



# THE EMPLOYER'S ROADMAP

Hiring and Retaining Internationally Trained Workers in

**CALGARY**



This publication is one in a series of **Regional Employer Roadmaps** produced by The Alliance of Sector Councils (TASC).

In 2009, TASC developed [\*The Employer's Roadmap to Hiring and Retaining Internationally Trained Workers\*](#) for the Foreign Credentials Recognition Office (FCRO) of Citizen and Immigration Canada (CIC). This roadmap is a practical guide for employers in small- to medium-sized enterprises (SMEs) and provides information about practices, policies and programs at a national level. The **Regional Employer Roadmaps** build upon this national guide by providing information and resources specific to different regions of Canada.

*The Employer's Roadmap—Hiring and Retaining Internationally Trained Workers in Calgary* was produced in partnership with the Calgary Region Immigrant Employment Council (CRIEC) and the United Way of Calgary and Area. TASC thanks all employers and other stakeholders who provided input into the development of this document.

This project is made possible through funding from the Government of Canada (Citizenship and Immigration Canada).

Project Coordinator: Constance Lim, LIM Consulting Associates

Writer: Nicole Jelley, Catalyst Solutions Group Corporation

© The Alliance of Sector Councils 2012

For more information, contact:

The Alliance of Sector Councils  
608-151 Slater Street  
Ottawa, ON K1P 5H3

Tel: (613) 563-3637

Fax: (613) 231-6853

[www.councils.org](http://www.councils.org)

La version en français est disponible sur demande.

## CALGARY



Calgary is the largest city in the Province of Alberta with a current regional population of 1,406,080. 48.3% of the population is in the 25 to 54 age range. The total population is expected to increase by 1.4 % annually between 2011 and 2021.<sup>1</sup>

Calgary is the #4 city of destination for immigrants in Canada following Toronto, Vancouver and Montreal.<sup>2</sup>

Between 2001 and 2006, immigration accounted for more than 80% of Calgary's total population growth.

Among Canadian cities, Calgary has...

- The lowest unemployment rate in 2012: 4.7%
- The highest total labour force growth over past 10 years (2003 – 2012): 27%
- The second highest total growth in retail sales over the past 10 years (2003-2012)
- The highest wages and salaries per employee in 2012: \$66844
- The second highest real GDP growth in 2012: 3.3%.
- The highest concentration of head office employment in Canada (on a per capita)
- The strongest performing urban economy in the nation for many of the past 10 years, and is expected to stay on the top.

Calgary is forecasted...

- To be the location for over one third of all new jobs in Alberta
- To require workers for approximately 90,000 new jobs over the next five years and 158,000 in the next 10 years, the highest of any economic region in Canada.<sup>3</sup>



<sup>1</sup> Calgary & Region Economic Outlook 2011 – 2021, Vol 2

<sup>2</sup> Citizenship and Immigration Canada, 2008

<sup>3</sup> Source: Calgary Economic Development

## Projected Labour Needs in Alberta

Industry	Percentage (%) of Workforce that is 55 years & over (2008) <sup>2</sup>	Number of New Jobs Expected (2009–2013) <sup>3</sup>
Accommodation & Food Services	8.9% (11,200)	16,800
Agricultural	43.2% (23,900)	2,600
Business, Building & Other Support Services	17.7% (11,800)	8,900
Construction	14.3% (27,500)	-16,600
Educational Services	19.4% (25,600)	9,500
Finance, Insurance, Real Estate & Leasing	17.4% (19,100)	12,200
Forestry & Logging with Support Activities	N/A	<100
Healthcare & Social Assistance	18.0% (35,600)	21,400
Information, Culture & Recreation	13.1% (10,500)	9,600
Manufacturing	14.3% (17,600)	-1,900
Mining & Oil & Gas Extraction	9.9% (13,500)	3,000
Other Services Industry	13.2% (13,200)	10,200
Professional, Scientific & Technical Services	18.4% (28,000)	22,100
Public Administration	18.2% (16,200)	6,900
Retail Trade	13.1% (29,500)	21,900
Transportation & Warehousing	17.7% (18,300)	4,600
Utilities	12.3% (2,500)	1,800
Wholesale Trade	14.3% (10,800)	16,200

## Contents

1	What is the Roadmap? .....	6
2	Why Hire Internationally Trained workers?.....	7
3	Employer Support and Services .....	8
3.1	Federal Programs .....	8
3.2	Alberta Immigration Programs and Services .....	8
3.3	Hiring Resources .....	9
3.4	Licensing and Certification Resources.....	10
3.5	Arrival, Settlement, and Retention Resources .....	11
4	Immigrant Support and Services .....	12
4.1	Employment Services for Internationally Trained Professionals .....	12
4.2	Language Training.....	13
4.3	Immigrant Serving Agencies.....	13
5	References and Resources.....	17
6	Useful TASC Resources.....	19

# 1 WHAT IS THE ROADMAP?

The *Employer's Roadmap to Hiring and Retaining Internationally Trained Workers in Calgary* is a step-by-step guide for employers in small- to medium-sized enterprises (SMEs) that are interested in recruiting internationally trained individuals for their organizations.

Business-owners, human resource professionals, recruiters, managers—anyone that is involved in hiring—will find the Roadmap a useful resource.

The Roadmap provides employers a view of the different routes that they can take to hire and retain internationally trained individuals, gives helpful tips on what may be encountered on the way, and points to practical tools that employers can use at each step.

The Roadmap will show that employers stand to gain from hiring and retaining internationally trained workers, and that certain adjustments to an organization's staffing strategy and practices can lead to effective hiring and retention of internationally trained workers. In fact, these adjustments will enable employers to be more effective generally in the recruitment and employment of *all* workers.

## 2 WHY HIRE INTERNATIONALLY TRAINED WORKERS?

Between 2006 and 2031, the proportion of the Canadian population comprised of immigrants is expected to increase from 20 per cent to between 25 and 28 per cent, the highest ratio in Canada's history.

In Calgary, the immigrant population is expected to increase from 24 per cent in 2006 to 30 per cent in 2031.

This large and important pool of talent and skills must be accessed, integrated and more importantly, retained.



### Alberta Immigration Highlights

Exceptionally strong economic growth and labour shortages in Alberta have increased the in-flows of international migrants.

- In the 2006-2007, there were 1,000 annual nominations for the Provincial Nominee Program (PNP). By 2009-2010 there were 8,000.
- The number of immigrants arriving in Alberta each year increased 57.6% over this period.
- Immigrants destined to Alberta came from over 160 countries. The United Kingdom and Commonwealth countries, China, India and the Philippines were consistently in the top five source countries of immigrants.
- Alberta's annual share of new immigrants arriving in Canada increased from 6.5% in 2001 to 12.4% in 2011.
- Alberta had the highest labour force participation and employment rates of immigrants among provinces in Canada in 2011.
- Most immigrants to Calgary are highly educated and experienced: over one half of recent arrivals between ages 25 and 54 hold university degrees.
- Categories of Alberta immigrants in 2010:
  - Family Class: 22.60%
  - Economic Class: 68.60 %
  - Refugees: 6.80%
  - Other: 2.00%

## 3 EMPLOYER SUPPORT AND SERVICES

This section lists resources that can help employers in hiring and retaining internationally trained workers.

### 3.1 FEDERAL PROGRAMS

The Canadian Government has different categories of immigration programs, each with different requirements:

- [Federal Skilled Worker Program](#): For people who want to settle and work in Canada (outside of Quebec)
- [Canadian Experience Class](#): For people who have recent Canadian work experience or have graduated and recently worked in Canada
- [Investors, entrepreneurs and self-employed people](#): For people who want to start a business in Canada
- [Provincial Nominee Program](#): Canadian provinces or territories can nominate candidates to settle and work in the province or territory
- [Sponsoring your family](#): Permanent residents or Canadian citizens can sponsor a family member to join them in Canada

The [Canada-Alberta Immigration Agreement](#) is the agreement between the federal government and the Province of Alberta for cooperation on immigration.

### 3.2 ALBERTA IMMIGRATION PROGRAMS AND SERVICES

Alberta Employment and Immigration (E&I) works in cooperation with businesses and industry to help promote the province and attract, recruit, and retain skilled foreign workers to fill labour shortages. E&I undertakes marketing and recruitment activities around the world, and organizes and delivers seminars across the province. It also provides information through the [Immigrate to Alberta Information Service](#) website and [provides links](#) to other useful sources of information.

The [Alberta Immigrant Nominee Program](#) (AINP) may be of interest to employers interested in hiring internationally trained workers from outside the country or in helping temporary foreign workers gain permanent residency in the province. The AINP is designed to support Alberta's economic growth by attracting labour-market-destined immigrants to the province. The program expedites the permanent resident immigration process for skilled workers in occupations designated as critical to the Alberta economy. To order a program brochure describing benefits of participation, the application process and employer requirements, phone 780-427-6375.



### 3.3 HIRING RESOURCES



#### [Hire Immigrants Roadmap](#)

This is a step-by-step interactive guide on developing a strategy for hiring, retaining and promoting skilled immigrants. It also includes tips, videos, webinars and other resources for interviewing, integrating and getting the most from these employees.

#### [Attracting and Retaining Immigrants—A Tool Box of Ideas for Smaller Centres](#)

This practical tool aimed at small municipalities may be useful for employers as well. The Tool Box is intended for use in building a strategy to address the issues surrounding the attraction and retention of immigrants. The Toolbox covers the breadth of issues and information necessary for diverse smaller centres to successfully implement their strategy.



#### ***Building Alberta's Workforce video***

This video highlights free employment and recruitment services available to Alberta employers and job seekers. The video was created through Employment and Immigration's involvement in the Leduc-Nisku Economic Development Authority's Virtual Tradeshow and can be downloaded from the [Employment and Immigration](#) page of the Government of Alberta's website.



#### **[Foreign Credentials Referral Office \(FCRO\)](#)**

This federal website has many resources for newcomers and those contemplating a move to Canada. It also features the national *Employer's Roadmap to Hiring and Retaining Internationally Trained Workers*.



Other hiring resources include:

- [Temporary Foreign Workers Guide for Employers](#)
- [Hiring and Retaining Foreign Workers in Alberta](#)
- [Employment Standards Guide](#)
- [Alberta's official immigration website](#)
- [How to Hire Foreign Worker seminars](#)
- [Frequently Asked Questions about Employment Agencies](#)
- [Calgary Region Immigrant Employment Council](#)

### 3.4 LICENSING AND CERTIFICATION RESOURCES

#### [Certification and Registration Requirements for Employment in Alberta](#)

Certain occupations in Alberta require certification or registration with a regulatory organization. This webpage provides information on regulated occupations, including basic education, experience and examination requirements, and contact information for the regulatory organization.

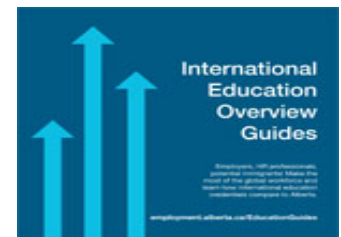
#### [Foreign Qualification Recognition \(FQR\) – Alberta](#)

This Employment Alberta website features Alberta’s FQR Plan and progress updates. There are also employer resources such as an education tool for understanding how international education compares to Canada’s and online training on diversity and inclusion.



#### [International Education Overview Guides](#)

This online tool was developed to help employers and human resources professionals better understand academic credentials earned abroad. Use this tool if you are not sure about how a candidate’s international work experience compares to Canadian standards.



#### [International Qualifications Assessment Service \(IQAS\)](#)

This service was established by the Alberta Government to help immigrants obtain recognition for education received in other countries. IQAS issues assessment certificates that generally indicate how an educational credential received in another country compares to an educational program in Canada. IQAS certificates may help immigrants enter the labour market, gain membership in professional licensing bodies and admission into post-secondary institutions. Employers, professional licensing associations and educational institutions use the certificates to understand educational programs outside of Canada.

#### [Occupational Licensing Fact Sheets](#)

Over 60 guides outline Alberta’s process for getting qualifications recognized in both regulated and non-regulated trades and professions.

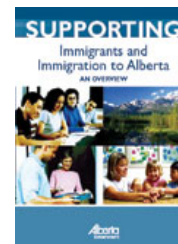
### 3.5 ARRIVAL, SETTLEMENT, AND RETENTION RESOURCES

Having a plan to help immigrants enter your workplace and settle in the community will help you retain these valuable workers. Employment Alberta has prepared the following resources that may be useful:

- [Employers' First Day Checklist](#)
- [Employment Standards Guide](#)
- [Occupational Health and Safety Act - Employers Guide](#)

Other resources include:

- [Employing a Diverse Workforce—Making it Work](#): This document provides examples of how Alberta employers retain and engage a highly motivated and diverse workforce.
- [Employer Guide](#): This practical guide prepared by the Central Alberta Economic Partnership Ltd. Provides employers with the tools and ideas to create welcoming work environments that will enhance the integration and retention of newcomers.
- [Supporting Immigrants and Immigration to Alberta](#): This document provides an overview of Alberta immigration programs, benefits of participation, the application process and employer requirements. It outlines the provincial government's coordinated and comprehensive approach to increasing the number of immigrants in Alberta.
- [Welcome to Alberta—Information for Immigrants](#): This guide provides useful information for settling and living in the province. It covers a wide range of topics including Alberta's geography and climate, housing, employment, education and health care as well as currency and the banking system, child care, transportation, recreation opportunities, and the legal system.



## 4 IMMIGRANT SUPPORT AND SERVICES

This section lists resources that can help immigrants in settling in a new job and a new life in Canada. Employers wishing to support prospective and/or newly hired workers in their workplace may refer them to these resources.

### 4.1 EMPLOYMENT SERVICES FOR INTERNATIONALLY TRAINED PROFESSIONALS

The following provincial organizations are funded by Alberta Employment and Immigration and Citizenship and Immigration Canada to provide employment readiness programs specifically designed for new immigrants to Alberta. The services include counselling and workshops to assist new immigrants in understanding the Canadian workplace and how to find a job in Canada.

- [Career Services](#)  
The Alberta Learning Information Service (ALIS) website provides information on work experience, workshops, resources for people with disabilities and more.
- [Certification and Registration Requirements for Employment in Alberta](#)  
Certain occupations in Alberta require certification or registration with a regulatory body. This webpage provides information on regulated occupations, including basic education, experience and examination requirements, and contact information for the regulatory organization.
- [Alberta Apprenticeship and Industry Training](#)  
New Albertans with a trade can find out about the requirements for working in Alberta.
- [Using Employment Agencies in Alberta and Canada](#)  
This webpage (part of the Government of Alberta's official immigration website) provides answers to frequently asked questions about employment agencies.

## 4.2 LANGUAGE TRAINING

A list of English as a Second Language Programs (ESL) services or classes is available from [Community Adult Learning Councils](#) or [Volunteer Tutor Adult Literacy Programs](#).

The following organizations offer professional support to ESL teachers in Alberta and support national standards in ESL programming.

- [Alberta Teachers of English as a Second Language \(ATESL\)](#) is a volunteer-run, not-for-profit professional organization.
- The [Centre for Canadian Language Benchmarks](#) is a national ESL standards organization.

## 4.3 IMMIGRANT SERVING AGENCIES

New Albertans can access immigrant-serving agencies for general settlement assistance, including information, orientation, interpretation/translation, or referral services. The agencies listed below support immigrants in their new communities and provide a number of services to help them make the transition to life in Alberta.

[Alberta Association of Immigrant Serving Agencies](#) (an umbrella organization of immigrant-serving agencies in Alberta)  
3rd Floor, 120-17 Avenue SW  
Calgary, AB T2S 2T2  
Telephone: 403-290-5758  
Fax: 403-262-2033

### [Alberta Human Services](#)

In partnership with Citizenship and Immigration Canada through the Integrated Services Program (ISP), this organization seeks proposals from registered non-profit organizations or educational institutions interested in offering settlement services to recent immigrants.

### [Alberta Network of Immigrant Women](#)

Undertakes research on issues that impact the settlement process of immigrant and visible minority women in Alberta, and engages in capacity-building projects.

### [Bredin Institute – Centre for Skilled and Internationally Trained Professionals](#)

Provides bridging programs, employment search programs, licensure and credentialing assistance, communication and language training, mentoring assistance, and job placement assistance.

### [Bow Valley College – BVC Works](#)

Matches job-ready immigrants with employers in Calgary in accounting, administration, construction, engineering, finance, IT, marketing, and trades. Provides assessment in language proficiency, degree or certification, and coaching on soft skills.

### [Bow Valley College – Corporate Readiness Training Program](#)

Provides a mentorship program matching immigrants with professional mentors in their field, and delivers a Communication and Business Skills program for immigrant professionals.

### [Calgary Bridge Foundation for Youth](#)

Provides services to immigrant youth through education and partnerships with school boards including in-school settlement, after-school life skills, and mentorship programs.

### [Calgary Catholic Immigration Society](#)

Provides a wide variety of specialized settlement, integration, and employment services to all immigrants and refugees in Southern Alberta with a staff that collectively speaks over 70 languages.

### [Calgary Employer Council for Immigrants](#)

CECI is an initiative of the Talent Pool formed to respond to barriers that Calgary businesses face when trying to recruit skilled immigrants already in Calgary.

### [Calgary Immigrant Educational Society](#)

Provides education (entry-level jobs, computers, accounting), multimedia information, job bank, language training (ESL, LINC, English for professionals), and referral services to newcomers and economically disadvantaged Calgarians.

### [Calgary Immigrant Women's Association](#)

The only immigrant-serving agency in Calgary offering all-female programs and services, offering settlement and integration services, language training, childcare, employment services, and family services.

### [Calgary Multicultural Centre](#)

An authority on and resource provider for cultural diversity education and information. Services includes cultural competency training, referral, workshops for cultural groups and organizations, and language classes.

### [Calgary Region Immigrant Employment Council](#)

Builds connections between Calgary employers and skilled immigrants that encourage hiring, including a mentoring program.

### [Catholic Family Services](#)

Offers programs in multi-cultural school support and the Healthy Babies Network to address the many cultural and language needs faced by new Canadians. Assists newcomers in gaining access to prenatal health care, social support, and proper nutrition during pregnancy.

### [Centre for Newcomers](#)

Provides settlement and employment services along with language services (LINC).

### [Citizenship and Immigration Canada](#)

Provides funding for organizations and individuals to provide settlement services to newcomers, including those in official language minority groups. This website also provides information on immigration programs, language training, settlement services, credential assessments, and hiring immigrants.

### [Coalition for Equal Access to Education](#)

Focuses on areas of research and resource development, institutional development, capacity building, partnership building, and public education as it relates to ESL learners in the K-12 school system.

### [Directions for Immigrants in Trades and Professional Careers](#)

A no-cost career service and resource centre that assists internationally-educated and experienced professionals establish careers, learn about professional accreditation, and how to find work.

### [Ethno-Cultural Council of Calgary](#)

A community-based organization that facilitates the collective voice of Calgary's visible minority communities to influence and effect social, economic, and political change through collaborative action.

### [Foreign Credentials Referral Office](#)

The FCRO is part of [Citizenship and Immigration Canada](#). It provides information, path-finding and referral services on foreign credential recognition to help internationally trained workers succeed and put their skills to work in Canada more quickly.

### [Francophone Newcomers Centre/Centre d'accueil pour les nouveaux arrivants francophones](#)

Provides resettlement, interpretation, and first language assistance, computer services, counselling, and volunteer programs.

### [Immigrant Access Fund](#)

Provides micro-loans to immigrants to assist them in obtaining Canadian accreditation, upgrading, or training that will allow them to obtain employment in their specified field.

### [Immigrant Sector Council of Calgary](#)

Provides leadership and resources to influence public attitudes and knowledge and support capacity of service providers in the immigrant sector.

### [Immigrant Services Calgary](#)

Provides a wide range of settlement and integration services including newcomer support, English testing, career and education services, translation and interpretation, and citizenship preparation.

### [Jewish Family Service Calgary](#)

Provides counselling and support to newcomers of all denominations during their transition period, encouraging them to become independent and productive members of their new community.

### [Making Changes Employment Association of Alberta](#)

Delivers two programs to empower women in transition: The Walk-In Closet, a selection of new and gently-used clothing, and The Employment and Life Skills Program, offering immigrant women a chance to increase confidence and learn about employment and credentialing.

### [Momentum Community Economic Development Society](#)

Administers loans made available by the [Immigrant Access Fund](#).

### [Prospect Human Services Society](#)

Dedicated to identifying situations where groups of individuals are facing challenges with full participation, and developing the services and supports necessary to break down those barriers.

### [Champions Career Centre](#)

The only Pan Disability agency dedicated to identifying situations where groups of individuals are facing challenges with full participation, and developing the services and supports necessary to break down those barriers.

### [Talent Pool, Calgary Chamber of Commerce](#)

Facilitates communication and collaboration between business, education, and government to maximize the labour contribution of immigrants and other groups.

### [United Way of Calgary and Area](#)

Supports agencies and programs in line with the goal to build a city where immigrants have the resources and power to reach their full potential. Shell has partnered with the United Way for the Shell Immigrant Employment Project focusing on increasing and enhancing employment opportunities for immigrants.

### [YWCA](#)

Offers five programs under its “Learn English” umbrella to assist immigrants, Canadian citizens, and international visitors.



## 5 REFERENCES AND RESOURCES

### Links to Immigrant Support Services

[A Newcomer's Introduction to Canada](#)

[Alberta government website](#)

[Alberta Health & Wellness Services](#)

[Calgary community profile](#)

[Calgary Economic Development](#)

[Calgary Health Region](#)

[Canada Mortgage and Housing Corporation](#)

[Calgary Police Services Crime Map](#)

[Diplomatic, Consular and Other Representatives in Canada](#)

[Government services and benefits](#)

[Immigrant Services Calgary](#)

[Information about citizenship and immigration](#)

[Welcome to Canada](#)



### Links to Economic and Statistical Information

[A Foreign Qualification Recognition Plan for Alberta](#)

[Alberta Labour Force Profiles, Immigrants 2010](#)

[Alberta Labour Force Profiles, Immigrants 2011](#)

[Alberta's Labour Force Statistics April 2011](#)

[Calgary and Area Labour Market Report, First Quarter 2011, Alberta Employment and Immigration](#)

[Calgary and Region Economic Outlook 2010 – 2020, Q3 2010](#)

[Calgary and Region Economic Outlook 2011 – 2021](#)

[Calgary and Region Social Outlook, 2010 – 2015](#)

[Calgary Economic Development Key Industry Fact Sheets](#)

[Calgary Economy Making its Way back to the Top 2010](#)

[Calgary Stampede Year-Round Economic Impact](#)

[Citizenship and Immigration Canada, Preliminary Tables – Permanent and Temporary Residents, 2010](#)

[City of Calgary, Calgary & Region Socio-Economic Outlook: 2010-2020](#)

[City of Calgary, Calgary & Region Economic Outlook: 2011-2016, Q1 2011](#)

[Conference Board of Canada Metropolitan Outlook 2010](#)

[Immigrants and their Communities: Struggling to Keep Up, Federation of Canadian Municipalities 2009](#)

[Immigrants in Calgary Fact Sheet](#)

[Immigration and Employment: The Facts, Calgary Catholic Immigration Society \(CCIS\), 2010](#)

[International Qualifications Assessment Service \(IQAS\)](#)

[Labour Market Forecasts, Calgary Economic Development](#)

[A Summary of 2008 Visitor Numbers and Characteristics, February 2010, Government of Alberta, Tourism, Parks and Recreation](#)

[Statistics Canada, Annual Demographic Estimates, 2010](#)

[The Changing Profile of Calgary's Workforce, November 2009, Calgary Economic Development](#)

## 6 USEFUL TASC RESOURCES

The following is a list of relevant resources developed by The Alliance of Sector Councils (TASC):

### [Credentials and Integrating Immigrants into the Workforce](#)

A factsheet on how Sector Councils are helping to integrate immigrants into the workforce.

### [Gateway](#)

TASC's web portal on recruiting and retaining internationally trained workers.

### [Gateway to Careers](#)

A multilingual website that provides essential information on careers in the key sectors of the Canadian economy.

### [The Employer's Roadmap to Hiring and Retaining Internationally trained Workers](#)

A practical guide for employers in small- to medium-sized enterprises (SMEs) that provides information about practices, policies and programs at a national level. This publication was prepared by TASC for the Foreign Credentials Referral Office of Citizenship and Immigration Canada.

### [Who Does What in FCR—An Overview of Credentialing Programs and Services in Canada](#)

An overview of policies, programs, projects and initiatives dealing with Foreign Credential Recognition (FCR) in federal, provincial/territorial and key municipal jurisdictions.