

THE Benefits OF International Talent



Talent is the life blood

of successful economies,
but like other valuable
commodities it is a
scarce resource.



THE Benefits OF International Talent



Ever win a contract that requires a skill level that you currently don't have but know you will find in the business community? You know it because you have anticipated the skill shortages that have taken place in Canada, in Manitoba and in Winnipeg, and you have prepared. You've tapped into the skilled international talent market, you've developed the intercultural communication skills necessary to understand and to be understood and **you're excited about the creative opportunities that lie ahead.**

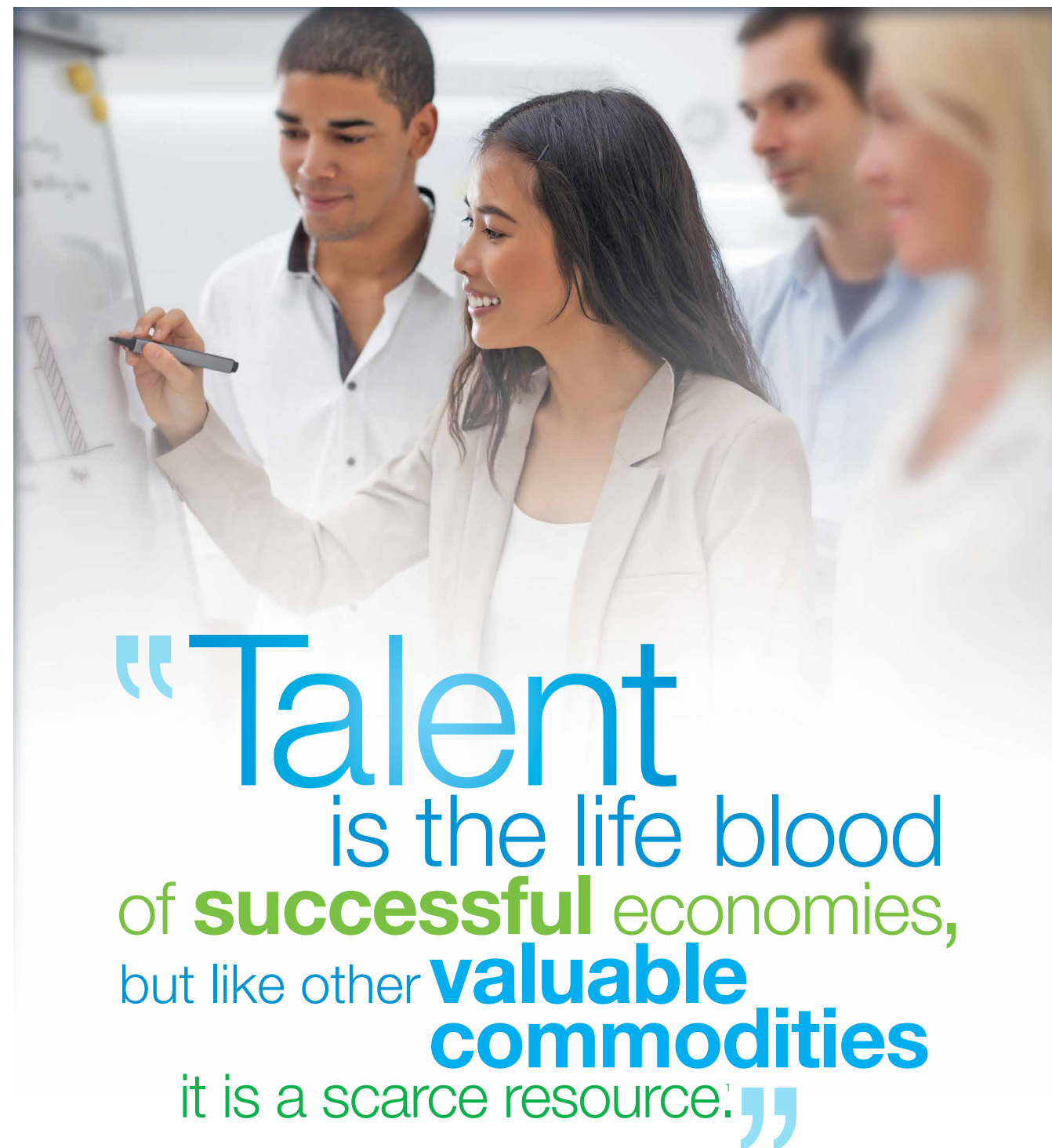
Changing demographics are having an impact on businesses in Winnipeg and other Canadian cities as unprecedented numbers of workers retire and fewer enter the labour market. The changes in our demographics mean that immigration is playing an increasingly critical role in alleviating our current and anticipated talent and skills shortage. Manitoba is attracting an increasing number of skilled workers and their families from around the world.

Over the last decade, immigration to Manitoba has more than tripled from **4,600 in 2002** to almost **16,000 in 2011**, which is the largest influx since 1946.

Winnipeg competes for skilled international talent, and our competitiveness in the world depends, in large part, on our ability to attract, integrate and retain international talent.

More Manitoba facts & figures can be found by visiting the link below:

<https://www.immigratemanitoba.com/facts-report-2016/>



It's not always a simple matter to recruit and retain skilled immigrants as part of our workforce.

While there are some challenges for employers, **there are many benefits.**

¹ Conference Board of Canada, Report November 2009, "Effective Practises for Attracting, Integrating and Retaining Immigrants in the Canadian Workforce."

Benefits to Businesses in the Local Market



Population growth has supported robust domestic demand in the province. The consumer demographic is becoming increasingly multicultural, and by hiring skilled immigrants, your organization is in a position to:

- **Better understand and respond to an increasingly diverse customer base;**
- **Tap into local markets, expanding your customer base through improved cultural awareness and communication;**
- **Broaden your talent pool for recruiting new employees;**
- **Attract and retain top talent in an environment of labour shortages;**
- **Enhance creativity, productivity and decision-making through diverse approaches.**


Benefits to Businesses in the Global Market²



Immigrants can help expand your customer base and increase business opportunities abroad. Benefits include the opportunity to:

- **Improve understanding of existing international customers and of new international markets;**
- **Improve understanding and connections in the context of global business;**
- **Achieve a competitive edge by engaging more effectively with diverse customers, clients, suppliers and partner companies internationally;**
- **Enhance corporate image among international customers;**
- **Reduce training costs by hiring required international skills and experience.**

Gaining from the benefits of recruiting and engaging international talent requires that organizations embrace diverse and inclusive practices. While diversity refers to all the ways we differ, some of these differences we are born with and cannot change. Anything that makes us unique is part of this definition of diversity. Inclusion involves bringing together and harnessing these diverse forces and resources, in a way that is beneficial. Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection—where the richness of ideas, backgrounds, and perspectives is harnessed to create business value. Organizations need both diversity and inclusion to be successful.³

 A young man from Pakistan possessing a specialized IT degree and 12 years' experience in progressively more complex positions in Computer Programming, IT training and management could not find employment in his field and worked in an entry level position at Mac's Convenience Store.

After attending a two-week Canadian Work Exposure program, he was provided a work experience as a System Analyst. On his first day, he showed the Director of IT his value by solving a perplexing problem that had remained unsolved for months. He was hired as a full-time Applications Systems Analyst where he continues to climb up the ladder of success. Through his experience, mentorship, and advocacy he has been instrumental in assisting others with employment with the same firm.

The positive experience of the employer has opened doors to more skilled newcomers, **benefitting**

not only this employer but our local economy as well.

Identifying Your Stage of Readiness for Inclusion

Initiatives such as Inclusion and Diversity require a process of change and must be embraced from the top of any organization as a proactive business strategy rather than incidental in order to be successful.

Winnipeg's Cargill Grain Office acknowledges that unless this process is driven from the office of the president, it is destined for failure.

Part of addressing change in the workforce is knowing where we are in the change process and mapping where we need to go. The Transtheoretical Model of Change acknowledges that if people are not ready, there will not be change. It's important to know where on the continuum your management team is in preparation for taking the necessary steps to incorporating inclusive practices into your workplace to move your organization forward.

Consider the following steps and evaluate where your organization might be placed on those steps. Unless people understand the need for inclusive practices, change cannot occur.



Precontemplation (Not Ready): "People are not intending to take action in the foreseeable future, and can be unaware that their behaviour is problematic."

Contemplation (Getting Ready): "People are beginning to recognize that their behaviour is problematic, and start to look at the pros and cons of their continued actions."

Preparation (Ready): "People are intending to take action in the immediate future, and may begin taking small steps toward behaviour change."

Action: "People have made specific overt modifications in modifying their problem behaviour or in acquiring new healthy behaviours."

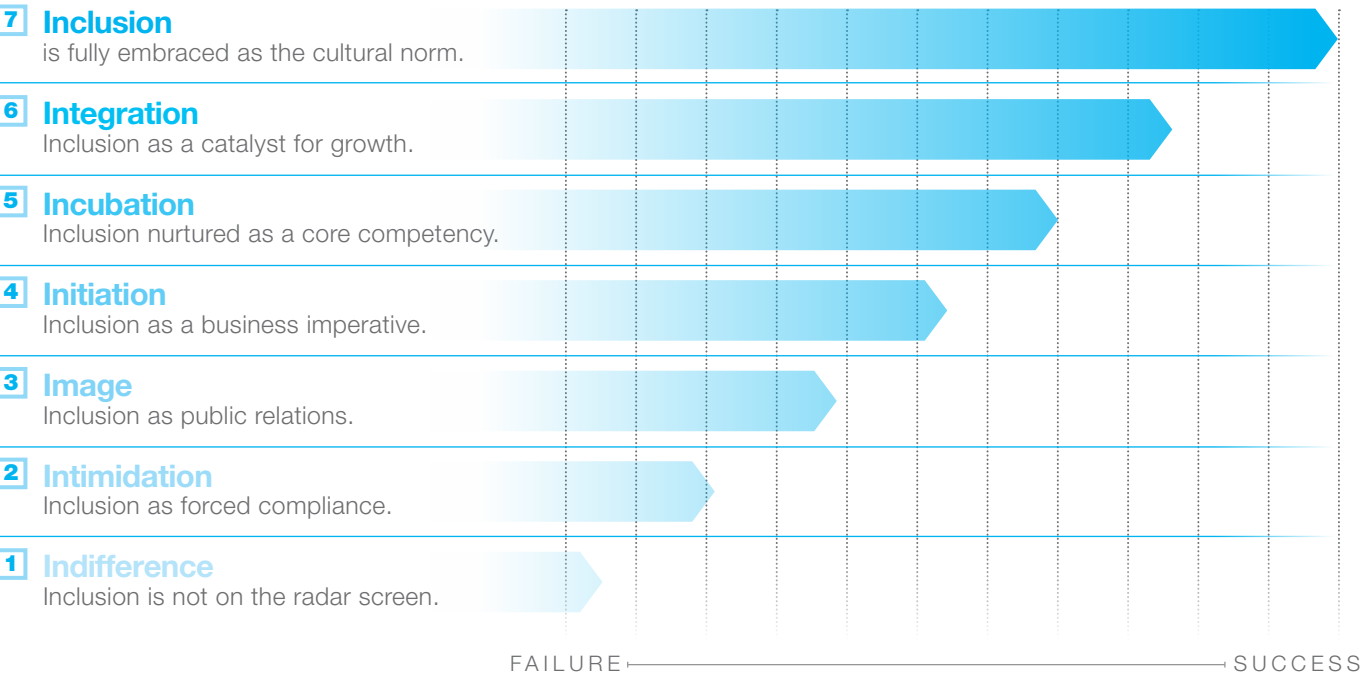
Maintenance: "People have been able to sustain action for awhile and are working to prevent relapse."

Inclusion puts the concept and practice of diversity into action by creating an environment of **involvement, respect, and connection**



Another good evaluative tool to analyzing stages of development is the

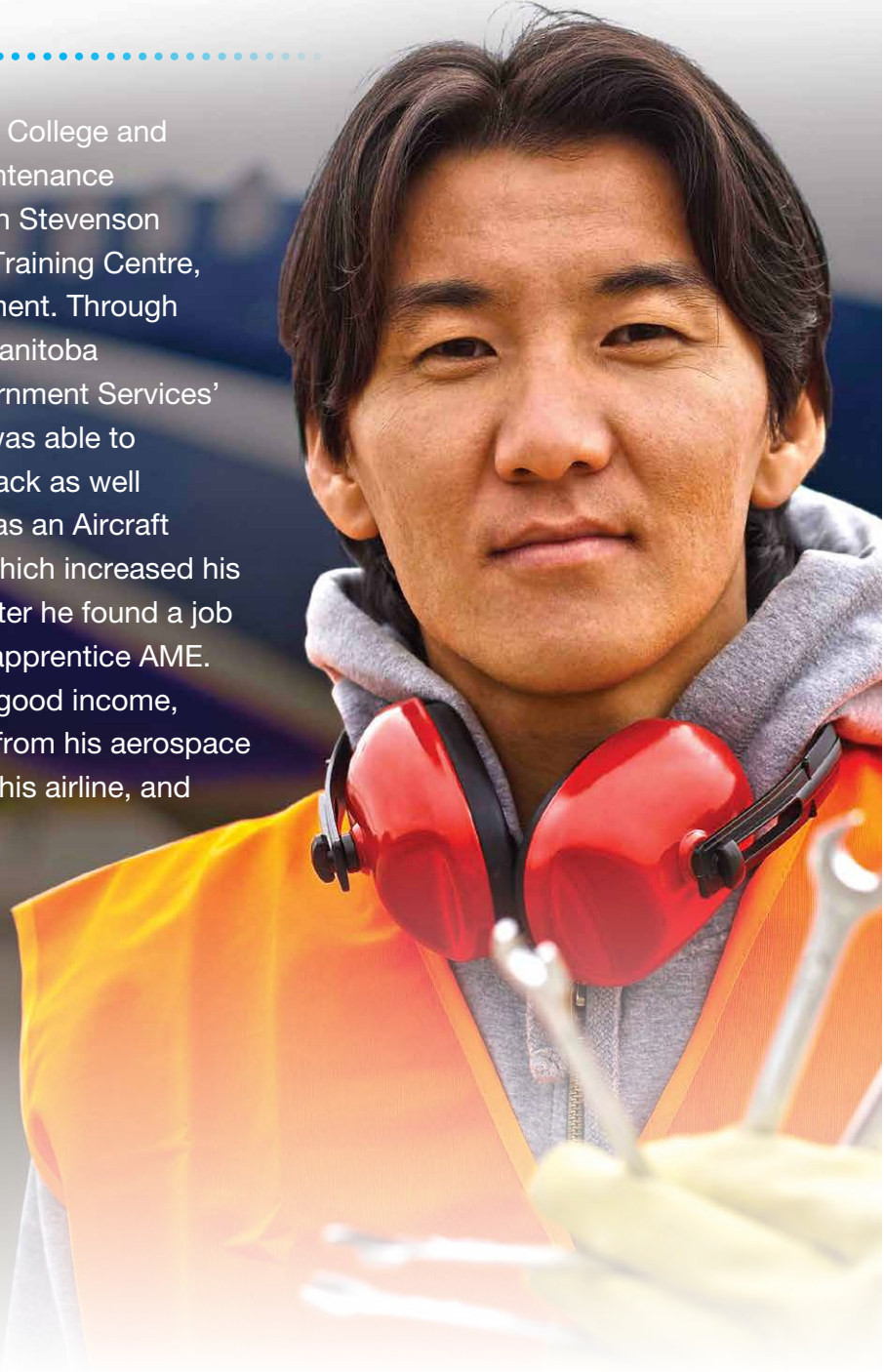
Inclusion Continuum⁴




⁴ Adapted from the Inclusion Continuum developed by the Aboriginal Human Resource Council.

He's been in Canada for about four years and will be getting his citizenship this summer. He grew up with an interest in aircraft because his father was a Doctor in the Armed Forces in his home country. He wanted a career in the Canadian Armed Forces but was told he needed to be a citizen for two years before he would be considered. He'd worked his way up in a small ethnic grocery store from cashier to assistant manager but he wanted to be an Aircraft Mechanic.

After attending Red River College and receiving his Aircraft Maintenance Engineer Diploma through Stevenson Aviation and Aerospace Training Centre, he needed a work placement. Through a work placement with Manitoba Transportation and Government Services' Air Services Branch, he was able to gain guidance and feedback as well as hands-on experience as an Aircraft Maintenance Engineer, which increased his marketability. Not long after he found a job with a local airline as an apprentice AME. He is currently earning a good income, utilizing the skills gained from his aerospace training to the benefit of this airline, and on his way to completing the experience and basic training requirements for a Transport Canada Aircraft Maintenance Engineer Licence.



Consider these statements when **determining your company's readiness** for attracting, assessing, hiring and retaining newcomers.⁵

Business Practice	Is This My Organization?	For more information
 <h3>Hiring Practices</h3>	My company's management team is aware that skilled newcomers are a significant part of the Canadian population and skilled labour pool.	See http://www.gov.mb.ca/immigration/ for more information.
	The management of my company accepts and is committed to the practice of recruiting and hiring newcomers. We have an action plan.	Develop action plan with assistance of Manitoba Start Diversity Intercultural Training (DIT).
	We have a recruitment philosophy based specifically on skills, regardless of where the skills were developed.	Information on credentials recognition https://www.immigratemanitoba.com/settle-in-manitoba/credential-assessment/ ²
	Our job requirements have recently been reviewed rather than simply carried over from past recruitments.	Important HR task
	The skills required for the position are actually the bona fide skills required for the job, not just an ideal. (e.g. Is it necessary to have five years of experience to do this job?)	Identifying barriers
	We are aware of and use strategies for assessing candidates from diverse backgrounds.	New credentials recognition
	We are aware of the value and transferability of international training, skills and credentials	Knowledge of Manitoba labour forecasting statistics and cultural competence

Business Practice	Is This My Organization?	For more information
 <h3>Human Rights and Workplace Respect</h3>	Our company leadership is aware of how stereotyping, prejudice and personal bias affect selecting the best candidate.	We are familiar with the provisions of the Manitoba Human Rights Act and understand our legal obligation to take reasonable steps to accommodate individual employee's needs under the Duty to Accommodate. We understand that when interviewing prospective employees, we are not allowed to ask any questions that contravene human rights legislation.
	Our company is committed to hold all staff accountable for these practices.	Awareness of policy and how it will be upheld?
	Our company has a process in place to provide training and awareness of the value of diversity in our workplace.	http://www.manitobastart.com/for-employers/diversity-and-intercultural-training/
	Our company supports practices that promote diversity, anti-discrimination and anti-harassment.	http://www.manitobahumanrights.ca/samples.html http://saskatchewanhumanrights.ca/learn/the-human-rights-code http://www.chrc-ccdp.ca/search/default-eng.aspx
<h3>Retention</h3>	We encourage discussion about diversity and inclusion at work.	
<h3>Communication with Employees</h3>	We recognize that we are from varying backgrounds and work to adjust our communications accordingly. We ask for and implement suggestions from employees about improvements to the workplace.	



The checklist is a self-assessment tool your organization can use to help identify priority areas for action that will have the greatest possible impact in developing an effective and inclusive workforce.



THE Benefits OF International Talent

271 Portage Avenue, Winnipeg, MB R3B 2A8

Phone: 204-944-8833 (Main)

Ext. 165 (Diversity and Intercultural Training Program)

204-942-JOBS (5627)

Fax: 204-944-8787

jobs@manitobastart.com

www.manitobastart.com

Canada

Manitoba 

Sponsored by
**Employment
Solutions**
FOR IMMIGRANTS INC.

Acknowledgements

This Toolkit was sponsored by Employment Solutions for Immigrants Inc. | Manitoba Start and made possible thanks to funding supports and dedicated backing from Citizenship and Immigration Canada and the Government of Manitoba, Department of Immigration and Multiculturalism, Welcoming Communities Manitoba Initiative.

Special recognition must also be given to the Project Advisory Committee who graciously contributed time and expertise towards the success of this project. Throughout each phase of development, their unique insights, employer and community-focused perspectives and feedback enhanced the value of this Toolkit and underscored its relevance.

Dr. Ossama AbouZeid

President & CEO, Dunmore Corporation

Michael Embury

Diversity Coordinator, Manitoba Public Insurance

Dr. Marcia Friesen

Internationally Educated Engineers Qualification Program (IEEQ), Program Director, University of Manitoba

Michelle Painchaud

President & CEO, Painchaud Performance Group & S.C.O.R.E. Consulting

Credits

Research, Content Development, and Program Design by **Louise Giesbrecht** (BridgeWorks).

A Resource For Manitoba Employers

As Canada's demographic landscape continues to change, businesses must also embrace the realities of engaging with a culturally diverse workforce and consumer market. To enhance economic growth, maintain the leading edge, and attract the best talent, Manitoba employers must find ways to effectively integrate diversity and create welcoming and inclusive workplaces. This Toolkit is designed to provide employers with the basic tools and resources needed to recruit, retrain, retain, and engage with all employees in a manner that is respectful and accepting of diverse cultural factors in the work environment.

Information obtained for this project encompasses research and best practices from across Canada. A list of resources surveyed and generously borrowed from is provided.

Disclaimer: The content of this program reflects a compendium of the most current resources available at the time of research and development. The material in this Toolkit is provided for information purposes only and is designed to be used as a resource tool to supplement other current information, best practices, and user discretion. Employment Solutions for Immigrants Inc. assumes no liability for any inaccurate, delayed or incomplete information, nor for any actions taken in reliance thereon.

The information this Toolkit contains is provided "as is" without warranty of any kind, whether express or implied. Links and references to other websites and sources are provided for information only and listing shall not be taken as endorsement of any kind. Employment Solutions for Immigrants Inc. is not responsible for the content or reliability of the linked websites and does not endorse the content, products, services or views expressed within them.