



# Workshop: Why Hire Skilled Immigrants?



## Workshop Objectives

This workshop has been developed to help our organization examine the value that skilled immigrants bring to the Canadian workforce.

Our objective is to fully understand why the integration of skilled immigrants is so important to so many Canadian organizations.

The key participants in this discussion are senior executives, human resources executives, recruiters and hiring managers - members of our organization who:

- have responsibility for our strategic direction;
- create hiring policy and processes;
- source candidates and execute recruitment processes; and
- influence hiring decisions.

With the involvement and input of all of these stakeholders, we will determine if, when and how this objective should become a priority for us.



## Workshop Components

- Examining the principal reasons that underpin the importance of hiring skilled immigrants: the Four Business Drivers
- Discussing how these business drivers apply to our organization and our workforce
- Collaborating to develop a SWOT Analysis: identifying the strengths, weaknesses, opportunities and threats related to hiring and retaining skilled immigrants
- Formulating an action plan and next steps



## The Four Key Business Drivers

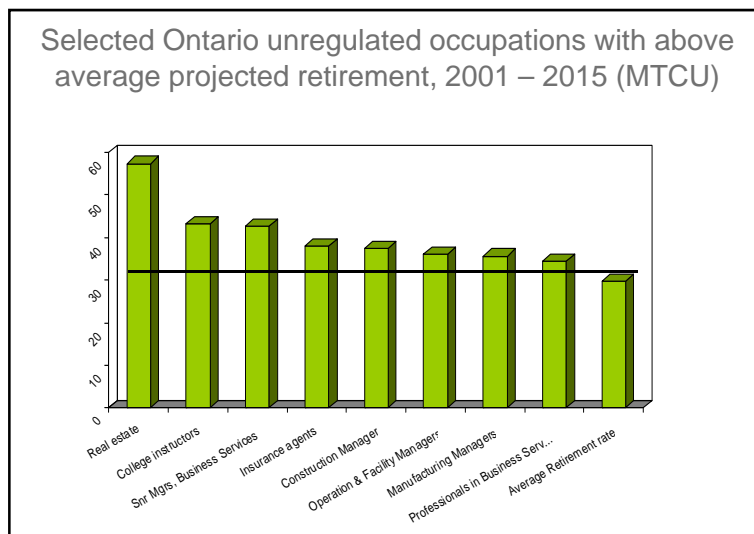




## Business Driver 1: The Canadian-born workforce is shrinking and the demand for labour is growing

The labour pool has changed drastically, and more change is on the way. At the same time, many sectors and occupational categories are projected to experience growth.

By 2011, immigrants are expected to account for all net Canadian labour force growth, and for all net population growth by 2031.



***“The Canadian labour market and universities are not able to supply our needs. We have hired new Canadians, hundreds of them, at all levels of our organization.”***

**- Large Pharmaceutical Company**



## Business Driver 1: The Canadian-born workforce is shrinking and the demand for labour is growing

### Facts:

- Baby boomer retirement is on the horizon.
- Birth rates within Canada are declining.
- The Canadian education system is not producing enough graduates in certain skill areas.
- There is increased global competition for attracting Canadian and international talent.
- Significant growth in demand is anticipated for workers with intermediate and high-level skills.
- Immigrants are expected to become a necessary part of pool to fill labour needs.

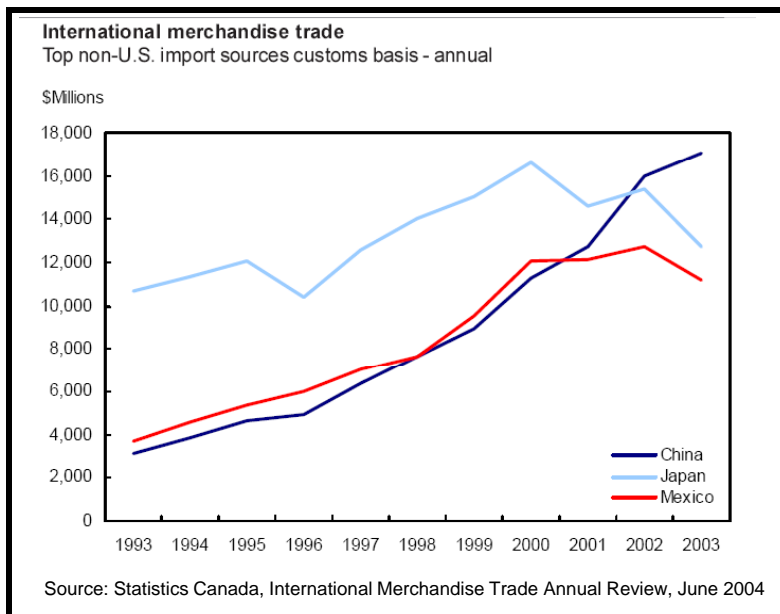
### Impact: Employers will need to:

- Identify future skill requirements;
- Plan for a “new face of work” and develop a better understanding of new cultures within their employee base;
- Enhance competencies to source, screen, select, develop, and mentor talent; and
- Plan for growth and potential shortages in many sectors and occupational categories – notably at high skill levels.



## Business Driver 2: Skilled immigrants can help Canadian companies do business with the world

Canadian companies no longer compete with neighbourhood industries in local markets; they must respond to worldwide demands and source international talent. Employers that service the needs of international trade operations in particular will feel the pressures of the new world economy.



*“We are working around the world and bidding on jobs in the international marketplace. I can take my RFPs in many languages and get them responded to.”*

- Engineering Services SME



## Business Driver 2: Skilled immigrants can help Canadian companies do business with the world

### Facts:

- Global trade is increasing.
- China and India are rising on world economic stage.
- Global buyers are interacting with global suppliers.
- Networks are broadening for logistics and distribution.

### Impact: Employers will need to:

- Build more international networks;
- Increase cultural competence for competitive advantage in global sales;
- Improve networks and relationships with global suppliers; and
- Hire staff with multi-language communication skills.



## Business Driver 3: Skilled immigrants bring international expertise

Canadian employers are facing a shortage of highly educated and skilled candidates; skilled immigrants possess talents or accreditation in a variety of fields. Experience with skilled immigrants can give employers a more positive attitude towards international skills and education and a greater willingness to employ them.

Primary Applicant "Intended Occupation"	New Canadians to GTA 00-02
Computer Programmers	13,066
Electrical & Electronics Engineers	7,544
Mechanical Engineers	7,348
Computer Systems Analysts	6,361
Civil Engineers	5,296
Financial Auditors and Accountants	3,752
Computer Engineers	2,636
Business Services to Management	2,521
Financial and Investment Analysts	2,052
Technical Sales, Wholesale Trade	2,016

Source: Citizenship & Immigration Canada

***“A skilled immigrant we hired lifted the bar completely. His work ethic got everyone in the company working harder.”***

**- Business Services SME**



## Business Driver 3: Skilled immigrants bring international expertise

### Facts:

- In 2002, 46% (81,986) of all immigrants to Canada held at least one post-secondary degree versus the Canadian average of 22% (Citizenship and Immigration Canada, Statistics Canada).
- The Canadian education system is not producing enough graduates in certain skill areas.
- The majority of immigrants are in skilled business and technical professions, NOCS skill category 'A' (Citizenship and Immigration Canada).
- Canadian employers report a high degree of enthusiasm for work and loyalty among skilled immigrants (IBM research).

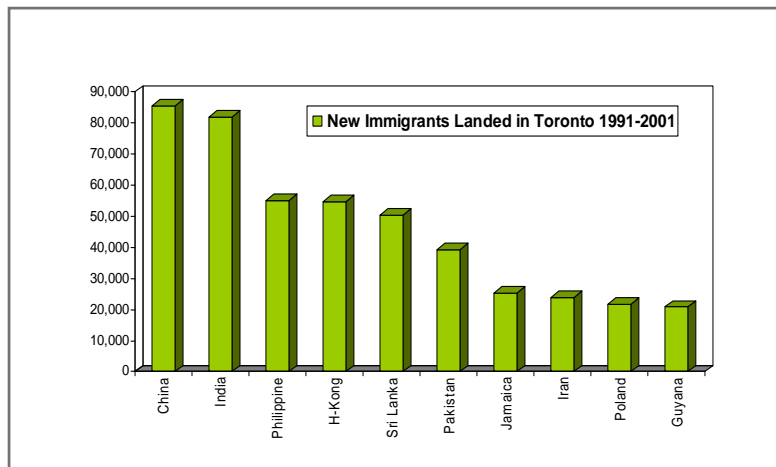
### Impact: Employers will need to:

- Understand international credentials;
- Develop processes to evaluate skills and competencies gained internationally; and
- Conduct workforce planning with greater emphasis on quality of skills and potential training requirements, not just head count.



## Business Driver 4: The local market is changing

Visible minority population growth outpaces overall population growth in Canada and much of this growth is attributed to immigration. Skilled immigrants within our workforce are a valuable resource for understanding product and service needs of ethno-specific markets. Employers with local consumer markets gain competitive advantage through skilled immigrants' local networks, cultural competence and language skills.



Source: Statistics Canada 2001 Census

*“In many respects, immigrants are the ideal consumers. The “need-everything” generation arrives without refrigerator, stove, washing machine, television set or automobile. They buy what they can afford, but as they move up the economic scale, they upgrade these items so that both the need and frequency of purchase is greater than in the general marketplace.”*

- Brandweek, March 2001



## Business Driver 4: The local market is changing

### Facts:

- In 2001, 44% of the Greater Toronto Area's population (more than 2 million consumers) was born outside Canada (Statistics Canada).
- Italian, Chinese, Portuguese and South Asian native language speakers spend more than \$25.1 billion per year, in the GTA alone (Mapinfo).
- The Canadian Chinese community grew 26% from 1996-2001. Over the same time, Canada's overall population grew 4% (Statistics Canada).

### Impact: Employers will need to:

- Understand new product and service needs and opportunities in ethnic markets;
- Increase cultural competence for competitive advantage in local sales;
- Improve networks and relationships with local communities and networks; and
- Communicate with consumers in the language of their preference.



## Discussion Matrix

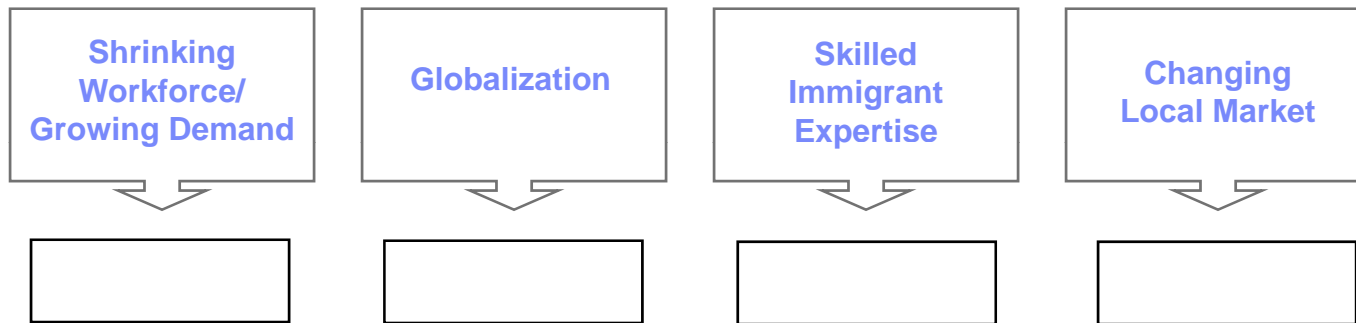
What are the strengths, weaknesses, opportunities and threats (SWOT) related to integrating more skilled immigrants into our company?

<p>Strengths of a strategy to increase percentage of skilled immigrants in our workplace:</p>	<p>Weaknesses of a strategy to increase percentage of skilled immigrants in our workplace:</p>
<p>Opportunities we can leverage by increasing the percentage of skilled immigrants in our workplace:</p>	<p>Threats we may face if we increase the percentage of skilled immigrants in our workplace:</p>



## Tool: Macro-Business Case for Integration of Skilled Immigrants

- Which business driver is most relevant to our organization (rank 1 – 4)?



- For relevant drivers, will there be greater economic cost or benefit to our organization if we act on this driver by integrating skilled immigrants?

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- Based on this very simple macro-analysis, do we need to do anything?



## Decision: Workshop Deliverable

Based on the macro-business case, SWOT analysis and review of the potential impact of maintaining few or integrating more skilled immigrants in our workforce, is there any value in developing specific actions?

No value – main reasons	Yes there is value – next steps