

Re: Press Release

Wednesday, March 20, 2013
2:58 PM

Subject	Re: Press Release
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Tuesday, October 13, 2009 12:05 PM

I would be interested to hear how they plan to address long term labour needs or do they feel the provinces will handle this (and if they do, will they give you additional PNP numbers)?

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
(Not Responsive phone
Not Responsive fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.bc.ca>
<Not Responsive@timhortons.com>
cc
10/13/2009 09:43
AM Subject
Re: Press Release

Chris: We're reviewing and getting more details. Any formal response would be minister to minister

Ian

----- Original Message -----

From: Not Responsive@timhortons.com <Not Responsive@timhortons.com>
To: Mellor, Ian ALMD:EX
Cc: Not Responsive@timhortons.com <Not Responsive@timhortons.com>
Sent: Mon Oct 12 07:23:31 2009
Subject: Press Release

Ian,

I am interested to hear how the BC government is reacting to this press release.

If these measures go through, how will it affect the Hospitality Sector Project?

Minister Kenney proposes improvements to the Temporary Foreign Worker Program

Ottawa, October 9, 2009 — The Government of Canada is taking further action to strengthen the protection of temporary foreign workers, Citizenship, Immigration and Multiculturalism Minister Jason Kenney announced today.

"Temporary foreign workers play an important role in the Canadian economy," the Minister said. "We have a duty to them, employers and all Canadians, to ensure that the program is fair and equitable."

Today the Minister announced proposed regulatory amendments to the Temporary Foreign Worker Program which include:

- a more rigorous assessment of the genuineness of the job offer;
- limits to the length of a worker's stay in Canada before returning home;
- and

- a two-year prohibition from hiring a temporary foreign worker for employers found to have provided significantly different wages, working conditions or occupations than promised.

One of the factors in assessing the genuineness of a job offer would be an employer's past compliance with federal or provincial labour laws — which in some cases prohibit the charging of fees, for example. Employers found to be in violation may be refused authorization to hire a foreign worker.

Employers prohibited from hiring a temporary foreign worker for two years will be named on the Citizenship and Immigration website.

"The regulatory changes being proposed today are the result of extensive consultations and address the most significant concerns identified through that process," said Minister Kenney.

"These changes are an important step by our government," said Human Resources and Skills Development Minister Diane Finley. "They reiterate that our government is committed to improving the integrity of the Temporary Foreign Worker Program, while ensuring that temporary foreign workers filling a need in sectors where there are still labour shortages are afforded the necessary protections."

A key element of the measures is to limit the length of such workers' stay in Canada before returning home. Under the plan, after a cumulative total of four years in Canada, they would not be eligible to work in Canada for six years.

This reflects the fact that the program is designed to address short-term labour market shortages and is not a solution to long-term labour needs. Exceptions would be allowed under certain circumstances.

Canada's Temporary Foreign Worker Program helps address temporary labour shortages by allowing employers to hire foreign workers when sufficient numbers of Canadian workers are not readily available.

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

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Press Release

Wednesday, March 20, 2013

2:58 PM

Subject	Press Release
From	Not Responsiv@timhortons.com
To	Mellor, Ian ALMD:EX
Cc	Not Responsiv@timhortons.com
Sent	Monday, October 12, 2009 7:23 AM

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I am interested to hear how the BC government is reacting to this press release.

If these measures go through, how will it affect the Hospitality Sector Project? Minister Kenney proposes improvements to the Temporary Foreign Worker Program. Ottawa, October 9, 2009 — The Government of Canada is taking further action to strengthen the protection of temporary foreign workers, Citizenship, Immigration and Multiculturalism Minister Jason Kenney announced today.

"Temporary foreign workers play an important role in the Canadian economy," the Minister said. "We have a duty to them, employers and all Canadians, to ensure that the program is fair and equitable."

Today the Minister announced proposed regulatory amendments to the Temporary Foreign Worker Program which include:

- a more rigorous assessment of the genuineness of the job offer;
- limits to the length of a worker's stay in Canada before returning home;
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- a two-year prohibition from hiring a temporary foreign worker for employers found to have provided significantly different wages, working conditions or occupations than promised.

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A key element of the measures is to limit the length of such workers' stay in Canada before returning home. Under the plan, after a cumulative total of four years in Canada, they would not be eligible to work in Canada for six years. This reflects the fact that the program is designed to address short-term

labour market shortages and is not a solution to long-term labour needs. Exceptions would be allowed under certain circumstances. Canada's Temporary Foreign Worker Program helps address temporary labour shortages by allowing employers to hire foreign workers when sufficient numbers of Canadian workers are not readily available.

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive phone

Not Responsive fax

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RE: Tims: BC PNP (Offer of Employment) Version #7

Wednesday, March 20, 2013
2:58 PM

Subject	RE: Tims: BC PNP (Offer of Employment) Version #7
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Friday, September 25, 2009 2:56 PM

noted - consider it done.

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.bc.ca>
To: Not Responsive @timhortons.com
cc
09/25/2009 03:06
PM Subject
RE: Tims: BC PNP (Offer of
Employment) Version #7

With original signatures

Ian

Ian Mellor
Associate Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive@timhortons.com [mailto:Not Responsive@timhortons.com]
Sent: Friday, September 25, 2009 8:39 AM
To: Mellor, Ian ALMD:EX
Subject: RE: Tims: BC PNP (Offer of Employment) Version #7

Ian,

Sorry forgot to double check with you - do you want forms with original signatures or will copies of original signatures do?

Chris Thomas
Human Resources
TDL Group

Not Responsive@tlmhortons.com

Not Responsive phone

Not Responsive fax

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2:58 PM

Subject	Re: Tims: BC PNP (Offer of Employment) Version #7
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Friday, September 25, 2009 8:48 AM

30ish to start....I will try to have the store owners and candidates send them in batches vs singles.

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.bc.ca>
<Not Responsive@timhortons.com>
cc
09/24/2009 03:03
PM Subject
Re: Tims: BC PNP (Offer of
Employment) Version #7

We'll be ready - any idea how many?

Ian

----- Original Message -----

From: Not Responsive@timhortons.com Not Responsive@timhortons.com>
To: Mellor, Ian ALMD:EX
Sent: Thu Sep 24 13:54:37 2009
Subject: Re: Tims: BC PNP (Offer of Employment) Version #7

Ian,

Thank you again, please tell your officers to expect applications next week.

Chris

Chris Thomas

Human Resources
Not Responsive

----- Original Message -----

From: "Mellor, Ian ALMD:EX" [Ian.Mellor@gov.bc.ca]
Sent: 09/24/2009 01:51 PM MST
To: Chris Thomas
Subject: RE: Tims: BC PNP (Offer of Employment) Version #7

Chris: This version contains all the provisions that the BC PNP sets out for a job offer in the ELSS category (I'm not going to say I "approve" it because it's a contract that we're not a party to, and in doing that we might incur some legal liability for the document)

Regards,

Ian

Ian Mellor
Associate Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive@timhortons.com [mailto:Not Responsive@timhortons.com]
Sent: Thursday, September 24, 2009 1:43 PM
To: Mellor, Ian ALMD:EX
Subject: Fw: Tims: BC PNP (Offer of Employment) Version #7

Ian,

As per your last email - let me know if we have it ready to go.

Thanks again,

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

(See attached file: BC PNP OfferEmpl #7.doc) The information contained in this message is confidential and may be legally privileged. The message is intended solely for the addressee(s). If you are not the intended recipient, you are hereby notified that any use, dissemination, or reproduction is strictly prohibited and may be unlawful. If you are not the intended recipient, please contact the sender by return e-mail and destroy all copies of the original message.

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CONFIDENTIAL

Re: Tims: BC PNP (Offer of Employment) Version #7

Wednesday, March 20, 2013
2:58 PM

Subject	Re: Tims: BC PNP (Offer of Employment) Version #7
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Thursday, September 24, 2009 2:35 PM

I will find out and let you know.

Chris Thomas
Human Resources
Not Responsive

----- Original Message -----

From: "Mellor, Ian ALMD:EX" [Ian.Mellor@gov.bc.ca]
Sent: 09/24/2009 02:32 PM MST
To: Chris Thomas
Subject: RE: Tims: BC PNP (Offer of Employment) Version #7

Ok, surprise me!

Ian

Ian Mellor
Associate Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive@timhortons.com [mailto:Not Responsive@timhortons.com]
Sent: Thursday, September 24, 2009 2:20 PM
To: Mellor, Ian ALMD:EX
Subject: Re: Tims: BC PNP (Offer of Employment) Version #7

How many do you want. :-)

Chris Thomas
Human Resources
Not Responsive

----- Original Message -----

From: "Mellor, Ian ALMD:EX" [Ian.Mellor@gov.bc.ca]
Sent: 09/24/2009 01:58 PM MST
To: Chris Thomas

Subject: Re: Tims: BC PNP (Offer of Employment) Version #7

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Human Resources
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Regards,

Ian

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Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive timhortons.com [mailto:Not Responsive@timhortons.com]
Sent: Thursday, September 24, 2009 1:43 PM
To: Mellor, Ian ALMD:EX
Subject: Fw: Tims: BC PNP (Offer of Employment) Version #7

Ian,

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Thanks again,

Chris Thomas
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Phone: 604.775.2183

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From	Not Responsiv@timhortons.com
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Sent	Thursday, September 24, 2009 1:43 PM
Attachments	 BC PNP OfferEmpl ...

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Thanks again,

Chris Thomas
Human Resources
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Not Responsive@timhortons.com
Not Responsive /phone
Not Responsive /fax

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Offer of Employment – BC PNP – Food Counter Attendant

Business Name: _____

Last Name: _____ First Name: _____

Address: _____

Location: _____

Phone Number: _____ Fax Number: _____

The Employee: _____

Last Name: _____ First Name: _____

Home Address: _____

The PARTIES agree as follows:

DURATION OF OFFER OF EMPLOYMENT

1. This full-time offer of employment shall be for an indeterminate duration. This offer of employment will not supersede the guidelines and regulations of the Government of Canada's Temporary Foreign Worker Program or the Government of British Columbia's Provincial Nomination Program. This offer is subject to THE EMPLOYEE maintaining their legal employment status in Canada.
2. Both parties agree that this contract is conditional upon THE EMPLOYEE obtaining the BC – PNP nomination letter. Both parties agree that once THE EMPLOYEE gains their Permanent Residency through the Canadian immigration system, both THE EMPLOYER and THE EMPLOYEE will continue to follow all provincial and federal labour laws.

JOB DESCRIPTION

3. THE EMPLOYEE agrees to carry out the following tasks: (Describe tasks, in detail) – **PLEASE SEE THE ATTACHED JOB DESCRIPTION or the attached occupational profile.**

WORK SCHEDULE

4. THE EMPLOYEE shall be scheduled to work 40 hours per week. Any hours over and above 40 hours per week shall be subject to all regulations surrounding overtime in the BC Employment Standards Act. His/her workday shall vary depending on schedule requirements.
5. THE EMPLOYEE shall be entitled to scheduled breaks as per BC Employment Standards Act. An employee must not work more than five hours in a row without a 30-minute unpaid meal break. Employers are not required to provide coffee breaks.
6. THE EMPLOYEE shall be entitled to regular days off as per BC Employment Standards Act. An employee must have at least 32 hours in a row free from work each week.
7. THE EMPLOYEE shall be entitled to 4% vacation pay or 2 weeks unpaid holiday after 12 months of continuous employment with their current employer.
8. THE EMPLOYEE shall be entitled to zero days of sick leave per year.

WAGES AND DEDUCTIONS

9. THE EMPLOYER agrees to pay THE EMPLOYEE, for his/her work, wages of \$_____ per hour. These shall be paid bi-weekly, monthly, 1 and 15.

TRAVEL EXPENSES

10. THE EMPLOYER agrees to assume the transportation costs of the round trip travel of the EMPLOYEE between his/her country of permanent residence (Manila, Philippines) and place of work in Canada (, B.C). It is THE EMPLOYER'S obligation and responsibility to pay for the transportation costs and they cannot be passed on to the foreign worker (i.e. THE EMPLOYEE pays for the transportation costs on behalf of THE EMPLOYER and is reimbursed at a later date). Under no circumstances are transportation costs recoverable from THE EMPLOYEE. Once THE EMPLOYEE has obtained their Permanent Residency through the Canadian immigration system, this clause becomes null and void.
11. If there is a termination of THE EMPLOYER-EMPLOYEE relationship and THE EMPLOYEE is hired by a NEW EMPLOYER which has obtained a neutral or positive Labour Market Opinion under the Pilot Project for Occupations Requiring Lower Levels of Formal Training (NOC C & D) of the Temporary Foreign Worker Program, THE EMPLOYEE shall release the ORIGINAL EMPLOYER with the obligation of his/her return transportation cost to his/her country of permanent residence.

ACCOMMODATION

12. THE EMPLOYER and THE EMPLOYEE confirm that reasonable and proper accommodation is available for THE EMPLOYEE, and they have provided THE EMPLOYEE with suitable accommodation, if necessary. If the accommodation was provided, THE EMPLOYER recouped costs as outlined below. Such costs are not more than reasonable for accommodations of that type in the employment location.

THE EMPLOYER _____ has / X has not provided THE EMPLOYEE with accommodation.

(Mark X beside appropriate box).

If yes, THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER recouped from THE EMPLOYEE costs at an amount of \$ _____ per _____ (month, 2 week period, etc.....) through payroll deductions.

NOTICE OF RESIGNATION

13. Should he/she wish to terminate the present contract, THE EMPLOYEE agrees to give THE EMPLOYER written notice thereof at least one week in advance.

NOTICE OF TERMINATION OF EMPLOYMENT

14. THE EMPLOYER must give written notice before terminating the offer of employment to THE EMPLOYEE if this employee has completed at least 12 months of uninterrupted service with THE EMPLOYER. This notice shall be provided at least 2 week in advance. THE EMPLOYER will provide THE EMPLOYEE with a letter of reference if he/she is terminated without cause.

CONTRACT SUBJECT TO BC LABOUR AND EMPLOYMENT LEGISLATION

15. THE EMPLOYER is obligated to abide by the standards set out in the BC Employment Standards Act and, if applicable, the terms of any collective agreement in place. In particular, THE EMPLOYER must abide by the standards with respect to how wages are paid, how overtime is calculated, meal periods, statutory holidays, annual leave, benefits and recourse under the terms of the Act. Any terms of this contract of Employment less favourable to THE EMPLOYEE than the standards stipulated in the BC Employment Standards Act is null and void.

IN WITNESS WHEREOF the parties state that they have read and accepted all the terms and conditions Stipulated in the present offer of employment.

Signed at: _____ and at: _____

THE EMPLOYER

THE EMPLOYEE

THE EMPLOYER (PRINT)

THE EMPLOYEE (PRINT)

DATE

DATE

RE: contract

Wednesday, March 20, 2013

2:58 PM

Subject	RE: contract
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Thursday, September 24, 2009 12:57 PM

Noted - we will make the changes and send them back to you.

Chris Thomas

Human Resources

TDL Group

Not Responsive@timhortons.com

Not Responsive /phone

Not Responsive fax

"Mellor, Ian

ALMD:EX"

<Ian.Mellor@gov.b To

c.ca> Not Responsive @timhortons.com>

cc

09/24/2009 01:28

PM Subject

RE: contract

Chris: A couple of points

- #10 Instead of referring to this obligation in the past tense, I'd suggest using the same wording as the HRSDC sample employment contract (clause #13). Also, this obligation can't end when the employee is nominated, as they subsequently might be laid off & not find alternative employment. The obligation would end once the nominee has obtained permanent residence

- you'll need to insert a clause stating that the employer will provide the employee with a letter of reference if he/she is terminated without cause (this ELSS requirement is on our web site - I'd overlooked it previously)

Give me a call if you want to discuss

Ian

Ian Mellor
Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive @timhortons.com [mailto:Not Responsive@timhortons.com]
Sent: Tuesday, September 22, 2009 12:33 PM
To: Mellor, Ian ALMD:EX
Subject: RE: contract

No problem at all.

Once you approve the content, it will just mean more work for your team
anyways : -)

Chris Thomas
Human Resources
TDL Group

Not Responsive timhortons.com
Not Responsive phone
Not Responsive fax

"Mellor, Ian

ALMD:EX"

<Ian.Mellor@gov.b
To
c.ca> Not Responsive @timhortons.com>

cc
09/22/2009 01:01

PM
Subject
RE: contract

Sorry Chris - I've been swamped. Will take a look at it later today or tomorrow & get back to you

Ian

Ian Mellor
Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive @timhortons.com [mailto:Not Responsive@timhortons.com]

Sent: Tuesday, September 22, 2009 11:51 AM

To: Mellor, Ian ALMD:EX

Subject: contract

Ian,

Did you get a chance to review the last set of revisions?

Let me know if you are ok with the changes.

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

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contract

Wednesday, March 20, 2013
2:58 PM

Subject	contract
From	Not Responsiv@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Tuesday, September 22, 2009 11:50 AM

Ian,

Did you get a chance to review the last set of revisions?

Let me know if you are ok with the changes.

Chris Thomas
Human Resources
TDL Group

Not Responsiv@timhortons.com

Not Responsive phone

Not Responsive fax

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Re: Processing question

Wednesday, March 20, 2013
2:58 PM

Subject	Re: Processing question
From	Not Responsiv@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Wednesday, September 16, 2009 10:57 AM

Ian,

A quick question for you.

On the forms/contract do you want the original signature pages or copies of the original signature pages?

Chris Thomas
Human Resources
TDL Group

Not Responsiv@timhortons.com

Not Responsive phone

Not Responsive fax

The information contained in this message is confidential and may be legally privileged. The message is intended solely for the addressee(s). If you are not the intended recipient, you are hereby notified that any use, dissemination, or reproduction is strictly prohibited and may be unlawful. If you are not the intended recipient, please contact the sender by return e-mail and destroy all copies of the original message.

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Offer of Employment – BC PNP – Food Counter Attendant

Business Name: _____

Last Name: _____ First Name: _____

Address: _____

Location: _____

Phone Number: _____ Fax Number: _____

The Employee: _____

Last Name: _____ First Name: _____

Home Address: _____

The PARTIES agree as follows:

DURATION OF OFFER OF EMPLOYMENT

1. This full-time offer of employment shall be for an indeterminate duration. This offer of employment will not supersede the guidelines and regulations of the Government of Canada's Temporary Foreign Worker Program or the Government of British Columbia's Provincial Nomination Program. This offer is subject to THE EMPLOYEE maintaining their legal employment status in Canada.
2. Both parties agree that this contract is conditional upon THE EMPLOYEE obtaining the BC – PNP nomination letter. Both parties agree that once THE EMPLOYEE gains their Permanent Residency through the Canadian immigration system, both THE EMPLOYER and THE EMPLOYEE will continue to follow all provincial and federal labour laws.

JOB DESCRIPTION

3. THE EMPLOYEE agrees to carry out the following tasks: (Describe tasks, in detail) – **PLEASE SEE THE ATTACHED JOB DESCRIPTION or the attached occupational profile.**

WORK SCHEDULE

4. THE EMPLOYEE shall be scheduled to work 40 hours per week. Any hours over and above 40 hours per week shall be subject to all regulations surrounding overtime in the BC Employment Standards Act. His/her workday shall vary depending on schedule requirements.
5. THE EMPLOYEE shall be entitled to scheduled breaks as per BC Employment Standards Act. An employee must not work more than five hours in a row without a 30-minute unpaid meal break. Employers are not required to provide coffee breaks.
6. THE EMPLOYEE shall be entitled to regular days off as per BC Employment Standards Act. An employee must have at least 32 hours in a row free from work each week.
7. THE EMPLOYEE shall be entitled to 4% vacation pay or 2 weeks unpaid holiday after 12 months of continuous employment with their current employer.
8. THE EMPLOYEE shall be entitled to zero days of sick leave per year.

WAGES AND DEDUCTIONS

9. THE EMPLOYER agrees to pay THE EMPLOYEE, for his/her work, wages of \$_____ per hour. These shall be paid biweekly, monthly, 1 and 15.

TRAVEL EXPENSES

10. THE EMPLOYER and THE EMPLOYEE hereby confirm that the cost of one-way air transportation (from Philippines to British Columbia) has been assumed by THE EMPLOYER and that these costs were not and will not be recovered by THE EMPLOYER. Once THE EMPLOYEE has obtained their BC-PNP Nomination from the BC Government, this clause becomes null and void.

11. If there is a termination of THE EMPLOYER-EMPLOYEE relationship and THE EMPLOYEE is hired by a NEW EMPLOYER which has obtained a neutral or positive Labour Market Opinion under the Pilot Project for Occupations Requiring Lower Levels of Formal Training (NOC C & D) of the Temporary Foreign Worker Program, THE EMPLOYEE shall release the ORIGINAL EMPLOYER with the obligation of his/her return transportation cost to his/her country of permanent residence.

ACCOMMODATION

12. THE EMPLOYER and THE EMPLOYEE confirm that reasonable and proper accommodation is available for THE EMPLOYEE, and they have provided THE EMPLOYEE with suitable accommodation, if necessary. If the accommodation was provided, THE EMPLOYER recouped costs as outlined below. Such costs are not more than reasonable for accommodations of that type in the employment location.

THE EMPLOYER _____ has / ☒ has not provided THE EMPLOYEE with accommodation.
(Mark X beside appropriate box).

If yes, THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER recouped from THE EMPLOYEE costs at an amount of \$ _____ per _____ (month, 2 week period, etc.....) through payroll deductions.

NOTICE OF RESIGNATION

13. Should he/she wish to terminate the present contract, THE EMPLOYEE agrees to give THE EMPLOYER written notice thereof at least one week in advance.

NOTICE OF TERMINATION OF EMPLOYMENT

14. THE EMPLOYER must give written notice before terminating the offer of employment to THE EMPLOYEE if this employee has completed at least 12 months of uninterrupted service with THE EMPLOYER. This notice shall be provided at least 2 week in advance.

CONTRACT SUBJECT TO BC LABOUR AND EMPLOYMENT LEGISLATION

15. THE EMPLOYER is obligated to abide by the standards set out in the BC Employment Standards Act and, if applicable, the terms of any collective agreement in place. In particular, THE EMPLOYER must abide by the standards with respect to how wages are paid, how overtime is calculated, meal periods, statutory holidays, annual leave, benefits and recourse under the terms of the Act. Any terms of this contract of Employment less favourable to THE EMPLOYEE than the standards stipulated in the BC Employment Standards Act is null and void.

IN WITNESS WHEREOF the parties state that they have read and accepted all the terms and conditions Stipulated in the present offer of employment.

Signed at: _____ and at: _____

THE EMPLOYER

THE EMPLOYEE

THE EMPLOYER (PRINT)

THE EMPLOYEE (PRINT)

DATE

DATE

RE: Fw: Contract for application

Wednesday, March 20, 2013
2:58 PM

Subject	RE: Fw: Contract for application
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Monday, September 14, 2009 10:16 AM

Great - talk to you then.

Chris Thomas
Human Resources
TDI Group
Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.bc.ca>
c.ca> < Not Responsive :imhortons.com>
cc
09/14/2009 11:16
AM Subject
RE: Fw: Contract for application

I'll call you

Ian

Ian Mellor
Associate Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive@timhortons.com [mailto: Not Responsive :imhortons.com]
Sent: Monday, September 14, 2009 10:04 AM
To: Mellor, Ian ALMD:EX
Subject: RE: Fw: Contract for application

Done, do you want me to call you or do you want to call me?

I will be on my cell at S22

Chris Thomas
Human Resources
TDL Group
Not Responsive@tlmhortons.com
Not Responsive phone
Not Responsive fax

"Mellor, Ian

ALMD:EX"

<Ian.Mellor@gov.b
To
c.ca> < Not Responsive :tlmhortons.com>

cc
09/14/2009 10:58

AM
Subject
RE: Fw: Contract for application

Chris: 4p MST today (Mon) works for me

Ian

Ian Mellor
Associate Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia

Phone: 604.775.2183

-----Original Message-----

From: Not Responsive @timhortons.com [mailto:Not Responsive@timhortons.com]

Sent: Monday, September 14, 2009 9:16 AM

To: Mellor, Ian ALMD:EX

Subject: Re: Fw: Contract for application

I could also talk this morning or Wednesday as well?

Chris Thomas

Human Resources

TDL Group

Not Responsive timhortons.com

Not Responsive phone

Not Responsive fax

"Mellor, Ian

ALMD:EX"

<Ian.Mellor@gov.b

To

c.ca> Not Responsive @timhortons.com>

cc

09/13/2009 07:15

PM

Subject

Fw: Contract for application

Chris: Can we discuss by phone on either Mon, Sep 14 at 2p or Tue, Sep

15

at either 10a or 2p - let me know which (if any) of these times works for you

Ian

----- Original Message -----

From: Mellor, Ian ALMD:EX

To: Not Responsive @timhortons.com' Not Responsive @timhortons.com>

Sent: Tue Sep 08 06:55:26 2009

Subject: Re: Contract for application

Chris: I was extremely busy last week (post budget) & didn't have a chance to get to it - I'll get back to you later today / early tomorrow

Ian

----- Original Message -----

From: Not Responsive @timhortons.com Not Responsive @timhortons.com>

To: Mellor, Ian ALMD:EX

Sent: Sun Sep 06 15:25:50 2009

Subject: Re: Contract for application

Ian,

Any thoughts on the revised copy I sent you?

Chris Thomas

Human Resources

TDL Group

Not Responsive @timhortons.com

Not Responsive phone

Not Responsive /fax

"Mellor, Ian

ALMD:EX"

<Ian.Mellor@gov.b

To

C.ca> Not Responsive: @timhortons.com>

cc

08/30/2009 07:10

PM

Subject

Re: Contract for application

Chris: I'm happy to take a look at a revised draft, and can let you know whether it's consistent with our general program requirements for written employment offers; however, I can't formally approve a contract document that we wouldn't be a party to (this is a bit of a legalistic distinction, but trust you understand why I need to be careful here).

Regards,

Ian

----- Original Message -----

From: Not Responsive @timhortons.com Not Responsive @timhortons.com>

To: Mellor, Ian ALMD:EX

Sent: Sun Aug 30 16:34:08 2009

Subject: Re: Contract for application

Ian,

Thank you again, we will make the changes and then send it back to you for review and approval.

Thanks,

Chris Thomas
Human Resources
TDL Group

Not Responsive @timhortons.com

Not Responsive /phone

Not Responsive fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.b
To

c.ca> Not Responsive @timhortons.com>

cc

08/30/2009 11:59

AM

Subject

Re: Contract for application

Chris: I've taken a look over the draft offer and identified the following issues:

1. Our PNP requires an offer of indeterminate employment - in the draft, the offer is only valid from the time of the employee's nomination to his/her approval for permanent residence
2. Under the ESA, overtime hours over and above a certain number must be paid at double the rate for regularly scheduled hours - OT pay depends on total OT hours worked in the applicable period. There are also special provisions for extra pay if an employee works on a statutory holiday
3. Applicants in the ELSS category will already have worked for the sponsoring employer for at least 9 months, and nominees can expect to wait 8 - 12 months for their permanent residence visa. This has implications for termination requirements and vacation allowances under the ESA. After working continuously for an employer for 12 months an employee is entitled to a) 2 weeks termination notice or severance pay in the event of layoff, and b) 1 week of paid vacation
4. The draft includes a number of references to previously fulfilled conditions, i.e., payment of wages, statutory withholdings from wages, registration for workers' comp, no recruitment fees charged to the employee, accommodation and bridging medical insurance, and wage review/adjustment.

I don't think these are necessary, however, you should consider including applicable on-going obligations, e.g., wages to be paid bi-weekly; statutory withholdings to be made / remitted by the EMPLOYER as required by law; EMPLOYER's confirmation the employee is registered with WCB; provision of accommodation and rate charged (if applicable); provision for wage review / adjustment, specifying the date, if this has not already occurred.
You could also add that the employee has not been, and will not be, charged any fee as a condition of employment, or for recruitment costs incurred by the employer
5. The first sentence of section #14 should be sufficient with regard to terminating the employer's obligation to pay return air fare where a laid off employee is placed with another employer
6. The provision for enhanced severance is no longer required for ELSS applications since laid-off employees are now eligible for EI

I hope this helps - give me a call if you'd like to discuss

Regards

Ian

----- Original Message -----

From: Not Responsive@timhortons.com Not Responsive @timhortons.com>
To: Mellor, Ian ALMD:EX
Sent: Fri Aug 28 18:47:43 2009
Subject: Contract for application

Ian,

Hope all is well

A quick question for you.

We have a number of store owners who will be making PNP applications, wanted to see if this contract will be ok for your purposes?

Let me know if it is ok (or if you can suggest some changes/additions/deletions).

Thanking you in advance,

Chris Thomas
Human Resources
TDL Group

Not Responsive@tlmhortons.com

Not Responsive phone

Not Responsive fax

(See attached file: BC PNP OfferEmpl #4.pdf)(See attached file: BC PNP OfferEmpl #4.doc) The information contained in this message is confidential and may be legally privileged. The message is intended solely for the addressee(s).

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Re: Fw: Contract for application

Wednesday, March 20, 2013
2:58 PM

Subject	Re: Fw: Contract for application
From	Not Responsiv@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Monday, September 14, 2009 8:52 AM

Ian,

S22

For today are you talking about 200 PM PST or MST? I could do 200 PMM MST or I could do 400 PM MST do either of those work for your schedule?

Let me know,

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.b To
c.ca> Not Responsive @timhortons.com>
cc
09/13/2009 07:15
PM Subject
Fw: Contract for application

Chris: Can we discuss by phone on either Mon, Sep 14 at 2p or Tue, Sep 15 at either 10a or 2p - let me know which (if any) of these times works for you

Ian

----- Original Message -----

From: Mellor, Ian ALMD:EX
To: 'Not Responsive imhortons.com' Not Responsive @timhortons.com>
Sent: Tue Sep 08 06:55:26 2009
Subject: Re: Contract for application

Chris: I was extremely busy last week (post budget) & didn't have a chance to get to it - I'll get back to you later today / early tomorrow

Ian

----- Original Message -----

From: Not Responsive @timhortons.com Not Responsive @timhortons.com>

To: Mellor, Ian ALMD:EX

Sent: Sun Sep 06 15:25:50 2009

Subject: Re: Contract for application

Ian,

Any thoughts on the revised copy I sent you?

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive /phone

Not Responsive /fax

"Mellor, Ian

ALMD:EX"

<Ian.Mellor@gov.b To

c.ca> Not Responsive @timhortons.com>

cc

08/30/2009 07:10

PM Subject

Re: Contract for application

Chris: I'm happy to take a look at a revised draft, and can let you know whether it's consistent with our general program requirements for written employment offers; however, I can't formally approve a contract document that we wouldn't be a party to (this is a bit of a legalistic distinction, but trust you understand why I need to be careful here).

Regards,

Ian

----- Original Message -----

From: Not Responsive @timhortons.com <Not Responsive @timhortons.com>
To: Mellor, Ian ALMD:EX
Sent: Sun Aug 30 16:34:08 2009
Subject: Re: Contract for application

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Not Responsive @timhortons.com

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"Mellor, Ian
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<Ian.Mellor@gov.b To
c.ca> Not Responsive @timhortons.com>
cc
08/30/2009 11:59
AM Subject
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I hope this helps - give me a call if you'd like to discuss

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----- Original Message -----

From: Not Responsive@timhortons.com <Not Responsive@timhortons.com>

To: Mellor, Ian ALMD:EX

Sent: Fri Aug 28 18:47:43 2009

Subject: Contract for application

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(See attached file: BC PNP OfferEmpl #4.pdf)(See attached file: BC PNP OfferEmpl #4.doc) The information contained in this message is confidential and may be legally privileged. The message is intended solely for the addressee(s).

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Re: Contract for application

Wednesday, March 20, 2013
2:58 PM

Subject	Re: Contract for application
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Tuesday, September 8, 2009 9:16 AM

Sounds good - any time is fine.

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.b To
c.ca> Not Responsive @timhortons.com>
cc
09/08/2009 08:00
AM Subject
Re: Contract for application

Chris: I was extremely busy last week (post budget) & didn't have a chance to get to it - I'll get back to you later today / early tomorrow

Ian

----- Original Message -----

From: Not Responsive@timhortons.com <Not Responsive @timhortons.com>
To: Mellor, Ian ALMD:EX
Sent: Sun Sep 06 15:25:50 2009
Subject: Re: Contract for application

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Human Resources

TDL Group

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Sent: Fri Aug 28 18:47:43 2009

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Offer of Employment – BC PNP – Food Counter Attendant

Business Name: _____
Last Name: _____ First Name: _____
Address: _____
Location: _____
Phone Number: _____ Fax Number: _____

The Employee: _____
Last Name: _____ First Name: _____
Home Address: _____

The PARTIES agree as follows:

DURATION OF OFFER OF EMPLOYMENT

1. This offer of employment shall be valid from the date the BC-PNP nominates THE EMPLOYEE to his/her approval for Canadian Permanent Residency. This offer of employment will not supersede the guidelines of Temporary Foreign Worker Program or BC PNP.
2. Both parties agree that this contract is conditional upon THE EMPLOYEE obtaining the BC – PNP nomination letter. Both parties agree that once THE EMPLOYEE gains their Permanent Residency through the Canadian immigration system, both THE EMPLOYER and THE EMPLOYEE will continue to follow all provincial and federal labour laws.

JOB DESCRIPTION

3. THE EMPLOYEE agrees to carry out the following tasks: (Describe tasks, in detail) – **PLEASE SEE THE ATTACHED JOB DESCRIPTION or the attached occupational profile.**

WORK SCHEDULE

4. THE EMPLOYEE shall be scheduled to work 40 hours per week. Any hours over and above 40 hours per week shall be subject to all regulations surrounding overtime in the BC Employment Standards Act. His/her workday shall vary depending on schedule requirements.
5. THE EMPLOYEE shall be entitled to scheduled breaks as per BC Employment Standards Act. An employee must not work more than five hours in a row without a 30-minute unpaid meal break. Employers are not required to provide coffee breaks.
6. THE EMPLOYEE shall be entitled to regular days off as per BC Employment Standards Act. An employee must have at least 32 hours in a row free from work each week.
7. THE EMPLOYEE shall be entitled to 4% vacation pay and 1 week unpaid holiday after 12 months of continuous employment with their current employer.
8. THE EMPLOYEE shall be entitled to zero days of sick leave per year.

WAGES AND DEDUCTIONS

9. THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYEE was paid, for his/her work, wages of \$? per hour. These shall be paid biweekly.
10. THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER has paid all taxes and submitted all deductions payable as prescribed by law (including, but not limited to employment insurance, income tax, Canada Pension plan).
11. THE EMPLOYER and THE EMPLOYEE confirm that no funds were recouped from THE EMPLOYEE, through payroll deductions or any other means, any costs incurred in recruiting or retaining THE EMPLOYEE. These include, but are not limited to, any amounts payable to a third-party recruiter.

REVIEWING WAGE

12. THE EMPLOYER and THE EMPLOYEE confirm THE EMPLOYER reviewed and adjusted (if necessary) THE EMPLOYEE's wages after 12 months of employment, to ensure they met the prevailing wage rate for the occupation in the region.

TRAVEL EXPENSES

13. THE EMPLOYER and THE EMPLOYEE hereby confirm that the cost of one-way air transportation (from Philippines to British Columbia) has been assumed by THE EMPLOYER and that these costs were not recovered by THE EMPLOYER.

14. If there is a termination of THE EMPLOYER-EMPLOYEE relationship and THE EMPLOYEE is hired by a NEW EMPLOYER which has obtained a neutral or positive Labour Market Opinion under the Pilot Project for Occupations Requiring Lower Levels of Formal Training (NOC C & D) of the Temporary Foreign Worker Program, THE EMPLOYEE shall release the ORIGINAL EMPLOYER with the obligation of his/her return transportation cost to his/her country of permanent residence.

ACCOMMODATION

15. THE EMPLOYER and THE EMPLOYEE confirm that reasonable and proper accommodation was available for THE EMPLOYEE, and have provided THE EMPLOYEE with suitable accommodation, if necessary. If accommodation was provided, THE EMPLOYER recouped costs as outlined below. Such costs were not more than reasonable for accommodations of that type in the employment location.
THE EMPLOYER _____ has / ☒ did not provide THE EMPLOYEE with accommodation.
(Mark X beside appropriate box).
If yes, THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER recouped from THE EMPLOYEE costs at an amount of \$ _____ per _____ (month, 2 week period, etc.....) through payroll deductions.

HOSPITAL AND MEDICAL CARE INSURANCE

16. THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER provided health insurance at no cost to THE EMPLOYEE until such time as THE EMPLOYEE was eligible for applicable provincial health insurance.

WORKPLACE SAFETY INSURANCE (Worker's Compensation)

17. THE EMPLOYER and THE EMPLOYEE confirm they have registered THE EMPLOYEE under the BC Workplace Safety Insurance Program. THE EMPLOYER and THE EMPLOYEE confirm that no money was deducted from THE EMPLOYEE'S wages for this purpose.

NOTICE OF RESIGNATION

18. Should he/she wish to terminate the present contract, THE EMPLOYEE agrees to give THE EMPLOYER written notice thereof at least one week in advance.

NOTICE OF TERMINATION OF EMPLOYMENT

19. THE EMPLOYER must give written notice before terminating the offer of employment THE EMPLOYEE if this employee has completed at least 12 months of uninterrupted service with THE EMPLOYER and if the contract is not about to expire. This notice shall be provided at least 2 week in advance.

CONTRACT SUBJECT TO BC LABOUR AND EMPLOYMENT LEGISLATION

20. THE EMPLOYER is obligated to abide by the standards set out in the BC Employment Standards Act and, if applicable, the terms of any collective agreement in place. In particular, THE EMPLOYER must abide by the standards with respect to how wages are paid, how overtime is calculated, meal periods, statutory holidays, annual leave, benefits and recourse under the terms of the Act. Any terms of this contract of Employment less favourable to THE EMPLOYEE than the standards stipulated in the BC Employment Standards Act is null and void.

IN WITNESS WHEREOF the parties state that they have read and accepted all the terms and conditions Stipulated in the present offer of employment.

Signed at: _____ and at: _____

THE EMPLOYER

THE EMPLOYEE

THE EMPLOYER (PRINT)

THE EMPLOYEE (PRINT)

DATE

DATE

Re: Contract for application

Wednesday, March 20, 2013

2:58 PM

Subject	Re: Contract for application
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Monday, August 31, 2009 6:37 AM

Ian,

Review is fine, basically I just want to have a document that won't cause issues/questions when it hit the desks of your officers.

Chris Thomas
Human Resources
TDL Group

Not Responsive @timhortons.com

Not Responsive /phone
Not Responsive /fax

-----"Mellor, Ian ALMD:EX" <Ian.Mellor@gov.bc.ca> wrote:-----

To: <Not Responsive timhortons.com>
From: "Mellor, Ian ALMD:EX" <Ian.Mellor@gov.bc.ca>
Date: 08/30/2009 07:06PM
Subject: Re: Contract for application

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Contract for application

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2:58 PM

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To	Mellor, Ian ALMD:EX
Sent	Friday, August 28, 2009 6:47 PM
Attachments	 BC PNP OfferEmpl ...  BC PNP OfferEmpl ...

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Business Name: _____
Last Name: _____ First Name: _____
Address: _____
Location: _____
Phone Number: _____ Fax Number: _____

The Employee: _____
Last Name: _____ First Name: _____
Home Address: _____

The PARTIES agree as follows:

DURATION OF OFFER OF EMPLOYMENT

1. This offer of employment shall have a duration of the BC – PNP and Canadian Permanent Residency application processing timelines. This offer of employment will not supersede the guidelines of Temporary Foreign Worker Program or BC PNP.
2. Both parties agree that this contract is conditional upon THE EMPLOYEE obtaining the BC – PNP nomination letter. Both parties agree that once THE EMPLOYEE gains their Permanent Residency through the Canadian immigration system, both THE EMPLOYER and THE EMPLOYEE will continue to follow all provincial and federal labour laws.

JOB DESCRIPTION

3. THE EMPLOYEE agrees to carry out the following tasks: (Describe tasks, in detail) – **PLEASE SEE THE ATTACHED JOB DESCRIPTION or the attached occupational profile.**

WORK SCHEDULE

4. THE EMPLOYEE shall be scheduled to work 40 hours per week. He/she shall receive 50% more than the regular wages for any hours worked over this limit. His/her workday shall vary depending on schedule requirements.
5. THE EMPLOYEE shall be entitled to scheduled breaks as per BC Employment Standards Act. An employee must not work more than five hours in a row without a 30-minute unpaid meal break. Employers are not required to provide coffee breaks.
6. THE EMPLOYEE shall be entitled to regular days off as per BC Employment Standards Act. An employee must have at least 32 hours in a row free from work each week.
7. THE EMPLOYEE shall be entitled to 4% vacation pay.
8. THE EMPLOYEE shall be entitled to zero days of sick leave per year.

WAGES AND DEDUCTIONS

9. THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYEE was paid, for his/her work, wages of \$? per hour. These shall be paid biweekly.
10. THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER has paid all taxes and submitted all deductions payable as prescribed by law (including, but not limited to employment insurance, income tax, Canada Pension plan).
11. THE EMPLOYER and THE EMPLOYEE confirm that no funds were recouped from THE EMPLOYEE, through payroll deductions or any other means, any costs incurred in recruiting or retaining THE EMPLOYEE. These include, but are not limited to, any amounts payable to a third-party recruiter.

REVIEWING WAGE

12. THE EMPLOYER and THE EMPLOYEE confirm THE EMPLOYER reviewed and adjusted (if necessary) THE EMPLOYEE's wages after 12 months of employment, to ensure they met the prevailing wage rate for the occupation in the region.

TRAVEL EXPENSES

13. THE EMPLOYER and THE EMPLOYEE hereby confirm that the cost of one-way air transportation (from Philippines to British Columbia) has been assumed by THE EMPLOYER and that these costs were not recovered by THE EMPLOYER.

14. If there is a termination of THE EMPLOYER-EMPLOYEE relationship and THE EMPLOYEE is hired by a NEW EMPLOYER which has obtained a neutral or positive Labour Market Opinion under the Pilot Project for Occupations Requiring Lower Levels of Formal Training (NOC C & D) of the Temporary Foreign Worker Program, THE EMPLOYEE shall release the ORIGINAL EMPLOYER with the obligation of his/her return transportation cost to his/her country of permanent residence. The NEW EMPLOYER is responsible for THE EMPLOYEE's remaining transportation costs to the new location of work in Canada and back to the EMPLOYEE's country of permanent residence. The EMPLOYER is obliged to and responsible for paying the transportation costs (i.e. the ORIGINAL EMPLOYER pays incoming transportation costs and the NEW EMPLOYER pays for the return transportation costs to the country of permanent residence). These costs cannot be passed on to THE EMPLOYEE (i.e. EMPLOYEE pays for its own transportation on behalf of the EMPLOYER and is reimbursed at a later date). Under no circumstances are transportation costs recoverable from foreign workers. Temporary foreign workers who change jobs must ensure their work permit is modified accordingly and NEW EMPLOYERS who attempt to hire temporary foreign workers already in Canada must apply to HRSDC/Service Canada for a Labour Market Opinion (LMO) and obtain a neutral or positive LMO. (Please note that this clause must also be aligned with all BC - PNP regulations).

ACCOMMODATION

15. THE EMPLOYER and THE EMPLOYEE confirm that reasonable and proper accommodation was available for THE EMPLOYEE, and have provided THE EMPLOYEE with suitable accommodation, if necessary. If accommodation was provided, THE EMPLOYER recouped costs as outlined below. Such costs were not more than reasonable for accommodations of that type in the employment location.
THE EMPLOYER _____ has / ☒ did not provide THE EMPLOYEE with accommodation.
(Mark **X** beside appropriate box).
If yes, THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER recouped from THE EMPLOYEE costs at an amount of \$ _____ per _____ (month, 2 week period, etc.....) through payroll deductions.

HOSPITAL AND MEDICAL CARE INSURANCE

16. THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER provided health insurance at no cost to THE EMPLOYEE until such time as THE EMPLOYEE was eligible for applicable provincial health insurance.

WORKPLACE SAFETY INSURANCE (Worker's Compensation)

17. THE EMPLOYER and THE EMPLOYEE confirm they have registered THE EMPLOYEE under the BC Workplace Safety Insurance Program. THE EMPLOYER and THE EMPLOYEE confirm that no money was deducted from THE EMPLOYEE'S wages for this purpose.

NOTICE OF RESIGNATION

18. Should he/she wish to terminate the present contract, THE EMPLOYEE agrees to give THE EMPLOYER written notice thereof at least one week in advance.

NOTICE OF TERMINATION OF EMPLOYMENT

19. THE EMPLOYER must give written notice before terminating the contract of THE EMPLOYEE if this employee has completed 3 months of uninterrupted service with THE EMPLOYER and if the contract is not about to expire. This notice shall be provided at least one week in advance.

ENHANCED SEVERANCE

20. THE EMPLOYER will provide THE EMPLOYEE the following assistance in the event of no-fault termination of employment prior to the nominee obtaining permanent residence: Enhanced severance equal to one month's pay, which is not to be reduced by notice in lieu.

CONTRACT SUBJECT TO BC LABOUR AND EMPLOYMENT LEGISLATION

21. THE EMPLOYER is obligated to abide by the standards set out in the BC Employment Standards Act and, if applicable, the terms of any collective agreement in place. In particular, THE EMPLOYER must abide by the standards with respect to how wages are paid, how overtime is calculated, meal periods, statutory holidays, annual leave, benefits and recourse Under the terms of the Act. Any terms of this contract of Employment less favourable to THE EMPLOYEE than the standards stipulated in the BC Employment Standards Act is null and void.

IN WITNESS WHEREOF the parties state that they have read and accepted all the terms and conditions Stipulated in the present offer of employment.

Signed at: _____ and at: _____

THE EMPLOYER

THE EMPLOYEE

THE EMPLOYER (PRINT)

THE EMPLOYEE (PRINT)

DATE

DATE

Offer of Employment – BC PNP – Food Counter Attendant

Business Name: _____
Last Name: _____ First Name: _____
Address: _____
Location: _____
Phone Number: _____ Fax Number: _____

The Employee: _____
Last Name: _____ First Name: _____
Home Address: _____

The PARTIES agree as follows:

DURATION OF OFFER OF EMPLOYMENT

1. This offer of employment shall have a duration of the BC – PNP and Canadian Permanent Residency application processing timelines. This offer of employment will not supersede the guidelines of Temporary Foreign Worker Program or BC PNP.
2. Both parties agree that this contract is conditional upon THE EMPLOYEE obtaining the BC – PNP nomination letter. Both parties agree that once THE EMPLOYEE gains their Permanent Residency through the Canadian immigration system, both THE EMPLOYER and THE EMPLOYEE will continue to follow all provincial and federal labour laws.

JOB DESCRIPTION

3. THE EMPLOYEE agrees to carry out the following tasks: (Describe tasks, in detail) – **PLEASE SEE THE ATTACHED JOB DESCRIPTION or the attached occupational profile.**

WORK SCHEDULE

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(Mark X beside appropriate box).
If yes, THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER recouped from THE EMPLOYEE costs at an amount of \$ _____ per _____ (month, 2 week period, etc....) through payroll deductions.

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IN WITNESS WHEREOF the parties state that they have read and accepted all the terms and conditions Stipulated in the present offer of employment.

Signed at: _____ and at: _____

THE EMPLOYER

THE EMPLOYEE

THE EMPLOYER (PRINT)

THE EMPLOYEE (PRINT)

DATE

DATE

Re: Processing question

Wednesday, March 20, 2013
2:58 PM

Subject	Re: Processing question
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Thursday, April 9, 2009 11:55 AM

thank you....

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive phone

Not Responsive fax

"Mellor, Ian

ALMD:EX"

<Ian.Mellor@gov.b To

c.ca> < Not Responsive :imhortons.com>

cc

04/09/2009 07:45

AM Subject

Re: Processing question

Chris: Our processing time is currently 5 weeks. CIC's processing times for our PN permanent visa applicants range from 6 - 16 months, depending on the visa office (a conservative average would be 12 months). Let me know if you need any more details

Regards

Ian

----- Original Message -----

From: Not Responsive@timhortons.com Not Responsive @timhortons.com>

To: Mellor, Ian ALMD:EX

Sent: Thu Apr 09 06:12:40 2009

Subject: Processing question

Ian,

A quick question for you - suppose an application hits your desk - It is complete and all information is what you require. What is the timeline for your processing and then usually what is the timeline for CIC processing?

Let me know when you get a chance.

Have a good long weekend.

Chris Thomas
Human Resources
TDL Group

Not Responsive timhortons.com

Not Responsive phone

Not Responsive fax

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RE: 3rd Annual Employing Foreign Workers

Wednesday, March 20, 2013

4:16 PM

Subject	RE: 3rd Annual Employing Foreign Workers
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Friday, November 21, 2008 6:53 AM

Ian,

Thank you for the update.

Chris Thomas

Human Resources

TDL Group

Not Responsive@timhortons.com

Not Responsive

Not Responsive

-----"Mellor, Ian ALMD:EX" <Ian.Mellor@gov.bc.ca> wrote: -----

To: < Not Responsive timhortons.com>

From: "Mellor, Ian ALMD:EX" <Ian.Mellor@gov.bc.ca>

Date: 11/20/2008 05:18PM

Subject: RE: 3rd Annual Employing Foreign Workers

Chris: My apologies for the delay in getting back to you. S13

S13

Ian

Ian Mellor

Associate Executive Director, Economic Immigration Programs

Ministry of Advanced Education & Labour Market Development

British Columbia

Phone: 604.775.2183

-----Original Message-----

From: Not Responsive@timhortons.com [Not Responsive @timhortons.com]

Sent: Mon, November 10, 2008 8:50 AM

To: Mellor, Ian ALMD:EX

Subject: Re: 3rd Annual Employing Foreign Workers

Ian,

Forgot to ask you on Thursday, any update on the possibility of a Family Stream PNP like Alberta and Saskatchewan have introduced?

Let me know when you get a chance,

Chris Thomas

Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

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Message Chris Thomas - Tim Hortons

Wednesday, March 20, 2013
4:16 PM

Subject	Message Chris Thomas - Tim Hortons
From	Not Responsiv@tmhortons.com
To	Brad Trefan; Mellor, Ian TTED:EX; Johansen, Eric AEEL
Cc	Not Responsiv@tmhortons.com
Sent	Saturday, August 9, 2008 8:11 AM

Brad, Ian and Eric,

Had a request from the Philippine government in regards to PNP candidates coming to Alberta, BC and Saskatchewan in the future.

They wanted to know if a letter could be sent from your offices highlighting that PNP is an "Immigration program" not a Temporary Foreign Worker program.

The Philippine government was recently trying to process PNP candidates for our Yukon store owner as TFW's not a PNP candidates and this is what necessitated this conversation.

The Canadian Embassy explained to the Philippine government that it is an Immigration program but the embassy suggested that a letter from your offices directly to the candidate maybe helpful in stopping any additional issues.

Give me a call if you have any questions,

Chris Thomas
Human Resources
TDL Group

Not Responsive@tmhortons.com

Not Responsive phone

Not Responsive fax

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Re: 3rd Annual Employing Foreign Workers

Wednesday, March 20, 2013

4:16 PM

Subject	Re: 3rd Annual Employing Foreign Workers
From	Not Responsive@timhortons.com
To	Mellor, Ian ECDV:EX
Sent	Monday, April 7, 2008 1:10 PM

done....thanks,

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

-----"Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca> wrote:

To: Not Responsive @timhortons.com>
From: "Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca>
Date: 04/07/2008 01:53PM
Subject: Re: 3rd Annual Employing Foreign Workers

Certainly,

Ian

----- Original Message -----

From: Not Responsive@timhortons.com <Not Responsive@timhortons.com>
To: Mellor, Ian ECDV:EX
Sent: Mon Apr 07 12:50:33 2008
Subject: RE: 3rd Annual Employing Foreign Workers

Ian,

Can I pass on your contact details to them?

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

-----"Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca> wrote: -----

To: Not Responsive @timhortons.com>
From: "Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca>
Date: 04/07/2008 01:13PM
cc: "Chew, Michael ECDV:EX" <Michael.Chew@gov.bc.ca>, "Poon, SP ECDV:EX" <SP.Poon@gov.bc.ca>
Subject: RE: 3rd Annual Employing Foreign Workers

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Fw: 3rd Annual Employing Foreign Workers

Wednesday, March 20, 2013

5:09 PM

Subject	Fw: 3rd Annual Employing Foreign Workers
From	Not Responsiv@tlmhortons.com
To	Mellor, Ian ECDV:EX
Sent	Monday, April 7, 2008 12:06 PM
Attachments	 336L08.INH

Ian,

Is this something you might be interested in presenting at?

Chris Thomas
Human Resources
TDL Group

Not Responsive tlmhortons.com

Not Responsive phone

Not Responsive ax

-----Forwarded by Chris Thomas/HRD/CAL/TDL on 04/07/2008 01:07PM -----

To: <Not Responsive@tlmhortons.com>

From: "Rose Rositsan" <R.Rositsan@canadianinstitute.com>

Date: 04/02/2008 01:32PM

Subject: 3rd Annual Employing Foreign Workers

Chris,

Further to our brief telephone conversation of today, I wanted to thank you for your valuable time and input.

I'm attaching for your review a PDF version of our last year's agenda. As discussed, I would like to revamp the agenda but clearly certain topics (ie LMOs, PNPs) will remain on the agenda.

If you have any suggestions/recommendations regarding speakers/topics please do forward those to me. Also, if your organization is interested in being involved please let me know as soon as possible. In addition, if you have any suggestions for government speakers and/or Saskatchewan speakers that would be greatly appreciated.

Much obliged,

Rose Rositsan, B.A., LL.B.
Industry Manager
Legal and Finance Division

The Canadian Institute
1329 Bay Street
Toronto, ON M5R 2C4
Tel: 416-927-0718 ext. 252
Fax: 416-927-1061

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FILLING THE SKILLS SHORTAGE IN ALBERTA, BRITISH COLUMBIA AND SASKATCHEWAN

CO-CHAIRS

Michael Greene
Partner

Sherritt Greene Barristers & Solicitors

Richard Kurland
Partner
Kurland, Tobe LLP

KEYNOTE SPEAKERS

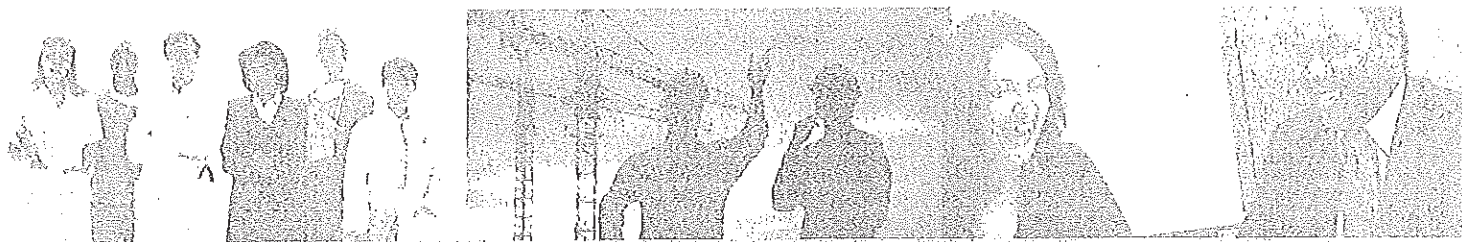
Brian DeMong
Temporary Foreign Worker Unit Officer
Citizenship and Immigration Canada

Stephen Cryne
Executive Vice President
Canadian Employee Relocation Council

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- Utilizing Provincial Nominee Programs to Obtain Permanent Residency for Foreign Skilled Workers in Your Province
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- Exploring the benefits of Training centres for Trades-Temporary Foreign Workers

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for details

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Do you know what steps you must take in order to employ a foreign worker?

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It is a well known fact that Alberta, British Columbia and Saskatchewan all suffer from labour shortages. Hiring internationally, however, is not a simple solution to labour shortages in Western Canada. The process of hiring foreign workers can be expensive and lengthy. There are also no guarantees that the foreign employees that are recruited will expediently obtain the necessary licensing credentials. In addition, foreign workers may be unable to renew their work permits and/or integrate into the Canadian working environment.

This 2nd Annual Canadian Institute's Employing Foreign Workers Conference will address the hiring process from beginning to end. You will find out what factors to consider when making the decision of employing internationally. This conference will provide you the chance to learn the

newest strategies that industry professionals are employing when dealing with the struggles of labour shortages and employment of foreign workers.

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- Find and recruit foreign workers
- Obtain labour market opinions for skilled and non-skilled workers
- Bring in temporary foreign workers and obtain work permits for skilled and non-skilled workers
- Explore alternatives to the LMO process to transfer professionals, executives and key employees
- Utilize the Provincial Nominee Programs to Obtain Permanent Residency for Foreign Skilled Workers
- Expedite the Credentialing, Licensing and Training of Foreign Workers
- Manage Labour Relations With Your Union

A MUST ATTEND EVENT FOR

- In House Counsel
- Senior Executives in Human Resources and Business Development
- Lawyers specializing in Immigration, Employment and Labour Relations
- Immigration Consultants
- Headhunters/Recruiters
- Settlement Counsellors
- Labour Unions

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Immigration Lawyer
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Joel Sandaluk
Immigration Lawyer
Mamann & Associates

Greg Workun
Project Lead for TFW Program
Willbros Canada

Kevin Zemp
Partner
Bennett Jones LLP

8:00 Registration Opens and Coffee Served

9:00 Opening Remarks from Co-Chairs

Michael Greene

Partner

Sherritt Greene Barristers & Solicitors

Richard Kurland

Partner

Kurland, Tobe LLP

9:15 Finding and Hiring Foreign Workers: Is It Cost Worthy?

Kevin Davidson

Director and Vice President

Maxwell Drummond International

It is a well known fact that Western Canada is suffering from labour shortages. As such, sourcing talent internationally is becoming ever more necessary to satisfy demand. This is not, however, a simple panacea. The process of identifying, attracting and ultimately hiring foreign workers is not only difficult and lengthy, but it can also be very costly. Find out what factors you need to take into consideration when making the decision of whether to look internationally for new employees.

- Examining labour market conditions in Western Canada
- Understanding global market conditions and how they relate to the challenges in Western Canada
- Successful tips for hiring from the international labour market: what you need to know in order to make a decision of whether to hire foreign workers
- Making the process of hiring foreign workers cost effective: cost-benefit analysis
- Developing a relationship with a foreign country

10:00 Obtaining Labour Market Opinions (LMOs) for Skilled and Low-Skilled Foreign Workers

Vance Langford

Barrister & Solicitor, Burstall Winger LLP

Once employers make the decision of looking internationally for new employees, they usually need to fill out the LMO application that is based on a criteria assessed by Service Canada. Learn the latest updates and expectations for LMOs. Understand how you can make the most out of the waiting period and find out what you can do if your application is denied.

- Latest updates: what is required for a LMO application; what information do you need to provide? How to obtain this necessary information?
- What is the processing time for LMO applications?
- Looking at common mistakes organizations make when applying for the LMO and how to avoid them
- Bulk LMOs: how effective are these types of applications? When should they be used?
- Successful strategies for addressing the waiting period, what employers can do while waiting for LMO approval
- Understanding differences between low-skilled and skilled foreign workers for the purposes of your LMO applications
- If the LMO application is denied: what can be done?
- Tips for completing the LMO application process: knowing where to get the right contact information

10:45 Networking Coffee Break

11:00 Alternatives to the LMO Process: Exploring Other Options

Michael Greene

Partner, Sherritt Greene Barristers & Solicitors

There are circumstances when an employer does not need to apply for Labour Market Opinions from Service Canada. For instance, the North American Free Trade Agreement (NAFTA), the Immigration

and Refugee Protection Act (IRPA), the General Agreement on Trade in Services (GATS), other International Agreements, Significant Benefits to Canada, Spousal Work Permits, Foreign Student Provisions, IT Workers, are all exemptions from the LMO requirement. Learn when and how to use these provisions to your advantage to recruit the right candidates and expedite the process of hiring foreign workers.

- Obtaining entry as a business visitor
- Using the NAFTA Professional category
 - Tips for when to use this category
 - Meeting credential and licensing requirements
 - Understanding what restrictions are placed on activities in Canada
 - What is the maximum time period for the work permit?
 - How long does it take to process applications?
 - Where can you process the application?
- Using the NAFTA Intra-Company Transfer
 - Examining when this applies
 - Considering who qualifies as a "senior manager"
 - Understanding what is meant by "specialized knowledge"
 - Looking at what credentials are required
 - Addressing the maximum time period for the work permit
- Using the IRPA Intra-Company Transfer
 - Tips for when this should be applied
 - What is the maximum time period for the work permit?
 - How long does this take to process?
 - Where can you process the application?
- Using other exemptions to your advantage: analyzing the criteria for:
 - International Agreements
 - Significant Benefits to Canada
 - Spousal work permits
 - Foreign Student provisions
 - IT Workers

11:45 Bringing in Temporary Foreign Workers (TFWs): Obtaining Work Permits for Skilled and Non-Skilled Workers and Renewing Visas

Brian DeMong

Temporary Foreign Worker Unit Officer

Citizenship and Immigration Canada

- Latest updates from Citizenship and Immigration Canada regarding work permits for TFWs
- Obtaining pre-arrival approval from Citizenship and Immigration Canada
- How can the process of bringing TFWs be expedited?
- Looking at the application process for work permits
- Eligibility to apply at a Canadian port of entry: what you need to know for skilled and non-skilled foreign workers
- Technical tips for maintaining and extending status and renewing work visas

12:30 Networking Luncheon for Delegates and Speakers

1:45 Utilizing Provincial Nominee Programs (PNPs) to Obtain Permanent Residency for Foreign Skilled Workers in Your Province

David Aujla (BC Perspective)

Immigration Lawyer

David Aujla Immigration Lawyer

Kevin Zemp (Calgary and Saskatchewan Perspectives)

Partner

Bennett Jones

Explore an alternative solution to long term labour shortages and understand the benefits of Provincial Nominee Programs (PNPs) in your province. Find out ways to expedite the process of receiving permanent residency for your skilled foreign workers. Discover the different PNPs in Western Canada and learn how you can use these programs to your advantage. Learn the latest on the PNP in your province. For example, find out the newest requirements that have been introduced in BC and Alberta. For instance, the British Columbia's

PNP updated its program requirements and effective as of October 13, 2006 all applications must use new forms in order to be accepted.

- Understanding the purpose of the PNPs and their advantages
- Looking at the criteria for the applications: which employers may apply under the PNP?
- What are current processing times under the PNP?
- Tips and traps for getting approvals under the PNPs
- Demystifying differences between the PNPs among the provinces in Western Canada

2:45 Successful Strategies for Expediting the Credentialing, Licensing and Training of Foreign Workers

Stephen Cryne

Executive Vice President

Canadian Employee Relocation Council

Once employers make the decision to employ foreign workers, the last thing an employer wants is a hold up while employees' credentials are assessed, or Canadian licensing requirements complied with. Find out how to speed up this process and have your employees working as soon as possible. Also, hear what essential training must be completed upon the arrival of new employees.

- Understanding the assessment and recognition of foreign credentials
- Complying with the Trade Certification Process
- Gaining recognition of foreign credentials before workers' arrival
- Identifying specific occupations with special credentialing and licensing requirements
- Which essential training must come first:
 - Safety procedures
 - English language training
- Taking advantage of programs offered by Apprenticeship and Industry Training
- Developing on the job programs for ongoing training and skills updating

3:30 Networking Refreshment Break

3:45 Looking Inside Canada: Western Canada's Existing Immigrant Workforce

Marilynn Balfour

Director, Career Resources, Bowen Workforce Solutions

Before investing time and money recruiting internationally, it may be worthwhile exploring the opportunities in your province. Western Canada has an existing immigrant workforce. Every year, thousands of immigrants enter Canada. Learn how to fully utilize Canada's existing immigrant workforce to your advantage.

- Identifying where to look for competent workers within your province
- Tips for understanding and overcoming systemic barriers for success
- Understanding the hurdles faced by newcomers
- Strategies for identifying the "right" candidate for you
- Preparing the worker for a positive work experience

4:30 Closing Remarks from Co-Chair – Conference Adjourns

FRIDAY, SEPTEMBER 28, 2007

8:30 Coffee Served

9:00 Opening Remarks from the Co-Chairs

9:15 Successfully Managing Labour Relations With Your Union

Frank Molnar

Partner, Field Law

Thomas W.R. Ross

Partner, McLennan Ross LLP

From the earliest stages of seeking labour market opinions to the later stages of integrating new workers, the relationship between the employer and the union is crucial. Learn best practices for working with the union in order to create the most effective working environment for all employees.

- Understanding the position of the union: foreign workers as opportunity or threat?
- Obtaining union consent to recruit foreign workers: when is written consent required in order to obtain a labour market opinion?
- Considering the relationship between foreign workers and the union:
 - Temporary foreign workers
 - Permanent residents under the PNP
- Knowing your legal rights and recourse
- Establishing parity of treatment between unionized and non-unionized workers

10:15 Demystifying the Recruiting Process for Skilled and Non-skilled Workers

Don Rutherford

President, Culture Connect

Whether your organization is recruiting internationally or locally, the candidates applying are more culturally diverse than ever before. This is not a problem if the organization is properly prepared and if handled right can be a huge benefit for recruiters and employers. Recruiters and employers need to be able to differentiate cultural from competence issues. Newcomers will be both grateful and more productive if they are given a heads up on the community and business culture expectations. Learn the best practices for how foreign employees can function optimally in a multicultural workgroup and what managers will have to do to set the stage for success.

- Understanding what companies can do to integrate foreign workers that will help build satisfied clients, workplace harmony and business growth
- Looking at common mistakes companies make integrating foreign workers that result in angry clients, workplace conflict and lost business:
 - Assume its business as usual and do nothing differently
 - Withhold feedback that would help the newcomer adjust problem behaviors before they become terminal behaviours
- What the company can do to integrate foreign workers that will help build satisfied clients, workplace harmony and business growth:
 - Programs and practices for recruiters, managers, newcomers, workgroups
 - Differences in the resume and interview process
 - Elements of an orientation for a culturally different new employee
- Exploring communication, manager-employee relations, teamwork and client relations:
 - Non-verbal, verbal and written communication differences
 - Manager-employee relations when newcomer is from a more hierarchical culture
 - Teamwork when the workgroup includes people from more and less individualistic cultures
 - How to ensure clients are happy with new culturally different employees and the work they do
 - Managing language barriers
 - Promoting immigrants to Canada: what incentives do foreign workers have to work in Canada?

11:00 Networking Coffee Break

11:15 Identifying Common Struggles When Employing Foreign Workers

Richard Kurland

Partner

Kurland, Tobe LLP

When hiring foreign workers, important employment law concerns may arise. As a result, it is crucial to understand how to properly

handle the hiring, as well as the terminating processes. Learn from Canada's first and largest national immigration law firm the common mistakes that are made by organizations, and more importantly, find out how you can avoid them.

- Identifying and avoiding common pitfalls when transferring foreign employees to work in Canadian subsidiaries:
 - looking 12 months ahead
- Examining special considerations when terminating the employment of foreign workers
- Taking into consideration collateral issues:
 - Family concerns: is the spouse expecting to work? Are there children in schools?
 - Planning for return trips to the worker's home jurisdiction
 - USA eligibility for B1/B2
 - Prior immigration 'issues' of the employee
 - Other complications that may blindside you
- Successful strategies for reducing lawyer costs while retaining workers:
 - What you can do to build your relationship with employees and enhance loyalty?
 - Reducing the need for outside legal counsel
 - Centralizing immigration file information
 - Creating a manageable inventory of immigration matters
 - Advance planning for crisis management

12:00 Networking Luncheon for Delegates and Speakers

1:15 Effectively Utilizing the Industry Driven, Government Supported, Training System for Trades-Temporary Foreign Workers (TFWs)

Greg Workun

Project Lead for TFW Program, Willbros Canada

Paul Myshaniuk

CEO

Business & Industry Training Solutions

Donn Lovett

President, Skyworld Human Resources Inc.

Employers recruiting trades people through the TFW program face significant risks and challenges when deploying workers directly to Canada. Western Canada has a highly respected but rigid system for the qualification of trades personnel. This system presents some challenges in the practice of hiring TFWs. Although other countries have an abundance of skilled trades people there is no universal recognition of qualifications by Western Canada's regulatory body. The success rate for immigrant workers attempting to self study and pass their respective Qualification Certificate exams is less than 20%. A training model has been developed that raises this success rate to 90%+. Find out where the newest independent training centers are and how they can help you speed up the difficult process of employing foreign workers.

- Understanding the operation of these independent training centers and analyzing their advantages
- Looking at the working model of independent training centres in various countries:
 - Pre-assessment of ESL and trades skills as an employment pre-screening tool
 - Technical ESL training to teach industry and trade specific terminology
 - Technical training to upgrade trades skills in preparation for writing the Qualification Certificate exams
- Minimizing financial risk for employers: avoiding TFWs leaving Canada prematurely because of their failed certification exams
- Discussing successes of these centres and how they can benefit recruiters, employers, and TFWs
- What other countries are involved in certifying TFWs prior to them arriving to Western Canada?
- How are these training centres guided and who has authority over them?
- Forecast of the future: where is this going?

2:15

Case Study: Successful Tips for Hiring Foreign Workers

Chantelle Pinder, CHRP

HR Manager

Calgary Winter Club

Find out first hand the latest challenges faced and overcome from the recruiting stage, through the immigration hurdles, to the ongoing challenges of a multi-cultural workforce. Learn the newest successful strategies for employing foreign workers.

3:00

Chair's Closing Remarks – Conference Concludes

PRE-CONFERENCE SEMINAR

WEDNESDAY SEPTEMBER 26, 2007

2:00 P.M. – 5:00 P.M.

Mastering the Nuts and Bolts of Immigration Applications: Temporary Work Permits and Provincial Nominee Programs

Cheryl L. James

Barrister & Solicitor

McCarthy Tetrault LLP

Joel Sandaluk

Immigration Lawyer

Mamann & Associates

Whether preparing them alone or in cooperation with lawyers, consultants, clients or recruiters, an in-depth understanding of the paperwork required for the two most common methods of bringing foreign workers into Canada is essential. This detailed, hands on workshop will give you practical experience and tips that you can put into practice today. The time you invest now will be earned back tenfold in valuable time saved on your immigration applications.

Essential Documentation to Obtain Temporary Work Permits

- Securing a favorable labour market opinion
 - Proving the need: lack of qualified Canadians to do the job
 - Complying with regulations: meeting provincial licensing requirements
 - Consulting with the union: when written consent is necessary
 - Documenting recruitment efforts
- Reviewing the employee's application to CIC

Essential Documentation for the Provincial Nominee Program

- Developing a business case to submit to the PNP
 - Demonstrating the employers need for the occupation
 - Documenting the inability to fill the position with a qualified Canadian resident
 - Working with sector specialists
- Recruiting skilled workers and issuing Guaranteed Job Offers
- Nominating workers already in Canada on temporary work permits
- Reviewing the employee's application to CIC



This program has been accredited by the Specialty Committees of the Law Society of Upper Canada towards the professional development requirement for certification.

	Conference:	Workshop:
Citizenship & Immigration Law	5.5 hrs	
Labour Law		2.5 hrs

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SEPTEMBER 27 & 28, 2007

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- ✓ Get practical, technical tips from leading immigration lawyers
- ✓ Network with industry professionals

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RE: thank you

Wednesday, March 20, 2013
5:09 PM

Subject	RE: thank you
From	Not Responsive@timhortons.com
To	Mellor, Ian ECDV:EX
Cc	Not Responsive@timhortons.com; Luney, Aileen M ECDV:EX
Sent	Tuesday, April 1, 2008 6:23 AM

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive /phone
Not Responsive /fax

-----"Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca> wrote: -----

To: Not Responsive @timhortons.com>
From: "Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca>
Date: 03/31/2008 04:10PM
cc: <aireen.luney@gove.bc.ca>
Subject: RE: thank you

Ian Mellor
Director, Economic Immigration Programs
Ministry of Economic Development
British Columbia
Phone: 604.775.2183

From: Not Responsive@timhortons.com [mailto:Not Responsive@timhortons.com]
Sent: Mon, March 31, 2008 5:05 PM
To: Mellor, Ian ECDV:EX; aireen.luney@gove.bc.ca
Subject: thank you

Ian and Aileen,

Thank you again for taking time out of your busy schedules to meet with us today, it is appreciated.

Best regards,
Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com
Not Responsive /phone
Not Responsive /fax

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RE: Message from Chris Thomas - Tim Hortons

Wednesday, March 20, 2013

5:09 PM

Subject	RE: Message from Chris Thomas - Tim Hortons
From	Not Responsive@timhortons.com
To	Mellor, Ian ECDV:EX
Sent	Friday, March 28, 2008 12:12 PM

thanks...

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive /phone

Not Responsive fax

-----"Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca> wrote-----

To: < Not Responsive timhortons.com>

From: "Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca>

Date: 03/28/2008 11:43AM

Subject: RE: Message from Chris Thomas - Tim Hortons

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RE: Message from Chris Thomas - Tim Hortons

Wednesday, March 20, 2013
5:09 PM

Subject	RE: Message from Chris Thomas - Tim Hortons
From	Not Responsive@timhortons.com
To	Mellor, Ian ECDV:EX
Sent	Friday, March 28, 2008 9:52 AM

Ian,

Where are your offices by, which street/avenue?

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

(Not Responsive phone

(Not Responsive fax

-----"Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca> wrote: -----

To: Not Responsive @timhortons.com>

From: "Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca>

Date: 03/28/2008 10:26AM

Subject: RE: Message from Chris Thomas - Tim Hortons

See you on Monday. My full contact details are below.

Ian

Ian Mellor

Director, Economic Immigration Programs

Ministry of Economic Development

British Columbia

999 Canada Place - Suite 730

Vancouver, BC

V6C 3E1

Canada

Phone: 604.775.2183

From: Not Responsive@timhortons.com [mailto:Not Responsive@timhortons.com]

Sent: Fri, March 28, 2008 4:53 AM

To: Mellor, Ian ECDV:EX

Subject: Re: Message from Chris Thomas - Tim Hortons

Ian,

That would be great, what is the address of the office again?

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive phone

Not Responsive fax

-----"Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca> wrote: -----

To: <Not Responsive@timhortons.com>

From: "Mellor, Ian ECDV:EX" <Ian.Mellor@gov.bc.ca>

Date: 03/27/2008 08:13PM

Subject: Re: Message from Chris Thomas - Tim Hortons

Chris: sorry I missaed your call earlier - I was out of the office most of the day and just picked up voice messages. How about 1.30 pm on Monday, Mar 31?

Ian

----- Original Message -----

From: Not Responsive@timhortons.com Not Responsive @timhortons.com>

To: Mellor, Ian ECDV:EX

Cc: Not Responsive@timhortons.com Not Responsive @timhortons.com>

Sent: Thu Mar 27 14:13:51 2008

Subject: Message from Chris Thomas - Tim Hortons

Ian,

Further to my voice mail, I did want to see if we could trouble someone in your office to walk us through the PNP application process for NOC 6641.

Ideally if we could meet with them early on Monday afternoon the 31st it would be appreciated.

Let me know when you get a chance.

Best regards,

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive phone

Not Responsive fax

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Re: Regulating Employer Misconduct - Submission of the Canadian Immigration Policy Research Council

Wednesday, March 20, 2013
5:49 PM

Subject	Re: Regulating Employer Misconduct - Submission of the Canadian Immigration Policy Research Council
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Thursday, December 10, 2009 9:47 AM

No problem.

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com
Not Responsive phone
Not Responsive fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.b To
c.ca> Not Responsive @timhortons.com>
cc
12/10/2009 10:47
AM Subject
Re: Regulating Employer Misconduct
- Submission of the Canadian
Immigration Policy Research Council

Thanks Chris

Ian

----- Original Message -----

From: Not Responsive :imhortons.com Not Responsive @timhortons.com>
Sent: Thu Dec 10 07:48:04 2009
Subject: Fw: Regulating Employer Misconduct - Submission of the Canadian Immigration Policy Research Council

Good morning,

Thought you might want to review this information in relation to the federal submission.

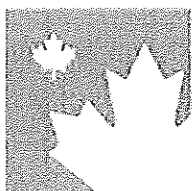
Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive /phone
Not Responsive /fax

(See attached file: Regulating Employer Misconduct.pdf) The information contained in this message is confidential and may be legally privileged. The message is intended solely for the addressee(s). If you are not the intended recipient, you are hereby notified that any use, dissemination, or reproduction is strictly prohibited and may be unlawful. If you are not the intended recipient, please contact the sender by return e-mail and destroy all copies of the original message.

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Canadian Immigration
Policy Research Council

December 9, 2009

Via Email and Courier

Citizenship and Immigration Canada
Jean Edmonds Towers South, 8th Floor
365 Laurier Avenue
Ottawa, ON K1A 1L1

Attention: Ms. Maia Welbourne
Director, Temporary Resident Policy and Program Development
Division

Dear Ms. Welbourne,

Re: Regulations Amending the Immigration and Refugee Protection Regulations
Regulating Employer Misconduct: A Proportionate Response

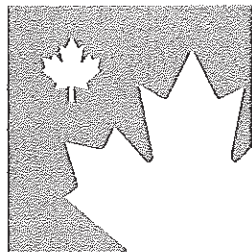
Please accept this letter as our response to the invitation to comment on the Draft Amendments.

The members of the CIPRC are pleased to have this opportunity to provide our comments and we look forward to working further with CIC, HRSDC, and CBSA to discuss Canada's foreign worker program.

Yours very truly,

Catherine Sas for the
Canadian Immigration Policy Research Council

Howard Greenberg
Carter Hoppe
Robin Seligman
Peter Rekai
Michael Greene
Wendy Danson
Allen Diner
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Canadian Immigration
Policy Research Council

Regulating Employer Misconduct: A Proportionate Response

Vol. 143, No. 41 — October 10, 2009

Regulations Amending the Immigration and Refugee
Protection Regulations ("Regulations")

December 9, 2009



Canadian Immigration
Policy Research Council

CANADIAN IMMIGRATION POLICY AND RESEARCH COUNCIL

Regulating Employer Misconduct: A Proportionate Response

Vol. 143, No. 41 — October 10, 2009

Regulations Amending the Immigration and Refugee Protection Regulations (Temporary Foreign Workers) ("Regulations")

The Canadian Immigration Policy Research Council (CIPRC) applauds the government's initiatives to address areas of concern in the delivery of its foreign worker program and we welcome and appreciate the opportunity to provide commentary and recommendations.

CIPRC consists of senior lawyers from the immigration bar (primarily Past Chairs – Canadian Bar Association) and academics who are interested in dialogue about immigration law and policy.

The Framework for Discussion:

- A. Introductory Response to the Regulations
- B. The Primary Objectives of the Regulations
- C. Identifying the Public Policy Concerns
- D. Low Skill Occupation Dilemma: Should They Stay or Should They Go?
- E. Ancillary Issues
 - a. R. 200(3)(g) – four and six year rules
- F. Conclusion



A. INTRODUCTORY RESPONSE TO THE REGULATIONS

The goal of developing a compliance regime that protects and enhances labour market standards for temporary foreign workers is appropriate and commendable. The increasing numbers of foreign workers in Canada and their rapidly expanding role in our economy mandates such a course of action. However, we are concerned that the proposed regulations may have more far reaching effect than the present reality necessitates and will have long-term negative effect on the labour market, which will require remedial action in future years.

Foreign workers contribute to the labour force in all regions of the country and at all skills and occupational levels. They include agricultural workers, caregivers, senior executives and specialized professional, scientific and creative talent. Temporary foreign workers provide the human resources that allow Canadian employers to deliver key services domestically and to compete against well-resourced international companies globally.

Other Jurisdictions

Other jurisdictions, most notably the United States, have directed considerable efforts over the past decade towards establishing comprehensive regulatory and enforcement mechanisms designed to combat the abuse of foreign workers and to protect the integrity of the domestic labour market. The US response has been shaped to a great degree by the extent to which its foreign labour force, particularly at the lower-skilled end, is comprised of undocumented workers - a reality that has both economic and security implications for that country.

Canada has not had to contend with a comparable influx of undocumented workers. The vast majority of Canada's foreign labour force is generated through a process of checks and balances for employers through inland labour market approvals and for workers through offshore work permit and visa approvals. The crux of the Canadian challenge is to determine the genuineness of employment offers and to ensure adherence to the terms and conditions on which these approvals are issued.



The increasingly sophisticated and well resourced U.S. regulatory and enforcement network has seen the steady expansion of an inspection and enforcement presence. This has included an increasingly complex network of databases and reporting systems requiring employer participation and adherence. More recently, there has been increased use of widespread auditing of employers in place of widespread workplace enforcement raids and consequent deportations. Notwithstanding this extensive commitment, the US regulatory system remains a work- in- progress.

Flawed Regulation

It is our view that the Regulations are seriously flawed in that they do not adequately define the problems that legislation is meant to address. The proposed changes will give rise to unnecessary negative consequences to employers, foreign workers and the Canadian economy. Further, the proposed regulation will have more overreaching consequences that require attention in the future. We believe that the Regulations could be far more effective if they were withdrawn and submitted to a more rigorous analysis on these lines. We also suggest that it would be more effective and prudent to introduce new compliance measures on a more gradual basis after first testing new mechanisms and methods and as the necessary structural, funding and technological underpinnings are developed.

The CIPRC suggests that Human Resources and Skills Development Canada (HRSDC) and Citizenship and Immigration Canada (CIC) focus on defining their feasible priorities and then pursuing them. To that end we provide recommendations that seek to narrow the scope of the regulations to provide for a more limited and targeted but readily enforceable compliance regime. Our paper encourages CIC and HRSDC to identify, define and address the most serious instances and levels of labour market malfeasance so that the regulatory process could then target skill levels and occupational areas that are determined to be the most susceptible to abuse and fraud.

The CIPRC recognizes that the compliance regime would develop over time to encompass a broader range of objectives. These should be phased in as they become better defined and as the resources and expertise become available to ensure their successful execution.



B. THE PRIMARY OBJECTIVES OF THESE REGULATIONS

In our view, the initial consideration in undertaking this analysis is to identify the “mischief” that these regulations are designed to address. In doing so, we will review both the Regulatory Impact Statement (RIS) for the regulations as well as the Auditor’s General report.

What the Regulatory Impact Statement (“RIAS”) Tells Us

Objectives:

- Minimize the potential for TFW exploitation by employers and third-party agents, thereby better protecting Temporary Foreign Workers who work in Canada;
- Implement stricter employer monitoring mechanisms, including a denial-of-service provision, thereby encouraging greater adherence by employers to the terms of their offers of employment with respect to wages, working conditions, and occupations;
- Underline that employment facilitated through the TFWP is meant to be temporary in nature; and
- Provide a set of criteria by which officers would make an assessment of the genuineness of all offers of temporary employment in which an employer-specific work permit is required. When considering whether or not to issue a work permit, the officer needs to be satisfied that the job offer is real, that is, there is an actual employment opportunity for the applicant; and that the applicant is capable of performing the duties of that job.



What the Auditor General's Report ("Report") tells us

- HRSDC and CIC have not clearly defined their respective roles and responsibilities for assessing the genuineness of job offers and how that assessment is to be carried out. Both departments' operational manuals are silent on this matter.

Such an assessment would include, for example, ensuring that the employer exists, can afford to pay the established wages, and that there is a real need for the worker.

- LMOs issued by HRSDC provide an opinion only on labour market effect and not on the genuineness of job offers. HRSDC officers are under the impression they did not have the authority to comment on genuineness of job offers.
- CIC and HRSDC should clarify their respective roles and responsibilities, and put mechanisms in place to ensure that the genuineness of job offers is systematically verified.
- Various studies and reports over the years have recognized that lower-skilled temporary foreign workers entering Canada may be vulnerable to exploitation or poor working conditions, usually because of their economic conditions, linguistic isolation, and limited understanding of their rights. For example, the Live-in Caregiver program permits applicants to be selected for permanent residency after being employed as a caregiver for two out of three years. There is a risk that live-in caregivers may tolerate abuse, poor working conditions, and poor accommodations so as not to lose the opportunity to become permanent residents. The program's requirement that the caregiver reside in the employer's home can put them particularly at risk. A number of CIC internal reports, some dating back as far as 1994, have raised serious concerns about abuse of this program by employers and immigration consultants, as well as risks to individuals.



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- Temporary foreign workers hired through the pilot project for occupations requiring lower levels of formal training may also be at risk of similar abuse and poor working conditions. Concerns over this vulnerability have grown with the surge in labour market opinion applications for this pilot project.
- Lack of follow-up on job offers can have implications not only for the integrity of the programs but also for the well being of foreign workers as neither the IRPA nor the Regulations give CIC or HRSDC officials authority to conduct compliance reviews of employers who have not consented.
- Immigration Program Managers and officers in missions abroad were concerned about the level of misrepresentation or fraud from temporary foreign workers, employers, and their representatives in relation to work permit applications. HRSDC officers have the same concerns about LMO applications from employers and their representatives.
- IRPA does not provide any mechanism to impose administrative sanctions on employers or their representatives for compromising the integrity of the Temporary Foreign Worker Program. For example, an employer may submit a new LMO application even after misrepresenting a previous application. Effective administrative sanctions would have a deterrent effect and could reduce the number of fraudulent applications.
- The Report recommends that CIC and HRSDC should implement mechanisms that would better enable them to ensure the integrity of the Temporary Foreign Worker Program and the protection of individuals.
- Directives on how to assess whether employers meet some or all of the factors outlined in the Regulations are not clear or are incomplete; interpretations vary from one regional office to another and even within the same office. For example, directives on determining prevailing wages do not provide specific guidance and are not well understood by HRSDC officers. Furthermore, each regional office uses labour market information differently to assess and determine prevailing wages.



- Until January 2009, directives were not clear on how to assess whether employers have made reasonable efforts to advertise job offers to Canadian citizens or permanent residents prior to requesting temporary foreign workers and did not provide any criteria for officers as to how to perform such assessments.

What Both the RIAs and the Report Fail to Address

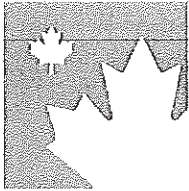
1. Both the RIAs and the the Report fail to identify the occupations or sectors that have the highest incidence of abuse relating to treatment of foreign workers

Both the RIAS and the Report suffers from the same shortcomings. They fail to define, or for that matter undertake a more exhaustive analysis as to which occupations are involved in the abuse and whether the type of employer (other than live-in caregiver) is appropriately identified. Had this occurred, CIC would have been able to address or target with a higher degree of precision the appropriate compliance criteria and sanctions.

2. They do not provide typical examples of the mistreatment.
3. They do not demonstrate the correlation between the occupation in which the mistreatment occurs and the skill level of the foreign worker– although it is our understanding that the mistreatment occurs primarily in the low skill level occupations: i.e. Skill Levels C & D and the lower end Skill level B.

Understanding the Nature and Extent of Employer and Recruiter Malfeasance

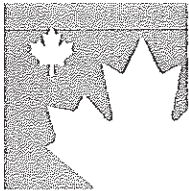
1. Compliance criteria that directly address the “mischief” cannot be developed without knowing what the mischief is.
2. Sanctions, which will address compliance and not be applied in a manner that will create unintended consequences, can only be developed once the problems have been defined.



3. The apparent finding that the system needs to be tightened, without a comprehensive discussion of what the inadequacies truly are, leads to a shotgun approach to regulation making that does not effectively address the problems that exist.
4. Other jurisdictions have faced similar challenges and developed more focused remedies that may be of assistance to Canada. The RIAS and Report are devoid of any discussion in this regard.
5. Further, the Report does not promote or encourage safeguards to avoid the wrong employers being targeted as a result of sweeping and vague regulatory language.
6. Finally, fine-tuning of overly vague regulatory language through Policy Manuals is a dangerous tool and strikes at the very heart of fairness and consistency. This was commented upon in the Report referring to current practice, and stands to be further exacerbated with the Regulations being proposed. It would be far more preferable to get the regulations right in the first place and not to have to correct their deficiencies through policy guidelines.

Conclusions Inferred From the Underlying Rationale for the Regulations

1. Lack of precision and clarity of the mischief being addressed: this must be clearly categorized.
2. Mischief cannot be adequately and fairly addressed using blunt legislative tools: degrees of contravention must be introduced.
3. The issue must be refocused to one of Employer malfeasance as opposed to worker abuse.
4. HRSDC, CIC, and the Canada Border Services Agency (CBSA) are the appropriate departments to effectively investigate and ensure compliance.



C. IDENTIFYING THE APPROPRIATE RESPONSE: PUBLIC POLICY CONCERNS

While we believe that the government has not sufficiently identified the problems that need to be addressed prior to proposing regulations, we do agree that both the Report and the RIAS correctly draw attention to the potential for abuse of low skilled workers and the problems faced by the various Federal agencies involved. These problems include insufficient use of existing tools, including determinations of genuineness and use of existing mechanisms such as prosecutions of employers for illegal employment and misrepresentation, and a lack of effective tools to ensure compliance.

Subject to the need to further define the problems to be addressed, we recommend that consideration should be given to the following suggestions.

1. Regulations should address the mischief at more than one level, depending upon the offending conduct:
 - a. *Gross Abuses (Abusive Employers)*
 - Addresses serious or repeated breaches and unconscionable conduct;
 - Implementation of a bar to future LMO applications as a Remedy would be appropriate, subject to appropriate processes for review;
 - b. *Less Serious, Isolated Incidents or Unintentional Non-compliance*
 - Addresses minor, inadvertent, isolated or technical breaches of the Regulations, which would not, individually or cumulatively, constitute employer abuse.
 - No bar would apply – a warning would be issued identifying the misconduct and flagging the Employer who would be subject to a potential bar in the event of further infractions.

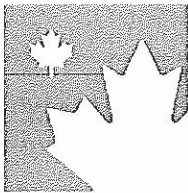


c. *Live-in Caregiver Sanctions*

- A different set of sanctions would be established for Employers of Live-In Caregivers due to the distinct nature of the employment and working conditions for this category of foreign workers.

2. Regulations should incorporate appropriate enforcement mechanisms such as:

- a. Provision for inspectors to enter employers' premises and review records relating to employment of Foreign Workers;
- b. Provision for Inspectors to conduct audits to determine whether employers have complied with terms and conditions of approved offers of employment to foreign workers and to conduct independent investigation as to whether conditions for foreign workers are the same as locally engaged staff and meet existing standards of the labour market;
- c. Provision for costs to be assessed against non-compliant employers;
- d. Requirement for employers to produce, upon reasonable request, evidence of past compliance including payroll information and any internal business documentation which would support employment in accordance with the terms of the work permit.
- e. It is submitted that this power should be delineated in the Regulations rather than in Policy Manual instructions. This power should be limited to ensure that the process does not become overly bureaucratic. In particular, employers of multiple foreign workers should not have to prove compliance for each application. Consideration should be given to a 2-stage process, where an employer establishes that they are compliant and thus eligible to be issued LMO's or work permits for a defined period (e.g. 2 years).



- f. Failure to properly respond to a Request for Information may constitute grounds for triggering the requirement for Supervised Recruitment (see below), which requires an approval from National Headquarters rather than the local HRSDC office.
- g. Any enforcement regulation should be developed with a view to encouraging compliant employer behaviour from abusive employers. Accordingly, in cases where the non compliance is not of a deceptive or intentional nature, lesser sanctions should be considered, such as:
 - Notice of Contravention - Warning providing details of the contravention and warning that future breaches could have more severe consequences.
 - Supervised Recruitment Order - requirement for approval from NHQ for issuance of Labour Market Opinions or Work Permits for specified period of time.
 - Memorandum of Understanding between the employer and CIC or HRSDC, wherein there is a clear recognition of employer obligations. This could be appropriate in cases where the employer has made good faith efforts to remedy the problem.
 - Limited Term Suspension Order – Barred from having work permits issued in favour of employer for 6 months to new employees (i.e. would not preclude extension of current work permits with same employer).



3. We are concerned about the potential legal liabilities that may arise against HRSDC, CIC and/or CBSA if a public government website names employers alleged to be in contravention of the Regulations, particularly when no recourse is provided to counter allegations of non-compliance or decisions to list employers. A public, government issued "black-list" of employers could cause considerable damage to the reputations of employers and, as proposed in the Regulations, could result in significant financial harm to such employers due to their inability to employ or continue to employ any foreign worker for a period of 2 years. Consequently, we recommend that the government seek [external] legal opinions prior to proceeding with these provisions.
4. The negative impact, which Canadian businesses may suffer, would dictate that a decision to list an employer should only be undertaken:
 - a. In the most compelling circumstances
 - b. By senior department officials under delegated Ministerial authority
 - c. With full adherence to the Rules of Natural Justice (the ability to appropriately respond to the accusations). For example, in Australian legislation passed in Sept 2009, there is clear recourse by way of an appeal to an independent tribunal from a decision of this nature.

D. LOW SKILL OCCUPATION DILEMMA: SHOULD THEY STAY OR SHOULD THEY GO?

There appears to be a concern over the unintended consequence of a low skilled worker policy, that could provide an avenue to remain in Canada indefinitely as *de facto* permanent residents for persons who would be unlikely to qualify for permanent residence under the Federal Economic Class rules. Accordingly, it may be inferred that the introduction of the four-year cap on cumulative work permit duration was intended to prevent foreign workers from becoming *de facto* permanent residents.



However, the proposed Regulations would have the unintended consequence of denying the employment of foreign workers who are contributing to our economy with no threat of becoming *de facto* permanent residents. Examples include:

- foreign workers who are in the permanent resident application process which has not been completed through no fault of their own,
- foreign workers in key positions who work part time in Canada but have no need or desire to become permanent residents;
- foreign workers in key industries who have previously worked in Canada and are sought by Canadian employers for new employment opportunities;
- foreign workers who are employed in positions where the employer is chronically unable to recruit Canadian citizens or permanent residents (the hospitality and food service industries are examples)
- foreign workers who may be eligible for permanent residence through Provincial Nominee Programs

Given the significant negative impact that would result from the proposed Regulations, we recommend that they be revised as follows:

- a. Limit the proposed bar for employers banned from the program due to abuses of foreign workers to those occupations Skill Levels C and D, as these occupations appear to be more susceptible to employer abuse. Employer/employee contraventions are virtually non-existent in Level A and O occupations and rarely witnessed in Skill level B occupations.
- b. Create LMO exemptions for specific occupations in the NOC C and D skill level, which have a demonstrated shortage that is anticipated to persist over the medium to long term. It is critical that the immigration system does not force employers to recycle workers for the same position, i.e., tourism/hospitality, service industry (food servers) etc. The studies provide clear evidence of an existing shortage that will become more acute (see Appendix B).
- c. Eliminate any time restriction on the stay of a foreign worker in Canada. Notwithstanding the current downturn in the economy, skilled and unskilled labour shortages are projected to continue and within a few years are expected to rise to at least pre-recession levels. These skilled worker

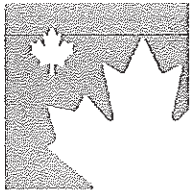


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shortages will be felt on a global scale. We refer you to Appendix A with a list of reports confirming our projected demographic shortfalls. Limiting workers to a maximum period of employment will prevent these individuals

from being re-employed when circumstances changes. It is foreseeable that four years down the road from the implementation of these regulations that further regulatory amendments will be needed to permit such workers to be able to return to Canada as employees.

- d. Further, and in the alternative, increase the maximum 4-year working limit to 5 years, subject to exceptions.
- e. Apply the maximum working limit only to foreign nationals whose work permits were obtained or extended under Regulation 203. Accordingly, unintended consequences can be avoided – i.e. a foreign worker in Canada who is sponsored by a Canadian and is otherwise eligible for a work permit after approval in principal.
- f. Exempt from the work permit cap any foreign worker who has an application for permanent residence in process within the five year employment period, as delays in processing the application for permanent residence are often beyond the control of the applicant. There is no logical rationale, from an employer, employee or public policy perspective, for requiring the termination of employment of individuals who have already contributed to our economy and are being selected for permanent residence on the basis of their past and potential future contributions.
- g. Address the issue of creating a path to permanent residency for specific Skill Level C & D foreign workers based on identifying NOC codes, as referred to in subparagraph b above. Employers have commented on specific occupations for which there are persistent shortages – without regard to the economy. The caregiver program approach to entitlement to permanent resident status may be equally effective in providing long-term status to this defined group.



E. 200(3)(g) – THE SIX YEAR RULE

The 6-year bar from possible re-employment in Canada is unnecessarily excessive. Alternatively, it should be eliminated entirely particularly when considered in the context of the project demographics for skilled workers on a global scale. A six or 12 month bar would be more appropriate. Applicants seeking to re-enter the Canadian labour market would still have to satisfy an officer that their stay in Canada would be only temporary. Furthermore, it will provide potential relief to employers who may have no other alternatives for filling labour shortages.

F. CONCLUSION

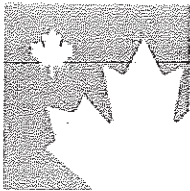
The recent economic boom in the West, coupled with a slow-moving federal Skilled Worker program unresponsive to the short-term goals of vibrant Canadian companies has led to increased reliance upon the Temporary Foreign Worker Program. It is likely that CIC, HRSDC, and most employers, were caught off-guard by the influx of applications for LMOs to HRSDC and Work Permits to both CIC and the CBSA.

The surge in the employment of foreign workers encouraged some unscrupulous employers and recruiters to take advantage of opportunities for economic gain at the expense of temporary foreign workers, and, perhaps Canadians generally.

This unprecedented demand has been curtailed with the recent economic downturn. The introduction by CIC of different programs to speed up Skilled Worker processing has also reduced the need for Temporary Work Permits.

Nevertheless, the need for foreign workers will continue to play a vital part in Canada's economy, particularly in light of demographic and economic studies, which predict long-term and chronic shortages of workers.

The government's attempts to curtail some of the major abuses that have become evident are welcome. However, as discussed above, the proposed solutions are not founded upon a careful analysis of the genesis of the abuses themselves, and are therefore not effectively targeted. Regulations of this nature need to be more specific, focused and comprehensive.



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The solutions proposed in the Regulations would have an unnecessary and severe economic impact, which is not justified by the mischief intended to be addressed. By applying the "lowest common denominator" theory to all users of the Temporary Foreign Worker Program, the proposed Regulations provide a blunt instrument, which, in our opinion, will fail to address the specific problems within the program and will only create new problems for *bona fide* employers. The result will negatively impact Canada's economy and employment opportunities for Canadians.

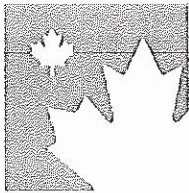
We encourage the Departments involved, prior to re-introducing these or any other similar Regulations, to more carefully identify which employer groups, which occupational groups, which level of workers (skilled vs. low skilled) and which representative groups have been abusing the Temporary Foreign Worker program in order to more effectively target abusers and prevent future abuse.

It is our view that the regulations as proposed have far more overreaching consequence than originally intended and will require remedial legislation in the future. It is our overall experience that Canada's temporary foreign worker program has worked well and adapted to change and can continue to do so in the future. CIPRC is pleased to have the opportunity to provide our comments and we look forward to working with CIC, HRSDC, and CBSA to correct actual problems with our foreign worker program

Yours very truly,


Catherine A. Sas, for the
Canadian Immigration Policy Research Council

Howard Greenberg
Carter Hoppe
Robin Seligman
Peter Rekai
Michael Greene
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Don DeVoretz
Catherine A. Sas, Q.C.



Appendix A

Summary of Conclusions

1. The CIPRC suggests that Human Resources and Skills Development Canada (HRSDC) and Citizenship and Immigration Canada (CIC) focus on defining their feasible priorities and then pursuing them.
2. In our view, the initial consideration in undertaking this analysis is to identify the “mischief” that these regulations are designed to address.
3. Regulations should address the mischief at more than one level, depending upon the offending conduct.
4. Regulations should incorporate the appropriate enforcement mechanisms rather than in Policy Manuals.
5. We are concerned about the potential legal liabilities that may arise against HRSDC, CIC and/or CBSA if a public government website names employers alleged to be in contravention of the Regulations, particularly when no recourse is provided to counter allegations of non-compliance or decisions to list employers. Consequently, we recommend that the government seek [external] legal opinions prior to proceeding with these provisions.
6. A decision to list an employer should only be undertaken:
 - a. In the most compelling circumstances
 - b. By senior department officials under delegated Ministerial authority
 - c. With full adherence to the Rules of Natural Justice (the ability to appropriately respond to the accusations). For example, in Australian legislation passed in Sept 2009, there is clear recourse by way of an appeal to an independent tribunal from a decision of this nature.



7. Limit the proposed bar for employers banned from the program due to abuses of foreign workers to those occupations Skill Levels C and D.
8. Create LMO exemptions for specific occupations in the NOC C and D skill level, which have a demonstrated shortage that is anticipated to persist over the medium to long term.
9. Eliminate any time restriction on the stay of a foreign worker in Canada. It is foreseeable that four years from the implementation of these regulations that further regulatory amendments will be needed to permit such workers to be able to return to Canada as employees given increased labour shortages.
10. Further, and in the alternative, increase the maximum 4-year working limit to 5 years, subject to exceptions.
11. Apply the maximum working limit only to foreign nationals whose work permits were obtained or extended under Regulation 203.
12. Exempt from the work permit cap any foreign worker who has an application for permanent residence in process within the five year employment period.
13. Create a path to permanent residency for specific Skill Level C & D foreign workers based on identifying NOC codes.
14. Eliminate the 6-year bar from possible re-employment in Canada.
15. Alternatively, a six or twelve month bar would be more appropriate.



Appendix B

Bibliography

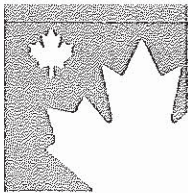
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British Columbia Population Projections – P.E.O.P.L.E. 34

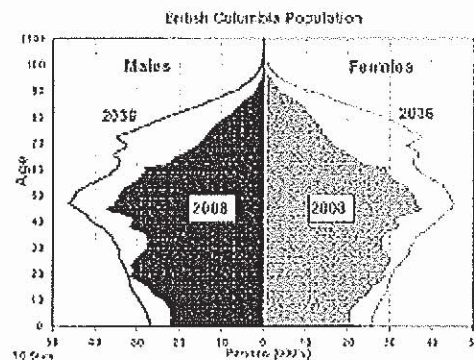
The increasing size and changing characteristics of our population creates shifting demands for public services, such as schools, medical and care facilities, and transportation systems. As well, marketing strategies of businesses are greatly influenced by the size and structure of the population. As a result, reliable population projections are an essential tool to provide reasonable scenarios of our future growth for planners in both the private and public sectors. However, it should be emphasized that, as with any projection or forecast, this projection represents only what could happen given the assumptions, not what absolutely will happen.

British Columbia faces unique challenges within Canada, as it increases its share of the national population. Some of the major issues emerging in our province include:

- managing population growth that is putting pressure on our urban communities from increasing densification, rural areas declining in population and aging rapidly, stresses on our environment and increasing demands on government resources;
- recognizing the changing ethnic make-up of the population and the need for better understanding of the values of cultural diversity;
- a health care system that must meet the needs of a growing and aging population; and
- economic and income disparities between our province's regions and people.

The following are some demographic highlights from PEOPLE Projection 34:

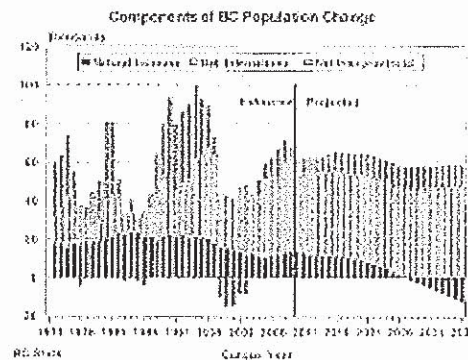
Becoming an older population



The British Columbia population is getting larger and older. Between 2008 and 2036, the population will have increased by about 38%. The median age of the population will have increased from 40.5 to 45.6 years.

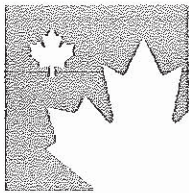
BCSTATS, Ministry of Children Services

Migration the most important factor



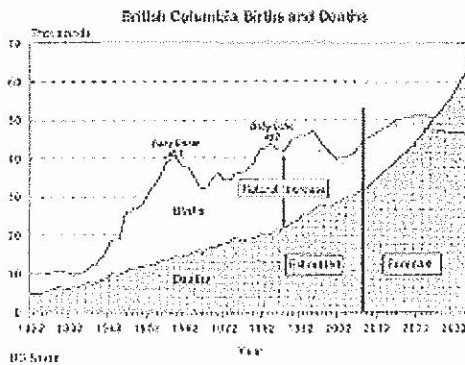
The major factor driving population growth over this period will be migration to British Columbia. International migration will account for 75.0% of the population gain, followed by interprovincial migration at 17.8%, and natural increase (births minus deaths) at about 7.2%.

PEOPLE 34 July 2009



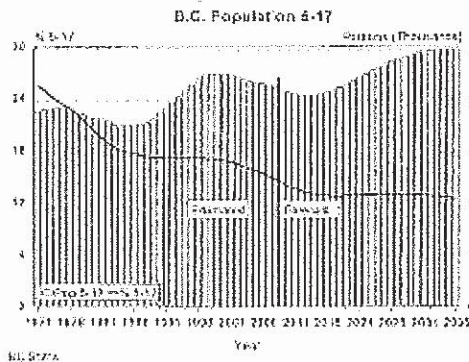
Canadian Immigration Policy Research Council

Deaths will surpass births



Even though the number of births in British Columbia will continue to rise, the contribution of natural increase to the overall population growth will decrease. In 2028 the number of deaths will exceed the number of births.

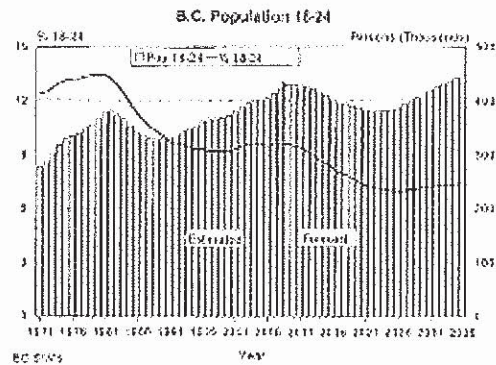
Declining share of school age group



The population of school age (5-17 years) will decline slightly over the next 5 years, but will then begin a slow increase up to current levels by 2017. However, the share of total provincial population will still decline in the next 10 years, and never fully recovered to the current level until the end of the projection period.

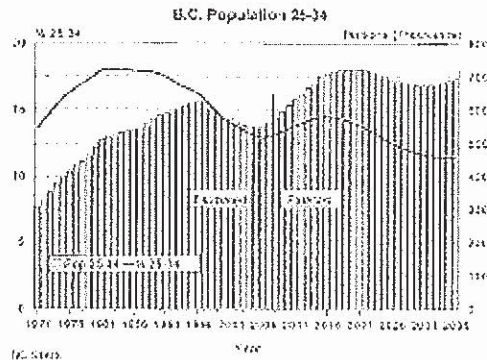
BC STATS, Ministry of Children Services

Post-secondary cohort dynamic



The population of post-secondary school age (18-24 years) will show declining numbers up to 2023, but then increase through the end of the projection. The age group share of total population will continue to decline until the last ten years of the projection period.

Growth and decline



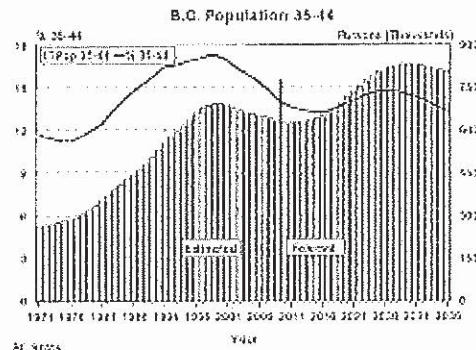
The population aged 25-34, which is generally associated with first time household formation, is expected to increase in absolute numbers and share until the mid of the projection, then decline in both measures until the last few years of the projection period.

PEOPLE 34 July 2009



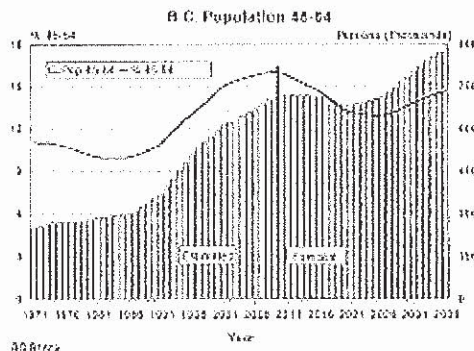
Canadian Immigration Policy Research Council

Trailing edge of baby-boom cohort



The population currently aged 35-44 includes the youngest of the baby-boom cohort, now aged in their early 40's. The population in this age group is expected to fall slightly over the next three years, and then return to sturdy growth before another slow increase period towards the end of the projection.

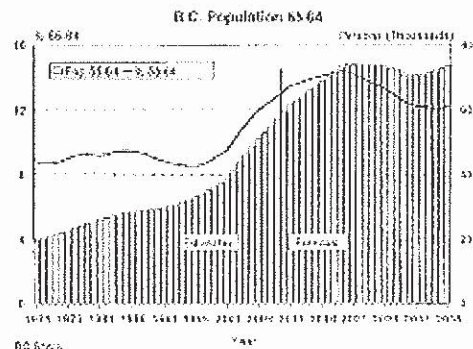
Competition for top positions



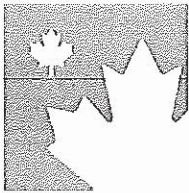
From the effects of the aging of the baby-boom and migration, the population of the mature labour force age (45-54 years) demonstrated high growth for the last couple of decades... As a result, the age group population has increased

significantly. This will have repercussions on the labour force, especially in terms of meeting career goals. Many people in this age group have competed for a limited number of higher level jobs, a situation that should decrease up to 2020/2021 with the declining absolute number and share of the group relative to the total population. In the last 15 years of the projection, the numbers in the age group will increase again, along with its share of the total population.

Early retirement options

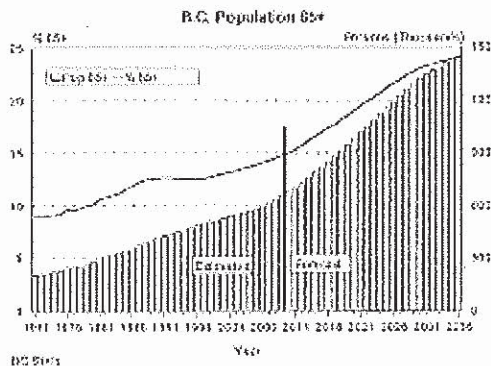


Both the share and size of those aged 55-64 will increase strongly until the mid of the projection. If greater numbers of this age group opt for early retirement (before 65) the impact may be felt by increased turnover in the labour market and greater demand for retirement housing and services.



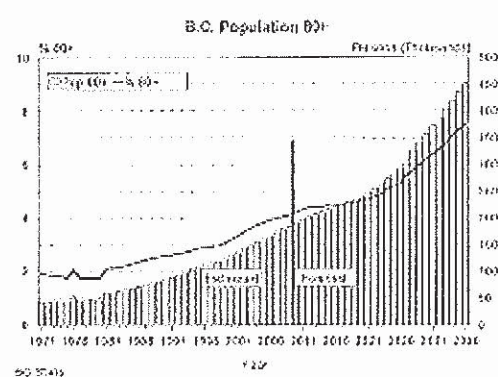
Canadian Immigration Policy Research Council

Senior age group becoming larger



Both the overall population count of retirement age (65+) and its share of the total population will continue to increase significantly (from 14.5 per cent in 2008 to 24.0 per cent in 2036). This will result in a significant increase in regionally focused demand for community services for this age group.

Health costs rise with longevity



The very senior population (80+) will also increase significantly, growing from 4.1 per cent of the population in 2008 to 7.5 per cent in 2036. This increase will have a significant impact on health care expenditures given the higher per capita health costs associated with people older than 80.

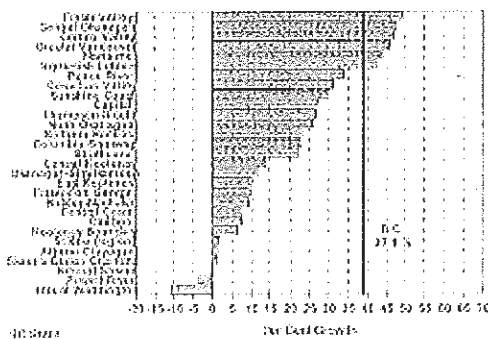


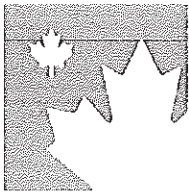
British Columbia Regional Population Projections

Regional District Population Growth

There are substantial disparities with respect to projected growth among the 29 British Columbia Regional Districts. The coastal regions of the province will likely see slower growth rates than most other regions in the province.

Figure 12
PEOPLE 34 Regional District Population Growth
2008-2036

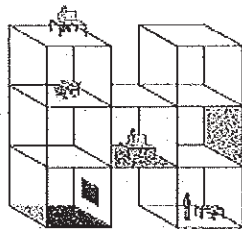






help desperately wanted

Layoffs, hiring freezes and high unemployment rates dominate the headlines, but as we come out of this recession, there's another problem Canadians should be more worried about: a looming labour shortage



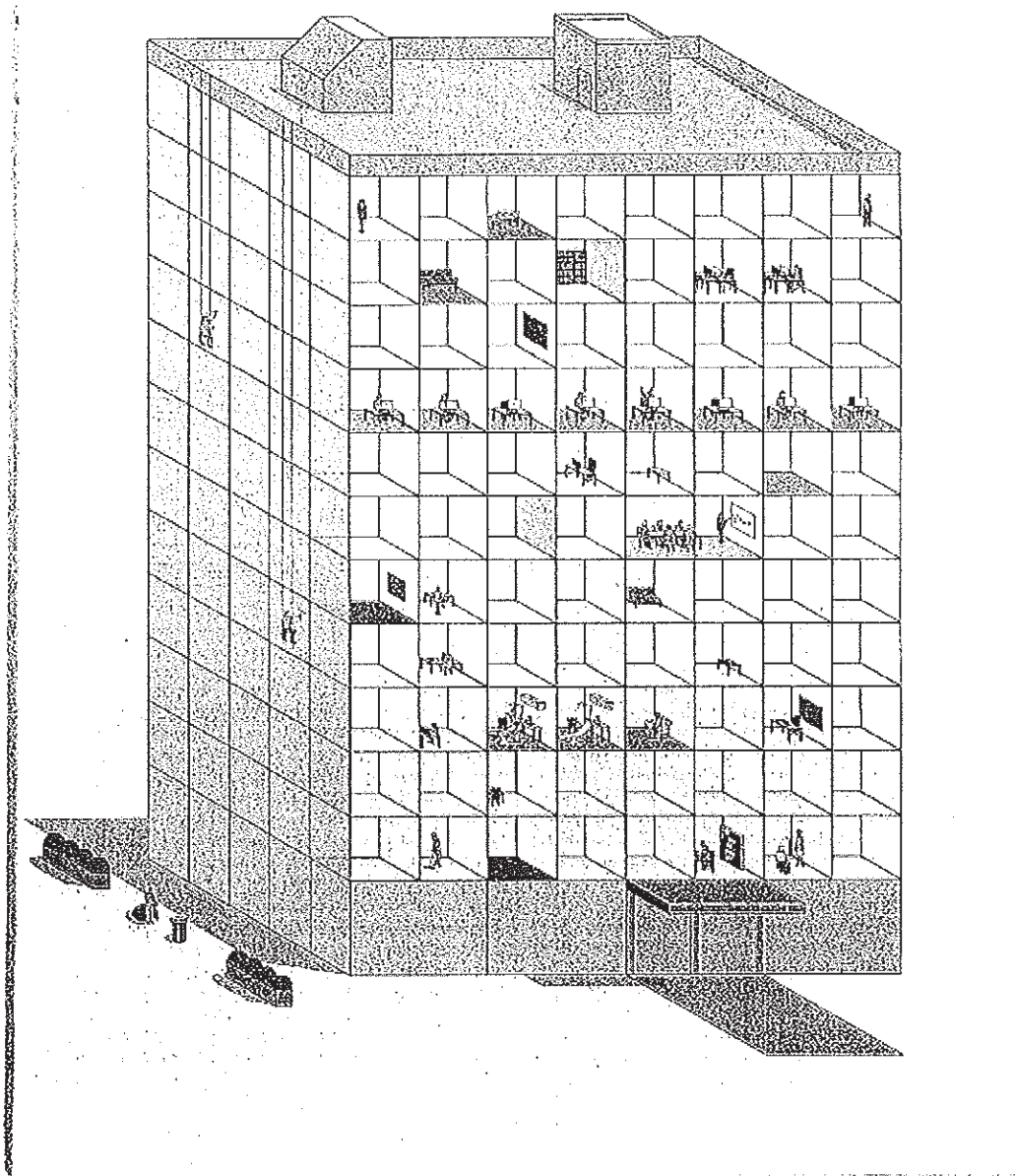
HERE'S A SUGGESTION for people with a death wish. Stroll through Windsor, Ont., or a Newfoundland airport, and chat up the older residents about their employment prospects. After you've listened to their tales about massive layoffs in the automotive sector and dried-up opportunities in natural resources, tell them that Canada is facing a labour shortage. Then start running.

Along with sticks and stones, your pursuers will find statistics at you. In May, the country hit its highest level of joblessness since 1998 — 6.4% — and staffing firm Manpower Canada reports that a mere 16% of companies are planning to hire new workers in the third quarter of 2009. Canada's GDP shrank by an annual rate of 5.4% in the first quarter of this year, its worst contraction since 1991. These are dramatic numbers. But they're merely snapshots of the recent past, not a trailer for the feature film. What's coming soon to a city near you are workplaces that will be desperate for young, highly skilled workers. Unlikely as it sounds, Canada is actually in the midst of an ongoing labour shortage.

It's a shortage that will have a substantial impact across wide sectors of the economy as we pull out of the recession, and will grow over the years to follow. According to predictions from

BY DAN BOETLOUET ILLUSTRATION BY RITZCO

28/PM JULY/AUGUST 2009





Canadian Immigration Policy Research Council

the Conference Board of Canada, Ontario may face a shortfall of 190,000 workers by 2020, while Quebec may be short 163,000 workers by 2030. The think tank predicts that British Columbia may be in need of 160,000 employees by 2015, while Alberta may have 332,000 unfilled positions by 2025.

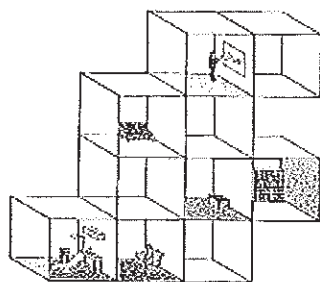
The apparent contradiction between the unemployment rate, which is at an 11-year high, and a labour shortage can be explained by separating the current economic woes from the people in the workforce. The economy can turn around — for better or worse — in mere months, but overall skill levels and demographic patterns take years or decades to change, and it's these long-term trends that are behind the looming crunch. "Right now, with unemployment where it is, labour shortages are the furthest thing from people's minds," says Jim Milroy, executive director of the Martin Prosperity Institute, a Toronto-based economic think tank. "But mark my words, this recession will end — whether in six, or nine, or 12 months — and those 'Help Wanted' signs will be going back up."

To understand why, it helps to point out that the current overall employment situation is not nearly as bleak as the headlines suggest.

ship for thousands, the service economy is providing livelihoods for more than 11 million Canadians, and that number is growing.

True, recent job gains in the service sector have been modest, well off the growth we saw from 2005 through 2008. But that was during an economic boom and was unprecedented. We had three straight years of unemployment under 7%, a trend we've not seen since the 1960s, before women entered the labour force in significant numbers. In fact, the average annual jobless rate over the past 33 years has been 8.5% — a tick higher than it was in May. We've merely come down from Mount Everest and settled at sea level.

The current hiring freeze at many companies is not going to change the long-term trend. "The recession is actually masking a talent shortage, not only in Canada, but globally," says Manpower's Rogers. There's already a dearth of skilled workers in a wide variety of occupations. Many economists would classify a level of unemployment under 5% as an acute labour shortage, and citing-oriented workers — a diverse group including scientists and technologists, managers and analysts, lawyers and accountants — now have a jobless rate of just 2.7%. "Unemployment among this cer-



**"The recession is actually
masking a talent shortage,"
says labour expert Lori
Rogers, "not only in Canada,
but globally"**

The numbers are highly skewed by the collapse in manufacturing and construction. Since the spring of 2008, Canada has shed more than 200,000 manufacturing jobs, a staggering decline of about 10%, and lost an additional 100,000 jobs in construction. "Manufacturing of both durable and non-durable goods is the weakest we have seen in our surveys since the first quarter of 1978," says Lori Rogers, vice president of staffing services for Manpower Canada. It's a rotten time to be a middle-aged auto worker, but routine-oriented physical jobs have been in decline for decades. These occupations have unemployment rates approaching 15%, with little hope for improvement.

The big picture looks quite different, however. Statistics Canada divides the Canadian workforce into two broad categories: the goods-producing sector (manufacturing, construction, agriculture, natural resources and utilities) and the service-producing sector, which lumps together everything else. This latter sector — which employs three and a half times more people than the goods-producing sector — has seen a net increase of 24,000 jobs in the last year. So while the demise of manufacturing jobs has meant hard-

ship for thousands, the service economy is providing livelihoods for more than 11 million Canadians, and that number is growing.

For example, in high-tech fields such as IT, demand for highly skilled workers remains strong. "I don't think it's ever easy to find good people," says Sarah Weiss, manager of campus programs for IBM Canada. Another sector where worker demand is strong is public administration — local, provincial and federal government departments and agencies, as well as courts and correctional institutions. In nursing, meanwhile, unemployment levels are a minuscule 0.6%, far lower than in any other profession. "There is a well-recognized global nursing shortage," says Dr. Sally Thorne, director of the School of Nursing at the University of British Columbia.

And despite the fact that many Canadians seem eager to run their investment advisers out of town, the labour market for business and finance professionals is also tight. A 2009 Manpower survey ranks financial jobs number eight among hard-to-fill positions. Statistics Canada confirms that unemployment in the sector is a mere 2.7% — up from 1.9% in 2008, but still very low. "When it comes to business and finance, contrary to the general perception, in Canada

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it seems there is still a shortage," says Roger Sauré of People Patterns Consulting, which specializes in the labour market.

It's worth stressing that creativity-oriented jobs like these are not a long-bright spot in an otherwise dark economic future. On the contrary, they are Canada's economic future, and will be the engine of growth in the years to come. As the number of creative jobs grows, Milway says, they create other opportunities in the service industries. More high-tech workers means more office cleaners to vacuum the cubicles; more accountants working overtime means more take-out restaurant visits on the way home. The Martin Prosperity Institute estimates that creativity-oriented jobs and the services they spawn will make up about 90% of new positions by 2016. According to Milway, it will be difficult to fill all those new jobs, and while immigration will help, it won't be enough to prevent worker shortages.

Another major factor driving the shortage is our aging population. According to Sauré, the number of workers aged 55 to 64 has doubled since 1989, while the number over 65 has increased by an astounding 129%. When the Baby Boomers finally retire, they will leave enormous career opportunities in their wake.

The recession has merely slowed down this demographic inevitability. In many jobs, workers with seniority are the least likely to be laid off, and some workers have delayed retirement so they can rebuild their savings. All of which is creating obstacles for younger people getting jobs — but only temporarily.

The labour shortage will create winners and losers. On one hand, a tight labour market can create big problems for businesses. As companies are forced to raise wages to compete for fewer skilled employees, their costs go up. At the same time, however, a backlog of unfilled positions leads to a drop in production levels. This double whammy of rising costs and lower production is what economists call "wage-push inflation." It can slow economic growth, contribute to a lower overall standard of living, and make the country less competitive in the global marketplace.

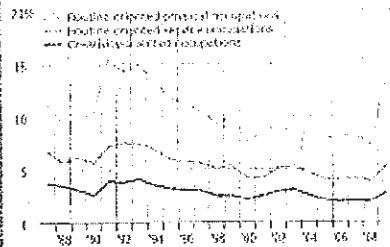
The real casualties in Canada's evolving labour force will continue to be those who work in the goods-producing sector, especially manufacturing. Some will successfully complete retraining programs and find work in new fields. Many more, unfortunately, face years of hardship as they compete for a shrinking number of jobs in industries that continue their steady decline.

The winners, of course, will be those with the schooling and skills suited to the new economy. As companies demand more creative, highly skilled workers — a trend already well underway — young, well-educated Canadians can look forward to a fertile job market in the months and years ahead. In the sectors with the greatest needs, the small number of qualified workers should be able to demand higher wages and better working conditions. When the economy improves and these young guns are in high demand, look for them to push back against their employers, lobbying for more flexible hours and family-friendly policies.

The cloud of recession is still hovering above us, and there may be more rain in the coming months. But young Canadians and people in skilled fields can look forward to their day in the sun. It sounds heartless to say this now," Milway says, "but high unemployment is not a long-term problem." — J.P.

Some get it harder than others

SEASONALLY-ADJUSTED UNEMPLOYMENT RATE IN CANADA



SOURCE: STATISTICS CANADA
NOTE: UNEMPLOYMENT RATE IN AGRICULTURE AND FISHERIES
AND MINING IS NOT SEASONALLY ADJUSTED

JOBS WITH THE LOWEST & HIGHEST UNEMPLOYMENT RATES

Occupation	Unemployment rate (%) 2008 Avg.	Unemployment rate (%) May 2009
Nurses/nurse aides	0.8	0.8
Scientists	1.0	1.0
Health professionals	1.0	1.0
Social sciences, government services, religion	2.1	1.6
Health services	1.3	1.4
Health care	1.3	1.4
Management occupations	1.0	1.6
Business and finance	1.0	1.6
Information and communications	1.0	1.6
Secretarial and administrative	2.0	2.7
Unemployment rate	1.5	2.0
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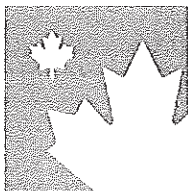
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TEN-YEAR EMPLOYMENT OUTLOOK FOR BRITISH COLUMBIA COPS B.C. Unique Scenario, 2007 - 2017



Ministry of Labour, British Columbia





TEN-YEAR EMPLOYMENT OUTLOOK OF BRITISH COLUMBIA COPS BC Unique Scenario 2007-2017

INTRODUCTION

This report presents an overview and summary findings from the current Canadian Occupational Projection system (COPS) BC Unique Scenario. The report provides an analysis of employment demand in British Columbia by major industry and occupational group for 2007-2017.

Produced every two years (or when significant economic developments and changes in the province warrant a new projection), the COPS BC Unique Scenario is developed by the Ministry of Advanced Education and Labour Market Development in partnership with Service Canada BC/Yukon/Alberta/Territories Region.

There are two main purposes:

- To assist policy makers, program designers and human resource planners to identify the most likely long-term trends in labour and skills demand;
- To help inform students, job seekers, career changers, newcomers and other users of future employment demand in their education and career decision-making.

In addition, COPS employment demand trends are key components of provincial career and labour market information products such as *BC Work Futures: A Guide to the B.C. Economy and Labour Market* and *High Opportunity Occupations in B.C.*

OVERVIEW OF METHODOLOGY

The COPS BC Unique Scenario is based on the COPS model developed by Human Resources and Skills Development Canada (HRSDC)¹. The projected employment demand includes both new job demand driven by economic and industrial growth and replacement demand due to permanent attrition.

A number of factors are taken into account when the COPS BC Unique Scenario is produced, including:

- historical employment levels and trends;
- labour participation trends;
- economic and employment forecasts (produced by the B.C. Ministry of Finance);
- population projections (supplied by BC Stats); and
- market intelligence from industry reports.

It is important to recognize that the COPS BC Unique Scenario focuses exclusively on labour demand; future labour supply is not incorporated into the scenario. As a result, any analysis of potential labour market pressures should not be based exclusively on the COPS BC Unique Scenario.

It should also be noted that the COPS BC Unique Scenario is only one scenario of future B.C. employment demand, based on a variety of reasonable assumptions. Scenarios based on different assumptions may present different employment demand needs.

Additional information sources to consider when assessing future labour market demand include:

- historical employment trends;
- information from industry and occupational groups (such as employer surveys);
- local economic conditions;
- wage and salary information; and
- employment outcomes of recent graduates from post-secondary student outcomes surveys.

¹British Columbia is currently developing a labour market supply and demand system that is anticipated to improve our labour market analysis capabilities in the near future.

¹The methodology for the COPS BC Unique Scenario is outlined in Appendix F.



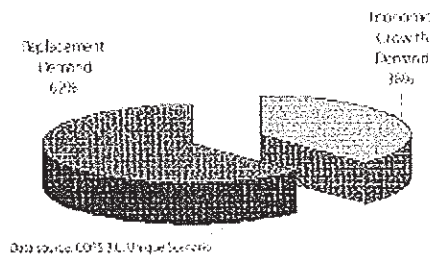
TEN YEAR EMPLOYMENT OUTLOOK FOR BRITISH COLUMBIA (GOODS PRODUCING SECTOR) 2007-2017

HIGHLIGHTS¹

WHAT LEVEL OF EMPLOYMENT GROWTH IS PROJECTED?

- **876,400 job openings** are expected to be created in the B.C. labour market over the ten year period from 2007 to 2017.
- **Less than 40 percent (or 329,900)** of these projected job openings are expected to be new jobs generated by economic and industry growth.
- **Over 60 percent (or 546,500)** of projected growth will be accounted for by replacement demand due to permanent attrition (a reduction in the workforce as a result of retirements and deaths).
- The projected average annual growth rate for all occupational groups is 1.4 percent.

Chart 1: Replacement Demand Is Expected to Account for Most Projected Job Openings, British Columbia, 2007-2017



WHERE WILL THE GROWTH OCCUR?

- Employment demand is expected to grow in most major industry groups.
- The service sector is expected to generate the majority of new jobs in B.C. over the outlook period, growing at an average annual rate of 1.6 percent. From 2007 to 2017, employment demand in the service sector is projected to increase by 303,400 jobs.
- The goods-producing sector is projected to add 29,500 new jobs to the B.C. labour market, growing at a slower average annual growth rate of 0.6 percent.
- The major industry groups that are projected to experience the fastest growth rate are:
 - Health Care and Social Assistance;
 - Professional, Scientific and Technical Services; and
 - Forestry, Mining, Oil and Gas.
- Employment demand is expected to shrink slightly for some industry groups, including:
 - Agriculture, and
 - Fishing, Hunting and Trapping.

Note: Due to replacement demand, job openings are still expected in those industry groups with a projected lower employment level.

WHICH OCCUPATIONS WILL HAVE THE HIGHEST GROWTH RATES?

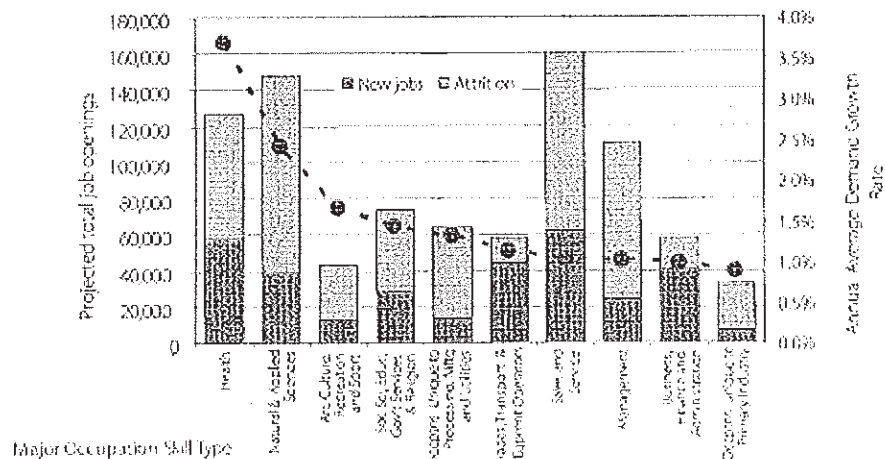
- The three occupational groups that are projected to experience the highest growth rates are:
 - Health;
 - Natural and Applied Sciences; and
 - Art, Culture, Recreation and Sport.
- Together, the above occupational groups are expected to account for almost one third of all new job growth in B.C.

¹In the present version of the report, all numbers were rounded to nearest 100.



TEN YEAR EMPLOYMENT OUTLOOK FOR BRITISH COLUMBIA CCPS BC Unique Scenario: 2007-2017

Chart 2: Health Occupations Are Projected to Experience the Fastest Demand Growth, While Sales and Services Occupations Are Expected to See the Largest Number of Job Openings, British Columbia, 2007-2017



Data Source: CCPS BC, Unique Scenario

WHAT EFFECT WILL THE AGING WORKFORCE HAVE ON EMPLOYMENT?

- Over the outlook period, a total of 546,560 jobs are expected due to replacement demand. These replacement needs account for over 60 percent of the total projected job opportunities from 2007 to 2017. Current projections estimate a higher share of total projected job openings due to permanent attrition, compared to the previous BC Unique Scenario for 2005 to 2015 projection (less than 60%). In other words, demographics are playing an increasingly important role in employment needs.

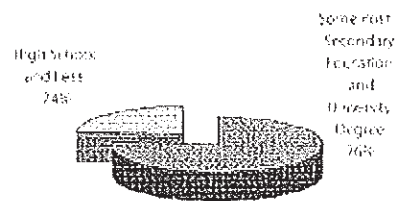
WHICH OCCUPATIONS WILL BE MOST AFFECTED BY THE AGING WORKFORCE?

- Labour market pressures driven by an aging workforce will not be felt evenly across all occupational groups.
- The retirement rate is expected to be higher among occupations in:
 - Management;
 - Occupations Unique to Primary Industry; and
 - Occupations Unique to Processing, Manufacturing and Utilities.

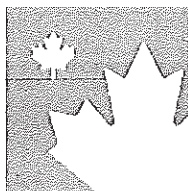
WHAT SKILLS/TRAINING WILL BE IN DEMAND?

- More than three quarters of the projected total job openings (due to a combination of growth and permanent attrition) are expected to require some post-secondary education or university education.
- Demand will be strongest in occupations that normally require a university degree.

Chart 3: Over Three-Quarters of Projected Job Openings Will Require Some Post-Secondary Education and University Degree, British Columbia, 2007-2017



Data Source: CCPS BC, Unique Scenario



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TEN-YEAR EMPLOYMENT OUTLOOK FOR BRITISH COLUMBIA
COP's BC Unique Scenario, 2007-2017

SUMMARY FINDINGS

EMPLOYMENT DEMAND BY INDUSTRY

Future employment is influenced by a number of factors including overall global and domestic economic growth, industry outlook, economic structure changes, demographic changes, technology development, government policy and special events (such as the upcoming 2010 Winter Olympics).

Over the outlook period from 2007 to 2017, a total of 329,890 new jobs are expected to be added to the B.C. labour market¹. According to the current projection, the service sector will continue to grow at a healthy pace with 91.0% of new jobs concentrated in this sector. Industries in the service sector are expected to generate an additional 300,350 jobs at an average annual growth rate of 1.6%. The goods producing sector, for the same time period, is expected to add 29,540 new jobs at a relatively slower average growth rate of 0.6%.

Table 1: Projected Employment Demand Growth by Sector and Major Industry Group, British Columbia, 2007-2017

Major Industry Group	New Jobs	Average Annual Growth Rate
Agriculture	-320	0.1 %
Forestry, Mining, Oil and Gas	8,480	1.8 %
Fishing, Hunting and Trapping	620	2.6 %
Utilities and Manufacturing	18,590	0.8 %
Construction	3,140	0.2 %
Total Goods-Producing Sector	29,540	0.6 %
Wholesale and Retail Trade	39,690	1.0 %
Transportation and Warehousing	23,010	1.7 %
Finance, Insurance, Real Estate and Leasing	19,890	1.3 %
Professional, Scientific and Technical Services	48,020	2.6 %
Management, Administrative and Other Support	13,170	1.3 %
Educational Services	12,290	1.1 %
Health Care and Social Assistance	69,010	2.6 %
Information, Culture and Recreation	14,320	1.7 %
Accommodation, Food Services and Other Services	46,340	1.5 %
Public Administration	9,610	1.0 %
Total Service Sector	300,350	1.6 %
All Industry Groups	329,890	1.4 %

Note: Numbers have been rounded and will not add to totals.

Data source: COP's BC Unique Scenario

As illustrated in Table 1 above, major industry groups that are expected to experience the fastest growth rate over the ten-year outlook period are *Health Care and Social Assistance*, *Professional, Scientific and Technical Services* and *Forestry, Mining, Oil and Gas*. Employment demand in *Agriculture*, and *Fishing, Hunting and Trapping* is expected to drop slightly over the outlook period. Nevertheless, it is important to note that new workers are still needed in these two industries to replace permanent attrition.

¹ Adjusted employment added by industry group is provided in Appendix 2.

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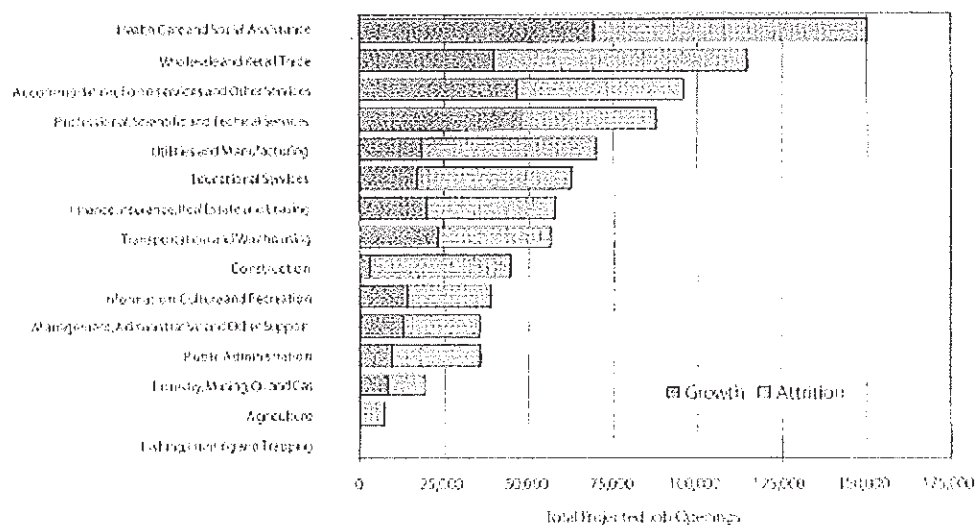
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COPS BC Unique Scenario 2007-2017

Table 1 also demonstrates that the projected growth rates are only one aspect of the whole employment demand growth picture. The size of an industry (in terms of employment) also plays a major role. Larger industries with below-average growth rates can generate more jobs than smaller industries with above-average growth rates. For example, *Wholesale and Retail Trade* has been one of the largest industrial groups in B.C., but it is projected to experience a below average growth rate. Over the outlook period, the *Wholesale and Retail Trade* industry is expected to create 39,693 new jobs with an average annual growth rate of 1.0%.

The other important component of future employment demand, in addition to economic growth, is the need to replace workers who are leaving the workforce permanently. Over the outlook period, a total of 546,470 jobs are expected due to replacement demand. Job opportunities due to replacement demand are expected to account for 62.4% of total projected job openings over the outlook period. As presented by Chart 4 below, replacement demand pressure will not be felt evenly across all industry groups. Some industry groups are expected to face significant pressure to replace older workers who are going to retire during the outlook period. For example, based on the projection, total job openings in the *Agriculture* industry will be completely attributed to replacement demand. Other industries with projected lower employment growth, such as *Public Administration*, are also expected to require a large number of new workers to replace permanent attrition.

Chart 4: Attrition Pressure Will Not be Felt Evenly by Industry Groups, British Columbia, 2007-2017



Data source: COPS BC, Unique Scenario



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TEN-YEAR EMPLOYMENT OUTLOOK FOR BRITISH COLUMBIA
COPS B.C. Unique Scenario, 2007-2017

EMPLOYMENT DEMAND BY OCCUPATION

The COPS B.C. Unique Scenario uses the National Occupational Classification (NOC)* developed by HRSDC to categorize occupations into different groups based on the type of work an occupation is expected to perform and other factors related to skill type.

New jobs are expected to be created, and employment demand increase, in every major occupational group over the ten-year outlook period⁶. A total of 329,890 additional jobs are expected to be created in the province from 2007 to 2017, at an average growth rate of 1.4% each year.

Table 2: Projected Employment Demand Growth by Occupation Skill Type, British Columbia, 2007-2017

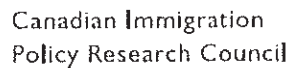
Major Occupation Skill Type	Average		Share of Total New Jobs
	Growth	New Jobs	
Health	3.7%	56,330	17.7%
Natural and Applied Sciences	2.4%	38,090	11.6%
Art, Culture, Recreation and Sport	1.7%	13,060	4.0%
Social Science, Education, Government Service and Religion	1.4%	28,130	8.5%
Occupations Unique to Processing, Manufacturing and Utilities	1.3%	13,910	4.2%
Trades, Transport and Equipment Operators	1.1%	44,110	13.4%
Sales and Service	1.0%	61,540	18.7%
Management	1.0%	23,450	7.1%
Business, Finance and Administration	1.0%	41,300	12.5%
Occupations Unique to Primary Industry	0.9%	7,050	2.1%
All Occupations	1.4%	329,890	100%

Note: Numbers have been rounded and will not add to totals.

Data source: COPS B.C. Unique Scenario

The three occupational groups that are projected to experience the highest growth rates are *Health*, *Natural and Applied Sciences* and *Art, Culture, Recreation and Sport*. Together these three groups are expected to add 110,370 new jobs to the labour market over the outlook period, which account for approximately one-third of all new projected jobs in B.C. Some larger occupational groups with lower than average projected growth rates are also expected to see a large number of job increases in demand due to their size. For example, with an average growth rate of 1.0%, the occupation group of *Sales and Service* is estimated to generate 61,540 new jobs from 2007 to 2017, more than the number of new jobs projected for *Health* occupations with the highest projected growth rate.

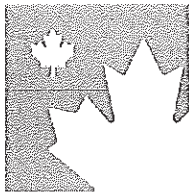
⁶For more detailed information about the NOC, refer to the website: <http://www50.hrsdc.gc.ca/NOC/english/NOC2016/WhatIsANOC.aspx>
⁷The detailed employment outlook by major occupational group is provided in Appendix 1.



With older workers reaching retirement age and withdrawing from the labour market, new workers are needed to replace them to maintain and support economic growth. According to BC Stats' population projections, by 2017, almost one quarter (24.5%) of B.C.'s population will be 60 years or older.⁶ As shown in Chart 5 below, occupational groups will experience different levels of retirement pressure. The share of job openings due to attrition in different occupational groups ranges from a high of 78.7% for *Management and Occupations Unique to Primary Industry* to a low of 74.4% for *Trades, Transport and Equipment Operators*.

Occupation Group	% of total openings due to attrition
Trades, Transportation, Equipment, and Maintenance	24.6%
Business, Finance, and Administration	28.5%
Health	54.1%
Sales and Service	61.7%
Social Science, Education, Government, Service, and Religion	62.2%
All Occupations	62.4%
Art, Culture, Recreation, and Sport	69.8%
Information and Communications	74.6%
Occupations Unique to Processing, Manufacturing, and Utilities	76.2%
Occupations Unique to Primary Sector	76.9%
Management	78.7%

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COPS BC Unique Scenario 2007-2017

projected new jobs in B.C. over the outlook period. Growth in employment demand for occupations that normally require a university degree is estimated to increase at an average annual growth rate of 1.7%, the highest rate among all projected job growth.

According to the Labour Force Survey conducted by Statistics Canada, in 2007, 20.3% of the B.C. population (aged 15 and over) had a university degree; 38.3% had some post-secondary education (including those with college and/or trade

Table 3: Projected Employment Demand Growth by Skill Level and Education Requirement, British Columbia 2007-2017

Skill Level	Education and Training Normally Required	New Jobs	Average Annual Growth Rate	Share of Total New Jobs
A - Professional and Manager Occupations	University Degree	101,310	1.7 %	32.7 %
B - Technical, Paraprofessional and Skilled Occupations	Some Post-Secondary Education, College or Trade Certificate	164,370	1.6 %	49.5 %
C - Intermediate and Clerical Occupations	High School Diploma	34,540	0.8 %	10.5 %
D - Elemental and Labouring Occupations	Less Than High School	30,090	0.9 %	9.3 %
	All Occupations	329,850	1.4 %	100 %

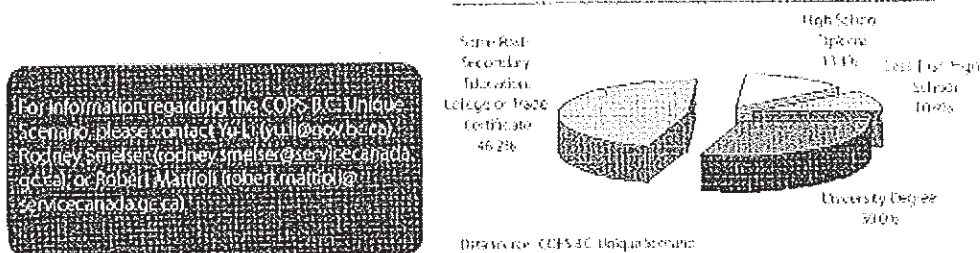
Note: Numbers have been rounded and will not add to totals

Data source: COPS BC Unique Scenario

certificates); 22.6% had a high school diploma, and the remaining 16.8% had less than high school education.

Looking ahead, from 2007 to 2017, a total of 876,360 job openings are expected in the province when job growth demand is combined with replacement demand. It is anticipated that an increasing number of job opportunities are going to require higher levels of education and skills. As Chart 6 below shows, most projected job openings (76.2%) over the ten year outlook period will require some post-secondary or higher education, which includes college or vocational education, apprenticeship training, and university education. Occupations that require a high school diploma or lower education will account for less than a quarter (23.8%) of total projected job opportunities.

Chart 6: Higher Skills and Education Are Required for Most Projected Job Openings, British Columbia, 2007-2017



For information regarding the COPS BC Unique scenario, please contact W. Li (w.li@gov.bc.ca), Rodney Smelser (rodney.smelser@servicecanada.gc.ca) or Robert Maitlo (robert.maitlo@servicecanada.gc.ca).

Projected Employment Demand Projections by Skill Level and Education Requirement is provided in Appendix 4

8



APPENDIX 1: METHODOLOGY FOR THE COPS B.C. UNIQUE SCENARIO

The Canadian Occupational Projection System (COPS) B.C. Unique Scenario provides employment demand projections for British Columbia (B.C.) based on the COPS employment demand model produced by Human Resources and Skills Development Canada (HRSDC). The COPS B.C. Unique Scenario provides long-term employment demand projections for 33 industries and 520 occupational groups in the B.C. labour market.

It should be noted that although the terms "forecast" and "projection" are usually used interchangeably in labour market information reporting, there are important differences. The COPS model is a simulation based primarily on historical data. Projecting employment in industry and occupational detail requires an integrated projection of the total economy's performance and its various sectors. To contrast, an employment forecast represents adjustments to a trend based on the expert knowledge of a professional forecaster regarding the way in which future growth will be affected by current and future developments.

The employment demand projections in the COPS B.C. Unique Scenario are developed in 3 steps as follows:

1. Macroeconomic and Industry Employment Scenario

Every year, the national headquarters of HRSDC provides a ten year macroeconomic and industry employment scenario for Canada and each of the provinces, utilizing work by the Conference Board of Canada.

The industry employment scenario is based on a forecast of employment output and productivity. The main purpose of the industry employment scenario is to provide a basis for development of the more detailed industry and occupational employment demand projections. The industry groupings are classified by the North American Industrial Classification System (NAICS).

2. COPS Employment Demand Model and the B.C. Reference Scenario

The industry employment scenario then becomes a direct input into the COPS employment demand model. The COPS model is used to generate occupational employment demand and growth projections, and also to project employment demand due to replace permanent attrition. The result is a Reference Scenario of industry and occupational employment demand projections for each province.

The COPS employment demand model uses the National Occupational Classification (NOC) system to provide details on 520 occupational groups and uses the NAICS to provide details on 33 industries. The employment demand projection for an individual occupation is influenced by both the expected growth in industries where the occupation is normally found and the expected changes over time in its employment share within industries.

Finally, an employment attrition component in the COPS employment demand model provides expected job openings due to retirements and deaths within particular occupations. The projection of expected job openings due to replacement demand is based on the age distribution and typical age ranges of retirements within particular occupations.

3. COPS B.C. Unique Scenario

The macroeconomic and industry employment scenario is reviewed and adjusted to take into account a number of factors, including the BC Stats population projection and the B.C. Ministry of Finance medium term economic and employment outlook.

The ten-year industry and occupational employment projections from the B.C. Reference Scenario are then evaluated and refined by the Ministry of Advanced Education and Labour Market Development, and the Service Canada BC / Yukon/Alberta/Territories Region. The process involves a targeted consultation with individuals who hold expert knowledge in the key industries and occupations in B.C. The results of the consultation process are then incorporated into the COPS employment demand model for B.C., resulting in the COPS B.C. Unique Scenario.



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COPSBC Unique Scenario: 2009-2017

Notes:

1. It should be noted that the COPSBC Unique Scenario is considered as a most likely future employment demand scenario by authors based on historical trends, economic outlook, market intelligence and in-house research. Other employment scenarios may present different employment demand needs.
2. Due to data limitation and reliability of data for very small occupations (those with fewer than 1,000 employees), it is advised that these projections are interpreted in a relative sense rather than an absolute numerical sense.



TEN YEAR EMPLOYMENT OUTLOOK FOR BRITISH COLUMBIA
(COPS 3.0 - High and Low 2007-2017)

APPENDIX 2: EMPLOYMENT OUTLOOK FOR INDUSTRY GROUPS, BRITISH COLUMBIA, 2007 - 2017

Major Industry Group	2007 employment	New jobs to 2017	Attrition to 2017	Total Options	Average Annual Growth
1 Agriculture	36,240	-280	2,540	2,250	0.1 %
2 Forestry and Logging with Support Activities	34,340	780	5,440	5,220	0.1 %
3 Fishing, Hunting and Trapping	2,910	650	470	-210	-7.6 %
4 Oil and Gas Extraction	1,660	-730	520	1,250	5.3 %
5 Mining (except Oil and Gas)	10,050	4,130	3,000	2,750	8.5 %
6 Support Activities for Mining and Oil and Gas Extraction	8,100	3,280	2,150	5,420	3.5 %
7 Utilities	10,310	4,020	3,730	7,300	3.3 %
8 Construction	195,800	3,440	41,040	44,480	0.2 %
9 Food and Beverage Products	23,320	5,600	7,030	13,690	1.8 %
10 Wood Product Manufacturing	24,200	-110	9,560	9,450	0.1 %
11 Paper Manufacturing	15,230	-1,180	3,250	2,080	-0.8 %
12 Printing and Related Support Activities	6,190	540	1,650	2,200	6.0 %
13 Rubber, Plastics and Chemicals	14,800	750	3,220	3,540	0.2 %
14 Manufactured Mineral Products	15,060	1,080	3,600	4,680	0.7 %
15 Metal Fabrication and Machinery (excluding Electrical)	24,240	3,580	5,640	9,620	1.3 %
16 Computer, Electronic and Electrical Products	3,950	2,670	2,910	5,480	2.4 %
17 Motor Vehicle, Body, Trailer & Parts Manufacturing	4,760	300	1,220	1,610	0.8 %
18 Other Transportation Equipment Manufacturing	2,910	-340	1,140	1,120	-1.4 %
19 Other Manufacturing	33,440	1,650	8,340	10,190	0.5 %
20 Wholesale Trade	81,970	25,770	22,420	48,190	2.8 %
21 Retail Trade	283,050	13,920	52,670	65,390	0.5 %
22 Transportation and Warehousing	125,680	23,010	33,420	56,490	1.7 %
23 Finance, Insurance, Real Estate and Leasing	154,990	18,890	37,890	57,870	1.3 %
24 Professional Business Services	81,510	45,280	24,480	59,740	3.7 %
25 Computer System Design Services	33,030	12,640	4,680	17,440	3.2 %
26 Other Professional Services	51,280	320	11,070	11,350	0.1 %
27 Management, Administrative and Other Support	98,500	13,120	22,540	35,800	1.3 %
28 Educational Services	156,150	7,290	45,170	62,660	1.1 %
29 Health Care and Social Assistance	219,670	69,010	93,750	149,760	2.6 %
30 Information, Culture and Recreation	117,820	14,520	24,450	33,770	1.2 %
31 Accommodation and Food Services	172,160	28,370	25,630	51,390	1.4 %
32 Other Services	87,990	18,950	23,690	43,660	2.7 %
33 Public Administration	95,630	9,610	26,120	35,730	1.0 %
All Industries	2,266,340	329,890	546,470	876,360	1.4 %

Note: Numbers have been rounded and will not add to totals.
Data source: COPS 3.0, High and Low



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TEN YEAR EMPLOYMENT OUTLOOK FOR BRITISH COLUMBIA
COPS B.C. National Survey 2007-2017

APPENDIX 3: EMPLOYMENT OUTLOOK FOR OCCUPATIONAL GROUPS,
BRITISH COLUMBIA, 2007-2017

Major Occupational Group	2007 Employment	New Jobs to 2017	Attrition to 2017	Total Openings	Average Growth Rate
Management	221,250	23,490	66,650	92,140	1.0%
Legislation and Senior Management	21,940	2,970	11,150	14,120	1.3%
Managerial and Other Management	199,310	20,520	55,500	78,020	1.0%
Business, Finance and Administration	398,910	41,300	108,980	150,780	1.0%
Professional Occupations in Business and Finance	63,500	9,500	15,550	25,490	1.4%
Skilled Administrative and Business Occupations	175,880	13,610	41,740	54,760	1.0%
Clerical Occupations	209,530	18,190	51,690	79,010	0.9%
Natural and Applied Sciences	143,660	38,970	30,770	69,190	2.4%
Professional Occupations in Natural and Applied Sciences	26,200	27,140	15,010	42,150	3.0%
Technical Occupations Related to Natural and Applied Sciences	62,460	11,830	15,210	22,040	1.6%
Health	133,150	58,330	45,210	104,540	3.7%
Professional Occupations in Health	67,140	26,530	21,040	49,590	1.0%
Technical and Skilled Occupations in Health	35,890	14,740	9,680	21,570	1.5%
Supporting Occupations in Support of Health Services	30,120	16,960	14,490	29,390	3.1%
Social Science, Education, Government Service and Religion	181,840	28,130	49,970	78,100	1.4%
Professional Occupations in Social Sciences, Education, Government Services and Religion	133,210	12,000	41,180	61,480	1.4%
Paraprofessional Occupations in Law, Social Services, Education and Religion	48,630	8,130	8,270	10,280	1.6%
Art, Culture, Recreation and Sport	72,870	13,050	14,230	27,250	1.7%
Professional Occupations in Art and Culture	12,910	4,020	8,030	12,420	1.2%
Technical and Skilled Occupations in Art, Culture, Recreation and Sport	40,230	8,040	1,010	14,970	2.0%
Sales and Service	556,180	61,540	99,990	160,530	1.0%
Skilled Sales and Service Occupations	145,230	21,190	36,680	51,000	1.6%
Intermediate Sales and Service Occupations	280,990	25,570	31,700	48,890	1.1%
Elemental Sales and Service Occupations	190,230	11,580	11,990	41,690	0.6%
Trades, Transport and Equipment Operators	371,640	44,110	88,740	130,870	1.1%
Trades and Skilled Transport and Equipment Operators	222,060	21,740	52,700	74,480	0.9%
Intermediate Occupations in Transport, Equipment Operation, Installation and Maintenance	124,700	16,310	31,010	50,470	0.9%
Trades Helpers, Construction Labourers	25,380	2,900	3,940	5,940	1.5%
Occupations Unique to Primary Industry	77,280	7,050	16,460	23,510	0.9%
Skilled Occupations in Primary Industry	11,900	1,710	1,080	14,700	1.0%
Intermediate Occupations in Primary Industry	16,720	740	2,890	2,570	0.2%
Labourers in Primary Industry	75,660	3,600	8,490	6,380	1.5%
Occupations Unique to Processing, Manufacturing and Utilities	99,180	13,911	26,030	29,940	1.3%
Processing, Manufacturing and Utilities Supervisors and Skilled Operators	12,150	2,410	6,390	6,620	1.5%
Processing and Manufacturing Machine Operators and Assemblers	57,290	8,360	14,740	23,490	1.4%
Labourers in Processing, Manufacturing and Utilities	29,740	2,140	4,920	6,380	1.2%
All Occupations	2,266,340	179,890	546,470	876,360	1.4%

Note: Numbers have been rounded and will not add to totals.
Source: COPS BC, Unique System



TEN-YEAR EMPLOYMENT OUTLOOK FOR BRITISH COLUMBIA
(2007-2017) Unique cases (2007-2017)

**APPENDIX 4: EMPLOYMENT OUTLOOK BY SKILL LEVEL AND EDUCATION REQUIREMENTS,
BRITISH COLUMBIA, 2007-2017**

Skill Level	Education and Training Normally Required	2007 Employment	New Jobs to 2017	Shortfall to 2017	Total Openings	Average Annual Growth
A - Professional and Managerial Occupations	University Degree	555,040	101,410	161,630	262,940	1.7%
B - Technical, Paraprofessional and Skilled Occupations	Some Post-Secondary Education, College or Trade Certificate	958,400	163,370	261,120	404,550	2.6%
C - Intermediate and Clerical Occupations	High School Diploma	404,350	34,340	83,900	117,840	0.8%
D - Elemental and Labouring Occupations	Less than High School	328,490	30,290	60,370	91,060	0.9%
All Occupations		2,266,340	329,890	546,470	876,360	1.4%

Note: Numbers have been rounded and will not add to totals
Data source: CO-S BC, Unique Scenario

Note for Appendix 4: In this report, all management occupations are grouped under the skill level A although it is recognized that requirements for management positions can vary between education and experience





December 2009

Volume 1

In This Issue

- *Note from the Editor: News from the Gateway*
- *Training: Canada Falls Short on Workplace Learning*
- *Gateway Update: Extension to Runway Positions Prince George as Asia Pacific Hub*
- *Gateway Update: Clear Skies for YVR Air Cargo During 2010 Games*
- *HR Best Practices: Halifax & Indian Ports Partner to Share Expertise*
- *Infrastructure Funding: Background on the Asia Pacific Gateway*

Upcoming Events

Transportation

Event: Pacific Northwest Economic Conference

Date: Jan. 29-30, 2010

Place: Vancouver, BC

Event: Annual Women's Executive Supply Chain Management Summit

Date: Feb. 3-4, 2010

Place: San Diego, CA

Event: Conference Board of Canada Strategic Supply Chain Management Forum

Date: Mar. 2-3, 2010

Place: Toronto, ON

NOTE FROM THE EDITOR

NEWS FROM THE GATEWAY

The Asia Pacific Gateway Skills Table has been in operation for a year; during this time we have begun to envision our mandate of bringing education, labour and business stakeholders together to find solutions for the labour shortages anticipated in the Gateway. As many people know, a shortfall of almost one million workers is expected in the construction, expansion and operation of Canada's Asia Pacific Gateway by 2015. Several projects aimed at training workers and employers, and creating a dialogue between industry employers, have been initiated. Additionally, a new round of projects is being developed and funding sought right now.

As we move from ad-hoc communications with stakeholders, to our more formal bi-monthly newsletter, we hope to use the newsletter as another tool to keep people informed of the work of the Skills Table. We will also use the newsletter as a tool to share news about Gateway industries, best practices, funding announcements and innovative programs. Archived communiqués will be available on the APGST website (www.apgst.ca), and we are always open to suggestions for content and ideas. If there's something you want to see in the newsletter, please email me at vashti@apgst.ca.

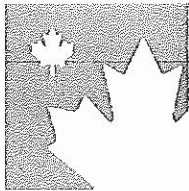
From everyone at APGST, we hope you enjoy the holidays and we look forward to a busy and productive 2010.

Vashti Singh
Editor

TRAINING

CANADA FALLS SHORT ON WORKPLACE LEARNING

A study released in the spring by Canadian Policy Research Networks comparing Canadian workplace learning with practices in other countries found that less than 30% of adult workers in Canada participate in job-related education and training. By contrast, 35% of UK workers and 45% of U.S. workers participate in training. The study also reports that more than 40% of Canadian adults lack the literacy and numeracy skills they need to



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Event: APGST Annual General Meeting
Date: June 3, 2010
Place: Vancouver, BC

Human Resources

**Event: The Alliance of Sector Councils
Annual Forum on Productivity**
Date: Feb. 4, 2010
Place: Toronto, ON

**Event: BC Human Resources
Management Association Annual
Conference**
Date: May 5-7, 2010
Place: Vancouver, BC

*If your organization has an idea for the
newsletter or an event to post, please contact
vash11@apgst.ca*

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Canada's Pacific Gateway – Province of
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info@apgst.ca

function well in today's knowledge economy and society.

Employer-sponsored training was found to be centred on younger workers, people with higher education and skill levels, and workers in larger organizations. Some barriers to additional training included costs of training, loss of working time, lack of information, and employer scepticism of training ROI. Concerns of workers subsequently being 'poached', and training not being linked to business objectives were also cited as obstacles to employee training. These hurdles were found to be greater for small to mid-size employers.

The report suggested to remedy this issue, there is scope in Canada for engaging labour and business in setting training priorities, disseminating information about training programs, continuing to support the development of sectoral labour market organizations, and providing financial incentives targeted to small to mid-size employers and less educated workers.

GATEWAY UPDATE

EXTENSION TO RUNWAY POSITIONS PRINCE GEORGE AS ASIA PACIFIC HUB

The Prince George airport now boasts the third longest runway in Canada, catapulting this formerly tiny airport into competition with major hubs on the continent for the growing Asia Pacific air cargo traffic. A Boeing 747 jumbo jet landed in Prince George for the first time about two weeks ago, signalling a new era in air cargo transport for the airport. The plane stopped to refuel on its journey from Hong Kong to Venezuela. The central B.C. location is being billed as the ideal place for planes to refuel, especially on the lucrative Asia Pacific Great Circle Route.

After receiving municipal, provincial and federal funding of \$37 million, the newly expanded airport is hoping to take some of the air cargo business away from Anchorage, Alaska. Air freight at Anchorage International is currently the second largest industry in the city, after the oil sector, and 30 cargo airlines use the airport as their hub.

In 2007, CN opened their \$20 million Prince George Intermodal Terminal and Distribution Centre, linking the city to the North American rail system and positioning it as a hub for Asia Pacific trade. An expanded air freight business is good news for the city, which has recently been affected by softwood lumber disputes, the pine beetle infestation and a slower mining industry.



GATEWAY UPDATE

CLEAR SKIES FOR YVR AIR CARGO DURING 2010 GAMES

The Vancouver Airport Authority has released its plan to handle passenger and cargo traffic during next year's Olympic Games. With fewer than three months before the games start, YVR's plans are based on the 231,000 additional passengers that are anticipated to travel through the airport during the games period. The Airport Authority anticipates that March 1, 2010, the day following the Closing Ceremonies, will be the busiest day in YVR history, with 39,000 people and upwards of 77,000 pieces of luggage departing YVR.

There will be no major changes to standard daily cargo service during the games. Air cargo security will remain similar to current levels and procedures. In anticipation of the additional planes, YVR has invested \$30 million on aircraft de-icing systems and snow ploughs.

More than 6,500 athletes and officials from around the world will be a part of the 2010 Winter Games, along with tens of thousands of spectators and media.

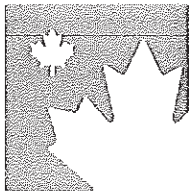
HR BEST PRACTICES

HALIFAX AND INDIAN PORTS PARTNER TO SHARE EXPERTISE

The Port of Halifax signed a Memorandum of Understanding with the Chennai Port in India, harkening a new partnership earlier this year. The sister-port relationship agreement with the Chennai Port Trust, will enhance trade and collaboration between the two ports. The agreement includes the exchange of experts and knowledge, technical cooperation in port management (covering operations of container terminals), tourism development and trade growth between the two ports.

The Port of Chennai is situated on the South-East coast of India and is strategically located and well connected to service many of the world's major markets. Since 2001 the Port of Chennai has consistently handled over 1 million TEUs and has aggressive plans for future growth. Chennai Port Trust is South India's major gateway.

The Halifax Port indicated that although the global economic downturn has affected the port business, traffic from South East Asian countries has increased. According to the Halifax Port, 35% of their container traffic is from South East Asia, one third of this amount is from India. Both ports have a rich history of operations of over a century and have a similar cargo profile.



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INFRASTRUCTURE FUNDING

BACKGROUND ON THE ASIA PACIFIC GATEWAY

The Asia Pacific Gateway leverages B.C.'s strategic geographical location and cultural linkages to Asia to make the Gateway the most competitive North American entry and exit point for Asian and Canadian goods, services and investment.

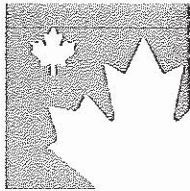
In 2005, the Martin government introduced the Pacific Gateway Act, committing \$590 million to transportation infrastructure. This government also established the Pacific Gateway Council to advise the government on future Pacific Gateway spending. A year later, with the Harper government in power, a modified version the program was announced with the new name "Asia Pacific Gateway and Corridor Initiative" (APGCI), and a commitment of \$591 million dedicated to mainly transportation infrastructure construction and upgrading projects in B.C. and Alberta. In 2007, the federal government increased its APGCI investment to \$1 billion and announced a further \$2.1 billion to fund infrastructure for gateways and border crossings across the country. The government also unveiled a National Policy Framework for Strategic Gateways and Corridors to guide future investment and partnership activities.

The B.C. Government developed their own program, the Asia Pacific Gateway Initiative, which called for \$12.1 billion for infrastructure investment from 2005 – 2009. The province later allocated \$3 billion to the Gateway Program for major infrastructure projects in 2006.

Canada

Asia Pacific Gateway Skills Table wishes to acknowledge the funding support from the Sector Council Program, Human Resources and Skills Development Canada and Transport Canada

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Research Reports

The Future of Work: Confronting B.C.'s Labour Shortage Challenge (September 2008) - Report - Free Download

British Columbia—along with the rest of Canada and much of the developed world—is already facing growing labour shortages. Between 2005 and 2015, 1.1 million jobs will need to be filled in B.C., including new jobs as well as openings resulting from retirements and deaths. Assuming that all 542,000 in the K to 12 education system during this period enter the labour market, the gap will be reduced to 558,000 job openings. However, taking into account additional factors, including migration and participation rates, the Conference Board of Canada estimates that there will be a shortage of 160,000 workers to fill these jobs. The labour shortage is forecast to intensify beyond 2015.

The Conference Board has undertaken an analysis of B.C.'s labour shortage and related challenges, and has examined best practices that are helping to alleviate shortages in B.C. and other jurisdictions across Canada. The resulting report, *The Future of Work: Confronting B.C.'s Labour Shortage Challenge* brings together evidence of the province's labour shortages and provides insights, strategies and recommendations for addressing them.

The report looks at the implications for employers facing major challenges associated with labour shortages. These challenges include wage inflation, demand for new skills, increased capital investment, recruitment and retention, and the risk of foregone opportunities. The study explores strategies for harnessing valuable sources of talent to address labour shortages—including six groups that are under-represented in today's labour force: youth, immigrants, women, mature workers, Aboriginal peoples, and persons with disabilities.

The Canadian Health Leadership Network Learning and Development Outlook (December 2007) - Report - Free Download

The health sector faces many hurdles that require urgent attention from its leaders. Canada's aging population will affect the health sector in two important ways. First, the health care workforce will be retiring in record numbers, draining the health sector of skilled employees and leaders. Second, the aging population will increase the demand for health care services, putting the health care system under mounting pressure. Developing effective leadership is critical to overcome these challenges and to deliver access to quality health care services. This report discusses how the Canadian health sector is succeeding and failing at developing its leaders.

Literacy, Life and Employment: An Analysis of Canadian International Adult Literacy Survey (IALS) Microdata

Register with our e-Library and download the report for free

Literacy is vital to employment, productivity and a high standard of living. Yet, there are still a significant number of Canadians whose marginal literacy skills hinder personal, organizational and national success. This report, based on a detailed analysis of the Canadian microdata from the International Adult Literacy Survey, explores the socio-economic, literacy, employment and learning characteristics of working-age Canadians with marginal literacy skills. It reinforces our understanding of the importance of addressing this group's literacy needs and provides employers with concrete strategies for designing and implementing literacy initiatives that will help employees achieve a job standard of literacy skills.

Profiting from Literacy Creating a Sustainable Workplace Literacy Program

Register with our e-Library and download the report for free

Literacy skills are vital to high performance and productivity in modern workplaces, yet many workers lack the skills they need. About 42 per cent of all Canadians aged 16 to 65 score at the lowest literacy levels.

This report provides information to help employers create, improve and evaluate workplace literacy programs. It is designed to help Canadian employers in small, medium-sized and large organizations, as well as government policy makers, unions, communities and other learning partners.

The report summarizes the findings of an 18-month research project, *Securing Literacy's Potential: How Workplace Learning Programs Can Improve Literacy and Basic Skills for Marginally Skilled Employees*.

A practical resource, this report identifies effective models and best practices. Employers who wish to build or refine a workplace



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literacy program can consider the key success factors presented and take appropriate action to address each factor.

Policy for Performance: Valuing Canada's National Network Organization and its Advanced Network (December 2004)

- Executive Summary - Free Download

Canada is on the verge of creating an e-economy and e-society that can fundamentally alter the way in which most Canadians live. At the centre of the change is the intelligent infrastructure we are building to be the backbone of the e-economy—including new information and communications technology (ICT) networks, applications, services and content, combined with new workplace processes and organizational structures. This report is designed to help decision-makers make informed choices about government investments in our national network organization, CANARIC, and the national research and education network (NREN), CA*net, that it oversees.

1st National Council on Education and Learning Issue Statement on Innovation (July 2003)

Solving Canada's Innovation Conundrum: How Public Education Can Help

Register with our e-Library and download the report for free

The National Council on Education and Learning is developing a series of statements on major education and learning issues facing public education and employers in Canada today. These statements are intended to engage public opinion and further debate and dialogue about key public policy issues, and to involve the major stakeholders, in order to stimulate action and change.

Strength from Within: Overcoming the Barriers to Workplace Literacy Development (April 2003)

Register with our e-Library and download the report for free

Improving workplace literacy isn't easy - but it is rewarding. This report offers practical advice to employers for setting up or sustaining a workplace literacy program. Based on a statistically valid, national survey and supported by in-person and telephone interviews, the report summarizes the findings of a two-year, federally funded research project. It explores literacy program benefits, common barriers and provides solutions and tools that prepare the reader for action.

E-Learning Indicators in a Balanced Scorecard Approach to Performance (April 2003)

- E-Learning in Canada: Findings From 2003 E-Survey - Free Download
- Developing A Balanced Scorecard Approach - Free Download

Our recent survey findings on current practices in e-learning for the workplace draws conclusions on users and usage of e-learning, challenges and evaluation, as well as benefits and future use of e-learning. This report and the presentation from a recent conference where the findings were shared will be useful to anyone interested in e-learning, including organizations that want to benchmark and those who want to learn more about best practices.

Success by Design: What Works in Workforce Development (December 2002)

Register with our e-Library and download the report for free

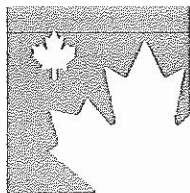
Joint workplace education programs harness the power of collaboration between unions and management to produce exceptional training results that benefit everyone involved. The organizational and individual benefits, and the key design elements of successful joint programs in the United States are identified and showcased.

Partnership Policy Report on Employability, Leadership and Social and Economic Regeneration Through Inclusion (November 2002) - Free Download

Partnerships can be extremely effective in a number of key areas, including employability, leadership, and social and economic regeneration. The Conference Board of Canada and the International Partnership Network recognize the need for a more concerted and focused effort if partnerships are to move to the next level of effectiveness.

The Partnership Policy Report on Employability, Leadership and Social and Economic Regeneration Through Inclusion was presented at the Global Partnership Summit on Learning, Employability and Citizenship in Washington, D.C., in November, 2002. The summit focused much of its attention on partnership policy development for employability, leadership, and social and economic regeneration.

The report summarizes the context of the three partnership policy domains (employability, leadership, and social and economic regeneration). It also provides an action framework and suggests priorities for addressing and supporting strategic partnership activities within each of the policy domains at the international, national, sector and local levels. Finally, the report provides partnership stakeholders with a Policy Development Tool to aid in the development and implementation of partnership policy at all levels of activity from school department to central government ministry. The Policy Development Tool offers practitioners a step-by-step process to move partnership discussions into policy enabling statements and future public policy.



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Out of the Classroom, Into the Workforce: Mining Youth Potential (July 2002) - Free Download

Canada's future lies in its youth—and ours are among the best educated in the world. But is their education giving them the skills they need to thrive in the workplace? The answer appears to be a resounding no. *Out of the Classroom, Into the Workforce: Mining Youth Potential* focuses on improving the school-to-work transition and finding better ways to equip youth for top performance in the labour market.

Solving the Skilled Trades Shortage (March 2002) - Free Download

A feasibility report examining the barriers and solutions to youth participation in the skilled trades in Canada. The report proposes the development of pilot projects to increase the supply of youth into the skilled trades.

Make the Skills Connection: Labour Market Transition Models that Work (November 2001) - Free Download

In an age marked by global skills shortages, intense pressure to enhance productivity for competitiveness and growth, and rapid workplace change, labour market transitions take on added significance for everyone. Governments play a role in supporting any form of labour market transition, including school-to-work or to further education, sector-to-sector, and from work back to education and lifelong learning.

This report focuses on the most effective practices in Canadian labour market transitions, as well as the British New Deal Model. These practices can serve as benchmarks for practitioners and inform policy makers as they search for cost-effective, high-impact ways of helping Canadians make labour market transitions.

E-Learning for the Workplace: Creating Canada's Lifelong Learners (September 2001)

Register with our e-library and download the report for free

Learning is critical to Canadian prosperity, and research by the Conference Board of Canada has identified the growth in a new method of learning, e-learning. E-learning is an important tool for developing innovative capacity in the Canadian economy, but employers face difficulties implementing programs, including content issues and the initial cost and time required to develop e-learning solutions. *E-learning for the Workplace: Creating Canada's Lifelong Learners* is based on surveys with employers and employees, interviews, case studies and consultations, and features best practices and a tool kit, also available on-line, to help employers develop e-learning strategies.

Brain Gain: The Economic Benefits of Recognizing Learning and Learning Credentials in Canada (September 2001)

Register with our e-library and download the report for free

New Canadians often have advanced degrees and professional certifications that are not recognized in Canada, so talented people crowd the bottom of the income ladder instead of contributing their knowledge to the economy. People who have received on-the-job training or who have lost ground by transferring between post-secondary educational institutions or between provinces could benefit from learning recognition. Canada's learning recognition gap represents an additional \$4.1 billion to \$5.9 billion in annual income. The Board's research into creating a system for recognizing learning offers insights on Canada's hidden Brain Gain. The report includes options for action by governments, employers and credential-granting institutions that could significantly improve learning recognition in Canada.

SchoolNet GrassRoots Program: Building Innovative Capacity in the Classroom (June 2001)

Register with our e-library and download the report for free

Industry Canada's SchoolNet GrassRoots Program provides funding to schools for the creation of innovative, internet-based learning projects that integrate information and communications technology (ICT) into the classroom. The Conference Board conducted a series of four case studies on the GrassRoots program, showing how students who participate in the program develop skills in problem-solving, teamwork and communication—skills which are emphasized in Canada's current innovation strategy.

This research report draws on the findings of the GrassRoots case studies to illustrate the impact and influence of the GrassRoots program, and show how the program builds innovative capacity in the classroom. It reveals how GrassRoots projects help students acquire the innovative skills, attitudes and behaviours that are key to ensuring Canada's competitiveness and growth in the knowledge economy.

Exploring the Learning Recognition Gap in Canada (January 2001) - Free Download

Is there a learning recognition gap in Canada? This report explores this question and asks: What economic costs do we, as individuals, as employers, and ultimately, as a society, bear when we fail to fully recognize people's learning and learning credentials?

This report is the first phase in a research project being undertaken with financial support from the Learning and Literacy Directorate, Human Resources Development Canada, the Ontario Ministry of Training, Colleges and Universities, and the



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Saskatchewan Ministry of Post-Secondary Education and Skills Training.

Breaching the Barriers to Workplace Literacy (January 2001) - Free Download

Literacy is a key factor in ensuring corporate competitiveness and personal success. This report explores the question: What are the principal barriers to increasing workplace literacy and learning in Canada's workplaces and how can we overcome them?

This report is the first phase in a research project being undertaken with financial support from the National Literacy Secretariat, Human Resources Development Canada.

Keen for the Screen: Employers are Using E-Learning for Employee Skill Development (September 2000)

Register with our e-library and download the report for free.

Employers were asked in the spring of 2000 what their experiences were with using learning technologies and e-learning in the workplace. This report highlights key findings from this survey including current and planned usage of learning technologies, the top three barriers to starting and implementing e-learning and the top three reasons for using them.

This document is part of the Solutions for Employers research program, co-funded by the Office of Learning Technologies of Human Resources Development Canada.

Solutions for Employers: Effective Strategies for Using Learning Technologies in the Workplace (March 2000) - Free Download

Technologies such as computers, the Internet and CD-ROM are making lifelong learning a more accessible and effective prospect for employers and employees. Employers, however, don't always capture and realize the benefits of this way of providing employee learning because barriers such as cost and information overload sometimes overwhelm them.

The Solutions for Employers Knowledge Review Report is the first stage in a comprehensive research project, by The Conference Board of Canada, to help employers overcome barriers and use learning technology for employee learning.

Based on a review of the literature on learning technologies, the report outlines the benefits of learning technologies for employees and employers, the challenges involved in using learning technologies and the steps employers can take to use learning technologies for employee learning.

The Office of Learning Technologies, Human Resources Development Canada, financially supported this research project.

The Economic Implications of International Education for Canada and Nine Comparator Countries (September 1999) - Free Download

This report, by The Conference Board of Canada, was completed in September, 1999, with financial support from the International Cultural Relations Bureau, Department of Foreign Affairs and International Trade.

Comparing Canada, the US, the UK, France, Germany, the Netherlands, Finland, Sweden, Australia and Japan, this report analyzes the relationships between international education policies and programs and economic performance.

Turning Skills into Profit: Economic Benefits of Workplace Education Programs (July 1999) - Free Download

The Conference Board (comprising The Conference Board of Canada and The Conference Board, Inc.) completed a research project on the economic benefits of improving literacy skills through workplace education programs with financial support from the Office of Vocational and Adult Education, U.S. Department of Education.

Learning Brochures

- Solution Tree Framework
- Benefits of Employee Involvement in Business-Education Partnerships
- Ethical Guidelines for Business-Education Partnerships
- Guide d'éthique pour le partenariat affaires-enseignement
- Operating Principles for Business-Education Partnerships
- Principes directeurs des partenariats affaires-enseignement
- Evaluating Business-Education Collaboration Value Assessment Process

Other Learning Tools



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- Employability Skills Profile What Are Employers Looking For?
- Profil des compétences relatives à l'employabilité Ce que les employeurs recherchent
- Make the Skills Connection Resource Guide: Products That Teachers and Trainers Can Use
- D'une compétence à l'autre, faites le lien! Guide de ressources: Produits à l'usage des enseignants et formateurs
- Matching Education to the Needs of Society A Vision for All Our Children
- Adapter le système d'éducation aux besoins de la société: Une vision pour tous nos enfants
- Science Literacy for the World of Work
- La culture scientifique au travail
- Investing in Education 5 Things YOU Can Do
- Comment investir dans l'éducation 5 mesures que VOUS pouvez adopter

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RE: BC PNP

Wednesday, March 20, 2013
5:49 PM

Subject	RE: BC PNP
From	Not Responsive <timhortons.com>
To	Mellor, Ian ALMD:EX
Sent	Friday, November 6, 2009 12:16 PM

Noted - thank you,

Chris Thomas
Human Resources
TDL Group

Not Responsive timhortons.com
Not Responsive phone
Not Responsive fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.bc.ca>
cc
11/06/2009 01:13
PM Subject
RE: BC PNP

Chris: Include any assistance that you've provided to the applicant during the period you've employed him/her

Ian

Ian Mellor
Associate Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive timhortons.com [mailto:timhortons.com] Not Responsive timhortons.com
Sent: Friday, November 6, 2009 11:00 AM
To: Mellor, Ian ALMD:EX
Cc: Not Responsive timhortons.com
Subject: BC PNP

Ian,

A quick question for you regarding the following, if we are dealing with a candidate that has worked for us for a year or more, do we answer this question from where they are now or where they were (for example we already paid for airflights here so do we answer yes to relocation costs, we had temporary accommodations in place originally but they may have found their own accommodations afterwards, etc.), let me know what you think:

BCPNP Guaranteed Job Offer Form (IMB 05)

• Employer Information:

o Are you providing relocation and/or settlement assistance for the prospective employee?

o Please check all types of assistance provided:

§ Relocation Cost

§ Immigration Application Fees

§ Temporary Accommodation

§ "Other"

Chris Thomas

Human Resources

TDL Group

Not Responsive@tlmhortons.com

Not Responsive phone

Not Responsive fax

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BC PNP

Wednesday, March 20, 2013
5:49 PM

Subject	BC PNP
From	Not Responsive@tlmhortons.com
To	Mellor, Ian ALMD:EX
Cc	Not Responsive@tlmhortons.com
Sent	Friday, November 6, 2009 10:59 AM

Ian,

A quick question for you regarding the following, if we are dealing with a candidate that has worked for us for a year or more, do we answer this question from where they are now or where they were (for example we already paid for airflights here so do we answer yes to relocation costs, we had temporary accommodations in place originally but they may have found their own accommodations afterwards, etc.), let me know what you think:

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• Employer Information:

o Are you providing relocation and/or settlement assistance for the prospective employee?

o Please check all types of assistance provided:

\$ Relocation Cost

\$ Immigration Application Fees

\$ Temporary Accommodation

\$ "Other"

Chris Thomas

Human Resources

TDL Group

Not Responsive@tlmhortons.com

Not Responsive phone

Not Responsive fax

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Re: Tims: BC PNP (Offer of Employment) Version #7

Wednesday, March 20, 2013
5:49 PM

Subject	Re: Tims: BC PNP (Offer of Employment) Version #7
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Friday, September 25, 2009 8:48 AM

30ish to start....I will try to have the store owners and candidates send them in batches vs singles.

Chris Thomas
Human Resources
TDL Group
Not Responsive @timhortons.com
Not Responsive /phone
Not Responsive /fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.b To
c.ca> Not Responsive @timhortons.com>
cc
09/24/2009 03:03
PM Subject
Re: Tims: BC PNP (Offer of
Employment) Version #7

We'll be ready - any idea how many?

Ian

----- Original Message -----

From: Not Responsive@timhortons.com Not Responsive @timhortons.com>
To: Mellor, Ian ALMD:EX
Sent: Thu Sep 24 13:54:37 2009
Subject: Re: Tims: BC PNP (Offer of Employment) Version #7

Ian,

Thank you again, please tell your officers to expect applications next week.

Chris

Chris Thomas

Human Resources
Not Responsive

----- Original Message -----

From: "Mellor, Ian ALMD:EX" [Ian.Mellor@gov.bc.ca]
Sent: 09/24/2009 01:51 PM MST
To: Chris Thomas
Subject: RE: Tims: BC PNP (Offer of Employment) Version #7

Chris: This version contains all the provisions that the BC PNP sets out for a job offer in the ELSS category (I'm not going to say I "approve" it because it's a contract that we're not a party to, and in doing that we might incur some legal liability for the document)

Regards,

Ian

Ian Mellor
Associate Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive @timhortons.com [mailto:Not Responsive @timhortons.com]
Sent: Thursday, September 24, 2009 1:43 PM
To: Mellor, Ian ALMD:EX
Subject: Fw: Tims: BC PNP (Offer of Employment) Version #7

Ian,

As per your last email - let me know if we have it ready to go.

Thanks again,

Chris Thomas
Human Resources
TDL Group
Not Responsive@timhortons.com
Not Responsive /phone
Not Responsive fax

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RECEIVED
JUL 10 2009
10:10 AM
JTI

RE: Tims: BC PNP (Offer of Employment) Version #7

Wednesday, March 20, 2013

5:49 PM

Subject	RE: Tims: BC PNP (Offer of Employment) Version #7
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Friday, September 25, 2009 8:39 AM

Ian,

Sorry forgot to double check with you - do you want forms with original signatures or will copies of original signatures do?

Chris Thomas
Human Resources
TDL Group

Not Responsive @timhortons.com

Not Responsive phone

Not Responsive fax

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Re: Tims: BC PNP (Offer of Employment) Version #7

Wednesday, March 20, 2013

5:49 PM

Subject	Re: Tims: BC PNP (Offer of Employment) Version #7
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Thursday, September 24, 2009 2:35 PM

I will find out and let you know.

Chris Thomas

Human Resources

Not Responsive

----- Original Message -----

From: "Mellor, Ian ALMD:EX" [Ian.Mellor@gov.bc.ca]

Sent: 09/24/2009 02:32 PM MST

To: Chris Thomas

Subject: RE: Tims: BC PNP (Offer of Employment) Version #7

Ok, surprise me!

Ian

Ian Mellor

Associate Executive Director

Economic Immigration Programs

Ministry of Advanced Education & Labour Market Development British Columbia

Phone: 604.775.2183

-----Original Message-----

From: Not Responsive@timhortons.com [mailto:Not Responsive@timhortons.com]

Sent: Thursday, September 24, 2009 2:20 PM

To: Mellor, Ian ALMD:EX

Subject: Re: Tims: BC PNP (Offer of Employment) Version #7

How many do you want. : -)

Chris Thomas

Human Resources

Not Responsive

----- Original Message -----

From: "Mellor, Ian ALMD:EX" [Ian.Mellor@gov.bc.ca]

Sent: 09/24/2009 01:58 PM MST

To: Chris Thomas

Subject: Re: Tims: BC PNP (Offer of Employment) Version #7

We'll be ready - any idea how many?

Ian

----- Original Message -----

From: Not Responsive @timhortons.com Not Responsive timhortons.com>

To: Mellor, Ian ALMD:EX

Sent: Thu Sep 24 13:54:37 2009

Subject: Re: Tims: BC PNP (Offer of Employment) Version #7

Ian,

Thank you again, please tell your officers to expect applications next week.

Chris

Chris Thomas
Human Resources
Not Responsive

----- Original Message -----

From: "Mellor, Ian ALMD:EX" [Ian.Mellor@gov.bc.ca]

Sent: 09/24/2009 01:51 PM MST

To: Chris Thomas

Subject: RE: Tims: BC PNP (Offer of Employment) Version #7

Chris: This version contains all the provisions that the BC PNP sets out for a job offer in the ELSS category (I'm not going to say I "approve" it because it's a contract that we're not a party to, and in doing that we might incur some legal liability for the document)

Regards,

Ian

Ian Mellor
Associate Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive timhortons.com [mailto: Not Responsive @timhortons.com]

Sent: Thursday, September 24, 2009 1:43 PM

To: Mellor, Ian ALMD:EX

Subject: Fw: Tims: BC PNP (Offer of Employment) Version #7

Ian,

As per your last email - let me know if we have it ready to go.

Thanks again,

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive phone

Not Responsive fax

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Re: Tims: BC PNP (Offer of Employment) Version #7

Wednesday, March 20, 2013

5:49 PM

Subject	Re: Tims: BC PNP (Offer of Employment) Version #7
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Thursday, September 24, 2009 2:20 PM

How many do you want. :-)

Chris Thomas
Human Resources
Not Responsive

----- Original Message -----

From: "Mellor, Ian ALMD:EX" [Ian.Mellor@gov.bc.ca]

Sent: 09/24/2009 01:58 PM MST

To: Chris Thomas

Subject: Re: Tims: BC PNP (Offer of Employment) Version #7

We'll be ready - any idea how many?

Ian

----- Original Message -----

From: Not Responsive timhortons.com <Not Responsive@timhortons.com>

To: Mellor, Ian ALMD:EX

Sent: Thu Sep 24 13:54:37 2009

Subject: Re: Tims: BC PNP (Offer of Employment) Version #7

Ian,

Thank you again, please tell your officers to expect applications next week.

Chris

Chris Thomas
Human Resources
Not Responsive

----- Original Message -----

From: "Mellor, Ian ALMD:EX" [Ian.Mellor@gov.bc.ca]

Sent: 09/24/2009 01:51 PM MST

To: Chris Thomas

Subject: RE: Tims: BC PNP (Offer of Employment) Version #7

Chris: This version contains all the provisions that the BC PNP sets out for a job offer in the ELSS category
(I'm not going to say I "approve"
it because it's a contract that we're not a party to, and in doing that we might incur some legal liability
for the document)

Regards,

Ian

Ian Mellor
Associate Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive timhortons.com ([mailto](mailto:timhortons.com)) Not Responsive timhortons.com

Sent: Thursday, September 24, 2009 1:43 PM

To: Mellor, Ian ALMD:EX

Subject: Fw: Tims: BC-PNP (Offer of Employment) Version #7

Ian,

As per your last email - let me know if we have it ready to go.

Thanks again;

Chris Thomas
Human Resources
TDL Group

Not Responsive timhortons.com

Not Responsive phone

Not Responsive fax

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Fw: Tims: BC PNP (Offer of Employment) Version #7

Wednesday, March 20, 2013

5:49 PM

Subject	Fw: Tims: BC PNP (Offer of Employment) Version #7
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Thursday, September 24, 2009 1:43 PM
Attachments	 BC PNP OfferEmpl ...

Ian,

As per your last email - let me know if we have it ready to go.

Thanks again,

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive phone

Not Responsive fax

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Offer of Employment – BC PNP – Food Counter Attendant

Business Name: _____

Last Name: _____ First Name: _____

Address: _____

Location: _____

Phone Number: _____ Fax Number: _____

The Employee: _____

Last Name: _____ First Name: _____

Home Address: _____

The PARTIES agree as follows:

DURATION OF OFFER OF EMPLOYMENT

1. This full-time offer of employment shall be for an indeterminate duration. This offer of employment will not supersede the guidelines and regulations of the Government of Canada's Temporary Foreign Worker Program or the Government of British Columbia's Provincial Nomination Program. This offer is subject to THE EMPLOYEE maintaining their legal employment status in Canada.
2. Both parties agree that this contract is conditional upon THE EMPLOYEE obtaining the BC – PNP nomination letter. Both parties agree that once THE EMPLOYEE gains their Permanent Residency through the Canadian immigration system, both THE EMPLOYER and THE EMPLOYEE will continue to follow all provincial and federal labour laws.

JOB DESCRIPTION

3. THE EMPLOYEE agrees to carry out the following tasks: (Describe tasks, in detail) – **PLEASE SEE THE ATTACHED JOB DESCRIPTION or the attached occupational profile.**

WORK SCHEDULE

4. THE EMPLOYEE shall be scheduled to work 40 hours per week. Any hours over and above 40 hours per week shall be subject to all regulations surrounding overtime in the BC Employment Standards Act. His/her workday shall vary depending on schedule requirements.
5. THE EMPLOYEE shall be entitled to scheduled breaks as per BC Employment Standards Act. An employee must not work more than five hours in a row without a 30-minute unpaid meal break. Employers are not required to provide coffee breaks.
6. THE EMPLOYEE shall be entitled to regular days off as per BC Employment Standards Act. An employee must have at least 32 hours in a row free from work each week.
7. THE EMPLOYEE shall be entitled to 4% vacation pay or 2 weeks unpaid holiday after 12 months of continuous employment with their current employer.
8. THE EMPLOYEE shall be entitled to zero days of sick leave per year.

WAGES AND DEDUCTIONS

9. THE EMPLOYER agrees to pay THE EMPLOYEE, for his/her work, wages of \$_____ per hour. These shall be paid bi-weekly, monthly, 1 and 15.

TRAVEL EXPENSES

10. THE EMPLOYER agrees to assume the transportation costs of the round trip travel of the EMPLOYEE between his/her country of permanent residence (Manila, Philippines) and place of work in Canada (, B.C). It is THE EMPLOYER'S obligation and responsibility to pay for the transportation costs and they cannot be passed on to the foreign worker (i.e. THE EMPLOYEE pays for the transportation costs on behalf of THE EMPLOYER and is reimbursed at a later date). Under no circumstances are transportation costs recoverable from THE EMPLOYEE. Once THE EMPLOYEE has obtained their Permanent Residency through the Canadian immigration system, this clause becomes null and void.
11. If there is a termination of THE EMPLOYER-EMPLOYEE relationship and THE EMPLOYEE is hired by a NEW EMPLOYER which has obtained a neutral or positive Labour Market Opinion under the Pilot Project for Occupations Requiring Lower Levels of Formal Training (NOC C & D) of the Temporary Foreign Worker Program, THE EMPLOYEE shall release the ORIGINAL EMPLOYER with the obligation of his/her return transportation cost to his/her country of permanent residence.

ACCOMMODATION

12. THE EMPLOYER and THE EMPLOYEE confirm that reasonable and proper accommodation is available for THE EMPLOYEE, and they have provided THE EMPLOYEE with suitable accommodation, if necessary. If the accommodation was provided, THE EMPLOYER recouped costs as outlined below. Such costs are not more than reasonable for accommodations of that type in the employment location.

THE EMPLOYER _____ has / ☒ has not provided THE EMPLOYEE with accommodation.

(Mark X beside appropriate box).

If yes, THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER recouped from THE EMPLOYEE costs at an amount of \$ _____ per _____ (month, 2 week period, etc.....) through payroll deductions.

NOTICE OF RESIGNATION

13. Should he/she wish to terminate the present contract, THE EMPLOYEE agrees to give THE EMPLOYER written notice thereof at least one week in advance.

NOTICE OF TERMINATION OF EMPLOYMENT

14. THE EMPLOYER must give written notice before terminating the offer of employment to THE EMPLOYEE if this employee has completed at least 12 months of uninterrupted service with THE EMPLOYER. This notice shall be provided at least 2 week in advance. THE EMPLOYER will provide THE EMPLOYEE with a letter of reference if he/she is terminated without cause.

CONTRACT SUBJECT TO BC LABOUR AND EMPLOYMENT LEGISLATION

15. THE EMPLOYER is obligated to abide by the standards set out in the BC Employment Standards Act and, if applicable, the terms of any collective agreement in place. In particular, THE EMPLOYER must abide by the standards with respect to how wages are paid, how overtime is calculated, meal periods, statutory holidays, annual leave, benefits and recourse under the terms of the Act. Any terms of this contract of Employment less favourable to THE EMPLOYEE than the standards stipulated in the BC Employment Standards Act is null and void.

IN WITNESS WHEREOF the parties state that they have read and accepted all the terms and conditions Stipulated in the present offer of employment.

Signed at: _____ and at: _____

THE EMPLOYER

THE EMPLOYEE

THE EMPLOYER (PRINT)

THE EMPLOYEE (PRINT)

DATE

DATE

RE: contract

Wednesday, March 20, 2013
5:49 PM

Subject	RE: contract
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Tuesday, September 22, 2009 12:33 PM

No problem at all.

Once you approve the content, it will just mean more work for your team
anyways : -)

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com
Not Responsive /phone
Not Responsive /fax

"Mellor, Ian
ALMD:EX"
<Ian.Mellor@gov.bc.ca>
<Not Responsive@timhortons.com>
cc
09/22/2009 01:01
PM Subject
RE: contract

Sorry Chris - I've been swamped. Will take a look at it later today or tomorrow & get back to you.

Ian

Ian Mellor
Executive Director
Economic Immigration Programs
Ministry of Advanced Education & Labour Market Development British Columbia
Phone: 604.775.2183

-----Original Message-----

From: Not Responsive@timhortons.com [mailto:Not Responsive@timhortons.com]
Sent: Tuesday, September 22, 2009 11:51 AM
To: Mellor, Ian ALMD:EX
Subject: contract

Ian,

Did you get a chance to review the last set of revisions?

Let me know if you are ok with the changes.

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive phone

Not Responsive fax

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Fw: Tims: BC PNP (Offer of Employment) Version #6.1

Wednesday, March 20, 2013

5:49 PM

Subject	Fw: Tims: BC PNP (Offer of Employment) Version #6.1
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Wednesday, September 16, 2009 8:41 AM
Attachments	 BC PNP OfferEmpl ...

Ian,

Revised version as discussed.

Let me know what you think.

Chris Thomas
Human Resources

TDL Group

Not Responsive@timhortons.com

Not Responsive phone

Not Responsive /fax

(See attached file: BC PNP OfferEmpl #6.1.doc) The information contained in this message is confidential and may be legally privileged. The message is intended solely for the addressee(s). If you are not the intended recipient, you are hereby notified that any use, dissemination, or reproduction is strictly prohibited and may be unlawful. If you are not the intended recipient, please contact the sender by return e-mail and destroy all copies of the original message.

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Offer of Employment – BC PNP – Food Counter Attendant

Business Name: _____

Last Name: _____ First Name: _____

Address: _____

Location: _____

Phone Number: _____ Fax Number: _____

The Employee: _____

Last Name: _____ First Name: _____

Home Address: _____

The PARTIES agree as follows:

DURATION OF OFFER OF EMPLOYMENT

1. This full-time offer of employment shall be for an indeterminate duration. This offer of employment will not supersede the guidelines and regulations of the Government of Canada's Temporary Foreign Worker Program or the Government of British Columbia's Provincial Nomination Program. This offer is subject to THE EMPLOYEE maintaining their legal employment status in Canada.
2. Both parties agree that this contract is conditional upon THE EMPLOYEE obtaining the BC – PNP nomination letter. Both parties agree that once THE EMPLOYEE gains their Permanent Residency through the Canadian Immigration system, both THE EMPLOYER and THE EMPLOYEE will continue to follow all provincial and federal labour laws.

JOB DESCRIPTION

3. THE EMPLOYEE agrees to carry out the following tasks: (Describe tasks, in detail) – **PLEASE SEE THE ATTACHED JOB DESCRIPTION or the attached occupational profile.**

WORK SCHEDULE

4. THE EMPLOYEE shall be scheduled to work 40 hours per week. Any hours over and above 40 hours per week shall be subject to all regulations surrounding overtime in the BC Employment Standards Act. His/her workday shall vary depending on schedule requirements.
5. THE EMPLOYEE shall be entitled to scheduled breaks as per BC Employment Standards Act. An employee must not work more than five hours in a row without a 30-minute unpaid meal break. Employers are not required to provide coffee breaks.
6. THE EMPLOYEE shall be entitled to regular days off as per BC Employment Standards Act. An employee must have at least 32 hours in a row free from work each week.
7. THE EMPLOYEE shall be entitled to 4% vacation pay or 2 weeks unpaid holiday after 12 months of continuous employment with their current employer.
8. THE EMPLOYEE shall be entitled to zero days of sick leave per year.

WAGES AND DEDUCTIONS

9. THE EMPLOYER agrees to pay THE EMPLOYEE, for his/her work, wages of \$_____ per hour. These shall be paid biweekly, monthly, 1 and 15.

TRAVEL EXPENSES

10. THE EMPLOYER and THE EMPLOYEE hereby confirm that the cost of one-way air transportation (from Philippines to British Columbia) has been assumed by THE EMPLOYER and that these costs were not and will not be recovered by THE EMPLOYER. Once THE EMPLOYEE has obtained their BC-PNP Nomination from the BC Government, this clause becomes null and void.

11. If there is a termination of THE EMPLOYER-EMPLOYEE relationship and THE EMPLOYEE is hired by a NEW EMPLOYER which has obtained a neutral or positive Labour Market Opinion under the Pilot Project for Occupations Requiring Lower Levels of Formal Training (NOC C & D) of the Temporary Foreign Worker Program, THE EMPLOYEE shall release the ORIGINAL EMPLOYER with the obligation of his/her return transportation cost to his/her country of permanent residence.

ACCOMMODATION

12. THE EMPLOYER and THE EMPLOYEE confirm that reasonable and proper accommodation is available for THE EMPLOYEE, and they have provided THE EMPLOYEE with suitable accommodation, if necessary. If the accommodation was provided, THE EMPLOYER recouped costs as outlined below. Such costs are not more than reasonable for accommodations of that type in the employment location.

THE EMPLOYER _____ has / X has not provided THE EMPLOYEE with accommodation.

(Mark X beside appropriate box).

If yes, THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER recouped from THE EMPLOYEE costs at an amount of \$ _____ per _____ (month, 2 week period, etc.....) through payroll deductions.

NOTICE OF RESIGNATION

13. Should he/she wish to terminate the present contract, THE EMPLOYEE agrees to give THE EMPLOYER written notice thereof at least one week in advance.

NOTICE OF TERMINATION OF EMPLOYMENT

14. THE EMPLOYER must give written notice before terminating the offer of employment to THE EMPLOYEE if this employee has completed at least 12 months of uninterrupted service with THE EMPLOYER. This notice shall be provided at least 2 week in advance.

CONTRACT SUBJECT TO BC LABOUR AND EMPLOYMENT LEGISLATION

15. THE EMPLOYER is obligated to abide by the standards set out in the BC Employment Standards Act and, if applicable, the terms of any collective agreement in place. In particular, THE EMPLOYER must abide by the standards with respect to how wages are paid, how overtime is calculated, meal periods, statutory holidays, annual leave, benefits and recourse under the terms of the Act. Any terms of this contract of Employment less favourable to THE EMPLOYEE than the standards stipulated in the BC Employment Standards Act is null and void.

IN WITNESS WHEREOF the parties state that they have read and accepted all the terms and conditions Stipulated in the present offer of employment.

Signed at: _____ and at: _____

THE EMPLOYER

THE EMPLOYEE

THE EMPLOYER (PRINT)


THE EMPLOYEE (PRINT)

DATE

DATE

BC PNP Offer Employment

Wednesday, March 20, 2013
5:49 PM

Subject	BC PNP Offer Employment
From	Not Responsive@timhortons.com
To	Mellor, Ian ALMD:EX
Sent	Tuesday, September 1, 2009 2:08 PM
Attachments	 BC PNP OfferEmpl ...

Ian,

Thank you again for reviewing.

I think we have made all of the necessary changes except for suggestion number one.

With it being an offer of employment vs an employment contract, could we say something along these lines:

"we confirm that we wish to offer to employ him/her on an indeterminate basis if they receive their Canadian permanent resident status?"

Let me know,

Chris Thomas
Human Resources
TDL Group

Not Responsive@timhortons.com

Not Responsive phone

Not Responsive fax

(See attached file: BC PNP OfferEmpl #5.doc)

Chris: I've taken a look over the draft offer and identified the following issues:

1. Our PNP requires an offer of indeterminate employment - in the draft, the offer is only valid from the time of the employee's nomination to his/her approval for permanent residence
2. Under the ESA, overtime hours over and above a certain number must be paid at double the rate for regularly scheduled hours - OT pay depends on total OT hours worked in the applicable period. There are also special provisions for extra pay if an employee works on a statutory holiday

3. Applicants in the ELSS category will already have worked for the sponsoring employer for at least 9 months, and nominees can expect to wait 8 - 12 months for their permanent residence visa. This has implications for termination requirements and vacation allowances under the ESA. After working continuously for an employer for 12 months an employee is entitled to a) 2 weeks termination notice or severance pay in the event of layoff, and b) 1 week of paid vacation

4. The draft includes a number of references to previously fulfilled conditions, i.e., payment of wages, statutory withholdings from wages, registration for workers' comp, no recruitment fees charged to the employee, accommodation and bridging medical insurance, and wage review/adjustment.

I don't think these are necessary, however, you should consider including applicable on-going obligations, e.g., wages to be paid bi-weekly; statutory withholdings to be made / remitted by the EMPLOYER as required by law; EMPLOYER's confirmation the employee is registered with WCB; provision of accommodation and rate charged (if applicable); provision for wage review / adjustment, specifying the date, if this has not already occurred.

You could also add that the employee has not been, and will not be charged any fee as a condition of employment, or for recruitment costs incurred by the employer.

5. The first sentence of section #14 should be sufficient with regard to eliminating the employer's obligation to pay return air fare where a laid off employee is placed with another employer

6. The provision for enhanced severance is no longer required for ELSS applications since laid-off employees are now eligible for EI

I hope this helps - give me a call if you'd like to discuss

Regards

Ian

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Offer of Employment – BC PNP – Food Counter Attendant

Business Name: _____
Last Name: _____ First Name: _____
Address: _____
Location: _____
Phone Number: _____ Fax Number: _____

The Employee: _____
Last Name: _____ First Name: _____
Home Address: _____

The PARTIES agree as follows:

DURATION OF OFFER OF EMPLOYMENT

1. This offer of employment shall be valid from the date the BC-PNP nominates THE EMPLOYEE to his/her approval for Canadian Permanent Residency. This offer of employment will not supersede the guidelines of Temporary Foreign Worker Program or BC PNP.
2. Both parties agree that this contract is conditional upon THE EMPLOYEE obtaining the BC – PNP nomination letter. Both parties agree that once THE EMPLOYEE gains their Permanent Residency through the Canadian immigration system, both THE EMPLOYER and THE EMPLOYEE will continue to follow all provincial and federal labour laws.

JOB DESCRIPTION

3. THE EMPLOYEE agrees to carry out the following tasks: (Describe tasks, in detail) – **PLEASE SEE THE ATTACHED JOB DESCRIPTION or the attached occupational profile.**

WORK SCHEDULE

4. THE EMPLOYEE shall be scheduled to work 40 hours per week. Any hours over and above 40 hours per week shall be subject to all regulations surrounding overtime in the BC Employment Standards Act. His/her workday shall vary depending on schedule requirements.
5. THE EMPLOYEE shall be entitled to scheduled breaks as per BC Employment Standards Act. An employee must not work more than five hours in a row without a 30-minute unpaid meal break. Employers are not required to provide coffee breaks.
6. THE EMPLOYEE shall be entitled to regular days off as per BC Employment Standards Act. An employee must have at least 32 hours in a row free from work each week.
7. THE EMPLOYEE shall be entitled to 4% vacation pay and 1 week unpaid holiday after 12 months of continuous employment with their current employer.
8. THE EMPLOYEE shall be entitled to zero days of sick leave per year.

WAGES AND DEDUCTIONS

9. THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYEE was paid, for his/her work, wages of \$? per hour. These shall be paid biweekly.
10. THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER has paid all taxes and submitted all deductions payable as prescribed by law (including, but not limited to employment insurance, income tax, Canada Pension plan).
11. THE EMPLOYER and THE EMPLOYEE confirm that no funds were recouped from THE EMPLOYEE, through payroll deductions or any other means, any costs incurred in recruiting or retaining THE EMPLOYEE. These include, but are not limited to, any amounts payable to a third-party recruiter.

REVIEWING WAGE

12. THE EMPLOYER and THE EMPLOYEE confirm THE EMPLOYER reviewed and adjusted (if necessary) THE EMPLOYEE's wages after 12 months of employment, to ensure they met the prevailing wage rate for the occupation in the region.

TRAVEL EXPENSES

13. THE EMPLOYER and THE EMPLOYEE hereby confirm that the cost of one-way air transportation (from Philippines to British Columbia) has been assumed by THE EMPLOYER and that these costs were not recovered by THE EMPLOYER.

14. If there is a termination of THE EMPLOYER-EMPLOYEE relationship and THE EMPLOYEE is hired by a NEW EMPLOYER which has obtained a neutral or positive Labour Market Opinion under the Pilot Project for Occupations Requiring Lower Levels of Formal Training (NOC C & D) of the Temporary Foreign Worker Program, THE EMPLOYEE shall release the ORIGINAL EMPLOYER with the obligation of his/her return transportation cost to his/her country of permanent residence.

ACCOMMODATION

15. THE EMPLOYER and THE EMPLOYEE confirm that reasonable and proper accommodation was available for THE EMPLOYEE, and have provided THE EMPLOYEE with suitable accommodation, if necessary. If accommodation was provided, THE EMPLOYER recouped costs as outlined below. Such costs were not more than reasonable for accommodations of that type in the employment location.
THE EMPLOYER _____ has / ☒ did not provide THE EMPLOYEE with accommodation.
(Mark X beside appropriate box).
If yes, THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER recouped from THE EMPLOYEE costs at an amount of \$ _____ per _____ (month, 2 week period, etc.....) through payroll deductions.

HOSPITAL AND MEDICAL CARE INSURANCE

16. THE EMPLOYER and THE EMPLOYEE confirm that THE EMPLOYER provided health insurance at no cost to THE EMPLOYEE until such time as THE EMPLOYEE was eligible for applicable provincial health insurance.

WORKPLACE SAFETY INSURANCE (Worker's Compensation)

17. THE EMPLOYER and THE EMPLOYEE confirm they have registered THE EMPLOYEE under the BC Workplace Safety Insurance Program. THE EMPLOYER and THE EMPLOYEE confirm that no money was deducted from THE EMPLOYEE'S wages for this purpose.

NOTICE OF RESIGNATION

18. Should he/she wish to terminate the present contract, THE EMPLOYEE agrees to give THE EMPLOYER written notice thereof at least one week in advance.

NOTICE OF TERMINATION OF EMPLOYMENT

19. THE EMPLOYER must give written notice before terminating the offer of employment THE EMPLOYEE if this employee has completed at least 12 months of uninterrupted service with THE EMPLOYER and if the contract is not about to expire. This notice shall be provided at least 2 week in advance.

CONTRACT SUBJECT TO BC LABOUR AND EMPLOYMENT LEGISLATION

20. THE EMPLOYER is obligated to abide by the standards set out in the BC Employment Standards Act and, if applicable, the terms of any collective agreement in place. In particular, THE EMPLOYER must abide by the standards with respect to how wages are paid, how overtime is calculated, meal periods, statutory holidays, annual leave, benefits and recourse under the terms of the Act. Any terms of this contract of Employment less favourable to THE EMPLOYEE than the standards stipulated in the BC Employment Standards Act is null and void.

IN WITNESS WHEREOF the parties state that they have read and accepted all the terms and conditions stipulated in the present offer of employment.

Signed at: _____ and at: _____

THE EMPLOYER

THE EMPLOYEE

THE EMPLOYER (PRINT)

THE EMPLOYEE (PRINT)

DATE

DATE

Mason, Patty JTST:EX

From: Best, Kelly ALMD:EX
Sent: Tuesday, December 9, 2008 10:25 AM
To: Chalifour, Chelsea JTST:EX; Ahn, Sohee JTST:EX
Subject: Mexico followup

Follow Up Flag: Follow up
Flag Status: Completed

Hi

Attached is the notes for followup and the list of who attended - all saved under the Mexico folder - Dec 8 mtg.

Chelsea you will also find there the event plan for print out to add to the BEA that was done. BEA was submitted to Karen for processing, Cathy has a copy.

S22 Lets talk when you have time and we can go through this.



Notes and Attended Dec 8
llowup Dec 8 mtg., mtg.doc

Kelly Best
Labour Market Development and Immigration Division
Ministry of Advanced Education and
Labour Market Development
T. 250.953.4256

Notes and Followup Dec 8 mtg.
Canada Mexico Pilot

S13, S16

S13, S16

Attended – Mexico mtg Dec 1

James Chase, CEO BCHA, - james@bchotelassociation.com
Christina Stoneman, BCHA
Mark von Schellwitz, VP Western Canada, CRFA
Sharron Tulk, Director of Marketing and Member Relations,
Arlene Keis Go2 HR
John Leschyson Go2HR
Regina Brodersen BCCassn
Wayne Marsden PCL Constructors Westcoast Ltd
Richard Green Wescor Contracting
Arturo Huerta Wescor Contracting (drywall - Victoria)
Kent Orrock – BC Road Builders and Heavy Construction Assoc

Chris Thomas – Tim Hortons
Human Resources
TDL Group
Not Responsive timhortons.com
Not Responsive phone
Not Responsive fax

Service Canada Rep – Kyle Riesterer
Karen Tso - CIC
Joan Texeira - HRSDC
Philippe de Varennes – CIC Mexico – Visa Post
Cónsul General Angel Villalobos Rodríguez
y/o Estela Garcia
(Vancouver, December 8th)
Omar Rodriguez Alarcón
Anel Valencia Carmona

Mason, Patty JTST:EX

From: Tso.Karen [Karen.Tso@cic.gc.ca]
Sent: Monday, January 12, 2009 9:22 AM
To: Ahn, Sohee JTST:EX
Subject: RE: Call conference deliverables

Hi Sohee,

I am waiting to hear back from Omar. If I don't get a reply I'll call him tomorrow. Does that work for you or do they need to know earlier?

Karen Tso

613-952-3319 | facsimile / télécopieur 613-954-0850 Karen.Tso@cic.gc.ca National Headquarters
/ Administration centrale Citizenship and Immigration Canada | 365 Laurier Avenue West Ottawa
ON K1A 1L1 Citoyenneté et Immigration Canada | 365, avenue Laurier Ouest Ottawa ON K1A 1L1
Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Ahn, Sohee ALMD:EX [mailto:Sohee.Ahn@gov.bc.ca]
Sent: January 12, 2009 11:49 AM
To: Tso.Karen
Subject: RE: Call conference deliverables

Any way Mexico can confirm the online system will be ready by Jan 19, before Wednesday's call? Apparently, Tim Horton's is ready and John wants to confirm and get the info necessary for when the program goes live.

Thanks.

Sohee Ahn
(250) 387-7587

-----Original Message-----

From: Ahn, Sohee ALMD:EX
Sent: Monday, January 12, 2009 8:33 AM
To: 'Tso.Karen'
Subject: RE: Call conference deliverables

I just sent the email to John and he will be participating. He is also looking for confirmation that this program will start on Jan. 19th - I am assuming this will happen on Wednesday's call.

Sohee Ahn
(250) 387-7587

-----Original Message-----

From: Tso.Karen [mailto:Karen.Tso@cic.gc.ca]
Sent: Monday, January 12, 2009 5:35 AM
To: Ahn, Sohee ALMD:EX
Subject: RE: Call conference deliverables

S22

Ps regarding our call on the 14th, I noticed that neither associations were invited. I'm thinking they should participate?? Especially given John's detailed comments. I have already mentioned to HRSDC to resend the invite but you might want to give John and Regina a heads up

Karen Tso

613-952-3319 | facsimile / télécopieur 613-954-0850 Karen.Tso@cic.gc.ca National Headquarters / Administration centrale Citizenship and Immigration Canada | 365 Laurier Avenue West Ottawa ON K1A 1L1 Citoyenneté et Immigration Canada | 365, avenue Laurier Ouest Ottawa ON K1A 1L1 Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Ahn, Sohee ALMD:EX [mailto:Sohee.Ahn@gov.bc.ca]
Sent: January 7, 2009 8:49 PM
To: Tso.Karen
Subject: RE: Call conference deliverables

S22

Sohee Ahn
(250) 387-7587

-----Original Message-----

From: Tso.Karen [mailto:Karen.Tso@cic.gc.ca]
Sent: Wednesday, January 7, 2009 12:30 PM
To: Ahn, Sohee ALMD:EX
Subject: Re: Call conference deliverables

Hey there

S22

-----Original Message-----

From: Ahn, Sohee ALMD:EX <Sohee.Ahn@gov.bc.ca>
To: Tso.Karen
Sent: Wed Jan 07 11:35:16 2009
Subject: RE: Call conference deliverables

Not Responsive

Sohee Ahn
(250) 387-7587

From: Tso.Karen [mailto:Karen.Tso@cic.gc.ca]
Sent: Wednesday, January 7, 2009 7:05 AM
To: Ahn, Sohee ALMD:EX
Subject: RE: Call conference deliverables

right, the inauguration.

Not Responsive

Karen Tso
613-952-3319 | facsimile/télécopieur 613-954-0850 <mailto:Karen.Tso@cic.gc.ca>
Karen.Tso@cic.gc.ca National Headquarters / Administration centrale Citizenship and
Immigration Canada | 365 Laurier Avenue West Ottawa ON K1A 1L1 Citoyenneté et Immigration
Canada | 365, avenue Laurier Ouest Ottawa ON K1A 1L1 Government of Canada | Gouvernement du
Canada

-----Original Message-----

From: Ahn, Sohee ALMD:EX [mailto:Sohee.Ahn@gov.bc.ca]
Sent: January 6, 2009 8:43 PM
To: Tso.Karen
Subject: FW: Call conference deliverables

Hey Karen,
In addition to Zulum's request per item #3, here is a summary of John's comments. Please
forward to Mexico as you think appropriate.

Also, it would be great if we could schedule our call on January 15th as

S22

S22

Thanks.

Sohee Ahn
(250) 387-7587

From: John Leschyson [mailto:jleschyson@go2hr.ca]
Sent: Monday, January 5, 2009 4:22 PM
To: Best, Kelly ALMD:EX
Subject: RE: Call conference deliverables

Kelly,

Sorry for the late response.

Following are my comments and suggestions on Mexico's on-line system. Some and/or most of these comments were brought at the meeting but I thought I would include them in this summary format:

S13, S16

S13

Hope this helps

John

John Leschyson
Director Industry Human Resource Development

go2
The resource for people in tourism.

Suite 450, One Bentall Centre
505 Burrard Street
P.O. Box 59
Vancouver, BC V7X 1M3
tel 604 633 9787 (ext 225)
fax 604 633 9796
<http://www.go2hr.ca>

From: Best, Kelly ALMD:EX [mailto:Kelly.Best@gov.bc.ca]
Sent: December 30, 2008 8:49 AM
To: John Leschyson; regina@bccassn.com
Subject: FW: Call conference deliverables

John and Regina,

Please see below for a summary of the Mexico call last week. Can you send the deliverable from #3 to me and I will forward on to Mexico.

Thanks,

Kelly Best
T. 250.953.4256

From: Zulum Avila [mailto:zulum.avila@stps.gob.mx]
Sent: Wednesday, December 24, 2008 12:03 PM
To: Ahn, Sohee ALMD:EX; Best, Kelly ALMD:EX; Chalifour, Chelsea ALMD:EX; joan.texeira@hrsdc-rhdsc.gc.ca; Lee.Trainer@cic.gc.ca; karentso@cic.gc.ca; Best, Kelly ALMD:EX; Chalifour, Chelsea ALMD:EX; julie.cugalj@hrsdc-rhdsc.gc.ca; IMCEAX400-c=CA+3Ba=GOVMT+2ECANADA+3Bp=GC+2BHRSDC+2ERHDSC+3Bs=Harris+3Bg=Deborah+3B@cic.gc.ca; Josee.Roy@international.gc.ca; Sean.Sunderland@international.gc.ca
Cc: cvalencia@stps.gob.mx; mmora@stps.gob.mx; jesug@sre.gob.mx; dgranda@sre.gob.mx; Luis Fernando Sanchez-Hidalgo Martinez; convancouver@sre.gob.mx
Subject: RV: Call conference deliverables

Dear colleagues,

Regarding to our last call conference, please find here by the list of deliverables and next steps for the implementation of our Pilot program.

S13, S16

If you have any questions or concerns, please do not hesitate to contact me.

On behalf of CGE/Mexico team, let me take the opportunity to wish you joyous festivities and a prosperous year ahead...

Sincerely,

Omar

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Thank you

Mason, Patty JTST:EX

From: Chalifour, Chelsea JTST:EX
Sent: Thursday, January 15, 2009 4:06 PM
To: 'Tso.Karen'
Cc: Ahn, Sohee JTST:EX
Subject: FW: Follow-up from Yesterday's call with Mexico

Hi Karen,

John has provided us with the breakdown information on the 70 (now 77) positions being requested from Tim Hortons (included below). Also, following up with John on editing the occupational profiles, he indicated that he will not be able to provide adjustments until early next week (see below). Please forward the information on the breakdown of requested workers to Mexico.

Cheers!

Chelsea Chalifour

Project Manager, WorkBC
Ministry of Advanced Education &
Labour Market Development
2nd floor, 835 Humboldt Street
Tel: 250.387.7547
fax: 250.952.0705

From: John Leschyson [<mailto:jleschyson@go2hr.ca>]
Sent: Thursday, January 15, 2009 3:59 PM
To: Chalifour, Chelsea ALMD:EX
Subject: RE: Follow-up from Yesterday's call with Mexico

Chelsea,

They are all food counter attendants from 14 Tim Hortons (77 positions). I understand from Chris Thomas that he has already had some preliminary discussions with Mexico about this (I think the number was closer to 40 or so at the time). Chris will get the information to me as soon as possible so I can load it into the system.

On another note, I was unable to access my computer most of today (just got it up and running a few minutes ago). Therefore, I haven't been able to look at the job descriptions in the Mexican system and provide any necessary adjustments S22 so I probably won't get to this until sometime early next week.

John

John Leschyson
Director Industry Human Resource Development

go2
The resource for people in tourism.

Suite 450, One Bentall Centre
505 Burrard Street
P.O. Box 59
Vancouver, BC V7X 1M3
tel 604 633 9787 (ext 225)
fax 604 633 9796
<http://www.go2hr.ca>

From: Chalifour, Chelsea ALMD:EX [<mailto:Chelsea.Chalifour@gov.bc.ca>]
Sent: January 15, 2009 10:36 AM
To: John Leschyson
Cc: Ahn, Sohee ALMD:EX
Subject: Follow-up from Yesterday's call with Mexico

Hi John,

I just wanted to send a quick email to confirm that you are still able to provide a breakdown of the 70 positions from GO2 to Sohee and I by tomorrow afternoon so that the Mexicans have the information in advance of their meeting on Monday.

Karen from CIC was also hoping to get the corrected occupational profiles before the end of day tomorrow as well which I believe you agreed to edit. Will end of day tomorrow give you enough time?

Chelsea Chalifour

Project Manager, WorkBC
Ministry of Advanced Education &
Labour Market Development
2nd floor, 835 Humboldt Street
Tel: 250.387.7547
fax: 250.952.0705

Mason, Patty JTST:EX

From: Chalifour, Chelsea JTST:EX
Sent: Thursday, February 19, 2009 4:57 PM
To: Ahn, Sohee JTST:EX
Subject: FW: Proposed Options for Payment of Fees (Labour Mobility Working Group)

Chelsea Chalifour
Project Manager, WorkBC
Ministry of Advanced Education &
Labour Market Development
2nd floor, 835 Humboldt Street
Tel: 250.387.7547
fax: 250.952.0705

-----Original Message-----

From: John Leschyson [mailto:jleschyson@go2hr.ca]
Sent: Thursday, February 19, 2009 2:57 PM
To: Chalifour, Chelsea ALMD:EX
Subject: RE: Proposed Options for Payment of Fees (Labour Mobility Working Group)

Chelsea,

Update on Resumes from Omar:

Tim Horton's received 8 resumes February 15th. 3 look like they are potential candidates; 2 are in the 'maybe' file and the rest do not have relevant and/or current experience. Omar has indicated that we should receive another 20 resumes by today and a further "30 or so" by Wednesday the 25th. I spoke with Chris Thomas and we will wait until the middle of next week to do an initial assessment of all the resumes received and provide feedback to Omar so he can fine tune his recruitment process.

Re the payment of Fees:

This document only covers the payment of medical and visa processing fees. Does that mean that the English tests are being paid for by the Mexican worker or the Mexican government?

Starting with the 2nd option first (Fanocat):

It appears to me that this option envisions go2 as collecting the medical and work permit fees from the employer(s) and remitting them to Fanocat. If this is correct then this option will not work for us.

I am not sure if I understand option 1. Is this an option or is this something that the Mexican government is looking into? At any rate, if this is in fact an option, then it is the better of the two.

However, I am still unclear as to how this will actually work. As I understand the process, the applicants being sent for consideration have had their medical and English tests completed. However, companies will only pay for the medical fee, English test(?) and visa processing fees if they select the candidate and he/she accepts the position. Who will absorb

these costs for candidates who are not selected to work through this program? If we use the current situation as an example, the Mexican government sent 8 resumes of candidates for Tim Horton's consideration. Tim Horton's is interested in 3 of the candidates and should they proceed with hiring one, two or three they would then pay the fees. The other candidates may go back into the candidate pool and may be picked up by another employer. If selected by another employer then the fees are paid by that employer. However, what happens to candidates who are not selected?

John Leschyson
Director Industry Human Resource Development

go2
The resource for people in tourism.

Suite 450, One Bentall Centre
505 Burrard Street
P.O. Box 59
Vancouver, BC V7X 1M3
tel 604 633 9787 (ext 225)
fax 604 633 9796
<http://www.go2hr.ca>

-----Original Message-----

From: Chalifour, Chelsea ALMD:EX [mailto:Chelsea.Chalifour@gov.bc.ca]
Sent: February 19, 2009 1:01 PM
To: John Leschyson
Subject: FW: Proposed Options for Payment of Fees (Labour Mobility Working Group)
Importance: High

Hi John,

I just sent you a voicemail but thought I would also follow-up via email to see how things are going with the mexico pilot. In the last update Omar had mentioned that they were a bit delayed in forwarding resume's your way. Did you end up receiving those? Also, did you have a chance to look at the Medical options for payment of examinations?

Chelsea Chalifour
Project Manager, WorkBC
Ministry of Advanced Education &
Labour Market Development
2nd floor, 835 Humboldt Street
Tel: 250.387.7547
fax: 250.952.0705

-----Original Message-----

From: Chalifour, Chelsea ALMD:EX
Sent: Thursday, February 12, 2009 10:51 AM
To: 'John Leschyson'
Cc: Ahn, Sohee ALMD:EX
Subject: FW: Proposed Options for Payment of Fees (Labour Mobility Working Group)
Importance: High

Hi John,

Mexico has provided two options to facilitate the payment of medical fees by employers. Can you look at the attached document (explaining the options) and provide feedback on the option that will work best for you/the employers, and any questions or further clarification that is needed?

If you have detailed questions you would like us to follow up on, let me know and I can give you a call to go over the options and any issues.

Chelsea Chalifour
Project Manager, WorkBC
Ministry of Advanced Education &
Labour Market Development
2nd floor, 835 Humboldt Street
Tel: 250.387.7547
fax: 250.952.0705

-----Original Message-----

From: Tso.Karen [mailto:Karen.Tso@cic.gc.ca]
Sent: Thursday, February 12, 2009 10:17 AM
To: Ahn, Sohee ALMD:EX; Chalifour, Chelsea ALMD:EX; Best, Kelly ALMD:EX
Cc: deborah.harris@hrsdc-rhdsc.gc.ca; joan.texeira@hrsdc-rhdsc.gc.ca; Trainer.Lee
Subject: FW: Proposed Options for Payment of Fees (Labour Mobility Working Group)
Importance: High

Hi There,

Please see attached 2 options proposed by Mexico for the payment of fees.
Please advise as to how you would like to proceed with next steps.

Take Care

KT

Karen Tso
National Headquarters | Administration centrale Citizenship and Immigration Canada |
Citoyenneté et Immigration Canada
365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1
Karen.Tso@cic.gc.ca Telephone | Téléphone 613-952-3319 Facsimile
| Télécopieur 613-954-0850 Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Claudia Anel Valencia [mailto:claudia.valencia@stps.gob.mx]
Sent: February 12, 2009 12:09 PM
To: Tso.Karen; Monica de Guadalupe Mora Valdes; Gutiérrez Castro, Jesús; Rodríguez Montero, Jesús; Javier Omar Rodriguez Alarcon; Zulum Avila
Cc: deborah.harris@hrsdc-rhdsc.gc.ca; joan.texeira@hrsdc-rhdsc.gc.ca; Welbourne.Maia; Trainer.Lee
Subject: RE: Proposed Options for Payment of Fees (Labour Mobility Working Group)
Importance: High

Hello all,

Attached please find the options that the General Coordination for the National Employment Service has developed for the payment of fees.

Saludos,

Anel

-----Mensaje original-----

De: Tso.Karen [mailto:Karen.Tso@cic.gc.ca] Enviado el: Jueves, 12 de Febrero de 2009 11:00 a.m.

Para: Claudia Anel Valencia; Monica de Guadalupe Mora Valdes; Gutiérrez Castro, Jesús; Rodríguez Montero, Jesús; Javier Omar Rodriguez Alarcon; Zulum Avila

CC: deborah.harris@hrsdc-rhdsc.gc.ca; joan.texeira@hrsdc-rhdsc.gc.ca; Welbourne.Maia; Trainer.Lee

Asunto: Proposed Options for Payment of Fees (Labour Mobility Working Group)

Good Afternoon Everyone,

Further to our conference call of February 3, we were wondering when we can expect to receive the proposed options developed by Mexico for payments of various fees?

Ideally, we would like to be able to select and confirm an option before the first province selects their candidate of interest. I believe the first set of resumes is expected to be sent to British Columbia sometime in the next two weeks?

Many Thanks

KT

Karen Tso

National Headquarters | Administration centrale Citizenship and Immigration Canada | Citoyenneté et Immigration Canada 365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1 Karen.Tso@cic.gc.ca Telephone | Téléphone 613-952-3319 Facsimile | Télécopieur 613-954-0850 Government of Canada | Gouvernement du Canada

This message (including any attachments) is intended only for the use of the individual or entity to which it is addressed and might contain information that is non-public, proprietary, privileged, confidential, and exempt from disclosure under applicable law or may constitute as attorney work product.

If you are not the intended recipient you are hereby notified that any use, dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, notify us immediately by telephone and (i) destroy this message as a facsimile or (ii) delete this message immediately if this is an electronic communication.

Thank you

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Tuesday, April 14, 2009 8:38 AM
To: Ahn, Sohee JTST:EX
Cc: Chalifour, Chelsea JTST:EX
Subject: RE: Call with Omar

Thanks Sohee,

This certainly explains the situation from both sides - how would you like us to follow up? I think that before Omar speaks with the contractors/employers we should talk with Go2/Tims to clarify the points Omar listed to get back on the same page with expectations and process.

Bev

-----Original Message-----

From: Ahn, Sohee ALMD:EX
Sent: Tuesday, April 14, 2009 8:21 AM
To: Shuttleworth, Bev ALMD:EX
Subject: FW: Call with Omar

Sohee Ahn
(250) 387-7587

-----Original Message-----

From: joan.texeira@hrsdc-rhdsc.gc.ca [<mailto:joan.texeira@hrsdc-rhdsc.gc.ca>]
Sent: Thursday, April 9, 2009 1:57 PM
To: Cindy.Dew@gov.ab.ca; Ahn, Sohee ALMD:EX
Cc: Chalifour, Chelsea ALMD:EX; Karen.Tso@cic.gc.ca
Subject: Call with Omar

Hi,
Karen and I had an informal call with Omar yesterday to discuss issues raised at our teleconference on April 8,

S13, S16

S13, S16

S13, S16

Let us know your thoughts and we can discuss 'next steps'.

Thanks, and have a good long weekend!

Joan

From Omar:

S13, S16

Karen/Joan/Lee...Alberta and B.C. held a confetrence call yesterday that included our contractors and Chris Thomas from Tim Hortons (both province's major employer) to discuss progress thus far with respect to the pilot and have some concerns that need to come to the attnetion of the federal government and subsequently Mexico.

9:30 MST

Toll Free Dial In S15, S17

Conference ID S15, S17

Mason, Patty JTST:EX

From: Tso.Karen [Karen.Tso@cic.gc.ca]
Sent: Tuesday, April 28, 2009 11:44 AM
To: joan.texteira@hrsdc-rhdsc.gc.ca; Cindy.Dew@gov.ab.ca; Shuttleworth, Bev JTST:EX; Chalifour, Chelsea JTST:EX; Ahn, Sohee JTST:EX
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Subject: RE: Teleconference - re CMP and Omar Responses

Works for CIC

Not Responsive

Karen Tso
National Headquarters | Administration centrale
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada
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Karen.Tso@cic.gc.ca
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-----Original Message-----

From: joan.texteira@hrsdc-rhdsc.gc.ca [mailto:joan.texteira@hrsdc-rhdsc.gc.ca]
Sent: April 28, 2009 2:40 PM
To: Cindy.Dew@gov.ab.ca; Bev.Shuttleworth@gov.bc.ca; Chelsea.Chalifour@gov.bc.ca; Sohee.Ahn@gov.bc.ca; Tso.Karen
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Subject: RE: Teleconference - re CMP and Omar Responses

Hi all,
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Joan Texeira
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Temporary Foreign Workers / Travailleurs étrangers temporaires
Skills and Employment Branch / Direction générale des compétences et emploi
Human Resources and Skills Development Canada / Ressources humaines et du Développement des compétences
Tel/tél: (819) 953-3165
Email/courriel: joan.texteira@hrsdc-rhdsc.gc.ca

-----Original Message-----

From: Texeira, Joan [NC]
Sent: 2009-04-22 3:06 PM
To: 'Cindy.Dew@gov.ab.ca'
Cc: 'Bev.Shuttleworth@gov.bc.ca'; 'Chelsea.Chalifour@gov.bc.ca'; 'Sohee.Ahn@gov.bc.ca'; 'Karen.Tso@cic.gc.ca'
Subject: RE: Teleconference - re CMP and Omar Responses

Hi Cindy et al,

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Thanks,

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Tel/tél: (819) 953-3165
Email/courriel: joan.texeira@hrsdc-rhdsc.gc.ca

-----Original Message-----

From: Texeira, Joan [NC]

Sent: 2009-04-17 3:28 PM

To: 'Cindy.Dew@gov.ab.ca'; 'Karen.Tso@cic.gc.ca'

Cc: 'Bev.Shuttleworth@gov.bc.ca'; 'Chelsea.Chalifour@gov.bc.ca'; 'Sohee.Ahn@gov.bc.ca';

'Alice.Wong@gov.ab.ca'; 'Rhonda.From@gov.ab.ca'

Subject: Re: For Review/Comments re CMP and Omar Responses

Hi Cindy,

Should be fine - we'll set up a call for next week w Omar to discuss. When are good times / days?

From: Cindy Dew

To: Texeira, Joan [NC]; Tso.Karen

Cc: Shuttleworth, Bev ALMD:EX ; Chalifour, Chelsea ALMD:EX ; Ahn, Sohee ALMD:EX ; Alice Wong ; Rhonda From

Sent: Fri Apr 17 15:21:11 2009

Subject: FW: For Review/Comments re CMP and Omar Responses

Joan/Karen...Bev and I have responded to each of Omar's issues as identified below and that

S13, S16

S13, S16

S13, S16 In general, what he has indicated here appear to be individual cases that don't reflect the whole, and in and of themselves, should not affect the current situation we are speaking about re: S13, S16 Can we set up a call with Omar to discuss our responses here in more detail and to talk about what we can expect going forward with respect to numbers and general quality of resumes. THX. Cindy

-----Original Message-----

From: joan.texeira@hrsdc-rhdsc.gc.ca [mailto:joan.texeira@hrsdc-rhdsc.gc.ca]

Sent: Thursday, April 09, 2009 2:57 PM

To: Cindy Dew; Sohee.Ahn@gov.bc.ca

Cc: Chelsea.Chalifour@gov.bc.ca; Karen.Tso@cic.gc.ca

Subject: Call with Omar

Hi,

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raised at our teleconference on April 8, S13, S16
S13, S16

S13, S16

Omar said that he'd be happy to discuss the issues with the
contractors/ provinces, and reiterated the fact that they'd be pleased
to accept changes, but that these need to be understood by all and
communicated.

Let us know your thoughts and we can discuss 'next steps'.

Thanks, and have a good long weekend!

Joan

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S13, S16

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the pilot and have some concerns that need to come to the attention of the federal government and subsequently Mexico.

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Conference ID S15, S17

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Mason, Patty JTST:EX

From: Cindy Dew [Cindy.Dew@gov.ab.ca]
Sent: Tuesday, April 28, 2009 11:51 AM
To: Tso.Karen; joan.texeira@hrsdc-rhdsc.gc.ca; Shuttleworth, Bev JTST:EX; Chalifour, Chelsea JTST:EX; Ahn, Sohee JTST:EX
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Subject: RE: Teleconference - re CMP and Omar Responses

Thats fine with me too.

From: Tso.Karen [mailto:Karen.Tso@cic.gc.ca]
Sent: Tuesday, April 28, 2009 12:50 PM
To: Cindy Dew; joan.texeira@hrsdc-rhdsc.gc.ca; Bev.Shuttleworth@gov.bc.ca; Chelsea.Chalifour@gov.bc.ca; Sohee.Ahn@gov.bc.ca
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Subject: RE: Teleconference - re CMP and Omar Responses

Sounds like a plan but i think we should have a canadian delegation call first so we are all on the same page

Karen Tso
National Headquarters | Administration centrale
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada
365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1
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Telephone | Téléphone 613-952-3319
Facsimile | Télécopieur 613-954-0850
Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Cindy Dew [mailto:Cindy.Dew@gov.ab.ca]
Sent: April 28, 2009 2:48 PM
To: joan.texeira@hrsdc-rhdsc.gc.ca; Bev.Shuttleworth@gov.bc.ca; Chelsea.Chalifour@gov.bc.ca; Sohee.Ahn@gov.bc.ca; Tso.Karen
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Subject: RE: Teleconference - re CMP and Omar Responses

That time is fine with me... should we include our contractors?

Not Responsive

Not Responsive

From: joan.texeira@hrsdc-rhdsc.gc.ca [mailto:joan.texeira@hrsdc-rhdsc.gc.ca]
Sent: Tuesday, April 28, 2009 12:40 PM
To: Cindy Dew; Bev.Shuttleworth@gov.bc.ca; Chelsea.Chalifour@gov.bc.ca; Sohee.Ahn@gov.bc.ca; Karen.Tso@cic.gc.ca
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Subject: RE: Teleconference - re CMP and Omar Responses

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Joan Texeira
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Email/courriel: joan.teixeira@hrsdc-rhdsc.gc.ca

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To: 'Cindy.Dew@gov.ab.ca'
Cc: 'Bev.Shuttleworth@gov.bc.ca'; 'Chelsea.Chalifour@gov.bc.ca'; 'Sohee.Ahn@gov.bc.ca'; 'Karen.Tso@cic.gc.ca'
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Joan

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Cc: 'Bev.Shuttleworth@gov.bc.ca'; 'Chelsea.Chalifour@gov.bc.ca'; 'Sohee.Ahn@gov.bc.ca'; 'Alice.Wong@gov.ab.ca'; 'Rhonda.From@gov.ab.ca'
Subject: Re: For Review/Comments re CMP and Omar Responses

Hi Cindy,
Should be fine - we'll set up a call for next week w Omar to discuss. When are good times / days?

From: Cindy Dew
To: Texeira, Joan [NC]; Tso.Karen
Cc: Shuttleworth, Bev ALMD:EX ; Chalifour, Chelsea ALMD:EX ; Ahn, Sohee ALMD:EX ; Alice Wong ; Rhonda From
Sent: Fri Apr 17 15:21:11 2009
Subject: FW: For Review/Comments re CMP and Omar Responses

Joan/Karen...Bev and I have responded to each of Omar's issues as identified below and that

S13, S16

S13, S16

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Cc: Chelsea.Chalifour@gov.bc.ca; Karen.Tso@cic.gc.ca

Subject: Call with Omar

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S13, S16

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Let us know your thoughts and we can discuss 'next steps'.

Thanks, and have a good long weekend!

Joan

From Omar:

S13, S16

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Karen/Joan/Lee...Alberta and B.C. held a confetrence call yesterday that included our contractors and Chris Thomas from Tim Hortons (both province's major employer) to discuss progress thus far with respect to the pilot and have some concerns that need to come to the attnetion of the federal government and subsequently Mexico.

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Mason, Patty JTST:EX

From: Tso.Karen [Karen.Tso@cic.gc.ca]
Sent: Tuesday, April 28, 2009 12:29 PM
To: Cindy Dew; joan.texeira@hrsdc-rhdsc.gc.ca; Shuttleworth, Bev JTST:EX; Chalifour, Chelsea JTST:EX; Ahn, Sohee JTST:EX
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Subject: RE: Teleconference - re CMP and Omar Responses

agreed

we (FPT) should touch base before we next chat with Mexico just to see where we/employers/associations are at, and status of various positions on swine flu and potential implications for the pilot.

thanks Cindy.

Karen Tso
National Headquarters | Administration centrale
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada
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Telephone | Téléphone 613-952-3319
Facsimile | Télécopieur 613-954-0850
Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Cindy Dew [mailto:Cindy.Dew@gov.ab.ca]
Sent: April 28, 2009 3:25 PM
To: joan.texeira@hrsdc-rhdsc.gc.ca; Bev.Shuttleworth@gov.bc.ca; Chelsea.Chalifour@gov.bc.ca; Sohee.Ahn@gov.bc.ca; Tso.Karen
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Cc: 'Bev.Shuttleworth@gov.bc.ca'; 'Chelsea.Chalifour@gov.bc.ca'; 'Sohee.Ahn@gov.bc.ca';
'Alice.Wong@gov.ab.ca'; 'Rhonda.From@gov.ab.ca'
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To: Teixeira, Joan [NC]; Tso.Karen
Cc: Shuttleworth, Bev ALMD:EX ; Chalifour, Chelsea ALMD:EX ; Ahn, Sohee ALMD:EX ; Alice Wong ; Rhonda From
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In general, what he has indicated here appear to be

individual cases that don't reflect the whole, and in and of themselves, should not affect the current situation we are speaking about re: S13, S16 Can we set up a call with Omar to discuss our responses here in more detail and to talk about what we can expect going forward with respect to numbers and general quality of resumes. THX. Cindy

-----Original Message-----

From: joan.texeira@hrsdc-rhdsc.gc.ca [mailto:joan.texeira@hrsdc-rhdsc.gc.ca]

Sent: Thursday, April 09, 2009 2:57 PM

To: Cindy Dew; Sohee.Ahn@gov.bc.ca

Cc: Chelsea.Chalifour@gov.bc.ca; Karen.Tso@cic.gc.ca

Subject: Call with Omar

Hi,

Karen and I had an informal call with Omar yesterday to discuss issues raised at our teleconference on April 8, S13, S16

S13, S16

Omar said that he'd be happy to discuss the issues with the contractors/ provinces, and reiterated the fact that they'd be pleased to accept changes, but that these need to be understood by all and communicated.

Let us know your thoughts and we can discuss 'next steps'.

Thanks, and have a good long weekend!

Joan

From Omar:

S13, S16

S13, S16

S13, S16

Karen/Joan/Lee...Alberta and B.C. held a confetrence call yesterday that included our contractors and Chris Thomas from Tim Hortons (both province's major employer) to discuss progress thus far with respect to the pilot and have some concerns that need to come to the attnetion of the federal government and subsequently Mexico.

9:30 MST

Toll Free Dial In S15, S17

Conference ID S15, S17

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Mason, Patty JTST:EX

From: joan.texeira@hrsdc-rhdsc.gc.ca
Sent: Tuesday, April 28, 2009 12:50 PM
To: Shuttleworth, Bev JTST:EX; Cindy.Dew@gov.ab.ca; Chalifour, Chelsea JTST:EX; Ahn, Sohee JTST:EX; Karen.Tso@cic.gc.ca
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Subject: RE: Teleconference - re CMP and Omar Responses

Agreed. Let's postpone the call with Omar until next week (Wednesday tbc), and have the FPT before that.

Joan Texeira
Policy and Program Design / Politique et conception de programme
Temporary Foreign Workers / Travailleurs étrangers temporaires
Skills and Employment Branch / Direction générale des compétences et emploi
Human Resources and Skills Development Canada / Ressources humaines et du Développement des compétences
Tel/tél: (819) 953-3165
Email/courriel: joan.texeira@hrsdc-rhdsc.gc.ca

-----Original Message-----

From: Shuttleworth, Bev ALMD:EX [mailto:Bev.Shuttleworth@gov.bc.ca]
Sent: 2009-04-28 3:31 PM
To: Cindy.Dew@gov.ab.ca; Texeira, Joan [NC]; Chalifour, Chelsea ALMD:EX; Ahn, Sohee ALMD:EX; Karen.Tso@cic.gc.ca
Cc: Harris, Deborah [NC]
Subject: Re: Teleconference - re CMP and Omar Responses

I agree cindy. Perhaps we can wait a week. Our employer is interviewing today so we can provide an update that may be helpful to keep in mind for that call

From: Cindy Dew
To: joan.texeira@hrsdc-rhdsc.gc.ca ; Shuttleworth, Bev ALMD:EX; Chalifour, Chelsea ALMD:EX; Ahn, Sohee ALMD:EX; Karen.Tso@cic.gc.ca
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Sent: Tue Apr 28 12:25:27 2009
Subject: RE: Teleconference - re CMP and Omar Responses

S13, S16

From: joan.texeira@hrsdc-rhdsc.gc.ca [mailto:joan.texeira@hrsdc-rhdsc.gc.ca]
Sent: Tuesday, April 28, 2009 12:40 PM
To: Cindy Dew; Bev.Shuttleworth@gov.bc.ca; Chelsea.Chalifour@gov.bc.ca; Sohee.Ahn@gov.bc.ca; Karen.Tso@cic.gc.ca
Cc: deborah.harris@hrsdc-rhdsc.gc.ca
Subject: RE: Teleconference - re CMP and Omar Responses

Hi all,
Omar has indicated either Wed afternoon or Thursday am for the teleconference. Would Wednesday at 1:30pm (Ottawa time) be ok for everyone?

Joan Texeira
Policy and Program Design / Politique et conception de programme
Temporary Foreign Workers / Travailleurs étrangers temporaires
Skills and Employment Branch / Direction générale des compétences et emploi
Human Resources and Skills Development Canada / Ressources humaines et du Développement des compétences
Tel/tél: (819) 953-3165
Email/courriel: joan.teixeira@hrsdc-rhdsc.gc.ca

-----Original Message-----

From: Texeira, Joan [NC]
Sent: 2009-04-22 3:06 PM
To: 'Cindy.Dew@gov.ab.ca'
Cc: 'Bev.Shuttleworth@gov.bc.ca'; 'Chelsea.Chalifour@gov.bc.ca'; 'Sohee.Ahn@gov.bc.ca'; 'Karen.Tso@cic.gc.ca'
Subject: RE: Teleconference - re CMP and Omar Responses

Hi Cindy et al,

Due to the inavailability of some (including Omar on certain days this week), we will need to change the teleconference to next week. I've asked Omar about his availability on Mon, Wed, Thurs. I will get back to you with a couple of options as soon as I hear back.

Thanks,

Joan

Joan Texeira
Policy and Program Design / Politique et conception de programme
Temporary Foreign Workers / Travailleurs étrangers temporaires
Skills and Employment Branch / Direction générale des compétences et emploi
Human Resources and Skills Development Canada / Ressources humaines et du Développement des compétences
Tel/tél: (819) 953-3165
Email/courriel: joan.teixeira@hrsdc-rhdsc.gc.ca

-----Original Message-----

From: Texeira, Joan [NC]
Sent: 2009-04-17 3:28 PM
To: 'Cindy.Dew@gov.ab.ca'; 'Karen.Tso@cic.gc.ca'
Cc: 'Bev.Shuttleworth@gov.bc.ca'; 'Chelsea.Chalifour@gov.bc.ca'; 'Sohee.Ahn@gov.bc.ca'; 'Alice.Wong@gov.ab.ca'; 'Rhonda.From@gov.ab.ca'
Subject: Re: For Review/Comments re CMP and Omar Responses

Hi Cindy,
Should be fine - we'll set up a call for next week w Omar to discuss. When are good times / days?

From: Cindy Dew
To: Texeira, Joan [NC]; Tso.Karen
Cc: Shuttleworth, Bev ALMD:EX ; Chalifour, Chelsea ALMD:EX ; Ahn, Sohee ALMD:EX ; Alice Wong ; Rhonda From
Sent: Fri Apr 17 15:21:11 2009
Subject: FW: For Review/Comments re CMP and Omar Responses

Joan/Karen...Bev and I have responded to each of Omar's issues as identified below and that

S13, S16

S13, S16

S13, S16 In general, what he has indicated here appear to be individual cases that don't reflect the whole, and in and of themselves, should not affect the current situation we are speaking about

S13, S17 Can we set up a call with Omar to discuss our responses here in more detail and to talk about what we can expect going forward with respect to numbers and general quality of resumes. THX. Cindy

-----Original Message-----

From: joan.texeira@hrsdc-rhdsc.gc.ca [mailto:joan.texeira@hrsdc-rhdsc.gc.ca]

Sent: Thursday, April 09, 2009 2:57 PM

To: Cindy Dew; Sohee.Ahn@gov.bc.ca

Cc: Chelsea.Chalifour@gov.bc.ca; Karen.Tso@cic.gc.ca

Subject: Call with Omar

Hi,

Karen and I had an informal call with Omar yesterday to discuss issues raised at our teleconference on April 8,

S13, S16

S13, S16

Omar said that he'd be happy to discuss the issues with the contractors/ provinces, and reiterated the fact that they'd be pleased to accept changes, but that these need to be understood by all and communicated.

Let us know your thoughts and we can discuss 'next steps'.

Thanks, and have a good long weekend!

Joan

From Omar:

S13, S16

S13, S16

S13, S16

Karen/Joan/Lee...Alberta and B.C. held a confetrence call yesterday that included our contractors and Chris Thomas from Tim Hortons (both province's major employer) to discuss progress thus far with respect to the pilot and have some concerns that need to come to the attnetion of the federal government and subsequently Mexico.

9:30 MST

Toll Free Dial Ir S15, S17

Conference ID S15, S17

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Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Thursday, May 14, 2009 8:42 AM
To: 'Tso.Karen'; Chalifour, Chelsea JTST:EX
Cc: 'joan.texeira@hrsdc-rhdsc.gc.ca'; 'deborah.harris@hrsdc-rhdsc.gc.ca'; 'Trainer.Lee'; 'Cindy Dew'; Ahn, Sohee JTST:EX
Subject: RE: Mexican Pilot Project

Hi Karen,

Thank you - and I agree with this. As part of the information sessions in Mexico. we will want to ensure that this is understood before application

S13

S13

Thanks,

Bev

-----Original Message-----

From: Tso.Karen [mailto:Karen.Tso@cic.gc.ca]
Sent: Thursday, May 14, 2009 7:07 AM
To: Shuttleworth, Bev ALMD:EX; Chalifour, Chelsea ALMD:EX
Cc: joan.texeira@hrsdc-rhdsc.gc.ca; deborah.harris@hrsdc-rhdsc.gc.ca; Trainer.Lee; Cindy Dew; Ahn, Sohee ALMD:EX
Subject: FW: Mexican Pilot Project

Hi Bev,

From my recollections of the early stages of discussion, neither Canada nor the Government of Mexico is encouraging family members to accompany the applicant. As Chris mentioned in his email below, given the low-skill requirements and assessment, CIC would be hard pressed to approve an application for a worker going to work at Tim Hortons who wants to bring his family to Canada - how could he/she support the family, would there still be ties to Mexico - anything that would bring bona fides into doubt will likely result in a negative assessment of the Work Permit application.

Please don't hesitate to contact me if you have any further questions.

Thanks

Karen Tso

National Headquarters | Administration centrale Citizenship and Immigration Canada |
Citoyenneté et Immigration Canada
365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1
Karen.Tso@cic.gc.ca Telephone | Téléphone 613-952-3319 Facsimile | Télécopieur 613-954-0850
Government of Canada | Gouvernement du Canada

-----Original Message-----

From: joan.texeira@hrsdc-rhdsc.gc.ca [mailto:joan.texeira@hrsdc-rhdsc.gc.ca]
Sent: May 13, 2009 3:29 PM

To: Tso.Karen
Cc: Trainer.Lee
Subject: FW: Mexican Pilot Project

Not sure if you got this already.

Joan Texeira
Policy and Program Design / Politique et conception de programme Temporary Foreign Workers /
Travailleurs étrangers temporaires Skills and Employment Branch / Direction générale des
compétences et emploi Human Resources and Skills Development Canada / Ressources humaines et
du Développement des compétences
Tel/tél: (819) 953-3165
Email/courriel: joan.texeira@hrsdc-rhdsc.gc.ca

-----Original Message-----

From: Not Responsive :imhortons.com [mailto: Not Responsive timhortons.com]
Sent: 2009-05-13 12:25 PM
To: Shuttleworth, Bev ALMD:EX
Cc: Chalifour, Chelsea ALMD:EX; cindy.dew@gov.ab.ca; Harris, Deborah [NC]; Texeira, Joan
[NC]; Ahn, Sohee ALMD:EX
Subject: RE: Mexican Pilot Project

They started yesterday and appear to have gone well.

However the store managers were not impressed with MS Messenger. Our next set of store owners
are going to try SKYPE instead.

Chris Thomas
Human Resources
TDL Group

Not Responsive :imhortons.com
Not Responsive phone
Not Responsive fax

"Shuttleworth,
Bev ALMD:EX"
<Bev.Shuttleworth
@gov.bc.ca>

05/13/2009 10:21
AM

To
< Not Responsive :imhortons.com>,
"Ahn, Sohee ALMD:EX"
<Sohee.Ahn@gov.bc.ca>, "Chalifour,
Chelsea ALMD:EX"
<Chelsea.Chalifour@gov.bc.ca>,
<cindy.dew@gov.ab.ca>
CC
<joan.texeira@hrsdc-rhdsc.gc.ca>,
<deborah.harris@hrsdc-rhdsc.gc.ca>
Subject
RE: Mexican Pilot Project

Thanks Chris,

Your suggestion of providing this information at the application stage is a good one for the future. There is a call planned with Omar this week - and I will suggest we add this as a point of discussion.

How did the second interviews go? Have you made decisions on hires?

Bev

-----Original Message-----

From: Not Responsive :imhortons.com [mailto: Not Responsive timhortons.com]

Sent: Wednesday, May 13, 2009 1:58 AM

To: Ahn, Sohee ALMD:EX; Shuttleworth, Bev ALMD:EX; Chalifour, Chelsea ALMD:EX; cindy.dew@gov.ab.ca

Cc: Not Responsive :imhortons.com

Subject: Mexican Pilot Project

Good morning,

A quick question for you regarding the pilot project.

Were the limitations of family status applicants brought up during your discussions with the Mexican government?

We have had some questions regarding family members (going to school, spouses working, availability of day care, family accommodations, etc.). As you know these are things that are limited by the program especially at the low skill level. I have suggested to Omar that these things should be discussed with candidates at the application stage not at the interview stage as I feel many of the candidates if they are looking for this will be disappointed by the process.

Any thoughts?

Chris Thomas
Human Resources
TDL Group

Not Responsive :imhortons.com

Not Responsive phone

Not Responsive fax

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Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Wednesday, May 20, 2009 3:55 PM
To: 'John Leschyson'; 'Not Responsive timhortons.com'; 'Cindy Dew'; Chalifour, Chelsea JTST:EX
Cc: Ahn, Sohee JTST:EX
Subject: Meeting Draft Minutes



Candidate
Tracking.xls



Employer Update
Minutes May 09...

Hi Everyone,

I have attached two documents for your review:

1. Meeting Minutes - let me know if there is anything unclear or missed. Cindy - I will give you a call to discuss the clarification items for Mexico - we should share with HRSDC/CIC before we send - thoughts?
2. Candidate Tracking - I added some columns based on your suggestions Chris.
John and Chris - any suggestions/changes?
Cindy is there anything from your tracking that I have missed ?
Chris - when do you think you can update this with the folks in process now?

Once we hear back on the clarifications from Mexico, we will share this with you. Pending how things go, perhaps another call would be beneficial in 4 - 6 weeks.

Thanks again for your input and support on this pilot - it's evident that things are improving as a result.

Bev Shuttleworth
Labour Market Portfolio Manager
Labour Market Development Branch
WorkBC Initiatives
250 387-6183

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Thursday, May 21, 2009 3:25 PM
To: 'Karen.Tso@cic.gc.ca'; 'deborah.harris@hrsdc-rhdsc.gc.ca'; 'Cindy Dew'; Chalifour, Chelsea JTST:EX
Cc: Ahn, Sohee JTST:EX
Subject: Mexico/Tim Horton's Update



Employer Update
Minutes May 09...

Hi Everyone,

Yesterday myself, Cindy and Chelsea had a call with Chris Thomas - the Tim Horton's lead, along with John Lechyson from Go2.

As Chris has been acting somewhat as an independent contractor for his stores, we haven't received the level of information as Cindy has with other employers. Also, he is the only BC employer and we wanted to get a sense of where things are at.

Overall the call went well and I've attached a summary of our discussions. He has committed to tracking each of the candidates similarly to Sacha and we should receive it by next week. Given his demand for employees has lessened, the current capacity will likely meet the jobs they will have available.

Questions/Clarification for Mexico were identified and noted in the minutes. As you have had the primary discussions with Omar, how do you want to follow up on them?

Thanks,

Bev Shuttleworth
Labour Market Portfolio Manager
Labour Market Development Branch
WorkBC Initiatives
250 387-6183

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Friday, May 22, 2009 4:39 PM
To: 'Tso.Karen'; 'deborah.harris@hrsdsc-rhdsc.gc.ca'; 'cindy.dew@gov.ab.ca'; Chalifour, Chelsea JTST:EX
Cc: Ahn, Sohee JTST:EX; 'John Leschyson'
Subject: Tim Horton's Update



Mexican
andidate Tracking to

Hi Everyone,

I have received the information from Chris Thomas on their interviews/hires/status to date for both BC and Alberta and provided it primarily for information. We are hoping to receive this tracking sheet updated on a bi-weekly basis.

There has definitely been an improvement over the past two weeks on speed of interviews and decisions so the concerns we discussed with Mexico seem to have been addressed.

Bev Shuttleworth
Labour Market Portfolio Manager
Labour Market Development Branch
WorkBC Initiatives
250 387-6183

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Monday, May 25, 2009 8:48 AM
To: 'Tso.Karen'; 'deborah.harris@hrsdc-rhdsc.gc.ca'; 'Cindy Dew'; Chalifour, Chelsea JTST:EX
Cc: Ahn, Sohee JTST:EX
Subject: RE: Mexico/Tim Horton's Update

Hi Karen,

Yes, that was our understanding also - I will find out more from Chris and let you know.

Bev

From: Tso.Karen [<mailto:Karen.Tso@cic.gc.ca>]
Sent: Monday, May 25, 2009 8:46 AM
To: Shuttleworth, Bev ALMD:EX; deborah.harris@hrsdc-rhdsc.gc.ca; Cindy Dew; Chalifour, Chelsea ALMD:EX
Cc: Ahn, Sohee ALMD:EX
Subject: RE: Mexico/Tim Horton's Update

ok, just wondering because according to the process map, i thought that at the very least, a pre-approval would have been completed prior to the identification of vacancies in Similex.

Karen Tso
National Headquarters | Administration centrale
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada
365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1
Karen.Tso@cic.gc.ca
Telephone | Téléphone 613-952-3319
Facsimile | Télécopieur 613-954-0850
Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Shuttleworth, Bev ALMD:EX [<mailto:Bev.Shuttleworth@gov.bc.ca>]
Sent: May 25, 2009 11:15 AM
To: Tso.Karen; deborah.harris@hrsdc-rhdsc.gc.ca; Cindy Dew; Chalifour, Chelsea ALMD:EX
Cc: Ahn, Sohee ALMD:EX
Subject: RE: Mexico/Tim Horton's Update

Hi Karen,

Yes, this is the case - for some locations but not all. It seems each is at a different stage.

Bev

From: Tso.Karen [<mailto:Karen.Tso@cic.gc.ca>]
Sent: Monday, May 25, 2009 5:35 AM
To: Shuttleworth, Bev ALMD:EX; deborah.harris@hrsdc-rhdsc.gc.ca; Cindy Dew; Chalifour, Chelsea ALMD:EX
Cc: Ahn, Sohee ALMD:EX
Subject: RE: Mexico/Tim Horton's Update

Good Morning,

Based on your notes, it appears that LMOs have not been pre-approved and that there is still a 3 week advertising requirement?

Is this a misunderstanding on my part?

Thanks

Karen Tso
National Headquarters | Administration centrale
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada
365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1
Karen.Tso@cic.gc.ca
Telephone | Téléphone 613-952-3319
Facsimile | Télécopieur 613-954-0850
Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Shuttleworth, Bev ALMD:EX [<mailto:Bev.Shuttleworth@gov.bc.ca>]
Sent: May 21, 2009 6:25 PM
To: Tso,Karen; deborah.harris@hrsdc-rhdsc.gc.ca; Cindy Dew; Chalifour, Chelsea ALMD:EX
Cc: Ahn, Sohee ALMD:EX
Subject: Mexico/Tim Horton's Update

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Hi Everyone,

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Questions/Clarification for Mexico were identified and noted in the minutes. As you have had the primary discussions with Omar, how do you want to follow up on them?

Thanks,

Bev Shuttleworth
Labour Market Portfolio Manager
Labour Market Development Branch
WorkBC Initiatives
250 387-6183

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Monday, May 25, 2009 12:26 PM
To: 'Tso.Karen'; 'deborah.harris@hrsdc-rhdsc.gc.ca'; 'Cindy Dew'; Chalifour, Chelsea JTST:EX
Cc: Ahn, Sohee JTST:EX
Subject: RE: Mexico/Tim Horton's Update

I spoke with Chris Thomas.

All stores have the E-LMO approval, however are now advertising as required - then final approval. Given preparation and review time internally, Tim's is allowing a 4 week period for this.

In the future they intend to get the LMO approval first, then advertise, however as there were some time delays with this initial group, they had to go back and re-advertise.

I hope that clarifies - let me know if you have any questions,

Bev

From: Tso.Karen [<mailto:Karen.Tso@cic.gc.ca>]
Sent: Monday, May 25, 2009 5:35 AM
To: Shuttleworth, Bev ALMD:EX; deborah.harris@hrsdc-rhdsc.gc.ca; Cindy Dew; Chalifour, Chelsea ALMD:EX
Cc: Ahn, Sohee ALMD:EX
Subject: RE: Mexico/Tim Horton's Update

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Is this a misunderstanding on my part?

Thanks

Karen Tso
National Headquarters | Administration centrale
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada
365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1
Karen.Tso@cic.gc.ca
Telephone | Téléphone 613-952-3319
Facsimile | Télécopieur 613-954-0850
Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Shuttleworth, Bev ALMD:EX [<mailto:Bev.Shuttleworth@gov.bc.ca>]
Sent: May 21, 2009 6:25 PM
To: Tso.Karen; deborah.harris@hrsdc-rhdsc.gc.ca; Cindy Dew; Chalifour, Chelsea ALMD:EX
Cc: Ahn, Sohee ALMD:EX
Subject: Mexico/Tim Horton's Update

<<Employer Update Minutes May 09.doc>>
Hi Everyone,

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Thursday, May 28, 2009 9:43 AM
To: Shuttleworth, Bev JTST:EX; 'Tso.Karen'; 'deborah.harris@hrsdc-rhdsc.gc.ca'; 'Cindy Dew'
Cc: Chalifour, Chelsea JTST:EX; Ahn, Sohee JTST:EX
Subject: RE: CMP Update Call Request

Hi All,

One other item which Cindy requested to discuss is Pre-Arrival Information to workers. How will this be communicated? Dates are coming up quickly, so this should be clarified.

Can we incorporate some regional or community specific information/web links that is appropriate to each worker and where they will be working/living?

On the flip side, how should the employers prepare for their arrival - what information or tools can we provide them? Does the association have a role in this? I know that Go2 has some strong HR tools which focus on newcomers/immigrants. This would encourage an on-going relationship with the sector association.

Thanks,

Bev

From: Shuttleworth, Bev ALMD:EX
Sent: Wednesday, May 27, 2009 4:35 PM
To: 'Tso.Karen'; 'deborah.harris@hrsdc-rhdsc.gc.ca'; Cindy Dew
Cc: Chalifour, Chelsea ALMD:EX; Ahn, Sohee ALMD:EX
Subject: CMP Update Call Request

Hi All,

Is it possible to schedule a call in the next couple of weeks? Here are some agenda ideas from BC on which you can add additional items:

1. Address the 'Mexico Items' that were listed in the minutes of our conference call with Tim Horton's - how do we want to follow up with them?
2. Discuss the process - original to now (I'm working on updating a process chart that I can share)
3. Tim Horton's - They have been the only employer from BC and a strong voice in this pilot. We need to ensure the process serves all employers, while respecting their structure and internal operational process. Also - do we feel comfortable with Chris Thomas working directly with Omar - or should he be working with us and/or Go2 and the Sacha more closely as was the original intent.
4. Capacity - while it seems to meet current needs within this pilot - will it be adequate into the future? What if Manitoba joins in - has there been any word from them?
5. Pilot Next Steps - what are upcoming critical dates, reporting, etc that we should plan for?

Thanks Everyone - looking forward to our next call!

Bev Shuttleworth
Labour Market Portfolio Manager
Labour Market Development Branch
WorkBC Initiatives
250 387-6183

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Friday, May 29, 2009 4:31 PM
To: 'Cindy Dew'; Chalifour, Chelsea JTST:EX; Ahn, Sohee JTST:EX
Subject: June 11 CMP Call Background Document



CMP June Call
Agenda Input.doc..

Hi Cindy and Chelsea and Sohee,

Before I format and edit this to send to Lee Trainer for the CMP Call - I wanted to run it by you.

Given these calls tend to stray off the agenda, I thought it would be helpful if I clearly outlined each item we suggested for the agenda, the context and the discussion/questions. I think we are at a critical junctior S13, S16

S13, S16

S13, S16 To date this has been fine, however now we need to come together and determine where things are at and how we want to evaluate this for future opportunities.

Please provide suggested additions/changes by Wednesday - after which I will send to Lee and request she include this when she sends out the full agenda - or this may very well be it.

Thanks

Bev Shuttleworth
Labour Market Portfolio Manager
Labour Market Development Branch
WorkBC Initiatives
250 387-6183

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Thursday, June 11, 2009 12:17 PM
To: 'Cindy Dew'; 'joan.teixeira@hrsdc-rhdsc.gc.ca'; 'Tso.Karen'
Cc: Ahn, Sohee JTST:EX; Chalifour, Chelsea JTST:EX
Subject: Conversation with Chris from Tim Horton's

Hi All,

I just spoke with Chris to clarify the need to work with the provinces to discuss and confirm the process with CIC/Service Canada and Mexico. He stated that he didn't realize he was the first employer - and assumed that the process was in place.

I reminded him that while Tim Horton's is a primary employer for this pilot, that the goal is for multiple employers/sectors to seek Mexican workers as the economy recovers - so he needs to communicate through and with us. S22

S22 Hopefully this will improve communications in the future.

As far as BC Tim Horton participation goes - the list he had provided was for Alberta and BC. The majority of BC locations who previously expressed interest have found local workers - there is one store in North Vancouver who is in the advertising stages and will be in need of 3 - 4 workers - that's all. I don't know if Tim Horton's had selected workers for BC - then did not confirm as they found local workers. My thought is that he likely shifted them to fill the Alberta store requests however I'll call him back and find out if this happened.

So, very minimal activity in BC with Tim Horton's. I'll follow up with John Lechyson at Go2 to see if they know of employers facing TFW recruitment needs that may want to participate.

Also, Chris mentioned that an MB government representative (not Karen Sharma, however a new person on the file named Sara) contacted him last week to see if he had stores wanting to participate.

Bev

-----Original Message-----

From: Shuttleworth, Bev ALMD:EX
Sent: Thursday, June 11, 2009 11:32 AM
To: 'Not Responsive :imhortons.com'; Cindy Dew
Cc: sacha@learnjobskills.com; 'Tso.Karen'
Subject: RE: fund transfer

Hi Chris,

I believe Cindy is in the process of confirming this with CIC and Omar as soon as possible - we certainly don't want to slow down the process however have a responsibility under the pilot to track and manage the steps so that they can be consistent and timely for all employers who get involved (now and into the future).

What is the status of BC employers? Have LMO's been approved? Perhaps give me a call so that I can update CIC and confirm the process with them to avoid potential delays.

Thanks Chris,

Bev

-----Original Message-----

From: Not Responsive :imhortons.com [mailto: Not Responsive timhortons.com]
Sent: Thursday, June 11, 2009 11:21 AM
To: Cindy Dew
Cc: Shuttleworth, Bev ALMD:EX; sacha@learnjobskills.com
Subject: RE: fund transfer

Could we have Omar and his team suggest to the workers who want to pay themselves to move forward - there are 8 of them waiting at this time.

Chris Thomas
Human Resources
TDL Group

Not Responsive :imhortons.com
Not Responsive phone
Not Responsive fax

"Cindy Dew"
<Cindy.Dew@gov.ab
.ca>

06/11/2009 12:03
PM

< Not Responsive :imhortons.com>

To

cc

<sacha@learnjobskills.com>,
"Shuttleworth, Bev ALMD:EX"
<Bev.Shuttleworth@gov.bc.ca>

Subject

RE: fund transfer

Thx Chris...the federal government, B.C. and ourselves discussed this issue and will have a call with Omar early next week to confirm a process. We would like to have a consistent process right from the start and have some ideas that may work if we don't go with the first group of employees paying up front as has been suggested. We would also like to hear Omar's proposal
S13 Will get back to you after our call with Omar. Cindy

-----Original Message-----

From: Not Responsive :imhortons.com [mailto: Not Responsive timhortons.com]
Sent: Thursday, June 11, 2009 9:26 AM
To: Cindy Dew
Cc: sacha@learnjobskills.com
Subject: fund transfer

Cindy,

I know your meeting is today and wanted to add in a couple of thoughts.

- 1) we need to move forward as soon as possible - the second approved LMO has arrived and I suspect we will have two more in the coming week
- 2) I spoke with Omar and he believes that the easiest way to move forward is with the store owners reimbursing the candidates when they arrive. He also discussed a program with a

S13

Let me know how the meeting goes today.

Chris Thomas
Human Resources
TDL Group

Not Responsive :imhortons.com

Not Responsive phone

Not Responsive fax

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Mason, Patty JTST:EX

From: Not Responsive :timhortons.com
Sent: Thursday, July 9, 2009 2:51 PM
To: Cindy Dew
Cc: Alice Wong; Shuttleworth, Bev JTST:EX; Karen.Sharma@gov.mb.ca; Rhonda From; Ahn, Sohee JTST:EX
Subject: Re: Victoria Meeting/New AB Contact

Cindy,

Thank you for the update,

S22

Rhonda welcome aboard.

Payment - noted, glad to see that is working out - I have asked them to provide us with an update on where the candidates are in the system - hopefully we will get it today or tomorrow.

Opportunities - no we still have them and can still take additional candidates - however the Similex system is having all kinds of issues to update it (but Betsabe is working on the issues with her IT people so we can update them accordingly). In terms of actual total they aren't close to the 120 candidates as of yet.

Chris Thomas
Human Resources
TDL Group

Not Responsive :timhortons.com
Not Responsive phone
Not Responsive fax

"Cindy Dew"
<Cindy.Dew@gov.ab
.ca>

07/09/2009 03:44
PM

< Not Responsive :timhortons.com>

To

cc

"Alice Wong"
<Alice.Wong@gov.ab.ca>, "Rhonda
From" <Rhonda.From@gov.ab.ca>,
"Shuttleworth, Bev ALMD:EX"
<Bev.Shuttleworth@gov.bc.ca>, "Ahn,
Sohee ALMD:EX"
<Sohee.Ahn@gov.bc.ca>,
<Karen.Sharma@gov.mb.ca>

Subject

Victoria Meeting/New AB Contact

Hi Chris

First, my colleague Rhonda From will take over the pilot responsibilities from me as of today as they are much better suited to her area, Labour Attraction for the Americas. She attended the meeting with me in Victoria this week so is well prepared to accept this project. Rhonda can be reached at 780.415.8825 or through email at Rhonda.from@gov.ab.ca.

In Victoria, we had a lengthy discussion around the payment of fees and Mexico will present us with options by the end of July. Until that time, they have assured us that workers recently hired by Tim Horton's do have the funds to cover the costs required for the medical and work permits.

S13, S16

S13

S13 We will have to see what the options look like at the end of July before providing additional ideas.

During our discussions, we also discovered that Mexico was continuing to recruit for positions they thought were open with Tim Horton's stores in both Alberta and British Columbia (about in 60 each province) yet both Alberta and B.C. thought you had filled all your vacancies. If you do not actually have active vacancies, can you please update the Similex system provided by Mexico to reflect this so that Mexico does not continue to actively recruit workers on the hope that positions will become available in the future. We really need this system to accurately reflect what is going on in the pilot at any given time.

All the participants under this pilot with the exception of S22 remain the same so I did not feel it necessary to take away business cards.

S22

S22

Thanks for your contributions to the pilot thus far!

Cindy

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Mason, Patty JTST:EX

From: Claudia Anel Valencia [cvalencia@stps.gob.mx]
Sent: Friday, July 10, 2009 12:44 PM
To: Shuttleworth, Bev JTST:EX
Cc: Trainer.Lee; Ahn, Sohee JTST:EX; Cindy Dew; rhonda.from@gov.ab.ca; Karen.Sharma@gov.mb.ca
Subject: RV: Request
Attachments: ATT219030.txt

Hello Bev,
Thank you for a great meeting in Victoria. We will get back to you shortly on this.
Have a great weekend.
Anel

-----Original Message-----

From: Shuttleworth, Bev ALMD:EX [mailto:Bev.Shuttleworth@gov.bc.ca]
Sent: July 10, 2009 1:04 PM
To: cvalencia@stps.gob.mx
Cc: Trainer.Lee; Ahn, Sohee ALMD:EX; Rhonda From; Sharma, Karen (LIM); Cindy Dew
Subject: Similex Access for Provincial Representatives

Hello Anel,

S22 after our productive discussions in Victoria. As we discussed, the provincial and federal representatives would like to:

- get access to the Similex system
- get an update on the system functions along with training on using the system (through a group conference call)

This includes:

BC - Bev Shuttleworth and Sohee Ahn
Alberta - Ronda From
Manitoba - Sara - (I apologize as I do not have her last name but she will be managing this for Karen Sharma)

For the federal representatives, perhaps confirm with Lee:

CIC - Lee Trainer
HRSDC - TBD

This will help allow us to monitor the system use and follow up with employers at the regional level - with an immediate need to do so with Tim Horton's.

Is it possible that we can coordinate this within the next two weeks?

The provinces agreed that we need to know the system before we speak with Chris Thomas. For now, should Chris have questions related to the pilot (for yourself or other project representatives) encourage him to call his appropriate provincial representative in Canada.

Once we have completed our call with him we will provide you the results. We trust this will alleviate some of the concerns identified in our meetings,

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
250 387-6183

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Wednesday, July 15, 2009 9:04 AM
To: 'Rhonda From'; 'Sharma, Karen (LIM)'
Cc: 'Cindy Dew'; Ahn, Sohee JTST:EX; 'Trainer.Lee'
Subject: Chris Thomas Update

Hello Everyone,

Chris called me late yesterday afternoon -

It is evident that Mexico is ensuring he communicates with us and he no longer is 'going direct'. I let Chris know that his
S22 - and we appreciate his input and encouraged him to continue this with the provinces directly. He went on to mention a number of things and I have asked him to provide me his feedback in writing - nothing major just things he is observing that we can look into.

explained that during our meetings we recognized the need for more communication - and while he has been going direct to Mexico S22 - he needs to discuss things with us first so we can look at them in the full context of the pilot objectives. While we respect and want to meet the employer needs, we also have to determine the impact on the worker timelines and the Mexican partners and resources. It isn't the same as other countries or working with third party recruiters and
S22

S22 and let him know that we will coordinate a call with him in the next two weeks, as we need to review the process (including getting system access) and get more information. I did ask him to go into the Similex and update his job orders - apparently there were technical difficulties and he has worked with Betsabe to regain access. Overall he was very open and felt a group call was a great idea.

It is evident he is expecting workers to be 'held' until needed or 'batched' until they (Tim Horton's) are ready to hire and seems to think that they are tagged only to Tim Horton's (other employers can't select them and provide a job order). This is not the intent of the process and will be the focus on our call.

I am awaiting information from Anel on system access and will coordinate that with you.
I will develop a draft agenda in advance of our call with Chris - for review and input from all.
I will send a follow up e-mail to Chris in regards to our call and cc you.

All in all it was positive and I reminded Chris to call or e-mail myself or any of you instead of Mexico and we will note the concerns/feedback he has and determine a solution in consultation with Mexico.

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
250 387-6183

Mason, Patty JTST:EX

From: Not Responsive timhortons.com
Sent: Wednesday, July 15, 2009 4:38 PM
To: Shuttleworth, Bev JTST:EX
Cc: Cindy Dew; Sharma, Karen (LIM); Trainer.Lee; Rhonda From; Ahn, Sohee JTST:EX
Subject: Re: Thanks for the Call

29th or 30th might work.

Chris Thomas
Human Resources
TDL Group

Not Responsive timhortons.com
Not Responsive phone
Not Responsive fax

"Shuttleworth,
Bev ALMD:EX"
<Bev.Shuttleworth
@gov.bc.ca>

07/15/2009 10:32
AM

Not Responsive timhortons.com

To

cc

"Ahn, Sohee ALMD:EX"
<Sohee.Ahn@gov.bc.ca>, "Rhonda
From" <Rhonda.From@gov.ab.ca>,
"Sharma, Karen (LIM)"
<Karen.Sharma@gov.mb.ca>,
"Trainer.Lee"
<Lee.Trainer@cic.gc.ca>, "Cindy
Dew" <Cindy.Dew@gov.ab.ca>

Subject

Thanks for the Call

Hi Chris,

Great to talk with you yesterday. As we discussed, during our meetings with Mexico, the provinces recognized a gap in communications. As you have been working directly with Mexico, we were unaware of some of the process and feedback items to date.

So, we (the provinces) are going to do some review of the process, Similex system and suggestions from Mexico as well as yourself. From there we will schedule a conference call with you to review and discuss the system, process and timelines.

In advance of that, it would be helpful if you write down the key areas of question/clarification you are facing right now. You mentioned that

S13, S16

is that correct?

S13, S16

This will help us work with Mexico to find solutions where we can and build into the process for the future.

In advance of the call, we ask that you communicate through the provinces versus direct to Mexico for now (other than in setting interviews which are fine employer direct). Myself in BC, Rhonda in Alberta and Sarah or Karen in Manitoba. I trust that works for you - if you have concerns, give me a call and we can discuss further.

I'm glad to see that Tim Horton's see the value of this model and shares our objective to develop a model and process that works for Mexico, the workers, and employers such as yourself.

It looks like our call will be the week of the 27th - are you around then?

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
250 387-6183

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Mason, Patty JTST:EX

From: Not Responsive timhortons.com
Sent: Thursday, July 16, 2009 3:49 PM
To: Shuttleworth, Bev JTST:EX
Cc: Cindy Dew; Sharma, Karen (LIM); Trainer.Lee; Rhonda From; Ahn, Sohee JTST:EX
Subject: RE: Thanks for the Call

Bev,

Just a thought, but you might want to wait to talk to Mexico until after our teleconference.

I have updates from them on most of these points already.

In terms of additional thoughts:

S13, S16

Chris Thomas
Human Resources
TDL Group

Not Responsive timhortons.com
Not Responsive phone
Not Responsive fax

"Shuttleworth,
Bev ALMD:EX"
<Bev.Shuttleworth
@gov.bc.ca>

07/16/2009 04:37
PM

To
< Not Responsive timhortons.com>
cc

"Cindy Dew" <Cindy.Dew@gov.ab.ca>,
"Sharma, Karen (LIM)"
<Karen.Sharma@gov.mb.ca>,
"Trainer.Lee"
<Lee.Trainer@cic.gc.ca>, "Rhonda
From" <Rhonda.From@gov.ab.ca>,
"Ahn, Sohee ALMD:EX"
<Sohee.Ahn@gov.bc.ca>

Subject

RE: Thanks for the Call

Thanks Chris,

This is exactly what we need and I will follow up with Mexico and clarify all the items noted in advance of our call.

A few comments and questions:

S13

Once I hear back from you I will summarize the points below and send to Mexico for their input.

Bev

-----Original Message-----

From: Not Responsive :timhortons.com [mailto: Not Responsive :timhortons.com]

Sent: Thursday, July 16, 2009 3:12 PM

To: Shuttleworth, Bev ALMD:EX

Cc: Cindy Dew; Sharma, Karen (LIM); Trainer.Lee; Rhonda From; Ahn, Sohee ALMD:EX;
Not Responsive :timhortons.com

Subject: Re: Thanks for the Call

Bev,

Basically the thought is how we can speed up the process and the issues that have occurred:

S13, S16

S13, S16

Looking forward to our call at the end of the month.

Chris Thomas
Human Resources
TDL Group

Not Responsive :imhortons.com
Not Responsive phone
Not Responsive fax

"Shuttleworth,

Bev ALMD:EX"

<Bev.Shuttleworth

To

@gov.bc.ca>

< Not Responsive :imhortons.com>

CC

07/15/2009 10:32

"Ahn, Sohee ALMD:EX"

AM

<Sohee.Ahn@gov.bc.ca>, "Rhonda

From" <Rhonda.From@gov.ab.ca>,

"Sharma, Karen (LIM)"

<Karen.Sharma@gov.mb.ca>,

"Trainer.Lee"

<Lee.Trainer@cic.gc.ca>, "Cindy

Dew" <Cindy.Dew@gov.ab.ca>

Subject

Thanks for the Call

Hi Chris,

Great to talk with you yesterday. As we discussed, during our meetings with Mexico, the provinces recognized a gap in communications. As you have been working directly with Mexico, we were unaware of some of the process and feedback items to date.

So, we (the provinces) are going to do some review of the process, Similex system and suggestions from Mexico as well as yourself. From there we will schedule a conference call with you to review and discuss the system, process and timelines.

In advance of that, it would be helpful if you write down the key areas of question/clarification you are facing right now. You mentioned that

S13, S16

S13, S16

S13, S16 is that correct? This will help us work with Mexico to find solutions where we can and build into the process for the future.

In advance of the call, we ask that you communicate through the provinces versus direct to Mexico for now (other than in setting interviews which are fine employer direct). Myself in BC, Rhonda in Alberta and Sarah or Karen in Manitoba. I trust that works for you - if you have concerns, give me a call and we can discuss further.

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It looks like our call will be the week of the 27th - are you around then?

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
250 387-6183

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n'etes pas le destinataire prevu, veuillez en aviser l'expediteur par courriel et detruire tous les exemplaires du message original.

Mason, Patty JTST:EX

From: Monica de Guadalupe Mora Valdes [mmora@stps.gob.mx]
Sent: Monday, July 20, 2009 4:35 PM
To: Shuttleworth, Bev JTST:EX
Cc: Trainer.Lee; Ahn, Sohee JTST:EX; Sharma, Karen (LIM); Cindy Dew; Monica de Guadalupe Mora Valdes; Elisa Soriano Rosas; Liliane del Carmen Loya Piñera; Carmen Betsabe Lugo Rodriguez; Granda Almanza, Deyanira
Subject: RV: Similex Access for Provincial Representatives

Hi Bev,

In response to your request, Betsabé is making arrangements with the designers of the Simlex to finalize details before the demonstration. The Simlex is working regarding registration, modification and cancelation of job offers. Chris Thomas has been accessing the system since last week to update the job offers and Sasha Devortz started to access the system before.

On the Simlex user names and passwords, she says that according to their records, Omar provided thee access codes: two for British Columbia and one for Alberta. Betsabé just gave Chris Thomas an access code a week ago. She suggested him to contact his Provincial Representatives in case of any doubt concerning the pilots.

Betsabé thinks she will have a substantial progress for the call to review the Simlex System on the week of July 27. Do you have a specific preference of date and time?

Thanks,

Anel

De: Claudia Anel Valencia

Enviado el: Viernes, 17 de Julio de 2009 12:51 p.m.

Para: Shuttleworth, Bev ALMD:EX

CC: Trainer.Lee; Monica de Guadalupe Mora Valdes; Elisa Soriano Rosas; Liliane del Carmen Loya Piñera; Carmen Betsabe Lugo Rodriguez

Asunto: RE: Similex Access for Provincial Representatives

Hi Bev,

We are working with Elisa and Betsabé on these matters and hope to get back to you as soon as possible with a date for the call to review the Simlex System.

Best regards,

Anel

De: Shuttleworth, Bev ALMD:EX [<mailto:Bev.Shuttleworth@gov.bc.ca>]

Enviado el: Jueves, 16 de Julio de 2009 06:58 p.m.

Para: Claudia Anel Valencia

CC: Trainer.Lee

Asunto: RE: Similex Access for Provincial Representatives

Hello Anel,

Have you had a chance to determine a time we can review the Similex System? If possible we would like to do this next week as we want to understand things before we speak with Chris Thomas (we are hoping to have a call with him on July 30th)

Much Appreciated!

Bev

From: Shuttleworth, Bev ALMD:EX
Sent: Friday, July 10, 2009 10:04 AM
To: 'cvalencia@stps.gob.mx'
Cc: 'Trainer.Lee'; Ahn, Sohee ALMD:EX; Rhonda From; Sharma, Karen (LIM); 'Cindy Dew'
Subject: Similex Access for Provincial Representatives

Hello Anel,

S22 after our productive discussions in Victoria. As we discussed, the provincial and federal representatives would like to:

- get access to the Similex system
- get an update on the system functions along with training on using the system (through a group conference call)

This includes:

BC - Bev Shuttleworth and Sohee Ahn
Alberta - Ronda From
Manitoba - Sara - (I apologize as I do not have her last name but she will be managing this for Karen Sharma)

For the federal representatives, perhaps confirm with Lee:

CIC - Lee Trainer
HRSDC - TBD

This will help allow us to monitor the system use and follow up with employers at the regional level - with an immediate need to do so with Tim Horton's.

Is it possible that we can coordinate this within the next two weeks?

The provinces agreed that we need to know the system before we speak with Chris Thomas. For now, should Chris have questions related to the pilot (for yourself or other project representatives) encourage him to call his appropriate provincial representative in Canada.

Once we have completed our call with him we will provide you the results. We trust this will alleviate some of the concerns identified in our meetings,

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
250 387-6183

La información de este correo así como la contenida en los documentos que se adjuntan, puede ser objeto de solicitudes de acceso a la información

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Friday, July 31, 2009 8:54 AM
To: 'Rhonda From'
Cc: Ahn, Sohee JTST:EX
Subject: S14

Hi Rhonda,

S13, S14

Also, on a side note, I spoke with Chris Thomas yesterday and he is encouraging the stores to re-work their housing if needed to accommodate the qualified workers available – in fact one store, I think in Alberta, has already done this – shifted previous female housing to all male as there were people ready to go. My sense is that Chris will respect our perspective on this topic and will manage things corporately.

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
NEW NUMBER: Effective July 23rd : 250 387-6903

Mason, Patty JTST:EX

From: Not Responsive timhortons.com
Sent: Wednesday, August 12, 2009 12:33 PM
To: Rhonda From
Cc: Shuttleworth, Bev JTST:EX; Rowena Del Rosario; Ahn, Sohee JTST:EX
Subject: Re: Reports from Tim Horton's

Rhonda,

No problem at all, feel free to use them in the overall statistical roll up.

Chris Thomas
Human Resources
TDL Group

Not Responsive : timhortons.com
Not Responsive phone
Not Responsive fax

"Rhonda From"
<Rhonda.From@gov.ab.ca>

08/10/2009 07:12
PM

Not Responsive timhortons.com>

To

CC

"Ahn, Sohee ALMD:EX"
<Sohee.Ahn@gov.bc.ca>, "Rowena Del
Rosario"
<Rowena.DelRosario@gov.ab.ca>,
"Shuttleworth, Bev ALMD:EX"
<Bev.Shuttleworth@gov.bc.ca>

Subject

Reports from Tim Horton's

Hi Chris,

I hope this e-mail finds you well!

S22

Rowena Del Rosario here in the Labour Attraction branch will be available should you need to talk about any Alberta issues. I know you've been in regular contact with Bev, so that's great. I'm sure Bev can help with any questions you may have - she has a lot of great knowledge about this program!

I also wanted to ask you if it is OK to share the Tim Horton's Candidate Tracking stats that you send us (last received July 14) with our contractor, Can-Excell Consultants? The reason I'm asking is they are preparing reports for Alberta as a whole, and it would be great to have your stats included in the overall reporting. The information would not be shared with any other employers involved in the project. Please let Rowena or I know if you're OK with this.

Have you heard anything about the candidates that were supposed to be arriving?

Thanks in advance for your consideration! Hope you're enjoying your summer.

Rhonda From

Director - US/Americas

Labour Attraction Branch

Alberta Employment & Immigration

4th Floor, Commerce Place

10155 - 102 Street

Edmonton, AB T5J 4L6

www.AlbertaCanada.com/immigration

T. 780.415.8825

F. 780.644.3329

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Mason, Patty JTST:EX

From: olga.marques@hrsdc-rhdsc.gc.ca
Sent: Friday, August 21, 2009 9:44 AM
To: rhonda.from@gov.ab.ca; Ahn, Sohee JTST:EX; Shuttleworth, Bev JTST:EX;
karen.sharma@gov.mb.ca; lee.trainer@cic.gc.ca
Cc: joan.texeira@hrsdc-rhdsc.gc.ca; deborah.harris@hrsdc-rhdsc.gc.ca
Subject: Summary of Conference Call with Tim Hortons
Attachments: Summary of Conference Call with Provinces-TimHortons (July 31 2009).doc

Good day,

Please find attached a copy of the summary for the conference call dating July 31, 2009 with Chris Thomas. Please forward any comments/revisions by August 26. This summary is intended to be shared with Chris Thomas, so that he has a record of what was agreed to, the decisions made and the action items.

Thank you very much,

Olga

Olga Marques
student / étudiante
Temporary Foreign Workers / Travailleurs étrangers temporaires
> HRSDC/RHDSC
> 140, Promenade du Portage, Phase IV
> ' 819-994-2143
> * olga.marques@hrsdc-rhdsc.gc.ca
>
>
>
>
>
>

<<Summary of Conference Call with Provinces-TimHortons (July 31 2009).doc>>

Pages 234 through 237 redacted for the following reasons:

S13, S16

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Monday, August 24, 2009 5:43 PM
To: 'olga.marques@hrsdc-rhdsc.gc.ca'; 'rhonda.from@gov.ab.ca'; Ahn, Sohee JTST:EX; 'karen.sharma@gov.mb.ca'; 'lee.trainer@cic.gc.ca'
Cc: 'joan.texeira@hrsdc-rhdsc.gc.ca'; 'deborah.harris@hrsdc-rhdsc.gc.ca'
Subject: RE: Summary of Conference Call with Tim Hortons
Attachments: Summary of Conference Call with Provinces-TimHortons (July 31 2009 BC input).doc

Hi Olga and all,

I have attached some suggested changes/wording review on the minutes - particularly on the final questions around communication. Feel free to call me if you are uncertain of the comments I have noted. Thanks for working on this.

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
NEW NUMBER: Effective July 23rd : 250 387-6903

-----Original Message-----

From: olga.marques@hrsdc-rhdsc.gc.ca [<mailto:olga.marques@hrsdc-rhdsc.gc.ca>]
Sent: Friday, August 21, 2009 9:44 AM
To: rhonda.from@gov.ab.ca; Ahn, Sohee ALMD:EX; Shuttleworth, Bev ALMD:EX; karen.sharma@gov.mb.ca; lee.trainer@cic.gc.ca
Cc: joan.texeira@hrsdc-rhdsc.gc.ca; deborah.harris@hrsdc-rhdsc.gc.ca
Subject: Summary of Conference Call with Tim Hortons

Good day,

Please find attached a copy of the summary for the conference call dating July 31, 2009 with Chris Thomas. Please forward any comments/revisions by August 26. This summary is intended to be shared with Chris Thomas, so that he has a record of what was agreed to, the decisions made and the action items.

Thank you very much,

Olga

Olga Marques
student / étudiante
Temporary Foreign Workers / Travailleurs étrangers temporaires
> HRSDC/RHDSC
> 140, Promenade du Portage, Phase IV
> ' 819-994-2143
> * olga.marques@hrsdc-rhdsc.gc.ca
>
>
>
>
>

<<Summary of Conference Call with Provinces-TimHortons (July 31 2009).doc>>

Pages 239 through 244 redacted for the following reasons:

S13, S16

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Wednesday, September 16, 2009 5:33 PM
To: 'Trainer.Lee'; 'deborah.harris@hrsdc-rhdsc.gc.ca'; 'joan.texeira@hrsdc-rhdsc.gc.ca'
Cc: 'althea.williams@hrsdc-rhdsc.gc.ca'; Ahn, Sohee JTST:EX
Subject: Employer Expenses - Association Position

Hello All,

I have been encouraging Chris Thomas to speak to Go2 - our tourism sector association partner on the CMP pilot as we must keep a broad employer perspective, inclusive of Tim Horton's. As Go2 has expressed continue interest on this project, I want them to get updates from an employer and not the government of BC, and provide us the industry perspective.

As a result, I spoke with John Lechyson from Go2 today

S13

S13

When you receive the proposal from Mexico in regards to the travel parameters and employer expenses – please coordinate a call with the provinces. We need to:

1. Discuss Mexico's proposal
2. Determine 'options' for negotiation purposes
3. Determine the value of these options based upon the expenses employers pay to a third party recruiter for similar services
4. Determine if/how we will get feedback from the provincial sector associations in each province and the National Sector Councils that were involved in the beginning stages.

We are at a point in the pilot that we need to engage our industry partners – particularly as it pertains to Employer Expenses. This will also support our messaging/negotiations with Mexico.

I'm confident that Go2 will support 'nominal fees' if we present the rational and value. We also want to ensure the Construction Association has a voice – while they are not participating now, we must look to the future when they will re-engage. The other provinces should provide the perspective of their partners.

Another consideration is that Chris Thomas will speak to all the provincial associations if he does not feel that the Employer Expenses are transparent and fair. That will get all the associations talking and a position will be formed through the CRFA (Canadian Restaurant and Foodservices Association). This will make or break this pilot and any future opportunities.

Well, I think you get my point and trust that this will be added to the next call of the Canadian Working Group Members.

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
NEW NUMBER: Effective July 23rd : 250 387-6903

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Thursday, October 1, 2009 9:13 AM
To: 'Rhonda From'
Cc: Ahn, Sohee JTST:EX
Subject: CMP - Provincial Discussion

Hi Rhonda,

A couple of things: (Sohee, I will fill you in when we meet at 11:00 as this all happened yesterday and this morning)

1. Thanks for looking after the Alberta related situations – I think every possible scenario has come through in the past two weeks. Your e-mail reply yesterday to Betsabe was strong and fair - S13, S16

S13, S16

pilot process S13, S16 For now, Tim Horton's is managing the

S13, S16

S13, S16

- 2.

S13, S16

We can discuss these items in more detail tomorrow – given you are in meetings today. 1:00 BC time works for me – and I'll speak with Sohee about joining us in the call.

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
NEW NUMBER: Effective July 23rd : 250 387-6903

Mason, Patty JTST:EX

From: Tso.Karen [Karen.Tso@cic.gc.ca]
Sent: Wednesday, November 25, 2009 10:02 AM
To: Shuttleworth, Bev JTST:EX
Cc: joan.texeira@hrsdc-rhdcc.gc.ca; Trainer Lee; Ahn, Sohee JTST:EX
Subject: RE: LMWG meeting Dec 2-3

Thanks. just wanted confirmation. In that case, we'll leave it on but for the latter part of the second day. S13
S13

KT

Karen Tso
NHQ - Immigration | AC - Immigration
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada
365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1
Karen.Tso@cic.gc.ca
Telephone | Téléphone 613-952-3319
Facsimile | Télécopieur 613-954-0850
Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Shuttleworth, Bev ALMD:EX [mailto:Bev.Shuttleworth@gov.bc.ca]
Sent: November 25, 2009 11:53 AM
To: Tso.Karen
Cc: joan.texeira@hrsdc-rhdcc.gc.ca; Trainer.Lee; Ahn, Sohee ALMD:EX
Subject: RE: LMWG meeting Dec 2-3

Hi Karen,

Interesting, as S13, S16

S13, S16

1.

2.

S13, S16

3.

Ontario is hosting the Pan American Games, so Mexico must speak with them directly to determine their interest and CIC and HRSDC can be involved in those discussions:

Give me a call if you would like to discuss further, or we can do so on our group call tomorrow.

Bev Shuttleworth
Manager, Labour Market Portfolio

From: Tso.Karen [mailto:Karen.Tso@cic.gc.ca]
Sent: Wednesday, November 25, 2009 5:54 AM
To: Shuttleworth, Bev ALMD:EX
Cc: joan.texeira@hrsdc-rhdcc.gc.ca; Trainer.Lee
Subject: FW: LMWG meeting Dec 2-3
Importance: High

Hi Bev,

Please see below regarding item #9 and the

S13, S16

In addition, given your email regarding the

S13, S16

S13, S16

Your thoughts?

Gracias chical

KT

Karen Tso
NHQ - Immigration | AC - Immigration
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada
365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1
Karen.Tso@cic.gc.ca
Telephone | Téléphone 613-952-3319
Facsimile | Télécopieur 613-954-0850
Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Claudia Anel Valencia [mailto:cvalencia@stps.gob.mx]
Sent: November 24, 2009 7:43 PM
To: Trainer.Lee
Cc: joan.texeira@hrsdc-rhdcc.gc.ca; Tso.Karen
Subject: RE: LMWG meeting Dec 2-3
Importance: High

Hola Lee,

Here is information to try to clarify items 1, 8 and 9 that you ask about:

S13, S16

S13, S16

On the proposal for "breaking contracts", I will surely send it as soon as we have cleared it internally.

I hope the information helps, but if there are any questions please let me know.

Saludos!

Anel

De: Trainer.Lee [mailto:Lee.Trainer@cic.gc.ca]

Enviado el: Martes, 24 de Noviembre de 2009 03:57 p.m.

Para: Claudia Anel Valencia

CC: joan.texeira@hrsdc-rhdcc.gc.ca; Tso.Karen

Asunto: RE: LMWG meeting Dec 2-3

Hi Anel,

We will be providing some comments on the draft agenda fairly soon; but before this we just wanted to seek clarification on items #1, #8 and #9 -if you could provide some additional details on these items it would be much appreciated.

S13, S16

Also, under "breaking contracts" would it be possible to see the proposal you have?

Gracias Anel!

Lee

Lee Trainer

NHQ - Immigration | AC - Immigration

Citizenship and Immigration Canada | Citoyenneté et Immigration Canada

365 Laurier Avenue West Ottawa ON K1A 1L1 | 365, avenue Laurier Ouest Ottawa ON K1A 1L1

Lee.Trainer@cic.gc.ca

Telephone | Téléphone 613-957-5902

Facsimile | Télécopieur 613-954-0850

Government of Canada | Gouvernement du Canada

-----Original Message-----

From: Claudia Anel Valencia [mailto:cvalencia@stps.gob.mx]

Sent: November 19, 2009 7:45 PM

To: Trainer.Lee

Cc: joan.texeira@hrsdc-rhdcc.gc.ca; Monica de Guadalupe Mora Valdes; Lilliane del Carmen Loya Piñera; Oscar Ortiz Milan; Elisa Soriano Rosas; Carmen Betsabe Lugo Rodriguez; Granda Almanza, Deyanira

Subject: LMWG meeting Dec 2-3

Importance: High

Hi Lee,

Below you will find the proposed topics for the technical meeting of the Mexico Canada Labour Mobility Working Group on December 2-3, that will take place in SRE in Mexico City. Let me know the topics Canada would like to add to the agenda.

Best regards,

Anel

REUNION TÉCNICA DEL GRUPO DE TRABAJO DE MOVILIDAD LABORAL
MEXICO - CANADA
PROYECTOS PILOTO

TECHNICAL MEETING OF THE MEXICO-CANADA LABOUR MOBILITY WORKING
GROUP
PILOT PROJECTS

Temas / Topics

2 y 3 de diciembre de 2009 / December 2-3, 2009

Introducción / Introduction

Reunión entre gobiernos / Government Meeting

1. Vigencia y validez de la visa y el permiso de trabajo / Term of validity of the visa and work permit
2. Pago y reembolso de los gastos que genere la tramitación del permiso de trabajo ante la Embajada Canadiense / Payment and reimbursement of costs generated to obtain the work permit before the Canadian Embassy
 - Posible uso de Tarjeta Scotiabank (STPS-CGSNE) / Possible use of a Scotiabank Card (STPS-CGSNE)
3. Punto de salida para la compra de los boletos de avión con destino a Canadá / Point of departure to buy airplane tickets to Canada
 - Propuesta/ Proposal (STPS- CGSNE)

4. Cancelación de contratos / Breaking Contracts
 - Causales / Causes
 - Tiempos y momentos / Timeframe and moments
 - Consecuencias / Consequences
 - Propuesta / Proposal (STPS- UAI)
 5. Plan de trabajo / Work plan
 6. Mecanismos de evaluación / Evaluation mechanisms
 7. Rol de los Consulados/ Role of the Consulates (SRE)
 8. Inicio de actividades para reclutamiento de una ocupación certificada en una provincia / Starting activities for the recruitment of a certified occupation in a province
 - Definir ocupación y provincia/ Determine an occupation and a province
 - Definir calendario de trabajo / Determine a timeline of activities
 9. Proyecto Olímpico y Juegos Panamericanos / Olympic Project and Pan-American Games
- Reunión con presencia de empleadores / Meeting with the presence of employers
10. Cumplimiento del contrato / Compliance with the contract
 - Horas y días de trabajo / Hours and days of work
 11. Revisión de tiempos a lo largo del proceso de reclutamiento, selección, contratación y salida de los trabajadores y responsabilidad de las partes (diagrama de flujo STPS-CGSNE) / Review of timeframe in the flow chart for the recruitment, selection, contract and departure of workers, and responsibilities of the parties (STPS-CGSNE)
 - Seis semanas / Six weeks
12. SIMLEX

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La información de este correo así como la contenida en los documentos que se adjuntan, puede ser objeto de solicitudes de acceso a la información

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Monday, April 26, 2010 4:17 PM
To: Ahn, Sohee JTST:EX
Subject: RE: Alberta/BC - Temporary Foreign Workers - Mexico Pilot Project

S13, S16

CMP Background

- A Labour Mobility Working Group (LMWG) under the auspices of the Canada-Mexico Partnership (CMP) started in 2007 by the Governments of Canada and Mexico.
- The LMWG is co-led by Human Resources and Social Development Canada (HRSDC), Citizenship and Immigration Canada (CIC), the Mexican Ministry of Foreign Affairs, and the Secretariat of Labour and Social Welfare.
- The objectives of the LMWG include providing an avenue to facilitate the orderly, legal and safe movement of temporary workers between Mexico and Canada by developing a process to match qualified and available Mexican workers with Canadian employers seeking temporary foreign workers in defined occupations in the tourism & hospitality and construction sectors, without the services of a third-party recruiter.
- Since 2008, Canada, Mexico, and the provinces of Alberta and British Columbia have worked closely together to develop and test the pilot objectives. Due to the economic downturn and declined need for foreign workers, employer participation in the pilot was limited to one occupation – Food Service Counter Attendant – and one multi-location employer – Tim Horton's (the TDL Corporation).
- As of March 17 2010, 58 workers arrived in Alberta. British Columbia's first workers are expected to arrive in May and will be employed at Tim Horton's in Campbell River.

Employer Feedback to Date

- An employer survey was completed in March, 2010. Overall store owners were happy with the quality of the candidates and found the process cost-effective, despite additional fees of medical evaluations and work permits. The majority of store owners stated they would continue to participate in this project.
-

S13

Current Status

- The pilot continues under the same parameters, sectors and occupations (tourism & hospitality and construction). The focus of the Technical Working Group in 2010 is to improve the pre-screening of candidates

and upgrade Mexico's on-line recruitment system to be more 'employer' friendly. A survey of government stakeholders will be completed this summer followed by a survey of workers upon return to Mexico.

Possible Questions from Parliamentary Secretary Jim Ross

- Why are BC and Alberta participating in the pilot? How is it working?
- What is the role of the provincial government?
- How is this model different from recruitment through a third-party recruiter?
- What are the strengths of this model?

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
Phone: 250 387-6903
www.workbc.ca

From: Ahn, Sohee ALMD:EX
Sent: Sunday, April 25, 2010 3:23 PM
To: Shuttleworth, Bev ALMD:EX
Subject: FW: Alberta/BC - Temporary Foreign Workers - Mexico Pilot Project

Can you please pull together a short summary email re what the CMP is about, status and possible topics the parl. sec. may want to talk to us about.

From: Baskerville, Shannon ALMD:EX
Sent: Sun 4/25/2010 2:08 PM
To: Ahn, Sohee ALMD:EX
Cc: Gillis, Mark H. ALMD:EX; Shuttleworth, Bev ALMD:EX
Subject: Re: Alberta/BC - Temporary Foreign Workers - Mexico Pilot Project

Hi - I don't see any issues - maybe just send me an email with key points and I will fwd to phillip. Thx

From: Ahn, Sohee ALMD:EX
To: Baskerville, Shannon ALMD:EX
Cc: Gillis, Mark H. ALMD:EX; Shuttleworth, Bev ALMD:EX
Sent: Sun Apr 25 13:35:31 2010
Subject: FW: Alberta/BC - Temporary Foreign Workers - Mexico Pilot Project

Hi Shannon,
Just wanted to let you know that Corinna checked with IGR PAB staff and the Minister's office. They have no concerns and have given us the green light to speak to this parliamentary secretary.

Please advise if you have any concerns or if you think a note to the DM is necessary before respond.

Thanks.
Sohee

-----Original Message-----

From: Ahn, Sohee ALMD:EX
Sent: Thursday, April 22, 2010 4:59 PM

To: Fillion, Corinna PAB:EX
Subject: FW: Alberta/BC - Temporary Foreign Workers - Mexico Pilot Project

Hi Corinna,

We received this request from an employer we have been working with regarding the Canada Mexico Pilot to bring workers to BC and Alberta.

We forwarded the request to our colleagues at CIC and they did not seem to have a problem with responding to this request. So I am wondering if we have any protocols or official channels from such requests.

Please advise.

Sohee Ahn
(250) 387-7587

-----Original Message-----

From: Shuttleworth, Bev ALMD:EX
Sent: Thursday, April 22, 2010 10:20 AM
To: Ahn, Sohee ALMD:EX
Subject: FW: Alberta/BC - Temporary Foreign Workers - Mexico Pilot Project

E-Mail from Chris Thomas regarding Parliamentary Secretary.

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
Phone: 250 387-6903
www.workbc.ca

-----Original Message-----

From: Not Responsive timhortons.com [mailto:timhortons.com]
Sent: Friday, April 16, 2010 10:49 AM
To: DykstR8@parl.gc.ca; Rhonda From: Shuttleworth, Bev ALMD:EX
Cc: Not Responsive [@timhortons.com](mailto:timhortons.com)
Subject: Re: Alberta/BC - Temporary Foreign Workers - Mexico Pilot Project

Rhonda and Bev,

Let me introduce you to Jim Ross, he is a parliamentary secretary in Ottawa and he would like to hear how the Mexico Pilot Program is working out from the Provincial perspective and the employers perspective.

If you could set up a time to talk to him it would be appreciated.

Thanking you in advance,

Chris Thomas
Human Resources
TDL Group
Not Responsive [@timhortons.com](mailto:timhortons.com)
Not Responsive phone
Not Responsive fax

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Pages 256 through 281 redacted for the following reasons:

S13

CMP Labour Mobility Working Group Pilot Projects Phase 2 Review: Canada, Mexico and Provinces Questionnaire

Process Effectiveness

1. a) How would you rate the overall collaboration among participating governments in terms of meetings, information requests, conference calls, and working groups?

Activity	Poor	Fair	Good	Very good	Excellent
In-person meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teleconferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Exchanges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- b) Are there any areas where collaboration can be improved on?

2. a) Generally, how would you rate the timeliness of receiving requested information from participating governments?

Poor	Fair	Good	Very good	Excellent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- b) Do you have any additional comments?

3. a) How would you rate the overall quality of information exchanged between governments?

Poor	Fair	Good	Very good	Excellent
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**CMP Labour Mobility Working Group Pilot Projects Phase 2 Review:
Canada, Mexico and Provinces Questionnaire**

--

3. a) Overall to date, the benefits of this pilot have outweighed costs (i.e. time, personnel, funding).

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't Know
┐	┐	┐	┐	┐	┐

- a) Do you have any additional comments?

--

Strengths and Challenges

1. What are some of the strengths of this pilot?

--

2. What are some of the challenges?

--

**CMP Labour Mobility Working Group Pilot Projects Phase 2 Review:
Canada, Mexico and Provinces Questionnaire**

Suggestions for Improvement and Recommendations

1. What improvements could be made to the pilot project which you believe could lead to greater success (currently and in the future)?

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Monday, December 7, 2009 8:46 AM
To: Ahn, Sohee JTST:EX; Newson, Michael ALMD:EX
Cc: Mischuk, Benton JTST:EX
Subject: FW: CRFA Response to Proposed Changes to Temporary Foreign Worker Program
CONFIDENTIAL
Attachments: Response to TFW changes.doc

Chris Thomas from Tim Horton's shared the CRFA's response with me. Many of their responses echo what we have in our response.

They have also noted 'Other Recommendations' related to the TFWP outside the scope of these regulatory changes - some of which we are addressing in our Annex pilots.

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
Phone: 250 387-6903
www.workbc.ca

-----Original Message-----

From: Not Responsive @timhortons.com [mailto: Not Responsive @timhortons.com]
Sent: Saturday, December 5, 2009 8:18 AM
To: Shuttleworth, Bev ALMD:EX; Rhonda From
Subject: Fw: CRFA Response to Proposed Changes to Temporary Foreign Worker Program

As per our discussion, here is the submission from the CRFA.

Chris Thomas
Human Resources
TDL Group
Not Responsive @timhortons.com
Not Responsive phone
Not Responsive fax

Mason, Patty JTST:EX

From: Shuttleworth, Bev JTST:EX
Sent: Friday, September 4, 2009 9:15 AM
To: 'Alice Wong'; Ahn, Sohee JTST:EX
Cc: 'David Loewen'; Gillis, Mark H. ALMD:EX
Subject: RE: Philippine MOU - Tim Horton's

Thanks Alice,

As you said, it is late in the process to address these within the Implementation Guidelines. Within our employer communications we can advise employers of the potential of 'phantom agencies' and tactics/questions to find out if they are legitimate or not.

If these agencies cause an issue – we go back to the Philippines and ask what they are doing about them for the protection of their workers.

I appreciate the update. Chris calls me daily on the Mexico project with many similar 'suggestions'. Should he reference anything related to the Philippines I will let you know.

Bev Shuttleworth
Manager, Labour Market Portfolio
Labour Market Development Branch
NEW NUMBER: Effective July 23rd : 250 387-6903

From: Alice Wong [<mailto:Alice.Wong@gov.ab.ca>]
Sent: Friday, September 4, 2009 8:55 AM
To: Shuttleworth, Bev ALMD:EX; Ahn, Sohee ALMD:EX
Cc: David Loewen
Subject: Philippine MOU - Tim Horton's

Hi, there:

I just thought I would pass this along to you for information. I'm ~~not sure if we can~~ do anything about this since, as indicated by Lori, it's too late into the process.

Regards,

Alice

From: Lori Zaparniuk
Sent: Friday, September 04, 2009 9:14 AM
To: Percy Cummins; Alice Wong; David Loewen; Linda Choi; Sadhna Gupta
Cc: Wendy Blackwell
Subject: Philippine MOU - Tim Horton's

Hi

I wanted to update you on a call I had with Chris Thomson with Tim Horton's regarding the Philippine MOU and recruitment processes.

He wanted to raise the concern he had with the "Name Hire" process and potential political implications it could have. He indicated that they are seeing an increasing number of "phantom" agencies in the Philippines that are promoting the name hire process.

These organizations are not registered as Philippine Recruitment Agencies but they are promoting that they can provide contact information of Canadian/Alberta employers that are looking for workers. They provide the contact information to the Filipino and charge them thousands of dollars and this does not even guarantee them a job. Chris said that he has been getting an increasing number of call from the Philippines and that his contact information is being circulated.

He indicated that Tim Horton's and many employers would never hire workers this way as it is difficult to verify they would have the skills they require.

He is concerned that this will lead to an increase on the number of workers that are being taken advantage of and that the

S13, S16

Since the MOU is promoted as protecting workers, this

category of recruitment will actually make things worse.

S13, S16

S13, S16 They would like to know how this is being monitored and tracked since there is a lot of information on these documents. It would be easy for an unscrupulous person to get this information and use it in the Philippines to bring in workers for other purposes.

S13, S16

Just wanted to pass this along. I think it is pretty late in the negotiation game to raise these issues but thought I should share them.

Lori Zaparniuk
Director - Health Workforce Attraction
Employment and Immigration
4th floor Commerce Place
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Edmonton, AB T5j 4L6

Tel: (780) 415-4750
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Mason, Patty JTST:EX

From: Ahn, Sohee ALMD:EX
Sent: Thursday, January 15, 2009 4:02 PM
To: Chalifour, Chelsea ALMD:EX
Subject: RE: Follow-up from Yesterday's call with Mexico

Yes please. thanks.

Sohee Ahn
(250) 387-7587

From: Chalifour, Chelsea ALMD:EX
Sent: Thursday, January 15, 2009 4:00 PM
To: Ahn, Sohee ALMD:EX
Subject: FW: Follow-up from Yesterday's call with Mexico

John just responded. Do you want me to forward this to Karen?

Chelsea Chalifour

Project Manager, WorkBC
Ministry of Advanced Education &
Labour Market Development
2nd floor, 835 Humboldt Street
Tel: 250.387.7547
fax: 250.952.0705

From: John Leschyson [<mailto:jleschyson@go2hr.ca>]
Sent: Thursday, January 15, 2009 3:59 PM
To: Chalifour, Chelsea ALMD:EX
Subject: RE: Follow-up from Yesterday's call with Mexico

Chelsea,

They are all food counter attendants from 14 Tim Hortons (77 positions). I understand from Chris Thomas that he has already had some preliminary discussions with Mexico about this (I think the number was closer to 40 or so at the time). Chris will get the information to me as soon as possible so I can load it into the system.

On another note, I was unable to access my computer most of today (just got it up and running a few minutes ago). Therefore, I haven't been able to look at the job descriptions in the Mexican system and provide any necessary adjustments. I will be out of the office most of tomorrow so I probably won't get to this until sometime early next week.

John

John Leschyson

Director Industry Human Resource Development

go2

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Suite 450, One Bentall Centre
505 Burrard Street
P.O. Box 59
Vancouver, BC V7X 1M3
tel 604 633 9787 (ext 225)
fax 604 633 9796
<http://www.go2hr.ca>

From: Chalifour, Chelsea ALMD:EX [<mailto:Chelsea.Chalifour@gov.bc.ca>]

Sent: January 15, 2009 10:36 AM

To: John Leschyson

Cc: Ahn, Sohee ALMD:EX

Subject: Follow-up from Yesterday's call with Mexico

Hi John,

I just wanted to send a quick email to confirm that you are still able to provide a breakdown of the 70 positions from GO2 to Sohee and I by tomorrow afternoon so that the Mexicans have the information in advance of their meeting on Monday.

Karen from CIC was also hoping to get the corrected occupational profiles before the end of day tomorrow as well which I believe you agreed to edit. Will end of day tomorrow give you enough time?

Chelsea Chalifour

Project Manager, WorkBC
Ministry of Advanced Education &
Labour Market Development
2nd floor, 835 Humboldt Street
Tel: 250.387.7547
fax: 250.952.0705

Hope this helps,

Salima Jethani

Manager Program Development & Promotion, BC Provincial Nominee Program
Economic Immigration Programs Branch
Ministry of Jobs, Tourism & Skills Training
Suite 800, 360 West Georgia Street
Vancouver, BC V6B 6B2

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Salima.Jethani@gov.bc.ca

www.WelcomeBC.ca/PNP

Thank you for thinking about the environment before printing this e-mail.

From: Mischuk, Benton JTST:EX

Sent: Friday, October 19, 2012 10:23 AM

To: Jethani, Salima JTST:EX

Subject: RE: Employers in Northeast & Northwest

Success? – and what's your BB # so we can find you? Thx.

Benton Mischuk

Manager, Immigration Policy | Ministry of Jobs, Tourism & Skills Training | Mobile +1 250 216 7948 |
benton.mischuk@gov.bc.ca

From: Jethani, Salima JTST:EX

Sent: Friday, October 19, 2012 9:30 AM

To: Mischuk, Benton JTST:EX

Subject: Employers in Northeast & Northwest

Hi Benton,

I have been working closely with these employers – and also heading back to the North this week.
Please let me know if you need anything from me.

Salima Jethani

Manager Program Development & Promotion, BC Provincial Nominee Program
Economic Immigration Programs Branch
Ministry of Jobs, Tourism & Skills Training
Suite 800, 360 West Georgia Street
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Thank you for thinking about the environment before printing this e-mail.