



passionate people;  
passionate about food

# Tapping into Foreign Workers

Maple Leaf Foods

*November 19, 2008*



# Introduction

- ▶ **Foreign Workers are an important resource to assist Employers in addressing labour supply needs.**
- ▶ **Maple Leaf Foods has participated in a number of initiatives to source Foreign Workers for plants across western Canada.**
- ▶ **Foreign Workers at Maple Leaf Foods have integrated successfully into both the workplace and community.**



# Session Outline

- ▶ **MLF BACKGROUND AND LABOUR NEEDS**
- ▶ **INTERNATIONAL RECRUITMENT**
- ▶ **MLF & TEMPORARY FOREIGN WORKERS**
- ▶ **BRANDON, MANITOBA**
- ▶ **SASKATCHEWAN & ALBERTA**
- ▶ **MLF'S PROCESS**
- ▶ **MLF'S RESULTS**



# About Maple Leaf Foods





# Maple Leaf Foods

- ▶ **MAPLE LEAF FOODS IS A LEADING CANADIAN FOOD PROCESSOR AND FOOD EXPORTER WITH SALES OF \$6.5 BILLION**
- ▶ **MAPLE LEAF FOODS IS A BALANCED PORTFOLIO OF BUSINESSES COMPRISED OF A MEAT PRODUCTS GROUP, AGRIBUSINESS GROUP AND A BAKERY GROUP**
- ▶ **MAPLE LEAF FOODS ACQUIRED SCHNEIDER FOODS IN 2004, MERGING TO CREATE THE NEW MAPLE LEAF CONSUMER FOODS**
- ▶ **23,000 EMPLOYEES**
- ▶ **ONE OF “CANADA’S 10 MOST ADMIRED CORPORATE CULTURES”**
- ▶ **WESTERN CANADIAN OPERATIONS CENTRAL TO FUTURE**
  - ▲ **BRANDON PLANT- 900 NEW JOBS (2007-09)**



# The Labour Challenge

- ▶ **MAJOR WESTERN CANADIAN LABOUR SHORTAGE**
  
- ▶ **EXTENSIVE, COMPREHENSIVE DOMESTIC RECRUITMENT AND RETENTION EFFORTS UNDERTAKEN BY MLF**
  - ▲ **ABORIGINAL RECRUITMENT EFFORTS.**
  
- ▶ **FOREIGN WORKERS A NECESSITY FOR CONTINUED VIABILITY OF WESTERN PLANTS**
  - ▲ **ECONOMIC IMPLICATIONS**
  - ▲ **DIRECT AND INDIRECT JOB LOSSES**



# MLF International Recruitment

- ▶ **NEED FOR FOREIGN WORKERS BOTH SKILLED (1995) AND UNSKILLED (2002)**
- ▶ **MLF PARTICIPATION IN LOW SKILL TFW PILOT PROJECT**
- ▶ **MLF EXPANDS RECRUITMENT EFFORTS ACROSS WESTERN CANADA**
- ▶ **PARTICIPATION WITH INTERNATIONAL ORGANIZATION FOR MIGRATION**
- ▶ **MLF ESTABLISHES INTERNATIONAL RECRUITMENT OFFICE (2007)**

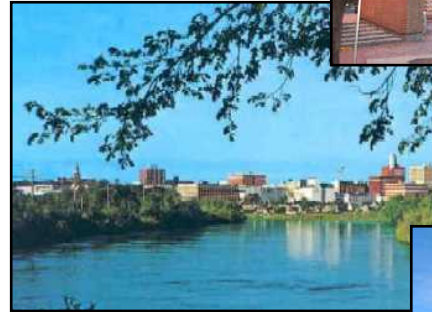
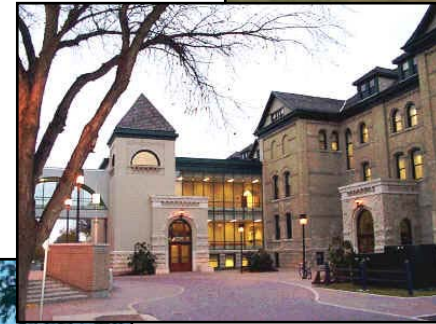
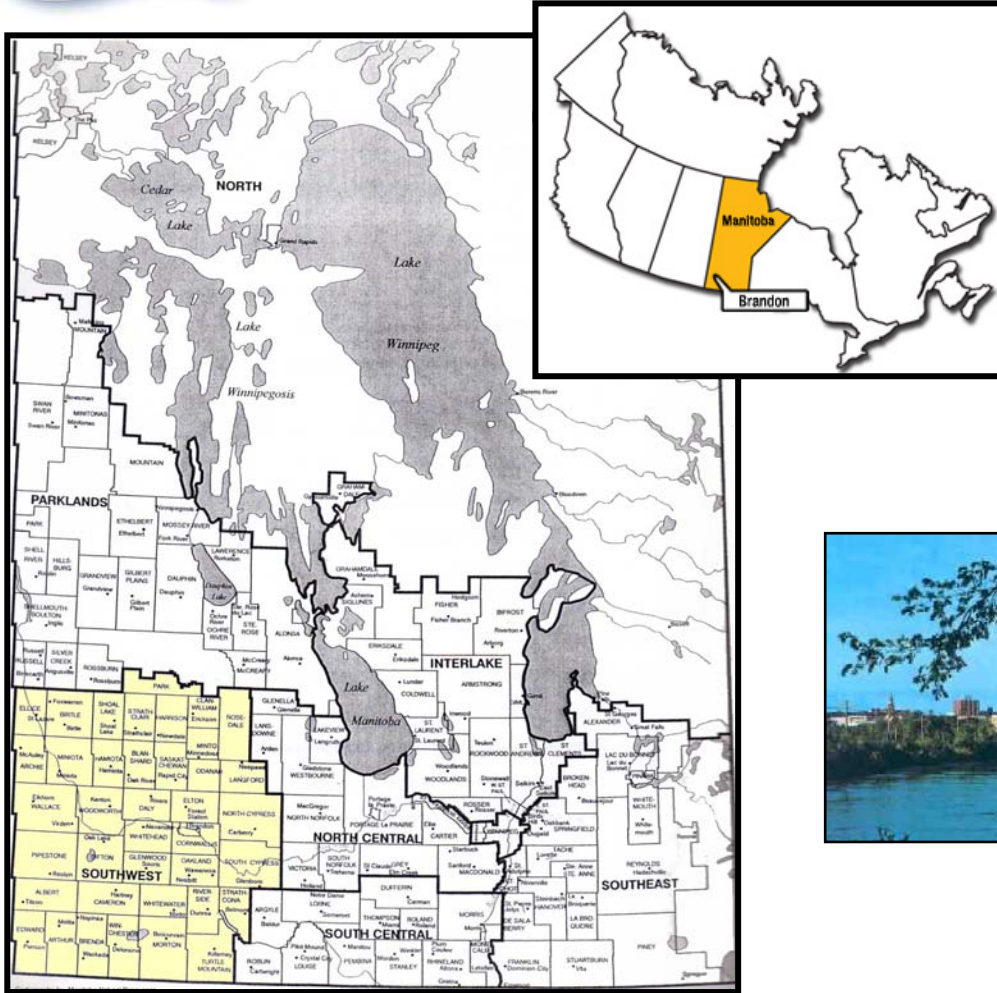


# MLF & the Foreign Worker Program

- ▶ **+ 1700 SKILLED AND UNSKILLED FOREIGN WORKERS IN WESTERN CANADA**
- ▶ **DIVERSE RANGE OF COUNTRIES INCLUDING EL SALVADOR, CHINA, UKRAINE, COLOMBIA, MAURITIUS, HONDURAS AND GERMANY.**
- ▶ **CHALLENGES, LEARNING AND DEVELOPMENT.**
  - ▲ **CURRENT CHALLENGES & OPPORTUNITIES:**
    - **PROVINCIAL INCONSISTENCIES:**
      - LMO REQUIREMENTS
      - LANGUAGE, EDUCATION AND WORK EXPERIENCE REQUIREMENTS
      - PROCESSING TIMES
    - **FEDERAL PROCESSING TIMES**
    - **INABILITY TO MOVE WORKERS BETWEEN PLANTS**
    - **NEED FOR A NATIONAL POLICY ON THIRD PARTY RECRUITERS**
- ▶ **DEVELOPMENT OF POSITIVE WORKING RELATIONSHIPS WITH ALL LEVELS OF GOVERNMENT, UNION LEADERS AND COMMUNITY STAKEHOLDERS.**



# Brandon





# MLF Brandon Pork Fast Facts

- ▶ **PORK PRODUCTION PLANT: 75,000 HOGS PER WEEK, TWO SHIFTS, 5 DAYS/WEEK**
- ▶ **+2000 EMPLOYEES; EXPECT TO EXCEED 2100 IN 2009**
  - ▲ **ADDED 855 NEW JOBS IN 2008**
- ▶ **APPROXIMATELY 70% OF CURRENT MLF BRANDON EMPLOYEES ARE FOREIGN WORKERS**
- ▶ **APPROXIMATELY 300 OF CURRENT MLF BRANDON WORKERS ARE ABORIGINAL**
- ▶ **3500 PLUS ANTICIPATED FAMILY ARRIVALS IN THE NEXT 24 MONTHS AS APPLICATIONS FOR PERMANENT RESIDENT STATUS ARE APPROVED**

*AS OF OCTOBER 31, 2008*



# Alberta

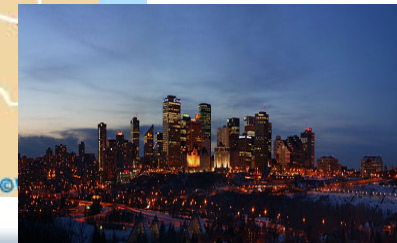


## LETHBRIDGE:

- ★ **PORK 285 EMPLOYEES, 41% FOREIGN WORKERS, 42% VISIBLE MINORITIES**
- ★ **POTATO 150+ EMPLOYEES, 13% FOREIGN WORKERS, 40% VISIBLE MINORITIES.**

## EDMONTON:

- ★ **CANADA BREAD 300 EMPLOYEES, 10% FOREIGN**
- ★ **POULTRY 330+ EMPLOYEES, 29% FOREIGN WORKERS**





# Saskatchewan

**\* NORTH  
BATTLEFORD:  
BACON PLANT -  
+300 EMPLOYEES,  
23% FOREIGN, 29%  
ABORIGINAL, 18%  
VISIBLE MINORITY**



**\* SASKATOON:  
PROCESSED MEATS – 350  
EMPLOYEES, 21% FOREIGN**



# Maple Leaf Agri-Farms Inc.



**150 FACILITIES ACROSS MB & SK**

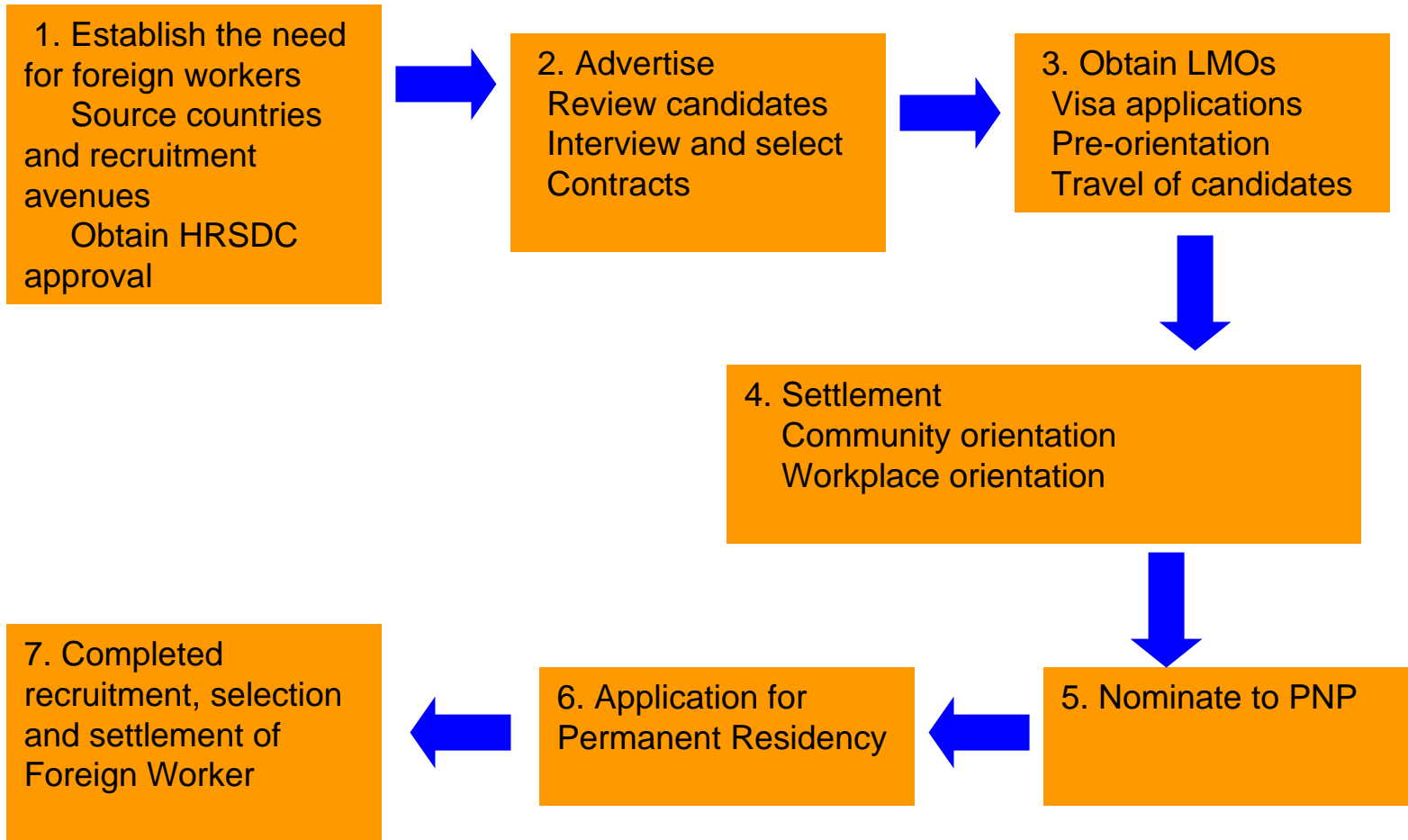
**191 EMPLOYEES**

**36% FOREIGN WORKERS**





# Foreign Worker Process





# Recruitment and Selection

- ▶ **ESTABLISH NEED FOR FOREIGN WORKERS**
  - ▲ **REVIEW CURRENT DEMOGRAPHICS**
  - ▲ **RECRUITING AND RETENTION STRATEGIES**
  - ▲ **LABOR AND EMPLOYEE RELATIONS**
  - ▲ **LOCAL LABOR POOL AND COMMUNITY**
  - ▲ **FORECASTING**
- ▶ **PARTNER WITH RELIABLE CONSULTANTS.**
  - ▲ **IOM = INTERGOVERNMENTAL, NON-PROFIT ORGANIZATION ESTABLISHED 1951 TO ASSIST GOVERNMENTS AND MIGRANTS ADDRESS MIGRATION CHALLENGES**
  - ▲ **CSIC, LICENSED CONSULTANTS**
- ▶ **SOURCE COUNTRY SELECTION**
- ▶ **CANDIDATE PROFILE**
- ▶ **SELECTION**



# Transition and Settlement

## ▶ **MLF TRANSITION OF WORKERS TO CANADA**

- ▲ **OBTAIN VISAS**
- ▲ **PRE-DEPARTURE ORIENTATION, ENGLISH LANGUAGE CLASSES**

## ▶ **TRAVEL COORDINATION**

- ▲ **OBTAIN WORK PERMIT**

## ▶ **MLF SETTLEMENT**

- ▲ **MEET AT AIRPORT – TRANSPORT TO NEW COMMUNITY**
- ▲ **WELCOME RECEPTION AND PACKAGE**
- ▲ **HOUSING AND TRANSPORTATION – INTRODUCTION TO COMMUNITY**
- ▲ **WORKPLACE ORIENTATION**
  - **SINS, HEALTH CARDS, PAYROLL INFORMATION**
  - **HR, HEALTH AND SAFETY AND UNION**
  - **RESPECTFUL WORKPLACE**
- ▲ **ENGLISH LANGUAGE TRAINING**



# Community Integration

- ▶ **MLF LAUNCHED COMMUNITY STEERING COMMITTEE (CSC) IN NOVEMBER 2006**
  - ▲ **ROLE IS TO ACT AS LIAISON B/W ACTIVITIES AT MLF THAT IMPACT COMMUNITY AND KEY COMMUNITY STAKEHOLDERS**
  - ▲ **MONTHLY MEETINGS TO COMMUNICATE UPDATES BETWEEN MLF AND THE COMMUNITY AND MITIGATE ANY ISSUES**
    - **HOUSING**
    - **CHILD CARE**
    - **EDUCATION**
    - **LANGUAGE**
    - **TRANSPORTATION**
    - **HEALTH CARE SERVICES**



# PNP & Permanent Residence

## ▶ **PROVINCIAL NOMINEE PROGRAM**

- ▲ **AFTER 6 MONTHS, WORKERS CAN APPLY FOR THE PROVINCIAL NOMINEE PROGRAM (PNP) OF THEIR RESPECTIVE PROVINCE.**
- ▲ **THROUGH THESE PROGRAMS, WORKERS ARE VALIDATED AND SUPPORTED BY THEIR RESPECTIVE PROVINCE IN THEIR APPLICATION FOR PERMANENT RESIDENCY STATUS.**

## ▶ **MLF GUIDES THE WORKER THROUGH THE PNP PROCESS**

- ▲ **PROVIDE PROVINCE SPECIFIC PNP INFORMATION**
- ▲ **SUPPORT WORKER IN OBTAINING PROPER DOCUMENTATION AND SUBMISSION OF APPLICATION**
- ▲ **COORDINATE ACQUISITION OF NOMINATION NUMBER**

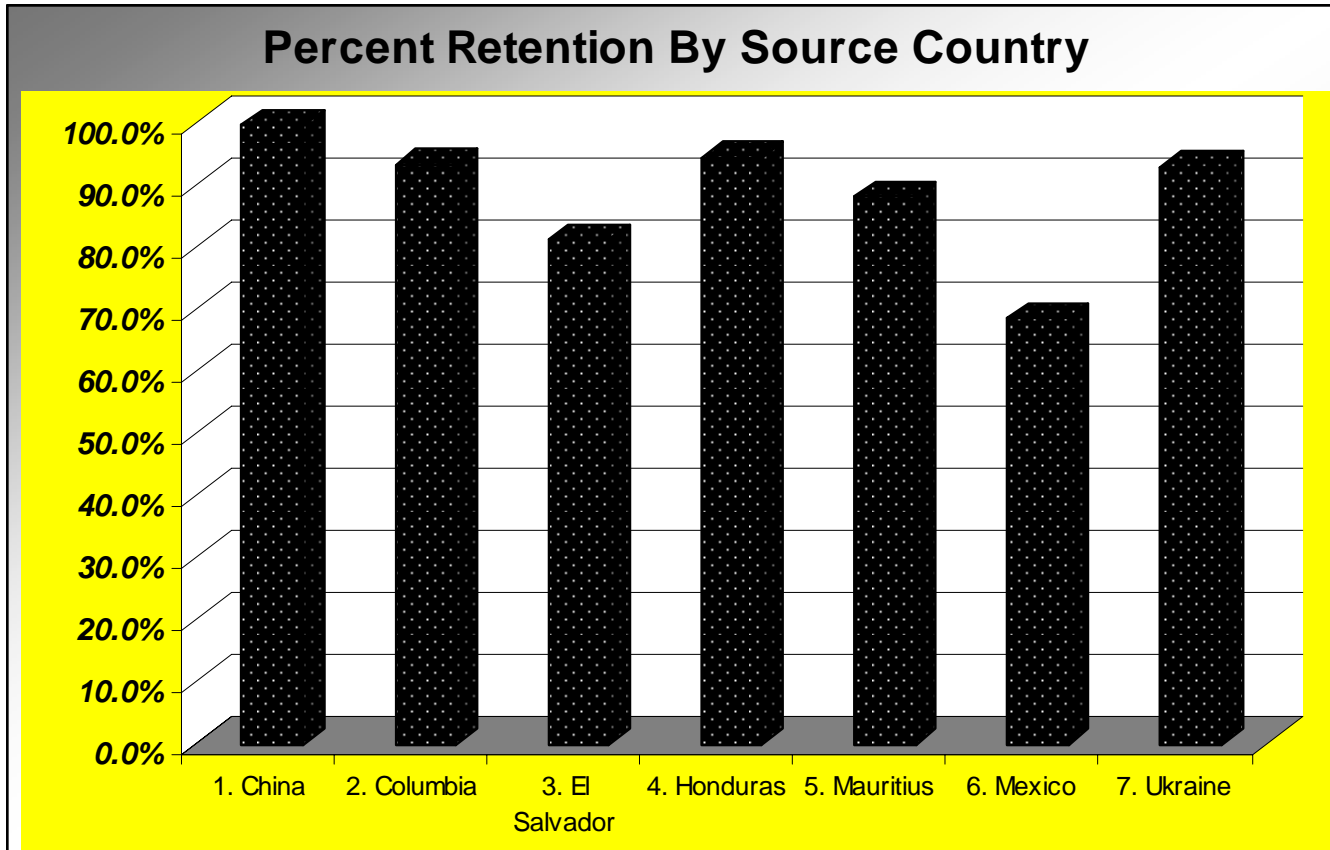
## ▶ **UPON COMPLETION OF THE PNP PROCESS, APPLICATION IS MADE TO CITIZENSHIP AND IMMIGRATION CANADA (CIC) FOR PERMANENT RESIDENT STATUS.**

- ▲ **MLF IRO COORDINATOR ACTS AS THE WORKER'S REPRESENTATIVE**
- ▲ **ASSIST WITH FAMILY REUNIFICATION**



# Retention

MAPLE LEAF ENJOYS AN OVERALL RETENTION RATE OF +90%.





passionate people;  
passionate about food

# Maple Leaf Foods Passionate People