



SURVEY RESULTS

1. Your name and your company name (this information will NOT be published in any way):

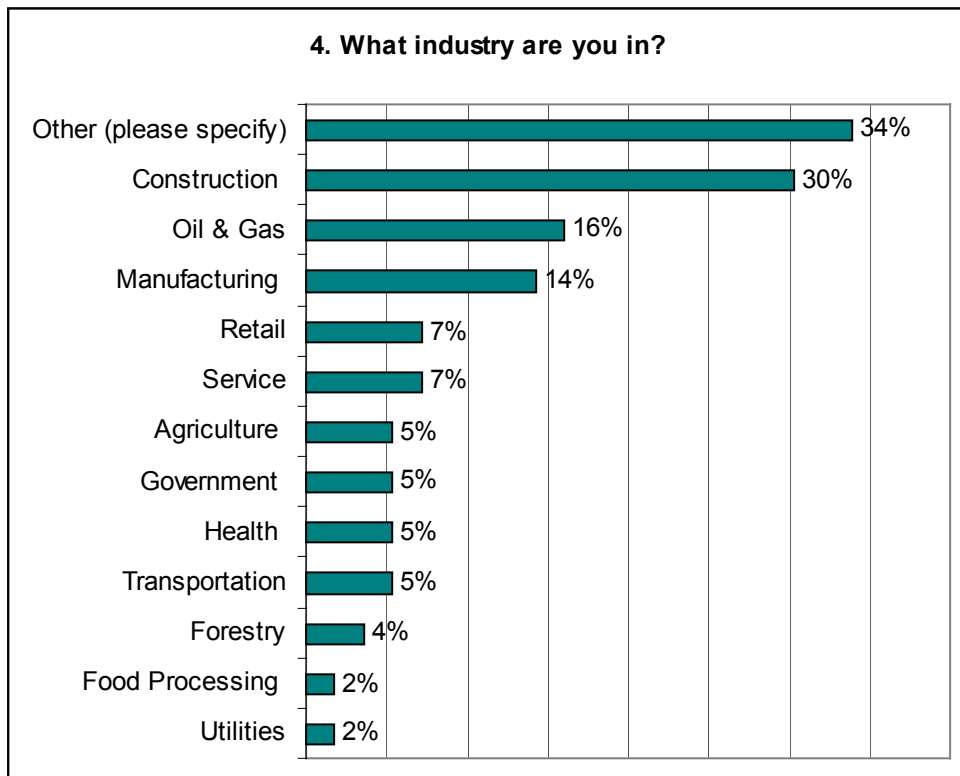
Total Respondents:.....57
 (skipped this question):0

2. To receive a copy of our final report please enter your email address here (your address will NOT be published or used for any other purpose):

Total Respondents:.....56
 (skipped this question):1

3. If you are not on our mailing list would you like to be added for the purpose of receiving email alerts of news or events?

Yes:.....31
 No:9
 Total Respondents:.....40
 (skipped this question):17



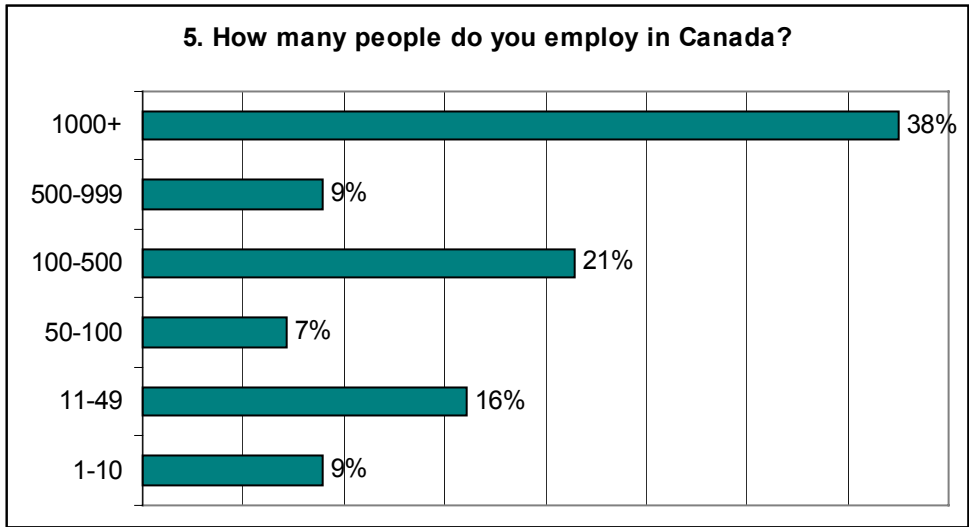
4. What industry are you in?

Utilities:1
 Food Processing :1
 Forestry:.....2
 Transportation:.....3
 Health :3
 Government :3



Agriculture :.....	3
Service:	4
Retail:.....	4
Manufacturing :.....	8
Oil & Gas:	9
Construction :.....	17
Other (please specify):	19
 Total Respondents:.....	 56
(skipped this question):	1

Other: Automotive; Call Center; Catering; Consulting Engineers; Education (x2); Educational and Conference service; Engineering/Construction; EPC and Maintenance - O & G; Heavy Equipment; Industrial; Power Generation – Non Utility; Professional Services; Recreation; Recruitment; Safety; Staffing; Warehousing/Distribution.



5. How many people do you employ in Canada?

1-10:	5
11-49:	9
50-100:	4
100-500:	12
500-999:	5
1000+:	21
Total Respondents:.....	56
(skipped this question):	1

6. How many additional workers could you currently use (based on full-time hours)?

0:	2
1-10:	16
11-49:	18
50-100:	7
100-500:	8
500-999:	1

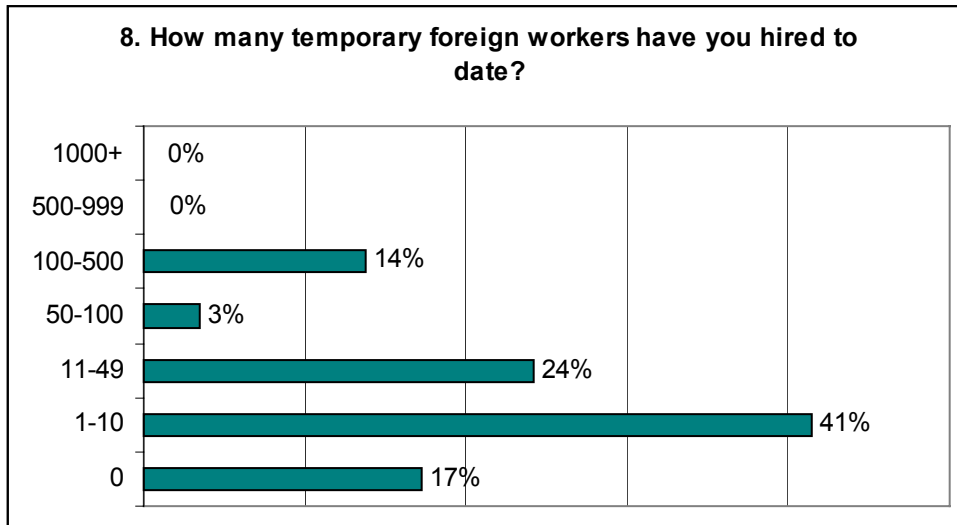


1000+:3
 Total Respondents:.....55
 (skipped this question):2

7. How many times have you gone through the process of employing temporary foreign workers?

0:31
 1:8
 2-3:5
 3-5:3
 5-9:0
 10+:8

Total Respondents:.....55
 (skipped this question):2



8. How many temporary foreign workers have you hired to date?

0:5
 1-10:12
 11-49:7
 50-100:1
 100-500:4
 500-999:0
 1000+:0
 Total Respondents:.....29
 (skipped this question):28

9. What were their trades or skills or for what positions did you hire them? (Check all that apply.)

Retail Workers:.....0
 Power Linemen:0
 Painters:.....0
 Operators (General Equipment):0
 Operators (Crane):0



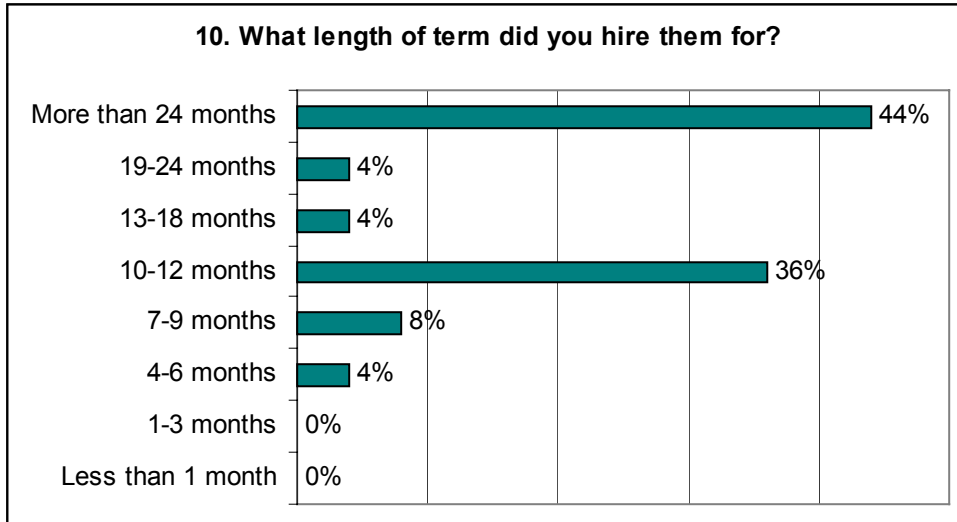
Millwrights:	0
Machinists:	0
Insulators:	0
Instrument Technicians:	0
Health Care Workers:.....	0
Electronic Technicians:.....	0
Customer Service Employees:	0
Communications Technicians:.....	0
Clerical / Office Workers:	0
Bricklayers:	0
Sheet Metal Workers:	1
Salespeople:.....	1
Plumbers:.....	1
Ironworkers:.....	1
Engineering Technologists:.....	1
Electricians:.....	1
Carpenters:	1
Boilermakers:	1
Accountants:.....	1
Truck Drivers:	2
Roofers:	2
Designers or Drafts People:	2
Welders:	3
Steamfitters / Pipefitters:.....	3
Mechanics:	3
Information Technology Professionals:	3
Engineers:	3
Agricultural Workers:	3
Labourers:	5
Other:.....	7
Total Respondents:.....	24
(skipped this question):	33

Other:

Academics; Director; Long Haul Truck Drivers; Mechanics, Veterinarians; Nurses; Project Managers, Project Planners, Estimators, Construction Managers, etc.

10. What length of term did you hire them for?

Less than 1 month:	0
1-3 months:	0
4-6 months:	1
7-9 months:	2
10-12 months:	9
13-18 months:	1
19-24 months:	1
More than 24 months:.....	1
Total Respondents:.....	25
(skipped this question):	32



11. Did the temporary foreign workers take home leave during the term of their employment?

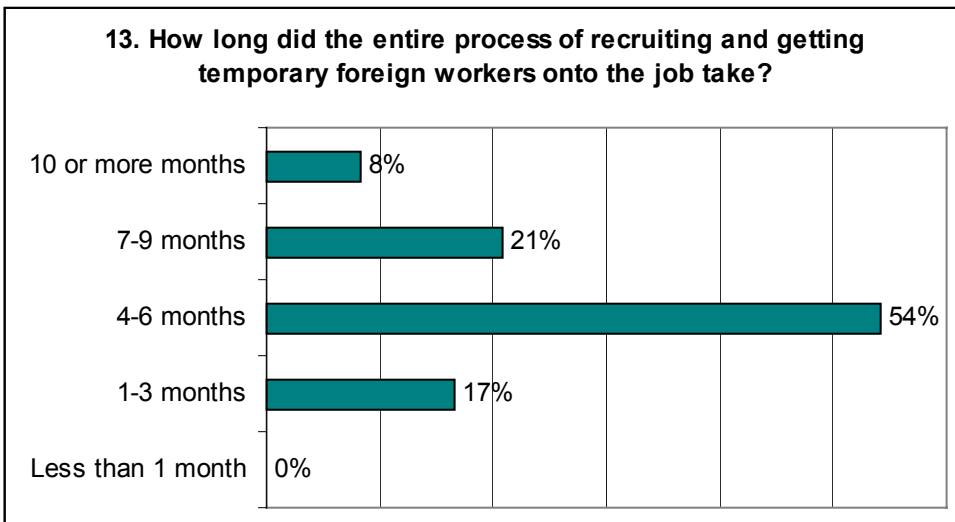
Yes:9
 No:15
 Total Respondents:.....24
 (skipped this question):33

12. If yes how frequently were the temporary foreign workers granted leave to return home and for how long?

Total Respondents:.....9
 (skipped this question):48

Responses:

Annually during summer months; Newly hired / unknown; Once; Once per year; Standard vacation - usually 2 weeks/year; Twice a year for 30 day span; Twice yearly; Varies by home location and terms of hire.



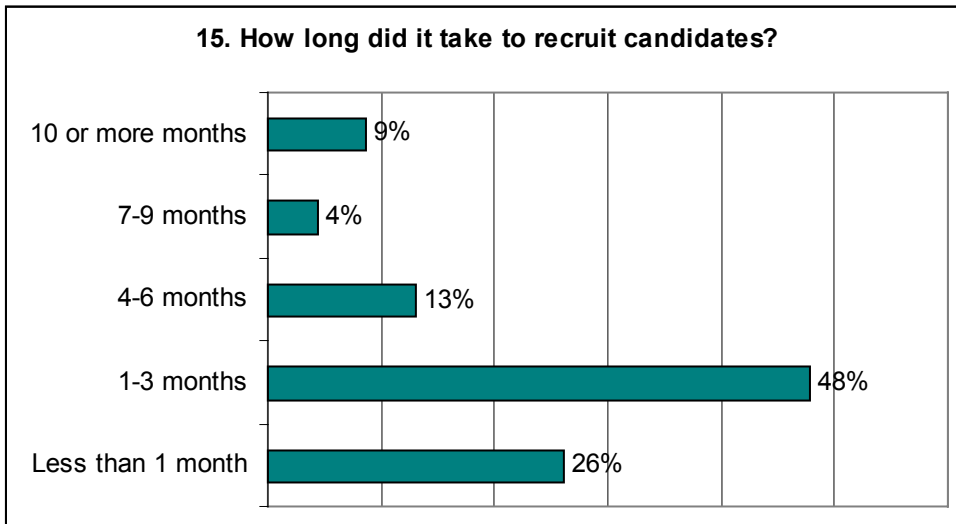


13. How long did the entire process of recruiting and getting temporary foreign workers onto the job take? (If more than once please give the average.)

Less than 1 month:	0
1-3 months:	4
4-6 months:	13
7-9 months:	5
10 or more months:	2
Total Respondents:.....	24
(skipped this question):	33

14. How long did it take to obtain a Labour Market Opinion and HRSDC approval of the Job Offer? (If more than once please give the average.)

Less than 1 month:	2
1-3 months:	16
4-6 months:	4
7-9 months:	0
10 or more months:	0
Total Respondents:.....	22
(skipped this question):	35



15. How long did it take to recruit candidates? (If more than once please give the average.)

Less than 1 month:	6
1-3 months:	11
4-6 months:	3
7-9 months:	1
10 or more months:	2
Total Respondents:.....	23
(skipped this question):	34



16. How long did it take to obtain work permits from Immigration? (If more than once please give the average.)

Less than 1 month:	5
1-3 months:	13
4-6 months:	3
7-9 months:	0
10 or more months:	1
Total Respondents:.....	22
(skipped this question):	35

17. How long did it take to train and certify selected candidates to work in Canada? (If more than once please give the average.)

Less than 1 month:	9
1-3 months:	10
4-6 months:	1
7-9 months:	0
10 or more months:	1
Total Respondents:.....	21
(skipped this question):	36

18. What other steps did you take and how long did they require?

Total Respondents:.....	9
(skipped this question):	48

Responses:

- Construction products ISO Certified, universal installation
- Provincial Nominee Programs can take up to 6-months to obtain Permanent Residence.
- The time consuming part is selling their homes. Otherwise they would arrive in a relatively short time.
- Used NAFTA to obtain TN visa. Quite often we used the temporary worker route as one step in the process of assisting the foreign worker obtain permanent residence in Canada. In this regard I used the PNP program to facilitate the PR process and I have used immigration lawyers to facilitate inter company transfers as well as PR applications.
- We acquired a local agency to recruit and screen the candidates.
- We applied via an International Agricultural Exchange Student program. Interviews and an onsite visit were conducted with us; and a work plan had to be developed; application and placement fees paid.
- We made the employee's responsibility to ensure they found the best way to immigrate to Canada and they had to process all their own applications. We provided the Labour Market Opinion and all material (job offer etc.) necessary to help them with their application.
- You have covered the steps, however the time frames in the above questions are misleading. The Immigration Work Permits (#16) can be as little as one week to more than 3 months, depending upon the need for medicals, and the workload of the Consulate they are processed through.

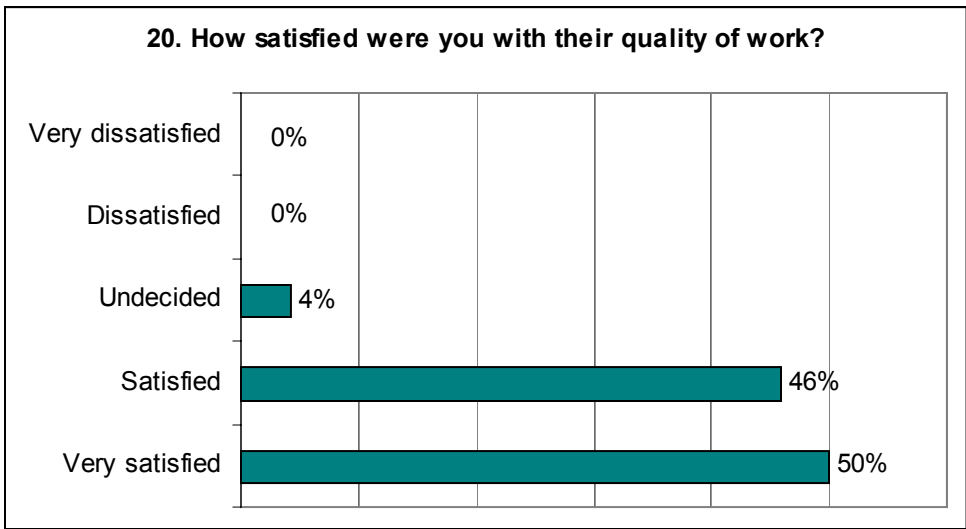


19. From which country or countries did you obtain your temporary foreign workers?

Total Respondents:.....22
 (skipped this question):35

Responses:

- Australia
- England & Scotland.
- England, US,
- Germany (4)
- Germany, Britain, Philippines
- India, Germany, U.K., Italy, Colombia, U.S., Ukraine
- India, UK, USA, Holland, South Africa, Philippines, etc.
- Mexico (2)
- Nicaragua, Romania
- Norway
- Philippines
- Poland
- Romania, UK, Germany, Bosnia, South Africa, Holland, Belgium
- South Africa, Phillipine
- US, UK
- USA
- USA, UK, Venezuela and India



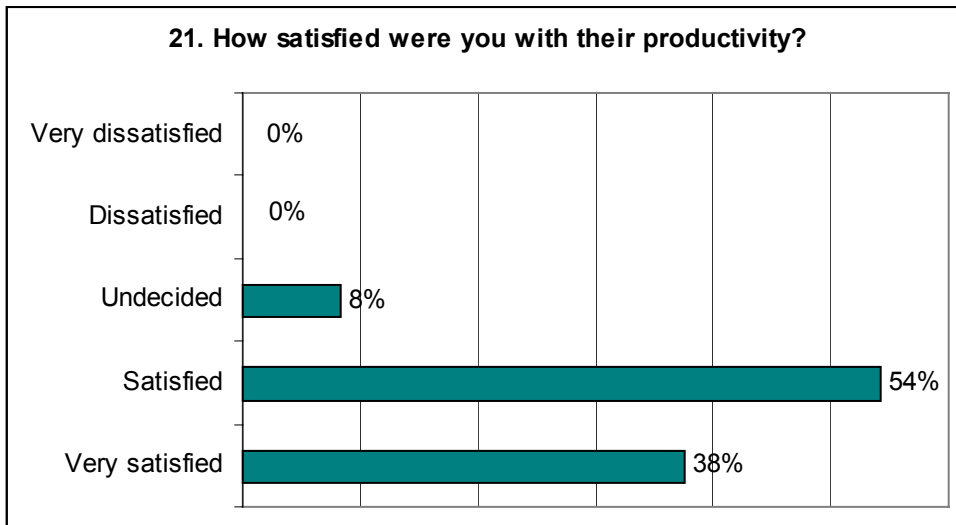
20. How satisfied were you with their quality of work?

Very satisfied: 12
 Satisfied:..... 11
 Undecided: 1
 Dissatisfied:..... 0
 Very dissatisfied: 0
 Total Respondents:..... 24
 (skipped this question): 33



21. How satisfied were you with their productivity?

Very satisfied:9
 Satisfied:..... 13
 Undecided:2
 Dissatisfied:.....0
 Very dissatisfied:0
 Total Respondents:.....24
 (skipped this question):33



22. How satisfied were you with their communication skills?

Very satisfied:5
 Satisfied:..... 14
 Undecided:4
 Dissatisfied:..... 1
 Very dissatisfied:0
 Total Respondents:.....24
 (skipped this question):33

23. How satisfied were you with their safety compliance?

Very satisfied:8
 Satisfied:..... 11
 Undecided:4
 Dissatisfied:..... 1
 Very dissatisfied:0
 Total Respondents:.....24
 (skipped this question):33



24. If your level of satisfaction reported in questions 20-23 differed please explain:

Total Respondents:..... 10
 (skipped this question):47

Responses:

- All of the foreign workers do not speak English and some speak partial English, so communication is sometimes slower. In regards to safety, all new employees take longer to become familiar with their work environment and learn to avoid the dangers.
- Communication skills sometimes require upgrading as students often find it difficult to understand those with heavy accents. Safety compliance is set by the university in conjunction with provincial/federal regulations. They are monitored by the OH&S department. Overall they understand safety compliance and understand and must adhere to the employer standards once they have been through the program with OH&S.
- English is their second language and they are very motivated to learn it, which has been a great help during their integration to our facility.
- Some foreign workers had trouble with communicating in English to the extent required.
- Their quality of work was very good but they were slower in completing the work. Their communication skills were very good, being from the British Isles. The safety regulations are slightly different in Canada from England, but they are getting better.
- They haven't been with us long enough to make an informed decision.
- We are still awaiting arrival of our workers thus no assessment can be made.
- We have monitored our safety records and there has not been an increase. Currently we have all new employees complete the Test of Workplace Essential Skills. The Foreign Workers results are no different from the Canadian drivers.
- Workers just starting working, very positive work ethics.

25. What was the biggest difficulty you encountered in integrating temporary foreign workers into your domestic workforce?

Total Respondents:..... 17
 (skipped this question):40

Responses:

- Acceptance from the present workforce.
- Bureaucracies - federal, provincial and professional associations
- Entire process
- For some locations, language is still the largest barrier. Technically they are usually very competent, although they need a period of familiarization with Canadian work procedures. The largest turnover results from lack of family settlement or comfort in Calgary rather than the foreign worker.
- No big difficulties. It is very important that the team supervisor breaks down work explanations into small, concise steps.
- Not aware of any issues. We overall have a well integrated local and global workforce.
- Nothing at this time.
- Nothing of any significance
- One of the greater challenges was ensuring their families were settled. For example, their spouse gaining employment, their children getting settled in school, and the foreign workers gaining an unsecured credit card.
- Process



- Recruitment/Immigration
- The spouse's not being able to work has been the biggest problem. This impacts the driver during his work day. They do not qualify for credit and must cash for all purchases.
- The time it took for the application. Once I had an application approved for 6 workers and 2 were denied visa's so I had to go through the application process again because I could not replace the two applicants that were denied on the first application.
- Understanding and adapting to the cultural differences and the language differences. Our supervisors and some other employees are taking Spanish lessons, to assist in bridging the communication gap and to demonstrate our willingness to learn as much about the Mexican culture and the foreign workers are learning about Canadian culture.
- Which way was the best to get them into Canada. I.e., immigrate, temporary work permit, apply through NAFTA etc. It is not an easy system to navigate as there are a lot of discrepancies on who to talk to (i.e., HRSDC, or Immigration Canada). There are also several programs out there available (e.g., low skill worker program), that you can't find out enough information on. In the end, we involved a lawyer.

26. How did you recruit the temporary foreign workers? (Check all that apply.)

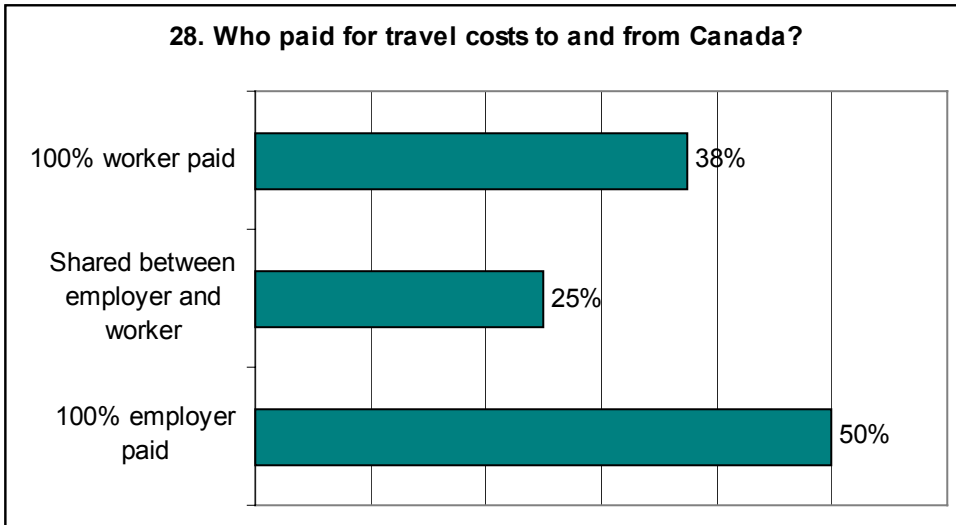
Recruitment agency in foreign country:	5
Recruitment agency in Canada:	10
Did it ourselves:	14
Government assistance:	1
Other (please specify):	6
Total Respondents:	24
(skipped this question):	33

27. Who paid for fees to recruitment agency? (If you have used different cost sharing arrangements please check all that apply.)

100% employer paid:	14
Shared between employer and worker:	2
100% worker paid:	5
Total Respondents:	19
(skipped this question):	38

28. Who paid for travel costs to and from Canada? (If you have used different cost sharing arrangements please check all that apply.)

100% employer paid:	12
Shared between employer and worker:	6
100% worker paid:	9
Total Respondents:	24
(skipped this question):	33

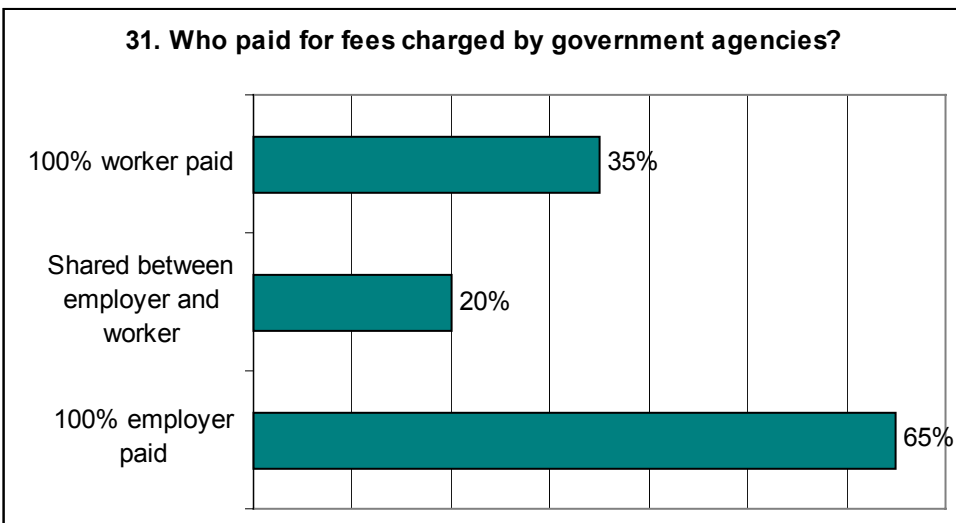


29. Who paid for training costs? (If you have used different cost sharing arrangements please check all that apply.)

100% employer paid:..... 18
 Shared between employer and worker:4
 100% worker paid:3
 Total Respondents:.....23
 (skipped this question):34

30. Who paid for certification / testing costs? (If you have used different cost sharing arrangements please check all that apply.)

100% employer paid:..... 11
 Shared between employer and worker: 1
 100% worker paid:5
 Total Respondents:..... 17
 (skipped this question):40





31. Who paid for fees charged by government agencies? (If you have used different cost sharing arrangements please check all that apply.)

100% employer paid:..... 13
 Shared between employer and worker:4
 100% worker paid:7
 Total Respondents:.....20
 (skipped this question):37

32. Who paid for temporary accommodation upon arrival? (If you have used different cost sharing arrangements please check all that apply.)

100% employer paid:..... 11
 Shared between employer and worker:4
 100% worker paid: 13
 Total Respondents:.....23
 (skipped this question):34

33. Who paid for lodging for the duration of employment? (If you have used different cost sharing arrangements please check all that apply.)

100% employer paid:.....4
 Shared between employer and worker:5
 100% worker paid: 16
 Total Respondents:.....23
 (skipped this question):34

34. What other costs were there?

Total Respondents:..... 12
 (skipped this question):45

Responses:

- Apartment furnishings
- Food, car, gas, living expenses
- Health plan, benefits
- Incidentals, such as drivers licence, bridging costs for medical coverage, etc.
- Job fair and interview costs
- None (2)
- Not sure, we were not involved.
- Relocation costs
- Their resettlement costs.
- Utilities and furnishings for their accommodations

35. Who paid the other costs? (If you have used different cost sharing arrangements please check all that apply.)

100% employer paid:.....6
 Shared between employer and worker:5



100% worker paid:3
 N/A:8
 Total Respondents:..... 18
 (skipped this question):39

36. How were the temporary foreign workers charged for the costs they paid? (If you have used different cost sharing arrangements please check all that apply.)

Up front payment:9
 Payroll deduction:9
 Other (please specify):5
 Total Respondents:.....20
 (skipped this question):37

37. How were the costs the company covered paid for? (If you have used different cost sharing arrangements please check all that apply.)

Up front payment:8
 Reimbursement on arrival:8
 Reimbursement after
 threshold length of service:2
 Other (please specify):4
 Total Respondents:.....20
 (skipped this question):37

38. Did the temporary foreign workers have to undergo testing / certification of their qualifications (e.g., trade certification)?

Yes: 15
 No:8
 Total Respondents:.....23
 (skipped this question):34

39. If so where did you obtain this testing / certification? (Check all that apply.)

Foreign country:7
 Canada: 11
 N/A:5
 Total Respondents:..... 19
 (skipped this question):38

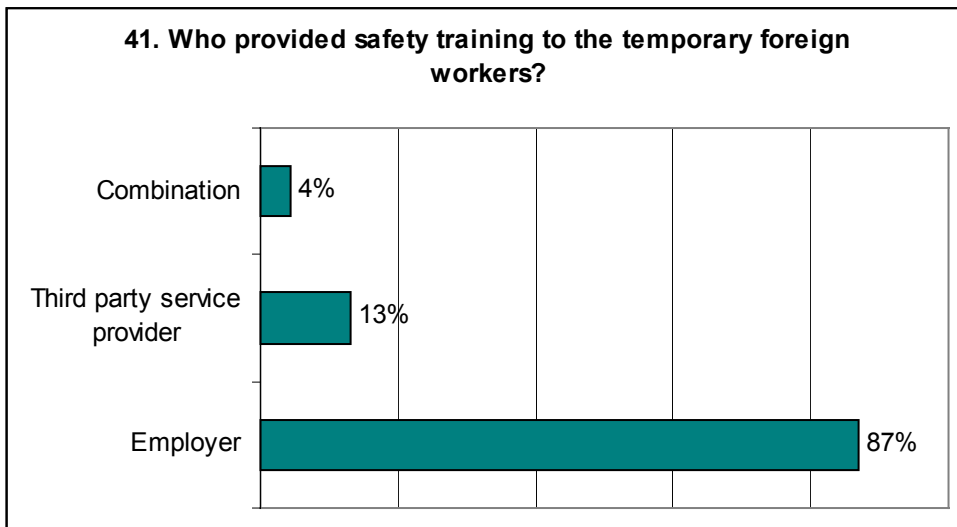
40. What was the success ratio of the temporary foreign workers in obtaining this certification?

0-25%: 1
 26-50%: 1
 51-75%:0
 76-90%:3
 91-100%:7
 N/A:7
 Total Respondents:..... 19
 (skipped this question):38



41. Who provided safety training to the temporary foreign workers? (Check all that apply.)

Employer:20
 Third party service provider:3
 Combination:..... 1
 Total Respondents:.....23
 (skipped this question):34



42. Where was safety training for the temporary foreign workers provided? (Check all that apply.)

Country of origin:3
 Alberta:21
 Other (please specify): 1
 Total Respondents:.....22
 (skipped this question):35

43. How would you assess the resources needed to train temporary foreign workers in safety compared with Canadian workers?

More:7
 Less: 1
 Same: 15
 Total Respondents:.....23
 (skipped this question):34

44. How would you assess the ability of temporary foreign workers to understand and apply safety rules on the job in Canada?

Good:20
 Fair:.....2
 Poor: 1
 Total Respondents:.....23
 (skipped this question):34



45. Do you think temporary foreign workers are exposing your company to increased or decreased OHS liability?

Increased exposure:4
 Decreased exposure:2
 Same level of exposure: 14
 Uncertain:.....3
 Total Respondents:.....23
 (skipped this question):34

46. Did you introduce the temporary foreign workers into a unionized workforce?

Yes: 11
 No: 14
 Total Respondents:.....25
 (skipped this question):32

47. If so how did the union react to the introduction of temporary foreign workers?

Resistant: 1
 Indifferent:3
 Cooperative:.....9
 Total Respondents:..... 13
 (skipped this question):44

48. Did you negotiate an agreement with the union to specifically address temporary foreign workers?

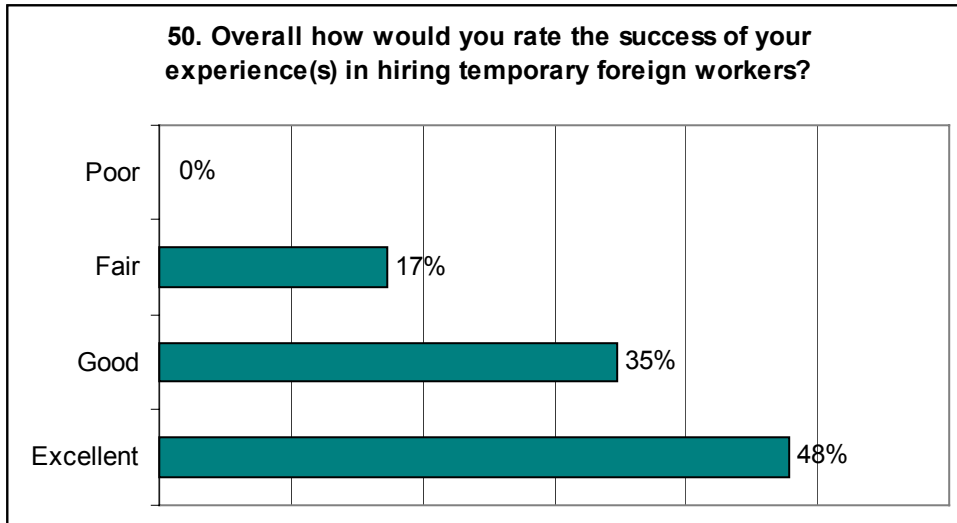
Yes: 1
 No:6
 N/A:8
 Total Respondents:..... 15
 (skipped this question):42

49. If so what were the key aspects of the agreement?

Total Respondents:.....3
 (skipped this question):54

Responses:

- N/A
- The union provides the certification training



50. Overall how would you rate the success of your experience(s) in hiring temporary foreign workers?

Excellent:	11
Good:	8
Fair:.....	4
Poor:.....	0
Total Respondents:.....	23
(skipped this question):	34

51. What were the reasons for your rating in the previous question?

Total Respondents:.....	19
(skipped this question):	38

Responses:

- Good skilled workers. Very little absenteeism. More disciplined than Canadian workers.
- Agency and quality of workers
- End result after training = same skill level as Canadians.
- Experience is relatively new. Haven't done enough to compare experiences.
- Foreign workers provided the needed resources to continue in the growth of the business.
- Generally, people coming to work for us are moving to Canada for political & social stability, as well as the opportunities here. They are keen to take advantage and have proven to be good, long-term employees
- I have found the foreign workers to have an excellent mix of work experience, education, skills and ambition.
- No experience with hiring TEMPORARY foreign workers
- Other than the length of time it takes to get an LMO and Work Permit, we have had excellent success. Due to technology, we can advertise nationally and have responses globally.
- Process was time and resource consuming
- Quality workers, committed to the organization
- The issue is timing. When we need people, we need them NOW. We can often find them overseas, but the LMO process, plus slowness of the foreign consulate, often cause us to lose a good candidate to another location. Once we get an Engineer into Alberta, the biggest problem is the recognition of credentials by the Professional Association. That causes anger and frustration on everyone's part.

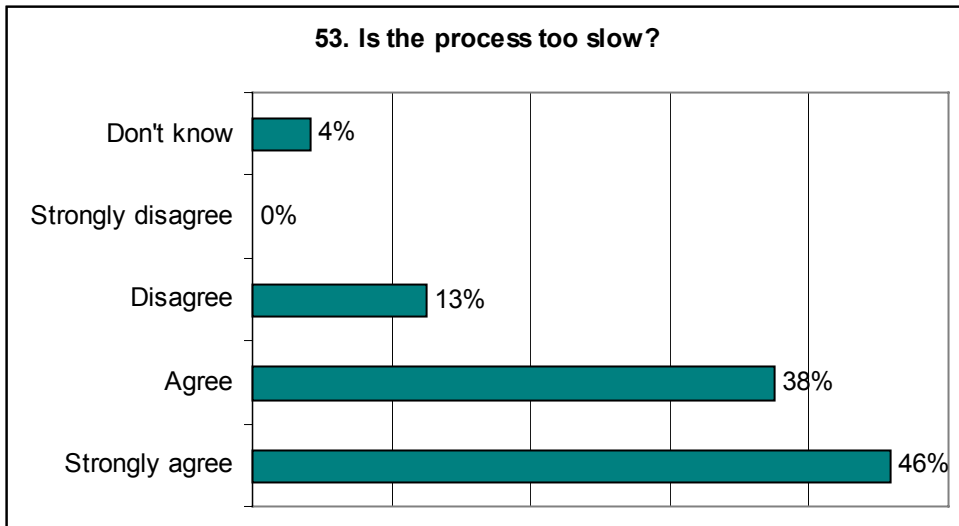


- They do good work and we are enjoying learning about their culture and sharing ours.
- They have increased production, there attendance is great and they do quality work.
- Translation Transportation Integration
- We are also involved with the Provincial Nominee Program. Some of the drivers resign once they receive their Permanent Residence status and move to other companies.
- We have recruited the number of workers required for this year. We will reassess once they have demonstrated their skills.
- Work ethic and attitude are vastly superior to today's domestic labourers. The foreign workers present themselves for every scheduled shift, request additional hours, and are extremely conscientious in the quality of their work. The foreign workers have added tremendous bench-strength to our existing domestic workers and provide a level of stability in our labour force that we have not had for many years.

52. What are the drawbacks of recruiting temporary foreign workers?

Is the process too expensive?

Strongly agree:.....	3
Agree:	6
Disagree:	7
Strongly disagree:	2
Don't know:.....	6
Total Respondents:.....	24
(skipped this question):	33



53. Is the process too slow?

Strongly agree:.....	11
Agree:	9
Disagree:	3
Strongly disagree:	0
Don't know:.....	1
Total Respondents:.....	24
(skipped this question):	33



54. Is the process too difficult to coordinate?

Strongly agree:.....5
 Agree:9
 Disagree:9
 Strongly disagree:1
 Don't know:.....1
 Total Respondents:.....25
 (skipped this question):32

55. Is the process too bureaucratic?

Strongly agree:.....9
 Agree:8
 Disagree:4
 Strongly disagree:1
 Don't know:.....1
 Total Respondents:.....23
 (skipped this question):34

56. Is the process too unpredictable?

Strongly agree:.....3
 Agree:13
 Disagree:5
 Strongly disagree:0
 Don't know:.....4
 Total Respondents:.....25
 (skipped this question):32

57. Would you care to comment on the above?

Total Respondents:.....11
 (skipped this question):46

Responses:

- It is very time consuming to assist with relocation, settlement and on-going issues usually non-work related. To date we have hired 300 foreign workers. We currently have 118 employed and 35 pending confirmation of their arrival.
- Once you gain experience bringing in foreign workers you adjust your recruiting schedule and the company's expectations related to timeframes, accordingly.
- Some of the government information is not as clear as it could be and not always easy to disseminate. Each country may have different requirements for visas (if required) and it makes it difficult to assist the new hire from a time perspective.
- The federal gov't needs to come up with a fast-track program (a real one, not pretend) like the IT fast-track pilot program created in the late '90s. There is NO REASON that each company across Canada should have to justify hiring, for example, foreign-trained civil engineers. There is a shortage. Period. The LMO process is slow and painful and has no value in this labour market.
- The LMO process is slow, bureaucratic and time consuming. If you do not go the LMO route, you must be very knowledgeable about which exemptions are available. That process, however, is very risky as it is highly unpredictable and often at the whim of the individual officer on duty. That system MUST be clarified, with clear, understandable guidelines for everyone. The objective of these government bureaucrats must change



from one of 'convince us why we should let this guy into Canada' to 'what can we do to assist in getting this person, and more foreign workers, into Canada to help meet your labour shortage.'

- The processes involved are to protect both the Canadian worker and the firm who is hiring. The problems associated with the length of processing time are probably as a result of volume and, in a lot of cases, the ability of the foreign worker to provide proper documentation of experience in a timely matter.
- The process is inflationary to wages. We hire unskilled labour with no experience as we are a one of a kind operation and yet we are expected to pay wages of a person with 3 years experience. Of course this caused our experienced workers to jump up and down about getting a raise. There should be a way to pay inexperienced workers the appropriate wage and not create large increases in payroll for companies who are in no fault of their own in areas that labour shortages exist. We are in agriculture, had we been able to move, we would have.
- The various levels of government need to understand the urgency that industry has in addressing the current and future labour shortage, particularly in Alberta, and ACT NOW to address it. The guest worker program needs to be much more efficiently administered for ALL industry sectors, not just oil and gas, and not just 'skilled' workers.
- There is need for employees in Alberta and I believe the foreign worker agency is aware of this. I have not been denied because of a need only because of paper work and when I corrected the problems, I was approved.
- You need to rework the questions about the process - the questions and answers don't match

58. What other drawbacks are there?

Total Respondents:.....9
(skipped this question):48

Responses:

- None
- Professional associations need to get their acts together. They are disorganized and bureaucratic, and can make inter-provincial certification a nightmare, let alone a foreign worker.
- Since Long Haul Truck Drivers are considered 'low skill' there are a number of restrictions. In particular, the spouse does not qualify for a work permit upon arrival. In Alberta, step-children who attend primary, elementary or secondary educational institutions, they are considered 'international students' and must pay the full yearly fee (i.e. \$10,000+/year/child).
- The extra costs of health care. As well as paying the air fare. This is already an expensive process. By having the employer pay all of these costs, simply makes it less viable.
- The foreign worker can go to another employer after they have arrived in Canada.
- The increased time for LMO and Work Permit. Renewals now take approximately 3 months versus 2 months or less.
- The LMO processing time is increasingly lengthy (now upwards of 12 weeks). Businesses are closing for lack of labour, yet Service Canada closed its Calgary office a year ago to 'consolidate' services out of Edmonton. Service Canada should consider bringing in foreign workers themselves to lower the processing times! The recent announcement of a Calgary office being opened to handle the increasing volume of LMO applications is simply overdue.
- With the people we received from a English speaking country who are trained similarly to the Canadian standards, there are no drawbacks.



59. What was the biggest stumbling block if any you encountered while obtaining temporary foreign workers?

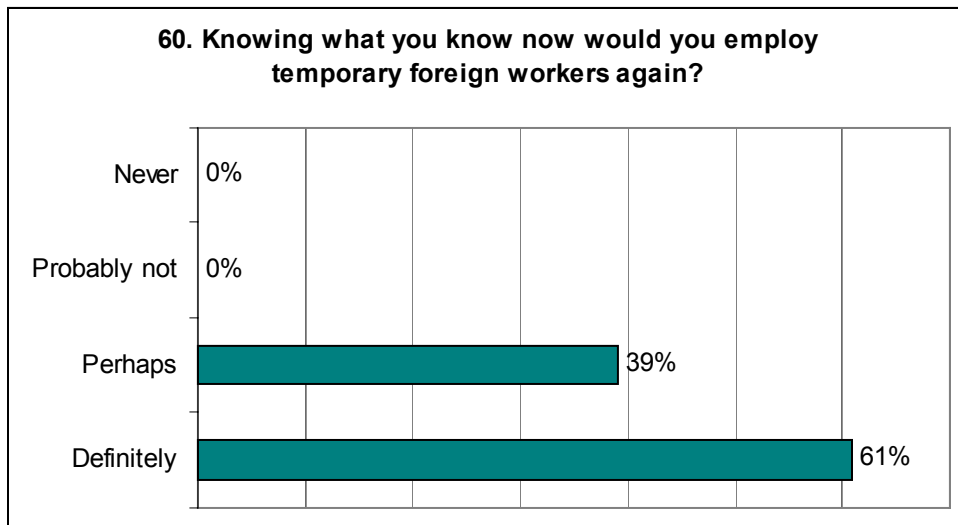
Total Respondents:..... 13
 (skipped this question):44

Responses:

- Bureaucracies
- Ensuring the workers know what they need to do when and how.
- Finding the appropriate workers
- Government approval.
- I have not yet come across any stumbling blocks that cannot be overcome.
- Knowing what exemptions we could use (GATTs, NAFTA Managerial, etc., etc.) OR going through the LMO process.
- Not knowing if the whole process is going to work after so much time and money has been invested.
- The initial approval from HRSDC. Currently, the processing of the initial work permit, in particular from the UK.....Inconsistency between departments.
- The process of obtaining a labour-market opinion and subsequent work permit takes far too long.
- The time of need to the time of employment is quite substantial. I needed workers for months before the application was approved and the workers arrived.
- The waiting time for the LMO to be approved.
- Which program to use.

60. Knowing what you know now would you employ temporary foreign workers again?

Definitely: 14
 Perhaps:..... 9
 Probably not:0
 Never:0
 Total Respondents:.....23
 (skipped this question):34





61. What recommendations would you give to other people looking to hire and employ temporary foreign workers?

Total Respondents:..... 16

(skipped this question):41

Responses:

- Be patient, put time into training.
- Complete face to face interviews. Do not rely on resume.
- Do the homework upfront. That is, do your advertising and due diligence so your LMO meets all the requirements.
- Do your homework. Talk to other companies involved.
- Employee and agency to do your leg work. They know all the short cuts and how to handle the bureaucracy.
- Give yourself plenty of time for the labour-market opinion process (if required) to take its' course plus additional time to obtain a work permit. I would suggest at least 3-4 months is required for the whole process to complete.
- If you need them apply now, don't wait until your in dire straits for employees to keep the company going.
- It has become difficult to navigate the landscape of immigration issues now without professional help. Knowing who will qualify for which exemptions and under what circumstances is a field of study itself. Get professional help!! Also, put in the up-front work to submit a Bulk request to HRSDC. It will save a lot of time in processing LMO's down the road.
- Make sure you have someone who can assist the workers with the process and that they understand why the process is necessary and what they need to do on arrival (i.e. SIN, etc.). There also needs to be someone who can assist them to understand Canadian living i.e. housing, taxes, utilities, schooling, grocery shopping, etc. Some countries don't have an income tax system or large grocery stores. Are there food places where the person can shop for food items known to them. This is a small segment of bringing someone from out of country.
- Plan well in advance. Get expert consultation/advice to navigate the Immigration process. Planning for the integration of the foreign workers, once in Canada, is CRITICAL to success.
- recruiting criteria should be more defined.
- Start early
- The Union must be on board for the process to work.
- Use a lawyer to ensure the future employee is coming in legally. Make it the employees responsibility to find their way into Canada.
- Work with a competent broker who understands the process completely, and who is providing follow-up services to the workers, when they arrive in Canada. Active participation in the interview process with your broker is essential.

62. What information would you be most interested in obtaining with respect to employing temporary foreign workers?

Total Respondents:.....36

(skipped this question):21

Responses:

- Legal - government paperwork - resettlement issues -
- Costs & time involved * Which agencies to work with * Retention issues * Success stories
- All information.



- An outline of the process and associated costs.
- An overview of the obligations that have to be met when employing foreign workers.
- Any changes to the government system and forms - updates. Updates on timeframes to process through HRSDC and CIC. Easy government site to send questions regarding government information in order to clarify things.
- Are there steps in place to streamline the process for acquiring foreign workers to come to Alberta, because of the shortage of both skilled and non-skilled labourers?
- Comparing experiences. We have been doing this without help from an immigration consultant and it would be good to hear what other companies have encountered.
- Don't have any information. We have a union.
- How long does it take? What are the contractual requirements regarding employment time period, living arrangements, etc? What types of 'unforseens' are companies experiencing? What if we're not satisfied with the employee's work or interpersonal skills?
- How to speed up the process
- How we get involved in the process.
- How well the system worked out (i.e. immigration, housing, taxation, medical, etc.) as well as how well the employees worked out (i.e. success rate, percent stayed vs returned, etc.)
- I am in need of full time Mechanical Technicians that we can bring in
- I don't know.
- If we loose an employee to this volatile market we are in, this is likely our next route. In the past year we have had six new employees for a four full time person operation. I am only at my 24th month of working here. Also we are expanding rapidly in the residential market and need some lead time in the type of housing for the new employees of the businesses. Also our needs are for skilled employees, so what training will need to be set up.
- More info on the different programs available.
- New trends in recruiting foreign workers. What is the most effective method (timing wise). What are foreign workers' current expectations regarding accommodations, help with residency, etc.
- None
- Positives and negatives, especially areas to look out for regarding benefits.
- Process with respect to gaining validation.
- Recruitment Resources
- Some very clear, unambiguous, definitions of when and where all of the exemptions apply.
- The application process and how to facilitate connections/resources in other countries
- The process of employing foreign workers. Length of time to fill positions. The qualifications of candidates. The country they are coming from.
- The process, the funding options, the treatment of credentials etc.
- Trades people are the biggest challenge. Foreign trades qualifications are not readily recognized in Canada. Is there consideration of a process to have potential foreign trades recognized in Canada. Additionally truck drivers are in high demand.
- Training, education and any criminal information
- We are hiring many (over 200) foreign workers - but we are bringing them here with the intent that they stay long term. We are assisting those who wish to go through the PNP.
- We are interested in the possibility of hiring foreign workers as we have found that for several positions within our Corporation, recruitment has been extremely difficult. We are interested in any information - how to proceed with recruitment, hiring process, etc.



- What liability does the company have in ESL, should we put on specific courses for the foreign workers or is there a group already in place that provides occupational vocabulary to temporary foreign workers and employers.
- What steps are required, success rate, and costs
- Where to start? Which Country's to recruit from? What agencies (Government or Private) to contact to bring in foreign workers? What to do for living accommodations when they get here? Trade training information?
- Which countries have people who want to work in Canada, and who are skilled workers. Government procedures to workers into Canada, without doing the process twice or three times.
- Would like to know about success stories or unsuccessful stories

63. What could be done to make hiring temporary foreign workers easier for you?

Total Respondents:.....40

(skipped this question): 17

Responses:

- A roadmap of the steps to take and appropriate agencies to work with. Information specific to industry would be important.
- Knowing where skilled workers are available. Speeding up the Government process.
- Although I have not been previously involved here in hiring foreign workers, I am aware (From past employment) of issues. Less bureaucracy and shorter timeframes to receive government approvals are necessary.
- An expedited process from the government agencies.
- An organization that would help in transition for the new workers to Canada, dealing with culture change, language change, family absence etc....
- Being trained on the process
- Better communication between each of the relevant government departments.
- Consistency in Provincial apprenticeship qualifications
- Coordination between provinces for approval for the Labour Market Opinion. Our company applies to 3 provinces for the same program.
- Fast-track immigration process like the IT Pilot Program
- Government to bring foreign workers for basic training and provide accommodations in regions of the country where most required. Provide listings of workers available, and from what regions. Allow the workers to become permanent residents and allow their family's to come AFTER the worker has obtained permanent work.
- Having an outside firm handle the red tape etc.
- I am not sure?
- I don't believe in bringing in any foreign workers unless they meet Canadian standards, speak English and can add or integrate into the Canadian Culture easily by first becoming Canadian Citizens.
- Knowing the process
- Knowledge of government process and agencies to assist with recruitment.
- less bureaucracy
- Less process time
- More help with the immigration process and paperwork.
- More information from HRSDC and CIC. Very difficult in getting information from them directly.



- More lobbying of the immigration department similar to the work that the Software Human Resources Council did to assist IT companies recruit IT professionals in the early 2000's.
- More participation by the Gov't in pre jobfair advertising in Countries of interest.
- More visible information on options
- Not sure at this point.
- Nothing
- Nothing
- One large agency to look after all the paperwork, training, checks etc
- places where we could find qualified people.how a person in our trade can be classified as a certified trades person.What his or her qualifications mean to our trades certification board.
- Provide a process that is timely and efficient
- See #57 & #58 above.
- See #62 above.
- Shortened timeframes for LMO and Work Permit.
- Speed up process of getting visas and work permits from some locations abroad - some are very good - others are very slow.
- Speed up the labour-market opinion process as well as the process to obtain a work permit.
- Speed up the paper work process. I know the agents are swamped with workload.
- Speed up the process. The labour market opinion takes way too long.
- The process of going through the 'red tape' quicker.
- Training, accommodation and longevity are the main issues that need to be addressed.

64. Thank you for completing our admittedly long survey. If you have anything left to add please do so here.

Total Respondents:..... 10

(skipped this question):47

Responses:

- Hiring people globally is not a major problem. We have a fairly good system/process and walk the worker through it a step at a time. Where there is a lot of work is setting up a website so foreign workers can see ahead of time about the area, housing, schooling, shopping, recreation, how we pay, tax, invest, what utilities are, etc. Recruiting and hiring are only the tip of the iceberg.
- I am not sure what you mean by temporary. As far as I am concerned we are letting many people into our country, why wouldn't we let people with skills stay here? We have found that people who come here from other countries, and do not understand English very well, are very difficult to get them to work efficiently.
- I believe we should employ any Canadians possible from across our nation, then any of our American cousins and then follow these with individuals from other nations who meet our standards and requirements. Canadians should be first and not subjected to corporate refusal based on cost. Flood the workforce and you will effectively destroy our sensitive society.
- Language and cultural issues continue to be problems. We need to be more diligent in assessing comprehension and communications skills - written and spoken.
- Thank you for hosting the survey and I look forward to receiving the results!
- Thanks for gathering this information. I look forward to seeing the results and taking the plunge.
- Thanks for the opportunity. I look forward to the final report.



MCLENNAN ROSS LLP

TEMPORARY FOREIGN WORKER SEMINAR

- We currently don't recruit foreign workers for our front line positions but we will look at management and director level positions.
- We will be proceeding into the foreign worker market in the near future



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