



Hamilton HR TOOLKIT

Your Competitive Advantage



Workforce Planning Hamilton
Planification de main d'oeuvre de Hamilton

 **mce**
MOHAWK COLLEGE ENTERPRISE

CONTENTS

Introduction

Workforce Planning

1

Planning for your present and future workforce needs

Recruitment and Selection

3

Finding the best talent for the job

Retention

5

Keeping your skilled workforce working for you

Mentoring

7

Developing a skilled workforce from within

Inclusivity

10

Achieving a competitive advantage

Mature Workers

13

Capitalizing on experience

Internationally Trained Workers

16

Utilizing immigrant talent and experience

School-to-Work Transition

20

Tapping into youth talent

Apprenticeship

23

Apprentices and certified journeypeople



INTRODUCTION

The purpose of the Hamilton HR Toolkit, Your Competitive Advantage, is to provide information on HR best practices for small to medium-sized business owners. An organization's success depends, to a significant degree on the skills of its workforce. Considering the current skills shortage, it is very important for employers to invest in their employees if they intend to remain competitive. This starts with making the right hire. To assist employers in making the right hire, the sections on Inclusivity, Mature Workers, Internationally Trained Workers, School-to-Work Transition and Apprenticeships offer opportunities for employers to expand the talent pool and persevere in the current skills shortage.

Once their workforce is in place, employers need to consider how they will sustain it. Strategies for Workforce Planning, Retention and Mentoring have been included to help employers anticipate and meet the challenges inherent to an evolving workforce.

Read in its entirety or in sections on a subject "need to know" basis, the definitions, tip sheets, checklists, strategies and numerous links and books are designed to provide further information. The Hamilton HR Toolkit is an invaluable HR resource for all Hamilton employers.

This toolkit was developed in partnership with Workforce Planning Hamilton (WPH) and Mohawk College Enterprise (MCE). By way of background, WPH envisions a thriving Hamilton community where labour market issues are proactively addressed and all individuals and organizations are able to achieve their potential. WPH's greatest strength is their comprehensive community representation. The Board of Directors and project partners represent a diverse range of constituency groups, including business, labour, education and training and equity groups. Drawing on the expertise of such a broad cross section of the community enables WPH to better identify and address existing and anticipated labour force needs.

Mohawk College Enterprise (MCE) was incorporated in April, 2010 as the sole provider of corporate training on behalf of Mohawk College. Through the development of customized training, coaching and consulting in the areas of leadership, technology, health & community services and Human Resources, MCE serves clients in all sectors across Ontario. With the knowledge of expert facilitators and consultants, MCE continues to solve issues and improve the skillset at all levels from front line to executive. MCE recognizes the importance of equipping individuals and companies with the skills and expertise necessary to survive in this fast-paced world.



KEY CONCEPTS

A workforce or Human Resources plan is a document describing the organization's human resources goals and means of achieving them over a fixed period of time. It provides a benchmark against which actual performance can be measured and it closely aligns with an organization's objectives and overall business strategy.

Forecasting involves estimating an organization's future need for employees and determines how sales or profit goals will be met with a view to minimizing human resource costs.

Succession Planning means identifying, developing, and tracking employees for future promotions and developing internal candidates for future positions.

BENEFITS OF WORKFORCE PLANNING

- Enables organizations to make informed decisions about their workforce.
- Ensures you have the right people with the right skills in the right place at the right time in order to accomplish your organization's goals

Employer benefits of workforce planning:

1. Minimizes human resources costs
2. Maintains a high return on employer investment
3. Increases an organization's ability to adapt to the following workforce trends:
 - Aging workforce
 - Decreasing labour supply
 - Changing patterns of immigration
 - increasing diversity of labour force
 - Mounting skills shortages
 - Emerging technology
 - Evolving economic trends, e.g. globalization

- Increasing workforce demand for work-life balance and safe workplaces
- Compounding legislative changes
- Adding generations to the workforce



IN THE WORKPLACE

Include a scan of the economic, political, social, technological, and stakeholder environment.

This scan should be done in conjunction with an internal SWOT analysis (strengths, weaknesses, opportunities, and threats) of the organization, with a particular focus on relevant industry labour market issues and trends.

6 Steps to Workforce Planning

Please click [HERE](#) for more information on the 6 Steps to Workforce Planning listed below.

- Step 1: Complete a SWOT analysis
- Step 2: Forecast your demand for labour
- Step 3: Assess your internal supply of labour
- Step 4: Calculate the gap between internal supply of labour and demand for labour
- Step 5: Develop a workforce plan to eliminate the gap
- Step 6: Monitor your workforce plan

A **workforce plan** is about having the right people doing the right job to **accomplish** your business goals.



RESOURCES

Economic Development Department, City of Hamilton

Publications and reports on the Hamilton business environment and labour market sectors.

investinhamilton.ca

Workforce Planning Hamilton

workforceplanninghamilton.ca

Workforce Planning Templates

smartsheet.com/workforce-planning-templates

Statistics Canada

Analysis of Canadian population, resources, economy, society, and culture.

statcan.ca

Mohawk College Enterprise

Tools & templates for Hamilton employers can be found here.

mcecor.com

BOOKS

Strategic Workforce Planning 1st Ed.: Developing Optimized Talent Strategies for Future Growth

Ross Sparkman. Kogan (2018)

Workforce Planning. 2nd Ed.

Carley MS & Steven G. Create Space/Endent Publishing Platform (2016)

Diversity management and **mentoring** should be part of any workforce plan.

TIP:

Research industry trends and hire people with **skills** that are in high demand.

RECRUITMENT & SELECTION

KEY CONCEPTS

Recruitment is the process of identifying and attracting a group of potential candidates. It includes tasks like writing a job description and job postings, and determining where to post; internally (e.g. bulletin boards, intranet, email notification), externally (e.g. newspaper ads, temp agencies, internet)

Selection is the process designed to determine the most qualified candidate from a group of applicants. It includes tasks like reviewing resumes, interviewing, work related testing, reference checks and the final employment offer.

Always follow Employment Law and the Human Rights Code when hiring.

BENEFITS OF HAVING A SOLID RECRUITMENT PROCESS

The more effectively an organization recruits the more likely it is to hire and retain satisfied employees.

1. Improves organizational outcomes such as increased productivity.
2. Provides a major source of competitive advantage and profits.
3. Increases the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs.
4. Minimizes the risks and costs associated with hiring the wrong candidate.
5. Plans for an efficient recruitment and selection strategy will allow management to determine and gradually modify the behavioural characteristics and competencies of its workforce.

6 Steps to Effective Recruitment

Please click [HERE](#) for more information on the 6 Steps to Effective Recruitment listed below.

- Step 1: Identify the Vacancy
- Step 2: Create/Update the Job Description/Post
- Step 3: Post the Position
- Step 4: Accept Applications
- Step 5: Complete the Selection Process
- Step 6: Create & Deliver Offer of Employment

Be an “Employer of Choice” and **attract** the brightest & the **best talent** to your business.

Effective recruitment and selection means **increased** productivity and customer **satisfaction**.



RESOURCES

Hamilton Human Resources Services Directory

Directory of local independent human resources service providers in Hamilton and surrounding area.

workforceplanninghamilton.ca

National Occupational Classification (NOC)

Descriptions of over 30,000 occupations useful for creating or updating job descriptions.

noc.esdc.gc.ca

Sample Interview Questions for Monster.com

Sample interview questions for employers to ask potential candidates.

monster.com

Behavioral Based Job Interview Questions

Explanation of STAR Technique and a list of behaviourally based interview questions.

thebalancecareers.com

HR For Employers – Hiring Employees

Resources and links.

employers.gc.ca

Recruiting Strategies that Pay Off

allbusiness.com

Employment Standards Act

Look under frequently accessed law.

ontario.ca/laws

Canada Labour Code

laws-lois.justice.gc.ca

Ontario Pay Equity Act

e-laws.gov.on.ca

Guide to the Ontario Human Rights Code

ohrc.on.ca

Canadian Human Rights Commission

Administers both the Canadian Human Rights Act and the Employment Equity Act and ensures that the principles of equal opportunity and non-discrimination are followed.

chrc-ccdp.ca

BOOKS

Recruit Rockstars: The Ten Step PlayBook to Find the Winners and Ignite Your Business

Jeff Hyman. Lyncrest Publishing (2017)

Hiring for Attitude: A Revolutionary Approach to Recruiting and Selecting People with Both Tremendous Skills and Superb Attitude

Mark Murphy. McGraw Hill Education (2016)

Social Media Recruitment: How to Successfully Integrate Social Media into Recruitment Strategy

Andy Headworth. Kogan Page (2015)

How to Hire A-Players: Finding the top People For Your Team Even If you Don't Have a Recruiting Department

Eric Herrenkohl. Wiley (2010)

TIPS FOR THE INTERVIEWER

Tips on interviewing

hiring.monster.com

The Definitive Guide to Interviewing Candidates

blog.wagepoint.com



RETENTION

KEY CONCEPTS

Retention is an organization's ability to keep its employees and to maintain and enhance its human capital investments.

Turnover is the result of people leaving employment relationships for either Voluntary (e.g. quitting or retiring) or Involuntary (e.g. fired or laid off) reasons.

Voluntary Turnover occurs for the following reasons: lack of control over work or working conditions, need for work-life balance, lack of advancement opportunities, and poor relations with management.

BENEFITS OF RETAINING YOUR WORKFORCE

Retention strategies are as important as recruitment strategies. How employees are treated will determine whether an organization will have a sustained workforce.

The price of frequent turnover is lost time, lost productivity, and high financial investment in recruitment and training.

A retention strategy is just as **important** as a recruitment strategy: once you hire talent, you want to keep it.

Regardless of the size of your company, having a retention strategy in place is a sound business investment because it:

1. Decreases turnover rate and consequently lowers recruiting and training costs. Total turnover costs vary widely by position, industry and type of skills.
2. Ensures workers have job-specific skill sets thereby lessening the impact of skills shortages.
3. Increases productivity due to a sustained workforce.
4. Improves employee performance and morale.
5. Facilitates learning and retaining new skills and reduces training time.
6. Reduces errors and workplace accidents.

TIP:

Hire Selectively.

Retention is the result of hiring the "right" employees. Don't rush the recruitment process.



8 Retention Strategies

Please click [HERE](#) for more information on the 8 Retention Strategies listed below.

1. Provide Orientation for new employees.
2. Invest in training and development for all employees.
3. Ensure a safe, healthy, and supportive work environment.
4. Encourage work-life balance.
5. Provide a quality working life and high job satisfaction.
6. Offer competitive compensation and benefits.
7. Conduct performance evaluations and discover what motivates employees.
8. Be an "Employer of Choice."

RESOURCES

Workplace Health, City of Hamilton

Helps workplaces, business, and trade associations facilitate employee health.
cityofhamilton.ca

Occupational Health Clinics for Ontario Workers (OHCOW)

Supports physical, mental, and social well being for workers and their communities.
ohcow.on.ca

Canadian Centre for Occupational Health and Safety (CCOHS)

Information and advice about occupational health and safety, and health and safety products and services.
ccohs.ca

Attracting and Retaining Top Talent: Key to Corporate Success

Strategies for retaining talent.
workplace.ca

Employee Motivation and Performance

Improving retention in small businesses.
jobbank.ga.ca

A Quick Guide to Employee Orientation

Purpose and types of orientation.
work911.com

BOOKS

Employee Retention and Turnover: Why Employees Stay or Leave.

1st Ed. Peter W. Hom, David G. Allen, Rodger W. Griffith. Routledge (2019).

Love 'Em or Lost 'Em: Getting Good People to Stay

5th ed. Beverley Kaye and Sharon Jordan-Evan Berrett-Koehler Publishers. (2014).

Managing Employee Retention: A Strategic Accountability Approach.

Jack J. Phillips and Adele O. Connell. Routledge (2011).

The 7 Hidden Reasons Employees Leave: How to recognize the subtle signs and act before it is too late.

2nd Ed. Leigh Branham. Anacom (2011).

The Power of Stay Interviews: For Engagement and Retention.

Richard P. Finnigan. Society For Human Resources Management (2011).

MENTORING

KEY CONCEPTS

Mentoring is the act of teaching, supporting, and guiding another individual by creating a meaningful relationship with a specific purpose.

The mentor acts as a teacher, guide, advisor, role model, and coach to the mentee. The mentor imparts skills, knowledge, and experience that will encourage and inspire the mentee to achieve his or her goals.

The mentee is typically an individual who is actively pursuing career or personal goals. The mentoring relationship allows the mentee to enhance his or her knowledge, skills and experience.

Employer or Business-Based Mentoring is conducted within an organization or through business associations.

BENEFITS OF MENTORING

Mentoring ensures a productive and consistent talent pool within an organization by facilitating the transfer of knowledge from older, more knowledgeable employees to younger, less experienced employees. Sometimes the mentor can be someone younger, with a skill the more experienced employee may not have. This is known as reverse mentoring.

Mentoring contributes to successful succession planning and should be included in your **Workforce Plan**.

Mentoring programs offer many advantages to employers and to those directly involved in the mentoring relationship:

1. Attracts and retains employees.
2. Contributes to successful succession planning.
3. Improves community and corporate relations.
4. Promotes cross-training and professional development.
5. Accelerates career progress.
6. Preserves intellectual capital.
7. Transmits organizational culture and values to new employees and managers.
8. Retains accumulated wisdom of seasoned leaders.
9. Enhances organizational capacity to meet clients' needs.
10. Expands the talent pool within an organization.
11. Increases employee job satisfaction.
12. Maximizes employee contributions to an organization.
13. Supports lifelong learning and further skill development.
14. Illustrates an organization's vision of leadership.

IN THE WORKPLACE

Mentoring relationships involve senior managers or executives who have the time and foresight to nurture junior employees or individuals who are motivated to excel and advance within an organization or their career.

You should also offer reverse mentoring whereby the younger employee mentors a more senior employee to learn new skills. This is sometimes helpful in the area of technology whereby an older employee might not have as advanced skills as their Millennial counterparts.



Mentoring can be incorporated into workplace diversity programs. In this case, mentoring programs target specific groups of individuals or a specific industry.

Mentoring is an important aspect of orientation for new staff.

The mentor takes an active interest in the career development or another individual.

The mentor may provide counsel on task management, personal attitudes and presentation, further skills development, worthwhile conferences and associations, suitable role models, and the corporate culture.

Mentoring draws on the goodwill and mutual benefit of a private relationship built on trust and admiration. Both the mentor and the mentee gain new skills, greater self-confidence, and – potentially – friendship.



RESOURCES

Mentoring Programs/Tools

sagementors.com

What Is a Mentor and What Does One Develop Your Employees?

thebalancecareers.com

Mentoring Software - Insala

insala.com

Mentoring Reference Guide

qualcomm.com

Types of Mentoring Relationships:

1. Formal or Structured Mentoring

A facilitated program in which a third party helps the Mentor and Mentee develop a relationship and set goals. Participation occurs through recruitment and training and there is typically an evaluation component. The mentoring format can be one-to-one or one-to-many.

2. Informal or Casual Mentoring

A self-directed mentoring relationship in which the mentor and mentee develop and structure the mentoring process and objectives on their own. This type of mentoring is generally conducted in a one-to-one format.

3. Reverse Mentoring

A facilitated program in which older executives are paired with and mentored by younger employees on topics such as technology, social media and/or modern trends. This style of mentoring is also conducted in a one to one format. It could be face to face or through using technology. Its an opportunity where new and experienced employees share their knowledge and learn from one another.



BOOKS

Tribe of Mentors.

Timothy Ferriss. Houghton Mifflin Harcourt (2017).

Mentoring Programs that Work.

Jenn Labin. Association for Talent Development (2017).

The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever.

Michael Bungay Stainer. Box of Crayons Press (2016).

The Mentoring Manual: Your Step by Step Guide to Being a Better Mentor.

1st Ed. Julie Star. FT Press (2014).

The Mentor's Guide: Facilitating Effective Learning Relationships.

2nd Ed. Lois J. Zachary. Jossey-Bass (2016 paperback).

Mentors and mentees stand to gain new **skills**, **self-confidence** and **friendship**.

Mentoring is an effective way to provide orientation to new employees because it builds strong working relationships & **loyalty** to the company.

TIP:

Set **expectations**, establish goals and allow your mentee to make their own decisions, this establishes **accountability**.



INCLUSIVITY



KEY CONCEPTS

Inclusivity is the practice of embracing people who might otherwise be excluded such as those who have physical or mental disabilities and members of minority groups.

Diversity includes any characteristic that differentiates one person from another. Age, gender, race, spiritual beliefs, ethnicity, culture, sexual orientation, mental or physical capabilities, language, education, training, family status. These characteristics influence individual attitudes, values and beliefs.

Inclusivity Management refers to the ability to manage and optimize the potential of individuals with diverse backgrounds, cultures, and characteristics in order to reach business objectives, while acknowledging, accepting, and respecting this diversity.

It is the **Law** that – with respect to employment – individuals cannot be discriminated against or harassed on the basis of race, colour, ancestry, place of origin, ethnic origin, citizenship, religion, creed, gender, sexual orientation, physical or mental capabilities, age, marital or family status (including pregnancy), same-sex partnership status, or record of offences.



BENEFITS OF INCLUSIVITY

When diverse backgrounds and talents are effectively managed they create a more productive business environment.

Hamilton's workforce reflects a trend towards greater diversity and so investing in diversity management simply makes good business sense.

An employer who successfully taps into Hamilton's diverse labour force gains a significant competitive advantage in today's global economy because diversity:

1. Expands the talent pool of highly skilled and experienced workers for recruitment purposes.
2. Increases productivity due to supportive workplace environment and greater team-based collaboration, communication, and effectiveness.
3. Leads to higher employee morale which means low absenteeism and high retention, which in turn leads to decreased recruitment and training costs.
4. Increases creativity and flexibility due to multiple perspectives and interpretations.
5. Generates higher quality problem-solving and decision-making because a wide range of knowledge, skills and ideas are working together.
6. Improves customer relations based on corporate knowledge of diverse populations.
7. Illustrates positive corporate citizenship and leadership.

Increasing **diversity** in the workplace is an organizational change process. It requires training, resources and time, but the **benefits** far outweigh the effort.



IN THE WORKPLACE

Integrating individuals who have a different language or cultural orientation presents unique challenges in the workplace. Failure to address these challenges by incorporating an inclusive environment into your business plan may lead to interpersonal conflict, increased workplace stress, and lower productivity.

6 Steps to Implementing an Inclusive Work Environment

Please click [HERE](#) for more information on the 6 Steps to Implementing an Inclusive Work Environment listed below.

- Step 1: Present the business case for inclusivity.
- Step 2: Provide leadership.
- Step 3: Develop a supportive work environment
- Step 4: Develop a workplace inclusivity mindset.
- Step 5: Provide training.
- Step 6: Monitor the diversity program.

TIP:

Be aware of your unconscious bias as it will result in better decision making, increased diversity, and better engagement and teams.

Inclusivity Training helps to address the issue of employment equity and the different characteristics of today's workforce. There are currently three main types of training (The information below can also be downloaded in a PDF [HERE](#):

1. Awareness Building

This type of training addresses the benefits of diversity in the workplace. Here are a few simple, cost-effective ways to raise awareness of diversity management in the workplace:

- Identify an inclusivity day or week
- Organize potlucks and invite employees and management to attend
- Dedicate space to inclusivity issues in the organization's newsletter or bulletins
- Develop a company website page geared to inclusivity
- Provide inclusivity training

2. Skill Building

This type of training improves skills in communicating with and managing an inclusive workforce. It is essential to increasing a company's capabilities for diversified interactions and for developing more effective managers/supervisors. You can build these skills through workshops, training, and seminars that include role plays, case studies, videos, guest speakers, and open discussion.

3. Cross-Cultural Training

This type of training addresses cultural sensitivity and business etiquette. It involves education in cross-cultural differences (especially in regards to corporate culture) and ways to adapt to different cultures. It can be especially helpful to recruitment, orientation, training, health and safety, performance management, and retention activities.



RESOURCES

PATH Employment Services

Employment service for people with disabilities.
Assists employers with recruitment.
pathemployment.com

Ontario March of Dimes

Offers many services that help employers with accommodations in the workplace.
marchofdimes.ca

Bias-Free Hiring Handbook

Published by the United Way of Burlington & Greater Hamilton.
[905.527.4543](tel:905.527.4543)

Inclusive Leadership

Micro-Learning course on Inclusivity. Starting April 2021.
mcecor.com

Ontario Human Rights Commission

Provincial law that gives everybody equal rights and opportunities without discrimination.
ohrc.on.ca

Ontario Pay Equity Act

Provincial legislation designed to redress gender discrimination.
payequity.gov.on.ca

Diversity Best Practice

diversitybestpractices.com

BOOKS

The Diversity Bonus

Scott E. Page. Princeton University Press (2017)

Inclusive Leadership: The Definitive Guide to Developing and Executing an Impactful Diversity and Inclusion Strategy.


Charlette Sweeny and Fleur Bothwick. Pearson (2016).

The Inclusion Dividend

Mason Donovan. DG Press (2013).

The Diversity and Inclusion Handbook

Sondra Theidorman. The Walk the Talk Company (2013).



An employer who taps into Hamilton's **diverse** workforce gains a significant competitive **advantage**.

MATURE WORKERS



KEY CONCEPTS

Ageism refers to misconceptions and negative attitudes about aging and its impact on life activities such as work.

Age Discrimination is the consequence of ageist attitudes and is in direct conflict with the Ontario Human Rights Code and the Canadian Human Rights Act.

It is the **Law** that employers “cannot refuse to hire, train or promote a person based on age (Ontario Human Rights Commission)

Employer or Business-Based Mentoring is conducted within an organization or through business associations.

There is a **growing trend** among older workers to continue working beyond the age of 65.



BENEFITS OF HIRING AND RETAINING MATURE WORKERS

The aging workforce represents one of the greatest challenges facing employers today. The working-age population is becoming older, with proportionally more individuals than ever in older age brackets (45 - 64 years of age).

There is a strong business case for employers to consider recruiting and retaining mature workers:

1. Mounting retirement of mature workers represents a significant loss of physical and intellectual human capital within an organization, therefore it is important to embrace and, if possible, maintain some of this labour power and knowledge.
2. Increased labour market trend towards phased-in retirement programs (e.g. job sharing, part-time work, revised job responsibilities) are on the rise.
3. Growing trends among mature workers is resulting in a trend towards working beyond the age of 65 in order to remain active physically, mentally, financially, and professionally.
4. Increases in productivity is a proven outcome as a worker matures due to higher levels of skill, experience, and knowledge.
5. Employing mature workers typically results in increased loyalty to an organization as mature workers typically demonstrate a strong work ethic.



IN THE WORKPLACE

A growing number of companies are placing a premium on the experience, valuable contacts, and the maturity of older workers, and are implementing ways of acquiring and sharing that knowledge through training, mentoring, and coaching.

Although many of the following suggestions will increase the accommodation of all workers, they are of especial benefit to older workers:

- Develop a workforce plan that includes active recruitment and retention of older workers
- Adopt training and development programs that use adult learning principles, e.g. relating new skills to previous experiences, self-paced and self-directed learning, supportive learning environment
- Consider the work-life balance needs of mature workers into consideration and allow for part-time and flexible work arrangements, “bridging jobs” to retirement, and medical or emergency leaves
- Create a welcoming work environment for mature workers by promoting healthy attitudes and communication among employees
- Improve the physical environment by incorporating better lighting, larger font size, and ergonomic work stations

Productivity increases as a worker matures due to higher levels of skill, experience, and knowledge.

RESOURCES

Age Friendly Hamilton

hamilton.ca

Retired Worker Canada

For retired people who want to work and employers who want to hire them.

retiredworker.ca

Resources to Find & Employ Older Workers

Information on recruitment, employment agencies, transition, termination, assisting, training, HR planning.

monster.ca

Age Discrimination and Employment

Addresses discrimination during hiring, on-the-job, as well as duty to accommodate.

ohrc.on.ca

Age Discrimination: Your Rights and Responsibilities

Information on age discrimination, as well as myths and realities surrounding older workers.

ohrc.on.ca

Skilled Immigrant Infocentre

pwp.vpl.ca

Government of Canada

canada.ca

Canadian Association of Retired Persons

canada.ca

The Surprising Benefits of Hiring Older Talent

hireright.com

The Case for Hiring Older Workers

hbr.org



BOOKS

Age Unlimited: Exploring Employment Barriers for Older Workers.

Catherine S. Shrubsole. Prohaska Hampton Publishing (2018).

Managing the Older Worker: How to Prepare for the New Organizational Order.

Peter Cappelli and Bill Novelli. Harvard Business Review Press (2010).



TIP:

In order to have a skilled and well-rounded workforce, you should not only retain mature workers but should actively recruit them.

INTERNATIONALLY TRAINED WORKERS

KEY CONCEPTS

Internationally Trained Professionals have typically completed formal education in another country at the college or university level and may have considerable work experience in their country of origin.

Internationally Trained Tradespeople have typically done apprenticeships or attended vocational schools in another country and may have considerable work experience in their country of origin.

Internationally trained workers are hired because they provide the **skills** employers need.

Credential Evaluation assesses international education and training qualifications and identifies equivalencies to Canadian education and training. This assessment is typically conducted by organizations that specialize in this service and usually a fee is charged.

Canadian Language Benchmarks are a tool to describe, measure and recognize the language proficiency of an individual.

English as a Second Language (ESL), Language Instruction for Newcomers to Canada (LINC) and Occupation Specific Language Training (OSLT) are classes for non-English speaking individuals typically offered through public and separate school boards, community colleges, not-for-profit agencies, and settlement and immigrant service organizations.

BENEFITS OF HIRING AND MAINTAINING INTERNATIONALLY TRAINED WORKERS

Internationally educated workers not only provide a solution to skills shortages, but they also enhance an employer's competitive advantage on multiple fronts:

1. Encompassing knowledge of foreign business practices and existing links with overseas markets are value-added in a global economy.
2. Adding one or more languages in addition to English combined with knowledge of another culture expand the company's capacity to work with and respond to an increasingly diverse customer base
3. Having a diverse workforce contributes to a more productive and progressive workplace.
4. Welcoming diversity in the workforce enables employers to meet the challenge of current and future staffing needs by accessing a wider talent pool.
5. Obtaining high levels of education and different perspectives on how things get done give the employer an innovative edge.



IN THE WORKPLACE

Recruiting and Selecting Internationally Trained Workers

- Incorporating community organizations that provide employment services to internationally trained workers into your recruitment and selection strategy is key. These services may offer pre-screening and pre-selection services to employers and may even provide short-term on-site assistance to newcomer employees. Check for employment services in Hamilton under Resources at the end of this section
- Determining if an applicant's training meets your skills needs is critical. Request an assessment of their academic credentials through a recognized credential assessment service. There is a fee for this service
- Looking beyond a job applicant's name and place of education is critical. Put qualifications and skills first. Ask yourself: Does this person have the skills and experience to do this job
- Enter into a planned out agreement when hiring an internationally trained worker. Make sure that he or she has landed immigrant status, convention refugee work permits or temporary work visas

5 Steps to integrate Internationally Trained Workers

Please click [HERE](#) for more information on the 5 Steps to Integrate Internationally Trained Workers listed below.

- Step 1: Create a Welcoming, Inclusive Work Environment
- Step 2: Use Ethnic Media to Advertise Job Openings
- Step 3: Create Opportunities for Mentorships, Internships and Job Shadowing
- Step 4: Support Language and Skills Development
- Step 5: Demonstrate Strong Diversity Leadership at the Management Level

Employing an internationally trained worker is a **competitive advantage**, whether in a global marketplace or in a multicultural community.





RESOURCES

Bias-Free Hiring Handbook

Helps employers eliminate barriers and ensure equitable employment in their hiring practices. Published by the United Way of Burlington & Greater Hamilton.
[905.527.4543](tel:905.527.4543)

Opening Doors to Internationally Trained Professionals and Tradespeople

Information on bridge training projects, educational assessments, and fact sheets for licensing and certification in regulated trades and professions.
citizenship.gov.on.ca

Ontario Works

Assists employers with recruiting internationally educated professionals.
hamilton.ca

The Employer's Roadmap to hiring and retaining internationally trained workers

canada.ca

Job Connect

Assists employers with recruitment, including internationally trained workers.
[905.575.2177](tel:905.575.2177)

Hire Immigrants

Learn what other Canadian employers are doing to promote diversity and hire immigrants. Includes a self-assessment tool for employers.
hireimmigrants.ca

Hire foreign Workers

canada.ca

CREDENTIAL EVALUATION

Canadian Information Centre for International Credentials

National clearing house and referral service supporting the recognition and portability of Canadian and international educational and occupational credentials.
cicic.ca

Association of Accrediting Agencies in Canada

List of member organizations who can provide information and assistance regarding specific professions and trades.
aaac.ca

World Education Services (WES)

Fee-based credential evaluation service.
wes.org

International Credential Assessment Service of Canada

Fee-based credential evaluation service. Provides information and training to assist employers.
icascanada.ca

TIP:

Remember credentials are important but so is work experience. During the interview encourage candidates to talk about their work experience.

IMPLEMENTATION

Settlement.org

Information on immigration, employment, education, language, literacy, and immigration stats for employers and present or potential employees.
settlement.org

Cultural Profiles Project

Profiles of life and customs in other countries assist with understanding other cultures.
settlement.org

INTERNATIONALLY TRAINED WORKERS

Canadian Centre for Canadian Language Benchmarks

Assists employers with evaluating language skills needed in the workplace.

language.ca

GOVERNMENT

Immigration - The Employer's Role

Information from the federal government.

cic.gc.ca



BOOKS

Contracting International Employee Participation: Global Framework Agreements.

Felix Hadwiger. Springer (2018).

Managing a Global Workforce: Challenges and Opportunities in International Human Resources Management.

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SCHOOL-TO-WORK TRANSITION

KEY CONCEPTS

School-to-Work Transition refers to the movement of youth from educational institutions (e.g. high school, college, university, career college, and apprenticeship) to the workforce.

School-to-Work Programs prepare students for the workforce while they earn their certificate, diploma, degree, or other qualification.

The following are examples of school-to-work programs:

Cooperative Education offers students the opportunity to integrate classroom theory with practical experience in the workplace. Students alternate between school and work.

Ontario Youth Apprenticeship Program (OYAP) offers Ontario secondary school students the opportunity to earn their high school diploma while undertaking apprenticeship training leading to a Certificate of Qualification with Journey person status in a skilled trade.

An **Internship** is a school-to-work program that offers students the opportunity to gain workplace experience while allowing them to find out how they will perform in a specific type of work environment. Placements last from four to 16 months and they can be paid or unpaid.

Apprenticeship training is a form of post-secondary education that combines on-the-job and in-school training. Apprentices learn by doing: 80% of the time is spent learning on the job from an expert and only 20% of the time learning in a classroom. Apprentices are employed and earn a wage while they alternate between work and school.

Job Shadowing and **Information Interviewing** are informal, but very valuable ways for employers and youth to learn about each other. A job shadowing placement can last from a few hours to a few days. The young person observes someone in a field of work.

Specialist High Skills Majors – Ministry of Education is a Ministry-approved specialized program that allows students to focus their learning on a specific economic sector while meeting the requirements for the Ontario Secondary School Diploma (OSSD) and assists in their transition from secondary school to apprenticeship training.

BENEFITS OF HIRING YOUTH

1. Affects the future capacity of youth to find and keep work throughout the course of their career. The sooner youth are integrated into the workforce, the sooner they become self-supporting.

The Conference Board of Canada is forecasting a **shortage** of a million skilled workers by 2020. Youth represent an enormous **untapped labour supply** that could assist in addressing this shortage.



2. Creates opportunity for succession planning. Not only will early work experience help attach young workers to the labour force, it will also attach them to their employer in terms of company loyalty. Whether a young worker remains with a company for an extended period of time, or departs and then returns, the young worker will provide continuity during the boomer retirement and is a known quantity.
3. Obtains new talent for employers who are involved with school-to-work programs have the opportunity to “try out” youth who are co-operative, open-minded and energetic. Young people bring new ideas and fresh enthusiasm to the workplace.

A youth-friendly workplace is essential to successful youth recruitment and retention.

IN THE WORKPLACE

The federal and provincial governments have several programs offering financial incentives such as wage subsidies to encourage employers to hire youth.

Service Canada's Youth Employment Strategy (YES) offers three financial incentive programs employers to employers:

- Career Focus – Provides funding for employers to help post-secondary graduates obtain career-related work.
- Skills Link – Provides funding to community organizations to hire youth facing barriers to employment.
- Summer Work Experience – Provides wage subsidies to employers to create summer employment for secondary and post-secondary students.

• youth.gc.ca

Young Canada Works (YCW)

Wage subsidies for summer employment and internships.

canada.ca

Co-operative Education Tax Credit, Ministry of Finance

Refundable tax credit for each qualifying work placement ending in the tax year equal to the lesser of: 10% to 15% of eligible expenditures made for the work placement and \$1,000.

rev.gov.on.ca

Graduate Transitions Tax Credit, Ministry of Finance

Refundable tax credit that applies to qualifying expenditures hiring unemployed post-secondary graduates for positions in Ontario. Tax credit calculated as 10% to 15% of salaries and wages paid to a maximum of \$4,000 for each qualifying graduate.

rev.gov.on.ca

TIP:

To successfully work with youth it is important to build a rapport, understand their values and help them to identify their strengths.





RESOURCES

Involve Youth: A Guide to Meaningful Youth Engagement

Tips for employers on an outreach and recruitment strategy that creates access, equity and inclusiveness for all youth.

toronto.ca

Canadian Association for Co-operative Education

Comprehensive list of post-secondary co-operative education programs in Ontario.

cafce.ca

Career Edge: Canada's Internship Organization

Connects recent graduates with Canadian internship placements.

careeredge.ca

Ability Edge

Ability Edge was established in May, 1999, as a pilot program by a national youth internship program called Career Edge and the Canadian Bankers Association (CBA)

abilityedge.ca

Specialist High Skills Major

edu.gov.on.ca

Youth Employment Strategy – YES Information for employers about all government incentive programs for hiring youth, including Career Focus, Skills Link, and Summer Work Experience.

youth.gc.ca

Ontario Ministry of Labour

Documents minimum age requirements for youth in the workplace.

labour.gov.on.ca

2 Tips for Recruiting & Working with Youth

A resource provided by Workforce Planning Hamilton & MCE.

[PDF](#)

Hiring incentives are offered through federal and provincial government. If a youth is hired upon graduation, he or she is likely entering an entry-level position and therefore is entitled to entry-level wages.

APPRENTICESHIP

KEY CONCEPTS

Apprenticeship is a system of training in which a worker entering the skilled trades is given instruction and experience through both paid on-the-job training under the guidance of a journeyperson (90% of the time) and in the classroom (10% of the time).

An **apprenticeship** involves an agreement between the apprentice, the employer, and a government agency.

A **Journeyman** is a person who has completed an apprenticeship in a trade or craft and has achieved the requisite certification to work in his or her field.

There are apprenticeship opportunities in four main sectors: construction, industrial/manufacturing, motive power, and service. Some skilled trades involve mandatory certification (i.e. the individual must be registered as an apprentice or have a provincial Certificate of Qualification to work in the trade), while other skilled trades involve voluntary certification (i.e. registration or a Certificate of Qualification is not a requirement).

BENEFITS OF HIRING APPRENTICES

Hiring apprentices enables employers to:

1. Enhance their bottom line because they are training workers to meet their business needs.
2. Utilize the numerous government financial incentives designed to mitigate the costs of employing and training apprentices.
3. Increase their competitive edge with the most current technical and theoretical training apprentices bring to the workplace.

4. Sustain a balance of certified skilled trade workers and apprentices who can take the place of retiring skilled workers.
5. Build relationships and company loyalty in the workplace through the mentoring that takes place between journeyperson and apprentice.

A business that employs both **apprentices** and **certified** skilled trades people today is building a **sustainable** workforce for tomorrow.

IN THE WORKPLACE

The provincial and federal governments have dedicated considerable time, money, and resources towards skilled trades and apprenticeships over the last several years.

TIP:

A good apprenticeship begins with a solid job description. Be clear about your **expectations** for the position to ensure you get the “right” fit.



RESOURCES

3 Steps in the Apprenticeship Process

A resources put together by Workforce Planning Hamilton & MCE. A shareable file in PDF format.

[3 Steps](#)

Apprenticesearch.com

Apprenticeship matching service allows employers to post apprenticeship opportunities online and to access an inventory of skilled apprentices.

apprenticesearch.com

Mohawk College

Information on pre-apprenticeship and apprenticeship training programs available at the college. Co-op apprenticeship option.

mohawkcollege.ca

Hamilton-Wentworth District School Board

Hamilton-Wentworth District School Board High schools in this school board offer the Ontario Youth Apprenticeship Program (OYAP).

oyap.com

Hamilton-Wentworth Catholic District School Board

High schools in this school board offer the Ontario Youth Apprenticeship Program.

oyaphwcdsb.com

Hamilton District Christian High

High school offers the Ontario Youth Apprenticeship Program (OYAP).

hdch.org

Job Connect, Mohawk College

Offers scholarship for apprentices and signing bonus for employers.

mohawkcollege.ca

Apprentice/Skilled Trades

Tips for employers and a searchable database.

careersintrades.ca

Skills/Compétences Canada

Information and skills profiles for various trades.

skillscanada.com

The Interprovincial Standards Red Seal Program

Information on certification equivalency across Canada (The Ellis Chart:).

red-seal.ca

ellischart.ca

The Canadian Apprenticeship Forum (CAF)

Information for apprentices, supervising journeypersons, and employers.

caf-fca.org

Ontario Ministry of Training, Colleges, and Universities

Primary government contact for setting up apprenticeships. Hamilton District Office
Tel: 905-521-7764

ontario.ca

Trades Qualification and Apprenticeship Act (TQAA)

For regulated trades in the construction sector.

e-laws.gov.on.ca

Apprenticeship and Certification Act (ACA)

For regulated trades in the industrial, motive power & service sectors.

e-laws.gov.on.ca

BOOKS

Rediscovering Apprenticeship: Research Findings of the International Network on Innovative Apprenticeship (INAP) (Technical and Vocational Education and Training: Issues, Concerns and Prospects)

Felix Rauner and Erica Smith.

Download a PDF of **government incentives** that support employers hiring apprentices.

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