



The Alliance of Sector Councils (TASC)

# *The Immigrant Solution*

*Sector Councils Move Forward*



Funded by the Government of Canada's Sector Council Program



A large, light green graphic in the background depicts two stylized human figures holding hands. The figures are composed of simple shapes: a circle for the head and a curved line for the body. The overall design is clean and modern, with a focus on human connection and community.

***The  
Immigrant  
Solution  
Sector Councils Move Forward***

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# THE ISSUE

*In Canada, the integration of internationally-trained workers into the labour force is a pressing issue. As is the case with other industrialized nations, Canada's economy faces the challenges of labour shortages, increasing need for skilled workers, the globalization of labour markets, and rapid demographic change. The situation is urgent. By the end of this decade, given current demographic trends, any growth in Canada's labour force will be driven by immigration. Sector councils realize that recruiting and retaining immigrants and other internationally-trained workers is one way for the Canadian economy to meet the labour force challenges it is facing. Sector councils and their alliance, The Alliance of Sector Councils (TASC), have been actively working to help Canadian industries effectively utilize the skills and experience of internationally-trained workers.*

## **LOSING VALUABLE HUMAN RESOURCES...**

It has been estimated that Canada currently loses approximately 30% of the new and highly skilled immigrants that arrive in the country because they are unable to integrate into the economy and communities. In 2006, the national unemployment rate for immigrants was 11.5%, more than double the rate of 4.9% for those Canadian-born. Immigrants do find work, but only 42% work in their intended occupations.



# THE CHALLENGES

*There are many challenges to overcome in integrating internationally-trained workers into the Canadian workforce.*

## Addressing Barriers to Integration

Some of the key barriers that internationally-trained workers face in finding appropriate work include inadequate preparation prior to immigrating, weak proficiency in the language of work, requirements for Canadian work experience, non-recognition of prior experience and qualifications, and the lack of appropriate social supports and networks to gain access to employment. Addressing these different barriers requires coordination of many different stakeholders at and among the local, provincial/territorial and national levels.

*“We need to look at the professional immigrant workforce not as a burden, but a big asset for our country.”*

—EMPLOYER/WORKSHOP SPEAKER AT  
TASC FCR WORKSHOP

## Moving Through a Complex Mix of Issues, Actors and Jurisdictions

All told, it would appear that the integration of internationally-trained workers in the Canadian workforce involves 13 jurisdictions, 55 ministries, more than 50 regulated occupations, more than 400 regulatory bodies, 5 assessment agencies, 240 post-secondary institutions, hundreds of thousands of employers, and about 250 service agencies dedicated to immigrant integration! Identifying the key actors and initiatives and understanding their interactions are necessary first steps in developing successful interventions for integrating internationally-trained workers into the Canadian workforce.

## Facilitating Foreign Credential Recognition

Foreign Credential Recognition (FCR) is the process of verifying education and training obtained in another country and comparing it to the standards established for Canadian workers. The term “FCR” also often encompasses the assessment of *competencies* and work experience gained outside of Canada. When considering internationally-trained candidates for jobs, employers want to know how international credentials compare with Canadian standards. However, employers also need to know whether or not a potential employee can do the job—does the candidate have the required *competencies* (skills, knowledge and behaviours) to perform well on the job? Effective foreign credential and competency recognition is crucial to integrating internationally-trained workers in the workforce.

In Canada, FCR for regulated occupations is a provincial responsibility that has been delegated in legislation to regulatory bodies. For non-regulated occupations (which account for about 85% of the labour market), there is no designated authority for credential recognition; ultimately, it is the employer that assesses the education, training and job experience gained outside of Canada of the internationally-trained individual. There is a vital need for resources and tools to assist employers to do this effectively.

# TAKING ACTION

*Sector councils and TASC are taking practical action to address these challenges in integrating internationally-trained workers in the Canadian workforce.*

## **TASC's Working Group on Immigration and FCR Issues**

TASC members interested in and committed to working on issues related to the integration of internationally-trained workers in the Canadian labour have formed a working group that meets regularly to share information, discuss areas for potential work, and to steer and review related TASC projects.

### **Who does What in FCR?**

TASC has produced the foremost Canadian guide to the essential players and initiatives in Foreign Credential Recognition (FCR). This guide provides a clear picture of the field across the country, including the federal, provincial/territorial, regional and municipal levels, making it possible to identify entry points for action and potential areas for collaboration. The guide also deals with the assessment of competencies gained outside of Canada, through mechanisms such as Prior Learning Assessment and Recognition (PLAR).

### **Building Blocks for FCR: Workshops with Sector Councils**

TASC delivered a series of five workshops in 2006 and 2007 that were designed to build the knowledge base for sector councils so that they can adequately address the foreign credential and competency recognition issues that are critical in so many key sectors of the economy. The workshop series examined the wide range of issues that are associated with FCR and the recruitment and retention of internationally-trained workers.

#### **BUILDING BLOCKS FOR FCR:**

##### **WORKSHOPS WITH SECTOR COUNCILS**

- Dec 1, 2006 FCR 101 for Sector Councils
- Feb 22, 2007 Recognizing Foreign Competencies—how your industry can do it
- Sep 11, 2007 Helping Employers Recruit and Retain Internationally Trained Workers
- Oct 23, 2007 Passage to Canada—The Role for Sector Councils
- Nov 15, 2007 FCR Essentials for Sector Councils

In total, 139 individuals representing 71 different organizations (sector councils, other business organizations, non-profit organizations, immigrant serving agencies, and government) participated in the workshops, with total attendance at all five workshops nearing 200 participants.

The workshop series was highly successful on a number of counts:

#### **INCREASED UNDERSTANDING OF FCR ISSUES**

Judging from participant feedback and response, the workshops were successful in increasing understanding of FCR issues among sector councils.

*“My Aha! [moment] was—A speaker said foreign credentials in some cases are better/higher than Canadian [credentials]....”*

TASC FCR WORKSHOP PARTICIPANT

With the guidance of TASC's Working Group on Immigration and FCR Issues, TASC developed workshop programming that was based on a consistent and coherent conceptual framework that provided sector councils with meaningful perspectives on the complex field of FCR, with its many inter-related issues, players, interests, and jurisdictions.

The workshops stressed sharing of practical knowledge and experience. As much as possible, sector councils with experience in FCR issues were invited to share their knowledge of and experience in FCR issues, and their representatives were featured as workshop speakers and facilitators. Workshop speakers also included government officials, expert practitioners, industry representatives, community service representatives, as well as internationally trained individuals. Efforts were made to present perspectives from different parts of Canada, an important consideration given the jurisdictional issues affecting FCR.

### **SHARING OF SECTOR COUNCIL KNOWLEDGE**

The workshops' emphasis on featuring from sector councils with experience in FCR issues gave all workshop participants the opportunity to learn about sector council work in FCR. Sector councils benefited from peer-to-peer exchange of knowledge, ideas, and experience, while other participating organizations gained insight into the way sector councils work and were able to identify potential areas of collaboration.

### **NETWORKING AND RELATIONSHIP BUILDING**

The workshops brought sector councils together with the range of different stakeholder groups involved in FCR. Networking opportunities and small group discussions were intentionally built into workshop design to facilitate relationship building, both among sector councils and among all FCR stakeholders. Workshop evaluations revealed that all participants—sector councils as well as other stakeholder groups—appreciated the opportunity to make contact, to learn about each other, and to identify potential ways for working together.

### **IDEAS FOR FURTHER WORK IN FCR**

Workshop discussions also explored and brought forward ideas for action that sector councils could undertake to deal with FCR issues. These discussions stressed partnership and collaboration among sector councils and with other stakeholder groups. Workshop participants also brought forward ideas for how TASC can continue to facilitate and support sector council FCR initiatives.

### **WHAT IS THE MOST IMPORTANT THING YOU GAINED FROM THE WORKSHOP?**

#### **SOME PARTICIPANT RESPONSES:**

- Networking opportunities; new strategic directions to consider for hiring internationally-trained workers
- Great information regarding local and national initiatives, and ideas for partnership opportunities.
- Connecting/networking opportunity with service providers/sector councils representatives
- Networking opportunities and sharing ideas and ...solutions to move forward
- Networking and creating awareness among the Sector Councils
- Linkages to the immigrant service organizations and their ongoing needs, and what benefits they can bring the labour market (i.e., filling labour shortages)



## FCR 101 for Sector Councils

Ottawa, December 1, 2006

*An overview of the field of Foreign Credential Recognition (FCR) and its importance in addressing labour market issues in Canada.*

Workshop sessions included presentations and discussion on immigration, foreign-trained workers, and the Canadian labour market; key players and their role in FCR; and the immigrant passage to Canada. As well, the workshop included an update on the federal government commitment to fund an agency on FCR, and a brainstorming session on making meaning of the changes in the Canadian workforce. Workshop participants also had the opportunity to engage in “fireside chats” with sector councils that have started work in FCR, to learn what these sector councils are doing and to exchange ideas about what other sector councils can do.

The key themes that emerged from the workshop were as follows:

- FCR is a crucial part of the process of integrating immigrants and foreign-trained workers in the workforce to address labour market issues. Current trends indicate that by 2011, all labour market growth in Canada will be due to immigration; yet at this time, qualified, experienced immigrants cannot find work while many sectors face labour shortages. The debate has changed: two decades ago, the FCR issue was about helping immigrants in their new land; today, it is also about the employer and the Canadian economy.

*“I didn’t come here to collect [benefits], I came here to produce.”*

—RECENT IMMIGRANT TO CANADA

- The federal government is aware of the importance of FCR as a national issue. Human Resources and Social Development Canada (HRSDC) has funded over sixty FCR projects over the past six years, including recent innovative initiatives such as the Canadian Immigration Integration Project (a project implemented by the Association of Canadian Community Colleges (ACCC) that helps prepare immigrants in their country-of-origin), and bridge-to-work programs in engineering and construction. The government has also launched an Internet portal, Going to Canada.
- Canada’s current immigration selection process awards points for factors related to successful integration such as education, official language abilities, experience, adaptability, and arranged employment. The skilled worker selection system is complemented by other programs such as the Provincial Nominee Program, the Temporary Foreign Worker, and programs for international student) complement the Skilled Worker selection system. Citizenship and Immigration Canada also has programs that support integration, such as the Enhanced Language Training (ELT) Initiative.
- FCR is a complex field that involves many players and numerous interventions within different jurisdictions.
- Sector councils are a unique player in FCR in that they provide industry-driven labour market solutions by bringing together employers, employees, educators, governments, and other relevant stakeholders. Sector councils can play a role in FCR through their work on occupational standards, helping employers address labour shortages, promoting employer awareness of the issue, and addressing hiring barriers for immigrants.



- Credential assessment agencies provide credential evaluation services that can be valuable to employers. These services enable employers to access a wider talent pool of potential employees; reduce hiring risk; increase employers' ability to hire, compensate and promote fairly; and facilitate the hiring and retention of a more diverse workforce.
- Educational and training institutes are also key players in FCR. Canadian community colleges provide services such as pre-departure assessment, counselling and training; credential assessment (through Prior Learning Assessment and Recognition (PLAR) services, and through credential assessment bodies); bridge-to-work programs, peer-support programs, and occupation-specific language training.
- Community organizations and initiatives also play an important role. The Toronto Region Immigrant Employment Council (TRIEC) is an initiative that incorporates local and regional perspectives, citizen leadership, and multi-stakeholder coordination and collaboration. TRIEC has launched internship and mentoring partnership programs for immigrants, and introduced a website to change the hiring culture (<http://hireimmigrants.ca>). TRIEC's inter-governmental relations committee works with government on related issues.
- Competencies and skills are important for all occupations, not just "skilled" occupations. PLAR mechanisms allows for the assessment of skills, knowledge and experience that are not necessarily linked to formal education. The assessment of essential workplace skills can also contribute to placement and integration of immigrants in non-regulated workplaces. There is a need for more explicit definition of skills related to Canadian workplace practice and culture.
- The federal government must work closely with the provinces and territories and respect their jurisdiction in credential assessment and regulation. A federally-funded FCR initiative can focus on certain critical gaps by sharing labour market information, providing pathfinding and referral services, and strengthening the FCR system (by enabling the development of even levels of assessment capacity across Canada, and by sharing best practices). Such an initiative can deal with both formal and informal work experience, and with all occupations, regulated and non-regulated.
- The key missing element in immigrant serving programs is the linking of newcomers to employment opportunities.

### *"What is integration without employment?"*

#### —IMMIGRANT–SETTLEMENT SERVICE REPRESENTATIVE

- Canada needs to deliver better advisory processes and services (including information on employment and the integration process) to the internationally-educated professional before his/her departure from his/her country-of-origin. There should also be a better welcome process for immigrants, and the overall integration process needs to be improved.
- Employers should have access to the intercultural and human resource training necessary to understand the integration process and to be in a better position to recruit new immigrants. Training must also be provided to immigrants in workplace environments and to build essential skills. More support is needed for sectoral bridge-to-work programs.
- Greater awareness must be developed about Canadian standards for language proficiency, and the need for workplace language training. More sector-specific language tools need to be developed.
- Native-born Canadians need to understand the immigrant experience.
- Current policy and procedures are not effective in getting immigrants gainfully employed. There is a need for better linkages and partnerships among employers, immigrant serving agencies and government. All parties should be involved in identifying gaps and in addressing them at all levels. Stakeholders should coordinate efforts to identify and share best practices, resources and expertise



## Recognizing Foreign Competencies – How your industry can do it

Ottawa, February 22, 2007

*How can the Prior Learning Assessment and Recognition (PLAR) process be used for the assessment and recognition of credentials and competencies gained outside of Canada?*

Workshop sessions provided an overview of PLAR, examined lessons learned and what more could be done, and outlined various employment programs for newcomers. Discussion also took place on next steps for sector councils in utilizing PLAR in the assessment and recognition of credentials and competencies gained outside of Canada.

The key themes that emerged from the workshop were as follows:

- PLAR is an important evaluation mechanism with great potential to help sector councils. Key elements of the PLAR model include credit transfer, a competency approach, learner and labour mobility, and lifelong learning.
- Competencies are based on knowledge, skills and abilities, and personal attributes developed through formal, non-formal and informal learning. PLAR measures prior learning/current competence against clear learning outcomes/occupation standards. Sector councils have a role to play in facilitating PLAR by defining occupational standards in a form that can be used by education/credentialing bodies, employers, professional organizations, and learners.
- PLAR processes are in place across Canada but are not consistent across institutions or across jurisdictions. While PLAR allows for external recognition of prior learning, it also allows the individual to feel in charge of his/her own destiny and to recognize his/her own capabilities. PLAR's benefits are obvious, but its implementation suffers from lack of promotion, lack of resources, and insufficient "buy-in."
- A business case for PLAR should be developed, targeting individuals, universities and colleges, other stakeholders, and in particular, employers. Efforts should be made to promote greater awareness of PLAR among employers, and to develop PLAR tools for employers. PLAR should be applied to workers with a variety of skill levels, including those that do not require post-secondary education. A common language for PLAR should be developed for practitioners, industry, and other stakeholders.
- More attention should be paid to how sector councils can work with organizations that work with PLAR, "think tanks," and immigrant service agencies. More funding should be made available for job placements for individuals with credentials and competencies gained outside Canada. Solutions to issues of labour market integration should not be undertaken for internationally-educated individuals, but with these individuals.



## Helping Employers Recruit and Retain Internationally Trained Workers

Ottawa, September 11, 2007

*How can sector councils help employers in their industries to recruit and retain internationally-trained workers?*

Workshop sessions examined why employers should recruit and retain internationally-trained workers, and how they can do so. As well, there was a presentation from an immigrant serving agency perspective and discussion on how sector councils can help employers.

The key themes that emerged from the workshop were as follows:

- Employers can benefit from recruiting and retaining internationally-trained workers. Doing so allows employers to meet their staffing needs and to increase productivity by taking advantage of internationally-trained workers' perspective, experience, work ethics, diverse skill-set and global connections. Overall, society also benefits when employers recruiting and retain internationally-trained workers.
- Successful recruitment and retention of internationally-trained workers requires awareness, commitment, leadership, and specific actions. There are general barriers to workforce integration (language skills, recognition of foreign work experience and credentials, and Canadian work experience) as well as specific barriers in each occupation or industry. Specific actions should be designed to address each barrier.
- Government programming should be flexible and allow for changes to respond to employers' needs in recruiting and retaining internationally-trained workers.
- There are many programs, mechanisms, and tested practices that can help employers recruit and retain internationally-trained workers. These programs, mechanisms, and practices recognize the importance of providing information, increasing awareness, providing bridge-to-work opportunities, and mentorship.
- Partnerships are key to successful programs to promote recruitment and retention of internationally-trained workers. Partnerships should be formed so that all can participate, including employers, newcomers, immigrant serving agencies, regulatory bodies, educational institutes, and government.



## Passage to Canada—The Role for Sector Councils

Ottawa, October 23, 2007

*How can sector councils assist internationally-trained workers in their integration into the Canadian labour force?*

Workshop sessions examined the challenges that immigrants face in their passage to Canada and effective programs and mechanisms that meet the needs of the immigrant labour market. Discussion also took place on the role sector councils can play in contributing to or developing programs and mechanisms that meet the needs of the immigrant labour market.

The key themes that emerged from the workshop were:

- Finding a job is key to immigrant integration. Immigrants are tenacious in overcoming challenges in their passage to Canada. They realize that in order to find a job, they may have to improve their language skills and obtain Canadian experience, and that they must be proactive.
- Immigrant serving agencies provide valuable programs that support immigrants in their job search. Some programs serve general needs (workshops on resume preparation and interview skills) and some serve specific needs (e.g., those of teachers or doctors). To serve clients effectively, some agencies are establishing linkages with employers.
- There are effective programs and mechanisms that meet the needs of the immigrant labour market at each stage of the immigrant passage to Canada. These include information and pre-assessment services in the country of origin (such as those offered by the Canadian Immigration Integration Project of the Association of Canadian Community Colleges), collaborative employment and training services offered by partnerships or coalitions (for example, those of the Consortium of Agencies Serving Internationally Trained Persons), and programs that promote welcoming communities (such as the Safe Harbour Program of The Affiliation of Multicultural Societies and Service Agencies of B.C.).
- Tools, programs and resources to attract, recruit, and retain immigrants in each sector should be based on the study of barriers and opportunities in each sector.
- Sector councils should collaborate closely with immigrant serving agencies. Sector councils can provide national/provincial level forums for agencies to share best practices and experiences and to network with industry employers and stakeholders, organize sector-specific job fairs, and provide orientations to each sector.
- Sector councils should set an example to the sector they represent by hiring new immigrants as council staff.



## FCR Essentials for Sector Councils

Toronto, November 15, 2007

### *How do FCR issues affect industries & what practical action can sector councils undertake?*

Workshop sessions examined why and how FCR is important to sector councils, and how internationally trained workers can be effectively integrated into the workforce. An update on government programs also took place. Small group discussions focused on action that sector councils can take. Supply Chain Management Inc. provided facilities for the event and a tour of its distribution centre.

The key themes emerging from the workshop were:

- The Canadian-born workforce is shrinking while the demand for labour is growing. Canada is competing with other countries to attract and retain talent, skills, and labour, and the skills and talents of immigrants can increase the competitiveness of Canadian companies. Industries must approach recruitment strategically, seeking candidates internationally for the skill-sets required in the sector.
- Sector councils should promote greater awareness among employers of the community-based job development programs for internationally trained individuals, and help mitigate the risk employers perceive in recruiting and retaining internationally trained workers. Sector councils should develop an employer “toolbox” of resources to help them recruit and retain internationally trained workers. A one-stop solution must be offered to employers, especially small- to medium- sized enterprises (SMEs), to make it easy for them to recruit internationally trained workers.
- A coordinated approach is required to access the resources of the many immigrant-serving organizations working at the grassroots level. Partnerships such as the Toronto Region Immigrant Employment Council (TRIEC) can bring together different stakeholders while retaining close linkages to organizations on the ground.
- Federal government programs such as the Foreign Credentials Referral Office and the Temporary Foreign Worker Program, and provincial government initiatives such as Manitoba’s Labour Market Strategy Initiative can promote the recruitment and retention of internationally trained workers in the Canadian workforce.
- Sector councils can act as “broker” between employers and community-based service providers to promote the recruitment of internationally trained workers. A “job fair” could provide a venue for parties to get to know each other.
- Sector councils should undertake to develop and promote sector-specific tools and resources for immigrants, employers, and service agencies.
- TASC can play a role in promoting the sharing of information and collaboration among and with sector councils on FCR issues.



## TASC Gateway

TASC has launched a web portal ([www.councils.org/gateway](http://www.councils.org/gateway)) to resources on recruiting and retaining internationally-trained workers in the Canadian labour force. The portal will lead to more information, useful documents, and links to other relevant websites on topics such as:

- Hiring temporary foreign workers and internationally trained workers to meet labour shortages;
- Assisting newcomers and immigrants in integrating into the workforce;
- Workplace and workforce cultural awareness;
- Assessment and recognition of credentials and competencies gained outside of Canada; and
- Prior learning assessment and recognition.

### Developing Employer Resources for Hiring & Retaining Internationally-Trained Workers

TASC was approached in 2007 by the Foreign Credentials Referral Office (FCRO) at Citizenship and Immigration Canada to work with key stakeholders to develop resources to guide and assist employers in small- to medium-sized enterprises in recruiting and retaining internationally-trained workers. TASC brought together sector representatives, other major business organizations representing employers, immigrant serving organizations and other stakeholders to gather input and advice on the type of resources that need to be developed, and the most effective ways of communicating these resources. Based on an environmental scan of employer resources and the input of stakeholders, TASC is currently producing an Employer's Roadmap to Hiring and Retaining Internationally-Trained Workers.

## Sector Council Activities

Many sector councils have undertaken work in their respective industries to integrate internationally-trained workers into the labour force.

Sector councils participated in the steering committee for the *Pan-Canadian Sector Council & Immigrant Dialogue: Barriers Affecting the Integration of Non-Regulated Occupation Immigrants into the Canadian Labour Market*, a project led by the The Canadian Coalition of Community-Based Employability Training (CCCBET). The project identified specific issues and barriers preventing the integration of non-regulated occupation immigrants and refugees into the Canadian workforce and held a national event, "The Dialogue" between sector councils and immigrant serving agencies, to promote networking, sharing of information, and partnerships. Many sector councils also participated in the research and conference activities of the project.

A number of sector councils are involved in the pilot *Canadian Immigration Integration Project* that is being implemented by the Association of Canadian Community Colleges (ACCC). This project helps immigrants to Canada prepare for employment in Canada while completing final immigration requirements in their countries. The Canadian Tourism Human Resource Council and the Information and Communications Technology Council are among the sector councils that are collaborating with ACCC on this project.

Many individual sector councils have also conducted research and developed strategies to facilitate FCR and the integration of internationally-trained workers in their respective industries. A list of sector councils that are active in FCR work can be found on Gateway ([www.councils.org/gateway](http://www.councils.org/gateway)), TASC's web portal to resources on recruiting and retaining internationally-trained workers.



# LOOKING FORWARD

Sector councils individually or through TASC have taken a leading role since 2003 in both Foreign Credential Recognition and in the integration of internationally-trained workers. They are working in their respective sectors to develop occupational standards and training, coordinate human resource strategies across industries, and assist employers in recruiting and retaining newcomers. They are facilitating the recognition of competencies, and developing sector-specific interventions in areas such as bridge-to-work programs, and language and work-skills training.

TASC along with sector councils have facilitated national coordination and collaborative leadership on FCR through a number of actions. Initiating a TASC's Working Committee on Immigration and FCR Issues; developing the guide *Who does What in FCR*; organizing five workshops in 2006-07: *Building Blocks for FCR: Workshops with Sector Councils*; working on the development of an *Employer Roadmap to Hiring & Retaining Internationally-Trained Workers* and launching a TASC Web Portal to *Resources on Recruiting and Retaining Internationally-Trained Workers*. These initiatives are building blocks for on-going improvement of Foreign Credential Recognition and for more effective immigrant integration into the workforce.

The following are some issues that TASC and sector councils have identified to work on:

- improved assessment of non-regulated professions, to be enhanced through greater linkages between sector councils and the credential assessment agencies;
  - PLAR tools and the assessment of competencies gained in the workplace;
  - job placements within sector councils for internationally trained workers;
  - collaborative research to assess immigrants sector-specific barriers and opportunities
  - comparative research on other immigrant-receiving countries;
  - research on newcomers who do not receive adequate assessment, to assess the loss to the economy and individuals;
- use of new information technology to assist in assessment;
  - working towards greater mobility across Canada of credential assessments through inter-provincial/territorial transferability of credential assessments
  - research on the effectiveness of bridge-to-work and other similar programs;
  - assisting policy development to address FCR
  - multi-stakeholder collaboration and coordination to address identified gaps; and
  - sector councils' capacity building.

The work done so far by sector councils and TASC has been fruitful in establishing a clear perspective on the issue and how it affects sector councils, developing linkages to potential partners, and identifying areas in which further sector council work can assist in the integration of internationally-trained workers. Clearly, this is a human resource issue that sector councils can and must address, for Canadian industries to be more productive and effective in today's economy.

Sector councils will collaborate with key stakeholders and with each other to address the issue of the integration of internationally-trained workers as they carry on their work in their respective sectors of developing and sharing labour market information, developing occupational standards and training, coordinating human resource strategies across industries, and assisting employers in recruiting and retaining workers. In particular, sector councils will be addressing the need for more information on and awareness of the issue; bringing together employers and immigrant serving agencies to work together to meet their mutual needs; facilitating the recognition of competencies, and developing sector-specific interventions in areas such as bridge-to-work programs, and language and work-skills training.