

Hire-Retain-Advance

Internationally Trained Professionals

An Inter-LIP Project of the TSLIP SISC Working Group

FORUM REPORT

March 2020

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Executive Summary

Toronto South Local Immigration Partnership (TSLIP)—in collaboration with three other Toronto LIPs—organized the Forum [Hire-Retain-Advance Internationally Trained Professionals](#) (HRA-ITPs) on November 8, 2019. This event had the goal of identifying — (i) [Best practices](#) used by the private and not-for-profit sectors that facilitate hiring, retaining, and career advancement of ITPs; (ii) [Policy recommendations](#) that could support the implementation of the best practices in both sectors to produce better economic outcomes.

The forum was organized by the Inter-LIP sub-committee of the TSLIP Systemic Issues and Social Change Working Group (SISC WG) as part of its work (led by an Innoweave Coach) to apply the Collective Impact Theory of Change process to removing barriers faced by ITPs upon arrival in Canada. The process started with primary and secondary research—conducted by the members of the sub-committee—on the successes and challenges in accreditation and licensing for newcomers in Ontario. The research confirmed that some key areas where the group could make an impact in supporting ITPs to get hired in their preferred field were — pre-arrival services; bridging and mentoring programs; communication skills and workplace competency of ITPs; engaging with employers—diversity training; cultivating employer champions.

The forum was an attempt to bring the above mentioned key stakeholders (i.e. employer champions, professional associations, service providers with bridging/soft skills programs that support ITPs) together to explore collaborations to address hiring, retaining and advancing of these professionals in the labour market. The event involved a working session—with roundtable discussions focused on the best practices and challenges faced by each type of stakeholder, followed by sharing the ideas with the larger group.

At the event, participants identified the best practices for collaboration and challenges from Government, Employers, Service Providers, ITPs, Professional Associations and Colleges. They brainstormed collaboration ideas, provided input on what will make collaborations successful among these stakeholders, and expressed interest in being involved in the following steps leading to concrete actions.

The forum recommends to — (i) build on the momentum achieved through the event, while focusing on multi-sectoral collaboration to improve the hiring process for ITPs; (ii) support a multi-sectoral approach that addresses unemployment among ITPs; (iii) create mindset shifts within organizations (i.e. employers, service providers, professional associations) that will further lead to increased openness to finding solutions together.

To get adequate input from ITPs about the forum outcomes, we also engaged the Newcomer Councils of TSLIP and TEQ-LIP through focus groups. The input highlighted — (i) the need for more programs on educating ITPs on their rights as a newcomer and government system; (ii) Mentorship with people of similar race/ethnicity; (iii) Canadian experience is a bias; (iv) job shadowing is extremely important to learn and grow in the field; (v) managers are reluctant to hire newcomers (is one of the main barriers); hiring managers often do not understand cultural differences; (vi) people with no status cannot get any experience.

As a way forward, TSLIP will share the report with the Systemic Issues and Social Change Working Group members and will provide input based on the TSLIP strategic plan to identify the next steps for this project.

Introduction

The importance of immigration for sustaining Canada’s economic growth has been often highlighted in research studies and reports. With a declining labour force, increased life expectancy and falling fertility rates, productivity gains from technological advances—and even integrating under-represented groups of existing workers (such as women, indigenous people, persons with disabilities)—will not be enough. Recent projections show that by 2036, a quarter of Canada’s population would be immigrants, and immigration will remain a major contributor to future demographic growth. Starting in 2031, over 80% of this growth is projected to come from immigration, compared to about 67% in 2011. [1][2]

However, the economic benefits of immigration are largely dependent on how well newcomers integrate into the labour market and advance their careers. Increasing immigration—or any increase in the population—will drive more demand for goods and services, contributing to economic growth. [3]

Ontario—the most populous Canadian province (38.7%)—became home to half of Canada’s core-aged immigrant population (25-54 years of age) in 2017. If the employment and wage gaps between immigrants and non-immigrants were closed, the immigrants’ income could grow by \$15.2 billion—equivalent to 2% of Ontario’s GDP. Correcting only the immigrant employment gap could add up to \$6.3 billion to immigrant incomes. While correcting only the wage outcomes for immigrants could add up to \$8.3 billion to immigrant incomes. [4]

We saw some progress in the past years — the unemployment gap between immigrants and non-immigrants is narrowing; and there is an increased focus on diversity and inclusion, which makes many companies increase their efforts to attract and retain immigrants. [5] [6]

However, many newcomers—including Internationally Trained Professionals (ITPs)—still face barriers to integrate fully and advance their careers in Canada.

The low-income rate for recent immigrants is 31.4% compared to 12.5% for non-immigrants. 41% of chronically poor immigrants have degrees. Racialized men are 24% more likely to be unemployed than non-racialized men, while racialized women are 43% more likely to be unemployed than non-racialized women. Fewer newcomer men are getting to the top of the pay scale compared to men born in Canada, women are lagging, and immigrants are under-represented in senior positions. [7]

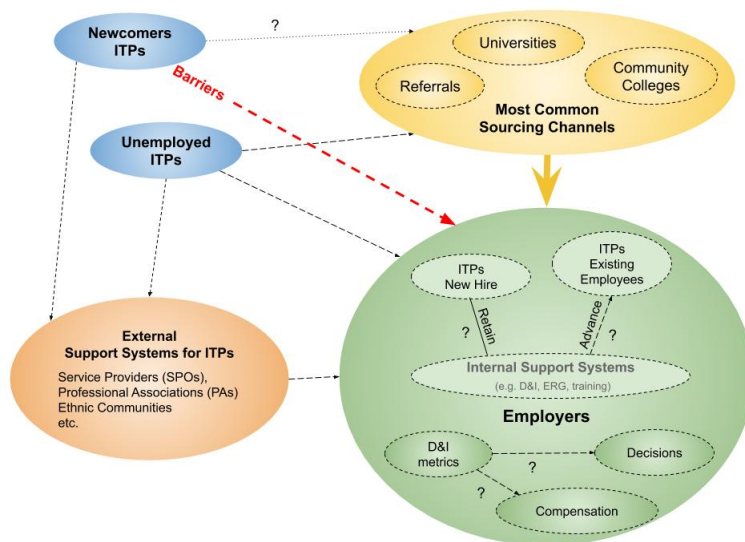
Some barriers faced by immigrants (including ITPs) mentioned often:

- The immigration selection process is not well suited to assess the soft skills required by the Canadian work environment;
- Lack of recognition of foreign credentials;
- Language and communication skills specific to the workplace;
- Employer biases about Canadian experience;
- Discrimination (based on name, race, age, ethnicity, gender, faith/spirituality, country of origin, etc.). [5] [8]

From the employers’ perspective: 39% of Canadian small and medium companies have difficulty finding new employees. The worker scarcity in Ontario is 40% although the GTA welcomed more immigrants than Quebec, Manitoba, Saskatchewan and the four Atlantic Provinces combined in 2018. [9] [10]

While companies’ most common sourcing channels for recruitment are universities, colleges, and referrals, newcomers (especially ITPs) do not target usually these channels while looking for a job. [11]

Many organizations approach hiring immigrants through a Diversity & Inclusion (D&I) lens, but fall short in measuring the D&I impact (e.g. linking D&I metrics to compensation for the CEO/senior leaders/managers or allow this metrics to influence their decision-making process). 66% of Canadian organizations have little or no D&I staff, HR policies that take D&I into consideration, or Employee Resource Groups (ERGs)—which could provide an internal support system to retain and advance immigrants. The companies that focus on D&I and measure its impact are now aware of the value that immigrants bring. Such companies create an inclusive environment that welcomes both visible diversity traits (race, name, gender, etc.) and the invisible diversity traits (ideas, perspectives, out of the country experience, etc.). [6]



Most of the newcomers who access External Support Systems (immigrant-service providers, professional associations, ethnic/community groups, etc.) found them useful, although there is a slight difference between how immigrants and service providers perceive the immigrants’ barriers. [12]

Within this broader context, the Toronto South Local Immigration Partnership (TSLIP)—in collaboration with other three Toronto LIPs (North, West, East)—organized the Forum “Hire-Retain-Advance Internationally Trained Professionals” on November 8, 2019. This report summarizes the forum’s objectives, outcomes, and suggestions for the way forward.

The limitations of this initiative:

The organizers used an individual (not institutional) approach, sending invitations to selected individuals from three types of stakeholders: employers, professional associations, immigrant-serving providers. They based the selection on recommendations related to best practices relevant to the forum’s objectives. Engaging at the institutional level would have probably ensured stronger employer participation, but it could have been also more challenging to achieve within the limited budget and the time frame available.

The forum attracted representatives of organizations from a limited number of sectors (Health, Industry, Hospitality, Media, Financial, Academia, and Nonprofit). Regulatory bodies did not have representation, and professionals from other sectors expressed interest but could not attend this event.

With a duration of only three hours, the forum captured only broader ideas related to the forum’s objectives. A longer duration for such an event could allow a more thorough exploration of specific ideas and potential ways to move forward.

Although many forum participants were newcomers or experienced immigrants, the organizers requested also the input of the TSLIP and TEQ-LIP Newcomer Councils about this report, to better represent newcomers’ voices. Their input is presented in section B of this report.

A. Forum “Hire-Retain-Advance Internationally Trained Professionals”

1. Background

The Inter-LIP sub-committee of the TSLIP SISC Working Group (Systemic Issues and Social Change) organized the Forum [Hire-Retain-Advance Internationally Trained Professionals](#) (HRA-ITPs) as part of its work on the [Employment for Internationally Trained Professionals](#) (E-ITPs) project. The forum took place at the North York Central Library (Toronto) on November 8, 2019, 9:30 am—12:30 pm.

This forum brought together representatives of three types of stakeholders—employer champions, professional associations, service providers (with bridging/soft skills programs that support ITPs)—who sought to identify:

- [Best practices](#) used by the private and non-profit sectors that facilitate hiring, retaining, and career advancement of ITPs;
- [Policy recommendations](#) that could facilitate the implementation of the best practices in both sectors to produce better economic outcomes.

The event was structured as a working session, which encouraged the active participation of all forty-three attendees. Facilitated by the TSLIP Inter-LIP sub-committee members, the first two rounds of small group discussions focused on the best practices and challenges faced by each type of stakeholder—followed by the presentation of ideas in the larger group. During the third session, participants identified priorities to move forward.

2. About this Report

Picking up the themes from the raw data (331 ideas shared by the forum attendees), this report extracts top priorities to be taken into consideration when deciding the way forward and contains:

- **Section 3:** Summary of the forum’s outcomes
- **Section 4:** Top priorities and recommendations that emerged from the forum outcomes
- **Sections 5-8:** Lists of ideas gathered during the forum, grouped in four main sections ([Best Practices](#), [Challenges](#), [Collaboration Ideas](#), and [Priorities](#)) and subsections. The ideas are presented in this report the same way they were shared during the forum.
- **Section 9:** Forum evaluation
- **Section B:** TSLIP and TEQ LIP Newcomer Councils’ input about the ideas listed in sections 5-8
- **Section C:** Suggestions for a way forward

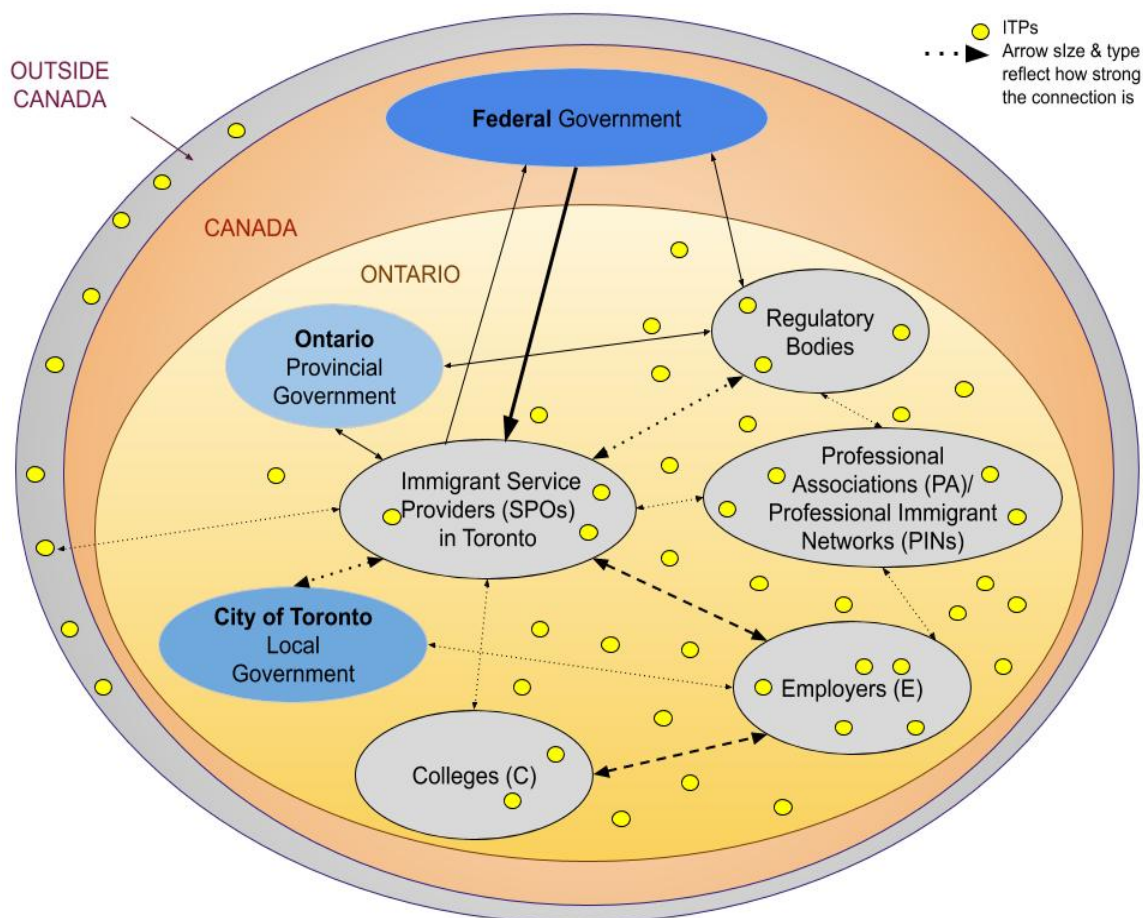
3. Forum Summary

Highlights of the HRA-ITPs forum, which focused only on hiring, retaining, and advancing ITPs:

1) There is a **great need** for a **platform** like this forum, where different types of stakeholders:

- Learn more about each other's challenges, best practices and what's needed to scale them up
- Become more aware of what's already available to help ITPs and how to tap into this talent pool
- Identify opportunities for collaboration
- Brainstorm potential solutions and ideas for policy recommendations
- Understand how collaborating more with other stakeholders can help not only ITPs but also their own organizations. 88% of the participants recommended holding this forum annually, while 65% of them want to get involved in implementing the outcomes.

2) At the **systemic level**, there are **gaps** and **weak connections** that negatively affect outcomes for all stakeholders, including the ITPs and the economy overall. Based on ideas shared in the forum, the image below portrays a systemic view of strong or weak connections between the various stakeholders (three levels of government, service providers, regulatory bodies, employers, professional associations, colleges), pointing out **opportunities** for **improvement, collaboration, and policy recommendations**. The small yellow circles represent ITPs, many of whom are not even accessing employment services. According to a report presented at the Pathways to Prosperity 2019 (P2P) conference, only ~ 10 percent access employment services and programs, despite surveys showing that those who do are more successful.



Examples of opportunities identified at the systemic level:

- **Additional funding** to fund **specific collaboration work** between organizations.
- Most ideas and policy recommendations suggested **require** a **multi-sectoral approach**. Platforms like this forum are great initiatives if a group/organization takes the **lead** for the **next steps** toward implementing of concrete actions.
- Since **employers** prefer hiring based on networking and referrals, they could **benefit** from stronger connections and **collaborations** with **immigrant-service providers** and **professional associations** (which support ITPs through various programs and initiatives and can pre-select ITPs).
- There is a need for **more** (bridging) **programs specialized by profession**, especially those that collaborate with colleges and regulatory bodies. Such programs can strengthen the connections between service providers, employers, regulatory bodies, and colleges so more ITPs can benefit from these collaborations.
- More **stakeholders** need **to be invited** to such a forum, with which the three types of stakeholders (employers, service providers, and professional associations) can build and strengthen collaborations: colleges, government, and other groups that have access to ITPs that are not currently benefitting from the services available.
- There is **more to be done** at the **Pre-arrival** level, so those who are in the process of immigrating to Canada come better prepared to overcome challenges and manage their expectations more effectively.
- Most of the **stakeholders** operate **in silos**, not connecting sufficiently with other stakeholders to better understand each other challenges, requirements, how they can help each other, or to find opportunities for collaboration. This is also **true inside each stakeholder group**. For example, service providers focus on their own objectives, leading them to offer similar programs that compete for clients and struggle to meet their funders' targets. Without collaboration, one employer ends up being contacted by different service providers for the same information or even by different departments of the same service provider.

3) Benefits of having a platform like this **forum**, which engages all the participants:

- Getting the participants' **buy-in** for involvement in the forum outcomes' implementation. Having the participants share ideas and identify priorities for the next steps increased their willingness to contribute to see tangible results.
- The **networking** that occurs naturally during the discussions. Many participants asked to receive the list of participants, to carry on the conversations beyond the forum and **start building collaborations** for mutual benefit.
- All participants are **interested** in receiving **the report** based on the forum outcomes, as a source of ideas for improvement for their organizations.

4. Top Priorities

Recommendations to be considered as top priorities for the project “Employment for Internationally Trained Professionals” (E-ITPs) of the TSLIP SISC WG, based on the HRA-ITPs forum outcomes and evaluations.

4.0. Disseminate the Report

The information gathered in this report—based on the HRA-ITPs forum and corresponding input from two Newcomer Councils—highlights the importance of bringing together various stakeholders to identify best practices, challenges and ways forward that lead to systemic changes. Creating a report is not enough if not followed by broad dissemination to reach more representatives of the stakeholders identified, and implementation of at least some of the ideas shared.

4.1. Build on What the Forum Achieved: Keep Momentum Going

The HRA-ITPs forum generated over 330 ideas. With a satisfaction level (Excellent, Very Good) of 92% and the buy-in of 65% of participants to get involved in the next steps, the forum outcomes can evolve into a project that engages participants in the creation of an action plan for implementing the forum ideas (define tangible steps, responsibilities, deadlines, follow-ups,...).

By engaging these participants, the next phase of the E-ITPs project will not rely only on TSLIP SISC WG and Inter-LIP resources to impact the ITPs’ employment. It is difficult to get such a buy-in for working on issues at the systemic level, so building on it will make the E-ITPs project more impactful.

Steps suggested:

1) **Define** the **role** that **TSLIP SISC WG** would like to play in the post-forum phase of the E-ITPs project based on:

- TSLIP strategic objectives
- TSLIP SISC WG objectives and priorities
- Resources available for the next steps of the E-ITPs project

2) Create a **Steering Committee** that will:

- Identify which forum outcomes to focus on (with or without TSLIP SISC involvement)
- Start working on creating and implementing an action plan.

Depending on which role the TSLIP SISC WG decides to play, the **Steering Committee** could be:

1. **Formed by:** TSLIP SISC WG members + forum participants who signed up

Led by: TSLIP SISC WG

TSLIP Level of involvement: 100%

2. **Formed by:** Forum participants who signed up + TSLIP SISC WG member(s)

Led by: A group of forum participants

TSLIP Level of involvement: To be defined

3. **Formed by:** Forum participants who signed up

Led by: A group of forum participants

TSLIP Level of involvement: 0 or very limited support

4.2. Topics to Focus on

Suggested topics for priorities based on the forum outcomes and evaluations:

1) Collaboration

With a focus on improving the processes of hiring, retaining and advancing ITPs, the most often mentioned idea was the importance of building and improving multi-stakeholder collaborations.

The sections 5.6, 7, and 8.1 contain many ideas related to this topic, including suggestions for Policy Recommendations and potential collaborations between various stakeholders.

2) Multi-sectoral Approach to Solving Problems

The forum outcomes highlight the importance of a multi-sectoral approach to tackle a complex problem such as ITPs unemployment/underemployment.

Regardless of the number of topics chosen for the E-ITPs project's next phase, the approach used should engage various stakeholders to get their buy-in and bring different perspectives and resources to the table.

Potential topics:

- Create a baseline/model for implementing best practices related to one profession (e.g. CARE Centre for Internationally Educated Nurses, pre-arrival program for IENs) to other professions (regulated or not)
- Increase awareness about the benefits of using a Strengths-based versus a Deficit-based approach in hiring, retaining, and advancing ITPs
- Create a Roadmap for ITPs shared by Pre-approval services (input from successful ITPs, service providers, employers, professional associations, regulatory bodies, colleges, community groups...)
- Facilitate collaborations between service providers, employers, and professional associations.

3) Create Mindset Shifts

Collaboration creates opportunities, while working in silos creates additional barriers and increases competition.

One of the biggest benefits of organizing this forum—which facilitated open discussions between different stakeholders—was the increased awareness of the participants about the power of collaboration with organizations of the same or different types.

This report grouped the forum ideas into categories that represent potential actions for each stakeholder specified. However, many ideas mentioned in one category came from representatives of the other categories or the open discussions.

The biggest challenge of organizing this forum was to help immigrant-service providers understand that recommending their employers' connections to attend this forum is beneficial to all—including their own organization—since it will reveal additional best practices and employer challenges, which could lead to the improvement or creation of new programs designed for ITPs.

Potential topic:

- Create more opportunities for increased awareness and mindset shifts within organizations (whether service providers, employers, or professional associations), which leads to more openness to collaborate and find solutions together.

5. Best Practices for Hiring, Retaining and Attracting ITPs

Examples of best practices identified by the forum participants:

5.1. Employers

Hire

- Networking is KEY, referrals are BEST
- Collaboration with settlement agencies
- Focus on Diversity makes employers want to hire ITPs
- Employer training:
 - To realize they **need** to hire ITPs; use a more strategic and open-minded approach (e.g. “Shrinking nursing pool will force us to shift focus”)
 - Conscious Inclusion training for managers
 - Train HR department to deal with newcomers (educate HR about challenges faced by newcomers)
- Introduce behavioural questions for all candidates
- If you know it’s a newcomer: test the ability to perform the job without setting artificial barriers (e.g. Do not ask for a Canadian network for a Sales position). If skills and experience are ok, train newcomers on other aspects needed
- **Canadian experience** is a bias
- Engineers:
 - Hiring managers who are internationally trained are more open to hiring ITPs
 - Internship is helpful
 - Barriers to licensing and education? Initially hired as designers, then apply can for licensing
- Follow-ups/ stay in touch with Service Providers (SPOs)
- "Try before you buy". If employer is hesitant > offer opportunity for internship. (e.g. SW industry is doing placement in their setting)
- Share success stories at a bigger scale so other companies, service providers (SPOs), professional associations (PAs) and ITPs recognize the benefits of hiring ITPs.

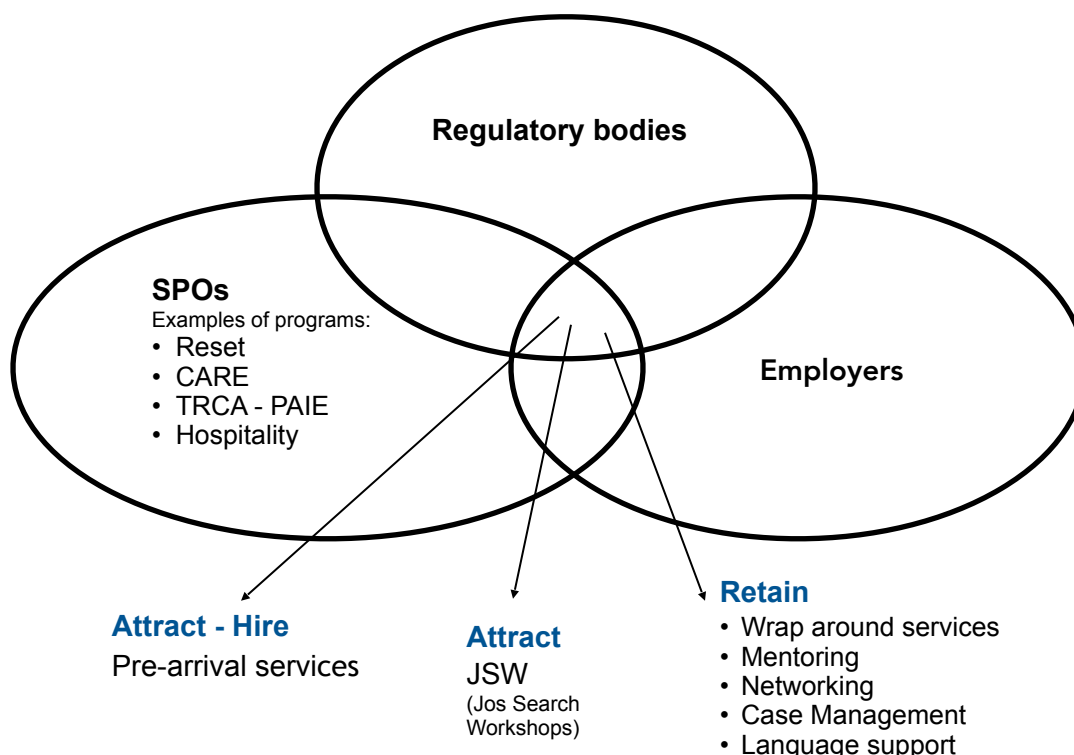
Retain

- Individual path: Coaching (professional). Internal mentors. Buddy System (peer mentoring)
- Some flexibility—**holding hand** in the beginning. Manager introduces them to key people
- Explicitly state your expectations
- Provide support after hiring (e.g. In the first months, help newcomers avoid small mistakes)
- Communication is the key > teach them
- Be a little patient with new immigrants, considering that ITPs bring talents and competencies. Allow 3-6 months to see if it’s worth keeping them
- Diversity training. Setting up effective orientation & onboarding processes
- Companies that hire newcomers: share with other companies how they helped newcomers establish within their company

Advance

- Develop tools/training to support soft skill development:
 - Job shadowing
 - Share success stories, how other ITPs overcame barriers
 - Individual path: Coaching (professional)

- Identify opportunities for promotion: what skills are needed to go to the next level? (Management, leadership, tech, etc.). Evaluate > Train (internally or externally with financial support) > Advance
- Use multicultural best practices:
 - Build work environments where employees feel safe and welcomed, instead of feeling an outsider (a stranger from another country)
 - Teach employees about their rights, what to do in special situations (so they are aware and not afraid to report if something happens)
 - Review hiring and training protocols: what is right? what should be adjusted or added?
 - Provide resources and support: training, equal treatment & opportunities for all (including ITPs)
 - Assume the responsibility and take action if something happens



5.2. Service Providers (SPOs)

- Initiatives:
 - Conversations with employers
 - Define Skills set with employers > transferable to Canadian context, competencies
 - Partner with employers for job interviewing, job shadowing
 - Connections and referrals
 - Site visits to companies
 - Engage employers at conferences
 - Make it easy for employers to access talent (use technology, e.g. Magnet)
 - Advocate for resources to support those in the field for upgrading, PD, mentoring, etc.
 - Wraparound support. Settlement program
 - Enable employment counsellors (EC) to learn/ to stay up to date with what's happening in different sectors/professions (regulated or not). If an organization gets more clients of a specific profession, have an employment counsellor specialized in that profession

- Professional Days for staff to learn how to help clients with a specific profession. For example, full day session “Get to Know the Engineering profession” with agenda topics:
 1. Summary presented by a representative of an Engineering Bridge program
 2. Panel discussion with employer representatives from the engineering sector
 3. Successful ITPs (engineers) share their stories: how they found jobs, challenges
- Conduct simulations of workplace situations (e.g. role-play, give and receive feedback)
- Not all professional organizations and employers are interested in hiring ITPs > Create interest
- Share clients’ success stories everywhere: with clients, social media, websites (visuals are effective)

- For clients (ITPs):
 - Action plan with the client to set short, medium, and long-term goals.
 - Let employment counsellor speak with client before referring them to workshops/programs
 - Coaching (professional), Mentoring
 - Explain networking: ways of doing it, do not put pressure for job, learning curve, being strategic on LinkedIn
 - Mock interviews. Brand yourself
 - Career Advancement:
 - Bring Alumni back: discuss experience, professional training
 - Job shadowing

- Training/Programs:
 - Define goals
 - Provide support. Flexibility
 - Need to impart ownership also to newcomers
 - Follow-ups/ stay in touch (any program)
 - Internet-accessible resources
 - Mentorship programs
 - Support systems. Goals
 - Invite previous mentees to become mentors > help advance their careers
 - Bridging program: speeds up the connections (not only for newcomers)
 - Create opportunities for newcomers to learn/ practice soft skills in a professional environment (networking, work in a team) > give feedback for improvement
 - Support for Canadian workplace: multicultural/diversity training
 - Communication is Key > Language training on workplace lingo, effective communication
 - Teach ITPs what working in Canada means:
 - How to recognize discrepancy between actual & expected performance
 - Attitudes, expectations, internal policies, workplace jargon, personal space, etc.
 - Gap between where they are and what else they need to be competent in workplace
 - Provide custom reporting on labour trends, case by case
 - Pre-arrival preparation is key
 - For training delivery:
 - Need strong facilitators
 - Well-designed workshops

- Examples of successful program models:
 - CARE Centre for Internationally Educated Nurses (Pre-arrival program): 160 000 nurses
 - Individualized case management model
 - Dedicated organization to IENs (96% pass rate vs. going through college)
 - Day 1: iCELBAN assessment (occupation-specific)

- Meet Regulatory Bodies 2 x per year, educate them about IENs lived experience
- Financial support > Regulatory Bodies:
 - To overcome barriers (no credit history)
 - Cover whole licensing: process, language, cost of credentials evaluation
- RESET initiative (hospitality): focused on Soft skills (are needed)
- Career Edge: paid internships, if newcomers do well > hire them
- Bridging programs: free placements/internships to test newcomer in the workplace
- For job retention
 - Embed mentoring and networking opportunities into programming
 - Follow-up with both employer and clients separately to identify alignment; communication issues > deliver support/workshops to mitigate
 - Follow-up with ITPs: encouragement when they face challenges in their jobs

5.3. ITPs

- Learn to navigate Canadian System
- Open to Coaching (professional), Mentoring
- Stay in touch after program ends
- Become aware/improve soft skills:
 - Confidence, Emotional Intelligence, curiosity to explore
 - Do not take things personally (not be affected by negative things others say)
 - Interpersonal skills/ Relationship building: comfortable to continue conversation, ask, effective communication/protocols, collaboration, teamwork, receptive to feedback and act upon it, set/ express expectations, written communication (emails), no blaming
 - Ability to understand between the lines what others are asking
 - Growth mindset, openness to learn and "unlearn", perseverance, patience, leverage strengths, determination, put things in perspective, flexible to accept new cultural norms, resilient, can-do attitude, positive demeanour, willing to talk about struggles
 - Ethical/professional: learn what it means here. Branding
 - Soft skills required depend on job level. For higher positions: leadership and management skills, understand organizational/ political landscape
- Culture/Community Base. Belonging Identity
- Career Advancement:
 - Know what you want, set goals
 - Communicate your value
 - Job shadowing
 - Learn from success stories > overcome barriers > sharing your stories
- Connections and referrals
- Use Internet accessible resources
- Mentoring programs. Bridging programs
- Site visits to companies
- Manage your expectations
- 1-year outgoing survey highlighted as most valuable: 1) Networking 2) Employment supports
- Engineers: barriers to licensing and education? Can start on alternative positions (designer) then apply for licensing

5.4. Colleges

- Career Advancement:
 - Bring Alumni back to discuss experience, professional training
 - Share stories: success stories, overcoming barriers
- Collaborate with service providers, settlement agencies
- Create Internet-accessible resources

5.5. Professional Associations

- Career Advancement:
 - Bring alumni/ members back—discuss experience, professional training
 - Share stories on overcoming barriers, success
- Collaborate with service providers, settlement agencies
- Direct members to Internet-accessible resources
- Organize site visits to companies
- Encourage members to improve their soft skills. (e.g. Unstoppable Xpeakers Toastmasters Club)
- For Pre-arrival: forums, webinars, materials > Arrival: programs for newcomers, life coach, mentor > After 3 months focus on leadership, workshops on career advancement
- Partner with employers > job interviewing, job shadowing
- Professional Immigrants Networks (PINs associations) to help each other with mentors, programs (e.g. PMP: project management exam preparation)
- Mentoring. Mock interviews.
- Help with career assessments, (web-based) resources, tools
- Organize networking events with purposeful activities

5.6. Successful Collaborations

- HWTC's Employer program: Testing > Retention Skills Enhancement Tool (ReSET)—online resource for employers to develop soft skills essential for retaining and developing skilled talent
- Pre-apprenticeship (e.g. Educational Institution + Service Provider + Association)
- Bridge-training model
- Informal events on program + recruitment (cross-collaborative)
- Danby (employer): Refugee sponsorship + Wraparound service
- University of Toronto Master for Social Work (SW) students and MNLIC's bridging program
- English barrier > developed a short screening for English fluency > 16 hours of English training. Worked with other service providers to deliver this training program, which includes the required skills
- Collaborate with Adult Learning Centres: Engage candidates with proficiency in English (for placement, no risk to employers) > supported in identifying the gap > educate > found a job (e.g. Engineers)
- Bridging Programs Coalition
- SPOs/Employer/PAs + Access Community Capital Fund > financial support for ITPs licensing
- Pre-arrival Guidance: Mentorship Programs; Post-arrival Partnerships to facilitate free membership (e.g. Nursing Professional Association)

6. Challenges

Forum participants identified the following challenges regarding hiring, retaining and advancing ITPs.

6.1. Government

- There is not enough flexibility in funding to accommodate the rapid shifts in the market conditions
- Lack of funding for additional programs is a major barrier. More funding/incentives would make a difference.
 - Employer incentives. Small companies might not know about them. Tax incentives for employers?
 - There are concerns that some employers take advantage of the system (only hire for the duration of the incentive, cyclically)
- Funding is based on how many clients are served, not on how well you serve those people
- Non-profit sector is so competitive that makes SPOs compete with each other > less focus on clients
- There are subsidies for young people. Any subsidies for newcomers?
- Skilled immigrants are accepted to Canada > Government does not do much to provide job opportunities for their skills
- There are no rules such as: if there is a certain percentage of ITPs in Canada, companies should focus their recruitment process on hiring the same percentage of ITPs.

6.2. Employers

- Finding qualified staff
- Using recruiting firms is costly
- Online job postings receive also applications from other countries
- Hiring people with work permits (expiring permits, student with work permit, etc.)
- Managers:
 - Are reluctant to hire ITPs—language is the main barrier
 - Issues with managers who have high expectations from new hires (e.g. hospitality industry)
 - Hiring managers do not know cultural differences
 - ITPs report that managers do not have the skills to help ITPs
- Some work environments are highly regulated (e.g. healthcare)
- Compensation issue: pay equity law > not allowed to run internships, individuals must be paid properly (healthcare sector, some unions)
- Employers need someone to assess ITPs abilities while taking in consideration their company values
- SPOs/PAs challenges regarding collaboration with employers:
 - Practices to integrate ITPs must be engrained in HR policies. Training for newcomers
 - There should be incentives for employers
 - Turnover: you get champions > you have to work continuously on those connections
- Employers do not provide opportunities to those who are open to start at the bottom
- Engineers: hard to assess/ recruitment process (phone conversation/communication)
- Some newcomer/ITPs candidates invited to job interview did not show up

6.3. Service Providers (SPOs)

- Regarding funding:
 - Challenging targets
 - Quantity vs. Quality
 - Amount of money received
 - Need to take into account the start-up for programming

- Inability to support claimants, temp visas, foreign workers, etc. Artificial restrictions.
- Clients' expectation that SPOs job is just to get them a job ('foot in the door' mentality)
- Initiating partnerships: do not have info, resources and funding. Need access to initiate partnerships.
- Limitations for using the CARE Centre for Internationally Educated Nurses (Pre-arrival model) for other professions: engaging employers, regulatory bodies, credential assessment
- Need resources to support those in the field for upskilling, PD, mentoring, etc.
- Challenges regarding collaboration with employers:
 - There should be incentives for employers
 - Losing connections with employer partners
 - Learning curve around cultural expectations
- Accommodation for persons with disabilities
- Not many programs are tailored towards different groups needs > some need more advanced programs (e.g. ITPs with native English and French)
- Pre-arrival programs: problems with communicating expectations, labour market trends, etc.

6.4. ITPs

- Not open/ accepting of training (to be successful)
- Unrealistic expectations; bring their own "baggage"
- Immigration barriers
- Regulatory assessment processes are complex and frustrating for ITPs
- Find employment in their field. Biggest barriers cited by clients: 1) childcare 2) family/senior care 3) lack of/ obtaining credential recognition
- Navigating systems/ information
- Financial support barriers: no credit history
- Cultural differences and language can be challenging
- ITPs applying for low jobs because they need one (not want) is a problem. Employer asks for "good fit" —they are not opposed to hiring ITPs.
- Understanding of soft skills: they might be different for different professions/roles/levels
- Not one solution fits all: is different for everyone. Accessibility. Holistic
- It's hard for newcomers to find the right information by profession when they need it (information exists but it's scattered and fragmented)

6.5. Professional Associations

- No follow-up with members after getting the first job
- Need consultation with experts at subsidized costs
- Limited capacity: PINs associations are volunteer-run organizations

6.6. Colleges

- Generally, employers or service providers do not work with colleges directly (just comply with requirements)
- Barriers: SPOs and colleges
- Regulatory colleges must be a little more invested in evaluating ITPs applications

7. Collaboration Ideas

Ideas shared by the forum participants on how to improve collaborations to help more ITPs.

7.1. Information

- Can we learn from other countries, provinces?
- Learn about alternative pathways/careers
- Ask Professional Associations: webinars, Professional Development (PD) Days
- How to help francophone ITPs?
- Highlight employer champions > good example to other employers
- Private sector does a better job > learn from it (e.g. Finance, IT)
- More collaborations like this forum

7.2. Programs

- Collaborate with Professional Associations for webinars, PD days
- Stop duplication
- Mentorship (e.g. TRIEC)
- Pre-arrival is working > leverage technology
- Educate managers who expect Canadian experience > education helped them to be more open
- Build capacity within sector/organization/workplace
- Utilize people strengths
- Support wellness of clients
- Coaching programs for newcomer women
- More academic bridging programs > match ITP gaps with programs
- Learn from the best practices (see Section 4)

7.3. Partnerships

- Conference (2 days) with an ITPs sector-specific focus: Regulatory Bodies, SPOs settlement, government, colleges, many employers, ITPs, professional associations/PINs
- Sectors are siloed > need to partner between sectors (e.g. CARE for Educated Nurses & CNA & ONA)
- More cross-sectoral meetings. Promotion: social media, newsletters, word of mouth
- Government to encourage more cross-sectoral meetings
- Government to promote skills shortage; need political will
- Honesty/Open/Transparency
- Meet needs of clients and employers
- Partnership + Networks: referrals, sharing information
- Community engagement
- Collaborate instead of duplicate services
- Multi-stakeholder approach
- SPOs to support recruitment > train staff in soft skills & life skills (personal development)
- Reciprocal referrals. Wrap services > Jobs
- Screen Service Providers + Employers. Leave Ego behind, be professional (e.g. inform ITP of what kind of job they are applying for > they take a job below their education/previous experience)
- Follow-ups
- Collaborations: SPOs and employers who hire and retain ITPs > raise employers' awareness
- Partnerships with other organizations
- Employer incentives. Advocate for direct hires.

7.4. To Initiate Collaborations

- Need info, resources and funding
- Need access to initiate partnerships
- It is the responsibility of Service Providers
- Devote time to connect
- LIPs and other local collaborative groups are key to bridging people together. (e.g. Event to bridge Pre and Post-arrival)
- Collective impact > Bridge everyone together (e.g. Partner with CARE Centre for Internationally Educated Nurses if they have IENs in their pool > encourage them to apply > government supports them to transition)
- Informal ways of connecting
- Share resources
- Recognize gaps > create partnerships to fill in the gaps
- Survey > identify challenges
- MOU (memorandum of understanding) for Pilot testing: Make an agreement > Start relationship building > Pilot—testing

7.5. What Makes Collaborations Successful

- Have open communication between Employer & SPO to know why candidate is/is not effective
- Scope of practice is clear: know who does what in partnership. Every partner defines their roles
- Get partnership buy-in. Mutual interests.
- Clear on organization values
- Relationship and trust are important
- Ongoing dialogue to understand the ITPs objective
- Employers: communicate objective feedback
- Partner with external organization to share the risk level with the employer (e.g. Hospitality & CARE: trust, train)
- Non-bias. Flexibility.
- Cultural Competency. Be open-minded
- Knowledge sharing
- Employer partners recruit from Professional Associations and TRIEC's Professional Immigrant Networks (PINs) membership > observe, job shadowing, networking, workplace cultural awareness
- Identify end-user and their needs all the way through, not just part of it
- Trust > Long-standing relationships
- Advisory Committees—support, networking, currency trends
- Market-driven. Demand led
- Success: Where is the funder in the collaboration?
- Customers' interest first > client-focused
- Know who we are serving and what is needed
- Resources, time & staff

7.6. Collaboration Challenges

- Funding to make the sector competitive
- Defining roles
- Be more open with hidden agendas
- Respecting each other's objectives
- Partnership among SPOs with different needs and mandate

8. Priorities Identified by Participants

8.1. Policy Recommendations

- Changes in funding models:
 - Allow for more flexibility. Focus on collaborations
 - Client focus rather than number focus > Quality vs. Quantity
 - More funding for bridge programs/ training:
 - Sector-specific programs
 - Academic programs to help ITPs fill competency gaps to meet regulatory requirements
- More funding to research trends on employment needs and training requirements in Ontario and Canada
- Pre-arrival:
 - Language assessment prior to arrival
 - Create “Roadmap for ITPs” > Share it with ITPs before their arrival
- Government:
 - Put pressure on Regulatory Bodies (based on market needs)
 - Promote hiring of ITPs > More support to employers: incentivize commitment to hiring ITPs (i.e. 1st month's salary paid for) with risk mitigation to avoid this becoming a business model
 - Recognize professional designations such as PMP, CPA> give extra points to these professions to come to Canada
 - Allow access to services to people with non-status and non-PRs
 - Make decisions based on data
 - Initiate more discussions on why strategies did not work in an honest transparent process
 - Create/update/promote an inventory of all bridging programs in the province from ONE SOURCE
 - Educate non-immigrants on issues faced by immigrants
 - Educate government services on various types of support/services available in the city > to help employers focused on hiring newcomers, and service providers (an employer was unsuccessful in getting help from 311 with information and services available)
- Create Support Systems or Organization to streamline/simplify/make information accessible for newcomers > to assist them on their path, possibly with leveraging technology
- Advocacy
 - Need to "put pressure" on employers to understand the importance of hiring ITPs
 - Non-profit sector needs to do advocacy > reframe it
 - Change Government incentives
 - Change in immigration policy: Express Entry vs Global Skills Strategy

8.2. Service Providers

- Get employers involved (e.g. Board of Trades, Chambers of Commerce)
- Advocacy among employers to champion newcomer hiring
- Bite-size learning/sharing information (difficult to get through multipage reports with important information)
- Connect with employers who are pro decent employment (SPOs should not support precarious work for racialized people)
- Learn more about what is happening in the sector to avoid duplication of services
- Know the process of getting government funds and government resources
- LIP and not-for-profit organizations: Collaborate and do not all bombard employers with the same information (often even within the same non-profit)

- Leverage technology: create systems to streamline/simplify/make accessible info for newcomers to assist them on their path
- Initiate more discussions in an honest transparent process on why strategies did not work
- Outreach to Professional Associations and collaborate to better assist the ITPs
- Research and identify how success stories worked. Learn from them > try to mimic these strategies
- Educate non-immigrants of issues faced by immigrants
- Organize a forum/training for intersectoral employers on how to attract/retain ITPs. Include guidance on the benefits of creating a diverse workforce.
- Create a platform for employers to share their specific needs/ requirements (for various professions)
- Connect with Pre-arrival services

8.3. Employers

- Learn more about best practices to hire, retain, advance ITPs
- Get to know services/support provided by organizations: SPOs, Professional Associations, TRIEC's Professional Immigrant Networks (PINs)
- Talk to SPOs and PAs about challenges regarding hiring and retaining ITPs. If you hire ITPs, refer them to SPOs and PAs/PINs for additional support
- Advocate more for hiring of ITPs. Share your ITP employees' success stories
- Collaborate for more assistance to ITPs
- Initiate more discussions on why strategies did not work in an honest transparent process
- Connect with Pre-arrival services
- Educate non-immigrants (employees) on issues faced by immigrants

8.4. Professional Associations

- Maintain a list of employers in the sector
- Be an Employment hub where employers can post jobs
- Advocacy among employers to champion newcomer/ ITPs hiring
- More communication and collaboration with employers and service providers
- Learn the process of getting government funds and resources to better support ITPs
- Connect with Pre-arrival services
- Educate non-immigrants of issues faced by immigrants

8.5. Colleges

- Research and identify how success stories worked. Learn from them.
- Collaborate with Service Providers, Employers and Professional Associations

8.6. Multi-sectoral Collaborations

- More conversations with information sharing/ knowledge exchange
 - To find ways for different sectors to collaborate authentically
 - To improve advocacy for clients
- Organize more collaboration forums for ITPs, SPOs, PAs, Employers, Regulatory Bodies... > for in-depth conversations, ways to collaborate, open collaboration opportunities
- Partnerships between service providers, employers, educational institutions, professional associations
- Build effective communication channels to better understand challenges and build solutions effectively
- Collaborate to create a Roadmap for ITPs that includes training they should take (and why) and a list of professional associations relevant to their profession. Connect with Pre-arrival services to share the Roadmap with ITPs.

8.7. For HRA-ITPs Forum's Organizers

- Have a committee group/partner for this forum at the next meeting/forum to start implementing the tools, share information for policy recommendations level, and build collaborations
- Compile forum's learnings into a shareable document for circulation (not only with participants)
- For future forums:
 - Let attendees know more about the organizations present at the forum and who are the participants > for outreach, networking, sharing.
 - Limit to 5-7 points when presenting to larger group and avoid repetition
 - Include networking breaks to start building those multi-sectoral connections

9. Forum Evaluation

1. How was your experience participating in this forum?

- Average **4.19** out of **5**
- **7** Excellent, **17** Very Good, **2** Good, **0** Acceptable or Poor

2. What is **one take away** for you from this forum?

- Participation, enthusiasm
- Consciously as service provider/employer, we need to **pay more attention to newcomers as talent**
- **We need more opportunities to connect.** It's amazing how little we know.
- **Learning** about what others are doing. There is such good work being done in the sector, how little I know of what exists out there. Very informative > a lot of great information shared
- The **importance of collaboration**
 - There is a **need** for **these events**—many shared challenges
 - All organizations are willing to work and collaborate together
 - Sharing and collaborating is key
 - Really like the multi-sectoral approach
 - Collaborate
 - Collaboration Brainstorming
 - How crucial inter-agency engagement is to facilitate newcomer success
 - Meeting with employers and service providers
 - So much has been done yet there is so more that needs to be done
 - There is a lot of collaboration going on in the sector
- We all (employers) face the **same issues**: shortage of workers. Find ways to work with agencies.
 - Need **increased communication** between employers and **service providers**
 - Opportunities in working with ITPs
- **Ideas** about **future collaboration**
- Employers also like **bridging programs**. Need more of them
 - Sector-specific Bridging programs for newcomers
- The **number** and **types of different service providers** that exist to help ITPs
 - There is a great deal of support in ON and many individuals putting effort into assisting ITPs. Still, challenges are many.

3. What did you like most?

- **Sharing**
 - Hearing employer perspectives
 - Experiences. Information.
 - Exchange of ideas.
 - Sharing of ideas and positive future expectations
 - Sharing ideas and strategies with diverse partners and stakeholders
 - The information sharing
 - Examples of collaboration
- **Group work/ discussion**
 - Discussion in small groups. Interacting & participants
 - Our facilitator did a really good job
 - Conversations that went deep into gaps + successes
 - Group/collaborative work. Collaborations and learning
 - Group discussions.
 - Discussions
- **Various stakeholders**
- **Learning**
 - Learning about issues related to ITPs
 - Great perspective of what others are struggling with and how we can work together
 - The learning component: brought awareness about what agencies are facing and why they operate the way they do
 - Learning from others in other industries
- **Networking**
- I did like the event, very interesting

4. What did you like the least?

- **No French**
- Would have been good to **have a prepared presentation** on different needs and trends, followed by discussions
- **Not enough time**
 - Format felt rushed.
 - It seems that for some participants, this was a business networking session
 - Too short
 - So much to say in so little time
 - Not enough time
 - Time: hard to get through in-depth info
 - There was not enough time in the 1st discussion, to fully explore ideas discussed
- Would have really enjoyed **more in-depth conversations on policy**
- **Repetition**
- **Presenting:** Long time it takes listening to every group present. Maybe **limiting the time**
- **Need to hear more** about how **employers** can be brought **to the table**
- **Organization**

5. Do you consider useful to make this forum an annual event?

- **88%** Yes (annually)
- Not annual, we meet **more often!**
- Maybe

6. Any other suggestions or comments?

- Leave sufficient [time for networking](#)
- Great initiative! Congrats Gabriela and team!
- [Share contacts](#) of those who attended
- [Invite funders?](#)
- Great job! Maybe could be a [full day next time](#) though; it feels like we have just gotten started.
- Even [more employers](#) next time, to hear our suggestions/recommendations
- Keep [presentations to 5-7 points](#)
- Great dialogue. Well-organized workshop

B. Input from TSLIP and TEQ LIP Newcomer Councils

The report of “Hire-Retain-Advance Internationally Trained Professionals” is comprehensive and detailed, which is of great significance to the employment, settle down and development of ITPs. We fully agree with it.

Additional comments and suggestions are listed below, grouped by categories—although some ideas could apply relevant to more categories. The text in [blue](#) refers to ideas mentioned in the previous sections.

B.1 Government

- Arranging the smooth employment of ITPs in Canada cannot be promoted only for living and working in peace and contentment as soon as possible, to realize their dream of value. It should also be promoted that it is serving the economic development of Canada and that it enables them to devote themselves to cultivating the next generation of high-quality talents for Canada, with the effect of "one stone, three birds." We must vigorously promote and raise awareness of this mission.
- ITPs are only recognized for skilled migration until the point of obtaining PR (permanent residence). After landing their qualifications and skills are not recognized any further by society or employers. ITPs need to start from scratch/zero.
- [Educate non-immigrants on issues faced by immigrants](#) > Identify key areas for awareness programs that would add value to their knowledge.
- Language assessment and professional skills evaluation of ITPs before arrival in Canada.
- [Educate government services on various types of support/services available in the city](#) > Make available educational materials in common places such as religious places of worship, superstores, bus stops, stations, etc.
- [Make decisions based on data](#) > Allow new immigrants to make well-informed/right decisions based on information being made available and accessible to them
- [More funding to research trends on employment needs and training requirements in Ontario and Canada](#) > Create awareness to both potential employers and employees about the findings from Research
- [Create/update/promote an inventory of all bridging programs in the province from ONE SOURCE](#) > This might not be possible since various organizations are offering bridging programs. However, if the government can standardize, audit, monitor and implement a standardized syllabus for coverage—relevant to each specific industry—this would allow equity for all ITPs in exposure and access to knowledge.
- [Funding is based on how many clients are served, not on how well you serve those people](#) > Implement Key Performance Indicators (KPIs)

- **Government: Recognize professional designations such as PMP, CPA > give extra points to these professions to come to Canada > Create awareness programs about mutual recognition agreements and exemptions available to ITPs from CPA and other professional institutions. The CPA requires references from 2 active CPA members in addition to the individual membership application to be successful. This requirement is a barrier to obtaining membership pre-arrival.**
 - Many ITPs face the dilemma of service providers or community agencies staff who give them inaccurate information or share negative experiences of their own—sometimes steering them in the wrong direction. It could be that the staff are misinformed or unaware. Therefore, if the government invests in formal/informal mentors/community buddy system—to help and positively guide newcomers on how to succeed—will be more useful than only training the newcomers. When they are misguided it makes their journey tough and they make wrong choices, such as *paid community work**. Most of the newcomers trust the community representatives more than any formal organization (it can be organized by settlement service organizations).
- * The term “paid community work” refers to places such as recruitment agencies where clients get paid for work. They resort to these agencies to seek paid opportunities. Sometimes they are also led to a precarious situation. Recruiters screen out newcomer clients based on their lack of experience. Clients are placed in dead-end jobs. Recruiters do not have thorough training in understanding newcomer challenges or how to market them effectively.*
- Establish online employment platforms, timely and truly release recruitment information of relevant professionals, and attract aspiring ITPs to immigrate to Canada.
 - Find ways for newcomers who do not have status to get job experience until they can get a job.
 - Access to post-secondary for non-status newcomers

B.2 Employers

- Educate HR about newcomers' challenges and that not everyone who comes to Canada does not have status. Help to understand that some of them might not have the same opportunities as others. Not to give false hope.
- Being non-status is challenging. If someone cannot get a police background check due to their status, find ways in which they are still able to do an internship and placement where they want to.
- "Canadian experience" is a bias, we need to break this myth.
- It is suggested to cancel the unrealistic rule "relevant professional experience in Canada must be available" when recruiting professional and technical personnel. The employment experience of the recruited professional and technical personnel can be replaced by the method of "trial first, then full employment". Agree on a suitable period of use, and the salary & treatment during the probation period can be handled in accordance with the relevant employment laws and regulations.
- I found companies using recruiters who are not well trained about newcomers' challenges and screening them out with discriminatory standards, which makes it impossible for newcomers to start their careers. Therefore, recruiters training including recruitment/manpower firms can also be helpful in making more inclusive organizations.
- This initiative needs more word of mouth and encouragement: **If you know it's a newcomer, test the ability to perform the job without setting artificial barriers. E.g.: Do not ask for Canadian network for a Sales position). If skills and experience are ok, train newcomers on other aspects needed.**
- Very important aspect of newcomer settlement: **Companies that hire newcomers should share with other companies how they helped newcomers establish themselves in their company.**
- **Job shadowing > Extremely important to learn and grow as a newcomer!**
- **Ability to understand between the lines what others are asking > Keeping it simple is key!**
- **Managers are reluctant to hire ITPs > One of the key reasons contributing to uncertainty in hiring ITPs is that most of the managers rely on ATS to do their jobs, which can have its own set of technical challenges to identify the right candidates!**

- **Hiring managers do not know cultural differences** > Although we have a huge influx of immigrant population in Toronto, managers sometimes undermine the capabilities of the ITPs from certain ethnicities when it comes to hiring for senior management roles.
- **Employers / mentors from different fields would really help everyone involved**
- **There are no rules such as: if there is certain a percentage of ITPs in Canada, companies should focus their recruitment process on hiring the same percentage of ITPs.** > Visible representation of ITPs within the hierarchy at all levels of the organization.
- **Managers are reluctant to hire ITPs—language is the main barrier** > ITPs already scored sufficiently via IELTS, therefore it is not the language but the accent and Canadian jargons that are not up to employer expectations.
- **Initiate more discussions on why strategies did not work in an honest, transparent process** > Promote transparency through candidate selection process so new immigrants understand their shortcomings and work on improvement/self-development.

B.3 Service Providers (SPOs)

- Provide more counselling.
- **It's hard for newcomers to find the right information by profession when they need it (information exists but it's scattered and fragmented)** > Pair up with a Mentor from the identical profession
- **Allow access to services to people with non-status and non-PRs** > Given the funding limitations, depending on seating availability, non-status immigrant/refugee claimants can be offered the opportunity to attend/participate in programs to use and maximize available resources
- **Research and identify how success stories worked. Learn from them. Try to mimic these strategies** > Via Mentoring programs
- Have more programs on knowing your rights as a newcomer.
- Educate newcomers on how the government works.

B.4 ITPs

- **Confidence, Emotional Intelligence, curiosity to explore** > Most important in today's day and age
- **ITPs are not open/ accepting training (to be successful)** > ITPs are unwilling to accept contract jobs, due to perception from their country of origin that contract jobs are a legal commitment and will restrict transitioning to a better position during the contract period.
- **Willing to talk about struggles** > Share your story.
- **Create "Roadmap for ITPs"** > **Share it with ITPs prior to their arrival** > ITPs need to be aware about the challenges faced by new immigrants and compromise their high expectations of attaining a high caliber job position as their 1st job, to minimize frustration & depression after arriving.

B.5 Professional Associations

- Mentorship program with people of similar experiences (race, ethnicity, etc.).

C. Way Forward

The HRA-ITPs forum has done the groundwork for collaborations and laid a platform that could support the labour market integration of Internationally Trained Professionals.

As a way forward, we suggest:

1. Disseminate this report to various stakeholders.
2. Build on what HRA-ITPs forum achieved (see section 4 and B for recommendations).
3. Build collaborations at the institutional level to be more sustainable.

If you have questions about this report or would like to know about the next steps of this project, please contact Adriana Pena, TSLIP Communications Coordinator: communications@torontolip.com

Annexes

1. HRA-ITPs Forum Collaborators

The forum was organized by representatives of the following organizations and with the financial support of [Immigration, Refugees and Citizenship Canada \(IRCC\)](#):

- Toronto South Local Immigration Partnership (TSLIP)
- Toronto North Local Immigration Partnership (TNLIP)
- Toronto West Local Immigration Partnership (TWLIP)
- Toronto East Quadrant Local Immigration Partnership (TEQ LIP)
- Toronto Region Immigrant Employment Council (TRIEC)
- CARE Centre for Internationally Educated Nurses
- Skills for Change
- Hospitality Workers Training Centre (HWTC)



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Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

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