from a systems perspective).
What does better look like from all the stakeholders' viewpoints?
- 2 Ongoing, compounding struggles with language** - achieving basic English skills is proving insufficient to truly compete for *real* jobs: much like acquiring an invitation to a party, it doesn't guarantee you'll have a good time once you get there.
- 3 It's now a case of who can acquire and master the language of the Canadian workplace (and the cultural implications)** - starting with gaining access to prospective employers, and demonstrating the skills effectively enough at the *point of entry* (job interview), and beyond...



These themes illuminated more far-reaching trends and implications:

- **Maturity or saturation of the 'diversity' issue is finally resonating with employers:**
organizations are comprehending, and some even measuring (depending on their corporate mandate and budget) what diversity really means and how it impacts their multiple bottom lines (could it be the convergence of demographics, skill shortage and labour pool statistics?) For example, integrating 'foreign' talent into an organization's own culture - not as a 'one off' or special hire, but as part of a system wide, long-term talent strategy, with emphasis on: provisional hiring of IEPs in tandem with their skill upgrading (e.g. ESL), paid or volunteer assignments (partnering with external providers such as community organizations and immigrant-serving agencies) tapping into staff referrals for new IEP hires; improved 'on-boarding' and company orientation (assigned to a buddy); professional development (training) and career advancement (mentoring) as a retention strategy.
- **Greater awareness of (or sensitivity to) cultural 'intelligence' (CI) versus cultural 'difference',**
but not always the willingness/readiness from organizations to invest in acquiring the requisite knowledge (training) to narrow what they cite as gaps to cultural *integration*. Moreover....
- **"It's the global economy, stupid!"**
Canada is one of many nations currently experiencing drastic employment loss, particularly in traditional sectors like manufacturing and automotive. Ironically, newcomers (who represent 51% of the GTA population) likely have their own reflections/innovative solutions to contribute to this conversation, based on their experiences with economic and social upheaval in their home countries. This body of knowledge represents a distinctive competitive advantage only when tapped and leveraged. What needs further examination however are the implications/impacts of this for all stakeholders - particularly regarding leadership development, teambuilding, management/supervisory skills, and performance improvement.

Given economists' projections for global recovery (unprecedented in our lifetime), the questions remain:
 - What peril lies ahead if this competitive advantage is ignored?
 - How do we engage more fully with IEPs to leverage their contributions for *our* collective benefit?
 - What other models are possible (instead of the passive 'us helping them' integrate) that can optimize opportunity and innovation?
- **IEPs 'know' about the need to converse in the language of Canadian business, but...** may lack sufficient opportunity to acquire and practise these skills other than in the stressful confines of a job interview.
- **IEPs becoming weary of the 'slippery slope' of negativity and its contagion effect** - many recognizing that joining the 'pity party' *isn't* effective - there's a need to *integrate sooner rather than later* into Canada's mosaic.
- **Networking now encompasses moving beyond one's own cultural communities** to appreciate more fully the unique Canadian experience ('networking' = reaching out, interacting, sharing and learning from others) and (*in the spirit of reciprocity*) IEPs sharing from their own cultural 'treasure chest'.

Selected Themes and Highlights

- **Inspiration + skills + practice = paving the road to a better job**

It seems the credibility of successful IEPs sharing what works, why, and how to build on their inspiring examples - coincidental with practising the core skills of effective networking - sets up the optimum learning environment within the Conference. IEPs benefit from developing skills within their professional comfort zone ("hub"), while simultaneously connecting with potential employers in their sector (experiencing Canadian business culture in action, not *isolation*).

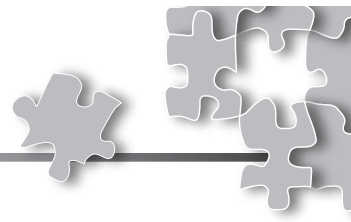
- **What are the real costs (both overt and covert) of IEPs slipping between the system cracks - and not landing quickly enough in their chosen profession?**

- IEPs returning 'home' - leaving partners/spouses and Canadian born children behind (abandoning their investment and taking their skills out of the market pool)
- Implications of this 'boomerang' effect: family unit breakdown, mental health issues, poverty - negative spirals, cycles
- Loss of innovation, creative contributions, and sharing of new mental models which vary from those of professionals born in Canada ('new thinking' imbued with the elegance of many cultural experiences)

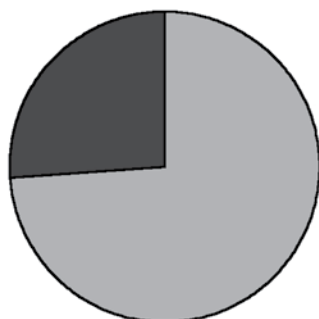
- **IEPs (having finally landed 'good' jobs) are now experiencing layoffs**, especially in manufacturing, financial services, natural resources, etc. Conversely, the available labour pool is deepening - and IEPs are competing more fiercely than ever before with native- born Canadians for fewer available positions.



Participant Profiles/Demographics



Are you employed?



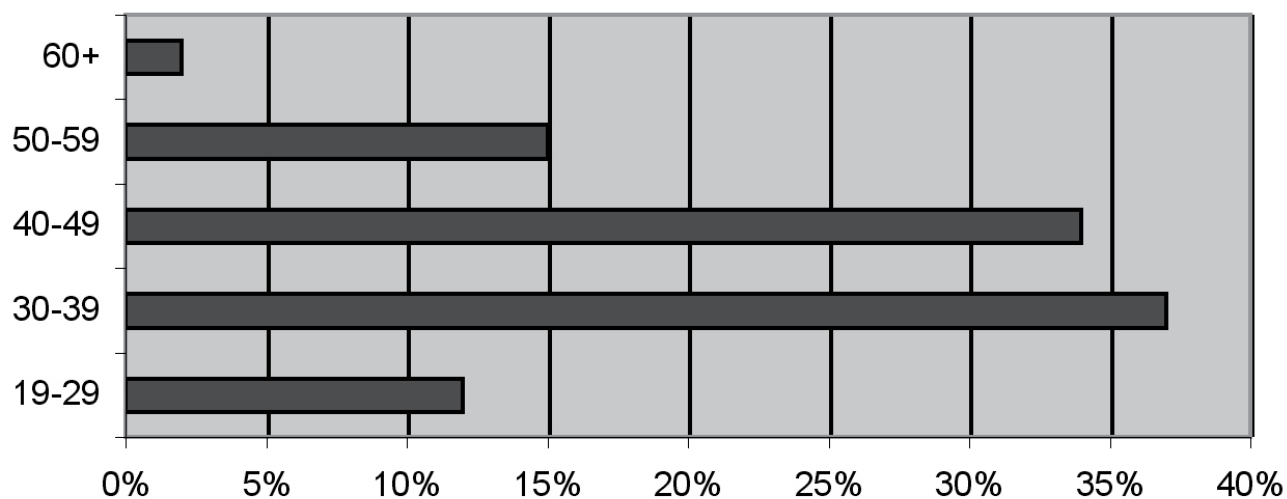
□ No
■ Yes

Employed in your field?

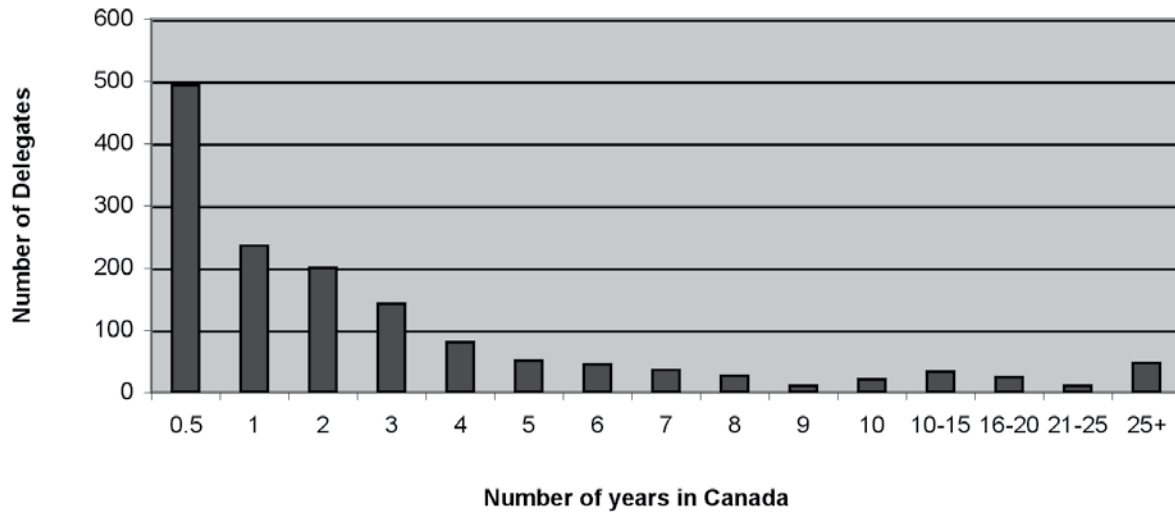


□ No
■ Yes

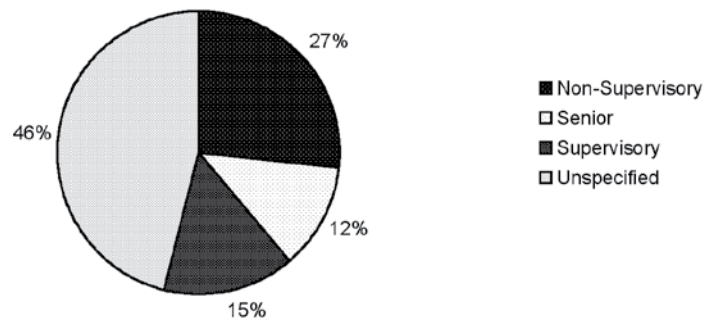
Age Group



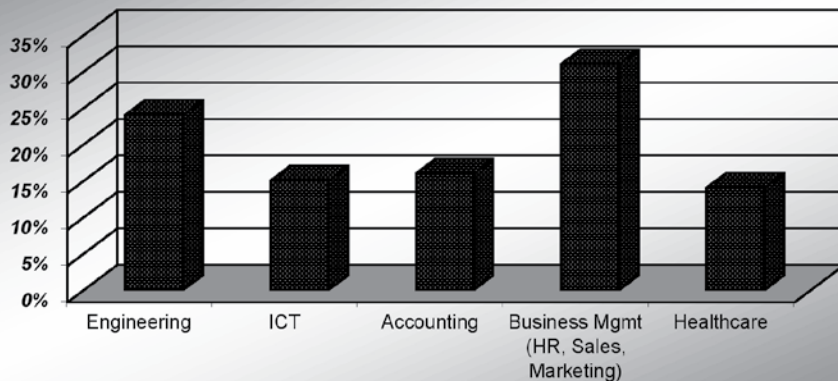
Participant Profiles/Demographics

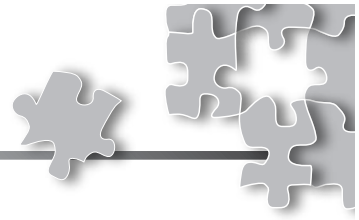


Occupation Level

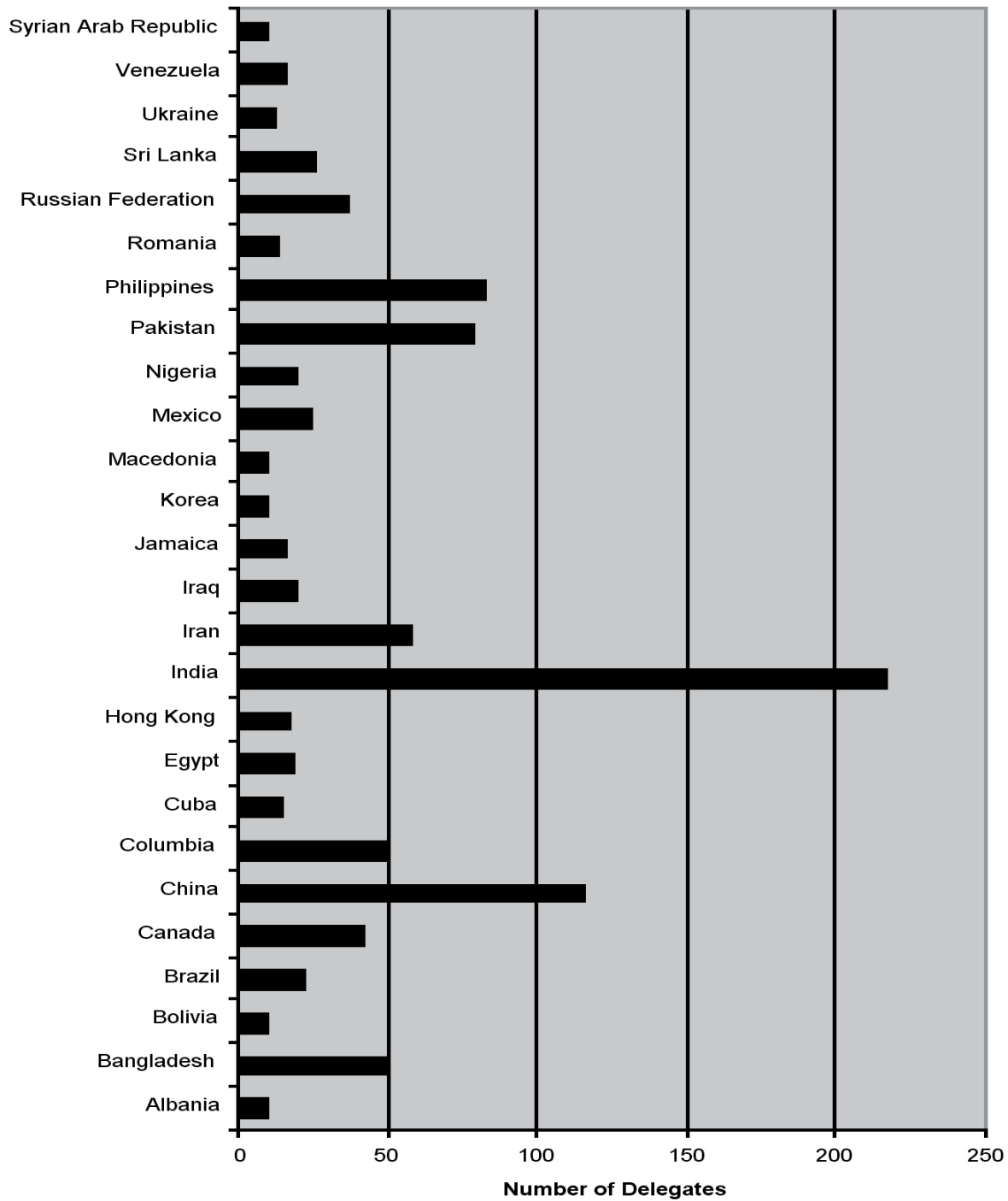


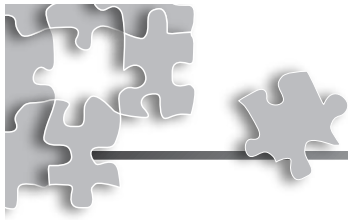
Industry Sector Hub Selected





Country of Origin (Top 25)





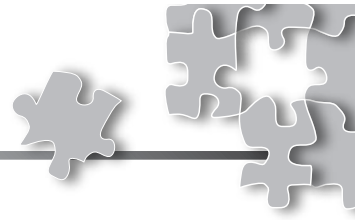
Proceedings

PCPI Chair Mark Johnson thanked Citizenship and Immigration and the long-time sponsoring partners (Toronto Community News and City of Toronto) in helping the Conference become the “one-stop shopping destination for IEPs and their career choices.”

Conference Chair Jane Enright complimented delegates for their courage in moving to Canada. She also urged them to “seize this day” by applying their intellect and enthusiasm in pursuit of asking questions, remaining open to inspiration and information, and ultimately getting connected to advance their job options.

Toronto Community News General Manager Marg Middleton introduced His Worship Mayor David Miller, City of Toronto, himself an immigrant and accomplished IEP. Mayor Miller described the conference as “a day about hope for the future” and advised delegates to remain optimistic about their job options, regardless of the current economic climate and the ongoing barriers to employment they face. From its earliest beginnings, Toronto has been a “city of newcomers”, and IEPs contribute enormously to its reputation as a paragon of “peace and prosperity in the world.”

Following Mayor Miller’s remarks Silma Hudson Roddau, PCPI’s Director of Operations and the Conference Project Manager, invited keynote speaker Naeem “Nick” Noorani to the stage.



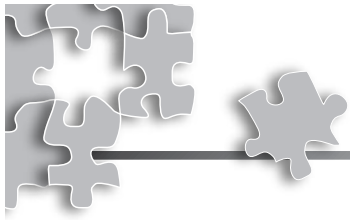
“The Seven Secrets of Success for Canadian Immigrants”



As founder and publisher of *Canadian Immigrant Magazine*, Mr. Noorani is a keen observer and cataloguer of issues most impacting newcomers to Canada. He spoke of his personal challenges as an immigrant in 1998 (starting over in his career, taking entry level jobs), as well as what sustained him and his family in the early going.

Reflecting on his own as well as other newcomer journeys, Noorani began to “unravel the mystery behind” successful immigrants, eventually relaying the information through the following ‘Seven Secrets’:

- 1 Language:** Learn to speak English well enough to compete on a level playing field. How long would I last in *your* home country if I didn’t speak your language? This requires practising at least six hours daily. (You know you’re speaking effectively when you can easily converse with a Canadian about a national news story.)
- 2 Stay Positive:** Avoid the tendency to commiserate with your ethnic community. Your duty is to keep your eye on your goal. One strategy is to “touch those people with positive auras to create an invisible shield to repel negativity.”



Keynote Presentations

* This particular 'secret' provoked two audience member questions:

1. Why do immigration officials never mention the need for "getting your skills recognized?"
2. How do you stop the dead loop of 'Canadian experience' as a job requirement?"

Noorani advised both individuals about 'caveat emptor' (buyer beware) when considering immigration. "Do your homework before coming and adjust your expectations. Don't get stuck on titles, but rather find out what employers really want and emphasize that in the interview." He remarked that it's a matter of selling "the 70% of what's inside of you", in addition to the "30% reflected by your skills". We all have a part to play in "chipping at this Berlin Wall. Ultimately, you may choose to put these questions to the Minister (Citizenship and Immigration Minister Jason Kenney), because it's your right."

- 3 Embrace Canada:** This is your country now so "fall in love with it. Otherwise you'll always be a visitor."
- 4 Have a 'Plan B':** Consider what to do when your first plan doesn't work.
- 5 Move out from Ethnic Silos:** Learn about new communities and stay away from negative spirals. Get out of your comfort zone to increase your success ratio. "Make friends based on where you're going, not just where you've been."

*This sparked the question:

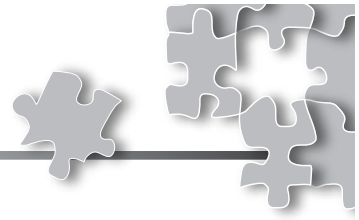
- "How can someone break out of the silo without connecting to a family?"

to which several responses were offered by IEPs themselves, notably:

- "It's important to straddle both sides, so mix things up a bit. You can't clap with one hand!"
- "Do a volunteer job"
- "Connect by finding something in common" (like sharing music)

- 6 Take Risks:** Although immigrants are considered the "pioneers of the New World", once they arrive they may cease taking risks and acting visionary. Noorani cited both his and his wife's job loss in 2004 as motivation for launching *Canadian Immigrant Magazine*, and for its emphasis on *issues*, and not ethnicity. He shared that despite the challenges, after five years in Canada, 85% of immigrants report 'they're glad they're here'.
- 7 Volunteer:** Seek out opportunities to learn, be mentored, and network (both LinkedIn.com and immigrant.ca were recommended)

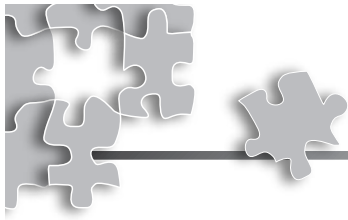
(Following Noorani's presentation, attendees networked in the Marketplace, which featured 44 exhibitors representing credentialing and regulatory bodies, employers, service providers, academic institutions and government agencies.)



“Networking & Interview Etiquette”

The afternoon keynote presentation offered delegates some timely advice on how to optimize networking and job interview opportunities.

Adeodata Czink, founder and president of Business of Manners, cited preparation and good first impressions as key differentiators when IEPs are attempting to build rapport and sell their unique skills. One of the most important factors in Canadian business culture, she shared, is demonstrating effective body language, particularly when an interviewer may be assessing an individual’s suitability for a job or ‘fit’ with an organization. She noted that the keys to effective networking are beginning conversations, handling business cards properly, and maintaining appropriate physical space. Ms Czink encouraged the audience members to practise these techniques with confidence and enthusiasm in the final sector hub sessions.



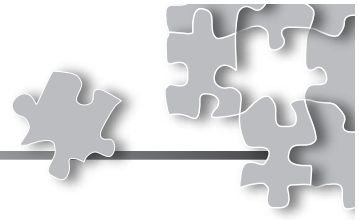
Sector 'Hub' Concurrent Sessions

One of the most popular segments of the Conference is the sector 'hub' sessions, designed to give IEPs opportunity to interact and learn from industry-specific representatives ('presenters'/'panelists') who share their perspectives in both formal (panel) and casual (open-space networking) formats.

This year marked greater employer representation overall, as well as more IEP entrepreneurs sharing their success stories with the participants. The facilitators (many who have been associated with the Conference since its inception) were requested to incorporate a new design (panel presentations and networking separated into two distinctive sessions) while effectively accommodating the size of their respective audiences. Consequently, each hub facilitator used a slightly different model, ultimately in the spirit of affording participants access to as many representatives as possible within the allotted time, while simultaneously providing scribes a means of capturing feedback for this report.

The following includes:

- Per sector executive summaries
- Unabridged data compiled from each hub's respective networking discussions and interactive presentations
- Panelists' responses to pre-supplied questions (*see below), in addition to queries IEPs submitted via the on-line registration process, or offered in the Q & A segments
 - i. What are 2-3 employment trends you're currently seeing within your sector, and how are these trends impacting the labour market?
 - ii. What are 3 tips you'd offer IEPs to help position themselves for success in their career journey?



1 Engineering & Related Professions



Facilitator

Mark Franklin P.Eng. – President & Practice Leader, CareerCycles

Panelists

Professor Hira Ahuja - President, Education Program Innovation Centre (EPIC)

Mouwafak Ayoub - HVAC Controls Designer, Honeywell

Samer Bekdash - Project Coordinator (The Art Gallery of Ontario Transformation Project), EllisDon Corporation

Thierry Guillaumont - Bilingual Information and Referral Officer, Global Experience Ontario,
Ministry of Citizenship & Immigration

Emmanuel King - Senior Project Administrator, Graham Bros. Construction Ltd

Jayamina Kodippili - Design & Development Engineer, K-line Insulators Limited

Monica Krnac - Learning and Development Specialist, Pratt and Whitney Canada

Lionel Laroche, Ph.D. - President, MCB Solutions

Judy Miller - Human Resources Manager, URS Canada Inc. - Consulting Engineers & Geoscientists

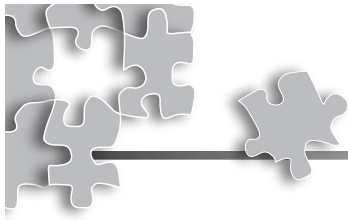
Sangeev Parbhu - Mechanical Specialist, AMEC

Rakesh Shreewastav, M.E.Sc., P.Eng. - Project Engineer, Ministry of Transportation

Randy Sinukoff, M.A.Sc., P.Eng., CEA, CEAS - Principal, Jacques Whitford (now Stantec)

Soran Sito - Town of Markham

Lee E. Weissling, Ph.D. - Manager, Business Development, Ontario Society of Professional Engineers (OSPE)



Sector 'Hub' Concurrent Sessions

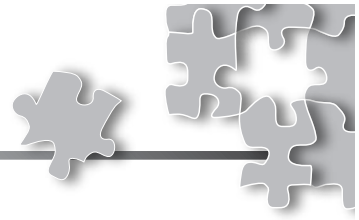
Executive Summary

Panelists, representing multiple sectors and engineering disciplines, offered their perspectives on job market and skill trends, as well as a status report on IEP engineers securing employment in their chosen fields. They noted that while credentials recognition and language remain both a priority and barrier for IEPs there has been some progress realized in these areas through better cooperation with regulatory bodies, government, and private enterprise. Mentoring programs, job-sharing initiatives, and 'bridging' projects are helping to streamline the integration process. There is increased resources investment by employers in the rapid 'on-boarding' of engineers with such in demand skills as project management (virtual team leadership), financing, cost efficiency and process optimization, and off shore design. Ironically, IEPs' international experience (especially managing culturally diverse teams) may now trump the Canadian experience prerequisite, given the new opportunities emerging from the global economic downturn. Coincidentally, there is an even greater need for IEP engineers to understand and adapt to Canadian business culture norms: for many organizations, this is almost on par with technical or hard skill competency.

Overall, the employment outlook is relatively challenging but not without opportunity: for example, the sector will be flooded with professionals exiting the automotive and related industries (increasing the candidate competition for available positions); however employers can benefit from this expanded talent pool. Ultimately, the IEPs who are the most flexible in transferring or upgrading their *multiple* skills to match emerging market needs will secure the high paying, rewarding jobs. The two high-growth employment areas most cited by the panelists are: 1) Green, environmental and energy conservation industries; and 2) Construction - particularly infrastructure rehabilitation projects funded by government, to stimulate economic recovery. They also noted that the gateway to these positions continues to be through focused networking efforts and a strong pursuit of the P. Eng. designation.

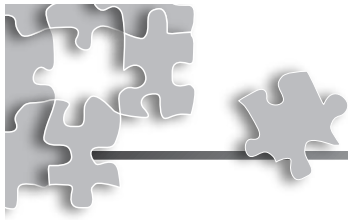
Trends

- Sectors that employ engineers will be flooded with candidates over the next two years from those exiting automotive and related industries (less commodity manufacturing)
- Consolidation of various companies, thus "strength in numbers" – larger companies positioned with the right service mix are better able to weather the economic downturn
- Outsourcing the specs to other countries (design and detail off shore to reduce costs): "Engineers are to be project leaders in integrating off shore design projects from different countries. Their job is to make sure that when all the parts fit together, the integration works. Leading virtual teams is now the norm."
- Growth in green, environmental, sustainable development industries (energy conservation and performance), and toxic land remediation



Canadian environment for IEPs

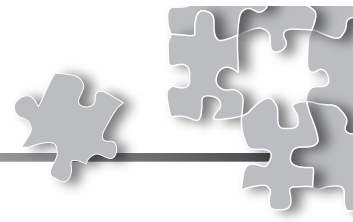
- Almost half are from Asian countries (visible minorities); 3% of Canadian-born engineers are also visible minorities; and 20% are women
- 20% of all engineering positions are occupied by IEPs, 41% by Canadian-born workers, and 30% by non-engineers
- Immigrants are often more qualified than Canadian-born engineers
- There is evidence of significant under-employment of engineers in Canada (whether Canadian-born or immigrant professionals)
- Move towards cost efficiency, process optimization, cost-effective engineering solutions and services in all technical disciplines
- Demand for experienced environmental, structural and civil engineers as a consequence of more infrastructure rehabilitation projects (public sector, municipalities) - roads, bridges, transportation/transit, water treatment and distribution
- Significant focus on people (interpersonal) and team skills, leadership, flexibility and communication - in addition to technical engineering skills - to ensure that employees fit into the corporate culture and can work effectively with their coworkers
- Need for multi-skilled engineers with 'hands-on', multi-tasking experience e.g., designer, estimator and project manager 'all in one'
- Engineer's role geared toward project management in the consulting arena, specifically risk management, construction insurance, IT best practices for project management (Web-based project management applications), and project financing
- Information technology will be prominent – computer programming, systems analysts, communication networks, telecommunications, image processing, alarm systems; drafting (AutoCAD/Microstation), computer modelers; software applications
- Project management, leadership skills and knowledge of various cultural dynamics, languages and norms are valuable especially to today's aerospace engineers
- More positions emerging in engineering/architectural consulting– estimator, specification writer, scheduler, procurement engineer, cost controller – also highway, municipal, public works and transportation engineers; construction contractors as supervisor, expeditor; heating, ventilating and air conditioning (HVAC) specialists for commercial projects



Sector 'Hub' Concurrent Sessions

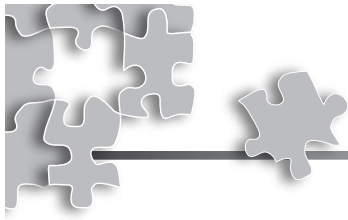
TIPS

- Be a personable, humble leader (facilitate, communicate, be open-minded; use the skills of all team members)
- Network, network, network (gather information about Canadian companies; ask contacts if they know anyone else who could provide you with more information and potential employment leads; and cold call). "Every moment is a moment for networking."
- Research everything about the company and customize your résumé to match the company's current needs. At the interview don't forget eye contact. Convince the employer that you are the best person for the job.
- Consider the acronym "**FIT**":
 - Focused** – Be confident, practical and a problem-solver: demonstrate an appetite for and capacity to learn new things quickly
 - Information** – Network and collect all relevant information (Government Regulations/Acts/ Policies/Guidelines, PEO requirements/process; information from colleagues within the industry such as Engineering Standards, ASTM and applicable design guidelines within the profession; salary information, placement, etc.)
 - Training** – Upgrade English language including report writing, presentation and communications, AutoCAD & drafting, survey software, common computer programs (MS Office, Outlook, Visio, etc.), computer modeling; Rapidplan, CCA, PMP
- Be open to new opportunities that may not exactly match your previous experience. You can always transfer your skills.
- Explore courses or workshops in risk management, IT applications, software; also Canadian construction law, unions, PEO, Gantt charts, Work Breakdown Structures (WBS), project charts, risk analysis.
- Demonstrate supreme confidence - e.g.: imagine, practice, act as if you are working in your designated profession
- Be alert concerning current & future trends
 - E.g.: Analytical software
 - Simulation and Modeling software
 - MRP systems
 - International/ Local Standards/ regulations
 - Productivity/ Quality tools



TIPS

- Exhibit strong knowledge of Canadian cultural working norms and the demonstrated ability to work within these parameters
- Sell your cultural dynamics and how you can add value to an organization; work hard to adapt with Canadian market culture and learn what good soft skills look like by Canadian standards.
- See yourself and your actions/words/attitudes/approaches the way Canadians see them
- Maintain patience and perseverance in the job search ("Never give in!")
- Median incomes for university educated recent immigrants are less than half of their Canadian counterparts. The P.Eng. designation should be your priority even if you are in a non-engineering job. It will give you confidence and mobility.
- Job opportunities exist in service maintenance for seniors – civil, electrical, mechanical, plumbing, lawn mowing, snow clearance
- Consider manufacturing high-tech, innovative products with low labour costs that can be exported to your country of origin (for example, electronic equipment in the medical field)
- The Ministry is funding many 'bridging' projects offering opportunities to find a mentor, a professional in your field, to help you find what you need
- Need to be flexible and willing to relocate if necessary; look at labour market information, trends
- If you're getting interviews, you probably have the qualifications for the job. You can ask for feedback if you didn't get the position.
- During interviews, make sure you're able to tell the stories from start to finish and keep it brief. "This is what my involvement was in the project..." Even if interviewer is not asking for the stories, offer to share them anyway.
- Don't feel you have to invest in an education in Canada; companies train EITs when they are employed (e.g. AutoCAD, leadership training, quality training)
- Companies hire internationally trained engineers because they are able to communicate with offices in other countries.
- Remember to explain how you reduced lead-time, how you improved quality, etc. (provide evidence)
- To work as an environmental auditor, you need a broad background in environmental studies, an understanding of business management systems and regulatory compliance, and how to do evaluations. Auditing is the same: it's what you audit that's different. Visit the Canadian Environmental Certification Approvals Board (www.cecab.org) for more information.



Sector 'Hub' Concurrent Sessions

Questions posed by participants/Answers from panelists:

Q **Most companies are asking for Canadian work experience: how can a newcomer get their first Canadian work experience? And why do employers look for this?**

A We would prefer Canadian experience but realize newcomers do not have it. We ask newcomers if they have similar experience (e.g. Auto CAD, Microstation skills) and they are tested on those skills in addition to an interview. If the test and interview go well, an immigrant can be hired even without Canadian experience.

You need to have experience to get the P.Eng. Start with a junior position (e.g. internship, volunteer, co-op), to meet licensing requirements. This qualifies as Canadian experience.

There can be many reasons why employers require licensing. Some recommendations:

- Find a mentor/coach/buddy who is Canadian.
- Volunteering is good if it's strategic (i.e. if it puts you in contact with people who can link you to the job you really want).
- Be creative to find a way to demonstrate your skills in the Canadian context.

Q **What are the environmental positions in your organization and beyond? What is the future for environmental professions? What provinces have job opportunities?**

A Ground water, air quality, etc., are high priorities within Canada.

The federal government is pushing towards infrastructure which will require the involvement of the environmental sector

Communication skills are essential, to be able to communicate technical information to a non-technical audience

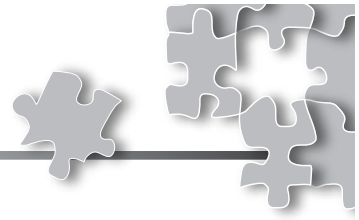
You must be innovative and problem-solve in the environmental field.

Alberta is the place to go for opportunities, but they are reporting downturns. There are many opportunities still in Ontario however.

Visit provincial websites and look at government-sanctioned programs for opportunities.

The Toronto and Region Conservation Authority has a project funded by the Ministry called Professional Access and Integration Enhancement (PAIE). The new phase offers 12 months of paid work placements with environmental employers.

Participate in a bridging program (<http://www.ontarioimmigration.ca/english/bridge.asp>).



Q What are the tricks and tactics used in searching for a civil engineering job? Please offer advice on what to do when you're submitting applications and are not getting calls returned.

A Use the Internet to look for companies. You need to find new ways of finding jobs – go to conferences, and meet with organizations that are focused on engineers.

"Try to look for jobs where people are not looking," e.g. Region of Halton has a list of companies bidding on jobs (including addresses and names of companies). Bid winners are likely to recruit.

Send customized résumés and highlight keywords concerning what makes you different. Try cold calling (remember that getting a job is a full-time occupation).

If you don't get a call back, sometimes it's an indicator that there's a problem – e.g. your skills are not a good fit for the employer's needs, or the organization is simply not interested.

Job-finding workshops are useful and helpful for improving software skills and how to adapt to the Canadian labour market culture. It doesn't matter how many years of experience you have.

As an engineer, you should be connected to a professional association related to your field (e.g. American Society of Heating Refrigerating & Air Conditioning Engineers, Canada Green Building Council). It also looks good on your résumé and helps with your interview. It shows your willingness to learn and that you're keeping up-to-date with your skills.

Stay focused on your job search. Sending many résumés does not do the job. Network, go to exhibitions, meet people in companies you want to work for.

Follow-up with phone calls. Show your enthusiasm and demonstrate your soft skills ("You have to sell yourself").

Take workshops on résumé writing, cold calling and networking.

Another way to get your résumé looked at is to get an employee to recommend you. A lot of hiring is done through employee referrals.

Question posed by one panelist to all panelists:

"How many of you have employee referral programs?" (Half of the employers on the panel confirmed they had one)

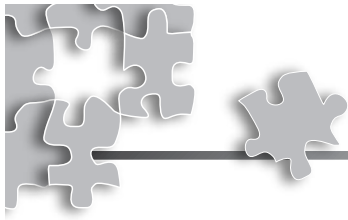
OSPE members have access to their job posting site. All jobs are in engineering fields.

OSPE's database has around 4,000 companies. Research companies and demonstrate how you have experience in similar projects.

Engineering in Training (EIT) shows a potential employer that you are committed to your profession (remember to highlight this).

Eventually, you will need the P.Eng to enhance your chances in applying for positions.

Join professional associations.



Sector 'Hub' Concurrent Sessions

Q What is the importance of the P.Eng license? Is it a necessity to get a P.Eng license to get a job as an engineer? If not, what's the alternative?

A You don't have to have an engineering license to get an engineering job. However, the salary for a P.Eng is much higher. The necessity of a license varies a lot, depending on your field:

- Civil engineering (needed since government is the biggest employer)
- Mechanical, chemical – a little less necessary
- Software engineering (less than 20% have a license, doesn't make a huge difference)

Q Once an engineer has obtained a job, what are the factors that will affect their success in their workplace?

A "Listen, listen, and listen." Listening to supervisors and staff is a means to getting the job done. Listen to your senior engineer for directions.

- The most important thing is teamwork and how you are integrating with the team. You need to communicate.
- Workplace communication culture in Canada is different.
- ACCES' Engineering Connections program was really helpful for enhancing self-confidence.
- Get your résumé looked at by someone and customize it to the job requirements.
- Recommended engineering programs:
 - ACCES Engineering program
 - Career Bridge
 - Skills for Change's *Engineering Your Future*

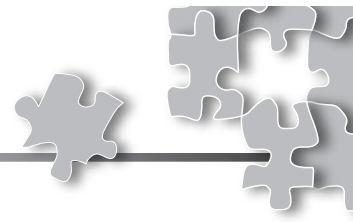
Additional Resources

Engineers Canada *Employers Survey Report (2007)* revealed these skills employers considered "near essential":

- general communication
- inter-personal skills
- team working
- report-writing
- project management
- working with non-technical staff

The complete report is available at: http://etlms.engineerscanada.ca/e/pub_detail.cfm?did=57&tid=2

A Complete Guide to Overcome "No Canadian Experience": How and Where to Obtain "Canadian Experience" by Obi Orakwue, ISBN No. 1-41206198-9 (<http://www.obrake.com/books/>)



2 Information & Communications Technology

Facilitator

Louisa Jewell – President, Crystallizers

Panelists

Robert Robson - Coordinator, Information Technology Cluster, School of Media Studies, Humber College

Dan Eng - Past President, CIPS Toronto

Simon Ho - Manufacturing Engineer, Research in Motion (RIM)

Tim Jewell - CTO & Founder, Data Deposit Box

YuYi Fu - Manager IT Services, Job Start

Ian Langdon - Associate, Gesturetek

Raj Singh - President & COO, Staffing Division, Brainhunter Inc.

Rukhsana Syed - Diversity & Inclusion Program Manager, IBM Canada Ltd.

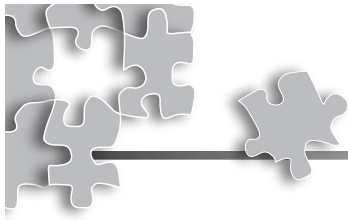
Executive Summary

Despite the softening economy, the IT and Communications sector will see a stable demand for positions involving internet security (data protection, e-commerce), privacy, risk management, healthcare and personal entertainment applications. Panelists also remarked that major projects involving capital funding or investment would likely be delayed until the current economic situation eases. It is recommended that professionals use this downtime for upgrading skills and achieving industry-recognized certification (preferred by employers).

The majority of available jobs will be in support areas, and specifically healthcare as the population ages and demands on the service delivery systems (both provincially and federally) escalate. More emphasis will be placed by employers on candidates' business acumen in addition to interpersonal and technical abilities, regardless of the position. Volunteering, as well as accepting part-time or term contracts are advised as effective ways of gaining Canadian experience within the sector.

Trends

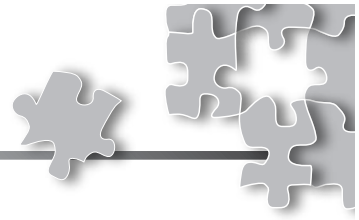
- Employers generally prefer industry-certified professionals because their skills can be validated.
- IT and Healthcare industry skills are in demand so obtain certification and skills recognition in these areas.
- Most employers are looking for people in support areas (these jobs can't be outsourced).
- Development is being put on hold and there are fewer available jobs. Economic crisis right now – when the economy rebounds there will be many job opportunities, so now is the time to refresh your skills.



Sector 'Hub' Concurrent Sessions

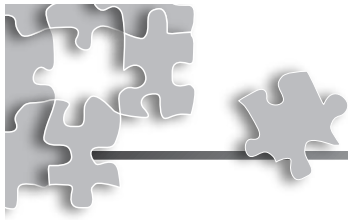
TIPS

- Find a position you are passionate about and don't enter areas which you are not fitted for within IT.
- Don't overstate your qualifications (there are a lot of people who put things on résumés that they can't do).
- Technology has a short life span (six months) so use the economic downturn as an opportunity to upgrade your skills.
- Overcome the language barrier by honing your speaking and writing skills. Pay attention to news and converse with neighbours and friends.
- Practise good business etiquette, as it is a valuable stepping stone to professionalism.
- Discover which sector and organizations are doing well; head in the right direction by positioning yourself accordingly.
- Make sure you adapt to cultural practices in terms of phrases and key words in résumés (employers notice foreigners by the style of résumé)
- Learn good business skills – communicating effectively, and understanding what goes on in a company will give you an edge over most IT workers.
- Seek out part-time opportunities to get in the field, or try to find one customer and get hired under a retainer contract. The company pays a monthly fee plus the hours you work; this will help you gain experience and build a credible reputation.
- Be/Get comfortable promoting yourself. In some foreign cultures it is appropriate to be modest but in the Canadian job market, you want to market your skills and present the benefit(s) to the employer.
- Volunteering is a very good entry point, to help embrace culture and society.
- Find a mentor to show you the ropes; and outside of work, even a child mentor can help you improve your language.
- Job-hunting 'luck' = opportunity + preparation
- At the job interview ensure you leave behind all your tension and anxiety and put yourself in a happy mood. Research the company – and ask intelligent and tough questions. Send a thank you note, and two weeks later follow up to see if they have any other questions or if any decisions have been made.



Questions posed by participants/Answers from panelists:

- Q** **There is a demand for certification, but even if you are certified at a higher level (internationally recognized), how do you overcome the certification trap (unqualified for lower level jobs because of lacking certification at that lower level)?**
- A** Foreign Certifications present an issue of credibility. Volunteering is the best way to prove you have what employers require.
- Q** **What power words should be used in a résumé, and how do companies figure out whom to employ?**
- A** Power words are used to describe soft skills. Seek out smaller organizations because they hire for the larger companies. Be open to contract work and do whatever it takes to get in the door - then you are in a position to bargain with employers. Be sure to note all your credentials. If you have a foreign certification, describe its equivalency so that the hiring organization can match your résumé to what an employer is seeking.
- Q** **What options are available for continuing education, full-time, part-time, and funding requirements?**
- A** Do an eight-month post-grad assignment focusing in one area (Oracle, Java, etc.). When you finish you are ready to take a certification test. Costs are around \$5500 plus \$800 – \$1500 for books and learning materials. Most courses are offered evenings and weekends for part-time programs. Make sure programs offered are industry-approved and see what influence the industry has on the curriculum.
- Q** **What are some tips for networking and finding the hidden job market?**
- A** Do information interviews. Make sure you go only to get information about an industry or company– don't try and turn it into a job opportunity.
- Companies prefer dealing with recruiters and headhunters to several individual job seekers. The most important step is getting your foot in the door, even if it means taking a job you are overqualified for and starting at the bottom.



Sector 'Hub' Concurrent Sessions



Does IBM offer opportunities in the communication field?



Go to **www.ibm.com** and search the job opportunities; they are posted every 24 hours. Managers look for résumés existing in the database with job seekers' profiles. IBM also relies heavily on Kelly Services and ManPower to fill entry-level positions.



How can I divide my time with job searching and networking?



Focus a lot on networking since the Internet makes posting jobs so easy. Talk to businesses and get informational interviews in the specific companies you want to work for.



What is Gesturetek?



It is an interactive technology that works on gestures such as iPhones and Wiis, which operate through movements.



How can you get Canadian experience, and how much experience is acceptable/enough?



Volunteering is a good way to get Canadian experience; do this part-time until you get a job.



Does volunteer experience need to be job-specific?



Getting Canadian experience involves interacting with Canadians and participating in the culture, so it does not necessarily matter if you get experience in your industry or not.



What is your advice for getting hired?



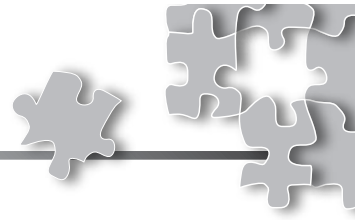
As a manager it is important to see enthusiasm and passion demonstrated. Too many applicants just simply relay the type of information that is expected.



If you are a job seeker and you are addressing an employer, what are good questions to ask in (the closing section of) the interview?



Companies ask this because they want to know that you understand what the job and company are about. Intelligent questions demonstrate interest and passion, and make you stand out.

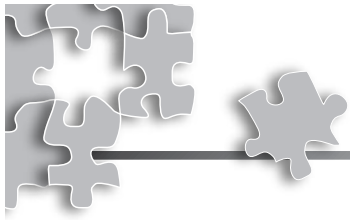


- Q** **If you are overqualified should you still mention foreign experience and credentials?**
- A** Only put relevant experience and information. Do not exaggerate, or make yourself appear overqualified. Make sure you are able to support what your résumé claims, and you can meet the job requirements.
- Q** **What is the best way to submit your résumé?**
- A** Companies differ: many have online applications or request email applications. Don't be discouraged during the recession since there is a lot of job loss right now. Visit Statistics Canada www.statcan.gc.ca to plan and examine trends.
- Q** **What volunteer opportunities exist for IT workers?**
- A** Go to places teaching the field you specialize in to find volunteer opportunities and co-ops.
- Q** **How long do you have to volunteer before being matched with a job?**
- A** It depends on the demand and availability for the position in which the volunteer is interested.
- Q** **Do you have to be in IT to volunteer?**
- A** No, you can still find a match through possibilities made by networking.

Additional Resources:

Talent to Hire (talenttohire.com) and Iteгна are recruiting agencies specializing in finding jobs for job seekers in IT, Finance, Accounting, and Marketing. Sasha Sheybani is a recruiter for Iteгна who concentrates on filling IT jobs; he has been recruiting for the past 10 years and has helped many newcomers with résumé writing and job hunting.

Sasha@integna.com offered his email as a contact for those searching for careers in IT.



Sector 'Hub' Concurrent Sessions

3 Business Management (HR/Sales/Marketing)



Facilitator

Maureen McKenna – Mentoring with Momentum

Panelists

Kelly Atkinson – Toronto Community News

Judy Dahm – Xerox Canada Ltd

Dave Frattini - Canadian Immigrant

Keith Hernandez – KAH Consultants

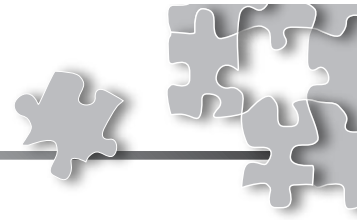
Alice Kubicek MBA, CMC, CHRP - akpsGlobal

Louie Locsin – Academy of Language and Culture

Drupati Maharaj – Heart and Stroke Foundation of Ontario

Noel Misquitta – Canadian Travel Associates

Lee E. Weissling, Ph.D. - Manager, Business Development,
Ontario Society of Professional Engineers (OSPE)



Executive Summary

Representatives from the media, technology, academia, hospitality, non-profit and public sectors all offered unique viewpoints on trends affecting business management roles.

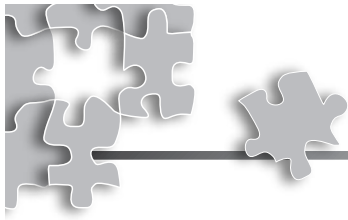
Particularly in travel, IEPs have made significant employment inroads in both front line and management roles, a trend expected to continue as Canada pursues its open skies policy with new airlines. Additionally, the government has earmarked \$800M in funding to enhance Canada's competitiveness in tourism. In Ontario, however, the province is experiencing declining numbers in major market (U.S.) visitors, despite lower gasoline prices and cheaper airfare. While hotels are broadening their marketing efforts through the use of intermediary sales agents (like priceline.com and hotels.ca), the resulting discounted room rates provoke cutbacks in other areas like customer service, directly affecting many IEPs.

In short, tourism is sensitive to the 'domino' effect of reduced business and vacation budgets. On a positive note the industry as a whole remains well positioned for, and highly values, the influx of immigrant talent and is committing significant resources to reflect that in its industry practices and standards.

Many panelists spoke of the importance of IEPs blending into Canadian culture, while celebrating the unique value they contribute from their countries of origin. Given the importance of building and maintaining effective relationships within HR, sales and marketing roles across all sectors, IEPs were advised to hone their Canadian English skills as well as be proactive in seeking volunteer opportunities to showcase their talent.

Trends

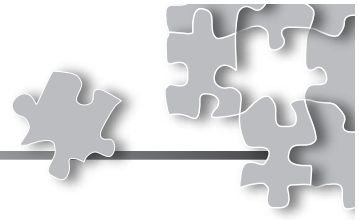
- 2007 Travel & Tourism statistics indicate that immigrant professionals accounted for 24% of jobs in the Air Transportation industry and 34% of jobs in Travel Agency operations.
- Canadian Travel & Tourism ("T & T") Industry generated 694,800 jobs in the 3rd quarter of 2008, up .5% compared to the same period in the previous year
- Canadian Tourism Commission statistics (2007) recorded \$70 Billion in revenues, up 5.1% from 2006 revenues.
- The 2009 Federal Budget set aside some \$800 million in funding initiatives to support Canada's competitiveness in this sector (a huge welcome and positive sign in the midst of our current economic recession).
- Canada's open skies policy has allowed the entry of new airlines, thus creating more employment opportunities for Canadian Travel Immigrant Professionals.
- The oil crisis (mid 2008 impact), followed by the economic downturn in the markets and subsequent recession has severely impacted growth and stability in the T&T Industry. Financial instability of industry suppliers and businesses, plus business travel budget cuts are driving unemployment
- Small and medium-size Canadian businesses welcome the opportunity to adopt tools enabling them to leverage their immigrant talent effectively and efficiently; an initiative is being designed to identify high potential immigrants for promotional opportunities, and to manage and facilitate their career success.
- The Canadian Travel & Tourism Industry values the importation and contribution of International Talent as a means of aiding growth, diversification and global alignment of the industry's practices and standards.



Sector 'Hub' Concurrent Sessions

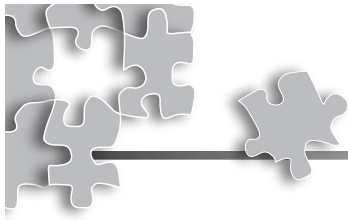
TIPS

- As an immigrant, be prepared to 'lose' your identity (in other words, to *blend in or acclimate to the Canadian business culture*). This may be very difficult, especially if you left behind considerable experience and prestige. The challenges you are facing are not new - many are still unresolved and may be out of your control. Focus on what you can control and work from there.
- Persistence, being proactive, passion...this is what employers look for
- Find what you really love and enjoy about your community.
...seek out the many great organizations and activities to help you integrate
- Learn the English language - enhance your communication skills and develop meaningful dialogue
- Success is 70% from the 'inside' (positive attitude, energy, drive, trustworthiness, and reliability can set you apart and get you hired)
- Clearly evaluate the skills, experience and qualifications you have brought to Canada. Get your professional certification and educational degrees/diplomas assessed to Canadian equivalence.
- Identify your transferable skills and broaden your attitude and approach to employment opportunities outside your profession, if need be; don't hesitate to specialize or even start afresh, venture into something new
- Build a strong résumé that markets your skills and experience; be willing to share best practices and interview with confidence and honesty
- Be proud of the talent you bring; and most importantly, always recognize and stand by the dignity of your labour. Here in Canada, there is respect for every position, even if it is not the position you want to be in
- One of the keys to success is learning how to access the information already available to assist you in entering your profession in Canada
- Create an action plan to help you achieve your goals (seek professional advice and assistance)
- Volunteer – if an employer needs a reference, an organization with which you volunteered is a good source even if you have no other experience



Questions posed by participants/Answers from panelists:

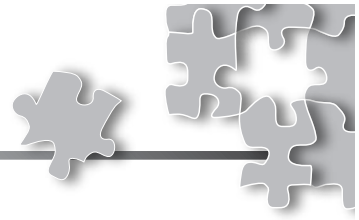
- Q** Is the HR profession regulated in Canada?
- A** It's regulated provincially. For Ontario, HRPAC is the regulatory body.
- Q** Is it true that 'less is better' in a cover letter and résumé?
- A** There is no right or wrong format ...the key is the information and how it is written (keep points very brief); objective must relate to the job posting; information can be functionally or chronologically represented. Remember to adjust your document depending on the position or skills required.
- Q** Once the recruiter finds that my résumé fits the position, what are some strategies that I can employ to give me a 'leg up'? How do employers view cold calling? Does it help to include a benefit statement or brief summary of what I bring to the organization?
- A** Call companies that have a job posting and register with a recruiter to expand your search. Many hiring managers do not have time to see 'walk-ins' (applicants without an appointment), but may look at résumés from people who drop them off in person.
- Q** How do I stand out when all résumés look the same?
- A** Show initiative; indicate what you have done with other companies; and remember to include customer service and management skills, as they are all transferable to other positions.
- Q** Why is certification important when you have so much experience in your field of expertise?
- A** The Canadian employer market gives weighting to certified candidates in specific areas. Some basic certification is essential – always good to help get your experience recognized. While skills are transferable in sales and marketing, employers would prefer if you have some specific experience in the field for which they are hiring.



Sector 'Hub' Concurrent Sessions

- Q What opportunities are available for people in this industry who pursue certification in this area?**
- A** It is always good to pursue a general business management certificate – complemented by specific courses; do these through institutes that have travel-related courses curricula.
- Q What do “overqualified” candidates do in this sort of economy when we are told employers cannot afford to pay us?**
- A** Now is the right time to plan your next move and plot your career path. Use the downtime to fine-tune your business ideas. The industry is currently plummeting, but after every bust there is always a boom, and subsequently more job opportunities.
- Q What are projections for the industry?**
- A** It is not the quickest growing industry, but revenue was up in 2007: Statscan says the industry will stabilize.
- Q Is validation of credentials helpful, or will Canadian employers still see it as a foreign degree?**
- A** Employers recognize that assessment is up to Canadian standards and that it is a stepping stone to gainful employment.
- Q How much weight do employers put on communications skills when you have a foreign accent?**
- A** Background and experience, enthusiasm can be more important than the level of your English. Remember that most employers are accustomed to different languages and are aware English is not the first language of many applicants.
- Q What is Canadian experience?**
- A** This has more to do with language, soft skills ...observing the Canadian culture and how Canadians interact...it's not losing identity but integrating: understanding your existence and what you came here for. You will need to make adjustments to face the obstacles and succeed.

Sector 'Hub' Concurrent Sessions



- Q What is important to include in your interview?**
- A** Research positions for which you are applying. Match your overall presentation to their requirements/expectations (sell yourself by demonstrating soft skills like listening, enthusiasm, asking good questions, eye contact); find out ahead of time who will interview you; be punctual and leave behind a professional looking resume with cover letter.
- Q Many other applicants seem to have the same skills I have on my résumé. How can I stand out?**
- A** Initiative is very important, so show you've gone above and beyond, how you were involved and made a difference with your previous job. Employers don't appreciate people who work at a job for a very short while, then switch frequently (unless there's a very good explanation).

Additional Resources

For Travel & Tourism Industry specific resources, please email/contact **noel@canadiantravelassociates.com**

www.canadiantravelassociates.com

For access to various government programs on Canadian employment, self-employment, career and skill analysis, etc. please visit the Service Canada website **www.servicecanada.ca** or the Job-skills desk at the IEP Conference.

www.cstd.ca Canadian Society for Training and Development (CTDP Designation)

www.hrpa.ca The Human Resources Professionals Association (CHRP Designation)

www.pmi.org Project Management Institute (PMP)

www.credentials.gc.ca The Foreign Credentials Referral Office. Includes the "Working in Canada tool" - a path-finding and referral service

www.labourmarketinformation.ca Labour Market Information in Canada

www.jobfutures.ca National career information website and labour market information

www.ontariojobfutures.ca Ontario Job Futures

www.edu.gov.on.ca/eng/tcu/ Ministry of Training, Colleges, and Universities. Also includes Employment Ontario programs

www.jobsetc.gc.ca Service Canada, Training and Careers Website - Career Exploration and Training Options

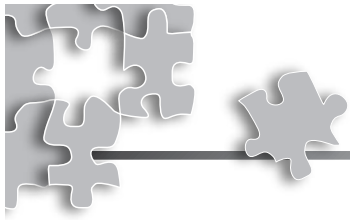
www.211ontario.ca 211 Ontario (Information and Referral Service). Also contains the "Access to Trades and Professions" information

Courtesy of: Louie Locsin

Academy of Language

Tel: 416-569-3936

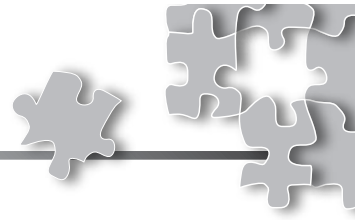
Email: louie@languageandculture.ca



Sector 'Hub' Concurrent Sessions

Statistical commentary offered by panelists:

- Despite their qualifications, only 40% of immigrants to Canada work in the occupation for which they are trained
- Not recognizing the skills of immigrants costs the Canadian economy \$3.4-5 billion a year
- It takes 10 years for a university-educated immigrant to reach an employment level comparable to the Canadian-born population
- Government is there to open the door into Canada, but the doors to opportunities are not always available
- Immigrants once employed may continue to look for career advancement in their chosen professions, but they may encounter systemic biases that prevent them from reaching their career goals
- Acquiring knowledge of the Canadian workplace culture and practice, local Canadian experience, accreditation and licensing, and English language skills are the main challenges to employment
- Immigrants to Canada are better educated than their Canadian-born counterparts – 51% hold university degrees compared to 20% of Canadians



4 Financial Services & Accounting

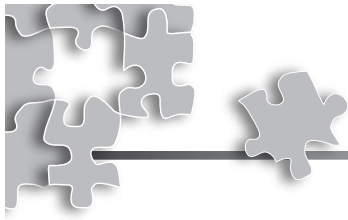


Facilitator

Heather Turnbull, CMF - Principal, Turnbull Consulting Group

Panelists

Rajneesh Sapra - Senior Manager, KPMG
Mohammad Nadeem - Senior Manager, KPMG
Askin Taner – Policy Advisor, Global Experience Ontario, Ministry of Citizenship & Immigration
Kelvin Tran – SVP and Chief Accountant, TD Bank Financial Group
Kerry Hadad – CEO, Your Neighbourhood Credit Union
Stuart Bustard – PM, Financial Services Connections, ACCES
Steve Owens – ACCES
Salman Kureishy – Program Manager (IAFP), Ryerson University
Mira Sirotic – Director, Marketing & Communications, CMA
Maria Loschiavo – CA, Associate Director of Education, ICAO
Natasha Kassim – HR Business Partner, RBC
Susan Hawkins - Manager Recruitment & Trainee Management, RBC
Mike Gooley – Branch Manager, Robert Half Canada Ltd.
Tamara Smith – VP Marketing and Brand Management, FPSCC
Heather Mills - PR Specialist, FPSCC
Carmen Jacques - Business Development Manager, CGA Ontario



Sector 'Hub' Concurrent Sessions

Executive Summary

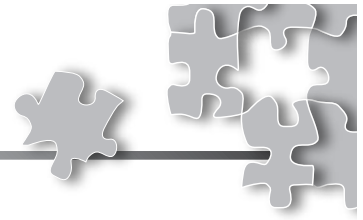
The aging population, regulatory oversight/revision, and credentials were the primary themes dominating the conversation within this sector hub. The panelists observed that financial services professionals (unlike in many other industries) are better positioned to leverage immediate opportunities presented by shifting demographics and the global economic crisis, provided they hold or upgrade Canadian and (more increasingly) international credentials. For example, there will be greater need for compliance officers (for IFRS projects), bankruptcy and insolvency professionals, merger and acquisition specialists, as well as financial planners.

Nearly half of the panelists - who themselves are highly accomplished IEPs - remarked on the escalating importance of the blend of soft skills, business acumen and cultural adaptability as keys to success. Additionally, they noted that employers going forward will not only favour applicants with Canadian designations, but especially those offering the 'value add' of specialist skills and experience (such as in technology, risk management, etc.).

As a means of advancing their job prospects in this sector, IEP delegates were advised to benchmark their skills against Canadian requirements, pursue volunteer and contract positions to 'get a foot in the door', and to create their own 'network hubs' as an avenue to uncovering prospective job opportunities.

Trends

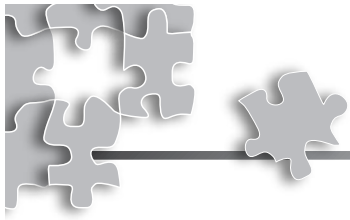
- Aging Population: as the boomer generation retires, companies will be chasing the same talent pool: a key success factor for all companies will be the retention of a good, productive, smart, and experienced work force
- Work-Life Balance: the incoming generation is more attuned to work-life balance and companies will have to adopt and accommodate their demands for such
- Multiple Roles: no more one job for life - today's and tomorrow's world employees will have multiple jobs and disciplines. Companies will have to commit the training dollars that high energy, high performing and multi-skilled employees will demand (in exchange for their services).
- Financial services sector will need compliance officers as the industry undergoes aggressive regulation stemming from the credit crisis (stiffer and more complex regulatory environments)
- Collection, insolvency and bankruptcy activities may be growth avenues for some financial institutions
- Downsizing due to the financial crisis will impact not only the 'front office' but also middle and back offices
- Publicly-accountable entities required to comply with International Financial Reporting Standards (IFRS) starting in 2011, including 2010 comparative figures' compliance = more work for CAs; some employers already reallocating their current employees into 'IFRS implementation teams' and backfilling the roles with contractors or full-time staff
- Increased need for risk management professionals (operational, market, credit), Internal Controls & Internal Auditors
- Employment offered in temporary/short-term contract and internships rather than permanent, long-term positions
- Soft or interpersonal skills, communication skills and cultural intelligence are highly valued, in addition to strategic and dynamic business acumen
- Customers more sophisticated and demanding = enhanced competitive environment and improved technology (ATMs, online banking systems)
- Greater complexity of products and services requires specialized knowledge, tenured expertise, accreditation and licensing with multiple business lines



- Employers are more focused on hiring professionals who can provide more 'value' (for example, someone who has a blend of accounting and IT experience who can develop more in-depth, highly analytical reporting tools and systems); however some organizations have a greater need for specialists vs. generalists with employees frequently required to update and broaden their skills
- Employers are demanding professionals who hold or are pursuing a Canadian professional designation - a function of mitigating risk and ensuring a strong team is ready to handle various work issues and to respond to opportunities
- Industries will have specific demands that vary, and pinpointing those needs is especially crucial during this economic crisis
- Plenty of growth in financial planning (50% of employees are 50+; 7/10 families do not have a financial plan)
- Hiring decisions being made more rapidly (it takes 12 minutes for an employer to decide whether or not the interviewee will move on – and average time for an interview is an hour)

TIPS

- Know how others see you; ask for feedback to gain insights into your strengths and areas for development
- Understand what's changing and what you need to do to change with the environment (upgrade skills as required); volunteer in community events and network
- Pursue a major Canadian professional designation (like CMA) or further accreditation in an area of specialty (CIA, CISA, CTP, in depth tax, etc.)
- Consider a contract position: international professionals often start there and progress into senior level positions
- Improve your English language skills and have someone help you write your résumé (adapted to Canadian 'norms') and prepare you for interviews
- Following up is important at every stage; a fax with a relevant article or a thank you note the following day looks good
- "Get your foot in the door" – don't wait for the dream job
- Request short informational interviews with employees currently working in your field
- Do a self-assessment and inventory of your professional skills - then benchmark them against Canadian requirements
- Be persistent and professional in every interaction - every relationship is potentially beneficial
- Volunteer as a means of gaining "Canadian" experience: it's helpful for your career, a wonderful way to connect within your new community, and a nice altruistic means of giving back to your organization of choice
- Enroll in professional development courses: this keeps you current with new thinking and technology, while demonstrating your self-initiative.
- Create your own network hubs as another avenue to learning about job opportunities



Sector 'Hub' Concurrent Sessions

Questions posed by participants/Answers from panelists:

Q When I applied I was told I was overqualified. What does that mean?

A There may be legitimate reasons such as salary expectations. A good response to this is to ask: "Why would that be a problem?"

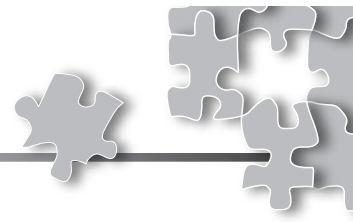
Determine what the issue is, then sell yourself by saying, "Wouldn't it be great to have someone in this role who can add to the job and increase efficiency?"

Q What is your advice regarding mentorship?

A Mentoring programs are popular and well established. Newcomers can overcome nervousness or shyness with the help of a mentor. Choose someone who understands your goals and job requirements. Becoming part of an association is a good way to tap into a mentorship program, i.e. being able to attend networking events. Step out of your comfort zone - you have nothing to lose.

Q What are some tips to obtain Canadian experience?

A Networking is very important, as well as promoting yourself through volunteer and non-volunteer activities. Manage your digital footprint by ensuring what you post is professional (search your name in Google). Look at part-time and contract positions, internships and then slowly progress to senior roles. Research and discover as much as you can about the companies and positions.



5 Healthcare & Related Professions

Facilitator

Cathy Tait - CMC, Western Management Consultants

Panelists

Alex Jadad - Centre for Global eHealth Innovation, Toronto General Hospital

Alison Coulter - City of Toronto Public Health, HR Dept. (Joan Baker, Program Coordinator; Sheila Helier, Facilitator)

Mary Bayliss - RRT; Manager, Policy and Investigations, College of Respiratory Therapists of Ontario

Jasmine Singh - Operations Manager, Access Centre for Internationally Educated Health Professionals, HealthForceOntario

Caroline Morris - Director of Professional Practice, College of Medical Radiation Technologists of Toronto

Tabasom Eftekari - Director of Credentialing and Corporate Services, Canadian Alliance of Physiotherapy Regulators

Executive Summary

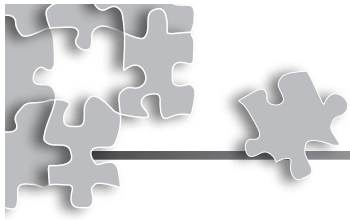
In addition to the employment challenges cited in other sectors - namely, assessing credentials, achieving licensing and acquiring Canadian experience - the healthcare panelists spoke of the growing requirement for skilled, adaptable professionals capable of assuming primary and support roles in areas such as physiotherapy, geriatric care, and family medicine.

For IEPs, achieving compliance with regulatory standards and other practitioner requirements within a reasonable timeframe remains a frustrating process, despite some recent improvements in available resources. The gap between securing work in one's area of expertise - and the declared market need for those skills - is not narrowing, and regulatory changes are not keeping pace with demands. Consequently, many IEPs frustrated with this process are leaving the profession entirely, with some even returning to their home countries.

Panelists advised the IEP delegates to thoroughly investigate their profession's requirements prior to immigrating, even to the extent of coming to Canada first as a visitor to complete the requisite exams.

Trends

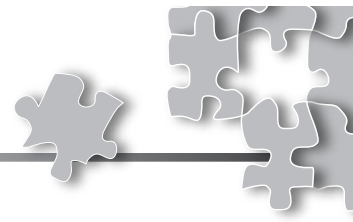
- Canada will need physiotherapists - many of these professionals will be retiring in the next 10 years, along with General Practitioners
- The population is aging requiring more specialists in geriatrics, elder (and home) care, major diseases (cancer, heart disease, diabetes, etc.)
- More Canadians reporting difficulty in obtaining a family doctor, especially those in rural and non-urban communities
- Federal funding for medical research may face cutbacks due to economic climate (*our* scientists moving to U.S.)
- The healthcare system across Canada will continue to be stretched due to budget cuts affecting operations (e.g. ER services) and staffing
- Changes in regulations not anticipated to move quickly, given they are enshrined in legislation



Sector 'Hub' Concurrent Sessions

TIPS

- If you are thinking of working in one of the 25 regulated health professions, apply to the regulatory body right away because they often have requirements that your experience be current; it's important to connect early to understand all the pieces of the puzzle
- Research your profession carefully and do your homework; try to speak to the professional associations and regulatory bodies, even 'shadow' someone in your profession to learn more about it; consider coming as a visitor first to take the exams
- Network with people and volunteer – you can learn a lot about how to integrate into the system, obtain Canadian experience, and fill knowledge gaps
- Improve your professional language proficiency – employers are looking for a high level
- Take advantage of resources like Healthforce Ontario, and Access Centre for Internationally Educated Health Professionals (where information about regulators, credentials, training programs, costs etc. is combined/ accessible in one place)
- Have a strong desire to succeed, together with a good plan; accept risk; be adaptable and prepared to make mistakes
- Sometimes you need to take intermediate steps to get to where you want to be – remember to explore the 'other' opportunities
- The recession can provide an opportunity to lay foundations (like returning to school, but only if you research this carefully). Make contacts now that may help when things open up. Pay attention to where investment is going – like government, technology, etc.



Questions posed by participants/Answers from panelists:

Q Does Canada needs lots of MDs?

A No, we're just inefficient. Family doctors perform work that should be done by others. We think we need more people; maybe we don't and even if we did, we wouldn't let them in the system.

Q How do you get a job at Toronto Public Health?

A We have a structured, standardized, and challenging process. We get hundreds of applications and use tools to determine who are the best candidates, including résumés, interviewing, and reference checking.

1. Application – must apply through posting on City of Toronto website. Find the “employment” link, “current opportunities” and “ongoing recruitment” for dentists, public health nurses etc. Check every two weeks.

2. Tailor your résumé (including your qualifications) to the job for which you're applying. Do a cover letter (“If I'm interested in your résumé, I read your cover letter as it helps me understand how you meet the requirements”).

3. Standardized interviews – Emphasize detail in experience, knowledge and how it relates to the specific position.

Treat this process like preparing for an oral exam.

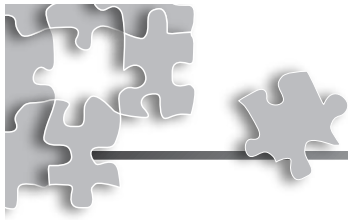
Although you arrived here wanting to be a doctor, if you aren't able to practise you still have to find employment. We offer a two-week program to help, and about 150 completed this out of 500 who came in 2008. 98% of the résumés and cover letters we see are not at a level that they should be to compete with the other applicants.

Q What other positions exist beside medical doctors?

A It takes more than doctors and nurses to run the healthcare system. Respiratory therapy was primarily a North American profession, but exists now in the Philippines, India, China, Brazil – programs aren't quite the same, but we've had some success with people who do refreshers and qualify - and also with some IMGs, especially with anesthesia backgrounds (e.g. an anesthesiologist from Ukraine completed our program and is now working as a respiratory therapist).

Q What help is available for radiation professionals?

A Radiation technologists take X-Rays, CT scans, and perform radiation therapy. The College devotes a lot of resources to help internationally trained professionals through the process. Our primary role is to protect the public so we won't license someone who isn't competent. In addition to registration we have ongoing competency training and we process complaints. I can't stress enough how important it is to contact us immediately or even before you come to Canada (the clock starts ticking five years from the last date you practiced). It takes about four months to get the evaluations done; subsequently you need to take the certification exam through the national certifying body - this qualifies you to work anywhere in Canada.



Sector 'Hub' Concurrent Sessions

Q How can I get my physiotherapy credentials recognized?

A Through the Canadian Alliance of Physiotherapy Regulators (National Federation of Physiotherapy Regulators). We do the national exams and credentialing. Then applicants apply to the regulatory college in the province to get a license to practice. In some provinces you can get a temporary license to practice once you've passed the written exam. We don't require Canadian experience. 92% of those who complete the exam found employment within one month. The process can be long – but if you do your research and your school sends all the information we can process it in 4-7 weeks. The gap is in the time it takes to submit all the documents required.

Q Why is the licensing process for IMGs so long and difficult? How do we overcome the frustrations and find employment?

A The federal government brings in immigrants to keep our population up – we get our visa, if we fulfill the point system. Then we get here and it's the provincial organizations that respond. Most organizations try to be polite, so they give us the steps and feed our hopes. Chances of becoming a physician are low and the price can be very high. Out of thousands, maybe 30 got actual licenses to practise in 2008. So this is an opportunity to be reborn – we're already here and many opportunities exist if you think differently. Work on Plan A, but bet on Plan B.

Additional Resources

Access Centre:

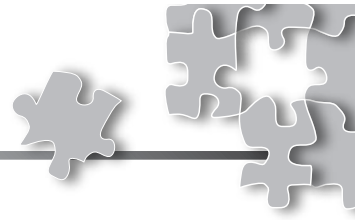
- Opened in Dec. 2006 - works directly with over 6,000 registered clients, most of whom are physicians (some nurses and pharmacists as well); collaboration with MCC, CARMS, medical schools, Ministry of Health - collect and maintain up-to-date information
- Expanded mandate includes sessions focused on the licensing process, and re-education and employment (designed to alleviate the complicated, competitive process, e.g. 1200 IMGs applied for 235 positions in 2008)
- Completed 350 mock interviews for clients preparing to apply to medical school
- One client (IMG Ortho Surgeon from Iraq) accepted into residency; others have found work in clinical research, etc.

Other:

Centre for Global eHealth Innovation, Toronto General Hospital is organizing an event called

"Canadian Experience" - goal is to develop solutions from newcomers ourselves without waiting for governments or regulatory bodies to change

Skills for Change Career Bridging Program – helps foreign trained MDs find alternate careers in healthcare while going through (or instead of) the licensing process



Following the morning sessions, conference host PCPI invited employers, speakers and other guests to a networking luncheon featuring highlights from their just-released report, *Best Practices: Employers and IEPs Speak About Strategies For Integrating Internationally Educated Professionals into the Canadian Labour Force*. (A link to the electronic version of this report is available in the Appendix section.) This was the second consecutive time in which research was commissioned in conjunction with the Conference, and with a similar focus on soliciting employers for their perspectives on hiring, integrating and retaining IEPs. The 2009 report also incorporates the perspectives of IEPs and draws comparisons between the two points of view.

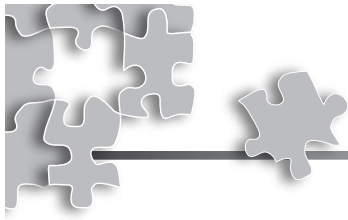
This year's format included best practices commentary from senior executives at RBC and TD Bank Financial Group, as well as feedback and interactive discussion with The Honourable Jason Kenney, Minister - Citizenship, Immigration and Multiculturalism.

The debrief was conducted by Drs. Conrad Winn, CEO of Compas Inc. and Jelena Zikic, Assistant Professor, Organizational Behaviour & Human Resources at York University. Both acknowledged PCPI's leadership in accumulating objective data in this important area, and noted that the findings had significant implications for employers, IEPs, and government. For example, 87% of the study participants (primarily vice presidents within organizations) cited language and communication skills as the biggest barrier to employment for IEPs.

Additionally, while employers favour implementing IEP-friendly policies and programming in their workplaces, they are hesitant to invest significantly in this given the current economic climate. Ultimately, they noted, these research findings give reason for some optimism: employers do appear to have a *vision* of integrating IEPs more effectively into the labour force - and coupled with appropriate action, this is a recipe for truly "changing the world".

Dr. Lionel Laroche, President of MCB Solutions and a frequent contributor to cultural diversity and workplace discussions, then offered his perspective on how employers and immigrants interpret the relative importance of hard and soft skills within Canadian business culture.

Following Dr. Laroche's presentation Zabeen Hirji, Chief Human Resources Officer for RBC and Susan Cummings, SVP Canadian Retail Human Resources for TD Bank Financial Group commented on their organizations' best practices in hiring and developing immigrant talent.



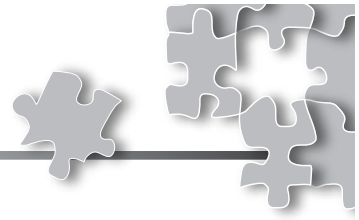
Employer Luncheon

Highlights from their remarks include:

- Diverse workforces make good sense (we deprive *our* society if we ignore their skills and fail to engage them in their areas of expertise)
- Embedding better hiring practices regarding IEPs is “a journey of striving to do better”, and reflects well in the eyes of clients
- Research/statistics are key in building the business case, in conjunction with engagement of middle and senior leadership
- Fair and equitable talent management practices are rewarded with strong business performance
- Personal incomes would be \$13M higher if IEPs were as successful in their chosen careers here as those who are Canadian-born
- Mentoring programs, internships, immigrant-specific job fairs and cross-sectoral partnership models (e.g. academia, non-profits, government) help drive integration and engagement
- Measurement (employee surveys, focus groups, hiring metrics, etc.) key in articulating the ROI, and in ensuring various policies/programs remain relevant to stakeholders
- Challenges persist in helping IEPs adapt to the Canadian business environment (and its cultural anomalies), achieving international accreditation, and recognition of transferable skills

In the question period after the panel remarks, an audience member queried Minister Kenney on his government’s progress on the issue of credentialing recognition across Canada. The minister responded by admitting that the present system created an “unacceptable trap”, and that the government was working on a number of levels to alleviate the problem, including:

- 1) cooperating with 400 professional agencies in regulating professional migrants
- 2) expanding the ‘Working in Canada’ web portal (to discover credential requirements before coming to Canada)
- 3) supporting three offices (one each in China, India, and the Philippines) featuring free seminars on credentialing
- 4) communicating to provincial counterparts to “get with the program” (improve speed and transparency in their processes, and align requirements with current labour market needs)



The Honorable Jason Kenney wrapped up the Conference with a pragmatic assessment of Canada's record on integrating skilled immigrants, as well as his department's initiatives for facilitating the overall settlement process. He stressed that the federal government believes in "the power of immigration to fuel prosperity" and noted that in 2008 Canada welcomed a record breaking 519,722 newcomers. He cautioned that the "rubber hits the road" with employers who can offer IEPs meaningful, satisfying work (not survival jobs) in their chosen professions.

Some of the improvements Minister Kenney shared were:

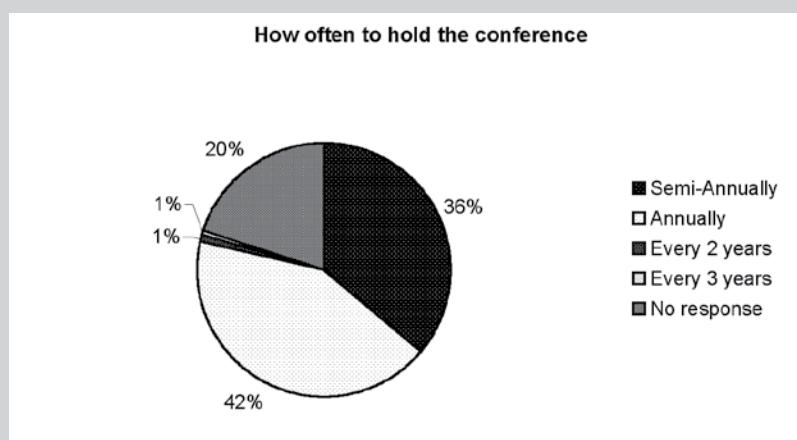
- Development of a national framework for foreign credential recognition (to ease the red tape and offer greater clarity/transparency)
- Increase in settlement programming to \$1.4B
- Agreement from provincial premiers to labour market economic union
- Greater focus and emphasis on language programs
- Increase in foreign student admissions (mirroring Australia)

(For further information please see Citizenship & Immigration Canada's media release on the iep.ca website.)

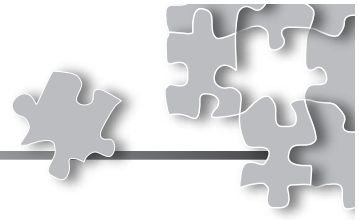
“If it Walks Like an Elephant, and Talks Like an Elephant...”

Participants seemed confused by the ‘job fair’ look and feel - need for more emphasis (advertising, word of mouth referral through service agencies, etc.) on consistent messaging/articulation of the major differentiators of this event: a one-stop, singular access point for asking questions, receiving valuable (i.e. relevant, timely) information from leading resources, and learning how to make effective connections to augment job search or career advancement (skill practice)

- What is the next iteration of this conference if it is to remain a relevant and viable resource for IEPs?
- How can the sector stakeholders contribute to and influence the day’s outcomes for IEPs? What does success look like for them, and for the sector as a whole?
- Should the format and content be rethought/retooled? If so, the facilitators must be included and consulted earlier at the design stage regarding the appropriate process - and particularly if the same team continues (to tap into their extensive experience)
- Is a focus group appropriate (using a systems approach) as a planning tool for 2010?
- Is it time for government(s) to be at the table (a role beyond sponsorship and speeches?) - given their increasing influence in funding, data capture/analysis and policy development?
- Is it opportune to reactivate the ‘Think Tank’ initiative, or something comparable?
- Should the conference occur on a semi-annual basis? (‘Yes’, according to 36% of evaluation respondents)



- Might it be useful in the online registration to ask delegates about their ‘first’ language? And how useful to the IEPs is the translation of conference materials into French?



Appendix A

"The Seven Secrets of Success for Canadian Immigrants" - Naeem "Nick" Noorani www.iep.ca/proceedings.php

"Best Practices" Research Highlights - Winn/Zikic PPT www.iep.ca/proceedings.php

"Networking & Interview Etiquette" - Adeodata Czink - www.iep.ca/proceedings.php

Appendix B

Ten Conference Principles (Conference Guidelines) www.iep.ca/proceedings.php

"IEP Backgrounder: Internationally Educated Professionals in Canada" www.iep.ca/press.php

"Working on a Dream: Helping Internationally Trained Professionals find Work in Canada" www.iep.ca/press.php

"Immigration Tidal Wave" (Toronto Sun) www.torontosun.com/news/Canada/2009/02/21/9478216.html

IEP Directory www.iep.ca/directory.php (English and French)

Appendix C

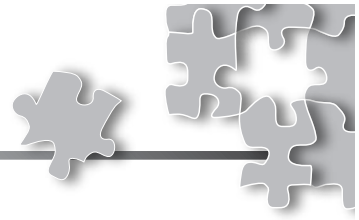
Marketplace Exhibitors

Accreditation Assistance Access Centre (AAAC)
The Career Foundation
Centennial College
Certified General Accountants (CGA)
City of Toronto - Economic Development
Certified Management Accountants (CMA)
Chinese Professionals Association of Canada (CPAC)
Dixie Bloor Neighbourhood Centre
EPIC- Educational Program Innovations Centre—
Engineering Program
Findhelp Information
FPSC - Financial Planners Standards Council
The G. Raymond Chang School of Continuing Education -
Ryerson University
HealthForceOntario
Human Resources Professionals Association (HRPA)
Human Resources and Skills Development Canada (HRSDC)
Working in Canada/ Government of Canada
Humber College for CASIP
Institute of Chartered Accountants of Ontario (ICAO)
Job Skills
KPMG
Ministry of Citizenship & Immigration – Title Sponsor
Ministry of Citizenship and Immigration—
Global Experience Ontario
Newcomer Centre of Peel – Peel Adult Learning Centre
Northern Ontario Economic Development –
City of North Bay
Ontario Council of Agencies Servicing Immigrants (OCASI)



Progress Career Planning Institute (PCPI)
Polycultural Immigrant & Community Services
RBC
Scarborough Specialized Job Finding Club
St. Stephen's Employment and Training Centre
Sun Life Financial
TD Canada Trust
Thorncliffe Neighbourhood Office
Toronto Catholic District School Board (TCDSB)
Toronto District School Board (TDSB) –
Employment Accessibility Exchange
Toronto Melab Language Centre - University of Toronto
Welcome Centre Immigrant Services
WoodGreen Community Services
World Education Services
York University - Career Study for Internationally
Educated Professionals

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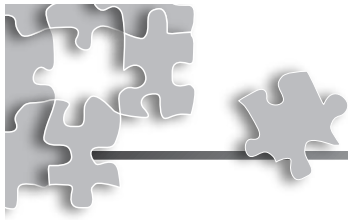


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Shalini Bhardwaj – Accreditation Assistance Access Centre (AAAC)
Patrick Chartrand – City of Toronto, Employment & Social Services
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For more information on the IEP Conference, please contact: **iep@careerplan.net**

A decorative graphic consisting of several interlocking puzzle pieces. One piece is detached and floating to the left of a horizontal line, while the others are clustered together to the right, forming a larger shape with a central gap. The pieces are light gray with a subtle drop shadow.

Notes