

NEW CANADIANS

Immigrants,
Permanent
Residents,
New Canadians



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Internationally Trained Individual

Who is an Internationally Trained Individual?

Internationally Trained Individuals are people who have immigrated to Canada on a permanent basis through the Federal Skilled Worker Program and are already resident in Canada. They have diverse educational backgrounds and work experience in their country of origin, most often in industries other than trucking. They can live or work in any part of Canada with no restrictions. Internationally Trained Individuals may also be referred to as Immigrants – Permanent Residents, New Canadians.

Canada is experiencing unprecedented levels of immigration. Since 1993, more than 250,000 Internationally Trained Individuals per year (on average) have been welcomed to Canada. Internationally Trained Individuals play an important role in the development and cultural fabric of our country.

With an aging population and a declining birth rate, Canada is increasingly relying on immigration to enhance and grow its workforce. According to Statistics Canada, Internationally Trained Individuals account for one out of every five employees, approximately 20 percent of today's labour force.

Internationally Trained Individuals are a potential source of qualified Truck Drivers that the trucking industry cannot afford to ignore.

Are there challenges hiring Internationally Trained Individuals as Truck Drivers?

Excellent question. There can be challenges — here are a few:

- Internationally Trained Individuals can come to Canada several different ways: as entrepreneurs or business investors with money to invest; as skilled workers or professionals or as family members; or as refugees.
- Canada's immigration system is designed to attract skilled workers and professionals, and uses a point system to evaluate applicants. Since education is heavily weighted, most Internationally Trained Individuals have a university degree, college diploma or trade designation. The occupation of Truck Driver does not fall into the skilled workers and professionals category for immigration purposes, so it is difficult for a Truck Driver to immigrate to Canada.
- Many Internationally Trained Individuals cannot find jobs in their field, often due to a lack of Canadian experience or credentials. Some Internationally Trained Individuals, especially skilled ones, consider driving a truck to be a low skilled job. The practice of starting as a Truck Driver and working up the ladder into more senior, better paid jobs in trucking may be problematic for a skilled individual. They may be willing to change careers, but many prefer not to start in a job below their skill level.

- The Truck Driver recruiting process is compliance driven, and there may be challenges validating past employment history, checking references or assessing language skills of Internationally Trained Individuals. Any Truck Driver who enters into the United States is required under the Federal Motor Carriers Safety Regulations to be able to read and speak the English language. Moreover, depending on their country of origin, an Internationally Trained Individual may not be able to enter the United States under the Free and Secure Trade (FAST) initiative.
- Depending on the level of awareness about diversity issues, employers may experience challenges when integrating Internationally Trained Individuals as Truck Drivers. Language barriers, cultural differences, resistance to those seen as 'taking our jobs' (particularly in economically challenged areas), and just plain ignorance can create tension and friction if not appropriately managed.

With these potential challenges, why consider Internationally Trained Individuals as Truck Drivers?

If you had the choice between having unseated trucks or employing Internationally Trained Individuals as Truck Drivers, which would you choose?

Internationally Trained Individuals bring with them great diversity in their education, training, on-the-job skills and life experience. They are highly motivated to succeed in their new lives in Canada. This motivation often translates into a strong work ethic.

Yes, there may be challenges to overcome, but employers must develop a greater awareness of the skills that Internationally Trained Individuals bring, and they, in turn, need to be convinced that truck driving is a viable career.

The fact is, Canadian society is becoming increasingly multicultural. Internationally Trained Individuals represent a significant part of the available labour market. And despite the challenges that may exist, the trucking industry cannot afford to overlook Internationally Trained Individuals as a source of qualified Truck Drivers in the future.

Identifying the perceived barriers and taking steps to eliminate them is an important first step in successfully targeting Internationally Trained Individuals as a source of potential qualified Truck Drivers.

Where do I learn more?

You have come to the right place. And by reading up to this point, you have taken the first step in understanding more about Internationally Trained Individuals as a viable source of qualified Truck Drivers.

This Module is divided into five topics:

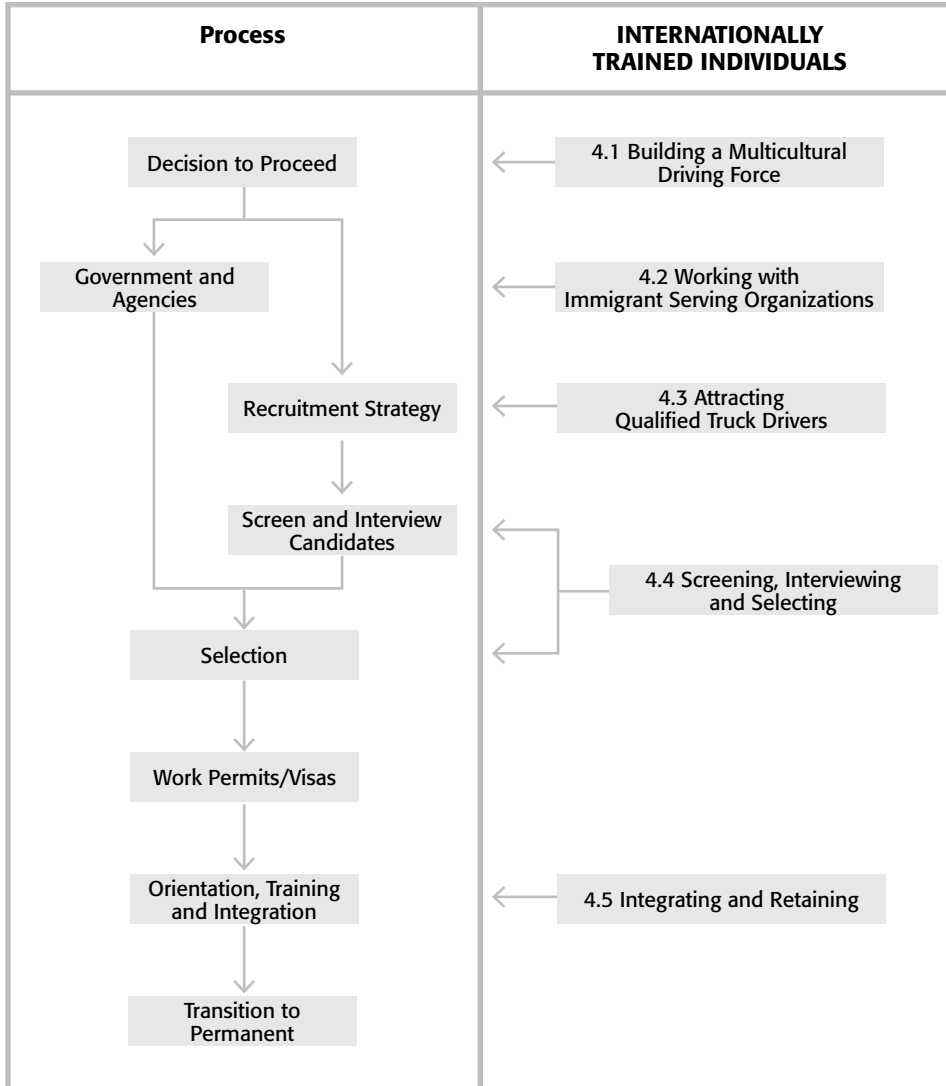
- 4.1 Building a Diverse Driving Force
- 4.2 Working with Immigrant Serving Organizations
- 4.3 Attracting Qualified Truck Drivers
- 4.4 Screening, Interviewing and Selecting
- 4.5 Integrating and Retaining

Each topic is presented in an easy to read format so that you can review it quickly, either on its own or in combination with other topics.

In addition, the Summary section at the end of the Module provides Keys to Success and Additional Resources.

How does this fit together?

The topics have been written and organized, as shown below. To start, all you need to do is turn the page.



4.1 Building a Multicultural Driving Force

Let us be frank — the average Truck Driver is getting older and younger people are not replacing them. Despite the trucking sector's projected growth, the declining popularity of truck driving as an occupation (especially among younger people) means the industry may soon face a critical shortage of qualified Truck Drivers.

Internationally Trained Individuals represent a largely untapped source of potential Truck Drivers. They bring with them great diversity in their education, training, on-the-job skills and life experience. Most are highly motivated to succeed in their new life in Canada — and this motivation often translates in to a strong work ethic. And, as the experts point out, immigration will account for a significant proportion of labour force growth in the next few years, making them a target audience the trucking industry should not overlook.

While Internationally Trained Individuals may appear to be the same as any other Truck Driver, it is important to remember a few key things. They may have experience as a Truck Driver or may be new to trucking. Many Internationally Trained Individuals applying for truck driving jobs are highly educated, with professional work experience, sometimes at a supervisory or managerial level. Many have experienced difficulty in securing employment in their field of expertise. For some, trucking offers a career opportunity — for others, it offers a way to support themselves and their families while earning Canadian credentials, or gaining work experience in Canada.

Internationally Trained Individuals represent a group that is available and ready to work. The cost to hire and integrate Internationally Trained Individuals is usually the same or similar to the cost to hire any other Truck Driver with the same level of experience. Internationally Trained Individuals require orientation and training, and may require additional support in the form of mentoring or language training, but these costs are not significant.

Hiring Internationally Trained Individuals is part of an effective recruiting strategy for several reasons:

1. Canada's labour force is increasingly multicultural. Identifying the perceived barriers to hiring Internationally Trained Individuals, and taking steps to eliminate these barriers, will increase the pool of qualified applicants.
2. The cost of unseated trucks exceeds the investment in recruitment and integration programs aimed at Internationally Trained Individuals.
3. Communicating about the Truck Driver shortage and the changing mix in the labour market allows you to educate others about the positive impact that hiring Internationally Trained Individuals will have on your company's bottom line.

Voices from Industry

"It is fair to ask why they are making the change to a new industry. But do not make assumptions about people's expectations. Do not assume they are too qualified to be a Truck Driver, and as a result, will not stay."

Definitions

Internationally Trained Individuals

Internationally Trained Individuals are people who have immigrated to Canada on a permanent basis through the Federal Skilled Worker Program and are already resident in Canada. They have diverse educational backgrounds and work experience in their country of origin, most often in industries other than trucking. They can live or work in any part of Canada with no restrictions. Internationally Trained Individuals may also be referred to as Immigrants - Permanent Residents, New Canadians.

Multiculturalism

Multiculturalism describes the differences in ethnicity, culture and background among employees in your workplace.

Tools

Assessing Your Workplace – Are You Ready?

Is your company ready to welcome Internationally Trained Individuals into your workplace? This is a critical question.

Your company and employees have to be ready to successfully integrate an Internationally Trained Individual into your work environment. Money spent on advertising, or working with Immigrant Serving Organizations and Settlement Agencies will be wasted if your work environment or employees are not ready to accommodate a multicultural workforce.

The *Diversity Readiness Checklist* can help you evaluate your company's current policies, practices, knowledge, perceptions and attitudes related to hiring Internationally Trained Individuals. It will help you evaluate your company's readiness to effectively recruit, hire, integrate and retain them.

Honestly responding to the following questions can assist in determining whether or not your company is ready to hire Internationally Trained Individuals.

Diversity Readiness Checklist		
	Yes	No
1. Have we communicated the business case for hiring Internationally Trained Individuals to our managers and employees?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do we offer training or awareness sessions to educate employees about the importance of multiculturalism?	<input type="checkbox"/>	<input type="checkbox"/>
3. Have we developed a targeted recruiting plan to identify possible ways to attract and hire Internationally Trained Individuals into driving positions?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does our interview process include people from different cultural backgrounds to assist with assessing Internationally Trained Individuals?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do we hire Truck Drivers based on their skills and abilities regardless of their ethnic origin, religion or other differences?	<input type="checkbox"/>	<input type="checkbox"/>
6. Do we help Internationally Trained Individuals feel welcome when they join our company?	<input type="checkbox"/>	<input type="checkbox"/>
7. Do we make managers and others aware of the skills, education and experience Internationally Trained Individuals have?	<input type="checkbox"/>	<input type="checkbox"/>
8. Do we support Internationally Trained Individuals with a mentoring program?	<input type="checkbox"/>	<input type="checkbox"/>
9. Does our company have a clearly stated policy and a process to deal with unacceptable comments or behaviour in the workplace?	<input type="checkbox"/>	<input type="checkbox"/>
10. Does our company work with community agencies that have experience in helping Internationally Trained Individuals integrate into the community?	<input type="checkbox"/>	<input type="checkbox"/>
11. Are our employees comfortable working with people who are from other cultures?	<input type="checkbox"/>	<input type="checkbox"/>
12. Are we equipped with the right resources to work with multicultural employees?	<input type="checkbox"/>	<input type="checkbox"/>
13. Do we value the ideas of people who have a different culture and set of beliefs?	<input type="checkbox"/>	<input type="checkbox"/>

Number of “Yes” Responses

9 or more You consider Internationally Trained Individuals an essential and valuable part of your workforce.

6 to 8 Overall, you are aware of the potential advantages of hiring Internationally Trained Individuals but there is still room for improvement. Think about the areas where you responded No and see what changes you can make using the resources in this Module.

5 or less You are not yet ready to start hiring Internationally Trained Individuals. You may want to consider better preparing your company by using the resources in this Module.

Where do I Start?

If you are ready to hire Internationally Trained Individuals as Truck Drivers, there are a number of steps you can take to get started.

Step 1: Building Awareness

Do you and other employees understand the challenges that Internationally Trained Individuals face when starting over in a new country and a new workplace? Despite having many years of work experience, an Internationally Trained Individual may not be familiar with the behaviours and expectations in a Canadian workplace. And just as important, you and your employees may not be aware of the things an Internationally Trained Individual may need, want or find helpful as they adjust to a new job.

Sometimes it is really helpful to simply provide information and clear up any misconceptions about Internationally Trained Individuals and their place in your company. At a minimum, you need to educate all your employees about why it is necessary to hire Internationally Trained Individuals. Help them understand the skills and knowledge that Internationally Trained Individuals bring. And help them understand the key cultural differences that exist in communication, behaviour and values (including important cultural and religious practices) in a multicultural environment.

There are many community agencies, or Immigrant Serving Organizations and Settlement Agencies that can provide information or conduct short training sessions to help build awareness, mostly free of charge.

A list of Immigrant Serving Organizations and Settlement Agencies is provided in the Additional Resources at the end of this Module. You can also find an interactive map to help you search for services at: www.cic.gc.ca/english/newcomers/map/services.asp.

Step 2: Creating a Diversity Statement

Creating a diversity statement tells Internationally Trained Individuals you are an employer who is committed to building a multicultural workforce. A diversity statement can be a sentence or two that describes your company's values as they relate to building a welcoming environment for people with different backgrounds. Here's an example:

"We are committed to building an open and welcoming work environment where employees with multicultural backgrounds can build a future with us. We value people who acknowledge the skills, knowledge and abilities of their fellow workers regardless of their background. Our goal is to be recognized as an employer of choice in the trucking industry because of our diversity."

Voices from Industry

"One of the more unique characteristics of immigrant populations is that they tend to have high affiliation – a sense of community and fitting in is important. Are people in the company open to them? Are there people 'like them' in the company? Both these things can be important."

Voices from Industry

"We made a company decision to reflect the community we operate in. In the past five years, our Truck Driver force has evolved to where the majority of Truck Drivers are Internationally Trained Individuals."

Step 3: Promoting Multiculturalism in the Workplace

Creating a multicultural workplace goes beyond simply stating its importance. As you hire Internationally Trained Individuals, your workplace will become a mosaic of cultures, perspectives and ideas. It is important for all employees to understand that multiculturalism is a core value of the company. Begin with a top-down approach. Management of the company should prove through actions that multiculturalism is important and valued. Most employees will look to management for guidance and to gain an idea of what the company truly values.

Voices from Industry

“We have a lot of Truck Drivers from the Punjabi culture. They do not tolerate cursing. The Canadian Truck Driver population tends to use swear words. We had to explain to all of our Truck Drivers that swearing was not acceptable. It wasn’t well accepted at first, but Truck Drivers got used to it.”

Other things you can do to promote multiculturalism include:

- Hold awareness sessions. Sessions can be delivered on site and should be required for all employees from the company’s president to its janitorial staff. Teach the value of multiculturalism to your business.
- Promote from within. When the staff of the company, including management, displays a wide range of diversity within its ranks, it is easier to believe that the company truly values multiculturalism.
- Represent multiculturalism in all company literature. Any advertising for your company, including brochures, billboards and websites, should show a wide range of people who represent your company.
- Celebrate the differences in the workplace. Give employees the opportunity to hold learning sessions about the culture and background that makes them individuals. This will foster an attitude of learning and acceptance among all.

Step 4: Communicating in a Multicultural Workplace

We communicate with others all the time -- in our workplaces, with other Truck Drivers, dispatch, and customers. No matter how well we think we understand each other, communication is hard. Just think, for example, how often we hear things like, “He does not get it,” or “She did not really hear what I meant to say.”

Culture is often at the root of communication challenges. Our culture influences how we approach problems, and how we communicate. Simply put, culture refers to the group or community we are part of and share common experiences with. It includes groups that we are born into, such as gender, race, or national origin. It also includes groups we join or become part of. For example, we can become part of a new culture by moving to a new region, like Internationally Trained Individuals do when they move to Canada.

As people from different cultural groups start working together, cultural values sometimes conflict. We can misunderstand each other, and react in ways that make it hard to work together. Sometimes, we do not know that we have cultural values or assumptions that are different from others.

The way people communicate varies widely between, and even within, cultures. Next time you are working with someone from a different culture, and you suspect that cross-cultural differences are a factor, try reviewing this list.¹

¹ Adapted from Toward a More Perfect Union in an Age of Diversity: Working on Common Cross-cultural Communication Challenges, by Marcelle E. DuPraw and Marya Axner, <http://www.jyu.fi/mclinic/cis/cross-cultural.html>.

Different Communication Styles

One aspect of communication style is language usage. Across cultures, some words and phrases are used in different ways. For example, even in countries that share the English language, the meaning of “yes” varies from “maybe, I’ll consider it” to “definitely so,” with many shades in between.

Different standards about how loudly we speak can contribute to misunderstandings too. For instance, in some cultures, raised voices are a sign that an argument has begun, while others feel it is a sign of an exciting conversation among friends.

Non-verbal communication is important too. This includes facial expressions and gestures, and can also include things like seating arrangements, personal distance, and sense of time.

Different Attitudes Toward Conflict

Some cultures view conflict as a positive thing, while others view it as something to be avoided. In Canadian culture, conflict is not usually desirable, but people are encouraged to deal directly with conflicts that do arise. In fact, face-to-face meetings are recommended as the way to work through whatever problems exist. In contrast, in many countries, open conflict is embarrassing or demeaning and, as a rule, differences are best worked out quietly. A written exchange might be the favored means to address the conflict.

Voices from Industry

Learning about different ways that people communicate can enrich our lives and is an important step toward understanding and respecting each other.

Different Approaches to Completing Tasks

When it comes to working together effectively on a task, cultures differ with respect to the importance placed on establishing relationships. Asian cultures tend to attach more value to developing relationships at the beginning of a shared project and more emphasis on task completion toward the end. In Canada, we tend to focus immediately on the task at hand, and let relationships develop as we work. This does not mean that people from any one culture are more or less committed to accomplishing the task, or value relationships more or less, they are just different in their approach.

Different Decision-Making Styles

The roles individuals play in decision-making vary widely from culture to culture. For example, in Canada, decisions are frequently delegated – a more senior person assigns responsibility for a particular matter to a subordinate. When decisions are made by groups of people, majority rule is a common approach; in other cultures, consensus may be the preferred approach. Be aware that individuals’ expectations about their own roles in shaping a decision may be influenced by their cultural background.

Different Attitudes Toward Disclosure

In some cultures, it is not appropriate to be frank about emotions, about the reasons behind a conflict or a misunderstanding, or about personal information. Keep this in mind when you are talking or working with others. Be aware that people may differ in what they feel comfortable revealing. Questions that may seem natural to you – What was the conflict about? What was your role in the conflict? What was the sequence of events? – may seem intrusive to others.

Being aware of these patterns can help us to understand people who are from a different culture. An appreciation of what it means to be different, in ways that are respectful of others, is important. "Different from me" does not mean "not as good as me."

Awareness of cultural differences does not have to divide us from each other. It does not have to paralyze us either, for fear of not saying the "right thing."

Tips for Cross-Cultural Communication

Keep these guidelines in mind:

- Learn from generalizations about other cultures, but do not use those generalizations to stereotype your ideas about another person.
- Do not assume that there is one right way to communicate. Keep questioning your assumptions about the "right way" to communicate.
- Do not assume that breakdowns in communication occur because other people are on the wrong track. Search for ways to make the communication work, rather than searching for who to blame for the breakdown.
- Listen actively. Try to put yourself in the other person's shoes, especially when another person's perceptions or ideas are very different from your own.
- Check your interpretations if you are uncertain what is meant.
- Stop, suspend judgment, and try to look at the situation as an outsider.
- Think about your body language - postures that indicate receptivity in one culture might indicate aggressiveness in another.
- Practice, practice, practice. By doing, we get better at cross-cultural communication.

Step 5: Creating a Respectful Workplace

Creating a respectful workplace is an essential step in getting ready to hire Internationally Trained Individuals. Federal labour standards require that all workplaces have a “no harassment or discrimination” policy in place.

Everyone has a role to play in creating a respectful work environment, especially when you are welcoming Internationally Trained Individuals into your company. Unfortunately, there may be times when we unintentionally cause offence or hurt feelings simply because “we did not know any better”. At other times, our own personal biases can cause disrespect. Managers and company owners must lead the way by walking the talk. They are the ones who set the example of what is and is not acceptable. If an employee in your company makes inappropriate comments and you do nothing, then you are condoning (or accepting) the behaviour. It may mean your company is not ready to welcome a multicultural workforce.

If you are serious about having a respectful workplace, you should make sure you have a policy that outlines the company’s commitment to recognizing and supporting diversity (of people, cultures and ideas) and ensuring a work environment free of harassment and discrimination. The policy should clearly define what behaviours are, and are not, acceptable. It should also outline the steps an individual (or group) should take to make a complaint. To get you started, we have provided a sample policy and complaint procedure.¹

IMPORTANT!

Respect is a two-way street – to get it, you must give it.

¹ For more information on creating a respectful work environment, see Topic 2.3 in Module 2: Retention.

Respectful Workplace Policy Statement

ACME Trucking is committed to providing a work environment free of discrimination and harassment. Every employee shares in the responsibility for creating and maintaining a respectful working environment free from any and all forms of discrimination and harassment.

There is zero tolerance for acts of discrimination and/or harassment of any kind. Any comment or action of a sexual, racial, religious, ethnic or other discriminatory nature that endangers another individual's continued employment, that negatively affects his/her work performance, or that undermines his/her sense of personal identity may constitute harassment. This includes sexual harassment and discrimination and harassment or intimidation based on sex, sexual orientation, race, ethnic origin, colour, religion age, marital status, family status, physical or mental disability and criminal convictions for which a pardon has been granted.

At ACME Trucking, we will not tolerate abusive or obscene language, slurs, jokes, innuendoes, offensive cartoons, or pranks, communicated either personally, on the telephone or via computer, directed toward fellow employees, management, customers or suppliers. Should ACME Trucking become aware of any instance of harassment or discrimination, the company will initiate a comprehensive investigation and impose such disciplinary measures as it deems necessary.

Harassment Complaint Procedure

Any individual (or group) who experiences any form of workplace harassment or discrimination is encouraged to express their concerns without fear of reprisal. At ACME Trucking, we are committed to finding a solution as quickly and effectively as possible. Should you find yourself in a situation where you require assistance, we recommend the following steps:

1. If appropriate, approach the individual and explain the situation. Give him/her the opportunity to listen to your concern and understand the impact that his/ her actions are having on you. If you do not feel you can face the person directly, speak to someone you trust within ACME for assistance.
2. If the harassment continues, please alert your manager/supervisor and/or Human Resources.
3. If the issue is still not resolved, you may wish to file a formal complaint and request an investigation be undertaken. The investigation may consist of interviewing those involved to get a clear picture of what is happening and to identify the best solution.
4. Within Canada, an employee has the right, at all times, to file a formal complaint under the Canadian Human Rights Act. This can be done at the same time as an internal complaint is filed with the company or it can be done on its own, regardless of the company's response to an employee concern.

ACME Trucking

John Smith, owner of ACME Trucking, is sitting at his desk lost in thought. He just returned from a trucking industry conference in Toronto and was surprised by what he learned – that the demographics and make-up of Canada’s workforce are changing dramatically.

A knock on his door interrupts his thoughts. The door opens and Jennifer Beale, ACME’s inside office support person and part-time HR person, and Sally Simpson, safety and compliance supervisor and recruiter, come in. John gets right to the point, “We have done a lot of work on improving our recruiting process in the last year. But based on what I learned, this will not keep our trucks seated and on the road. We need to look at other options. Have we ever tapped into the Internationally Trained Individuals population?”

Sally, who takes care of most of the recruiting activities, leaned back in her chair. “John, I hear you. I understand that we are losing people to retirement faster than we can fill their positions, but ... ” Sally paused reflectively, “I wonder if we are ready.” John looked confused, and Jennifer stepped in. “Sally, I think I understand what you are saying. We do not really understand how welcoming our workplace would be for an Internationally Trained Individual. Let us be honest, we do not have a lot of diversity in our workforce.”

John, always eager to get the ball rolling, asked, “What will it take to make our workforce more welcoming? What do we need to do? Because I think we need to act and act fast.” Jennifer replied, “Well, I have been doing some reading on attracting and recruiting Internationally Trained Individuals to trucking. And Sally has been talking informally with a relatively new ACME employee who settled in Canada two years ago from China. Sally, why do you not tell John about your conversation with Chin Tong?”

Sally shared Chin’s recollection of his arrival in Canada. “Chin has lived in Canada for a few years, but can still remember how angry he was by the way he was treated at the first company he worked for when he arrived in Canada. Even with the help of an Immigrant Serving Organization, Chin felt isolated at work and in the community. Chin has some ideas that could really help us make people feel welcome.”

“Chin’s first suggestion is to provide diversity training to everyone. In Chin’s first workplace, people acted like Chin was an ‘alien’ – his words, not mine!” Sally continued. “They did not have much exposure to people with different backgrounds, and some employees made inappropriate comments about Chinese people and used unacceptable nicknames. This made Chin feel very unwelcome.”

Sally went on, “The comments really hurt him. When Chin approached his supervisor for support, it was obvious that his supervisor did not really feel comfortable standing up for Chin, and maybe even held similar views. Chin recommends we develop a Respect in the Workplace Policy that outlines what is expected of employees and supervisors.”

Jennifer looked at John and said, “John, the impact of one person’s experience in a workplace has a ripple effect throughout their ethnic community. Chin told his friends about his experience and advised people within the Chinese community not to apply for jobs there. Essentially, Chin’s former employer lost out on a huge opportunity to recruit from the Chinese community because of the behaviours they allowed in their workplace. Chin believes, and I agree with him, that this policy is a key step.”

“Hmm.” John paused to think for a moment. “I think it will also help if employees understand why we are hiring Internationally Trained Individuals.” Sally interrupted and said, “Chin said that people at his former workplace did not understand why they hired a ‘foreigner’ as an employee.” John agreed, “Some people do not understand that Canada is one of the most multicultural countries in the world, and that Internationally Trained Individuals are a key source of labour for employers. If employees understand the demographics of Canada’s workforce, maybe they will be more accepting of Truck Drivers from different countries. It will also help to share with employees the difficulties these folks face in arriving in a new country and workplace.”

Jennifer commented, “Well, we have a lot of work ahead of us. Where do we start?” John nodded, “We need some way of getting our workplace ready, and getting started on building a targeted recruitment and retention strategy.”

Jennifer agreed, “You are right. I have a checklist that we can use to evaluate how ready we are. I’ll bring it to the management meeting on Monday. And in the meantime, I will get in touch with the local Immigrant Serving Organization that helped Chin with settling in Canada.”

4.2 Working With Immigrant Serving Organizations

One of the first steps in attracting internationally trained applicants is to identify a reputable Immigrant Serving Organization and / or Settlement Agency in your area. These agencies provide services to assist with integration into the community, and can be found in most communities across Canada.

Depending on the organization, they may offer some or all of the following services:

- Settlement services (housing, public health, language instruction)
- Resume writing and job search skills
- Job readiness training (for the Canadian workplace)
- Internships, job shadowing or other bridging opportunities (to provide Canadian work experience)
- Job placement
- Cross cultural communication training for employers

A list of Immigrant Serving Organizations and Settlement Agencies is provided in the Additional Resources at the end of this Module, and an interactive map is available at www.cic.gc.ca/english/newcomers/map/services.asp.

It is important to work with Immigrant Serving Organizations for two reasons:

1. They are knowledgeable about working with Internationally Trained Individuals and can offer insight and expertise in attracting, selecting, hiring and integrating them.
2. They can help you connect directly with potential applicants through job postings, job fairs and other community events.

Definitions

Immigrant Serving Organization

An Immigrant Serving Organization is an organization whose purpose is to support Internationally Trained Individuals in successfully settling and working in Canada. They provide a wide range of services to individuals, and employers, too.

Settlement Services

All those services provided by the Immigrant Serving Organization that help people to find suitable housing, employment and generally adapt to their new country.

Applicant

A person who meets your hiring criteria and has applied to work for your company.

Tools

Working with Your Local Immigrant Serving Organization

Immigrant Serving Organizations (ISOs) are set up to support Internationally Trained Individuals who need to integrate into the Canadian job market. They can help you connect directly with potential applicants through job postings, job fairs, and on the job training programs.

When establishing a relationship with an Immigrant Serving Organization, it can be helpful to meet with staff to provide them with information about the job of a Truck Driver, your company and the trucking industry as a whole.

Job Postings

Once the staff understand your hiring criteria, they can post your job and help screen for qualified applicants. They can also help prepare applicants so they have an accurate understanding of the trucking industry and what is involved in making driving a career, before they contact you.

Given the criteria for long-haul Truck Drivers, ISOs may not have many job ready Truck Drivers in their database; however, they may have applicants who could fill local and domestic driving jobs.

With a bit of creativity and long-term planning, you may be able to work with ISOs to train Truck Drivers. How? By working in partnership with a reputable driving school, you can identify people who have the potential and interest to be good Truck Drivers. Some Internationally Trained Individuals may qualify for government funding to cover tuition costs for truck training, through federal programs like the Employment Insurance program, or similar provincial programs. Once they have completed the driving school program, you could offer an on-the-job training program to round out their skills and provide valuable work experience, with the view to offering full-time employment at the end of the training.

Job Fairs

Your local ISO may sponsor job fairs to connect Internationally Trained Individuals with employers. When you attend a job fair, make it more effective by:

- Developing an information sheet that describes the job, your company, and what you offer, such as support for language training or on the job training.
- Bringing someone who has been working with your company for a period of time. They are in the best position to attract and recruit potential applicants based on their personal experience.

On-the-Job Training Programs

Immigrant Serving Organizations work with employers to identify bridge-to-work opportunities. These include job shadowing, temporary placements, internships and on-the-job training designed to bridge the transition from international training/workplace experience to working in Canada.

A bridge-to-work program provides a relatively inexpensive and sometimes subsidized training period for a short limited time. In return, though, you must provide real support and training and meet formal feedback requirements.

For an Internationally Trained Individual, it is an opportunity to show what they can do, pick up basic and job specific language, gain the all important Canadian experience and make some useful contacts for the future. In some cases, these opportunities can turn into longer-term employment.

If you have decided to hire an Internationally Trained Individual, a bridge to work program is one way for you to test the waters before making a hiring commitment.

ACME Trucking

John Smith, owner of ACME, and his management team are well into their Monday management meeting. John looks around the table at his team. Jennifer Beale and Sally Simpson have just finished a discussion on their readiness to integrate Internationally Trained Individuals into ACME's workplace.

John is pleased. The discussion, guided by a Readiness Checklist, helped identify a number of areas that the company can focus on immediately to begin an effective campaign to attract, recruit and retain Truck Drivers from multicultural backgrounds.

Todd Seabrook, ACME's operations manager, reviewed the priorities. "It seems like the easiest way to get started is to talk to the people who make it their job to connect employers and Internationally Trained Individuals. Sally and Jennifer, you both talked about an Immigrant Serving Organization. Why did you select this particular agency and what do we need to do to begin working with them?"

Jennifer responded, "Chin Tong told me that our area has a large Chinese community. The Immigrant Serving Organization that Chin referred me to provided all the settlement services for Chin when he first arrived in Canada. He found them very knowledgeable and helpful. I am planning a meeting with them to talk to them about the trucking industry and our unique needs."

Derrick Edwards, Officer Manager and Controller for ACME, interrupted, "How much will these services cost us?" Jennifer continued, "Nothing. That is the great part. Most of the services are free — although there will be a small fee to provide our employees with some planned training about multiculturalism."

Todd spoke up suddenly, "What's this about a job fair? What's that?" "We do not really do many job fairs in our normal recruiting activities," Jennifer agreed, "but I think this job fair is a great way to show potential applicants what ACME is all about."

"What do you mean?" replied Todd, sounding puzzled. Jennifer continued, "The job fair is sponsored by the Immigrant Serving Organization. It is an opportunity for employers in the community to meet people looking for work." Looking at Derrick, Jennifer added, "And it is free. I suggest that we invite Chin. He can share his experiences at ACME. He is a very good employee who really enjoys working here. He'll be a great ambassador!"

Sally added, "We can bring along some information about ACME, including our mentoring program, and our Respect in the Workplace Policy. We want people to understand they will be accepted and welcomed here. We need to remember that many of these folks are highly educated but may not have a lot of relevant experience, just like any other new Truck Driver."

"I love it when a plan comes together!" said John. "I know we all have a lot of work ahead of us, so let us end the meeting early. I think next week, we should begin to talk about activities that help us reach a broader group, beyond the job fair." Jennifer replied, "John, Sally and I are one step ahead. We have developed a plan to attract and recruit Internationally Trained Individuals, building on what we do already for applicants who are long time Canadian residents. We'll tell you more next week!"

4.3 Attracting Qualified Truck Drivers

Before you can develop a targeted recruiting strategy aimed at attracting ITIs, you need to make sure you understand what they are looking for in a job or career.

Keep in mind that many Internationally Trained Individuals applying for truck driving jobs are educated, with professional work experience, sometimes at a supervisory or managerial level. So how do you attract them? Just like Canadian workers, they value recognition of their skills, wage parity, training and development, job security, and feeling included.

But for many, driving a truck means starting over in an entry-level job. As a result, career paths and opportunities for advancement are often very important, as is the opportunity to be respected and recognized for their contribution to your company – not just as a Truck Driver, but based on their broader skills and experience.

Building a targeted recruiting strategy is important for two reasons:

1. It is cost-effective, because you are targeting your advertising to attract Internationally Trained Individuals.
2. It will help you clearly identify who your potential applicants are and what skills and knowledge they can bring. The goal is to attract only those Truck Drivers who are qualified to work for your company.

Definitions

Attraction

The process of building a pool of applicants who are qualified and interested in your company.

Recruiting

The process of attracting, evaluating, selecting and hiring qualified applicants for your company.

Tools

Many employers unknowingly exclude or discourage Internationally Trained Individuals from applying as a result of how and where they advertise employment opportunities. To reach the widest range of qualified, internationally trained candidates, your approach should be very similar to traditional recruitment methods.

Before you get started, there are some key questions you should ask yourself:

- How widely am I marketing employment opportunities?
- Am I reaching any and all potential applicants?
- How can I expand my pool of potential candidates?
- Am I doing anything that discourages or excludes Internationally Trained Individuals from applying for my job openings?

Job Descriptions Are Important

Job descriptions are written documents that describe the job – the responsibilities, tasks, and working conditions. It is important to make sure your job description is free of barriers to internationally trained applicants.

A barrier-free job description:

- Focuses on what needs to be achieved
- Lists only education and experience vital to successful job performance
- Differentiates essential from non-essential qualifications
- Is written in plain language – clear and concise without jargon or acronyms

Job advertisements and interview questions are developed from job descriptions. Barrier-free job descriptions will ensure that qualified candidates are not eliminated from your recruitment process.

IMPORTANT!

Review job descriptions periodically to make sure they stay current and relevant to the position's requirements.

Advertising Your Job

Canadian work experience. It is a phrase that excludes many Internationally Trained Individuals from working in their chosen profession.

Although there are exceptions among some professions, “Canadian work experience” is hardly a strict requirement to perform most jobs successfully. The education, skills and work experience that many people bring to Canada are readily transferable, making many of them job-ready.

Every new employee, regardless of their background, needs to feel welcomed and accepted within your company, and they need to know that you will support their integration into their new work environment.

Writing Your Job Advertisement

When promoting your company to Internationally Trained Individuals, include information on:

- Interesting aspects of the position, work environment and organization (for example, describing your company as ‘welcoming 30 cultures, speaking 12 languages’).
- Policies that support a respectful workplace, such as a diversity statement or respect in the workplace policy.
- Positive experiences that others have had working for your company.
- Programs that you support, such as English as a second language training.
- On-the-job training opportunities or mentoring programs available to all employees.

This type of information will demonstrate your company’s commitment to building a welcoming environment.

Make sure your job ad, like the job description, is written in plain language. You can use plain language without making your advertisement seem simplistic or boring. Here are some helpful tips:

- Decide who needs to know the information and what is essential.
- Organize the material in a logical manner.
- Use familiar words and a straightforward style.
- Use a friendly, conversational tone.
- Use simple sentence structure or bullet points.
- Do not use acronyms, unless you spell them out.

Attracting Potential Truck Drivers

Now you are ready to advertise your job. Preferred job information sources include:

- Company websites
- Community and cultural groups
- Websites aimed at newcomers to Canada
- Word of mouth or ethnic networks
- Immigrant Serving Organizations
- Job fairs
- City and ethnic newspapers
- Government agencies
- Non-profit employment agencies
- Driving schools
- Internal job postings and employee referrals
- Truck Driver agencies

IMPORTANT!

When targeting an international audience, advertise in English and make sure you emphasize that English is a requirement to do the job.

Leverage Your Company Website

One of the best ways to convey the message that you are recruiting is to use your own website. Many people are technologically savvy and prefer to use the internet to research potential employers. In fact, statistics show that Internationally Trained Individuals access internet based resources more frequently than the Canadian population as a whole. You can use this knowledge to make your company website work for you.

Make sure you include information about your commitment to hiring Truck Drivers from different backgrounds, such as your diversity statement, a list of Immigrant Serving Organizations you work with, your involvement in upcoming job fairs, or even a summary of your Respect in the Workplace Policy.

Websites

Using your own website may not generate as many applicants as a targeted website, so another way to get your message out is by advertising or posting jobs on a website aimed at Internationally Trained Individuals. Many Immigrant Serving Organizations offer free job posting services for employers.

Immigrant Serving Organizations

Immigrant Serving Organizations can help you connect directly with potential applicants through job postings, job fairs and on-the-job training (bridge-to-work programs).

Non Profit Employment Service Agencies

Non-profit employment service agencies can connect you with pre-screened, employment-ready applicants who have the potential to become qualified Truck Drivers.

Truck Driving Schools

Partnerships with reputable truck-driving schools can be a good source of applicants.

Internal Job Postings and Employee Referrals

You can advertise driving positions internally through:

- Online postings
- Postings on bulletin boards throughout the office
- Newsletters
- Memos
- Word of mouth

Internal postings have many benefits, including attracting existing employees to apply for different positions. These applicants are already familiar with the company. Internal postings can also encourage existing employees to 'spread the word' to their friends, previous co-workers or other contacts that they believe would be a good fit for the position and company. Internal postings and employee referrals are a low-cost method to attract qualified Truck Drivers.

Temporary Truck Driver Agencies

Temporary Truck Driver agencies aim to match Truck Drivers with jobs and charge a fee for doing so. Fees are usually tied to a percentage of the Truck Driver's starting salary or subject to an ongoing mark-up in the case of a temporary Truck Driver. This allows a company to see a Truck Driver's performance first-hand while they meet a temporary staffing need. Quite often, if the temporary need is related to a job vacancy the temporary Truck Driver could transition into a full-time employee (if their performance is acceptable).

City and Ethnic Newspapers

City or ethnic newspapers, community radio stations or even multi-cultural television stations are good avenues to reach potential applicants. Internationally Trained Individuals do not necessarily plan to be Truck Drivers upon their arrival in Canada, so traditional trucking industry magazines may not be ideal, however industry career sites may work.

Community and Cultural Groups

There may be community groups in your area with strong ties to the international community. These groups may publish a newsletter or host a website where you can advertise your job opportunities at a very reasonable cost. You can promote job opportunities through ethnic food stores, places of worship, or organizations that offer adult education classes for Internationally Trained Individuals.

Word of Mouth Through Ethnic Networks

One of the most successful methods of finding potential Truck Drivers is to use existing ethnic networks. Many people have strong ethnic community connections. You can ask them to help you find others who have similar experience as they do, and are interested in working for you. A referral bonus program can help reward efforts to find qualified applicants.

Voices from Industry

“Word of mouth works incredibly well. If you get one Truck Driver and they like it, you get friends and relatives. We post our jobs internally, and at this point, we have a waiting list.”

Job Fairs

Another option is job fairs, which bring together employers and job seekers. In major centres, there are job fairs targeted at Internationally Trained Individuals. You may send your own recruiters, or if you are a member of an industry association, you might be able to coordinate efforts among a number of carriers to represent both your company and the trucking industry as a whole.

Government Agencies

There are government agencies and departments that can assist you in attracting Internationally Trained Individuals. Some have an on-line job posting service, the Job Bank, where you can post job opportunities at no charge. Many government agencies may also provide funding or subsidies to support job specific training for Internationally Trained Individuals.

ACME Trucking

Jennifer and Sally are ready to present a variety of ideas on how to attract and recruit internationally trained Truck Drivers to John, ACME's owner. As they walked across the warehouse together towards John's office, Jennifer said, "We need to develop a job advertisement that recognizes international experience. We need to attract applicants to the industry, rather than just to ACME." Sally added, "We can highlight the ability to travel and see Canada as an attraction." Jennifer smiled and replied, "We should also include 'be your own boss'. And we can talk about some of the other positions in the office, too, not just driving jobs. We need to demonstrate that there are opportunities to advance within our company."

Sally paused, "You know, we need to think about where we advertise and the impact it will have – we do not have a very large budget for advertising." Jennifer seemed pleased, "You know, Sally, I think we have a lot of realistic and low-cost options. There are lots of free job posting services. Also, the Immigrant Serving Organization will include us in their job fair and also post our job for free on their job board!" She went on, "Most people use the internet to search for employment opportunities, so one of the best ways to target Truck Drivers is to use our website."

Sally agreed. "There are lots of things we could highlight; for example, our Diversity Statement, some comments from Chin on his experience working with ACME, ways we work within the community to support diversity..." Sally trailed off and paused. "You know, every morning Chin reads a newspaper that is published by the Chinese community. I know we were speaking about opportunities to get our job advertisement out there. This might be an idea."

Jennifer said, "We have started receiving some applications from Chin's friends. I am going to recommend we introduce a referral bonus." "Have you thought about what the bonus might be?" Sally asked. Jennifer replied, "I am going to suggest to John that it be a cash bonus, obviously with the requirement that the new employee stay on with the company for at least six months after hiring."

Jennifer smiled, "Chin has been a huge help with this project. He even offered to write thank you notes to new applicants. Chin said even if they are not hired, they will still speak highly of ACME's professionalism."

Sally and Jennifer were almost at John's office. Sally paused before knocking on John's door, "I do have one concern. Once we start getting applications, how will we figure out if they are the right fit for ACME?"

Jennifer frowned. "You know Sally, you have a good point, and we will have to address it. I guess that is the next step!"

4.4 Screening, Interviewing and Selecting

Between attracting Internationally Trained Individuals to apply to your company and making an employment offer, there are three crucial steps: screening, interviewing and selection.

An effective selection process – from the application through the interview – can help you evaluate an international applicant’s qualifications for the job. The tools and methods are the same, but you need to make sure you prevent any bias in your process that might work against them.

One way to do this is to make sure your recruiters are aware of cross-cultural issues, and work actively to minimize their impact. During the selection process, you need to make sure you have valid ways to assess an applicant’s skills, knowledge and experience, as well as their English language abilities.

It is important to use effective selection techniques for three reasons:

1. It will prevent bias in your selection process. Bias may eliminate a qualified applicant based on factors unrelated to the job.
2. It will help to minimize any cross-cultural mis-communication that may occur.
3. It will help identify any potential issues or concerns now, before you hire.

IMPORTANT!

Your evaluation process should include the same steps, regardless of whether the applicant is Canadian-born or not.

Definitions

Hiring Standards

The minimum experience and qualifications an applicant needs before being considered for employment at your company. Clear and consistent hiring standards are essential. Once agreed to, hiring standards should be consistently applied to avoid problem hires.

Screening

A method of reviewing and analyzing information provided on an application form or during an interview. Screening is an important step in determining an applicant's suitability for the job.

Preventing Bias

The process of making sure you do not unintentionally screen out qualified applicants based on factors unrelated to their ability to do the job.

Cross-Cultural Communication

Cross-cultural communication reflects the different approaches to communication that people from different backgrounds display. A lack of awareness about different communication styles can lead to misunderstandings.

Tools

Understanding how Internationally Trained Individuals can be unintentionally screened out of the selection process is important. If you understand some of the barriers Internationally Trained Individuals face, you can make sure your selection process is free of bias and as effective as possible.

The following tool, Building a Bias-Free Process, is designed to help you assess your process and avoid some of the more common problems.

Building a Bias-Free Process				
Steps	What not to do	Result	What to do	Result
Post Job Opening	Advertise in trucking industry magazines	Limited audience from a small group of people	Advertise in ethnic newspapers or through community agencies	Attracts a range of applicants with multicultural backgrounds
Screen Applications	Look for Canadian experience	<input checked="" type="checkbox"/> Screen out applicants with no Canadian work experience	Application screened for transferable skills	<input checked="" type="checkbox"/> Applicants with required skills but some required training are kept in the process
Conduct Phone Interviews	Interviewer focuses on accent that is hard to understand	<input checked="" type="checkbox"/> Screen out applicants because of accent	Interviewer provides questions in advance, and focuses on skills, not language	<input checked="" type="checkbox"/> Evaluate language skills at next step
Conduct Face-to-Face Interviews	Interviewer unaware of cross-cultural differences	<input checked="" type="checkbox"/> Screen out applicants because of non-verbal behaviour (i.e. did not look interviewer in the eye)	Provide training to interviewers	<input checked="" type="checkbox"/> Interviewer trained on cross-cultural differences
	Interviewer is only person present during interview	<input checked="" type="checkbox"/> Screen out applicants because of bias or cross-cultural communication issues	Establish a multicultural interview panel	<input checked="" type="checkbox"/> Interviewers have greater understanding of cultural issues
	Interviewer forms opinion based on subjective factors	<input checked="" type="checkbox"/> Screen out applicants based on factors unrelated to the job	Ask all applicants the same questions. Use a scoring sheet based on objective qualities to evaluate responses	<input checked="" type="checkbox"/> Interviewers decisions are more objective

Screening and Assessment²

Truck driving has a fairly lengthy list of compliance related hiring criteria that must be met. Employers who are considering hiring an Internationally Trained Individual may have to address the following issues:

- Requiring Canadian experience
- Verifying past employment and references
- Assessing job skills
- Assessing language skills
- Ability to cross the border (if required)
- Ability to “fit in”

Can we require Canadian work experience?

You may be concerned about whether a Truck Driver has Canadian work experience. In reality, you are probably trying to determine if they have had exposure to a variety of different situations commonly faced when performing the job, and are familiar with Canadian workplace norms and practices. You can require relevant experience, but cannot state it as “Canadian experience”.

IMPORTANT!

Your evaluation process should include the same steps, regardless of whether the applicant is Canadian-born or not.

How can I verify past employment and references?

You may be concerned about verifying the background information an applicant provides.

You can verify past employment, training, on-the-job experience and references by using a reputable reference checking agency. For example, with consent and complete information on the Truck Driver application, BackCheck (www.backcheck.net) or AXiOM International (www.axiom-int.com) can complete 5 or 10 year employment verifications for any country in the world for a fee.³

How do I assess job skills?

You should evaluate every applicant’s job skills the same way. While some may not have a lot of driving experience, you can look at the number of years of experience in a related field, or a similar or different job requiring the same skills. You can ask situational questions during the interview stage. You can also ask an applicant to perform specific job related tasks, or use practical or written tests to evaluate their skills and knowledge.⁴

² For more information on screening see Topic 1.4 in Module 1: Recruitment.

³ For more information on reference checks and following up on “red flags”, see Topic 1.8 in Module 1: Recruitment.

⁴ For more information on road tests, job knowledge tests, and other assessment tools, see Topic 1.7 in Module 1: Recruitment.

How do I assess language skills?

You may be concerned that a Truck Driver is not proficient enough in English to perform the job, particularly crossing the border into the United States. Any Truck Driver who enters into the United States is required under the Federal Motor Carriers Safety Regulations to be able to read and speak the English language.

You may find it sufficient to assess English language skills during the interview process. In some cases, people may be proficient in English but speak with a different accent, use different vocabulary or express themselves differently. Some people may lack confidence speaking English.

Keep in mind that nervousness during an interview may come across as weak language skills. Try repeating or rephrasing your questions. If someone has difficulty understanding or replying to repeated or rephrased interview questions, you may need to assess their language skills. You might choose to create your own evaluation. For example, you could have the person read a short paragraph and then answer basic true/false or multiple-choice questions. But a test like this is fairly subjective, and might be open to challenge.

Citizenship and Immigration Canada recognizes the Canadian Language Benchmarks (CLB) as the official Canadian standard for language proficiency for Internationally Trained Individuals. The Canadian Language Benchmark Assessment (CLBA) measures the ability to communicate in English across all four language skills – listening, reading, writing and speaking. Assessment centres exist in every province in Canada. For a complete list, go to www.language.ca.

Remember, depending on the type of driving work you offer, you might have some positions that require minimal communication skills. Be open to staffing these positions with Internationally Trained Individuals who are not as fluent in English, and encourage them to access English language classes to improve their skills.

Voices from Industry

“Customers may not be as tolerant of language issues or time it takes to communicate, so you need to be prepared for that.”

IMPORTANT!

Language skills can be practiced and developed through on-the-job experience or through language training.

Will they be able to cross the border?

Once someone has Permanent Resident status, they can travel freely throughout Canada and cross the border into the United States. They can usually apply for a FAST (Free and Secure Trade) card and go through the same approval process that a Canadian citizen does.

Will other Truck Drivers and employees accept them?

You may wonder if a Truck Driver, with a different cultural background will be able to fit in with other employees. Cultural differences do exist. To overcome any challenges, you need to be able to speak openly about differences and be willing to accept them.

This is where preparation in the early stages of the process pays off – assessing your company's readiness, and connecting with Immigrant Serving Organizations, can help you raise awareness of diversity issues among your employees. You can use community resources to raise awareness or provide training in cross-cultural communications to all employees.

Communications training can help all employees become more effective in the workplace. Communications training can help employees become more assertive, more responsive and better able to communicate their ideas clearly in the workplace.⁵

Cultural training will help employees interact more effectively with each other. Employees in Truck Driver-facing jobs (dispatch, payroll, safety) and other Truck Drivers should receive information or training on the language, customs and background of other cultures. This can go a long way toward preventing misunderstandings between employees.⁶ If you have laid the groundwork, it will be easier for existing employees to welcome and support Internationally Trained Individuals.

Voices from Industry

"Language issues can hold people back. But over a six-to-eight-week truck driving course, their English improves dramatically!"

Voices from Industry

"Employers need to come part way in adapting to immigrants – immigrants do not have to completely adapt to the 'Canadian' way."

⁵ For more information about effective communication, go to Topic 2.2 Communication in Module 2: Retention.

⁶ Some excellent materials are available free of charge at www.hireimmigrants.ca.

Preparing for Interviews

It is important to prepare properly for an interview and to know what you can and cannot ask.

Human Rights legislation sets out prohibited grounds for discrimination, federally and provincially. Generally speaking, most legislation says that employees cannot be discriminated against because of race, ancestry, place of origin, colour, ethnic origin, citizenship, religion, creed, sex or gender, sexual orientation, age, record of offences, marital status, family status, physical or mental disability, association or political beliefs, or language.

Most people do not intend to discriminate. For example, you might ask, “Are you a Canadian citizen?” or “Do you have landed immigrant status?” Though unintended, this is discriminatory on the grounds of citizenship. To confirm if a person is eligible to work in Canada you may ask, “Are you legally entitled to work in Canada?” Posing the question this way will get you the answer you need while respecting Human Rights legislation.

IMPORTANT!

Interviews must adhere to the Federal Human Rights Code and Provincial Human Rights Act.

Conducting Interviews

Interviews have two main purposes:

- to verify and supplement the information the applicant has already provided in the application
- to assess the applicant’s potential to fit into your working environment

When applicants come from foreign backgrounds, making these judgments can be challenging. They may not have exactly comparable experience as a Canadian Truck Driver, however, they usually have skills and competencies that are transferable from one occupation to another. This is especially true of non-driving skills, such as decision making or problem solving, or equally important, communication and customer service skills. Be sure that your interview process draws out these skills and that you assess them as part of the hiring decision.

How do you do this? The best predictor of future work performance is past behaviour.

Behaviour-based interviewing allows the interviewer to gather information about the applicant’s pattern of behaviour over a number of years, with different employers. Each interview question is structured to give the applicant an opportunity to demonstrate their skills and knowledge in several key areas. When the applicant shares an example of how they successfully completed a task in the past, the interviewer will be able to assess how the applicant is likely to perform a similar type of task in the future.⁷

One of the most effective ways for interviewers to understand an applicant’s international experience is to allow them the chance to tell a story or anecdote based on their experience. This approach places their experience in context and gives the interviewer an appreciation of what skills were required in specific situations.

⁷ You can learn more about behaviour-based interviewing in Topic 1.6 of Module 1: Recruitment.

You can incorporate this approach into your interviewing by asking structured questions. Examples of these include, “Tell me about a time when you dealt with a difficult customer,” or “Tell me what a typical day or week is like in your current job.” To help applicants prepare in advance, you might want to give them the written questions prior to the interview.

Remember that Internationally Trained Individuals who are also new to driving may lack knowledge of regulatory matters, and knowledge of carrier practices and policies, in addition to being unfamiliar with Canadian conversation habits and interview practices. It is also important to remember that other cultures deal with conflict, decision making and authority differently. The “right” way to handle a problem or disagreement may vary, depending on the applicant’s background.

<i>Interview Questions – New Truck Driver</i>
The following questions can be adapted to fit your needs.
Tell me about the formal Truck Driver training you have received.
Tell me about a time when you needed additional training. How did you get it?
Tell me about a time when you had to deal with a safety issue. What did you do?
Tell me about a time when you had to deal with someone who was angry or rude. What did you do?
Tell me about a time when you had to make an important decision. What did you do?
Tell me about a time when you had to tell someone about a problem. How did you handle it?
Tell me about a time when you had to spend time away from your friends and family for work.
Tell me about a time when you provided excellent customer service.
Tell me about a time when you had to deal with a difficult customer. What did you do?
Tell me about a time when you had to solve a difficult problem. What did you do?
Tell me what you like best about your current job.
Tell me what you like least about your current job.

<i>Interview Questions – Experienced Truck Driver</i>
The following questions can be adapted to fit your needs.
Tell me about the formal Truck Driver training you have received.
How long have you driven commercial long-haul runs?
Tell me about your current job. What does a typical day or week involve?
Tell me about the kinds of vehicles you have driven.
Have you driven any specialized equipment?
Tell me about a time when you had to deal with a difficult customer. What did you do?
Tell me about a time when you had to deal with a safety issue. What did you do?
Tell me about a time when you needed additional training. How did you get it?
How long were your usual runs (both in distance and time)?
How many days per week did you work before a rest period?
How many days of rest did you normally have between runs?
Tell me about your experience with border and customs officials, regulations and forms?
Tell me about the types of freight you have handled. Have you loaded/unloaded freight?
Tell me what you like best about your current job.
Tell me what you like least about your current job.

Getting Answers to Your Interview Questions

At the start of the interview you may want to offer the applicant a pen and paper and encourage them to write down key words to help them structure their answer. You might explain that a nod, up and down, mean everything is going okay.

The applicant finds it difficult to answer your question, so they answer it with silence. Try:

- **“You’re Okay” Statement:** Assure them that it is okay to take time to respond. Use verbal messages (eg. “I realize that it is difficult to recall examples”, or “That is okay, most people need time to think.”) or culturally appropriate non-verbal messages (eg. smile or a nod of your head).
- **Repeating the Question:** If they still cannot respond to your question, restate the question using different words.

The applicant says this ‘never’ or ‘always’ occurs and giving a specific example is impossible. Try:

- **Sympathetic Persistence:** Let them know that thinking of a response is not always easy, and that you are interested in a specific example (eg. “I know that it is tough to come up with an example, but could you think of a time recently when you used those skills?”)
- **Repeating the Question:** Restating the question in different words helps to clear up any difficulties in understanding, demonstrates your persistence and allows extra time to think.

The applicant talks about generalities and opinions, rather than experience. Try:

- **Repeating the Question:** Try restating the question, and emphasize the need for a description of a specific situation.
- **Calculated Pause:** Pause to allow the candidate to answer or persist asking the question. This may be helpful in getting an answer.

The applicant starts talking about other unrelated topics. Try:

- **Clipping:** You cue someone on when to keep talking and when to stop, even if this means “clipping” their comments as they are finishing a sentence. A tactful way to do this starts with the person’s name, a compliment, or an explanation. For example, “Siva, I appreciate your giving me so much information, and I need you to talk about”, or “Anil, I apologize if it seems abrupt, I want to shift our attention to (blank) and proceed to the next question (ask next question).”

Preventing Bias in Interviews⁸

Regardless of the type of interview questions you use, be aware of the challenges of conducting a cross-cultural interview. When you interview applicants, non-verbal communication (or body language) plays a key role. Make sure you take into account possible differences in cross-cultural communication when you interview someone from a different cultural background.

Not knowing about cultural differences can create bias in the interview process. For example, in Canadian culture, an interviewer generally considers eye contact and good posture as a sign of confidence, while someone from China may see those exact characteristics as a sign of disrespect.⁹

You may encounter other cultural differences during the interview process. An applicant who seems quiet might appear unenthusiastic about the position. However, silence is a virtue in some cultures and being too aggressive or loud is considered very rude. You could ask “why are you interested in this position?” and listen to the reasons they provide. The person may be very interested in the job, but it may not show in a way you are accustomed to.

And remember, English is a second language for many people. They have to work twice as hard during interviews. You might interpret long pauses and disjointed sentences as lack of knowledge. Non-native English speakers may be a little slower to understand the question or find the right words for the answer, or they may be nervous.

It is important to understand these differences so that you avoid mis-understandings and ensure you do not eliminate qualified applicants.

Voices from Industry

“We have a cultural leader from each of the immigrant groups. Often it is the most senior Truck Driver. The leader helps with the interview process and gives us feedback. We take his opinions really seriously – he helps to assess the fit of the potential new Truck Driver.”

IMPORTANT!

Try asking for help with the interview. Turn to another Truck Driver or member of the community who shares the applicant’s ethnic background. They can help to assess the applicant’s language skills and any cultural differences in communication styles.

⁸ Adapted from www.upwardlyglobal.org/interviewing/ and the Nova Scotia Barrister’s Society’s “Hiring Practices for Equity in Employment: Interviewing Guide”, 2006, www.nsbs.ns.ca/diversity/interviewguide.htm#SCD

⁹ www.graybridgемalkam.com/en/CultureShock/Issue07.asp

Preventing Bias Checklist

Response Styles

	Action	Outcome
<i>Self-promotion</i>	People from cultures that value humility may downplay their accomplishments and feel uncomfortable talking about themselves. They may talk about group or team accomplishments, not individual ones.	The interviewer may have a poor impression of their skills and experience.
<i>Silence</i>	People from cultures that prefer to pause and think before speaking may be seen as slow to respond.	The interviewer may cut off the applicant before they have a chance to respond, which can result in a poor impression of their skills and knowledge.
<i>Directness</i>	People from cultures that are less direct may initially respond indirectly to questions, leaving the more direct answer to the end.	The interviewer think the person did not understand the question, or interrupt the applicant before the answer is complete.
<i>Minimal answer</i>	People from cultures that are less assertive may respond only to the asked questions and not elaborate or volunteer information until further specific questions are asked.	The interviewer may see the applicant as suspicious, disinterested or unconcerned.

Language Styles

<i>Stress/Intonation</i>	People who do not have English or French as their first language may have intonation patterns that reflect their native languages.	The interviewer may inaccurately perceive the applicant as pushy, blaming or impolite.
<i>Vocabulary</i>	People who do not have English or French as their first language may have usage patterns that reflect their native languages. For instance, courtesy phrases such as "please" or "thank you," may not be used because there may be no equivalent in their first language. The applicant may use courtesy phrases in an awkward way, inserting them part way through a sentence, for example	The interviewer may assume the applicant's language skills are weak.

Preventing Bias Checklist (continued)		
<i>Non-Verbal Communication</i>		
	Action	Outcome
<i>Eye contact</i>	People from cultures that avoid prolonged and direct eye contact with figures of authority (such as the interviewer) do so as a sign of respect.	The interviewer may think the applicant is hiding something or is untrustworthy.
<i>Handshakes and head movements</i>	Cultures differ in how handshakes and head movements are used to support communication and many mean something different in other cultures.	The interviewer may be confused, mistrust the applicant or assume a lack of confidence.

Do's and Don'ts: Cross-Cultural Interviewing¹³

<i>Do's and Don'ts: Cross-Cultural Interviewing¹³</i>	
<i>Do Avoid</i>	
Use clear language, pronounce words with care, and finish your sentences.	Assuming that every communication issue is because English is not the person's first language.
Speak more slowly (not more loudly).	Using idioms, slang, jargon and acronyms (unless you are checking for comprehension) without explaining.
Encourage the person to ask questions or seek clarification. Explain that asking questions is okay. Instead, check their comprehension.	Assuming that, if there are no questions, then the person understands what you have said or explained.
Use visual aids to assist with communicating your information (e.g., reports, maps, diagrams etc.)	Making assumptions or generalizations. Instead, treat each person as an individual.
Be aware of and pay attention to your perceptions.	Avoid assumptions that are not based on words said by the candidate.
Set the stage and introduce each topic that you are going to discuss.	Avoid jumping around from topic to topic.
Ask one question at a time and get to the point.	Avoid rambling by asking specific, concise questions.

IMPORTANT!

Immigrant Serving Organizations can help you to address language and cultural challenges by providing advice and/or training on cross-cultural issues, and interviewing.

¹⁰ www.AutomotiveSectorCouncil.ca/immigration.htm

When Everything Checks Out: Making an Offer

When you have completed a thorough reference check, and compared the information on the reference to that obtained in the application and interview, you are one step closer to making an offer of employment.

Most carriers use a road test as part of their recruiting process. Road tests are excellent screening tools – if they are properly structured. A road test can offer real insight into a Truck Driver's skill (and attitude) behind the wheel. Other aptitude and attitude tests can also help give you insight into an applicant's personality before making the final decision to hire.¹¹

Making an offer of employment can be simple – such as a verbal agreement about when the applicant will start – or it can be a bit more formal, using a simple offer letter. Most companies use an offer letter to indicate that an employee is hired.

A job offer letter should include:

- Job title
- Immediate supervisor's title
- Rate of pay
- Hours of work
- Start date
- Probationary period
- Employee benefits (including vacation)
- Deadline for accepting the job offer

To accept the offer, have the applicant sign a copy of the letter and return it to you.

¹¹ For more information about assessment tools, see Topic 1.7 More Applicant Assessment Tools in Module 1: Recruitment.

Job Offer Letter

ACME Trucking
12 Wildberry Ave.
Regina, Saskatchewan S3R 7F1

September 1

Lo Ching
10-65 Main St.
Regina, Saskatchewan S3R 9F9

Dear Mr. Lo:

ACME Trucking is pleased to offer you a position as a Long-Haul Highway Truck Driver.

As a Truck Driver, you will report to Wayne Hansford, Dispatcher, in Operations. The pay schedule for the position is attached. As we are a 24/7 operation, your working hours will vary, but will generally be from Sunday morning through Thursday evening, within your legal hours of service.

ACME offers a comprehensive employee benefits program (health, dental, life insurance). You will be eligible for these benefits after you complete your three month probationary period, with the exception of out of country health insurance coverage, which begins on your first day of work.

To start, you will be eligible for two weeks paid vacation. Additional time off for personal reasons is provided without pay and must be approved in advance.

Safety is a priority at ACME. On your first day, you will be required to attend a paid orientation session. Your orientation will be on Thursday, September 8, from 8 a.m. to 4 p.m. Lunch will be provided.

If you accept this offer of employment, please sign your name and date in the space indicated below and return it to me by September 7.

Congratulations and welcome to ACME Trucking!

Sincerely,

John Smith
President, ACME Trucking
I accept this offer.

Signature

Date

ACME Trucking

Jennifer and Sally sat down in the lunchroom with Bob Gordon, ACME's Truck Driver trainer coordinator. They realized attracting Internationally Trained Individuals was only one piece of the puzzle. If ACME's selection process unfairly screened them out of the process, there was no way they could make sure they were selecting the best person for the job.

Bob, a second-generation Canadian with Polish heritage, was excited about diversifying ACME's workforce. Bob asked, "Will our process for interviewing be different than it is for our typical recruits?"

Jennifer and Sally shook their heads. "We are looking at similar hiring standards", Jennifer replied, "and we need to ensure our process is free of bias."

Bob looked confused, so Jennifer continued. "Sometimes, our processes may be biased – that means we inadvertently screen out qualified Truck Drivers for the wrong reasons. For example, if an applicant speaks with a heavy accent, we might think he cannot speak English. Instead of making an assumption about his English skills, we should evaluate them. Does that make sense?"

Bob nodded, "Okay, I understand. But what about the interview process – will we ask the same questions?"

Jennifer replied, "Yes, the process is pretty much the same. A Truck Driver with international training is more likely to be a new Truck Driver with limited experience, but they have skills that are transferable from one occupation to another, such as decision making or problem-solving skills. We will still ask structured interview questions. But we do have to be aware of cultural differences when we are interviewing."

Bob and Sally looked at Jennifer. Sally asked, "What do you mean by cultural differences?" "Well," replied Jennifer, "when we interview someone, body language is important. For example, we expect an applicant to look at us when replying to a question. If he did not look at you, what might you think?" Bob replied, "I would think he was trying to hide something or not telling the truth." "Right," Jennifer replied, "but in some cultures, it is a sign of respect to avoid direct eye contact with someone in authority, like an interviewer or a supervisor."

Both Bob and Sally looked surprised. Sally said, "Well, that is important to know. How do we find out more?" Jennifer smiled, "The Immigrant Serving Organization we are working with has information they will share with us and include in the training we are doing with all our employees."

Bob spoke up, "It is really important that Truck Drivers have good English skills. It is critical for communication between the Truck Driver, dispatch and the customer, not to mention at the border, or in the case of an accident, talking to police. How can we be sure about language skills?"

Sally replied, "You are absolutely right, Bob. It is a safety issue and, at the same time, a customer service issue too." Sally turned to Jennifer, "How do we know when language testing is required?"

Jennifer sat back. "We have a chance to evaluate language skills during the interview. If the Truck Driver has difficulty answering questions, we may have to request a formal assessment. But, think about it, how well would you do at an interview in Chinese?" Bob laughed, "Not very well, I can assure you of that!" Sally added, "And initially, while they are learning the ropes, they will get the chance to practice their English. You can learn a lot on the job!" Bob replied, "That is true."

Jennifer felt a sense of relief. She felt their plan was coming together. Then, Sally spoke up, "I am concerned that once we hire three or four Truck Drivers, we will not be able to keep them. I know Chin enjoys working for ACME, but will others have the same view that he does?"

Jennifer frowned. "You know Sally, you have a good point. We need to think about how to orient, train and integrate them so we retain them. I bet Chin has some good ideas, and I bet the Immigrant Serving Organization does, too!"

4.5 Integrating and Retaining

You have a newly hired Truck Driver walking through your front doors for the first time. Now what? Well, you need to orient, train, and integrate them. And you want to retain them — have them settle in and stay with your company.

Why? Well, you made an investment in attracting and selecting them and you want to protect that investment by making sure you provide the tools and training they need to be productive Truck Drivers.

Remember that many (but not all) Internationally Trained Individuals tend to be well educated, with experience in supervisory or managerial roles — a sense of under-employment, not being valued or respected for the skills they have, and a lack of career opportunities are just some of the barriers to retaining them. Add to the mix a sense of social isolation, the lack of a buddy or mentor system, a shortage of role models like them, and a whole new set of workplace expectations and behaviours. It can be a challenge to integrate and retain them.

The additional effort involved in integrating Internationally Trained Individuals is important for three reasons:

1. The labour market in Canada is small and getting smaller — you are fighting for Truck Drivers from a shrinking pool of potential applicants. Internationally Trained Individuals are a source of Truck Drivers that you cannot afford to ignore.
2. It costs you time and money to attract, select and integrate a Truck Driver. You need to protect that investment by making sure you retain them. Internationally Trained Individuals may require different retention strategies than other Truck Drivers.
3. A multicultural workforce will set you apart from other trucking companies. Learning how to attract, select, integrate and retain internationally trained Truck Drivers will help ensure you have Truck Drivers in the future, and help you become an employer of choice among trucking companies.

Voices from Industry

“The immigrants in our company have very impressive backgrounds. Many of them are professionals – teachers, engineers, lawyers – while others have a farming or military background. Their work ethic is incredible – they believe in serving the company.”

Definitions

Integration

Integration is the process of orienting, training, and developing a new Truck Driver so they become a productive Truck Driver.

Retention

Retention is the process of keeping the experienced Truck Drivers you already have. Effective retention strategies will help make your company more profitable by reducing costly turnover.

Tools

Community Factors: Integrating In the Community

Internationally Trained Individuals typically work with their family or friends, local Immigrant Serving Organizations, or other community or cultural groups at first, as they establish themselves in their new community.

During their first few months in Canada, they have a myriad of things to do – find accommodation and transportation, make arrangements for health coverage and a Social Insurance Number, open a bank account, arrange for child care and schooling, and begin language training if their first language is not English.

Unlike a Canadian who has moved to a different city or province, they need to learn about Canadian practices and customs, in addition to finding a job.

As their employer, you have a vested interest in making sure that they adapt to life in Canada. A happy employee adapting to life in Canada is a productive one.

Newcomers to Canada typically go through three phases in their adjustment:

- The first is a honeymoon phase when they are very excited about their new life in Canada.
- Then disillusionment may set in, as differences between Canada and their home country become more apparent. They may miss their family and former life.
- In the final stage, they adjust to the changes and learn to accept their new life in Canada.

In general, it normally takes at least 12 months to begin to feel settled in a new community. Make sure you know and address any concerns, either directly, through the services of an Immigrant Serving Organization or community group.

Workplace Factors: Integrating Into the Workplace

There are six steps:

- Evaluation
- Orientation
- Training
- Accommodating
- Mentoring
- Involvement

IMPORTANT!

Make sure orientation instructors and in-cab trainers are highly sensitive to and aware of settlement issues, so they can help an Internationally Trained Individual resolve any concerns quickly.

Evaluation

Carriers must assess the skills of every new Truck Driver as part of the selection process, regardless of background. A road test, job knowledge test, and perhaps an assessment of English language skills should be conducted as part of the selection process so that training gaps are identified prior to hiring.

The Technical Skills Checklist at the end of this section provides a list of key skills required as a Truck Driver, and may be modified to fit your specific needs. You can use this tool to evaluate a new Truck Driver and develop a training plan to address their needs.


Orientation

Every Truck Driver requires an orientation to the job, tailored to their experience level. Orientation sessions allow you to identify areas of strength and of difficulty, and in particular to verify a Truck Driver's comprehension and ability to describe and explain technical matters in English. Remember some people may lack confidence speaking English, and may struggle with technical terms or lingo used on the job, just like any other new Truck Driver.

Training

All new Truck Drivers, regardless of background, require training related to the safe operation of the equipment and other aspects of the job. They need instruction on legal logbook use, trip planning, border crossing, and regulations within the North American marketplace, as well as company policies, procedures and paperwork.

Training can be a combination of classroom-based, self-study (using paper or electronic materials), or in-cab methods. Training can be provided by the employer or contracted to a third-party training institution. Depending on their skill level, a minimum of two to four weeks (up to eight to 12 weeks) of in-cab training should be provided, even after a Truck Driver has successfully completed Canadian licensing requirements.



In addition to job-specific training, Truck Drivers may also require language training. Immigrant Serving Organizations and other community organizations like libraries, community centres, school boards and colleges, offer language training.

You can work in partnership with a community organization to develop job related language training, sponsor training for your employees, or simply let them know that courses are available. You can also provide on-the-job skills training. This practical peer-to-peer training is very effective.

Accommodating

It is important to understand your obligations to accommodate diverse needs in the workplace. The duty to reasonably accommodate is a legal requirement. It ensures that your company does not engage in discriminatory practices and that you provide reasonable accommodation to people who may have specific needs related to race, national or ethnic origin, colour, religion, age, sex (including pregnancy), sexual orientation, marital status, family status or disability.

Accommodation is a requirement – but it is also good human resource practice. Many larger trucking companies have formal accommodation policies to address the needs of their diverse workforce. However, even small companies can take steps to meet the needs of employees.

Here are a few tips:

- **Demographic:** Take steps to understand the cultural makeup of your company. Then, consider how this is reflected in your policies and practices.
- **Cultural:** Celebrate different holidays by encouraging employees to bring in food and to wear culturally-appropriate clothes.
- **Religious:** Designate a private space within the workplace for personal activities, such as prayer. It is a simple but important way of cultivating a culture of inclusion.

HIreimmigrants.ca has a number of excellent resources to help you understand reasonable accommodation. Find them here: www.hireimmigrants.ca/2011/07/02/getting-started/

Mentoring

Mentoring is a way to offer support by linking new Truck Drivers with knowledgeable, experienced ones. Mentors help orient new Truck Drivers to their roles, guide them in completing challenging tasks, and support them in adapting to the industry. A mentor may also assist with questions about cultural norms or practices at work, and help with concerns about settling into life in Canada.

This informal type of learning and support, in combination with formal training, is very effective.

Mentoring programs can help address two main barriers to retention: a sense of social isolation, and a lack of awareness or understanding of expected workplace behaviours. By learning first hand from someone they identify with, a new Truck Driver will understand that, both within the workplace and the community, they are not alone and that support mechanisms exist for them.¹²

Voices from Industry

“The cultural leader – the senior Truck Driver – also acts as a mentor. It is really interesting to watch the group dynamics. Having had some say at the interview stage, once the new Truck Driver is hired, they use positive peer pressure to help the new hire succeed and fit in.”

Involvement

If you value and acknowledge people’s skills and talents, they will be more motivated at work, and your company will benefit. Try some of these ideas:

- Include them in developing and implementing new processes or policies. Pay attention to different suggestions that they offer. Sometimes, unique perspectives will result in unusual but effective ideas.
- Seek out hidden skills. The diversity of their backgrounds is a potential source of skills and talents that can help your company. Make it a point to find ways to utilize these skills appropriately.
- Recognize and use their ethnic networks. They can help you recruit or act as a liaison within your company. They may also be able to find new business opportunities for your company through their connections in the community.
- Utilize their language skills to translate materials, or to provide customer service in multiple languages.

Making an effort to involve people helps demonstrate that you value the broad range of skills and knowledge they have, beyond the job they currently do.

¹² For more information on mentoring programs, go to Topic 2.1 Mentoring in Module 2: Retention.



Technical Skills Checklist		
Skills	Meets Required Level	Needs Assistance or Training
Drive Vehicle		
Operate tractor-trailer combinations (steering, braking, shifting)		
Execute vehicle manoeuvres <ul style="list-style-type: none">■ Coupling/uncoupling■ Backing■ Docking■ Parking■ Hazard check		
Plan Trips		
Confirm cargo logistics (pickup, delivery, load details, hours)		
Plan route (fuel stops, parking and rest stops)		
Obtain required documents <ul style="list-style-type: none">■ Registration, licensing and insurance■ Special licenses and permits■ Dangerous goods documents■ Other documents provided by customers		
Handle Cargo		
Receive bill of lading/shipping instructions		
Determine loading patterns for various loading types		
Load cargo		
Maximize payload		
Ensure legal axle weights		
Provide cargo protection (e.g., temperature control, tarping)		
Ensure appropriate dangerous goods placards are in place		
Safeguard cargo/equipment against vandalism/theft		
Unload cargo		
Ensure Vehicle Maintenance		
Perform pre-trip inspection on tractor-trailer		
Perform post-trip inspection on tractor-trailer		
Schedule preventative maintenance (interior/exterior)		
Prepare equipment for next load		

Technical Skills Checklist		
Skills	Meets Required Level	Needs Assistance or Training
Perform Administrative Duties		
Maintain daily log		
Administer bills of lading		
Complete pre-trip inspection report		
Complete en-route inspection report		
Complete post-trip inspection report		
Complete expense reports		
Prepare incident and collision reports		
Submit maintenance requests		
Complete customs documentation		
Comply with Laws, Regulations, Policies and Standards		
Comply with hours of service requirements		
Comply with highway safety codes and regulations		
Comply with occupational health and safety requirements		
Comply with carriage of dangerous goods requirements		
Comply with governing drug and alcohol regulations and policies		
Comply with weights and dimensions requirements		
Comply with dangerous goods requirements		
Comply with environmental requirements		
Comply with customs and immigration requirements		
Comply with company contracts and agreements		
Comply with company policies, procedures and standards		
Service Customers		
Identify customers' needs and expectations		
Handle inquiries		
Handle complaints		
Report service and safety concerns		



Technical Skills Checklist		
Skills	Meets Required Level	Needs Assistance or Training
Demonstrate Interpersonal and Communication Skills		
Practice active listening		
Speak in a clear and concise manner		
Write in a clear and concise manner		
Demonstrate people skills		
Work as a team member		
Contribute to a positive work climat		
Demonstrate Personal Skills		
Complete duties and tasks according to expected standards		
Demonstrate thoroughness and attention to detail		
Perform tasks to necessary standards of accuracy/quality		
Manage time (focus on priorities, meet deadlines)		
Solve problems and implement best solutions		
Make timely/appropriate decisions		
Act rather than react		
Manage fatigue and stress		

Assessing Your Workplace – Do You Have an Inclusive Workplace?

Inclusive Workplace Checklist		
Do you ...	Yes	No
1. Make it a point to employ individuals with different backgrounds, making your company representative of Canada’s changing demographics?	<input type="checkbox"/>	<input type="checkbox"/>
2. Have a Diversity Statement that unites all employees, including those from different cultures?	<input type="checkbox"/>	<input type="checkbox"/>
3. Provide a formal orientation program that makes all new employees feel valued and included when they start their job?	<input type="checkbox"/>	<input type="checkbox"/>
4. Pair new employees with an existing staff member, to help them learn and adapt?	<input type="checkbox"/>	<input type="checkbox"/>
5. Help create a welcoming environment by connecting people to community supports that will help them and their families get settled?	<input type="checkbox"/>	<input type="checkbox"/>
6. Provide cross-cultural training to all staff, especially those in Truck Driver-facing jobs (dispatch, payroll, safety)?	<input type="checkbox"/>	<input type="checkbox"/>
7. Celebrate multiculturalism within your company, or hold social events that celebrate different cultures? <i>(This includes making sure you recognize different cultures when planning for your social events.)</i>	<input type="checkbox"/>	<input type="checkbox"/>
8. Participate in or support trucking industry initiatives related to hiring, mentoring, promoting and retaining Internationally Trained Individuals?	<input type="checkbox"/>	<input type="checkbox"/>
9. Identify key individuals among your employees who will promote multiculturalism and act as a liaison in your company?	<input type="checkbox"/>	<input type="checkbox"/>
10. Make sure Truck Driver committees include employees from multicultural backgrounds?	<input type="checkbox"/>	<input type="checkbox"/>
11. Make an attempt to recognize important cultural and religious dates in the workplace, by using a multicultural, or multi-faith calendar?	<input type="checkbox"/>	<input type="checkbox"/>
12. Accommodate cultural differences when possible?	<input type="checkbox"/>	<input type="checkbox"/>
13. Make an effort to showcase success stories of multicultural employees?	<input type="checkbox"/>	<input type="checkbox"/>
14. Value your reputation in the community for having an inclusive environment?	<input type="checkbox"/>	<input type="checkbox"/>

Number of “Yes” Responses

8 or more You consider every person an essential and valuable part of your workforce.

Less than 8 Overall, you are aware of the potential advantages of an inclusive workplace but there is still room for improvement. Think about the areas where you responded ‘No’ and see what changes you can make using the resources in this Module.

ACME Trucking

Jennifer and Sally were working on a plan to make sure they retained the Truck Drivers they had worked so hard to attract, select, orient and integrate.

The company was receiving an increased number of applications from Truck Drivers with multicultural backgrounds, largely through word of mouth and from a targeted advertising campaign. Jennifer and Sally agreed that it was very important to orient and support these new Truck Drivers, particularly for the first six months on the job. Coming from a variety of backgrounds, most of them lacked experience in driving a truck and still needed to focus on improving their language skills.

With the help of two employees, both recent immigrants to Canada, Sally had developed a new orientation that included a mentor, to help new Truck Drivers integrate into the workplace as well as the community.

Jennifer weighed in on the orientation plan. "So, Sally, let us run through this again. I want to be sure we both agree on what we are recommending to John, before we present it to the management team next week." She continued, "The first two days of our orientation process, the new hire is accompanied most of the day by his mentor. The mentor has received training on all the steps that make up our orientation process, and can check in with either of us whenever there is a question he cannot answer."

Sally nodded. "Yes, from there, the employee, depending on their level of driving experience, will spend up to four weeks on the road with their trainer, becoming acquainted with the paperwork, trip planning and dispatch process."

Jennifer replied, "Bob said Chin was helping him with a list of the typical words we use around the office and in the yard, acronyms and even just typical Canadian slang. Chin was showing the list to other Truck Drivers in the Truck Driver lounge last week, and they were having lots of fun coming up with more words!"

"Now that we have hired Lo Ching and Sam Sing, how can we be sure they are really happy here and settling in well?" asked Sally. "Chin has been a huge help so far. He has agreed to be a mentor to both of them, to help them get settled into the community. They attend the same church, so he sees them regularly outside of work. I think Chin's son is the same age as Lo's daughter, too."

"That is great" Jennifer replied. "You know, this project has been a huge learning curve for me. There was so much I did not know. It is not like one of us moving to a new city, or even across the country. It takes a lot of courage to move halfway across the world to a new country, and take a new job in an industry you did not know anything about. I think we should ask Chin, Lo and Sam what else we could have done to help them be successful. Maybe there are more questions that are not being answered by the information package they receive."

Just then, John appeared at Jennifer's office door. "How is the orientation process coming along?" Jennifer looked at Sally and ventured, "I think we have our ducks in a row! I do think it will add some extra work, especially for the mentors, and for Sally and me to make sure everything is going okay, but I think it will pay off when we see Lo and Sam still with us two years from now."

John smiles, "Agreed. I am in full support of putting this extra effort in. Have you decided how you are going to wrap up the orientation period?"

"Six months is a long time." Sally responded, "It usually takes about a year to get settled into the community, so six months is pretty reasonable. I would add in a regular discussion between each Truck Driver and you, Sally or me. I think this will allow us to hear directly how Lo and Sam are settling in, and get a sense of the effectiveness of the mentor system. And it will show them that we are 'walking the talk' by getting feedback directly."

John agreed, "I like it. Maybe we can each be responsible for one of the meetings over the six-month period. I'd like to talk about their feedback and agree on anything we need to change." Jennifer and Sally nodded, and Jennifer replied, "I feel like we are really demonstrating ACME's values, that employees are our number one asset. Soon, other companies will be knocking on our door to find out how we do it!"

Summary

Canada's labour force is increasingly multicultural. The trucking industry cannot afford to overlook Internationally Trained Individuals as a source of qualified Truck Drivers in the future. Identifying the perceived barriers and taking steps to eliminate them is an important first step.

Keys to Success

- The labour market in Canada is small and getting smaller – you are fighting for Truck Drivers from a shrinking pool of potential applicants. Internationally Trained Individuals are a source of Truck Drivers that you cannot afford to ignore.
- Communicating about the Truck Driver shortage and the changing mix in the labour market allows you to educate others about the impact of hiring Internationally Trained Individuals on the bottom line results.
- A targeted recruiting plan is a cost-effective way to increase the number of qualified applicants a company has to choose from.
- Immigrant Serving Organizations and other community groups can be valuable partners. They can offer valuable insight in attracting, selecting, hiring and integrating Internationally Trained Individuals.
- Be sure to prevent bias in your selection process. Bias may eliminate a qualified applicant based on factors unrelated to the job.
- Make sure you educate your employees about cross-cultural issues. It will help to minimize misunderstandings.
- It costs you time and money to attract, select and integrate a Truck Driver. You need to protect that investment by making sure you retain them. Internationally Trained Individuals may require different retention strategies than other Truck Drivers.
- A diverse workforce will set you apart from other trucking companies. Learning how to attract, select, integrate and retain Internationally Trained Individuals will help ensure you have Truck Drivers in the future, and help you become an employer of choice among trucking companies.

Additional Resources

Federal Government Websites

Citizenship and Immigration Canada (CIC) – www.cic.gc.ca