

**GETTING THERE FROM HERE**  
IMMIGRANT-SERVING AGENCY PERSPECTIVES ON MEETING THE  
CHALLENGES FACING NEWCOMERS IN THE TOURISM SECTOR

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## EXECUTIVE SUMMARY

### Project Purpose and Approach<sup>1</sup>

Canada's demographic profile poses a significant challenge for many employment sectors in Canada, including tourism. Within the next 10 years, the aging of the Baby Boom generation will lead to an unprecedented wave of retirements, the bulk of which will have to be replaced by non-traditional labour sources including immigration. At 10% of the labour market, the tourism sector will undoubtedly be affected by these changes. To serve its constituents well, the CTHRC is mobilizing now to address the expected shortfall.

In summary, the objective of this project was to understand the current role that immigrant serving agencies (ISAs) play in connecting newcomers to the non-regulated labour market in general and tourism-related occupations specifically and how ISAs work with employers to connect newcomers to employment. The project investigated what key services immigrant serving organizations provide and what good practices are currently being used. In addition, it sought to identify the challenges that ISAs face in helping newcomers get attached to the non-regulated labour market in general and the tourism sector specifically, in a meaningful way. The consultants also tested for the importance of foreign credentials recognition in this process.

Two main information-gathering methods were used: a literature and web-based review, and key informant interviews with representatives of ISAs and related organizations. In total, 25 organizations were contacted. Of these, 18 were direct service agencies and an additional 7 contacts made with representatives of networks or umbrella organizations.

### Challenges Identified

The interviews uncovered a number of challenges facing ISAs in connecting newcomers to meaningful work in the tourism sector. *Perhaps most importantly, respondents rejected FCR as a key issue for the tourism sector.* Rather, respondents all saw the challenges facing immigrants seeking access to the tourism sector as employability issues. The identified challenges revealed some common themes that act at four 'levels':

#### Key Challenges at the Individual Level:

- Language ability, including accent
- Lack of 'soft' skills
- Immigrants' expectations
- Image of tourism jobs

#### Key Challenges at the Community Level:

- Attitudes of employers and receiving communities
- Local economy and profile.

#### Key Challenges within the Tourism Industry

- The nature of the tourism sector itself
- Very little career pathing
- Requirement for Canadian Experience
- Lack of tourism-specific labour market information
- Weak links between employment and training
- Seasonal nature of much of the tourism work in Canada

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<sup>1</sup> This report is a companion piece to "In Short Supply – Addressing Labour Shortages in the Tourism Sector through Immigration" produced by the Canadian Institute for Recognized Learning, 2005 (as yet unpublished)

### Key Challenges at the Socio-Economic and Political Structure Level

- The nature of immigrant serving agency funding
- Funding bias towards training versus jobs

### **Implications of Challenges**

A number of implications stem from these identified challenges. They are:

#### Limit FCR Efforts

The number and type of foreign credentials in tourism appear to be quite limited; the critical issues were more general employment-related challenges. Focus on connectivity between employers and immigrants, real information about job opportunities, awareness for employers and the development of tourism careers versus just jobs.

#### Think Globally, Act Locally

Respondents stated that building stronger links between newcomers and employers will require localized endeavours. ISAs involved in employment programs have a demonstrated track record of working collaboratively with local employers to everyone's benefit. To result in real jobs, these bridges need to be built with individual employers or at least with the business community within a municipality.

#### Tailor to Large or Small Centres

The larger centres in Canada not only bear the brunt of numbers in new immigration, they are also noticeably more multi-ethnic than the smaller centres. By contrast, in the smaller centres, there was more work to be done in overcoming discrimination, suspicion and lack of awareness of the realities of other cultures.

#### Know Thyself

If the CTHRC and the TECs wish to expand their labour pool to also attract and retain a higher skilled labour force, they need to invest in developing mechanisms and levers that support this goal. While it is clear that the CTHRC, the TECs and their partners are working to professionalize the industry, there is work to be done on identifying and communicating the various career paths available. The sector also needs to be clearly informed about the specific industries or industry clusters that need help.

#### Focus on Employers

In order to be truly successful in tapping the potential of the immigrant labour force, employers need to flip their paradigms about the place of immigrants in their businesses. Where there are jobs and a welcoming environment, there will be immigrant candidates.

#### Invest in Re-branding the Sector

Respondents indicated that jobs in tourism are not high-status and this stigma will prevent the tourism sector from accessing the most talented immigrants. If the sector wishes to access this labour pool beyond the "shallow end", then it needs not only to commit to meaningful career potential, but to market those careers.

#### Take Care with Tourism Education

Redirects to specialized training or education should be made with the knowledge of what will really make a difference to employers and their prospective employees. However, there is evidence of a need for occupation-specific language training and soft skills training in the context of Canadian culture. Work needs to be done in the flexibility of delivery options.

## **Innovative Approaches**

A wide range of innovative approaches is underway across the country representing locally-relevant solutions within local contexts. The most successful are identified below:

### *Employer Outreach*

A number of ISAs are actively involved in employer outreach to solicit job opportunities from local employers for their clients. The practice has been reported as highly successful as evidenced by the fact that these activities are most typically un-funded and yet the ISAs persist in supporting them.

### *Positioning the ISA as a Recruitment Agency*

Since the majority of tourism businesses are small to medium-sized, there has been some success in positioning ISA operations as Human Resources services to small businesses, adhering to a high level of professionalism in screening and preparing candidates and providing a quality guarantee to reduce the perception of risk.

### *Job Fairs and Speed-Jobbing*

These activities provide opportunities for immigrants and employers to interact face-to-face in a no-risk, non-threatening context, providing immigrants with exposure and practice at interviewing and employers with exposure to immigrant candidates as well as cost-efficient recruiting.

### *On-the-Job Opportunities*

As a second line of endeavour, ISAs work with employers to identify mentoring opportunities for their clientele. These techniques include job-shadowing, temporary placements and on-the-job training opportunities. Those ISAs running these kinds of programs reported success rates between 70% and 90% in terms of longer-term employment success for their clients, which means employers are finding them successful too.

### *Career Information and Occupation-Specific Training*

Successful partnerships between ISAs and employers can involve direct marketing by the employer to potential employees, including the provision of career information and how career paths shape up in their industry; in-house training opportunities focused on industry-specific or occupation-specific language; and the provision of tourism-specific certification (for example Food Server certification or Superhost training).

### *Government Leadership and Support*

Three policy-related actions seem to be bearing fruit: efforts aimed at changing employers' attitudes; efforts aimed at developing the labour force in strategic areas; and targeted ISA funding.

### *Business Leadership*

Leadership from within the tourism sector can be developed around the Maytree Foundation "Circle of Champions" model. This business-to-business dimension helps to overcome negative attitudes of employers by promoting and modeling inclusive hiring approaches in a language that employers understand and trust.

## **Best Bets for Collaboration**

Finally, the project identified seven agencies or organizations with which the CTHRC could begin discussions around how best the Council can the sector to newcomers.

## **1.0 THE CHALLENGE**

The CTHRC is a sector council helping shape employment and the labour force in the tourism sector in Canada. It works with 11 provincial/territorial Tourism Education Councils (TECs) that connect to a complex array of private, not-for-profit and public sector organizations involved in a broad range of enterprise grouped together under the banner of tourism.

Within the tourism sector in general, there are 29 four-digit NAICS industry groups falling into five categories: Accommodations, Food and Beverage Services, Recreation and Entertainment, Transportation and Travel Services. Within these categories, businesses cover the gamut from large national and international organizations to one-person operations. Tourism organizations exist in both large and small centres and to the furthest reaches of the country.

The sector employs approximately 1.67 million individuals in Canada working full-time part-time and seasonally, just over 10% of total employment in Canada. It comprises a myriad of occupations of which the top 37 represent only 76% of total employment in the sector. Only four of these occupations employs individually more than 5% of tourism workers so the range and diversity within the sector is very broad.<sup>2</sup> The vast majority of the occupations in the sector are unregulated, requiring no licensing or certification for employment, although in some provinces some of these occupations are apprenticeable.

Canada's demographic profile poses a significant challenge for many employment sectors in Canada, including tourism. Within the next 10 years, the aging of the Baby Boom generation will lead to an unprecedented wave of retirements, the bulk of which will have to be replaced by non-traditional labour sources including immigration. At 10% of the labour market, the tourism sector will undoubtedly be affected by these changes. To serve its constituents well, the CTHRC is mobilizing now to address the expected shortfall.

To do this, it will need to help the tourism sector to both reach out to non-traditional sources of labour and invest in a suite of retention strategies, such as soft professionalization, employee recognition, and professional development for those that do join the ranks of those employed in tourism. To the extent that tourism can both market its opportunities to new immigrants and also find alternative pathways into more responsible positions for qualified and experienced immigrants, it will be better able to weather the expected labour shortage over the next 10 years.

This particular project is part of an overall investigation the CTHRC is conducting into how to begin developing stronger connections to the immigrant labour pool, and is a companion piece to "In Short Supply – Addressing Labour Shortages in the Tourism Sector through Immigration" produced by the Canadian Institute for Recognized Learning, 2005 (as yet unpublished) . Following the initial literature review and web-scan findings the following objectives were developed for this project:

- To understand the current role that immigrant serving agencies (ISAs) play in connecting newcomers to the non-regulated labour market in general and tourism-related occupations specifically; and
- To understand how ISAs work with employers to connect newcomers to employment.

Several questions were central to this project:

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<sup>2</sup> *Total Tourism Sector Employment*, Canadian Tourism Human Resources Council, 2003, p 19.

- What key services do immigrant serving organizations provide to assist newcomers to penetrate the non-regulated labour market and how?
- What are the challenges that ISAs see in helping newcomers get attached to the non-regulated labour market in general and the tourism sector specifically, in a meaningful way, that is, down the road beyond the “survival job”?
- What models or good practices are currently being used or developed that the CTHRC might be able to build upon in facilitating labour market access for newcomers into tourism?
- Are there any ISAs interested in working with employers or an industry association to enhance the access of “non-regulated” immigrants to employment?

Of particular interest to the CTHRC was the extent to which foreign credential recognition (FCR) processes shape the employability of its foreign-trained workers. Based on this information, the CTHRC wanted to know whether its TEC partners, and the national occupational standards and training capacity that they represent, could assist in building effective foreign credentials recognition bridges and mechanisms between qualified immigrants and the industry.

## **2.0 PRIMER ON IMMIGRATION INTO CANADA**

Recent Statistics Canada data illustrate the current immigration context, and provide some information about the foreign credential recognition situation in Canada. The data demonstrates that while Canada attracts well-qualified immigrants, their skills and talents continue to be under-used. (For additional descriptive information about how FCR works in Canada and in selected other net-immigration countries, please refer to Appendices D and E).

Canada is one of the few countries in the world with an active program for permanent immigration. In fact, Canada accepts more immigrants and refugees in proportion to its population than any other country. According to the 2001 Census of Canada, almost 5.5 million Canadians – roughly 18% of the total population – were born outside of its borders and have come to Canada to seek a better quality of life. Immigration is primarily responsible for the 4% growth in the population since the 1996 Census, and immigrants to Canada have accounted for a substantial proportion of the total labour force growth over the decade.<sup>3</sup>

Canada is increasingly attracting immigrants from a wider range of source countries. In the 2001 Census, Canadians listed more than 200 ethnic origins in response to the ethnic ancestry question.<sup>4</sup> Newcomers arrive in waves, recently predominantly from Asian source countries compared to European countries prior to the 1960s. Toronto, Vancouver and Montreal are the three top destination settlement areas for immigrants, together receiving 73% of Canada’s immigrants in 2001. At the same time, immigrants are increasingly flowing into what are termed second and third tier receiving cities, such as Ottawa-Gatineau, Calgary and Windsor.

Immigration to Canada reflects three basic goals as set out in the Immigration Act:

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<sup>3</sup> Statistics Canada 2001. *2001 Census: Analysis Series. Canada’s ethnocultural portrait: The Changing Mosaic*, Catalogue no 96F0030XIE2001008.

<sup>4</sup> Ibid.

- To foster the development of a strong, viable economy in all regions of the country;
- To facilitate the reunion in Canada of Canadian residents with close family members from abroad; and
- To fulfill Canada's legal obligations with respect to refugees and to uphold its humanitarian tradition.

The three main streams of immigration correspond to these goals: the economic stream (including immigrants accepted as skilled applicants under the "points system"); the family class; and refugees. According to recent Facts and Figures 2003, 54.7% of the newcomers arrived within the economic category, 31.2% came under the family class and 11.7% came as refugees, with the remainder unspecified.<sup>5</sup> The vast majority of newcomers entering into any type of FCR process arrive in Canada under the economic stream as either principle applicants under the points system or as spouses and dependents of these principle applicants.

According to the Longitudinal Survey of Immigrants to Canada (LSIC), 76% of immigrants who arrived from abroad between October 2000 and September 2001 held at least one credential.<sup>6</sup> The LSIC also suggests that the proportion of newcomers arriving in each of the immigration categories with some type of credential does not vary as widely as might be expected given the different ways in which they gain access to the country. For example, despite not being admitted to Canada on this basis, almost three-quarters (72%) of family class immigrants and half (54%) of refugees have a diploma or degree compared to 93% of skilled principle applicants, suggesting that these streams of immigration are in fact educated and skilled. From Table 1 below, it can be seen that 95%, or over 118,000 immigrants from the combined classes, came to Canada with some form of non-professional credential.

**Table 1 – Type of Credential at Arrival by Immigration Category**

Immigration Category	Total Population (n)	Population With Credentials (n)	Type of Credentials (%)		
			Courses	Diploma/ Degree	Professional Credential
Family	44149	23264	19	72	9
Skilled Worker Principal Applicants	57626	56647	4	93	4
Skilled Worker Spouse and Dependents	41390	33591	10	86	5
Other Economic	10466	6547	17	75	9
Refugees	9822	3893	29	54	18
<b>Total</b>	<b>164203</b>	<b>124587</b>	<b>10</b>	<b>85</b>	<b>6</b>

(1) Other immigrants abroad not shown but part of total.

Source: Longitudinal Survey of Immigrants to Canada - Wave one

<sup>5</sup> Citizenship and Immigration Canada 2003. Facts and Figures 2003. Immigration Overview. Permanent and temporary Residents. <http://www.cic.gc.ca/english/pdf/pub/facts2003.pdf>.

<sup>6</sup> Within Canada, accreditation is defined as "the process by which an agency or association grants public recognition to a training institution, program of study or service which meets certain pre-determined standards" (EIC, 1993:39). For the LSIC survey, any pre-migration education above a high school diploma is considered a credential. Credentials have been further broken down into three categories: "courses" -- courses taken either at trade school, college or university; "diploma or degree" -- receipt of a college diploma or university degree; and "professional credential" -- a degree in dentistry, law etc or a technical or professional certification.

The following are selected pertinent highlights from the LSIC:<sup>7</sup>

- 32% of newcomers who arrived in Canada with at least one credential had checked to see if they would be recognized in Canada.
- The majority of those who did check (83%) had their credentials assessed with an organization or institution within Canada.
- More than half (56%) of all credentials assessed were fully accepted, 19% were partially accepted and 15% were still in the processing stage. 11% were not accepted. It is important to note that credential acceptance in this data comprises acceptance by any one of educational institutions, employers and/or professional licensure bodies, and *acceptance by one of these doesn't necessarily imply acceptance by another.*
- 44% of the 88,250 who did not have their credentials assessed six months after their arrival still planned to do so.
- When asked why they had not yet had their credentials assessed, the most commonly-cited reason reported was lack of time (41%) while a further 15% reported not knowing where to go to have their credentials assessed.
- If 32% checked, and 83% of these had their credentials assessed, with 56% of those having their credentials fully accepted, the grand total proportion of those having their credentials assessed and fully accepted within the first six months is 14%.<sup>8</sup>

Because credential recognition falls within provincial jurisdiction, there is also variation in the process by province. According to the LSIC, the process in Quebec is somewhat different with a larger proportion of newcomers waiting to have their credentials checked than in other provinces. See Table 2 below.<sup>9</sup>

**Table 2 – Provincial Variation on Credential Recognition**

	Total Credentials				
	Checked (n)	Fully	Partially	Not Accepted	In Process
British Columbia	4697	48	24	17	11
Alberta	3095	45	25	12	17
Ontario	21394	51	22	13	15
Quebec	7740	55	14	7	24
All Other Provinces	1435	61	15	11	14
<b>Total</b>	<b>38361</b>	<b>51</b>	<b>20</b>	<b>12</b>	<b>16</b>

(1) Refers to institutions within Canada only  
 Source: Longitudinal Survey of Immigrants to Canada - Wave one

<sup>7</sup> These figures all relate to activities undertaken within the first six months after arrival in Canada. Statistics Canada. *A Portrait of Early Settlement Experiences, The Longitudinal Survey of Immigrants to Canada*. Catalogue Number 89-614-XIE (for PDF) and 89-614-XWE (for HTML), Ottawa, 2005.

<sup>8</sup> This number is quoted as derived from the LSIC in Canadian Labour and Business Centre, *Handbook on Immigration and Skill Shortages*, p. 27.

<sup>9</sup> Statistics Canada, op. cit.

### **3.0 THE FINDINGS**

The interviews conducted represented a range of multi-ethnic and ethno-specific organizations and agencies delivering employment-related services to immigrants who had been in Canada anywhere from a matter of months, to a decade or more. Some organizations focus on early immigrants, while others focus on refugees, or on women. Still others serve the needs of all newcomers within their geographic area. Some of the findings from the interviews reflect these particular perspectives. (For a fuller treatment of project methodologies and ISA profiles, please see Appendix C, Project Approach and Methodology).

It is important to keep in mind that ISAs most often develop client-specific and locally-relevant approaches to dealing with the employment challenges faced by their clients. These challenges are affected by, among other things, the strength and profile of the local economies, and in particular the strength of the tourism sector within each area. It is therefore important to understand that any framework or model developed to assist newcomers in better applying their skills to the labour market will need to be flexible to local realities: there is no cookie cutter answer. In fact, several ISAs stressed that the work of connecting immigrants to employment can not be effectively done regionally or provincially but must be tied to the networks and economic realities of individual communities and their local ISAs.

#### **3.1 The Role of Umbrella Organizations**

As stated earlier, some seven of the respondent organizations were classified as “umbrella” organizations. These organizations are typically geographically-based (although one was ethnically-based) and span a region or a province. They have a large number of constituent ISAs and serve their constituents in one or more of the following ways:

- Enabling ISAs to speak with one voice for advocacy and lobbying purposes;
- Providing research or policy work on common issues areas;
- Providing common or shared services;
- Representing ISAs on councils or roundtables struck to improve particular processes or policy problems.

Umbrella organizations do not have a direct client base in the immigrant community and thus are one step removed from the job of connecting immigrants to employment. However, they have been crucial in many initiatives to improve the system. For example, umbrella agencies are very engaged on a number of fronts in cleaning up the unnecessary barriers to employment in the regulated professions. So it can be seen that there are two levels of endeavour that can be pursued by the CTHRC: the first to work with umbrella agencies in addressing systemic barriers, and the second to work with ISAs directly to improve the connections between tourism employers and agency clientele.

#### **3.2 Profile of Clients and Interest in Tourism**

A detailed summary of the types of client served by the ISAs interviewed is not possible because not all respondents were able to provide the requested information, though a few general comments can be made.

The vast majority reported serving roughly equal proportions of men and women, ranging from 40%-60% to 60%-40%. There were four ISAs with proportions outside this range, one of which serves exclusively women and one of which serves a mixed Canadian/Immigrant clientele.

The length of time clients had been in Canada ranged from 2-3 months to more than ten years, with the clear majority serving newcomers who had been in Canada anywhere up to 5 years.

The number of clients served by the agencies interviewed add up to more than 500,000 individuals, but this number is skewed by one very large agency. The majority of agencies serve between 1,000 and 5,000 immigrants within a local community. Organizations were asked what proportion of their clients entered Canada with tourism-specific credentials or experience; answers ranged from 0% to a high of 20%, with the majority indicating between 1% and 5%. As well, among those organizations reporting a higher proportion of clients with tourism skills, respondents reported that most have practical experience over having actual “credentials”.

Respondents were asked what proportion of their clients sought tourism-related jobs as part of their “Plan A”, that is, as their first and primary career interest. “Plan B” refers to those seeking employment in tourism because they can not find work in their primary area of interest – that is, they default to the tourism industry in order to obtain what is often termed a *survival job* among ISAs. Again, of those who provided information, answers to whether newcomers were actively seeking tourism jobs as a first choice ranged widely from between 0 to 5% (12 organizations), 10-25% (5 organizations), to 30-40% of clients (3 organizations). Two of the organizations reporting a higher proportion of clients seeking work in the tourism sector are located in tourism-rich provinces (Alberta and Prince Edward Island).

Interestingly, virtually all respondents instantly understood the concepts of “Plan A” and “Plan B” as relevant to working on employment for immigrants. While most were attempting to help their clients reach a “Plan A” path, some commented that many immigrants have unrealistic expectations about the type of work they will be able to obtain and the pay rates they can achieve on their first job in Canada. Many expressed frustration that HRSD funding (and some other programs such as Ontario Works) is geared to placement in the first job: “We do know the difference between survival jobs and longer-term career type jobs but since we’re funded by HRSD, we’re confined to the first job (usually survival) after which we are forced to close the case”. This reduces the probability that immigrants will successfully transition to their longer-term career objective. As one respondent put it succinctly, “They get stuck”.

When the interviewers probed to find out why there weren’t more “Plan A” individuals, ISAs indicated the following reasons:

- They only want entry level people, seasonal or contract people;
- No career paths – there would be more interested if there were career paths;
- Not status work;
- They don’t pay well;
- Many of the jobs are front-line customer service jobs – an area of relative weakness for many immigrants because of language difficulties.

### **3.3 Services Provided**

A number of core services are provided by all organizations interviewed, including

- employment readiness
- interview training
- resume development
- job search techniques
- general career pathing.

A number also provide temporary placement services that can last a matter of weeks to months, all of which are very successful because they help newcomers deal with the requirement for Canadian experience problem in a very safe, low risk manner.

The organizations help clients to identify training requirements, and in some cases offer tourism-specific courses such as Superhost (3 organizations). In some cases, ISAs work on a referral basis, consciously working together to complement rather than duplicate one another's services. For example, in Vancouver, Mosaic and Immigrant Services Society of BC work actively together on a number of fronts. In these cases, the role of the organization may be to liaise and connect the client to other services and organizations in the area and specific to their employment area of choice. In other areas, usually where significantly fewer organizations are active (such as Charlottetown), there is a very close working relationship with the client that may continue for a matter of years because the immigrant serving agency is *the only* source of assistance for these individuals.

Across the country, there was a fair degree of commonality in terms of the types of services being offered and the intent or philosophy behind their provision. When asked whether they distinguished between helping newcomers find survival jobs versus establishing a career plan within the tourism sector, respondents offered mixed answers which had at their core a common understanding of the pitfalls and realities of finding work experienced by immigrants. Some organizations did not distinguish between the two in terms of the services they provided: though they are not funded on the basis of career-building but rather on finding employment for immigrants, they clearly *do* distinguish in their minds as one respondent's words suggest: "Unfortunately [we] are tied to HRDC's mandate to get the best job in the quickest time, with the shortest amount of intervention to get a job without consideration for career development. While in reality [we] try to get the best job for the candidate and ... try to advocate for skills transfer, unfortunately, if immigrant clients are not eligible for social services, they are not eligible for training even if they have paid into it [EI sponsored training]." One respondent was philosophical about this effect, stating that a job, any job, at least provides the immigrant with Canadian work experience and real-time language exposure on the job. Other respondents talked about the need to support long-term career development and the role of their services in supporting this, whether or not they also facilitated the acquisition of a survival job along the way to achieving the ultimate career goal or not. This variability existed across the country.

### **3.4 Key Challenges for Immigrants and ISAs**

Respondents were asked to comment on the key challenges they face in helping newcomers get meaningful work in the tourism sector. The answers, while community- and region-specific, did nevertheless cluster around some common themes that act at four 'levels': the level of the individual; the level of communities; the level of the tourism sector; and the level of broader socio-economic structures.

In general, respondents rejected FCR as a key issue for this sector. Rather, respondents all saw the challenges facing immigrants seeking access to the tourism sector as general employability issues.

### *3.4.1 Key Challenges at the Individual Level*

- **Language ability, including accent.** Even where someone may have excellent grammar, reading/writing ability, spoken accent can be a real barrier to employment because it immediately tags the immigrant as being ‘not from here’, whereas in the larger centres being non-white is no longer equated with being an immigrant when the person speaks ‘Canadian’. Language can also be a barrier where there is occupation-specific jargon because no matter how much ESL or EFL training is delivered, it usually does not touch on these terms. (Interestingly, only a few industries have capitalized on the multi-language skills of many immigrants – notably call centres).
- **Lack of ‘soft’ skills.** The culture of work in Canada requires the ability to self-market and to demonstrate soft skills linked to networking, personal presentation, and ability to work within a team. It is critical for newcomers to have the understanding and knowledge around the process of looking for and finding employment in Canada and that finding work relates as much to who you know than what you know.<sup>10</sup>
- **Expectations.** Some ISAs report that immigrants come to Canada with unrealistic expectations about how they will be able to start working and how much money they will make when they do. It could be that Canada exacerbates this “expectation gap” in the way that the system assigns points for professionals, leading them quite reasonably to assume they are wanted for their skills, knowledge and experience.
- **Image of tourism jobs.** Because the sector is so large and encompasses such a range of occupations, it does not have an image as a target sector. Jobs are seen by immigrants as low-status, and thus do not pick tourism as Plan A.

### *3.4.2 Key Challenges at the Community Level*

- **Attitudes of receiving communities:** in smaller centres, racism, fear of difference, resistance to those seen as “taking our jobs”, particularly in economically challenged areas, and just plain ignorance about immigrants can all make the job-search particularly challenging. In larger cities, such as Toronto, Vancouver and Montreal, and in parts of the country that have a longer history of immigration, there can be less of a barrier.
- **Local economy and profile.** Economic conditions were repeatedly identified as the biggest factor determining how effectively immigrants would be able to find work. Where there is sufficient demand, employers are motivated to look beyond normal channels to find recruits as witnessed by the Information Technology sector in its heyday some years ago. The multicultural profile of the community also has a bearing, however. In PEI, for example, tourism is a major employer but tourists do not expect to see Japanese tour-guides in the land of “Anne of Green Gables”.

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<sup>10</sup> For a number of respondents this issue is not specific to the non-regulated sector or to tourism in particular, but rather permeates across all occupational sectors including engineering and the regulated trades.

### 3.4.3 Key Challenges within the Tourism Industry

- **The nature of the tourism sector itself.** Many occupations are very generic and it therefore becomes difficult to develop training around many of them. “The major challenge for the tourism sector is that they are the largest sector and the most generic industry in relation to the employment categories. There are some specific occupations where there are papers or credentials required but the majority of jobs are generic such as cleaning staff, wait staff and other service. Most people can’t take specific skill training in these areas and so counsellors must conduct Prior Learning Assessments (PLAs) and general aptitude tests...”
- **Very little career pathing.** The generalized sector practice of starting employees at the bottom and working their way up the ladder into the more senior, better-paid occupations is seen as highly problematic in terms of attracting skilled immigrants who may be interested in a career change, but who cannot see themselves working so far below their skills with little or no career path in sight.
- **Employers’ attitudes.** This was a huge factor that was emphasized by all respondents. Employers in tourism are reportedly looking for work-ready immigrants willing to work seasonal or contract jobs at minimum wage. Many fail to see the additional value of immigrants. Many believe that poor language skills reflect a lesser intelligence. Many offer nothing in the way of job-training or future opportunity. Numerous respondents articulated the existing mindset of employers wanting employees who are ‘job ready’ in every sense of the word. Most see only additional costs to training a newcomer and a risk in employing them, rather than the benefits. A diverse workforce can open new markets and/or provide enhanced customer service, particularly where an immigrant speaks multiple languages and has inside cultural information that could enhance service quality and direction. In the words of one respondent, “Employers are into employment, training is secondary ...the focus is on the employable person, not the person that has to be trained.” Another noted that racism tends to disappear when the client fits into employers’ ideas of who they need, suggesting that “if you have a ready client – ready in terms of skills, behaviour, attitude – employers will not look at them differently...employers need ready-made clients who can fit into their organization. [It is the ISA’s job] to prepare clients not for skills, but for communication behaviourally, attitudinally, etc. If [clients] are prepared, [you] don’t see barriers that much.” Employers must see how the immigrant can fit into their team, which is again about soft skills, not about technical skills that can be validated through a credential recognition system.
- **Requirement for Canadian Experience.** Linked to this is the typical employer requirement for Canadian experience, the famous “Catch 22”, which is really a requirement that certifies for an employer that a newcomer has had time to acquire the soft skills and cultural knowledge of the Canadian workplace.
- **Lack of tourism-specific labour market information.** There is little information for ISAs or their clients about job opportunities in the tourism sector, demand and supply in a particular location, clear career pathways, available training and opportunities for advancement.
- **Weak links between employment and training.** There is no evidence that employers will recognize tourism training either from another country or from outside. Respondents reported that when training or certification leads to jobs, immigrants willingly pursue it. On the other hand, if the training will lead only to an entry level job with no particular future, they quite rightly do not see the point. Another aspect of this link relates to the lack of flexibility in

employment and training – that is, immigrants who need only a small upgrade, such as exposure to the computer systems used in the hotel industry, find that they cannot obtain just what they need, but rather are forced by the schools to take whole certificate programs. This is both expensive and time-consuming, and does still not guarantee the immigrant a job at the end.

- **Seasonal nature of much of the tourism work in Canada.** There is a definite seasonal nature to many occupations within the tourism industry. In some regions of the country – such as Vancouver or Alberta, where winter sports and activities are plentiful – the seasonal element is much less of a factor.

#### 3.4.4 Key Challenges at the Socio-Economic and Political Structure Level

- **The nature of immigrant serving agency funding.** HRSDC focuses on getting a job in the shortest amount of time – which emphasizes ‘survival jobs’ to the detriment of the client seeking something more long term and that requires some skill upgrading etc. As soon as a job is found for someone, the file is closed as per HRSDC’s funding formula (they do not get funded to follow-up with a client, to facilitate a long-term career development once a survival job has been found).
- **Training versus Jobs:** Some respondents identified a funding bias towards training and away from one-on-one support because it appears on the surface to be much more effective by virtue of the superior numbers that can be reported as having gone through a workshop.

#### 4.0 IMPLICATIONS – AREAS OF ACTION FOR THE CTHRC

The ISAs interviewed were for the most part delighted that the CTHRC was taking a pragmatic approach to connecting immigrants to the tourism sector, and congratulated the CTHRC on actually trying to understand the world from the immigrants’ point of view. Virtually all respondent agencies indicated a willingness to work with the CTHRC to improve linkages between their clients and the sector. Many asked whether they would be privy to the results of the research and some asked whether they could be invited to the conference in Halifax in November.

While the size of the project did not allow for more extensive consultation, there was sufficient consistency in response for the consultants to derive clear implications and recommendations outlined in this section.

- **Limit FCR Efforts**

The number and type of foreign credentials in tourism appear to be quite limited. While it may be useful to have some standards that compare known credentials from high-emigration countries such as China as a resource for the most commonly-credentialed occupations, respondents were clear that FCR is not really the issue in this sector. Better connectivity between employers and immigrants, real information about job opportunities, awareness for employers and the development of tourism careers versus just jobs were all recurring themes.

- **Think Globally, Act Locally**

There is some merit in working at the policy level on issues related to a national program of validation of international foreign credentials in tourism, and in the recognition of tourism experience in Canada’s points system for immigration. However, respondents sent a clear message that building stronger links between this key labour pool and the employers who will

need to draw upon it will require localized endeavours. ISAs involved in employment programs have a demonstrated track record of working collaboratively with local employers to everyone's benefit. To result in real jobs, these bridges need to be built with individual employers or at least with the business community within a municipality. Those communities that are chosen as a place to begin should be places where the job market is hot or at least heating up; these are the locations where linkages will have the most pay-off and where tourism employers are most likely to be receptive to new ideas. One possibility would be in British Columbia in the ramp up to the 2010 Olympics because the government is already "on-line" and willing to invest expressly in three industrial sectors, one of which is tourism. The existence of provincial/territorial TECs means that the basic building blocks are already in place.

➤ ***Tailor to Large or Small Centres***

It was clear from the responses that the larger centres in Canada not only bear the brunt of numbers in new immigration, they are also noticeably more multi-ethnic than the smaller centres. That means that variability in accent, skin colour, religion and other personal characteristics is far more the norm in the larger centres, and less likely to be the source of problems in and of themselves. For example, a hotel operation in downtown Toronto probably already has a good proportion of East Asian workers at all levels of the organization, whereas a country inn in cottage country may not have this kind of employee diversity. In the smaller centres, there was more evidence of overt discrimination, suspicion and ignorance of the realities of other cultures. As one respondent put it: "Everyone's at different stages in this. In [this region] we are behind and there's even disparity among us [within the region]". Seed projects directed at smaller centres need to take this additional layer of complexity into account.

➤ ***Know Thyself***

If the CTHRC and the TECs wish to expand their labour pool to also attract and retain a higher skilled labour force, they need to invest in developing mechanisms and levers that support this goal. While the availability of a flexible, lower-paid workforce provides some benefits, this source of labour also comes with challenges, chief among them lack of retention. Findings suggest that immigrants do not mind retraining or paying their dues in the world of work but they need to know that the jobs are leading somewhere. As one respondent put it, "When are the employers going to learn that these are some of the best and brightest people in Canada?" Retention is partly a matter of pay rates and partly a matter of a safe and respectful work environment, and while it is clear that the CTHRC, the TECs and their partners are working to professionalize the industry, there is work to be done on identifying and communicating the various career paths available. Secondly, be clearly informed about the specific industries or industry clusters within the sector that need help. If the emerging demand is for call-centre employees, the employment messages and joint projects might look different from a location where the demand is for fast-food servers. Real information about real need will enable both the sector and the ISAs to move forward faster.

➤ ***Focus on Employers***

Several agencies sampled already had constructive relationships with large hotels and call centres related to tourism. Their difficulties, driven largely by capacity constraints, were in both outreach to the smaller and medium-sized businesses in the tourism sector, and in the attitudes of those employers towards immigrant talent. In order to be truly successful in tapping the potential of the immigrant labour force, employers need to flip their paradigms about the place of immigrants in their businesses. Alberta has had some success in the course of the past two years with social marketing and related programs driving home the message that immigrants provide added value that cannot be obtained from Canadian employees, citing factors such as multi-language capability, pull-through international business opportunities, access to the ethnic consumer market and the like. These messages are best delivered business-to-business.

Several respondents indicated that smaller and medium-sized tourism businesses are characterized by lack of formal HR policies and practices, and are therefore appreciative of an agency that provides pre-screened, qualified resources on demand. There are many opportunities for seed projects that could help adjust attitudes. Finally, respondents explained that once an individual employer has had a positive experience with one or more immigrant employees, the “barriers come crashing down”. Focusing in pockets where this step over the Rubicon can be taken will help to build momentum.

➤ ***Invest in Re-branding the Sector***

Respondents indicated that jobs in tourism are not high-status and therefore unlikely to be Plan A material. This stigma will prevent the tourism sector from accessing the most talented immigrants. If the sector wishes to access this labour pool beyond the “shallow end”, then it needs not only to commit to meaningful career potential, but to market those careers. Several respondents mentioned that they could connect the sector to advertising opportunities in ethnic newspapers as a way in, but they themselves could also use descriptive materials outlining career opportunities in the sector. Also, the sector is so broad and encompasses such a range of industries and occupations that it is difficult to sell to prospective employees. How does an ISA employment counsellor explain the appeal of tourism when to the immigrant it can mean anything from taxi-driving to white-water-rafting to bussing tables? Information about jobs available, actual careers, and the work environment (not to mention language training for job-related jargon) cannot be effectively communicated at an abstract level.

➤ ***Take Care with Tourism Education***

As a sector, redirects to specialized training or education should be made with the knowledge of what will really make a difference to employers and their prospective employees. In locations where specific training or certification is essential, go full bore. Be honest about what employers really want in the way of education or training credentials. As one respondent put it, “I can’t stand sending people for educational assessment, especially in university degrees because it just results in more barriers to employment.” In particular, there is a need for occupation-specific language training and soft skills training in the context of Canadian culture. Since E-Merit already has a solid foundation in these two areas, it would make sense to revisit E-Merit with an “immigrant employment lens” and then partner specifically with ISAs on delivery. Assist ISAs by working with colleges and other training facilities to incorporate flexibility into their course offerings (that is enabling immigrants to take one or more specific courses rather than the entire program), zeroing in on those gaps that the immigrant needs to address.

## **5.0 INNOVATIVE APPROACHES**

Having identified the key challenges facing newcomers seeking employment in the non-regulated sector in general, and tourism in particular, respondents were then asked to describe proposed or actual activities that could help address these challenges. The discussion covered three main topics: a description of activities proposed or currently being undertaken by immigrant serving agencies to meet the identified challenges; particular activities centred on employer outreach and education concerning the employment of immigrants within the non-regulated (tourism) sector; and the collection of information on networks or special projects addressing employment issues within either the regulated or non-regulated professions with which the CTHRC should become familiar.

What was clear from the interviews once again is the wide range of innovative approaches, programs and services that is available across the country – a range that has emerged out of necessity in order to develop locally-relevant solutions within local contexts. Yet, in but a very

few instances, the range of approaches, programs and services was not contradictory. In fact, the overarching themes emerging from the interviews suggest core principles at work that, when taken together, begin to form a foundation upon which the CTHRC can build. This section itemizes some of the practices among ISAs that appear to be successful, and provides some information about critical success factors.

➤ ***Employer Outreach***

A number of ISAs are actively involved in employer outreach to solicit job opportunities from local employers for their clients. The practice has been reported as highly successful as evidenced by the fact that these activities are most typically un-funded and yet the ISAs persist in supporting them. In some ISAs these activities are integral to the individual employment counsellor's work. In others, there are separate programs with designated staff. In one in British Columbia, immigrants themselves are recruited as volunteers to make the cold calls to recruit opportunities, pooling their results for everyone to share. This provides some measure of confidence to those who may face cultural barriers to successful interviewing because the field of possibility is not limited to the skills and experience of the individual making the call, and because they are not putting their own success on the line. In New Brunswick, a very active member of the local Council of Economic Development has provided networking and promotional opportunities to the ISA by connecting them with the local business community in a number of different ways, such as inviting them to business events and providing them with presentation opportunities. These initiatives are invariably reported as successful and limited only by the capacity and funding of the local ISA.

➤ ***Positioning the ISA as a Recruitment Agency***

Recognizing that the majority of tourism businesses are small to medium-sized, two ISAs reported that they position their operations as providing Human Resources services to small businesses, taking the time and headache out of finding appropriate candidates for those job openings the employers are trying to fill. One agency "guarantees" the placements they make, providing 5-6 candidates for every opening and taking back those the employer finds unacceptable while at the same time offering other candidates. Another never refers to itself as an ISA and says it is known locally instead as an HR company providing a range of services to employers (including a small percentage of Canadian born candidates). Critical to the success of this approach is a high level of professionalism in screening and preparing candidates and the willingness to provide a quality guarantee to reduce the perception of risk. These practices have a "multiplier effect" in that, as a number of respondents told us, once an employer has had a successful experience with an immigrant candidate, they are far more disposed to hire immigrants again.

➤ ***Job Fairs and Speed-Jobbing***

These activities provide opportunities for immigrants and employers to interact face-to-face in a no-risk, non-threatening context, providing immigrants with exposure and practice at interviewing and employers with exposure to immigrant candidates as well as cost-efficient recruiting. Speed-jobbing, like speed-dating, is a round-robin of quick-format interviews between a number of sector-specific employers and approximately 40 carefully-prepared immigrant candidates. Each candidate has 5 minutes with each employer and then moves on. Job offers can be made on the spot or after consideration the next day. In another notable example, major hotels from the resort areas of the Rockies bring buses into Calgary, perform interviews, make offers and take the successful candidates back to the hotels in the buses the same day. Again, the reputation of the ISA and the job-readiness of the candidates are both critical success factors.

➤ ***On-the-Job Opportunities***

As a second line of endeavour, ISAs work with employers to identify mentoring opportunities for their clientele. These techniques include job-shadowing, temporary placements and on-the-job training opportunities. For the employer, this can mean relatively inexpensive, sometimes subsidized employees but also the obligation to provide real support in terms of training and formal feedback requirements. For the immigrant, it is an opportunity to show what they can do, pick up both basic and occupation-specific language, gain the all-important Canadian experience (considered the number one barrier to employment) and make some useful mentoring contacts for the future. A percentage does in fact find these opportunities turning into longer-term employment. Respondents in two provinces, Ontario and Saskatchewan, reported that their province subsidizes these types of opportunities (there are perhaps other provinces which provide subsidies, but the researchers did not attempt to obtain exhaustive information within the scope of this project). However, there were two schools of thought among the ISAs regarding subsidization of work opportunities: on the one hand, that it was beneficial because it provided incentives to employers and on the other hand, that it perpetuates a stereotype of immigrants as nothing better than “cheap labour”. Those ISAs running these kinds of programs reported success rates between 70% and 90% in terms of longer-term employment success for their clients.

➤ ***Career Information and Occupation-Specific Training***

Some ISAs have made deals with employers to have them come in to the agency and provide career information about the kinds of jobs they typically have and the way that career paths shape up in their industry. Several ISAs reported setting up in-house training opportunities focused on industry-specific or occupation-specific language in order to overcome that particular barrier to employment in the industry. One ISA emphasized that this kind of training was particularly important because there are many unseen cultural barriers in the world of Canadian work – the way we do things here as opposed to the way they did things in the home country (looking a customer directly in the eye, for example). A number of ISAs provided Food Server certification or Superhost training in collaboration with their local TEC.

➤ ***Government Leadership and Support***

From a policy perspective, three particular actions seem to be bearing fruit. First, there was consensus from all corners of the country that Alberta seems to be doing something right. The Alberta government sponsored a four-phased initiative to help change the perceptions that employers have of immigrant workers; this has included research to identify and document the actual value that immigrants bring to employers; employer education; identification of systemic barriers and policy responses; and direct promotion to the employers of the province. In British Columbia, the government has created an industrial policy around the development of its provincial labour force in three sectors (manufacturing, construction and tourism) that has a strong immigration employment component. The tourism initiative, called Go2 BC<sup>11</sup>, is investing in training and providing related funding to help bootstrap the province’s tourism-related labour force in anticipation of the 2010 Olympics. Finally, well-placed government funding at the ISA level can make a huge difference. ISAs are motivated to provide matching services but are doing it for the most part on a shoestring, unfounded basis. For example, two ISAs mentioned the value of doing ethnically-based advertising of job opportunities, but most are not equipped with the funds to take this relatively simple step.

➤ ***Business Leadership***

The Maytree Foundation is well-known to ISAs because it has taken integration of immigrants on as a major cause. The Foundation sponsored a project to pull together prominent business

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<sup>11</sup> [www.go2hr.ca](http://www.go2hr.ca)

leaders – individuals that other businesses would listen to – to champion the case for immigrant employment. Maytree’s “Circle of Champions” has brought a business-to-business dimension that helps to overcome negative attitudes of employers. Major financial institutions are involved in this endeavour, which can certainly be duplicated in tourism in many locations in Canada with the right kind of leadership.

## **6.0 BEST BETS FOR COLLABORATION**

This section describes several organizations or networks that represent “best bets” for the CTHRC to engage with in planning for a better connection to the immigrant labour force. The consultants would like to underline two key perspectives that should influence any action plans the CTHRC puts in place. First, the CTHRC and the TECs should definitely look for a congruence of best bet and highest need. Working in a geographical and occupational area with prospective labour shortages will stack the cards for success and make the greatest contribution to both employers and to immigrants. Second, it is key to find a way to work directly at the level of the ISA for direct interventions. While umbrella organizations have the appeal of considerable geographic coverage, can serve as key information conduits, and can certainly be used to good effect in policy advocacy and communications, it is clear that the meat of the matter is in effectively connecting immigrants to employers which cannot be done at the umbrella level. The umbrella level agencies are also good avenues into a province to find an agency to work with in a particular location, and the CTHRC should use these organizations to make connections with particular partners or in specific regions.<sup>12</sup>

### ***SUCCESS***

This British Columbia organization is now extending its reach beyond the province. It is predominantly ethnically based, 95% of its clients being East Asians, but its client base number half a million individuals, easily dwarfing any other ISA spoken to. SUCCESS is well-known in the ISA community. It is active in employer outreach, positions itself as a recruiting agency, is working already with Go2 BC, is willing to work with the CTHRC, and is interested in development and delivery of immigrant-appropriate training. It is highly-experienced, successful and located in an area where both economic conditions and government support and involvement are favourable. It should be noted that SUCCESS was the single respondent that believed certification of tourism professions was a good idea, so care should be taken in generalizing this approach.

### ***Immigrant Services Society of BC***

This organization sponsors a Hospitality Services program in collaboration with a local college that appears to have all the benchmarks of good design in the context of immigrant workers. The program has two components, Hospitality and Cook. It is directed at entry-level jobs, but it is only 5 weeks in duration in addition to a 3-week practicum. In addition to basic language training, participants receive first aid training, WHMIS training, Food Safety (a requirement in BC), Superhost and Body Mechanics. In essence, they arrive at their placements “ready made” which, as mentioned earlier in this report, is one particular focus of employers. The program is highly successful, with a 90% placement rate and 100% of those placed still fully employed at the 9-month mark.

### ***Calgary Catholic Immigration Services***

Situated in a high-employment location, the CCIS has forged strong links with the hotel industry and has a proven track record in employment matching. They have experience in prepping for

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<sup>12</sup> For a list of compendia of immigrant serving agencies, please see Appendix F.

quality candidates and strong capabilities in long-term career-pathing. They can help the industry expand its participation in job fairs and speed-jobbing, and like ISS of BC have developed particular training programs in the Hospitality sector (among others). They have a large client base, and are interested in training other ISAs in their employer outreach techniques.

#### ***Multicultural Association of Fredericton***

Fredericton would provide some experiential value as a partner for CTHRC. The province is bilingual, and it is following an industrial strategy around call centres but also has major employers in the food industry. It is a location where some of the reported experiences of smaller centres are typified including less acceptance of visible or accented minorities. It also has a relatively strong employer relations dimension and good connectivity through the Council for Economic Development in New Brunswick. They would welcome the opportunity to work collaboratively on the employer attitudes component.

#### ***Government of Alberta***

Alberta's program of influencing employers to understand both the need to hire immigrants and the value in doing so has been seminal. They might be a good place to begin the journey on this front and provide valuable experience and advice on how best to engage employers.

#### ***Maytree Foundation***

The foundation has a number of successful initiatives to its name and is willing to back its bets. It also has experience in engaging business leaders as champions and may be willing to partner with the CTHRC in making greater inroads into the tourism sector.

#### ***OCASI***

Perhaps by coincidence, none of the ISAs interviewed from the Toronto area had a well-developed, particularly successful program in connecting employers to immigrants. OCASI, the Ontario umbrella organization, however, is aware of many projects and ISAs that might fit the bill depending on the geography or initiative the CTHRC wanted to pursue. Several were mentioned in the interview, but since the consultants did not speak with these directly, it is recommended that the CTHRC connect with OCASI to talk about best bets for specific partnering in the critical Toronto market.

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## APPENDIX A: DATA COLLECTION INSTRUMENTS

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CTHRC FCR Project  
Immigrant Serving Organization Key Informant  
Interview Questions

<b>RESPONDENT NUMBER:</b>	
<b>DATE:</b>	<b>START TIME:</b>
<b>ROLE OR POSITION:</b>	
Executive Director (ED) Settlement Worker Director of Employment Services Other Specify	
<b>INTERVIEWER NAME:</b>	

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Thank you for agreeing to participate in this interview. It is being conducted on behalf of the Canadian Tourism Human Resource Council (CTHRC).

The purpose of this interview is to understand the role that Immigrant Serving Organizations (ISOs) play in connecting newcomers to the non-regulated labour market in general, and tourism-related occupations specifically; and to understand to what extent and how ISOs work with employers to connect newcomers to employment. As you know from the introductory letter sent by the CTHRC, tourism occupations encompass a wide range of employment opportunities. Of those, we are focusing on the non-regulated occupations. Your answers will be used to understand the issues and challenges, and to make recommendations to the CTHRC for further work in this area.

Your participation is an important part of the study. There are no right or wrong answers: we are interested in your experiences, and in any insights or comments that you can offer.

**Your identity will be kept confidential, and an anonymous numbering system will be used to reference any comments in the report and in any information exchanges with our client.**

**INTERVIEWER: Before we start, do you have any questions?**

To begin, I'd like to get a general sense of what your organization does and who you serve. I am not looking for formal statistics necessarily, but your best estimate. Please keep in mind that we are interested in work that you are doing related to employment within the non-regulated sector in general, but tourism in particular. By tourism, I am referring to non-regulated occupations in a wide range of areas including Food and Beverage Service, Accommodation, Recreation and Entertainment, Travel Services and so on listed in the attached document. Wherever possible, please specify to which your answers refer.

- 1) Can you give me a **general breakdown** of your client base in terms of the following characteristics:
  - (a) their ethnic origins
  - (b) immigration category – Family, Refugee, Skilled
  - (c) male and female
  - (d) how long they have been in Canada
  - (e) % arriving with tourism-related credentials or skills
  - (f) % seeking tourism employment as a first choice, or Plan A
  - (g) % seeking tourism employment because they are unable to find work in other fields
  
- 2) What key services does your organization provide to assist newcomers get access to the non-regulated labour market in general, and the tourism sector specifically?
  - (a) Describe services:
  - (b) Do you distinguish between helping newcomers get "survival jobs" in tourism versus helping newcomers develop a long-term career plan within the tourism sector?
    - i) YES
      - (1) How do the processes look different in terms of what do the ISOs do?
    - ii) NO
  
- 3) What are the challenges that you see in helping newcomers get meaningful work within the non-regulated labour market in general, and the tourism sector specifically (i.e. beyond the survival job, in the future)?
  - (a) How different are the FCR issues for newcomers looking for work in non-regulated sectors like tourism compared to newcomers seeking employment in regulated professions (like Docs, engineers, etc)?
  - (b) To what extent are the challenges facing newcomers seeking work in the non-regulated sector related to employers' attitudes or practices?
  - (c) What activities are currently underway to address these challenges, if any?
  - (d) Besides those activities that are currently underway, what additional solutions might you suggest?
  
- 4) Is your organization involved in any innovative projects, networks or other bodies that link newcomers with employers within the non-regulated sector, and within tourism in particular?
  - (a) YES
    - i) Please describe these projects, networks or bodies in terms of their main activities, and a list of partners.
      - (1) Main activities:
      - (2) List of partners:
      - (3) Contact information for project/network/organization(s):
  - (b) NO

- 5) Are you aware of any groups/networks/organizations who are dedicated to working in the area of FCR for non-regulated professions/within the tourism sector [besides the one you just described if applicable]?
- (a) YES
- i) For each one of which you are aware, can you please describe it for me?
    - (1) Who belongs?
    - (2) What do they do?
    - (3) How were they formed?
    - (4) How do they work together?
    - (5) Contact information for project/network/organization(s)
- (b) NO
- 6) Does your organization have working relationships with employers to assist in matching newcomers to relevant employment?
- (a) YES
- i) Can you please describe these working relationships? For example, with whom do you have the relationship; how long have you worked together; what role does each play in the partnership; what is the perceived success rate of the "job placements"; what are the challenges?
  - ii) Did your organization do any type of outreach to employers in order to engage them in the partnership you describe above?
    - (1) YES
      - (a) Please describe the outreach activities that you have used.
      - (b) How successful have these outreach activities been in terms of engaging employers to assist in supporting them employment of newcomers within the no-regulated or tourism sector?
      - (c) What have been the challenges to doing outreach with employers?
      - (d) How have you overcome these challenges?
    - (2) NO
    - (3) Don't Know
- (b) NO
- i) Why not? Please tell me about this. (PROBE: For example, is it because they have not tried to develop those relationships, or because they have tried and failed, etc.)
- 7) The CTHRC wants to work with those organizations who can assist them to draw newcomers into the tourism sector. From your perspective:
- (a) With whom should the CTHRC network in order to facilitate the entry of newcomers into the tourism sector?
  - (b) What role should the CTHRC play to support the work of ISOs and employers in facilitating the access of newcomers seeking employment in the tourism sector?
  - (c) Would your agency be interested in working with employers and/or the CTHRC to enhance the access of "non-regulated" immigrants to employment?
    - i) YES
      - (1) In what capacity?
    - ii) NO
      - (1) Why not? Please explain.

8) Finally, do you have any other advice for the CTHRC?

FINISH TIME:

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**Thank you for participating! Your input into this project is greatly appreciated, and will be important in recommending future activities to the CTHRC.**

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## APPENDIX B: ISA RESPONDENTS

INFORMANT ORGANIZATION	CITY	PROVINCE	CONTACT NAME AND TITLE
SUCCESS	Van/Burnaby	B.C.	Thomas Yeung
Victoria Immigrant and Refugee Centre (VIRCS)	Victoria	B.C.	Viet Tran
Regina Open Door Society	Regina	SK	Nicole Melvie
LASI World Skills	Ottawa	ON	Fiona Marshal
Toronto Chinese Community Services Assn	Toronto	ON	Eric To, Settlement Program Director
Multicultural Association of Fredericton	Fredericton	NB	Bonnie Doughty, Employment Advisor and Semra Zajmi
OCASI	Toronto	ON	Debbie Douglas
Chilliwack Employment Services	Chilliwack	BC	Faye Labelle
EASI BC	Vancouver	BC	Bill Walters
Changing Together	Edmonton	AB	Sonia Bitar
Saskatoon Open Door Society	Saskatoon	SK	Bertha Gana
Success Skills Centre	Winnipeg	MB	Monika Feist
Learning Enrichment Foundation	Toronto	ON	Peter Frampton

*Appendix B: ISA Respondents*

Capacity Canada/BC ITP-Net	Vancouver	BC	Patrick Coady
Capacity Canada/BC ITP-Net	Toronto	ON	Oksana Buhel
Calgary Catholic Immigration Services	Calgary	AB	Fariborz Birjandian - ED and Million Tafesse
Metropolitan Immigrant Settlement Association (MISA)	Halifax	NS	Muriel Jansen
Mosaic / BC Network of Associations for ITP / part of Capacity Canada	Vancouver	BC	Kelly Pollack
Immigrant Services Society of BC	Vancouver	BC	Al Hendricks, the Project Manager of the Hospitality Training Program
Council of Agencies Serving South Asians (CASSA)/ Capacity Canada (BCITP Net, PROMPT, CASSA) now Maytree Foundation	Toronto	ON	Sangeeta Subramanian - <i>President (PAST) Now Maytree</i>
Association for Newcomers to Canada	Charlottetown	PEI	Michelle Jay
LINC Program	Yellowknife	NWT	Judy Holett (Not Available)
Table de concertation des organismes au service des personnes réfugiées et immigrantes	Montréal	QC	Marie-Josée Duplessis
Conseil Relations Interculturel du Québec	Montréal	QC	Patricia Rimok
Centre d'adaptation de la main d'œuvre - personnes immigrantes (CAMO-PI)	Montréal	QC	Ricardo Acevedo
Hirondelle	Montréal	QC	Nora Solarvicens

## APPENDIX C: PROJECT APPROACH AND METHODOLOGY

The project was originally designed with two phases: a brief literature review of national and international experience in the area of Foreign Credentials Recognition (FCR), followed by the development of a compendium of immigrant serving agencies across Canada. The purpose of phase one was to use a literature review identify key issues, best practices and challenges associated with FCR among non-regulated occupations, and how they compare to those that are better-understood for the regulated professions. Following high level issue identification and confirmation, step two of the first phase then included a web scan which sought to identify, on a preliminary basis, innovative projects that might be of interest to the CTHRC and therefore merit some exploration in the project's second phase.

In response to literature review and web-scan findings conducted within the first phase, the consultants worked with the CTHRC to re-design the second phase of the project to take a closer look at actual processes and innovative approaches used by Immigrant Serving Agencies (ISAs) in connecting immigrants to real jobs.

Two main information-gathering methods were used in this project: a literature and web-based review, and key informant interviews with representatives of ISAs and related organizations. The purpose of this project was originally to build a compendium of immigrant-serving agencies, and therefore the literature review and web-scan were not intended nor designed to be comprehensive. They were instead used to ensure that relevant information on the topic was understood in order to appropriately shape the data-gathering phase.

Once underway, the web scan quickly revealed that large compendia already exist and can be tapped into by the CTHRC; three of the most comprehensive of these are described below in the literature review, Section 3. As a result, the project was refocused around capturing some of the experiences of ISAs working to facilitate immigrant employment within the non-regulated sector and within the tourism sector in particular.

In order to ensure that the research captured as broad a perspective as possible within the project's resources, ISAs were selected in two ways: first, organizations identified as being involved in innovative projects were included in the sample. The consultants used the results of the web scan and a few preliminary interviews to solicit further information on innovative partnerships, networks and projects active across the country that might be of interest to the CTHRC. To be considered, projects had to meet the following criteria:

- Related to FCR regardless of whether regulated/non-regulated;
- Made linkages between employers and immigrants; and
- Made linkages between employers and ISAs.

Second, ISAs fitting explicit criteria were selected, in essence mimicking a purposive sampling technique. This helped to ensure that the small number of ISAs sampled was distributed across a number of key criteria including:

- Geography – six regions;
- Community of Immigration Size – both Tier 1 and 2 cities in terms of immigrant destination numbers;

- ISA Client Base – both ethnic/religious/language specific organizations and general ISAs.

It is important to note that only those ISAs offering some type of employment services were eligible to be selected.<sup>13</sup>

In total, 25 organizations were contacted. Of these, 18 were direct service agencies and an additional 7 contacts made with representatives of networks or umbrella organizations. The following tables summarize this selection information for the organizations contacted and interviews conducted.

The regional breakdown of interviews is shown in Table C1. The geographic spread reflects roughly the immigration flows into the various regions, modified in order to obtain information from smaller regions. Only one interview (Yellowknife) was planned for the Northern Region (Yukon, NWT and Nunavut); this interview was not completed because the program does not operate in the summer months when the interviews were being conducted. The West region in this breakdown includes both British Columbia and Alberta and the Prairies region represents both Saskatchewan and Manitoba.

**Table C1 – Regional Breakdown of Interviews**

Region	# Organizations Contacted	% Organizations Contacted
West	8	32%
Prairies	3	12%
Ontario	6	24%
Quebec	4	16%
Atlantic	3	12%
North (not completed)	1	4%
TOTALS	25	100%

Table C2 provides a profile of the range of community sizes for the ISAs interviewed. This chart excludes umbrella organizations which typically serve an entire province or region.

**Table C2 – Community Size Breakdown of Interviews**

Size of Community	# Direct Service ISAs Contacted	% Direct Service ISAs Contacted
Small (Tier 3 Cities)	4	22%
Medium (Tier 2 Cities)	8	44%
Large (Tier 1 Cities)	6	33%
TOTALS	18	100%

<sup>13</sup> Another criterion that was considered initially was whether the ISA was in a rural or urban location. Due to the relatively small scale of the project, however, it was determined that this criterion had to be eliminated. The consultants are confident, however, that variability in community size is represented well across the Size of Community variable.

Table C3 provides a breakdown of general ISAs versus those providing services to a specific clientele within that group such as gender-specific, language-specific, ethnic-specific or religious-base specific. This mix was considered important because of the networking aspects of job search, and whether the approach to job-search strategies were different according to their ethnic focus. Again, figures exclude the umbrella agencies from the mix.

**Table C3 – Interviews by Multi-ethnic vs. Specific Populations**

<b>Client Base</b>	<b># Direct Service ISAs Contacted</b>	<b>% Direct Service ISAs Contacted</b>
Ethnic/Religious/Linguistic based	3	17%
Multi-Ethnic Immigrant	15	83%
TOTALS	18	100%

Of the 25 ISAs selected, interviews were conducted with at least one representative of 24 of these. In some cases, multiple interviews were carried out. Although limited in its scope by the resources allocated to the project and time available, the information collected can be considered a good foundation upon which to build as the CTHRC moves forward in the area of understanding how best to facilitate the inclusion of immigrants into the tourism sector.

## APPENDIX D: FOREIGN CREDENTIALS RECOGNITION IN CANADA

Recent studies indicate that many newcomers to Canada are facing a more difficult time obtaining access to the labour market and reaching parity with native-born Canadians, compared to earlier waves of newcomers.<sup>14</sup> One significant factor in this overall trend is the lack of foreign credential recognition, particularly among skilled immigrants.

In the regulated professions, ensuring that newcomers' credentials are equitably and rapidly assessed so that individuals may apply the skills and abilities for which they were admitted to Canada is an issue that has taken on great currency in the past ten years. Both research reports and the press alike are filled with examples of skilled immigrants working far below their competencies – such as foreign-trained doctors working as medical aides and foreign-trained engineers as general construction crew members. In the case of regulated professions, accrediting bodies in each province define and apply the standards for licensing in each profession. The field is complex because of the number of different regulated professions and the fact that accreditation is provincially regulated, resulting in many variations of accreditation requirements for each regulated profession depending on the province. A number of projects are underway across the country aimed at bringing the multiple stakeholders together to facilitate and standardize the FCR process for a number of specific regulated professions, including bridge-training and mentoring programs. While the change process is slow, there has been some progress for some foreign trained professionals in the regulated fields. Experts and stakeholders working in the area continue to call for a co-ordinated (rather than a piecemeal) approach to the issue of Foreign Credential Recognition.<sup>15</sup>

However, relatively little work has been done in the area of FCR for non-regulated professions. Notwithstanding the complexities of FCR in the regulated professions, it is somewhat more finite than in the case of the non-regulated professions. In non-regulated occupations, credential recognition rests with each employer rather than a centralized certifying body. As a result, both the credential requirements and the credential recognition for a particular occupation are as varied as the number of employers hiring into it. Multiply the number of industries in tourism by the number of occupations and then again by the number of organizations and this gives a fair picture of the complexity of the CTHRC's challenge.<sup>16</sup>

Credentials recognition is important so that an individual can work in the field they were trained to work in. Employers need to know whether candidates have the appropriate education and experience that will make them valuable at the level they are hiring for. Therefore, foreign credentials, while typically referring to a professional designation, degree or diploma obtained in the home country, also refer to actual work experience.

### FCR Processes for Regulated and Non-Regulated Occupations

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<sup>14</sup> For example, Alboim and the Maytree Foundation 2002; CIC 1999b; Collacott 2002; Smith and Jackson 2002.

<sup>15</sup> For example, Alboim and the Maytree Foundation 2002; Bradford 2002, M.S. Mwarigha 2002; Fontant 2002a; Governor General of Canada 2002; Harding 2003; HRDC 2002a, 2002b; Li 2002; Ministry of Training, Colleges and Universities Access to Professions and Trades 2002; Reitz 2005.

<sup>16</sup> It should be noted that there are some licensed professions in the tourism industry (e.g. Airline pilot). Since the focus of the current CTHRC project is FCR for non-regulated occupations, only the non-regulated occupations are being addressed for the most part in this study.

Because so much of what has been researched and written about with respect to FCR in Canada pertains to the regulated occupations, it can be difficult to determine what processes are really at work in the case of the non-regulated occupations. Since this understanding can best be reached by comparing the two and describing which processes *don't* exist or *don't* apply to the non-regulated occupations, this section provides a cursory description of the general processes for each starting with those for the regulated occupations. Immediately following, there is a description of the less-defined processes for the non-regulated occupations.

### **Regulated Occupations**

The regulated professions include all occupations where an individual cannot operate in that profession or trade without a provincial license to do so. These include doctors, lawyers, dentists and engineers as well as (in most provinces) electricians, plumbers, carpenters, and other trades. When immigrants are interested in working in a *regulated* profession, they can obtain information about licensing from the provincial governments and from local professional standards authorities – often professional associations or trade unions.<sup>17</sup> To obtain a license, it is the newcomer's responsibility to present appropriate credentials, translated, including proof of educational attainment and also working experience. The actual professional accreditation from the immigrant's home country is irrelevant to the process. These credentials are assessed by the local professional standards authorities according to Canadian standards.

Sometimes, the standards authorities will make use of assessment organizations to obtain academic equivalency information.<sup>18</sup> The standards authority can recognize the credentials as equivalent, identify educational or experience gaps that must be filled or reject them as insufficient.

With appropriate credentials and demonstrated proficiency, the immigrant is either licensed immediately by the provincial government – on a temporary or permanent basis depending on the profession – or is qualified to challenge the exam for that profession. If the exam is successfully completed, the immigrant may be licensed. If it is not, there may – or may not – be feedback provided at high level or detailed level which could indicate to the immigrant what they are missing in order to qualify for licensing.

If the immigrant needs to bridge some knowledge or expertise, some bridging programs do exist for some professions. These programs enable the immigrant to focus on the specific “deficiencies”. They can exist at universities, community colleges, private colleges or trade-specific training centres depending on the profession. In many cases, specific bridging programs do not exist. Immigrants are welcome to try to qualify through academic or other training institutions the same as any Canadian without credentials.

After they become licensed, immigrants still face the hurdle of actually finding work in their profession. Because newcomers have no Canadian work experience in their field, employers may treat them as entry-level employees regardless of the amount and extent of home-country experience, if they are hired at all. Moreover, licensure is not portable nationally, except in the case of the Red Seal certifications in the trades.

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<sup>17</sup> It should be noted that many professional standards authorities are self-declared or recognized only within the profession. In other words, in order to be a regulated profession, entry into the profession must entail both some form of professional standards certification *and* provincial licensing.

<sup>18</sup> The most common of these are WES, an international academic equivalency assessment agency, and IQAS.

For professionals seeking FCR and/or licensing, it can be seen that there is a considerable “Catch-22” in Canada’s immigration settlement processes. Those seeking licensing face an alarming variety of requirements and organizations – in fact, many do not make it through the maze of information and organizations at all. They will likely face language challenges related to the English or French technical terminology for their profession, needs which are often overlooked in ESL/EAP and FSL/FAP training offerings.<sup>19</sup> In the final analysis, many well-qualified immigrants are defeated by the process and seek work in non-regulated occupations. After six months in Canada, 24.9% of employed immigrant men and 37.3% of employed immigrant women were working in sales and service occupations; by comparison, 10.2% of these men and 12.1% of these women were employed in such occupations before arriving in Canada.<sup>20</sup>

### **Non-Regulated Occupations**

The challenge for immigrants seeking non-regulated work is different. For these individuals, there is no documentation of how the system works and no government licensing body or standards organization to consult with about finding work in their field. There are no gap-identification mechanisms. Only rarely are there technical language training programs specific to their occupation. There is no professional or labour organization working with employers to help break down barriers.

The process is easy to encapsulate: Immigrants present their credentials to prospective employers who decide whether to recognize these in any way.

Employers understandably prefer employees who are already proficient in the language of their business and preferably have some Canadian experience and references which can be more easily checked. When they are interested in immigrants, it is often to obtain low-paid help in unattractive occupations that don’t appeal to Canadians.

Credentials and related experience from another country are somewhat irrelevant if the employer’s only interest is for entry-level jobs. Even then, newcomers can face discrimination in hiring related to their accent, skin colour, religion or other factors related to their being from “away”.

ISAs are, for some, the only source of reliable information on how to find work (in addition to the other necessities of life), although many rely upon their own ethnic community or extended family for this information. ISAs may offer employability assessments and career planning and some go farther in employment services. However, ISAs are most often not-for-profit organizations with varied capacity for outreach to employers and there is by no means a standardized process either within a province or across the country for employment services. Many ISAs offer or refer for language assessments and training, but not occupation-specific FCR.

So with respect to the current situation in Canada for FCR for non-regulated occupations, there is good news and bad news.

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<sup>19</sup> This information was collected as part of the preliminary and primary research conducted for the Canadian Labour and Business Centre by the consultant. The work is as yet unpublished.

<sup>20</sup> “*Handbook*” *Immigration and Skills Shortages*”, Canadian Labour and Business Centre, p.22, citing data collected in the Statistics Canada Longitudinal Survey of Immigrants to Canada: progress and prospects.

The good news is that the field is open for national standards voluntarily recognized by employers looking for good employees. Because the line from immigrant to employer is more direct, there is less potential for confusion and frustration stemming from processes and therefore less likelihood that an immigrant wishing to work in tourism will be prevented by the system from getting a job interview. There is also a large number of those being admitted to Canada who have the foundation skills for work in tourism. Any mechanism which highlights the benefits of a career in tourism and offers employment opportunities would be embraced by both immigrants themselves and the ISAs on their behalf.

The bad news is that there are very few existing formal mechanisms to help ease immigrants into non-regulated work that has meaning for them. Web-sites, government agencies and other sources too often are either silent in the area of employment or focus on finding entry into the regulated professions. While there are no specific provincial bureaucracies to be contended with, there is less consistency in the way credentials may be recognized since employers each follow their own standard. With some notable exceptions, employers are not reaching out to immigrant employees and may not be motivated to hire them beyond entry levels. Because there is no definitive information about how to find meaningful work in the sector, it is difficult to reach highly-qualified immigrants in a manner that helps them to find their way to willing employers.

## APPENDIX E: NON-REGULATED FOREIGN CREDENTIALS RECOGNITION IN SELECTED INTERNATIONAL NET-IMMIGRATION COUNTRIES

A cursory examination was conducted of three other immigration-intensive jurisdictions: Australia, the United States and the European Union. These are described below.

### **Australia**

The Australian system is very similar to Canada's with one important difference. Individuals considering emigration to Australia must apply to have their credentials assessed by the gazetted Australian assessing authority for their occupation before entry into the country. The process is managed by the National Office of Overseas Skills Recognition (NOOSR) which provides a list of skilled occupations to which it applies.

This compulsory provision covers a large number of regulated and non-regulated professions including a number that are pertinent to tourism, such as HR Manager, Sales and Marketing Manager, Sports Administrator, Historian and Museum/Gallery Curator. It does not cover all occupations and is silent, for example, on assessing general experience or credentials for occupations like servers, cooks, cleaners, cashiers and hotel front desk clerks. Nevertheless, for those listed occupations, it allows for clear understanding by prospective immigrants of what weight (if any) their credentials will carry in Australia before they decide to emigrate. Immigrants arrive in Australia knowing what they are up against and therefore face less frustration than they would in Canada. Secondly, the sometimes-lengthy process of assessment and recognition can take place while the prospective immigrant is still living and working in their home country and thus able to investigate their status while gainfully employed. However, once in Australia, unless they have been nominated by an employer in the first place (a process that also exists in Canada), immigrants are more or less on their own to find employment – though they have their credential equivalency assessment in their pockets as they look for work or skills-bridging education.

### **United States**

In the United States, as in Canada, employment, education and licensure are the purview of the individual states. Evaluations of academic, professional and vocational credentials for the regulated professions are performed by private sector organizations with authority delegated to them by the state. It is up to the prospective immigrant, before or after immigration, to obtain assessment of their credentials from available private sector evaluation services. For the non-regulated occupations, credential recognition is performed by the hiring employer.<sup>21</sup>

### **European Union**

The EU is an arena of particular interest in FCR because of its efforts to allow for free mobility of its citizens from one member country to another, which implies the need for recognition of professional and academic qualifications. In general, Europe is also more invested in vocational professionalization.

EU legislation provides for the automatic recognition of diplomas and degrees of European institutions in certain regulated sectors such as those related to medical and paramedical professions. Following what is known as the *Lisbon Convention*, member states either automatically recognize the credentials of other member countries or have defined the bilateral gap between the credentials requirements of the two member countries. This leads to clear

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<sup>21</sup> An excellent description of these processes can be found at <http://www.caeto.ca/reports/FCRGuide.pdf>

definition of what further training will be required if a worker should move from one member state to another. Therefore, each member country maintains its own standards while providing bridging information for each individual profession between any two member countries. The convention is not applied beyond the borders of the EU, so immigrants arriving from other parts of the world face the same FCR challenges as they would coming to Canada.

For the non-regulated occupations, a worker need not apply for recognition of credentials and may begin to work in the host country under the same conditions as its nationals, similar to Canada. There are the same barriers to employment for immigrants beyond FCR that would exist in Canada: employers not willing or able to check references from another country in another language, discrimination and cultural and language barriers.

The EU has created a system of evaluation centres under the umbrella of ENIC (European Network of Information Centres). Within this umbrella, each country has a NARIC (National Academic Recognition and Information Centre). In many (but not all) EU countries, the NARICs will provide written evaluations of diplomas indicating to which of the host-country diplomas the candidate's most closely compares. This can be done for both regulated and non-regulated diplomas and may ease the path of the immigrant looking for recognition of their diploma from an employer. The ENIC itself provides for effective communication and information sharing between the countries.

While not all EU countries have assessment mechanisms for tourism-related occupations, the Netherlands does. In the Netherlands, identified centres of expertise are arranged by industrial sector combining the expertise of established companies and vocational educators. The centre for tourism and Nutrition (called the LOB HTV) encompasses four of the five industry categories covered by the CTHRC, excluding transportation. The LOB HTV maintains standards in these occupations, safeguards the vocational examinations and recognizes learning establishments which meet those standards, keeping a registry of these.<sup>22</sup> There may be some merit in the CTHRC connecting with the LOB HTV in the future, although the industry focus is more on maintaining professional standards than in FCR.

The *Lisbon Convention* and the European model may be of some value in Canada for the non-regulated occupations. Since the premise of the model is that a credential is recognized unless there is demonstrated evidence of gaps between two countries' credentials, it would be a relatively bureaucracy-free way of performing FCR, particularly for those countries from which immigration is high, or for those occupations which the CTHRC/TECs identify a particular need for fast-tracking.

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<sup>22</sup> <http://www.lobhtv.nl/>

## **APPENDIX F: COMPENDIA OF IMMIGRANT SERVING AGENCIES**

Many formal and informal sources already exist for finding agencies that serve immigrants no matter where it chooses to focus in the country. Should the CTHRC decide to focus in a particular region in Canada, on a particular source country or on agencies of a particular size, compendia of immigrant-serving agencies are readily accessible on the web to help it find the right partners. The following are three considered by the consultants to be the most useful ones at a national level:

[www.web.net/~ccr/related.htm](http://www.web.net/~ccr/related.htm)

This web-site for the Canadian Council for Refugees is directed specifically at refugees to Canada. It lists an extensive number of links to Canadian government and non-government sites as well as international inter-governmental and non-governmental sites, sites from non-governmental organizations in other countries, and refugee law-related sites. The agencies listed cover a number of ethnic and religiously-based immigrant serving agencies that might be hard to find from other sources. They are listed by province, but have no specific reference information for the three Canadian territories. The site also has a reference to a report listing umbrella agencies in many provinces in Canada.

<http://soscanada2000.com/migration/comsercen.html>

This web-site lists 173 immigrant serving agencies by province. Many of these are ethnic and religiously based organizations, but the majority are community-based in both larger and smaller centres and in some provinces, by region. If the CTHRC were interested in addressing shortages with a great deal of regional or municipal specificity, this would be a good site to use.

[http://integration-net.cic.gc.ca/english/link\\_lien/index.cfm](http://integration-net.cic.gc.ca/english/link_lien/index.cfm)

Perhaps the most comprehensive general reference to over 400 immigrant-serving organizations is the Integration-Net site, managed by Citizenship and Immigration Canada (CIC). This site comprehensively compiles available agency and government organization listings for every province and territory and also has a category for outside Canada. It enables searches of organization listings by a series of attributes including: Community Resources, Employment, Government, Immigrant Serving Agencies, Language Training, Ethnic and Multicultural Organizations, and others.