

3 BOOKLET

TARGETED RECRUITING BY LONG-TERM CARE FACILITIES

— The Learning Series will —
OPEN YOUR MIND
TO CONCEPTS,
POSSIBILITIES
And
CREATIVE THINKING

The Learning Series

The Learning Series has been developed as a series of tactical information booklets to help long-term care facility operators and administrators with a variety of marketing, recruitment and retention needs. The Learning Series is a generic guide to assist facility operators and administrators who are:

- New or looking to augment their Human Resources (HR) marketing knowledge
- Looking for new and unique ways to market to consumers and recruit and retain quality candidates to their facility

Each of the booklets in the learning series contains tools, suggestions and practical solutions for various recruitment and retention challenges.

Booklet One HR Recruitment & Consumer Marketing Tools & Tactics

Booklet one focuses on tactics that can be applied to recruitment marketing of most staff positions in the long-term care facility sector. The booklet starts with a detailed step-by-step outline of how to develop a marketing plan which can help focus marketing activities. After marketing needs are determined, tactics can be identified; booklet one concentrates on how to market long-term care facilities through traditional advertising tactics such as job fairs, the Internet and local communities.

Booklet Two Building a Web Site from A to Z

Booklet two reviews all of the steps that are involved in building a simple web site. An introduction to the Internet, an outline of the elements that make up a web page and the approximate costs for a web site are provided. The main chapters review the steps to building a site from designing the layout, writing the content, building the web pages and finally launching and maintaining the site.

Booklet Three Targeted Recruiting by Long-Term Care Facilities

The third booklet in the learning series focuses on Targeted Recruiting. The booklet provides tips and strategies on how to target professionals for recruitment to rural communities, how to target graduating students for recruitment and how to tap into underutilized labour pools such as mature workers, and workers who are new to Ontario.

Booklet Four Long-Term Care Facility Worker Retention

Keeping and developing quality employees is crucial to the continued existence of long-term care facilities. Booklet four focuses on best practices and employee retention strategies to assist facility operators in retaining and empowering current and future staff.

Why the need to provide a resource kit for long-term care facility operators?

The long-term care facility sector in Ontario is undergoing a significant transformation. Government investments have resulted in the addition of 20,000 new beds by the end of 2004 and the redevelopment of up to 16,000 existing beds by 2006. As a result, many new facilities will be opening and a large number of employment opportunities will be created.

There is a shortage of qualified staff in many areas of health care across the country, as well as around the world, which creates recruitment challenges for health care providers. Investment into the future of health care for seniors will create new challenges for recruitment in the long-term care facility sector. To be effective the sector must respond by ensuring that all recruitment and retention opportunities are pursued, alliances are built with educational institutions and people who may consider a career in long-term care are drawn to the sector.

As a facility operator you will need to ensure that your tactics reflect the most up-to-date and successful recruitment practices, and provide the best opportunity to find the right staff to meet the needs of your residents.

Contributors

This resource kit has been prepared as a collaborative effort between the Ministry of Health and Long-Term Care (MOHLTC), the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS), the Ontario Long-Term Care Association (OLTCA) and long-term care facility operators.

Disclaimer

The information in this Learning Series has been provided as a public service by the Government of Ontario and is intended to provide general information and ideas. While an effort has been made to ensure the information present is current and accurate, readers should verify information before acting on it. The information is not intended to represent government policy or direction and should not be relied upon to be the authoritative text. As well, the content should be considered with respect to employment and collective agreement provisions as well as Ministry of Health and Long-Term Care (MOHLTC) policy and related legislation.

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3 BOOKLET

Targeted Recruiting by Long-Term Care Facilities

Targeted Recruitment by Long-Term Care Facilities

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1.0 SECTION

Introduction to Long-Term Care Facility Recruitment Tactics

Introduction to Long-Term Care Facility Recruitment Tactics

Throughout all of health care, competition for employees remains intense. The pool of talented and qualified health care professionals is at a historical low. At the same time, individual communities may be experiencing their own local recruitment challenges. More than ever before, recruitment strategies are required to be targeted and representative of a variety of potential candidates. Consequently, the process to fill positions and find the right fit can be long, time consuming and frustrating. Recruiting quality candidates in the long-term care facility sector now demands more of a time commitment, effort, cost and strategy.

In recognition of the recruitment challenges many facilities may now face, Booklet Three has been designed to provide some recruitment tools and tips to augment your current strategies. Since many facilities have tried and true recruitment techniques, the purpose of Booklet Three, Targeted Recruitment by Long-Term Care Facilities, is to explore some recruitment tactics you currently may not use and to share tips and tools that may assist you and your staff with your recruitment initiatives. Booklet three has been created to offer you and your team with ideas that can be massaged to fit your specific needs. Booklet Three has also been developed to facilitate the generation of different ways of thinking and targeting and will hopefully provide you and your facility with new and unique opportunities.

1.1 The Traditional Recruitment Process Reviewed

Recruitment is a process that takes careful planning, time and consideration. Regardless of whether your recruitment is conducted internally or externally, recruitment is a process that should be planned for continuously and available for action as soon as a need is perceived; the process should not just start when you have vacancies.

The process of recruiting candidates for available positions will require some variation. The process will vary based on the position you are hiring for, current labour market demands and specific skills required. For many, the traditional recruitment process needs no review; for others, this next section may prove helpful or act as a refresher.

The traditional recruitment process typically has a number of components which will vary based on variables ranging from the number of positions required to fill to internal versus external recruitment practices. The various components that go into the traditional recruitment process are as follows:

The Traditional Recruitment Process Reviewed

Components
<p>Planning your recruitment process</p> <ul style="list-style-type: none"> • Number of positions to fill • Types of positions to fill • Qualifications required • Types of employment (full time or part time) • Decide whether your recruitment will be internal or external or both
<p>Writing the job description</p> <ul style="list-style-type: none"> • Finalize accurate job description and role • Talk to staff about your plans and their needs • Develop selection criteria
<p>Confirmation of compensation package (salary, benefits, other)</p> <ul style="list-style-type: none"> • Confirmation of compensation package with staff, management and finance • Insure that the roles fit into the salary band already established and there is room for the new people to grow
<p>Finding candidates/Developing Advertising Copy</p> <ul style="list-style-type: none"> • Decide on recruitment marketing vehicles – newspaper, flyers, posters, job fairs, etc • Decide how much time and money you can devote to this particular recruitment process • Think about how else you might attract qualified candidates • What will you say in your advertising to attract candidates • Draft the advertising copy keeping in mind your target audience and what you want their actionable next step to be • Distribute marketing material to appropriate vendors
<p>Develop recruitment information packages about your facility</p> <ul style="list-style-type: none"> • Create a package consisting of a brochure or other facility marketing material and a letter that briefly outlines the application process and thanks interested candidates for their application
<p>Develop a process for applications and review</p> <ul style="list-style-type: none"> • Develop a process to receive applications • Develop a review committee or review process

Introduction

The Traditional Recruitment Process Reviewed

Components
Shortlist candidates <ul style="list-style-type: none">• Review all applications and short list the candidates based on your criteria• Think through various interview techniques and questions
Interviews and references <ul style="list-style-type: none">• Conduct interviews• Check references• Finalize selection
Making the offer <ul style="list-style-type: none">• Finalize information such as start dates, compensation, reporting, etc (information should be in writing)• Call other short listed candidates, thank them for their application and time
First day of employment <ul style="list-style-type: none">• Pre-arrange orientation process• Create a buddy system to help new hires familiarize and feel welcomed• Sign contracts• Conduct orientation, introductions, etc

“Smart Tips” for Recruitment

Some tips for you to use with your current recruitment endeavors or with new recruitment tools are listed below:

1. Current employees are valuable resources and often times are overlooked. Talk to your staff before you start external recruitment to see if they know of any candidates for the available position.
2. Once you have written a recruitment ad, show the message to as many staff in the facility as you can and ask them for their input. The more input, the better; particularly, from staff who have held the position in the past.
3. You may want to go online to see various electronic job ads or look at the newspaper to see how other facilities, healthcare providers or completely different sectors write up their job ads.
4. Create facility recruitment packages that can be used for all of your recruitment initiatives e.g., to be handed out at job fairs, mailed to local community colleges or vocations schools, etc. These can be similar to your consumer marketing and information packages.
5. Post your facility’s culture, values, organization structure, etc, on your website so that people can research your facility in advance and understand if your facility is right for them.
6. Select one person to receive any job advertising calls, reply to these calls and send out recruitment information packages. One person will reduce potential confusion or overlap and your facility is always presented as professional and responsive.
7. Set up an automatic receipt or confirmation reply for electronic applications. The automatic message can let potential candidates know that someone from your facility will call them if they are chosen for an interview. This will reduce the number of calls to your facility from applicants interested in knowing if their application has been received and if you are planning to interview them.
8. Make sure you thank all applicants and people who were interviewed for their interest in working at your facility.
9. You may want to start the orientation before the first day on the job. You can send your new hire a welcome card and information on what their first day might look like or have the assigned buddy send them a note welcoming them and letting them know a little bit about themselves.
10. You may also choose to work with a recruitment firm to help you recruit for hard-to-fill positions. When discussing with a recruitment firm, ask about their health care experience and if they are willing to negotiate price structure and search with you.

It is helpful to keep in mind that the recruitment process you choose and the costs associated with each of your recruitment endeavors can vary based on a number of factors which may include:

- Recruiting from within your organization for a position or conducting external recruitment
- Choosing to use a search firm or recruit on your own
- The amount of time you have to allocate to recruitment methods, etc.
- The type of position you need to fill (e.g. requires niche qualifications)

2.0 **SECTION**

Recruiting Post Secondary Students

Recruiting Post Secondary Students

2.0 Introduction

Colleges, vocational schools and universities can be fertile ground for your recruitment efforts. Some of the strategies you employ may have a short term results while others may take a while before your facility starts to see results. However, before you begin post secondary recruiting you may want to think about:

- What training opportunities you can offer new graduates
- How you can leverage what your facility can offer to attract qualified candidates and,
- How you can position your facility as a positive work environment for new graduates.

Similar to all of the other marketing initiatives, recruitment marketing tactics and messages should tweak the interests of students and compel them to choose your facility as the place to begin their career and develop their skills.

NOTE: This section will be very helpful for facilities that are looking to recruit PSWs and RPNs.

2.1 Post Secondary Recruitment

There are various approaches to think about for your post secondary recruitment endeavours:

- On-campus recruiting via campus placement services,
- Job fairs,
- Advertising in student newspapers,
- Campus student and employment centres,
- Human Resources Development Canada (HRDC) employment centres,
- Ontario Student Loan Centres, or
- E-Recruiting on the Internet.

As you think through the various graduate recruitment options, you should keep in mind that post secondary recruitment approaches have a time factor associated with them and, in instances of on-campus recruitment, may also have campus based rules. Before you commence post secondary recruitment, make sure you have an understanding of timelines, processes, policies and procedures. Most post secondary institutions will be able to provide you with a detailed checklist on when and how to approach students and may even already offer an organized career fair for you to attend.

TIP: The Canadian Association of Career Educators and Employers (CACEE) is a good resource for information about on-campus job fairs and career centres (CACEE web site information, <http://www.cacee.com>). CACEE is a non-profit organization established to provide information, advice, professional development services to employers and people seeking employment.

TIP: If you are looking to target specific occupational groups for recruitment, professional associations and their corresponding web sites can help you find post secondary institutions offering certification in specific areas. Once you have this information, you can contact post secondary institutions directly to find out how you can be part of their recruitment initiatives.

Visit: www.ltccareers.com for more information on qualifications and training institutions you may want to contact.

TIP: CAREER EDGE, Canada's Youth Internship Program (www.careeredge.ca) offers an internship program that places recent high school, university or college students with employers for a short term period at a lower cost than other recruitment initiatives. The concept was created to allow both you and the student to explore career "fit".

Timelines for Annual Recruitment of Graduates

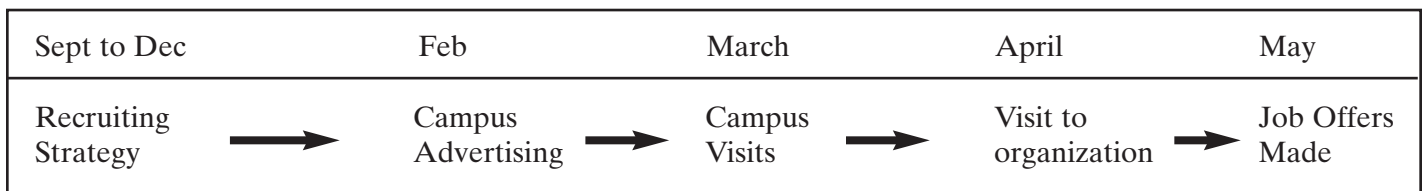
New graduates from college and university are typically available in late spring and therefore dictate when hiring often occurs and when various recruiting activities should be scheduled. In the case of PSW programs, many programs are offered twice throughout the year and may require you to plan for continuous recruitment activities.

Some recruitment activities you may want to consider include:

- Sending recruitment marketing material to campus employment centres at the beginning of the school term,
- Placing advertisements in campus newspapers or sponsor campus events,
- Visiting schools or looking for speaking opportunities to talk about your facility and the benefits of working in long-term care,
- Participating in campus job fairs,
- Inviting interested applicants to visit your community and your facility,
- Develop a "day in the life" workshops offering potential candidates an opportunity to spend a day at your facility where they can see what it is like to work there and you can see how they might fit in your current structure. These could be held at the beginning of a school term.

Recruiting Post Secondary Students

The timeline below depicts the typical timing for recruitment activities. Your materials and recruitment team should work on the post secondary school continuum:



NOTE: The timeline above is typical for college and university recruitment. Talk to your local vocational schools to understand the best time to recruit from their campus.

A Word on Graduating Students

Graduating students who are looking for career opportunities may prefer early job offers as a way of reducing their anxiety about future employment. The most qualified candidates or the students who are at the top of their class will tend to receive offers early in the school year. Some of these offers may be conditional on their completion of their degree.

If you choose to recruit from graduating students at colleges and universities, try and time your recruitment initiatives so that you have the opportunity to interview and interact with graduating students as soon as possible. The best time is before the end of the fall semester (first semester) of their final year and, if you see a good fit, be prepared to act quickly with an offer of employment.

TIP: PSW programs are offered during various intervals throughout the year. Check with local vocational schools or colleges about the timing of PSW programs – ask when they start, finish, when their practicum begins and (if your facility can support this) how you can become a part of the training process.

Visit: www.ltccareers.com and click on training and certification or visit the national association of career colleges – Ontario site www.nacc.ca/schools/htm

Early Recruitment Programs for Post Secondary Students

There are a number of recruitment strategies that can provide you and your team with a first hand interaction with potential candidates. The benefit of early recruitment is that it allows you the opportunity to spend time with potential candidates to gauge fit and capability before you make a long term hiring decision. An early recruitment strategy may take time to set up in the beginning; however, once they are in place, they can be highly successful with each new graduating class in your community.

Consider using summer job placements, internships, or cooperative education as early recruitment programs. These strategies are designed to have candidates accept early job offers that meet their requirements as well as provide you with a first hand opportunity to observe fit for your team. Two practical examples are provided below:

1. Make your facility available for Personal Support Worker (PSW) Student practicums, if you are not already involved.

A PSW Practicum is required in both a community and a facility setting and many training programs prefer that the facility practicum happens first for the student. By definition, many facilities already participate in this program. If your facility is not involved, consider it.

2. Encourage RPNs to do their clinical placement in your facility.

Students sometimes get to choose where they might go for a clinical placement later in their program. As well, they might need a short time on site as an opportunity to interview seniors for their programs for papers, etc. The more exposure students have to your facility the greater the chance they may choose to work there once they have graduated from their program.

TIP: Meet with the head of the RPN programs in your community. You want them to understand that your facility offers a rich experience for students; offer them opportunities to come for a tour. Even if students don't end up working there every year, the positive "press" that is received would be shared with fellow students and could create an interest in the future.

Whether you choose campus recruiting, job fairs or the Internet as a way of reaching new graduates, you should try to follow the same rules of engagement as you would when looking to recruit candidates with years of experience. The more information you can provide and the more you can talk to candidates about all of the reasons your facility is a great place to work, the more students will be interested in working at your facility. An additional plus is that the students who are exposed to your facility will spread the word among other students and other potential candidates.

2.2 Recruitment Methods, New Nursing Graduates

HR research indicates that people tend to feel more comfortable accepting jobs where they feel like they have had a good rapport with someone from the organization. Since graduates, especially nursing graduates who have numerous opportunities available to them, meet many recruiters and interact with many possible employers, the more you and your team can be in front of them demonstrating who you are and the values of your facility, the better. The more memorable you are and the more comfortable potential candidates feel with you and your staff, the more inclined they will be to accept a job offer from your facility.

Recruiting Post Secondary Students

Attracting graduating students to work with you and your team generally involves providing and fulfilling certain criteria, including:

- Ample and compelling information,
- A good team fit,
- Potential training and advancement opportunities,
- Feeling comfortable in your facility,
- Feeling valuable and worthy and,
- Evidence of opportunities to make a difference or take ownership of their role.

There are also many other ways to "touch" new nursing graduates. Think about adding the following components to your current recruitment initiative:

- Facility recruitment marketing brochure profiling employees and programs offered especially for new graduates,
- Traveling recruitment teams – 1 to 2 nurses, supported by clinical leader/manager, to visit local colleges and universities,
- Participation in nursing career days and job fairs,
- Integrate staff feedback into your marketing materials to personalize the content,
- Develop strong links to the professional nursing associations or other professional association in your community or region,
- Focus your recruitment initiatives on health care workers from the local geographical area; people do not want to have to travel too far to get to work, and,
- Have other graduate recruits (current or previous recruits) speak about their positive experiences working at your facility.

2.3 Recruiting Graduates for Work in a Rural Community

One highly successful recruitment tactic is to target graduating students with an existing tie to their rural community. Sample tactics may include:

- Identify/contact pre-professional, medical students or residents who grew up in the area, who have some other contacts to the area or who are married to individuals from the area and see if they are interested in working at your facility
- Use the existing medical (or professional) community for identifying contacts to search for potential candidates (medical residents, nursing students, etc.) or directly for names of potential candidates with a connection to the rural community

TIP: The Ministry of Health and Long-Term Care, and the Ministry of Northern Development and Mines, in conjunction with the Professional Association of Interns and Residents of Ontario (PAIRO), co-sponsors a health professionals' recruitment tour each fall. The tour is targeted toward students in the health professions and aims to provide them with a chance to "discover what under-serviced areas (in Ontario's northern and rural communities) have to offer". PAIRO contact information re: recruitment tour each fall <http://www.pairo.org>

3.0 SECTION

Introduction to Recruiting Workers from New and Established Immigrant Groups

Recruiting Workers from New and Established Immigrant Groups

3.0 Introduction

Recent and established immigrants offer a tremendous recruitment opportunity for long-term care facilities. There are two key reasons for targeting recent and established immigrant groups. First, there is a general shortage of Canadian-born workers, particularly those in health professions such as nursing. Many people born outside of Canada have been trained and are looking for ways to gain qualifications in Canada. By offering them an initial opportunity in your facility, when their qualifications come through, they will most likely want to stay with your facility. Secondly, your facility may require workers with knowledge or skills pertaining to certain cultural groups. While this may not preclude hiring Canadian-born citizens from a specific cultural background, you can expand the potential pool of qualified applicants by considering new and established immigrants.

3.1 Profile of New & Established Immigrant Groups

The point of origin for immigrant groups has changed over the years. For example, in 1946 over 90% of Canadian immigrants originated in Europe, while in 2000, over 57% came from Asia and the Middle East (Ontario Ministry TCU, 2002). More detailed information is available in a comparison between 1996 census data and earlier groups, as depicted in the table below.

Immigrated 1991-1996 Very Recent Immigrants	Immigrated 1981-1990 Recent Immigrants	Immigrated before 1981 Earlier Immigrants
Hong Kong	Hong Kong	United Kingdom
China	Poland	Italy
India	India	U.S.
Philippines	Vietnam	Germany
Sri Lanka	China	Portugal
Poland	United Kingdom	Netherlands
Former Yugoslavia	Philippines	India
Taiwan	U.S.	Poland
Vietnam	Portugal	China
U.S.	Jamaica	Former Yugoslavia

Adapted from Immigrants' top ten places of birth, by period of immigration, Canada, 1996 (Informetrica Ltd. & CIC, 2001, p. 8)

In contrast to "earlier immigrants", the term "recent immigrants" refers to those entering Canada for the 15 year period before the population census (Informetrica Ltd. & CIC, 2001). A subset of the "Recent Immigrants" group is designated as "Very Recent Immigrants", referring to people who entered Canada during the last 5 years of the 15 year period.

Almost seventy percent (70%) of recent immigrants live in Canada's 3 largest cities - Toronto, Montreal and Vancouver - compared to 50% of earlier immigrants and 25% of persons born in Canada. The remaining "new immigrants" locate elsewhere in Canada (15%) and settle in ten of the major cities (Victoria, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, Hamilton, Ottawa, Quebec City, Halifax) and another 15% live elsewhere in Canada. Unlike the top three cities – Toronto, Vancouver and

Recruiting Workers from New and Established Immigrant Groups

Montreal – new immigrants settling in the other ten major cities or the rest of Canada are most likely to have come from a country outside of Asia, to have family or to be married to a person born in Canada and to already have an employment opportunity.

3.2 Immigration Patterns in Ontario

Most recent immigrants to Canada live in urban centres. As such, facility operators from these geographic locations (and surrounding areas) may want to consider targeting "very recent immigrants".

The chart below profiles the numbers of new immigrants by country of birth in the three cities which received the majority of the new immigrants coming to Ontario – Toronto, Hamilton, and Ottawa:

County of Birth	Place of Residence			
	Hamilton	Toronto	Ottawa	Total
	1000s of persons (group rank, by size)			
Hong Kong	0.7 (10)	88.4 (1)	1.9 (10)	91.0 (1)
India	2.0 (4)	64.5 (2)	2.9 (7)	69.4 (2)
China	1.2 (7)	62.0 (3)	4.9 (2)	68.1 (3)
Philippines	1.8 (6)	57.9 (4)	1.9 (10)	61.6 (4)
Poland	4.8 (1)	49.5 (6)	3.4 (5)	57.7 (5)
Sri Lanka	0.2	52.0 (5)	1.1	53.3 (6)
Vietnam	1.9 (5)	36.7 (8)	3.9 (4)	42.5 (7)
Jamaica	1.0 (8)	39.8 (7)	1.7	42.5 (8)
Guyana	0.8 (9)	36.1 (9)	0.6	37.5 (9)
United Kingdom	3.8 (2)	22.9	3.3 (6)	30.0 (10)
Portugal	1.8 (6)	25.5 (10)	0.5	27.8
Iran	0.7 (10)	20.4	2.3 (8)	23.4
Former Yugoslavia	2.7 (3)	18.3	1.5	22.5
Trinidad & Tobago	0.5	20.7	0.4	21.6
Former USSR	0.4	18.9	1.4	20.7
Pakistan	0.8 (9)	15.9	0.7	17.4
U.S.	1.9 (5)	13.2	2.1 (9)	17.2
Lebanon	0.4	7.3	5.6 (1)	13.3
South Korea	0.5	12.4	0.2	13.1
Somalia	0.1	8.7	4.2 (3)	13.0
El Salvador	1.2 (7)	8.9	1.7	11.8
Romania	1.0 (8)	9.6	0.9	11.5
Taiwan	0.3	9.8	0.3	10.4
South Africa	0.3	6.6	0.2	7.1
Egypt	0.2	5.9	0.7	6.8
Germany	0.4	3.6	0.7	4.7
Cambodia	0.6	2.9	0.9	4.4
Mexico	0.2	1.9	0.3	2.4
France	0.1	1.5	0.5	2.1
Haiti	-	0.4	1.6	2.0

Adapted from Recent Immigrants by country of birth and area of residence in Canada, 1996 (1000s of persons)
(Informetrica Ltd., 2001, pp. 18-19)

Recruiting Workers from New and Established Immigrant Groups

TIP:

Recruitment efforts that focus on new immigrants have greater results in large cities as the majority of new immigrants move into big cities when first arriving in Canada, believing large cities can provide a greater support network and better opportunities.

3.3 How to Find and Recruit New Immigrants

3.3.1 Very Recent Immigrants – The First Year

The first year in Canada is often a transition year for new immigrants where individuals and families are pursuing activities that allow them to live and work effectively in Canada. For example:

- During the first few months – new immigrants and their family will contact an immigrant-serving organization in their community, apply for a Social Insurance Number (SIN), health insurance and other required documentation. The individual and their family will find housing, obtain a phone, place their children in school, look for employment, and likely register for language classes.
- During the first year – the individual or family members may obtain a driver's licence, improve their language skills, or register for continuing education or qualifying education.

Recruiting new immigrants to your facility will most likely require you to target specific locations and communities typically visited by new immigrants. Your recruitment efforts will have to be more personalized and channelled specifically to each of the new immigrant "groups" you choose to reach. Below are some tips on where you may start your recruitment process and help you with your efforts:

Settlement Organizations

Settlement organizations may be generic in nature and assist any new immigrant to Canada, or they may be culturally specific. Settlement organizations may be local or national, non-profit refugee centers or resettlement agencies. Some settlement organizations offer employment programs that your facility can join. Some organizations may require you to attend meetings, volunteer as a guest speaker or provide information or advertising in their newsletters. Some settlement offices also provide job search workshops which can provide you with first hand interaction with potential candidates.

Language & Literacy classes

English as a Second language (ESL) programs can provide you with an opportunity to meet and recruit new immigrants to your facility. These programs are often offered at local community colleges and libraries in your area however; they do have a tendency to be offered more in urban areas.

Advertising in ethnic newspapers

Ethnic newspapers are a great way to reach targeted ethnic groups and are a very helpful recruitment tactic for facilities that need staff with certain language expertise. The circulation of ethnic newspapers is broad and their readership is highly targeted, so it does not matter where the paper is geographically located.

TIP: If you are thinking about using this recruitment method, call up the ethnic newspaper of choice and ask them what percentage of their readership is in your local vicinity. That way you will know if your investment will reach your potential candidate pool.

Other New Immigrant Recruitment Ideas

- Host job fairs and open houses for the community. Ask community leaders to attend to make the environment more comfortable.
- Distribute job flyers or information pamphlets at local meeting sites such as community centers, shopping centres, grocery stores, local coffee shops or restaurants and places of worship where specific immigrant communities are located.
- Form connections and become involved with local schools in areas where immigrant populations are concentrated. This could include sponsorship of school programs or even field trips to your business. Children will speak to their parents about their experiences at your facility and bridge any information gaps between the community (new culture) and their previous culture.

3.3.2 Recent Immigrants

Similar to some of the new immigrant recruitment ideas discussed above, recruitment activities need to be targeted to activities that new immigrants traditionally do or targeted to certain culturally based organizations. Some suggestions include:

- Make contact with cultural organizations and places of worship and see if they have employment services or if you can provide brochures or posters or even speak directly to people during an open house night
- Advertise in ethnic newspapers or other local papers
- Place job advertisements in grocery stores and in transit shelters
- Advertise at employment centres such as HRDC
- Go into the community and talk with the community leaders or religious leaders about opportunities your facility can offer new immigrants.

Recruiting Workers from New and Established Immigrant Groups

3.4 Other Practices to Support the Recruitment of New & Established Immigrants

There may be some barriers to recruiting new immigrants that range from language and literacy issues, transportation challenges or the usefulness of job-finding clubs or seminars. However, there are a number of employer practices that can be undertaken to ensure that new immigrant groups are given equitable access to job vacancies and that can create a larger candidate pool for your facility. These include:

- When you are putting your recruitment plan together think about which jobs in your facility require accreditation, specific skills or which vacancies can be filled by a person without specific skills or qualifications. Be clear about qualifications when speaking with people.
- Keep current on various demographic information about immigrant groups in your region and the type of skills they have to offer (such as educational qualifications, professional experience). You can track this information through websites like Statistics Canada, <http://www.statcan.ca>
- Go out into the community and focus your recruitment efforts where the potential candidates live. People who are new to Canada may tend to stay within the confines of their community versus coming into your facility to seek work. The more you are known in the community and are viewed as a trusted employer the more people will feel comfortable talking with you.
- Approach advertising, job fairs, open houses in a manner to attract specific cultural groups. Look at developing recruitment material in the language of the culture you are speaking to, or with images and associations they can feel comfortable with. This could be a one page insert you could use with your other recruitment marketing material.
- Attend open job fairs (not specific to your facility) or sponsor an open job fair in your facility to bring the community to you. Look at organizing job fairs with other groups, especially if they are culturally connected. This may be a good way to meet skilled immigrants. This can also provide you with the ability to build a database of immigrant job seekers and their skills. You may not need a position filled at that exact moment but if you have a data base on file it will reduce your recruitment time and costs.
- Consider revising current interview techniques to better accommodate new immigrants and allow for diversity in orientation.
- Consider starting on-the-job ‘mentoring’ programs to provide existing skilled, but underemployed workers with contacts and advice for moving into better positions. This experience and consideration will be spread throughout the community by word of mouth and will be very beneficial to your facility.

A Word on Messaging to New Immigrants

Messages and images in any of your recruitment materials should be developed with your target audience in mind (see Booklet One, The Learning Series). Materials developed for the purpose of recruiting new immigrants to your facility are no different.

Recruiting Workers from New and Established Immigrant Groups

When developing immigrant focused recruitment material, keep in mind the issues that matter to them and the information that will compel them to investigate your facility and employment opportunities further. For example, many new immigrants who have the ability to work in Canada will be interested in whether you can offer them medical and dental coverage or day care opportunities. The more you can message to the specific needs of each segment, the greater your resource pool will be.

Other messages that may resonate with new immigrants include:

- Educational assistance, including ESL classes offered at the job site and (any) tuition reimbursement plans
- An opportunity to work with employees who speak the immigrant's language and may serve as coaches or mentors
- Public transportation discounts. New immigrants may lack transportation to areas where demand for workers are high
- On-the-job training programs
- Day care assistance

A Word On New or Foreign Trained Professionals

There are other projects available which have been created to improve the pass rate of foreign trained workers seeking licensure with regulatory colleges. Such pre-employment support programs have been developed in response to high failure rates for certain trade qualification exams. Failure rates have largely been attributed to challenges with written English and sector-specific terminology.

TIP: The CARE project is a resource for upgrading current employees working in jobs which do not use their skills or as a potential resource for recruiting professionals (such as nurses). For more information on CARE a program designed to help internationally educated nurses (RN and RPN) become licensed to practice in Ontario visit: Creating Access to Regulated Employment for Nurses (CARE) Project, <http://www.care4nurses.org>

TIP: Career Bridge (www.careeredge.ca/careerbridge) is a program that offers paid internships for highly-trained immigrants with a minimum of 3 years international work experience who are ready and qualified to apply their skills to the Canadian workplace. The cost to the employer is significantly less than the cost of a fully qualified resident based employee. This is currently a pilot program with limited space. See the website for additional information.

Recruiting Workers from New and Established Immigrant Groups

3.5 Resource Items for Additional Consideration.

1. Ontario Council of Agencies Serving Immigrants (OCASI) – List of Member Agencies (mostly settlement) <http://www.ocasi.org>
 - Services can include job finding clubs, translation/interpreter assistance, pre-employment workshops
2. Inform Ontario – List of Community Information Centres <http://informontario.on.ca>
3. Settlement.org<http://Settlement.org>
4. Federal Government, Citizenship and Immigration Canada: <http://www.cic.gc.ca>
 - Welcome to Canada Guide
 - Job Search Workshops in Ontario are pre-employment workshops, sponsored by CIC but delivered by immigrant-serving organizations (Personal communication, called 1-800-813-2614 on August 29, 2002)
 - Lists of Language Instruction for Newcomers to Canada (LINC) contacts
 - Volunteer agencies, host program (may volunteer to gain Canadian experience), religious organizations sponsoring refugees or helping immigrants.
5. Federal Government, Human Resources Development Canada - List of HRDC centres <http://www.hrdc-drhc.gc.ca>
 - Job Posting Information
 - Foreign Worker Information
 - Labour Market Information
6. Ontario Ministry of Citizenship and Immigration – Immigration and Settlement <http://www.gov.on.ca/citizenship/english/citdiv/immigrat/index.html>
 - Academic Credential Assessment Service
 - Newcomer Settlement Program
7. Ontario Ministry of Training, Colleges and Universities, Gateway to Diversity Website <http://www.equalopportunity.on.ca/>
 - Fact Sheets regarding regulated health professions
 - Organizations/information portals to obtain information/assessment Canadian credentials or licence to work in a regulated trade or profession
8. Walk a Mile – The Immigrant Experience in Canada <http://www.walkamilecanada.com>
9. Local Libraries – for business directories and newspapers, yellow pages for employment agencies
10. <http://www.diversityrx.org> – provides examples of how to set up ethnically diverse programs in the field of health care (American).
11. <http://www.maytree.com> – Maytree Foundation provides support and information to Canadian refugees and immigrants.

4.0 SECTION

Recruiting Mature Workers

Recruiting Mature Workers

4.0 Introduction

Recruiting mature workers to your long-term care facility is a growing and highly regarded tactic to fill part time and shift work positions. With the growing number of baby boomers reaching retirement age (55+) developing a mature worker recruitment plan and employment program will provide you with access to an underutilized and highly capable candidate pool.

Many studies have been conducted on the benefits of recruiting mature workers to organizations as well as to the mature workers. Some benefits include:

1. Mature workers are more experienced and tend to be more reliable
2. Part time or scaled work keeps mature workers active and involved
3. Flexible work hours benefits both employer and mature worker
4. Mature workers can mentor younger workers
5. Quality workers look for opportunities to keep on working and organizations that offer mature worker programs benefit from this
6. Mature workers understand the organization, sector or industry

4.1 Profile of Mature Workers

A mature worker is defined as someone 55 years or older, who can function and excel in whatever demanding environment they choose to be involved with. As more and more baby boomers reach the age of 55, the percentage of Ontario's workforce over the age of 55 will be the largest ever and these healthy people are a natural and large untapped labour pool for facilities.

Here are some facts about mature workers in Canada (Forum of Labour Market Ministers, 1998):

- The labour market outcomes are better for workers aged 45 to 54 than for those aged 55 to 64 resulting in more available workers 55+
- Over past 20 years, percentage of workers aged 55 to 64 in part time employment has increased by 70% (which is the highest of all worker groups)
- Over the next 5 to 10 years there will be the largest percentage of people over the age of 55 than ever before

4.1.1 How to Find Mature Workers to Recruit

The growing number of people 55+ in Ontario and the creation of a mature workforce is one very real answer to the challenges of talent shortages but, more significantly, mature workers in facilities bring value and depth of experience to residents and staff.

The strategies to find mature workers are similar to any of your other targeted recruitment strategies. First you will need to decide how many mature workers your facility could employ (keep in mind that their shifts and hours may need to be more flexible than other employees). Second, you should research where qualified mature workers live, socialize and where they might see any of your recruitment messages. Here are some ideas:

- Post employment notices in seniors' magazines
- Post employment notices in community/local newspapers
- Post employment notices at local community centres
- Post employment notices or try and arrange speaking engagements at local professional organizations. Many professional organizations and local community or civic groups have newsletters you can place recruitment advertising in and also often welcome people who are willing to talk about their business or community involvement
- Develop a reputation as an active recruiter and good employer of mature workers. Word of mouth is always a great way to attract good workers especially in smaller communities.

When developing a mature worker program you may want to think through how you can make your recruitment process more accessible to mature workers. Just placing job ads in newspapers or on the Internet will not be enough. You may need to find ways to personalize the recruitment process and make access to your facility easier to mature workers. You may also choose to develop programs or initiatives that may be more mature worker focused and friendly. Think about developing various programs or approachable recruitment processes such as:

- Organize mature worker community training programs. Your facility and other local businesses interested in hiring mature workers can create training programs to augment skills each of your businesses can share. Costs and benefits can be shared.
- Include mature workers in your recruitment endeavours to illustrate involvement, appreciation and value. Mature workers can talk to potential candidates about their positive experience and initial fears.
- Create tear out applications that can be added to your:
 - recruitment ads in newspapers or magazines
 - posters
 - flyers

This will make the reply process easier for the end user.

- Look at different interviewing techniques. For example, you could have an interview structure where the mature worker could bring a friend who may also be interested in job opportunities, or have an open night for interviews.
- Host open houses and career fairs specifically for mature workers and have the booth and event hosted by other mature workers or volunteers that can speak to the benefits of working at your facility. Make the environment friendly for them.

4.2 Recruitment Messaging and Activities

Similar to when you develop messages for generic recruitment purposes, when you develop messages to recruit mature workers, you will need to focus on messages that address mature workers concerns; focusing on career aspiration or growth may not be relevant. Below are some of the typical concerns of mature workers that you might want to consider using in your recruitment literature. These include:

- Flexible work schedules – part-time, temporary work, etc.
- Supportive work environment
- A mature worker's experience and maturity is valued (already have the skills and experience to do the job)
- Fair compensation for your work
- Benefits that meet mature workers needs
- Other mature individuals work there – just like you
- On-the-job training provided
- Job accommodation to meet their needs
- Keep on giving – help others
- Respectful environment

Recruiting Mature Workers

TIP: Talk to people who fall into the mature worker age segment and find out about their concerns, interests and intrigues. Use this information as a foundation to developing your facility oriented mature worker recruitment program

TIP: Try to make your recruitment messages mature worker friendly. Let them know that your facility is flexible and welcomes their expertise and knowledge. The more you show how interested you are in what they have to offer, the more interest they will have in working at your facility.

4.3 Practices to Support the Recruitment of Mature Workers

Attracting mature workers may be easier if you have programs or initiatives that illustrate your commitment to a mature workforce. Some ideas on the kinds of programs you can develop are below. However, you may choose to develop programs that better fit the needs of your facility while also taking into account the needs of mature workers.

- Offer alternative working arrangements to provide flexibility that mature employees may find attractive. This could mean shorter shifts, job-sharing arrangements.
- Develop programs to rehire employees who have retired
- Create compensation packages that are targeted to the needs of the mature worker such as long-term care insurance, expanded health insurance policies that include coverage for health issues relevant to mature persons, and Eldercare programs for these workers' aging parents.
- Offer continuing education programs
- Offer transportation assistance
- Offer health care packages with extra benefits

Other programs that are directed at specific motivation include:

Sample Recruitment Activities for Mature Worker	
Motivation for Work	Recruitment Activities
Financial	<ul style="list-style-type: none"> • Information seminars and open houses including long-term planning • Print recruitment ads stressing pay and benefits
Security	<ul style="list-style-type: none"> • Direct mail piece that talks about your facility and its involvement in the community and with mature worker programs • Recruitment literature with information on the company and its community ties, financial security and longevity
Social	<ul style="list-style-type: none"> • Host events such as "Re-Employment" or "Un-retirement" party. Send out invitations throughout the community inviting anyone who would like to "un-retire". • Mature worker task force and social committees • Cross pollination with senior social groups
Personal	<ul style="list-style-type: none"> • One-on-one confidential needs assessment after an open house • Interactions stress the value of experienced workers

4.4 The Challenges of Recruiting Mature Workers

Some benefits of recruiting mature workers to your facility have been discussed above. There are also challenges. Challenges may take the form of higher health-care costs, potential for less flexibility in taking new job assignments, and challenges with new and technologically based training. Also, mature workers may not be able to handle all of the physical demands of some positions. A final challenge may be union/collective agreement considerations around the use of part-time positions, flexible scheduling and job-sharing arrangements which may be attractive to more mature job candidates.

All of these challenges may be overcome with some augmentation to job descriptions or roles that mature workers would fill. Challenges may also be overcome with team based work where you team a mature worker with a younger worker and they share various tasks.

The Perceived Benefits and Challenges of Hiring Mature Workers

Perceived Challenges	Perceived Benefits
<ul style="list-style-type: none"> • Work might be too mentally stressful • Work might be too physically stressful • There is a greater risk of employee injury/accidents • Shifts might be too long and not manageable • Not accustomed to working with new technologies • Higher health care costs 	<ul style="list-style-type: none"> • Mature workers have lots of experience • Mature workers can be insightful and act as mentors • Mature workers have already been trained • Mature workers can be flexible in terms of availability for shifts
<p>How to Attract & Keep Mature Workers</p>	
<ul style="list-style-type: none"> • Create a position where the mature worker can job share with another employee • Have lifting devices in use at your facility in order to avoid physical stress • Have shorter shifts for mature workers • Create flexible schedules that are appealing to mature workers • Show them that you value their experience • Develop programs to rehire employees who have retired but who would like to and are physically capable to continue working • Create compensation packages that are targeted to the needs of the mature worker such as long-term care insurance, expanded health insurance policies that include coverage for health issues relevant to mature persons, and Eldercare programs for these workers' aging parents. • Offer continuing education programs 	

Recruiting Mature Workers

4.5 Resource Items for Additional Consideration

1. Possibilities Project: Older Workers. <http://www.possibilitiesproject.com>
2. HRDC, Work-Life Balance – Older Workers. at <http://labour.hrdc-drhc.gc.ca/worklife/welcome-en.cfm>
3. Canadian Centre for Occupational Health and Safety, <http://www.ccohs.ca>
 - See Questions and Answers - About Older Workers
 - See Questions and Answers - Health Promotion, Aging Workers

5.0 SECTION Recruiting Volunteers

Recruiting Volunteers

5.0 Introduction

Including volunteers in your recruitment plan is an excellent idea. Volunteers are an invaluable resource, provide terrific word of mouth marketing about your facility and may have qualified friends or family members who could be potential candidates. Volunteer programs can be tailored to any age segment and can provide fertile ground for your recruitment activities.

Students as volunteers are often times an untapped resource. Students who volunteer with a facility and feel comfortable in the environment have a greater propensity to return to that facility once their education has been complete. However, the encouragement of young people to volunteer in long-term care facilities may be considered a longer term strategy in recruiting a future labour supply.

TIP: Volunteers are a powerful recruitment and public relations tool as they tell family, friends and acquaintances how terrific your facility is and what a great place it is to work. Think about the various ways volunteers of any age can help and can assist with recruitment efforts at your facility

5.1 Student Volunteers

There are some parameters to consider when thinking about starting a student volunteer program. These include:

- Whether teens are pursuing such activities for a community service requirement versus those volunteering for other reasons
- Whether post secondary students are pursuing academic placements to fulfil course requirements versus those volunteering for another reason
- Whether your facility can accommodate a student volunteer program

Based on these parameters, you will have to gauge whether a student volunteer program – particularly as a long range recruitment strategy – is right for your facility.

Ontario High School Community Involvement Program

In Ontario, all students must complete a minimum of 40 hours of unpaid community involvement activities before graduating from high school. This forms part of the requirements for an Ontario Secondary School diploma (OSSD). Students can choose their own "community involvement" activities and must pursue the activities on their own time. Students may pursue more than one activity to attain the 40 hours required for the program. The purpose of the program is "to encourage students to develop awareness and understanding of civic responsibility and of the role they can play and the contributions they can make in supporting and strengthening their communities. (Ontario Ministry of Education, Ministry of TCU, 2002b).

Post Secondary Students

Post secondary students (college and university) tend to look for volunteer opportunities as a way of developing some of the skills they have learned, giving back to the community while being engaged or as a way to increase their future career opportunities. By the time most students are in a post secondary institution they have an idea about the career path they would like to follow. Volunteering helps them to gain a better understanding of what they can expect in their future career and helps them gain access to potential employers. Post secondary volunteer programs can be set up through each teaching department or with specific facility.

5.2 Volunteers in General

The concept of volunteerism has evolved from one which initially started out for charitable purposes and some assistance with more menial tasks to one which now demands and recruits certain skill sets to develop and deliver better programs and assistance.

Volunteers want to feel that they are making a difference, assisting for a collective end goal. You may choose to explore changes to your current volunteer program to support this by looking at opportunities where current or future volunteers can provide assistance to your staff and facility.

People who live in your community are your best resource. There may be mothers at home with young children who can help out with meal services or recreational activities if the facility can provide some form of child care. There may be recently retired professionals who are willing to volunteer their time and expertise to assist you. Volunteers can take on many forms and can fill many needs – short term and some long term.

Volunteers also offer different perspectives on situations, provide a freshness to the environment and bring with them commitment and enthusiasm that is often infectious and can permeate through your fulltime and paid staff. However, good volunteer programs take strong management to ensure that time, money, resources, good will and people are not wasted. Before you expand or redevelop your volunteer program, think about how many volunteers your facility can use, what various roles they can own and if you have managerial time to manage the diverse personalities.

TIP: Think about recruiting a volunteer manager on a volunteer basis. There may be people in your community with experience and time to help develop and manage successful volunteer programs in your facility.

TIP: Think about providing a seminar for your volunteers (you may even want to include your staff as well) to teach them how to be facility recruiters. You could provide information such as how to approach people, the key features of working at your facility, specific skills your facility is looking for, etc.

Recruiting Volunteers

5.3 Resource Items for Additional Consideration

1. Canadian Centre for Philanthropy Research Site, <http://www.nonprofitscan.ca>
2. Volunteer Canada, <http://www.volunteer.ca>
 - Ontario Screening Initiative (OSI) materials on this site
3. Ontario Ministry of Citizenship and Immigration, <http://www.gov.on.ca/citizenship/english/citdiv/voluntar>
4. Ontario School Counsellors' Association (OSCA), <http://www.osca.ca>

6.0

SECTION
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